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FRANCES PERKINS, SECRETARY

WOMEN'S BUREAU

MARY ANDERSON, DIRECTOR

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OFFICE WORK IN HOUSTON

1940



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HELEN A. WILSON, Director

OFFICE WORK IN HOUSTON
1941



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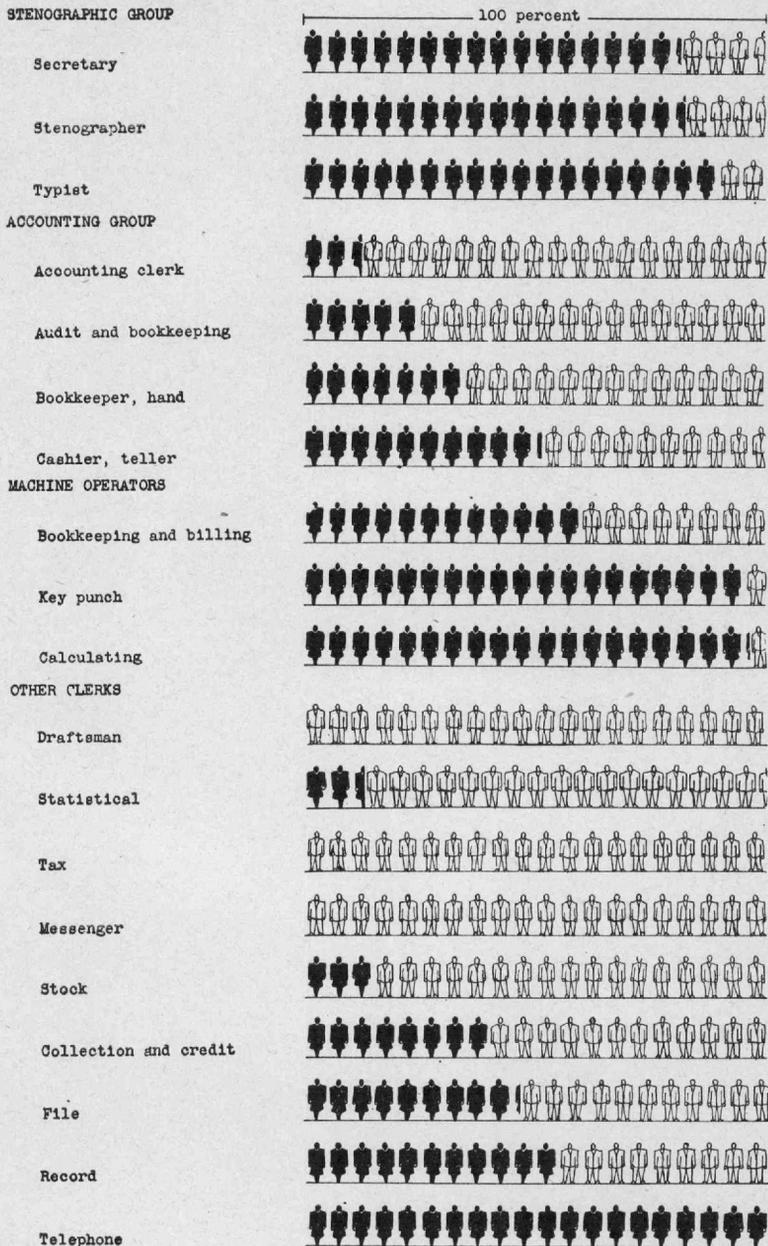
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[Each complete figure=5 percent]



OFFICE WORK IN HOUSTON, 1940

INTRODUCTION

Houston was chosen as one of the five cities in which the office workers' survey should be made because it presents a picture of office conditions in a southern port city where the commercial life is dominated by one industry. This industry is the producing, refining, and distributing of petroleum. Situated within 150 miles of many producing oil fields, the city is the center of oil and gas producing and refining companies and also of manufacturing plants and manufacturers' distributing branches that supply oil-field equipment and material. Other varied manufacture, unrelated to petroleum but sharing the facilities available for that industry, also is located in Houston; rice milling, cotton compressing, cottonseed-oil pressing, soap and shortening, chemicals, paper pulp, and miscellaneous products also cast the character of service needed in Houston's offices.

To meet the requirements of these mining and manufacturing industries, five major railroad systems service the city. Ocean-going vessels enter Houston's deepened ship channel through Galveston Bay from the Gulf of Mexico. Thirteen banks furnish financial facilities. A retail distribution system, home, personal, and business servicing systems, have grown up to care for the needs not only of the 384,514 persons in Houston but, to some extent, of the more than a million people in Houston's trade area.¹ Educational, governmental, and social-service activities also have been developed to meet the needs of this growing industrial city.

The functioning of these industrial, commercial, educational, social, and governmental bodies is facilitated by approximately 24,000 office workers.² "Office workers" as used in this report is an inclusive term covering not only those usually known as clerical workers, but others employed in offices whose duties are nonclerical or only partially clerical in nature. The term includes functions characteristic of many offices, such as bookkeeping, accounting, credit, collection, order, billing and statement, pay roll, filing, general record keeping, secretarial and stenographic activities, and the operation of various office machines. It also covers specialized groups, such as purchasing agents, claims examiners, appraisers, personnel managers, publicity clerks, credit authorizers, whose duties are carried on in the office but are not of a clerical nature. The term includes persons only part of whose time may call for clerical procedures, such as route clerks,

¹ As delineated by Batten, Barton, Durstine, and Osborn and quoted by "Sales Management," April 10, 1940, p. 212.

² Estimates of numbers are based on number of office workers in firms' schedules, on reports of firms asked for numbers but not scheduled, on 1939 Census firm data, on data obtained from specific trade associations, the Chamber of Commerce, the Community Chest, the Texas State Employment Service, the Y. W. C. A. employment service.

estimators, production clerks, or service personnel; clerical-professional groups such as auditors, accountants, and statisticians; and such non-clerical groups as receptionists, messengers, telephone-switchboard operators, and information persons in offices. In the administrative and executive group shown separately are included those salaried employees so designated by the person interviewed in each office. Thus "office work" covers all occupations the duties of which are carried on within offices, but not those whose personnel center in an office but whose duties must be discharged outside the office.

TYPES OF BUSINESS THAT EMPLOY OFFICE WORKERS

Houston petroleum companies may produce the crude oil, refine it, and operate pipe lines, or they may engage in only one of these functions. Many of the services rendered by professional workers or specialists for large petroleum companies in development and marketing also are carried on independently by geologists, geophysicists, surveyors, drillers, or marketers in offices of their own. All such large and small company offices, together with the major petroleum offices, gave employment in 1940 to approximately 7,000 men and women, not including technical, professional, field workers, nor sales force. This is by far the largest volume of office employment afforded by any Houston industry. Petroleum companies vary widely as to the number of office workers employed. The four large producers and their pipe-line divisions employ over two-fifths of all petroleum company office workers; 13 other companies employ 20 to 100 workers each; while almost half of the office workers are scattered in small numbers in the many offices of small producers, operators, marketers, surveyors, drillers, and professional groups.

Oil industry equipment manufacture is carried on in a few large plants and many small factories. In only two companies does the staff of the plant office and the distribution office exceed 100 in number; the majority of other factories employ fewer than 10 persons. This situation is found also in offices of other manufactures. A small number have staffs of 20 or more, but the majority employ fewer than 10 clerks regardless of whether the product manufactured is sheet metal, bags, or bread. In the printing and publishing field there are four companies that employ from 33 to 97 office workers, but others employ only a few.

Closely related in function to the distributing offices of local manufacturers are the distributing offices of manufacturers with plants elsewhere than in Houston. Only a few outside manufacturers' distributing offices employ 5 or more persons. Wholesale merchants, brokers, and agents, while numerous, employ relatively few per office. It is estimated that local and outside manufacturers' and wholesale distributors' offices together give employment to something less than 5,000 workers.

Transportation affords employment to about 2,200 office workers. The large numbers are in the general offices of three major railroads. Others are employed in division railway offices, by steamship companies, by freight and terminal shipping companies, and by motor-coach and airline offices.

Private banks employ approximately 825 office workers. The separate establishments employ from 6 employees in a branch bank to more than 100 in the main office. The more usual number, however, is around 30 to 50 employees.

Investment companies, building and loan associations, personal and chattel loan associations have been grouped as "other financial institutions." No single firm employed 50 office workers but together their employment reached approximately 500 persons.

All types of insurance are written by insurance firms in Houston, which is the seat of home offices, branch offices, many agent offices, as well as insurance analysts and inspection services. A few offices have more than 100 workers, but the majority of offices are small. A careful estimate of numbers employed in office capacities indicates something more than 1,200 office workers concerned with insurance.

Houston is served by two gas companies, a light and power company, the telephone company, and telegraph companies. Four of these companies employ about 100 or more office workers, and the total for all such companies is over 900.

Government offices give employment to an even larger group. The city and county business requires approximately 600 office workers, though many of such offices have but one worker. These figures do not include the public school system nor hospitals, which are classified elsewhere. State offices in Houston include the State Employment Service, Highway Department, Department of Public Welfare, Prison Board, and other offices with only a few clerks. The Federal Government increases the total of office workers in Houston by some 500 or more. Many Federal offices employ groups of workers not comparable with other types; the Post Office is illustrative of workers not included in this survey.

The city school service, the schools of higher education in the city, and the private schools give employment to about 175 in their offices.

When professional workers are excluded from hospital and social agency offices, the numbers in such offices are not large, totaling about 275.

Only a few of the retail stores in Houston employ large numbers of office workers; in fact, only three employ 50 or more. Though many of the thousands of small stores employ no clerical service, it is estimated that about 1,200 workers have employment in office capacities. Hotels, restaurants, and other eating places, laundries and other personal service establishments swell the number engaged in clerical pursuits.

Over and above all these businesses and services are the great numbers of small offices engaged in advertising, real estate, and other forms of business, attorneys', doctors', and other professional offices, and organization offices. Many of these have no employees, many others have only 1; a few offices have more than 10. But here again the total reaches over 2,000.

The business structure of Houston is such that the majority of office workers find employment with small firms, transacting different types of business. Only in a few oil companies, a few manufacturing plants, in two railroad offices, in several banks and insurance companies, in the utility offices, and in a very few wholesale and retail distribution offices are large numbers employed by a single firm.

DEMAND FOR NEW OFFICE WORKERS

The demand for office workers varies from year to year as changing conditions affect the type and volume of business in the city. Hous-

ton grew in population and commercial activity from 1929 to 1939: The 1940 Census of Population records a 32-percent increase over 1930 in persons in the city; the Census of Wholesale Trade shows a 48-percent increase in wage earners in the 10 years 1929 to 1939. The Houston Chamber of Commerce reports 600 new business activities launched in 1939,³ most of which are concerned with merchandising, the professions, or petroleum; this in spite of the fact that the European situation had repercussions in the city's basic industries. Petroleum, cotton, and shipping had been affected adversely by war conditions in 1940. But the building of a few factories for making products for consumption in this country also began in Houston in the same year.

In addition to changes in demand for office workers following such business shifts, normal losses in staff due to advancement to other positions, changes to other occupations, sickness and death, go on continuously. These shifts are reflected in the proportion of new office employees taken on in 1939. "New employees" are persons employed for the first time by a specific firm. They may be beginners in office work; or they may be experienced persons, unemployed or transferring from one firm to another, or from other communities. New employment may have resulted because of the opening of an office, or the expansion of activities in an established office, or through replacement of other workers. Regardless of cause, men and women employed by an office for the first time in 1939 formed approximately 12 percent of the total number of office employees in 1940. Such was the degree of adjustment taking place in one year.

Examination of the composition of such change reveals close correspondence between numbers of new workers employed and the reported condition of specific industries. For example, the addition of new workers in railroad offices is infrequent, due to the policy of priority in employment of older employees. The lack of expansion of the petroleum industry resulted in a change of only 6 percent in numbers employed. In wholesale distribution, however, the increase was marked; it was largest in the many small offices engaged in rendering business, professional, and personal services in the city.

Beginners.

About 4 in every 10 new persons employed in offices were beginners. The number (1,150) corresponds roughly to the oral statements of schools as to the numbers they had placed. It may be taken to represent the 1939-40 demand for beginners, whether as additions to the office staff or as replacements.

The question has been asked as to how much time elapses between leaving school and securing the first job in an office. In the present study this question was confined to people beginning work in 1935 or thereafter, so it represents conditions between 1935 and 1940. Seventy-two in every 100 women secured their first office job within a year after graduation; 19 in every 100, more than a year after graduation but before 2 years were past. Thus 91 percent of the women reported had secured work within a relatively short time after completing school. Men reported seem to have had more difficulty in securing jobs; only 58 in every 100 secured their office jobs in the first year, and 17 in every 100 in 1 but less than 2 years, after leaving

³ Based on utility connections.

school. While all but a few women went first into office work, about one-fifth of the men engaged first in some other type of employment. Eleven in every 100 men who had not secured an office job within 4 years had engaged in other than office work. Among these were college as well as grammar-school graduates.

Experienced workers.

How many of the experienced workers employed had been dismissed by other firms through reductions in staff or through closing offices in Houston is not known. However, the offices in which the largest number of experienced persons were taken on in 1939 were those of new or expanding firms, indicating that a part of the new employment of experienced workers was the result of new developments in business or in the professions.

Whatever the cause of employment of new office workers, a conservative estimate of the requirement of additional workers would appear to be about 2,800 a year under 1940 conditions.

There is a limited demand for office workers as "extras," that is, for employment over short periods. The educational system employs more extra clerks than regulars during a part of the year. Printing and publicity firms call for mail clerks and other clerks for special work. For the most part, however, extras are employed during vacation periods to substitute for PBX operators, stenographers, or other personnel in small offices.

CHARACTER OF OFFICE OCCUPATIONS

In addition to the data concerning the types of offices and their requirements as to services, a detailed sample study was made of the occupations in each type of office, the qualifications possessed by those employed in such occupations, the salaries paid, the annual earnings, the hours worked, the possibilities of advancement, and other firm policies relating to the many phases of office employment.

A cross-section picture of all types of offices in Houston was desired. This was secured with the exception of the electric power and gas company offices, which refused access to their pay rolls and office personnel records. While their office employees represent only 2½ percent of the total number employed in Houston, the cross-section picture is out of focus to the extent that these companies may have conditions of employment somewhat different from those of other companies. Descriptions of occupations in this kind of office will be

TABLE I.—Number of offices scheduled, number of men and women employed, and number of records secured, 1940, by type of office—HOUSTON

Type of office	Number of offices scheduled	Number of men and women employed			Employee records secured				
		Total	Men	Women	Number of offices	Employees			
						Total	Men	Women	
								Number	Percent of total
All types ¹	220	9,232	5,329	3,903	216	7,163	3,823	3,340	46.6
Banks and other finance.....	18	303	160	143	18	303	160	143	47.2
Insurance.....	8	435	154	281	8	435	154	281	64.6
Railroads.....	3	1,233	957	276	3	718	552	166	23.1
Telephone and telegraph.....	2	318	62	256	2	318	62	256	80.5
Other public utilities.....	3	601	208	393	0	0			
Oil producing, refining, and distributing ¹	19	3,411	2,383	1,028	19	2,467	1,492	975	39.5
Printing and publishing.....	6	242	98	144	6	242	98	144	59.5
Other manufacturing.....	35	827	547	280	35	827	547	280	33.9
Wholesale distributors.....	14	175	88	87	14	175	88	87	49.7
Department and apparel stores.....	6	258	43	215	6	258	43	215	83.3
Federal Government.....	5	409	223	186	5	409	223	186	45.5
State, city, and county governments.....	5	461	243	218	5	461	243	218	47.3
Education.....	2	121	10	111	2	121	10	111	91.7
Other types of office.....	94	438	153	285	93	429	151	278	64.8

¹ Group occupational data were reported by 2 companies, individual employee data being unobtainable. For this reason tables showing data for individuals—for example, personal information such as age, education, experience; percent distributions; salaries other than the simple arithmetic average (the mean)—are based on the smaller numbers, with reports by 17 oil companies.

found in the report on Philadelphia in the present series. Wages paid in Philadelphia and in other cities in the present study will indicate wage possibilities.

The survey of offices was conducted in the spring and early summer of 1940 by interviews with officials of the various firms and by transcription of data from their pay-roll cards and individual employee records. A survey was made also of all schools offering courses for office workers in an endeavor to measure the volume of training against the need for office service.

Table I shows, by type of office, the total numbers of employees and the numbers for whom records were secured in the firms scheduled by the Women's Bureau.

OCCUPATIONAL DISTRIBUTION

As has been stated, two factors dominate the Houston office scene: (1) The petroleum industry, and (2) the large proportion of small offices. In this survey about four-fifths of the offices visited had fewer than 25 employees and less than one-tenth had 100 or more. It is not surprising, therefore, to find one-fourth of the workers in the secretarial and stenographic group, employed as typists, on dictating machines, as stenographers and secretaries. Small offices demand personnel for the taking of dictation and to do typing but they are likely to call on them for many other services when employed. Large offices may limit the activities demanded of each occupation to the basic skills, but even in large offices there are wide differences in the character of work stenographers, typists, and secretaries are called upon to do. These positions generally are filled by women, though men stenographers and typists are employed by petroleum companies, by railroads, by manufacturing and distributing firms, and in Federal Government offices to a limited extent.

Bookkeeping and accounting are done by 13 of every 100 office workers. Under this head are included accountant-clerks, audit and bookkeeping clerks, hand bookkeepers, and cashiers and tellers. Women are employed as cashiers and tellers as frequently as men, but in the other accounting occupations men greatly predominate.

Another distinct occupational classification is the machine operator, that is, operators of bookkeeping and billing machines, calculating machines, key punches, and other office machines. Only $7\frac{1}{2}$ in every 100 are employed in these capacities. Calculating and key-punch operators are women. Men and women are employed as bookkeeping- and billing-machine operators, but men more frequently than women operate duplicating and tabulating machines.

There are many other office occupations which require specific skills, occupations somewhat similar from office to office. In many offices, however, the type of business determines the work which employees must do and transfer to a different type of business would involve a retraining period. Because the numbers in specific occupations are often small, only the occupations in which 25 or more persons are employed are listed separately. These are to a large extent the occupations found in various types of offices. All other clerks are shown by the type of industry in which they are engaged.

TABLE II.—*Distribution by occupation of all employees reported, and predominance of men or of women in each occupation—HOUSTON*

Occupation	Total		Women		Men	
	Number	Percent of grand total	Number	Percent of group total ¹	Number	Percent of group total ¹
-All occupations.....	² 5,815	100.0	2,690	46.3	3,125	53.7
Administrative, executive, clerical-professional.....	562	9.7	51	9.1	511	90.9
Extra and part-time workers.....	56	1.0	43	76.8	13	23.2
Regular office workers.....	5,197	89.4	2,596	50.0	2,601	50.0
Regular:						
Stenographic group.....	1,450	24.9	1,234	85.1	216	14.9
Secretary.....	370	6.4	304	82.2	66	17.8
Stenographer.....	700	12.0	584	83.4	116	16.6
Typist.....	336	5.8	302	89.9	34	10.1
Dictating-machine transcriber.....	44	.8	44			
Accounting group.....	761	13.1	209	27.5	552	72.5
Accounting clerk.....	346	6.0	45	13.0	301	87.0
Audit and bookkeeping clerk.....	96	1.7	24	25.0	72	75.0
Bookkeeper, hand.....	150	2.6	53	35.3	97	64.7
Cashier, teller.....	169	2.9	87	51.5	82	48.5
Machine operators.....	434	7.5	305	70.3	129	29.7
Bookkeeping and billing.....	147	2.5	87	59.2	60	40.8
Calculating.....	137	2.4	132	96.4	5	3.6
Duplicating.....	42	.7	12		30	
Key punch.....	61	1.0	58	95.1	3	4.9
Tabulating.....	34	.6	8		26	
Addressograph.....	13	.2	8		5	
Other clerks.....	1,495	25.7	490	32.8	1,005	67.2
Billing and statement.....	62	1.1	17	27.4	45	72.6
Claims examiner.....	44	.8			44	
Collection and credit.....	67	1.2	27	40.3	40	59.7
Draftsman.....	85	1.5			85	100.0
File.....	190	3.3	88	46.3	102	53.7
Receptionist.....	37	.6	37			
Mail.....	37	.6	6		31	
Messenger.....	137	2.4			137	100.0
Order.....	32	.6	8		24	
Shipping.....	26	.4			26	
Pay roll.....	38	.7	11		27	
Timekeeper.....	25	.4	2		23	
Production.....	47	.8			47	
Rate.....	45	.8	4		41	
Record.....	113	1.9	62	54.9	51	45.1
Service desk.....	66	1.1	56	84.9	10	15.1
Statistical.....	64	1.1	8	12.5	56	87.5
Stock.....	180	3.1	27	15.0	153	85.0
Tax.....	63	1.1			63	100.0
Telephone.....	137	2.4	137	100.0		
Clerks not elsewhere classified.....	763	13.1	323	42.3	440	57.7
Finance and insurance.....	101	1.7	56	55.4	45	44.6
Education.....	26	.4	25		1	
Printing and publishing.....	57	1.0	30	52.6	27	47.4
Other manufacturing and wholesale distributors.....	106	1.8	31	29.2	75	70.8
All Government offices.....	103	1.8	37	35.9	66	64.1
Oil producing, refining, and distributing.....	132	2.3	9	6.8	123	93.2
Telephone and telegraph.....	70	1.2	43	61.4	27	38.6
Railroads.....	50	.9	5	10.0	45	90.0
Department and apparel stores.....	32	.6	30		2	
Other types of office.....	86	1.5	57	66.3	29	33.7
Special office workers.....	294	5.1	35	11.9	259	88.1

¹ Percent not computed where base less than 50.² Excludes employees of 2 oil companies not reporting detailed data.

In clerical occupations listed separately women exclusively are employed as receptionists and as telephone operators. They are found also in relatively large numbers at service desks, as collection and credit clerks, file clerks, and record clerks. Men exclusively are employed as claims examiners, draftsmen, messengers, shipping clerks, production clerks, and tax clerks.

"Special" office workers, or those who have specialized nonprofessional duties of a nonclerical nature, comprise 5 in every 100 employees. Only one-eighth of such workers are women.

Over and above these groups is the administrative, executive, and clerical-professional group. The persons listed as administrative and executive are those so designated by the firm. Included are such occupations as general manager, office manager, department head, production manager, other supervisor, executive secretary, chief clerk, administrative officer, cashier, and comptroller. Among the clerical-professional workers attached to Houston offices are auditors, accountants, and statisticians, actuaries, advertising-copy writers, editors, and nurse-secretaries. Professional workers such as attorneys, social workers, technicians, dietitians, chemists, doctors, pharmacists, engineers, geologists, and paleontologists were not included in this study. This administrative, executive, and clerical-professional group constitutes 10 percent of the office workers in Houston. Ninety-one percent of these employees are men.

Extra and part-time workers, largely women stenographers and typists, comprise 1 percent of all employed at the time the pay-roll data were secured.

DESCRIPTION OF OFFICE WORK IN HOUSTON'S OUTSTANDING INDUSTRIES

While the size of the office is as much a factor in determining the specific tasks to be done as is the type of business, the work required in Houston's prevailing office-employing industries can best be understood if occupations are described as found in companies where size permits distinct division of functions.

Petroleum producing and refining offices.

The work in petroleum company offices may be analyzed under five or six general departments, though the organization in any one company may vary greatly from such an outline. These general departments are: Lease and land, Production, Purchasing, Accounting, Sales, and General administration.

In the *lease and land department* are found some occupations that require specialized knowledge or training and some duties other than ordinary clerical activities. Employees in such occupations have been classed as special workers and have occupational titles such as lease recorder, title clerk, land and title man, leaseman, landman, or lease hound. These employees are all men who have technical legal knowledge and whose duties include contacting and making "Negotiations with land owners for drilling leases, oil royalties and land options." They "must be familiar with company policies

and practices and with local, State, and Federal laws relating to petroleum leases.”⁴

In the *production department* are found some office occupations peculiar to the oil industry. The work in this department may be handled in various divisions, such as geological, engineering, refining, and measurement.

In the geological division, whose function is to analyze rock and soil specimens and carry on exploration for new oil fields, clerical work such as secretarial, stenographic, and filing may require some knowledge of scientific terms. In this division also may be occupations only partly clerical. Unless the employee spends half or more of his time at clerical work he is not included in this study. “Sample workers” and “scouts” are of this type of occupation. The former may well be a beginning job for a young man with a little technical knowledge. He washes samples sent in from the field and decides whether to turn them over for further examination to a trained geologist or paleontologist; in addition, he may keep records and files and do general clerical work in the department. A few sample washers are included in tables under the group “clerks not elsewhere classified” for the oil industry. Scouts, part of whose work may be clerical, “investigate and obtain from other oil fields information concerning drilling operations, geological data, land and lease deals.”⁴ Some scouts may be classed as professional rather than clerical workers, as they must have a “knowledge of production engineering, oil field practices, and geology.”⁴ The few scouts who are included in this study are classed as special office workers. In this division and also in the engineering division may be found map or log charters, an occupation requiring less technical knowledge or training than that of draftsmen, but nevertheless requiring the ability to understand and interpret the field notes of geologists or engineers. These special occupations have been classed under special office workers, as have some junior draftsmen in the engineering division who have not had complete engineering training and make fairly routine or simple drawings or charts.

In the measurement division records are kept of the amount of oil produced, stored, or piped. If a pipe line is operated there are in the division “dispatchers,” who keep the oil or gas flowing through the line on correct schedules and at proper pressures. They must contact various points along the pipe line to check on the flow, and keep in touch frequently with field stations. Usually these men have worked in the field, as they must have considerable experience and knowledge. This group also has been classed as special office workers.

The *accounting department* may be made up of station accountants as well as traveling accountants who supervise accounts of branch plants. Only the former are included in this study. The department keeps all kinds of cost and operating records, prepares pay rolls, financial reports and tax returns, social security taxes, and makes special analyses of sales, costs, and labor figures. Occupations are hand bookkeepers including ledger clerks, bookkeeper cashiers, investment ledger clerks engaged in the manual posting of books for

⁴ U. S. Department of Labor. Employment Service. Dictionary of Occupational Titles. Part 1, Definitions of Titles. June 1939.

cost and operating records. Bookkeeping-machine operators, tabulating-machine operators, timekeepers, pay-roll clerks, file clerks, typists, and stenographers are found in this department.

In the *purchasing, sales, and general administration departments* are found order clerks, distribution clerks, job-order clerks, invoice clerks, who are responsible for the performance of specific tasks. These or other members of the staff may supervise the work of purchase-order clerks, checking clerks, posting clerks, accounting clerks, file clerks, or others engaged in repetitious work. Addressing- and mailing-machine operators, dictating-machine transcribers, typists, stenographers, secretaries, PBX operators, messengers, and reception clerks complete the picture of usual occupations in a large petroleum company.

Oil equipment and supply manufacturing offices.

Oil refining tool, equipment, and supply manufacture also is peculiar to Houston and offers employment to large numbers of office workers. The feature distinguishing the office work in these tool and equipment manufacturing companies is the relatively large number of employees who fall on the borderline between clerical and shop workers. These are men stock clerks or stock record clerks whose duties may include cutting, assembling, cleaning stock, as well as keeping a great variety of records concerning the stock and its movements. More than half the stock clerks in Houston are in oil equipment manufacturing establishments.

For convenience, the work in the offices of tool and equipment manufacturing companies is outlined by departments though the organization of the work may be very differently arranged in specific companies.

In the *engineering department*, clerical workers keep files of drawings, blue prints, specifications, records of materials, and estimates concerning tool and equipment designs. They do mathematical computing and simple drafting, and provide information for the production department by writing shop orders or revising drawings or specifications.

The *production department's* staff prepares and issues estimates and orders for new shop equipment, for tool patterns, and other basic parts. It also issues plant work orders based on schedules of production planned with other departments such as stock, material control, and shop performance. Records are typed and filed for all estimates and orders. Time-study men analyze and time the productive processes, maintain production records, prepare and submit reports. The inspection group keep records of inspection tickets and make reports concerning inspected and finished products.

The *material control department* keeps careful records of the amount of material on hand, in warehouses, in process of manufacture, and in finished state, and maintains control and a proper balance of stocks. The clerical staff checks all invoices, all discrepancies, files stock records, checks shipping orders, inspection tickets, keeps record of deliveries and of the conditions of stock, rough and finished.

The *shop performance department* keeps records of the extent to which production is following schedule. Clerical workers check and verify reports on finished products and products in process, compile data on time cards in relation to production to determine efficiency,

post reports on progress of materials through manufacturing process, file and close orders and check rush orders. They also check tools and order needed tools.

The *stock department*, under a head stockkeeper, has stock clerks and receiving clerks who receive, store, distribute and keep records of stock, its source, progress, and destination. They write tickets, fill invoices, make up work sheets, check stock records against material control records, make up bills of material used. Among these stock clerks are the so-called peripheral clerical employees, for their duties may include nonclerical work, such as cutting steel, cleaning and assembling patterns, and other such duties in connection with filling stock requisitions.

The *purchasing department* employs purchase-record clerks, billing clerks, and a purchasing agent. The *shipping department* has invoice clerks, typists, shipping clerks, who check shipping orders against the product to go out, keep files of orders, record all shipments, give value of export shipments to traffic manager, attach and check confirmation to invoices, send shipping order acknowledgments. A special manager and a traffic clerk handle all matters relating to transportation, negotiating with rail, truck, and steamship lines for rate reductions, adjusting claims for losses and overcharges, routing freight over the most favorable lines, verifying rates, preparing rate sheets.

The *sales department* order clerks, who handle and post records concerning orders, see that the necessary routine for filling them is followed. This department also has stock-record clerks who answer inquiries with reference to quotations on stock for sale, and see that adequate stocks are maintained for the sales department. There may be a manager who handles sales correspondence, compiles statistics on sales, and supervises the clerical workers, and an advertising manager who writes up catalogues, publicity, puts on exhibits, and promotes the company's products in every way. This work calls also for a billing-machine operator, a shipping-order clerk who checks up the shipping department and keeps records of all orders sent out, and an adjustment clerk who handles all complaints from customers.

General administration may include a personnel department that keeps time records, personnel files, job ratings, and other files relating to the factory and office personnel. Special clerks may aid with first-aid records, safety campaigns, and other activities.

In addition to the special services rendered, throughout each of these departments are found secretaries, stenographers, typists, file clerks, messengers, and others carrying on the usual clerical activities.

In contrast to the foregoing detailed analysis, a cotton-compressing firm reports simply the following seven groups of occupations: Cotton classifiers and checkers, clerks, secretaries, accountants, bookkeepers, telephone operators, and tabulating-machine operators.

As a detailed description of office occupations in railroads, insurance, banks, and other firms, found in other cities as well as Houston, is presented as part of the complete report, such description will not be repeated here. It is important to remember, however, that the smallness of many offices in Houston places importance on the general clerk-stenographer.

OCCUPATION AND TYPE OF OFFICE

The accompanying table III shows to what extent the various occupational groups are employed in each type of office.

TABLE III.—Number of women and men regular employees in the various types of office, by occupational group—HOUSTON

Type of office	Number of regular employees															
	Number of offices reporting		Total		Steno-graphic group		Ac-counting group		Ma-chine operators		Other clerks (see table II for specific occupations)		Clerks not elsewhere classified (duties depend on type of office)		Special office workers	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
All types.....	214	2,596	2,601	1,234	216	209	552	305	129	490	1005	323	440	35	259	
Banks and other finance.....	18	137	131	62	2	10	47	6	23	34	31	24	19	1	9	
Insurance.....	8	265	117	138	7	11	28	26	9	56	26	32	26	2	21	
Railroads.....	3	158	423	71	46	15	115	40	18	26	170	5	45	1	29	
Telephone and telegraph.....	2	248	57	43	2	18	3	15	1	129	42	43	27		2	
Oil producing, refining, and distributing.....	17	313	689	194	76	5	130	55	24	47	260	9	123	3	76	
Printing and publishing.....	6	141	85	51	1	26	19	9		24	33	30	27	1	5	
Other manufacturing.....	35	273	481	116	38	18	90	74	14	41	258	23	52	1	29	
Wholesale distributors.....	14	86	85	43	1	9	10	13	8	13	38	8	23		5	
Department and apparel stores.....	6	206	39	30		49	11	48	3	45	17	30	2	4	6	
Federal Government.....	5	181	166	141	22	7	47	5	12	17	28	11	18		39	
State, city, and county governments.....	5	210	208	127	9	13	21	7	13	19	86	26	48	18	31	
Education.....	2	108	6	78		2	2	1		1	3	25	1	1		
Other types of office.....	93	270	114	140	12	26	29	6	4	38	33	57	29	3	7	

When read across, table III serves to show for each type of office the relative employment of the various occupational groups; when read up and down it shows for each occupational group the relative employment in the various types of office.

Women.

Seventeen oil companies employ the largest number of all the women reported (12 percent of the total) and the largest number of the stenographic group, though the latter average only 11 per oil firm in contrast to more than twice that in railroads and in local and Federal Governments. The 2 educational offices average 39 women per firm in the stenographic group and insurance averages 17. The stores and wholesale distribution appear to be small employers of women for such occupations.

The stores and printing and publishing lead all other offices in number of women in accounting occupations, though averaging only 8 and 4 to the firm. Oil and education offices employ few.

Manufacturing employs the most women machine operators, and oil and stores follow; however, the first two of these average only two or three to a firm, whereas the stores average eight. Banks, the Federal Government, and the educational offices employ very few.

As stated, the oil industry employs the most women in all occupations combined, though with an average per firm of only 18. The two telephone and telegraph companies average the most per firm, 124; railroads and education average respectively 52 and 54, local government offices 42, the Federal Government 36, the store group 34, and insurance 33. Wholesale distribution, education, and banks employ the smallest numbers.

Men.

Seventeen oil companies employ also the largest proportion (26 percent) of all men employed; further, they employ the largest proportion in each occupational group. In no group, however, does oil employ the highest average per firm. In the stenographic group, for example, oil averages only 4 men per firm, in contrast to the railroads' 15; in accounting, only 8 per firm, in contrast to 38 in the railroads; of machine operators, only 1 per firm, though the railroads average 6; of "other clerks," 15 per firm, but the railroads average 57; and the other groups also present contrasts.

Oil is followed as regards the total by manufacturing, and that industry by railroads, but the 35 manufacturing companies average only 14 men per firm, with very small numbers in each occupation, whereas railroads have the highest average for the total (141) and also the highest in all groups. Education and the stores scheduled employ the fewest men in office capacities.

EDUCATION AND EXPERIENCE OF OFFICE WORKERS

Three-fifths of the Houston office managers stated as a policy their willingness to employ inexperienced persons. The occupations in which beginners are employed are similar in the various types of firm: Quite generally, inexperienced typists, stenographers, mail and file clerks, runners, messengers or office boys, receptionists, billing clerks, and comptometer operators are given employment.

Educational status.

Very few firms seek college men and women. About half require high-school status, though not always is graduation demanded. About half require such special training as is called for in specific occupations.

The persons actually employed in positions have had varying amounts of education. As a group, 53 of every 100 women as compared with 36 of every 100 men are graduates of high school. Four of every 100 women in contrast to 8 of every 100 men have only grammar-school education, but 6 of every 100 women in contrast to 12 of every 100 men have completed college. The records concerning special business courses taken are incomplete, but those available indicate that 57 of every 100 women, but only 32 of every 100 men, have business-school education.

Education and occupation.

In the stenographic field more than half the women employed have completed high school. About one-fifth have had some college work, and one-tenth have completed college. While a large number in this group do not report as to whether they attended business school, about two-thirds have had such courses. A larger proportion (37 percent) of women secretaries have been to college, but 49 in every 100 finished high school only. Considerably larger proportions of women typists than of stenographers or secretaries failed to complete high school. Men employed in the stenographic group are few, but the proportions at the extremes of college completed and grammar school only are larger than among women. Obviously, special circumstances influence the appointment of men in this field.

In the bookkeeping and accounting group almost one-sixth of the men have completed college and one-fifth have been to college but are not graduates. Of the women in this group less than one-fifth have been to college and almost none are graduates. Half of the women are high-school graduates and another fourth have some high-school training. Many more women than men reported a business-school training. Well over half (55 percent) of the men and women employed as machine operators are high-school graduates. As many as 57 percent of the women reported definite business-school

training, but the proportion of men with such training is only 32½ percent.

Half the women file clerks are high-school graduates and the same number have business-school training. More than a fourth have been to college. Half the men file clerks also have completed high school, but only one-seventh have business-school training. Though comparatively few women who have attended college are employed as general clerks, men with partial or complete college training are found among file clerks, mail clerks, stock clerks, statistical clerks, tax clerks, and production planners. However, the larger proportion of men in these occupations have only high-school education.

In the group of clerks employed in specialized work for specific types of firms, completion of high school, with a special business-school course, is the major prerequisite for women. Many more men than women have had some college work and a much smaller proportion have taken a business-school course.

Education and type of office.

The amount of education workers have had is tied up to some extent with age. Where there are many older employees there is a larger proportion of grammar-school workers, as attendance at high school or college was not so customary 20 years ago as it is today. In the railroads, which because of seniority policies have a large number of older employees, 18 percent both of women and of men have grammar-school education only. The only other type of office employing a considerable group of women with only grammar-school education is the retail-store office. Petroleum offices and wholesale distributing offices have male employees 10 percent of whom have only grammar-school education.

Naturally, the highest proportion of women college graduates is that reported by the offices of educational institutions. In governmental offices are found a number of women with some college training, but high-school graduates exceed these in number. With the exception of workers in education, railroads, and retail trade, considerable proportions of women office workers report business-school training.

Men college graduates are found to the largest extent in insurance offices and Federal offices. Half those in financial offices have completed high school only, and one-third have some college education. Of men in the oil industry about one-third stopped after completing high school and one-fifth did some additional work at college.

The growth of Houston's population is indicated by the fact that about 60 percent of the men employed in offices received their education elsewhere than in Houston. The proportion of women office workers who were not educated in Houston is about 53 percent.

Experience.

In the case of women, experience appears to be closely related to age. Women with 20 years or more of experience comprise 17 in every 100 employed, as do women who are 40 years of age and over. Fourteen in every 100 have 15 and under 20 years of experience and 15 in every 100 are 35 and under 40 years of age; 20 in every 100 have 10 and under 15 years of experience and 20 percent are 30 and under 35 years old; 22 percent have 5 and under 10 years of experience

and 21 percent are 25 and under 30 years old. The 5 in every 100 with less than 1 year's experience corresponds with the 5 percent under 20 years of age.

The correspondence between experience and age is not so distinct among men as among women, but it follows the same pattern at the higher experience and age levels.

Age factor.

Fixed policies concerning the age at which persons will be employed in Houston offices are rare. This is true not only of a beginner's age but of the maximum age at which any person will be employed. Insofar as any firm policy was ascertained, neither boy nor girl under 18 was to be employed. Actually only 5 in every 100 employed in offices in 1940 were under 20 years of age.

Women office workers are spread evenly in the 5-year age groups from 20 to 35 years; one-fifth of the total are found in each such group. After 35 years of age, fewer women are employed. The picture for men is very different. The largest proportion, just over a fourth, are 40 years and older. While a fair proportion of men are found in each age group, there is far less regularity than occurs among women. Eighteen in every 100 men are 20 and under 25 years of age, 21 are 25 and under 30, 17 are 30 and under 35, and 13 are 35 to 40.

Railroad offices and city, State, and county offices employ men of 40 years and over to the largest extent. At least a fourth of the men in the petroleum industry and in wholesale and distributing offices are in this older group. Insurance companies, banks and other financial houses, and manufacturing offices employ men of 20 and under 30 years in largest number.

Employment of men under 20 years is related to the prevalence of messenger or office boy, mail, and file-clerk jobs in the different types of offices. Bookkeepers and accountant clerks are numerous in each group from 25 years on. Shipping, stock, and order clerks are of all ages. Billing, statement, collection, and tax clerks tend to be older men.

Girls under 20 years are employed more frequently by small offices, insurance companies, and retail-store offices. They enter as beginning typists, stenographers, mail or file clerks, retail stock clerks, or receptionists. The railroad offices have the largest proportion of women of 40 years and over. Oil and local government offices also retain their older women workers.

Experience and occupation.

Only the telephone-operator, file-clerk, and receptionist group has as many as 5 percent with experience of less than 1 year. For this group the figure is 11½ percent. While all occupations hire beginners, 7 in 10 of all women with experience reported have worked at least 5 years, most of them 10 years and more. Of the stenographic group only 5 in every 100 have worked less than a year, and another 5 have worked 1 and under 2 years; in contrast, 23 in every 100 have worked 5 and under 10 years, and 46 have worked 10 years or more. The accounting group of women have but 16 percent with less than 5 years' experience, and 64 percent have worked at least 10 years. Even among machine operators and other clerks, the very great majority have an over-all of 5 or more years' experience.

Men employed as special office workers, that is, at work of a nonclerical nature, usually are men with 10 years or more of experience. The accounting group also is made up of more experienced men. The inexperienced group are the messengers and file and mail clerks.

TABLE IV.—Total office experience of employees, by occupational group—HOUSTON

Occupational group	Number of employees reported	Percent with total experience of—				
		Under 1 year	1, under 3 years	3, under 5 years	5, under 10 years	10 years and over
WOMEN						
Total.....	1,484	5.2	11.6	11.5	22.1	49.6
Stenographic group.....	722	4.8	12.3	13.6	23.4	45.8
Accounting group.....	118	3.4	6.8	5.9	20.3	63.6
Machine operators.....	218	3.7	10.1	9.6	20.2	56.4
Receptionists and related occupations.....	165	11.5	13.3	9.7	17.6	47.9
Other.....	261	4.2	11.9	11.1	23.8	49.0
MEN						
Total.....	1,709	6.0	10.4	13.7	16.6	53.3
Stenographic group.....	169	5.3	5.3	13.0	20.7	55.6
Accounting group.....	427	.9	6.1	11.7	14.1	67.2
Machine operators.....	93	2.2	18.3	20.4	23.7	35.5
Billing and related occupations.....	85	4.7	7.1	17.6	16.5	54.1
Shipping and related occupations.....	172	2.3	10.5	18.6	20.3	48.3
Messengers.....	74	45.9	36.5	10.8	2.7	4.1
File and mail clerks.....	97	22.7	26.8	18.6	6.2	25.8
Special office workers.....	146	1.4	3.4	6.8	17.8	70.5
Other.....	446	4.7	9.9	13.5	18.8	53.1

Number of positions held.

Of the women with experience reported, almost half have had 2 or more positions other than that with the firm in which employed at time of survey. Most of these are women with experience of 5 years or more, but a few with multiple jobs have had short work histories. The proportion of men who have had 2 or more jobs is but 36 in every 100; these are chiefly men with 20 or more years of experience. For about a third of the women and over two-fifths of the men, all experience has been in the present place of employment. While the younger employees are in this group, it includes both men and women of long experience.

Ten or more years of experience in the present place of employment was reported for 29 in every 100 women and 35 in every 100 men; 5 and under 10 years with one firm was reported for about 17 in every 100 women and 18 in every 100 men.

Experience and type of office.

The proportion of experienced workers employed varies by type of office. In the railroads, over four-fifths both of men and of women have had 10 or more years of experience with the same road. Telephone and telegraph companies have employed about one-half of their women and three-fifths of their men 10 years and more. In petroleum companies, more than half of all the men and women em-

ployed have been with the same firm at least 5 years, and 27 percent of the women and 37 percent of the men have been there 10 years and longer. City, State, and county government offices have had about half their office workers for 5 years or longer. The Federal Government offices have employed many men and women between 5 and 10 years, but only a small proportion have been there as long as 10 years.

Less than 3 years of experience in the same office was reported for almost 4 of every 10 women and for 3 of every 10 men. Such proportion was greater in the small offices, which are the offices employing the younger workers. It would appear that a small Houston office is a place for beginners to gain experience, but that it does not afford opportunity of advancement, especially for women.

TABLE V.—Percent distribution of employees according to length of experience with present employer, by type of office—HOUSTON

Type of office	Number of employees reported	Percent employed by present firm—				
		Under 1 year	1, under 3 years	3, under 5 years	5, under 10 years	10 years and over
WOMEN						
All types	2,424	17.1	21.8	15.6	17.0	28.5
Banks and other finance	131	26.7	22.1	19.1	16.0	16.0
Insurance	259	20.8	21.2	13.1	13.1	31.7
Railroads	142		4.9	7.0	2.1	85.9
Telephone and telegraph	247	9.3	8.9	20.2	13.4	48.2
Oil producing, refining, and distributing	303	11.2	22.1	15.5	23.8	27.4
Printing and publishing	94	26.6	13.8	16.0	13.8	29.8
Other manufacturing	268	21.3	22.0	21.3	14.9	20.5
Wholesale distributors	84	21.4	25.0	10.7	16.7	26.2
Department and apparel stores	159	13.8	28.3	18.9	15.1	23.9
Federal Government	181	14.4	27.1	9.9	38.1	10.5
State, city, and county governments	206	14.6	18.4	18.9	26.2	21.8
Education	87	21.8	29.9	17.2	14.9	16.1
Other types of office	263	27.0	37.3	11.4	8.0	16.3
MEN						
All types	2,462	11.7	18.7	16.7	18.2	34.7
Banks and other finance	126	20.6	18.3	21.4	15.1	24.6
Insurance	116	19.0	12.9	12.1	27.6	28.4
Railroads	393	2.8	6.6	4.3	2.8	83.5
Telephone and telegraph	52	9.6	11.5	13.5	3.8	61.5
Oil producing, refining, and distributing	679	6.9	18.3	17.7	20.6	36.5
Printing and publishing	45	26.7	20.0	24.4	17.8	11.1
Other manufacturing	459	13.7	28.5	26.6	14.4	16.8
Wholesale distributors	73	30.1	15.1	12.3	16.4	26.0
Department and apparel stores	35	(¹)	(¹)	(¹)	(¹)	(¹)
Federal Government	164	12.8	23.2	15.2	45.7	3.0
State, city, and county governments	205	11.7	18.5	13.7	29.3	26.8
Education	6		(¹)		(¹)	(¹)
Other types of office	109	28.4	22.9	21.1	17.4	10.1

¹ Not computed; base too small.

Educational offices report employment of under 3 years for over half their women clerks. Other businesses in which 4 of every 10 women have been less than 3 years with the firm are banks and other finance, insurance, Federal Government, retail and wholesale distributing, manufacturing, and printing and publishing. Men have longer terms of employment in the same firm than women have; only in wholesale distribution, printing, manufacturing, and small offices have as many as 40 percent of the men been less than 3 years with the firm.

That somewhat more than their share of recent appointments have gone to women is apparent from a comparison of the proportions of men and women among total employees and the proportions of men and women among employees taken on in the past 3 years. Such a comparison indicates for the 13 groups and their total that women comprise a larger proportion among new than among all employees in 8 cases, their due proportion in 2 cases, and less than their due proportion in only 4 cases, the last-mentioned being railroads, telephone and telegraph, the store group, and printing and publishing.

Judged by table V, the railroads—due, of course, to their seniority system—have the highest proportions of long-term employees, well over 80 percent both of women and of men having been at least 10 years with the present employer. Owing to this fact and recent less-prosperous conditions for the railroads, few employees have been taken on in the past decade.

In telephone and telegraph also are large proportions of long-service employees—48 percent of the women and 61½ percent of the men—and correspondingly small proportions of those with brief experience. Insurance, banks, wholesale trade, local government, in fact, practically all others, have considerable proportions at 10 years and over, with fairly steady accessions over the decade. The few exceptions to the record of long service are Federal Government, with only 3 percent of its men but 10½ percent of its women so long as 10 years with the Government; men in printing and publishing, with only 11 percent of the small group employed so long; and men in “other offices,” with 10 percent.

EARNINGS IN 1940

The data that form the basis of this section of the study consist of pay-roll records for 7,163 workers obtained by the Bureau's agents in 216 Houston offices. The specific information requested included method of pay, salary rate, actual earnings, and duration of employment for each employee. In two large oil companies these detailed data were obtained for groups rather than for individual employees, so most of the information presented and analyzed here is confined to the smaller total of 5,815 employees in 214 offices. The vast majority of these office workers, 2,601 men and 2,596 women, are employed as regular office workers; relatively small groups are on a part-time or extra basis. Only a few hold administrative, executive, or professional positions.

METHOD OF PAY

In the offices scheduled it is the general practice to pay the employees on a monthly or yearly basis. All employees in insurance, governmental, and educational offices, and all men in telephone and telegraph offices, are paid monthly or yearly rates, as are more than nine-tenths of all employees in finance and in oil offices, of men in the group "other types of office," and of women in telephone and telegraph offices. From seven-tenths to nine-tenths of all employees in manufacturing and railroads, and of women in "other types of office," also are on a monthly or yearly rate of pay.

However, a substantial proportion both of men and of women in railroad offices, somewhat over one-fourth of each sex, are paid by the day. This is the only office classification in which a significant number of employees are paid on a basis of less than a week.

Weekly rates of pay prevail in the trade industries; 98 percent of all in retail trade offices and 61 percent of all in wholesale trade and distributing offices are paid on such a basis. In printing and publishing there is more variation in the method of pay. Only 42 percent of the men, but 57 percent of the women, are paid monthly or yearly rates, and 58 percent of the men and 41 percent of the women are paid by the week.

Of the small group of part-time and extra office employees (56 persons), 28 were paid by the month, 9 by the week, 16 by the day, and 3 by the hour.

Though there are variations in the method of pay among firms, as just shown, the salary rates reported have been converted to a monthly basis in order to insure comparable data for all employees.

The summary following gives the proportion of employees in each type of office who are paid monthly or yearly rates.

Type of office	Percent of employees with monthly or yearly rates of pay	
	Women	Men
Banks and other finance	97.8	97.7
Insurance	100.0	100.0
Railroads	71.5	73.0
Telephone and telegraph	91.5	100.0
Oil producing, refining, and distributing	96.5	99.3
Printing and publishing	56.7	42.4
Other manufacturing	71.8	87.1
Wholesale distributors	37.2	38.8
Department and apparel stores	1.5	5.0
All Government offices	100.0	100.0
Education	100.0	100.0
Other types of office	86.7	98.2

MONTHLY SALARY RATES BY TYPE OF OFFICE

The salaries paid to office workers are influenced by many factors. They vary by type of office and by occupation and according to the sex of the employee. Further, the rate is influenced by the employee's age, education, and experience.

TABLE VI.—Average monthly salary rates of men and women regular employees in offices, 1940, by type of office—HOUSTON

Type of office	Women					Men				
	Total number of women	Average salary rates ¹				Total number of men	Average salary rates ¹			
		Mean	Quartiles				Mean	Quartiles		
		First	Me- dian	Third		Mean	First	Me- dian	Third	
All types ²	3,246	\$108	\$80	\$100	\$124	3,299	\$145	\$110	\$143	\$171
Banks and other finance	137	102	81	96	115	131	126	100	125	160
Insurance	265	96	76	91	110	117	137	100	131	171
Railroads	158	136	125	134	150	423	155	135	156	177
Telephone and telegraph	248	98	81	100	116	57	114	70	100	148
Oil producing, refining, and distributing ²	963	127	100	115	131	1,387	153	125	160	181
Printing and publishing	141	93	74	90	108	85	97	63	79	116
Other manufacturing	273	105	87	100	121	481	138	108	131	160
Wholesale distributors	86	94	79	91	106	85	118	87	111	150
Department and apparel stores	206	74	59	71	81	39	98			
Federal Government	181	108	90	106	121	166	148	106	135	168
State, city, and county governments	210	123	105	123	140	208	155	126	151	166
Education	108	98	76	86	110	6				
Other types of office	270	83	65	81	96	114	127	86	126	161
Supervisory (not included above):										
All types	42	\$158				261	\$224	\$195	\$213	\$251

¹ Mean—arithmetic average. First quartile—one-fourth of the rates are below and three-fourths above the figure given; median—one-half are below and one-half above; third quartile—three-fourths are below and one-fourth above. Averages not computed on very small bases.

² Two oil firms, employing 650 women and 698 men, reported only the mean. Quartiles are for the smaller number. For such smaller number the mean is: For women: All types, \$102; the oil group, \$119. For men: All types, \$143; the oil group, \$155.

Table VI shows for each type of office the average salary rates of women and of men on the 1940 pay-roll records.

The average (mean) salary⁵ of the 3,246 women in all types of office is \$108. The average ranges from \$74 in department and apparel stores to \$136 in railroads, a difference of \$62. Women's average is well above their general average of \$108 also in city, State, and county governments (\$123) and in oil offices (\$127); that for the Federal Government equals the general average, and those for manufacturing and banks and other finance fields are slightly below it. In all other types of office the average is below \$100 a month.

The difference in average salary between men and women, with the men's higher than the women's in every case, ranges from \$4 in printing and publishing and \$16 in telephone and telegraph to between \$40 and \$45 in the total, in insurance, the Federal Government, and in "other types of office," and to \$66 in supervisory positions.

Women.

In railroad offices, the average of women is relatively high because one-third of them are secretaries, stenographers, and bookkeeping and accounting clerks who average more than \$145; a small group of PBX operators average \$100; but no other occupation in this type of office has an average below \$110. The few file clerks reported by railroad offices have an exceptionally high average when compared to file clerks elsewhere. The local government offices with an average of \$123 rank second, due to their special office workers, secretaries, machine operators, and audit clerks, who average over \$135. Only an insignificant number are low-paid mail and file clerks, receptionists, information clerks, and telephone operators. In oil companies, whose women employees, with an average of \$127, rank second in the salary scale, about two-fifths of the women are stenographers, with an average of \$121, more than the corresponding group in any other type of office except railroads. One-seventh of the women are high-salaried secretaries, hand bookkeepers, and special office workers.

In department and apparel stores, in contrast, an appreciable number of women are in very low-paid occupations. Offices in these stores generally pay lower salaries than are paid for similar work in other offices. For example, in only four occupations, comprising one-eighth of the women, do employees average as much as \$90; these include secretaries, hand bookkeepers, bookkeeping-machine operators, and pay-roll clerks. Just over three-tenths of the women, including typists, bookkeeping and billing and statement clerks, tube-room girls, file clerks, record clerks, order clerks, and general office workers, average \$65 or less.

The relatively low averages in printing and publishing and wholesale trade also are due to the proportions of employees in low-wage occupations, such as general office clerks, typists, billing and statement clerks, telephone operators, file clerks, and in printing and pub-

⁵ In the statistical summaries of average salaries the arithmetic average (the mean) is computed for groups of 25 or more persons, but the quartiles are given only for groups of 50 or more persons. The quartiles represent the points in the wage scale below which fall respectively one-fourth (1st quartile), one-half (median), and three-fourths (3d quartile) of the employees' salaries when arranged in order of amount. In the text discussion, isolated cases of higher or lower salaries for 1 or 2 employees are in most cases disregarded.

lishing, circulation and editorial clerks, in wholesale trade calculating machine operators. Few women in these two types of office are in occupations with an average of as much as \$110 a month.

In Federal and in manufacturing offices the average salaries of women are more than \$100, and in both of these the majority of the women, from six-tenths to seven-tenths, are in occupations with averages ranging from \$100 to \$120. In Federal offices most of these women are typists and stenographers; in manufacturing the most important groups are stenographers and machine operators.

The largest group of women in telephone and telegraph offices, nearly one-fourth, are service-desk clerks, who average \$107. But more than one-third, employed as record clerks, general clerks, and PBX operators, have averages varying from \$99 down to \$86. In education offices there are two major occupational groups; about seven-tenths are relatively low-paid secretaries, averaging only \$95, and just over one-fifth are general office clerks who average \$99.

In insurance offices over one-fifth of the women office workers are stenographers, who average \$99, and though there are several smaller groups—secretaries, some machine operators, general clerks, and renewal clerks—who average above \$100, the general average is somewhat lower, due to the fact that three-tenths of the total are typists, file clerks, and others with averages of less than \$80.

Men.

In all types of office combined, men regularly employed average a salary of \$145 a month. In the various types of office there are extremely wide differences.

The highest average (mean) salary of men is that of the railroads and the local government offices, \$155, followed closely by the oil industry with an average of \$153. The first quartile is highest in railroads, but the oil industry has the highest third quartile. Relatively high wages are paid also in the two government classifications, particularly the county government, which heavily dominates the local group and has an average of \$170.

An important factor explaining the salaries paid in these four types of office is that they employ a significant number of workers who do specialized work requiring considerable training or experience. For example, from unpublished figures it is clear that well over two-fifths of the men in railroads work as accounting and bookkeeping clerks, rate clerks, special office workers, and secretaries. The major groups in oil companies are accounting clerks, draftsmen, special office workers, and statistical clerks. Roughly one-half of the city, State, and county workers are tax clerks, special office workers, and hand bookkeepers, and in Federal offices about one-fourth of the men are special office workers, hand bookkeepers, and correspondence clerks.

The lowest salaries are paid to men in printing and publishing and in department and apparel stores, in each case the average being below \$100. In printing and publishing nearly three-fifths of the men are in low-paid occupations—over one-third of them messengers and file clerks and almost one-fourth circulation and counter clerks. About 1 in 4 of the small group of men in the store group are bookkeeping clerks and shipping clerks, with averages below \$80; a similar propor-

tion are credit and mail clerks and messengers, with averages below \$60. As will be shown later, the men doing similar kinds of work in the group of offices described in the preceding paragraph are in general much better paid than these in printing and publishing and in the stores.

In an intermediate position, with salaries somewhat below the general average for all men, are manufacturing (\$138), insurance (\$137), and finance (\$126). In manufacturing, a large proportion of the men are in high-paid occupations; about one-fourth are special office workers, secretaries, hand bookkeepers, statistical clerks, and general office workers, with averages ranging downward from well over \$200 to just under \$150. However, more than 5 percent of the total, employed as messengers, file clerks, certain machine operators, and typists, average \$100 or less, and nearly as many are stenographers, who average less than \$120. In finance and insurance offices there are large numbers of special office workers, cashiers, tellers, and various bookkeeping and accounting clerks. On the other hand, finance companies employ considerable numbers of machine operators, messengers, and transit clerks, who are paid relatively low salaries.

The low average for the men in telephone and telegraph offices (\$114) is due in large measure to the fact that about one-third are route-aid clerks and nearly as many are mail clerks, telephone operators, and general clerks, also at the lower levels. Wholesale trade also has a considerable proportion of low-paid workers, such as record clerks, messengers, mail clerks, and machine operators, and these reduce the general average for all.

Distribution by rate.

Table VII shows for the same groups of women and of men what proportions have actual salaries of under \$75, \$75 and under \$100, \$100 and under \$125, and so on. In general, the percent distribution corresponds closely with the foregoing analysis of average salaries. For example, in department and apparel stores, which have been shown to pay women office workers less than they earn in other types of offices (averaging only \$74 a month), 56 in every 100 women are paid less than \$75, and only 0.5 percent, that is, only 1 of the 206 women reported, earns as much as \$150. The group with the next lowest average (\$83 for "other types of office") pays 35 in every 100 women less than \$75 and pays only 5 in 100 as much as \$150. At the other end of the scale, railroads, whose women employees average \$136 a month, pay only 1 of the 158 women reported less than \$75, and pay \$150 or more to 39 of the 158. The oil industry, whose two largest companies do not report percent distribution, pays less than \$75 a month to only 5 of the 313 women reported and pays \$150 or more to 54 of them.

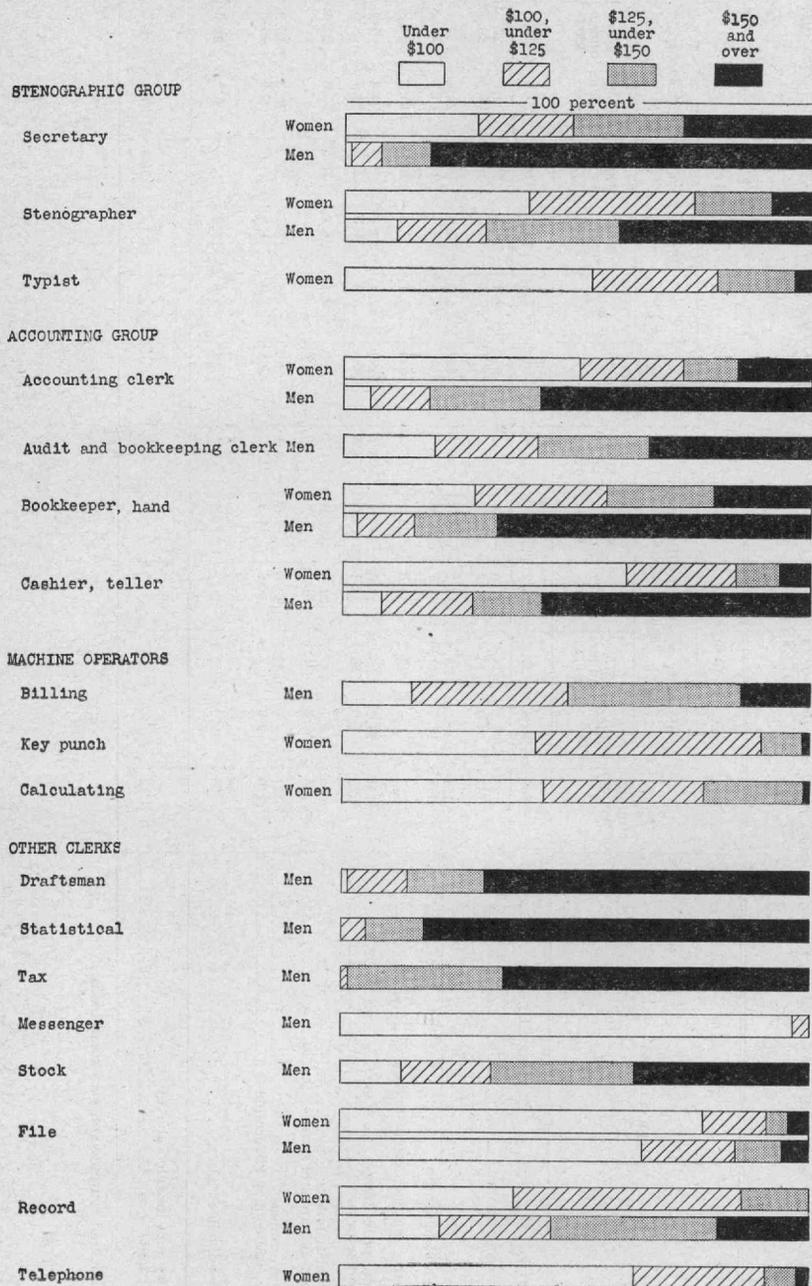
In the case of men, the oil offices pay less than \$75 to only 5 in every 100 of the 689 men reported, and pay \$200 or more to 16 in every 100. The railroads, which also pay less than \$75 to only 5 in 100 men, pay as much as \$200 to 13 in 100 men. The Federal Government pays less than \$75 to only 1 of the 166 men reported and pays at least \$200 to 30 of them; practically one-half are paid \$100 and under \$150.

TABLE VII — *Percent distribution of men and women regular employees in offices according to monthly salary rate, 1940, by type of office—*
HOUSTON

Type of office	Women						Men						
	Total number of women	Percent ¹ of women with monthly salary rate of—					Total number of men	Percent ¹ of men with monthly salary rate of—					
		Under \$75	\$75, under \$100	\$100, under \$125	\$125, under \$150	\$150 and over		Under \$75	\$75, under \$100	\$100, under \$125	\$125, under \$150	\$150, under \$200	\$200 and over
All types.....	2,596	15.6	31.2	29.2	15.3	8.7	2,601	7.8	10.5	14.9	20.0	34.9	11.8
Banks and other finance.....	137	13.1	38.7	27.0	12.4	8.7	131	8.4	14.5	23.7	20.6	27.5	5.3
Insurance.....	265	18.9	35.8	31.3	6.4	7.6	117	9.4	13.7	18.8	14.5	29.1	14.5
Railroads.....	158	.6	4.4	24.7	45.6	24.7	423	5.2	5.0	7.6	24.1	45.4	12.8
Telephone and telegraph.....	248	17.7	31.9	38.7	10.9	.8	57	29.8	19.3	10.5	15.8	17.5	7.0
Oil producing, refining, and distributing.....	313	1.6	19.2	39.6	22.4	17.3	689	5.1	7.8	10.7	15.2	44.8	16.3
Printing and publishing.....	141	26.2	35.5	27.0	7.8	3.5	85	42.4	24.7	9.4	9.4	9.4	4.7
Other manufacturing.....	273	7.0	38.1	31.1	15.0	8.8	481	5.0	11.0	23.1	23.7	28.9	8.3
Wholesale distributors.....	86	15.1	47.7	22.0	14.0	1.1	85	9.4	28.2	21.2	15.3	22.4	3.5
Department and apparel stores.....	206	55.8	31.1	10.7	1.9	.5	39						
Federal Government.....	181		33.7	43.6	16.6	6.1	166	.6	15.7	23.5	25.3	16.9	18.1
State, city, and county governments.....	210	2.9	8.6	38.6	34.8	15.3	208	1.0	1.9	11.1	26.9	49.0	10.1
Education.....	108	1.9	62.0	15.7	10.2	10.2	6						
Other types of office.....	270	35.2	40.7	14.1	4.8	5.1	114	15.8	13.2	17.5	20.2	21.9	11.4
Supervisory (not included above)													
All types.....	42						261			0.8	4.2	21.5	73.6

¹ Percents not computed on very small bases.

Chart II.—DISTRIBUTION OF WOMEN AND OF MEN ACCORDING TO MONTHLY SALARY RATES, BY OCCUPATION—HOUSTON



MONTHLY SALARY RATES BY OCCUPATION

Before considering the factors that influence the salaries paid to employees within an occupational group, it is important to have a general idea of the relative rank of such groups, for there are extremely wide variations in average salaries. For example, men employed in work requiring little or no education or experience, such as messengers and mail clerks, average less than \$90 a month. In contrast, those required to have special training or knowledge of a particular type of work, such as rate and statistical clerks and the secretaries, have average salaries of from \$160 to just over \$180, and the special office workers average \$213. Among the women the reception, file, and credit clerks average less than \$90, whereas the secretaries and hand bookkeepers average just over \$120 and the special office workers almost \$160.

In table VIII and the statistical summaries that follow, the quartile figures are given only for occupational groups of 50 or more persons, whereas the arithmetic average (the mean) is given for each group of 25 or more.

Stenographic group.

Women in the stenographic group have an average salary of \$108 a month. By occupation, the average varies from \$97 for typists to \$121 for secretaries. The large group of stenographers have an average of \$106. Secretaries and stenographers have much their highest salaries in railroad and oil offices, and are paid the lowest salaries in department and apparel stores, education, various small offices, wholesale trade, printing and publishing, and insurance. High and low average salaries are \$155 and \$90 for secretaries and \$149 and \$80 for stenographers.

Typists' average salaries range from roughly \$60 to \$135. The highest averages are in railroads, oil, local government offices, and the Federal offices; the lowest are in insurance and "other types of office."

Table VIII gives also the average salaries of men in the stenographic groups. For all occupations combined (from unpublished figures) the average is \$148, but it varies from a high of \$181 for secretaries to a low of \$114 for typists. Stenographers, the largest of these groups, average \$140. Men secretaries in railroad and oil companies average roughly \$195. Men stenographers earn their best salaries in oil companies (\$156), followed by railroads (\$146); these salaries are considerably higher than those of stenographers reported in manufacturing. Federal offices pay their men typists slightly more than the general average for all men typists, and considerably more than is paid to those reported in manufacturing offices.

TABLE VIII.—Average monthly salary rates of men and women regular employees in offices, 1940, by occupation—HOUSTON

Occupation	Women					Men				
	Total number of women	Average salary rates ¹				Total number of men	Average salary rates ¹			
		Mean	Quartiles				Mean	Quartiles		
		First	Median	Third		First	Median	Third		
All occupations.....	2,596	\$102	\$80	\$100	\$124	2,601	\$143	\$110	\$143	\$171
Stenographic group:										
Secretary.....	304	121	90	125	150	66	181	151	176	201
Stenographer.....	584	106	86	101	125	116	140	116	138	165
Typist.....	302	97	80	95	115	34	114			
Dictating-machine transcriber.....	44	107								
Accounting group:										
Accounting clerk.....	² 69	105	75	99	126	301	152	130	155	173
Audit and bookkeeping clerk.....						72	131	102	135	156
Bookkeeper, hand.....	53	121	96	114	145	97	157	136	160	176
Cashier, teller.....	87	92	66	90	108	82	153	121	151	175
Machine operators:										
Billing.....	45	90				³ 60	120	105	125	131
Bookkeeping.....	42	112								
Calculating.....	132	102	85	101	125					
Duplicating.....						30	103			
Key punch.....	58	104	91	101	116					
Tabulating.....						26	137			
Other.....	28	94				13				
Other clerks:										
Billing and statement.....						45	152			
Claims examiner.....						44	181			
Collection and credit.....	27	80				40	134			
Draftsman.....						85	162	126	171	190
File.....	88	87	70	85	96	102	95	76	86	111
Receptionist.....	43	89								
Mail.....						31	88			
Messenger.....						137	67	60	65	71
Order and shipping.....						50	133	115	131	146
Pay roll and timekeeper.....						50	138	121	138	166
Production.....						47	142			
Rate.....						41	170			
Record.....	62	101	91	105	109	51	123	101	126	141
Service desk.....	56	107	96	107	122					
Statistical.....						56	164	151	165	177
Stock.....	27	97				153	138	115	136	161
Tax.....						63	152	141	151	165
Telephone.....	137	91	75	90	106					
Clerks not elsewhere classified in—										
Finance and insurance.....	62	104	84	101	120	45	115			
Education.....	25	99								
Printing and publishing.....	31	76				27	89			
Other manufacturing and										
wholesale distributors.....	43	99				75	137	101	126	155
All government offices.....	39	110				66	137	125	140	160
Oil producing, refining, and distributing.....						123	134	101	140	161
Telephone and telegraph.....	56	94	70	92	120	37	105			
Railroads.....						45	143			
Department and apparel stores.....	39	68								
Other types of office.....	78	82	61	76	96	32	129			
Special office workers.....	35	157				259	213	171	201	250
Supervisors ⁴.....	42	\$158				261	\$224	\$195	\$213	\$251

¹ Mean—arithmetic average. First quartile—one-fourth of the rates are below and three-fourths above the figure given; median—one-half are below and one-half above; third quartile—three-fourths are below and one-fourth above. Averages not computed on very small bases.

² Includes audit clerks.

³ Includes bookkeeping-machine operators.

⁴ Not included in total.

The following summary shows the averages for women in this group.

Occupation and type of office (women in stenographic group)	Number of women ¹	Average monthly salary rates			
		Mean	Quartiles		
			First	Median	Third
Stenographic group—total.....	1,234	\$108	\$85	\$105	\$126
Secretary.....	304	121	90	125	150
Oil producing, refining, and distributing.....	37	152			
Federal Government.....	28	129			
Education.....	77	95			
Other types of office.....	38	106			
Stenographer.....	584	106	86	101	125
Railroads.....	27	149			
Oil producing, refining, and distributing.....	121	121			
State, city, and county governments.....	50	117			
Federal Government.....	33	114			
Banks and other finance.....	54	101			
Manufacturing other than printing and publishing.....	80	101			
Insurance.....	58	99			
Printing and publishing.....	37	95			
Wholesale distributors.....	26	93			
Other types of office.....	69	80			
Typist.....	302	97	80	95	115
State, city, and county governments.....	51	118			
Oil producing, refining, and distributing.....	30	111			
Federal Government.....	74	100			
Insurance.....	50	74			
Other types of office.....	30	69			
Dictating machine transcriber.....	44	107			

¹ Subtotals include some types of office with very small numbers reported.

Accounting group.

The average salary of men in the accounting group is \$150. It varies by occupation from \$131 for the audit and bookkeeping clerks to \$157 for the hand bookkeepers. The largest numbers of hand bookkeepers are in manufacturing and oil companies, with average wages of \$157 and \$153. Small groups reported are paid more in State, city, and county government, but much less in insurance and in finance.

Occupation and type of office (men in accounting group)	Number of men ¹	Average monthly salary rates			
		Mean	Quartiles		
			First	Median	Third
Accounting group—total.....	552	\$150	\$126	\$151	\$174
Bookkeeper, hand.....	97	157	136	160	176
Manufacturing and distributing.....	28	157			
Oil producing, refining, and distributing.....	26	153			
Cashier, teller.....	82	153	121	151	175
Banks and other finance.....	33	144			
Accounting clerk.....	301	152	130	155	173
Oil producing, refining, and distributing.....	96	168			
Railroads.....	98	158			
Manufacturing and distributing.....	31	136			
Federal Government.....	45	135			
Audit and bookkeeping clerk.....	72	131	102	135	156

¹ Subtotals include some types of office with very small numbers reported.

The few cashiers reported in wholesale trade and those in banks alone, employing the largest number, have average salaries well above the general average of \$153 for all cashiers, but in manufacturing the average is greatly below this. The range in the average for accounting clerks is from \$124 in printing and publishing to almost \$170 in oil offices. Railroads have a high average, but manufacturing and Federal offices report amounts much below the general average.

The average salary of women in the accounting group is \$104 a month. Hand bookkeepers average \$121, and cashiers average \$92. The accounting group employs few women as compared to men.

Figures for the small groups of women reported by type of office indicate that hand bookkeepers are paid highest in railroads, followed by finance and oil; the lowest-paid are in insurance.

The largest group of women cashiers are in department and apparel stores, where they average \$66, less than in any other type of office. Cashiers in Federal Government and railroad offices average \$150 and \$146, respectively. Women accounting, audit, and bookkeeping clerks have their highest salaries in State, city, and county offices and in railroads, their lowest in stores.

Machine operators.

Machine operators, the third classification, are paid somewhat lower wages than the foregoing groups. Women machine operators outnumber men doing this type of work, with the usual difference in salary level. The average salary for the entire group of women is \$101; it varies from \$90 for billing-machine operators to \$112 for those operating bookkeeping machines.

In the various offices women billing-machine operators are paid \$134 in railroads, a little over \$100 in paper and printing and in manufacturing, about \$90 in telephone and telegraph, but only about \$80 in the store offices. Women operating bookkeeping machines have their lowest earnings in wholesale trade, \$87, compared to just over \$140 in the local government offices. Calculator operators average \$129 in railroads, about \$115 in insurance, just below \$110 in oil, \$100 in manufacturing and in "other types of office," and between \$85 and \$70 in wholesale trade, in telephone and telegraph, and in the store group. Key-punch operators are paid best in railroads (\$111), followed by oil and manufacturing; their salaries are lowest in insurance (\$86).

Men operating office machines average \$118; tabulating-machine operators average \$137, in contrast to \$103 for those operating duplicating machines.

Small groups of tabulating-machine operators average over \$170 in oil companies, over \$130 in railroads, and somewhat below \$130 in Federal and manufacturing offices. Other small groups have salaries as follows: Billing- and bookkeeping-machine operators are paid about \$130 in oil, local government, and railroads; slightly less than \$130 in manufacturing; and only \$105 in wholesale distribution. Duplicating-machine operators earn from \$65 in manufacturing to \$116 in railroads and to \$126 in insurance.

Other clerks.

The group "Other clerks" comprises employees working in a wide variety of occupations. Some of these are technical or highly experi-

enced employees keeping specialized records, with earnings that compare favorably with the higher-paid employees in the stenographic and bookkeeping groups. Others are doing work involving little skill and are paid much lower salaries.

Occupation and type of office (men in "other clerks" group)	Number of men ¹	Average monthly salary rates			
		Mean	Quartiles		
			First	Median	Third
Claims examiner	44	\$181			
Rate clerk	41	170			
Railroads	33	184			
Statistical clerk	56	164	\$151	\$165	\$177
Oil producing, refining, and distributing	31	171			
Draftsman	85	162	126	171	190
Oil producing, refining, and distributing	82	164			
Billing and statement clerk	45	152			
Tax clerk	63	152	141	151	165
State, city, and county governments	62	152			
Pay-roll clerk	27	144			
Production planner	47	142			
Manufacturing other than printing and publishing	43	142			
Stock clerk	153	138	115	136	161
Oil producing, refining, and distributing	26	157			
Manufacturing, other than printing and publishing	82	135			
Collection and credit clerk	40	134			
Shipping clerk	26	133			
Record clerk	51	123	101	126	141
File clerk	102	95	76	86	111
Railroads	28	119			
Oil producing, refining, and distributing	26	96			
Mail clerk	31	88			
Messenger	137	67	60	65	71
Oil producing, refining, and distributing	32	71			
Railroads	26	70			
Printing and publishing	25	60			

¹ Subtotals include some types of office with very small numbers reported.

There are 995 men with earnings reported for these occupations. The highest averages are those of claims examiners and searchers (over \$180), rate clerks (\$170), statistical clerks (\$164), draftsmen (\$162), billing and statement clerks (\$152), and tax clerks (also \$152). At the lower extreme of the entire group are the file and mail clerks and messengers, with average salaries varying from \$95 to \$67. In an intermediate position, with averages of \$123 to \$144, are six groups, as follows: Record clerks, pay-roll clerks and timekeepers, order and shipping, collection and credit clerks, stock clerks, and production planners.

With few exceptions, railroads and oil companies pay salaries considerably above the general average; wholesale trade, printing and publishing, insurance, and the stores reported generally pay relatively low salaries to these clerks. Government offices pay salaries somewhat above the general averages. The chief exceptions are as follows: Statistical clerks in railroads, order and shipping clerks and searchers in oil, record clerks in city, State, and county government, and general and file clerks in Federal offices have average salaries below the general averages for all employees in these occupations. In finance,

on the other hand, the collection clerks reported have an average considerably above that for the group.

There are few women (440) as compared to men (995) in these miscellaneous occupations, and women are not employed in so wide a variety of jobs. Relatively few cases of the two sexes doing the same type of work are reported. The largest group of women are PBX operators, and they average \$91. Stock and record clerks average several dollars more than this, but receptionists (including a few mail and information clerks) and file and credit clerks have averages varying from \$89 to \$80.

As is the case with men, women in these occupations are paid relatively high salaries by railroad, oil, government, and manufacturing companies, and usually earn less than the general average in telephone and telegraph, printing and publishing, and the two types of stores reported.

The classification "Clerks not elsewhere classified" comprises employees working in occupations peculiar to a specific industry and having fewer than 25 employees of either sex reported.

In the various types of office, 450 men come within this classification. The average salaries of these men vary from \$134 to \$143 in oil-company offices, Federal and local government, "other manufacturing," and railroad offices, but vary downward from \$129 in "other types of office" to \$115 in finance and insurance, \$105 in telephone and telegraph, and to only \$89 in printing and publishing. First quartile earnings are \$125 in government and \$101 in oil and "other manufacturing." The range in the earnings of the middle 50 percent of the men in these various offices, shown by the difference between first and third quartiles, is only \$35 in government, but is \$54 in manufacturing and \$60 in oil.

The women in this classification have average salaries of \$110 in government offices and \$104 in finance and insurance, but of less than \$100 in each of the other types of office, the lowest averages being \$68 in the stores reported and \$76 in printing and publishing. As in the case of men, quartiles can be computed for only three groups. The first quartile is \$84 in finance and insurance, \$70 in telephone and telegraph, and \$61 in other offices. The third quartile is \$120 in the first two mentioned and \$96 in "other types of office."

Special office workers.

The 259 men classed as special office workers have an average salary of \$213. One-fourth of the group are paid less than \$171 but a similar proportion earn over \$250. The types of office that employ as many as 25 of these workers pay salaries averaging as follows:

<i>Type of office</i>	<i>Number of men</i>	<i>Average salary</i>
Federal Government.....	39	\$232
Manufacturing and distributing.....	29	222
State, city, and county governments.....	31	227
Railroads.....	29	220
Oil producing, refining, and distributing.....	76	210

Only 35 women in all types of office combined are classed as special office workers. The average salary for the group amounts to \$157 a month.

Supervisory, professional, and so forth.

Wage data are shown also for 562 administrative, executive, and clerical-professional workers, of whom 511 are men and 51 are women. The average salary for the entire group of men is \$254; accountants average \$221, supervisors \$224, and administrators and executives \$362. The 51 women have an average of \$167; women supervisors number 42 and these have an average of \$158.

Sex and occupation	Number of workers	Average monthly salary rates			
		Mean	Quartiles		
			First	Median	Third
Men—total.....	¹ 511	\$254	\$200	\$226	\$295
Administrator; executive.....	112	362	285	326	401
Accountant.....	121	221	180	206	251
Supervisor.....	261	224	195	213	251
Women—total.....	² 51	167	126	174	200
Supervisor.....	42	158			

¹ Includes 17 statisticians not shown separately.

² Includes 9 others not shown separately.

Distribution by rate.

The table next presented (table IX) shows for each of the occupations with 50 or more employees reported the proportions with actual salaries of under \$75, \$75 and under \$100, \$100 and under \$125, and so on. No table shows more strikingly than this table, especially in stenography and accounting the discrepancy between the sexes in the matter of the higher salaries. For example, 82 percent of the men secretaries, in contrast to 28 percent of the women secretaries, have salaries of \$150 and over, as have 41 percent of the men and 9 percent of the women stenographers, 58 percent of the men and 16 percent of the women accounting clerks, 67 percent of the men and 21 percent of the women hand bookkeepers, and 57 percent of the men and 7 percent of the women cashiers and tellers. In only 1 of the occupations with such figures reported for each sex is the difference small: This is the file clerks, with only 6 percent of the men earning \$150 and more (none in the \$200 column) and 5 percent of the women so reported.

Of the large number of women in the stenographic group (46 percent of all the women) only one-eighth are paid salaries of \$150 and more. Well over half of the women with such salaries are secretaries; only 12 of them are typists. In the much smaller accounting group (only 8 percent of all women), slightly more than one-eighth are paid at least \$150; 11 of these are accounting clerks, 11 hand bookkeepers, and 6 are cashiers. Of the women cashiers and tellers, about one-third are paid less than \$75, a salary group that contains also large proportions of typists, accounting clerks, file clerks, and telephone clerks, and many stenographers and calculating-machine operators. Of the large number of men in the accounting groups (21 percent of the total) one-ninth are paid salaries of \$200 and over. More than three-fifths of these are accounting clerks; only 3 are audit or book-

TABLE IX.—Percent distribution of men and women regular employees in offices according to monthly salary rate, 1940, by occupation—
HOUSTON

Occupation	Women						Men						
	Total number of women	Percent ¹ of women with monthly salary rate of—					Total number of men	Percent ¹ of men with monthly salary rate of—					
		Under \$75	\$75, under \$100	\$100, under \$125	\$125, under \$150	\$150 and over		Under \$75	\$75, under \$100	\$100, under \$125	\$125, under \$150	\$150, under \$200	\$200 and over
All occupations ²	2,596	15.6	31.2	29.2	15.3	8.7	2,601	7.8	10.5	14.9	20.0	34.9	11.8
Stenographic group:													
Secretary	304	4.9	23.4	20.4	23.4	28.0	66	1.5	6.1	10.6	51.5	30.3	
Stenographer	584	11.0	28.3	34.9	16.8	9.1	116	.9	10.3	19.0	28.4	36.2	5.2
Typist	302	17.9	35.1	26.8	16.2	4.0	34						
Accounting group:													
Accounting clerk	69	21.7	29.0	21.7	11.6	15.9	301	.3	5.6	12.6	23.6	45.2	12.6
Audit and bookkeeping clerk	72	5.6	13.9	22.2	23.6	30.6	4.2						
Bookkeeper, hand	53	5.7	22.6	28.3	22.6	20.8	97	3.1	12.4	17.5	58.8	8.2	
Cashier, teller	87	32.2	28.7	23.0	9.2	6.8	82	8.5	19.5	14.6	43.9	13.4	
Machine operators:													
Billing	45						460	5.0	10.0	33.3	36.7	15.0	
Calculating	132	15.2	28.0	34.1	21.2	1.5							
Key punch	58	3.4	37.9	48.3	8.6	1.7							
Other clerks:													
Draftsman							85	1.2		12.9	16.5	62.4	7.1
File	88	30.7	46.6	13.6	4.5	4.5	102	18.6	46.1	19.6	9.8	5.9	
Messenger							137	78.1	18.2	3.6			
Order and shipping							50	2.0	10.0	22.0	46.0	14.0	6.0
Pay roll and timekeeper							50		12.0	16.0	34.0	38.0	
Record	62	8.1	29.0	48.4	14.5		51	2.0	19.6	23.5	35.3	19.6	
Service desk	56		30.4	51.8	17.9					5.4	12.5	76.8	5.4
Statistical							153	1.3	11.8	19.0	30.7	32.7	4.6
Stock	27						63			1.6	33.3	63.5	1.6
Tax													
Telephone	137	22.6	40.1	27.7	6.6	2.9							

Clerks not elsewhere classified in—													
Finance and insurance	62	6.5	29.0	45.2	12.9	6.5	45						
Other manufacturing and wholesale distributors	43						75	2.7	13.3	30.7	14.7	26.7	12.0
All government offices	39						66		9.1	15.2	34.8	40.9	
Oil producing, refining, and distributing							123	1.6	16.3	17.1	23.6	39.0	2.4
Telephone and telegraph	56	28.6	25.0	37.5	7.1	1.8	37						
Other types of office	78	39.7	37.2	10.3	11.5	1.3	32						
Special office workers	35						259			1.9	7.3	35.1	55.6
Supervisors ⁵	42						261			8	4.2	21.5	73.6

¹ Percents not computed on very small bases

² Total exceeds details due to omission of occupations having as many as 50 for neither sex.

³ Includes audit clerks.

⁴ Includes bookkeeping-machine operators.

⁵ Not included in total.

keeping clerks. As many as 56 percent of the men special workers are paid at least \$200, as are 74 percent of the supervisors. Practically 4 in every 5 of the messengers earn less than \$75 a month, as do almost one-fifth of the men file clerks.

WEEKLY EARNINGS COMPARED WITH SALARY RATES

Employees often have to work overtime or they may lose time for business or personal reasons, consequently the actual earnings they receive may be somewhat different from their regular rate of pay. However, office work usually is fairly steady, so differences between rates and earnings are likely to be small. To discover the deviations from the regular rates in the offices scheduled, records were transcribed showing the actual amounts paid to employees in a current one-week pay period.

Week's earnings records were obtained for a total of 4,713 employees—2,326 men and 2,387 women. With the exception of oil, telephone, and printing and publishing, where the current pay rolls were considerably fewer, records were the same in number as those showing monthly salary rate.

As shown in the summary following, the average week's earnings of men are \$33.40, those of women \$23.65. When these week's averages are converted to a monthly basis they are practically the same as the average monthly rates shown previously, that is, \$143 for the men and \$102 for the women.

A comparison of the average weekly earnings paid in the various types of office shows practically the same order as when the comparison is based on average monthly salary; that is, men have relatively high week's earnings in railroad, oil, local government, and Federal Government offices, and have their lowest average earnings in department and apparel stores and in printing and publishing. Women have their highest weekly earnings in railroad, oil, and local government offices, their lowest in wholesale trade, printing and publishing, the group of small offices, and in the stores surveyed.

Type of office	Women employees		Men employees	
	Number	Average week's earnings	Number	Average week's earnings
All types.....	2,387	\$23.65	2,326	\$33.40
Banks and other finance.....	137	23.50	131	30.35
Insurance.....	265	22.15	117	32.25
Railroads.....	158	31.45	423	36.30
Telephone ¹	196	23.15	25	30.95
Oil producing, refining, and distributing.....	207	28.50	488	36.10
Printing and publishing.....	90	21.25	43	21.50
Other manufacturing.....	273	24.25	481	31.90
Wholesale distributors.....	86	21.75	85	27.40
Department and apparel stores.....	206	17.15	39	22.40
Federal Government.....	181	24.85	166	34.20
State, city, and county governments.....	210	28.25	208	35.85
Education.....	108	22.70	6	(²)
Other types of office.....	270	19.20	114	29.25

¹ Data for telegraph employees not obtainable.

² Not computed; number too small.

When these figures are converted to a monthly basis it appears that in only four instances is there a difference between earnings and rate of as much as \$4, the largest being \$20. In three of the four cases—men in telephone (see footnote 1 of summary) and printing and publishing, and women in oil offices—the difference between earnings and salary rate probably is due to the difference in number of employees for whom the data are reported.

HOURS OF WORK

The regular weekly hours that employees in Houston are expected to work are quite favorable; for more than half the workers (53 percent, in 26 firms), the required hours are 40. Almost 6 percent have a week of 39 and under 40 hours and small numbers have hours below 39. A week of over 40 and under 44 hours is reported for 13½ percent; a week of 44 hours for 17 percent. Only 9 percent of the total, employed in 42 firms, have regular hours of more than 44, a negligible proportion of these (less than 1 percent of the total) as many as 54 hours.

The hours employees are expected to work vary with type of office. The most favorable schedule is in insurance offices, where about four-fifths of the employees have a workweek of over 39 and including 40 hours, and in manufacturing, Federal Government, printing and publishing, and oil offices, where from six-tenths to more than nine-tenths are on a schedule of 40 hours. In financial offices about seven-tenths have regular hours of over 40 and including 42.

In the other types of office the work schedule is somewhat longer. Nearly all employees (98 percent) in city, State, and county offices, slightly more than nine-tenths in education offices, and about seven-tenths in railroad and in telephone and telegraph offices have a 44-hour week. Two-thirds of the office workers in wholesale trade have a schedule of over 42 and under 48 hours, and just over seven-tenths of those in the stores reported are expected to work 48 and under 54 hours.

Overtime work and pay.

There had been relatively little overtime work in 1939 in the firms visited. Of 180 firms reporting, 114 stated that no employee had worked overtime, 50 stated that overtime work was infrequent, and 16 that such work was frequent. Only 6 firms reported that employees in all occupations had worked overtime. The number of employees who had put in some overtime during the year was 20 or more in each of 2 firms, 10 and under 20 in each of 8 firms, and less than 10 in each of 19 firms.

The method of pay for overtime work was reported by 76 firms; 12 of these stated that they paid the same rate as for regular work hours, 40 paid time and a half the regular rate, and 24 gave compensatory time off.

Information concerning overtime work in the one-week pay period recorded shows that only 126 men and 89 women received pay for overtime work; the number of hours paid for was reported for 58 men and 68 women. Of the 126 men working overtime 118 were employed by banks, railroads, telephone and telegraph, and "other manufacturing" offices, in equal proportions. About one-half of the 89 women were in telephone and telegraph offices and about one-seventh were in "other types of office." No employees in the local government and in

education offices, and no men in insurance, Federal Government, and the stores received pay for overtime work.

Of the 126 employees for whom the number of hours of overtime paid for was reported, exactly one-third, 42, were paid for 4 and under 6 hours; 30 were paid for 10 or more hours; and 28 received pay for 2 and under 4 hours.

RATES OF PAY

The following table shows the distribution of the 126 employees according to the number of hours of overtime paid for. The number of employees in each category is given in the first column, and the percentage of the total number of employees in each category is given in the second column.

Number of hours of overtime paid for	Number of employees	Percentage of total
2 and under 4	28	22.2
4 and under 6	42	33.3
6 and under 8	30	23.8
8 and under 10	15	11.9
10 or more	11	8.7
Total	126	100.0

The following table shows the distribution of the 126 employees according to the industry in which they were employed. The number of employees in each industry is given in the first column, and the percentage of the total number of employees in each industry is given in the second column.

Industry	Number of employees	Percentage of total
Manufacturing	45	35.7
Wholesale and Retail Trade	30	23.8
Transportation and Communication	20	15.9
Finance, Insurance, and Real Estate	15	11.9
Government	10	7.9
Education	5	3.9
Professional, Scientific, and Technical	1	0.8
Other	10	7.9
Total	126	100.0

ADVANCING RATES WITH EXPERIENCE

The following table shows the distribution of the 126 employees according to the number of years of experience. The number of employees in each category is given in the first column, and the percentage of the total number of employees in each category is given in the second column.

Number of years of experience	Number of employees	Percentage of total
0-5	35	27.8
6-10	40	31.8
11-15	25	19.8
16-20	15	11.9
21 or more	11	8.7
Total	126	100.0

EFFECTS OF EXPERIENCE AND EDUCATION ON RATES OF PAY

Monthly rates paid to beginners.

The foregoing analysis has shown the salaries paid in the several types of office to groups of employees in the various occupations. The important factors of age, education, and experience influence the salaries received by individuals.

At the time of the survey, 219 beginners were employed in the offices reported; 123 were men and 96 were women. About two-fifths of the men were messengers and mail clerks, and about three-tenths were general clerks and file clerks. Small groups were machine operators or were doing various kinds of record keeping—timekeepers, pay roll, collection, and billing clerks. Over two-fifths of the girls were stenographers in small offices, two-fifths were general and file clerks, telephone operators, and receptionists, and a few were machine operators.

The beginning salary was reported for 97 of the men and 82 of the women. The average salary for the entire group of men was \$74 a month. Messengers and mail clerks were started at an average of only \$58, the others averaged \$85. The range in the beginning rates paid to the men was from less than \$50 to over \$100 but, as shown in the summary following, the largest group, about one-third of the total, were started at \$60 and less than \$70. Only 1 in 9 received as much as \$100 a month.

Women beginners averaged \$63 a month; those in stenographic work earned \$64, compared to \$62 for all others. Roughly one-third earned \$60 and under \$70, and more than one-fourth started at \$70 and under \$80. One in 7 had a beginning rate of less than \$50.

Sex	Number of beginners	Average monthly salary	Percent with a beginning monthly rate of—							
			Under \$40	\$40, under \$50	\$50, under \$60	\$60, under \$70	\$70, under \$80	\$80, under \$90	\$90, under \$100	\$100 and over
Women.....	82	\$63	8.5	6.1	15.9	32.9	26.9	2.4	2.4	4.9
Men.....	97	74	-----	6.2	11.3	33.0	17.5	15.5	5.2	11.3

ADVANCING RATES WITH EXPERIENCE

Experience is the most important determinant of wage rates. Grouped together, women who have completed 1 year's employment since their first office job earn 14 percent more than those with less than a year's experience. This increases slightly for those with another year's experience, and by the third year the increase in salary is 15 percent over the salary at 1 but less than 2 years' experience. Another year's experience brings a 9-percent increase. But the

increase in experience from 4 and under 5 years to 5 and under 10 years brings only a 4-percent increase in salary; from that to 10 and under 15 years means a 10-percent increase. With 15 and under 20 years' experience the increase is less than 8 percent, and 20 years and over adds another 10 percent. These are the increases of various women grouped according to experience. Table XI.

When considering the individual's advance in salary with specific increases in experience, computations have to be confined to employees with all experience with the present firm. Here the picture is far more encouraging. In the first year, the women office workers still less than a year with the firm have advanced 5 percent in salaries. Those employed 1 and under 3 years have an increase of 21 percent over the initial salary. For those employed 3 to 5 years the increase has been 36 percent; when employed 5 to 10 years, 52 percent; and when employed 10 years and over, 64 percent.

TABLE X.—Changes in rates of employees whose total experience has been with same firm, by years with firm—HOUSTON

Time with present firm	Employees reported		Group averages of monthly rates—			Number of employees whose present rate in comparison with first rate—		
	Total	Number reporting first and present rates	In first job	In present job	Percent of increase	Is same	Has decreased	Has increased
WOMEN								
All experience in same firm.....	401	345	\$69	\$97	40.6	72	5	268
Total with time reported.....	397	344	69	98	42.0	72	5	267
Under 1 year.....	66	62	63	66	4.8	46	-----	16
1, under 3 years.....	79	68	63	76	20.6	19	2	47
3, under 5 years.....	55	44	69	94	36.2	4	-----	40
5, under 10 years.....	55	47	69	105	52.2	1	-----	46
10 years and over.....	142	123	75	123	64.0	2	3	118
Time with firm not reported.....	4	1	75	80	-----	-----	-----	1
MEN								
All experience in same firm.....	639	527	\$76	\$125	64.5	72	2	453
Total with time reported.....	630	525	76	125	64.5	71	2	452
Under 1 year.....	92	81	72	77	6.9	55	-----	26
1, under 3 years.....	113	85	77	95	23.4	15	-----	70
3, under 5 years.....	133	119	72	113	56.9	1	2	116
5, under 10 years.....	98	87	83	147	77.1	-----	-----	87
10 years and over.....	194	153	75	163	117.3	-----	-----	153
Time with firm not reported.....	9	2	136	165	-----	1	-----	1

As seen in table XI, men after the first year's experience average 23 percent more than those with less than a year's experience. The second increase is among those with 3 years' experience, when the average is 17 percent higher than that of men with 1 to 2 years of experience. The next considerable increase is for the group with 5 years' experience. Between the fifth and tenth years, wages increase

TABLE XI.—Average monthly salary ¹ of employees with over-all years of experience reported, by occupational group—HOUSTON

Occupational group	Number and average salary ¹ of employees whose experience since first office job was—																					
	Employees with over-all experience reported.		Under 3 years								3, under 4 years	4, under 5 years	5, under 10 years	10, under 15 years	15, under 20 years	20 years and over						
			Under 1 year		1, under 2 years		2, under 3 years		Total under 3 years													
	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary
WOMEN																						
All occupations.....	1,484	\$102	77	\$65	65	\$74	107	\$78	249	\$73	100	\$85	71	\$93	328	\$97	302	\$107	205	\$115	229	\$127
Stenographic group.....	722	105	35	63	36	80	53	79	124	75	57	84	41	98	169	102	134	114	93	120	104	132
Accounting group.....	118	109	4	---	3	---	5	---	12	---	4	---	3	---	24	---	28	105	17	---	30	135
Machine operators.....	218	103	8	---	8	---	14	---	30	81	11	---	10	---	44	99	52	106	42	114	29	120
Receptionists and related occupations.....	165	88	19	---	6	---	16	---	41	65	13	---	3	---	29	87	29	90	21	---	29	112
Other.....	261	94	11	---	12	---	19	---	42	66	15	---	14	---	62	87	59	101	32	115	37	121
MEN																						
All occupations.....	1,709	\$143	102	\$77	79	\$95	99	\$95	280	\$88	125	\$111	109	\$115	284	\$136	289	\$148	194	\$163	428	\$182
Stenographic group.....	169	146	9	---	4	---	5	---	18	---	11	---	11	---	35	135	33	148	21	---	40	187
Accounting group.....	427	150	4	---	11	---	15	---	30	102	29	109	21	---	60	132	77	151	53	157	157	175
Machine operators.....	93	117	2	---	7	---	10	---	19	---	6	---	13	---	22	---	15	---	7	---	11	---
Billing and related occupations.....	85	144	4	---	4	---	2	---	10	---	8	---	7	---	14	---	8	---	11	---	27	179
Shipping and related occupations.....	172	136	4	---	8	---	10	---	22	---	18	---	14	---	35	132	26	146	22	---	35	158
Messengers.....	74	67	34	61	11	---	16	---	61	65	7	---	1	---	2	---	2	---	1	---	6	---
File and mail clerks.....	97	94	22	---	10	---	16	---	48	78	9	---	9	---	6	---	13	---	6	---	6	---
Special office workers.....	146	209	2	---	2	---	3	---	7	---	7	---	3	---	26	187	22	---	26	217	55	236
Other.....	446	140	21	---	22	---	22	---	65	106	30	111	30	116	84	135	93	141	47	154	97	175

¹ Not computed for groups of less than 25.

by 18 percent; between the tenth and fifteenth years, the increase is 8 percent; between the fifteenth and twentieth years, it is 10 percent, and from 20 years on it is over 12 percent. For the group as a whole, the history of men's employment since their first office jobs is a history of advancing wage rates.

For the men whose total experience has been confined to one firm, those still in their first year have received a 7-percent increase. Such increase does not apply to the majority but apparently is occasioned by individual advancement to positions of more responsibility. Those employed 1 and under 3 years have a 23-percent increase over their beginning salary, those employed 3 and under 5 years a 57-percent advance, those employed 5 and under 10 years a 77-percent advance, and those 10 years and over in the same firm a 117-percent increase over their beginning rate. As indications are that after the first four years men with all their experience in one firm earn somewhat more than men who have shifted from job to job, this picture of individual advancement may be slightly more encouraging than that prevailing for all men office workers.

Whether advancement with experience is viewed from the group picture or from that of the individual, men show much larger salary advances with experience than women show. Considering the individual in the same firm, during the first three years of experience there is much the same proportionate salary advance for women as for men. With 3 years of experience, however, men push far ahead in salary advance, and this increases as the years of experience are accumulated. While men who were paid \$75 as their beginning wage average \$163 after 10 years of experience, or an increase of 117 percent, women beginning at the same wage average only \$123 after 10 years, or an increase of but 64 percent.

When viewed from the group approach, men with 20 years and more of experience are earning \$182, a figure 136 percent greater than that for men in their first year of employment. Women are earning \$127 after 20 years' experience, an increase of 95 percent.

Occupational experience and salary advancement.

For large numbers of employees, office records fail to show the years of experience since the first clerical job. As a result, in many of the detailed occupations there are too few employees to show the average salaries of the groups tabulated according to experience, and some employees doing similar types of work have had to be grouped together for this correlation. Classifications used as in earlier tabulations are the stenographic group, which comprises secretaries, stenographers, typists, dictating-machine transcribers, correspondence clerks; the bookkeeping group, which comprises hand bookkeepers, cashiers, tellers, bookkeeping, accounting, and audit clerks; and the machine-operator group.

Regrouped classifications given here are billing and related occupations, which include billing, statement, collection, credit, and tax clerks; shipping and related occupations, which include stock, shipping, and order clerks; and, in the case of women, receptionists and related occupations, which include receptionists, information clerks, telephone operators, and a few women mail clerks, and messengers.

Men messengers, file and mail clerks, and special office workers are separate as before. "Other" is a residual group.

There are interesting variations in the experience and the salary progression of employees in these occupational groups. For example, men bookkeeping clerks, though averaging \$13 less than shipping clerks at 3 and under 5 years, after as much as 20 years' experience average \$17 more than shipping clerks. This represents an advance over the years of 58 percent for bookkeepers in contrast to only 27 percent for shipping clerks. Women in the stenographic group, though averaging \$6 less than machine operators at under 3 years, after as much as 20 years' experience average \$12 more than machine operators, representing an advance over the years of 76 percent for the first named in contrast to only 48 percent for the machine operators.

The high-wage occupational groups generally have substantial proportions of employees with long experience records. Among the men, 55 percent of the special office workers, 49 percent of the bookkeeping clerks, and 45 percent of the billing and related clerks have worked 15 years or longer. In contrast, only 1 percent of the messengers, 12 percent of the file and mail clerks, and 19 percent of the machine operators have worked so long as 15 years; in fact, more than four-fifths of the messengers and one-half of the file and mail clerks have worked less than 3 years. These jobs, often considered as beginners' jobs and leading to other kinds of employment, are paid considerably below the rates for other types of work.

There is less variation in the work records of women, and less variation in their average salaries. One-fourth of the men, but less than one-sixth of the women, have worked as long as 20 years, and—as discussed elsewhere—men have advanced in salary very much more than women have advanced.

Where a comparison is possible of the average salaries paid to men with comparable work experience, in each case the special office workers have a higher average than any other group. Machine operators, like file and mail clerks and messengers, are consistently at the lower levels.

Among women, workers in the stenographic group generally have the highest average salary, though machine operators have the best average among beginners, and bookkeeping workers the highest average for women with 20 or more years of experience.

Type of office and salary advancement.

Wherever an office retains workers over a period of years, advancement in salary is fairly sure to occur with the years of experience. The extent to which such stability of employment met with advancement is shown for the types of office visited in table XII. Where numbers of persons reported are small, it must be remembered that individual conditions may have influenced unduly either a high or a low figure.

Women comprise only slightly less than half of the total (49.6 percent), but they comprise only 45 percent of those 10 or more years with the firm and 56 percent of those taken on within the past 3 years. Thirty-five percent of the men, but only 29 percent of the women, have been with the firm 10 years or more, and 39 percent of the women, but only 30 percent of the men, have been there less than 3 years.

Types of office that have taken on about half, or more than half, of their employees in the past 3 years are printing and publishing and the store group in the case of men; finance, education, and wholesale distribution in the case of women; and the residual group "other types of office" for both sexes. The largest employer—the oil industry—reports one-third of its women and one-fourth of its men as employed less than 3 years; for manufacturing, the figure is a little over two-fifths of each sex.

All groups but one that have large enough numbers reported at the two extremes of service show substantial increases in average salaries over the period under review. The one exception is the local government group, which has much the highest average salary for recent employees but shows an increase over the years of only 33 percent for women and only 18 percent for men. The greatest increase shown for women is in the telephone industry; for men, in the railroads.

TABLE XII.—Average monthly salary¹ according to length of service with present firm, by type of office—HOUSTON

Type of office	All employees reported		Number and average salary ¹ of employees who had been with present firm—							
			Under 3 years		3, under 5 years		5, under 10 years		10 years and over	
	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary
WOMEN										
Total.....	2,424	\$102	943	\$84	379	\$98	411	\$113	691	\$125
Banks and other finance.....	131	100	64	83	25	103	21	-----	21	-----
Insurance.....	259	96	109	79	34	95	34	103	82	116
Railroads.....	142	137	7	-----	10	-----	3	-----	122	139
Telephone and telegraph.....	247	98	45	67	50	85	33	101	119	114
Oil producing, refining, and distributing.....	303	119	101	101	47	108	72	126	83	143
Printing and publishing.....	94	91	38	71	15	-----	13	-----	28	115
Other manufacturing and distributing.....	268	105	116	88	57	105	40	116	55	134
Wholesale distributors.....	84	94	39	83	9	-----	14	-----	22	-----
Department and apparel stores.....	159	75	67	68	30	71	24	-----	38	92
Federal Government.....	181	108	75	95	18	-----	69	118	19	-----
State, city, and county governments.....	206	123	68	107	39	111	54	136	45	142
Education.....	87	94	45	81	15	-----	13	-----	14	-----
Other types of office.....	263	83	169	73	30	89	21	-----	43	113
MEN										
Total.....	2,462	\$143	748	\$109	410	\$129	449	\$168	855	\$173
Banks and other finance.....	126	123	49	98	27	114	19	-----	31	157
Insurance.....	116	138	37	113	14	-----	32	152	33	166
Railroads.....	393	156	37	90	17	-----	11	-----	328	166
Telephone and telegraph.....	52	119	11	-----	7	-----	2	-----	32	144
Oil producing, refining, and distributing.....	679	155	171	113	120	142	140	163	248	185
Printing and publishing.....	45	91	21	-----	11	-----	8	-----	5	-----
Other manufacturing.....	459	136	194	111	122	132	66	154	77	188
Wholesale distributors.....	73	118	33	90	9	-----	12	-----	19	-----
Department and apparel stores.....	35	99	17	-----	7	-----	3	-----	8	-----
Federal Government.....	104	146	59	116	25	143	75	166	5	-----
State, city, and county governments.....	205	155	62	146	28	132	60	161	55	172
Education.....	6	-----	1	-----	-----	-----	2	-----	3	-----
Other types of office.....	109	127	56	104	23	-----	19	-----	11	-----

¹ Not computed for groups of less than 25.

Average salary according to number of positions held.

From the totals of the following summary it appears that experience with more than one firm is advantageous from the point of view of salary, especially in the case of men. For a number of specific experience groups the opposite is true, the highest averages being those of employees of one firm only. The latter is unmistakably the case for all groups of women with experience of at least 5 years.

Years of experience	Employees reported		Average salary according to variety of experience					
			All experience with present firm		One job elsewhere		Two or more jobs elsewhere	
	Number	Average salary	Number of employees	Average salary	Number of employees	Average salary	Number of employees	Average salary
WOMEN								
Total	1,178	\$102	396	\$97	244	\$105	538	\$105
Under 3	223	73	145	72	40	80	38	74
3, under 5	141	90	54	92	39	91	48	89
5, under 10	254	99	54	105	47	98	153	98
10, under 15	232	109	70	112	44	109	118	107
15, under 20	156	119	37	130	29	120	90	113
20 and over	172	129	36	134	45	131	91	126
MEN								
Total	1,445	\$141	630	\$125	295	\$147	520	\$157
Under 3	246	89	205	89	21	(¹)	20	(¹)
3, under 5	210	114	133	114	43	117	34	110
5, under 10	253	137	98	145	66	132	89	133
10, under 15	233	148	88	150	54	152	91	144
15, under 20	159	165	49	156	41	166	69	170
20 and over	344	182	57	186	70	180	217	182

¹ Not computed; number too small.

EDUCATION AND SALARY ADVANCEMENT

Education as related to salary cannot be considered apart from length of experience. As has been stated on page 17, while grammar-school graduation was the only formal education of some of the men and women with 20 or more years of experience, today few boys or girls enter office work in Houston with only grammar-school education. So too, the most experienced men and women are not college graduates. The value of the various degrees of education in office salary rating can be measured only when workers have been employed approximately the same number of years.

Men college graduates get off to a better start than men from high school or even those with special business-school training. This salary lead is maintained as the years of experience accumulate. Even attendance at college without graduation proves valuable after the first three years to the man office worker. On the other hand, whether high school was or was not completed, or whether business school was or was not mentioned as part of the training, seems to have no influence on the ability to command advancement in salary.

The number of college women employed in Houston offices and with salaries reported is too small to measure the effect of college work on earning ability. However, those who attended college and entered offices before completion of their course would appear in general to be in a slightly better position than those who went to work on graduating from high school. By far the largest single group of women office workers graduated from high school; an even larger number reported some attendance at business school. Between those who did and did not go to business school there is no established difference in earning power after the beginning period. In the first three years there appears to be a difference of \$5 a month in the average salaries of girls with business-school work and those without it.

AGE AND SALARY

The number of employees whose age is recorded is somewhat larger than the number with experience reported, but age and experience are closely related and it is to be expected that salary will increase with age as it does with experience. The average salary paid to men ranges from \$70 for the group under 20 years of age to \$181 for those 40 years of age and over. The women's average salary ranges from \$64 for those under 20 to \$123 for those 40 and over. For both sexes the progression is unbroken.

Table XIII shows many variations by type of office in the ages and salaries of employees. In city, State, and county governments and in railroad offices, the majority of the workers are 35 years old and more, and in oil offices most of them are at least 30. Employees in the other types of office are somewhat younger, with the majority both of men and of women 20 and under 30 or 35 years.

With few exceptions the average salary paid to the workers increases with each succeeding age group and there are great differences between the rates paid to the youngest and those paid to the oldest workers. In oil and "other types of office" men 40 years of age and more have an average salary approximately double the average of those under 25 years old. In railroads, wholesale trade, and insurance the oldest men are paid 85 to 95 percent more than the youngest men; in financial offices the difference is 75 percent.

Among the women the range in salary is not so wide, though in insurance and the group "other types of office" women 40 years of age and over average about 80 percent more than those of under 20 years. In education and in finance, women at least 35 years old have an average salary 55 to 60 percent greater than that of women under 25. In telephone and telegraph and in insurance the average salary is about 50 percent higher for the women of 35 and over than for those of under 25 years; in oil, manufacturing, and "other types of office" the difference is about 40 or 45 percent; and in the offices of the store group it is nearly 40 percent.

Age and salary also vary considerably with occupational groups. The majority of the women in the stenographic group are less than 30 years of age, but in each of the other occupational classes the largest number are at least 30. Women in the stenographic group and that of "other clerks" who are 40 or more years old have average salaries almost \$45 above the averages for employees of 20 and under 25 years.

TABLE XIII.—Average monthly salary ¹ of employees in the various age groups, by type of office—HOUSTON

Type of office	Total employees		Number and average salary ¹ of employees whose age was—															
			Under 20 years		20, under 25 years		25, under 30 years		30, under 35 years		35, under 40 years		40 years and over		Under 25 years		35 years and over	
	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary
WOMEN																		
All types	2,369	\$102	122	\$64	506	\$83	498	\$97	477	\$108	354	\$117	412	\$123	628	\$79	766	\$120
Banks and other finance	133	101	7	29	87	42	92	27	105	15	13	13	36	84	28	133		
Insurance	263	96	25	65	69	81	48	100	69	105	27	111	25	118	94	77	52	114
Railroads	152	136	1	7	7	9	17	34	133	84	142	8	118	139				
Telephone and telegraph	247	98	15	68	80	49	100	49	106	40	115	26	116	83	77	66	115	
Oil producing, refining, and distributing	195	124	4	29	102	41	112	48	124	26	141	47	141	33	98	73	141	
Printing and publishing	90	91	5	19	17	23	23	13	13	13	13	24	26	109				
Other manufacturing	268	106	15	48	90	72	98	59	114	37	118	37	130	63	85	74	124	
Wholesale distributors	85	94	3	24	14	22	22	12	10	27	81	22	27	81	22			
Department and apparel stores	194	74	15	39	61	42	71	38	84	27	93	33	73	54	60	60	82	
Federal Government	177	108	6	38	92	40	103	31	119	34	121	28	112	44	90	62	117	
State, city, and county governments	207	123		35	103	36	125	39	129	45	121	52	133	35	103	97	127	
Education	95	99		24	28	89	12	10	21	21	21	24	31	126				
Other types of office	263	83	26	52	77	75	60	87	43	96	34	98	23	103	69	57	96	
MEN																		
All types	2,313	\$143	100	\$70	418	\$97	479	\$129	402	\$153	304	\$167	610	\$181	518	\$92	914	\$176
Banks and other finance	128	126	4	39	95	39	122	18	20	8	43	93	28	162				
Insurance	116	138	5	32	97	33	135	20	11	15	37	92	26	179				
Railroads	408	156	12	40	102	29	136	75	146	83	168	169	177	52	96	252	174	
Telephone and telegraph	57	114	7	11	11	10	10	10	11	11	7	18	18	18				
Oil producing, refining, and distributing	480	157	22	66	96	88	138	89	162	61	179	154	193	88	91	215	189	
Printing and publishing	43	93	6	12	14	5	1	5	1	5	18	6	6	6				
Other manufacturing	479	138	17	117	102	148	132	82	157	45	159	70	189	134	99	115	177	
Wholesale distributors	85	118	10	15	21	11	6	11	6	22	22	25	81	28	153			
Department and apparel stores	37	100	6	13	3	7	3	3	3	5	19	8	8	8				
Federal Government	166	148	3	35	99	35	124	42	148	23	28	224	38	97	51	203		
State, city, and county governments	203	155		15	27	134	22	29	162	110	164	15	139	164				
Education	5							4	1	5								
Other types of office	106	129	8	23	31	128	21	7	16	31	84	23						

¹ Not computed for groups of less than 25.

Of the women in the other three occupational classes the oldest workers average roughly \$30 more than the youngest workers. Following is a summary showing age and average salary for the various occupational groups.

TABLE XIV.—Average monthly salary¹ of employees of various ages, by occupational group—HOUSTON

Occupational group	Employees reported		Average monthly salary ¹ of employees whose age was—					
	Number	Average salary	Under 20 years	20, under 25 years	25, under 30 years	30, under 35 years	35, under 40 years	40 years and over
WOMEN								
All occupations.....	1,884	\$102	\$63	\$84	\$97	\$107	\$117	\$123
Stenographic group.....	916	106	65	88	103	114	121	131
Accounting group.....	150	105			96	108		127
Machine operators.....	255	103		87	99	105	115	114
Receptionists and related occupations.....	200	88		76	85	91	101	105
Other.....	363	97		77	87	101	115	120
MEN								
All occupations.....	2,033	\$143	\$72	\$98	\$130	\$154	\$168	\$181
Stenographic group.....	177	147		102	133	155	180	180
Accounting group.....	504	151		106	134	152	159	178
Machine operators.....	114	117		97	115			
Billing and related occupations.....	135	147						165
Shipping and related occupations.....	183	137		104	129	148		155
Messengers.....	84	68	63	70				
File and mail clerks.....	105	93		83				
Special office workers.....	193	211			155	195	222	234
Other.....	538	139		104	128	150	158	168

¹ Not computed for groups of less than 25.

The majority of men employed as special office workers and as billing and related clerks are 35 years old and over, and most of the men in the stenographic, accounting, and shipping groups are at least 30 years. Messengers and file and mail clerks, on the other hand, are largely younger persons, less than 25 years of age. The difference in average salary between the older and the younger or beginning workers amounts to roughly \$75 among the special office workers and those in the stenographic group, to over \$70 among accounting clerks, and to about \$50 among shipping and related clerks.

ANNUAL EARNINGS

Regularity of employment.

One advantage of office employment lies in its regularity. Of full-time workers employed in Houston before 1939, almost all the men and 91 percent of the women were employed for all 52 weeks in 1939. The difference in proportion for the sexes results from part-time employment of considerable groups of women by educational institutions and the department and apparel stores.

Annual earnings by type of office.

The average year's earnings in 1939 of Houston office workers who worked at least 48 weeks were \$1,794 for men and \$1,301 for women. The highest average for men was in oil producing, refining, and distributing—\$1,925; this was followed by railroads with \$1,908, by State, city, and county governments with \$1,892, and by the Federal Government with \$1,825. The lowest year's earnings of men were \$1,236 in department and apparel stores and \$1,197 in printing and publishing offices.

Women had their highest average in railroads, with \$1,627, followed by State, city, and county governments with \$1,516, and by oil companies with \$1,508. The lowest averages for women were \$911 in department and apparel stores, \$1,077 in the small offices grouped as "other types," and roughly \$1,190 in telephone and telegraph, in wholesale distribution, and in insurance offices.

Relatively few of the men earned less than \$1,000 in 1939; however, there was considerable variation by type of office. Less than 1 in 25 of the men in the local and Federal Government offices and in railroads, but one-tenth or more in insurance offices and the group of small offices, earned below \$1,000. The proportion of men with earnings of \$2,000 and more varied from 19 percent in wholesale distribution and 22 percent in manufacturing to 36 percent in the railroads and 42 percent in oil. Year's earnings of \$2,400 or more varied from less than 10 percent in manufacturing and wholesale offices and banks to nearly 20 percent in oil and Federal Government.

In department and apparel stores less than one-fifth (19 percent) of the women earned as much as \$1,200 and about one-third earned less than \$750, 8 percent earning even less than \$600. As stated, some of these inadequate earnings are caused by part-time work during the 48 weeks. The small offices grouped as "other types" paid 11 percent of their women workers less than \$650. The railroads and local governments paid \$2,000 or more to 7 or 8 percent of their women employees; banks and manufacturing other than printing and publishing paid such amounts to respectively 5 percent and 6 percent of the women.

TABLE XV.—Percent distribution ¹ of employees according to annual earnings for work in 48 weeks or more of 1939, by type of office—
HOUSTON

Type of office	Number of employees reported	Average annual earnings (mean)	Percent ¹ of employees who worked 48 weeks or more in 1939 and earned—																
			Under \$750	\$750, under \$800	\$800, under \$850	\$850, under \$900	\$900, under \$950	\$950, under \$1,000	\$1,000, under \$1,100	\$1,100, under \$1,200	\$1,200, under \$1,300	\$1,300, under \$1,400	\$1,400, under \$1,500	\$1,500, under \$1,600	\$1,600, under \$1,700	\$1,700, under \$1,800	\$1,800, under \$1,900	\$1,900, under \$2,000	\$2,000 and over
WOMEN																			
All types	1,628	\$1,301	5.3	2.3	1.8	3.0	4.4	3.4	11.0	8.6	13.3	11.7	7.4	7.1	6.3	3.8	5.0	1.8	3.8
Banks and other finance	63	1,443					3.2	1.6	6.3	7.9	20.6	19.0	6.3	4.8	9.5	3.2	9.5	3.2	4.8
Insurance	192	1,193	5.2	3.1	3.1	4.7	5.7	5.7	16.1	10.9	15.6	10.9	2.6	4.2	4.7		3.6	2.1	1.5
Railroads	136	1,627			.7			.7		2.9	5.1	2.9	22.1	15.4	15.4	11.0	10.3	6.6	7.3
Telephone and telegraph	200	1,186	3.5	2.0	2.5	5.5	5.0	4.0	13.5	14.5	17.0	14.0	12.0	2.0	1.5	2.0	1.0		
Oil producing, refining, and distributing	154	1,508			.6	.6	.6	2.0	9.7	2.6	9.1	22.1	5.2	12.3	5.8	7.8	9.1	3.9	8.4
Printing and publishing	65	1,229	3.1	4.6	1.5	6.2	7.7		13.8	15.2	15.4	10.8	4.6	4.6	3.1	3.1	4.6		1.5
Other manufacturing	189	1,349		.5	.5	.5	4.2	3.7	11.6	18.0	12.2	10.6	9.5	6.9	7.9	2.1	3.2	2.1	5.7
Wholesale distributors	53	1,189	1.9		1.9	7.5	11.3	5.7	15.1	13.2	13.2	11.3	5.7	3.8	5.7		1.9		1.9
Department and apparel stores	121	911	33.1	15.7	3.3	5.8	6.6	5.8	6.6	4.1	8.3	3.3	4.1			1.7			.8
Federal Government	142	1,309			.7		4.9	4.2	16.9	6.3	14.8	20.4	4.9	8.5	9.2	2.1	6.3		7
State, city, and county governments	157	1,516	.6		.6	1.3	.6	.6	3.2	1.3	20.4	10.8	7.7	15.3	13.4	8.9	7.7	.6	6.9
Education	15	(²)																	
Other types of office	141	1,077	16.2	2.8	5.7	7.1	9.2	5.7	17.7	6.4	7.1	7.1	.7	3.5		2.1	5.7	1.4	1.4
MEN																			
All types	1,839	\$1,794	1.8	0.8	1.1	0.7	1.3	1.4	3.0	3.3	5.1	4.8	5.2	8.6	7.9	5.3	9.7	9.9	30.1
Banks and other finance	80	1,650	1.3		1.3		2.5	3.8	2.5	5.0	6.3	5.0	10.0	8.8	13.8	2.5	5.0	6.3	26.4
Insurance	84	1,683	2.4	2.4			1.2	3.6	5.9	5.9	5.9	8.3	3.6	8.3	4.8	4.8	13.1	3.6	26.2
Railroads	371	1,908	.6		.8	.5		.5	1.3	2.4	1.3	1.9	5.4	8.6	8.1	7.5	10.5	14.6	35.9
Telephone and telegraph	45	1,513																	
Oil producing, refining, and distributing	411	1,925	.7	.5	2.2	.5	1.9	.2	2.4	1.0	3.6	4.4	4.1	4.4	6.1	2.7	11.9	11.4	41.8
Printing and publishing	30	1,197																	
Other manufacturing	380	1,712	.6		1.3	.5	1.1	1.8	3.7	6.4	5.5	6.8	7.1	11.8	10.0	8.7	6.1	6.1	22.4
Wholesale distributors	47	1,633																	
Department and apparel stores	26	1,236																	
Federal Government	131	1,825	.8				1.5	1.5	3.8	2.3	12.2	8.4	3.8	9.9	13.0	5.3	7.6	2.3	27.6
State, city, and county governments	155	1,892		.7			.7		.7	.7	8.4	2.6	1.3	10.3	4.5	2.6	17.4	23.2	27.0
Education	5	(²)																	
Other types of office	74	1,651	6.7	1.3		2.7	1.3	2.7	4.1	1.4	8.1	5.4	4.1	12.2	8.1	2.7	9.5	4.1	25.7

¹ Percents not computed where base less than 50.

² Not computed; number too small.

Annual earnings by occupation.

Annual earnings by occupation naturally follow the same general trend as that of monthly rates. For purpose of comparison the year's averages for men and for women are listed here in descending order.

TABLE XVI.—Average annual earnings of employees who worked 48 weeks or more in 1939, by occupation—HOUSTON

Women		Men	
Occupation	Average year's earnings	Occupation	Average year's earnings
Special office workers.....	\$1,832	Special office workers.....	\$2,524
Secretaries.....	1,603	Secretaries.....	2,174
Bookkeepers, hand.....	1,477	Claims examiners.....	2,174
Clerks not elsewhere classified, all government offices.....	1,375	Rate clerks.....	2,103
Accounting, audit, and bookkeeping clerks.....	1,351	Statistical clerks.....	1,957
Dictating-machine transcribers.....	1,348	Cashiers, tellers.....	1,934
Stenographers.....	1,340	Tax clerks.....	1,877
Bookkeeping-machine operators.....	1,331	Bookkeepers, hand.....	1,876
Clerks not elsewhere classified, banks, insurance, and other finance.....	1,323	Billing and statement clerks.....	1,869
Key-punch machine operators.....	1,279	Accounting clerks.....	1,831
Clerks not elsewhere classified, manufacturing and distribution.....	1,264	Clerks not elsewhere classified, railroads.....	1,786
Calculating-machine operators.....	1,255	Stenographers.....	1,764
Typists and correspondence clerks.....	1,215	Production planners.....	1,747
Service.....	1,214	Clerks not elsewhere classified, manufacturing.....	1,741
Clerks not elsewhere classified, telephone and telegraph.....	1,204	Clerks not elsewhere classified, all government offices.....	1,684
Cashiers.....	1,198	Stock clerks.....	1,665
Record clerks.....	1,167	Clerks not elsewhere classified, oil industry.....	1,602
Telephone operators.....	1,151	Record clerks.....	1,553
File clerks.....	1,122	Audit and bookkeeping clerks.....	1,552
Billing-machine operators.....	1,074	Billing and bookkeeping machine operators.....	1,471
Clerks not elsewhere classified, other types of office.....	1,035	Clerks not elsewhere classified, banks, insurance, and other finance.....	1,423
		Clerks not elsewhere classified, telephone and telegraph.....	1,382
		File clerks.....	1,247
		Messengers.....	851

PERSONNEL POLICIES

Restrictions on employment for sex or marital status.

More than half the firms reporting have no policy with regard to sex of the office workers to be chosen or have no jobs assigned exclusively to one or the other sex. Only 6 give all jobs to men, but 43 give all jobs to women; these are chiefly in the small or miscellaneous office group, where the work can be done by a small staff. However, 40 percent of the firms have some occupations for which only men will be employed and 34 percent have some to which only women will be appointed.

The occupations for which women are preferred are almost entirely in the stenographic field, as PBX operators, or as receptionists. The occupations for which men are preferred are more varied. In manufacturing they include a wide range of production office jobs, as well as accounting jobs; in banks and other financial institutions, men are preferred as cashiers, tellers, accountants, auditors, and in many clerk capacities. In actual practice women do fill accounting positions and cashier-teller positions in many Houston firms, though to a less degree than men, just as men are employed in stenographic occupations but to a less degree than women. The differences in employment between the sexes would appear to be caused by the conditions under which the job is performed rather than by any characteristics of the task itself, though in many occupations the influence of tradition is obvious.

While the large majority of firms state that they do not consider marital status when employing a new worker, a number of small offices, banks, and other institutions express a preference for single women. About 12 percent will not permit women to remain in their employ after marriage.

Of every 100 women actually employed, 39 are married, 13 are widowed or divorced, and but 48 are single. Married women comprise the largest group in telephone and telegraph offices, in manufacturing, and in wholesale distributing. There are more single women than married or widowed in all other types of offices.

Almost two-thirds of the men employees are married. Most of the single men are in the businesses that seek the younger men, namely, banks and insurance houses, wholesale distributing, and the small offices.

Source of new employees.

Four-fifths of the offices surveyed in Houston have some sort of centralized department for the management of personnel matters, though more than half the total allow owner, manager, executives, or supervisors to hire and discharge. In taking on employees, one-fourth of the firms rely on their own file of applications; almost as many make

their wants known to agencies or schools; but the majority use a variety of sources.

Dismissal procedure.

In matters of separation from the service the general practice, reported by about three-fourths of the firms, is to give fair notice—in most cases two weeks—or a dismissal wage in lieu of notice. As many as one-fifth of the offices confessed to having no policy in such matters, but only 5 stated that they neither give notice nor pay a dismissal wage.

Retirement systems.

Plans of the nature of pension systems were reported by only 25 companies. Six of these are in manufacturing and distribution, 5 in oil, and 4 in the small miscellaneous offices. Naturally, all 3 railroad offices have retirement systems.

Salary increases and promotions.

Less than three-fifths of the offices have definite policies in the matter of promotions and salary increases. Of those reporting an organized system, the majority give it consideration twice a year. Of the large group—one-third of all firms—reporting that action depends on circumstances, practically all stated that each case is considered on its merits.

Various welfare policies.

In more than half the offices some sort of insurance system is open to the employees, well over three-fourths of these being group insurance. In all but a few cases the company pays part or all of the premiums, paying all in about one-eighth of the firms having such insurance. Other systems of insurance are few in comparison.

Group hospitalization plans are in operation in almost a third of the offices, the firm contributing to the fund in a considerable proportion of these.

Labor organization appears to be almost nonexistent in Houston offices. Of 204 firms reporting, only 9 stated that their employees were organized to some degree.

The granting of paid vacations to employees is almost universal, 98 percent of the companies reporting such practice. In more than half the cases the time allowance is two weeks; in more than one-third it is 1 week. As is customary, vacations are related to length of service, with the minimum requirement 6 months of service in practically all cases. The Federal service grants the 26 days customary in such offices, and most of the State government offices grant 2 weeks.

Paid leave of absence in cases of illness also is almost universal, only 7 firms reporting no such practice. In about one-sixth of the offices the allowance of sick leave depends on the merits of the case.

HOUSTON'S SCHOOL FACILITIES FOR TRAINING OFFICE WORKERS

Many types of vocational training for office work are afforded by Houston public schools, the universities, the private business schools, office-appliance distributors, experience schools, special public business schools, and parochial schools. The curriculum may be planned to give high-school boys and girls well-rounded preparation for different types of work in offices; it may aim to prepare pupils for specialized occupations only; or it may serve to retrain persons already employed for advancement to new jobs.

The students in junior high school are encouraged to learn typing, not for vocational purposes but for their own use. In the senior high schools, commercial courses are offered to both day and night students. In the school year 1939-40, the largest number of students were enrolled in typing, 3,000, with 1,000 enrolled in shorthand classes and in bookkeeping classes and smaller numbers learning commercial arithmetic, commercial law, English, accounting, advertising, and other phases of business practice. The public schools have only recently begun placement work in cooperation with the Texas State Employment Service. The work records of graduates that were available in this study do not indicate the group employed in offices as distinct from those employed elsewhere. But these records showed a sizable proportion of graduates attending other business schools. Houston also has a Public Opportunity School in which men and women who have been employed or are employed only in part-time work may receive additional training. This school does not do placement work. Parochial schools give shorthand and typing but do not consider their courses adequate for entrance into a position.

The University of Houston has a division of business administration. This division includes courses in typing and shorthand, applied mathematics, principles of accounting and cost accounting, business correspondence, and many other subjects. The Houston College for Negroes also has a less extensive course in business administration. Rice Institute considers accounting necessary for engineering graduates but does not give a degree in accountancy. The South Texas School of Commerce also has an accountancy course.

In addition to the public schools there are 18 private schools and 3 special schools attached to business-machine sales offices. These private business schools vary greatly in extent of curriculum offered. The largest has secretarial courses in which bookkeeping, accounting, business law, business English and correspondence, mimeographing, addressographing, and billing are taught, as well as filing and shorthand. It has an accountancy course which covers bookkeeping, accounting, business law, as well as the operating of calculating machines. There are courses also in business administration, finance, higher

accounting, as well as in stenography, comptometer operation, and other single processes.

At the opposite end of the scale are schools that teach only stenography and typing. The business-machine schools teach operation of their specific machines only. So-called schools of experience exist in Houston. These are the schools that place students in offices to learn on the job. The office pays the tuition of the students to the so-called school instead of paying a salary to the student.

While figures on enrollment in business courses were obtained from all schools, the number unquestionably includes many who are taking only short brush-up courses or only typing. The total enrollment in any business course for 1939-40, with possible overlapping, was 6,576 persons. Figures on graduates in business courses from the senior high schools were not available. From all other schools the graduates numbered about 2,450. It was reported that 1,406 persons were placed by these private business schools and universities.

Without data on the number of graduates from the public high schools who had specialized in business courses, it is not possible to determine the total number of persons trained for office work by the city's schools. In view of the fact that the number that universities and private schools claimed to have placed exceeds the demand for beginners, though it is but half the number employed for the first time in specific firms during the year, it would seem necessary that all schools offering business courses check their services against needs.

