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UNITED STATES DEPARTMENT OF LABOR

FRANCES PERKINS, SECRETARY

WOMEN'S BUREAU

MARY ANDERSON, DIRECTOR

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OFFICE WORK IN KANSAS CITY

1940



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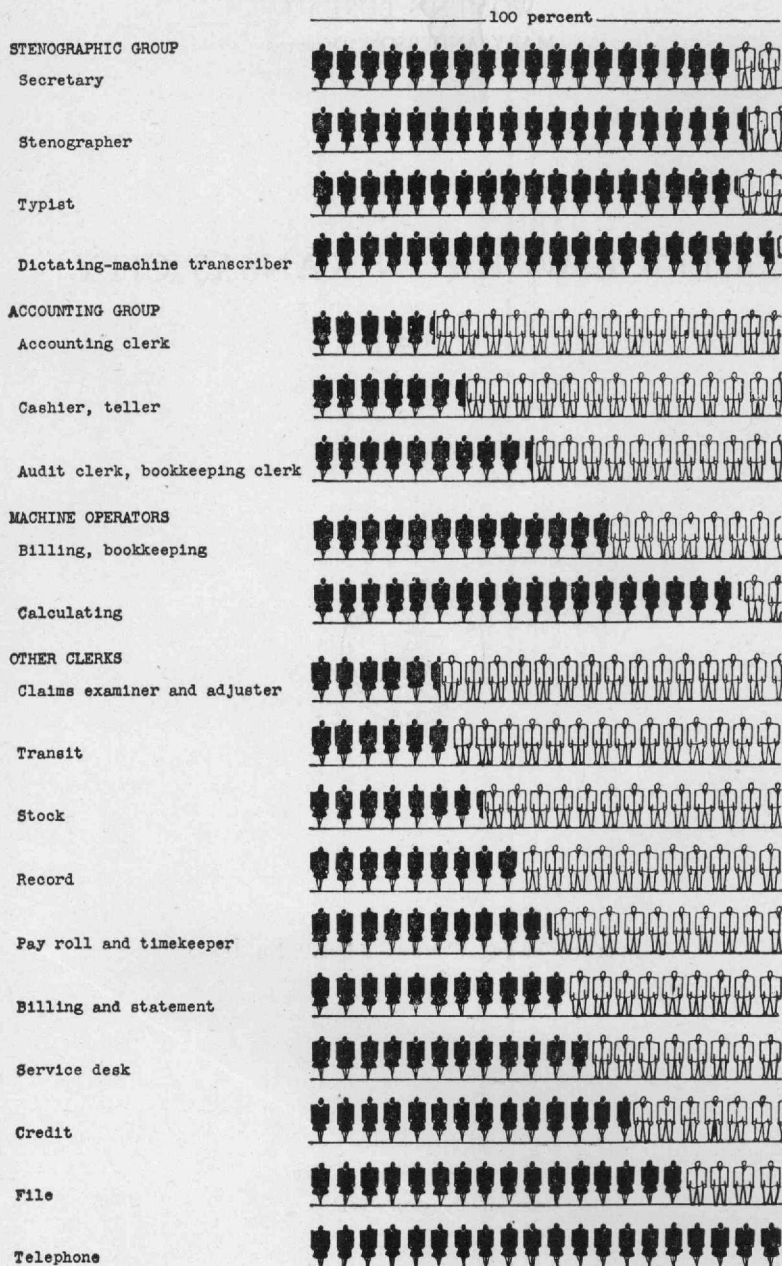
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CHART I.—PROPORTION OF WOMEN AND OF MEN IN EACH OF THE CHIEF OCCUPATIONS—KANSAS CITY

(Each complete figure=5 percent)



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OFFICE WORK IN KANSAS CITY, 1940

INTRODUCTION

Greater Kansas City, with a population of well over half a million, embraces the two contiguous and commercially interdependent municipalities of Kansas City, Mo., and Kansas City, Kans. It is well known as the largest primary winter wheat and hay market, and it ranks second in livestock, meat packing, and flour milling. Its strategic location in an important agricultural and large trade area and at the natural gateway to the Southwest gives it leadership in the wholesale distribution of agricultural products. Manufactured goods in wide variety also are produced there, notably in the food, automobile, steel, and clothing industries. For all products, whether agricultural or industrial, produced in the area or elsewhere, Kansas City was in 1939 one of the 27 leading wholesale centers in the United States.

The industrial area of Greater Kansas City¹ is defined by the United States census as extending to the boundaries of Clay and Jackson Counties, Mo., and Wyandotte County, Kans. To meet the demands of manufacturing and marketing interests within this large and active trade area, comprising a population of 650,000, Greater Kansas City is served by 12 main trunk-line railroads operating 30 separate railroad lines, making it one of the largest transportation centers in the country. As the seat of the Tenth Federal Reserve District it stands high among American cities in bank clearings and is served by over 50 banking establishments. Many national concerns have established branch plants and offices there. In 1935 its retail trade group, with about 37,000 employees, was second only to manufactures in the total number of workers employed.

The Kansas City area is, in addition, serviced by over 650 insurance offices, nearly 200 bond, collection, investment, and other concerns in the finance category, and several privately owned public utilities. Kansas City, Mo., owns and operates its water works, while Kansas City, Kans., owns and operates both a water works and the main electric power plant for the vicinity. As in most large urban places, educational, governmental, professional, personal service, and various social service functions are carried on within Greater Kansas City by workers who comprise a notable proportion of the wage-earning group.

All these activities together require the services of a large army of office workers. It has been estimated from commercial, census, and Bureau of Labor Statistics reports that Greater Kansas City employed approximately 35,000 office workers in 1940. The Women's Bureau survey, made from spring to fall of that year, covered 11,942, or about one-third of the office population.

¹ Unless otherwise specified at point of reference, the term "Kansas City" in this report connotes Greater Kansas City.

This group of workers comprises not only those whose occupations, encompassing most of the work in offices, are wholly and unquestionably clerical, such as stenographers, the many general and specialized types of accounting and recording clerk, bookkeepers and the like, but also a number of others who work in offices but whose jobs are either nonclerical or only partly clerical. Included for discussion in this report, for example, are such people as purchasing agents, credit men, claims adjusters, and cashier-wrappers in the department stores, whose work is only incidentally of a clerical nature. The professional-clerical occupations of statistician, auditor, legal clerk, and draftsman also are within the scope of the survey, but occupations such as that of traveling auditor, the duties of which are carried on outside of the workers' office headquarters, are not included. The usually nonclerical occupations of messenger, receptionist, and PBX operator are covered. Certain supervisory personnel, not only those who have charge of clerical departments but administrative heads in vital branches of each business, also have been included. Where occupations are shown, the former are listed as "supervisors" and include such workers as head order clerk, chief dispatcher, supervisor of machine operations, head bookkeeper, supervisor of the invoice department, and the like. The administrative heads scheduled have responsibility usually for some phase of management or an important division of the organization. Considerably less numerous, they are discussed briefly and apart from the other workers, for their high average earnings and length of experience and service with their firm would tend to skew the general picture.

TYPES OF BUSINESS THAT EMPLOY OFFICE WORKERS ²

Manufacturing concerns employ more office workers as well as more wage earners than any other one type of enterprise in Greater Kansas City. The 13 meat-packing firms in the area provide employment for many of these office workers, 2 of the packing houses scheduled having almost 200 each. The printing and newspaper, periodical, and book publishing concerns present quite a different picture. As a whole, the industry is among the largest employers of office workers in manufacturing in Kansas City, but few of the 200 or more printing and publishing firms have more than 25 workers and a considerable number have less than 5.

Though most important in manufacturing in the employment of office workers, the foregoing industries account for no great number of the firms in which manufacture is carried on in Kansas City. The many other types of manufacture, comprising hundreds of concerns, together employ several thousands of office workers. Most of the plants, however, are small local firms that get along with very little office help, many continuing to employ the general all-round type of worker who is clerk, bookkeeper, and stenographer. A few firms under local management, especially in the apparel and steel-fabricating lines, employ a significant number of office workers, several showing over 50 in 1940. A number of manufacturers operate branch plants in Kansas City, and these usually are larger than the average local establishment. Important as employers of office workers among branch manufacturers are the soap, automobile, milling, and food-products concerns.

Kansas City, Mo., in 1939 contributed over one-third of the sales and nearly three-tenths of the employment and pay roll of the State in wholesaling. In that year there were slightly more than 1,600 wholesale establishments in the Greater Kansas City industrial area, employing in round numbers about 5,000 office workers. A little over 800 of the employees (16 percent) were working in only 18 of the concerns (just over 1 percent). Therefore, though an important side of Kansas City industrial life, wholesaling establishments in general have very small office staffs and some have no paid office help at all.

This is true also of retail trade in Kansas City. With somewhat over 7,000 establishments in 1939, only an estimated 8 percent of the total of about 35,000 employees in retailing, or 2,800, are in office occupations. Department stores are the leading employers of office workers in retail trade, and of all classes of retail establishment they show the largest office staffs in proportion to total number of employees. New automobile dealers, combination grocery and meat stores, and lumber

² Estimates of office workers employed and total number of firms are based on data of the Fifteenth and Sixteenth Censuses, the 1935 Census of Business, the 1935, 1937, and 1939 Censuses of Manufactures, the Editor and Publisher's Market Guide for 1941, and data collected in the field. Estimates of office employment in the county and city governments are in part based on the reports *The City of Kansas City and Jackson County, Missouri*, and *Kansas City and Wyandotte County, Kansas*, issued in March 1941 and January 1940 by the State, County, and Municipal Survey of the United States Bureau of Labor Statistics.

and building-material establishments together account for many clerical jobs.

The home offices of over 250 chain-store units, national, sectional, local, or manufacturer-controlled, are in Missouri. A number of these are found in Kansas City, where only 6 of the national chains and mail-order houses give employment to 1,833 office workers.

Oil distributing is analyzed separately from the other wholesaling fields in this report. Though there are few major oil distributors in Kansas City, each of them employs many office workers, at least 6 of the oil offices showing more than 50 employees in 1940.

Since Kansas City is a busy railroad and air-transportation center, the transportation industry employs a significant proportion of the total office workers in the area, and a large average number in each office. Almost half of the rail and air-line firms are employers of office staffs of over 100, and 2 employ more than 200. The telegraph and telephone companies, with 2 establishments, provide over 500 office jobs.

The 56 banks reported for Greater Kansas City in the 1941 Market Guide employ nearly 1,500 people in their offices. Many of the banking establishments in the area are small, with fewer than 20 employees, but 3 of the 13 banks scheduled by the Women's Bureau have a combined total of 829, or an average of 276. Considering the relatively small number of establishments as compared with the fields of manufacturing, wholesaling, and retailing, the banking institutions in Kansas City afford a large field for employment of many types of office workers.

Other financial enterprises, such as investment companies, loan associations, financing, collection, and mortgage companies, usually are small and employ few workers in each office. However, with nearly 200 such firms in Greater Kansas City, they employ together as many or more office workers than the banks employ.

There are many insurance firms in Kansas City, representing almost all branches of the insurance field from the usual accident, life, and casualty type of underwriting to boiler, glass, and marine insurance. Approximately 650 separate offices in this group are operating in the area, but most of them employ few if any office workers. This is true especially of the numerous agency offices, few of which have more than 10 office workers. On the other hand, 8 companies with home offices surveyed in Kansas City have a combined total of over 800 office positions.

Thirteen public-utility offices provide gas, electricity, water, and local transportation facilities to Greater Kansas City and the small adjacent towns. Two of the utilities are operated as public-service enterprises and together furnish nearly 600 office jobs. This is about two-thirds of the estimated total office force for the area in this public-utility group.

The 150 private schools of different kinds range from a few highly technical engineering schools to the more numerous secretarial schools. Most of them provide one or more office positions and the offices of the boards of education of the two cities together employ about 165 workers.

Since both the cities are county seats, there are four sets of local government offices within the area covered by this survey. These offices give employment to approximately 500 workers. In addition, the State governments of Missouri and Kansas maintain 19 offices in

Greater Kansas City, while the Federal Government accounts for over 50 offices. Though many of the latter, providing inspection or highly technical services, require few office workers, certain State and Federal departments, such as the Missouri Social Security Commission, the Federal Crop Insurance Corporation, the Railroad Retirement Board, the Commodity Credit Corporation, and the Bureau of Internal Revenue, employ more than 50 office workers each.

Hotels, restaurants, service stations, laundries, dry cleaners, and other service industries, though employing few office workers to an establishment, many employing none at all, in the aggregate increase the total number of office jobs by a significant figure.

The Kansas City area is served by many welfare, fraternal, social, religious, and other nonprofit organizations. Many of these have no paid office workers. A few employ more than 5, but as a rule there is only 1 clerk to an office. This is true also of the many small concerns of all kinds found in the office buildings in the center of the city. There are thousands of these, representing many different kinds of enterprise, such as the professions of law, medicine, and architecture, and the real estate and advertising businesses. Office employment by this group as a whole is high, mounting into several thousands, but few offices employ more than one clerk.

It can be seen from the foregoing comments that most office positions in Greater Kansas City are to be found in the small concerns; but with the widespread manufacturing and wholesaling activities, there are numerous large companies where many office workers of both specialized and general skills are concentrated. This is especially true of the meat-packing concerns, home insurance companies, the railroads and other public utilities, and the national chain-store and mail-order companies. Of the 192 establishments covered by the Women's Bureau survey, 66 employed 50 or more office workers; half of these employed 100 or more, and 14 employed over 200.

It should be emphasized here that though this report concerns about one-third of the office workers in Greater Kansas City, the 192 establishments scheduled are considerably less than one-third of the estimated number of firms that employ office workers. This indicates an overemphasis in the Women's Bureau sample on the larger offices, a condition which affects the statistical picture in many ways difficult to calculate. Further, certain types of office were more thoroughly covered than others. For example, Women's Bureau field agents scheduled more than half of the workers in nonprofit, oil distributing, public utility, and government offices. Printing and publishing, branch and local manufacturing, and wholesale company offices received less than their share of coverage. Because of the difficulties involved in securing an adequate representation in the limited time available for the Kansas City survey, no service establishments, building concerns, nor central office buildings were canvassed.

DEMAND FOR NEW OFFICE WORKERS

The small population growth of Greater Kansas City's industrial area, less than 5 percent between 1930 and 1940, reflects the depressed economic condition of the region during the decade. Though in 1939 there was an 11½-percent increase in manufacturing establishments over 1937, the number of wage earners had decreased by slightly over 7 percent. It is obvious that such an increase in 2 years in number of

establishments must have been one of small plants, and here few, if any, paid office workers would be employed.

Wholesale trade presents a brighter picture. Between 1935 and 1939 there was an increase in employment in this field of over 13 percent, and sales increased by nearly 24 percent. Retail sales went up by almost 10 percent in the 4 years.

From these figures it cannot be expected that many new openings for office employees were occurring in Kansas City, at least in the first 6 months of 1940. With the defense program and heightened industrial activity in the latter part of 1940 and 1941, however, employment activity undoubtedly was greater and openings for office work must have been more numerous. Further, the probability of steadily increasing numbers of office workers, as war industries in this area expand and as service industries are affected, is practically a certainty.

Actual office expansion in 1939 and the first 9 months of 1940 took place among those firms scheduled in the transportation industry and in the offices of the Federal Government. In 1940 the air-transportation companies increased their office personnel by almost 100 percent. In Federal offices the increase in 1939 and 1940 was almost 50 percent. Little expansion was reported in the other types of office, most employment of new office help being a matter of replacement.

In the firms covered by this survey, almost 2,800 office employees, roughly a fourth of those employed in the fall of 1940, had been taken on in the period from January of 1939 to September of 1940. About as many were hired in the first three-fourths of 1940 as in all of 1939. Though approximately one-sixth of these new workers were filling new positions created because of firm expansion or the setting up of new offices, it should be emphasized again that most of the expansion took place in only 2 types of office, employing only 7 percent of the workers scheduled.

The turn-over of employment in offices, as in all types of industry, is a matter of transfer of experienced workers from one place to another, or the filling of existing vacancies by beginners or experienced but temporarily unemployed persons. In the offices covered by this survey, turn-over in permanent placements was greatest in numbers in the national chain-store general offices, but the rate of turn-over was high also in local manufacture, retail stores, State and city government, and insurance.

Beginners.

Beginning and experienced personnel were employed to fill vacancies in 1940 in approximately the same proportions as in 1939. Of the nearly 2,800 new workers hired in the 21 months in the offices covered, experience data were secured for two-thirds. Three in five of these had been employed in office work before; the two-fifths who were beginners reported no previous office experience of any kind.

Mail-order, financial, and insurance offices account for the employment of a considerable number of beginners. It is interesting that meat-packing houses and financial offices tended to hire beginners in preference to experienced personnel to a larger extent than any other type of office scheduled.

Experienced workers.

Only 3 types of offices covered—mail order, Federal Government, and air transportation—account for about half the experienced office

workers taken on in 1939 and the first 9 months of 1940. In Federal Government and air transportation, in which considerable office expansion took place, a high proportion of the newly created jobs were filled by experienced personnel. In fact, 70 percent of the new workers in these offices, and in State and city government and oil distributing, had had previous experience.

Extra employees.

Employment of extra clerical help at various times during the year is a common practice in many Kansas City firms. One business school teaching machine operating reported that it had made approximately 15,000 placements in 1939; the great majority of them were temporary appointments to meet emergency short-term needs. Most extra office help is engaged during peak seasons; for example, the months just before Easter and Christmas in the department-store and chain-store offices. Many are taken on during inventory periods, at monthly or fiscal closings, or during the vacation seasons when regular employees are away. They may be employed from 1 or 2 days a month to a continuous stretch of several months.

About 2,000 office extras were employed at some time in 1939 by the 141 firms reporting to the Women's Bureau concerning extra workers. Nearly half of them were taken on by the national chain-store offices visited. The insurance companies, local manufacturers, meat packers, and retail stores covered in the survey accounted for the employment of over 100 extras each. By far the greatest proportion of extra workers employed in the Kansas City offices are single women.

SCOPE OF DETAILED SURVEY

The following report of office workers' occupations, conditions of employment, and experience and work histories represents a cross-section survey of all types of office described in the foregoing pages. The sample covers approximately one-third of the office population of the Kansas City area. While many small offices were included in the survey, the difficulties in covering the one-person office tended to weight the sample with firms employing large numbers.

The data were collected by the Women's Bureau field staff in the fall of 1940. Detailed information was secured concerning age, sex, marital status, occupation, salary rates and annual earnings, length and continuity of employment with present firm, advancement since entering its service, and over-all experience in office work. This information usually was obtained directly from personnel records and only occasionally from the employees themselves. The earnings in one pay period were taken from a 1940 pay roll. Annual earnings usually were secured from Social Security records. In each firm an interview with an officer or administrative employee afforded information concerning hours and other conditions of work and various personnel policies as they affect the office staff.

Because of lack of time, it was not possible to secure the educational history of the office workers covered in Kansas City. Discussion of the relation between educational background and factors such as

salary, type of occupation, and the like can be found in the sections of this report devoted to the surveys in Houston, Philadelphia, Los Angeles, and Richmond.

A supplementary survey was made of schools in the Kansas City area that offer business courses. From this study, conducted at the same time as the survey of office workers, it has been possible to secure some indication concerning the number of office workers who are being trained and the kinds of training they are receiving as against the market demand.

TABLE I.—*Number of offices scheduled and number of records secured, 1940, by type of office—KANSAS CITY*

Type of office	Number of offices scheduled	Employee records secured			
		Total	Men	Women	
				Number	Percent of total
All types.....	192	11,942	5,093	6,849	57.4
Banks and other finance.....	13	1,148	705	443	38.6
Insurance.....	11	947	358	589	62.2
Railroads.....	10	1,165	1,002	163	14.0
Air transportation.....	3	314	177	137	43.6
Telephone and telegraph.....	2	521	96	425	81.6
Other public utilities.....	5	751	389	362	48.2
Meat packing.....	3	483	281	202	41.8
Printing and publishing.....	5	304	94	210	69.1
Other manufacturing—Local firms.....	15	662	260	402	60.7
Other manufacturing—Branch firms.....	11	453	280	173	38.2
Oil distributing.....	8	570	332	238	41.8
Wholesale distributor, own goods.....	10	372	174	198	53.2
Wholesale distributor, others' goods.....	8	441	212	229	51.9
Department and apparel stores.....	22	861	129	732	85.0
Mail order and distributing offices of national chain stores.....	6	1,833	199	1,634	89.1
Federal Government.....	15	574	251	323	56.3
State and city governments.....	3	296	139	157	53.0
Education.....	1	118	7	111	94.1
Nonprofit organizations.....	41	129	8	121	93.8

CHARACTER OF OFFICE OCCUPATIONS

OCCUPATIONAL DISTRIBUTION

When applied to office occupations the term "clerk" is an anomalous one that is difficult to divide into mutually exclusive job classes. In the sample of office workers covered in this survey "clerks" comprise almost half of all employees scheduled, three-fifths of the men and two-fifths of the women. So large an occupational group that includes so many special jobs has little significance.

Careful analysis of the occupations of the numerous types of clerk encountered, however, allows some division of the group. Secretarial, stenographic, bookkeeping, accounting, and machine-operating fields are fairly clear-cut. The clerkships in considerable variety that fall outside of these groups have been placed in 2 general classifications: (1) Occupations in which 25 or more persons were scheduled, shown separately under a general heading "other clerks," and (2) a residual group that includes all clerical occupations in which fewer than 25 workers were scheduled, all clerks engaged in a variety of tasks, and clerks in jobs that would identify individual firms. The group "other clerks" includes such numerous office workers as billing and statement, order, credit, file, mail, record, shipping, and stock clerks, and such specialized people as service-desk clerks in public utilities (water, gas, electric, and street railway), ticket sellers in railroads, and transit clerks in financial offices. The group "clerks not elsewhere classified" comprises a small proportion, only 8 percent, of the total number of workers for whom data were secured; men are more numerous in the railroads and public utilities, women in the telephone and telegraph companies and in retail trade.

Next to the "clerks" there are more stenographic and secretarial employees than any other occupational group. Secretaries, stenographers, typists, dictating-machine transcribers, and correspondents comprise two-fifths of the office workers covered in this study. Most of these usually perform some general clerical work with their stenographic duties. This is especially true of the stenographers and secretaries in small offices. Women outnumber men more than 8 to 1 in this occupational category and are found in every type of office. Of the 274 men reported in stenographic occupations, nearly two-thirds are in insurance, transportation, local manufacturing, and mail-order offices.

Bookkeeping and accounting workers make up 11 percent of the total office group studied. The occupations represented are hand bookkeepers, cashiers and tellers, accounting, audit, and entry, posting, or ledger clerks. The last three terms are included as bookkeeping clerks on the tables showing detailed occupations. It is clear that clerical occupations run the gamut from general office work and routinized activity to very specialized duties, in this case from general hand bookkeeping to the detailed breakdown of bookkeeping activities characteristic of the larger offices. In the Women's Bureau

survey about 6 in every 10 employees in the bookkeeping group are men. Over half of these men are in banks and the railroad, Federal-Government, and public-utility offices. About two-thirds of the women in the accounting group are employed in the mail-order, retail-store, and public-utility offices.

Office workers who operate machines other than the typewriter as the most important part of their work comprise 10 percent of the employees covered. Nearly 3 times as many women as men are in this group. Calculating, bookkeeping, and billing machines afford the most jobs. Other office machines in use are addressing, check-writing, duplicating, key-punch, and tabulating machines.

The class "special office workers" includes the higher-paid positions that are somewhat more specialized than most clerkships and involve additional responsibility and duties other than clerical. Some of the occupational groups in this category are purchasing agents, appraisers, interviewers, underwriters, dispatchers, customers' contact men, and some chief clerks and paymasters. Special office workers comprise only 2 percent of the total number of office workers covered. It is interesting that the men are five times as numerous as the women in this group, the men appearing in every type of office scheduled except printing and publishing. Most of the women are in the retail stores and the education office contacted.

Approximately 8 in every 100 of the workers scheduled are classed as administrative or supervisory personnel. This group includes not only those who act in a purely administrative and executive capacity, but such professional workers as accountants and statisticians and office workers who, in addition to performing some clerical duties themselves, are responsible for the smooth operation of bookkeeping, filing, stenographic, and other clerical divisions. Men outnumber women about 4 to 1 in this administrative and professional group. They are especially well represented in the offices of railroads, financial establishments, insurance, and oil distributing. Almost one-third of the women are in the national-chain-store group.

Information from personnel and pay-roll records was not requested in the case of corporation or firm officials, high administrative personnel, or members of professional groups not usually attached to business offices. Even with these exceptions it was difficult to secure satisfactory representation of the remaining supervisory, administrative, and professional workers in the firms covered, largely because of confusion as to who should be considered members of the excluded groups.

Extra and part-time workers are primarily women. They amount to only 4 percent of the total number of office workers scheduled.

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

Occupation	Total		Women		Men	
	Number	Percent of grand total	Number	Percent of group total ¹	Number	Percent of group total ¹
All occupations.....	11,942	100.0	6,849	57.4	5,093	42.6
Administrative, executive, and clerical-professional.....	990	8.3	190	19.2	800	80.8
Extra and part-time workers.....	483	4.0	412	85.3	71	14.7
Regular office workers.....	10,469	87.7	6,247	59.7	4,222	40.3

¹Percents not computed where base less than 50.

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

Occupation	Total		Women		Men	
	Number	Percent of grand total	Number	Percent of group total ¹	Number	Percent of group total ¹
Regular:						
Stenographic group	2,568	21.5	2,294	89.3	274	10.7
Secretary	338	2.8	305	90.2	33	9.8
Stenographer	1,158	9.7	1,073	92.7	85	7.3
Typist	764	6.4	694	90.8	70	9.2
Dictating-machine transcriber	133	1.1	131	98.5	2	1.5
Correspondent	175	1.5	91	52.0	84	48.0
Accounting group	1,361	11.4	515	37.8	846	62.2
Accounting clerk	365	3.1	96	26.3	269	73.7
Audit clerk	268	2.2	108	40.3	160	59.7
Bookkeeping clerk	242	2.0	133	55.0	109	45.0
Bookkeeper, hand	159	1.3	72	45.3	87	54.7
Cashier, teller	327	2.7	106	32.4	221	67.6
Machine operators	1,215	10.2	899	74.0	316	26.0
Addressing	74	.6	50	67.6	24	32.4
Billing	117	1.0	107	91.5	10	8.5
Bookkeeping	272	2.3	140	51.5	132	48.5
Calculating	577	4.8	527	91.3	50	8.7
Duplicating	72	.6	14	19.4	58	80.6
Key punch	44	.4	44			
Tabulating	46	.4	12		34	
Other	13	.1	5		8	
Other clerks	4,065	34.0	1,959	48.2	2,106	51.8
Billing and statement	355	3.0	196	55.2	159	44.8
Checker	73	.6	57	78.1	16	21.9
Claims examiner and adjuster	147	1.2	41	27.9	106	72.1
Cost	97	.8	8	8.3	89	91.8
Credit	138	1.2	94	68.1	44	31.9
File	427	3.6	346	81.0	81	19.0
Mail	129	1.1	60	46.5	69	53.5
Messenger, office girl, office boy	276	2.3	37	13.4	239	86.6
Order	181	1.5	84	46.4	97	53.6
Pay roll and timekeeper	234	2.0	121	51.7	113	48.3
Rate	109	.9	9	8.3	100	91.7
Record	508	4.3	221	43.5	287	56.5
Shipping	147	1.2			147	100.0
Statistical	70	.6	27	38.6	43	61.4
Stock	378	3.2	139	36.8	239	63.2
Telephone	209	1.8	209	100.0		
Bond and security	35	.3	8		27	
Counter and circulation	58	.5	45	77.6	13	22.4
Service desk	114	1.0	69	60.5	45	39.5
Ticket seller	39	.3	4		35	
Transit	218	1.8	66	30.3	152	69.7
Tube clerk	123	1.0	118	95.9	5	4.1
Clerks not elsewhere classified	969	8.1	531	54.8	438	45.2
Banks and other finance	49	.4	18		31	
Insurance	77	.6	43	55.8	34	44.2
Railroads	70	.6	1	1.4	69	98.6
Air transportation	31	.3	6		25	
Telephone and telegraph	146	1.2	126	86.3	20	13.7
Other public utilities	81	.7	17	21.0	64	79.0
Meat packing	22	.2	1		21	
Printing and publishing	30	.3	22		8	
Other manufacturing—Local firms	41	.3	21		20	
Other manufacturing—Branch firms	37	.3	11		26	
Oil distributing	31	.3	4		27	
Wholesale distributor, own goods	27	.2	7		20	
Wholesale distributor, others' goods	24	.2	9		15	
Department and apparel stores	67	.6	58	86.6	9	13.4
Mail order and distributing offices of national chain stores	78	.7	66	84.6	12	15.4
Federal Government	39	.3	25		14	
State and city governments	39	.3	17		22	
Education	70	.6	69	98.6	1	1.4
Nonprofit organizations	10	.1	10			
Special office workers	291	2.4	49	16.8	242	83.2

¹ Percents not computed where base less than 50.

DESCRIPTION OF OFFICE WORK IN KANSAS CITY'S OUTSTANDING INDUSTRIES—MEAT PACKING AND THE MAIL-ORDER BUSINESS³

Any occupation is best understood when described in its functional relation to other occupations in a specific industry. For this reason, there are described in some detail in the following pages office positions in the large packing plants and mail-order houses in Greater Kansas City. In this way not only will most of the more common office occupations be covered, but the kinds of clerical jobs characteristic of these important types of enterprise.

Office occupations in the meat-packing industry.

Meat packing far outstrips any other manufacturing industry in the Kansas City area in total number of employees and total value of products. The office force required to keep track of its affairs is large and complex.

The core around which office procedure in meat packing is organized is the daily and accurate collection and analysis of livestock and meat market information and of cost statistics.

The markets for livestock and packing-house products are very sensitive, since, being concerned with highly perishable commodities, they are immediately and directly affected by agricultural conditions and consumer income and demand. The persons in control of packing-house operations must be informed at all times, in order intelligently to guide daily livestock buying, on the one hand as to the most recent data concerning the live-animal markets, and on the other as to the prices for which packing-house products are selling.

Closely connected with the problem of securing and acting on current market data is that of keeping on hand complete current information with regard to packing-house costs. The industry operates on a very small gross margin out of which expenses must be paid and profits earned. As a consequence, close and accurate cost figuring is essential to successful conduct of the business. Furthermore, cost data must be kept entirely up to date in order to provide a check on buying operations.

The complexity of the industry makes this figuring extremely difficult. From the point of view of functions performed, packing-house operations are a combination of four distinct enterprises, at least one of which may in some companies be subdivided into several separate businesses. There is, first, the slaughtering and meat packing; second, the specialized manufacture of byproducts such as sausage, oleomargarine, glue, fertilizer, soap and cleanser, all distinctly separate manufacturing processes; third, the storage and wholesaling of products; and finally, their distribution. Some meat-packing firms are concerned primarily with only one of these four functions. The largest concerns, however, each with branch plants in Kansas City, conduct all four, and some of them have added manufacture and distribution of certain dairy products, in order to utilize their elaborate

³ The following occupational analysis is based on field data gathered by agents of the Women's Bureau and, in addition, on secondary sources of which the following are most important: Greer, Howard C., *Packing House Accounting*, University of Chicago Press, 1929, 399 pp.; Institute of Meat Packing, *Plant Operating Service and Control*, rev. ed., Edward Bros., Inc., Ann Arbor, 1935, pp. 39-71, 87-89; Nystrom, Paul H., *Economics of Retailing*, Ronald Press Co., 1930, vol. I, pp. 174-212; Rosenwald, Julius, "Mail Order Merchandising," in *A Century of Industrial Progress* (F. W. Wile, ed.), pp. 474-485, Doubleday, Doran & Co., Inc., 1928.

distribution system the more fully and economically. The performance of any one of these functions constitutes a business in itself and calls for accurate accounting by department.

The office sections that are concerned with the accounting procedures for market and cost analysis are the most important in the large meat-packing company. Usually they are organized as accounting, statistical, or separate departmental divisions (that is, beef, veal, oleomargarine, and so forth) and consist of accounting and cost clerks, record clerks, hand bookkeepers, ledger clerks, statistical clerks, accountants, and numerous calculating-machine operators, most of them women. Department heads and supervisors, as well as the usual clerical help in the way of stenographers, file clerks, and messengers, complete the picture of the cost and market analysis group of employees.

These workers are engaged in collecting and recording each day's market quotations, recording in detail livestock and other purchases and all operational expenses, keeping track of production, computing realizable values of various byproducts from current market data, keeping up-to-date stock records by grade and point in the process of manufacture, and finally arriving at factory and market costs. The statistical, record, ledger, bookkeeping, and accounting clerks record and compute data under direction. Accountants direct and perform more complicated computations, arrive at the cost or market analyses, draw up reports, and the like. In most instances the cost work is carried on separately for each packing-house department and important process, specific figures being kept, for example, for the cut meat, beef, hog, lamb, the wholesale packing-house market, and other departments, and for such byproduct manufactures as the hide-tanning, oleomargarine, soap, and sausage-making processes where these are a part of packing-house operations.

The various computing and record clerks must be quick, accurate, and dependable, for it is with the help of their figures that the executives make daily plans for purchasing livestock and organizing packing-house operations.

For the most part the remaining packing-house procedure is very much the same as that in any large manufacturing establishment except for some features involved in the wide distribution of perishable commodities. There are, first of all, the executive and administrative departments, in which the officers are assisted in the carrying on of their duties by office managers, secretaries, stenographers, file clerks, and messengers. Occasionally there are research clerks who collect data for firm executives; these have been classed with "special office workers" in this survey.

In the larger firms there is usually an employment office with an employment manager and at least one clerk-stenographer. The employment, pay roll, and timekeeping offices may be merged, timekeepers in many cases acting also as pay-roll clerks, with a paymaster as supervisor of pay-roll accounting. In any case, timekeeping is an especially important part of the office procedure, since labor costs are allocated to different processes on the basis of the timekeeping records for the various departments. "Route timekeepers" are employed at most plants. Each routeman is assigned a group of departments for which he performs all timekeeping duties such as placing new em-

ployees on the pay roll at the proper job rate, dropping from the current records employees who leave the company, issuing "starting tickets," time tickets, or brass checks, and supervising their proper use, issuing commissary orders and the like. Statistical clerks, calculating-machine operators, and record clerks in the timekeeping division also may compute labor-cost statistics, total earnings, and Social Security records, handle collection of weekly or monthly premiums on any insurance program that may be administered by the company, pay claims and record such payments, and, if connected with the employment department, maintain personnel records.

Livestock purchasing usually is an out-of-plant process, special buyers acting on executive orders and weight takers, drivers, and yard boys being employed at the various stockyards in the numbers necessary. Purchasing of other raw materials and supplies, however, is a part of office procedure. In the larger companies it is handled generally through a purchasing department and in smaller houses by some one executive. In some instances special sales departments include within their own organizations trained buyers who purchase the particular materials used in making the products that the department sells.

The central purchasing department, where this exists, consists of one or more purchasing agents, here classed as "special office workers", who have the important duties of following commodity prices and fluctuating market conditions, checking on plant supplies daily, and authorizing the purchase of materials. In addition, they organize and keep a buying schedule for all commodities regularly used and for which regulations can be made in regard to how much should be kept in stock for stated periods. The purchasing department is informed of the need of a purchase through a requisition, usually issued by the general storeroom but sometimes by separate departments. When the purchase is completed, several copies of the order are made by purchasing-record clerks, usually typists. One copy is kept in the purchasing department files, one goes to the company from which the purchase is made, one each to the voucher department, the receiving department, and the storeroom or department issuing the requisition.

On arrival, purchases are handled by the receiving department, where checkers examine the articles for quantity, have them tested for quality, and issue a receiving report, one copy of which goes to the purchasing department, one to the person placing the order, and one to the voucher department, where the report is attached to the invoice with a copy of the purchase order.

Voucher or accounts-payable clerks enter accounts payable in a voucher register, make out voucher checks calling for payment, and keep a record of vouchers paid and returned canceled. Often they are billing-machine operators. The voucher or accounts-payable department may be a part of the invoice department, where the voucher clerks are called billing clerks, or it may be separate. In addition, there are invoice-control clerks who examine incoming invoices for errors, comparing them with vouchers, receiving reports, and purchase orders to verify amounts ordered with amounts received, and to see that the proper credit and discount allowances have been made. The voucher and invoice departments include also supervisory personnel, calculating-machine operators, and messengers.

There are four main channels through which packing-house products are distributed: (1) Branch houses that function as centers of distribution in large cities; (2) car routes each of which consists of a number of towns and villages on one railroad line and serviced by a salesman of the packing-house company; (3) export business; and (4) "direct-shipment" sales made directly to customers, who may be ultimate consumers, jobbers, manufacturers. There may be, in addition, a sales-promotion department at the plant. Orders reach the packing-house office by mail, telephone, telegraph, or cable. Mail clerks and telephone and teletype operators, among other duties, facilitate the delivery of orders to the sales and order-writing departments.

In addition to those carrying on sales-promotional work, there usually are sales-audit and sometimes record and stock clerks in the sales department. The sales-audit clerks check sales tickets for proper addition, extension of amounts, and other features. Stock clerks help to keep a running inventory. There are many typists and stenographers who are kept busy with sales correspondence and records.

In most cases the order and sales departments are entirely separate. Order clerks or checkers review orders for accuracy, availability of product, and credit. They may also send price quotations to customers, route finished order sheets to departments to be filled, keep a file of orders received, and answer customers' correspondence. Some register orders on a numerical list by cars and by salesmen. The orders are then passed to typists who write, in several copies, the invoices, shipping tickets, and department tickets so that the orders can be filled accurately. The numerous typists in the order departments of large packing-house firms must be well trained in their work, for errors can prove costly and embarrassing. Besides order writing, sometimes the typists do part of the work of order clerks. Messengers deliver the orders to each plant department concerned. These deliveries must be made in sufficient time to allow goods to be properly inspected and packed before shipment according to train and truck schedules. Usually there is a supervisor in the order department who plans and directs the work.

A checker at the loading station has in his possession a copy of each order included in the carload. A "caller" calls from the marking on each package the information necessary for the checker to identify the package with an order on his list. The caller also announces the products, pieces, and weight included in the package. These data and the number of items included in a single carload are recorded by the checker. A representative of the order department may check any averages, shortages, or errors with the car checker.

After the cars are loaded, the loading-dock sheet used by the car checker is sent to the railroad-billing department, where billing clerks have already received copies of the department tickets showing the items filled. The dock sheets and tickets are compared by clerks, and invoices and bills of lading are made out by billers who send them to the customer. Copies are sent to the accounts-receivable or book-keeping department and the railroad.

In the transportation department rate clerks calculate and quote freight rates to shippers and keep a daily record of freight that has been booked for loading. The transportation and railroad-billing

departments are sometimes combined, and often the clerks both bill and figure freight rates. In addition, traffic men, who range all the way from chief traffic managers to route clerks, handle freight routing and other traffic problems. Where data in the present report appear by occupation, traffic managers and their assistants are classed as "special office workers."

Each good-sized packing plant has its separate credit and claims departments. The former consists usually of a credit manager, a "special office worker" in this report, who checks and authorizes customers' credit when orders are received, and at least one stenographer. Often, also a file clerk and office boy are found in the credit department. The claims department includes, besides stenographic help, several claims clerks who investigate claims for losses, shortages, damages, or overcharges on shipments. They check the movements of products between consignor and consignee and adjust claims by allowing credit or authorizing replacement of lost or damaged goods. Claims clerks have important duties requiring responsibility and a thorough knowledge of the business. They are considered in the nature of "senior" clerks and are compensated accordingly.

In the accounts-receivable or bookkeeping department, bookkeeping-machine operators and sometimes ledger clerks and hand bookkeepers keep a current record of accounts, posting charges, credits, and balances. Cashiers are in charge of money received, cash entries, and deposits.

Many packing plants are small and do not require the number or variety of office help discussed in the foregoing. The office procedure outlined, however, is in general characteristic of a significant proportion of the meat-packing houses and especially of the more important plants found in the Kansas City area.

Office occupations in mail-order distributing houses.

Though the mail-order houses in Greater Kansas City have fewer employees than are required in the meat-packing plants, they have approximately as many office workers. Whereas only about one-quarter of the packing-house personnel attends to office matters, nearly two-fifths of the workers in the large mail-order distributing houses are so engaged. This reflects the nature of the mail-order business.

The most important work of the mail-order distributing houses such as those scheduled in Kansas City begins where that of the ordinary retailing establishment leaves off, for the latter is most concerned with selling merchandise, the former with filling orders. The process of filling thousands of mail orders, a great many of which require correspondence, involves a vast amount of paper work and a well regulated office machine.

In at least one of the houses visited in Kansas City the machinery for handling thousands of orders a day has been perfected to the point that orders move through the various departments of the plant at a steady pace planned each day on the basis of the weight of the morning mail. An order received at 8 o'clock in the morning may be scheduled for shipment at 1:10 in the afternoon, at which time the merchandise actually may be found in the shipping room on its way to the customer.

The process of filling a mail order is begun in the mail-opening department, in which, after the mail is weighed and machine-opened,

and an estimate is made of the number of orders to be filled that day, the letters are read and sorted by numerous clerks. These clerks remove letters and orders from envelopes, pinning checks and money orders to the order sheets and letters they accompany. They also read the mail, extracting anything aside from an order in a customer's letter and sending it to the proper department. Their final job is to see that everything in each order is clear and can be handled. Another group in the mail-opening department sorts and tallies the remittances that have been sent with the orders, and sees that the money goes to the cashier's office, where clerks list the checks, inspect them, and balance the money, using listing machines and cash registers. A few in the mail-opening department may make daily reports of the number of orders of various types received. Several messengers pass back and forth between this and related departments.

From mail opening, the orders proceed to the entry department, where the customers' orders are entered on merchandise-department entry tickets by entry clerks or typists. The orders are then ready for pricing, whereby price checkers or price clerks check the prices quoted on the entry tickets against the latest catalog. They also verify other features such as catalog number, the description of the merchandise, quantity, size, and so forth.

The orders are next carried to the index department, where index or file clerks keep the customers' record cards, dating and posting the amount of each order and pulling cards for reference. Typists or stencil cutters inscribe plates for new cards that must be added to the complete index of customers to whom catalogs are sent and from whom orders are received. Some clerks in the index department may write the labels and fill in the express receipts and tickets that accompany the order to the shipping room.

When the order reaches the merchandise department through tubes attended by tube clerks, each article is selected, checked with the ticket requesting it, wrapped, weighed, and sent by conveyor belt to the shipping room, where it is rechecked and packed, weighed, and stamped, all by workers primarily nonclerical. Rate clerks in the traffic department, however, have already performed the clerical and specialized job of routing shipments via the most economical channels and consolidating less than carload lots of merchandise into pool cars. Rate clerks also compile and maintain permanent routing instructions, audit transportation expense bills, and collect rate information for railroad and Interstate Commerce Commission hearings.

The final process through which each package goes before shipment is the clerical one of billing. Billing clerks add the cost of the postage to the total value of the order. The resulting total is compared with the remittance amount and, if necessary, a refund voucher or a coin card for money due is enclosed and forms are attached explaining the difference. The bills are then enclosed and the package is released to the post office. Most of this billing is done by hand.

When merchandise is not paid for in advance, the procedure is modified somewhat to include credit checking and special billing. Originally the mail-order business was carried on through distributing houses only and on a strictly cash basis. With the increasing use of the automobile in rural areas the mail-order houses experienced keen competition for the farmers' market, their original and almost exclusive

selling province. This led in 1925 to the setting up of retail stores in small towns and on the fringes of large cities as additional points of contact with the retail trade, and a little later credit was extended to mail-order customers. Now more than a quarter, and probably nearer a third, of the total amount of mail-order purchases are made on the installment plan. The mail-order houses report that their credit loss is very small. To manage installment buying and keep possible losses at a minimum requires a vigilant credit department.

The credit and collection departments are now among the largest in the mail-order distributing houses. They include clerks who check the credit of customers who have requested merchandise on time and ledger clerks and hand bookkeepers who keep the installment accounts. Numerous correspondents closely follow up charge customers, correspondence checkers making sure that letters are accurate before they are released for mailing. Billing-machine operators and hand billers prepare customers' statements. All these activities require the services of many stenographers, dictating-machine operators, typists, and messengers. Listing, audit, accounting, and index clerks also assist in keeping the credit and collection department records.

A comparatively small amount of advertising and publicity is carried on by the branch distributing houses and most of this is concerned with mailing the catalog semiannually or on request throughout the year, or the occasional printing and mailing of between-season folders. These activities require addressing clerks, most of whom operate addressing machines, typists, many of whom cut stencils, mail-route entry, and file clerks. The first catalog is mailed to anyone requesting it, but, because of the expense of the catalog, subsequent requests are not honored unless the individuals making them have become customers up to a stipulated amount. Before mailing catalogs, therefore, there are clerks who must check the customers' status and enter the name and address of a potential customer making his first catalog request. Between-season folders are sometimes multigraphed or mimeographed.

In the stockkeeping or merchandise departments record or stock clerks keep an inventory of merchandise, and calculating-machine operators, statistical clerks, and audit clerks compile reports concerning stock movements. There are also correspondents who keep in touch with warehouse and factory and require the services of stenographers, typists, and messengers.

When the customer is not pleased with his purchase or has not received his package and wants to know the reason for its delay, he writes to the mail-order house. This letter is referred to the proper adjustment, look-up, or information clerks in the adjustment department, who attempt to discover the seat of the difficulty or the facts in the case, reporting their findings to correspondents. The latter correspond with the customer until a satisfactory adjustment of his complaint has been made. Stenographers, dictating-machine transcribers, and typists take dictation and type the outgoing letters, while file clerks pull or refile all the necessary data. Often merchandise is returned when complaints have been made. Exchanges or refunds are effected with the aid of adjustment clerks and checkers. Further, clerks are employed to keep a record of all returns, so that the management may be apprised and take action in the case of cus-

tomers who return merchandise indiscriminately. In any event, correspondents are again called upon to acknowledge the return of the merchandise and inform the customer how the situation is being handled.

As in the conduct of all business enterprises, expenses have been incurred and must be met. The accounts-payable department keeps the necessary records with the help of invoice, audit, and record clerks and machine and hand bookkeepers, who insure that obligations are paid promptly and adequate data are available for the accounting and audit departments from which costs may be ascertained and distributed.

The pay-roll accounting is carried on either in a separate department or within the general accounting department. Most mail-order employees are paid an hourly rate and given time and a half for hours worked over 40 a week. Furthermore, in some departments—for example, publicity, mail opening, and billing—production bonuses often are given. Consequently, timekeeping is an important part of the pay-roll work and is carried on in larger departments by specially designated workers in addition to the central timekeepers. Pay-roll clerks may compute the production of individual workers as well as their gross earnings, while the timekeepers are sometimes given the responsibility of compiling department labor-cost records. These pay-roll workers use calculating machines constantly.

In the general accounting and audit offices, record, statistical, audit, and accounting clerks and calculating-machine operators make up most of the personnel. A few hand bookkeepers and bookkeeping-machine operators also are employed, as well as the usual stenographic help. These people assist in keeping records and making reports concerning the receipt and disbursement of merchandise, daily net sales, and the like, and have a part in compiling the necessary data for each year's fiscal reports.

Teletype and telephone operators or clerks receive orders, complaints, or requests for information and may have the additional responsibility of looking up the necessary data to effect adjustments and give delivery dates and other information.

Though stenographers, typists, and file clerks are employed in almost every division of the large mail-order distributing house, there are few secretaries. Most of the secretaries are engaged in work of a responsible and confidential nature in the central managing offices. Almost every department, however, employs supervisory and administrative personnel, for much of the office work in the large mail-order house is broken down into repetitive and routine duties for which chiefly young workers requiring careful supervision are employed. Work inspectors, checkers, supervisors, and assistant division heads often perform some of the clerical work of the department themselves in addition to supervising, apportioning, or inspecting the work of clerks who are under them. In some cases there are, however, department or division heads whose duties are almost entirely administrative. These, the secretaries, and the rate clerks in the traffic department are the highest-paid office personnel in the mail-order distributing houses.

Detailed descriptions of occupations common to the offices of certain industries that to some extent are part of the business life of all cities will be found in the report for Philadelphia. Of these industries, banks are especially well represented in Greater Kansas City.

OCCUPATION AND TYPE OF OFFICE

Table III summarizes to what extent men and women are employed in the important occupational groups in each type of office scheduled in Kansas City. It shows on the one hand, for each type of office, the extent to which the specific occupational groups are employed; and on the other, for each occupational group, its distribution in the various types of office.

Women.

Women office workers greatly outnumber men in 11 of the 19 types of office scheduled. In the educational agency, the nonprofit organizations, mail-order and chain-store houses, department and apparel stores, and telephone and telegraph companies, the proportions of women range from more than 9 in every 10 to 5 in every 6. On the other hand, women constitute only 1 in every 6 of the office employees in railroads, and only about 2 in 5 of those in meat packing and in banks. In the remaining types of office the proportions range from 9 women to every 11 men in oil distributing and in air transportation, to almost twice as many women as men in printing and publishing.

In the stenographic group are found 37 percent of all the women but only 6½ percent of the men. The women are fairly well spread, though by no means evenly, throughout the various types of concern covered in the study, but men in such occupations are few or none in half the types of office scheduled. On the other hand, women in stenographic occupations in the nonprofit organizations and retail stores scheduled average only five or fewer to an office.

In the accounting and machine-operating occupations the mail-order group leads all others in the number of women employed, with retail stores ranking second. Together these account for almost half of the women in the bookkeeping and accounting group and nearly two-fifths of the women machine operators. Very few women are in accounting jobs in air transportation, oil distributing, and meat packing. Women machine operators are more evenly distributed over the various types of office, though with less than 5 percent of the total in a number of cases.

Men.

Nearly two-fifths of the men in the accounting occupations are in the financial concerns and the railroads. Very few are in telephone and telegraph, mail order, and printing and publishing.

Male machine operators are most numerous in the financial and insurance establishments, in which almost half the total are employed.

The railroads and financial offices account for over one-third of the men in the occupations listed as "other clerks." A number were scheduled also in the gas, water, electric, and street-railway offices and in meat packing.

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

Type of office	Number of offices reporting	Number of regular employees													
		Total		Stenographic group		Accounting group		Machine 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
All types.....	192	6, 247	4, 222	2, 294	274	515	846	899	316	1, 959	2, 106	531	438	49	242
Banks and other finance.....	13	434	612	196	14	28	184	64	89	127	273	18	30	1	22
Insurance.....	11	523	288	281	36	29	34	35	62	126	92	43	35	9	29
Railroads.....	10	151	779	75	49	17	131	19	10	39	504	1	69	-----	16
Air transportation.....	3	134	156	93	31	2	38	20	8	12	50	6	25	1	4
Telephone and telegraph.....	2	411	75	91	-----	33	11	30	6	128	33	126	20	3	5
Other public utilities.....	5	353	342	114	11	55	73	44	10	123	171	17	64	-----	13
Meat packing.....	3	169	236	87	14	3	36	66	6	12	148	1	21	-----	11
Printing and publishing.....	5	162	87	31	11	11	13	11	5	87	50	22	8	-----	-----
Other manufacturing—Local firms.....	15	393	233	181	28	15	31	63	20	111	118	21	20	2	16
Other manufacturing—Branch firms.....	11	155	240	60	10	4	32	41	4	38	135	11	26	1	33
Oil distributing.....	8	227	263	128	5	3	57	63	21	29	124	4	27	-----	29
Wholesale distributor, own goods.....	10	194	146	92	4	12	25	33	7	50	79	7	20	-----	11
Wholesale distributor, others' goods.....	8	199	187	85	21	8	16	42	17	55	103	9	15	-----	15
Department and apparel stores.....	22	647	107	113	-----	94	31	127	6	243	56	58	9	12	5
Mail order and distributing offices of national chain stores.....	6	1, 417	150	341	31	146	12	216	30	648	62	66	12	-----	3
Federal Government.....	15	315	210	179	3	39	94	21	11	50	65	25	14	1	23
State and city governments.....	3	144	98	82	4	4	25	2	4	39	38	17	22	-----	5
Education.....	1	105	6	3	-----	6	2	1	-----	8	2	69	1	18	1
Nonprofit organizations.....	41	114	7	62	2	6	1	1	-----	34	3	10	-----	1	1

EDUCATION AND EXPERIENCE OF OFFICE WORKERS

Educational status.

It was not possible in the limited time available to secure specific data concerning the education of each of the office workers scheduled in Greater Kansas City. However, all but the telephone and telegraph companies and the nonprofit organizations were questioned as to the amount of schooling required of persons entering their employ. This information gives at least a suggestion of the general educational background of the newer employees in Kansas City offices.

A college education is required by three of the firms, but only of men who doubtless are to be trained for responsible positions. Of the 146 offices reporting on educational requirements, 56, or nearly 40 percent, have no special policy. This is more general in railroads, retail stores, local manufacturing, and printing and publishing than in the other groups. In three instances the standards depend entirely on the position for which the applicant is being considered and there are no general requirements. Ten offices are covered by civil service regulations, which usually make at least a high-school education or its equivalent mandatory for office employment. The 77 remaining offices that reported this information, or just over half, practically require high-school education. Special business-course training is desired in 51 of the 141 offices reporting.

Experience.

Of all workers scheduled in Greater Kansas City whose experience was reported, two-fifths had had no office experience before entering the present place of employment. About 20 percent of these were new employees, having been with the firm less than a year, but over two-fifths had been with the present employer at least 5 years. It will be recalled that a large proportion of the firms covered in this study hired a considerable number of inexperienced workers in 1939 to fill vacancies. Apparently the policy of hiring beginners and training them is prevalent in Kansas City offices and has been in effect for some time, especially in the case of women.

Most of the inexperienced employees are messengers or office boys, calculating-machine operators, typists, stenographers, file clerks, mail clerks, or merely clerks with general clerical duties. They enter their office jobs fresh from school or from some nonclerical position. Ordinarily they are young people.

Among the women the most experienced workers are the secretaries, hand bookkeepers, cashiers, and the clerks not elsewhere classified who are in public-utility offices. Among the men they are special

office workers, shipping clerks, cashiers or tellers, and the clerks not elsewhere classified who are employed in railroads. These are positions for which considerable previous experience is desirable or in which people who have been trained are kept for many years by the same firm.

In general, about 70 percent of the men and nearly 60 percent of the women covered by this survey had 10 or more years of office experience. Only 22 percent of the men, but 30 percent of the women, had been in office work less than 5 years.

TABLE IV.—*Total office experience of employees, by occupational group—KANSAS CITY*

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	4,478	6.5	11.1	12.2	13.1	57.0
Stenographic group	1,624	5.4	10.5	12.7	17.2	54.1
Accounting group	401	4.0	8.7	11.0	9.2	67.1
Machine operators	575	7.3	13.7	14.4	13.0	51.5
Other clerks:						
Billing and statement	140	8.6	16.4	15.7	18.6	40.7
File	275	13.5	17.5	12.4	8.4	48.4
Pay roll	93		7.5	7.5	10.8	74.2
Record	186	2.7	10.8	16.1	10.8	59.7
Stock	95	10.5	18.9	25.3	9.5	35.8
Telephone	153	3.9	3.9	5.2	13.1	73.9
Tube	67	3.0	6.0	14.9	16.4	59.7
Clerks not elsewhere classified in—						
Finance and insurance	136	5.9	7.4	5.9	5.9	75.0
Trade: Retail and mail order	274	17.9	17.5	14.6	12.0	38.0
Manufacturing and wholesale distributors	56	5.4	12.5	8.9	12.5	60.7
Public utilities	201	.5	.5	3.0	3.0	93.0
Other types of office	202	6.4	10.4	9.4	11.9	61.9
MEN						
Total	3,025	6.4	7.8	8.1	8.4	69.2
Stenographic group	161	5.0	11.8	14.9	9.3	59.0
Accounting group	669	1.9	3.9	5.5	8.5	80.1
Machine operators	207	6.8	14.0	19.8	9.7	49.8
Other clerks:						
Billing and statement	127	3.1	5.5	6.3	4.7	80.3
Messengers, mail, and transit	295	30.5	18.6	13.2	6.4	31.2
Record	225	3.1	4.0	6.2	5.8	80.9
Shipping	130	2.3	1.5		.8	95.4
Stock	165	5.5	9.7	8.5	13.3	63.0
Clerks not elsewhere classified in—						
Finance and insurance	96	4.2	9.4	6.2	15.6	64.6
Railroads	184		.5		.5	98.9
Manufacturing and wholesale distributors	183	2.2	14.2	12.0	8.7	62.8
Public utilities other than railroads	151	.7	6.0	2.6	6.6	84.1
Other types of office	243	14.8	11.1	13.2	20.6	40.3
Special office workers	189	.5	1.1	2.6	4.8	91.0

Age factor.

Length of experience in office work is, as would be expected, closely correlated with age. Thirty percent of the women scheduled have been in office work less than 5 years and about 30 percent are under 25 years of age; 22 percent of the men have been in office work less than 5 years and not many more (24 percent) are under 25. Except in the aggregate, the correlation is not so clear for those with long experience. For example, with both sexes more have had 10 and more years of office experience than are at least 30 years of age.

Kansas City office workers are a relatively youthful group. In fact, 81 percent of the women and 69 percent of the men scheduled in this study are under 40. A smaller proportion of men than of women is true of each 5-year age interval under 40.

Most of the firms reporting this information stated that 18 is the lowest age at which they will employ office workers. Six will hire workers at 16 or 17, and 5 will not take anyone younger than 20 or 21. Actually 4 in every 100 of the men scheduled and 7 in every 100 of the women are under 20. For both men and women the 5-year age interval with the largest proportion of office workers is that of 20 and under 25, in which 20 percent of the men and 24 percent of the women are represented.

Printing and publishing employs a disproportionately large number of young men. Twenty-five in every 100 of the men in these offices are under 20 years of age, and more than 55 in every 100 are under 25. The local manufacturing concerns also employ large numbers of young men, about two-fifths of those scheduled being under 25. Over 50 percent of the women in the mail-order firms likewise are under 25. Air transportation, because of the recent office expansion, employs many young people; over 50 percent both of male and of female workers are 20 and under 25.

In contrast to the employees of air-transportation companies, office workers for the railroads are considerably older—about 70 percent of the women and 64 percent of the men are 40 years of age or more. Also employing a large number of older men are the State and city government offices and the gas, water, electric, and street-railway companies. Thirty-four percent of the women office workers in banks and other financial establishments and in nonprofit organizations, in contrast to 19 percent of the entire group of women scheduled, are at least 40.

Men under 25 appear to be sought as mail clerks, messengers, and machine operators, while women in the same age group comprise the largest proportions of typists and file and stock clerks. Men working as cashiers and tellers, shipping clerks, clerks in railroads, or special office workers ordinarily are older. Women over 35 are found more often in the bookkeeping and accounting occupations and as telephone operators and receptionists than in other occupational groups.

Number of positions held.

Nearly two-thirds of the women and well over half of the men with time in clerical work reported had been employed in one or more offices before the present one. Nearly three-quarters of these claimed an office-work history of 5 or more years. On the other hand, 45 in

every 100 men and 38 in every 100 women had had all their experience in one concern. Most of these had short work histories, but approximately 30 percent of both women and men with all their experience with one firm had been working 10 or more years.

Experience and type of office.

Some types of firm more than others appear to keep their office workers a long time. The railroads lead in this respect. Over 50 percent of the men and women working in the railroad offices scheduled have been with the same road 20 years or more. Such service records are the result of long-standing and rigidly managed policies as to seniority rights.

The telephone and telegraph companies also have a notable proportion of office workers with long experience with one firm. Nearly 30 percent of the women in this type of office have worked for one concern 20 years or more. Over three-quarters of the women and almost two-thirds of the men have been in the same telephone or telegraph office 10 years and more.

In meat packing the men office workers have longer service histories than the women. One-fifth have been with the same packing house for 20 or more years. Records for the public utilities other than the transportation and communication companies show that over three-fifths of the men and two-fifths of the women have been with the present employer 10 years or more.

Service records of at least 5 years are common in the Kansas City offices covered. In fact, of the total office population scheduled, 57 percent of the men and 48 percent of the women claim at least 5 years of service with the present firm. Besides the types of establishment already mentioned, banks and other financial concerns, insurance, and branch manufacturing should be mentioned as having high proportions both of men and of women who have worked in their offices for at least 5 years. Though printers and publishers have a high turn-over among their male employees, 60 percent of their women workers have been 5 or more years with the firm where scheduled.

Considerable office expansion took place in air transportation in Greater Kansas City in 1939 and 1940. As a result, most of the office workers in this industry have been with the present firm less than a year. A large proportion (about 40 percent) of the men in Federal Government offices have been with their present agency less than a year, and considerably more than half of both men and women have been there less than 5 years. This is largely a consequence of expanding activities in Government work in the second half of the decade 1930-40. The city and State government offices in Greater Kansas City, retail trade, local manufacturing, and wholesale houses selling others' goods also show a relatively high turn-over in office personnel.

In general, men seem to have acquired slightly longer service histories than women have acquired. This is clearly shown in table V. However, to a significant degree women show longer periods of service in the offices of the Federal Government, printing and publishing, and telephone and telegraph.

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

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.....	6,206	15.7	19.8	16.6	16.4	31.5
Banks and other finance.....	432	13.9	13.4	14.8	18.1	39.9
Insurance.....	523	11.3	19.3	11.7	17.0	40.8
Railroads.....	151	—	1.4	1.3	4.0	93.4
Air transportation.....	133	54.9	27.0	12.0	6.0	—
Telephone and telegraph.....	405	3.2	4.7	8.9	5.9	77.3
Other public utilities.....	353	6.5	13.3	18.1	17.8	44.2
Meat packing.....	167	7.8	13.8	16.8	19.8	42.0
Printing and publishing.....	162	8.6	16.1	15.4	17.3	42.6
Other manufacturing—Local firms.....	393	24.9	22.9	16.3	19.1	16.8
Other manufacturing—Branch firms.....	155	7.7	18.7	22.0	24.5	27.1
Oil distributing.....	227	15.4	21.1	15.8	23.3	24.2
Wholesale distributor, own goods.....	193	17.1	20.8	17.1	20.7	24.3
Wholesale distributor, others' goods.....	198	14.6	23.7	20.2	16.2	25.3
Department and apparel stores.....	633	16.9	22.4	23.2	18.2	19.3
Mail order and distributing offices of national chain stores.....	1,412	18.5	25.0	20.6	14.4	21.5
Federal Government.....	312	16.7	27.9	13.8	22.4	19.2
State and city governments.....	143	32.9	42.7	9.1	10.5	4.9
Education.....	104	16.3	5.8	21.2	20.2	36.5
Nonprofit organizations.....	110	28.2	10.9	12.8	20.9	27.2
MEN						
All types.....	4,141	15.5	15.3	12.4	13.4	43.3
Banks and other finance.....	610	12.1	13.8	12.8	19.0	42.2
Insurance.....	287	11.8	18.8	17.8	22.0	29.7
Railroads.....	766	2.0	1.8	3.5	3.4	89.4
Air transportation.....	156	63.5	19.2	9.6	6.4	1.3
Telephone and telegraph.....	75	2.7	8.0	12.0	13.3	64.0
Other public utilities.....	338	7.4	8.9	8.2	13.9	61.6
Meat packing.....	235	8.9	17.5	14.0	11.1	48.5
Printing and publishing.....	86	32.6	20.9	9.3	10.5	26.7
Other manufacturing—Local firms.....	232	22.0	27.6	22.5	13.4	14.7
Other manufacturing—Branch firms.....	226	7.5	17.7	23.0	18.6	33.2
Oil distributing.....	263	20.9	9.5	14.5	25.9	29.2
Wholesale distributor, own goods.....	135	11.9	22.3	15.6	13.3	37.0
Wholesale distributor, others' goods.....	175	18.9	21.7	15.4	10.3	33.7
Department and apparel stores.....	100	22.0	26.0	24.0	13.0	15.0
Mail order and distributing offices of national chain stores.....	147	24.5	27.2	21.0	10.9	16.3
Federal Government.....	203	40.4	38.9	7.3	10.3	3.0
State and city governments.....	95	30.5	16.9	4.2	20.0	28.4
Education.....	6	—	(1)	(1)	—	(1)
Nonprofit organizations.....	6	(1)	(1)	—	(1)	(1)

1 Not computed; base too small.

EARNINGS IN 1940

Data for this section of the report were transcribed from pay-roll records of the various offices by Women's Bureau field agents. Material was secured from 192 offices for 11,942 office employees. The majority of these, 6,247 women and 4,222 men, were regular workers. A small group (4 percent) were employed on an extra or part-time basis. A somewhat larger group (8 percent) were supervisory, executive, administrative, or clerical-professional. The field agents secured for individual employees the method and monthly rate of pay; the earnings and time worked in the current pay period; and the total year's earnings and duration of employment in the calendar year 1939.

METHOD OF PAY

The office workers scheduled in Greater Kansas City are, in the great majority of cases, paid on the basis of a monthly or yearly rate. More than three-fifths (62 percent) of the women reported and more than seven-tenths (72 percent) of the men are paid on such basis. Fourteen of the 19 types of office pay from 75 to 100 percent of their women, and 14 pay from 75 to 100 percent of their men, by the month or the year. Eighteen percent of the women are paid by the week and 18 percent by the hour, with less than 3 percent on a daily rate; 12 percent of the men are paid by the week and 12 percent by the day, with 4 percent on an hourly basis.

All workers in the meat-packing offices scheduled are paid by the week, as are about two-thirds of the women and not far from half of the men in stores. Mail-order houses pay three-fourths of their women by the hour, but in the case of men they pay equal numbers by the hour and by the week. Payment by the day is the most common method in railroad offices.

The following summary shows the extent of the monthly or yearly basis of pay in the Kansas City offices scheduled.

Types of Office Paying Monthly or Yearly Salaries to—

All office employees:

Women—Insurance; air transportation; the miscellaneous public utility group; oil; State and city governments; education.

Men—Air transportation; telephone and telegraph; the miscellaneous public-utility group; oil; State and city governments; education.

Three-fourths but less than all:

Women—Banks and other finance; telephone and telegraph; "other manufacturing," local; "other manufacturing," branch; wholesale distributing, own; Federal Government; nonprofit organizations.

Men—Banks and other finance; insurance; printing and publishing; "other manufacturing," local; "other manufacturing," branch; wholesale distributing, own; Federal Government; nonprofit organizations.

One-half but less than three-fourths:

Women—Printing and publishing; wholesale distributing, others'.

Men—Wholesale distributing, others'; retail stores.

Less than one-half:⁴

Women—Railroads; retail stores; mail-order and chain-store group.

Men—Railroads; mail-order and chain-store group.

⁴ All office employees in meat packing are paid by the week.

Data for 483 part-time or extra office workers were secured. More than half these are paid by the hour, nearly 30 percent by the day, and the rest either monthly or weekly.

Variations in method of pay occur, not only from one type of office to another but often in the same office. In the present report all salary rates scheduled have been converted to a monthly basis to make all data comparable in the following analysis.

MONTHLY SALARY RATES BY TYPE OF OFFICE

The monthly salary rates of office employees vary considerably according to type of office, occupation, and the sex, age, and degree of experience of the workers. In the following analysis the influence of each of these factors on monthly salary rates will be discussed.

In all the offices scheduled in Greater Kansas City the salary rates of women regularly employed average \$92 monthly; those of men \$130.⁵ When broken down by type of office the average monthly figures vary widely.

Women.

The highest average salaries of women office workers in Kansas City are paid by the railroads and the Federal Government, \$143 and \$123 a month, respectively. The lowest salaries are paid by the retail stores and the nonprofit organizations. In the general offices of the national chain stores women workers average \$73 a month, or \$70 less than the average in the employ of the railroads. The averages are almost as low in the retail stores and the nonprofit organizations. The water, gas, electric, and street-railway utilities, telephone and telegraph companies, oil distributors, and branch manufacturers pay their women workers somewhat above the average for all offices combined. Holding a low intermediate position, yet paying higher than the average, are education, finance, meat packing, and insurance.

In every type of office scheduled, women's average salaries are lower than those of men. The smallest difference between the average for men and that for women, \$2, is in printing and publishing, one of the groups with lowest wages. Most of the types of office scheduled pay between \$10 and \$30 more to men than to women, but the city and State governments, oil distributors, and "other public utilities" pay men on the average \$30 to \$37 more than women, and wholesale distributors of their own manufactures pay men \$41 more. The highest differential in average salaries of men and women, \$48, is in the branch manufacturing companies.

The high wages paid to women in railroad offices and in the Federal Government are not, as is often true of men, a result of a considerable number holding jobs involving special experience or responsibility. In the case of women, differences in rates between types of office are almost entirely a matter of difference in wage standards.

Fifty percent of the women scheduled in railroad offices are in the stenographic group of occupations. Over a third are stenographers, earning \$44 more than the average salary paid to stenographers in all the offices combined; the few secretaries earn \$24 more than the

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.

average, the few typists and dictating-machine transcribers as much as \$59 more. Other high averages for small groups of women are in billing and filing, with a figure more than \$60 above the general average for these occupations. This is the general pattern in the case of the Federal Government offices also, but the differences between the averages in this type of office and in all offices combined are not so great as in railroads.

The picture is reversed in the case of retail trade and nonprofit organizations. In almost every case each occupational group in these types of office averages less than does that group in all offices together. In addition, relatively fewer women in retail trade hold stenographic jobs, and more proportionately occupy various kinds of clerkships. This is significant, since the stenographic occupations in general show higher salaries for women than do the occupations in the group "other clerks." Further, office workers in jobs peculiar to retail trade (retail stores and mail order and chains combined) such as tube clerks, cashier wrappers, price and will-call clerks, as well as the numerous credit authorizers and stock clerks employed in this type of business, receive especially low wages, averaging from \$62 to \$74.

In most occupations in the gas, water, electric, and street-railway utilities, telephone and telegraph, oil, and branch manufacturing, women have averages consistently higher than those for all offices combined. The stenographic group, and in some cases the cashiers, are especially instrumental in keeping the average wage high in these offices. This is true also of finance, meat packing, and insurance. In the education agency scheduled, with few secretaries and stenographers, a relatively large group of special office workers average \$132.

The offices showing average salaries for women below the general average are affected in part by the significant numbers of low-paid occupations such as typists and file, mail, and record clerks. Over one-fourth of the women in printing and publishing, for example, are counter and circulation clerks, an occupation with no men reported and in which the average wage of women is not only less than the average for women in all offices but less than that for all women in this type of office.

Table VI shows the average and quartile salaries paid to women and men in the various types of office scheduled in Greater Kansas City.

Men.

Of all the types of office scheduled in Greater Kansas City, the railroads and branch manufacturing pay the highest average salaries to their men office workers, \$158 and \$154, respectively. The gas, electric, water, and street-railway utilities, the Federal Government, and oil distributing are not far behind. On the other hand, printing and publishing, retail trade, and air transportation pay their office men less than do the other industries surveyed. There is a difference of \$71 between the average salary in the railroads and that in printing and publishing.

Between the highest paying and the lowest paying types of office, as will be analyzed more fully in another section of this report, there is ordinarily a wide differential in rate of pay for the same occupation. Only in individual instances is this difference caused more by a varia-

tion in the duties of the occupation than by a difference in wage standards, the latter being far and away the most important cause of the variety in average wage rates by type of office.

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

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	Median	Third			First	Median	Third
All types.....	6, 247	\$92	\$71	\$87	\$108	4, 222	\$130	\$98	\$131	\$160
Banks and other finance.....	434	99	82	100	116	612	116	80	115	150
Insurance.....	523	98	80	91	110	288	117	85	102	130
Railroads.....	151	143	136	143	153	779	158	142	160	175
Air transportation.....	134	91	81	86	100	156	102	80	100	120
Telephone and telegraph.....	411	107	96	108	121	75	136	101	131	166
Other public utilities.....	353	110	93	107	122	342	147	122	147	171
Meat packing.....	169	99	79	94	114	236	122	88	120	148
Printing and publishing.....	162	85	71	81	95	87	87	56	76	110
Other manufacturing—Local firms.....	393	88	71	81	98	233	111	85	101	131
Other manufacturing—Branch firms.....	155	106	95	101	116	240	154	130	151	171
Oil distributing.....	227	107	96	106	117	263	142	121	145	165
Wholesale distributor, own goods.....	194	91	79	90	101	146	132	100	125	151
Wholesale distributor, others' goods.....	199	83	71	81	92	187	112	85	101	133
Department and apparel stores.....	647	77	65	70	85	107	102	71	91	119
Mail order and distributing offices of national chain stores.....	1, 417	73	62	70	79	150	101	74	96	118
Federal Government.....	315	123	106	121	136	210	145	121	136	151
State and city governments.....	144	83	66	83	100	98	113	100	110	120
Education.....	105	100	80	101	119	6	-----	-----	-----	-----
Nonprofit organizations.....	114	79	61	80	100	7	-----	-----	-----	-----
Supervisory (not included above): All types.....	153	\$125	\$101	\$118	\$140	489	\$192	\$156	\$185	\$222

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.

Of no small significance, however, is the existence in certain industries of a greater number of employees in occupations requiring more than average responsibility or training and therefore drawing higher than average rates of pay. In railroads, for example, there are appreciable numbers of special workers, rate clerks, claims examiners, and ticket sellers whose training and experience place them high on the industry's wage scale and afford them average salaries well above that for all male office workers in the survey. Secretaries, accounting and audit clerks, and cashiers likewise have special skills and often assume considerable responsibility. In the railroad companies the range in average wages for none of these jobs falls below \$165 monthly, and the special office workers, claims examiners, cashiers, rate clerks, and secretaries receive over \$180 a month. Together the jobs here mentioned comprise over 30 percent of the male workers scheduled in railroad offices.

Thirty percent of the male office workers in branch manufacturing and nearly 40 percent of those in public utilities are in specialized or relatively well-paid occupations, with earnings well above average. About 14 percent in branch manufacturing are special office workers with an average of \$216. The remainder of the highly paid group in this type of office are cashiers, machine bookkeepers, and accounting, audit, billing, rate, and statistical clerks, occupations that have average salaries of from \$160 to \$230. The water, electric, gas, and street-railway utilities employ 25 men service-desk clerks, peculiar to this type of office and earning \$172 monthly. In addition, there are enough men in well-paid occupations, including special office workers, hand bookkeepers, claims examiners, and timekeepers, each of these groups averaging \$169 or more, to give the public utilities third place in average wages of male office workers.

In the offices of the Federal Government scheduled in this area the special office workers and claims adjusters, comprising nearly 25 percent of the male employees, receive salaries well above most of the other occupational groups. The few hand bookkeepers, cashiers, and rate clerks also help to raise the average salary for this type of office. The employment of a number of well-paid special office workers, credit men, tax, accounting, rate, order, and audit clerks, with average salaries of \$152 to \$187, affects favorably the average for office personnel in oil distributing.

In contrast, over 40 percent of the men in printing and publishing and 21 percent of those in air transportation are in the very occupations that pay the lowest wages—file and mail clerks, typists, calculating-machine operators, and messengers. It is even more significant, however, that printing and publishing, air transportation, and retail trade also show, for almost all the occupations in which men are employed, average salaries considerably lower than those for all offices combined.

Though the average salaries of male office workers are not quite so low in local manufacturing firms, State and city governments, and wholesale distributors of others' goods, as in retail trade, for example, they are considerably below the general average of \$130 for all the men covered by the survey. Over 30 percent of the workers in the local manufacturing offices are in occupations averaging less than \$100 a month, such as messengers, file, mail, record, shipping, stock, audit, claims, and timekeeping clerks, and dictating, bookkeeping, calculating, and other machine operators. In addition, a number of cost and statistical clerks, occupations usually paid better than average, in these offices are paid less than the average.

All the types of machine operator, and a considerable total in the other clerical group, average less than \$100 in the wholesale establishments selling others' goods, where the average for all men is \$112. Correspondents, secretaries, cashiers, cost, credit, and record clerks, as well as special office workers, average from \$124 to \$190 monthly and comprise 27 percent of all the men employed.

In few occupations in State and city government do men's earnings average less than \$100. In general, however, except for the machine operators and messengers, all occupations have lower averages than the average for men in the same jobs in all offices combined.

Banks and other financial establishments, insurance companies, and meat-packing firms are in an intermediate position as regards salaries paid to male office workers. Messengers and transit clerks, comprising 36 percent of the men in the financial group, average respectively \$62 and \$88. The average for this type of office as a whole is raised to \$116 in large part by the more substantial salaries of bond and security clerks (\$164) and cashiers and tellers (\$155), who comprise 25 percent of the men employed. In insurance offices male typists, bookkeeping clerks, messengers, calculating-machine operators, file, mail, rate, record, and stock clerks constitute almost 40 percent of the men in this type of office and average less than \$100. However, 10 percent of the men are special office workers with an average of \$195, and 8 percent are secretaries, correspondents, and cashiers averaging \$173 to \$189. It is largely due to these that the average monthly wage for the men in insurance offices amounts to as much as \$117. Most of those classed as special workers are underwriters with an average salary of \$202. Two-fifths of the men in meat packing are in the occupations commanding lowest average salaries for men. They are stenographers, typists, calculating-machine operators, messengers, mail, order, stock, and record clerks, who average \$110 or less. Over one-third, however, are in better-paid occupational groups; they are accounting and audit clerks, hand bookkeepers, cashiers, timekeepers, claims examiners, cost, rate, and statistical clerks, and special office workers. All these average more than the mean salary for men in all offices combined.

Wholesale distributors selling goods of their own manufacture and the telephone and telegraph offices scheduled by the Women's Bureau pay their men office workers rates that average respectively \$132 and \$136, just above the average for all offices. Though the machine operators, messengers, file, mail, record, shipping, and stock clerks have low average wages, the special office workers, cashiers, and audit, cost, statistical, and service-desk clerks in the telephone and telegraph companies, and the special office workers, hand bookkeepers, cashiers, credit men, and order and billing clerks in the offices of wholesale distributors, help to raise the average.

Distribution by rate.

Table VII presents a further analysis of the salary rates of women and men by type of office, this time showing the percent distribution of the two sexes in a limited number of salary groups. Though naturally this distribution of actual salaries earned and the foregoing analysis by average salaries bring the same conclusions, the low and high points and the tendency to concentrate at specific levels are discernible from the percent distribution.

It is clear from table VI that retail trade in Kansas City pays women office workers the least in comparison with the other types of office scheduled. According to table VII, 6 in every 10 women employed by the retail stores and mail-order companies earn less than \$75 monthly. Less than 1 in every 100 earn as much as \$150. On the other hand, in the highest-paid offices, none of the women in railroads and only 4 of those in the Federal Government offices earn less than \$75. Practically a third of the women in the railroad offices and 14 percent of those in the Federal Government earn at least \$150. There is no other type of office in which even 10 percent of the women earn as much as \$150.

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

Type of office	Women						Men						
	Total number of women	Percent † of women with monthly salary rate of—					Total number of men	Percent † 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.....	6, 247	30. 4	33. 0	23. 1	9. 5	4. 0	4, 222	10. 3	15. 1	18. 8	21. 2	28. 1	6. 4
Banks and other finance.....	434	13. 4	35. 0	34. 6	13. 4	3. 7	612	19. 6	18. 1	18. 5	18. 5	21. 1	4. 2
Insurance.....	523	13. 6	44. 6	27. 2	9. 4	5. 4	288	11. 5	30. 9	25. 0	17. 0	7. 6	8. 0
Railroads.....	151		1. 3	6. 6	59. 6	32. 5	779	2. 8	1. 5	3. 1	29. 5	55. 1	8. 0
Air transportation.....	134	3. 7	64. 2	29. 1	. 7	2. 2	156	8. 3	29. 5	43. 6	9. 6	9. 0	
Telephone and telegraph.....	411	7. 8	20. 2	48. 2	21. 2	2. 7	75	4. 0	16. 0	25. 3	12. 0	38. 7	4. 0
Other public utilities.....	353	1. 7	36. 0	38. 5	18. 4	5. 3	342	. 9	9. 6	17. 0	24. 3	39. 8	8. 5
Meat packing.....	169	17. 8	40. 8	24. 9	9. 5	7. 1	236	17. 4	17. 4	19. 5	21. 6	19. 1	5. 1
Printing and publishing.....	162	32. 1	48. 1	14. 8	4. 9		87	48. 3	20. 7	16. 1	4. 6	10. 3	
Other manufacturing—Local firms.....	393	30. 0	48. 3	11. 7	4. 8	5. 1	233	12. 9	33. 5	24. 5	16. 7	7. 3	5. 2
Other manufacturing—Branch firms.....	155	6. 5	21. 3	53. 5	11. 6	7. 1	240	1. 3	7. 1	12. 1	26. 7	40. 8	12. 1
Oil distributing.....	227		31. 3	53. 7	11. 5	3. 5	263	3. 0	8. 0	15. 2	27. 4	41. 4	4. 9
Wholesale distributor, own goods.....	194	16. 5	52. 1	24. 2	5. 7	1. 5	146	6. 8	16. 4	26. 0	21. 2	18. 5	11. 0
Wholesale distributor, others' goods.....	199	31. 7	49. 7	15. 6	2. 5	. 5	187	16. 0	25. 1	21. 9	21. 4	10. 2	5. 3
Department and apparel stores.....	647	61. 8	26. 9	8. 0	1. 9	1. 4	107	29. 9	27. 1	18. 7	8. 4	12. 1	3. 7
Mail order and distributing offices of national chain stores.....	1, 417	63. 9	29. 9	5. 2	. 5	. 5	150	25. 3	27. 3	25. 3	12. 7	7. 3	2. 0
Federal Government.....	315	1. 3	8. 3	45. 7	30. 8	13. 9	210	1. 0	2. 4	23. 3	28. 6	31. 9	12. 9
State and city governments.....	144	38. 2	34. 0	26. 4	1. 4		98	1. 0	13. 3	65. 3	8. 2	10. 2	2. 0
Education.....	105	14. 3	25. 7	39. 0	17. 1	3. 8	6						
Nonprofit organizations.....	114	38. 6	34. 2	23. 7	2. 6	. 9	7						
Supervisory (not included above): All types.....	153	1. 3	18. 3	37. 9	22. 2	20. 3	489		0. 6	5. 7	9. 0	43. 8	40. 9

† Percents not computed on very small bases.

The two types of office that pay men office workers at the highest level in Kansas City—railroads and branch manufacturing—pay at least \$150 to more than half of them and pay below \$75 to less than 3 in every 100. It will be noted that even fewer men have earnings below \$75 in the water, gas, electric, and street-railway companies and in government offices. In these types of office, however, the distribution of salaries is not so great in the higher ranges, the averages falling below \$150 whereas the averages for men in the railroads and branch manufacturing exceed \$150. The printing and publishing companies have a lower average for men than any of the other types of office scheduled; nearly half their men earn less than \$75, only 1 in 10 earns \$150 or more. This industry shows a fairly wide spread in salaries of men, but the greatest concentration occurs at the lower levels.

MONTHLY SALARY RATES BY OCCUPATION

Passing reference has been made to the variation in rate of pay that exists in Kansas City for different office occupations. When discussing wages in more detail it is well to bear in mind the general rank of the various office jobs by salary paid. Among the men the lowest paid are messengers, machine operators, typists, and file, mail, and transit clerks, with average monthly wages ranging from \$65 to \$106. The women with the lowest averages are messengers, addressing-machine operators, checkers, mail, order, file, tube (including cashier-wrappers, price, and will-call clerks), credit, and stock clerks, and clerks not elsewhere classified who work in retail trade.

The highest-paid occupations in which men are found in significant numbers are the special office workers, bond and security, service-desk, rate, and audit clerks, cashiers and tellers, ticket sellers, and claims examiners and adjusters—all jobs requiring more than ordinary responsibility and experience. The bond and security clerks and tellers, the rate clerks and ticket sellers, and the service-desk clerks, are specialized jobs, usually in financial offices, in railroads, and in public utilities, respectively. All these occupations average over \$150 monthly. In addition, men secretaries (4 in 10 of them in railroads) average \$169.

No office occupation averages for women so much as \$150, though there are several in which a substantial proportion of the women receive \$150 or more. These are the special office workers, more than a third of whom earn \$150 and over; the secretaries, with about one-fourth earning this much; and the accounting clerks, 16 percent of whom are paid a salary of \$150 or more. Also earning comparatively high salaries among women office workers are statistical clerks, service-desk clerks, hand bookkeepers, and cashiers and tellers, who average \$107 to \$147.

In table VIII and the statistical summaries correlating occupation and type of office, salary quartiles are shown for occupational groups of 50 or more and arithmetic averages for groups of 25 or more.

The summaries that follow show for certain types of office the average salaries of women in the stenographic occupations and men in accounting jobs, two of the occupational groups in which large numbers are employed.

CHART II.—DISTRIBUTION OF WOMEN AND OF MEN ACCORDING TO MONTHLY SALARY RATES, BY OCCUPATION—KANSAS CITY

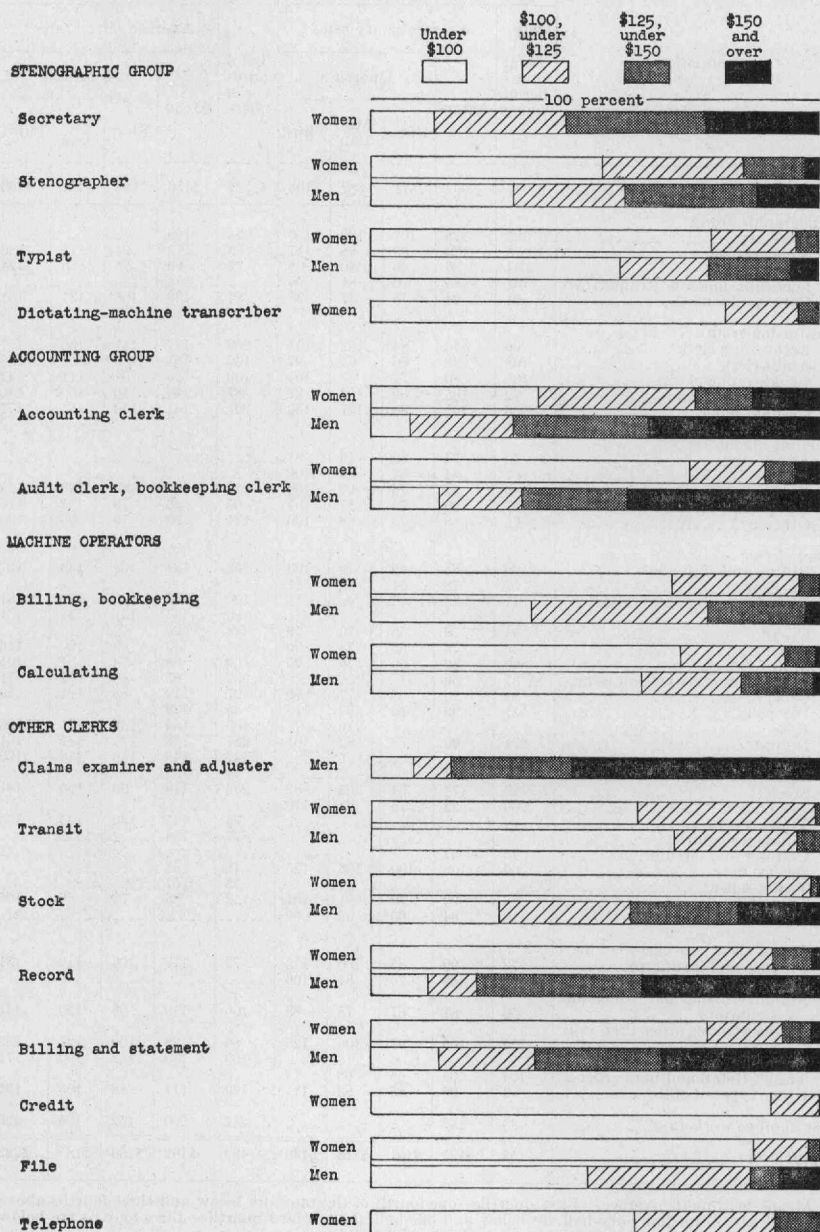


TABLE VIII.—Average monthly salary rates of men and women regular employees in offices, 1940, by occupation—KANSAS CITY

Occupation	Women					Men				
	Total number of women	Average salary rates ¹				Total number of men	Average salary rates ¹			
		Mean	Quartiles				Mean	Quartiles		
			Firs.	Median	Third			FIRST	Median	Third
All occupations	6, 247	\$92	\$71	\$87	\$108	4, 222	\$130	\$98	\$131	\$160
Stenographic group:										
Secretary	305	128	107	126	150	33	169			
Stenographer	1, 073	100	83	98	117	85	117	91	115	136
Typist	694	84	66	80	98	72	99	75	86	124
Dictating-machine transcriber	131	85	70	81	96					
Correspondent	91	94	76	87	96	84	139	108	131	151
Accounting group:										
Accounting clerk	96	110	84	102	135	269	137	111	136	157
Audit clerk	108	88	66	74	97	160	151	136	151	170
Bookkeeping clerk	133	90	71	87	104	109	120	91	111	142
Bookkeeper, hand	72	108	90	107	122	87	148	116	150	180
Cashier, teller	106	107	80	107	130	221	161	140	155	177
Machine operators:										
Addressing	50	74	60	70	83					
Billing	107	84	62	83	100					
Bookkeeping	140	92	76	91	103	142	106	89	106	125
Calculating	527	90	75	87	104	50	96	76	91	116
Other	75	88	79	88	100	124	100	79	96	120
Other clerks:										
Billing and statement	196	85	69	79	100	159	134	109	139	157
Checker	57	78	64	66	81					
Claims examiner and adjuster	41	83				106	153	130	150	181
Cost						89	133	111	131	151
Credit	94	76	66	70	79	44	126			
File	346	78	65	75	90	81	100	80	100	116
Mail	60	80	66	76	95	69	88	74	81	105
Messenger, office girl, office boy	37	60				239	65	56	61	71
Order	84	80	68	77	89	97	119	83	121	150
Pay roll	121	99	78	92	118	38	126			
Rate						100	164	138	171	196
Record	221	90	73	82	101	287	138	125	141	161
Shipping						147	145	139	148	162
Statistical	27	113				43	133			
Stock	139	74	64	65	82	239	118	92	120	141
Telephone	209	93	76	91	110					
Timekeeper						75	145	130	145	173
Bond and security						27	164			
Counter and circulation	45	82								
Service desk	69	108	100	106	125	45	158			
Ticket seller						35	157			
Transit	66	90	76	91	101	152	88	72	86	105
Tube clerk	118	64	60	65	66					
Clerks not elsewhere classified in—										
Finance and insurance	72	99	85	100	115	72	117	100	116	131
Education	69	88	76	81	106					
Manufacturing and wholesale distributors	50	81	67	75	88	106	119	98	120	141
Public utilities other than railroads	152	105	97	106	120	86	128	109	127	152
Railroads						69	155	142	160	171
Trade; Retail and mail order	124	68	65	66	74					
Other types of office	93	96	85	93	111	139	111	88	106	135
Special office workers	49	147				242	200	162	196	226
Supervisors ²	153	\$125	\$101	\$118	\$140	489	\$192	\$156	\$185	\$222

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 Not included in total.

Stenographic group.

Almost 4 in every 10 women scheduled in Greater Kansas City are in the stenographic group of occupations and together average earnings of \$98 monthly, \$6 more than the general average for all women in the survey. Over three-quarters of these are stenographers and typists; if the dictating-machine transcribers are included with the typists, almost 83 percent of the stenographic group are in these occupations. Secretaries comprise 13 percent of the stenographic group and are the best paid. Monthly averages for women secretaries range from \$164 in public utilities to \$85 in nonprofit organizations. Insurance companies and the Federal Government pay well with respectively \$146 and \$141. Stenographers, whose general average is \$100, show a range of salary from \$144 in railroads to \$78 in nonprofit organizations. Typists have an average of \$143 in railroads, but in most of the other types of office their average is less than \$100. The only exceptions are the oil companies, branch manufacture, Federal Government, and telephone and telegraph, and even these do not average more than \$110 to their women typists. The greatest proportion of the women correspondents, who comprise only 4 percent of the total stenographic group, are in retail trade, with an average of \$84. The few employed by insurance companies average \$154.

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	2,294	\$98	\$78	\$94	\$117
Secretary	305	128	107	126	150
Banks and other finance	34	132			
Insurance	38	146			
Federal Government	38	141			
Nonprofit organizations	28	85			
Stenographer	1,073	100	83	93	117
Banks and other finance	93	100			
Insurance	119	100			
Railroads	52	144			
Air transportation	54	91			
Telephone and telegraph	34	108			
Public utilities ²	67	116			
Meat packing	48	112			
Manufacturing—Local firms ³	100	85			
Manufacturing—Branch firms ³	36	111			
Oil distributing	78	106			
Wholesale distributor, own goods	35	95			
Wholesale distributor, others' goods	44	81			
Department and apparel stores	69	81			
Mail order and so forth	94	84			
Federal Government	93	115			
Typist	694	84	66	80	98
Banks and other finance	67	95			
Insurance	97	80			
Air transportation	29	82			
Telephone and telegraph	39	101			
Public utilities ²	33	94			
Meat packing	33	83			
Manufacturing—Local firms ³	46	77			
Mail order and so forth	139	65			
Federal Government	45	103			
State and city governments	36	77			
Dictating-machine transcriber	131	85	70	81	96
Correspondent	91	94	76	87	96

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

² Other than railroads, air transportation, and telephone and telegraph.

³ Other than meat packing and printing and publishing.

Less than 7 percent of the men scheduled belong to the stenographic group. Over one-tenth of these are secretaries and about one-fourth are typists. Stenographers and correspondents each claim nearly a third of the men in the stenographic group of occupations. The secretaries and correspondents earn the most, \$169 and \$139, respectively. Stenographers have an average salary of \$117, and typists, one of the lowest paid of all occupational groups covered, average only \$99. It should be noted again that the average monthly wage for men in all offices combined is \$130.

Male secretaries have average salaries of \$179 and \$181 in local manufacture and railroads, the only types of office with more than 1 or 2. Correspondents are well paid in most places, especially railroads, but wholesale establishments, local manufacturers, and mail-order houses pay less than the average for that occupation. Men stenographers have their highest wages in the railroads, branch and local manufacture, and water, gas, electric, and street-railway utilities. Banks, wholesale distributors, and printing, with few stenographers reported, pay the lowest wages. Typists have an average of \$148 monthly in railroads, but \$67 and \$78 respectively in printing and publishing and air transportation.

Accounting group.

The accounting group of office occupations ranks second only to the special office workers in average salaries. One-fifth of the men scheduled are in this group. Nearly one-third of these are accounting clerks and just over one-fourth are cashiers or tellers. The remainder are audit and bookkeeping clerks and hand bookkeepers.

The cashiers and tellers have the highest average salary in the group, \$161; the bookkeeping clerks the lowest, \$120. Most of the cashiers and tellers are employed by the banks, railroads, the water, gas, electric, and street-railway utilities, and oil distributors. The railroads pay this group salaries that average \$186, the public utilities \$159, the financial offices \$155, and oil firms \$148, in each case more than the general average for all the office men scheduled.

The audit clerks, who together average \$151, are to be found most frequently in the offices of railroad, Federal Government, and financial establishments. These three types of office pay their audit clerks from \$15 to \$35 more than the general average for all men scheduled.

Average salaries of hand bookkeepers range from \$110 in wholesale houses selling others' goods to \$204 in railroads. Only the financial offices and the public utilities employ more than 10 male hand bookkeepers in the establishments scheduled and each pays average wages more than \$20 higher than the general average for all men. Bookkeeping clerks have an average salary of only \$101 in financial offices and of \$103 in retail stores, but they average respectively \$146 and \$141 in public utilities and oil companies.

For the women in accounting occupations the average is \$99 monthly, \$7 more than the general average for all women. Those in accounting or hand-bookkeeping operations comprise less than 10 percent of all the women scheduled. One-fourth of the group are bookkeeping clerks, averaging \$90 a month. Retail trade and public utilities employ nearly two-thirds of the women bookkeeping clerks. The water, gas, electric, and street-railway utilities average \$106,

while retail stores and mail-order houses average respectively \$73 and \$84.

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.....	846	\$145	\$121	\$147	\$166
Accounting clerk.....	269	137	111	136	157
Railroads.....	43	171			
Air transportation.....	33	111			
Oil distributing.....	25	153			
Federal Government.....	58	137			
Audit clerk.....	169	151			
Railroads.....	62	165	136	151	170
Federal Government.....	29	145			
Bookkeeping clerk.....	109	120	91	111	142
Bookkeeper, hand.....	87	148	116	150	180
Cashier, teller.....	221	161	140	155	177
Banks and other finance.....	128	155			

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

Women audit clerks average \$88, the lowest amount for any single occupation in the accounting group. Nearly three-fourths are in retail trade, with the low average of \$71.

The women cashiers and tellers, hand bookkeepers, and accounting clerks average \$107, \$108, and \$110, respectively. The Federal Government, mail-order companies, and telephone and telegraph are the only types of office employing significant numbers of women as accounting clerks. Federal Government pays \$24 more than their general average of \$110, and the mail-order and telephone and telegraph companies respectively \$29 and \$3 less than such average. The accounting clerks rank fourth, following the special office workers, secretaries, and statistical clerks in average salary.

More than half the women hand bookkeepers are in retail trade at an average salary of \$97. The average for the group is raised to \$108 in large part by the women in insurance and local manufacture, earning respectively \$117 and \$134, and by isolated cases in other offices with earnings ranging from \$118 to \$178.

Retail trade, public utilities, and banks employ well over two-thirds of the women cashiers and tellers. They average only \$82 in retail trade, but \$127 and \$114 in public utilities and banks.

Machine operators.

Both men and women machine operators scheduled in Greater Kansas City have average wages below the general average for the sex as a whole. Only 8 percent of the men operate machines as the major part of their work. Of these the billing and bookkeeping-machine operators have the highest average salary, \$106. Men who operate addressing, checkwriting, duplicating, and tabulating machines average \$100. Calculating-machine operators have the lowest average for this general occupational group, \$96, or \$34 less than the average for all men scheduled.

Women who operate machines as the major part of their work constitute 14 percent of all women scheduled in Greater Kansas City.

Average salaries for the occupations with enough women to warrant separate tabulation range from \$74 for addressing-machine operators to \$92 for bookkeeping-machine operators.

Nearly 60 percent of the women in this general occupational group are calculating-machine operators. Their highest averages are in railroads and the Federal Government, respectively \$134 and \$123; their lowest is \$76, the average for retail trade, employing more than one-third of all scheduled.

Wages for the women who operate bookkeeping machines range from \$76 in the mail-order houses to \$140 in the Federal Government. About two-thirds of the women are in mail-order houses, stores, finance offices, and meat-packing plants, with averages from \$76 to \$111.

Retail and wholesale trade and manufacturing, local and branch, employ four-fifths of the women billing-machine operators. Average salaries range from \$66 in mail-order companies to \$102 in branch manufacturing.

The relatively few women operating addressing and other machines are concentrated in retail trade and in insurance. Average wages in these offices vary from \$63 for addressing-machine operators in retail trade to \$91 for the miscellaneous machine operators in insurance companies.

About one-half of the male billing- and bookkeeping-machine operators are in financial offices, one-third in mail order, wholesale houses selling others' goods, and local manufacture combined. The financial offices have an average of \$115, but the other offices mentioned average only \$81, \$91, and \$92, respectively.

Of the 50 male calculating-machine operators scheduled, 20 are in the insurance companies, with an average salary of only \$82. In contrast to this, the few calculating-machine operators employed by the railroads and branch manufacturers average \$140.

More than 50 percent of the miscellaneous group of men machine operators are in insurance, financial offices, and the mail-order houses. Here the average salaries are low, ranging from \$103 in insurance to \$80 in the mail-order companies. Only 15 percent of this miscellaneous group are in railroad, oil, and Federal Government offices, where they earn the higher salaries of from \$149 down to \$125.

Other clerks.

The occupations grouped as "other clerks" are many and varied. They fall roughly into two categories, first, those common clerical jobs found in many types of office, and second, jobs found in only one or two types of office and peculiar to some particular industry or group of industries. In no case has an occupation been listed in the group "other clerks" in which fewer than 25 men or women are scheduled. Where too few are scheduled, the occupation has been put in the miscellaneous category "clerks not elsewhere classified."

Women office workers employed in occupations peculiar to specific industries earn consistently less than the general average of \$92 for all the women scheduled. Average salaries for women "other clerks" range from \$60 for messengers to \$108 for service-desk clerks and \$113 for statistical clerks. The 118 workers in retail trade called tube clerks (who include also cashier-wrappers, price, and will-call clerks) have an average salary of only \$64. The counter and circulation clerks in printing and publishing average \$82, and the transit clerks \$90.

Of the more common clerical jobs with considerable numbers reported, the pay-roll clerks and the telephone clerks (including receptionists) average respectively \$99 and \$93. Nearly 60 percent of the pay-roll clerks are in retail trade, where they average \$84 monthly, and in the water, gas, electric, and street-railway utilities, where the average is \$109.

The more significant groups in the case of women are as follows:

Occupation and type of office (women in "other clerks" group)	Number of women ¹	Average monthly salary rates			
		Mean	Quartiles		
			First	Median	Third
Billing and statement clerk	196	\$85	\$69	\$79	\$100
Mail order and so forth	92	70			
Credit clerk	94	76	66	70	79
File clerk	346	78	65	75	90
Insurance	54	82			
Mail order and so forth	120	65			
Mail clerk	60	80	66	76	95
Order clerk	84	80	68	77	89
Mail order and so forth	41	73			
Pay-roll clerk	121	99	78	82	118
Record clerk	221	90	73	82	101
Mail order and so forth	96	74			
Stock clerk	139	74	64	65	82
Mail order and so forth	79	63			
Telephone clerk	209	93	76	91	110
Counter and circulation clerk—Printing and publishing	45	82			
Service desk clerk	69	108	100	106	125
Telephone and telegraph	50	111			
Transit clerk—Banks and other finance	66	90	76	91	101
Tube clerk	118	64	60	65	66
Department and apparel stores	80	66			

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

The telephone clerks are well scattered throughout all types of office. Average earnings range from \$72 in retail stores to \$118 in the Federal Government and telephone and telegraph offices.

The women with the lowest salaries in the common clerical occupations are the messengers, stock, credit, and file clerks, and the checkers, who average from \$60 to \$78. Excepting the file clerks, who are scattered throughout most types of office, over 60 percent of the workers in the various occupations cited are in retail trade. Women mail and order clerks, claims examiners and adjusters, billing and record clerks are in an intermediate position as regards salaries, their averages ranging from \$80 to \$90.

Nearly 50 percent of the men scheduled, in contrast to only 31 percent of the women, fall in the group "other clerks." Of the average salaries shown in the accompanying list, the range is from the \$60 to \$70 level for messengers, followed by \$88 for mail clerks and for transit clerks, to \$181 for rate clerks in railroads. High wages are paid more generally to men in the occupations characteristic of one type of industry than to those in the more common occupations.

However, some of the more common office jobs classed as other clerks have salaries well above men's general average of \$130; for example, timekeepers and shipping and record clerks, with an average of \$145 for the first and second and \$138 for the last named. A large proportion of each of these are in the types of office paying the highest

wages to male office workers in the area, namely, railroads, branch manufacture, public utilities, Federal Government, and oil distributing. The male employees in these more remunerative occupations have, in general, their lowest averages in local manufacture and retail trade.

The summary following shows by occupation and type of office the average salaries in the more considerable groups of men "other clerks."

Occupation and type of office (men in "other clerks" group)	Number of men ¹	Average monthly salary rates			
		Mean	Quartiles		
			First	Median	Third
Billing and statement clerk	159	\$134	\$109	\$139	\$157
Claims examiner and adjuster	106	153	130	150	181
Cost clerk	89	133	111	131	151
Credit clerk	44	126			
File clerk	81	100	80	100	116
Mail clerk	69	88	74	81	105
Messenger, office boy	239	65	56	61	71
Banks and other finance	71	62			
Order clerk	97	119	83	121	150
Rate clerk	100	164	138	171	196
Railroads	50	181			
Record clerk	287	138	125	141	161
Railroads	167	154			
Shipping clerk	147	145	139	148	162
Railroads	113	157			
Statistical clerk	43	133			
Stock clerk	239	118	92	120	141
Timekeeper	75	145	130	145	173
Transit clerk—Banks and other finance	152	88	72	86	105

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

Clerks not elsewhere classified.

The clerks in this group are office workers whose specific duties are diverse or who belong to occupational groups of less than 25 that were not combined with closely allied groups under the heading "other clerks." Just over 10 percent of the men scheduled fall in this miscellaneous category. Their average salaries range from \$85 in mail-order houses to \$155 in railroads. The occupations covered include such groups as the clerks for whom no specified occupation was recorded, tax clerks, coin-counter clerks, route-aid clerks, draftsmen, collection clerks, check tellers, and checkers.

Nine percent of the women are in this miscellaneous group of clerks and their averages range from \$57 in the nonprofit organizations to \$136 in railroads, respectively \$35 below and \$44 above the general average. The occupations included are not in all cases those given for men. For example, women cost and rate clerks are not numerous enough to place in the group "other clerks" and therefore are tabulated in the miscellaneous classification; women checkers, on the other hand, are listed in "other clerks."

Special office workers.

The special office workers have jobs that are not wholly of a clerical nature; further, their positions involve a measure of responsibility or enough supervisory work to command more than average salaries. Among the occupational groups included are appraisers, interviewers,

purchasing agents, underwriters, and some personnel clerks, paymasters, and estimator clerks. Nearly 6 percent of the men are in this group, almost half of them in the 5 types of office paying the highest salaries. Average salaries of male special office workers range from \$154 in air transportation to \$244 in wholesale houses selling goods of their own manufacture. The branch manufacturers and the insurance and oil companies are the only types of office employing 25 or more men as special office workers. The salaries they pay this occupational group average \$216, \$195, and \$187, respectively.

Less than 1 percent of the women scheduled are special office workers, and most of these are in education and retail trade, with average salaries of \$132 and \$136, respectively. In no one type of office are so many as 25 women employed as special office workers.

Supervisory and professional.

This group includes individuals having executive, administrative, or professional-clerical duties, as well as persons having the supervision of groups of clerks in the offices scheduled. Data were secured for 930, of whom 751 are men and 179 are women. Most of these, 489 men and 153 women, are supervisors of groups of clerical people; of the other 262 men and 26 women, some are accountants, auditors, statisticians, and so forth, but only a few are in the purely executive and administrative categories, since the latter, in many cases officers of the company, were omitted from the survey. Salaries of men and women averaged respectively \$192 and \$125 for the supervisory group, \$238 and \$178 for professional-clerical workers.

Distribution by rate.

The fact that higher salaries are paid to men than to women performing the same general type of office work has been indicated in the foregoing analysis and the accompanying table VIII on page 36. Further and more striking illustration of the wage differences between the sexes is presented in table IX, in which a percent distribution according to amount actually received is shown by sex for each occupational group in which 50 or more men or women are employed.

The table shows, to give one example, that whereas 13 percent of the women stenographers earn less than \$75 monthly and only 4 percent earn \$150 or more, 14 percent of the men stenographers earn at least \$150 and only 2 percent earn less than \$75. Differentials of the same sort occur in every occupational category except transit clerks, proportionately fewer men than women being found in the lower salary ranges and more men than women earning \$150 or more. The differences between the wages of men and those of women are especially notable for the audit clerks, cashiers or tellers, and stock clerks. In the first of these, 59 percent of the women in contrast to 1 percent of the men earn less than \$75. Likewise, 12 percent of the women as against 57 percent of the men audit clerks receive \$150 or more. As for the cashiers or tellers and the stock clerks, the proportions earning less than \$75 are respectively 20 and 60 points higher for women than for men, while the proportions earning \$150 or more are 58 and 18 points higher for men than for women. It will be noted that all three—audit clerks, cashiers or tellers, and stock clerks—are more generally men than women.

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

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	6,247	30.4	33.0	23.1	9.5	3.9	4,222	10.3	15.1	18.8	21.2	28.1	6.4
Stenographic group:													
Secretary.....	305	3.3	11.1	29.2	30.8	25.6	33	—	—	—	—	—	—
Stenographer.....	1,073	12.7	38.6	31.1	13.7	3.9	85	2.4	29.4	24.7	20.4	12.9	1.2
Typist.....	694	38.2	37.2	18.7	5.2	.7	72	20.8	34.7	19.4	18.1	6.9	—
Dictating-machine transcriber.....	131	35.9	42.7	16.0	4.6	.8	—	—	—	—	—	—	—
Correspondent.....	91	22.0	53.8	12.1	6.6	5.5	84	2.4	13.1	21.4	33.3	19.0	10.7
Accounting group:													
Accounting clerk.....	96	6.2	31.3	34.4	12.5	15.6	269	1.5	7.4	22.7	29.7	34.9	3.7
Audit clerk.....	108	59.3	16.7	6.5	5.6	12.0	160	1.3	3.8	10.6	27.5	53.1	3.8
Bookkeeping clerk.....	133	30.1	36.1	24.8	7.5	1.5	109	6.4	23.9	30.3	16.5	19.3	3.7
Bookkeeper, hand.....	72	12.5	23.6	41.7	15.3	6.9	87	1.1	9.2	18.4	20.7	40.2	10.3
Cashier, teller.....	106	20.8	21.7	23.6	25.5	8.5	221	.5	.9	6.3	25.8	53.8	12.7
Machine operators:													
Addressing.....	50	62.0	26.0	10.0	2.0	—	—	—	—	—	—	—	—
Billing.....	107	32.7	38.3	25.2	3.7	—	—	—	—	—	—	—	—
Bookkeeping.....	140	24.3	39.3	30.0	5.0	1.4	142	7.7	28.2	38.7	21.8	3.5	—
Calculating.....	527	25.8	42.9	22.8	6.8	1.7	50	20.0	40.0	22.0	16.0	2.0	—
Other.....	75	24.0	45.3	26.7	4.0	—	124	19.4	33.9	25.8	15.3	4.8	.8
Other clerks:													
Billing and statement.....	196	41.8	32.7	16.8	6.1	2.6	159	3.8	11.3	21.4	27.7	32.1	3.8
Checker.....	57	68.4	14.0	5.3	12.3	—	—	—	—	—	—	—	—
Claims examiner and adjuster.....	41	—	—	—	—	—	106	1.9	7.5	8.5	26.4	42.5	13.2
Cost.....	—	—	—	—	—	—	89	2.2	11.2	25.8	30.3	27.0	3.4
Credit.....	94	68.1	20.2	10.6	1.1	—	44	—	—	—	—	—	—
File.....	346	48.8	35.8	11.8	2.6	.9	81	22.2	25.9	35.8	6.2	9.9	—
Mail.....	60	43.3	38.3	15.0	3.3	—	69	30.4	37.7	21.7	8.7	1.4	—
Messenger, office girl, office boy.....	37	—	—	—	—	—	239	77.4	18.8	3.3	.4	—	—

Order.....	84	42.9	40.5	13.1	3.6	-----	97	13.4	20.6	20.6	18.6	24.7	2.1
Pay roll.....	121	19.8	38.8	19.8	14.9	6.6	38	-----	-----	-----	-----	-----	-----
Rate.....	-----	-----	-----	-----	-----	-----	100	-----	7.0	9.0	16.0	48.0	20.0
Record.....	221	29.9	40.3	18.6	8.6	2.7	287	1.4	11.1	11.1	36.6	38.3	1.4
Shipping.....	-----	-----	-----	-----	-----	-----	147	3.4	5.4	9.5	34.7	43.5	3.4
Stock.....	139	60.8	18.0	9.4	1.4	1.4	239	10.0	18.4	29.3	23.4	17.6	1.3
Telephone.....	209	18.7	39.7	31.1	10.0	.5	-----	-----	-----	-----	-----	-----	-----
Timekeeper.....	-----	-----	-----	-----	-----	-----	75	2.7	9.3	10.7	32.0	42.7	2.7
Service desk.....	69	-----	18.8	55.1	26.1	-----	45	-----	-----	-----	-----	-----	-----
Transit.....	66	24.2	34.8	39.4	1.5	-----	152	25.7	41.4	27.0	5.9	-----	-----
Tube clerk.....	118	95.8	3.4	.8	-----	-----	-----	-----	-----	-----	-----	-----	-----
Clerks not elsewhere classified in—	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Finance and insurance.....	72	13.9	30.6	43.1	9.7	2.8	72	2.8	20.8	37.5	22.2	15.3	1.4
Education.....	69	21.7	36.2	36.2	5.8	-----	-----	-----	-----	-----	-----	-----	-----
Manufacturing and wholesale distributors.....	50	48.0	36.0	10.0	4.0	2.0	106	6.6	21.7	28.3	22.6	18.8	1.9
Public utilities other than railroads.....	152	9.9	17.8	55.3	16.4	.7	86	2.3	15.1	31.4	23.3	27.9	-----
Railroads.....	-----	-----	-----	-----	-----	-----	69	-----	5.8	10.1	14.5	65.2	4.3
Trade: Retail and mail order.....	124	83.1	14.5	2.4	-----	-----	-----	-----	-----	-----	-----	-----	-----
Other types of office.....	93	15.1	38.7	31.2	12.9	2.2	139	12.2	21.6	32.4	15.8	17.3	.7
Special office workers.....	49	-----	4.1	22.5	36.7	36.7	242	-----	-----	2.5	7.9	40.5	49.2
Supervisors ³	153	1.3	18.3	37.9	22.2	20.3	489	-----	.6	5.7	9.0	43.8	40.9

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 Not included in total.

The occupational groups in which the least differences in salary levels occur are the transit, accounting, and mail clerks, and the book-keeping, calculating, and miscellaneous group of machine operators. The transit clerks who work in banks are the one exception to the consistent picture in which men in the same office jobs earn more than women. Somewhat more men than women transit clerks, 26 compared to 25 percent, are in the group earning less than \$75. No transit clerks earn so much as \$150, but 6 percent of the men and 1½ percent of the women earn \$125 but less than \$150.

There are few occupational groups in which 10 percent or more of the women earn as much as \$150. Those so reported are the special office workers, secretaries, supervisors, and accounting and audit clerks. In contrast, there are few occupational groups in which less than 10 percent of the men earn \$150. These are the typists, machine operators, and file and mail clerks. About half the men special office workers, two-fifths of those with supervisory and administrative duties, one-fifth of the rate clerks, and more than one-tenth of the claims examiners, cashiers or tellers, correspondents, and hand bookkeepers earn \$200 or more.

WEEKLY EARNINGS

A record of the actual earnings for a current pay period in 1940 as well as basic rates of pay was secured for most of the office workers scheduled in Kansas City. By converting the rates and actual earnings to a weekly figure it is possible to see where, if at all, overtime or undertime has affected earnings so that they differ materially from the established rates.

The figures show conclusively that the earnings of the regular office workers were affected very little by overtime and undertime pay; average rates and average earnings compare within a few cents for both men and women in every type of office. The extremes of variation occurred in mail-order and railroad firms, in which over half of the office workers were paid by the hour or day. In the railroads, where the daily rate is most common, the actual week's earnings fell below the average rate for women and men, 15 and 21 cents, respectively. In the mail-order and national-chain-store companies, where most men and about half the women are paid by the hour, actual week's earnings exceeded the average rates for women and men by 76 and 74 cents.

HOURS OF WORK

A workweek of 40 to 42 hours appears to be the rule for office workers in Greater Kansas City. Of the 148 firms reporting to the Women's Bureau in 1940 concerning their office workers' hours, 80, with 64 percent of the employees covered in the survey, required a 40-to-42-hour week; over two-thirds of these workers were on a 40-hour schedule.

The only types of office not represented in this large modal group were the Federal Government, where hours were 39 weekly, and the education office, where the schedule was 44 hours. The office workers in 6 of the 8 oil companies and 6 of the 11 branch manufacturing companies also were on a weekly schedule of less than 40 hours.

No office scheduled in Greater Kansas City reported a workweek of less than 35 hours, and of the 38 offices with hours below 40, as many as 29 worked 38 or more hours. The 9 with a week of less than 38 hours are sparsely scattered among branch manufacture, wholesale distribution of others' goods, oil distributing, public utilities, and insurance.

Only 27 companies required more than 42 hours' work of their office personnel. They employ 15 percent of the workers scheduled. The long workweek was more prevalent in the offices of retail stores than anywhere else in this study. Sixteen of the 22 retail stores in the sample reported a weekly schedule of 44 hours and over. Though the mail-order houses and wholesale establishments selling others' goods in general reported weekly hours of from over 39 to 42, it should be noted that at least one-third of the employees in these offices worked overtime in the pay period scheduled.

A 5-day week was observed in the offices of all the meat-packing houses scheduled and in a substantial proportion of the mail-order, gas, electric, water, and street-railway utilities, other manufacturing (both branch and local), and oil company offices. However, except for the oil and branch manufacturing, all these offices with a 5-day week were on a daily schedule of 8 hours.

The office employees in 5 of the 8 oil companies and 16 of the 18 government offices worked 7 hours a day, but those in retail stores generally were on a 7½- or an 8-hour schedule with a 5½- or 6-day week. In only 15 of the 148 firms reporting were office personnel expected to work 6 full days each week. Thirteen of these were retail stores; 2 were railroads.

Overtime work and pay.

Of the 192 offices scheduled, 139 gave information concerning their general policies with regard to overtime work and pay.

Some overtime work was reported in almost every type of firm. Only 27 concerns scattered through the various types of office did not at any time require overtime of their office employees. In the

remaining 112 offices, 73, or nearly two-thirds, paid for extra hours at the rate of time and one-half. These 73 offices were in the following business groups: Banks and other finance, insurance, railroads, air transportation, meat packing, printing and publishing, manufacturing, wholesale and retail trade, and oil distributing. It is notable that payment of time and one-half for overtime was the policy of all the railroads and mail-order houses scheduled, and, where overtime was allowed, of all printing and publishing and "other" manufacturing offices, and wholesalers distributing others' goods.

Compensatory time off was given by 14 firms; 8 of these were retail stores, 2 of which paid supper money in addition. Supper money alone was paid by 9 offices in banks, insurance companies, and retail stores. Only 4 firms paid for overtime at the employee's regular rate. These were in the insurance, wholesale (own goods), and retail offices scheduled.

Of the 112 concerns where overtime was reported, 11 did not compensate their employees for extra hours worked. Eight of these were in government agencies. The others were in insurance, air transportation, and public utilities.

The pay-roll records transcribed by Women's Bureau field workers for a current pay period, generally in the spring or fall of 1940, showed not only total earnings and hours, but also any overtime hours worked for which the employees were paid. On the pay rolls recorded were 858 women and 441 men, or 14 and 10 percent, respectively, who had worked and had been paid for extra hours above their normal work-week. The number of hours paid for was reported for 817 women and 359 men. Most of them, about 80 percent of the women and 65 percent of the men, had worked less than 4 hours of overtime. Eight percent of the women and approximately 16 percent of the men working overtime had been employed 8 or more hours beyond schedule, and 6 percent of the women and 11 percent of the men were paid for as many as 10 or more extra hours. The longer overtime was found in almost all the types of office scheduled, with about four-fifths of the women and a third of the men in the telephone and telegraph companies.

Well over half of the women who received overtime pay in the periods scheduled were employed by the mail-order companies; one-fourth worked in the telephone and telegraph companies, the wholesale concerns distributing others' goods, and the local manufacturing plants combined. It is interesting that about a third of the women in mail-order companies and of those in wholesale houses distributing others' goods worked and were paid for hours beyond their regular schedule.

More than three-fifths of the men paid for overtime were employed in only four types of office—the financial concerns, railroads, wholesale distributors of others' goods, and the mail-order companies. In the two last named and in the telephone and telegraph companies, as many as a third or more of the male office workers were paid for hours worked over their regular schedule in the current period recorded by the Women's Bureau agents.

EFFECTS OF EXPERIENCE AND AGE ON RATES OF PAY

From the personnel data secured by the Women's Bureau agents in 192 offices in Greater Kansas City may be seen the effect of experience and age on rates of pay. A summary of the salaries paid to beginners will be made before discussing the increase in salaries with years of experience.

Monthly rates paid to beginners.

Data were secured for 261 men and 378 women beginners in office work, about two-thirds of whom were employed by mail-order, financial, insurance, and air-transportation companies.

Over half of the 227 men without previous office experience for whom occupation and earnings are reported were employed as messengers and mail clerks. The average monthly salary of men beginners amounted to about \$72. One-half earned less than \$63; nearly two-fifths earned less than \$60.

The majority of the 205 women beginners for whom earnings are tabulated were typists, stenographers, file clerks, and calculating-machine operators. Women without previous office experience averaged \$64 a month. Only 27 percent earned more than \$65; only 5 of the total earned as much as \$85. Over half were in the group receiving \$60 but less than \$70.

Sex	Number of beginners	Average monthly salary	Percent with a beginning monthly rate of—						
			Under \$50	\$50, under \$60	\$60, under \$70	\$70, under \$80	\$80, under \$90	\$90, under \$100	\$100 and over
Women.....	205	\$64	1.5	22.4	52.2	15.1	7.8	-----	1.0
Men.....	227	72	7.9	30.4	21.6	15.9	3.5	1.3	19.4

ADVANCING RATES WITH EXPERIENCE

Rise in salary rates depends more on amount of experience than on any other factor. In the offices scheduled in Greater Kansas City the women workers with 1 and under 2 years of experience earned 6 percent more than those who had been in office work less than a year. The average rose by 9 percent with the next year of experience and by 5 percent with each of the next 2 years. Women with 5 and under 10 years of experience earned 9 percent more than those who had worked 4 and under 5 years, and there was an increase of 21 percent over this for women who had been in office work 10 years or more. The average for the last named was \$44 higher than the average for beginners with less than a year of experience, or more than two-thirds again as much as they made at the start.

TABLE X.—Average monthly salary ¹ of employees with over-all years of experience reported, by occupation—KANSAS CITY

Occupation	Employees with over-all experience reported		Number and average salary ¹ of employees whose experience since first office job was—															
			Under 3 years								3, under 4 years		4, under 5 years		5, under 10 years		10 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
WOMEN																		
All occupations.....	4, 478	\$95	292	\$64	255	\$68	243	\$74	790	\$68	296	\$78	251	\$82	588	\$89	2, 553	\$108
Stenographic group:																		
Secretary	246	131	1	---	1	---	2	---	4	---	5	---	2	---	34	117	201	136
Stenographer	704	105	25	70	30	80	34	81	89	78	49	85	43	94	126	97	397	117
Typist, dictating-machine transcriber, correspondent	674	87	62	65	56	67	48	73	166	68	58	74	50	81	119	86	281	102
Accounting group:																		
Accounting, audit, and bookkeeping clerks	265	99	16	---	16	---	13	---	45	69	22	---	13	---	27	90	158	114
Bookkeeper, hand; and cashier, teller	136	111	4	---	4	---	2	---	6	---	2	---	7	---	10	---	111	117
Machine operators	575	90	42	65	36	68	43	79	121	71	44	81	39	82	75	85	296	102
Other clerks:																		
Billing and statement	140	87	12	---	12	---	11	---	35	65	13	---	9	---	26	84	57	105
File	275	80	37	63	29	67	19	---	85	65	15	---	19	---	23	---	133	89
Pay roll	93	103	5	---	4	---	3	---	7	---	2	---	5	---	10	---	69	109
Record	186	92	10	---	11	---	9	---	25	66	11	---	19	---	20	---	111	102
Stock	95	72	6	---	7	---	11	---	28	58	14	---	10	---	9	---	34	87
Telephone	153	97	6	---	3	---	3	---	12	---	5	---	3	---	20	---	113	103
Tube	67	64	2	---	1	---	3	---	6	---	6	---	4	---	11	---	40	65
Clerks not elsewhere classified in—																		
Finance and insurance	136	103	8	---	3	---	7	---	18	---	5	---	3	---	8	---	102	112
Trade: Retail and mail order	274	71	49	58	25	61	23	---	97	61	25	66	15	---	33	72	104	81
Manufacturing and wholesale distributors	56	88	3	---	7	---	---	---	10	---	5	---	---	---	7	---	34	95
Public utilities	201	112	1	---	---	---	1	---	2	---	---	---	6	---	6	---	187	113
Other types of office	202	101	13	---	10	---	11	---	34	73	15	---	4	---	24	---	125	112

MEN

All occupations.....	3,025	\$137	194	\$77	146	\$85	91	\$92	431	\$83	150	\$96	96	\$106	254	\$121	2,094	\$154
Stenographic group.....	161	134	8	-----	14	-----	5	-----	27	89	16	-----	8	-----	15	-----	95	167
Accounting group:																		
Accounting clerk.....	204	141	5	-----	8	-----	5	-----	18	-----	13	-----	10	-----	24	-----	139	152
Cashier, teller.....	183	164	1	-----	1	-----	1	-----	3	-----	1	-----	-----	-----	6	-----	173	165
Audit and bookkeeping clerk and hand bookkeeper.....	282	147	7	-----	7	-----	4	-----	18	-----	6	-----	7	-----	27	126	224	156
Machine operators.....	207	105	14	-----	14	-----	15	-----	43	83	23	-----	18	-----	20	-----	103	122
Other clerks:																		
Billing and statement.....	127	139	4	-----	4	-----	3	-----	11	-----	6	-----	2	-----	6	-----	102	149
Messenger, mail, and transit.....	295	78	90	60	41	65	14	-----	145	62	24	-----	15	-----	19	-----	92	101
Record.....	225	143	7	-----	2	-----	7	-----	16	-----	7	-----	7	-----	13	-----	182	151
Shipping.....	130	151	3	-----	1	-----	1	-----	5	-----	-----	-----	-----	-----	1	-----	124	154
Stock.....	165	125	9	-----	9	-----	7	-----	25	78	9	-----	5	-----	22	-----	104	140
Clerks not elsewhere classified in—																		
Finance and insurance.....	96	126	4	-----	4	-----	5	-----	13	-----	4	-----	2	-----	15	-----	62	142
Railroads.....	184	167	-----	-----	1	-----	-----	-----	1	-----	-----	-----	-----	-----	1	-----	182	167
Manufacturing and wholesale distribu- tors.....	183	133	4	-----	15	-----	11	-----	30	92	16	-----	6	-----	16	-----	115	151
Public utilities other than railroads.....	151	152	1	-----	8	-----	1	-----	10	-----	2	-----	-----	-----	10	-----	127	159
Other types of office.....	243	124	36	106	16	-----	11	-----	63	104	21	-----	11	-----	50	129	98	137
Special office workers.....	189	202	1	-----	1	-----	1	-----	3	-----	2	-----	3	-----	9	-----	172	207

* Not computed for groups of less than 25.

When all the men office workers scheduled in Kansas City are treated as a group and current salaries are compared with total years of experience, it will be noted that rise in salaries with additional experience was slightly more rapid for men than for women. For example, as compared with women's 6-percent increase, men with 1 and under 2 years of experience earned 10 percent more than those at work less than a year. Men's average salary rose by only 8 and 4 percent in the 2 succeeding years, as compared with women's increases of 9 and 5 percent, but the men with 4 and under 5 years of experience earned 10 percent more than those who had worked 3 and under 4 years, women with the same experience advancing by only 5 percent. From the experience interval of 4 and under 5 years to that of 5 and under 10 years, men's average advanced by 14 percent as against women's 9 percent, and after 10 years men's average rose by 27 percent though women had only a 21-percent increase.

The difference between the sexes in degree of salary advancement with experience is much more apparent when a comparison is made between men and women who have had all their experience with one firm and for whom their beginning as well as their current salary rates are reported. These data are available for 659 women and 635 men. The women who in 1940 had been working even less than a year with the present firm had advanced already from an average of \$64 to one

TABLE XI.—Changes in rates of employees whose total experience has been with same firm, by years with firm—KANSAS CITY

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 with same firm.....	1,288	659	\$64	\$88	37.5	97	2	560
Total with time reported.....	1,285	659	64	88	37.5	97	2	560
Under 1 year.....	230	124	64	66	3.1	70	-----	54
1, under 3 years.....	287	141	63	76	20.6	13	-----	128
3, under 5 years.....	225	115	65	84	29.2	7	-----	108
5, under 10 years.....	177	96	66	91	37.9	3	1	92
10 years and over.....	366	183	65	112	72.3	4	1	178
Time with firm not reported.....	3	-----	-----	-----	-----	-----	-----	-----
MEN								
All experience with same firm.....	812	637	\$68	\$105	54.4	125	2	510
Total with time reported.....	796	635	68	105	54.4	125	2	508
Under 1 year.....	182	166	73	77	5.5	108	-----	58
1, under 3 years.....	165	132	69	87	26.1	13	-----	119
3, under 5 years.....	113	93	65	99	52.3	3	-----	90
5, under 10 years.....	85	71	69	121	75.4	1	-----	70
10 years and over.....	251	173	64	143	123.4	-----	2	171
Time with firm not reported.....	16	2	-----	-----	-----	-----	-----	2

of \$66 a month, or 3 percent; the men had advanced from \$73 to \$77, or 6 percent. The women with 1 and less than 3 years of experience with the company earned 21 percent more than when they came, but the corresponding increase for men was 26 percent. With the succeeding intervals of experience of 3 to 5 years, 5 to 10 years, and 10 years and over with the same company, the increases in monthly salaries for the women were respectively 29, 38, and 72 percent as against 52, 75, and 123 percent for the men.

Occupational experience and salary advancement.

Data concerning over-all time in office work were secured for 4,478 women and 3,025 men, or 72 percent of the office workers scheduled. (See table X.) Fewer occupations than are presented in table II (pp. 10-11) under "other clerks" can be discussed here, because of insufficient numbers. In some cases, similar types of work, or jobs at similar wage levels, have been combined to make one occupational class, and where this was not feasible different jobs have been thrown together under "clerks not elsewhere classified" and listed by type of office.

For the women in the stenographic group of occupations the typists, dictating-machine transcribers, and correspondence clerks are combined, while the secretaries and stenographers are listed separately. In the men's summary all occupations in the stenographic group are combined. In the accounting group, the accounting, audit, and bookkeeping clerks on the one hand and the hand bookkeepers and cashiers and tellers on the other are combined for the women's list; for the men's, the accounting clerks and cashiers and tellers are presented separately, the audit and bookkeeping clerks and hand bookkeepers being combined. All machine operators are thrown together for both men's and women's analysis. Tube clerks, listed under "other clerks" for the women, include the service-desk and cash-girl clerks found only in retail trade, service-desk clerks in public utilities being in "clerks not elsewhere classified." The women clerks not elsewhere classified are grouped under finance and insurance; retail trade, which covers the retail stores and national chain and mail-order houses; manufacturing, distributing, and meat packing; the public utilities, which here include telephone and telegraph; and the miscellaneous group of other offices. Some men clerks not elsewhere classified are listed under railroads, but those in retail trade are in the category "other types of office."

In each occupational group in table X average monthly salaries rise considerably with experience, but there is little agreement among the various occupations in the rate and degree of salary advancement. For example, the women machine operators with less than 3 years of experience earn \$2 a month more than the women accounting, audit, and bookkeeping clerks with the same experience, but after at least 10 years in office work the latter have more than overtaken the former, with earnings greater by \$12. Likewise, billing and statement clerks and file clerks in office less than 3 years both earn \$65, but with experience of 10 or more years the billing and statement clerks average \$105, or \$16 more than the file clerks. Women stock clerks of less than 3 years' experience have earnings \$7 below those of file clerks, but after 10 years they earn only \$2 less. On the basis of these figures, women in the accounting group and in billing and statement work

show the greatest salary advancement, and file clerks and machine operators the least.

Among the men, salary advancement between experience of less than 3 years and that of 10 years or more is greatest for stock clerks and stenographers and it is least for machine operators.

It is interesting that men with 10 or more years of experience in the stenographic and accounting groups had monthly averages of \$157 and \$158 respectively, but the experienced men in the stenographic group had advanced by 76 percent over those with less than 3 years of experience while the experienced men in the accounting group had advanced by only 61 percent. Thus beginning salaries were greater in the accounting occupations but in stenographic jobs the advance was more rapid. Men stock clerks who had been in office work under 3 years earned \$5 less than the machine operators, but after 10 or more years of experience the stock clerks earned \$18 more than the machine operators.

Occupational advancement.

It was possible to analyze for 586 women and 398 men whose entire office experience had been in the present firm, what shifts in occupation had taken place since first employment. This discussion is limited to a few lower-paid jobs in which a large proportion of men or women are commonly employed.

Over two-thirds of 116 women who began office work as stenographers for their present employers remained stenographers. The majority of the others were transferred to different stenographic occupations, but chiefly to secretarial positions. In contrast with the stenographers, only half of the 215 women who entered as typists remained in that occupation. Forty were transferred to other stenographic positions, 15 entered the accounting occupations, and 18 became machine operators. Of the 123 women who began as file clerks, 66 still were file clerks when scheduled, but nearly two-thirds of these had been employed less than 3 years. The remainder were well scattered in various jobs listed in table II, except for a group of 26 who advanced into the stenographic field. Of 30 who began as mail clerks 13 were mail clerks when scheduled and the rest were in various other clerical jobs.

Women who began as office girls, of whom there are complete occupational data for 59, did not remain for long in that job. Of the 19 who still were office girls when the survey was made, 17 had been with the firm less than a year. Of those who changed jobs, 18 had become machine operators, file clerks, or record clerks, and the remainder were scattered through a variety of office occupations.

Eighteen in a group of 43 women whose first office work was with the present employer as tube girls, cashier-wrappers, and inspectors had not been transferred to other jobs when scheduled. Of these, 14 had been with the company 3 years or more. Those whose office occupation had been changed were in a variety of clerkships when scheduled; 12 had entered the stenographic, accounting, and machine-operating groups of jobs.

There are complete occupational data for 305 men who began as messengers. Less than one-third had remained in the same job and all

but 5 of these had been with the firm less than 3 years. Those who had made a change entered a scattering of occupations, with 33 going to the accounting group and 28 to the machine-operating group.

Fifteen of 47 men whose first job was for the present employer as taking care of incoming and outgoing mail still were working in the same capacity when scheduled. All but 3 of them had been so employed less than 3 years. Half of the mail clerks whose occupation had changed were in the 3 important job groups, machine-operating, accounting, and stenographic. Over half of the 46 men for whom first occupation was recorded as stock clerk still were in that job at the time of the survey, and half of these had been with the office 3 or more years. Those whose occupation had changed were well scattered throughout the office occupations encountered.

Type of office and salary advancement.

There were few office workers scheduled in Greater Kansas City for whom data were not secured concerning time with present firm. As would be expected, there is a sharp and consistent rise in average monthly salary. Not quite so obvious are the differences by type of office between wages paid beginners and those paid the most highly experienced. Table XII shows the average monthly salaries by sex, time with the firm, and type of office.

The women scheduled did not advance so far in their offices nor so rapidly as the men. Men who had been with the same concern 20 years or more were earning \$79 more than those who had been there less than a year, but women whose service had reached the 20-year mark earned only \$53 more than those who had worked for the firm less than a year. Women employed 20 or more years averaged \$125, or \$13 more than those with 15 and under 20 years of service. Those who had been with the firm 5 and under 10 years earned about \$18 more than women with less than 5 years of service. Men's average salaries rose more steeply. For example, men with 2 and under 3 years of service with the company averaged \$15 more than those with 1 and under 2 years of service. Those with service of 5 and under 10 years were earning \$21 a month more than those who had worked 4 but less than 5 years. A \$15 advance in the average came with experience of 10 to 15 years, of 15 to 20 years, and of 20 years and more.

The difference in average monthly salary between women who had served one company for at least 10 years and those with less than a year of service varied greatly by type of office. It amounted to \$40 or more in financial offices and insurance, local manufacturing, and Federal Government, but was less than \$20 in mail-order houses and wholesale companies distributing others' goods. Such difference in the case of men was over \$70 in financial and insurance concerns and local manufacturing firms, but was less than \$50 in oil-distributing companies; while in the city and State government offices the amount actually was \$1 higher for the group with less than a year's experience.

TABLE XII.—Average monthly salary ¹ according to length of service with present firm, by type of office—KANSAS CITY

Type of office	All employees reported		Number and average salary ¹ of employees who had been with present firm—							
	Number	Average salary	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
WOMEN										
Total	6, 206	\$92	2, 204	\$76	1, 033	\$86	1, 015	\$97	1, 954	\$110
Banks and other finance	432	99	118	75	64	90	78	106	172	116
Insurance	523	98	160	78	61	92	89	99	213	115
Railroads	151	143	2	-----	2	-----	6	-----	141	144
Air transportation	133	91	109	86	16	-----	8	-----	-----	-----
Telephone and telegraph	405	107	32	71	36	90	24	-----	313	114
Other public utilities	353	110	70	86	64	100	63	109	156	124
Meat packing	167	99	36	77	28	85	33	93	70	119
Printing and publishing	162	85	40	70	25	78	28	84	69	96
Other manufacturing—Local firms	393	88	188	74	64	91	75	98	66	114
Other manufacturing — Branch firms	155	106	41	87	34	103	38	111	42	122
Oil distributing	227	107	83	94	36	105	53	114	55	123
Wholesale distributor, own goods	193	91	73	79	33	88	40	97	47	108
Wholesale distributor, others' goods	198	83	76	77	40	80	32	87	50	91
Department and apparel stores	633	77	249	69	147	76	115	86	122	88
Mail order and distributing offices of national chain stores	1, 412	73	614	65	291	75	204	82	303	81
Federal Government	312	123	139	110	43	123	70	127	60	147
State and city governments	143	83	108	79	13	-----	15	-----	7	-----
Education	104	100	23	-----	22	-----	21	-----	38	117
Nonprofit organizations	110	79	43	72	14	-----	23	-----	30	93
MEN										
Total	4, 141	\$130	1, 279	\$96	514	\$114	554	\$140	1, 794	\$156
Banks and other finance	610	116	158	70	78	93	116	134	258	144
Insurance	287	117	88	86	51	107	63	131	85	145
Railroads	766	158	29	110	27	137	26	146	684	161
Air transportation	156	102	129	94	15	-----	10	-----	2	-----
Telephone and telegraph	75	136	8	-----	9	-----	10	-----	48	143
Other public utilities	338	147	55	109	28	114	47	138	208	163
Meat packing	235	122	62	78	33	96	26	125	114	152
Printing and publishing	86	87	46	67	8	-----	9	-----	23	-----
Other manufacturing—Local firms	232	111	115	91	52	109	31	140	34	159
Other manufacturing — Branch firms	226	152	57	113	52	139	42	160	75	185
Oil distributing	263	142	80	111	38	141	68	160	77	158
Wholesale distributor, own goods	135	131	46	97	21	-----	18	-----	50	173
Wholesale distributor, others' goods	175	112	71	85	27	119	18	-----	59	138
Department and apparel stores	100	103	48	84	24	-----	13	-----	15	-----
Mail order and distributing offices of national chain stores	147	101	76	85	31	105	16	-----	24	-----
Federal Government	203	145	161	140	15	-----	21	-----	6	-----
State and city governments	95	114	45	112	4	-----	19	-----	27	117
Education	6	-----	1	-----	1	-----	-----	-----	4	-----
Nonprofit organizations	6	-----	4	-----	-----	-----	1	-----	1	-----

¹ Not computed for groups of less than 25.

Average salary according to number of positions held.

For all experience groups but the shortest (under 3 years) more workers, and usually many more, have had experience elsewhere than have been with only one company.

When all the experience has been with one company, the average wage is somewhat less than the average for those who have worked with other firms, a variation that tends to be greatest among those with the shortest and the longest service records.

Years of experience	Employees reported		Average salary according to variety of experience			
			All experience with present firm		One or more jobs elsewhere	
	Number	Average salary	Number of employees	Average salary	Number of employees	Average salary
WOMEN						
Total	3,393	\$89	1,285	\$81	2,108	\$94
Under 3	782	68	517	67	265	71
3, under 5	545	80	225	78	320	80
5, under 10	584	89	177	87	407	90
10 and over	1,482	104	366	100	1,116	106
MEN						
Total	1,783	\$122	796	\$108	987	\$134
Under 3	425	83	347	82	78	90
3, under 5	243	100	113	100	130	101
5, under 10	253	121	85	121	168	121
10 and over	862	148	251	145	611	150

AGE AND SALARY

Since salaries advance with increased experience, they appear also to advance with employees' age. Salaries of men at the various age levels rise more rapidly than those of women. Both men and women under 20 had an average of \$63 in the Kansas City offices scheduled in 1940. In the age group 40 years and over, however, men averaged \$162 monthly, women only \$114.

It will be noted from table XIII that the various types of office differ considerably in the rate at which their office workers advance in salary with age. In finance, insurance, meat packing, branch and local manufacturing, and wholesale distributing of own goods, men 40 or more years of age had average salaries from \$80 to \$106 above those of men 20 and under 25 years old, but in railroads and Federal Government they averaged only \$51 more than the younger men. It should be noted, however, that in the two last named, the averages for men 20 and under 25 were considerably above the general average for men in this age group, and even the average for men 40 and over was somewhat more than the general average.

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

Type of office	Total employees		Number and average salary ¹ of employees whose age was—													
			Under 25 years						25, under 30 years		30, under 35 years		35, under 40 years		40 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
WOMEN																
All types.....	6, 217	\$92	410	\$63	1, 489	\$76	1, 899	\$73	1, 178	\$87	1, 121	\$97	824	\$103	1, 195	\$114
Banks and other finance.....	433	99	31	66	56	74	87	71	58	90	70	97	72	108	146	116
Insurance.....	522	98	29	69	108	77	137	76	77	92	105	102	73	106	130	119
Railroads.....	151	143	-----	-----	1	-----	1	-----	1	-----	11	-----	31	139	107	145
Air transportation.....	134	91	13	-----	69	87	82	86	26	92	17	-----	9	-----	-----	-----
Telephone and telegraph.....	411	107	5	-----	55	82	60	80	60	98	95	109	79	111	117	123
Other public utilities.....	353	110	6	-----	61	92	67	91	66	98	74	111	43	114	103	125
Meat packing.....	168	99	5	-----	26	76	41	76	27	88	34	100	25	111	41	123
Printing and publishing.....	161	85	5	-----	31	71	36	70	28	81	28	84	24	-----	45	93
Other manufacturing—Local firms.....	393	88	39	63	110	75	149	71	87	90	77	97	37	100	43	117
Other manufacturing—Branch firms.....	154	106	4	-----	26	90	30	88	34	104	43	105	27	117	20	-----
Oil distributing.....	227	107	2	-----	45	93	47	93	53	102	56	109	41	118	30	122
Wholesale distributor, own goods.....	194	91	6	-----	43	77	49	77	35	85	44	94	31	97	35	109
Wholesale distributor, others' goods.....	198	83	8	-----	38	73	46	72	60	80	31	89	26	91	35	90
Department and apparel stores.....	646	77	37	62	169	69	206	68	146	76	134	85	79	82	81	85
Mail order and distributing offices of national chain stores.....	1, 404	73	211	60	511	69	722	66	288	76	196	84	117	81	81	80
Federal Government.....	311	123	1	-----	46	108	47	107	71	115	53	127	58	128	82	133
State and city governments.....	144	83	2	-----	43	76	45	75	31	88	18	-----	17	-----	33	83
Education.....	105	100	3	-----	22	-----	25	80	13	-----	21	-----	16	-----	30	122
Nonprofit organizations.....	108	78	3	-----	19	-----	22	-----	17	-----	14	-----	19	-----	36	84

MEN																
All types.....	4, 205	\$130	170	\$63	826	\$88	996	\$83	710	\$116	633	\$135	554	\$150	1, 312	\$162
Banks and other finance.....	607	116	49	58	128	73	177	69	86	101	95	125	97	143	152	157
Insurance.....	288	117	12	-----	70	81	82	79	79	111	53	119	38	152	36	175
Railroads.....	779	158	4	-----	34	115	38	110	29	132	66	139	148	157	498	166
Air transportation.....	155	102	8	-----	82	91	90	89	43	112	18	-----	3	-----	1	-----
Telephone and telegraph.....	74	134	1	-----	9	-----	10	-----	15	-----	20	-----	16	-----	13	-----
Other public utilities.....	337	146	2	-----	36	94	38	93	47	123	57	149	56	158	139	163
Meat packing.....	235	122	20	-----	53	81	73	76	41	112	30	139	25	146	66	161
Printing and publishing.....	87	87	22	-----	28	67	50	64	10	-----	16	-----	3	-----	8	-----
Other manufacturing—Local firms.....	233	111	11	-----	84	87	95	85	67	109	30	134	10	-----	31	167
Other manufacturing—Branch firms.....	240	154	-----	-----	49	108	49	108	58	143	52	158	34	176	47	194
Oil distributing.....	263	142	2	-----	54	100	56	99	47	131	54	154	39	162	67	163
Wholesale distributor, own goods.....	146	132	5	-----	29	86	34	83	29	115	25	130	24	-----	34	192
Wholesale distributors, others' goods.....	186	112	5	-----	61	83	66	81	42	108	22	-----	14	-----	42	142
Department and apparel stores.....	107	102	13	-----	22	-----	35	73	24	-----	19	-----	2	-----	27	130
Mail order and distributing offices of national chain stores.....	149	101	12	-----	48	82	60	77	31	100	24	-----	13	-----	21	-----
Federal Government.....	209	145	2	-----	31	119	33	116	48	130	35	144	20	-----	73	170
State and city governments.....	98	113	1	-----	7	-----	8	-----	13	-----	15	-----	11	-----	51	118
Education.....	6	-----	-----	-----	1	-----	1	-----	1	-----	-----	-----	1	-----	3	-----
Nonprofit organizations.....	6	-----	1	-----	-----	-----	1	-----	-----	-----	2	-----	-----	-----	3	-----

¹ Not computed for groups of less than 25.

TABLE XIV.—Average monthly salary ¹ of employees of various ages, by occupation—KANSAS CITY

Occupation	Employees reported		Number and average salary ¹ of employees whose age was—									
			Under 25 years		25, under 30 years		30, under 35 years		35, under 40 years		40 years and over	
	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary	Number	Average salary
WOMEN												
All occupations.....	6, 217	\$92	1, 899	\$73	1, 178	\$87	1, 121	\$97	824	\$103	1, 195	\$114
Stenographic group.....												
Secretary.....	301	129	28	95	60	114	78	130	40	137	95	143
Stenographer.....	1, 072	100	305	80	253	96	206	105	144	114	164	124
Typist; dictating-machine transcriber; correspondent.....	912	85	383	72	162	84	143	92	105	96	119	109
Accounting group.....												
Accounting, audit, and bookkeeping clerks.....	333	95	98	73	59	84	52	102	41	98	83	124
Bookkeeper, hand; and cashier, teller.....	176	107	18	-----	19	-----	44	101	33	113	62	124
Machine operators.....	895	88	300	75	155	85	181	94	139	99	120	107
Other clerks.....												
Billing and statement.....	196	85	72	70	46	80	30	87	21	-----	27	114
File.....	342	78	136	67	58	79	47	81	36	83	65	98
Pay roll.....	121	99	27	76	15	-----	30	101	21	-----	28	122
Record.....	221	90	73	73	41	86	32	92	13	100	44	112
Stock.....	139	74	59	63	27	78	21	-----	15	-----	17	-----
Telephone.....	208	93	28	77	30	80	42	93	32	96	76	103
Tube.....	118	64	42	62	32	66	21	-----	9	-----	14	-----
Clerks not elsewhere classified in—												
Finance and insurance.....	183	99	32	69	27	91	25	98	36	106	63	113
Trade; Retail and mail order.....	384	71	170	64	87	71	55	80	31	82	41	82
Manufacturing and wholesale distributors.....	109	82	38	74	29	75	20	-----	5	-----	17	-----
Public utilities.....	243	108	31	83	38	98	52	108	44	112	78	121
Other types of office.....	264	97	59	77	40	88	42	96	41	107	82	111

MEN

All occupations.....	4,205	\$130	996	\$83	710	\$116	633	\$135	554	\$150	1,312	\$162
Stenographic group.....	272	126	90	91	68	119	35	146	30	149	49	171
Accounting group:												
Accounting clerk.....	267	137	41	99	50	122	55	141	31	153	90	155
Cashier, teller.....	219	161	4		14		46	145	41	153	114	176
Audit and bookkeeping clerk and hand book-keeper.....	355	141	46	94	53	116	50	130	68	153	138	164
Machine operators.....	314	102	115	83	73	103	59	114	42	124	25	126
Other clerks:												
Billing and statement.....	159	134	19		26	112	29	134	19		66	151
Messenger, mail, and transit.....	459	76	312	66	54	88	37	101	16		40	107
Record.....	287	138	41	103	43	114	34	137	51	154	118	153
Shipping.....	146	145	13		3		9		24		97	156
Stock.....	239	118	54	84	52	109	36	139	29	133	68	133
Clerks not elsewhere classified in—												
Finance and insurance.....	137	124	26	82	35	114	21		26	145	29	152
Railroads.....	209	165	5		11		19		36	160	138	172
Manufacturing and wholesale distributors.....	387	123	117	90	98	120	63	139	44	150	65	152
Public utilities other than railroads.....	192	146	18		29	129	35	147	41	156	69	160
Other types of office.....	322	120	92	93	77	118	65	130	23		65	141
Special office workers.....	241	200	3		24		40	172	33	208	141	215

¹ Not computed for groups of less than 25.

In telephone and telegraph, finance, insurance, local manufacturing, and meat packing, women 40 or more years of age had average salaries between \$40 and \$50 higher than those of women 20 and under 25 years old, but in wholesale distribution of others' goods, retail trade, and State and city governments the difference was less than \$20. In none of the types of office last named did the average salary of women in the two age groups exceed the general average for such groups.

There are differences among the various occupations as well as among types of office in the rate of salary advancement with increased age. For secretaries and stenographers the difference between the average salaries paid to the young workers under 25 and those to workers 40 years of age and over exceeded the general difference for all occupational groups combined. This was true, in addition, in the case of the women who held accounting jobs and those who were employed as billing clerks, pay-roll clerks, and clerks not elsewhere classified in finance and insurance companies. For men the least differences in earnings of the younger and older workers were for mail clerks, messengers, machine operators, stock clerks, and record clerks, and for women clerks not elsewhere classified in retail trade, as telephone girls and receptionists, file clerks, or machine operators.

ANNUAL EARNINGS

Regularity of employment.

Weekly and monthly earnings data have little significance without information as to how many weekly or monthly periods through the year workers have been employed. For this reason, in addition to earnings for one current pay period the earnings and the number of periods worked in the calendar year 1939 were transcribed from actual records by Women's Bureau agents and analyzed for all employees scheduled who had been working for their present firms in January of 1939.

Data on the regularity of their jobs for one calendar year were available for 71 percent of the Kansas City office workers covered in this survey. The figures confirm what is common knowledge, that office work provides year-round employment: As many as 95 percent of the men and 89 percent of the women for whom information was available had been employed 52 weeks in 1939. All but a fraction of the remainder were employed at least 39 weeks in the year. Of those employed less than 52 weeks, 70 percent of the women worked in retail trade and 57 percent of the men were in railroads, 14 percent in the mail-order offices.

Annual earnings by type of office.

Annual earnings are discussed in this report only for those workers who were employed in the firms where scheduled for 48 or more weeks in 1939. This covers 69 percent of the women and 72 percent of the men surveyed.

It will be noted from table XV that the women had average earnings in the year of \$1,171 and the men of \$1,662. The variation and range of earnings in the different types of office correspond to the monthly averages discussed on pages 28 to 32. For example, the railroads and the Federal Government led all other types of office in the year's wages of women in 1939 (\$1,697 and \$1,513) as well as in average monthly salaries. The oil-distributing companies, branch manufacturing concerns, and gas, electric, water, and street-railway utilities were next in order of average year's earnings of women, with \$1,320, \$1,310, and \$1,309, respectively. Yearly wages were lowest in retail trade, \$956, and in the nonprofit organizations, \$988.

The types of office paying men the most in the year were the railroads and the branch manufacturing firms, \$1,903 and \$1,855, respectively. The offices of the public utilities, oil-distributing companies, and wholesale distributors of goods of their own manufacture were next, having paid their men in 1939 averages of \$1,787, \$1,767, and \$1,725. Printing and publishing paid lower wages in 1939 than any other type of office scheduled, an average of only \$1,178 for the year. Retail trade, though next to the foot on the annual salary scale for men, paid \$168 more than printing and publishing.

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

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.....	4,314	\$1,171	3.6	5.4	6.0	5.8	6.7	6.8	14.7	10.2	10.5	8.4	5.7	5.6	3.7	2.0	2.2	1.0	1.6
Banks and other finance.....	334	1,259	1.5	2.1	1.2	1.5	5.7	5.4	13.5	9.3	17.1	14.4	8.1	10.5	5.4	-----	2.7	.6	1.2
Insurance.....	390	1,248	.3	1.3	3.6	2.8	6.9	6.4	23.1	11.3	11.8	9.0	4.4	6.4	3.8	2.8	.8	1.0	4.4
Railroads.....	141	1,697	-----	-----	-----	-----	-----	-----	.7	2.1	1.4	1.4	5.0	17.0	23.4	24.8	12.8	6.4	5.0
Air transportation.....	33	1,196	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Telephone and telegraph.....	363	1,298	1.1	1.1	1.9	1.1	1.9	2.5	8.8	17.1	15.2	19.6	10.2	8.5	5.5	2.2	1.9	.8	.6
Other public utilities.....	287	1,309	.3	-----	1.4	3.1	1.7	5.2	12.9	14.3	15.0	13.6	9.8	10.5	5.6	1.0	2.1	.7	2.8
Meat packing.....	85	1,261	3.5	4.7	2.4	5.9	7.1	5.9	14.1	14.1	4.7	5.9	4.7	5.9	2.4	5.9	4.7	4.7	3.5
Printing and publishing.....	131	1,014	5.3	9.2	12.2	9.9	11.5	6.1	16.8	8.4	8.4	4.6	3.8	2.3	1.5	-----	-----	-----	-----
Other manufacturing—Local firms.....	251	1,141	3.2	3.6	3.2	6.8	13.5	13.5	19.1	10.0	4.0	5.6	4.0	2.8	2.0	1.6	3.2	.8	3.2
Other manufacturing—Branch firms.....	131	1,310	-----	.8	.8	.8	1.5	4.6	4.6	13.7	35.1	13.7	6.9	6.9	.8	.8	3.8	3.1	2.3
Oil distributing.....	180	1,320	-----	-----	-----	-----	1.7	-----	11.7	14.4	20.0	27.8	7.2	7.8	2.2	3.3	2.8	.6	.6
Wholesale distributor, own goods.....	145	1,153	.7	4.1	3.4	3.4	6.2	11.0	20.0	11.0	22.8	4.1	2.8	4.1	2.1	2.1	.7	-----	1.4
Wholesale distributor, others' goods.....	148	1,019	7.4	4.1	8.1	10.8	7.4	13.5	19.6	7.4	10.1	7.4	.7	2.7	.7	-----	-----	-----	-----
Department and apparel stores.....	379	955	10.0	25.6	12.4	6.6	6.1	5.5	11.9	8.2	4.7	2.4	2.6	1.1	.8	.3	.8	.3	.8
Mail order and distributing offices of national chain stores.....	893	956	6.7	8.5	12.1	15.1	13.1	10.8	18.8	7.4	3.1	1.5	1.7	.4	.2	.1	.2	.1	.1
Federal Government.....	221	1,513	-----	-----	-----	-----	1.4	1.4	.4	5.9	10.4	8.6	20.4	16.3	14.9	3.6	10.0	2.3	4.5
State and city governments.....	68	1,085	-----	4.4	13.2	5.9	1.5	7.4	33.8	10.3	4.4	1.5	14.7	2.9	-----	-----	-----	-----	-----
Education.....	85	1,074	10.6	3.5	16.5	-----	5.9	3.5	10.6	15.3	14.1	14.1	-----	2.4	1.2	-----	-----	2.4	-----
Nonprofit organizations.....	49	988	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

	MEN																		
	3,054	\$1,662	1.9	0.9	1.3	1.3	2.1	2.2	5.1	4.1	6.5	6.9	5.9	7.5	8.8	6.7	9.1	7.2	22.4
All types.....																			
Banks and other finance.....	493	1,498	4.7	2.0	3.2	2.0	2.7	3.2	7.1	3.3	7.9	7.7	6.7	10.0	6.3	3.5	10.1	5.1	14.6
Insurance.....	227	1,475	.9	.4	1.8	3.5	2.7	5.3	15.9	8.4	9.7	10.1	5.7	10.6	5.3	2.7	2.7	.4	14.1
Railroads.....	706	1,903	.4	.4	.4	.6	.4	.3	.4	.7	1.0	1.4	2.5	5.4	13.0	10.6	13.5	12.6	36.3
Air transportation.....	28	1,458																	
Telephone and telegraph.....	68	1,684					2.9	1.5	4.4	10.3	4.4	11.8	4.4	5.9	2.9	8.8	10.3	8.8	23.5
Other public utilities.....	292	1,787				.3	.3	1.0	3.4	3.4	3.1	6.8	5.5	7.9	10.3	11.7	7.5	11.7	27.1
Meat packing.....	97	1,508	3.1	2.1	5.2	2.1	5.2	5.2	5.2	7.2	11.3	6.2	4.1	2.1	5.2	8.2	5.2	1.0	21.6
Printing and publishing.....	53	1,178	17.0	5.7	9.4		11.3		13.2		5.7	13.2	1.9		5.7		3.8	5.7	7.5
Other manufacturing—Local firms.....	145	1,472	2.8	.7	.7	1.4	4.1	6.2	10.3	9.7	10.3	11.0	8.3	5.5	3.4	3.4	3.4	3.4	15.2
Other manufacturing—Branch firms.....	196	1,855		1.0	.5		1.5	1.5	1.5	2.0	5.1	4.1	5.1	11.7	9.7	4.6	10.2	11.7	29.6
Oil distributing.....	197	1,767				.5	1.0	1.5	1.5	2.5	3.0	6.1	5.6	6.1	10.2	10.2	17.8	11.7	22.3
Wholesale distributor, own goods.....	119	1,725	1.7	.8	.8	.8	2.5	2.5	2.5	3.4	13.5	7.6	6.7	10.9	4.2	7.6	6.7	1.7	26.1
Wholesale distributor, others' goods.....	131	1,520	1.5	1.5	.8	3.1	2.3	3.8	6.9	11.4	7.6	13.7	6.1	13.0	6.9	3.1	5.3	2.3	10.7
Department and apparel stores.....	61	1,315	11.5	1.6	1.6	1.6	8.2		21.3	3.3	11.5	6.6	3.3	3.3	8.2	3.3	6.6	1.6	6.6
Mail order and distributing offices of national chain stores.....	89	1,368	2.2		3.4	6.7	3.4	4.5	6.7	12.4	5.6	14.6	11.2	6.7	4.5	6.7	1.1	1.1	9.0
Federal Government.....	96	1,668						1.0	1.0	5.2	19.8	11.5	11.5	3.1	15.6	1.0	8.3	3.1	18.8
State and city governments.....	51	1,422				2.0	2.0	2.0	9.8	3.9	19.6		33.3	3.9	11.8	2.0		2.0	7.8
Education.....	4	(²)																	
Nonprofit organizations.....	1	(²)																	

¹ Percents not computed where base less than 50.

² Not computed; number too small.

About one-third of all the women earned less than \$1,000 in 1939. It is interesting that women earning less than \$1,000 were a much larger proportion, over half, of those employed in retail trade, printing and publishing, and the wholesale distributing of others' goods. In contrast, all the women in railroads and almost all in oil distributing and the Federal Government received at least \$1,000.

Very few women for whom annual earnings were secured received \$2,000 or more; in fact, only 16 percent earned as much as \$1,500. Much larger proportions in railroad and Federal Government offices than elsewhere earned as much as \$1,000—89 and 52 percent, respectively. Few of the remaining types of office paid as many as one-fifth of their women \$1,500.

In contrast, more than three-fifths of the men whose salaries for 1939 were summarized earned \$1,500 or more, and something over one-fifth earned at least \$2,000. In the railroad offices more than one-third of the men earned at least \$2,000, whereas less than one-tenth earned so much in air transportation, retail trade, printing and publishing, and city and State governments.

Only 1 in 10 of the men for whom annual earnings were recorded received less than \$1,000 for the year. But more than 2 in 10 received such low annual wages in printing and publishing, retail trade, and meat packing. Almost none (less than 3 percent) of the men in the offices of the Federal Government, street-railway, gas, electric, and water utilities, and the railroads received as little as \$1,000.

Annual earnings by occupation.

Women who held jobs as special office workers, secretaries, statistical clerks, and hand bookkeepers were at the top of the women's occupational list arranged by amount of total earnings in 1939. The special office workers averaged \$1,644, or \$473 more than the \$1,171 for all women together. It will be noted that these special office workers, the highest paid among the women scheduled, had a lower average than that of all men combined, whether special office workers or messengers. Women hand bookkeepers, statistical clerks, and secretaries averaged \$1,305, \$1,407, and \$1,536.

Tube-room cashiers and other clerks in retail trade not elsewhere classified were at the bottom of the women's occupational list arranged by amount of earnings. The former averaged \$808 in 1939, more than \$800 below the special office workers. Also receiving low annual wages were women clerks not elsewhere classified in education, credit clerks, addressing-machine operators, counter and circulation clerks in printing and publishing, and mail clerks, all of whom had an average of less than \$1,000.

Special office workers were at the top of the men's occupational list also. They averaged \$2,381 in 1939, or \$719 more than the average for all men scheduled and as much as \$1,485 above the messengers, the lowest-paid male group encountered in this study. Male secretaries, rate and route clerks, bond clerks in financial offices, cashiers and tellers, and service-desk clerks also had high average earnings, all amounting to more than \$1,900.

Next to the messengers, men who held jobs as clerks not elsewhere classified in public utilities, as bank transit clerks, mail clerks, and "other" machine operators had the lowest annual earnings, in every case less than \$1,200, or \$100 a month.

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

Women		Men	
Occupation	Average year's earnings	Occupation	Average year's earnings
Special office workers.....	\$1,644	Special office workers.....	\$2,381
Secretaries.....	1,536	Secretaries.....	2,085
Statistical clerks.....	1,407	Ticket sellers.....	2,028
Bookkeepers, hand.....	1,305	Rate clerks.....	1,985
Clerks not elsewhere classified, public utilities other than railroads.....	1,287	Bond and security clerks.....	1,954
Cashiers, tellers.....	1,272	Cashiers, tellers.....	1,926
Service-desk clerks.....	1,258	Service-desk clerks.....	1,915
Stenographers.....	1,242	Clerks not elsewhere classified, railroads.....	1,832
Clerks not elsewhere classified, finance and insurance.....	1,230	Claims examiners and adjusters.....	1,830
Clerks not elsewhere classified, other types of office.....	1,226	Bookkeepers, hand.....	1,825
Accounting, audit, and bookkeeping clerks.....	1,205	Audit clerks.....	1,804
Pay-roll clerks.....	1,202	Timekeepers.....	1,785
Telephone clerks.....	1,176	Clerks not elsewhere classified, oil distributing.....	1,777
Calculating-machine operators.....	1,147	Shipping clerks.....	1,756
Bookkeeping-machine operators.....	1,145	Correspondents.....	1,732
Transit clerks.....	1,138	Accounting clerks.....	1,716
Correspondents.....	1,134	Statistical clerks.....	1,694
Dictating-machine transcribers.....	1,120	Billing and statement clerks.....	1,662
Record clerks.....	1,110	Record clerks.....	1,655
Other machine operators.....	1,105	Cost clerks.....	1,651
Typists.....	1,087	Credit clerks.....	1,633
Claims examiners and adjusters.....	1,082	Stock clerks.....	1,625
Billing and statement clerks.....	1,081	Clerks not elsewhere classified, manufacturing and wholesale distributors.....	1,491
Billing-machine operators.....	1,078	Order clerks.....	1,487
Clerks not elsewhere classified, manufacturing and wholesale distributors.....	1,068	Bookkeeping clerks.....	1,486
Checkers.....	1,057	Pay-roll clerks.....	1,478
Order clerks.....	1,036	Stenographers.....	1,473
File clerks.....	1,023	Clerks not elsewhere classified, finance and insurance.....	1,378
Mail clerks.....	980	Typists and dictating-machine transcribers.....	1,361
Counter and circulation clerks.....	968	Bookkeeping-machine operators.....	1,298
Addressing-machine operators.....	947	File clerks.....	1,253
Credit clerks.....	943	Calculating-machine operators.....	1,215
Clerks not elsewhere classified, education.....	939	Clerks not elsewhere classified, other types of office.....	1,215
Clerks not elsewhere classified, retail and mail-order houses.....	866	Mail clerks.....	1,184
Tube clerks.....	808	Other machine operators.....	1,140
		Transit clerks.....	1,092
		Clerks not elsewhere classified, public utilities other than railroads.....	950
		Messengers and office boys.....	896

PERSONNEL POLICIES

Sex preference.

It will be noted from table I on page 7 that though women form 57 percent of all the office workers covered by the Women's Bureau in this study, the proportion varies considerably by type of office. For example, women comprise more than 80 percent of the office force in the education field, nonprofit organizations, mail-order houses, retail stores, and telephone and telegraph companies. On the other hand, in the railroads, branch manufacturing concerns, and banks and other financial establishments over 60 percent of the employees are men.

All the firms scheduled except the nonprofit organizations and telephone and telegraph were questioned as to which occupations in their offices were open only to men or only to women. Several railroad offices stated that except in emergencies all their office jobs were open only to men and in the others the jobs open to women were few. One manufacturing company employed only men. Three offices were restricted to the employment of women. Where definite choice was expressed, in most cases women were preferred for stenographers, switchboard operators, receptionists, and in purely routine clerical occupations such as billers, file clerks, and calculating-machine operators. Men were preferred for administrative and supervisory posts, especially as purchasing agents, sales managers, credit men, and paymasters, and also as stock clerks, messengers, tellers, bookkeepers, accountants, collectors, multigraph and mimeograph operators, and draftsmen.

From the survey it is apparent that men, though not nearly in so great numbers as women, nevertheless are employed frequently in the stenographic and routine clerical jobs. On the other hand women, though sometimes employed in the occupations for which men generally are preferred, enter what are designated as men's occupations less frequently than men appear to enter women's.

Marital status.

About 27 in every 100 women covered in this survey were married, 64 were single, and 9 were widowed, separated, or divorced.

Some married women were found in each type of office studied except education. Retail stores and telephone and telegraph companies employed proportionately more married women, oil distributing and meat packing fewer married women, than other types of firm. This reflects by and large the attitudes of the various kinds of industry toward the employment of married women. When questioned as to their policy in this matter, 6 of the 8 oil companies, all 3 meat-packing concerns, 3 of the 5 public utilities, and the education office reported that they did not employ married women as office workers. In each of the remaining types of office, more firms would employ married women than would not. The retail concerns and government offices under civil service are especially liberal in their employment policy

in this regard. Nineteen of the 22 retail stores surveyed expressed no discrimination in favor of hiring single women.

In 84 percent of the firms studied, women who marry while employed by the company are allowed to remain. The public-utility and meat-packing companies are the business concerns most likely to require resignation after marriage.

Nearly two-thirds of the men covered in the survey were married, only 2 percent were widowed, separated, or divorced, and about a third were single. Single men are more numerous than married men only in air transportation and printing and publishing, which happen also to be the only 2 industries surveyed in which over 50 percent of the male office workers were under 25 years of age.

Hiring and dismissal policies.

The hiring of new office workers in the Kansas City firms scheduled in 1940 is more usually carried on through a central personnel office or an individual responsible for this function than by decentralized means such as the heads of various office departments. Of 146 firms reporting this information, 91 stated that their employment function was in the hands of a personnel manager, the officers or owners of the company, the chief clerk, or some other one or two administrative heads.

Well over two-thirds of the 132 firms that reported with regard to dismissal policies gave their employees either notice or advance pay. Two weeks was the interval most frequently named for which wages or notice were given. Of the 22 firms reporting that neither dismissal pay nor notice was given, 15 were Federal Government offices in which employees, according to civil service regulations, are, on dismissal or resignation, entitled to all accumulated leave due them, in addition to the sum of money with its accrued interest that they have contributed to the Federal compulsory retirement fund.

Vacation and sick-leave procedures.

All but 1 of the 144 firms that reported on their vacation policies granted their office employees vacations with pay on their meeting certain minimum conditions with respect to length of service. In 63 offices the workers were entitled to 1 week of vacation after having served a specified period, usually 1 year or even less than a year, but in a few cases up to 2 or 5 years. In 40 of these 63 offices some extension of the vacation period took place after service of 6 months, 1, 2, 5, 15, or 20 years, in most cases to a 2-week period but in 3 instances to as much as 3 weeks. In three-fifths of the 144 offices the maximum yearly vacation was 2 weeks, given usually after 1 year of service. Vacations of only 1 week were more prevalent in retail trade and in the wholesale companies selling others' goods than in any of the other types of office scheduled.

Only 8 business firms reported an allowance of a specified number of days of leave a month. In two cases a definite annual limit was placed on the accumulation of leave, in one instance 12 days, with 18 days permissible after 10 years, and in the other instance 2 weeks. In 6 other firms the workers were entitled to 2 weeks after the first year (5 firms) or year and a half (1 firm), 1 day a month of service before this. All the other offices with this system of granting vacations were government offices. In the Federal Government, repre-

sented by 15 offices scheduled in Greater Kansas City, leave may be accumulated by permanent employees up to 60 days at the rate of 2½ days a month and, with the approval of one's supervisor, may be taken when desired, even before all the increment has been earned, subject of course to proportional deductions in salary if later unearned.

Only 13 of the 142 firms that reported a policy with regard to granting sick leave did not pay employees for periods of absence due to illness. The periods for which sick leave was granted were less often fixed than in the case of paid vacations, and in many instances depended on the status of each individual employee. Limits on sick leave varied in the Kansas City offices from a few days to as much as 6 months. In general, they were very liberal, in many instances leave being extended as needed.

It should be noted that sick leave and paid vacations are granted in all 9 of the 10 railroad companies that reported on these points, but only on the condition that it is not found necessary to hire a substitute in the employee's absence. In actual practice, paid vacations are usual but the whole period allowed may not always be taken at once, in order to avoid overburdening the current staff.

Promotional policies.

Comparatively few firms scheduled in Greater Kansas City reported that they operated under a working promotional policy. Such policies usually provide for seniority in advancement and regular pay increases or for periodic review of employees' work performance, at which times recommendations are made with regard to pay increases or job promotions. Of the 40 firms reporting any part of such policies, 9 were in retail trade, 6 were railroad companies, and 5 were banks. The rest were scattered over all the types of office reported except meat packing and the Federal Government. The 41 nonprofit organizations were not questioned on general personnel policies, since most of them employed only 1 or 2 office people and the questions raised would not have been applicable.

Insurance and other welfare plans.

Some kind of insurance plan was in effect in over 80 percent of the 146 firms that reported. The management usually did not contribute directly to the hospitalization plans—a very popular system—but cooperated by attending to the accounting and other procedures involved in making regular deductions from employees' salaries and rendering payment to the company by which they were covered. Company contributions, however, were quite common and in a few instances were extensive even to the point of complete coverage, in the case of life, accident, and pension plans, in which the majority of the regular employees were either automatically or voluntarily enrolled after a specified period of service.

Labor unions.

Very little labor-union activity was encountered among the office employees of the firms scheduled. Besides three railroad lines and two public utilities, one company each in air transportation, printing and publishing, local manufacturing, and wholesale trade reported collective bargaining with office employees. Some of the Federal Government workers belonged to one of the several Federal workers' unions.

Sources of applicants.

Nearly half the firms that reported the ways in which they secured new office workers used only one source of applicants. Most popular among these firms were, first, the informal method of consulting friends, employees, and business associates; second, calling the public or private employment agencies; third, using the company's own personnel files of applications. Only a few offices relied entirely on business schools to send them their graduates or on the personal application of individuals who may have heard of an opening. Not one employer reported having used newspaper advertising as his only source of office personnel and only 5 offices used advertising at all.

Employment agencies frequently were reported as supplementary sources of new office workers; about two-fifths of the offices used them at times, though not exclusively. It was not possible to secure more than an incomplete count of the offices using the State Employment Service in addition to or instead of private agencies. According to this count at least 27 offices, and probably more, made some use of the public employment services, 5 of them using this source exclusively. Personnel files and friends, employees, and business associates frequently were consulted as supplementary sources of personnel, in addition to serving many firms as their only source. Individual applications and business schools were used less frequently to secure new office workers, though together they were mentioned as the sole or supplementary source by about one-third of the offices for which there are data. Business-machine companies furnished applicants to 8 firms and only 5 offices mentioned the use of seniority rosters or the policy of drawing office personnel from other parts of their organization.

KANSAS CITY'S SCHOOL FACILITIES FOR TRAINING OFFICE WORKERS

It was the purpose of the Women's Bureau in this survey to discover not only how many office workers were employed in Greater Kansas City and something about their conditions of work, education, and employment history, but how many new workers were being trained and what this training comprised. To secure this information, public and private schools giving business courses in the Kansas City area were visited.

The public schools.

There are 14 senior high schools (2 of them including a junior high school), 8 junior high schools, and 3 junior colleges in Greater Kansas City that give secretarial and business courses to fit students for office work. The most commonly available courses, and those with the largest enrollment, are typing and stenography, but in the fall of 1940 a significant number of students, most of them in the senior high schools, were taking also bookkeeping, office practice, and business law. Classes in business organization, arithmetic, and English, and in business principles and economics, are offered in some senior high schools, in most cases as half-year courses.

Little attention appears to be paid to providing instruction in the operation of office machines other than the typewriter. Only 3 of the 25 public schools giving business courses offered training in this field in 1940, and of these 1 was on the junior-college level.

It was impossible to secure a reliable estimate of the total number of students who, in the fall of 1940, were enrolled in commercial courses in the Kansas City public schools, since school figures usually were broken down by course, necessarily involving a good deal of student duplication. It is safe to state, however, that the figure is at least 9,000 and that approximately 2,000 young people graduated from the public senior high schools of Greater Kansas City in 1940, equipped with some business training that part of them were prepared to present immediately as qualifications for securing office jobs.

Parochial schools.

The 8 parochial high schools, which offer the standard 2-year course in both shorthand and typing, and instruction in bookkeeping, general office training, and business law, reported an enrollment in these classes in the school year 1939-40 of approximately 600, and about 200 business students completed their course in 1940.

The private commercial business schools.

The private commercial business schools in Greater Kansas City are of four kinds. First, there are the schools giving general secretarial, bookkeeping, and junior accounting courses, sometimes supplemented by such subjects as business law and commercial English

and arithmetic. There are 13 of these in Kansas City. Second, there is the College of Commerce, which is equipped to give, in addition, instruction in advertising, sales promotion, advanced accounting, and business administration. The bachelor's degree in business science is awarded for satisfactory completion of the latter course. Supplementing the training given by these schools are 7 of the business-machine companies that conduct classes in the operation of the business machines they sell and service, and 3 correspondence schools with local offices, which specialize in giving accounting courses that eventually prepare the more persevering to take the C. P. A. examinations. Correspondence-school students are invited to avail themselves of the tutoring services of a consultant, on the staff of each school's Kansas City office, whose work consists solely of helping students to solve scholastic problems during the period of study.

Most of the schools offer some instruction in the operation of office machines, either as a separate course or in connection with their accounting and stenographic courses. There are few, however, that teach the operation of more than 3 or 4 of the more common appliances. Instruction in calculating, bookkeeping, mimeographing, and transcribing machines was most commonly available in 1940. Four schools, besides 2 of the correspondence schools, gave no instruction at all in office machines, but 2 schools gave training in 10 or more kinds.

At least 3,700 students were enrolled in the fall of 1940 in the private commercial business schools of Kansas City, including the correspondence schools, and probably as many as 2,700 completed the course at some time in the previous school year. For the most part the students were residents of the Greater Kansas City area. A significant proportion already had jobs and were taking courses in the evening to help their advancement. This proportion was greatest in the correspondence schools.

The courses in the private schools range in length from 2 weeks for a class in gaining speed and precision in the use of an adding machine to 5 years to reach C. P. A. status through a correspondence course or to secure a degree in business science from the College of Commerce. The schools usually allow entrance at any time of the year and the student may advance at his own rate of speed. Few of the courses are designed to take the average student more than a year to complete and most of them require only a few months.

A large proportion of the students enroll in a secretarial school immediately after graduation from high school and usually are quite young, ranging from 16 to 20 years. Few of the day students are over 25, and seldom, even in the evening schools in which more employed people are enrolled, are the students older than 35.

Placement.

The public and parochial schools in Greater Kansas City maintain no regular placement service. Usually positions are secured through these schools only when requests for help come to them directly from business firms. Occasionally the schools are instrumental in getting positions for students when they are asked to furnish letters of recommendation. In only one high school in the area was a concerted effort made to acquaint the local businessmen of the service it could render them in referring qualified young office workers. In three of the high schools those taking the commercial courses alternate in working

part of each day in private business offices. Some of these students secure permanent positions by this means.

On the other hand, almost all the private schools offer their students a free and active placement service not only on completion of their courses but throughout the students' business career. They stated in the fall of 1940 that generally they were successful in securing employment for most of their graduates who did not already hold jobs. It was impossible, however, even to approximate the total number placed by them within the school year 1939-40, the period of the Women's Bureau survey. It must be remembered that the schools' estimates concerning placements were made in a year of normal business activity.

Conclusions.

According to the figures here quoted, at least 13,500 students were enrolled in business courses in Greater Kansas City in the fall of 1940 and about 5,000 had completed their course in the previous school year. It is not known how many of the latter actually entered the Kansas City labor market, nor, of those who did, how many were satisfied with other than office jobs. It is obvious, however, that each year several thousand young people seek to break into office employment in Kansas City and yet, as shown in the section of this report devoted to analyzing the demand for new office workers,⁶ business expansion in the area during the last decade was slight and most replacements of office workers appear to be made with experienced personnel. This decade, however, with the Nation's entrance into a war that will demand great expansion in some phases of its economy but drastic curtailment in others, may cause many changes in the business activities of Kansas City. It is not possible to foretell what the demand for office workers will be as conditions shift. For this reason it is important that more adequate labor-market information with regard to office employment be made possible through the amassing of appropriate statistics, and that vocational counselors in the public and private schools be apprised of the trends. It is recommended also by a committee of women leaders in vitally affected labor and welfare organizations recently convened in Washington by the Women's Bureau that the training of office workers, especially in the public schools, be more adequately planned and executed to meet the changing requirements of industry. Had this been done in the past, when the mechanization of office work was rapidly progressing, more public-school students could have found satisfactory employment and many would have been spared the extra expense and time of a post-graduate business course in simple machine operations that they could easily have mastered during their high-school careers. In these times even more important are the greater efficiency and economy of time that an effective school program makes possible in the initial training or in the retraining of workers who may be vitally necessary for the smooth operation of strategic industries or governmental agencies.

⁶ See pp. 5 to 7.