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Salaries and Qualifications of YWCA Professional Workers

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New York · 1943

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Salaries and Qualifications of YWCA Professional Workers

THIS STUDY is concerned with the paid professional workers carrying on the activities of local Young Women's Christian Associations throughout the United States. Its purpose is to examine some of the chief characteristics of this group of social work personnel in order to identify significant tendencies affecting the employment of these workers, particularly those influencing the salaries they receive. Understanding of these tendencies is important both for the boards which determine the employment policies of the associations and for the workers, individually and as a professional group. The study was made at the request and with the assistance of the National Board of the YWCA. The data relate to the month of October, 1942. The results of the study were made available to the participating associations in a preliminary report in May, 1943.

Collection of Data

Invitations to participate in the study were sent from the office of the National Board early in October to 389 associations. This number comprised, with a few exceptions, all of the local community associations known to have paid professional workers at that time. Student associations were not included. The letter referred to the need for current salary information for administrative uses and asked for indication of willingness to co-operate. As replies to this or a following request were received, schedules for the desired data were sent to the responding associations.

Most of the associations supplied the requested information promptly, but, since the total number is not large, reasonably complete data were necessary in order to provide reliable results. The tabulations were, therefore, delayed until time had been allowed for the return of schedules by all associations that were willing to submit them.

Schedules had been returned at the beginning of February by 329 associations. They reported 2088 professional positions as of October 1, 1942, of which 2020 were then occupied. Of the 60 associations that did not respond, only six, according to records of the National Board, employed five or more professional workers, and only three employed as many as ten. Most of the staffs not reported were of one or two workers. It is probable that the omitted positions in these associations numbered less than 200, so that their omission does not affect the results of the study very greatly.

Two simple schedules were used. Schedule A called for information about the professional staff as a whole — its size on the date of the study, the change in size during the preceding year, the source of recruitment of recently employed workers, and facts about the currently unfilled positions. Schedule B, on the other hand, asked for information concerning the individual workers and it was requested that this information be returned on a separate schedule for each member of the professional staff. Since the data of the first schedule provide a background which is helpful in interpreting the information concerning individual workers, its material will be summarized before attention is directed to the characteristics of the professional workers and the analysis of their salaries.

Size of Associations

Although the associations studied vary widely in size, more than half of them are definitely small. This is illustrated in Table 1, in which the number of professional positions on the staff has been used as the criterion of size. Fifty-seven per cent of the associations submitting data reported fewer than five professional positions, including 15 per cent having only one employed worker. Only 16 associations reported 20 or more professional positions. The largest was the New York City Association, which recorded 153. Other associations reporting more than 40 such positions were: Detroit, 53; Chicago, 48; Cleveland, 46; Brooklyn, 44.

TABLE 1. — DISTRIBUTION OF ASSOCIATIONS STUDIED, BY SIZE OF PROFESSIONAL STAFF

Size of professional staff	Number of associations	Per cent
20 or more workers	16	5
10 to 19 workers	36	11
5 to 9 workers	90	27
2 to 4 workers	138	42
1 worker	49	15
Total	329	100

The relatively few larger associations, however, account for more than half of the total professional personnel, and, because of their prominence, exercise an even more than correspondingly large influence on the personnel policies of the field of work as a whole. The 16 per cent of the reporting associations with staffs of ten or more professional workers account for 51 per cent of the total number of positions.

TABLE 2.—DISTRIBUTION OF ASSOCIATIONS STUDIED AND OF PROFESSIONAL WORKERS, BY Y W C A REGION AND STATE

Y W C A region and state	Associations	Professional workers
<i>Eastern region</i>		
Maine	3	14
New Hampshire	3	6
Vermont	1	2
Massachusetts	9	77
Rhode Island	3	15
Connecticut	9	68
New York	25	326
New Jersey	19	80
Pennsylvania	31	175
Delaware	1	8
Maryland	1	21
West Virginia	6	18
Total	111	810
<i>Central region</i>		
Ohio	23	174
Indiana	13	56
Illinois	20	114
Michigan	11	108
Wisconsin	9	38
South Dakota	4	5
North Dakota	3	3
Nebraska	5	19
Missouri	4	42
Minnesota	7	46
Iowa	12	46
Kansas	4	17
Total	115	668
<i>Southern region</i>		
Dist. of Col.	2	33
Virginia	5	35
North Carolina	7	34
South Carolina	3	11
Georgia	3	19
Florida	5	16
Kentucky	3	21
Tennessee	4	31
Mississippi	3	6
Alabama	3	16
Arkansas	4	11
Louisiana	4	13
Oklahoma	7	24
Texas	8	53
Total	61	323
<i>Western region</i>		
Arizona	3	13
Colorado	3	24
Idaho	2	5
Montana	2	2
Nevada	1	1
Utah	1	5
Wyoming	1	2
California	21	117
Oregon	2	13
Washington	5	35
Hawaii	1	2
Total	42	219
Grand total	329	2020

Geographical Distribution

In Table 2 the associations studied are distributed by states, which in turn are grouped in the large administrative regions of the National Board. The table also gives the distribution by state and region of the professional workers employed on October 1, 1942, as reported on Schedule A.

About a third of both the associations and the professional workers were located in the Central region—35 per cent of associations and 33 per cent of workers. The Eastern region also claimed about a third of the associations, but have a larger proportion of the workers—34 per cent of associations and 40 per cent of workers. The Southern and Western regions have smaller representation. The Southern has 18 per cent of participating associations, which employ only 16 per cent of the workers, while the Western region has 13 per cent of the associations and 11 per cent of the workers. With the exception of New Mexico, all of the 48 states are represented by at least one association. One of the three associations in Hawaii is also included in the study.

Extent of Staff Turnover

Schedule A asked for the number of occupied and of vacant professional positions on the staff at the beginning and at the end of the year ending October 1, 1942, and also for the numbers of workers joining and leaving the professional staff during the year. Tabulation of these data gives the results shown in Table 3.

TABLE 3.—CHANGE IN AGGREGATE PROFESSIONAL STAFF OF 329 ASSOCIATIONS DURING YEAR ENDING OCTOBER 1, 1942

October 1, 1941:	
Positions occupied	2046
Positions vacant	43
Total	2089
Workers joining during year	605
Workers separated during year	631
October 1, 1942:	
Positions occupied	2020
Positions vacant	68
Total	2088

The category of "professional workers" was defined briefly as including the entire group of "secretarial workers," as the term is used by the YWCA's, including finance, food service, publicity, and residence secretaries. Apprentice secretaries were to be included, if engaged in work of professional grade. Regular part-time workers were also to be included, but teachers employed briefly to conduct special courses, and camp

workers employed only for the camp season were to be omitted.

As was anticipated, there was some difference in the reporting with respect to the inclusion in the professional staff of workers in positions involving some work of professional and more of definitely clerical or otherwise non-professional grade. Some associations appear to have omitted all doubtful positions, while others included them. It should be recognized, therefore, that Table 3 contains some borderline positions, although the number is not large.

Of the 2089 positions accounted for in the table on October 1, 1941, 2 per cent were unfilled. A year later the number of positions was one less, but $3\frac{1}{2}$ per cent were then vacant. Both full and part-time positions are included in figures of this table.

The increase in unfilled positions though not large, reflects the greater difficulty in making replacements in the Fall of 1942 than a year earlier. More evidence of increased difficulty in finding satisfactory workers during 1942 was contained in the comments entered on the schedules of many associations. They showed that in a good many instances it had been found necessary to waive desired qualifications in making recent replacements. Such comments, however, were made chiefly by associations in the smaller places.

The net difference of one in the number of positions on the two dates does not, of course, mean that there was not more change than this in individual staffs. Several associations discontinued positions and in others positions were added, but changes in either direction were relatively few.

Although the size of the staffs tended to be constant, this was not true of the personnel itself. On the contrary, the rate of replacement was high. Table 3 records 631 separations from the professional staffs and 605 accessions during the year. Workers joining were 29 per cent of the total number of positions at the beginning of the year, and those leaving were 30 per cent. If based on the number of occupied positions at the beginning of the year, these ratios become 30 and 31 per cent. In other words, the replacement rate for the year was not far short of one-third.

The replacement rate was high for every section of the country. Using Bureau of the Census geographical areas, very high rates were found in the Mountain, Pacific, and South Atlantic groups of states. The lowest rate was in the South Central area. New England and the Middle Atlantic area had rates a little below the general average, while the East North Central, West North Central and West South Central areas had rates at or very close to the average.

Further consideration of the rate of replacement will be given later in discussing the length of time individual workers have been employed by the present association.

Vacancies in October, 1942

It is worth while to examine more closely the 68 reported vacancies on October 1, 1942. It should be recalled that this date is late in the employment season and that operation of programs requires in most instances that vacancies be filled before this. Therefore, as many as 68 vacancies at the beginning of October indicates shortage of qualified personnel, but it should also be recalled that it is shortage of desired workers at the salaries available that is indicated.

The majority of the unfilled positions were not well paid, as may be seen in Table 4, which omits ten positions for which only part-time workers were desired. Included are positions for four general secretaries, five branch executives, one program correlator, 14 health education secretaries or assistant secretaries, 15 secretaries for work with girls or women, two caseworkers, two employment secretaries, five residence secretaries and ten other positions of various sorts.

TABLE 4.—UNFILLED FULL-TIME POSITIONS, OCTOBER 1, 1942, BY SALARY OFFERED AND SIZE OF CITY

Population of city	Annual salary offered				Not reported	Total
	Under \$1500	\$1500 to 1999	2000 to 2499	\$2500 or over		
Over 500,000	2	6	6	3	—	17
100,000 to 500,000	1	11	1	1	2	16
50,000 to 100,000	3	3	2	1	1	10
Under 50,000	6	6	—	1	2	15
Total	12	26	9	6	5	58

In most cases the reason given for the vacancy was lack of candidates, but the inadequacy of salaries offered was also mentioned. The statements made concerning some of the better paid positions are of interest. Of three positions available at \$3000, one had been long vacant because of "lack of candidates"; another had become vacant unexpectedly only a month earlier and there had not yet been time to fill it; for the third a worker had been found who would be available four months later. In a large city, vacancies for a personal counselor at \$2500 and an industrial women's secretary at \$2100 were explained by "market stringency." In another large city, "no available candidate" had been found for a branch executive's position at \$2100. An association in still another large city was "unable to secure a qualified person" for a branch executive at from \$2000 to \$2300 or a caseworker at \$1700. One

large association had been seeking an industrial women's secretary at \$2200 for four months, and another reported "no one available" for positions of vocational interviewer at \$1800 and program interviewer at \$1700.

In smaller cities "financial circumstances and lack of suitable candidates" explained an assistant general secretary vacancy at \$2000, and there were "no satisfactory candidates" for a position of international institute executive at \$1900 to \$2000. In a southern city the position of business and industrial girls' secretary was reported unfilled for three years because suitable secretaries were not available at from \$1500 to \$1800, while in another southern city the same position at \$1800 had remained unfilled for five months.

Means of Finding New Workers

Table 5 contains a tabulation of information concerning the means by which 538 professional workers who joined the professional staffs during the six months preceding the date of the study were found. Although this information relates to only half a year, it covers the period in which most of the year's replacements were made. More than half of these workers were found through the Personnel Bureau of the National Board. Workers applying without referral

TABLE 5.—MEANS BY WHICH NEW PROFESSIONAL WORKERS EMPLOYED DURING SIX MONTHS ENDING OCTOBER 1, 1942, WERE FOUND

Means of finding worker	Number of workers	Per cent
Referred by National Personnel Bureau	284	53
Worker applied without referral	93	17
Referred by college placement bureau	59	11
Referred by member of staff or committee	34	6
Referred by other placement bureau	18	3
Referred by other Y W C A	11	2
Worker promoted from clerical staff	9	2
Referred by local organization	4	1
Worker previously volunteer	4	1
Previous staff member reemployed	3	1
Other	19	3
Total	538	100

appear to be the next largest group, but their number is very much smaller. College placement bureaus were used fairly frequently and other placement bureaus very little. It should be noted that the figures do not include promotions, except of workers moving from clerical to professional status. The 19 workers tabulated as "Other" may belong in other categories, since the statements concerning them did not indicate clearly how they were found.

Classification of Workers by Position

Of the information supplied on the schedules for individual workers, it will be desirable to examine first that showing the distribution of the workers by position or function. An entirely satisfactory position classification, however, cannot be presented, partly because of the variation in duties of workers having the same or similar titles. A main cause of this variation is the difference in opportunity for specialization of function in organizations of different size. For example, executives of the smallest associations—those with but one professional worker—will in some degree be carrying on the duties of most, if not all, the varieties of professional positions found in the larger associations. Where there are several positions, some division of function results, but in the smaller associations most of the positions will be much less specialized than in large ones. Thus, the duties corresponding to a given position title are likely to vary materially, depending on size of the operating unit. It is possible, however, from the information reported concerning duties, to arrive at a useful classification of the workers according to their primary function. This has been done with the results shown in Table 6.

The table is concerned with 1930 workers, or 90 fewer than the number employed by the reporting associations on October 1, 1942, according to Table 3. In part, the difference is accounted for by the fact that some associations did not return individual schedules for all positions reported on Schedule A. Some of the missing ones, it was explained, had not been completed when the others were submitted, but were not received later. Others were evidently omitted because of doubt of the professional status of the position. In addition, 26 of the schedules received were discarded because the description of duties of the worker indicated clearly that the position was not of professional grade. These schedules bore such position titles as: business machine operator, cashier, desk clerk, desk secretary, night secretary, hostess. On the other hand, all the submitted schedules of workers in charge of business offices were used, even when it appeared that the duties might be largely clerical.

Most of the 1930 workers who were tabulated as occupying professional positions were employed as full-time workers during the full year. As shown in the table, 1778 of them were so classified. A few workers reported as employed 11 months of the year are included in this group. Sixty-two of the positions were reported as active for less than 11 months of the year, usually nine or ten months; and 90 workers were recorded as working less than the reporting association's

TABLE 6.—CLASSIFICATION OF WORKERS BY POSITION
AND BY FULL OR PART-TIME STATUS

Position	Number of workers			Total
	Full-time, full-year	Full-time, part-year	Part- time	
<i>Administration</i>				
General secretary	304	5	12	321
Associate general secretary	10	1	—	11
Program correlator	7	—	—	7
Branch executive	84	—	—	84
Camp director	4	1	—	5
Business secretary	114	—	6	120
Publicity secretary	19	—	4	23
Membership secretary	14	—	2	16
Central registration director	8	1	—	9
Total	564	8	24	596
<i>Group work activity</i>				
Younger girls' secretary	276	15	10	301
Industrial women's secretary	49	1	2	52
Business and industrial women's secretary	85	2	5	92
Business and professional women's secretary	58	3	2	63
Education secretary	12	—	1	13
Foreign community secretary	8	—	—	8
Other group work secretary	87	2	7	96
Total	575	23	27	625
<i>Health and recreation activity</i>				
Health education secretary or as- sistant	228	14	11	253
Swimming or other instructor	9	1	6	16
Music, dance or dramatic director	5	1	2	8
Total	242	16	19	277
<i>Counseling service</i>				
Employment or vocational coun- selor	28	1	3	32
Personal counselor or caseworker	24	1	6	31
Nationality secretary	18	—	2	20
Room registry secretary	9	—	—	9
Program interviewer	8	—	2	10
Total	87	2	13	102
<i>Building and food service operation</i>				
Building or residence director or assistant	181	—	1	182
Food service director or assistant	97	1	2	100
Total	278	1	3	282
<i>School operation</i>				
School director or instructor	20	11	2	33
<i>Other</i>				
USO or war work secretary	7	—	—	7
Student secretary	3	—	1	4
Race relations secretary	—	1	—	1
Nurse	2	—	—	2
Physician	—	—	1	1
Total	12	1	2	15
Grand total	1778	62	90	1930

usual number of hours weekly. This table classifies the workers in each of these three groups by position, but the further analysis will relate only to the 1778 full-time workers in positions active for at least 11 months of the year.

Seven main and 32 subordinate position categories have been used. They were adopted after consultation with the Personnel Bureau of the National Board, which also gave assistance in classifying some workers concerning whose duties the reported information was incomplete or unclear. In most instances the reported titles of the workers correspond closely with those of the position category in which they were placed, but the description of duties and also the percentage distribution of the worker's time given on the schedules were used in determining the position classification. Workers having duties pertaining to two or more position categories were classified according to the function requiring the largest portion of their time.

Of the full-time full-year positions nearly a third have been classified as administrative. General secretaries constitute more than half of this main division and about one-sixth of the total number of full-time full-year workers. Twelve of the general secretaries were classified as part-time workers, while five were paid for less than the full year. These were executives of small associations. No general secretary's schedule was received from eight of the reporting associations: the position was vacant in four; three lacked the position; while one omitted the schedule because of illness of the worker.

The few workers recognized as associate general secretaries were only those reported by large organizations. The titles, associate and assistant general secretary, were reported not infrequently by smaller associations, but the description of duties and the recorded distribution of time indicated that these workers belonged in other categories. Program correlators were found in only a few of the larger associations. The duties of this position in other large associations may be exercised either by the associate general secretary or by the general secretary.

Branch executives include the secretaries in charge of the activities of either "branches" or "centers." Directors of several international institutes are included here.

The business secretaries are perhaps the most varied position group included in the table. It was intended that the workers in charge of the business and financial management of an association or branch, where this function was not in fact carried by the general secretary or branch executive, should be classified here.

Our instructions were not explicit on this point, however, and not unnaturally there was variation in deciding whether or not to report workers whose duties included some responsibility for business management. The more responsible business positions presumably occur chiefly in the large associations, but not all large associations reported such a worker. The 114 workers placed in this category were reported by 82 different associations. Fourteen of the larger associations are represented by more than one worker in the category. Included are a few comptrollers, a business manager, a chief accountant, a head bookkeeper, several administrative assistants, and business secretaries of several branches of each of the two largest associations. In this group are included the only two male employees reported in the study.

The second main division consists of the workers engaged wholly or chiefly in directing group work activities. Like administration, this group also includes nearly a third of the workers. The most frequently occurring position here, and next to general secretaries the largest single position category, is that of younger girls', or girl reserve, secretaries. This position would still rank second, even if the three categories of workers with employed women — those in charge of work with industrial, business and industrial, and business and professional women — were combined. Together, these three categories account for 192 of the full-time full-year workers. "Other" group work secretaries include a variety of workers. Some are responsible for the group work activities in associations too small to have any specialized group work position, and here also are classified workers in the largest associations who direct the general group work program. The group consists largely, however, of group workers in associations of varying sizes whose title and description of duties did not justify their classification in other categories in this main division. Nineteen were reported as group workers or group work secretaries, 18 as adult group workers, 14 as activities secretaries, and 11 as adult or senior activities secretaries. Ten program directors or secretaries, most of whom were in small associations, are also included here.

The third position group in point of size is that of health education secretaries and assistants. The duties of the health education secretary appear usually to include direction of the recreation program, and therefore in this group have been included the few workers who were designated only as directors of recreation. Workers described as engaged chiefly as instructors of swimming or physical exercise, or as directors of a

special recreation activity were very few. They are included in separate categories.

Although counseling service is a characteristic activity of the associations, relatively few of the workers have this as their principal function. Only 87 full-time full-year workers were found in this main group, and they represent several distinct types of counseling service. Only 24 of them were identified as having a general casework or counseling function. A few more were described as employment or vocational counselors. The described duties of the 18 full-time full-year workers designated in the table as nationality secretaries indicate that they are chiefly engaged in casework with women and girls of foreign birth or foreign parentage.

Only nine workers appear in the category, room registry secretaries, although it is recognized that this function may occur much more frequently than this. Presumably in many associations the function does not require the major portion of a worker's time, and it may often not be recognized as of professional grade. Few program interviewers were reported, this function probably being exercised usually by workers having other duties.

The operation of building and food services requires a substantial group of workers with specialized experience. Together these two position categories account for about 16 per cent of the full-time workers included in the table.

Only five of the associations reported school directors or instructors. Most of the 33 workers in this category are instructors in the schools of the Central and Harlem branches of the New York Association. A third of these workers are employed for less than the full year.

The positions in the main group, "Other," are perhaps self-explanatory. The few USO or war work secretaries are employed by local associations, the relatively large number of similar workers now employed by the National Board not being included in the study. The four student secretaries are workers on the staffs of four large-city associations; they are not secretaries of student associations.

Number and Position Classification of Negro Workers

Among the 1778 full-time full-year workers, Negro workers number 151, or 8.5 per cent. The proportion of Negro workers in all the local community associations is probably a little larger than this, for investigation of this point revealed that 13 of the reporting associations that have Negro branches did not submit schedules for workers in these branches. Moreover,

eight of the associations that did not participate in the study have Negro branches. Thus, Negro workers in 21 Negro branches appear to have been omitted. Most

TABLE 7.—CLASSIFICATION OF WORKERS, BY RACE AND POSITION

Position	Number of workers			
	White	Negro	Chinese	Total
<i>Administration</i>				
General secretary	302	2	—	304
Associate general secretary	10	—	—	10
Program correlator	7	—	—	7
Branch executive	27	56	1	84
Camp director	4	—	—	4
Business secretary	110	4	—	114
Publicity secretary	18	1	—	19
Membership secretary	13	1	—	14
Central registration director	8	—	—	8
Total	499	64	1	564
<i>Group work activity</i>				
Younger girls' secretary	249	27	—	276
Industrial women's secretary	47	2	—	49
Business and industrial women's secretary	81	4	—	85
Business and professional women's secretary	57	1	—	58
Education secretary	11	1	—	12
Foreign community secretary	7	—	1	8
Other group work secretary	66	20	1	87
Total	518	55	2	575
<i>Health and recreation activity</i>				
Health education secretary or assistant	220	8	—	228
Swimming or other instructor	9	—	—	9
Music, dance or dramatic director	5	—	—	5
Total	234	8	—	242
<i>Counseling service</i>				
Employment or vocational counselor	24	4	—	28
Personal counselor or caseworker	22	2	—	24
Nationality secretary	18	—	—	18
Room registry secretary	6	3	—	9
Program interviewer	8	—	—	8
Total	78	9	—	87
<i>Building and food service operation</i>				
Building or residence director or assistant	176	5	—	181
Food service director or assistant	95	2	—	97
Total	271	7	—	278
<i>School operation</i>				
School director or instructor	14	6	—	20
<i>Other</i>				
USO or war work secretary	5	2	—	7
Student secretary	3	—	—	3
Nurse	2	—	—	2
Total	10	2	—	12
Grand total	1624	151	3	1778

of these branches, however, have had only one or two workers.

The two independent Negro associations in Washington, D.C., and Montclair, N.J., are among the reporting organizations. Fifty-six other associations reported workers in Negro branches or centers. These 58 associations account for all but three of the Negro workers, three other associations employing one Negro worker each.

The classification of the workers by position and race is given in Table 7. It will be seen that Negro workers occur frequently only in the three position categories: branch executives, younger girls' secretaries, and other group work secretaries. Negro workers comprise two-thirds of the branch secretaries, one-tenth of the younger girls' secretaries and nearly a fourth of the "other group work secretaries."

The three Chinese workers recorded in the table are employed in the Chinese branch of the San Francisco Association. The Japanese branch of the Los Angeles Association had already been closed at the time of the study.

Age of Workers

Classification by age demonstrates that the Y W C A program is utilizing professional workers of various age groups in remarkably similar proportions, except that, as would be anticipated, above 60 years the proportion falls off sharply.

In Table 8, in which the full-time full-year workers are distributed by age and also by position, the age intervals are of ten years. Of the total group of workers, the largest proportion, 27 per cent, was found in the age class, 30 to 39 years. Only a slightly smaller proportion, 25 per cent, was comprised of workers from 20 to 29 years of age, while 23 per cent were from 40 to 49 years, and 20 per cent from 50 to 59 years. About 4.5 per cent were over 60 years, and, as the footnote indicates, only one worker was over 70 years. It is gratifying to note that information concerning age was recorded for all but 22, or a little more than one per cent, of the workers. Other data indicate that most of these 22 workers may have been among the older ones.

Age classification by five-year intervals showed that of the workers who were under 30 years, more were over 25 than under 25 years, and that 25 to 29 years was the most frequent five-year age class. In the age group, 50 to 59 years, more workers were under 55 than over 55, while of the 78 workers who were between 60 and 70 years, only 14 were over 65 years.

TABLE 8. — CLASSIFICATION OF WORKERS, BY AGE AND POSITION

Position	Years of age						Total
	20-29	30-39	40-49	50-59	60-69	nr	
<i>Administration</i>							
General secretary	7	35	120	124	16	2	304
Associate general secretary	—	2	5	3	—	—	10
Program correlator	1	3	3	—	—	—	7
Branch executive	3	28	31	17	5	—	84
Camp director	—	2	—	2	—	—	4
Business secretary	7	23	38	34	6	6	114
Publicity secretary	3	8	5	3	—	—	19
Membership secretary	3	2	1	4	3	—	14 ^a
Central registration director	—	3	3	1	1	—	8
Total	24	106	206	188	31	8	564 ^a
<i>Group work activity</i>							
Younger girls' secretary	161	91	20	3	1	—	276
Industrial women's secretary	23	11	12	3	—	—	49
Business and industrial women's secretary	31	42	11	1	—	—	85
Business and professional women's secretary	16	30	9	2	1	—	58
Education secretary	1	2	4	4	—	1	12
Foreign community secretary	1	3	2	1	—	1	8
Other group work secretary	35	41	7	4	—	—	87
Total	268	220	65	18	2	2	575
<i>Health and recreation activity</i>							
Health education secretary or assistant	113	89	22	4	—	—	228
Swimming or other instructor	3	2	4	—	—	—	9
Music, dance or dramatic director	1	2	2	—	—	—	5
Total	117	93	28	4	—	—	242
<i>Counseling service</i>							
Employment or vocational counselor	2	9	8	8	1	—	28
Personal counselor or caseworker	1	7	8	6	1	2	24
Nationality secretary	1	3	7	5	2	—	18
Room registry secretary	1	2	—	6	—	—	9
Program interviewer	1	1	3	2	—	1	8
Total	6	22	26	27	3	3	87
<i>Building and food service operation</i>							
Building or residence director or assistant	2	12	40	89	35	3	181
Food service director or assistant	15	18	28	25	5	6	97
Total	17	30	68	114	40	9	278
<i>School operation</i>							
School director or instructor	4	6	5	3	2	—	20
<i>Other</i>							
USO or war work secretary	3	2	2	—	—	—	7
Student secretary	1	2	—	—	—	—	3
Nurse	—	—	2	—	—	—	2
Total	4	4	4	—	—	—	12
Grand total	440	481	402	354	78	22	1778 ^a
Per cent	25	27	23	20	4	1	100

^a Total includes one worker over 70 years of age.

The age distribution of workers in different positions varies materially. This needs to be borne in mind in evaluating the salary figures for the several positions. Thus, the table shows that younger girls' and health education secretaries are predominantly young women, while the positions of building or residence secretary and general secretary are generally filled by older workers.

Of the younger girls' secretaries not far from 60 per cent, and of health education secretaries about half, were under 30 years of age, while in both these position groups workers over 45 years were rare. Younger workers were not infrequent among the other group work categories, but the average age of workers in them was higher than that of the younger girls' secretaries. Older workers were infrequent in most of the group work categories.

The workers engaged in counseling service are rather evenly scattered over the age span 30 to 59 years, with a few such workers under 30 years and a few 60 or over. Building and residence secretaries have the highest average age. About a fifth were 60 years of age or over, and almost half were between 50 and 60 years. Food service secretaries, on the other hand, were younger, nearly two-thirds of them being under 50 years.

Of the general secretaries, 80 per cent were in the two ten-year age classes, 40 to 49 years and 50 to 59 years. Five per cent were 60 years or over, and most of the remainder from 30 to 39 years. The five-year classification shows that the most frequent age interval for the general secretaries was from 50 to 54 years. Only one general secretary was under 25 years of age.

Associate general secretaries, program correlators, branch executives, and business secretaries all vary materially in age. Most of the workers in these groups are well scattered over the three ten-year age classes from 30 to 59 years.

Extent of Education

The information obtained concerning the formal training of workers suggests that there is great diversity in the types of preparation which lead to YWCA employment. In part the variation may result from the fact that the program of the associations includes a variety of activities requiring different types of specialized training, but this reason seems less likely to supply the explanation than the fact that there is not a commonly recognized and specified type and extent of training for even the more frequent positions.

Both Tables 9 and 10 relate to this topic, but unfortu-

nately neither provides a complete measure of the extent of formal education. The schedule called for considerable detail of information on this point, including the names of schools attended, the degrees obtained and dates of obtaining them, and notation of the fact if credit short of graduation had been received. Space was provided for recording separately information concerning credit received in undergraduate college, graduate college, school of social work, normal school, and other professional school, with specification of kind of other school. Another item asked for record of special YWCA training courses taken. Although this portion of the schedule was filled in carefully by almost all the workers, the wide variation of types of courses and the great differences in duration of work, particularly in the case of specialized training, makes it difficult to summarize this information briefly.

In Table 9 the workers have been classified with respect to the extent of their education in college or university. It indicates clearly that there is preference for college education and for advanced university work as preparation for YWCA employment, but the fact that more than a quarter of the total number of workers have either no college credit or incomplete credit indicates that completion of the undergraduate college course has not been a uniform requirement. Classification of a worker in this table as having no college credit or only some college credit, however, does not necessarily mean that the worker had not had some specialized training. Yet it should be recognized that much specialized training is taken into account in the table, since work in a professional school if at a recognized degree-conferring institution was tabulated as work in a college or university. It should also be explained concerning this table that school of social work training following receipt of a bachelor's degree was regarded as graduate work, and that a certificate in social work obtained by a worker already possessing a bachelor's degree was counted as a graduate degree.

For most of the 316 workers tabulated as having a graduate degree, the term means a master's degree. The exceptions are five workers who had doctor's degrees and 17 with certificates from schools of social work obtained after receipt of a bachelor's degree. These 316 workers who had completed graduate courses were 18 per cent of the total number of full-time full-year workers.

Workers who reported having had, in addition to a college degree, graduate work less than that required for a degree or certificate, numbered 486, or 27 per cent of the total number. Concerning this group it should be recognized that some graduate work varies

TABLE 9.—CLASSIFICATION OF WORKERS BY EXTENT OF COLLEGE AND UNIVERSITY EDUCATION AND BY POSITION

Position	Number of workers recording:						Total
	No college credit	Some college credit, no degree	College degree	Some graduate credit, no degree	Graduate degree	Not reported	
<i>Administration</i>							
General secretary	29	39	45	119	70	2	304
Associate general secretary	—	—	—	4	4	2	10
Program correlator	—	—	1	4	2	—	7
Branch executive	6	19	13	26	19	1	84
Camp director	—	—	—	4	—	—	4
Business secretary	66	29	10	5	1	3	114
Publicity secretary	1	4	6	5	3	—	19
Membership secretary	5	—	—	4	4	1	14
Central registration director	—	3	2	3	—	—	8
Total	107	94	77	174	103	9	564
<i>Group work activity</i>							
Younger girls' secretary	7	10	127	80	52	—	276
Industrial women's secretary	—	3	12	19	13	2	49
Business and industrial women's secretary	1	8	28	26	22	—	85
Business and professional women's secretary	1	3	9	23	22	—	58
Education secretary	1	—	3	3	5	—	12
Foreign community secretary	1	1	2	2	2	—	8
Other group work secretary	5	9	19	36	17	1	87
Total	16	34	200	189	133	3	575
<i>Health and recreation activity</i>							
Health education secretary or assistant	20	13	103	55	37	—	228
Swimming or other instructor	3	2	2	—	2	—	9
Music, dance or dramatic director	—	1	1	1	2	—	5
Total	23	16	106	56	41	—	242
<i>Counseling service</i>							
Employment or vocational counselor	4	5	2	9	8	—	28
Personal counselor or caseworker	1	8	1	7	7	—	24
Nationality secretary	5	4	2	6	1	—	18
Room registry secretary	3	3	1	1	1	—	9
Program interviewer	2	2	2	1	—	1	8
Total	15	22	8	24	17	1	87
<i>Building and food service operation</i>							
Building or residence director or assistant	75	47	24	21	12	2	181
Food service director or assistant	28	22	35	7	3	2	97
Total	103	69	59	28	15	4	278
<i>School operation</i>							
School director or instructor	—	3	2	10	5	—	20
<i>Other</i>							
USO or war work secretary	—	—	3	4	—	—	7
Student secretary	—	—	—	1	2	—	3
Nurse	1	1	—	—	—	—	2
Total	1	1	3	5	2	—	12
Grand total	265	239	455	486	316	17	1778
White	259	216	423	428	282	16	1624
Negro	6	23	31	58	32	1	151

all the way from a few credits to, in the case of several of those who had school of social work training, completion of a two-year graduate course except for submission of a thesis.

Another 26 per cent of the workers were found to hold college degrees, making a total of 71 per cent who had completed an undergraduate course. Thirteen per cent had obtained some but less than full college credit, while 15 per cent appear to have had no college work. In both the latter categories, however, are included some workers who have had substantial amounts of specialized training. Among the 265 workers with no college training, for example, are 17 normal school graduates and 24 others with some normal school training, 16 with some special training for religious work, 18 with training for physical education, and several with other vocational training. A majority of the no-college group, however, did not cite any specialized training.

Some marked differences are disclosed in the education of workers in the several position categories. They may, perhaps, afford a fairly accurate index of the extent to which educational qualifications have recently been emphasized in selecting workers for the various types of function. Of general secretaries, branch executives, and group work activity secretaries, a majority have had at least some graduate work. Among the group work activity workers, those with most educational preparation are secretaries for business and professional women. The younger girls' workers resemble closely the health education workers with respect to the educational classification, as they do also with respect to age.

At the foot of Table 9, the total number of Negro and of white workers are separately classified by extent of college and university education. For the Negro workers the proportions both with graduate degrees and with incomplete graduate courses are larger than for the total number of white workers. Their proportion with no college credit, also, is much smaller than for the white workers. The difference, however, results chiefly from the difference in the kind of positions occupied. If the comparison is limited to the three position groups in which most of the Negro workers are found, the differences in extent of education are slight but still in favor of the Negro workers.

Table 10 summarizes data reported on the schedules concerning special kinds of training. The figures may not, however, show the full extent of each of the types of training mentioned, inasmuch as some specialized training obtained in either graduate or undergraduate work may not have been identified on the schedule.

These data, however, probably justify at least tentative conclusions.

For 13 per cent of the total group of workers either full or partial training in normal schools was recorded. Such preparation appears to some extent in most of the position groups, but most frequently among the building or residence directors, many of whom are older workers. How frequently the workers not recording normal school training prepared in colleges or universities for a teaching career was not revealed by the schedules. Probably complete data would show that a very substantial proportion of the workers had obtained professional training as teachers.

Schools of social work provided at least some professional training for 348 workers, or about a fifth of the total group, but only 63 workers appear to have completed a graduate course in social work. Of the school of social work graduates only six were in positions grouped under the head of counseling service. They were most frequent in the group work activity category. Only 12 general secretaries had completed such training. Nearly a third of the general secretaries and about a quarter of the group activity workers reported at least some work in a school of social work. It is noteworthy that, although the schools of social work specialize in training for group work activity, which is a principal component of the YWCA program, these schools had supplied professional training for a small proportion of the YWCA workers.

Examination of the data on specialized training resulted in the tabulation of only 96 workers as having had any special preparation in a school of religious work. This number may be somewhat too small, because the line between religious and social work training in the case of several of the schools is hard to define. If, however, all the doubtful cases had been counted here rather than under social work training, the number having had this type of special training would still be very small.

The last two columns of Table 10 relate to the special courses which have been provided by the National Board for training YWCA personnel. Up to the mid-1920s, the YWCA National Training School provided a one-year training course. Ninety-two of the present professional workers, of whom 64, or more than two-thirds, were general secretaries, had obtained this preparation. On the other hand, 720, or 40 per cent, of the total group of workers, had taken one or more brief YWCA training courses. Among them, 480 reported only one such course; 141 two; and 99 three or more.

TABLE 10.—WORKERS RECORDING SPECIALIZED TRAINING OF CERTAIN TYPES, BY POSITION

Position	Number of workers recording specialized training in:						
	Normal school		School of social work		School of religious work	One-year Y W C A course	Short Y W C A or courses
	Full course	Total	Full course	Total			
<i>Administration</i>							
General secretary	22	40	12	96	41	64	208
Associate general secretary	—	—	—	3	—	2	6
Program correlator	—	—	1	1	—	1	4
Branch executive	8	15	5	21	7	4	55
Camp director	—	—	—	2	—	—	2
Business secretary	8	11	—	2	2	—	1
Publicity secretary	1	1	2	3	1	2	5
Membership secretary	—	2	—	2	1	—	2
Central registration director	2	4	—	3	—	1	2
Total	41	73	20	133	52	74	285
<i>Group work activity</i>							
Younger girls' secretary	7	12	14	62	11	3	166
Industrial women's secretary	3	4	7	21	5	2	20
Business and industrial women's secretary	4	10	1	15	6	—	42
Business and professional women's secretary	1	6	2	21	4	1	26
Education secretary	1	1	1	2	2	2	1
Foreign community secretary	—	3	2	6	2	—	1
Other group work secretary	2	6	7	26	3	2	33
Total	18	42	34	153	33	10	289
<i>Health and recreation activity</i>							
Health education secretary or assistant	8	12	—	9	—	—	93
Swimming or other instructor	—	—	—	—	—	—	1
Music, dance or dramatic director	—	—	—	1	—	—	1
Total	8	12	—	10	—	—	95
<i>Counseling service</i>							
Employment or vocational counselor	2	4	—	9	1	1	3
Personal counselor or caseworker	2	3	4	15	—	—	3
Nationality secretary	1	2	1	7	2	—	5
Room registry secretary	2	2	1	2	—	—	1
Program interviewer	—	1	—	—	1	—	1
Total	7	12	6	33	4	1	13
<i>Building and food service operation</i>							
Building or residence director or assistant	68	83	1	13	6	7	32
Food service director or assistant	6	11	2	3	1	—	3
Total	74	94	3	16	7	7	35
<i>School operation</i>							
School director or instructor	2	2	—	—	—	—	1
<i>Other</i>							
USO or war work secretary	—	1	—	2	—	—	1
Student secretary	—	—	—	—	—	—	1
Nurse	—	—	—	1	—	—	—
Total	—	1	—	3	—	—	2
Grand total	150	236	63	348	96	92	720

Length of Service with Present Association

Attention has already been directed to the high replacement rate shown by the total staff figures reported on Schedule A. Rapid replacement of workers has an influence on average salary figures, since hiring salaries are likely to be somewhat lower than average salaries, being fixed usually with the expectation of increasing the rate of compensation as employment of the worker continues. Before examining the salary tabulations, therefore, it will be worth while to see how different the proportions of recently employed workers are in different positions. Table 11 gives this information for all but the very small position groups and for the total full-time full-year professional staff.

Of the total number of workers, the schedules of 502, or 28 per cent, specified less than one year of employment with the present association. Almost as many more, 476, or 27 per cent, had been with the present association one but less than three years, making 55 per cent with tenure of less than three years. The full tabulation of these data shows that only a third of the workers had been employed by the present association as long as five years, and under a fifth as long as ten years.

The table reflects very high rates of replacement for the group work activity secretaries generally and also for health education secretaries. In the five larger group work activity categories, workers hired within

the year preceding the date of the study constitute from 31 to 47 per cent of the total, while in each of these categories the proportion hired within three years is over 70 per cent.

Business secretaries show the lowest proportions of recently hired workers, only 6 per cent having been employed within one year and 14 per cent within three years. Two-thirds of the business secretaries had been with the employing association ten years or more.

More than one-fifth of the general secretaries had been with the employing association less than a year and nearly half less than three years. The two proportions are only a little smaller for branch executives. But whereas only 19 per cent of general executives had had tenure of ten years or more, the corresponding proportion for branch executives was 31 per cent. This does not mean that 19 per cent of general secretaries and 31 per cent of branch executives had held those positions in their agencies for as much as ten years, since the item concerns time with the association rather than time in the particular position.

The length of service data point to the conclusion that short tenure is a usual characteristic of YWCA employment, and also that the high replacement rate found for the year preceding the study was not chiefly the result of exceptional conditions in that year. Evidently there has been a tendency, operating for some

TABLE 11.—NUMBER OF WORKERS EMPLOYED BY PRESENT EMPLOYING ASSOCIATION LESS THAN ONE YEAR AND LESS THAN THREE YEARS, BY POSITION

Position	Total number of workers	Employed less than 1 year		Employed less than 3 years	
		Number	Per cent	Number	Per cent
General secretary	304	64	21	142	47
Associate general secretary and program correlator	17	4	24	11	65
Branch executive	84	15	18	38	45
Business secretary	113	7	6	16	14
Publicity secretary	19	6	32	12	63
Younger girls' secretary	275	104	38	208	76
Industrial women's secretary	49	23	47	36	73
Business and industrial women's secretary	85	34	40	64	75
Business and professional women's secretary	58	18	31	43	74
Other group work secretary	86	31	36	68	79
Health education secretary or assistant	226	99	44	155	69
Employment or vocational counselor	28	5	18	10	36
Personal counselor or caseworker	24	5	21	7	29
Nationality secretary	18	2	11	5	28
Building or residence director or assistant	180	30	17	67	37
Food service director or assistant	95	32	34	51	54
Total*	1767	502	28	978	55

* Total includes workers in positions not shown separately in the table. For 11 workers time with association was not reported.

time at least, for relatively few workers to remain long with an association. This tendency of short tenure and high turnover needs to be weighed in the light of both the financial cost and its effect on the efficiency of the program.

On this point comparative data for many divisions of social work are not available, but it may be noted that lower replacement rates were found in recent Foundation studies of two other groups of social work agencies. Of professional social work positions in private child welfare agencies studied in 1941, 23 per cent had been filled within a year, and of corresponding positions in public agencies, 18 per cent. In casework positions in the private agencies, however, the proportion of workers who had joined the staff within the year was 28 per cent, and in the public agencies 22 per cent.¹ Among private family agencies studied in 1938, a replacement rate for professional workers of 22 per cent for the year was found, and for caseworkers alone the rate was 29 per cent.²

Last Employment Before Employment by Present Association

In considering the high rate of replacement, it is worth while to observe the kinds of employment in which workers were engaged prior to joining the staff of the present employing association. This information was requested on the schedule and was tabulated for five of the larger position groups. The results are shown in terms of percentages for each group separately in Table 12. Since all workers in each position category are included, the data relate in some cases to last previous positions which were held more than a few years ago. As has been seen, however, for a large proportion of the workers the accession to the present association was recent, so that these data may describe rather accurately the recent recruiting practice.

The table reflects much movement from association to association. Of general secretaries, 70 per cent came from other associations, including 38 per cent who had been general secretaries in the association from which they came. Large proportions, also, of the workers in the other four categories came from other associations and, except for branch executives, more frequently than not continued in the same position.

In each of these position groups, the extent of recruiting from school teaching and school administration is important. The proportions of workers coming

from social work, which includes WPA and NYA administration, is considerable. In each group it will be seen some workers came to their present employment without previous paid work experience, these proportions being highest for younger girls' and health education secretaries.

TABLE 12. — PERCENTAGE DISTRIBUTION OF WORKERS IN FIVE POSITION GROUPS, BY KIND OF EMPLOYMENT PRECEDING EMPLOYMENT BY PRESENT ASSOCIATION

Last previous paid employment	Per cent of workers in each position group				
	General secretary	Branch executive	Employed Younger women's secretary	Health girls' secretary	Health education secretary
Other Y W C A					
General secretary	38	11	2	1	—
Group work secretary	16	18	34	32	1
Health education secretary	2	—	1	—	41
Other	14	21	8	5	3
Total other Y W C A	70	50	45	38	45
Other social work	5	10	14	12	9
Religious education	4	6	3	2	—
Other education	10	21	18	19	25
Business or clerical	5	5	9	11	3
Other	*	—	2	2	3
No previous employment	2	4	6	14	12
Not reported	3	4	3	2	3
Total	100	100	100	100	100
Number of workers	304	84	192	276	228

* Less than 0.5 per cent.

Salaries by Position

The salary data for the full-time full-year workers are summarized by position in Table 13. Data have been included there, as in most of the preceding tables, even for position categories having few workers. For these small groups the figures must be recognized as having relatively small significance, since with the inclusion of a few more workers they might be changed materially. In spite of this liability, however, the comparative data for the workers occupying the infrequently occurring positions are of some value in rounding out the picture.

Salary information is presented only for workers who receive their full compensation in money. Of the 1778 full-time full-year workers, 159 received meals or lodgings, or both. Of them, 94 were building or residence directors or assistants and 45 food service workers. Eight general secretaries and 12 workers in various other categories are also omitted from Table 13 because of receipt of maintenance as part of salary.

¹ Salaries and Qualifications of Child Welfare Workers in 1941, Russell Sage Foundation, p. 14.

² "Recent Hiring Practices of Private Family Agencies" in *The Family*, October, 1939, p. 182.

TABLE 13.—MEDIAN, QUARTILE AND EXTREME SALARIES OF WORKERS, BY POSITION

Position	Number of workers ^a	Annual salary				
		Lowest	Lower quartile	Median	Upper quartile	High- est
<i>Administration</i>						
General secretary	296	\$ 600	\$2,000	\$2,400	\$2,800	\$5,200
Associate general secretary	10	2,100	—	2,650	—	3,800
Program correlator	7	2,000	—	2,400	—	3,200
Branch executive:						
White	27	1,900	2,200	2,600	3,000	3,600
Negro	55	936	1,506	1,890	2,250	3,600
Total	83 ^b	936	1,700	2,000	2,550	3,600
Camp director	4	1,900	—	2,250	—	3,200
Business secretary	111	600	1,386	1,800	2,200	7,200
Publicity secretary	19	950	1,605	2,200	2,775	4,000
Membership secretary	14	876	1,200	1,583	2,150	2,300
Central registration director	8	1,200	—	1,963	—	2,400
<i>Group work activity</i>						
Younger girls' secretary:						
White	248	600	1,500	1,620	1,868	3,390
Negro	26	900	1,200	1,450	1,650	2,100
Total	274	600	1,500	1,600	1,800	3,390
Employed women's secretary:						
Industrial	49	1,386	1,788	2,000	2,300	3,400
Business and industrial	85	1,250	1,588	1,800	1,970	2,420
Business and professional	58	1,188	1,700	2,000	2,200	2,907
Total	192	1,188	1,600	1,880	2,100	3,400
Education secretary	12	940	—	2,300	—	3,100
Foreign community secretary	8	1,500	—	1,805	—	2,400
Other group work secretary:						
White	66	960	1,500	1,800	2,000	3,000
Negro	20	900	1,450	1,600	1,800	2,000
Total	86	900	1,500	1,800	2,000	3,000
<i>Health and recreation activity</i>						
Health education secretary or assistant	228	960	1,500	1,800	2,000	3,200
Swimming or other instructor	9	1,000	—	1,410	—	2,100
Music, dance or dramatic director	5	1,600	—	2,000	—	2,200
<i>Counseling service</i>						
Employment or vocational counselor	27	1,020	1,600	1,752	2,038	2,800
Personal counselor or caseworker	23	1,200	1,800	2,050	2,200	3,000
Nationality secretary	18	1,300	1,550	1,800	2,000	2,315
Room registry secretary	9	900	—	1,500	—	2,000
Program interviewer	7	1,296	—	1,700	—	2,000
<i>Building and food service operation</i>						
Building or residence director or assistant	87	400	1,080	1,500	2,100	3,158
Food service director or assistant	52	770	1,392	1,750	2,151	3,500
<i>School operation</i>						
School director or instructor	20	1,400	1,650	1,825	2,300	3,500
<i>Other</i>						
USO or war work secretary	7	1,200	—	1,800	—	2,600

^a Number of workers whose salary data are summarized in the following columns. Workers receiving maintenance as part of compensation are not included.

^b Includes one Chinese worker.

The data are in terms of annual salary. For each position the median, the two quartile, and the two extreme salaries are shown. The *median* is the middle salary when all are arranged in order of size. The upper and lower *quartiles* mark off the top and bottom quarters of the group and between them are the middle half of the salaries. The highest and lowest salaries should be used with much caution, since they may be explained by quite unusual circumstances. These salary figures need to be examined in the light of the discussion of the various position categories already given. Particularly it should be recognized that the importance of a position may vary with the size of the association, and also that in several of the categories workers of different grades in the same association are included. In this connection, however, the fact should not be overlooked that frequently, and perhaps usually, the worker holding the grade of assistant secretary in a larger association is paid more and may be a better qualified worker than the full secretary in a small association. It is for this reason that assistant secretaries have been included with full grade secretaries in the various position categories in this study.

The lowest of the general secretaries' salaries was paid by a small association, but not by one of the smallest. A special circumstance may explain this salary, but it should be noted that two other full-year executives reported salaries of less than \$1,000, and that 21 had salaries below \$1,500. The highest executive's salary, that of a metropolitan general secretary, is much lower than the salaries generally paid large-agency executives in most social welfare fields. That the median general secretary's salary, \$2,400, is lower than that of the few workers classified as associate general secretaries, and lower than that of white branch executives, is explained by the two facts that the majority of the associations are small and size of program has strong influence on the amount of the executive's salary. The relationship of general secretaries' salaries to size of organization is illustrated in a later table. For the three position groups in which Negro workers occur most frequently, Table 13 presents salary figures for Negro and white workers separately, and in each case those of the Negro workers are lower. Other factors than the race of the worker may influence these differences, but it has already been shown that the Negro workers compare favorably with white workers with respect to education, and careful examination of the figures of associations employing Negro and white workers in corresponding

positions leads definitely to the conclusion that there is a tendency to pay Negro workers less than white workers in like positions. It should be stated, however, that some of the associations employing workers of both races provide no evidence of this tendency.

Space will not be taken to comment on the salary figures for each position, but attention may be called to several points. Some of the variation in branch executives' salaries undoubtedly results from the influence of size of the branch program. The salaries of the workers classified as business secretaries show very wide variation, but as previously stated this group is not satisfactorily homogeneous with respect to function. The highest reported salary was that of a business secretary. Among the group work activity positions, those of younger girls' secretaries command generally lower salaries. These workers, it will be recalled, are usually younger than the other group work activity secretaries. The salaries of secretaries for business and professional women and for industrial women tend to be a little higher than those of other group work secretaries, except the small number designated education secretaries. The salaries of the health education workers tend to be considerably higher than those of younger girls' secretaries, but a little lower than those of employed women's secretaries as a whole.

General Secretaries' Salaries in Relation to Size of Staff

The strong tendency of the general secretaries' salaries to vary according to the size of the association is shown in Table 14. Here again the reported number of workers on the professional staff is taken as in-

TABLE 14. — SALARIES OF GENERAL SECRETARIES BY SIZE OF PROFESSIONAL STAFF

Size of professional staff	Number of general secretaries	Annual salary				
		Lowest	Lower quartile	Median	Upper quartile	Highest
1 worker	32	\$ 780	\$1,350	\$1,800	\$2,000	\$2,600
2 to 4 workers	127	600	1,800	2,100	2,400	3,200
5 to 9 workers	86	1,680	2,400	2,535	2,800	4,000
10 to 19 workers	35	2,125	2,800	3,200	3,300	4,100
20 or more workers	16	3,600	4,000	4,000	4,425	5,200
Total	296	\$ 600	\$2,000	\$2,400	\$2,800	\$5,200

dication of the size of the program. The size classes grow increasingly larger, starting with one worker only, this worker being the general secretary, and ending with 20 or more workers. The professional staffs of the 16 associations in the latter category vary a good deal in size. As stated earlier, the largest is of 153 workers, while four others are over 40.

Geographical and Size-of-City Salary Variations

Among the numerous factors which may have significant bearing on salaries are sectional standards and size of the community in which the association is located. These two factors need to be examined together. They are tested in Table 15 by means of the salary data for three groups of workers, general secretaries, younger girls' secretaries and employed women's secretaries. The many cities in which the reporting associations are located are divided into four size of population classes, as specified at the top of the table. For the geographical analysis, the eight areas commonly used by the Bureau of the Census are used. In this table assistant secretaries have been omitted from consideration, since they tend to be found only in the larger cities.

When the relatively small numbers of workers in each of these position groups are divided by both size of city and region, the resulting numbers of workers become usually very small indeed. Nevertheless, median salaries have been entered in the table wherever

the number of workers is as large as four. For each of the three groups of workers median figures indicate a marked tendency for the salaries to increase with increase in the size of city. The sectional differences are less regular, but the New England salaries show some tendency to be higher than the others, while the Southern salaries are generally lower than those in the other sections.

Since programs tend to be larger in the larger cities, the size factor might account chiefly for the relationship between size of city and salary that is indicated by each set of data in this table. On the other hand, living costs are higher in the larger places, and salaries are usually expected to be higher in large cities on that account. However, it is important to bear in mind that in weighing the value of a position a worker may find that higher living costs are more than offset by the many advantages larger cities have to offer professional workers. Because of these advantages large-city organizations usually have much less difficulty in finding satisfactory candidates for their vacancies than

TABLE 15.—MEDIAN SALARIES OF GENERAL, YOUNGER GIRLS', AND EMPLOYED WOMEN'S SECRETARIES, BY GEOGRAPHICAL AREA AND SIZE OF CITY

Area	Size of city							
	Under 50,000 population		50,000 to 100,000 population		100,000 to 1,000,000 population		Over 1,000,000 population	
	Workers	Median salary	Workers	Median salary	Workers	Median salary	Workers	Median salary
General Secretaries								
New England	12	\$2,133	3	—	11	\$3,500	—	—
Middle Atlantic	36	2,150	14	\$2,600	16	3,000	4	\$4,100
East North Central	36	2,138	13	2,600	17	3,200	2	—
West North Central	16	1,800	6	2,400	8	2,900	—	—
South Atlantic	12	1,963	11	2,200	10	2,700	—	—
South Central	12	1,800	8	2,130	12	2,750	—	—
Mountain	7	2,000	2	—	2	—	—	—
Pacific	10	1,930	6	2,550	9	2,880	1	—
Younger Girls' Secretaries (assistant secretaries omitted)								
New England	5	\$1,620	3	—	10	\$1,900	—	—
Middle Atlantic	17	1,500	12	\$1,725	18	1,800	10	\$1,800
East North Central	27	1,500	13	1,600	24	1,850	8	2,000
West North Central	7	1,320	5	1,470	10	1,800	—	—
South Atlantic	6	1,410	6	1,550	14	1,550	—	—
South Central	3	—	7	1,400	12	1,500	—	—
Mountain	3	—	2	—	2	—	—	—
Pacific	4	1,550	5	1,500	9	2,000	2	—
Employed Women's Secretaries (assistant secretaries omitted)								
New England	5	\$1,800	3	—	8	\$2,150	—	—
Middle Atlantic	4	1,730	6	\$1,810	14	1,950	7	\$2,000
East North Central	9	1,600	8	1,750	18	2,000	7	2,200
West North Central	—	—	4	1,550	7	2,000	—	—
South Atlantic	2	—	3	—	10	1,700	—	—
South Central	—	—	4	1,550	10	1,730	—	—
Mountain	1	—	—	—	2	—	—	—
Pacific	1	—	1	—	8	1,980	1	—

those in smaller places. If this argument is correct, it indicates that in order to get and hold equally qualified workers the associations in smaller cities need to provide salaries that are at least as attractive as those offered in larger ones.

Influence of Education on Salaries

A primary purpose in undertaking this study was to obtain some measurement of the emphasis placed upon formal educational preparation as a qualification for YWCA secretarial positions. In some degree the question is answered by the information contained in Table 9, from which it has been seen that a large proportion—71 per cent—of the workers studied had received college degrees, while nearly half—45 per cent—had done graduate work. Although very detailed information concerning specialized training was not requested on the schedule, the data that were obtained pointed to the conclusion that among the professional workers as a whole, and also within particular position groups, specialized training for association work varies widely both in kind and in quantity.

The variation in extent of education raises the further question of the relation of salaries to extent of educational preparation. Another form of this question is, How much premium is placed by the associations generally on formal education? To obtain an answer it is necessary to examine the compensation of workers with respect to both education and experience at the same time. The result of such a two-way classification of the salary data is contained in Table 16.

In preparing this table, workers in certain position categories were omitted, with the purpose of increasing the homogeneity of the group analyzed with respect to education needed. The positions omitted are: business and publicity secretaries; swimming instruc-

tors; music, dance and dramatic directors; building and food service directors and assistants; school directors and instructors; and one nurse. The education categories are those used in Table 9. The classification by experience takes into account the total paid experience of the workers, inasmuch as a satisfactory basis for distinguishing between qualifying and non-qualifying experience was not available.

Once more explanation has to be made that the number of workers involved is too small for so fine analysis. As a result, some of the divisions of the table contain far too few workers to justify computing a typical salary figure. Again, however, median salaries are shown even for very small numbers of workers, and again the results are surprisingly regular. They show clearly enough that both education and experience are usually required for the better paying positions. For each length-of-experience group, the highest median salary is that for the workers having a graduate degree. But the margin between the salaries of this group and those of the workers with only some graduate credit is not very wide. Wider salary differences might, of course, be shown if the education categories were concerned only with the extent of specialized training for association work.

A good deal of significance probably attaches to the fact that, except in the no-college group, the salaries tend to increase steadily with added experience, even up to 30 years or more. It will be noted, in fact, that in the three groups with most education the greatest increases are found between "25 to 29 years" and "30 or more years." This would seem to imply that the associations tend to reserve their best salaries for workers with long experience, and that they find that experience progressively increases the value of workers over as long a period as 30 years. This deserves consideration, for it may be questioned whether beyond some

TABLE 16.—MEDIAN SALARIES OF WORKERS IN SELECTED POSITION CATEGORIES CLASSIFIED BY LENGTH OF PAID EXPERIENCE AND BY EXTENT OF COLLEGE AND UNIVERSITY EDUCATION

Completed years of paid experience	No col- lege credit		Some college credit, no degree		College degree		Some graduate credit, no degree		Graduate degree	
	Work- ers	Median salary	Work- ers	Median salary	Work- ers	Median salary	Work- ers	Median salary	Work- ers	Median salary
Less than 1 year	1	—	3	—	48	\$1,500	7	\$1,400	10	\$1,588
1 to 3 years	3	—	2	—	110	1,500	28	1,565	29	1,650
4 to 6 years	5	\$1,500	5	\$1,200	54	1,600	52	1,700	31	1,800
7 to 9 years	8	1,380	8	1,459	46	1,718	72	1,800	43	2,000
10 to 14 years	8	1,690	18	1,625	48	1,800	85	2,000	47	2,100
15 to 19 years	11	1,560	27	1,800	19	2,000	70	2,138	47	2,200
20 to 24 years	18	1,900	23	2,100	21	2,160	43	2,300	38	2,525
25 to 29 years	9	1,620	18	2,220	12	2,113	44	2,400	25	2,600
30 or more years	20	1,733	19	2,400	9	2,900	30	2,800	13	3,200

point more experience of itself does, on the average, greatly increase a worker's value.

Change in Salaries from October, 1941, to October, 1942

The foregoing salary figures have related to the date of the study, October 1, 1942. Corresponding figures were obtained, however, for the same date in the preceding year for each reported position, provided it was filled at that time, whether by the same or a different worker. In view of the general impression of scarcity of qualified workers during the intervening year, and also of the fact that living costs had already risen substantially when the study was made, it is somewhat surprising to find evidence of very little change in salaries between the two dates.

In Table 17 comparison is made of the salary data for identical positions in four position categories on October 1 of the two years. The summary figures of the table give some indication of increase in each of the four groups, but the advance was small in each case and inconsiderable except for general secretaries, for which group the median salary increased \$100, or 4 per cent. The median salaries are the same for both years for branch and health education secretaries, and scarcely different for younger girls' secretaries.

TABLE 17.—SALARIES OF WORKERS IN IDENTICAL POSITIONS IN FOUR POSITION CATEGORIES, OCTOBER, 1941, AND OCTOBER, 1942

Position and date	Num-ber of workers	Annual salary				
		Lowest	Lower quartile	Median	Upper quartile	Highest
General secretary						
October, 1941	285	\$600	\$1,943	\$2,300	\$2,700	\$5,000+
October, 1942	285	600	2,000	2,400	2,800	5,000+
Branch executive						
October, 1941	79	900	1,614	2,000	2,500	3,400
October, 1942	79	936	1,700	2,000	2,538	3,600
Health education secretary						
October, 1941	201	900	1,500	1,800	2,000	3,200
October, 1942	201	960	1,560	1,800	2,005	3,200
Younger girls' secretary						
October, 1941	248	600	1,500	1,600	1,800	3,290
October, 1942	248	600	1,500	1,610	1,856	3,390

Further analysis of these figures revealed that, among these four position groups, only in the case of general secretaries were the salaries of newly employed workers better than those of the workers they replaced. This indicates a tendency to increase salaries in order to attract well qualified workers only in the case of the

chief position. For the three subordinate position groups, salaries generally increased slightly in positions in which the worker remained the same; but for those in which replacements were made, salaries were lower in October, 1942, than a year earlier in the case of branch and health education secretaries, and the same on both dates for the younger girls' workers.

From this evidence it would appear that up to the beginning of October, 1942, the war emergency had influenced association salaries very little. In this con-

TABLE 18.—SALARIES OF WORKERS TRANSFERRING FROM LOCAL ASSOCIATION TO USO EMPLOYMENT, BEFORE AND AFTER TRANSFER

	Annual salary				
	Lowest	Lower quartile	Median	Upper quartile	Highest
Salary in local association	\$1,400	\$1,680	\$1,900	\$2,100	\$2,600
Salary in USO position, October 1, 1942	1,900	2,500	2,600	2,700	2,900

nection it is of interest to note that at that time war agencies were already competing strongly for able workers on the association staffs. The National Board itself had been building up its staff of YWCA workers for United Service Organization centers. By October 1, 1942, some 58 workers employed by local associations had been recruited by the National Board for USO positions. In Table 18 the salaries of these workers at the beginning of October, 1942, are compared with those which they received at the time of leaving local association employment. In an important number of instances the USO salaries had already been increased once or more than once in the interval.

The increase represented by the two median salaries of this table is 37 per cent. The largest increase for any of the 58 workers was 80 per cent and for a fourth of the group it was 50 per cent or more. The USO positions, it is true, represent emergency employment, frequently in locations in which living expenses are high, yet the comparison of the two sets of salaries, both for YWCA work under YWCA auspices, raises emphatically the question of the adequacy of the local association salary standards.

Salaries in Two Related Fields of Work

As providing some aid in evaluating the foregoing salary data, recent figures for two related fields are presented in Tables 19 and 20. The data of the first of these tables are from the study referred to earlier, of professional social work positions in child welfare agencies.¹ They relate to the year 1941, but since

¹ See p. 14.

YWCA salaries changed very little in the year preceding October, 1942, the difference in time will not affect the comparison materially. The table contains

TABLE 19. — SALARIES IN 1941 OF FULL-TIME PROFESSIONAL WORKERS, NOT RECEIVING MAINTENANCE, IN PRIVATE CHILD WELFARE AGENCIES

Position	Number of workers	Annual salary				
		Lowest	Lower quartile	Median	Upper quartile	Highest
Executive:						
Man	39	\$2,500	\$3,600	\$5,300	\$7,425	\$10,200
Woman	83	1,620	2,700	3,300	3,678	8,000
Total	122	1,620	2,750	3,500	4,500	10,200
Assistant executive	19	1,200	2,125	3,264	4,750	6,500
Head of branch office	48	1,500	1,905	2,400	2,650	3,600
Supervisor of casework	183	1,644	2,170	2,400	2,758	5,000
Caseworker	1096	840	1,500	1,700	1,860	3,000

summary salary figures for workers, who did not receive maintenance as part of salary, in the principal social work positions in the private agencies studied.

Although the positions are less varied than those with which the present study is concerned and the nature of the work is different, these figures are of some interest. The executives' salaries will be found to be generally much higher than those of YWCA general secretaries. This is true even when the comparison involves only the child welfare executives who are women. In the child welfare study, as in the present one, the relation of executives' salaries to size of organization was tested. In organizations of similar size, men executives tend to be paid much better than women, but for both sexes the salaries increase with size of program. Among the child welfare organizations studied, women executives were most frequent where the staffs were of 5 to 9 professional workers. The median salary for this group was \$3,068, as compared with \$2,700 for the executives of staffs of 2 to 4 professional workers, and \$3,606 for staffs of 10 to 19. The corresponding YWCA medians are \$2,535 for professional staffs of from 5 to 9; \$2,100 for staffs of 2 to 4; and \$3,200 for staffs of 10 to 19.

The assistant executives and heads of branch offices in the child welfare agencies also seem to be paid at higher rates than corresponding workers in the associations, although the positions are, perhaps, not sufficiently alike to make the comparison very effective. The child welfare supervisors of casework are paid generally much better and caseworkers less well than the average case and group worker in the associations, but here again the positions are not closely comparable. The child welfare study also tested the relation of salaries to education and experience, and as in the

present study strong relationship was shown. In this type of social work graduate school of social work training is recognized as the desired preparation. For workers who had completed the two-year graduate course, median salaries were \$1,620 for workers having less than one year of experience; \$1,740 for three years of experience; \$1,920 for five years.

Table 20 contains salary data for local Young Men's Christian Associations, whose purposes and activities are closely related to those of the women's associations. These data are taken from compilations published regularly in the YMCA Year Book and Official Roster,¹ and summarize the salaries of senior secretaries in city associations, including Colored associations, grouped in eight principal position categories. Figures are included in the table for two dates, April, 1942, and April, 1943, which are about a half year earlier and a half year later than the date of the present study.

TABLE 20. — SALARIES OF YMCA SENIOR SECRETARIES IN U.S. CITY ASSOCIATIONS, APRIL, 1942, AND APRIL, 1943

Position and year	Number of secretaries	Annual salary				
		Lowest	Lower quartile	Median	Upper quartile	Highest
General secretary						
1942	539	\$1,100	\$2,726	\$3,593	\$4,271	\$15,000
1943	545	1,300	2,747	3,534	4,277	15,000
Branch executive						
1942	170	1,200	2,760	3,350	4,262	7,500
1943	184	1,500	2,837	3,450	4,310	9,450
Business secretary						
1942	120	1,200	1,983	2,477	3,325	9,000
1943	101	1,200	2,078	2,770	3,705	6,300
Membership secretary						
1942	124	960	2,028	2,454	3,022	5,000
1943	117	960	2,227	2,593	3,007	5,000
Program secretary						
1942	144	1,200	2,120	2,600	3,233	9,000
1943	124	1,500	2,188	2,742	3,300	9,450
Boys' secretary						
1942	360	900	1,883	2,142	2,555	4,400
1943	327	1,000	1,924	2,418	2,719	4,500
Physical director						
1942	358	900	1,850	2,271	2,755	4,700
1943	325	1,000	2,050	2,486	2,859	4,700
Educational secretary						
1942	27	1,800	3,323	3,875	5,025	10,000
1943	23	1,500	3,400	4,050	4,820	6,000

¹ The 1942 data appear in the 1941 Year Book, p. 90; the 1943 data in the 1942 Year Book, p. 105.

For several reasons direct comparison of these salary figures with those of the present study is difficult. In some of the categories with similar titles the functions of workers included may be different to an important extent. In the case of both general secretaries and branch executives, the size of program of the men's associations may be generally larger, which might at least partly explain the larger salaries. A principal difference between the two sets of figures is that the salaries of assistant secretaries were not included in obtaining the YMCA figures.¹ This may affect considerably comparisons with the present YWCA salary data, except in the case of general secretaries and branch executives. However, the roster of the YMCA city association personnel shows that the assistant secretaries are relatively not numerous, comprising only about 15 per cent of the total number of professional workers in these associations. Therefore, it is assumed that inclusion of the assistant secretaries would not lower the figures of the table very greatly.

Making full allowance for the difficulties of the comparison, the data of this table suggest strongly that the YMCA salaries are generally much better than those of the YWCA's. This in turn leads to the conclusion that the bases on which the present salary standards of the two groups of associations are established may be quite different, even though in a large number of communities both associations receive financial support from the same community chest. The possibility seems of sufficient importance to justify further investigation, including more precise comparisons of the salary data.

Summary

By means of data collected through correspondence, this brief study has attempted to identify tendencies respecting the characteristics of the professional personnel of local YWCA's and the salaries these workers command. The more important conclusions that are indicated may be summarized as follows.

The professional workers who carry on the programs of the YWCA's comprise an important segment of the growing social work profession. The 329 associations which supplied information account for nearly 2100 professional positions. The more important data of the study, however, concern 1778 full-time full-year workers for whom detailed records were submitted.

¹ Information obtained from Bureau of Records, Studies, and Trends, National Council of YMCA's.

The workers studied are distributed among operating units that vary in size from 1 to 153 professional workers. The most frequent size is a small association with from two to four professional workers, but those having ten or more such workers account for more than half of the total professional personnel. The larger associations thus carry major responsibility for establishing the standards that in general control the qualifications and salaries of these workers.

The local associations are distributed throughout the United States. The Eastern region has about the same proportion of associations as the Central region, but a considerably larger proportion of the workers, while the Southern and Western regions are less well represented.

The professional workers are, as is natural, almost exclusively women. They are well distributed with respect to age, a fourth of the total number being under 30 years, and less than 5 per cent 60 years or over. There is a tendency for the position of general secretary to be reserved for older women. Negroes were 8½ per cent of the workers studied.

The local association staffs tend to be unstable. Accession and separation rates of about 30 per cent are indicated for the year preceding the study. Although this extent of replacement may have been, in part, the result of more than usual demand from outside the local associations for workers with YWCA experience during that year, it is probable that short tenure and high rates of replacement of professional workers are characteristic of the associations. This characteristic, which cannot fail to affect the quality of the work carried on, may be caused chiefly by inadequate salaries.

The number of vacancies in professional positions was greater at the time of the study than a year earlier. This fact tends to confirm testimony that there was already, when the study was made, a serious shortage of qualified workers. But the evidence is only of a shortage of workers at the salaries offered. Frequently the available salaries were known to be too low. The associations generally did not increase salaries in order to attract desirable workers during the year preceding the study.

The professional workers are recruited from a wide variety of previous callings. Religious education, various types of social work, business and secretarial work supply important numbers of recruits, but the largest proportion appears to come from school teaching or school administration.

The data show an unmistakable preference on the part of the associations for workers with substantial

education, but less than a fifth of those studied held graduate degrees, while more than a quarter lacked a college degree. The information obtained concerning both general education and specialized training, although inadequate to support a final opinion, suggests that a large proportion of the workers lacked formal professional preparation for this or a closely similar type of work. Schools of social work, in particular, provided professional training for relatively few of the workers.

All the professional positions show wide variation of salaries. In most of them, the lower quarter of the workers, at least, are too poorly paid to make the position attractive to workers who have seriously prepared for work of a professional grade. The highest salaries, moreover, appear to be too low, when it is considered that they are salaries for the most responsible positions in large metropolitan associations.

General secretaries' salaries probably compare quite unfavorably with those of executives in most other fields of social work. Y W C A salaries would probably be found to be generally much lower than those paid by Y M C A's.

There appears to be a tendency to pay Negro workers less well than white workers in corresponding positions, although on the average the Negro workers have had somewhat more education.

Relating salaries to extent of education and length of experience of workers shows that there is a strong tendency for the better paid positions to be held by the

workers who have had both more academic preparation and more experience. For workers who have had similar amounts of experience, those with more education tend to be paid better, but it is important to note that the differences with respect to different amounts of education beyond undergraduate work are not very great. In influencing salaries, experience appears to be given much greater weight than formal training, which for the purpose of attracting able and well-prepared younger workers to this field is unfortunate. The influence of experience on salaries tends to continue for as much as thirty years of experience, and the most responsible jobs tend to be held by older workers.

There are important geographical and size-of-city differences in salaries, which need to be considered in the light of the evident great mobility of these workers. Better salaries are but one of a combination of factors that make favorably located regions and large cities attractive to professional workers. Professional workers' salaries should, therefore, be determined by the desired qualifications of the workers and not by differences which are commonly expected to exist between sections of the country or cities of different size.

Much of the movement of association workers is not between associations, but away from them, and it is improbable that the resulting loss is chiefly of the less valuable workers. This perhaps is the strongest single reason for a general conclusion that there is need for reconsideration of the salary and training policies governing local Y W C A employment.

APPENDIX. SCHEDULES USED IN COLLECTION OF DATA

The two schedules by means of which data for the study were obtained are reproduced, with the spaces for recording information somewhat reduced, on the following two pages. The actual size of the schedules was 8½ by 11 inches. These schedules were sent to the associations on receipt of their indication of

willingness to participate, with a brief covering letter of explanation. The reverse side of each schedule contained a statement of its purpose and brief instructions concerning certain items. On the reverse of Schedule B, space was also provided for the worker's description of duties.

CONFIDENTIAL

Schedule A

- | Title of position | How long vacant | Approximate salary available | Reasons position has not been filled |
|-------------------|-----------------|------------------------------|--------------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

- Date schedule was filled out _____
Initials of person filling out schedule _____

SCHEDULE B. For information concerning an individual professional worker.

CONFIDENTIAL

Study of Salaries of YWCA Professional Personnel, October, 1942
Schedule B - for individual workers

- 1 a. Name of employing Association or Branch: _____
b. City and State: _____
- 2 Worker: _____ Sex: M ___ F ___ Race: White ___ Negro ___ Other ___ Year of birth: _____
- 3 a. Title of position: _____
b. When appointed to this position: Month _____ Year _____
c. Date present employment by this Association began: Month _____ Year _____
- 4 a. Present rate of salary: Per month \$ _____ Per year \$ _____
b. Salary paid for this position in October, 1941: Per month \$ _____ Per year \$ _____
c. Was position then held by this worker? Yes ___ No ___
- 5 Years of paid experience to date: _____
Show to nearest quarter year. Years
a. YWCA - professional position _____
b. YWCA - other position _____
c. Religious education _____
d. Other teaching _____
e. Other social work (specify) _____

f. Other professional (specify) _____

g. Other (specify) _____
h. Total _____
- 6 Duties in present position: _____
Give brief description of duties on back of schedule. Show here rough percentage division of worker's time by type of work.
a. Administration %
b. Supervision of group leaders _____
c. Direct work with groups _____
d. Work with individuals _____
e. Community relations _____
f. Other (specify) _____

g. Total 100 %
- 7 Extent of education: _____
Some credit, If graduated, Degree or Name of college
not year of graduation degrees received or school
graduated
a. College, undergraduate work _____
b. College, graduate work _____
c. School of social work _____
d. Normal school _____
e. Other professional school _____
- 8 YWCA training course: Specify name of course, length, year, and where given.
- 9 Last paid position held before present employment by this Association:
a. Type of employing organization: _____
b. Position held _____ From _____ to _____
c. Location: City and State _____

Department of Statistics
Russell Sage Foundation

Date schedule was filled out _____
Initials of person checking schedule _____

