

another, forty men receive from \$5,000 to \$20,000, \$10,000 to \$12,000 "constituting the average pay for half the group." Thus it is clear that only an approximate average salary can be found.

Salesmen. In the case of salesmen, a fixed salary is sometimes named with a bonus depending in size on the amount of sales made. It is out of the question to learn with any satisfactory degree of approximation what men receive in such cases. However, from the sliding scales given and the fixed figures named, the expectation of salesmen may perhaps be learned within wide limits of variation.

A study involving 1,943 men is not as complete as I wish it were, but data on others are frequently indefinite and I have been obliged to make certain assumptions in order to arrive at a generalized result.

Minimal salaries run as low as \$1,800 to \$2,000; maximal up to \$60,000 in one case. The high figure usually lies between \$10,000 and \$14,000. A probable normal figure seems to lie at about \$6,150.

With this group we seem to reach the bottom rung of the sales department ladder. The minimum sums just mentioned probably represent the pay given to beginners entering the employ of the sales branch of the business.

Works manager. This position concerns itself primarily with the manufacturing side of the enterprise and constitutes the head of this part of the business development, as the sales manager stands at the head of that part of the enterprise that deals with the disposal of the product.

In the following table the salary rate plus bonus is given for works managers.

TABLE XVII

Salary	Number of men
\$ 8,500 to \$10,000	2
10,001 to 15,000	7
15,001 to 20,000	7
20,001 to 27,300	2
Unknown	4
	22
Minimum salary	\$ 8,500
Maximum salary	27,300
Weighted average per man	15,295

Assistant works managers seem not to be usual, but in so far as reported receive a salary varying from \$5,600 to \$9,100, averaging \$7,400.

Division superintendents. The division superintendent is in some cases assistant works manager and in general is subordinate to the works manager in the production branch. Salaries again are often supple-

mented by bonuses that in many cases exceed the salaries themselves.

The distribution of incomes is given in the following table.

TABLE XVIII
SALARIES, PLUS BONUSES, PAID TO DIVISION
SUPERINTENDENTS

Salary range	Number of men
\$ 3,000 to \$ 5,000	8
5,001 to 10,000	84
10,001 to 15,000	9
3,000 to 6,000	50
4,800 to 13,500	3
9,000 to 13,500	4
	158
Minimum salary	\$3,000 to \$ 4,500
Maximum salary	13,500
Weighted average per man	5,345

Department heads. Department heads as a rule receive stated salaries and are less concerned with bonuses than those ranking above them.

Foremen. The salaries of foremen seem to be little influenced by bonuses and fall within a rather definite range, between \$2,000 and \$4,000, with an exceptional man receiving from \$5,000 to \$6,000. Owing to the lack of data it has been difficult to strike an average paid per man. However, the salary rates are more

TABLE XIX
SALARIES, PLUS BONUSES, PAID TO DEPARTMENT HEADS

Range of salaries	Number of men
\$2,000 to \$ 5,000	225
5,001 to 10,000	6
3,600 to 6,000	17
4,000 to 7,500	30
	278
Minimum salary	\$2,000 to \$3,500
Maximum salary	7,500
Weighted average per man	4,097

easily dealt with. The average minimum calculated on the basis of the number of establishments is \$2,726; the average maximum, \$3,650. A rather risky attempt to get the average salary paid foremen gives \$3,139, a figure that is probably not far from the truth.

Purchasing agent. The purchasing agent is one of the important members of the staff, sometimes sharing