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AMERICAN TITLE ASSOCIATION

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TITLE
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VOLUME XXXIII

MARCH, 1954

NUMBER 3



TITLE NEWS

Official Publication of

THE AMERICAN TITLE ASSOCIATION

3608 Guardian Building—Detroit 26, Michigan

Volume XXXIII

March, 1954

Number 3

EMPLOYEE RELATIONS

Job Classification

Fringe Benefits

Profit Sharing

Insurance

Ranges of Salaries

Pensions

Hospitalization

Bonus

Some weeks ago we released a bulletin on the above entitled subjects. It was sent to several score "key" members, some in title insurance only, some in abstracts only, some in both. Some of the title insurance companies operate within their respective state of domicile, some regionally, some nationally. The message went to companies in large cities and small rural communities.

We received some responses, and they are extremely informative. Discussion on this matter is desired, according to statements of many members. But the number of responses was indeed small; they were few and far between. We realize executive officers of member companies are busy. But will you not please review this bulletin message, its application to you, and the valuable aid and assistance you can give others by telling of operations of your own firm, and then write us descriptive of your situation?

As indicated in Item No. 14 of our bulletin, we will treat your tabulation and comments in confidence; we will describe your firm, its location and its operations, only in a very general way.

Our thanks to the companies which

reported. Their reports and comments are carried in this issue.

Our bulletin message is quoted first.

* * *

—JES

Re: Employee Relations—Job Classification—Ranges of Salaries—Fringe Benefits: Pension—Profit Sharing—Hospitalization—Insurance—Bonus—etc.

1. More than occasionally we receive inquiry from member companies on the above entitled subjects. Members want to reconcile their own position with the trend of the times; they want to adjust, where adjustment seems to be in order. They ask if there is any pattern which, to a greater or less degree, seems to obtain or which might be used in the operations of a well managed abstract and title insurance company.

2. I have asked personal friends to give us some advance dope on their structure on these situations. Their answers are attached to this bulletin. I send these now to give you a better picture of the type of information we seek. Two of the enclosed are figures of two companies, both of which operate in large metropolitan areas. They both have branch offices in near-by counties. Another shows the figures given us by a branch office of

a title insurance company which operates nationally. They will not be identified further except in the final report we deliver to all members that will be identified as covered in Item No. 14 of this special bulletin.

3. Will you please send to National Headquarters a tabulation showing the job classification work you have done in your own institution? Set forth the range of salaries in each item as has been done on the enclosed samples. State only base pay figures. Do not include bonus figures in this tabulation.

4. Below these figures will you please furnish a very brief outline on the following:

Bonus, Christmas or quarterly or whatever basis it may be, figured in percentages; and whether you do or do not have two types percentwise, one for officers and another for employees.

Hospitalization
Health Insurance
Pension Program

Profit Sharing Program

Plus any other employees relations factors which in your judgment make for improvement in the esprit' de corps within your company.

4. (a) For instance, it occurs to me to inquire of companies addressed whether they maintain a restaurant or coffee shop—whether they give employees lunch free of expense, or whether it is intended to operate this unit at a profit.

4. (b) Another "instance" is whether or not you operate a parking lot and permit employees to park without expense to themselves.

4. (c) Still another "instance" is whether or not you give a Christmas party. And by the way, that seems to be something which is going into the ashcan—but fast.

5. If the spirit moves you to amplify further, I know we would be interested to receive further comments from you. From these letters I might be able to get reports that would contain valuable information and study by member companies, either through a bulletin message or carried in "Title News."

6. Many members have employees who are steady, hard working, loyal and honest. They, or some of them, were never officer material and they will not be officer material in a million years. Year after year other and probably more competent employees are given favorable consideration in salary raises. Nobody has ever been enthusiastic about giving this particular employee described in the preceding sentence any up-to-date revision in salary. But invariably he gets one "because everybody else received one." The net result is that over the years he gets a number of raises, each probably small, but deadly in their cumulative effect, until today his salary for the job he performs is clearly out of line.

Have you come up with any solution to this problem?

7. My good friend Al Suelzer, of Fort Wayne, Indiana, distinguished Past President of ATA, is a rare combination. He is not only a good title man, a talented and experienced lawyer—he is also an excellent businessman. At a National Convention when this general subject was on the agenda, Al stated his belief that the average employee is principally interested, insofar as compensation be concerned, with one point, viz: the size of his salary check. Speaking for management, he approves but not too enthusiastically, fringe benefits; but he questions the real efficacy of a lot of these beneficial or security measures as against more dough in the pay check.

What is your reaction to this in the light of present day conditions and the probable economic situation which will obtain in our industry in 1954 and later years?

8. Another point upon which I have often wondered has to do with pension contracts. The cost of living today is at such a level that few employees voluntarily go off the payroll at retirement age. Others don't want to retire because the job is the principal thing in their lives. I realize full well, especially in a large institution, this retirement factor is something that must be considered. Otherwise there is created a bottleneck which

stifles the ambitious, able and energetic youngster coming up the line.

Another point about this pension matter is that a retired employee may go down the street to your competitor. This certainly has been done and he brings to that competitor many or all of the value and clients and potential clients whom he knew when on your payroll.

If you could rewrite your pension contract today, would you have it contain a provision for continued employment if both parties in interest desired that? How otherwise would you alter your pension contract?

9. Re Absenteeism: We personally believe this situation will improve as economic conditions change. The super boom is over; there is absolutely no question about this. I don't look for any depression; but I do believe there will be numerous "adjustments" in the ensuing months—say much of 1954 and probably well into 1955. One adjustment, in my judgment, will be a greater willingness in many industries to "earn a day's pay by doing a day's work." And that includes absenteeism.

According to many talks I have had over all the country with many in management in our guild, the worst offender seems to be a younger employee—younger in years of age as well as in seniority in the company. The older employee seems to be able to get to work—and on time—despite the weather or traffic conditions or what have you. The younger employee seems to be indisposed on more days than one ordinarily would expect to be the case.

Some companies put in "incentive pay" by offering a one extra day's pay for one month's continuous work in the office. But of the firms which put this in, one discontinued the practice partly because they learned that when an employee (usually younger rather than a senior) was out of the office one day invariably he then was out other days in the same month.

Speaking wholly personally, I will have to say I don't enthuse over this plan, although I must admit it has some merit.

Do you call for a doctor's certificate when an employee is absent from work, failing the presentation of which you dock the employee?

10. Have you ever picked out some of your younger employees and sent them to school? The Chicago Title & Trust Company did this some years ago by sending junior officers, I also think a few seniors, to the University of Chicago Business Administration School. It was pretty expensive, including, of course, the point these gentlemen were absent from their desks during business hours. But the President of the Company, Mr. Holman Pettibone, now Chairman of the Board, felt it was money well spent.

11. The perfectly operated title company never existed and it will never come into being. Did any title company ever make an arrangement with your title company in another county on an exchange basis of employees? Did any ever send to the other firm two or three or more employees to work there for say from two to four weeks while the same number of employees doing the same type of work spent the same amount of time in your office? Is there any merit in this proposal? Personally I'll make a bet it would be a profitable exchange; and that your own employees would come back to your office with a notebook filled with good ideas to improve your operations.

And I'm not so sure but that this suggestion might apply to officer personnel, especially junior officers, with young minds willing to accept and to adopt new practices or different practices.

12. Do you have a suggestion box? Do you have any formula under which you pay for good ideas?

13. Re House Organ: Speaking to the larger companies, do you feel you receive real benefits from a house organ? Is it of such character that you distribute this to clients? Are other large companies on your mailing list to receive your house organ?

14. We will treat your tabulation of base pay in confidence, as well as any other information you may send which seems to be of confidential

character. In using the material you send we will describe your firm only in a very general way. We will locate your report as "Atlantic Coast" or "Middle West." We will refer to population of your county as "over 500,000" or under, as the case may be. And we will indicate you furnish "A" (Abstracts of Title) of "TI" (Title Insurance) or both. For a pattern on this point of treatment of your response, see the tabulation of operating expenses in percentages to be

carried in the February, 1954, issue of "Title News."

15. Charlie Buck has always referred to me as the "verbose Mr. Sheridan." He certainly is right insofar as this bulletin is concerned. For its length I apologize. But as I prepared copy for it one thought brought another and the first thing I knew, it covered too much territory. So answer such of these as can be worked in between the many duties of your desk—or answer some now and some later.

LOCATION—FIRMS 1 TO 2, INCLUSIVE—ATLANTIC COAST NO. 1—POPULATION OVER 500,000—TITLE INSURANCE (NATIONAL)

I am enclosing a list of our employee classifications which shows the minimum and maximum salaries as of January 1, 1954, for male and female employees. These figures are for the Company as a whole. We do not have any fixed minimum or maximum salary for any of the classifications.

I will now discuss briefly the other matters mentioned in your memorandum in the order in which they are given in your memorandum.

Bonus: Some years ago we had an incentive compensation plan for officers and employees making more than xx dollars. The amount to be distributed was based on earnings, but we had no definite formula for making the distributions. We also had a pension plan for other employees which was based on merit and length of service. Merit ratings of employees were made annually. We decided several years ago to abandon both plans; but, when the plans were abandoned, the incentive compensation and bonus payments received during the preceding year were converted into salary payments. We did not feel that the plans referred to were beneficial, as most of the employees considered payments under the plans more as presents than compensation.

Hospitalization: The Blue Cross Hospitalization Service is available in our city and in most of the cities in which our branch offices are located. This service is made available to

employees under the salary deduction plan, but no part of the cost of the service is paid by the Company.

Health Insurance: We have given some thought to health insurance for our employees but to date no decision has been made. There are arguments pro and con for this type of insurance. Some of our officers feel that health insurance might result in an increase in absenteeism. We do have a rather liberal sick disability plan, which I will mention a little later on.

Pension Plan: We have a group annuity pension plan which all employees are required to join when they become eligible after the completion of five years of service. The employees pay 3% on the first \$250 a month and 6% on the amount in excess of \$250, and the Company pays the balance, which is approximately 1½ times the amount the employees pay.

The plan is designed to provide approximately 50% of the salaries of the employees at retirement less the amount they will receive from social security benefits. Our plan provides that employees have to retire at the age of 65 unless they are requested by our Board or Executive Committee to continue their employment with us. Some of the employees who have reached the age of 65 have been retained on a temporary basis. If we could rewrite our retirement plan, I think we would liberalize the benefits to some extent, but we would not

prohibit a retired employee from seeking employment with another competitor. This was considered at the time our pension plan was drafted, and we did not think a provision of that kind should be put in the plan, as we felt that it would seriously limit the ability of retired employees to find employment.

Profit Sharing Plan: We have no such plan now, and I previously mentioned the incentive compensation plan which was abandoned.

Salary Adjustments: All officers and employees are considered for salary adjustments once a year on their anniversary date of employment or the anniversary date of the last salary adjustment, whichever is later; but, when we feel that an employee is receiving a proper salary for the duties performed, additional salary adjustments are not made unless the cost of living has increased since the last salary adjustment.

Fringe Benefits—Generally: We feel that fringe benefits are beneficial in retaining old employees and securing new employees and that they help in morale building, but I think companies can go too far in providing fringe benefits.

Absenteeism: This is a real problem. We have a rather liberal sick disability benefit plan under which employees can be absent on account of sickness without salary deductions, and this plan is based on length of service which starts with one day for each two months for the first year and increases according to years of service. It is a cumulative plan and absences on account of sickness are charged against the sick allowances. Up until January 1, 1953, employees were permitted sick allowances annually. Since the cumulative plan has been put into effect, absenteeism has been reduced. It is not our practice to require a doctor's certificate unless we have reason to feel that an employee is taking advantage of the plan.

Study Courses: We encourage our employees to improve their education and prepare themselves for more important positions by taking study

courses at recognized night schools. For courses approved by the Company, employees will be refunded the cost of tuition—not textbooks—at the end of each semester provided they receive passing grades. It has not been our practice to approve long courses, such as law, which cost a great deal of money.

Exchange of Employees: We have never temporarily exchanged employees with other title companies. I think such a plan has merit.

Suggestion Plan: We encourage our employees to make suggestions for the elimination or simplification of work, improvement of work methods, etc. Minimum compensation for a suggestion is \$10.00. We have no definite formula for paying for suggestions and consider each suggestion on its merits. If we can estimate the savings, we usually pay about 15% of the savings for a year. Many of the most valuable suggestions which have been made were made by employees with small salaries.

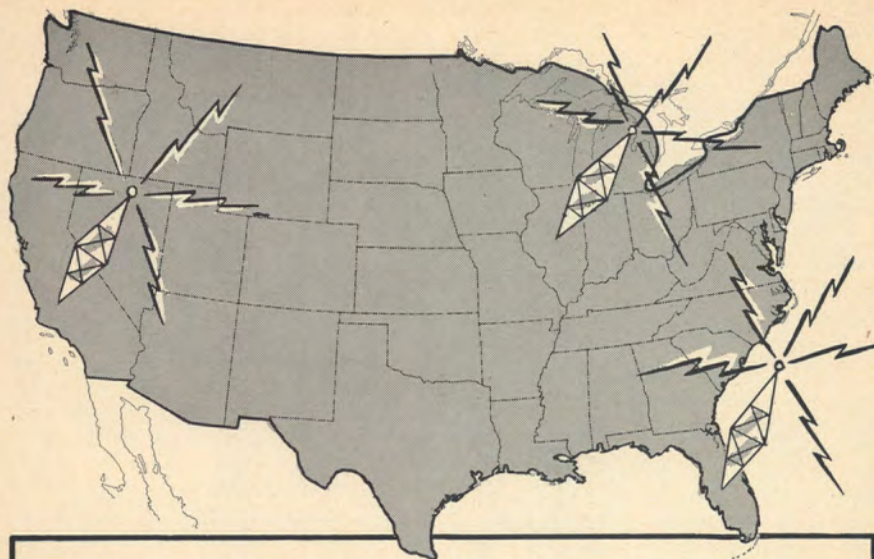
House Organ: You are, of course, familiar with ours which is being sent to a large mailing list. This is also sent to the employees at their homes. Each month we get out a "News Letter" to our agents and branch offices and send a copy to each of our employees at their homes.

P.S. Since this letter was written I notice that I failed to mention our Group Insurance Plan.

Classification of Employees

1. Attorney: An employee who is not an officer and is qualified to practice law and has been admitted to the practice of law in one or more states, whose principal duties are to examine titles from public records or from information contained in a title plant, or both, or to pass on the insurability of titles based on abstracts and certificates of title prepared by approved attorneys or abstracts prepared by abstracters employed by the Corporation. Male \$325 to \$625; Female \$300 to \$340.

2. Attorney—Junior: An employee who is qualified to practice law and may or may not have been admitted to the practice of law in one or more



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states, and whose principal duties are to handle work of a legal nature requiring little experience, such as checking taxes, continuing title examinations after closings, or handling more difficult work under the direct supervision of another attorney. Male \$225 to \$400; Female None.

3. Legal Clerk: An employee who has had some legal education but has not been admitted to the practice of law or who has had no legal education but has had considerable experience in the title business, whose principal duties are to handle special kinds of work of a legal or semi-legal nature under the direct supervision of an attorney. Male \$200 to \$320; Female \$210 to \$260.

4. Abstracter: An employee who prepares abstracts or abstract notes from title plant or court records for examination by attorneys; works under general supervision; requires considerable experience and ability to exercise judgment; may pass on the sufficiency of some instruments in chains of title as abstracting is being done. Male \$300 to \$400; Female \$240 to \$350.

5. Abstracter—Junior: An employee who assists an abstracter in the preparation of abstracts or abstract notes from title plant or court records and whose work is checked in whole or in part by an abstracter. He may handle without direct supervision certain phases of abstract work not requiring special training. Male \$175 to \$275; Female \$165 to \$300.

6. Closer—Attorney: An employee who has had legal education or training and whose principal duties are to close real estate transactions; prepare, or pass on the sufficiency of, all legal documents required in connection with closings; is responsible for seeing that curative work on titles is properly done; that sufficient funds are received for closings; that necessary information is received from lienholders and that settlement statements are properly prepared; pays by checks the lienholders and other parties entitled to proceeds of the transaction; and otherwise complies with closing instructions of interested par-

ties; considerable experience and ability to exercise judgment are required. Male \$285 to \$475; Female \$255 to \$375.

7. Closer: An employee who has not had legal education or training whose principal duties are to close real estate transactions; is responsible for seeing that sufficient funds are received for closings, that necessary information is received from lienholders and that settlement statements are properly prepared; pays by checks the lienholders and other parties entitled to proceeds of the transactions; and otherwise complies with closing instructions of interested parties; considerable experience and ability to exercise judgment are required. Male \$250 to \$425; Female \$240 to \$335.

8. Closer—Assistant: An employee whose principal duties are to assist a closer in preparing for closings and handling the detail work after closings, such as getting information from lienholders as to existing liens, prorating taxes, insurance premiums, rents, etc., preparing closing statements, mailing checks to lienholders and other parties, getting and having releases recorded, etc.; may do some stenographic or typing work. Male None; Female \$185 to \$260.

9. Field Representative: An employee whose principal duties are confined to business promotion and sales work. Male \$325 to \$667; Female None.

10. Administrative Employee: An employee who is a manager or supervisor of a recognized department having at least five employees; or an employee who handles work of a very important nature requiring considerable training or experience, such as advertising, printing, drafting, technical plant work; may supervise less than five employees in such work; may be a junior officer. NOTE: When an employee is classified as an "Administrative Employee" the nature of his or her work should be given. Male \$325 to \$575; Female \$235 to \$425.

11. Order Clerk: An employee in one of the large branch offices whose principal duties are to quote fees, re-

ceive orders for title work, answer inquiries regarding pending transactions, make appointments for closers, arrange for conveyancing and supervise the work of other employees performing similar duties; must have general knowledge of routine and procedures which are followed from the time an order is received until the title policy is issued; must be patient, good natured and affable. Male \$260 to \$360; Female \$220 to \$250.

12. Clerk—Senior: An employee who performs important clerical duties under general supervision, such as compiling or posting data on title plant and other records, purchasing printing and other office supplies, checking important work; may be in charge of addressograph work; may do some typing or stenographic work; may supervise work of several employees; experience required and must have ability to complete assignments with little difficulty and to exercise a fair amount of judgment. Male \$200 to \$325; Female \$170 to \$325.

13. Clerk—Junior: An employee who performs under direct supervision clerical duties of a simple or repetitive nature, such as sorting, indexing, posting, checking, filling supply requisitions; may do some typing; duties performed require little training and the minimum of judgment; may operate simple office machines requiring little if any training or assist in the operation of other office machines. Male \$185 to \$225; Female \$160 to \$210.

14. Auditors—Assistant: An employee who is qualified by education and/or experience to examine a complete set of accounting records for the purpose of determining the adequacy of the records, the proper safeguarding of assets and results of financial operations, and the ability to properly report his findings, all under the supervision of the General Auditor. Male None; Female None.

15. Accounting Clerk—Senior: An employee who keeps or has the ability to keep and helps to keep a complete set of accounting records, examines and records transactions in proper record books; journalizes transactions

requiring judgment as to accounts affected; able to balance books and prepare reports at regular intervals. Male \$315 to \$375; Female \$235 to \$325.

16. Accounting Clerk—Junior: An employee who keeps records of and works with less than a complete set of accounting records; may serve as cashier or payroll clerk; may perform the more routine calculating, posting and other duties necessary in accounting, such as reconciling bank accounts, keeping files of records, preparing invoices or monthly customer statements, posting to and balancing accounts receivable or accounts payable sections, taking trial balances. Male \$200 to \$330; Female \$185 to \$250.

17. Bookkeeping Machine Operator: An employee whose principal duties are to operate a bookkeeping machine, with or without a typewriter keyboard, to keep records of business transactions. Male None; Female \$205 to \$220.

18. Key Punch Machine Operator: An employee whose principal duties are to record accounting and statistical data on tabulating cards by punching a series of holes in specified sequence using a key punch machine; may operate a verifying machine. Male None; Female \$190 to \$215.

19. Duplicating Machine Operator: An employee whose principal duties are to operate an offset type of office machine such as photostat, dextograph, microfilm and is responsible for quality and accuracy of work. Male None; Female \$160 to \$200.

20. Secretary-Stenographer: An employee who can record and transcribe dictation accurately with more than average speed; may perform secretarial duties for one or more officers, such as handling telephone calls, scheduling appointments, writing letters on own initiative, etc.; has sufficient knowledge of routines, functions and policies of business to relieve officers of minor duties. Male \$275 to \$300; Female \$230 to \$365.

21. Stenographer—Senior: An employee who records and transcribes dictation of more than average diffi-

culty and with more than average accuracy and speed; part of work may be devoted to typing binders, policies, deeds and other legal documents; works under general supervision and must be able to use judgment. Male None; Female \$175 to \$250.

22. Stenographer—Junior: An employee who records and transcribes dictation with accuracy and fair speed; part of time may be devoted to typing binders, policies and other forms of material; more than average supervision required; may not have had previous experience, or experience or ability may be limited. Male None; Female \$155 to \$230.

23. Transcribing Machine Operator: An employee whose principal duties are to transcribe dictation from transcribing machine; must be able to punctuate and spell correctly; may do other typing work; experience required. Male None; Female \$215 to \$235.

24. Typist—Senior: An employee who does typing work which requires the exercise of some judgment and assumption of some responsibility in carrying out assignments involving statistical, legal and rough draft material, writing of binders, policies and other legal instruments; works under general supervision; must be accurate with more than average speed. Male None; Female \$175 to \$245.

25. Typist—Junior: An employee who does typing work of a simple routine nature, such as copying from plain, printed or written material, corrected copy, form letters, cards, envelopes, etc.; able to type accurately with fair speed; part of work may be

devoted to writing policies and binders; more than average supervision required; may not have had previous experience or ability may be limited. Male None; Female \$140 to \$215.

26. Telephone Operator: An employee who operates a switchboard and handles incoming, outgoing, and intra-company calls; keeps a record of long distance calls; is responsible for checking telephone bills; must have good knowledge of personnel of company; may have incidental duties, such as receptionist, typing, clerical work, etc. Male None; Female \$150 to \$255.

27. File Clerk—Senior: An employee who is responsible for maintaining an established filing system and whose duties are to classify and index correspondence or other material, file material, remove material from files, keep a record of material removed, purge files of old and useless papers; may supervise others; experience required. Male None; Female \$165 to \$255.

28. File Clerk—Junior: An employee who does routine filing work usually of material that has already been classified; locates or assists in locating material in the files; may perform incidental clerical duties; no experience required. Male \$160 to \$220; Female \$155 to \$195.

29. Clerk—Messenger: An employee who performs a variety of routine duties, such as running errands, may spend part of time operating simple office machines, opening and distributing mail and other minor clerical work; no previous experience required. Male \$150 to \$215; Female \$140 to \$165.

NO. 2—POPULATION OVER 500,000—TITLE INSURANCE AND ABSTRACTS

(1) General

No. of employees — Offices in 3 Cities: 100 in County A; 40 in County B; 20 in County C.

Our business by volume is roughly 70% Abstract and 30% Title Insurance.

(2) Salary Information

Job Classifications	Rate Range (weekly)
Abstract Dept.	
Searchers—A	\$80-100
B	60-80
C	45-60
Title Plant Clerks, including	

photo clerks and locators	35-50
Typists	35-50
Title Insurance Dept.	
Examiners—A	80-115
B	60-80
C	45-60
Stenographers	40-60
Typists	35-50

Administrative

Stenographers	40-60
Messengers	30-35
Bookkeeping Clerks, including billing and accounts receivable	40-55
Receptionist	40-60

Supervisors

Typing Dept. (female)	55-75
Title Plant (1921 to date)	80-115
Foretitle Plant (prior to 1921)	80-115
Out-of-County	80-115
Tax Dept.	80-115
County Clerk's office	90-125
Chief Bookkeeper	60-90

(3) Bonus

For the past two years the Company has paid \$50 at Christmas time to each employee including officers with over one year's service and \$25 over six months but less than one year. A profit-sharing plan for officers is being considered this year.

(4) Vacations

- 6 mos. employment—1 week
- 1 year employment—2 weeks
- 15 years employment—3 weeks
- Officers—3 weeks

Those persons entitled to a third week of vacation must take it prior to March 31st or after October 31st except that the entire vacation may be taken from November 1st to March 31st.

In addition, employees with 3 years of service are granted three weeks vacation provided the entire three weeks is taken from November 1st to March 31st.

Vacation taken between April 1st and October 31st should be taken at least one week at a time.

(5) Holidays

- New Year's Day
- Washington's Birthday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas

Depending on the volume of business and the needs of the community, the Company may designate Lincoln's Birthday, Columbus Day, Election Day or Armistice Day as additional holidays for all or part of the staff on an equitable basis.

(6) Leaves of Absence

The Company may grant leaves of absence depending on the circumstances in each particular case.

(7) Sick Leave

No definite policy—depends on the circumstances in each case.

(8) Group Life Insurance including Accidental Death and Dismemberment

Employees pay 30c per \$1,000, company pays the balance.

(9) Hospital and Sickness Benefits

Employees pay entire cost.

(10) Additional benefits which the company is required by law to carry are F.O.A.B., State Disability Benefits and State Unemployment Insurance.

(11) No formal pension plan is in effect but several retired employees of long service are being paid retirement benefits as a current expense.

(12) The company is not large enough to operate a cafeteria or coffee shop or to have a parking lot.

(13) We have had no particular problem with absenteeism and believe that with careful selection of employees and good supervision, no incentive need be offered.

(14) We do not require a doctor's certificate when an employee is absent from work.

(15) We have a suggestion box from which we have obtained several money saving ideas. One word of caution in connection with this is that awards should be made often enough so that employee interest does not lag.

(16) We have been in the habit of having Christmas parties paid for by the company but are of the opinion that they may fall out of favor.

(17) No attempt is made from an accounting standpoint to segregate the cost of vacations, sick time or holiday time. However, the following

gives the percentage of the cost of certain benefits to total payroll including overtime:

F.O.A.B.	1.2%
State Unemployment Ins.	1.0
Disability Insurance	.5
Federal Unemployment Ins.	.2
Group Insurance	.8
Total	3.7%

We wonder if other companies do segregate the cost of vacations, sick time or holiday time and perhaps also, training time. Training time, we realize to be a large hidden expense

particularly in the past few years when our rate of employee turnover has increased.

(18) Inasmuch as business in this part of the country is seasonal, we meet the peak loads by extensive use of overtime rather than by adding additional staff members which would be a continuing fixed expense. We realize that continued overtime results in a loss of productivity and have considered such an expedient as a second shift. It would be interesting to compare our policy in this regard with that of other companies.

LOCATION—FIRMS 3 TO 11, INCLUSIVE—MIDWEST NO. 3—POPULATION OVER 500,000—TITLE INSURANCE

In response to that part of your inquiry relating to fringe benefits, we note the following:

Bonus: No provision is made for payment of a bonus.

Insurance: Hospitalization, surgical benefits and Life Insurance policies are provided for employees with the Company paying the greater portion of the premium.

Pension Program: A past-service pension program is provided for long-service personnel.

Retirement Program: A profit-sharing, employee-contributory retirement program is provided for all employees having at least two years' service.

Cafeteria: A company - operated lunch room is provided with meals served to employees at less than cost.

Parking Lot: No facilities are available.

Christmas Party: Such parties are not sponsored; however, family parties are given from time to time.

Fringe Benefits: We believe these benefits to be increasingly important.

Compulsory Retirement: We will continue to maintain this provision.

Absenteeism: Neither incentive pay nor doctor's certificate for absentees, are a part of our program.

Schooling: The program of sending men to the local University Business Administration School is being continued. This program, however, does

not require the men to be absent during business hours.

Employee Exchange: We have no formal program of employee exchange between title companies in other counties.

Suggestions: We do have a formal suggestion system under which awards are paid for suggestions adopted.

House Organ: It is felt that real benefits are obtained from a properly edited house organ. Many other large companies are on our mailing list to receive this publication.

Sick Leave: Rather than a formalized program with maximum limits, we have a liberal policy based on the facts of each case.

Vacations: Employees are granted one week's vacation after six months' service, two weeks' vacation after a year's service, three weeks' vacation after 15 years' service, and four weeks' vacation every fifth year starting with the 25th year of service.

Additional Fringe Benefits: In addition to the benefits listed in the inquiry we also provide for company-sponsored employee recreational activities, and a payroll-deduction stock purchase plan.

Our range of salaries on principal job classifications, excluding department managers and officers, is as follows:

Title Examiners	\$325-740	Searchers and Chainmakers.....	260-525
Managers of Examining Units	570-740	Stenographers	240-340
Title Report Typists	215-310	Posters, Indexers & Revisers.....	240-405
Escrow Clerks	240-480	Record Maintenance	
Filing and Messengers	200-240	Abstracters	260-525
Secretaries	260-440	Order Consultants	300-525
Salesmen	400-625	Billing Pricers	285-480

NO. 4—POPULATION OVER 500,000—TITLE INSURANCE AND ABSTRACTS

Title Examiners		New Business	
1. \$400 to \$525		Sales	200 450
2. 300 to 350		Messengers	150
Closing Title Examiners		Plant	
1. 300 to 375		Locator	245 325
Recording Examiner		Poster	200 425
1. 275		Probate	215 450
Escrow Closing Attorneys		Recording	200 235
1. 325 to 440		Register of Deeds	275 470
Branch Office "A"		Tax	
1. 400 to 475		Tax Examiners	245 440
2. 375		Clerks	200 250
Branch Office "B"		In reference to fringe benefits such as Pension Plan. This matter is being studied at this time by a committee appointed by the Board of Directors. We do have hospitalization and Surgical Benefits and Life Insurance Policies for our employees. The payment of premiums are paid partially by the employee, but the greatest portion is paid by the company.	
Abstract Department		Sick Leave—We are very liberal in our attitude. We have had instances where we have had employees on sick leave for a year or more and receive their full payment. The policy that we have adopted is to pay an employee who is on a sick leave one month's salary for every year that he has been in employ of the company.	
Abstracters	\$260 to \$435		
Clerks	175 240		
Abstract Typing	190 280		
Title Typing	175 260		
Cafeteria	185 210		
County Clerks	220 425		
Escrow Clerks	200 300		
Filing	175 285		
General			
Secretary	285 350		
Clerks	175 245		
Switchboard	240		
Stockroom	175 250		
Elevator Operator	200		
Bookkeeping			
NCR Operators	260		
Accounts Receivable	250 300		
General Books	260 480		
Payroll	350		
Cashier	200 260		
Maintenance & Printing	225 315		

NO. 5—POPULATION OVER 500,000—TITLE INSURANCE AND ABSTRACTS

1. Delivery force messengers and book messengers (male) 130 to 220 per month.

2. Filing and general clerks, junior to senior (female) 140 to 260 per month.

3. Filing and general clerks, junior to senior (male) 160 to 270 per month.

4. Typists, junior to senior (female) 160 to 290 per month.

5. Stenographers and department supervisors, junior to senior (female) 260 to 350 per month.

6. Title chain makers (male) 250 to 400 per month.

7. Senior abstracters (male) 350 to 550 per month.

8. Legal division (excluding company officers) 250 to 475 per month.

9. Auditing bookkeeping, cashier and billing, female (excluding company officers) 250 to 400 per month.

10. Order takers throughout metropolitan area (male and female) 170 to 500 per month.

11. Maintenance, skilled (male) 160 to 240 per month; Supervisor of same (male) 550 per month.

12. Janitors and elevator operators (female) 130 to 150 per month; Supervisor of same (male) 250 per month.

Additional Information

This company pays a quarterly bonus of 2% of annual salary. Pension by action of Board of Directors (no fixed retirement age). Officers' bonus treated separately.



ERRORS!!!

OMISSIONS!!!

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INSURANCE COUNSELLORS TO BANKS

NO. 6—POPULATION OVER 500,000—TITLE INSURANCE

Retirement Plan. We have a formal retirement plan which all employees are required to join when they become eligible. An employee becomes eligible when he has completed five years of service.

Sick Leave. We have a sick allowance which is based on length of service, but which is cumulative. This permits employees to be absent on account of personal sickness without deductions being made from their salaries.

Vacations. An employee is entitled to one week's vacation with pay after his first six months of service. After one year of service and for each subsequent year he is entitled to two weeks vacation with pay.

Insurance. Employees are required to join the Group Life Insurance Plan which carries double indemnity and other special features.

Study Courses. Employees are

urged to improve their education by taking study courses at recognized night schools. For courses approved by the company, employees will be refunded the cost of tuition at the end of each semester.

Christmas Bonus. The Company makes no provision for payment of any Christmas bonus. There is also no profit sharing plan presently in operation.

Salary Range. The personnel are classified principally in the following categories with the salary range as indicated.

Abstracters	\$275 to \$375
Examiners	350 575
Legal Clerks	300 400
Closers—Attorneys	300 450
Typists	200 310
Secretary-Stenog's	250 325
Bookkeepers	220 375
Field Representatives	400 600
File Clerk	225 275
Telephone Operator	260

NO. 7—POPULATION UNDER 500,000—ABSTRACTS

The following is a description of our policy of long standing:

No.	Job Title	Description of Classes	Monthly Salary Range
1.	Abstracter (incl. bkeeper. and cashier)	Highly skilled requiring little or no supervision	\$350-\$500
2.	Abstracter	Skilled, but requiring some supervision	\$250-\$349
3.	Abstracter	Able with limitations, requiring constant supervision	\$200-\$249
4.	Abstracter	Limited ability, or learners, requiring constant supervision	\$150-\$199
5.	Photostat Operators and Take-off Clerks	Operate photostat and photoprint machines; type manual take-off	\$155-\$215
6.	Tract Book Posting and Soundex post- ing Clerks	Post take-off to soundex general index and to tract books	\$175-\$225
7.	Abstract Typist	Write abstracts from take-off minutes and abstracters' searches	\$150-\$200
8.	Abstract Typ- ists, Proof- readers, Map Makers	More highly skilled than No. 7, with additional duties described	\$175-\$225
9.	File Clerks	General filing duties	\$.75-\$1.00 per hr.
10.	Custodian	Cleaning and upkeep of office	\$.75-\$1.50 per hr.
—	Senior Execs.	General management	\$1000-\$1500
—	Junior Execs.	Same, subject to seniors	\$500-\$1000

Retirement Plan: We have none; the initial expense is prohibitive for us.

Sick Leave: Unlimited in case of bona fide sickness requiring medical attention; otherwise allowed only in discretion of management; in lieu one day's pay at basic rates is given for each month in which there has been punctual and constant attendance at work.

Bonuses: None as a matter of contract; each year for the past twenty-five we have paid a Christmas bonus ranging from 20% to 50% of one month's basic salary, the percentage depending upon the company's earnings during the year.

Vacations: One week with pay after six months' service as of June 1st;

two weeks with pay after one year's service as of June 1st.

Insurance: Group life insurance provided in sums of from \$1000 to \$2500 with participation voluntary. The company pays approximately three-fourths of the premium. Group hospital and surgical benefits carried, with participation voluntary. The company pays approximately three-fourths of the premium.

Study Courses: The company instructs those who wish to prepare themselves for advancement to better classifications. Classes are held once or twice a week, one-half hour in duration during working hours. The student is expected to help by doing some "home-work" in studying the company's manual.

NO. 8—POPULATION UNDER 500,000—ABSTRACTS

In reply to your recent questionnaire regarding salary ranges, this is to advise that we do not have a classification set up or a survey such as you have listed in your bulletin. I am setting forth below our salary schedule and trust that this will assist you in the survey:

Senior Abstract Clerk	\$250 to \$275	
Personal Secretary	250	275
Abstract Clerk	185	200
Tract Index Clerk	170	185

Bookkeeper	170	185
Photo Clerk	140	150
File Clerk	140	150

Christmas Bonus — One-half to one month salary

Sick Leave—1 day per month after 1 year's service

Vacation—1 week after 1 year's service; 2 weeks after 2 years' service
 Christmas Parties and summer picnics—about to be discontinued.

NO. 9—POPULATION ABOUT 500,000—TITLE INSURANCE

We are enclosing a tabulation as requested in your recent letter with respect to Employee Relations, Job Classification, Range of Salaries, etc.

The Range of Salaries set forth are actual salaries being paid at the present time to our employees. We have had a Job Classification for many years with minimum and maximum rates of pay for each. However, during recent years the minimum rates have become nonexistent and the maximum has been pushed steadily upward resulting in almost yearly adjustments of the Classifications. I believe the actual present salaries paid will give a better picture of the pattern, if a pattern is to be found.

I hope the attached information is in understandable form and will assist

in your survey which I'm sure will prove most interesting.

Job Classification	Actual Monthly Rate of Pay	
Title examiners:		
Group I	\$285 to \$350	
Group II	360	520
Abstracters	200	285
Escrow Closing Officers	280	400
Title Typing	180	200
Clerk Typists	185	240
Secretary-Typists	265	325
Switchboard & receptionist	250	
General bookkeeping	385	
Messengers	195	
Title Plant:		
Filing	195	245
Take-off and Posting	225	245
Photostat Operator	225	

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OTHER BENEFITS

Profit Sharing Plan: In operation three years. Company contributes a percentage of net operating earnings. All employees with three or more years of service participate. Distribution made on retirement, death, disability or severance of employment. Not a pension plan.

Accident and Sickness Benefits, Hospitalization, etc. Three months employment necessary before employee is covered. Blue Cross and Blue Shield Hospital and Surgical Group Plan. Premium for employee coverage paid in full by Company. Group life insurance and Accident and Sickness coverage carried in commercial company—premium for this coverage paid in full by the company.

Christmas Bonus: Has been paid for many years. The amount paid from year to year has been varied and the same percentage applies to both officers and employees. Has resulted in dangerous situation as employees have come to consider this as part of anticipated salary.

Sick Leave: Benefits are provided

under the Accident and Sickness coverage. In addition, employees are allowed 7 days Sick Leave per year without deduction from salary. If no sick leave is taken, employee is paid at year end for 7 days or any portion not taken.

Vacations: One week vacation with pay granted employees with one year of service as of a certain date. Employees with more than one year of service entitled to two weeks vacation with pay, except if vacation is taken between November 15th and March 15th, entitled to three weeks vacation at discretion of management.

No Christmas parties for employees have ever been held, at least not with company sponsorship. An afternoon and evening outing during the summer for both officers and employees, has been fairly satisfactory in promoting improved employee-employer relationship.

The company does not operate a lunch room and has not been faced with the "coffee break." Employees do not leave the building during rest periods and no vending machines are installed.

NO. 10—POPULATION UNDER 500,000—TITLE INSURANCE AND ABSTRACTS

I received your bulletin of January, 1954, in connection with the Employee Relations, Salaries, Bonuses, etc., which had my full attention. I have always been interested to know what other title companies are doing about these matters and was therefore glad to read your bulletin.

In reply I am going to give you some information as to our present set-up in regards to these matters.

As you know our operations are in a large measure the preparation of abstracts of title and tax histories. The title insurance, although having made great progress in the last 4 or 5 years still represents only approximately 15 per cent of our business, volume wise.

Below follows a brief outline of our salary structure for our abstract department:

	Weekly Rate
Abstracters	\$75 to \$95
Abstract Clerks	60 70
Typists	45 60
Take-off Clerk	50
Filing Clerk	40
Telephone Operator	50
Bookkeeper (female)	55
Secretary	60

You will note that our salary schedule for abstracters is between \$75 and \$95 per week. We do not have a fixed wage for abstracters but pay them on the basis of the type of work they perform and at the same time consideration is given to the length of time they have been employed with the company. The same method applies to the salary of other employees.

Bonus: In addition to the above salary schedule, we have what might

be called a bonus system. This bonus is based upon 20 percent of the gross profits of the company and is divided percentage wise according to each employee's earnings. The amount to be distributed among the employees is based upon each previous three month period of earnings and is paid monthly to the employees by separate check. Each check representing one-third of the total bonus.

During the last years, we have given all the employees who have been with us one year or more 1 extra week's pay during the Christmas Holidays. This, however, is not to be construed as a regular policy of the company.

Sick Leave: In years gone by when the number of employees was smaller than it is today, we did not have a sick leave plan, but paid our people their full salary in case of illness. In later years, however, as the number of employees increased this became somewhat of a problem, especially among the girls. We kept a record of absenteeism and came to the astonishing realization that one girl had been absent from her desk for 21 days in one year. These 21 days representing mostly an accumulation of $\frac{1}{2}$ day and 1 day periods. Since that time we have made it more or less an official policy to pay for legitimate illness up to 10 days a year, which we think is rather liberal.

Vacations: On the matter of vacations, we have given each employee who has been with our company for 1 year or more 2 weeks vacation with pay, irrespective of length of service. This of course creates somewhat of a problem during summer months

and impairs our service to our customers a little. Although we do try to obtain some temporary help during these months. We have tried to get some of our employees to take their vacation during the winter time, however, without results. Wouldn't it be a wonderful thing if we could close shop for two weeks and get this vacation matter settled that way?

Insurance: We do not have any insurance system in operation, the premium of which is paid either entirely, or in part by the company. We feel that the company should not pay for an employee's insurance and take more responsibility away from the individual. Group hospitalization and surgical care (Blue Cross) have been adopted by practically all of the employees, but the premium is paid by the employees themselves to the company, who remits to the Blue Cross.

Tardiness: Here again is a problem, which I think is difficult to solve. I have often thought about instituting a punch clock system, but never have had quite the nerve to install one.

You will note that the salary schedule given above pertains exclusively to our abstract department and does not include our title insurance division. Our title insurance division, of course, utilizes abstract department employees in the preparation of title searches, tax searches, etc.

Policy writers earn slightly more than abstract typists, because these girls are considered to be more experienced and more versatile.

We do not have in our office any attorneys for the purpose of examining title, but farm out all legal work to four or five attorneys in town.

NO. 11—POPULATION UNDER 500,000—ABSTRACTS

In regard to your letter of January, 1954, I have just recently hired a new secretary who is doing the bookkeeping as well as being receptionist. She was hired on the basis of a 5 day,

37½ hour week, at \$150 per month salary.

I trust this will answer your questions since her position is general and does not fit into a specific classification.

**LOCATION—FIRMS 12 TO 15, INCLUSIVE—SOUTHWEST
NO. 12—POPULATION UNDER 500,000—ABSTRACTS**

In response to your letter of January, 1954, addressed to the Board of Governors, et al., regarding employee relations, etc., we will try to answer for a small abstract company, involving only eight or nine.

Bonus: We do not promise a bonus, but give our employees the benefit of whatever we have made during the year. This year, the bonus amounted to one month's salary. Last year they did not get any, and the year before, they got two months' salary.

Hospitalization: All of our employees are covered by Group Insurance—one half paid by the company and one-half paid by the employee.

Health Insurance: None.

Pension Program: None.

Profit Sharing Program: None.

Coffee Time: We allow coffee time, both in the morning and in the afternoon, with no deductions.

Parking Lot: None.

Christmas Party: We have a Christmas Party in the office only. Twice a year, we have a "company party" at which employees, their wives or husbands are invited, to a feed at some well-known eating place. There is no program.

Mediocre Employees: Instead of raising them "because everyone else gets a raise," transfer them to some other line of work, where possibly

they do less work, or have less strenuous work. After having traveled around the various departments of the office, they really become more valuable.

Pension Contracts: We have none of this.

Absenteeism: We ignore it, until it gets to the point of making some adjustment—then we find reasons for letting the employee go. Younger employees are more prone to absenteeism than older employees. We allow all employees two weeks vacation and two weeks "sick leave". They cannot take advantage of this until after one year with the company.

Incentive Pay: None.

Schooling: All employees are required to attend a course of six nights in six weeks, and are paid 1½ times regular pay for such schooling. After that—no schooling.

Employee Exchange: I hope you get this over. Have advocated it for years and think it is the best thing we can do for our business.

House Organ: We are too small for such. We circulate the State Title Association bulletin, and that is all.

Base Pay: Straight typists receive \$34.50 per week. Tax and Judgment Clerks—\$50 per week. Closers receive \$225 to \$300 per month. Abstracters receive \$300 to \$400 per month.

Suggestion Box: None.

NO. 13—POPULATION UNDER 500,000—ABSTRACTS

In answer to your request in the January bulletin I am herewith supplying the information requested under the classifications. Ours are approximately as follows:

Abstract Department		
Abstracters	\$260 to \$435	
Clerks	175	240
Abstract Typing	175	280
Title Typing	175	260
Escrow Clerks	200	300
Filing	160	225

General:		
Secretary	250	300
Clerks	175	245
Switchboard	200	225
Bookkeeping:		
Accounts Receivable	200	250
General Books	260	480
Payroll	200	250
Maintenance & Printing	200	400
New Business		
Sales	300	450
Messengers	120	160
Tax Examiners	245	325

Since we do not have attorneys in the office but operate on opinions supplied by outside attorneys there are a number of the items listed which would not apply to us. Also we do not have branch offices.

In connection with some of the other items mentioned please be advised that we do give a Christmas bonus at the end of the year which ranges from \$5.00 to as much as \$300 to \$400, depending on the years of service and the condition of business for that year. At one time this became very unpleasant because we had a very good year and the following year we were forced to give much less, hence dissatisfaction over the decrease.

We participate in hospitalization and health insurance together with a group loss of time program. The loss of time program is extremely helpful because of the other matter of absenteeism. There was one man with

the company who was off for two years but received loss of time from the insurance company for the first year.

We do not have a pension program or profit sharing.

We maintain a coffee shop together with a coke machine, cigarette machine and canteen. We furnish the coffee free of charge and we find that having our own place helps considerably in employer and employee relationship.

We do give a Christmas party but have come very near putting this in the ash can.

We did at one time install a suggestion box, but apparently our company is so efficient that none of the employees deemed it advisable to offer suggestions.

I have tried to answer your bulletin with respect to just such items as exist with our company and trust that this is the information desired.

NO. 14—POPULATION UNDER 500,000—TITLE INSURANCE AND ABSTRACTS

Here's my response to yours anent captioned matter. Due to small size of our organizations I cannot very well use your enclosed form. I do, however, make these comments, which, when reconciled with the appendage enclosed, will give you a quite complete report on the information which you seek.

We have an "Idle Room," so-named, equipped with coffee-maker, Frigid-aire, etc. Coffee and cold drinks to personnel and/or clients are 'on the house.' Some of the personnel eat their lunch 'in,' which is at their expense except for 'drinks.' Company pays for life insurance for each in an amount \$2,000 to \$5,000; hospitalization insurance to the extent of about three-fourths of the cost. Personnel is entitled to annual vacation-with-pay in conformity with this schedule:

Within first year of affiliation—one week.

Beginning with second year, thru fifth year—two weeks.

After five years—three week.

Prior to 6 months ago we could say: In 10 years we have not 'lost'

(involuntarily by the Company) one member of our personnel to seek other employment; none lost to a competitor, neither have we employed one from a competitor. **This female** left for a large utility, we think, to be nearer 'a boy friend.' Our turn-over has been negligible, and was so even thru the war years. In fact, 70% of our present personnel were with us either at the inception of the Company or at the inception of the 'desk' (new job). This period encompasses about twelve years. We don't speak of our people as "employees" and "officers," and for lack of a real good term we use "personnel." Absenteeism has not bothered us—I really believe these people like to work with us.

Our bonus plan is strictly voluntary and **all** understand this. I don't know what the consequences will be when (if) it becomes necessary for all to reconcile **understanding** with **fact**. We'll learn that answer when (if) our business fails to produce a volume which will warrant the continuance of the 'plan.' I do know that our

base salary schedule is equal to or in excess of that of our local competition. I know too, that we service a greater volume of business with fewer people than they. All of this means to me that 'our people' are better qualified, more loyal, industrious and work harder than could, on the average, be expected.

We don't put as much into surplus as we could if we were less interested in our personnel and more interested in the dollar. We think that our plan has its compensations in that it invites, on the part of **each**, industry in 'selling' and 'delivering' our services thereby increasing our ever-expanding volume and, simultaneously, the bonus fund. Preclusion of 'head-aches' is worth loss of dollars!

	Annual Base Pay	
	Min.	Max.
Receptionist-clerk (female)	\$2400	\$3000
Take-off—Court House Seachers (female)	2700	3300

Office boy-Clerk Male college Student, ¾ time	1500
Steno (Priv. Sec'y type) (female)	3000-3600
Cashier-bookkeeping (female)	3600-4200
New Business-Closers (male)	5400-6600
Office Mgr. (full supervision) (female)	5400-6600
*Attorney-title examiners (male)	3000-12000
Vice President (supervises production and expedition of services we perform) (male)	10800-
President (male)	13800

*Attorneys, do a private practice, do not office with us, do not share in BONUS.

Annual Bonus: Minimum for each of last six years was 25% of annual base pay (highest was 58%) to all personnel who were in employ of the company for as long as one year.

NO. 15—POPULATION UNDER 500.000—TITLE INSURANCE

In response to your recent request, we are enclosing a tabulation showing job classifications and salary ranges which are now in effect in our company. These classifications and salary ranges are arrived at in conjunction with management consultants.

Below are furnished brief outlines of other subjects which pertain to our operations:

Bonus: For twenty years we paid an annual bonus during the month of December, but discontinued this practice at the beginning of 1953, adjusting salaries accordingly. Top executive salaries were not adjusted and bonuses are continued in that classification. We do now have under consideration a plan for incentive bonuses for executives.

Insurance: We have a hospitalization and surgical benefit plan for which the company pays one-half the cost. The company pays for life insurance in the amount of \$1,000 for each employee, with the exception of officers, and for them \$5,000. We continue to pay the life insurance of retired employees.

Lunch Room: We maintain a lunch room for use of our employees where-in the company furnishes coffee, cream and sugar. Machines dispensing coca cola, milk, orange juice, and candy are maintained in the lunch room. Any profits from the operation of the machines are applied to the expense of the lunch room operation.

Vacations: Our employees are entitled to one-week's vacation with pay after one year of service; two weeks after two years; and three weeks after fifteen years.

Parking: We operate two parking lots open to the public, and all officers and employees are required to pay regular rates. Customers are allowed two hours free parking.

Christmas Parties: Christmas parties are still continued by one or two of our departments. We do not have a party for the whole company. Such parties are on the wane.

Profit Sharing Retirement Plan: In 1945 we established a profit sharing retirement plan which we have found to be very successful. Two years of continuous employment is required

for eligibility. The company contributes a per cent of net profits before income taxes to this fund. Employees make no contribution. Our employees may retire at the age of sixty, and are required to retire at the age of sixty-five. They may continue on the payroll after sixty-five if they so desire and the Board of Directors so authorizes.

Study Courses: We encourage our employees to enroll in evening study courses at local schools, and in courses of the American Institute of Banking, the cost of which we will pay if the employee completes the course with a passing grade.

Sick Leave: Our employees are allowed twelve days of sick leave annually with pay. However, we reserve the right to extend the time at our discretion. The fact that we operate on a 40-hour, 5-day week (closed on Saturday) has greatly improved the absentee problem. We do not require a doctor's certificate for absence because of illness. Habitual offenders are eventually dismissed.

Suggestions: We do have suggestion boxes and any items used and placed in effect are paid for in accordance with our judgment as to value.

House Organ: We do issue a house organ. It is not generally distributed to our clients. A few companies are on our mailing list. Our paper is issued every three months, and we believe it is of some benefit.

Exchange Arrangement: We do not have an exchange arrangement with other companies, probably because of our geographical location, but we do believe that such a plan would be very beneficial. Our management is extremely eager to accept new and different practices which are beneficial to our operation.

Branch Operations: We operate one branch in the same County as our home office, two branches in other communities in the same county as our home office, one branch in another county, and have contractual arrangements with other companies in eleven other counties in the state.

Our solution to the problem of salary increases for the long-time em-

ployee who has reached his peak and cannot advance any further is through job evaluation and classification with the assistance of a management consultant firm. With this method each job is classified and given a minimum and maximum salary range. When an employee reaches the maximum of the range, he remains there until he is able by his own efforts to work his way into a higher classification which carries a higher wage scale. Our employees understand this by virtue of six-months performance reviews for any clerical and technical employee, and annual reviews for executive and professional employees, at which time they are called for an interview by their supervisor or superior and apprised of that fact.

I am sorry that I cannot agree with Al Suelzer of Fort Wayne that the fringe benefits are not appreciated. Employee relations are a most important factor in our business. The fact of the matter is, our employees are the company. They can make it or break it. Service is the most important thing we have to sell, and our employees are our service. We believe that all of the benefits listed above are appreciated by our employees.

We are very reluctant to hazard a guess as to the probable economic situation for 1954. We are situated in an expanding community. "Around and around she goes, where she stops, nobody knows." We do know, however, that we are off to a very excellent start in the month of January.

Hope all of this information will be of some use to you.

Salary Structure Technical and Clerical Positions

\$160-\$220

Photo Technician "B"
Cash Disbursements Clerk
Mail Clerk
File Clerk
Messenger

\$180-\$250

Clerk-Typist
Escrow Audit Clerk
Vari Typist and Addressograph Operator
Insurance Clerk Typist
Escrow Cashier

Close-out Typist
 Check Writer
 Bkpg. Mach. Operator
 Receptionist
 Escrow Paperwriter
 Policy Typist
 Title Report Typist
 Photo Technician "A"
 Supervisor—Filing
 PBX Operator
 Restrictions Typist
 Acctg. Clk. Typist
 Multilith Operator
 Bank Recon. Clerk

 Order Clerk \$200-\$280
 Trust Clerk—Subdiv.
 Court Proceedings Searcher
 Accounting Clerk
 Cancellations Clerk
 Cashier
 Supervisor—Escrow Closing
 Supervisor—Bkpg.
 Receptionist—Posting Clerk
 Bookkeeping Cashier
 Trust Escrow Clerk
 Supervisor—Insurance Section
 Poster
 Receptionist Clerk
 Steno.—Trust Accounting
 Take-off Abstracter

 Chainman \$220-\$310
 Title Order Closer
 Trust Securities Clerk
 Departmental Secretary
 Report Writer
 Branch Bookkeeper
 Tax Searcher
 Notary Public
 Asst. to Escrow Officer
 Trust Clerk—Steno.
 Trust Clerk
 Draftsman "B"
 Supervisor—Policy Typing
 Supervisor—Escrow Paperwriting
 \$250-\$350
 Executive Secretary
 Supervisor—Report Writing
 Supervisor—File and Supply Room
 Searcher
 Supervisor—Order Desk

Secretary—Building Office
 Accounting Clerk—Trust
 \$290-\$400
 Draftsman "A"
 Branch Accountant
Executive and Professional Positions
 \$350-\$475
 Accountant, Sr.
 Escrow Officer II
 Title Plant Engineer
 Recording Officer
 Title Officer II
 Asst. Treas. & Chief Cashier
 Escrow Auditor & Closing Dept. Supr.
 Tax Service Rep.
 A.T.A. Inspector
 Photo Dept. Mgr.
 \$400-\$550
 Asst. Vice-Pres. & Asst. Treas. II
 Asst. Treas.—Payroll & Supply
 Advisory Escrow Officer
 Title Attorney
 Public Relations Rep.
 Asst. Trust Off.—Subdiv.
 Sr. Trust Acct. & Asst. Trust Off.
 Title Plant Supt. & Title Exam.
 Escrow Officer I
 Title Officer I.
 \$475-\$625
 Trust Officer II
 Building and Property Mgr.
 Branch Mgr. II
 Branch Mgr. III
 Title Plant Mgr.
 \$550-\$725
 Branch Manager I
 Asst. Vice-Pres. & Asst. Treas.
 Supervising Title Officer
 Chief Escrow Officer
 \$625-\$825
 Trust Officer I
 Vice-Pres. Customer & Community
 Relations
 Title Counsel
 \$825-\$1100
 Vice-Pres. & Treasurer
 Vice-Pres.—Title Dept. Mgr.
 Vice-Pres.—Trust Dept. Mgr.
 Vice-Pres.—Escrow Dept. Mgr.
 \$950-\$1250
 Executive Vice-President

**LOCATION—FIRMS 16 TO 18, INCLUSIVE—NORTHWEST
NO. 16—POPULATION UNDER 500,000—TITLE INSURANCE
AND ABSTRACTS**

Attached is a tabulation covering most of the questions you asked in your letter of January, 1954. Now for the balance of them.

We have no pension program. We have a profit-sharing trust to which contributions are paid by the companies only and from which the employees draw upon termination of employment either by quitting or retirement. We do not maintain the coffee shop as such though we have an electric range and refrigerator in the coffee or lounge room where some of the employees eat their lunch. Coffee, cream, sugar, soft drinks, etc., are furnished at Company expense.

For some years we maintained a parking lot for the officers, employees and customers, but a short time ago our lease expired and we've been unable to find another. We do give a Christmas party entirely at Company expense, which we have been trying to eliminate.

We have tried to avoid giving raises on the basis of either seniority or as an annual matter. We try to pay what the job and the employee is worth, and perhaps a little more, but we just don't believe in periodic raises without other reasons.

I believe Al Suelzer is absolutely correct as far as the average employee is concerned and I am not at all sure that what he says might not also be applied to the so-called executive or managerial staff. Our Company is too young to be bothered about employees approaching the retirement age. However, in several of the companies we purchased and continue to operate, we inherited with the purchase employees long past their period of productivity. In several instances, we just retired them and we still continue to pay several of them the difference between what they draw from Social Security and some sort of an adequate living. In another instance, one employee became incapacitated because of illness some six months before she reached

65. We continued to pay her salary in full until she was able to qualify for Social Security payments.

I suppose absenteeism plagues us no worse than any other company and I just don't believe any program of incentive pay would be of any special benefit. We do not require a Doctor's certificate when an employee is absent, nor do we dock the employee. If the absenteeism persists and the employee is not such a one that we can't get along without, we "can" them.

We have always had a program of training involving prospective junior officers. Presently we have two boys in law school. They are supposed to work while going to school, but while I am sure they think they carry their weight, from our standpoint it's a pure donation. Some of them stay with us after finishing school, others do not. It's extremely hard to justify this practice from any standpoint of business requirement. I have always regarded it as an obligation to society and charged it up to charity. We have a suggestion box, but so far nothing has ever come of it. Any improvements that have been suggested which have been adopted have been as the result of discussion at staff meetings or have been picked up in observation and inspection of other plants.

Job Classification and Salary

Title Typing	\$200-\$260
Abstract Typing	200- 250
Title Examiners	350- 550
Escrow Closers	350- 400
Bookkeepers	250- 350
Plant Maintenance-posters	200- 300

Additional Benefits

Group Life and Hospitalization Insurance: partially paid by employee, greater portion paid by Company.

Sick Leave: Liberal attitude. General policy of no deduction for reasonable sick leave if employee has been in Company's employ for a period of time. Otherwise, one day a month allowed.

Vacations: One week a year with pay after 6 months employment—Two weeks with pay after one year of employment.

Bonus—Employees — Depends on decision of Board of Directors—usually half month's salary.

Profit Sharing Plan: Officers and Manager — Depends on decision of Board of Directors. Rather liberal at-

titude—usually about $\frac{1}{3}$ of profits. Also annual contributions made to profit-sharing trust under a very complicated schedule. Participation requirement: \$300 per month or more in salary and two full years of employment.

—Comments by President of Company.

NO. 17—POPULATION OVER 500,000—TITLE INSURANCE

CLASSIFICATIONS OF CLERICAL AND TECHNICAL PERSONNEL

Salary Range 1—\$150 to \$200

Clerk—Order
Clerk—Supply Room
Clerk—Mail
Messenger
Clerk—Map
Messenger/Recorder

Salary Range 2—\$165 to \$220

Write-up Typist
Poster
Abstracter

Salary Range 3—\$180 to \$245

Tax Searcher
Clerk—Bookkeeping
Typist (Telephone Relief)
Recorder/Closer
PBX Operator/Receptionist
General Index Searcher
Courthouse Searcher
Take-off/Utility Clerk
General Index Searcher
Billing Clerk
Take-off Clerk
Take-off Typist

Salary Range 4—\$200 to \$270

Chainmaker
Branch Bookkeeper
Supervisor-Typing Pool
Write-up Stenographer
Chainmaker/Poster
Take-off Stenographer
Escrow Stenographer
Write-up Supervisor
Take-off Supervisor

Salary Range 5—\$220 to \$300

Stenographer/Bookkeeper
Cashier
Customer Service/Closer
Chainmaker/General Index Searcher

Chainmaker/Abstracter
Senior Office Clerk

Salary Range 6—\$240 to \$330

Closer
Secretary to Vice-President &
Treasurer
Assistant Auditor

Salary Range 7—\$265 to \$360

Secretary to President & Vice-Presi-
dent, Personnel
Draftsman

Salary Range 8—\$290 to \$400

Engineer/Map Maker
Customer Service Representative
Assistant to Title Officer

Salary Range 9—\$320 to \$435

Assistant Escrow Officer (Branch)

Salary Range 10—\$350 to \$475

Assistant Escrow Officer

CLASSIFICATIONS OF PROFESSIONAL AND EXECUTIVE PERSONNEL

Salary Range I—\$350 to \$475

Assistant Treasurer
Title Examiner II
Title Examiner (Special)
Building Superintendent

Salary Range II—\$375 to \$500

Customer Service Representative and
Title Examiner
Plant Manager
Service Counter and Title Examiner
Supervisor—Courthouse Department
Auditor
Customer Service Representative—
Supervisor

Salary Range III—\$400 to \$550

Title Attorney
Title Examiner I (Branches)

Title Examiner/Assistant Escrow Officer

Title Examiner I

Salary Range IV—\$450 to \$600

Chief Title Examiner

Assistant Manager

Public Relations Representative

Escrow Officer

Branch Manager III

Salary Range V—\$500 to \$650

Branch Manager II

Supervisor—Title Policy Production

Salary Range VI—\$550 to \$750

Branch Manager I

Supervisor of Branches

Christmas Bonus. Our Company this last year granted a Christmas bonus of two per cent of the annual base salary to each employee, with a maximum of \$100 and a minimum of \$10. This Christmas bonus applies to officers and employees alike.

Hospitalization and Health Insurance. At the present time we have medical and hospital coverage written by The Prudential Insurance Company of America, our Company contributing about one-third of the cost and the employees two-thirds of the cost.

Group Life Insurance. We also have a group life insurance program which is on a contributory basis, written by the Equitable Life Assurance Society of the United States. The amount of coverage and cost to the employee is based upon his or her salary, as follows:

Monthly Basic Earnings	Group Life	AD&D	Monthly Cont.
Less than \$200	\$ 3,000	\$ 3,000	\$ 1.80
\$200-\$275	5,000	5,000	3.00
\$275-\$350	7,000	7,000	4.20
\$350-\$425	9,000	9,000	5.40
\$425-\$575	11,000	11,000	6.60
\$575-\$650	13,000	13,000	7.80
\$650-\$725	15,000	15,000	9.00
\$725-\$800	17,000	17,000	10.20
\$800-\$875	19,000	19,000	11.40
\$875-\$950	21,000	20,000	12.55
\$950-\$1025	23,000	20,000	13.65
1025 and over	25,000	20,000	14.75

Pension Program. Benefits are provided by the Company to all em-

ployees who have completed three years of service and have attained the age of twenty-five and who were not over the age of fifty-five. Each participant receives an annuity contract providing for a monthly payment for life, with ten years certain, based upon one-half of one per cent of said participant's salary (maximum salary \$300 per month), multiplied by the number of years of service with the Company to date of retirement. The minimum pension to any employee shall be \$20 per month.

Profit-Sharing Program. Our Profit-Sharing Program was designed to supplement our Pension Program and is based upon various summaries of the Company's net earnings. This has usually resulted in a contribution by the Company to the fund of between ten to fifteen per cent of the participant's annual base salary.

Coffee Shop. The Company maintains a coffee shop for all employees, the Company furnishing the equipment, coffee, sugar and cream. The coffee shop, however, is operated by our Employees' Club.

Parking Lot. We do not have a parking lot for the benefit of our employees.

Christmas Party. It has been our practice for a number of years to give our employees and their spouses a Christmas party. We usually have a cocktail party followed by a buffet dinner and dancing in the ballroom of one of our local hotels. So far this Christmas party seems to have been well received and appreciated by all.

Officer Material. Every organization is going to have some employees who are not officer material and who have limits beyond which, for various reasons, they cannot advance. Our present job evaluation program was designed to cover this situation. We have considered each job in relation to its value to the Company. If any employee is unable to advance beyond the job he is on, then, when he reaches the maximum for that particular category, his salary becomes

static unless the area average salary for that type of help increases.

Fringe Benefits. There is no easy solution to the problem raised in your Question No. 7 for the simple reason that the problems confronting the younger employee who is raising a family are immediate and vastly different from those of the older employees who by that time probably own their homes and whose children are grown and on their own. We definitely feel that fringe benefits up to a point are beneficial, but beyond that they are not appreciated, and lose their value.

Mandatory Retirement. Our Pension Program is of the insured annuity type and provides for the pension benefits to start when the annuitant attains the age of sixty-five. The plan further permits the annuitant to continue in the employ of the Company with the Company's approval. In the past it has been our policy to permit employees to continue working after age sixty-five when they were particularly capable and physi-

cally able to do the work assigned to them. If we were to alter our present program, we probably would give serious consideration to making it more attractive to women employees.

Absenteeism. We hope to control absenteeism through our program of giving merit raises only. At the present time we do not ask for a doctor's certificate when an employee has been absent from work, nor have we docked them for such absence.

Schooling. We have not sent any of our employees to school.

Suggestion Box. We are in the process right now of installing a suggestion system whereby we pay for such ideas as we are able to use.

House Organ. We do not have a house organ.

(Note: Upon retirement under the Company retirement plan the Life Insurance will be continued in the amount of 50% of that in force immediately preceding such retirement with the Company paying the full cost.)

LOCATION—FIRM 19—PACIFIC COAST (WEST)

NO. 18—POPULATION OVER 500,000—TITLE INSURANCE

The following is a tabulation covering job classifications and range of salaries insofar as we can conform them to the suggested lists:

1. Messengers—\$175 per month.
2. Filing and general clerks (female)—\$190 to \$220 per month.
3. Filing and general clerks (male)—\$290 to \$375 per month.
4. Typists—\$220 to \$240 per month.
5. Stenographers and Department Supervisors—\$225 to \$300 per month.
6. Chain makers and title searchers—\$275 to \$340 per month.
7. Examiners and supervisors—\$340 to \$450 per month.
8. Legal division—\$375 to \$500 per month.
9. Bookkeeping, cashier and credit dept.—\$220 to \$400 per month.
10. Order clerks and outside solicitors—\$285 to \$350 per month.

11. Inspectors and field men—\$290 to \$350 per month.

12. Tax and Assessment searchers—\$315 per month.

We have a profit sharing retirement plan available after three full years of employment. At present there are no severance rights other than for death or disability. Retirement is at age 65 and permissive at age 60. Employees do not contribute and the amount paid by the Company is a percentage of profits before taxes.

We have no sickness or accident insurance for employees. Employees are not docked for absence due to illness or accident. The Company contributes up to 5% of salary to be applied on the purchase of ordinary life insurance for employees employed for three years or more.

Annual bonus has been paid in recent years to regular employees

amounting to 15% of the yearly salary. A separate bonus is paid to officers, not based upon a percentage of salary.

Instead of a Christmas Party, we have an annual dinner followed by entertainment usually held between Christmas and New Year's for employees and officers only.

NO. 19—POPULATION OVER 500,000—TITLE INSURANCE

Bonus: 2% of annual base salary, with a maximum of \$100.

Group Life Insurance: \$3,000 to \$25,000, depending on salary. Double indemnity. Employee pays \$.60 per \$1,000, and the Company pays the balance, which is based on mortality experience.

Group Hospital, Surgical, Medical Plan: Provides for up to \$300 surgical expense and up to 70 days hospitalization for any one illness. Provides supplemental x-ray and laboratory expense, supplemental accident expense, and up to \$5000 polio expense. Medical expense allowance after second visit. Dependents are covered on all but medical expense benefits. Paid for by joint employer-employee contributions.

Annuity: Provides for retirement at age 65, the amount depending upon individual and Company contributions, which are based on salary. Retirement at age 65 is compulsory.

Profit Sharing Plan: Approximately 10% of annual net earnings after taxes are contributed to a profit sharing trust. Employees with 2 or more years service participate. Benefits are paid in cash upon retirement or to beneficiary in case of death prior to retirement date. In case of termination of employment prior to 20 years continuous service, the employee receives a proportionate share based on length of service.

Cafeteria: A cafeteria is maintained for employees. This operation is subsidized by the Company, and meals

Absenteeism is not a problem. Excessive absence would naturally be a factor in considering wage increases or promotions.

We do not have a Company Publication nor a suggestion box. Employees are encouraged to discuss problems directly with the management.

are furnished at reduced rates. It is also available for coffee periods during the day.

Sick Leave: Sick leave is granted at the rate of 6 days per year for the first 3 years of service and 12 days per year thereafter. This is cumulative and there is no limit on how much may be accumulated. After an absence of more than 3 days for sickness, an employee must first clear through the Company nurse before returning to work. If a doctor was consulted, a certificate from him is required, stating that the employee is able to report for work.

Suggestions: Suggestions are paid for in varying amounts from \$10 to \$100 or more, depending on their worth. This amount is determined by the Suggestion Committee. There is no set formula.

Vacations: After completion of one year of continuous service, an employee is entitled to two weeks' vacation. Upon completion of 20 years service and thereafter he is entitled to three weeks. If a holiday falls within the scheduled vacation period, an additional day is given, which may be added to the vacation or taken at some time during the calendar year.

House Organ: The "XXX," which is a news magazine, is published monthly. While directed primarily to employees, it goes to stockholders who request it, together with a smaller group of customers, individuals and other corporations who have asked for the magazine.

**REPRESENTATIVE JOBS AND
THEIR RATE RANGES**

Title Officer, Unit	\$300-460	Unit Secretary Senior	230-320
Title Officer, Long Order	380-530	Typist Clerk	175-250
Title Officer, Senior	445-625	Stenographer	190-270
Searcher, Unit (Including trainees)	230-340	Transcript Typist "B"	210-295
Searcher, Long Order	315-440	Transcript Typist "A"	265-365
Searcher, Senior	365-510	Billing Machine Operator	190-270
Poster-Lot Books and General Index	210-295	Bookkeeping Machine Operator	210-295
Locator	245-340	File Clerk	165-230
Tax Searcher	210-295	Switchboard Operator	175-250
Long Order Tax Searcher	280-390	Messenger	165-230
Long Order Tax Searcher, Sr.	315-440	Janitor	165-230
Unit Secretary	210-295	Elevator Operator	165-230
		Abstracter, Specialist	345-485
		Abstracter "A"	315-440
		Abstracter "B"	265-365

IMPORTANT ASSOCIATION EVENTS

Date	Meeting	Where to Be Held
Apr. 22-23-24	Texas Title Association Convention	Corpus Christi, Texas Driscoll Hotel
May 3-4	ATA Central States Conference Title Insurance Executives	Chicago, Ill. Edgewater Beach Hotel
May 5-6-7	Illinois Title Association Convention	Springfield, Illinois Lincoln Hotel
May 24-25	Iowa Title Association Convention	Cedar Rapids, Iowa Roosevelt Hotel
May 27-28-29	California Land Title Association Convention	San Francisco, Calif. Palace Hotel
May 27-28	ATA Atlantic Seaboard Conference Title Insurance Executives	Atlantic City, N.J. Traymore Hotel
May 28-29	Pennsylvania Title Association Convention	Atlantic City, N.J. Traymore Hotel
June 24-25-26	Colorado Title Association Conven- tion	Glenwood Springs, Colo. Hotel Colorado
June 24-25-26	Michigan Title Association Conven- tion	Traverse City, Mich. Park Hotel
Sept. 8-9-10-11	American Title Association National Convention	Chicago, Illinois Edgewater Beach Hotel
Oct. 3-4	Kansas Title Association Convention	Hutchinson, Kansas Baker Hotel
Oct. 7-8-9	Nebraska Title Association Conven- tion	Fairbury, Neb. Mary-Etta Hotel
Oct. 7-8-9	Oregon and Washington Land Title Associations—Joint Convention	Tacoma, Washington Winthrop Hotel

CODE OF ETHICS

The American Title Association

The foundation of the American heritage of personal Freedom is the widely allocated ownership and use of the land. Upon the furtherance of that heritage, depends the survival and growth of free institutions and of our civilization. The Land Title Profession is the instrumentality through which titles to land reach their highest accuracy and attain the widest distribution.

The Title Profession having become such a vital and integral part of our country's economy, there are imposed on each member of the American Title Association obligations above and beyond those customarily required of participants in ordinary commercial pursuits and a code of ethics higher and purer than ordinarily considered acceptable in the market-place, to the fulfillment of which the Title Profession is dedicated. Each member of the American Title Association shall be ever zealous to maintain and improve the quality of service in his chosen calling, and shall assume personal responsibility for maintaining the highest possible standards of business practices, and to those purposes shall pledge observance and furtherance of the letter and spirit of the following Code of Ethics.

FIRST

Governed by the laws, customs and usages of the respective communities they serve, and with the realization that ready transferability results from accuracy and perfection of titles, members shall issue abstracts of title or policies of title insurance only after a complete and thorough investigation, founded on adequate records and learned examination thereof, and shall otherwise so conduct their business that the needs of their customers shall be of paramount importance.

SECOND

Every member shall obtain and justifiably hold a reputation for honesty and integrity, always standing sponsor for his work intellectually and financially.

THIRD

Ever striving to serve the owners of interests in real estate, members shall endeavor (a) to facilitate transfers of title by elimination of delays and unnecessary exceptions and (b) to make their services available in a manner which will encourage transferability of title, provide adequately for obligations which they assume in connection therewith and afford a fair return on the value of services rendered and capital employed.

FOURTH

Members shall support legislation throughout the country which is in the public interest and will unburden real estate from unnecessary restrictions and restraints on alienation.

FIFTH

Members shall not engage in any practices detrimental to the public interest or to the continuing stability of the Title Profession.

SIXTH

Members shall support the organization and development of affiliated state title associations founded and maintained upon the Principles set forth in this Code of Ethics.

SEVENTH

Any matter of an alleged violation of the principles set forth in this Code of Ethics may be submitted to the Grievance Committee of the American Title Association.