

in a bonus based on the evidence of saving in purchasing, I have been told. While extremes of salary are far apart, as a rule the scale for this officer varies less than that of many others. The minimum

TABLE XX
SYNOPTICAL TABLE OF SALARIES IN MANUFACTURING ENTERPRISES

	Minimum	Maximum	Normal
President	\$20,000	\$150,000	\$49,958
Vice-president	8,000	125,000	36,135
Treasurer	5,500	50,000	24,464
Asst. treasurer } Auditor } Controller }	4,500	30,000	11,579
General sales manager	\$7,500 to 8,000	41,000	19,930
District manager	4,000	40,000	8,708
Salesman	\$1,800 to 2,000	10,000 to 14,000	6,150
Works manager	8,500	27,000	15,295
Division superintendent	\$3,500 to 4,500	13,500	5,345
Department heads	\$2,000 to 3,500	7,500	4,097
Foreman	2,000	4,000 to 5,000	3,139
Purchasing agent	\$3,000 to 4,000	25,000	12,437
Asst. purchasing agent	4,000	12,000	5,491
Employment manager	\$3,300 to 3,600	13,500	7,330
Office manager	\$3,900 to 4,500	13,500	7,676

falls in one or two instances between \$3,000 and \$4,000, while the maximum rises to \$25,000. The average salary paid to twenty purchasing agents was \$12,437.

Assistant purchasing agents. The salary of assistants varies from about \$4,000 to as high as \$12,000 in one case, the average of fifteen salaries being \$5,491.

Employment managers. This officer seems not to share in the bonus usually and works at a salary that seems to vary between wide limits. The minimum seems to lie at \$3,300 to \$3,600, with a maximum of \$13,500 seen in one case. The average received by ten employment managers is \$7,330.

Office manager. The office manager receives a minimum of \$3,900 in one case, the lower range lying between \$4,500 and \$5,000; the higher range lies between \$13,500 and \$14,500. The average paid nine such officers is \$7,676.

SUMMARY

A comparison of salary scales of trained men shows rather clearly at the present time that

(1) The pay scale of endowed and state universities and agricultural colleges is approximately like that of the commissioned officers of the army and the navy, but lacks the advantage of the retiring pension of three fourths pay. This pension often relieves the military and naval officer of the necessity of saving for old age. The saving required of the academic man to give him an equivalent retiring fund is not practicable at the present salary scale.

(2) It shows that the academic salary scale is appreciably lower than that of the professional and scientific services of the national government at Washington. The retiring allowance of the government employee, though small, and in part contributed by the employee himself, gives him a distinct advantage.

(3) The salaries of all groups above mentioned are very much lower than those paid in manufacturing enterprises to positions above the wage-earners.

In order to make a concrete comparison, I will enumerate the positions that on the average command salaries of \$3,000, \$6,000 and \$9,000 respectively in these different lines of work.

THREE THOUSAND DOLLARS WILL BUY

A. Manufacturing enterprises

- a. Young or unsuccessful salesman
- b. Low-grade department head
- c. Almost the average foreman

B. Universities and colleges

- a. Low-grade associate professor
- b. High average assistant professor

C. U. S. Army

- a. Low pay captain
- b. Young first lieutenant
- c. Sub-average second lieutenant

D. U. S. Navy

- a. Low-rate senior lieutenant
- b. Medium rate ensign

E. U. S. Civil Service

- a. High assistant in professional grade
- b. Low associate in professional grade
- c. High assistant in sub-professional grade

SIX THOUSAND DOLLARS WILL BUY

A. Manufacturing enterprises

- a. Low assistant treasurer
- b. Low district manager
- c. Average salesman
- d. Good average division superintendent
- e. Good average assistant purchasing agent
- f. Low average employment manager
- g. Low average office manager

B. Universities and colleges

- a. Well-paid dean
- b. High professor

C. U. S. Army

- a. Medium colonel