

Estimate of Future Demands for College Graduate Employees

2

Principal Positions	Commercial Managers of Units
Large Division Corresponding Staff	Commercial Managers (Exch. under 5000 Sta.)
Medium Divisions Corresponding Staff	Supervising Foremen
Small Divisions Corresponding Staff	Traffic Chiefs
Districts	District Assistants
Engineers	Men in Training
Staff Men not included above	

In 1923 there were 8800 of these positions and it was estimated that this number would increase to 11,200 in 1928. On the basis of these figures it was estimated that the requirements for increase in number of positions each year for growth is 450 and for losses of men over two years' service 635, which would indicate annual requirements of 1085. After allowing for promotions from non-supervisory positions, in other words, from the regular forces, and taking into account the losses of college men during the first two years of their employment, the final estimate of the annual requirements totaled 1320.

These figures seem to indicate that in order to meet the demands for highly trained men for future positions of responsibility our rate of accession through college recruiting has not been excessive. However, these figures are given as an indication of the method which might be applied in each of the Associated Companies in preparing their estimates for future requirements.