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SALARIES AND VACATIONS IN FAMILY CASE WORK IN 1929

BY
RALPH G. HURLIN
DIRECTOR, DEPARTMENT OF STATISTICS
RUSSELL SAGE FOUNDATION



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SALARIES AND VACATIONS IN FAMILY CASE WORK IN 1929¹

I. SALARIES

AT THE request of the Family Welfare Association of America, the Department of Statistics of the Russell Sage Foundation during the summer of 1929 undertook a study of salaries paid by the member agencies of the Association. A study of salaries had been made at the request of the Association in 1927 and the same procedure was followed in the 1929 study. Within a few months reports were obtained through correspondence of salaries paid in May, 1929, to members of the staffs of 217 of the 229 member agencies. A preliminary tabulation of these data was prepared at once and distributed to the organizations which had contributed their information.

While these data were almost complete for member agencies of the Association, it was desirable to test to some extent their representativeness for the rest of the family case work field. It was not practicable to try to include all family case work organizations, partly because of the troublesome problem of defining the limits of the field; and, since little could be learned from a miscellaneous selection of other family agencies, it was decided to attempt to obtain approximately complete information from one or two particular groups of agencies. With the co-operation of the Bureau of Jewish Social Research, information was collected from most of the Jewish family welfare agencies. The salary data of 47 Jewish agencies were obtained toward the end of the year. With one or two exceptions they also were for the month of May, 1929.

The figures for both groups of agencies were combined for this analysis. As explained farther on, we conclude that the Jewish agencies in general pay somewhat better salaries than the member agencies of the Association, but as the difference is small and the

¹ This pamphlet is in the main a reprint of an article published in *The Family* for July, 1930, pages 139 to 152. Diagram 2 appeared in a brief note in *The Survey* for June 15, 1930. The information on vacations was published in the *News Letter* of the Family Welfare Association of America for October, 1930.

number of member agencies is considerably larger, the Jewish agency salaries increase very little the averages for all the agencies together.¹ The Jewish agencies, like the member agencies, are scattered in various parts of the United States and in Canada, with a somewhat larger proportion in large cities.² In both groups the agencies not reporting their salary figures were small agencies.

While salaries were reported by 264 agencies in all, the figures of four were not used: three because only part-time or volunteer workers were employed, and one because maintenance was provided as part of salary. The remaining 260 agencies were divided according to size of organization as shown in Table 1. They reported in all the salaries of more than 3,500 full-time workers.

TABLE 1.—ORGANIZATIONS CLASSIFIED BY SIZE OF ORGANIZATION

	F. W. A. A. agencies	Jewish agencies	Total
1 worker	1	6	7
2 or 3 workers	65	16	81
4 or 5 workers	46	3	49
6 to 9 workers	42	5	47
10 to 19 workers	26	7	33
20 to 49 workers	20	5	25
50 or more workers	15	3	18
Total	215	45	260

Salary Data Used

The schedule on which the salary data were returned asked for the following information for each paid worker on the staff:

1. Title of position
2. Amount of yearly salary
3. Number of weeks vacation with pay
4. Working full- or part-time
5. Sex
6. Indication of duties. If more than one kind of work was done, indication of division of time was requested.
7. Classification of positions according to the following definitions:

Executive. Person having administrative responsibility for all the activities of the organization.

¹ At the time this study was made, membership in the Association was limited to community-wide agencies. Membership has now been extended to certain agencies whose service is restricted to special religious or racial groups.

² One member agency in Honolulu and four member and two Jewish agencies in Canadian cities are included. Otherwise all agencies are in the United States.

Sub-executive. Person immediately subordinate to the executive, either sharing the general administrative responsibility or directing the activities of a major functional division of the organization.

Case Work Supervisor. Person directing or supervising the work of the case working staff.

Assistant Case Work Supervisor. Assistant to the case work supervisor.

District Secretary. Person in charge of case work in a branch or district office. Classify as case worker if more than half of time is spent on work with own case load.

Assistant District Secretary. Person immediately subordinate to the district secretary who assists in administration of district office. Classify as case worker if more than half of time is spent on work with own case load.

Senior Case Worker. Case worker or visitor with three or more years of experience, or graduate of an approved graduate school of social work with at least one year of practical experience as a case worker.

Junior Case Worker. Case worker or visitor with two years of experience, or graduate of an approved graduate school of social work.

Case Worker in Training. Beginning case worker, not graduate of an approved graduate school of social work, during first two years of experience.

It was also requested that the following positions be plainly identified wherever they occurred:

Psychiatric case worker
Home economist or visiting
housekeeper
Nurse
Director of training
Director of volunteers
Reception clerk
Registrar
Bookkeeper

Statistician
Research worker
Publicity secretary
Financial secretary
Stenographer or secretary
Typist or clerk
Telephone operator
Messenger

The directions specified that workers engaged in more than one kind of work should be classified under the title indicating the work to which most time was given.

No information was requested concerning either length of experience or extent of education, except in so far as these facts are involved in the distinction between senior and junior case workers and case workers in training. Desirable as this information might be, it would be burdensome to report accurately and to have asked for it would probably have prevented prompt or general response to our request. Criticism may be offered that the definitions prescribed for the classification by position were not adequate, but

TABLE 2.—MEDIAN, QUARTILE, AND EXTREME SALARIES FOR THE MORE COMMON POSITIONS IN 260 FAMILY CASE WORK ORGANIZATIONS IN MAY, 1929, BY SIZE OF ORGANIZATION

Size of organization	Annual salaries					Number of workers included	Number of organizations represented
	Lowest	Lower quartile	Median	Upper quartile	Highest		
Executives							
1 worker	\$1,092	..	\$1,500	..	\$1,800	7	7
2 or 3 workers	1,020	\$1,800	2,020	\$2,400	4,000	74	74
4 or 5 workers	1,500	2,100	2,400	2,550	6,000	45	45
6 to 9 workers	1,800	2,505	2,820	3,000	5,000	47	47
10 to 19 workers	2,400	3,200	3,600	4,900	7,000	28	28
20 to 49 workers	2,400	3,525	4,750	5,500	9,000	23	23
50 or more workers	4,200	5,000	7,250	9,000	{ over 10,000 }	18	18
Sub-executives in charge of family case work							
75 or more workers	\$3,300	..	\$4,150	..	\$6,000	10	10
Case work supervisors							
6 to 9 workers	\$1,560	\$1,800	\$1,900	\$2,100	\$2,400	14	14
10 to 19 workers	1,800	2,070	2,400	2,820	3,600	24	24
20 to 49 workers	1,800	2,100	2,400	2,775	3,600	25	25
50 or more workers	1,980	2,780	3,050	3,300	4,200	20	17
District secretaries							
10 to 19 workers	\$1,200	..	\$1,920	..	\$2,400	8	4
20 to 49 workers	1,320	\$1,705	1,980	\$2,100	2,460	63	17
50 or more workers	1,300	2,000	2,180	2,550	3,000	156	18
Assistant district secretaries							
50 or more workers	\$1,350	\$1,680	\$1,860	\$2,100	\$2,600	48	9
Case workers							
2 or 3 workers	\$900	\$1,200	\$1,300	\$1,500	\$1,950	39	39
4 or 5 workers	720	1,200	1,400	1,550	2,100	80	47
6 to 9 workers	720	1,200	1,500	1,730	2,100	131	46
10 to 19 workers	840	1,260	1,500	1,620	2,200	163	31
20 to 49 workers	900	1,265	1,500	1,680	2,000	271	25
50 or more workers	840	1,380	1,560	1,800	2,520	475	18
Case workers in training							
4 or 5 workers	\$600	..	\$780	..	\$1,300	10	9
6 to 9 workers	300	\$900	1,040	\$1,315	1,500	31	17
10 to 19 workers	360	1,000	1,080	1,200	1,500	41	19
20 to 49 workers	600	990	1,140	1,260	1,560	69	16
50 or more workers	600	1,020	1,200	1,320	1,680	219	14
Bookkeepers and stenographer-bookkeepers							
4 or 5 workers	\$900	..	\$1,140	..	\$1,320	8	8
6 to 9 workers	960	\$1,200	1,250	\$1,500	1,860	22	22
10 to 19 workers	960	1,275	1,500	1,615	2,400	27	27
20 to 49 workers	1,140	1,320	1,560	2,010	2,400	25	23
50 or more workers	1,200	1,680	1,860	2,250	3,600	24	17
Secretaries, stenographers, and clerks							
2 or 3 workers	\$520	\$810	\$1,036	\$1,200	\$1,800	60	60
4 or 5 workers	720	900	1,106	1,200	1,800	50	44
6 to 9 workers	600	900	1,068	1,200	1,800	66	45
10 to 19 workers	600	900	1,080	1,200	1,800	94	33
20 to 49 workers	600	960	1,140	1,300	1,080	189	25
50 or more workers	600	1,080	1,260	1,500	2,760	510	18

they were purposely made brief in order to encourage their use. It is not possible, of course, to say how carefully these definitions were applied; it is probable that there was a good deal of variation in this respect. At best, the classification of family case work personnel presents much difficulty owing to differences in kind and degree of division of labor in different organizations. Fuller definitions of terms might have helped somewhat, but this is a difficulty that cannot be overcome until there is much more uniformity than at present in the terminology of family case work positions. General agreement with respect to the meaning of the more common position titles should not be very difficult to accomplish and it would have great advantage whenever comparisons relating to personnel are made.

Summary of Salaries for the More Frequent Positions

In Table 2 a condensed summary is presented of the salary data obtained for each of the more commonly occurring positions in family case work. Because size of organization appears to have important influence on the salaries of almost every position, the salaries under each position have been divided by size of organization and are shown only in this classification. The classification by size of organization is the same as in Table 1. It is based on the total number of paid workers attached to the organization, including in some instances workers engaged in other than family case work whose salaries were not included in the salary analysis. The size-of-organization classes are not uniform; they were chosen somewhat arbitrarily to give a convenient subdivision of the group. Even within these classes, size of organization affects salaries, especially in the case of the administrative positions.

The table shows the median salary and the variation about this salary for the respective sizes of organization for each of the common positions. The median salary is shown in bold face type. This is the typical salary in the sense that it divides the group compared into two equal parts: there are the same number of salaries below and above it. The two quartile salaries mark off, respectively, the lowest and the highest quarter of the group of salaries compared. In other words, one quarter of any specified group of workers will have salaries less than the lower quartile salary for the group; another quarter will have salaries between the lower quartile and the median; a third quarter will have salaries between the

median and the upper quartile; and the fourth quarter will have salaries higher than the upper quartile. The extreme salaries are shown in italics; they are of some interest, but their significance is not always great because they are likely to be affected by exceptional circumstances. The last two columns of the table show the number of workers and the number of organizations represented by each line of the salary figures.

An example may assist in reading the table. The last line of the section for district secretaries should be read as follows: "Eighteen organizations having 50 or more workers reported in all 156 district secretaries with salaries ranging from \$1,300 to \$3,000. The median or mid-salary was \$2,180; half of the group received from \$2,000 to \$2,550; one quarter received \$2,000 or less and another quarter received \$2,550 or more."

This sort of detailed information may be made of considerable value in appraising the salaries of particular workers or organizations. By comparing a given salary with the median and quartile salaries for the corresponding position and size of organization, one can easily determine whether it falls in the lowest, second, third, or highest quarter of its group. Some organizations will find, on trying this, that all their salaries fall on one or the other side of the median, and may safely conclude accordingly that their salaries are out of line, although whether or not they are too high or too low may depend on other circumstances. In making such comparisons, the number of organizations, as well as the number of workers represented by the figures of the table, needs to be given consideration. For example, it is possible that the figures given for the 80 case workers in 47 organizations having either four or five workers may be a better indication of salary tendencies in small organizations than are the figures for 475 case workers in only 18 organizations of tendencies in the large organizations, particularly since the number of case workers in some of the 18 large organizations is much larger than in others, so that they have greater weight in determining the average for the group.

The total number of workers represented in Table 2 is 3,213. Only full-time workers are included.

Limitations of the Classification by Position

Before discussing the salaries of particular positions, it will be well to consider further the limitations of the classification of

workers by position. Our request that each worker be classified on the schedules according to the titles and definitions given probably helped materially in obtaining uniformity in the position classification, notwithstanding differences in the care with which the definitions were applied. More trouble results from the variation in duties and qualifications pertaining to similar positions in organizations of different size.

Clearly, the executive's work is not the same in large, medium, and small-sized organizations. The director of a very large organization will give most of his or her time to administrative work and little to the work with clients. As the size of organization decreases the executive will assume more and more of the duties which in large organizations are performed by specialized workers, until in the one-worker organization the executive will be chiefly a case worker but will also perform the duties of all specialized positions in so far as they are performed.

Much the same may be said of the case work supervisor. Among large organizations there will be significant differences in the extent to which this position is administrative, but in no large organization will there be much opportunity for the case work supervisor herself to work with a case load. In smaller organizations, however, the supervisor will have more opportunity to work with cases. This position was in fact reported by several organizations having only three or four case workers. It is obvious that the requirements of the position in such small organizations are very different from those in the large organizations. It might even be questioned whether a supervisor in so small an organization could profitably give more than half of her time to supervising or instructing other workers. Similarly the district secretary's job will be more like that of the case worker if districts are small than if they are large. Even case workers and stenographers will have less specialized jobs in the smaller organizations. Stenographers, for example, appear to participate much more in work with clients in the smaller organizations. In other words, as organizations increase in size there is increasing division of labor, and this division or specialization will have an important effect on salaries.

The diagram on page 8, which is intended to illustrate the progressive specialization of positions, may perhaps be helpful in interpreting the salary figures. It is somewhat idealized, but represents in fact distributions of staff which might actually be found among organizations of the specified sizes.

	1-worker organization	3-worker organization	9-worker organization	27-worker organization	81-worker organization
Supervisory personnel		Executive	Executive Case work supervisor	Executive Case work supervisor District secretaries (4)	Executive Asst. executive Case work supervisor District secretaries (10) Asst. district secretaries (5)
Case work personnel	Executive	Case worker	Case workers (3) Case worker in training	Home economist Case workers (7) Worker with homeless Case workers in training (3)	Psychiatric case worker Home economist Case workers (20) Intercity worker Worker with homeless Court worker Vocational worker Case workers in training (10)
Clerical personnel		Stenographer	Bookkeeper-stenographer Stenographers (2)	Reception clerk-registrar Bookkeeper Stenographers (6) Telephone operator	Reception clerk Registrar Statistician Bookkeeper Stenographers (21) Telephone operator Messenger

DIAGRAM 1.—INCREASING SPECIALIZATION OF POSITIONS WITH INCREASING SIZE OF ORGANIZATION

The ratio of supervisory plus case work personnel to clerical personnel shown in the diagram is 2 to 1, which is exactly that found for the whole 253 organizations having more than one worker. This ratio shows some variation with size of organization and, since the variation may be of interest, the detailed figures are shown in Table 3.

TABLE 3.—RATIO OF SUPERVISORY PLUS CASE WORK PERSONNEL TO CLERICAL WORKERS, BY SIZE OF ORGANIZATION

Size of organization	Number of organizations	Total number of workers	Supervisory and case work personnel per clerical worker
2 or 3 workers	81	181	2.0
4 or 5 workers	49	210	2.6
6 to 9 workers	47	322	2.7
10 to 19 workers	33	421	2.3
20 to 49 workers	25	730	1.9
50 or more workers	18	1,663	1.8
Total	253	3,527	2.0

What the diagram does not illustrate is that there is no particular size of organization at which a given division of labor occurs; therefore any division of agencies according to size must be more or less arbitrary, as must decisions as to what positions should be combined in larger organizations in order to get salary averages which are logically to be compared with salaries for given positions in smaller organizations. In the classification of workers underlying Table 2 much care was taken to make each group of workers for which medians and quartiles were found as nearly homogeneous with respect to position as possible. To this end all the information returned on the schedules was used and in some instances further information was obtained. In the following paragraphs we shall try to indicate what was included and what was omitted under each title.

Salaries of Executives

By "executive" is meant the chief administrative officer of the organization. Although 260 organizations are included in this study, the salaries of only 242 executives were tabulated. Those omitted were chiefly in small organizations. Vacancies accounted for omission of such salaries for two organizations of medium size; three were omitted because a major portion of time was given to

TABLE 4.—SALARIES OF MEN AND WOMEN EXECUTIVES

Annual salary	Size of organization												Total	
	Under 4 workers		4 and 5 workers		6 to 9 workers		10 to 19 workers		20 to 49 workers		50 or more workers			
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
\$1,000 to 1,499	..	7	7
1,500 to 1,999	..	30	..	7	..	1	38
2,000 to 2,499	1	29	..	24	..	8	..	1	..	2	1	64
2,500 to 2,999	1	8	..	6	2	14	..	1	..	1	3	30
3,000 to 3,499	..	3	1	5	..	13	..	6	..	2	1	29
3,500 to 3,999	..	1	3	4	1	8	..	4	4	17
4,000 to 4,499	1	1	1	..	1	1	1	3	3
4,500 to 4,999	1	3	..	2	2	6	2
5,000 to 5,499	1	..	5	..	2	2	..	2	8	4
5,500 to 5,999	3	3	0
6,000 to 6,499	1	1	..	1	..	2	..	5	0
6,500 to 6,999	1	1	0
7,000 to 7,499	1	..	1	1	2	1
7,500 to 7,999	1	..	1	0
8,000 and over	1	..	7	1	8	1
Total	3	78	3	42	7	40	11	17	11	12	11	7	46	196

another organization; one executive was a volunteer and another did not work full time; the salaries of 11 executives of Jewish organizations were omitted on advice of the Bureau of Jewish Social Research, because the organization, although carrying on family case work, was in fact a "federation" and these salaries were evidently higher than those in Jewish organizations of similar size which existed only or mainly for family case work.

The salaries of executives, as might be expected, show most conspicuously the influence of the size of organization. They are also greatly influenced by sex, of which no account is taken in Table 2. The influence of sex is shown, however, in Table 4, which classifies both men and women executives in each size-of-organization group by \$500 salary intervals. It will be seen from this table that the men executives become more numerous among the large organizations; that in each group the men tend to be paid more than the women; and that the difference tends to become greater as the size of organization increases.

The difference between salaries of men and of women executives is also illustrated in Diagram 2, in which the salaries of the 46 men and 196 women executives are plotted on separate backgrounds. Salaries are shown on the vertical scale and the size of organization on the horizontal scale. The latter scale is logarithmic, which implies an assumption that the same relative increase, rather than the same actual increase in size of organization, may generally correspond with the same amount of increase in salary. If this assumption were borne out completely, the salaries plotted in the two sections of the diagram should fall along straight lines rising obliquely across the diagram. In fact, they do suggest this arrangement. The salaries of the women executives are conspicuously lower than those of the men and tend to cluster at the low end of the scale.

A striking feature of the diagram is that the slope of the line about which the salaries tend to fall is much steeper for the men than for the women. With both sexes, the size of the organization administered affects salaries, but the increase tends to be at a lower rate for the women. The two conspicuously high salaries of women executives, are clearly exceptions to the rule. As offsetting them, it should be noted that the salaries of two men executives of large agencies are not plotted in the diagram because they rise well above the top line of the salary scale.

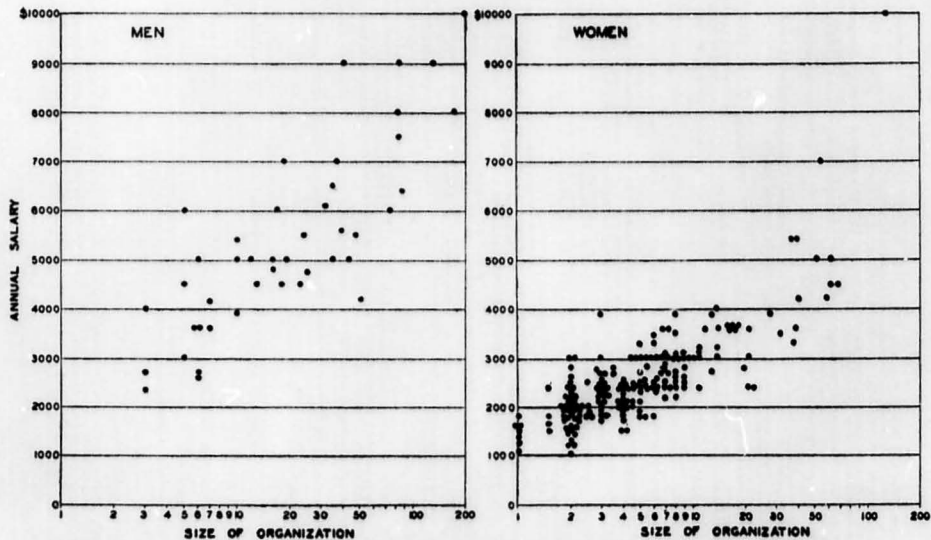


DIAGRAM 2.—INFLUENCE OF SIZE OF ORGANIZATION ON SALARIES OF MEN AND WOMEN EXECUTIVES

Salaries of Sub-executives and Case Work Supervisors

These two positions are closely related. The case work supervisor in most organizations is in fact an assistant executive carrying the special responsibility for oversight of the case work practice. Sometimes the case work supervisor is called "assistant secretary," even though concern with the quality of the case work is her chief duty. "Case work supervisor" is, however, by far the most common title now in use for the position which involves this function of general oversight and improvement of the quality of the case work. In the larger organizations where the work is divided into districts, the supervisors' duties are shared with district secretaries, who also carry administrative responsibility for the district offices. Only occasionally is there a clearly defined position of assistant case work supervisor; usually where such a title is used the salary is within the range of case workers' salaries and we have classified the occasional assistant case work supervisor as a case worker.

The figures of Table 2 for sub-executives' salaries relate only to 10 women sub-executives who have immediate administrative responsibility for the family case work of the 10 largest organizations, each with more than 75 workers. Three actually bear the title "supervisor," but in these three instances there is an assistant supervisor whose duties correspond closely, we think, to those of the case work supervisor in other similar organizations. In all but one of these 10 organizations there is, in addition to this sub-executive and chiefly administrative position, a case work supervisor's position—in several instances carrying the title "case work consultant." In this one organization, the case work supervisor's function is evidently divided between the sub-executive in charge of the family case work department and the workers in charge of several large districts. The salaries of these women sub-executives in the largest organizations compare very well with the salaries of women executives in organizations with over 50 workers.

In several of the large organizations there are one or more special departments of work. These other departments are usually much smaller than the family case work department and, since both the significance of the position and the salaries of the workers in charge vary widely, we have not included their salaries in our tabulation. Two men assistant executives were omitted from the tabulation; one in an organization of intermediate size where there was also a well defined case work supervisor's position, and the other, in the

largest organization, directs several departments, among them that of family case work.

The case work supervisor's position was held by a man in only one organization. In three large organizations, two workers, subordinate to the sub-executive in charge of family case work and of similar rank, were tabulated as case work supervisors. In the group of largest organizations the median salary of case work supervisors is about twice as high as the median salary of case workers. As the size of organization decreases this difference diminishes, reflecting the reduced importance of the supervisory position. The range of supervisors' salaries in each size-of-organization group is wide, some organizations paying conspicuously low salaries for this important position.

Salaries of District Secretaries

The importance of the district secretary's position evidently depends a good deal on the size of her staff, and size of district staffs does not vary closely with size of organization. Relatively wide variation is therefore to be expected in the salaries of district secretaries even within the size-of-organization groups. Some of the lower salaries of district secretaries, presumably of workers in charge of one- or two-worker districts, are on a level with case workers' salaries. Only four large organizations reported associate district secretaries; their salaries differed little from district secretaries in the same organizations and they were, therefore, included with district secretaries. The district secretary salaries tend to be substantially lower than those of the supervisors, though the difference is small compared with that between supervisors and executives.

Only a few assistant district secretaries were reported in organizations with fewer than 50 workers and they do not appear in Table 2. This position was reported in nine of the larger organizations. The figures of the table indicate that in the large agencies assistant district secretaries are paid about as well as district secretaries in smaller agencies.

Salaries of Case Workers and Case Workers in Training

Even among case workers there appear to be salary differences corresponding to differences in size of organization. It should be

noted that the salary differences are not necessarily *caused* by differences in size of organization. They may, in fact, be due to differences in cost of living, corresponding in turn to differences in size of city, for it is true that size of city and size of organization are somewhat related. Size-of-city classification has not been carried out for all groups of workers, but where tried it did not appear to have greater importance than size of organization.¹

In the larger organizations there occur specially designated case workers, or "case work specialists," such as workers with the homeless or transients, inter-city workers, interviewers, children's workers, vocational or employment workers, court workers, visiting housekeepers, and psychiatric case workers. The number of these special workers reported was not large. Where they received salaries within the range of salaries of case workers in their own organization, it was assumed they were of the grade of case workers and were so tabulated. A few special case workers, including five psychiatric case workers receiving salaries between \$2,280 and \$2,760, were omitted from the tabulation. Some special workers dealing with cases were designated as heads of special divisions of work, such as a veteran's department, self-support department, men's department, vocational guidance department, and were, therefore, excluded from the tabulation, as already stated.

We were especially asked by the Family Welfare Association of America to attempt to distinguish between junior and senior case workers according to the definitions, supplied by the Association, which were submitted with the schedule. Only 76 organizations reported senior case workers and 63 reported junior case workers; and it may be questioned if, where the terms were already in use with somewhat different definitions, the data returned correspond exactly with the definitions given. Out of a total of 1,159 case workers, 317 were reported as senior case workers and 223 as junior case workers. The summary figures for senior and junior case workers in so far as reported are given in Table 5. There are differences between the median salaries for the two positions of from \$180 in the large organizations to \$420 in organizations with from 6 to 9 workers. In reading this table, it must be recalled that the junior case workers are a much more homogeneous group with respect to experience than are the seniors.

¹ The influence of geographical location was also tested without finding large or constant differences between sections of the country.

TABLE 5.—COMPARISON OF SALARIES OF SENIOR AND JUNIOR CASE WORKERS IN SO FAR AS REPORTED

Size of organization	Annual salaries					Number of workers included	Number of organizations represented
	Lowest	Lower quartile	Median	Upper quartile	Highest		
Senior case workers							
4 or 5 workers	\$1,195	..	\$1,500	..	\$1,800	10	8
6 to 9 workers	1,200	\$1,500	1,740	\$1,800	2,000	36	21
10 to 19 workers	1,080	1,440	1,620	1,800	2,200	57	20
20 to 49 workers	900	1,500	1,680	1,800	2,000	113	18
50 or more workers	1,300	1,500	1,680	1,800	2,340	101	9
Junior case workers							
4 or 5 workers	\$1,080	..	\$1,200	..	\$1,500	5	5
6 to 9 workers	1,080	\$1,200	1,320	\$1,500	1,800	23	21
10 to 19 workers	1,080	1,200	1,320	1,500	1,800	42	16
20 to 49 workers	960	1,200	1,440	1,500	1,680	60	18
50 or more workers	1,200	1,380	1,500	1,680	1,740	93	9

As compared with the total 1,159 case workers, 370 case workers in training were reported, which gives a ratio of a little more than 3 case workers to 1 case worker in training. Most of the case workers in training are in the organizations with more than 50 workers, where the ratio is a little more than 2 case workers to 1 case worker in training.

Neither the salaries of case workers nor of case workers in training are reassuringly large. For case workers \$1,500 is perhaps the most typical salary for the entire group, with salaries above \$1,700 rare except in the largest organizations. There is a considerable number of case workers with extremely low salaries. For the most part, workers in training are paid not more than \$1,200. There are, however, a few organizations which pay starting salaries distinctly better than that.

Salaries of Clerical Staff

In our diagram showing staff specialization we have indicated a group of workers as constituting the clerical staff, including stenographers, clerks, bookkeepers, registrars, statisticians, reception clerks, telephone operators, and messengers. The specialization of such positions may continue even farther. Secretaries to executives, assistants to executives, office managers, purchasing agents, stockkeepers, accountants, cashiers, and comptrollers were among the positions reported by the larger organizations.

Bookkeeper and bookkeeper-stenographer positions appeared to be sufficiently frequent and sufficiently similar on the whole to justify separate classification. With three exceptions only one such position was recognized for any organization and 106, including five cashiers, were tabulated in all. These salaries show expected gradation by size of organization, and in general are similar in amount to those of case workers.

The group "secretaries, stenographers, and clerks" in Table 2 includes registrars but omits the other specialized office positions. It is admittedly a miscellaneous group and wide variation in salaries in the larger organizations is to be expected, but the averages for the group are perhaps fairly comparable for the different sizes of organization. Registrars were included in this group because, although the duties of the position are performed in every organization, the position is frequently not differentiated from that of stenographer or "office secretary." Registrars' salaries in the large organizations vary from \$1,320 to \$2,400; in organizations with from 20 to 49 workers, from \$900 to \$1,980. Telephone operators and messengers have not been included in this group. Salaries reported for telephone operators varied from \$720 to \$1,800. Some telephone operators probably served also as reception clerks.

Registrar, statistician, and reception clerk positions evidently vary greatly in significance from organization to organization. Fifteen full-time statisticians were reported in the two groups of larger organizations, with salaries varying all the way from \$1,320 to \$3,600, the median being \$1,800. Twenty-five reception clerks or reception secretaries in the two groups of larger organizations received between \$1,020 and \$1,980, with very little difference in salaries between the two size-of-organization groups. A few of these were probably trained case workers. Some title should be adopted for the case worker who is assigned to make the initial case work contacts with applicants which will distinguish this worker from the commoner reception clerk or secretary who merely receives the applications.

Workers Omitted from the Tabulation

About 300 workers were omitted from the tabulation underlying Table 2. In addition to those already mentioned as omitted were: a few professional workers—two or three each of supervisors of

mothers' aid or children's divisions, directors of volunteers or of training, secretaries of social service exchanges; 16 publicity or financial secretaries, with salaries ranging from \$1,680 to \$6,000; 32 home economists and visiting housekeepers, with salaries from \$1,080 to \$2,520; and miscellaneous other workers—including nurses and lawyers, two full-time psychologists, and one full-time psychiatrist.

TABLE 6.—RELATION OF MEN'S SALARIES TO ALL SALARIES

Size of organization	Number of women's salaries	Number of men's salaries	Number of men's salaries			
			Below median	At median	Above median	Above upper quartile
Executives						
2 to 5 workers	113	6	0	0	6	5
6 to 19 workers	57	18	2	0	16	12
20 or more workers	19	22	4	1	17	8
Case workers						
20 or more workers	709	37	18	2	17	9
Case workers in training						
20 or more workers	273	15	5	3	7	6

Relation of Men's to Women's Salaries

Of the positions included in Table 2, men occupy relatively frequently that of executive only, and the relation of men's to women's salaries for this position has already been discussed. Table 6 shows how the salaries of the 46 men executives were distributed among all executives' salaries. Only six were below the median salary for the size of organization; one was at the median; and 39 were above it. Twenty-five, or more than half, of the men executives were in the highest quarter of all salaries in their respective size-of-organization groups.

Thirty-seven men were found among case workers in the two groups of larger organizations, and only 15 men among case workers in training: in both cases their salaries were evenly distributed, about half above and half below the medians for their groups. No men case workers and only three men case workers in training were reported by agencies having fewer than 20 workers.

Salaries in Jewish Organizations

By proceeding with the salaries in Jewish organizations in the same manner as with the salaries of men workers, that is, ascer-

taining their position among all salaries in the respective position and size-of-organization groups, we may obtain good evidence as to whether the salaries in these organizations are in general higher or lower than in the Association's member agencies. The results of this procedure are shown in Table 7. Disregarding the one-worker organizations, of which all but one were Jewish, only seven out of the remaining 25¹ Jewish executives' salaries tabulated were below the medians of their respective groups, three were at the median and 15 were above. Seven, or barely more than one-fourth, were above the upper quartile. There is evidently some tendency for the executives of Jewish family case work organizations to be paid better than average salaries, but it is not very pronounced.

TABLE 7.—RELATION OF SALARIES IN JEWISH ORGANIZATIONS TO ALL SALARIES

Size of organization	Number of workers in F.W.A.A. member agencies	Number of workers in Jewish organizations	Number of salaries in Jewish organizations			
			Below median	At median	Above median	Above upper quartile
Executives						
2 to 5 workers	110	9	3	0	6	2
6 to 19 workers	66	9	2	3	4	3
20 or more workers	34	7	2	0	5	2
Sub-executive in charge of family case work						
75 or more workers	8	2	0	0	2	1
Case work supervisors						
6 to 19 workers	31	7	5	0	2	1
20 or more workers	37	8	3	2	3	2
District secretaries						
20 or more workers	184	35	7	0	28	17
Assistant district secretaries						
50 or more workers	41	7	0	1	6	0
Case workers						
2 to 5 workers	106	13	4	0	9	7
6 to 19 workers	253	41	16	9	16	15
20 or more workers	607	139	32	7	100	49
Case workers in training						
6 to 19 workers	63	9	6	0	3	3
20 or more workers	240	48	10	8	30	11

¹ Fourteen of the Jewish executives' salaries were not included in the tabulation, as explained earlier, eleven because they were executives of federations.

The two sub-executives in Jewish organizations had salaries above the median, but eight out of 15 case work supervisors were below the median. The district secretaries were predominantly above the median and about half of them were above the upper quartile. The case workers in Jewish organizations tend to be better paid than those in the non-Jewish agencies: 125 out of 193, or well over half, were above the median salary, and 71, or somewhat better than a quarter, were above the upper quartile. Much the same is true for case workers in training. Thus there is repetition of evidence of somewhat higher salaries among the Jewish organizations. As already pointed out, however, the differences are not large and the number of Jewish agency workers included is considerably smaller than of workers in member agencies of the Family Welfare Association; they do not therefore have the effect of increasing very much the medians found for the non-Jewish agencies. How different the salaries of workers engaged in family case work in Catholic, Red Cross, Mothers' Aid, and other public and private agencies are and what effect their inclusion would have on these figures is not known.

Two Special Questions

Two special questions were asked all organizations returning the salary data, the answers to which may be of sufficient interest to record. To a question as to whether the organization had adopted a salary schedule for guidance in fixing salaries, 74 replied yes and submitted information concerning their schedules. As to whether in fixing salaries of new case workers, graduation from an approved graduate school of social work was rated as equivalent to at least one year of practical experience, a majority failed to answer. Only eight answered no, and 47 answered yes.

II. VACATIONS

As already stated, the schedule used in collecting the salary data also requested of the reporting agency the number of weeks of vacation allowed with pay to each worker on the staff. This information was sought both for its own sake, and also because, since vacations are often regarded—both by those giving and by those receiving them—as part of the compensation for work, they might bear an inverse relation to salaries. This relation, however, does not appear to exist. Vacations are generally the same for all

workers holding similar positions in a given organization, except for those who have worked less than a year at the time the vacation is given; and where vacations are different for different positions within a staff, the more responsible and better paid positions usually command the longer vacations. As between organizations, also, those paying higher salaries tend very definitely to give the more liberal vacations.

Of the 260 organizations represented in the salary tables, 245 reported information on vacations. The information reported was, we assume, the actual vacation of each worker in 1929. These facts are summarized in Table 8, which shows how many organizations gave to executives, case workers, and stenographers, respectively, vacations of each specified length. As in preceding tables, the organizations are classified by size, and the tendency for vacations to vary with size of organization is at once apparent on examining the table. The bold-face figure in each line of the table marks the length of vacation given by the median organization.

Some agencies give vacations of different length to workers in similar positions, and where this was the case the most common length of vacation for the position was tabulated as representing the practice of the agency. Where the vacation was noted as being shorter than normal because the worker had been employed less than one year the normal vacation was taken in place of the actual.

The table does not show the length of vacations of sub-executives, supervisors, and district secretaries, since they are usually like those for executives and their inclusion would complicate the table. In only a few agencies was difference found between the vacations of senior and junior case workers. Case workers in training have shorter vacations than case workers more frequently, but in some instances this was because the vacation was given within the first year of service. In the larger organizations the more highly paid members of the clerical staff frequently receive longer vacations than stenographers.

For the case work staff, one month is clearly the most common length of vacation, although vacations of four weeks were also frequently reported. Only 20 agencies reported any vacations longer than a month—three for executives only, 14 for executives and case workers, two for case workers only, and one for executives, case workers, and stenographers. Vacations of less than a month for both executives and case workers become more frequent among the smaller agencies.

TABLE 8.—NUMBER OF AGENCIES GIVING VACATIONS OF EACH SPECIFIED LENGTH TO EXECUTIVES, CASE WORKERS, AND STENOGRAPHERS

Size of agency	Position	Length of vacation with pay									Total agencies reporting
		Over 5 weeks	5 weeks	1 month	4 weeks	3½ weeks	3 weeks	2½ weeks	2 weeks	1 week	
50 or more workers	Executive	3	3	6	5	1	18
	Case workers	1	2	4	9	..	1	1	18
	Stenographers	..	1	3	3	1	4	2	4	..	18
20 to 49 workers	Executive	3	2	9	8	..	1	..	2	..	25
	Case workers	1	2	9	5	..	5	..	3	..	25
	Stenographers	2	..	1	6	2	14	..	25
10 to 19 workers	Executive	2	1	14	9	..	3	..	3	..	32
	Case workers	3	..	10	11	..	3	..	5	..	32
	Stenographers	3	1	2	4	..	22	..	32
6 to 9 workers	Executive	1	2	27	8	..	2	1	4	..	45
	Case workers	1	1	20	8	..	8	1	6	..	45
	Stenographers	6	1	..	9	1	25	1	43 ^a
4 to 5 workers	Executive	1	..	24	12	..	3	..	6	..	46
	Case workers	1	..	23	11	..	4	..	7	..	46
	Stenographers	9	5	..	7	1	24	..	46
1 to 3 workers	Executive	38	23	..	4	..	11	1	77 ^b
	Case workers	8	8	..	10	..	11	..	37
	Stenographers	3	3	..	4	..	45	2	57
Total	Executive	10	8	118	65	..	13	2	26	1	243
	Case workers	7	5	74	52	..	31	2	32	..	203
	Stenographers	..	1	26	13	4	34	6	134	3	221

^a Two agencies reporting for executives and case workers omitted information on stenographers' vacations.^b Two agencies reporting for other workers omitted information on executives' vacations. Since some of the agencies in this group have only one worker, and some only two, the number reporting is not identical for executives, case workers and stenographers.

For stenographers the prevailing vacation is two weeks; 134 agencies, or 60 per cent of those having stenographers, give stenographers vacations of this length. Among the largest agencies, however, longer vacations for stenographers are more common than those of two weeks. Two small agencies only reported one week vacations for stenographers.

Of the 245 agencies which reported on vacations, 236 reported vacations for the executive and at least one of the other positions included in the table. Of these, 66, or 28 per cent, reported the same vacation for all positions. Of 200 agencies reporting vacations for both executives and case workers, 148, or 74 per cent, make no distinction in length of vacation among the case work staff. Three agencies give more liberal vacations to case workers than to executives.

Information concerning the time at which vacations were taken was not requested on the schedule. This was noted, however, by several agencies which give long vacations. Vacation time in excess of a month appears to be granted usually as a winter or spring respite. One agency gives to case workers, in addition to a month's vacation in summer, a half-day in each of the other months, making possible a monthly long week-end away from the job.

More of the Jewish than of the non-Jewish agencies show gradation of length of vacation with position, and except in the group of largest agencies, the Jewish agencies show a tendency to shorter vacations than the non-Jewish agencies.

III. SUMMARY

This paper presents a detailed salary table by means of which the salaries of workers in the commonly occurring positions in family case work may be appraised. Classification under each position is made by size of organization, which appears to have important effect on the salaries of most positions.

Consideration is given to the increasing specialization of positions with increase in size of organization, and roughly typical distributions of staff for different sizes of organization are shown. The proportion of clerical personnel to other members of staff is found to be about 1 to 2. The proportion of case workers in training (as defined) to case workers is about 1 to 3, with relatively more case workers in training in the larger organizations.

Few men are employed in these agencies and they are most frequent among the executives. Men executives' salaries tend to be much higher than those of women executives. Men case workers and case workers in training appear to be paid much the same as women.

Comparison of salaries in Jewish organizations with those for all organizations indicates a tendency to a little higher salaries in the Jewish organizations.

The length of vacations shows a tendency to vary with salary. The most common vacation for the executive and case work staff is one month, although vacations of four weeks for these positions are also frequent. For stenographers vacations of two weeks predominate. A little more than a quarter of the agencies give the same length of vacation to all members of the staff, and about three-quarters of those having case workers give the same vacation to executives and case workers.