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Manpower Utilization in Canadian Chartered Banks

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INTRODUCTION

PURPOSE AND METHODS OF RESEARCH

This report contains the findings of research into the pattern of manpower use in Canadian chartered banks. The study does not include aspects of employment in branches of Canadian banks outside Canada. In January 1968, the chartered banks in Canada employed 82,921 persons, of which 64 per cent or 53,075 were women, 36 per cent or 29,846, men.^{1/} The specific purpose of the study was to obtain information about career opportunities, current roles and employment trends for female employees as compared with male employees in banks and as seen by (mostly male) management.

The chartered banks are not the only financial institutions carrying out banking operations. The legislation does not define "banking". The chartered banks as an industrial group can be defined as banking institutions chartered as a bank by act of Parliament and governed by the Bank Act.^{2/}

There are at present nine chartered banks operating in Canada, eight of which have their head offices in Montreal or Toronto. The ninth bank has its head office in Vancouver. It received its charter in December 1966. In view of its short existence, this Bank has not been included in the study.

The Report of the Royal Commission on Banking and Finance of 1964 contains much information on the activities, assets and liabilities of banks, but gives little insight into the nature and use of their human resources, the people who make the banks "tick". For employment data, it was necessary to approach the banks.

^{1/} Source: The Canadian Bankers' Association, Data Book on Chartered Banks, 1969.

^{2/} The names of the Chartered Banks are listed in Schedule A of the Bank Act. They are not mentioned in this report because the Royal Commission on the Status of Women have adopted the general policy of not mentioning the names of individual respondents or the names of the business firms or other organizations which acted as respondents in any of the studies they decide to publish.

The first point of contact was the Canadian Bankers' Association. Following an introduction by the Chairman of the Royal Commission on the Status of Women in Canada, the author made contact with this Association whose Executive Director provided introductions for personnel executives in the three Toronto-based banks. Exploratory meetings in these banks and in the C.B.A. and published material provided basic information for an outline of a proposed questionnaire to the industry. At the request of the banks, this outline was then submitted to the C.B.A. for discussion by their Personnel Committee. No reaction was received within the specified time limit.

The next step was a field trip to the head offices of all the eight banks in Montreal and Toronto to discuss in detail the content of the questionnaire and technical problems of data collection. The majority of the banks have a centralized approach to personnel administration including record keeping but some banks are in the process of decentralizing part of the decision-making process and record keeping in this field. Only one of the large banks 1/ has computerized its personnel records. Others were converting their system to the computer, but were not yet ready to use the computer for retrieving statistical data requested in the questionnaire. Manual data extraction was practical only in the smaller banks. Because of these difficulties and because the time set for completion of the study was short, it was necessary in some banks to use estimating techniques to arrive at basic data requested in Part II of the questionnaire. (A copy of this document is attached as appendix.)

All the banks completed the questionnaire. The information they provided forms the basis of the chapters following Chapter 1 of this report.

Chapter 1 gives a brief outline of the role of the chartered banks in the Canadian economy. Their functions, and the manner in which they have organized themselves to carry out these functions, determine the nature of the occupations and their relationships in banks.

1/ Arbitrarily, the banks can be classified by size measured in terms of numbers of employees as follows: less than 10,000 employees: small (3 banks); 10,000 to 14,000 employees: medium (2 banks); more than 15,000: large (3 banks).

Chapter 2 forms the core of this report. It gives a descriptive and statistical picture of the occupational structure of the banking industry. The statistical data were difficult to obtain and some contain certain weaknesses mentioned in the chapter. However, although the picture is a rough sketch, it nevertheless conveys meaningful information which has been supplemented and interpreted with information gathered during the interviews.

Chapter 3 complements Chapter 2. It describes the career pattern of bankers and deals with recruitment policies and practices, training and education (as defined in the banking system), transfer and promotion.

Chapter 4 contains limited information about certain employment topics: part-time work, differences in fringe benefits for male and female employees, and maternity leave.

In the Conclusions and Suggestions, the most significant findings have been pulled together and suggestions formulated that the author would like to offer to the banks in light of the findings.

CHAPTER 1

THE ROLE OF THE CHARTERED BANKS

IN THE CANADIAN ECONOMY^{1/}

Significance of Chartered Banks in the Financial System

The Report of the Royal Commission on Banking and Finance refers to the chartered banks as "the heart of the private financial system." "They are the country's largest deposit institutions, its main source of short-term credit, and managers of its payments system."^{2/} This, in a nutshell, is a description of the basic functions of the chartered banks. They are not the only banks, however. There are other institutions engaged in the business of receiving money (deposits) and lending money. The relative importance of the chartered banks among private saving and lending institutions in the country can be shown in terms of value of assets in Table 1. Of all assets of these institutions 74 per cent are controlled by the chartered banks.

The banking system in Canada is usually referred to as a "branch banking system." There are at present nine banks chartered by Parliament: five of these have their head offices in Montreal, three in Toronto, and one in Vancouver. Among them, they have nearly 6,000 branches in Canada and more than 200 abroad.^{3/} This means that in Canada there is on the

^{1/}This chapter covers only basic information about the organization of the banking industry. For a full explanation of the economic functions of chartered banks in the Canadian economy including their significance for the implementation of federal monetary policy, the reader may be referred to a Canadian textbook on principles of economics or the relatively recent Report of the Royal Commission on Banking and Finance. A few representative sources are included in the bibliography.

^{2/}Royal Commission on Banking and Finance. Report. Ottawa: Queen's Printer, 1964, p.113 .

^{3/}5,919 branches in Canada in July 1968; 212 branches abroad as at December 31, 1967. Source: Canadian Bankers' Association Data Book on Chartered Banks, 1969.

average one bank branch to serve approximately 3,500 people.

The Royal Commission on Banking and Finance discussed in its report the question whether there are too many branches in Canada, which would be a wasteful form of competition. The Commission expressed its preference for freedom of branch growth although it believed that "there are tendencies in some areas to excessive expenditures on branching."^{1/}

This dense network of branches which brings the banks' services as closely as possible to their customers' doors has significant implications for the occupational structure of the industry analysed in the next chapter.

The Environment

The environment in which banks carry out their business shapes their functions and organization. In their turn, the banks act on the environment and influence its dimensions.

The most important determinants of form and functions of financial institutions are the state and the rate of economic development of a country. Banks are creatures of the process of economic development which is characterized by 1) diversification of economic activity, 2) increasing scale of markets and of organization, and 3) specialization of labour (personal and institutional). In their role of financial intermediaries - bringing savers and borrowers together - banks inject a dynamic element into the very process that has given rise to their existence. They influence the rate of economic development in the measure in which they effectively carry out this role and successfully adapt it to changing social and economic conditions.

The rapid rate of economic expansion of the sixties has increased the demand for money by individuals, businesses, and governments and thus has fostered the expansion of the banks and of a variety of financial institutions which are not covered by the Bank Act. Before turning to the topic of specialization and competition in the world of finance, it is necessary to look briefly at the legal framework which is another vital determinant influencing the scope and nature of the activities of the chartered banks. Several federal statutes affect the operations of the chartered banks. The Bank of Canada Act, for instance, deals with the relations

^{1/} Royal Commission on Banking and Finance, op. cit. p. 121.

between the Bank of Canada and the chartered banks. Another statute that affects the banks is the Canada Deposit Insurance Corporation Act, enacted in 1967, under which, in certain financial institutions including the chartered banks, deposits up to \$20,000 are insured. Other legislation provides for government guarantees for loans made to special categories of borrowers. But the statute designed specifically to establish the legal "rules" for the operations of the banks is the Bank Act which is revised every 10 years. The Bank Act defines a bank as an institution "to which this Act applies" and lists such institutions by name. Consequently, the charter of each chartered bank expires at the end of the term of the Bank Act and each revision renews the charters for another period of 10 years. The purpose of the temporary charters and the periodic revision of the legislation is to ensure that the government and the banks take stock periodically of the implications of economic change for the financial system, and to facilitate adaptation to change by modifying "the rules" as required by new circumstances.

The most recent revision, which was due in 1964, was actually effected in 1967. The need for a thorough study of the whole financial system in Canada led to the appointment of the Royal Commission on Banking and Finance in 1961. The Commission reported in 1964. Its report emphasized the need for banks to become more competitive and more flexible in their operations and its recommendations were intended to foster competitiveness among financial institutions. The two most important provisions incorporated in the new Bank Act of 1967 that have opened the way for the banks to widen the scope and expand the volume of their activities are 1) the raising and subsequent removal of the interest ceiling on bank loans; 2) the widening of the powers of the banks to take mortgage security. The banks are now no longer restricted to mortgage lending under the National Housing Act.

Competition Among Financial Institutions

Chartered banks compete for deposits (savings that constitute loanable funds) and lending opportunities with a variety of other private and public financial institutions, such as trust and mortgage loan companies, credit unions, finance companies, small loan companies, insurance companies and government savings banks. Each type of institution has developed for specific purposes and in response to new or growing needs for financing in specific sections of the economy.

The postwar trend has been one of diversification and specialization by type of institution in the field of financial services. The contemporary picture shows a trend towards diversification and expansion within individual companies. The Royal Commission's Report of 1964 observed "... the traditional divisions of the financial business into semi-private preserves has been replaced by a more open system in which virtually no one feels bound to stay only in the field where he first got his start, and almost everyone is subject to competition from both new-comers and established institutions."^{1/} The Bank Act of 1967 has enabled the chartered banks to participate more vigorously in this trend and to offer other institutions increased competition in some of their "product lines."

However, current legislation allocates specific roles to different institutions, so that there is an element of specialization in some areas. For example, the banks provide and control the payments mechanism, i.e., the cheque clearing arrangements. Trust companies administer trusts and estates. Life insurance companies finance deferred incomes under specified conditions of risk. Nevertheless, if the trend towards in-company diversification and overlapping of services continues, these organizational changes may eventually become embodied in legislation.

The basic functions of the chartered banks mentioned at the beginning of this chapter have been expanded and are being expanded further. The banks have increased their activity in fields such as mortgage lending, industrial development, investment counselling and new payment systems based on computer technology. Among the banks there is a measure of specialization. One bank is leading in the personal loan field; some have special expertise in resource development; one is pioneering in the field of financial forecasting as a special service to business^{2/}

^{1/}Royal Commission on Banking and Finance. op. cit. p. 108.

^{2/}"Bank offers financial data service." The Financial Post, May 31, 1969.

Competition among banks tends to be through services and advertising rather than through price (interest rates). Changes in interest rates tend to be followed by competing banks. This is due to the nature of the commodity (money) which is homogeneous, i. e., similar in appearance and use value from the point of view of the buyer (borrower), and to the restrictions on lending (selling) by each bank imposed by the legal reserve requirements.

The expansion of bank activities, the emphasis on new customer services to attract savers and borrowers, and the use of advertising and public relations to renovate the traditional image of the banks by replacing dignified conservatism with a spirit of adventure and dynamism - all these changes have created new opportunities in banking careers. There is now more demand for technical and professional expertise, and a parallel demand for better educated and trained generalists in line management. According to a senior bank officer, banking has changed more in the past five years than in the four preceding decades.

CHAPTER 2

THE OCCUPATIONAL STRUCTURE OF THE BANKING INDUSTRY

Though in recent years job classification and evaluation have been introduced in banks, personnel executives still think and talk in terms of two broad occupational groups: managers and clerks. When the questionnaire was returned, this framework also showed up in a few replies to Part II. To obtain a differentiated personnel inventory by principal function, area of specialization, and sex, proved a major problem. The comparability of the individual data in Part 2 of the questionnaire has been affected by occasional deviations from the guide lines and by problems of data retrieval. Consequently, the researcher is not able to give as much statistical data about occupational specializations as she would have liked. Table 2 gives the number of male and female employees by major functional group (line and specialist management, line operations specialist, staff operations specialist, support staff)*and level of responsibility defined in terms of average salaries. A few occupations were identified in a comparable manner by four or five banks.

The totals given in Table 2 under each heading include a variety of occupational classes. A brief description of the principal occupations classified to each column heading follows.

The Nature of Banking Occupations

The key role in the whole branch banking system is that of the branch manager. Branches vary in size from a small branch where the manager conducts the bank's business with a few employees to a large establishment with several hundred employees. Consequently, the scope of the branch manager's function and of the activities of the branch, and the degree of specialization of labour, vary considerably. In the occupational "grid" the manager of a large branch heads the "line management" column. The manager of a large important branch may earn well over \$20,000 per year. Managers of some small branches earn only \$6,000 to \$8,000. The annual earnings of branch managers range all the way from \$6,000 to \$30,000.

*For definitions of the major staff categories, see Part 2 of the questionnaire.

The bank manager's role depends considerably on the location of his branch, or rather on the type of community which it serves. His clientèle may be a relatively homogeneous consumer group, for instance a university or suburban population, or a farming community - in which case he must be knowledgeable about agriculture and its problems - or a diversified industrial community that requires a variety of financial services. Competition among financial institutions has led to the current emphasis on marketing of banking services, relations with other institutions and businesses in the community, and participation in community affairs.

The line management structure is simple. The next management officer "down the line," if the branch is not large enough to warrant an assistant manager, is the accountant who may have under him (or her) an assistant accountant. The title of "accountant" has a unique meaning in the banking industry. It refers to the position of office manager. The branch accountant plans, organizes and directs the routine activities of the branch and supervises all personnel below the rank of accountant. His varied duties include also the transaction of business with customers at the counter. Routine management and customer service are the principal components of the job. In recent years women have been appointed to the position of branch accountant and are handling this job successfully according to opinions expressed by personnel executives during interviews. It is tempting to speculate that the job of accountant might become a "woman's job" if the position were not considered a necessary step in the training process of bank managers. As Table 7 shows, there are today 29 female bank managers and 709 female accountants, and more will probably be appointed in the foreseeable future. There are more women "in the line", in the position of assistant accountant. These have not been included in the table because some statistics on this category are somewhat ambiguous.

In the category of specialist management, banks were asked to classify management of specialized departments (personnel, research, credit, investment, for example) which operate especially in regional and head offices.

Line operations specialists were described in the questionnaire as: "bank employees without managerial responsibilities who have received specialized training in specific banking operations and who work full-time or nearly full-time in their area of specialization." A few examples were given.

A common criterion is that directly or indirectly the work of such officers is related to customer service. (The term "officer" is used in banks to denote any male or female employee except messengers and service employees.)^{1/}

In the column under the heading "line operations specialists" ledgerkeepers and tellers figure prominently in the lower salary groups. The teller is for many customers the first or principal contact officer in the bank. Before the Second World War it was a "man's job." (It still is in many countries outside North America.) Shortage of manpower necessitated recruitment of women to staff the teller cages, and women stayed on in the job after the war. The occupation of teller is now considered a "woman's job." Reasons given for the employer's preference for women were: manual dexterity and the female's (assumed) capacity for enjoying routine work. The teller's job content can vary with the size of the branch - it is more varied in a small branch - and with the degree of mechanization of the payments system. There seem to be different shades of management's views of the teller's role, ranging from mini-skirted office decoration (emphasis on visual appeal) to public relations officer (emphasis on intelligence and initiative.)

Ledgerkeepers, all those clerical and machine workers who perform simply bookkeeping duties related to the deposit and payments system, are probably included in the line operation statistics and in the support group figures, depending upon which aspect of their job is emphasized - operational specialization or clerical support. Some of these activities have become obsolete in branches where the payments system is highly mechanized.

^{1/} Any method of classification contains an arbitrary element. Some officers may have been classified to line operations or staff operations specialists who should be in the support group and vice versa. A few obvious anomalies in Part 2 could be adjusted during data processing. Some discrepancies in interpretation may be assumed to cancel out. Some occupations serve both the bank's internal requirements and customers, for example, some investment activities, or economic research. Therefore, there is in reality not such a sharp dividing line between occupational categories as the "grid" seems to suggest.

It is regrettable that few occupations could be clearly identified in all or most of the returns. We would have had a clearer picture of the degree of specialization in banks, especially in line operations. In this group we may also expect to find officers who work in the field of securities and safekeeping, loans of all kinds, foreign exchange, business development or marketing. This last-mentioned activity is of growing importance. A bank can develop or market its services in various ways, for example, by bringing buyers and sellers of businesses together, by helping expanding companies to find a suitable business location in the bank's area, or by special efforts to acquire new deposits or borrowers.

During his period of early training and in successive postings a branch manager acquires experience in all types of banking techniques. The very nature of his job is that of "generalist" who is knowledgeable about all aspects of banking. The larger the branch, the greater the emphasis on management of human and financial resources and higher level community contact. Specialists working full-time in the various fields mentioned will be found in large branches, regional offices, and head offices. In regional and head office positions their work will include advising and assisting branch management and other officers in their area of specialization. Some specialists have therefore probably been classified to the group of staff operations specialists.

As we noted in Chapter 1, receiving deposits, managing the payments system, and making loans constitute the principal activities of chartered banks. Tellers and ledgerkeepers are among the numerically important occupations related to deposits and payments. Lending is carried out at different levels of responsibility with varying degrees of specialization depending upon the composition of the population served in a given branch bank area and the bank's loan policy.

Some banks use different terms to describe certain lending officers. The term "loan" seems to apply more specifically to consumer or personal loans, while the term "credit" is used in the context of business lending. A decision to lend money is preceded by an investigation into, and analysis of the credit worthiness of the applicant. Credit analysis of a business of course involves more than does an assessment of the borrowing capacity of a householder. Mortgage lending and farm credit present different sets of special problems, and officers working in each of these loan areas become specialists in their field. The recent change in the Bank Act mentioned in Chapter 1 has empowered the banks to expand in the field of

mortgage lending. Consumer lending is another area of rapid expansion. It is in consumer lending that bank employees and customers - allegedly - are most willing to accept female officers. Some bank executives are beginning to question their own beliefs about customer attitudes. It seems to have come as a surprise to some that customers do accept women in positions with financial decision-making authority. There are a few female assistant credit managers (there is no indication whether or not they may grant business loans). The promotion prospects for women in the credit field will no doubt improve further if and when line managers and personnel officers stop making assumptions about customer behaviour.

Staff operations specialists were defined in the questionnaire as: "bank employees without managerial responsibilities who have received specialized training in a professional or technical field through education and/or in-service training. They relate in an advisory or controlling capacity to line management and line operations specialists." Examples were provided. Indications were found in some questionnaires that the phrase "advisory or controlling capacity to line management and line operations specialists" was interpreted by some to include certain types of line operations jobs. For example, credit specialists found in the staff category have been included with the loan officers of the line operations specialists in Table 6.

An important staff function in banks is that of inspector. Inspectors work at different levels of responsibility, requiring different degrees of banking experience. At senior level the inspector's work may not be restricted to the verification of asset and liability accounts and the confirmation of securities and other items held for customers, but may also include a complete appraisal of the progress and future prospects of the branch and the manager's performance with special attention to public relations and business development activities. Inspectors are also concerned with merit rating of branch personnel, especially key staff. In five questionnaires the job of inspector could be identified; 439 men were counted and five women - the latter employed in three of the five banks. Of these five women, one was found at level 3, one at level 4, and three at level 5. Those appointed at more junior levels may be employed in the role of audit officers, who verify accounts rather than appraise performance. One bank employed two female inspectors in 1964, none today. The occupation of inspector is very much a "man's job." Women themselves are

perhaps partly to blame for this situation. In one bank interview, the interviewer was told that the personnel department had great difficulty interesting women in the job of inspector even though it paid a better salary. The work requires much travel, sometimes in rural areas where accommodation may be primitive by metropolitan standards, and women do not favour the job, it was said, if it takes them out of urban areas. One bank wrote in the questionnaire, "Some women are seeking higher levels but most do not wish to go through the rigours of personal development for senior jobs."

Advertising and public relations have expanded in banks in recent years. Specialists in these areas have been recruited from other industries to help the banks modernize their "public image". Research and investment analysis, systems analysis, real estate management, purchasing, and safety on bank premises are all staff functions on which no specific information is available. Research, investment analysis and systems analysis are areas in which women are welcome. There is also scope for women in personnel and data processing.

Support staff comprises the usual office occupations and the service groups. The figures provided also include an unknown number of persons who are in part classified to occupational groups 2 and 3.

Distribution of Male and Female Bank Employees in the Occupational Structure

Now that we have a brief qualitative sketch of the principal occupations that make up the work pattern in the banking industry, it will be meaningful to look at quantities - the number of men and women and their distribution throughout "the grid". Tables 2 and 3 give these quantities.

What strikes one at first glance is the heavy concentration of women in the lower salary classes, i. e., below \$5,000; 89.7 per cent of all women earn less than \$5,000 per year while 72.3 per cent of all men earn more than \$5,000. The 27.7 per cent of the men (or 7,664) who work at levels 6 and 7 include also an estimated 2,000 male trainees destined for managerial positions.^{1/} The total number of female trainees at all levels of development as given by seven banks is only 128.

^{1/} Estimate based on number of trainees that could be identified at levels 6 and 7 in Part 2 in the questionnaires from four banks.

The sharp break between levels 5 and 6 in the figure columns suggests that the \$5,000 mark represents something of a demarcation line, separating the rank and file from the career officers.

Table 4 gives a percentage distribution of men and women in the major occupational groups by salary level 1-5. What all distributions under the first four major headings have in common is the bunching of the greatest numbers of males at higher salary levels, while the greatest number of females work at the lower echelons. There are no women at all at level 1 of line management, one woman at this top level in specialist management, no women at the two highest levels in the line operations specialist group, and none at level 1 in staff operations specialist.

Question 8 in the questionnaire asked for the number of male and female employees in ranks higher than that of branch manager, in other words the senior executive group. At this top of the banking pyramid we find 326 men and only one woman; her position is that of economic adviser. So, in the whole banking industry, only two women earn salaries over \$15,000; 15 are in the \$10,000 - \$15,000 category. Altogether 17 are in senior positions, compared to 5,483 men (nearly 20 per cent of all men).

Table 5 shows the distribution of men and women by major occupational group, all salary groups taken together, compared with males and females in levels 1-5. Of all 56,208 women, more than half, i.e., 51.8 per cent work in some support capacity, and 45.3 per cent in non-managerial line operations jobs. Within these 45.3 per cent, 42 per cent work in lower level routine jobs such as tellers and ledgerkeepers at levels 6 and 7. Only 3 per cent of all women are employed in management and staff specialist occupations, compared with 44 per cent of the male employees. If we omit levels 6 and 7, we find in the career group still 46.7 per cent of women in support functions, and 30.7 per cent non-managerial line jobs. The line management group over \$5,000 is most clearly defined in the answers to Part 2. Variations in interpretation of line vs. staff specialists and specialist management vs. line and staff specialists blur the demarcation lines between column I (B), II and III (also between II and III with IV especially at the lower levels but these we are eliminating in the comparisons). If we compare the line management percentages with the totals of specialist management and line and staff specialists, we see that 53.2 per cent of the men in the over \$5,000 group are in line management, compared with 14.4 per cent of the women in the corresponding group, while

in the three middle categories taken together we find 34.6 per cent of the over \$5,000 men, and 38.9 per cent of the over \$5,000 women. This suggests that women have relatively better career chances in the specialist functions, but even there they may not have equal opportunity to reach senior level. This confirms remarks made during interviews and information provided in Part 3.

The areas of specialization in which women are relatively most prominent could not be wholly identified through the statistical data, with the exception of the groups given in Table 6. Information received in a few footnotes to Part 2 and during interviews supplements the meagre data in Table 6. Generally speaking, women are accepted and found in partially desegregated occupations: economic research, investment analysis, credit analysis, personal loan officers, personnel officers, data processing and systems analysis. Most of these occupations call for specialized university or other post-secondary-school education. One bank wrote, "Male employees are engaged with management positions in mind. Female employees are usually engaged for specific positions." Girls with high-school education only are usually hired for routine operational and support jobs. The next chapter will pursue the subject of recruitment and training.

Referring to Table 6, we note that again women are concentrated at lower levels than men in each occupation. Since the banks have job classification systems and come under federal equal pay for equal work legislation we must conclude that in each occupational group women are given or stay in more junior jobs than men. The heavy concentration of women at levels 6 and 7 in data processing suggests that much of the routine work is done by women. Key punch operators are probably included in the totals under staff specialists and support staff.

Table 7 gives the sex distribution in principal line management occupations in seven banks by salary level over \$5,000. (One bank did not break down the three categories of branch manager, assistant manager and accountant). Bearing in mind that we are now looking at the key group in the occupational structure of banks, it is encouraging to note that there are now 29 female bank managers in Canada; the first appointments were made in 1961. Appointments are selective in location. Women in line management do not compete on an equal footing with men. During interviews several personnel

executives pointed out that whereas now they employed a number of female accountants, five years or so ago there were none.^{1/} The tabulation shows 709 female accountants. In this management group - the door to assistant branch manager and manager appointments - the ratio of males to females is at present 5:1. It is 3.2:1 at level 5 (in most banks the lowest accountant level), 6:1 at level 4 and 24.3:1 at level 3. It is by no means certain that all of the 709 female accountants will have an equal opportunity to become branch manager. The banks still hesitate to appoint women to bank manager positions. Many appointments were made in recent years when opening of new branches and scarcity of trained men gave women a chance. There is also the problem of relative immobility for married women (the next chapter deals with the effect of this problem on promotions practices).

In one interview, the writer was told that the bank was satisfied with the performance of women in accountant positions but that it would have to reserve a sufficient number of these positions for male trainees of whom it has at present too many. The old story: opportunity knocks on the door of women when demand exceeds supply of male candidates, but passes them by when demand falls or supply of males rises.

Summary

As long as the banking industry continues to operate on the principle of many branches bringing the banks' services to the doorstep of the customers, the generalist, i.e., the banker with all-round banking experience, will remain important. Diversification of services, competition, expansion of volume of transactions, changes in policy and internal organization have increased the workload and scope of responsibility of many bank managers. This poses new problems for recruitment, training and education with which the next chapter deals. At the same time, there is a trend towards greater specialization in banking operations - though expertise will be found predominantly in large branches, regional and head offices - and expansion of staff services, especially in advertising and public relations, systems and methods, and data processing.

^{1/} Question 7 was designed to find out to what extent changes in female employment have occurred in recent years. However, few banks could provide estimates for 1964. A few usable statistics were found in the returns from three banks - one large, one medium-sized, one small. These show that in this sample the number of women at the five highest levels of line management has approximately doubled in the past five years. There were also notable increases in female loan and credit officers.

The combined influences of computer technology and changes in the economic organization of the financial system are creating a new occupational mix. Some occupations need to be strengthened (branch manager for example), some will diminish (ledger operation jobs^{1/}) some will expand (computer technologists, credit specialists, international finance experts). Aside from lower level jobs in line operations and the support classes, the first opportunities for women appear to be at present in a few select specialist fields where specialized education is a prerequisite, such as economic research or computer systems, or in banking operations where women are considered especially suitable, such as the personal loan field. The trend in line management is to accept women increasingly in junior and select intermediate branch positions.

^{1/}Surveys in the United States have indicated that 75 per cent of bank bookkeepers could be made superfluous by the use of computers. Organization for Economic Co-operation and Development, Manpower Problems in the Service Sector. Paris, 1967, p. 47.

CHAPTER 3

EMPLOYEE DEVELOPMENT

This chapter covers the following aspects of employee development: recruitment, in-service training, education, executive development, promotion and transfer. "Development" in this context means making available to an employee opportunities to translate potential abilities into concrete contributions to the earnings of the organization in progressively more responsible positions. To illustrate in visual terms, we want to know how a bank employee moves up in "the grid". Where, and at what level, does he/she start? Is the ladder strictly vertical, or can one progress by moving over to a parallel ladder? Or is there a zigzag pattern?

Recruitment

Question 9, which opens Part 3 of the questionnaire, was intended to find out: where and at what level does one start? For the staff specialist group, this depends on the degree of expertise or the level of experience in a certain technical specialization required. Such experience may have been gained in other industries. Some answers took into account outside sources of posteducation working experience, and rehiring of former bank employees (married women frequently return to banking jobs after an employment break for family reasons). Some respondents appeared to have thought only of new entrants into banking employment as a first job. The wording of the question may have led to such different interpretations. Technical specialists and rehired employees aside, most other bank officers start their banking careers at or near the bottom of the ladder, and the majority enter with a high school diploma. Only a small percentage are hired with a university degree. The percentages mentioned varied but the figure given was in most cases 1-2 per cent or 5 per cent. One higher figure of 12 per cent was given by one bank for male recruits (0.1 for female).

All but one of the respondents answered the question, "Do you expect a change in the relative importance of these supply sources in the next five to 10 years?" affirmatively. (One small bank, five per cent of whose recruits had university degrees, saw no change.) All the others foresee an increase in new employees with university degrees and/or community

college diplomas when the community colleges are longer established and delivering more graduates. One bank expects that eventually no males will be hired from high school. The minimum requirement for bank officers at any level is at present grade 12, or in some banks grade 11 of high school (Ontario or equivalent). The reasons the banks expect greater emphasis on postsecondary education are the need for better quality management and the growth of specialization.

Training

The term "training" is used by the banks when they refer to training programmes organized within the bank while "education" refers to courses of study organized outside the bank. The principal training programme in banks aims at developing line management. Seven banks gave an estimate of male and female employees at present being trained for a management career; totals: 3,145 men and 128 women. One large bank has no female trainees. In four of the banks the ratio of university graduates to high school graduates is 1:5 or 1:10. In one it is 1:1. In the two other banks it is much smaller. The ratio for females is in one case the same 1:1 as for males, in some cases smaller, and by one bank it is given as 10:1. The bank with the high ratio recruits men and women on university campuses for its "long-range needs" but does not offer female high-school recruits its line management programme for high-school graduates "because most are hired into clerical occupational groups." The written reply to question 10 continues: "Our training of men and women also differs because we require men to be fully mobile from date of recruitment while we do not expect, or necessarily want, women to be."

Generally speaking, women are not looked upon as career material - and of course many women do not intend to make a career of banking. Young men are hired on the assumption that they have potential to become managers or will leave the system if unsuitable; young women are hired for routine operations, some specialist occupations and support jobs. The possibility of training for management is not excluded, but as a rule a woman has to prove herself before she can qualify for admission on the recommendation of her supervisor or branch manager. This "proof" includes also a reasonable assurance that she intends to stay with the bank, and a minimum period of employment of five years. The problem as seen by management frequently discussed in interviews is: how do we identify career-oriented women? To personnel officers

"career-oriented" implies continuity of employment. Continuity of employment in a bank but discontinuity of active duty is not within their frame of reference, though it seems quite common for married women to seek employment in the field (banking) when they return to the labour force after an interruption for family reasons or after the husband has been transferred to another city.

Merit rating exists in all banks. Inspectors are often involved in the appraisal process. Since all transfers and most promotions to branch positions are decided in regional offices or head offices, the branch manager (who has authority to recommend on management selection below his own level) has an important but not an exclusive voice in key personnel appraisal. The writer was assured during interviews that any man or woman who really wants career development, even if he or she is not in the formal training stream, can make this desire known in writing on the merit rating form, or orally to the manager and/or the inspector.

The training programme towards positions in line management consists in the first place of on-the-job training in a planned succession of activities in order to give the trainee insight into all aspects of branch work. Such practical instruction is in most banks supplemented by short-term formal courses in banking techniques and at some stage (after a few years) in management techniques, including human relations. The level of accountant or assistant manager may be reached after two to four years. By the age of 28 the successful young banker can have a branch manager position. University-educated trainees go through an accelerated programme. Their starting salaries are higher than those of high-school trainees and the banks want a return for this differential as soon as possible.

Banks have no age limits for admission to the management training programme but outsiders are not hired as trainees after the age of 28 or 30. Candidates for the programme are selected by the personnel department; in the case of non-management employees this selection is made on the recommendation of the branch manager. One bank has a committee on management planning that selects candidates (men and women) for formal management courses. The committee requests recommendations from regional general managers.

All banks have other kinds of training programmes for specific occupational groups: tellers (including instruction in grooming), supervisors, (human relations stressed), and staff who use certain bank techniques. In one bank, senior branch women receive specialized instruction in the principles of supervision. This same bank mentioned that in the major centres women are selected for orientation, foreign exchange, and securities courses.

Perhaps it is well to point out that the greatest scope for specialization, both in bank techniques and in staff functions, is in major urban centres, where head and regional offices are located. Line management is dispersed throughout the country in urban, rural, and remote communities.

Education

The most important education programme for bank officers is that organized by the Institute of Canadian Bankers in Montreal, the educational branch of the Canadian Bankers' Association. The I.C.B. was founded in 1967. Its purpose, as stated in the Fellows' Programme 1969-70, is "to stimulate interest in higher education among the staff of the chartered banks of Canada and to promote the development of banking as a profession." In more specific terms: "The objective of the programme is to prepare the young banker for duties at the branch manager's level, since this area of responsibility is the foundation of the Canadian banking system." The I.C.B. programme which is carried out at university level and through universities complements the manager training programmes of the banks. The Institute intends to develop additional programmes so that it will eventually offer continuing education to bankers.

Before the Institute was founded, correspondence courses were offered in collaboration with Queen's University; this programme dates from 1914. A correspondence-course programme is still run to provide study facilities for bank staff in locations too far from a university.

University graduates are also received in the I.C.B. programme and given credit for relevant courses already taken.

In the academic year 1969-70 lecture courses will be offered in 28 universities. As much as possible the existing course structure of the participating universities is used.

Students must register with I.C.B. through their bank and with the university of their choice, and they must meet university requirements.

The programme consists of three parts, and is normally completed in five years. On successful completion the student is awarded the Fellow's diploma; he is then a Fellow of the Institute of Canadian Bankers (F.I.C.B.). All banks have agreed on the same policy with respect to the I.C.B. programme. There is no annual quota. Men and women can qualify if they meet conditions of eligibility established by I.C.B. Students pay tuition fees but fees and test-book expenses are refunded if the course is passed. For successful completion of each part the candidate receives a bonus from his employer.

As reported in the Questionnaire, the total number of male employees now registered in the five-year course is 4,352; the total number of female employees 322. The drop-out rate appears high (but is high also in first year university and community college courses). The drop-out rates given varied between 15 and 40 per cent for men or for both sexes but was in most banks between 22 and 30 per cent. Where percentages were given for women separately, these were less than 15 per cent except in one bank where 80 per cent of the women dropped out. Reasons stated for dropping out of the courses are mainly transfers and workload. Workload, of course, can be an excuse for inability to cope with the university course.

The Director of the Institute wondered why the participation rate of women is so low (somewhat less than five per cent was his figure). The personnel executives emphatically stated in interviews that women are accepted in the course on the same terms as men. One can only speculate. One plausible hypothesis is that many women may not entertain a realistic hope of ever becoming bank manager, the position for which the course has been designed but to which relatively few women are called and only for select locations. Married women may have their hands full enough with their jobs and home duties.

Question 13, which asked whether the banks participated in other management education programmes, was answered in the affirmative by all but two banks. The male/female ratio of participation last year was in three banks 5:1 or 4:1. In one it was 8:1. Two banks did not state a ratio. One bank did not send women. The types of out-bank programmes

mentioned were management development courses and seminars at universities, Banff School of Advanced Management, and industry-sponsored institutes. One bank sends one female employee each year to the Arts of Management course sponsored by the Business and Professional Women's Club in Toronto.

All banks encourage non-management employees to upgrade their level of education and skills (question 14), and all use a tuition refund plan as an incentive. The refund depends on the type of course and is usually 100 per cent for job-related courses. Two banks stated that they offer interest-free loans. One bank operating principally in Quebec organizes courses for the study of English.

The answers to the questions about executive development tended to duplicate the subject of management development. The general form of development is in-bank training through promotion and exposure to special situations or problems, and participation in seminars and courses at universities and institutes offering advanced management teaching in Canada and the U.S.A. (such as American Management Association, National Industrial Conference Board). In-bank courses for senior management stress the study of management and of marketing.

Promotion and Transfer

Geographical mobility is an important condition of career development in bank management. The principal reasons are: to acquire broad experience in banking techniques which cannot be obtained by posting in one area, and the need to protect the bank manager's objectivity. Several bankers mentioned in interviews that a branch manager should preferably be moved to a different area after five years in one location. Especially in rural areas, business relationships may eventually become very personal and this can affect the manager's judgment when granting loans.

Question 19: "How many transfers can a branch manager expect in the course of his/her career on the average?" proved ambiguous. Two large banks counted from the moment of entering the bank, averaging 15, while other banks gave smaller figures averaging five, counting from the moment of entering branch management level. These are average numbers of transfers. Some will stay longer in a posting and not progress beyond a small bank, while others will move faster and achieve executive

positions in senior level bank offices. If there is a shortage of managerial staff, as there has been during the postwar expansion, some transfers may be of the kind that robs Peter to pay Paul to fill a need considered urgent at that moment. Assuming good development planning and no sudden spurts of expansion, one cannot deny the validity of the two reasons given to move key branch officers at fairly regular intervals. The fact that transfers are an integral part of the promotion, i.e., the management development, system explains the controlling interest of regional offices and head offices in personnel appraisal and promotions in branches.

Banking occupations for which a high degree of geographical mobility is considered essential (question 20) are nearly all occupations in the management career line. These were mentioned in all questionnaires. In addition, two banks specifically mentioned systems (computer) and data processing. One bank includes consumer lending and marketing and one bank adds broadly "many clerical" jobs.

To what extent moving through a variety of bank offices is objectively necessary for specialist occupations depends probably on the nature of the specialization and its specific training requirements. A bank officer in Minnedosa is more likely to learn about agricultural credit than about foreign exchange or the intricacies of the securities market. In the latter fields a posting in a metropolitan centre will no doubt offer better learning opportunities. A branch manager of a small university campus branch will know all about student loans but may not know much about business finance. It is easy to realize that different postings offer valuable learning experiences in management and in bank techniques. The normal management career line for a male with high-school diploma appears to begin at the bottom of column II on the occupational grid (teller and ledger jobs), but in one to one and one-half years he will switch into column I (A) and climb vertically. He may remain in this vertical ascent scheme and reach his maximum potential, or he may move back into line management in a more important branch. It has been recognized that the larger the branch, the greater the importance of the art of managing people. Hence the place given to human relations and management techniques in intermediate and senior management courses. A line manager with limited talent for management but a good grasp of banking techniques may make a more useful contribution to the bank in a specialist department.

The staff specialist field comprises two categories of specialists: one group in occupations in which specialists can gain experience either in a bank or in other industries, for example, public relations, economic research, real estate management; one group who receive their training in the banking industry, for example, inspectors. Therefore, there will also be vertical career lines starting at some level in column III, and career lines which start in column II and veer off to IA, and eventually cross over to III.

Support staff (column IV) may also be given transfer opportunities to line and/or staff career development.

Where do women fit in career development, where there is such emphasis on mobility? Since most specialists occupations are concentrated in large branches, regional offices, and head offices, i.e., in large urban centres, women living in such areas, or able and willing to move to cities, should not experience restrictions on mobility through marriage as a serious barrier to continued learning and career development. Women in line management, or aspiring to a line management career, face a choice. They must either be mobile, i.e., willing to move to any location where the bank wants their services, or be content with the level they can achieve with restricted mobility, which seems to be the accountant level.

In a metropolitan area, women may become branch manager for in such principal banking areas the banks maintain collectively hundreds of branches. A city, or even a metropolitan area, constitutes in effect one labour market for bank personnel, and transfers between branches in suburbs and city centre present no great problems. Immobility is a more significant obstacle to advancement in rural areas or small towns than in major centres. The degree of specialization is limited -- line management is the jack-of-all-banking-trades -- so that potential for advancement is restricted. Especially in smaller communities, the bank manager is a member of the economic elite and is expected to participate in community activities. This may present a problem for women who cannot join the men's service clubs that are important in such communities.

In question 22 the banks were asked to list separately those banking occupations which, in their opinion, will offer special opportunities for men and for women in the next five or 10 years. Two banks saw the same opportunities for both in expanding specialist fields. One mentioned specifically consumer lending, credit analysis, marketing and investment research. Electronic data processing (or systems) was listed

specifically by three other banks, but with a slight variation for the sexes, stating computer research and electronic data processing management with reference to men (emphasis by author). Three banks mentioned expanding opportunities in international finance with reference to men only. Three banks listed specifically the personal loans field as an area of expanding opportunities for women. In management men have already a priority but six banks see expanding opportunities also for women in line management, especially accounting (office management). One bank sees equal opportunities for men and women in "almost all cases." One bank states the opportunities for women in general terms, perhaps best representing the general trend of thought, "management jobs in certain branches as well as certain jobs in divisional and head offices requiring university education qualifications and analytical ability." (emphasis by author).

Question 23 enquired into the kind of obstacles that, in the opinion of respondents (personnel management) impede the career development of women in chartered banks.

Obstacles in women themselves are considered to be domestic priorities and the (perhaps related) fact or view that women are not career-minded. The priorities of such women render them unable or unwilling to take responsibilities outside the family.

Obstacles in the banking environment are: 1) the mobility requirement (women are considered unable or unwilling, not always for family reasons, to accept transfers in view of longterm career development, 2) traditional prejudices (mentioned by two banks). Some banks left this item blank.

Obstacles in the community environment: customer prejudice, tradition, domestic responsibilities which preclude active involvement in community affairs, mobility of the spouse (which belongs more properly under "other").

Arguments given under "other" repeated in essence reasons already given.

It is interesting to note that banks operating mainly in French Canada especially mentioned tradition and customer resistance.

The last question on this topic was: "Can such obstacles be overcome? If yes, how?" All answers are quoted hereunder:

1. Not easily. Matter of individual preference which can change as personal goals change.
2. Partially. Through a concerted effort to identify women who are career oriented and by arranging promotions within the branch or in the same community.
3. It is probably not so much a question of overcoming the obstacles mentioned as adapting to the disappearance of the obstacles, per se. More young women graduates today expect to work after marriage, and are therefore likely to look for a "position with a future" rather than a short term "job". They also feel that they have a contribution to make and are less likely to refuse responsibility. Similarly, there has been much more attention paid in banking to fully utilizing the capabilities of women, regardless of their mobility and/or desire to accept managerial roles. Improved manpower planning, with correspondingly planned recruiting and promotion, and greater knowledge of individuals' preferences and expectations, should do much to ensure that qualified women will be given promotions as a matter of course. This in turn will have an effect upon the traditional willingness of women to assume only supportive roles in business.
4. Yes - in part. Some women are seeking higher levels but most do not wish to go through the rigours of personal development for senior jobs.
5. To some extent. (How, was left blank.)
6. blank
7. Yes. Public information and education.
8. Yes. The trend is now to see women in executive positions. Men will become more and more used to the idea. With higher level of education, women will want more responsible positions.

Critique of Practices Respecting Career Development of Female Employees

How justified is the reluctance of management to train women for branch management positions because of their weak attachment (assumed) to the labour force? No doubt many girls when leaving high school or college do not think in terms of a continuing career for themselves, at least not for

a number of years. But is it justified to generalize and to ignore the potential of young women, and their variety of aptitudes and talents, because of the old stereotype image of the female as a temporary support?

The banks were asked to give an estimate of the average length of employment of women in the below \$4,000, \$4,000-\$6,000, and over \$6,000 occupational groups. Six banks offered estimates:

Below \$4,000	- estimates of four banks: one to two years; one stated five months and one three years
\$4,000-\$6,000	- between five and 10 years (one gave a range of three to 10).
Over \$6,000	- 10 or more years (more than 20 in some banks)

The second set of estimates for the \$4,000 - \$6,000 groups would probably have been higher if the lower limit had been given as \$5,000, the career demarcation line suggested by the data in Part 2. If women's worklife in the same bank is 10 or more years of those in the better salaried, more responsible job category, it is surely worth scrutinizing the grey mass of tellers and support clerks more closely to find and train the bright-eyed, promising ones for better jobs in a more systematic fashion than appears to be done now.

More interesting job prospects could make a bright young woman career-oriented. But what about the worn-out argument that training is an investment that must yield a return which women do not deliver because they leave employment to get married or to have children or to accompany their husband when he is being transferred? When the high turnover of male trainees is pointed out, the answer invariably is: Yes, but the industry as a whole benefits from the investment. We lose trained men but also get them back from our competitors. (Young men, of course, may leave the industry.) The employment of many lower level women is discontinuous rather than short-term, by some banks' own admission. A number of female employees return to a banking job, with the same or different banks, several times in and after their family-raising period.

Discontinuity affects skills seriously only in jobs with a significant technical content subject to change in the short or intermediate term. Policies and practices may change somewhat but it is difficult to see how the assessment of a loan application or, for instance, the mechanics of a safe-

keeping operation would change much in a span of say five years. If women are taken less for granted and know it, and are given incentives to improve and increase their contribution to the organization, they may develop more readily that career-oriented outlook that personnel management is searching for. It would be interesting to know the real cost of training for accountant responsibilities - which is being done in one to one and one-half years - and compare this with the return of 10 years of labour input. The benefits could well outweigh the cost. The assumption that men will stay indefinitely and produce a return on development investment, and that women will not, merits revision.

CHAPTER 4

MISCELLANEOUS EMPLOYMENT ASPECTS

Part-Time Work

With the increase in competition among financial institutions, banks have become more willing to increase the convenience of their services to the public by extending opening hours. The practice is not uniform and varies from one community to another. The number of hours per week that a bank branch is normally open to the public ranges from 25-31. The number of hours normally worked per week by full-time non-managerial employees is 35 - 40 (37 or 37½ in five of the eight banks).

The demand for counter service is uneven; it is always high at lunch time, and on the day when an employer with a large payroll in the bank's area pays its personnel. Seven banks replied to the question: "When is demand for part-time workers strongest?" that this is on certain days of the week (not necessarily the same days).

Part-time workers of various kinds (regular, casual, full-time temporary) help to spread the work load in peak periods. Six banks stated that the trend in part-time employment in their organization is towards a higher proportion of part-time relative to full-time employees.

The total estimated number of part-time workers (all kinds) employed in six banks in 1968 was 5,057 and these banks estimated the number of hours worked that year by part-time employees at roughly 1.4 million. The banks who supplied estimates employ together 66 per cent of all bank employees. The figures estimated work out at 285 hours per year per part-time or temporary employee, the equivalent of nearly eight weeks per year. Since many jobs in branch banks are made up of simple routines, it seems surprising that the banks do not employ more part-time workers than they do at present.

The principal source of part-time workers is married women. Secondary sources are students and male pensioners.

Fringe Benefits

The information submitted by most banks was scant. The following differences in fringe benefits for male and female employees could be established:

Pension Plans: A common feature is that women retire at 60, men at 65. The age at which men and women may enter a plan is different in some banks (higher for women).

Some plans are mandatory for male employees, optional for females.

The reason given for later entry of women or optional participation is to reduce administration cost which rises as turnover of staff increases.

A plan may provide that women make lower contributions and receive lower benefits than men, or that they do not contribute but get lower benefits than men who must contribute.

Some banks mention that their plan offers no survivor benefits to women employees. One bank plan offers no survivor benefits to a woman employee's children.

Differences are based on certain assumptions: the male is or will be a provider; the female has no dependants. Non-contributory pension plans for women appear to be based on past experience that a woman did not usually work until retirement age. The reason for the difference in retirement age is not known.

Group life insurance: Group life insurance is always mandatory for men, in some banks optional for women. Women may have a lower maximum coverage than men.

Options for women or lower benefits are based on the lesser interest of women in life insurance protection.

Group health insurance: Four questionnaires contain references to group health insurance plans. The sickness benefit plan of one bank contains a permanent disability provision for male but not for female employees.

One bank allows widowed, divorced and legally separated women to insure their dependent children under a voluntary personal accident insurance plan.

One bank makes membership in a group health insurance plan mandatory for all married male employees, optional for married female employees (since the majority of this group are insured through their husband's insurance).

The medical insurance plan used by one bank allows an eligible employee to claim her husband as an eligible dependant if he is unable to work because of mental or physical incapacity. Wives and dependent children of eligible employees are included. Those eligible are full-time employees and permanent part-time employees whose average weekly working hours are 20 or more.

Another bank insures children of married female employees but not the husband under its medical insurance plan.

This hodgepodge of provisions in the three types of benefit plans reviewed does not allow for much comparison but the information provided does suggest that a number of fringe benefits plans of banks need updating in light of contemporary social and economic realities.

Maternity leave: To the extent that one can speak of a policy, it applies equally to married and single women. Two banks replied that they have no policy. A third bank has no maternity leave provisions either but if the employee is reinstated within three months after confinement, then there is no waiting period for benefits and employment is deemed continuous for the purpose of counting length of service.

Five banks grant leave without pay for a period varying from 10 weeks to six months. In the case of the bank giving 10 weeks leave, medical insurance towards which the bank contributes reimburses certain costs. Two of the banks mentioned that fringe benefits and seniority are retained. (This may also be the case in the other three banks which may have omitted reference to what is a normal feature of leave without pay.)

CONCLUSIONS AND SUGGESTIONS

The banking industry is known as a traditional industry, but changes in the economic environment and in the financial system reflected in the Bank Act of 1967 have brought about significant changes in bank operations and in bankers' attitudes towards the public. Such changes are also affecting the occupational mix in the banking industry. The trend is towards greater occupational specialization without diminishing the importance of the generalist, the line manager, who requires a better education than his predecessors, and expansion of "new" occupations, especially in the area of electronic data systems and processing, advertising and public relations.

Job opportunities are expanding for male and female employees but for the latter these occur in select occupations. Occupations "requiring university education qualifications and analytical ability" are found in economic research, investment analysis and computer programming. What such occupational areas have in common is that the jobs require little or no community contact and they are high-skill level advisory functions. The product constitutes an aid for policy makers. The incumbents in these jobs can, to some extent, influence policy but they do not have policy-making authority. Nor do they make an impact -- positive or negative -- on the community. In essence, such occupations are high-level support functions. Girls with a good high-school record should be advised to consider the study of mathematics, economics, commerce, data processing techniques, rather than settle for a general B.A.

The female high-school graduate has less encouraging prospects in the banking industry. She is automatically hired for operational routines (tellers, ledgerkeepers) or lower skill level support jobs (clerical, office machines, secretarial work). She is absorbed in a huge group in the industry and her advancement is dependent on her own drive (which must be stronger than average), perseverance and luck, for a boost that may push her upwards must come from an observant supervisor or manager. Furthermore, male trainees must be in sufficiently short supply to make management sit up and take notice of its female staff. A woman must be sufficiently patient and loyal or faith-inspired to stick it out in a humdrum job for at least five years instead of looking around for something more challenging or better paying in order to "prove" that she is not only competent but bent on marrying the bank until retirement (at 60).

Fortunately, there are signs of change. A high aggregate demand for goods and services in a period of prosperity and

expansion of economic activity such as we have experienced during most of the sixties increases employment opportunities. Skill shortages, especially in occupations requiring a long training period, make employers less reluctant to change traditional hiring and placement patterns. Rapid urban and industrial development and accelerated technological change create more impersonal employment relationships and foster the acceptance of minority groups in the labour force, thus lowering barriers of discrimination. Bank manager jobs in "certain" branches have been opened up for women, and bank management has had to admit that customers accept female bank managers more readily than some bankers accept the idea themselves. The job of accountant (office manager) is an intermediate branch position - for males a necessary way station to branch management - in which women have conquered prejudice. Some small branches are wholly staffed by women.

In operational specializations women have made the grade as personal loan officers, thereby refuting the long-held belief that men would not wish to discuss their financial problems with a woman. They do. Some bankers are not yet ready to give up another belief, namely that business men are not willing to discuss their credit requirements with a woman. Nevertheless, women are also penetrating the field of business credit, though most replies to questions did not clearly establish in what capacity these women are working. In questionnaires women were not mentioned in the context of investment management, international finance, securities management, marketing. Few women hold intermediate, let alone senior management positions. The majority of women who have been promoted are in junior management or equivalent positions (\$5,000 to \$8,000).

There is much truth in some observations of personnel executives that many women are not interested in a career. The simplicity or the uncomplicated customer contact of some jobs suit many women perfectly, and the low remuneration for low-level routine work is satisfactory for many married women who seek only to supplement the family income. It is probably also true that some women are not willing to take jobs that require travel or to accept transfers, even when single. Canadian women are not adventurous when it comes to travelling. They are reared to think in terms of comfort, protection, escort, of being provided for. A woman travelling alone in Canada is noticed. In Europe it is not thought of as something unusual. Transfer to less desirable locations, forming new friendships, and travel in areas with substandard amenities are all part of the career experience of many

corporation men. There is always a price to be paid for career advancement. Are women willing to pay the price? Are they willing to go where the organization needs them or do they want to stay in their urban comfort? Is a boyfriend or fiancé a stronger pull factor for a single young woman than experience at perhaps 1000 miles distance? University graduates often opt for the personal interest rather than for a career.

Marriage limits mobility for many - not necessarily all - women. However, employers have a tendency to make too much of mobility and transfer. Not all male candidates for management positions prove suitable for challenging postings or broad experiences. There are a great many line management positions in large metropolitan centres where many branches do not offer special training opportunities. For some specialist fields such as foreign exchange and securities a few large metropolitan branches and regional and head office are the only training grounds. (One bank stated that it offers courses in major centres to women in these fields.)

Granted that women's advancement is sometimes limited by their own choice or by necessity, good planning for employee development does not begin by excluding nearly two-thirds of the human resources. Instead, it considers how such resources can best be used to contribute to the growth of the organization. "Career orientation" is not a congenital feature such as blue eyes or two legs. It is the result of a combination of factors, psychological and environmental. Some persons, male and female, need an external challenge to develop a desire for commitment. Management can offer challenges.

An encouraging note is struck in some of the answers to the last part of question 23, reproduced in full in Chapter 3. There is a growing awareness of social change. Comment Number 3 (page 28) reflects a new trend in personnel management philosophy. If such thinking works through in the banking industry we may expect a much more productive use of woman-power in the foreseeable future. The writer of this reply refers to the need for "adapting to the disappearance of the obstacles" (that limit women's career advancement). A few practical suggestions that the author would like to address to the banks to help them make this adaptation follow:

1. Personnel record systems should be designed in such a way that a personnel inventory by

occupational specialization, sex, marital status, age, and education is maintained and frequently updated and that information required for development planning can be reviewed on short notice.

2. Directives should be issued that competent female staff be offered promotions and transfers regardless of marital status or other personal circumstances. The employee should have the right to decide whether or not she can or wants to accept another position.
3. Interviewing and performance rating techniques should be reviewed, if necessary in collaboration with outside specialists in this field, to see whether the appraisal of female personnel can be improved. 1/ No new employee should be automatically classified and placed on the basis of sex.
4. Management should re-examine its promotion and transfer practices and try to establish how many transfers have taken place in recent years to compensate for poor staff planning, and how many for objective reasons such as planned development or community relations.
5. Management might consider a classification of branches or branch positions in terms of training positions and non-training positions and fill each type of positions with mobile and immobile men and women respectively.
6. Fringe benefit plans should be reviewed in light of contemporary social and economic conditions.

1/ It may well be that new research by industrial psychologists is necessary to acquire new insights into staff appraisal processes when members of opposite sex are involved. Observations over time and remarks made during interviews lead us to hypothesize that many men do not know how to assess competence in a woman. Can women assess competence in men? They have little opportunity to show whether or not they can, since few women are in positions of authority over men. Women in personnel departments are usually restricted to the recruitment of junior female staff.

Noncontributory pension plans are paternalistic. Present arrangements are frequently based on pre-war conditions and traditional assumptions. Married women do not always stay married. It cannot be assumed that they and their children will always be provided for by a husband. Some women stay single and many in this category have dependants. Husbands are not always providers; they can become unemployed or disabled. Women, single and married, should be required to help finance their deferred income. Modern pension plans no longer discriminate with respect to retirement age.

The inquiry into manpower utilization patterns in the banking industry has been an unusual experience for the banks. The nature of the personnel inventory requested and many of the questions may have resulted in a more searching questioning of personnel policies and practices that affect women than has ever taken place before. We hope it did. The banks as employers and the women employed by them can only benefit from such introspection.

Table 1

ASSETS OF THE PRIVATE BANKING
AND OTHER COMMERCIAL FINANCE INSTITUTIONS,
AS AT DECEMBER 31, 1967

(Millions of dollars)

Institutions		Assets
Chartered Banks		31,649
Quebec Savings Banks x)		
Montreal City and District Savings Bank	436.1	
La Banque d'Economie de Québec	65.6	502
Credit Unions xx)		2,542
Trust Companies		4,349
Mortgage Loan Companies		2,775
Small Loan Companies and Money Lenders xxx)		<u>995</u>
	Total	<u>42,812</u>

Source: Canada Year Book, 1968, Chapter XXV

x) at October 31, 1967.

xx) Year end 1965 - reporting Credit Unions only (4,364 out of 4,939)

xxx) Year end 1966.

Table 2

CLASSIFICATION OF BANK EMPLOYEES UP TO AND INCLUDING THE RANK OF MANAGER, LARGE BRANCH, OR EQUIVALENT; BY MAJOR OCCUPATIONAL GROUP, AVERAGE SALARY LEVEL, AND SEX

Salary Level	Line Management			Specialist Management			Line Operations Specialist			Staff Operations Specialist			Support Staff			Total	Grand Total	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T			M
\$15,000 or more	426	-	426	341	1	342	9	-	9	62	-	62	-	-	-	838	1	839
10,000-14,999	2954	4	2958	516	3	519	104	-	104	745	8	753	-	-	4319	15	4334	
8,000-9,999	2827	38	2865	195	19	214	591	11	602	1012	58	1070	43	54	4668	137	4805	
6,000-7,999	3213	406	3619	78	18	96	1472	347	1819	784	174	958	473	882	6020	1354	7374	
5,000-5,999	1244	387	1631	15	8	23	776	1426	2202	252	190	442	1925	4217	4212	4303	8515	
4,000-4,999	137	73	210	1	-	1	1666	8598	10264	117	185	302	3757	13560	5678	18659	24337	
Less than \$4,000	-	-	-	-	-	-	453	15053	15506	41	95	136	1492	18083	1986	31799	33725	
TOTAL	10801	908	11709	1146	49	1195	5071	25435	30506	3013	710	3723	7690	36796	27721	56208	83929	

Source: Questionnaire

Table 3

PERCENTAGE DISTRIBUTION OF BANK EMPLOYEES UP TO AND INCLUDING
THE RANK OF MANAGER, LARGE BRANCH, OR EQUIVALENT,
BY SEX AND AVERAGE SALARY LEVEL

Salary Level	Total Male %	Total Female %	Total (Both Sexes) %
\$15,000 or more	3.0	N	1.0
10,000 - 14,999	15.6	N	5.2
8,000 - 9,999	16.8	.2	5.7
6,000 - 7,999	21.7	2.4	8.8
5,000 - 5,999	15.2	7.7	10.1
4,000 - 4,999	20.5	33.2	29.0
Less than \$4,000	7.2	56.5	40.2
TOTAL	100.0	100.0	100.0

N= Negligible

Source: Questionnaire

Chart 1

PERCENTAGE DISTRIBUTION OF BANK EMPLOYEES UP TO AND INCLUDING THE RANK OF MANAGER, LARGE BRANCH' OR EQUIVALENT, BY SEX AND AVERAGE SALARY LEVEL

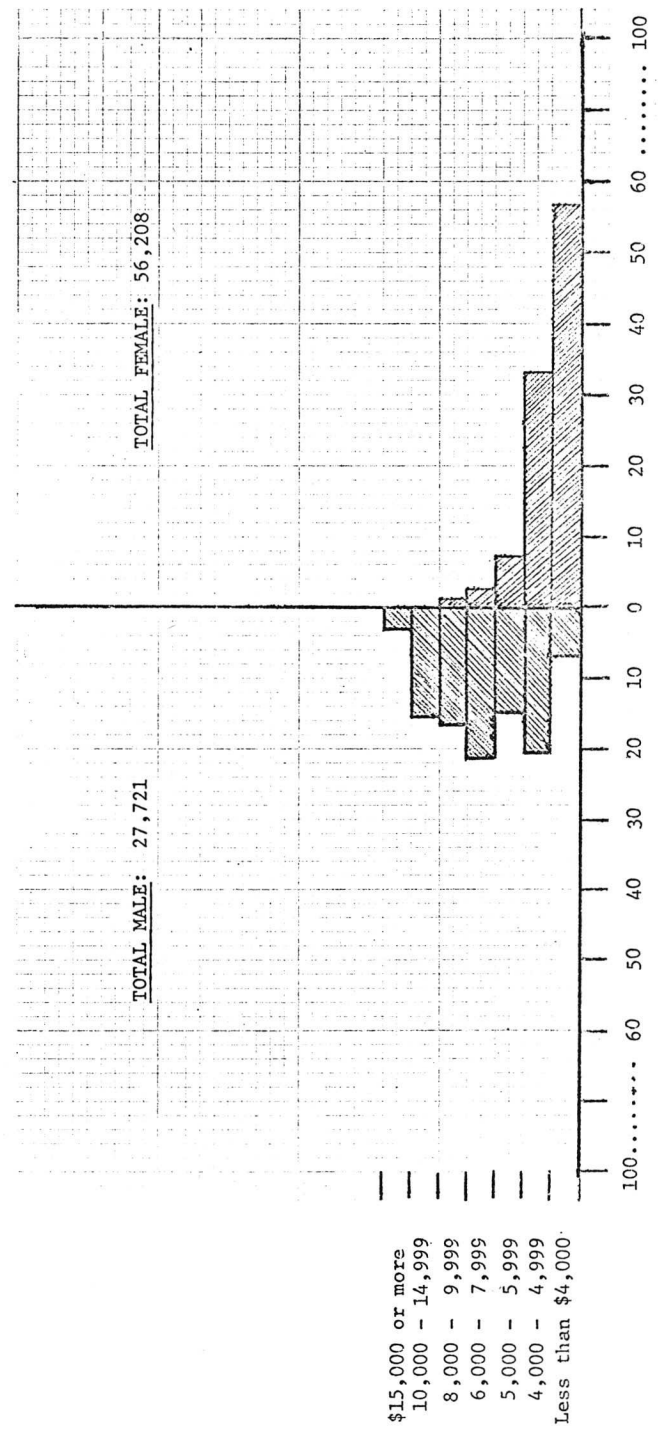


Table 4

PERCENTAGE DISTRIBUTION OF EMPLOYEES BY
MAJOR OCCUPATIONAL GROUP, SEX, FIVE HIGHEST SALARY LEVELS

Salary Level	Line Management			Specialist Management			Line Operations Specialist			Staff Operations Specialist			Support Staff			Total	Grand Total			
	M %	F %	T %	M %	F %	T %	M %	F %	T %	M %	F %	T %	M %	F %	T %			M %	F %	T %
\$15,000 or more	4.0	-	3.7	29.8	2.0	28.6	.3	-	1.9	2.2	-	1.9	-	-	-	4.2	-	-	N	3.2
10,000-14,999	27.7	5	25.7	45.1	6.1	43.5	3.5	-	2.2	26.1	1.9	22.9	-	-	-	21.5	-	-	2.3	16.8
8,000-9,999	26.5	4.6	24.9	17.0	38.8	17.9	20.0	.6	12.7	35.4	13.5	32.6	1.8	.4	1.0	23.3	1.0	1.0	2.4	18.6
6,000-7,999	30.1	48.6	31.5	6.8	36.7	8.0	49.9	19.5	38.4	27.5	40.5	29.2	19.4	15.1	17.1	30.0	15.1	17.1	23.3	28.5
5,000-5,999	11.7	46.3	14.2	1.3	16.3	1.9	26.3	79.9	46.5	8.8	44.2	13.4	78.9	84.5	81.8	21.0	84.5	81.8	74.1	32.9
TOTAL	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

N= Negligible

Figures do not add up to 100% in all columns due to rounding

Source: Questionnaire

Table 5

NUMBERS AND PERCENTAGES OF EMPLOYEES
BY MAJOR OCCUPATIONAL GROUP AND SEX;
ALL SALARY LEVELS, AND FIVE HIGHEST SALARY LEVELS

Occupational Group	All Salary Levels				Five Highest Salary Levels			
	Male		Female		Male		Female	
	No.	%	No.	%	No.	%	No.	%
Line Management	10801	39.0	908	1.6	10664	53.2	835	14.4
Specialist Management	1146	4.1	49	.1	1145	5.7	49	.8
Line Operations Specialist	5071	18.3	25,435	45.3	2952	14.7	1784	30.7
Staff Operations Specialist	3013	10.9	710	1.3	2855	14.2	430	7.4
Support Staff	7690	27.7	29,106	51.8	2441	12.2	2712	46.7
TOTAL	27,721	100.0	56,208	100.0	20,057	100.0	5,810	100.0

Figures do not add up to 100 in all % columns due to rounding.

Source: Questionnaire

Table 6

PERCENTAGE DISTRIBUTION OF EMPLOYEES IN SELECT OCCUPATIONS
BY SEX AND SALARY LEVEL

Salary Level	Tellers ^{1/}		Loan Officers ^{2/}		Personnel Officers ^{3/}		Data Processing ^{4/}	
	Male	Female	Male	Female	Male	Female	Male	Female
\$15,000 or more	-	-	.8	-	-	-	.5	-
10,000 - 14,999	-	-	8.5	-	38.4	-	5.2	-
8,000 - 9,999	-	-	26.6	2.7	36.0	1.9	13.2	.4
6,000 - 7,999	.3	.1	48.4	21.2	24.4	33.0	25.5	4.3
5,000 - 5,999	25.8	2.4	13.5	44.0	1.2	39.6	16.5	17.4
4,000 - 4,999	54.1	31.4	2.1	26.3	-	6.6	27.4	49.1
Less than \$4,000	19.8	66.2	.1	5.3	-	18.9	11.8	28.7
TOTAL	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

1/ In 7 banks

2/ In 6 banks

3/ In 4 banks

4/ In 3 banks

Figures do not add up to 100% in all columns due to rounding.

Source: Questionnaire

Table 7

SEX DISTRIBUTION IN PRINCIPAL LINE MANAGEMENT OCCUPATIONS
IN SEVEN BANKS,
BY SALARY LEVEL FROM \$5,000 UP

Salary Level	Branch Manager		Assistant Branch Manager		Accountant		Total	
	Male No.	Female No.	Male No.	Female No.	Male No.	Female No.	Male No.	Female No.
\$15,000 or more	328	-	10	-	1	-	339	-
10,000 - 14,999	2534	3	237	-	37	-	2808	3
8,000 - 9,999	1886	20	427	4	219	9	2532	33
6,000 - 7,999	399	6	130	-	2196	366	2725	372
5,000 - 5,999	-	-	-	-	1083	334	1083	334
TOTAL	5147	29	804	4	3536	709	9487	742

Source: Questionnaire

APPENDIX

ROYAL COMMISSION ON THE STATUS OF WOMEN IN CANADA
OTTAWA

MAY, 1969

QUESTIONNAIRE

CHARTERED BANKS IN CANADA

INFORMATION submitted by individual Banks is held in strict confidence.

Please mail completed questionnaire, not later than June 6, 1969, to Miss M. Bossen, Consulting Economist, 123 Home Street, Winnipeg 10, Manitoba.

EXPLANATION

This questionnaire is composed of four parts. It covers only employment in Canada.

Where statistical information is requested, please indicate the date used for extracting the figures from your records. It is preferable to provide statistical data applicable to 1969. However, if necessary records of the last quarter of 1968 may be used for the purpose of extracting and compiling information. Where estimates are used instead of actual figures please mention this.

Question 5 in Part I deals with part-time employment. All other information requested in this questionnaire refers to full-time employees.

Part I requests some basic statistical information about employment in Banks.

Part II requests statistical data and, if possible, brief descriptions of major occupations needed to arrive at an understanding of the occupational structure of the banking industry. A detailed explanation of the nature of the information requested is included in Part II.

Part III is related to Part II. It contains questions concerning policy and practices governing employee development, i.e. recruitment, in-service-training, education, executive development, promotion and transfer. The answers will be mainly descriptive.

Part IV contains a few questions about fringe benefits.

PART I

BASIC INFORMATION

1. Name of Bank and location of Head Office:.....
2. Number of employees (including managerial and executive staff) on payroll as of.....1969:

	Number of establish- ments	Number of employees	Number of female employees Single ¹ / Married		Total
Branch Offices
Regional Offices
Head Office	..1..
Total	
<u>as of1964:</u> (estimated)					
Branch Offices
Regional Offices
Head Office	..1..
Total	

- 1 Single female employees to include widowed, divorced, separated women.
3. Number of hours per week a bank branch is normally open to the public:
4. Number of hours normally worked per week by full-time, non-managerial, employees:

Occupational Structure of the Bank's Organization in
Canada as of1969

Annual Average Salary Levels	I Management		II	III	IV
	A. Line	B. Specialist	Line Operations Specialist	Staff Operations Specialist	Sup- port Staff
1) \$15,000.- or more	a) Branch Mgr., Large Branch	equivalent a) ... b) ... c) ...	equiv. a) ... b) ... c) ...	equiv. a) ... b) ... c) ...	
2) \$10,000.- to \$14,999.-	a) ... b) ... c) ...	a) ... b) ... c) ...	etc.	etc.	
3) \$8,000.- to \$9,999.-					
4) \$6,000.- to \$7,999.-					
5) \$5,000.- to \$5,999.-					
6) \$4,000.- to \$4,999.-					etc.
7) under \$4,000.-					a) ... b) ... c) ...

Average salary levels as indicated at the left hand side of the grid are used to define the level of responsibility of occupations classified to the major functional categories I(A and B), II, III, IV. The highest rank in this occupational hierarchy is that of Manager of a Large Branch and occupations of equivalent status and approximate remuneration in management of specialist departments, line operations specialists, and staff operations specialists. (There is probably no equivalent rank in the support groups.)

Definitions:

Management: Please state below your own definition or criteria of management and use your own definition in classifying employees to management categories: (However, do not classify as management employees who have equal status with management in the organization but who do not have some degree of decision-making responsibility in the planning, utilization, and co-ordination of human and financial resources.)

.....
.....
.....

Line Operations Specialists: These are bank employees without managerial responsibilities who have received specialized training in specific banking operations and who work full-time or nearly full-time in their area of specialization. They can be, for example, Loan Officers, Securities Officers, Business Development Officers, Tellers, etc. Directly or indirectly their work is related to customer service.

Staff Operations Specialists: These are bank employees without managerial responsibilities who have received specialized training in a professional or technical field through education and/or in-service-training. They relate in an advisory or controlling capacity to line management and line operations specialists. They work, for example, in fields such as Inspection, Data Processing, Personnel, Research and Analysis, Advertising and Public Relations, Real Estate Management, Purchasing, Safety on Bank Premises.

Support Staff: All those employees who aid (support) line and staff officers in the execution of their duties or who maintain their environment, e.g. secretaries, stenographers, typists, other office machine operators, maintenance personnel.

Instructions:

For each square in the grid the following information is requested:

- name of occupational groups (a, b, c, etc., as required)
- brief definition or description of each occupation, if possible
- number of male employees in each group (a, b, c, etc.)
- number of female employees in each group (a, b, c, etc.)

Example (hypothetical):

- square IA1a - Branch Manager, Large Branch
 - "Large" refers to a staff of 300 or more employees
 - Number of male employees in this group: 50
 - Number of female employees in this group: 0

- square IA2a - Branch Manager, Medium-Sized Branch
 - "Medium-sized" refers to a staff of 100-299 employees
 - Number of male employees in this group: 200
 - Number of female employees in this group: 3

- etc.

(same for each column, starting with the highest square)

Some squares will be blank, e.g. top of support column, lower levels of managerial columns. In most squares there will be one or more major occupational groups. For practical reasons it is suggested to use only major occupational titles, such as "Loan Officer", "Securities Officer". However, if in any specialist occupation (line or staff) the number of women employed in that occupation are significantly concentrated in one particular sub-group, please state this as an explanatory note referring to the relevant statistic.

(Example: most or all female Loan Officers work in the field of personal loans.)

Please provide the information requested in this question on separate sheets and attach these to the questionnaire. Indicate if the figures are based on estimates or if any deviation from the above format was necessary.

7. For female employees now at salary levels over \$5,000.- p.a. give the estimated numbers in comparable occupations (not comparable salary levels - these have changed), 5 years ago.

These figures can be given on a separate sheet or entered beside the current information under question 6.

8. Number of male employees in ranks higher than that of Branch Manager, Large Branch:	...
Number of female employees in ranks higher than that of Branch Manager, Large Branch:	...
	...
Total	...

Specify types of positions held by the senior female employees in this top group:

.....
.....
.....

N.B. The total of all figures for questions 6 and 8 will equal the total for question 2.

PART III

EMPLOYEE DEVELOPMENT

(please use separate sheet for descriptive questions)

Recruitment

9. a. Give an estimated % breakdown of sources of supply of new employees:

- university (graduates) %
- community college (graduates)..... %
- highschool (graduates) %
- other (specify) %

b. Do you expect a change in the relative importance of these supply sources in the next 5 - 10 years?
If the answer is yes, what change do you foresee? ..
.....

c. What is the minimum educational requirement for bank officers at any level?

In-Service-Training (organized within the Bank)

10. Line Management training:
Give a brief outline of program; duration; criteria for admission of male candidates; of female candidates? How soon after hiring is a male employee admitted to the program? A female employee? Is there an age limit? For men? For women? Who selects candidates?
Can you give an estimate of the numbers of male employees at present being trained for a management career?.....
Of female employees in training?.....
What is the approximate ratio of university graduates to highschool graduates among male trainees?/.....
Among female trainees?/.....
11. Brief description of other kinds of training programs.

Education (organized outside the Bank)

12. Branch Manager training by the Institute of Canadian Bankers:
(Information about this program has been obtained from the I.C.B.)
Do you have an annual quota of eligible employees who can register?
How many male employees are now registered in the 5-year course?
How many female employees?
What was the drop-out rate in 1968? for men?
for women?
Reasons?
What incentives does the Bank offer for successful course completion?
.....
13. Does your Bank participate in other management education programs?
If the answer is yes, what is the nature of such programs?
What was the approximate male/female ratio of participating employees last year?
14. Non-management employees:
Do you encourage such employees to upgrade their level of education and skills? If yes, how?.....
.....

Executive Development

15. Do you have an in-Bank program for executive development?
.....
If yes, what is the nature of the program?.....

Are women included?..... If yes, how many?.....

16. Do you participate in executive development programs organized outside the Bank? If yes, what kind of program(s)?.....
Are women encouraged to participate? If yes, how many did in the past 3 years?

Promotion and Transfer

17. a. What is the highest rank to which a branch manager may make appointments?.....
b. For what kind of positions can branch managers recommend appointment?.....
18. a. What is the highest rank to which a regional manager may make appointments?.....
b. For what kind of positions can regional managers recommend appointment?.....
c. Do regional managers make or recommend transfers among branches in their region?.....
19. How many transfers can a branch manager expect in the course of his/her career on the average?
20. List those banking occupations for which a high degree of geographical mobility is considered essential under conditions of gradual economic growth:.....
.....
21. What is the average length of employment of women in the below \$4,000.- occupational groups?
In the \$4,000.- to \$6,000.- groups?
In the over \$6,000.- categories?
(Please give estimates if possible)
22. List the banking occupations which, in your opinion, will offer special opportunities for women in the next 5-10 years:.....
List the banking occupations which, in your opinion, will offer special opportunities for men in the next 5-10 years:.....
23. Only in recent years have women been appointed to positions of branch manager and few women occupy executive positions. In your opinion, what kind of obstacles impede the career development of women in chartered banks:
a) in women themselves?.....
b) in the banking environment?.....
c) in the community environment?.....
d) other? (specify).....

Can such obstacles be overcome?If yes, how?
.....

PART IV

FRINGE BENEFITS

24. a. Which benefit plans, if any, contain provisions which differ for male and female employees?.....
.....
b. What is the nature of the differences?.....
.....
c. What is the reason for the differences?.....
.....
25. What does "maternity leave" mean in your Bank? Does it include financial benefits?
.....
.....
Does your policy on maternity leave apply to married and single women alike? If no, what is the difference in treatment?.....

If you wish to make available an employee handbook or other booklets containing information about employment conditions and benefits, please mail copies with the completed questionnaire.

REMARKS CONCERNING THIS QUESTIONNAIRE

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