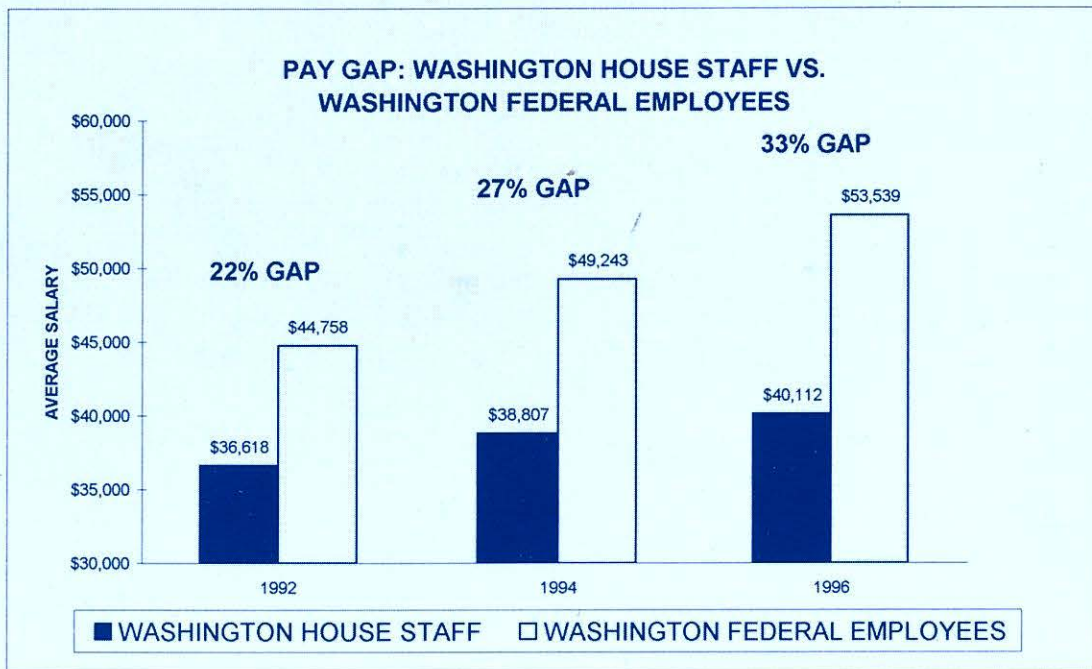


1996 HOUSE STAFF EMPLOYMENT:

Salary, Tenure, Demographics, and Benefits



Made possible by the support of:

Pepsi-Cola Company

Silver King Communications, Inc.

A Congressional Management Foundation Guidebook

ACKNOWLEDGMENTS

This report would not have been possible without the contributions of many people. Our first thanks go to the 184 House offices that took the time to complete the extensive questionnaire on which this report is based. This high response rate is due, in large part, to the efforts of the House Administrative Assistants Association (HAAA). In particular, HAAA Vice-President Mary Beth Carozza and HAAA President Mark Brown were extremely helpful in encouraging offices to participate, as were Don DeArmon, Brian Gaston, and John McCamman. Our thanks also go out to AAs Lois Auer, Jim Dykstra, Ron LeFrancois, Doug Ritter, Nora Matus, Alan Mertz, and Mark Wellman; and to Skip Stiles for encouraging their colleagues to return the survey.

The Congressional Management Foundation (CMF) is deeply grateful to the sponsors of this report:

Pepsi-Cola Company

Silver King Communications, Inc.

These companies readily understood the importance of this study to all House offices and made sure that we had the funding necessary to produce the report. They also supported our efforts to include a detailed presentation on the employment practices of first-term offices to ensure that this report would be a valuable management tool for Members-elect in setting up their offices.

CMF was fortunate enough to receive valuable contributions of time and statistical expertise from:

**Social Science Research Center
Mississippi State University**

Three members of the Social Science Research Center, Dr. Art Cosby, Mr. Jon Carr, and Mr. Jarred Taylor, were absolutely essential in producing the report. They gave us a wealth of assistance with this study, from providing outstanding statistical analyses and data tabulation to generating the graphs that you see in this report.

Much appreciated editorial expertise was provided by Dina Moss and by my CMF colleagues Betsy Hawkings, Craig Schultz, and Richard Shapiro. I am also grateful for the valuable research, helpful advice, and support offered by my CMF colleagues Monique Albrecht, Patty Sheetz, and Cecile Tauzin and interns Molly Bernhart, Antoine Jones, Eric Laughlin, and Juan Rajlin.

Finally, I want to extend a special thank-you to Richard Shapiro, Executive Director of CMF, and Craig Schultz. Having authored previous studies of congressional staff, Rick and Craig had substantial insight about the process of producing this report. By being there at a moment's notice with advice and encouragement, they helped ensure the 1996 report continued the CMF trend of quality.

Tom Klouda

1996 HOUSE STAFF EMPLOYMENT:

Salary, Tenure, Demographics, and Benefits

Written by

Thomas J. Klouda

with

Craig Schultz and Richard Shapiro
Congressional Management Foundation

Data Analysis by

Jon Carr
Jarred Taylor
Social Science Research Center
Mississippi State University

Congressional Management Foundation
513 Capitol Court, N.E.
Suite 100
Washington, DC 20002
(202) 546-0100

© Copyright 1996, Congressional Management Foundation

All rights reserved.

No part of this report may be reproduced in any manner without written permission of the Congressional Management Foundation, except for brief quotations or charts used in critical articles or reviews.

Printed in the United States

TABLE OF CONTENTS

INTRODUCTION

Purpose of the Report	1
Summary of Key Findings	2
Analysis of Sample	4

INDIVIDUAL POSITION PROFILES AND ANALYSES

Methodology	9
Summary Tables	12
Washington Positions	
Administrative Assistant/Chief of Staff	14
Computer Operator	16
Executive Assistant/Scheduler	18
Federal Grants Assistant/Projects Coordinator	20
Legislative Assistant	22
Legislative Correspondent	24
Legislative Director	26
Office Manager	28
Press Secretary	30
Receptionist	32
Systems/Mail Manager	34
Washington Caseworker	36
District Positions	
District Aide/Field Representative	38
District Appointments Secretary/Scheduler	40
District Caseworker	42
District Director	44
District Office Secretary/Clerk	46
Conclusions: Influences on Pay	48

OFFICE DATA

Profile	52
Benefits Policies	59

AGGREGATE DATA

Methodology	67
Salary Information	69
Tenure Information	81
Demographic Information	91

COMPARISON OF HOUSE AND SENATE STAFF

104

APPENDICES

State Population Categories	108
Geographic Regions	108
Regression Statistics	109
COLA Index	110

PURPOSE OF THE REPORT

The congressional staff job market is a relatively free market. Salaries of staff are largely set by supply and demand forces with very few regulations influencing the operation of the market. For example, there is no established pay scale, no job qualification requirements, and no formal candidate selection process. The only constraints facing House personal offices are a fixed office budget, a salary ceiling, the minimum wage and the Fair Labor Standards Act. Within these constraints, the salaries of House staff are usually decided by negotiations between the employer and the employee.

For this negotiation process to work efficiently, economic theory holds that both employers (buyers of labors) and employees (sellers of labor) should be knowledgeable about the activities and practices of the labor market. Without this information, buyers and sellers will have difficulty agreeing on fair market prices and the negotiation process will too often lead to inefficient agreements -- the overcompensation of some staff and undercompensation of others. A secondary effect of inefficient agreements is buyer and seller dissatisfaction and its potential for lowered morale, increased staff turnover, and acrimony.

The Congressional Management Foundation produces its House and Senate personal office employment studies for Members and staff to help promote a fair and efficient labor market that enhances the morale and performance of congressional offices.

A Word of Caution

This report goes a long way toward describing the pay practices of House personal offices. It does not, however, contain all of the information needed by buyers and sellers of labor in the House. We cannot measure all relevant and legitimate factors that may affect staff pay. The actual negotiation process should consider a range of other possible factors such as loyalty, previous performance, political savvy, and even regional variations in the cost of living¹. This report should be used as one of several tools to help offices and staff better understand the House labor market.

¹ Cost of living data is presented in Appendix D on page 110

SUMMARY OF KEY FINDINGS

1996 HOUSE STAFF SALARIES

- A four year trend of declining growth in House staff pay continued in 1996. The average 1996 salary across all positions for House personal office staff was **\$36,728**, a 3.4% increase since 1994 or an **annualized 1.7% increase**. The annualized increase in House salaries was 3.2% in 1994 and 6.3% in 1992.
- Slowed growth in House office budgets also lead to continued staff cuts. Average staff per House office was 15.5 in 1992, 15.0 in 1994, and declined to 14.8 in 1996.
- The pay gap between House staff and federal government employees continued to grow in 1996. The average 1996 House staff salary of \$36,728 is 16% less than the average federal employee salary of \$42,610. This pay gap has more than doubled over the past four years. House staff earned 7% less than federal workers in 1992 and 12% less in 1994.
- Among **Washington-based staff**, the pay gap between House staff and federal employees becomes even larger. In 1992, Washington-based federal employees earned 22% more than Washington-based House staff, 27% more in 1994, and 33% more in 1996.
- Among higher-paying positions, Senate staff earn substantially more than their House counterparts. Senate Administrative Assistants(AAs) earn 21% more than House AAs, while Senate Legislative Directors (LDs), Press Secretaries, and Legislative Assistants (LAs) all earn at least 33% more than their House counterparts.

GENDER

- Since 1990, the pay gap between male and female House staff has continued to narrow. In 1990, female House staff earned 81% as much as male House staff, 84% as much in 1994, and 86% in 1996.
- Female House staff earn proportionately more than female workers nationwide. In 1996, women earned 86% of the pay of men in House offices. In comparison, women earned 76% of the pay of men in the U.S. labor force in 1996.
- Women comprise 56% of House staff, a larger proportion than their 46% share of the U.S. labor force. However, the percentage of female staff in House offices has decline since 1992, when females comprised 60% of House staff. Women hold 38% of the four top-paying positions in House personal offices -- AA, LD, Press Secretary, and District Director. This percentage has declined marginally since 1992.

- For the first time in eight years of conducting regression analysis of salary data, there was not a statistically significant difference in the pay of men and women in any of the most-commonly staffed positions in the House when controlling for all other factors.

RACE/ETHNICITY

- The pay of minority staff in Congress is far more equitable than the pay of minority workers in the U.S. labor force. Black House staff earn 92% of the pay of white House staff, and Hispanic staff earn 93% of white staff pay. Nationally, black employees earn 74% and Hispanics 70% of the pay of white employees.
- The differential between the pay of white and minority House staff is primarily due to the over-representation of minorities in lower paying jobs and their under-representation in higher paying jobs. Overall, minorities comprise 14.4% of House staff, but they hold only 9.1% of the four top-paying positions in House personal offices -- AA, LD, Press Secretary, and District Director.
- Minorities have lower employment rates in House personal offices than in the U.S. labor force. Blacks comprise 6.8%, Hispanics 5.2%, and "Other" minorities 2.4% of all House personal office staff. Nationally, black workers comprise 10.6% and Hispanics workers (including "Other" minorities) comprise 8.9% of the labor force.

STAFF TENURE

- On average, House staff in 1996 have 3.0 years of experience in their current position, 3.6 years experience in their current office, and 5.1 years experience working in Congress.
- Turnover is common in every position. For example, 52% of AAs, 66% of LDs, and 74% of LAs have been in their present jobs two years or less.
- Since 1992, House staff tenure in current position has declined significantly. In 1992, staff served in their current position, on average, 3.7 years, 3.2 years in 1994, and 3.0 years in 1996. This declining tenure in current position is probably due to the large number of freshmen Members who took office in 1993 and 1995.
- Only 8% of House staff have less than 1 year of experience working in Congress. This is a sharp decline from the 1994 figure of 21% and may represent lower staff turnover and/or a greater office reluctance to hire staff without prior congressional experience.

ANALYSIS OF SAMPLE

Sample Size

A questionnaire was sent to the personal offices of all 435 Representatives and the five Delegates from U.S. territories.² Responses came from offices representing 184 Representatives and Delegates (42% of those surveyed). These responses provided CMF with salary, tenure, and demographic data for 2,730 full-time House personal office staff members.

Analysis of Responses by Member Political Party

<u>Political Party</u>	<u>Responses %</u>	<u>Actual %</u>
Democratic	40.3%	47.3%
Republican	59.7%	52.3%
Independent	0.0%	0.4%

Analysis of Responses by Member Tenure

<u>Member Term</u>	<u>Responses %</u>	<u>Actual %</u>
1st term	24%	20%
2nd term	24%	23%
3rd term	9%	9%
4th to 6th terms	16%	16%
7th term or more	27%	32%

Analysis of Responses by State Population³

<u>State Population</u>	<u>Responses %</u>	<u>Actual %</u>
<= 2 million	9%	8%
2 - 5 million	21%	18%
5 - 10 million	24%	29%
> 10 million	46%	45%

² In this report, we refer to the Representatives and Delegates collectively as "Members."

³ Appendix A on page 108 lists the states and territories in each population category.

Analysis of Responses by Geographical Region⁴

<u>Region</u>	<u>Responses %</u>	<u>Actual %</u>
New England	5%	5%
Mid-Atlantic	13%	15%
South	30%	30%
Midwest	17%	17%
Border	5%	7%
Plains	4%	5%
Rocky Mountain	7%	5%
Pacific Coast	19%	16%

Analysis of Responses by Member Race/Ethnicity

	<u>Responses %</u>	<u>Actual %</u>
Black	6%	9%
Hispanic	2%	4%
White	91%	86%
Other	1%	1%

Analysis of Responses by Member Gender

	<u>Responses %</u>	<u>Actual %</u>
Female	10%	11%
Male	90%	89%

Although white Members and Republicans Members are slightly over-represented and some minorities and Democrats are slightly under-represented, the sample closely reflects the actual composition of the House on each of the above dimensions. This strongly supports the conclusion that the data in this report are valid.

⁴ Appendix B on page 108 lists the states and territories in each geographical region.



INDIVIDUAL POSITION PROFILES AND ANALYSES



INDIVIDUAL POSITION PROFILES AND ANALYSES

Methodology

In this section of the report, we provide a detailed analysis of 17 House personal office positions. Our position analysis addresses three primary objectives:

- 1) Describing the demographic make-up of the staff who work in each of these jobs, their FLSA status, and their congressional experience.
- 2) Determining the average 1996 salaries, changes in salary since 1994, and the salary distribution of staff for each position.
- 3) Determining which factors affect the pay of staff for each position.

The first two objectives are easily accomplished with calculations and graphs. The graphs are designed to help readers better see the distribution of salaries for each position. Regression analysis was performed to fulfill the third objective.

Explanation of Graphs

For each position, we provide a graph showing various salary ranges and the percentage of staffers' salaries within each range. For example, assume that there were 100 Press Secretaries listed on our survey with 24 of them earning between \$32,500 and \$37,499. We would indicate this by placing a dot above the midpoint of the range (\$35,000), parallel to 24%. To generate the entire salary distribution for each position, we simply "connected the dots" for each salary range.⁵ The most common salaries for each position are represented by the bulk of the shading and the total area of the graph is equal to 100%.

⁵ We used the same salary ranges for all of the positions: the salary ranges cover every \$5,000 interval between the lowest range of \$2,500 to \$7,499 and the highest range of \$112,500 to \$117,499.

Regression Analysis of Salary

Determining which factors influence the pay of staff required more sophisticated analyses. For each position, we used a statistical procedure called multiple regression analysis to determine the influence of nine variables on salary. This technique allowed us to determine the *unique* influence on salary of each variable by controlling for the effects of the other eight variables. The nine variables we analyzed were:

1. years in current position
2. prior years of experience in the present House office (i.e. experience in present office before taking current position)
3. prior years of congressional experience (i.e. congressional experience prior to current position)
4. years of education⁶
5. level of responsibility in position⁷
6. age
7. gender⁸
8. race/ethnicity⁹
9. FLSA Status

⁶ On the survey we asked offices to indicate the educational attainment, or highest degree earned, of each staff member. To improve our regression analyses, we converted educational attainment into years of education as follows:

<u>Highest Level Attained</u>	<u>Years of Education</u>
High School or less	12
Some College	14
Bachelor's Degree	16
Master's Degree	18
Law Degree	20
Doctorate Degree	20

The values we attribute to law and doctorate degrees reflect our belief that, with these degrees, the type of degree is more important than the years required to earn it. Examination of the data indicated that staff with these degrees earn similar salaries.

⁷ This variable measures whether a staffer has more, fewer, or about the same job responsibilities as those that we describe for each position in the survey. Our definition of average responsibilities is included in each position analysis.

⁸ See page 48 for additional information about the influence of gender and race/ethnicity on salaries within positions.

⁹ In order to test whether race/ethnicity significantly affected pay, we grouped all staff into two categories (white and non-white) and compared their pay holding all other variables constant. Therefore, if we say that race/ethnicity had a significant influence on the pay of a given position, we mean that all non-whites in that position taken as a group earned significantly different salaries than similarly qualified whites in that position.

For each of the positions analyzed in this section, we indicate which variables are related to salary in a "statistically significant" way.¹⁰ For significant variables, we also indicate whether more units (e.g., years) of the variable are related to higher or to lower pay.

Limitations of Regression Analysis

Regression analysis indicates which factors statistically predict or explain a dependent variable (e.g., salary). It should be noted, however, that our analysis does not include an exhaustive array of possible factors that may impact a particular dependent variable. Thus, there may be factors that are not measured and tested for by this study that may also affect salary decisions.

Further, the results from the regression analysis should not necessarily be viewed as recommendations of practices that should be used by congressional offices. For example, an office may want to make educational achievement a prime salary consideration for a job even if the regression analysis indicates that most offices do not currently do so. Therefore, our information should be used as a guide in understanding general pay practices in House personal offices and not as a recommendation for specific policies or actions.

¹⁰ In order to determine whether or not a variable was a "significant" predictor of pay, we tested the two-sided null hypothesis at the .05 significance level using t-statistics.

AVERAGE SALARY FOR ALL POSITIONS

	Average <u>Salary</u>	Percent Change, <u>1994-96</u>
Washington Positions		
Administrative Assistant	\$84,329	3.9%
Legislative Director	\$52,207	1.7%
Press Secretary	\$41,610	4.4%
Federal Grants Asst./Projects Coordinator	\$40,904	27.9%
Washington Caseworker	\$37,682	-2.1%
Office Manager	\$37,422	-0.5%
Executive Assistant/Scheduler	\$36,673	-1.3%
Legislative Assistant	\$31,885	1.3%
Systems/Mail Manager	\$28,884	4.6%
Computer Operator	\$24,951	-6.0%
Legislative Correspondent	\$22,902	5.0%
Receptionist	\$21,814	0.9%
District Positions		
District Director	\$54,484	4.2%
District Aide/Field Representative	\$30,884	-1.4%
District Appointments Secretary/Scheduler	\$29,524	-2.2%
District Caseworker	\$27,297	3.1%
District Office Secretary/Clerk	\$22,294	3.9%

**AVERAGE TENURE IN POSITION, OFFICE, AND
CONGRESS FOR ALL POSITIONS**

	<u>Average Yrs. in Position</u>	<u>% Change Yrs. in Position, 1994-96</u>	<u>Average Yrs. in Office</u>	<u>Average Yrs. in Congress</u>
Washington Positions				
Washington Caseworker	6.2	-6.1%	7.2	12.2
Federal Grants Asst./Projects Coordinator	5.1	131.8%	5.6	8.2
Computer Operator	4.5	25.0%	4.5	6.3
Administrative Assistant/Chief of Staff	4.0	-4.8%	5.7	10.2
Office Manager	3.8	-7.3%	4.3	8.0
Executive Assistant/Scheduler	3.0	-23.1%	3.4	6.6
Systems/Mail Manager	2.9	-3.3%	3.3	5.7
Legislative Director	2.6	-7.1%	4.0	8.0
Press Secretary	2.3	-11.5%	2.6	3.5
Legislative Assistant	1.9	5.6%	2.5	3.3
Legislative Correspondent	1.2	9.1%	1.5	1.6
Receptionist	1.2	-25.0%	1.2	1.8
District Positions				
District Director	4.3	-6.5%	5.1	6.7
District Caseworker	4.1	-2.4%	4.3	5.6
District Appointments Secretary/Scheduler	3.7	5.7%	4.0	4.4
District Aide/Field Representative	3.5	-12.5%	3.8	4.3
District Office Secretary/Clerk	2.7	-3.6%	2.8	3.1

ADMINISTRATIVE ASSISTANT / CHIEF OF STAFF

Responsibilities: Top management staff person responsible for overall office functions; supervises staff and budget; advises Member on political matters.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	32.4%
in Current Position	4.0	4.2	Male	67.6%
in Current Office	5.7	5.8		
in Congress	10.2	9.3	FLSA STATUS:	
			Exempt	99.4%
			Non-Exempt	0.6%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	1.1%		Black	3.4%
Some College	6.0%		Hispanic	3.9%
Bachelor's Degree	53.3%		White	90.5%
Master's Degree	23.6%		Other	2.2%
Law Degree	13.2%			
Doctorate Degree	2.8%		AVERAGE AGE: 40	

AVERAGE SALARY 1996:	\$84,329	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$81,166	80% -- \$99,000
PERCENT CHANGE 1994-1996:	3.9%	60% -- \$89,000
AVERAGE ANNUALIZED CHANGE:	1.7%	50% -- \$85,000
		40% -- \$80,360
(Sample size = 182)		20% -- \$72,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all AAs earn within the range of the 20th and the 80th percentiles or between \$72,000 and \$99,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an AA making \$89,000 has a higher salary than 60% of all AAs.

ADMINISTRATIVE ASSISTANT / CHIEF OF STAFF

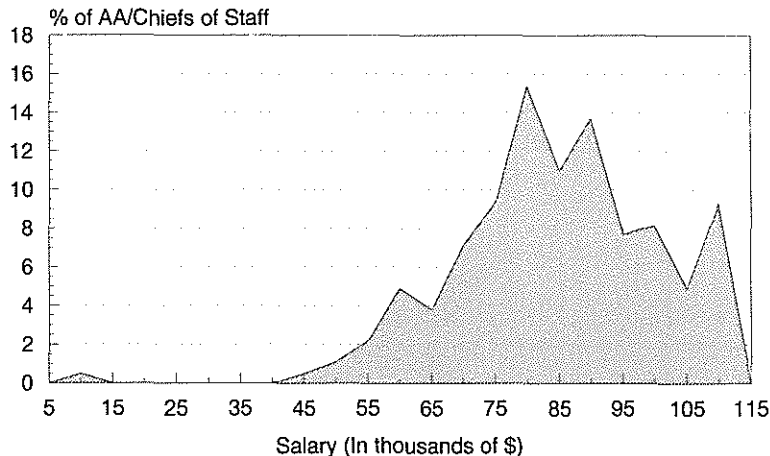
General Findings: Unlike staff in many other positions, AAs have been in their current House office longer than in their current position. This difference suggests that AAs are promoted from within the office more frequently than staff in other positions. AAs are the highest paid staff in House offices, as they were in 1994. AAs tend to be highly educated: 40% of AAs have advanced degrees. AAs are the third-oldest staff in Washington offices, with an average age of 40.

Shared Employees: Some AAs (along with LDs and LAs) are designated as “shared employees” in that they work for, and receive compensation from, a committee or leadership office as well as from their Member’s personal office. Of the AAs in our sample, 7% are shared employees. The average compensation for these AAs is \$95,418, which is 14% more than AAs who are not shared employees. On average, 33% of their compensation comes from their Member’s budget and 67% comes from a committee or leadership office budget.

REGRESSION: Three variables were found to be statistically significant predictors of pay for the AA position, when controlling for the effects of all other variables. AAs with more **years in current position**, more **education**, or higher **ages** tend to earn more than AAs without these characteristics. (See page 10 for a more complete explanation of regression.)

AA/Chief of Staff

Salary Distribution:



From the graph, one can read that about 15% of all AAs earn in the \$80,000 range (\$77,500 to \$82,499) and most earn between \$60,000 and \$105,000. (See "Explanation of Graphs" on page 9 for a more complete description).

COMPUTER OPERATOR

Responsibilities: Responds to mail requiring personalized "form letter" responses; coordinates input and output of names, codes, paragraphs, and mailing lists.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:
Average years:			Female 33.3%
in Current Position	4.5	3.6	Male 66.7%
in Current Office	4.5	4.0	
in Congress	6.3	6.4	FLSA STATUS:
			Exempt 33.3%
			Non-Exempt 66.7%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	20.0%		Black 28.6%
Some College	6.7%		Hispanic 0.0%
Bachelor's Degree	60.0%		White 64.3%
Master's Degree	13.3%		Other 7.1%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 33

AVERAGE SALARY 1996:	\$24,951	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$26,554	80% -- \$30,640
PERCENT CHANGE 1994-1996:	-6.0%	60% -- \$24,600
AVERAGE ANNUALIZED CHANGE:	-3.1%	50% -- \$22,500
		40% -- \$21,620
(Sample size = 15)		20% -- \$20,100

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Computer Operators earn within the range of the 20th and the 80th percentiles or between \$20,100 and \$30,640. Percentiles also describe where an individual stands relative to others in the same job. For example, a Computer Operator making \$24,600 has a higher salary than 60% of all Computer Operators.

COMPUTER OPERATOR

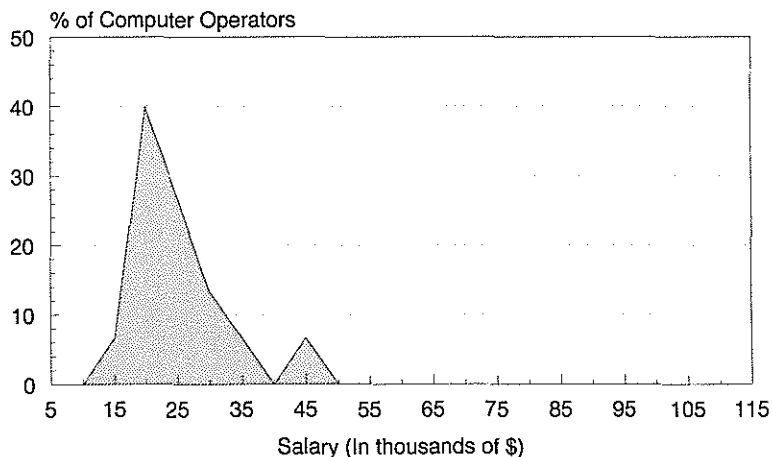
General Findings: The educational attainment of Computer Operators has increased significantly since 1994. Approximately 13% have Master's degrees as compared to none in 1994. At least two-thirds have a bachelor's degree.

Two-thirds of all Computer Operators are male, which is a major change from 1994 when 41.2% of Computer Operators were male.

The average tenure of Computer Operators in Congress declined slightly between 1994 and 1996, while their average position and office tenure increased.

REGRESSION: In the 184 offices that responded to our survey, there are only 15 Computer Operators working on a full-time basis. Due to the low number of Computer Operators, we cannot determine which variables are statistically significant predictors of pay for the position.

Computer Operator Salary Distribution:



From the graph, one can read that about 40% of all Computer Operators earn in the \$20,000 range (\$17,500 to \$22,499) and most earn between \$15,000 and \$30,000. (See "Explanation of Graphs" on page 9 for a more complete description).

EXECUTIVE ASSISTANT / SCHEDULER

Responsibilities: Assists with Member's individual requirements, including scheduling, filing, correspondence, and travel arrangements.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	95.5%
in Current Position	3.0	3.9	Male	4.5%
in Current Office	3.4	3.9		
in Congress	6.6	8.0	FLSA STATUS:	
			Exempt	82.1%
			Non-Exempt	17.9%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	4.5%		Black	5.9%
Some College	12.4%		Hispanic	3.3%
Bachelor's Degree	80.6%		White	87.6%
Master's Degree	1.9%		Other	3.2%
Law Degree	0.6%			
Doctorate Degree	0.0%		AVERAGE AGE:	33

AVERAGE SALARY 1996:	\$36,673	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$37,139	80% -- \$45,400
PERCENT CHANGE 1994-1996:	-1.3%	60% -- \$38,000
AVERAGE ANNUALIZED CHANGE:	-0.6%	50% -- \$35,000
		40% -- \$30,850
(Sample size = 154)		20% -- \$27,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Executive Assistants earn within the range of the 20th and the 80th percentiles or between \$27,000 and \$45,400. Percentiles also describe where an individual stands relative to others in the same job. For example, an Executive Assistant making \$38,000 has a higher salary than 60% of all Executive Assistants.

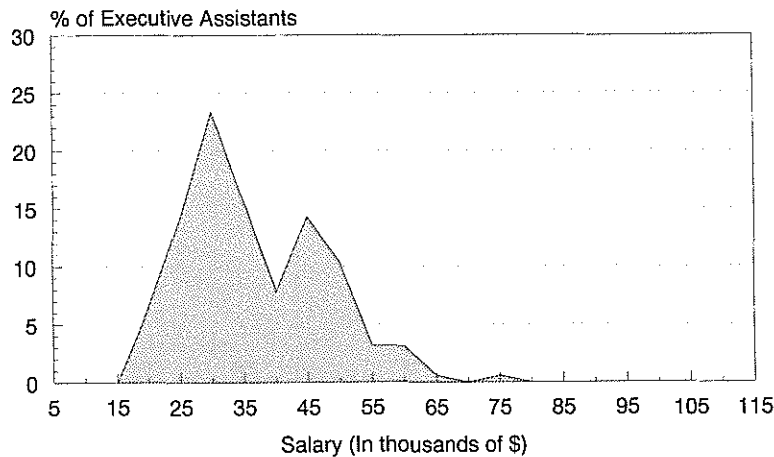
EXECUTIVE ASSISTANT / SCHEDULER

General Findings: The tenure of Executive Assistants declined an average of 18% from their 1994 levels in position, office and Congress. The average salary of Executive Assistants declined 1.3% as well. The salary decline for Executive Assistants is a major reversal from their 1994 salary change when it rose 8.7%, which was the third largest percentage increase for all House staff.

Executive Assistants are overwhelmingly female.

REGRESSION: Three variables were found to be statistically significant predictors of pay for the Executive Assistant position, when controlling for the effects of all other variables. Executive Assistants with more **years in current position**, more **years of prior congressional experience**, or higher **ages** tend to earn more than Executive Assistants without these characteristics. (See page 10 for a more complete explanation of regression.)

Executive Assistant Salary Distribution:



From the graph, one can read that about 23% of all Executive Assistants earn in the \$30,000 range (\$27,500 to \$32,499), most earn less than \$55,000, and about 5% earn \$60,000 or more. (See "Explanation of Graphs" on page 9 for a more complete description).

FEDERAL GRANTS ASSISTANT / PROJECTS COORDINATOR

Responsibilities: Assists in obtaining federal and private funding; gathers information on programs, deadlines, and helpful agency officials.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	50.0%
in Current Position	5.1	2.2	Male	50.0%
in Current Office	5.6	2.2		
in Congress	8.2	3.3	FLSA STATUS:	
			Exempt	75.0%
			Non-Exempt	25.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	6.3%		Black	0.0%
Some College	6.3%		Hispanic	13.3%
Bachelor's Degree	75.0%		White	80.0%
Master's Degree	12.4%		Other	6.7%
Law Degree	0.0%			
Doctorate Degree	0.0%		AVERAGE AGE:	36

AVERAGE SALARY 1996:	\$40,904	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$31,979	80% -- \$49,700
PERCENT CHANGE 1994-1996:	27.9%	60% -- \$45,000
AVERAGE ANNUALIZED CHANGE:	13.1%	50% -- \$44,500
		40% -- \$40,000
(Sample size = 16)		20% -- \$30,300

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Federal Grants Assistants earn within the range of the 20th and the 80th percentiles or between \$30,300 and \$49,700. Percentiles also describe where an individual stands relative to others in the same job. For example, a Federal Grants Assistant making \$45,000 has a higher salary than 60% of all Federal Grants Assistants.

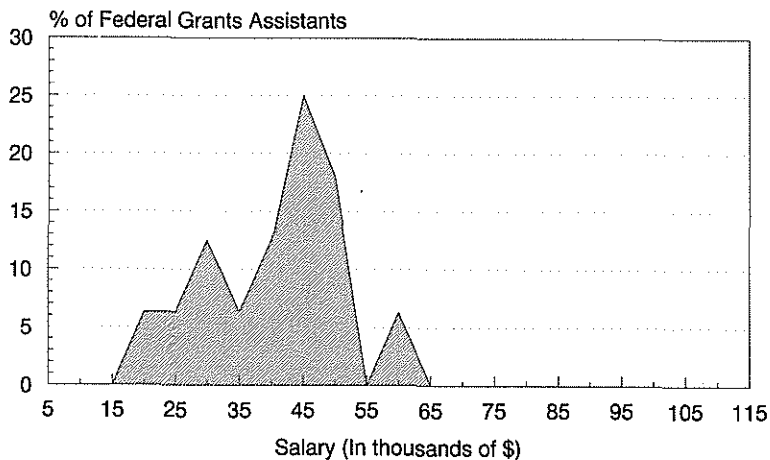
FEDERAL GRANTS ASSISTANT / PROJECTS COORDINATOR

General Findings: The average salary of Federal Grants Assistants increased by 27.9% between 1994 and 1996. This was by far the largest increase among House staff and may be associated with the huge increase in the experience level of Federal Grants Assistants, which increased an average of 145%. However, the small sample size for the Federal Grants Assistants position (only 16 individuals) calls into question the reliability of the data for the purpose of making comparisons over time.

REGRESSION: In the 184 offices that responded to our survey, there are only sixteen Federal Grants Assistants working on a full-time basis. Due to the low number of Federal Grants Assistants, we cannot determine which variables are statistically significant predictors of pay for the position.

Federal Grants Assistant

Salary Distribution:



From the graph, one can read that about 25% of all Federal Grants Assistants earn in the \$45,000 range (\$42,500 to \$47,499) and another 12% earn in the \$30,000 range (\$27,500 to \$32,499). (See "Explanation of Graphs" on page 9 for a more complete description).

LEGISLATIVE ASSISTANT

Responsibilities: Briefs Member on votes and hearings; prepares legislation, speeches, and record statements; answers constituent mail.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	41.0%
in Current Position	1.9	1.8	Male	59.0%
in Current Office	2.5	2.3		
in Congress	3.3	3.0	FLSA STATUS:	
			Exempt	83.1%
			Non-Exempt	16.9%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	4.7%
Some College	1.7%		Hispanic	2.8%
Bachelor's Degree	73.9%		White	89.9%
Master's Degree	12.0%		Other	2.6%
Law Degree	11.6%			
Doctorate Degree	0.8%		AVERAGE AGE: 28	

AVERAGE SALARY 1996:	\$31,885	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$31,476	80% -- \$36,500
PERCENT CHANGE 1994-1996:	1.3%	60% -- \$32,000
AVERAGE ANNUALIZED CHANGE:	0.6%	50% -- \$30,000
		40% -- \$28,000
(Sample size = 468)		20% -- \$25,500

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all LAs earn within the range of the 20th and the 80th percentiles or between \$25,500 and \$36,500. Percentiles also describe where an individual stands relative to others in the same job. For example, an LA making \$32,000 has a higher salary than 60% of all LAs.

LEGISLATIVE ASSISTANT

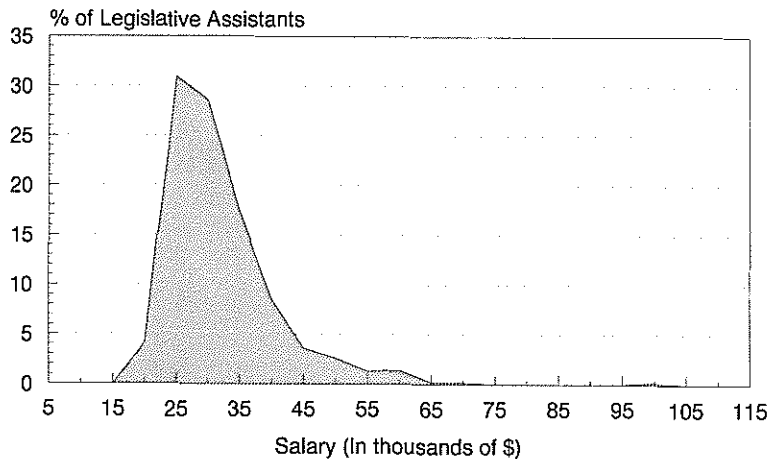
General Findings: Legislative Assistant is the most commonly staffed position in the House. There are an average of 2.6 LAs per House office. The educational attainment of LAs is quite high: 98% of LAs have bachelor's degrees and 25% have received advanced degrees.

Shared Employees: Some LAs (along with AAs and LDs) are designated as "shared employees" in that they work for, and receive compensation from, a committee or leadership office as well as from their Member's personal office. Of the LAs in our sample, only 2% are shared employees. The average compensation for these LAs is \$60,240, which is 93% more than LAs who are not shared employees. On average, 13% of their compensation comes from their Member's budget and 87% comes from a committee or leadership office budget.

REGRESSION: Six variables were found to be statistically significant predictors of pay for the LA position, when controlling for the effects of all other variables. LAs with more years in current position, more years of prior experience in their current office, more years of prior congressional experience, more education, greater job responsibility, or higher ages tend to earn more than LAs without these characteristics. (See page 10 for a more complete explanation of regression.)

Legislative Assistant

Salary Distribution:



From the graph, one can read that about 31% of all LAs earn in the \$25,000 range (\$22,500 to \$37,499) and most earn between \$20,000 and \$45,000. (See "Explanation of Graphs" on page 9 for a more complete description).

LEGISLATIVE CORRESPONDENT

Responsibilities: Answers constituent mail; provides legislative research support.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	36.5%
in Current Position	1.2	1.1	Male	63.5%
in Current Office	1.5	1.4		
in Congress	1.6	1.5	FLSA STATUS:	
			Exempt	34.6%
			Non-Exempt	65.4%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	1.9%
Some College	0.0%		Hispanic	1.9%
Bachelor's Degree	89.5%		White	94.3%
Master's Degree	7.6%		Other	1.9%
Law Degree	2.9%			
Doctorate Degree	0.0%		AVERAGE AGE: 25	

AVERAGE SALARY 1996:	\$22,902	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$21,802	80% -- \$25,000
PERCENT CHANGE 1994-1996:	5.0%	60% -- \$23,000
AVERAGE ANNUALIZED CHANGE:	2.5%	50% -- \$22,000
		40% -- \$22,000
(Sample size = 105)		20% -- \$21,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all LCs earn within the range of the 20th and the 80th percentiles or between \$21,000 and \$25,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an LC making \$23,000 has a higher salary than 60% of all LCs.

LEGISLATIVE CORRESPONDENT

General Findings: Legislative Correspondents have the lowest tenure in their job and in Congress of any House position, and are second to Receptionists for the lowest tenure in their current office. They have been in their job for an average of only 1.2 years and in their current office for only 1.5 years. Seventy-six percent have served as LCs for less than a year, and 97% have served for less than two years.

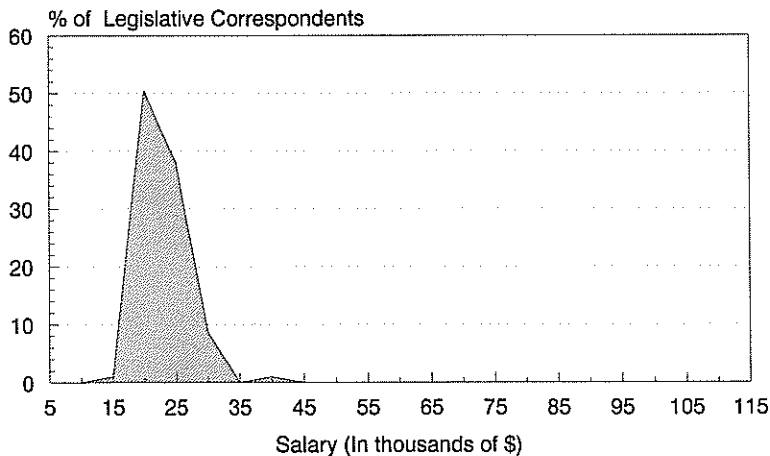
The LCs position received the second largest percentage increase in salary between 1994 and 1996.

LCs are tied with Receptionist for the youngest employees in House offices with an average age of 25.

REGRESSION: Two variables were found to be statistically significant predictors of pay for the LC position, when controlling for the effects of all other variables. LCs with more **years in current position** or more **years of prior experience in their current office** tend to earn more than LCs without these characteristics. (See page 10 for a more complete explanation of regression.)

Legislative Correspondent

Salary Distribution:



From the graph, one can read that about 50% of all LCs earn in the \$20,000 range (\$17,500 to \$22,499) and about 1% earn \$35,000 or more. (See "Explanation of Graphs" on page 9 for a more complete description).

LEGISLATIVE DIRECTOR

Responsibilities: Directs legislative staff; serves as resource person for LAs; briefs Member on all legislative matters; reviews constituent mail.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	32.1%
in Current Position	2.6	2.8	Male	67.9%
in Current Office	4.0	4.4		
in Congress	8.0	7.9	FLSA STATUS:	
			Exempt	99.4%
			Non-Exempt	0.6%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	1.2%
Some College	1.9%		Hispanic	2.5%
Bachelor's Degree	55.9%		White	94.4%
Master's Degree	19.9%		Other	1.9%
Law Degree	21.1%			
Doctorate Degree	1.2%		AVERAGE AGE:	34

AVERAGE SALARY 1996:	\$52,207	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$51,326	80% -- \$61,520
PERCENT CHANGE 1994-1996:	1.7%	60% -- \$52,000
AVERAGE ANNUALIZED CHANGE:	0.9%	50% -- \$50,000
		40% -- \$47,100
(Sample size = 162)		20% -- \$43,800

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all LDs earn within the range of the 20th and the 80th percentiles or between \$43,800 and \$61,520. Percentiles also describe where an individual stands relative to others in the same job. For example, an LD making \$52,000 has a higher salary than 60% of all LDs.

LEGISLATIVE DIRECTOR

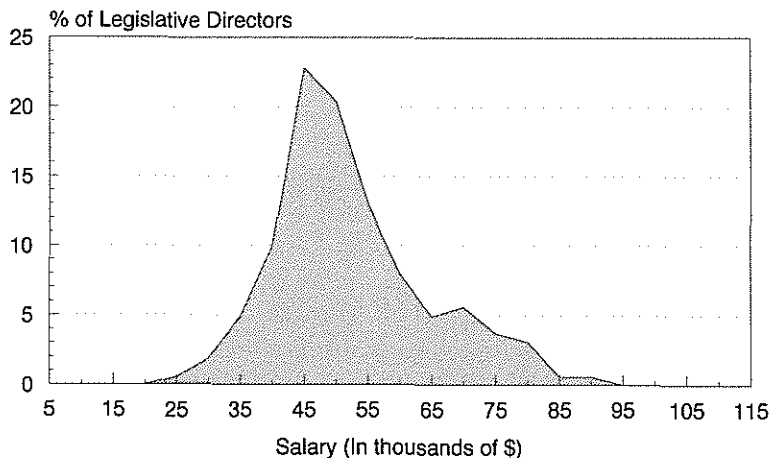
General Findings: LDs have the third-highest average salary of any position, trailing only AAs and District Directors. Individuals in this position tend to be extremely well-educated; 98% have graduated from college and 42% hold some type of advanced degree.

Shared Employees: Some LDs (along with AAs and LAs) are designated as “shared employees” in that they work for, and receive compensation from, a committee or leadership office as well as from their Member’s personal office. Of the LDs in our sample, 7% are shared employees. The average compensation for these LDs is \$67,287, which is 32% more than LDs who are not shared employees. On average, 32% of their compensation comes from their Member’s budget and 68% comes from a committee or leadership office budget.

REGRESSION: Two variables were found to be statistically significant predictors of pay for the LD position, when controlling for the effects of all other variables. LDs with more **years in current position** or higher **ages** tend to earn more than LDs without these characteristics. (See page 10 for a more complete explanation of regression.)

Legislative Director

Salary Distribution:



From the graph, one can read that about 23% of all LDs earn in the \$45,000 range (\$42,500 to \$57,499) and most earn between \$35,000 and \$80,000. (See "Explanation of Graphs" on page 9 for a more complete description).

OFFICE MANAGER

Responsibilities: Office administration that may include overseeing office accounts, personnel administration, equipment, furniture, supplies, and filing system.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:
Average years:			Female 79.4%
in Current Position	3.8	4.1	Male 20.6%
in Current Office	4.3	5.2	
in Congress	8.0	9.3	FLSA STATUS:
			Exempt 71.2%
			Non-Exempt 28.8%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	4.4%		Black 10.6%
Some College	27.9%		Hispanic 3.0%
Bachelor's Degree	58.8%		White 83.4%
Master's Degree	8.9%		Other 3.0%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 35

AVERAGE SALARY 1996:	\$37,422	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$37,606	80% -- \$44,000
PERCENT CHANGE 1994-1996:	-0.5%	60% -- \$40,000
AVERAGE ANNUALIZED CHANGE:	-0.2%	50% -- \$37,500
		40% -- \$34,440
(Sample size = 68)		20% -- \$27,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Office Managers earn within the range of the 20th and the 80th percentiles or between \$27,000 and \$44,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an Office Manager making \$40,000 has a higher salary than 60% of all Office Managers.

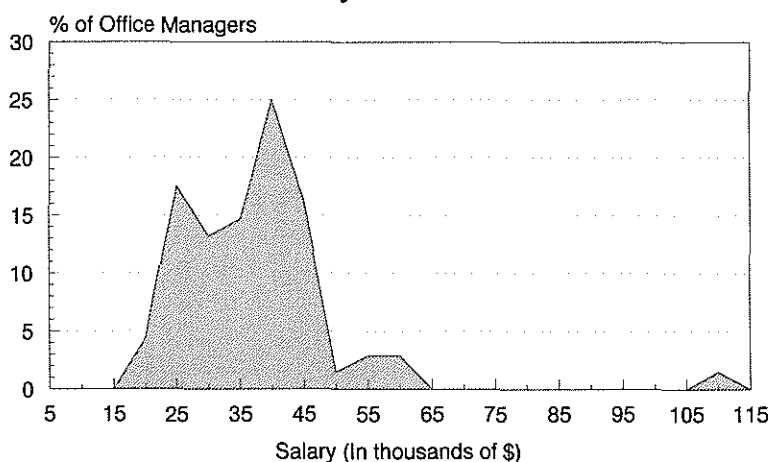
OFFICE MANAGER

General Findings: The tenure of Office Managers declined in all three categories between 1994 and 1996. Office Managers rank fourth in congressional experience behind Washington Caseworkers, AAs, and Federal Grants Assistants. Office Managers rank seventh in job tenure and office tenure.

Office Managers are primarily female.

REGRESSION: Two variables were found to be statistically significant predictors of pay for the Office Manager position, when controlling for the effects of all other variables. Office Managers with more years in current position or more years of prior experience in their current office tend to earn more than Office Managers without these characteristics. (See page 10 for a more complete explanation of regression.)

Office Manager Salary Distribution:



From the graph, one can read that about 25% of all Office Managers earn in the \$40,000 range (\$37,500 to \$42,499) and most earn between \$20,000 and \$50,000. (See "Explanation of Graphs" on page 9 for a more complete description).

PRESS SECRETARY

Responsibilities: Manages all publicity activities (press releases, speeches, newspaper columns, radio/TV correspondence, etc.).

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	43.0%
in Current Position	2.3	2.6	Male	57.0%
in Current Office	2.6	2.7		
in Congress	3.5	4.3	FLSA STATUS:	
			Exempt	95.2%
			Non-Exempt	4.8%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	3.3%
Some College	4.7%		Hispanic	4.7%
Bachelor's Degree	76.7%		White	89.3%
Master's Degree	14.7%		Other	2.7%
Law Degree	3.3%			
Doctorate Degree	0.6%		AVERAGE AGE: 31	

AVERAGE SALARY 1996:	\$41,610	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$39,840	80% -- \$51,200
PERCENT CHANGE 1994-1996:	4.4%	60% -- \$42,000
AVERAGE ANNUALIZED CHANGE:	2.2%	50% -- \$39,675
		40% -- \$37,000
		20% -- \$32,000
(Sample size = 152)		

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Press Secretaries earn within the range of the 20th and the 80th percentiles or between \$32,000 and \$51,200. Percentiles also describe where an individual stands relative to others in the same job. A Press Secretary making \$42,000 has a higher salary than 60% of all Press Secretaries.

PRESS SECRETARY

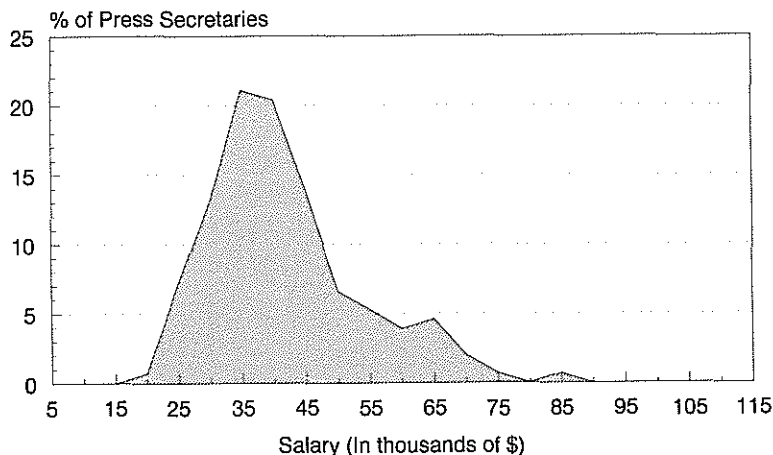
General Findings: Press Secretaries have served in their present offices only slightly longer than they have been in their positions. This indicates that staffers are rarely promoted into Press Secretary jobs from within their present office. Instead, Press Secretaries are usually hired from another organization, congressional or otherwise.

Press Secretary is the fourth-highest paid position in House offices and the third-highest paid position in Washington offices, behind AA and LD.

Press Secretaries tend to be extremely well-educated: 95% have bachelor's degrees and 19% hold advanced degrees.

REGRESSION: Three variables were found to be statistically significant predictors of pay for the Press Secretary position, when controlling for the effects of all other variables. Press Secretaries with more **years in current position**, more **education** or higher **ages** tend to earn more than Press Secretaries without these characteristics. (See page 10 for a more complete explanation of regression.)

Press Secretary Salary Distribution:



From the graph, one can read that about 21% of all Press Secretaries earn in the \$35,000 range (\$32,500 to \$37,499), most earn between \$20,000 and \$65,000, and none earn \$90,000 or more. (See "Explanation of Graphs" on page 9 for a more complete description).

RECEPTIONIST

Responsibilities: Front desk assignment -- greets visitors, answers telephones, responds to general constituent requests, and arranges tours.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	73.3%
in Current Position	1.2	1.6	Male	26.7%
in Current Office	1.2	1.6		
in Congress	1.8	1.9	FLSA STATUS:	
			Exempt	11.8%
			Non-Exempt	88.2%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	1.4%		Black	8.3%
Some College	9.6%		Hispanic	3.5%
Bachelor's Degree	88.4%		White	86.1%
Master's Degree	0.6%		Other	2.1%
Law Degree	0.0%			
Doctorate Degree	0.0%		AVERAGE AGE:	25

AVERAGE SALARY 1996:	\$21,814	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$21,618	80% -- \$24,000
PERCENT CHANGE 1994-1996:	0.9%	60% -- \$22,000
AVERAGE ANNUALIZED CHANGE:	0.5%	50% -- \$21,000
		40% -- \$20,000
(Sample size = 146)		20% -- \$19,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Receptionists earn within the range of the 20th and the 80th percentiles or between \$19,000 and \$24,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Receptionist making \$22,000 has a higher salary than 60% of all Receptionists.

RECEPTIONIST

General Findings: Receptionists have the second-shortest average tenure of any House position in their jobs and Congress, and are tied with LCs for the lowest tenure in their current office. They have been in their current jobs and offices for an average of only 1.2 years. Eighty-one percent of Receptionists have been in their positions for less than a year, and 97% have been in their jobs for less than two years.

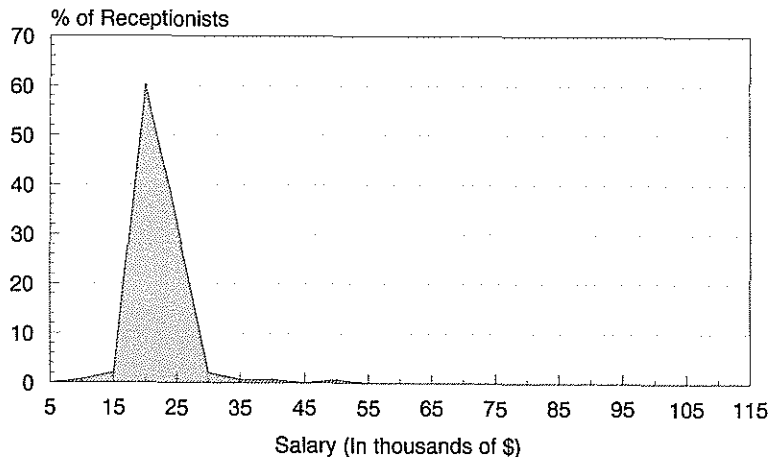
Receptionists receive the lowest average pay of any House position.

Receptionists are primarily young, single females. Receptionists also tend to be well-educated, with 89% holding at least a bachelor's degree.

REGRESSION: One variable was found to be statistically significant predictor of pay for the Receptionist position, when controlling for the effects of all other variables. Receptionists with more **years in current position** tend to earn more than Receptionists without this characteristic. (See page 10 for a more complete explanation of regression.)

Receptionist

Salary Distribution:



From the graph, one can read that over 60% of all Receptionists earn in the \$20,000 range (\$17,500 to \$22,499) and less than 2% earn \$35,000 or more. (See "Explanation of Graphs" on page 9 for a more complete description).

SYSTEMS / MAIL MANAGER

Responsibilities: Manages all computer hardware and software systems used by office; liaison with vendors and House Information Systems; responsible for computer training of office staff.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	48.5%
in Current Position	2.9	3.0	Male	51.5%
in Current Office	3.3	3.0		
in Congress	5.7	5.4	FLSA STATUS:	
			Exempt	47.8%
			Non-Exempt	52.2%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	13.2%		Black	19.1%
Some College	8.8%		Hispanic	1.5%
Bachelor's Degree	73.5%		White	73.5%
Master's Degree	4.5%		Other	5.9%
Law Degree	0.0%			
Doctorate Degree	0.0%		AVERAGE AGE: 31	

AVERAGE SALARY 1996:	\$28,884	SALARY PERCENTILES
 AVERAGE SALARY 1994:	 \$27,614	 80% -- \$34,446
PERCENT CHANGE 1994-1996:	4.6%	60% -- \$30,000
AVERAGE ANNUALIZED CHANGE:	2.3%	50% -- \$27,500
		40% -- \$25,600
(Sample size = 68)		20% -- \$23,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Systems/Mail Managers earn within the range of the 20th and the 80th percentiles or between \$23,000 and \$34,446. Percentiles also describe where an individual stands relative to others in the same job. For example, a Systems/Mail Manager making \$30,000 has a higher salary than 60% of all Systems/Mail Managers.

SYSTEMS / MAIL MANAGER

General Findings: Systems/Mail Managers experienced a 4.6% salary increase between 1994 and 1996. This was the third-highest increase for House staff during that period.

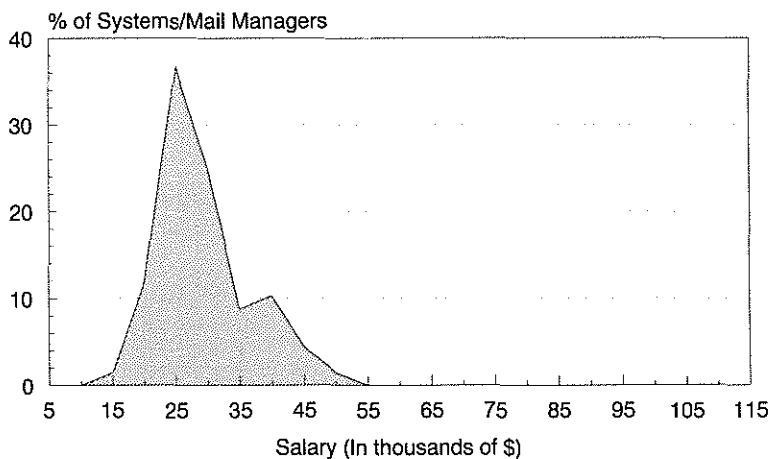
The Systems/Mail Manager position is filled by slightly more men than women.

Only 37% of House offices had a staffer in this position in 1996.

REGRESSION: Three variables were found to be statistically significant predictors of pay for the Systems/Mail Manager position, when controlling for the effects of all other variables. Systems/Mail Managers with more **years in current position**, more **years of prior congressional experience**, or higher **ages** tend to earn more than Systems/Mail Managers without these characteristics. (See page 10 for a more complete explanation of regression.)

Systems/Mail Manager

Salary Distribution:



From the graph, one can read that about 33% of all Systems/Mail Managers earn in the \$25,000 range (\$22,500 to \$27,499), most earn between \$15,000 and \$45,000, and none earn \$60,000 or more. (See "Explanation of Graphs" on page 9 for a more complete description).

WASHINGTON CASEWORKER

Responsibilities: Handles constituent casework; talks with constituents, contacts agencies, and notifies constituents of case resolution.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	81.8%
in Current Position	6.2	6.6	Male	18.2%
in Current Office	7.2	6.6		
in Congress	12.2	10.1	FLSA STATUS:	
			Exempt	45.5%
			Non-Exempt	54.5%
 EDUCATIONAL ATTAINMENT:			RACE/ETHNICITY:	
High School or less	18.2%		Black	12.5%
Some College	18.2%		Hispanic	0.0%
Bachelor's Degree	54.5%		White	75.0%
Master's Degree	0.0%		Other	12.5%
Law Degree	9.1%			
Doctorate Degree	0.0%		AVERAGE AGE:	41

AVERAGE SALARY 1996:	\$37,682	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$38,481	80% -- \$45,900
PERCENT CHANGE 1994-1996:	-2.1%	60% -- \$42,040
AVERAGE ANNUALIZED CHANGE:	-1.0%	50% -- \$41,000
		40% -- \$37,760
(Sample size = 11)		20% -- \$25,800

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Washington Caseworkers earn within the range of the 20th and the 80th percentiles or between \$25,800 and \$45,900. Percentiles also describe where an individual stands relative to others in the same job. For example, a Washington Caseworker making \$42,040 has a higher salary than 60% of all Washington Caseworkers.

WASHINGTON CASEWORKER

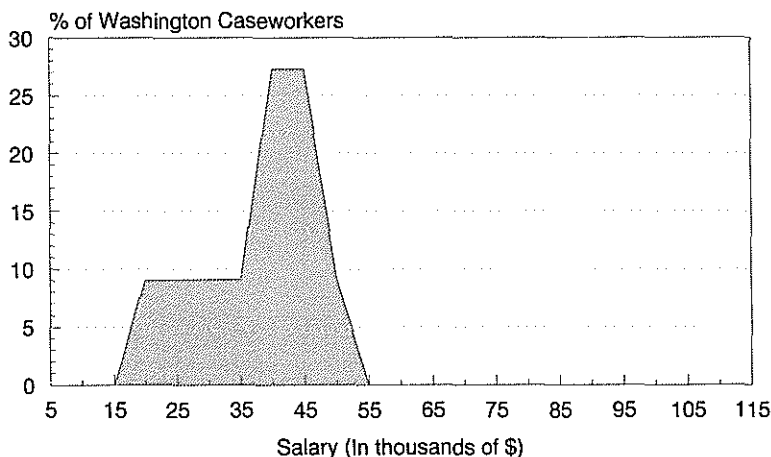
General Findings: Washington Caseworkers have the most experience in their positions, current offices, and Congress of any position in the House.

Washington Caseworkers are the second-oldest staffers in the House behind District Directors. They had the second-largest percentage increase in average years in Congress with a 21% increase from 1994.

The average salary of Washington Caseworkers declined 2% since 1994, when the position had the largest percentage salary increase of any House position. However, the small sample size for the Washington Caseworker position (only 11 respondents) calls into question the reliability of the data for the purpose of making comparisons over time.

REGRESSION: In the 184 offices that responded to our survey, there are only eleven Washington Caseworkers working on a full-time basis. Due to the low number of Washington Caseworkers, we cannot determine which variables are statistically significant predictors of pay for the position. (See page 10 for a more complete explanation of regression.)

Washington Caseworker Salary Distribution:



From the graph, one can read that about 56% of all Washington Caseworkers earn in the range between \$40,000 and \$45,000 (\$37,500 to \$47,499) and about 9% earn in the \$20,000 range (\$17,500 to \$22,499). (See "Explanation of Graphs" on page 9 for a more complete description).

DISTRICT AIDE / FIELD REPRESENTATIVE

Responsibilities: Works under the direction of the District Director; represents Member at meetings and events; shapes Member's district schedule; accompanies Member to functions.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	52.0%
in Current Position	3.5	4.0	Male	48.0%
in Current Office	3.8	4.1		
in Congress	4.3	4.8	FLSA STATUS:	
			Exempt	71.6%
			Non-Exempt	28.4%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	6.0%		Black	7.9%
Some College	16.2%		Hispanic	6.2%
Bachelor's Degree	65.9%		White	83.3%
Master's Degree	7.3%		Other	2.6%
Law Degree	4.6%			
Doctorate Degree	0.0%		AVERAGE AGE:	38

AVERAGE SALARY 1996:	\$30,884	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$31,313	80% -- \$37,000
PERCENT CHANGE 1994-1996:	-1.4%	60% -- \$31,500
AVERAGE ANNUALIZED CHANGE:	-0.7%	50% -- \$29,000
		40% -- \$27,400
(Sample size = 309)		20% -- \$24,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all District Aides/Field Representatives earn within the range of the 20th and the 80th percentiles or between \$24,000 and \$37,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a District Aide/Field Representative making \$31,500 has a higher salary than 60% of all District Aides/Field Representatives.

DISTRICT AIDE / FIELD REPRESENTATIVE

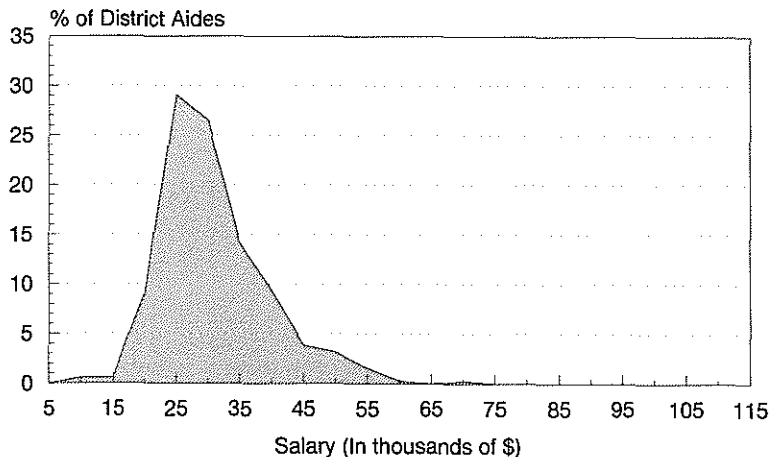
General Findings: The average job, office, and congressional experience of District Aides/Field Representatives decreased by about 10% over the past two years.

This is the third most commonly staffed position, with an average of 1.7 District Aides/Field Representatives per House office.

Close to equal proportions of District Aides/Field Representatives are men and women.

REGRESSION: Five variables were found to be statistically significant predictors of pay for the District Aide/Field Representative position, when controlling for the effects of all other variables. District Aides/Field Representatives with more **years in current position**, more **years of prior experience in their current office**, more **education**, greater **job responsibility**, or **classified as "Exempt" from overtime pay** tend to earn more than District Aides/Field Representatives without these characteristics. (See page 10 for a more complete explanation of regression.)

District Aide Salary Distribution:



From the graph, one can read that about 29% of all District Aides/Field Representatives earn in the \$25,000 range (\$22,500 to \$27,499) and most earn between \$15,000 and \$45,000. (See "Explanation of Graphs" on page 9 for a more complete description).

DISTRICT APPOINTMENTS SECRETARY / SCHEDULER

Responsibilities: Handles scheduling for Member in district; makes appointments for Member; responds to invitations.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	92.0%
in Current Position	3.7	3.5	Male	8.0%
in Current Office	4.0	3.8		
in Congress	4.4	4.5	FLSA STATUS:	
			Exempt	56.3%
			Non-Exempt	43.7%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	14.1%		Black	8.1%
Some College	25.9%		Hispanic	9.2%
Bachelor's Degree	56.5%		White	79.3%
Master's Degree	3.5%		Other	3.4%
Law Degree	0.0%			
Doctorate Degree	0.0%		AVERAGE AGE:	37

AVERAGE SALARY 1996:	\$29,524	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$30,175	80% -- \$36,000
PERCENT CHANGE 1994-1996:	-2.2%	60% -- \$30,200
AVERAGE ANNUALIZED CHANGE:	-1.1%	50% -- \$28,184
		40% -- \$26,480
		20% -- \$23,200
(Sample size = 87)		

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Appointments Secretaries earn within the range of the 20th and the 80th percentiles or between \$23,200 and \$36,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an Appointments Secretary making \$30,200 has a higher salary than 60% of all Appointments Secretaries.

DISTRICT APPOINTMENTS SECRETARY / SCHEDULER

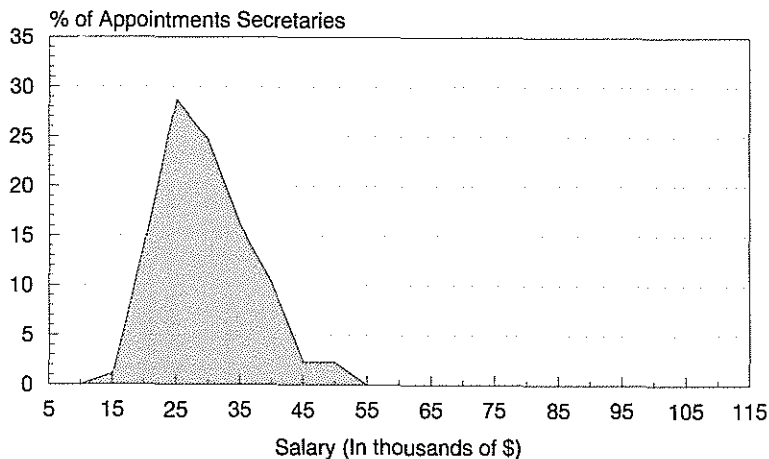
General Findings: The salary of Appointments Secretaries declined by 2% since 1994, when they received the second-largest salary increase of any House position and the largest among district positions. This is somewhat paradoxical considering that their average tenure in current position and in current office both increased by two-tenths of a year since 1994.

Appointments Secretaries are tied with District Office Secretaries/Clerks for the youngest staff member in District offices, but are six years older than the average Washington-based House staff.

Appointments Secretaries are primarily female.

REGRESSION: Three variables were found to be statistically significant predictors of pay for the Appointments Secretary position, when controlling for the effects of all other variables. Appointments Secretaries with more **years in current position** or higher **ages** tend to earn more than Appointments Secretaries without these characteristics. Also, **race/ethnicity** was a significant predictor of pay. When holding all other measured variables constant, non-white individuals tend to earn higher salaries than white individuals in the Appointments Secretary position. (See page 10 for a more complete explanation of regression.)

Appointments Secretary Salary Distribution:



From the graph, one can read that about 29% of all Appointments Secretaries earn in the \$25,000 range (\$22,500 to \$27,499), most earn between \$15,000 and \$45,000. (See "Explanation of Graphs" on page 9 for a more complete description).

DISTRICT CASEWORKER

Responsibilities: Handles constituent casework; talks with constituents, contacts agencies, and notifies constituents of case resolution.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:
Average years:			Female 72.3%
in Current Position	4.1	4.2	Male 27.7%
in Current Office	4.3	4.3	
in Congress	5.6	5.3	FLSA STATUS:
			Exempt 36.1%
			Non-Exempt 63.9%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	10.0%		Black 9.1%
Some College	27.8%		Hispanic 9.4%
Bachelor's Degree	59.0%		White 79.0%
Master's Degree	2.7%		Other 2.5%
Law Degree	0.2%		
Doctorate Degree	0.3%		AVERAGE AGE: 39

AVERAGE SALARY 1996:	\$27,297	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$26,468	80% -- \$31,500
PERCENT CHANGE 1994-1996:	3.1%	60% -- \$28,000
AVERAGE ANNUALIZED CHANGE:	1.6%	50% -- \$26,000
		40% -- \$25,000
(Sample size = 449)		20% -- \$22,500

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all District Caseworkers earn within the range of the 20th and the 80th percentiles or between \$22,500 and \$31,500. Percentiles also describe where an individual stands relative to others in the same job. A District Caseworker making \$28,000 has a higher salary than 60% of all District Caseworkers.

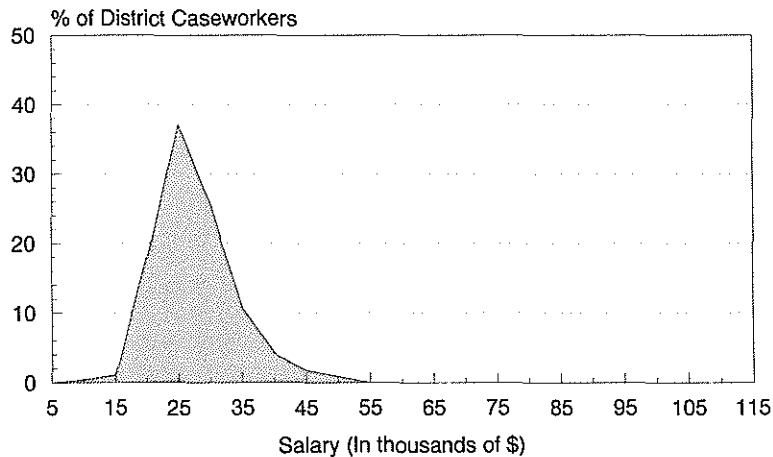
DISTRICT CASEWORKER

General Findings: District Caseworker is the second most commonly staffed position, behind Legislative Assistant, in House offices. There are an average of 2.4 District Caseworkers per House Member.

District Caseworkers are primarily female.

REGRESSION: Five variables were found to be statistically significant predictors of pay for the District Caseworker position, when controlling for the effects of all other variables. District Caseworkers with more years in current position, more years of prior experience in their current office, more years of prior congressional experience, greater job responsibility, or higher ages tend to earn more than District Caseworkers without these characteristics. (See page 10 for a more complete explanation of regression.)

District Caseworker Salary Distribution:



From the graph, one can read that about 33% of all District Caseworkers earn in the \$25,000 range (\$22,500 to \$27,499), most earn between \$15,000 and \$40,000, and less than 2% earn \$45,000 or more. (See "Explanation of Graphs" on page 9 for a more complete description).

DISTRICT DIRECTOR

Responsibilities: Directs overall district operation and work flow; represents Member at meetings and events.

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	47.2%
in Current Position	4.3	4.6	Male	52.8%
in Current Office	5.1	5.6		
in Congress	6.7	6.1	FLSA STATUS:	
			Exempt	98.1%
			Non-Exempt	1.9%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	5.1%		Black	5.1%
Some College	14.0%		Hispanic	5.1%
Bachelor's Degree	59.2%		White	89.2%
Master's Degree	14.0%		Other	0.6%
Law Degree	6.4%			
Doctorate Degree	1.3%		AVERAGE AGE: 42	

AVERAGE SALARY 1996:	\$54,484	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$52,290	80% -- \$65,500
PERCENT CHANGE 1994-1996:	4.2%	60% -- \$55,000
AVERAGE ANNUALIZED CHANGE:	2.1%	50% -- \$52,000
		40% -- \$50,000
(Sample size = 160)		20% -- \$44,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all District Directors earn within the range of the 20th and the 80th percentiles or between \$44,000 and \$65,500. Percentiles also describe where an individual stands relative to others in the same job. For example, a District Director making \$55,000 has a higher salary than 60% of all District Directors.

DISTRICT DIRECTOR

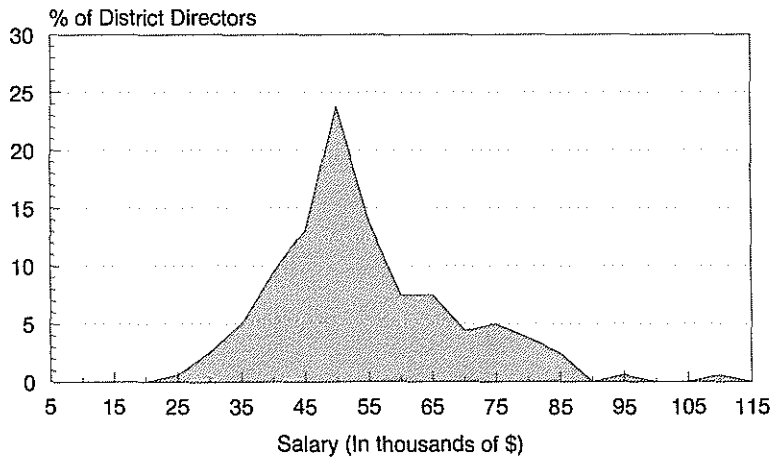
General Findings: District Director is the highest paid position in district offices and the second-highest paid position overall, trailing only AAs.

Close to half (47.2%) of all District Directors are women.

With an average age of 42, District Directors are the oldest staffers in House offices.

REGRESSION: Three variables were found to be statistically significant predictors of pay for the District Director position, when controlling for the effects of all other variables. District Directors with more **years in current position**, greater **job responsibility**, or higher **ages** tend to earn more than District Directors without these characteristics. (See page 10 for a more complete explanation of regression.)

District Director Salary Distribution:



From the graph, one can read that about 24% of all District Directors earn in the \$50,000 range (\$47,500 to \$52,499) and most earn between \$35,000 and \$85,000. (See "Explanation of Graphs" on page 9 for a more complete description).

DISTRICT OFFICE SECRETARY / CLERK

Responsibilities: Handles clerical chores (typing, filing, proof-reading).

WORK EXPERIENCE:	<u>1996</u>	<u>1994</u>	GENDER:	
Average years:			Female	93.3%
in Current Position	2.7	2.8	Male	6.7%
in Current Office	2.8	2.8		
in Congress	3.1	3.1	FLSA STATUS:	
			Exempt	13.5%
			Non-Exempt	86.5%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	27.1%		Black	13.3%
Some College	32.9%		Hispanic	14.7%
Bachelor's Degree	38.6%		White	69.3%
Master's Degree	0.0%		Other	2.7%
Law Degree	1.4%			
Doctorate Degree	0.0%		AVERAGE AGE:	37

AVERAGE SALARY 1996:	\$22,294	SALARY PERCENTILES
AVERAGE SALARY 1994:	\$21,456	80% -- \$25,900
PERCENT CHANGE 1994-1996:	3.9%	60% -- \$23,830
AVERAGE ANNUALIZED CHANGE:	1.9%	50% -- \$22,000
		40% -- \$21,000
(Sample size = 75)		20% -- \$18,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all District Office Secretaries earn within the range of the 20th and the 80th percentiles or between \$18,000 and \$25,900. Percentiles also describe where an individual stands relative to others in the same job. For example, a District Office Secretary making \$23,830 has a higher salary than 60% of all District Office Secretaries.

DISTRICT OFFICE SECRETARY / CLERK

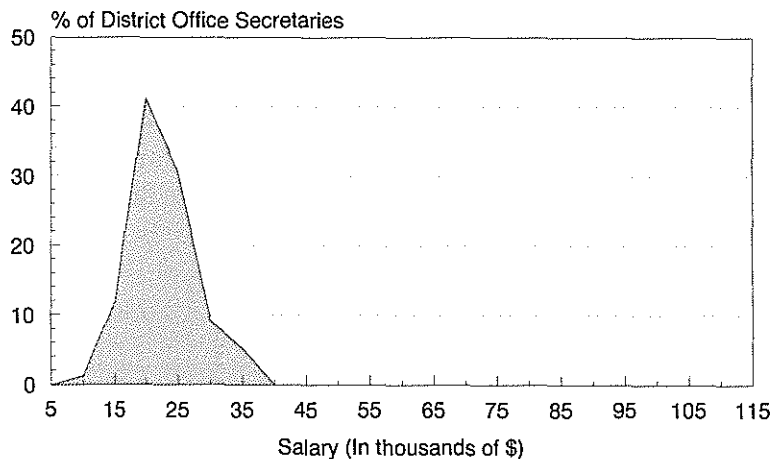
General Findings: District Office Secretary is the second lowest-paid position in House offices.

Although the District Office Secretary position is tied with the Appointments Secretary position for having the youngest staff of the five district positions analyzed in this report, both District positions are almost six years older than the average Washington-based House staff.

District Office Secretaries are overwhelmingly female.

REGRESSION: Two variables were found to be statistically significant predictors of pay for the District Office Secretary position, when controlling for the effects of all other variables. District Office Secretaries with more **years in current position** or greater **job responsibility** tend to earn more than District Office Secretaries without these characteristics. (See page 10 for a more complete explanation of regression.)

District Office Secretary Salary Distribution:



From the graph, one can read that about 41% of all District Office Secretaries earn in the \$20,000 range (\$17,500 to \$22,499), most earn between \$15,000 and \$30,000, and none earn \$40,000 or more. (See "Explanation of Graphs" on page 9 for a more complete description).

CONCLUSIONS: INFLUENCES ON PAY

As in our 1994, 1992 and 1990 House study and our 1995, 1993 and 1991 Senate study, the variable most frequently related to salary in the House was **years in current position**. Years in position had a significant and positive influence on pay in all but one of the 14 House office positions on which we conducted regression analyses.¹¹ On-the-job experience is highly valued in Congress and offices are willing to pay higher salaries to staff who acquire expertise by staying in their jobs.

Age had a significant influence on salary in nine positions. For each of these positions, higher ages were associated with higher pay. While at first glance it may seem that offices are discriminating against younger staffers, age tends to be correlated with other factors that are difficult to measure, but which can only be acquired over time. For example, older workers may be regarded as having greater maturity, better skills and judgment, or more loyalty.

Level of job responsibility influenced salaries in five positions, including four of the five district positions. In each of these five cases, staff with more job responsibilities received higher salaries than those with fewer responsibilities. It is intuitive that offices would compensate staff in accordance with their level of responsibility.

Years of prior congressional experience was a significant influence on salary for five of the 14 positions analyzed through regression analysis. Three of these five positions were based in Washington offices. For all of the five positions, more prior congressional experience was associated with higher pay. Obviously, House offices often value the experience gained by spending time on Capitol Hill.

Prior years in current office had a significant, positive influence on salary in five positions. Understandably, House offices would want to foster tenure in office with additional pay.

Education significantly influenced pay in only four positions. Administrative Assistants, Legislative Assistants, Press Secretaries, and District Aides/Field Representatives with more education were paid significantly more than staffers in those positions with less education. The small number of positions for which education was a major factor in predicting salary is surprising, but is consistent with the findings of our previous studies. One possible explanation is that, although staff in higher paying positions have more education, offices are using educational attainment to select candidates for positions, but not to determine their salaries within positions.

¹¹ We performed regression analyses on 14 of the 17 House office positions listed on our survey. There were too few Computer Operators, Federal Grants Assistants/Projects Coordinators, and Washington Caseworkers reported on our surveys for us to conduct valid regression analyses on those positions. The R-squared and F statistics for each of the 14 positions on which we performed regression analyses are listed in Appendix C on page 109.

Race/ethnicity had a significant influence on salary in only one position. Non-white District Appointments Secretaries/Schedulers averaged higher salaries than similarly qualified white individuals in this position. (see page 78 for a more complete analysis of race/ethnicity and salary)

Gender did not have a significant influence on salary in any of the 14 positions analyzed. In previous years, men in the Administrative Assistant and District Director positions have frequently been shown to earn more than similarly qualified women. This did not occur this year. Additionally, the gender gap in salaries has continued to narrow in House offices and in the Senate as well (see page 76).

OFFICE DATA

PROFILE OF OFFICES

Purpose

The purpose of this section is to provide a snapshot of the employment practices of **first-term** Members in comparison with **veteran** offices (i.e. have served more than one term). The "All Offices" column reflects all (first-term and veteran) offices. Of the 86 first-term Representatives in the 104th Congress, 50% completed our survey, and their responses are summarized here. We conducted our survey in the summer of 1996 and, therefore, this data presents the practices of first-term Members *after more than a year* of congressional service. These practices may differ somewhat from those adopted at the beginnings of their terms.

This information does not tell you the "right" way to set up and staff a new congressional office, but it does describe how previous first-term Members have chosen to do so. We hope that this section can be of particular assistance to the first-term Members of the 105th Congress as they seek to organize their Washington and district offices.

Number of District Offices

<u># of District Offices</u>	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
1	21%	30%	28%
2	37%	30%	32%
3	30%	25%	26%
4	7%	10%	9%
5 or more	5%	5%	5%
<i>Average</i>	2.4	2.3	2.3

First-term Members are similar to veteran Members in their number of district offices.

Average Number of Full-time Staff by Office Location

<u>Location</u>	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Washington	8.6	8.6	8.6
District	6.1	6.3	6.2
Total	14.7	14.9	14.8

First-term offices are also similar to veteran House offices and the House in general in the number of staff they employ and their location. First-term Members tend to place 59% of their staff in their Washington offices and 41% in their district office(s).

Generally, Member's personal offices tend to have a staff of approximately 15 individuals. Of course, this number changes over time, as the following presentation illustrates.

Average Number of Full-time Staff Per Office: The Historical Record

	<u>Total</u>	<u>Washington</u>	<u>District</u>	<u>% District</u>
1996	14.8	8.6	6.2	41.9%
1994	15.0	8.5	6.5	43.3%
1992	15.5	9.0	6.6	42.6%
1990	14.5	8.3	6.2	42.8%

The overall size of House personal office staffs decreased by an average of two-tenth of a staffer per office between 1994 and 1996. In comparison to House offices, Senate personal offices tend to be much larger, employing an average of 35 full-time staff in 1995.

Number of Staff per Position by Office Tenure

The following table shows number of staffers per position.¹² The columns may be thought of as describing the "typical" staffing patterns for House personal offices in the 104th Congress. For example, in the average first-term office there are 2.30 Legislative Assistants.

	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Washington Positions			
Legislative Assistant	2.30	2.60	2.54
AA/Chief of Staff	1.00	.99	.99
Legislative Director	.95	.86	.88
Executive Assistant/Scheduler	.88	.82	.84
Press Secretary	.88	.81	.83
Legislative Correspondent	.77	.51	.57
Receptionist	.77	.81	.79
Office Manager	.42	.35	.37
Systems/Mail Manager	.28	.41	.37
Federal Grants Asst./Project Coord.	.09	.09	.09
Computer Operator	.05	.09	.08
Washington Caseworker	.05	.07	.06
District Positions			
District Caseworker	2.26	2.53	2.44
District Aide/Field Representative	1.70	1.69	1.68
District Director	.88	.87	.87
Appointments Secretary/Scheduler	.51	.46	.47
District Office Secretary/Clerk	.35	.42	.41

In general, first-term offices are similar in staffing patterns to other offices. The following table provides information about the percentage of offices that chose to staff each of the individual positions.

¹² Any inconsistencies are due to rounding.

Percent of Offices Staffing Each Position

The following table shows the percentage of offices with at least one person in each position. For example, there is at least one Legislative Director in 95% of the first-term offices surveyed.

	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Washington Positions			
AA/Chief of Staff	100%	99%	99%
Legislative Assistant	100%	98%	98%
Legislative Director	95%	85%	87%
Executive Assistant/Scheduler	88%	81%	83%
Press Secretary	88%	81%	83%
Receptionist	74%	80%	78%
Legislative Correspondent	63%	46%	51%
Office Manager	42%	35%	37%
Systems/Mail Manager	28%	41%	37%
Federal Grants Asst./Project Coor.	9%	9%	9%
Computer Operator	5%	9%	8%
Washington Caseworker	5%	5%	5%
District Positions			
District Caseworker	88%	91%	90%
District Aide/Field Representative	84%	78%	79%
District Director	84%	85%	84%
Appointments Secretary/Scheduler	49%	46%	47%
District Office Secretary/Clerk	30%	36%	35%

Offices display substantial diversity in the positions they fill. No position is filled in every office. However, a core set of positions clearly exists. We define the positions that are filled in at least 75% of all the offices as the core. Those positions are as follows:

Washington core: Administrative Assistant/Chief of Staff, Legislative Assistant, Legislative Director, Executive Assistant/Scheduler, Press Secretary, and Receptionist

District core: District Caseworker, District Director, and District Aide/Field Representative

Prior Congressional Experience of Office Staff

For each position, the following table shows the average years of congressional experience of staffers *at the time they were hired*. This average years of prior congressional experience is the difference between (1) the average years in Congress for each position, and (2) the average years in current office for the position.

	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Washington Positions			
Legislative Director	5.3	3.5	3.9
Washington Caseworker	5.3	5.0	5.0
AA/Chief of Staff	5.0	4.1	4.4
Federal Grants Asst./Project Coord.	4.9	1.9	2.6
Executive Assistant/Scheduler	4.2	2.8	3.2
Office Manager	3.8	3.8	3.8
Systems/Mail Manager	1.6	2.7	2.4
Legislative Assistant	1.3	0.8	0.8
Press Secretary	1.0	0.9	0.9
Receptionist	0.4	0.6	0.6
Legislative Correspondent	0.2	0.1	0.1
Computer Operator	0.0	2.2	1.8
District Positions			
District Director	2.5	1.2	1.5
District Caseworker	2.1	1.0	1.2
District Aide/Field Representative	1.0	0.4	0.5
District Office Secretary/Clerk	0.9	0.2	0.4
Appointments Secretary/Scheduler	0.2	0.4	0.4

When staffing their offices, first-term Members clearly believe that prior congressional experience is especially important for their Legislative Directors, Washington Caseworkers, and Administrative Assistants. For many other positions such as Computer Operator, Legislative Correspondent, and Receptionist, first-term offices are willing to hire staffers with very little prior experience in Congress.

District staff tend to have less prior congressional experience than Washington staff. This may be because congressional experience is considered more important for Washington staffers. Furthermore, the supply of people with congressional experience is far greater in Washington.

Average Salary in Offices for all Positions

For all but three of the 17 positions listed below, the average salary in first-term offices is lower than that in other offices. The per position pay differences range up to a high of over \$7,000 (for District Directors). For most positions, the pay difference is between 5% to 13%.

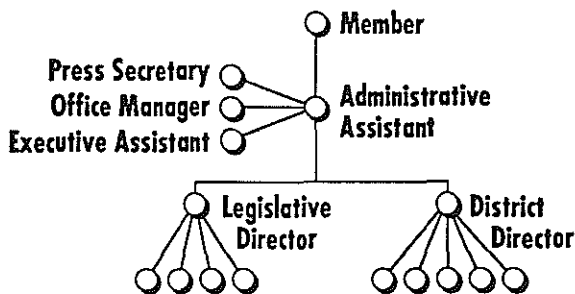
	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Washington Positions			
Administrative Assistant	\$80,290	\$85,334	\$84,329
Legislative Director	\$49,211	\$53,428	\$52,207
Press Secretary	\$42,141	\$40,995	\$41,610
Federal Grants Asst./Project Coord.	\$39,000	\$41,380	\$40,904
Executive Assistant/Scheduler	\$36,014	\$36,727	\$36,673
Washington Caseworker	\$34,000	\$38,500	\$37,682
Office Manager	\$33,444	\$38,993	\$37,422
Legislative Assistant	\$31,131	\$32,169	\$31,885
Systems/Mail Manager	\$29,691	\$28,711	\$28,884
Computer Operator	\$24,000	\$25,097	\$24,951
Legislative Correspondent	\$22,349	\$23,208	\$22,902
Receptionist	\$21,518	\$21,918	\$21,814
District Positions			
District Director	\$49,002	\$56,236	\$54,484
District Aide/Field Representative	\$28,135	\$31,659	\$30,884
Appointments Secretary/Scheduler	\$26,512	\$29,973	\$29,524
District Caseworker	\$25,959	\$27,624	\$27,297
District Office Secretary/Clerk	\$22,879	\$21,911	\$22,294

Organizational Structure of Offices

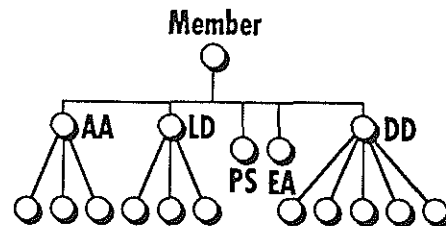
	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Centralized Structure: <i>Senior Staff Report to the AA</i>	68%	52%	56%
Washington-District Parity Structure: <i>DC Staff Report to the AA;</i> <i>District Staff Report to DD</i>	22%	26%	24%
Functional Structure: <i>Senior Staff Report to the Member</i>	7%	18%	16%
Member as Manager Structure: <i>All Staff Report Directly to the Member</i>	3%	4%	4%

The Centralized structure is the most popular structure among first-term and veteran Members (see diagrams below). However, the Centralized structure is also associated with lower staff tenure than other office structures (see page 86).

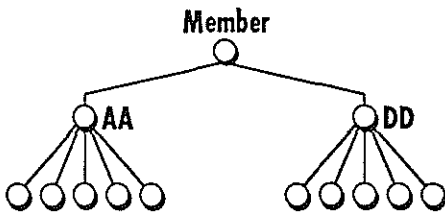
The Centralized Structure



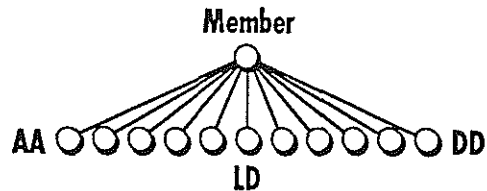
Functional Structure



Washington/District Parity Structure



Member as Manager



BENEFITS POLICIES OF OFFICES

Certain benefits for congressional staff are subject to the discretion of Members of Congress. We asked offices to describe their policies for two categories of benefits that vary by Member: policies affecting pay (i.e. bonuses and raises) and paid leave.

BONUS AND RAISE POLICIES

Did your office give any merit *bonuses* last year?

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>	<u>10th term +</u>
Yes	68%	63%	72%	61%
No	32%	37%	28%	39%

Did your office give any merit *raises* last year?

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>	<u>10th term +</u>
Yes	88%	87%	88%	84%
No	12%	13%	12%	16%

Merit raises are more common in House offices than merit bonuses. Democratic and Republican offices tend to give merit raises at about the same frequency, but Republican offices award merit bonuses more often. Members who have served ten or more terms are less likely than other Members to award merit bonuses or merit raises. Except for Members with ten or more terms, this data is very similar to the 1994 data.

LEAVE POLICIES

Vacation Leave:

Minimum vacation leave earned annually by all full-time staff, in days per year.

<u>Days</u>	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
1 - 10	29%	21%	35%
11 - 15	50%	53%	48%
16+	16%	22%	11%
Other ¹³	5%	4%	6%

Maximum vacation leave that can be earned annually by full-time staff, in days per years.

<u>Days</u>	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
1 - 10	6%	3%	8%
11 - 15	22%	12%	28%
16+	62%	80%	50%
Other	10%	5%	14%

Do staff with longer tenure *in your office* earn additional vacation time?

	<u>All Offices</u>	<u>First Term</u>	<u>2nd-6th Terms</u>	<u>7th Term+</u>
Yes	74%	68%	76%	75%
No	26%	32%	24%	25%

Do staff with longer tenure *in Congress*, though not accumulated in your office, earn additional vacation time?

	<u>All Offices</u>	<u>First Term</u>	<u>2nd-6th Terms</u>	<u>7th Term+</u>
Yes	25%	28%	23%	27%
No	75%	72%	77%	73%

¹³ Several offices have vacation leave policies that defy easy categorization; these have been grouped under the heading "other." Typically, these policies involve a formula that ties additional vacation time to tenure.

Generally, offices are more likely to compensate staff members with additional vacation time for tenure with the office, but not for tenure in Congress. Presumably, this practice provides an incentive to remain with the office.

For purposes of comparison, we have summarized vacation policies for four other types of employers in the following table: federal government, state and local governments, large and medium-sized private firms (generally 100 or more employees), and small private firms.¹⁴

Comparative Vacation Policies

(Average Annual Days of Vacation)

Years of Service	<u>Federal Government</u>	<u>State & Local Government</u>	<u>Medium & Large Private</u>	<u>Small Private</u>
1	13	12	9	8
3	20	14	11	10
5	20	15	14	12
10	20	18	17	13
15	26	20	19	14
20	26	22	20	15
25	26	23	22	15

Average House office vacation policies most closely resemble the policies of federal agencies, which, as the preceding chart illustrates, are relatively generous. In the federal government, all employees start at 13 days annually and earn 20 days after 3 years of service. In addition, an employee's years of federal service transfer from agency to agency. Most federal employees may accumulate up to 30 days of annual leave.

State and local governments are less generous. Medium and large private firms are closer to state and local governments than to the federal government in their vacation policies. Small private firms tend to be less generous with paid vacation leave than their larger counterparts.

¹⁴ Sources include: Employee Benefits Survey 1994, Office of Compensation Levels and Trends, U.S. Bureau of Labor Statistics and personal communication with the staff at the Office of Personnel Management.

Sick Leave:

***Minimum* sick leave earned by all full-time staff, in days per year**

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
0 - 10	34%	30%	36%
11+	34%	51%	22%
Other	10%	8%	11%
As Needed	22%	11%	31%

***Maximum* sick leave that can be earned annually by full-time staff, in days per years**

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
0 - 10	28%	22%	32%
11+	34%	53%	21%
Other	14%	11%	16%
As Needed	24%	14%	31%

The maximum annual sick leave granted to employees differs slightly from the minimum. The sick leave policies of House offices are similar to those of Senate offices. In comparison to the legislative branch, all federal civilian employees receive at least 13 days of sick leave annually.

Parental Leave:

Paid parental leave, in weeks

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
None	8%	4%	10%
1 - 3	9%	7%	12%
4 - 6	29%	27%	31%
7 +	19%	21%	15%
Other	35%	41%	32%

Because House (and Senate) offices are covered by the Family and Medical Leave Act of 1993, all House offices must provide 12 weeks of *unpaid* parental leave to their staff. The Act, however, does not stipulate that any given amount of *paid* parental leave must be given to staff. Of House offices, 92% do have some type of paid parental leave policy.

AGGREGATE DATA



AGGREGATE DATA

Methodology

In preparing this section of the report, we aggregated the individual salary and demographic data of 2,730 full-time staff members from 184 House personal offices in order to better understand the demographic composition, pay, and employment trends of House staff.

In addition to reporting overall aggregate data (e.g., average salary, average age), we wanted to explore in greater depth the relationship among demographic variables and the relationship between demographic variables and salary (e.g., average salary by educational attainment, tenure in position by gender). To conduct these cross-tabulations, we asked offices in our survey to provide the following information for every staff member in the personal office:

1. level of responsibility in position (relative to the job description on the survey form)
2. annual salary (excluding bonuses and benefits)
3. additional salary from Committee or Leadership Office
4. tenure in current position
5. tenure in current office
6. overall tenure in Congress
7. education
8. age
9. gender
10. race/ethnicity
11. Fair Labor Standards Act (FLSA) overtime status
12. percent of week worked by part-time staff members

These individual staff demographic variables were then cross-tabulated by Member tenure (i.e. Member term in office) and Member party affiliation. We have included in this section of the report the findings that we believe are the most meaningful. Much of the aggregate data that we present has been broken down into three categories: all staff, Washington staff, and district staff. We believe that these categories will help readers understand the trends and differences in salary, tenure, and demographics in House employment.

The findings presented in this portion of the report are divided into three parts:

- Part 1: Salary Information
- Part 2: Tenure Information
- Part 3: Demographic Information

Finally, in some presentations, we compare the House data with data from previous surveys conducted by the Congressional Management Foundation and from the public and private sectors, and the general U.S. population.

Part 1: Salary Information

SALARY: GENERAL INFORMATION

Average Salary for All House Positions in 1996 Compared to 1994

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Average Salary 1996:	\$36,728	\$40,112	\$32,054
Average Salary 1994:	\$35,510	\$38,807	\$31,169
Change:	\$1,218	\$1,305	\$885
Percentage Change ¹⁵ :	3.43%	3.36%	2.84%
Average annualized rate of change:	1.70%	1.67%	1.41%

Over the past two years, the overall average House staff salary has increased by slightly less than 3.5%. In comparison to the House, the average Senate staff salary in 1995 was \$37,209. Washington-based Senate staff averaged \$39,414, and state-based staff earned an average of \$32,804.

Office Expenditures on Staff

	<u>Total</u> ¹⁶	<u>Full-Time</u>	<u>Part-Time</u>
First-Term	\$530,432	\$513,881	\$30,945
Veteran Offices	\$555,023	\$537,474	\$30,655
All Offices	\$549,300	\$531,966	\$30,966

The average expenditure for staff among House Members in 1996 was \$549,300. First-term members tend to spend less than the overall average and veteran members tend to spend more. Generally, all offices tend to spend the same amount on part-time staff, approximately \$31,000.

¹⁵ It may appear to be an anomaly that the percentage change for Total is greater than the percentage change for Washington or the District. This is statistically explained by the fact that a higher percentage of staff work in Washington and Washington staff have higher salaries.

¹⁶ Total does not equal Full-Time plus Part-Time because these numbers are averages.

Average House Salary for All Positions: The Historical Record

<u>Year</u>	<u>Avg. Salary</u>	<u>% Change Since Last Measured</u>
1996	\$36,728	3.4%
1994	\$35,510	6.4%
1992	\$33,388	13.0%
1990	\$29,542	13.1%
1987	\$26,118	8.2%
1985	\$24,132	6.0%
1984	\$22,761	-0.5%
1983	\$22,882	3.4%
1982	\$22,128	N/A

Between 1982 and 1996, the average pay of House personal office staffers rose by 66 percent. This translates into an average annualized increase of 4%.

Average Senate Salary for All Positions: The Historical Record

<u>Year</u>	<u>Avg. Salary</u>	<u>% Change Since Last Measured</u>
1995	\$37,209	1.0%
1993	\$36,844	11.3%
1991	\$33,094	17.3%
1988	\$28,203	N/A

Overall, the average salary of Senate personal office staffers increased by 32% between 1988 and 1995. This equivalent to a 4% average annualized increase in pay, the same figure as in the House.

Pay Comparison of House Personal Office Staff and Federal Workers¹⁷

(Table shows average pay and the "gap" or percent by which federal pay exceeds House pay)

<u>Year</u>	<u>DC-Based House</u>	<u>DC-Based Federal</u>	<u>Gap</u>
1996	\$40,112	\$53,539	33%
1994	\$38,807	\$49,243	27%
1992	\$36,618	\$44,758	22%

<u>Year</u>	<u>All House</u>	<u>All Federal</u>	<u>Gap</u>
1996	\$36,728	\$42,610	16%
1994	\$35,510	\$39,590	12%
1992	\$33,388	\$35,772	7%

House staff based in Washington earn significantly less than federal workers in the Washington area. Over the past two years, this pay disparity has widened by 6%. Likewise, the gap between all federal workers and all House staff (i.e. including district staff) has widened by 4%.

However, when comparing federal employees and House staff one should consider other factors such as age, experience, and educational attainment. In general, House staff tend to be younger and better educated than their counterparts in the federal government (see data on page 92).

House staff also tend to earn considerably less than their Washington-based counterparts in corporate public affairs offices, where the average salary of "Executive Head of the Office" is \$143,952, that of "Legislative Counsel/Lobbyist" is \$91,894, and that of "Legislative/Regulatory Analyst" is \$70,440.¹⁸

For full-time, year-round workers in the U.S. labor force, average earnings in 1995 were \$36,617.¹⁹

¹⁷ Comparative data is from Christine E. Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management. The data is published on March 31 each year.

¹⁸ Foundation for Public Affairs' "1995-1996 Washington Office Compensation Survey". Cited with permission.

¹⁹ Unpublished data, 1995 Population Survey, Income Statistics Branch, Census Bureau, U.S. Department of Commerce.

SALARY: CONGRESSIONAL CHARACTERISTICS

Average Salary for All Positions by Member Party Affiliation

<u>Political Party</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
Democratic	\$36,899	\$40,159	\$32,750
Republican	\$36,542	\$40,030	\$31,437

The average staff salary is nearly identical in Democratic and Republican offices.

Average Salary for All Positions by Member Tenure

<u>Member Term</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
1st term	\$35,282	\$39,129	\$29,943
2nd term	\$35,468	\$38,481	\$31,601
3rd term	\$34,643	\$38,467	\$29,717
4th to 6th term	\$37,838	\$41,597	\$33,085
7th to 9th term	\$38,536	\$41,760	\$33,399
10th term +	\$39,971	\$42,280	\$36,362

Generally, staff tend to receive higher average salaries as Member tenure increases. Members with longer tenure usually have staff with more experience in their jobs, offices, and Congress and, consequently, these staff members receive higher pay.

Average Salary for All Positions by Number of District Offices

<u># of District Offices</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
1-2	\$37,579	\$40,546	\$33,178
3-4	\$35,098	\$39,039	\$30,251
5-6	\$36,632	\$40,510	\$31,802
7 or more	\$35,420	\$40,222	\$28,217

Members with more district offices usually pay lower average salaries to their Washington and district-based staff. This is probably because operating more offices requires hiring more staff and devoting more scarce budget dollars to additional rent.

SALARY: AGE & EDUCATION

Average Salary for All Positions by Age

<u>Age Group</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
under 25	\$22,893	\$23,360	\$21,475
25-29	\$30,854	\$32,456	\$25,621
30-34	\$42,159	\$48,332	\$32,956
35-39	\$47,105	\$58,234	\$35,874
40-44	\$48,021	\$61,096	\$35,159
45-49	\$44,015	\$58,819	\$36,166
50-54	\$44,095	\$64,943	\$35,680
55-59	\$41,577	\$54,156	\$34,580
60-64	\$37,843	\$50,095	\$34,975
65+	\$35,832	\$54,138	\$32,504

Staff under 30 years of age have the lowest salaries while staff between 35 and 55 years of age have the highest salaries overall. Salaries do not continue to increase with age because many of the eldest staff members are not in the highest-paying positions. They tend to be staff in mid-level administrative positions with many years of experience. This same pattern held for House offices in 1994 and for Senate offices in 1995.

Average Salary for All Positions by Educational Attainment

	<u>Total</u>	<u>Washington</u>	<u>District</u>
High School or less	\$31,862	\$39,592	\$29,572
Some College	\$33,436	\$41,550	\$30,257
Bachelor's	\$34,979	\$36,727	\$32,011
Master's	\$48,294	\$51,334	\$40,082
Law	\$49,164	\$50,821	\$41,826
Doctorate	\$64,263	\$67,105	\$51,000

Salaries increase as the level of education increases; staff with advanced degrees earned substantially more than those with only a bachelor's degree. Staff holding master's degrees earn about \$12,000 more on average than those with only a bachelor's degree; staff with law degrees earn about \$12,700 more. The difference in salary between staff with bachelor's degrees and those with advanced degrees is more pronounced in Washington than in district offices.

Interestingly, Washington staff *without* bachelor's degrees earn higher average salaries than their counterparts who completed their bachelor's, but not an advanced degree. This is probably because staff without bachelor's degrees tend to be older and have more congressional experience for which they are compensated.

When analyzed by level of education, Senate salaries are generally very similar to House salaries for those without advanced degrees. However, Senate staff with law degrees earn 14% more than House staff with law degrees.

House salaries by educational degree compare favorably to national averages. Nationally, employees with bachelor's degrees earned \$36,898 in 1995; employees with master's degrees earned \$47,193; employees with professional degrees earned \$81,686, and employees with doctorate degrees earned \$69,098.²⁰

²⁰ Population Survey: March 1995, Income Statistics Branch, Census Bureau, U.S. Department of Commerce.

SALARY: GENDER

Average Salary for All Positions by Gender

<u>Gender</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
Female	\$34,329	\$37,862	\$30,595
Male	\$39,952	\$42,506	\$34,861

On average, female staff earn 86 cents for every dollar earned by male staff. Among Washington staff, the figure is 89 cents; among district staff, it is 88 cents.²¹

Gender Pay Gap: The Historical Record (Female pay as a proportion of male pay)

House Staff

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District/State</u>
1996	.86	.89	.88
1994	.84	.86	.87
1992	.82	.84	.84
1990	.81	.84	.83

Senate Staff

1995	.87	.91	.83
1993	.81	.84	.77
1991	.78	.82	.75

The gender pay gap in Congress continues to narrow. This trend towards greater pay equality has continued for each of the past 6 years in the House and Senate.

In the overall *U.S. labor force*, 1995 statistics show that women earn 76% of men's pay.²² In other words, the pay of female staff in Congress is far more equitable than the pay of female workers in the overall labor force.

²¹ It may appear to be an anomaly that the percentages among District and Washington staff are both higher than the overall percentage. This is statistically explained by the fact that a much higher percentage of female staffers than male staffers work in District offices (65% vs. 35%) where average salaries are lower than in Washington offices (\$30,595 vs. \$37,862).

²² Women in the Workforce: An Overview, Bureau of Labor Statistics, July 1995.

The 14% difference in average pay between male and female House staff is largely explained by the differences in the jobs they hold rather than the pay male and female staff receive in the same job. An analysis on page 96 shows that women are under-represented in the higher-paying Executive and Policy positions and over-represented in the lower-paying Clerical and Mid-level positions.

Difference in Pay Within Jobs by Gender

To determine if gender has a unique or independent impact on pay within jobs, we used multiple regression analysis to control for the effects of all of the other demographic variables that we measured (e.g., the variables of age, education, and time in position).

In none of the 14 positions²³ analyzed in this manner, did gender affect pay when controlling for other variables. In other words, female staff with comparable education, experience, and demographic characteristics did not earn significantly less or more than their male counterparts. This is the first time in the 8 years that CMF has been conducting regression analysis on salary data that gender did not have a significant influence in the pay of some congressional positions.

²³ There were not enough Washington Caseworkers, Federal Grants Assistants/Projects Coordinators, or Computer Operators in the offices responding to our survey to permit us to conduct valid regression analyses of these positions.

SALARY: RACE / ETHNICITY

Average Salary for All Positions by Race/Ethnicity

<u>Race/Ethnicity</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
Black	\$34,059	\$37,759	\$30,783
Hispanic	\$34,421	\$40,580	\$31,030
White	\$37,136	\$40,332	\$32,375
Other	\$34,440	\$36,820	\$30,442

Black House staff earn 92 cents for every dollar earned by white staff. For Hispanics and "other"²⁴ minority staff the figure is 93 cents. The differences are similar for Washington-based staff and district staff, with one exception: Hispanic staff based in Washington earn slightly more than white Washington staff.

National salary data for 1995 show that among year-round, full-time workers, blacks earned 74% of what whites earned and Hispanics earned 70%.²⁵ In other words, the pay of minority staff in Congress is far more equitable than the pay of minority workers in the overall labor force.

Race/Ethnicity Pay Gap: The Historical Record

(As a proportion of the pay for white staff)

House Staff

<u>Year</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other Minorities</u>
1996	.92	.93	.93
1994	.92	.86	.90
1992	.93	.77	.96

Senate Staff

1995	.79	.74	.99
1993	.83	.75	.85
1991	.83	.75	.95

²⁴ On the survey, we asked staff to be classified into the following races/ethnicities: White, Black, Hispanic, Asian, Pacific Islander, American Indian, and "Other." However, because the numbers of Asian, Pacific Islander, and American Indian staff in the House are small, we have combined all non-black, non-Hispanic minority staff into the catch-all group titled "all other" for the remainder of the tables in this section. We have done so to both protect the anonymity of individual staff members and for analytic clarity. On page 98 of this study, we report the overall percentage of each racial/ethnic group (*including Asians, Pacific Islanders, and American Indians*) among House personal office staff.

²⁵ Household Data: Annual Averages 1995, Bureau of Labor Statistics. "Hispanic" includes all other minorities.

Congressional staffers from minority groups have seen very little change in their pay relative to whites in recent years.

The differences in average pay between minority and white staff are largely due to differences in the jobs held by minority staff rather than the pay minority and white staff receive in the same job. A presentation on page 100 shows that minorities are under-represented in higher-paying Executive and Policy positions and over-represented in the lower-paying Clerical and Mid-level positions.

Difference in Pay Within Jobs by Race/Ethnicity

As with the salary differences between men and women, the disparities in salary among racial and ethnic groups by themselves do not indicate a pattern of dissimilar pay for similar work and qualifications. To determine if race/ethnicity has a unique or independent impact on pay within jobs, we used multiple regression analysis to control for the effects of all of the other demographic variables that we measured (e.g., the variables of age, education, and time in position).

In only one of 14 positions²⁶ analyzed in this manner in 1996 did we find that race/ethnicity uniquely affected pay. That is, for 13 of the 14 positions, non-white staff with comparable education, experience, and demographic characteristics did not earn significantly less or more than their white counterparts who performed the same job. The only exception was the District Appointments Secretary/Scheduler position, in which non-whites earned more than whites when controlling for the effects of other variables on pay.

²⁶ There were not enough Washington Caseworkers, Federal Grants Assistant/Projects Coordinators, or Computer Operators in the offices responding to our survey to permit us to conduct any valid regression analyses of these positions.

Part 2: Tenure Information

TENURE: AVERAGES

Years in Current Position

	<u>Total</u>	<u>Washington</u>	<u>District</u>
1996	3.0	2.5	3.8
1994	3.2	2.6	4.0
1992	3.7	3.0	4.6
1990	3.5	2.9	4.4

Years in Current Office

	<u>Total</u>	<u>Washington</u>	<u>District</u>
1996	3.6	3.1	4.1
1994	3.6	3.1	4.2
1992	4.1	3.6	4.9
1990		(data not available)	

Years in Congress

	<u>Total</u>	<u>Washington</u>	<u>District</u>
1996	5.1	5.2	5.1
1994	5.0	5.0	5.0
1992	5.3	5.1	5.6
1990	5.1	5.0	5.2

In House personal offices, the average tenure in current position has decreased since 1994 for staff in Washington and the district. Average time in position declined by 6% between 1994 and 1996 while time in current office remained roughly the same, and time in Congress increased slightly.

As in 1994, 1992, and 1990, turnover between positions and offices occurs at a higher rate among Washington staff than among district staff. However, Washington and district staff average the same amount of overall congressional experience -- about 5.1 years.

Tenure in office data provides information on the practice of promotion-from-within. The smaller the difference between tenure in position and tenure in office, the less likely that staff were promoted from within the office. The data show that most of time accumulated in an office -- 83% (3.0 ÷ 3.6) -- is accounted for by time in current position. In other words, promoting staff from one position to another within an office is a much less likely means of filling office openings than hiring staff from outside the office. The tendency to hire from outside the office was equally prominent in Senate personal offices in 1995. However, this pattern of hiring from outside the office was more pronounced in the House in 1994 and in 1992.

TENURE: DISTRIBUTIONS

Average tenure data masks the fact that a large number of House staff have little experience, while a small number of staff have substantial experience. The next three tables report the distribution of experience.

Tenure in Position

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1	14.2%	18.3%	8.7%
1 - 2	48.7%	53.5%	42.3%
2 - 5	22.4%	18.5%	27.7%
5 - 10	9.4%	6.2%	13.8%
10 =>	5.3%	3.5%	7.5%

Tenure in Office

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1	10.4%	12.6%	7.5%
1 - 2	45.1%	49.3%	39.3%
2 - 5	26.1%	23.6%	29.4%
5 - 10	11.7%	8.9%	15.4%
10 =>	6.7%	5.6%	8.4%

Tenure in Congress

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1	7.7%	8.3%	6.8%
1 - 2	34.8%	35.3%	34.1%
2 - 5	27.0%	26.8%	27.4%
5 - 10	16.2%	14.8%	18.0%
10 =>	14.3%	14.8%	13.7%

Prior congressional experience has increased substantially during the past two years. Ninety-two percent of House staff have worked in Congress for at least 1 year. This is far greater than the comparable figure of 78% in the 1994 study. The percentage of staff with 1 - 5 years in the same office went from 51.9% in 1994 to 71.2% in 1996, a 37% increase. The combination of these two changes indicates that staff in 1996 are moving less frequently between offices than in 1994 and remaining in Congress longer.

TENURE: POSITIONS

One explanation for the customarily high turnover rates in Congress is that large numbers of staff flow in and out of entry level positions such as Receptionist and Legislative Correspondent, while other positions experience lower turnover. Nevertheless, as the table on the next page illustrates, turnover is common in every position.

Analysis for Staff with less than 1 and 2 Years of Experience

Entry level positions have large proportions of staff with limited experience in their current position, a clear indication of extremely high turnover. Eighty-one percent of Receptionists and 76% of Legislative Correspondents have held their jobs for 1 year or less. Almost 90% of staff in these two positions have total experience in Congress of 2 years or less.

Senior staff positions also are experiencing substantial turnover, though to a smaller degree than junior positions. More than 30% of Legislative Directors and Press Secretaries have been on the job for 1 year or less. More than one-half of AAs, Legislative Directors, and Press Secretaries have held their job for less than 2 years.

Percent of Staff with less than 1 and 2 years of Experience

	Time in Position		Time in Congress	
	<= 1 yr.	<= 2 yrs.	<= 1 yr.	<= 2 yrs.
Washington Positions				
Receptionist	80.9%	96.5%	74.5%	90.1%
Legislative Correspondent	76.0%	97.1%	53.8%	89.4%
Systems/Mail Manager	44.5%	69.2%	30.3%	48.5%
Executive Asst./Scheduler	38.4%	70.5%	18.8%	43.0%
Legislative Assistant	37.1%	74.2%	13.1%	45.0%
Press Secretary	34.7%	66.7%	16.2%	42.6%
Legislative Director	32.9%	66.4%	3.1%	8.8%
Office Manager	31.7%	57.1%	16.9%	36.9%
AA/Chief of Staff	18.0%	52.1%	2.2%	12.8%
Computer Operator	16.7%	58.3%	16.7%	58.3%
Federal Grants Assistant/Projects Coordinator	13.3%	40.0%	6.3%	12.5%
Washington Caseworker	12.5%	37.5%	10.0%	20.0%

	Time in Position		Time in Congress	
	<= 1 yr.	<= 2 yrs.	<= 1 yr.	<= 2 yrs.
District Positions				
District Office Secretary/Clerk	39.7%	64.4%	36.1%	59.7%
District Aide/Field Representative	26.6%	54.5%	21.3%	47.0%
District Appointments Secretary/Scheduler	24.4%	53.5%	21.2%	44.7%
District Director	23.7%	48.1%	9.1%	24.0%
District Caseworker	20.4%	46.5%	16.8%	38.9%

TENURE: CONGRESSIONAL CHARACTERISTICS

Staff Tenure by Member Tenure

<u>Member Term</u>	<u>Position</u>	<u>Average Years in:</u>	
		<u>Office</u>	<u>Congress</u>
1st term	1.3	1.3	3.4
2nd term	2.1	2.3	4.0
3rd term	2.5	2.8	4.2
4th to 6th term	4.1	4.7	6.4
7th to 9th term	5.0	6.0	7.0
10th term +	5.3	6.9	8.1

As might be expected, average staff tenure in position, office, and Congress increases as Members' tenure increases. The newer the Member, the shorter the time staff could have spent in their position and office and the less congressional experience they will have acquired.

Staff Tenure by Organizational Structure

	<u>Average Years in Office</u>		
	<u>Total</u>	<u>Washington</u>	<u>District</u>
Centralized Structure: <i>Senior Staff Report to the AA</i>	3.3	2.9	3.8
Washington-District Parity Structure: <i>DC Staff Report to the AA;</i> <i>District Staff Report to DD</i>	3.8	3.3	4.4
Functional Structure: <i>Senior Staff Report to the Member</i>	3.9	3.5	4.4
Member as Manager Structure: <i>All Staff Report Directly to the Member</i>	3.7	2.8	5.0

Staff tenure is *lowest* in offices using the Centralized structure, which is the most common office structure in Congress (see page 58 for diagrams and frequency data). Staff tenure is highest in offices using the Functional structure, where there is more direct interaction between staff and the Member. Perhaps the Functional structure promotes a deeper commitment among staff to the Member and, therefore, staff are more likely to remain with the office. The Member as Manager structure is associated with the highest level of turnover in Washington offices.

TENURE: DEMOGRAPHICS

Tenure by Educational Attainment

<u>Highest Level Attained</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
High School or less	5.5	5.8	8.0
Some College	4.4	4.8	7.0
Bachelor's	2.7	3.2	4.5
Master's	2.9	3.7	5.7
Law Degree	2.2	2.7	4.5
Doctorate	6.6	8.3	10.1

A clear pattern emerges when tenure is broken out by educational attainment: staff without college degrees remain in their positions, offices, and Congress much longer than those with college degrees. Most staff members without bachelor's degrees are in clerical jobs; their low turnover rate likely reflects limited opportunity for advancement. The one major exception to this pattern is staffers with doctorate degrees, who have the highest tenure in all three categories.

Tenure by Gender

<u>Gender</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Female	3.4	4.0	5.7
Male	2.6	3.0	4.4

Women have substantially more experience than men in all three tenure categories. This pattern is related to age with male staffers being younger on average than their female counterparts in the House.

Tenure by Race/Ethnicity

<u>Race/Ethnicity</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Black	3.8	4.1	5.5
Hispanic	3.1	3.5	4.2
White	3.0	3.5	5.1
Other	2.2	2.6	3.9

Black staff have the highest average tenure in their current position, office and Congress. "Other" staff have the shortest average job, office, and congressional tenure.

Regression Analysis of Staff Tenure

In addition to presenting the relationships between various factors and staff tenure as we have just done, we wanted to investigate the *influence* that these factors have on turnover. To do so, we used multiple regression analysis. This technique allowed us to determine the unique influence of 16 variables on tenure in position and tenure in office by controlling for the effects of the other 15 variables. These variables fall into four categories:

1. Demographic (e.g., age, race/ethnicity, and gender)
2. Office Environment (e.g., Member term, organizational structure)
3. Office Incentives (e.g., competitive salaries, parental leave, and merit pay)

Regression results: We analyzed *tenure in position* and *tenure in office* separately. The variables that were statistically significant²⁷ predictors of an individual's tenure are as follows:

<u>Tenure in Position</u>	<u>Tenure in Office</u>
age	age
Member term	Member term
salary	salary ²⁸
office organization model	office organization model
education level	

Staffers with higher **ages**, those serving for **Members with more terms in Congress**, and those with higher **salaries**, tend to have more tenure in their current position and current office. Additionally, staffers in a “**Member as Manager**” **office structure** tend to have less tenure in their current position and current office. Staffers with more **education** tend to have less tenure in their current position.

²⁷ In order to be classified as a "statistically significant" predictor of tenure, a variable had to have a t-statistic that is significant at the .05 level against the two-sided null hypothesis.

²⁸ In these regressions, we used two salary variables: (1) each individual's annual salary (an **absolute** measure of reward), and (2) the differential between each individual's salary and the median salary for his/her position (a **relative** measure of reward). Higher levels of the relative salary variables were significantly correlated with longer tenure in both position and office, while the absolute salary variable was significantly correlated only with higher tenure in office. For simplicity, we will refer to both variables jointly as "salary" in the remainder of this section.

Age and Member Term: It intuitively makes sense that the older a staffer and the longer the staffer's Member has served, the longer the staffer is likely to have been in his job and office. If a 50-year-old Caseworker is working for a tenth-term Member, it is entirely possible that the Caseworker has tenure in this job and office of twenty years. If another Caseworker is working for a first-term Member or is 27 years old, this Caseworker's job and office tenure could not be very long. In addition, older staffers may simply be more professionally stable or less inclined to change jobs.

Salary: Salaries are generally thought of as financial incentives to accept and remain in one's job and office, rewards for performance, and measures of one's "worth" to the organization. Therefore, those with higher salaries would tend to feel more committed to and satisfied with their job and office, and remain in them longer. This seems to be the case in House offices.

"Member as Manager" office structure: The "Member as Manager" structure was the only organizational structure that had a statistically significant relationship with staff tenure in current position and current office; and the relationship was negative (i.e. staffers in these offices tend to have lower tenure). Interaction directly with the Member may promote staff tenure, but not when the Member is so busy meeting with every staff member that some staff feel neglected and frustrated. Considering all the congressional and constituent demands placed on Members, this organizational structure tends to be ineffective, as the data indicates.

Education: As staff members acquire more education their opportunities for advancement increase substantially. They can either advance with their present office or seek a better position elsewhere. Since the data indicates that House offices tend not to promote from within (see page 82), it is not surprising that higher levels of education are related to less tenure in current position. However, it is somewhat puzzling that education was only significant with tenure in current position and not tenure in current office as well.

Comparison with Senate offices²⁹: Just as in House offices, higher salaries, higher ages, and serving for Members with more terms in Congress were significantly associated with *lower* turnover between jobs and offices in Senate personal offices in our 1995 study.

²⁹ In the 1995 Senate study, we used the same t-statistic test as in this 1996 House study to determine which variables were significant predictors of tenure.

Limitations of Regression Analysis Information

Regression analysis indicates which factors statistically predict or explain a dependent variable (e.g., turnover). It should be noted, however, that our analysis does not include an exhaustive list of possible factors that may impact a particular dependent variable. Thus, there may be other factors that are not measured and tested for by this study that may also affect decisions related to turnover. For example, a perception that working in Congress has lost prestige may cause some staff to leave their jobs.

Additionally, the results from the regression analysis should not necessarily be viewed as recommendations of practices that will lead to reduced turnover. This information should be used as a guide in understanding general practices in the House and not as a recommended formula by which policies should be developed.

Part 3: Demographic Information

AGE & EDUCATION: GENERAL INFORMATION

Staff Location by Average Age

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Average Age	34.5	31.2	39.0

While the average age of House staff is about 34, the range extends from 19 to 76. Sixteen percent are 25 or younger, while 30% are 40 or older and 13% are over 50. Staff in district offices are almost 8 years older than staff in Washington offices.

The present age structure of House staff is virtually the same as it was in 1994. Also, the overall age structure of House staff in 1996 is approximately the same as that of staff in Senate offices where the average age in 1995 was 34. However, Senate state staff are an average of six years older than Senate Washington staff.

House staff are younger than the U.S. labor force, which in 1995 had a median age of 38.³⁰

House staff are considerably younger than federal civilian employees, whose average age is 45.³¹

Age by Member Tenure

	<u>Average Age in Years</u>
1st term	32.7
2nd term	32.9
3rd term	32.8
4th to 6th term	37.0
7th to 9th term	36.5
10th term +	37.0

There is a pronounced increase of about four years, in the average age of staffers in offices of Members who have been in Congress for more than three terms. This is due to the fact that Members with longer tenure in Congress tend to have older staff with more tenure.

³⁰ Current Population Survey: 1995, U.S. Bureau of Labor Statistics.

³¹ Christine E. Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1996.

Age by Member Party Affiliation

	<u>Average Age in Years</u>
Democratic	35.6
Republican	33.8

Democratic staff tend to be slightly older than Republican staff.

Staff Location by Educational Attainment

	<u>Total</u>	<u>Washington</u>	<u>District</u>
High School or less	5.2%	2.0%	9.7%
Some College	12.7%	6.1%	21.9%
Bachelor's Degree	66.6%	71.5%	59.6%
Master's Degree	9.2%	11.5%	6.0%
Law Degree	5.6%	7.9%	2.5%
Doctorate Degree	0.7%	1.0%	0.3%

House staff are well-educated with 82% having a minimum of a bachelor's degree and 15.5% holding advanced degrees. The educational attainment of House staff has increased since 1994, when 81.3% had at least a bachelor's degree and 14.4% had advanced degrees. The comparable figures for Senate staff in 1995 were 83% and 18%.

House staff have significantly greater educational attainment than federal civilian employees, 39% of whom have at least a bachelor's degree.³² In the general U.S. adult population, approximately 18% have at least a bachelor's degree.³³

³² Christine E. Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1996.

³³ Educational Attainment in the United States: March 1995, Census Bureau, U.S. Department of Commerce.

GENDER: GENERAL INFORMATION

In this section of the report we compare staff location, educational attainment, age, party affiliation, and type of position by gender.

Staff Location of Staff by Gender

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Female	56.3%	49.8%	65.3%
Male	43.7%	50.2%	34.7%

Women and men are employed in almost equal numbers in Washington offices, but among district staff there are almost twice as many women as men.

These figures are similar to those of Senate staff in 1995 and House staff in 1994. In the Senate overall, 56.4% of Senate staff were women in 1995 and 64.6% of Senate state office staff were women. In our 1994 survey of House staff, 57.7% of staff members were women. In House district offices in 1994, women comprised 65.6% of staff.

Forty-five percent of federal civilian employees are women.³⁴ As of 1995, women comprised 46% of the U.S. labor force.³⁵

³⁴ Christine E. Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1996.

³⁵ Household Data: Annual Averages 1995, Bureau of Labor Statistics.

GENDER: DEMOGRAPHICS

Age by Gender

	<u>Average Age in Years</u>
Female	36.1
Male	32.5

Women in House offices are, on average, 3.6 years older than men.

Gender and Location by Educational Attainment

	Total		Washington		District	
	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>
High School or less	7.7%	2.1%	3.2%	0.9%	12.5%	4.6%
Some College	17.3%	6.5%	9.2%	2.9%	26.1%	13.7%
Bachelor's	64.5%	69.4%	72.9%	70.3%	55.4%	67.5%
Master's	6.6%	12.6%	9.0%	14.1%	4.0%	9.8%
Law	3.7%	8.1%	5.3%	10.4%	2.0%	3.6%
Doctorate	0.2%	1.3%	0.4%	1.4%	0.0%	0.8%

A substantially larger proportion of men than women hold at least a bachelor's degree; however, this disparity is more pronounced among district staff than among Washington staff. Overall, 91% of male staff have at least a bachelor's degree, while for women the figure is 75%. Men are also more likely to hold advanced degrees than women (22% vs. 11%).

GENDER: CONGRESSIONAL CHARACTERISTICS

Member Party Affiliation by Gender

	<u>Total</u>	<u>Democrats</u>	<u>Republican</u>
Female	56.3%	58.4%	55.1%
Male	43.7%	41.6%	44.9%

The gender breakdown among Democrats and Republicans is very similar to the overall percentage of females and male in the House.

Type of Position by Gender

We report the percentage of women and men that staff each position in the "Individual Position Profiles and Analyses" section which starts on page 9. In the table below we have grouped positions that are at similar levels of responsibility in the organizational hierarchy of an office and disaggregated them by gender.

Type of Position					
	<u>Executive</u>	<u>Policy</u>	<u>Mid-Level</u>	<u>Clerical</u>	<u>Overall</u>
Female	38.4%	39.5%	70.3%	64.7%	56.3%
Male	61.6%	60.5%	29.7%	35.3%	43.7%

Males hold a disproportionate share of Executive and Policy positions in House personal offices. Females hold a disproportionate share of Mid-level and Clerical positions. (See below for position category definitions.)

Position Category Definitions

Leadership positions: Administrative Assistant, Legislative Director, Press Secretary, and District Director.

Policy positions: the four **Leadership** positions plus Legislative Assistant.

Mid-level positions: Executive Assistant/Scheduler, Office Manager, Systems/Mail Manager, Federal Grants Assistant/Projects Coordinator, Washington Caseworker, District Aide/Field Representative, District Appointments Secretary/Scheduler, and District Caseworker.

Clerical positions: Legislative Correspondent, Computer Operator, Washington Receptionist, and District Office Secretary/Clerk.

Type of Position: The Historical Record
(Percentage in each position type by Gender)

Females

	<u>Executive</u>	<u>Policy</u>	<u>Mid-Level</u>	<u>Clerical</u>	<u>Overall</u>
1996	38.4%	39.5%	70.3%	64.7%	56.3%
1994	39.1%	40.5%	71.6%	70.0%	57.7%
1992	41.7%	43.6%	72.1%	75.6%	60.5%

Males

1996	61.6%	60.5%	29.7%	35.3%	43.7%
1994	60.9%	59.5%	28.4%	30.0%	42.3%
1992	58.3%	56.4%	27.9%	24.4%	39.5%

Generally, the percentage of women in all position categories has declined in tandem with the overall decline in the percentage of women in the House. However, the over-representation of women in Clerical jobs has decline from 15% (75.6% - 60.5%) in 1992 to only 8% (64.7% - 56.3) in 1996. The decline of women in Executive positions is proportional to the decline in women overall.

In Senate personal offices in 1995, the data was similar to that of House offices: female staff held 36.9% of Executive positions, 43.1% of Policy positions, 64.8% of Mid-level positions, and 71.6% of Clerical positions.

Women tend to occupy a higher percentage of top positions in congressional offices than they do in other sectors of the U.S. economy. A study of federal executive agencies found that less than 20% of all Senior Executive Service/GS 16-18 positions are filled by women.³⁶ In a study of Fortune 2000 Industrial and Service companies, it was found that 5% of top management positions were occupied by women.³⁷

³⁶ Mike Causey, "Raising the Glass Ceiling," *Washington Post*, July 30, 1996.

³⁷ Frank Swoboda, "Glass Ceiling Firmly in Place, Panel Finds," *Washington Post*, March 16, 1995.

RACE / ETHNICITY: GENERAL INFORMATION

This section of the report compares race/ethnicity by staff location, age, educational attainment, gender, party affiliation, and type of position. Offices were surveyed as to staff membership in the following racial/ethnic groups: Black/African-American, White, Hispanic, Asian, Pacific Islander, American Indian, and "other."

The table immediately below shows the percentage of staff in each of these seven racial/ethnic groups. However, because the numbers of Asian, Pacific Islander, and American Indian staff in the House are small, we have combined all non-black, non-Hispanic minority staff into the category titled "Other" for the remainder of the tables in this section.

Staff Location by Race/Ethnicity

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Asian	1.4%	1.6%	1.2%
Black	6.8%	5.5%	8.5%
Hispanic	5.2%	3.1%	7.9%
Native American	0.3%	0.3%	0.3%
Pacific Islander	0.6%	0.5%	0.6%
White	85.6%	88.6%	81.4%
Other	0.1%	0.4%	0.1%

The racial composition of House offices is generally comparable to that of Senate offices in 1995, where 9.0% of personal office staff are black, 3.5% are Hispanic, 84.7% are white, and 2.9% are "other" minorities.

In the House in 1996, black and Hispanic staff are more likely to work in district offices, while white staff are more likely to work in Washington.

Minorities have lower employment rates in House and Senate offices than in the federal government.³⁸ As of 1996, Asian/Pacific Islander were 4.3% of federal workers, blacks were 16.9%, Hispanics were 6.0%, and Native Americans were 1.9%.

African-Americans comprise 10.6% of the U.S. labor force, Hispanics 8.9%.³⁹

³⁸ Christine E. Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1996.

³⁹ Household Data: Annual Averages 1995, Bureau of Labor Statistics. "Hispanic" includes all other minorities.

RACE / ETHNICITY: DEMOGRAPHICS

Age by Race/Ethnicity

	<u>Average Age in Years</u>
Black	36.6
Hispanic	32.7
White	34.5
Other	33.2

Fifty percent of blacks are under 35 as compared to 70% for Hispanics and roughly 60% for whites and "other."

Race/Ethnicity by Educational Attainment

	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Other</u>
High School or less	11.9%	10.9%	4.3%	5.9%
Some College	22.7%	23.2%	11.1%	11.8%
Bachelor's	51.7%	59.4%	68.4%	60.3%
Master's	5.1%	2.9%	9.9%	10.3%
Law	8.0%	3.6%	5.5%	10.3%
Doctorate	0.6%	0.0%	0.8%	1.4%

Educational attainment varies by race/ethnicity with college degrees being most common among whites and least common among Hispanics and blacks. All three advanced degrees are most prevalent among "other" minority staff.

Race/Ethnicity by Gender

	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Other</u>
Female	64.3%	66.9%	55.1%	54.4%
Male	35.7%	33.1%	44.9%	45.6%

Women, who comprise 56% of all House personal staff, constitute a majority of staff in every racial and ethnic group. However, among black and Hispanic staff, females outnumber males by a substantially greater percentage.

RACE / ETHNICITY: CONGRESSIONAL CHARACTERISTICS

Member Party Affiliation by Race/Ethnicity

	<u>Total</u>	<u>Democratic</u>	<u>Republican</u>
Black	6.8%	11.5%	3.5%
Hispanic	5.2%	8.2%	2.8%
White	85.6%	75.6%	92.6%
Other	2.4%	4.7%	1.1%

Relative to the overall racial/ethnic composition of House staff, Democratic offices tend to employ more minorities than Republican offices.

Type of Position by Race/Ethnicity

The "Individual Position Profiles and Analyses" section beginning on page 9 provides the percentage of each racial and ethnic group staffing each position. In the table below, we have grouped positions that are at similar levels of responsibility with respect to the organizational hierarchy of an office and disaggregated them by race/ethnicity. (See page 96 for position category definitions)

	Type of Position				
	<u>Executive</u>	<u>Policy</u>	<u>Mid-Level</u>	<u>Clerical</u>	<u>Overall</u>
Black	3.3%	4.0%	8.9%	8.3%	6.8%
Hispanic	3.9%	3.4%	6.9%	5.3%	5.2%
White	90.9%	90.4%	81.2%	84.0%	85.6%
Other	1.9%	2.2%	3.0%	2.4%	2.4%

In comparison to the overall racial and ethnic composition of House personal staff, whites hold a disproportionate share of Executive and Policy positions.

Type of Position: The Historical Record
(Percentage in each position type by Race/Ethnicity)

Blacks

	<u>Executive</u>	<u>Policy</u>	<u>Mid-Level</u>	<u>Clerical</u>	<u>Overall</u>
1996	3.3%	4.0%	8.9%	8.3%	6.8%
1994	5.5%	4.8%	10.3%	8.9%	7.9%
1992	4.8%	5.3%	13.2%	12.3%	9.9%

Hispanics

1996	3.9%	3.4%	6.9%	5.3%	5.2%
1994	4.3%	3.5%	6.2%	8.3%	5.4%
1992	1.3%	1.8%	4.7%	3.7%	3.6%

White

1996	90.9%	90.4%	81.2%	84.0%	85.6%
1994	88.4%	89.1%	81.1%	78.9%	83.8%
1992	92.1%	91.3%	80.3%	81.5%	84.5%

Other

1996	1.9%	2.2%	3.0%	2.4%	2.4%
1994	1.8%	2.6%	2.4%	4.0%	2.9%
1992	1.8%	1.6%	1.8%	2.5%	2.0%

The overall percentage of minorities in House staff has declined over the last six years. However, the percentage decline of blacks in Executive level positions is less than the overall percentage decline of blacks in House personal offices. Whites gained in overall percentages since 1992 but declined in percentage of Executive level positions.

Compared to the House, Senate personal offices tend to have fewer minorities in Executive and Policy jobs. Specifically, in Senate offices in 1995, blacks held 1.5% of Executive positions, 4.6% of Policy positions, 9.6% of Mid-level positions, and 21.6% of Clerical positions. Hispanics held 1.5% of Executive positions, 3.4% of Policy positions, 5.2% of Mid-level positions, and 4.5% of Clerical positions.

**COMPARISON OF
HOUSE AND SENATE STAFF
POSITIONS**

COMPARISON OF HOUSE AND SENATE STAFF POSITIONS

	Salary		% Senate Salary Exceeds House Salary	Tenure in Position		Tenure in Congress		Avg. Age	
	<u>House</u>	<u>Senate*</u>		<u>H</u>	<u>S</u>	<u>H</u>	<u>S</u>	<u>H</u>	<u>S</u>
Administrative Assistant	\$84,329	\$101,835	20.8%	4.0	4.1	10.2	10.3	40	43
District/State Director	\$54,484	\$65,392	20.0%	4.3	4.0	6.7	8.2	42	44
Legislative Director	\$52,207	\$80,138	53.5%	2.6	3.5	8.0	10.6	34	38
Press Secretary	\$41,610	\$55,602	33.6%	2.3	2.6	3.5	5.7	31	36
Projects Coordinator/Dir.	\$40,904	\$40,325	-1.4%	5.1	2.1	8.2	5.1	36	31
Washington Caseworker	\$37,682	\$33,688	-10.6%	6.2	8.1	12.2	14.1	41	42
Office Manager	\$37,422	\$51,148	36.7%	3.8	5.2	8.0	10.0	35	41
Legislative Assistant	\$31,885	\$43,496	36.4%	1.9	2.8	3.3	5.1	28	32
Field Representative	\$30,884	\$33,116	7.2%	3.5	4.5	4.3	5.5	38	37
District/State Caseworker	\$27,297	\$26,910	-1.4%	4.1	4.7	5.6	6.3	39	36
Computer Operator	\$24,951	\$26,524	6.3%	4.5	5.2	6.3	9.5	33	35
Legislative Correspondent	\$22,902	\$22,803	-0.4%	1.2	1.1	1.6	1.9	25	25
Receptionist	\$21,814	\$20,843	-4.5%	1.2	1.4	1.8	1.8	25	26

Senate offices typically staff the following positions separately,
while House offices typically combine each pair into one position.

Executive Assistant	\$36,673	\$50,870		3.0	6.3	6.6	10.9	33	42
Scheduler		\$36,430			3.5		5.9		33
Systems Manager/Administrator	\$28,884	\$36,419		2.9	3.8	5.7	9.3	31	35
Correspondence Director		\$30,898			4.3		7.5		33

* *These are the average Senate salaries from CMF's 1995 Senate employment study.
We have not adjusted these figures because Senate personal offices received no cost-of-living adjustment for 1996.*

House - Senate Comparisons

The following analyses compares House and Senate staff within positions by salary, tenure in position, tenure in Congress, age, and education. House and Senate offices have 13 positions that are directly comparable. There are four other positions that Senate offices tend to staff separately while House offices tend to combine the functions of these four jobs into two positions.

Salaries

For positions that average less than \$30,000, the difference between House and Senate salaries is quite small. Among higher paying positions, Senate staff receive substantially higher salaries than their House counterparts. For example, Senate AAs earn 21% more than House AAs, while Senate LDs, Press Secretaries, and LAs earn at least 33% more than their House counterparts.

Tenure in Position

For all but District/State Directors, Legislative Correspondents and Project Coordinators, Senate staff have higher average job tenure than their House counterparts.

Tenure in Congress

As was the case for tenure in position, Senate staff have more overall congressional experience than House staff in all directly comparable positions except Projects Coordinator and Receptionist.

Average Age

In many of the highest-paying Washington positions, Senate staff tend to be older than their House counterparts. The positions with the largest differences are Office Manager, Press Secretary, Legislative Director, and Legislative Assistant. House Project Coordinators, District Caseworkers, and Field Representatives tend to be older than their Senate counterparts.

Educational Attainment

Virtually no differences exist between House and Senate staff when comparing the proportion of staff who hold at least a bachelor's degree. Only among Computer Operators is there is substantial difference, in which 73% of House staff have bachelor's degree compared to only 32% of their Senate counterparts.

When the comparison is narrowed to those holding graduate degrees, Senate staff have substantially greater educational attainment in three of the 13 directly comparable positions: District Director, LD, and LA. These positions include two of the three highest paying jobs: District/State Director and Legislative Director. Among AAs, the highest-paying position, 7% more of Senate staff than House staff hold advanced degrees. The educational attainment comparison between House and Senate staff is not shown on the chart on page 104.

Conclusions and Hypotheses

Approximate parity exists between Senate and House staff for positions with an average salary of less than \$30,000, while for higher paying positions Senate staff earn up to 53% more than their House counterparts.

What accounts for this pattern? Our survey collects information that describes current employment practices in the House and Senate but does not explain conclusively the patterns that exist. Consequently, we have provided several hypotheses that are generally consistent with a portion of the data. None of these hypotheses, however, is consistent with all of the data.

Age and Experience. The conventional wisdom is that Senate staff are older and more experienced; in fact, this is generally true. Senate staff are older than House staff in most positions and, for virtually all of the positions, have more experience in their jobs and in Congress as a whole.

Hiring Strategies. Senate offices may use their hiring "advantages" over House offices (larger personnel budgets, greater budget flexibility, and higher maximum salary) to pay a significant premium over House offices for top-level staff, while electing to pay lower-level staff approximately the same as in the House.

Responsibility. Senate staff in certain positions have more responsibility than their House counterparts. Senate AAs and LDs, for example, supervise more staff and need to coordinate staff work on a broader range of issues.

Specialization. Specialists tend to be more highly compensated than generalists and Senate staff are more likely to be specialists. Senate LAs, for example, cover fewer issues than their House counterparts and may be expected to be more knowledgeable on a given issue.

Flexibility. Several lower-paying positions that are staffed separately in Senate offices are combined in House offices. Consequently, House staff may be valued for their ability to perform different tasks. If so, this would offset specialization among Senate staff and explain the approximate parity in salary among lower paying positions.

APPENDICES

APPENDIX A: STATE POPULATION CATEGORIES

For purposes of reporting data, we grouped states and U.S. territories into four categories using Census Bureau population estimates for July 1, 1995.⁴⁰ Our categories and the states and territories in each category are as follows:

1. **Up to 2 million people:** Alaska, American Samoa, Delaware, District of Columbia, Guam, Hawaii, Idaho, Maine, Montana, Nebraska, Nevada, New Hampshire, New Mexico, North Dakota, Rhode Island, South Dakota, Utah, Vermont, U.S. Virgin Islands, West Virginia, and Wyoming.
2. **2 to 5 million people:** Alabama, Arizona, Arkansas, Colorado, Connecticut, Iowa, Kansas, Kentucky, Louisiana, Maryland, Minnesota, Mississippi, Oklahoma, Oregon, Puerto Rico, and South Carolina.
3. **5 to 10 million people:** Georgia, Indiana, Massachusetts, Michigan, Missouri, New Jersey, North Carolina, Tennessee, Virginia, Washington, and Wisconsin.
4. **More than 10 million people:** California, Florida, Illinois, New York, Ohio, Pennsylvania, and Texas.

APPENDIX B: GEOGRAPHICAL REGIONS

<u>South</u>	<u>Border</u>	<u>New England</u>	<u>Mid-Atlantic</u>
Alabama	Kentucky	Connecticut	Delaware
Arkansas	Maryland	Maine	District of Columbia
Florida	Missouri	Massachusetts	New Jersey
Georgia	Oklahoma	New Hampshire	New York
Louisiana	West Virginia	Rhode Island	Pennsylvania
Mississippi		Vermont	
N. Carolina			
Puerto Rico			
S. Carolina			
Tennessee			
Texas			
Virginia			
U.S. Virgin Islands			
<u>Midwest</u>	<u>Plains</u>	<u>Rocky Mountain</u>	<u>Pacific Coast</u>
Illinois	Iowa	Arizona	Alaska
Indiana	Kansas	Colorado	American Samoa
Michigan	Minnesota	Idaho	California
Ohio	Nebraska	Montana	Guam
Wisconsin	N. Dakota	Nevada	Hawaii
	S. Dakota	New Mexico	Oregon
		Utah	Washington
		Wyoming	

⁴⁰ U.S. Dept. of Commerce, Census Bureau, Economics and Statistics Administration, CB92-276, December 30, 1995.

APPENDIX C

Regression Statistics

Here we report the R-squared and F statistics for each of the 14 House personal office positions on which we conducted regression analysis.

	<u>Adjusted</u> <u>R-squared</u>	<u>F</u>
Washington Positions		
Administrative Assistant/Chief of Staff	.26	7.15
Legislative Director	.32	8.35
Press Secretary	.47	14.30
Office Manager	.61	11.02
Executive Assistant/Scheduler	.57	20.07
Legislative Assistant	.47	41.02
Systems/Mail Manager	.75	20.07
Legislative Correspondent	.34	6.55
Receptionist	.44	12.10
District Positions		
District Director	.32	8.34
District Aide/Field Representative	.40	21.46
Appointments Secretary/Scheduler	.36	5.85
District Caseworker	.28	18.23
District Office Secretary/Clerk	.21	3.09

APPENDIX D

Cost of Living Differences: The ACCRA Cost of Living Index

A factor that offices may wish to consider in determining salaries is the cost of living in any given locale. About 60% of House staff live and work in the Washington, D.C. metropolitan area while the other 40% are scattered across the country. The cost of living can vary dramatically between Washington and district offices or even between different offices in the district. ACCRA (the National Association of Applied Community and Economic Development Researchers) produces the ACCRA Cost of Living Index quarterly to provide a reasonably accurate measure of living cost differences among approximately 300 urban areas. The Index measures relative price levels for goods and services in different areas at a given point in time. The Index does not measure inflation.

The ACCRA survey depends upon staff or volunteers from local chambers of commerce or similar organizations to report the necessary data. Unfortunately, a number of larger metropolitan areas do not participate in the survey; no comparable information is available for them. We have listed the composite cost of living index for approximately 300 metropolitan areas and cities. For more information, consult the ACCRA Cost of Living Index.

Using the Index

The average of all participating areas equals 100, and each area's index is read as a percentage of the average. Juneau, Alaska, for example, has a rating of 135.8, indicating that the cost of living in Juneau is 35.8 percent higher than average. ACCRA cautions that because its index is based upon a limited number of consumer goods and services, percentage differences between areas should not be treated as exact measures. Furthermore, small differences should not be construed as significant.

ACCRA Cost of Living Index
Fourth Quarter, 1994
(Copyright, ACCRA; reprinted with permission)

Average City, USA	100.0		
		Santa Rosa	122.4
Alabama		Visalia	110.1
Anniston	93.5		
Birmingham	99.1	Colorado	
Cullman County	91.6	Boulder	111.8
Decatur	92.8	Colorado Springs	96.8
Gadsden	95.3	Denver	104.5
Huntsville	95.1	Fort Collins	111.1
Mobile	92.6	Glenwood Springs	117.2
		Grand Junction	94.9
Alaska		Gunnison	102.9
Anchorage	126.5	Lakewood	113.9
Fairbanks	127.9	Longmont	108.3
Juneau	135.8	Loveland	97.1
Kodiak	157.0	Pueblo	91.4
Arizona		Connecticut	
Flagstaff	108.9	Hartford	123.7
Lake Havasu City	100.9		
Phoenix	101.2	Delaware	
Prescott	109.2	Dover	102.7
Scottsdale	102.5	Wilmington	110.3
Tucson	99.7		
Yuma	95.3	District of Columbia	
		Washington, DC	132.4
Arkansas			
Fort Smith	89.9	Florida	
Hot Springs	91.5	Boca Raton	110.3
Jonesboro	89.5	Fort Myers-Cape Coral	97.2
Little Rock	87.2	Fort Walton Beach	94.1
		Jacksonville	94.9
California		Miami	107.8
Bakersfield	107.6	Ocala	95.4
Fresno	107.7	Orlando	98.5
L.A.-Long Beach	123.9	Pensacola	94.8
Palm Springs	116.0	Sarasota	104.2
Riverside City	110.5	Tallahassee	100.8
San Diego	122.3	Tampa	94.9

Georgia

Albany	92.0
Americus	90.8
Atlanta	97.2
Augusta-Aiken	93.2
Bainbridge	91.0
Carrollton	93.5
Columbus	92.3
Douglas	92.4
Tifton	96.3
Valdosta	93.8
Warner Robins	94.8

Idaho

Boise	101.4
Pocatello	102.9
Twin Falls	97.7

Illinois

Bloomington-Normal	102.8
Champaign-Urbana	102.3
Danville	94.2
Decatur	90.4
Freeport	97.3
Peoria	97.0
Quad Cities	95.6
Quincy	99.8
Rockford	105.3

Indiana

Anderson	97.4
Bloomington	99.9
Evansville	94.9
Fort Wayne	94.0
Indianapolis	94.7
Lafayette	101.3
LaPorte-Michigan City	95.6
Muncie	98.9
South Bend	91.5
Terre Haute	98.1

Iowa

Ames	101.4
Cedar Rapids	100.8
Des Moines	96.9
Dubuque	106.5
Mason City	94.8

Kansas

Garden City	96.6
Hays	101.0
Lawrence	93.8
Manhattan	95.0
Wichita	94.8

Kentucky

Ashland	94.7
Bowling Green	95.3
Covington	91.5
Hopkinsville	94.0
Lexington	99.2
Louisville	91.5
Murray	90.9
Owensboro	94.1
Paducah	93.4
Pikeville	99.8

Louisiana

Alexandria	90.4
Baton Rouge	100.2
Lafayette	98.6
Lake Charles	96.3
Monroe	94.4
New Orleans	95.8

Maryland

Baltimore	103.1
Cumberland	101.0
Hagerstown	97.8
Worcester Co.	110.3

Massachusetts		Nevada	
Boston	137.7	Carson City	105.1
Michigan		Elko	104.0
Holland	102.1	Las Vegas	109.0
Lansing	104.2	Reno-Sparks	111.9
Minnesota		New Hampshire	
Minneapolis	101.5	Manchester	111.6
Rochester	99.5	New Mexico	
St. Cloud	96.6	Albuquerque	103.4
Mississippi		Carlsbad	93.5
Hattiesburg	92.0	Clovis-Portales	92.6
Jackson	95.2	Farmington	98.7
Laurel/Jones County	89.9	Hobbs	92.1
Missouri		Las Cruces	97.7
Columbia	94.3	Los Alamos	122.0
Joplin	88.9	Roswell	90.7
Kansas City	95.0	Santa Fe	121.7
Kennett	85.2	New York	
Kirksville	97.4	Albany	107.1
Lee's Summit	97.8	Binghamton/Broome Co.	97.1
Nevada	92.0	Cortland	109.4
Poplar Bluff	89.0	Glens Falls	107.0
St. Charles	101.9	Jamestown	101.3
St. Joseph	96.5	New York City (Mhntn.)	228.3
St. Louis	97.8	Syracuse	104.6
Springfield	91.7	Utica-Rome	105.8
Montana		North Carolina	
Billings	103.4	Albemarle	89.8
Bozeman	107.3	Burlington	94.0
Great Falls	100.0	Charlotte	98.7
Helena	109.2	Dare County	102.1
Missoula	104.0	Fayetteville	93.5
Nebraska		Greenville	96.7
Grand Island	97.2	Hickory	96.5
Hastings	91.9	Marion/McDowell Co.	89.9
Kearney	96.7	Raleigh-Durham	98.0
Lincoln	90.5	Statesville	97.6
Omaha	92.1	Winston-Salem	97.5

North Dakota		Harrisburg	104.9
Bismarck-Mandan	102.1	Lancaster	104.3
Fargo-Moorhead	102.8	Philadelphia	127.8
Grand Forks	95.5	Wilkes-Barre	97.7
Minot	94.5	Williamsport	100.6
		York County	99.9
Ohio		South Carolina	
Akron	94.5	Charleston	98.1
Canton/Stark County	104.6	Columbia	92.7
Cincinnati	101.0	Florence	92.7
Cleveland	104.3	Greenville	97.3
Columbus	104.3	Hilton Head Island	112.7
Dayton-Springfield	99.1	Myrtle Beach	97.8
Findlay	97.0	Spartanburg	96.2
Mansfield	97.5	Sumter	91.6
Marietta	99.0		
Mt. Vernon/Knox Co.	96.2	South Dakota	
Newark/Licking County	97.7	Rapid City	97.4
Toledo	98.8	Sioux Falls	96.6
Youngstown-Warren	93.5	Vermillion	94.8
Oklahoma		Tennessee	
Ardmore	90.4	Chattanooga	94.5
Bartlesville	91.6	Cleveland	92.5
Muskogee	89.1	Dyersburg	92.0
Oklahoma City	92.9	Jackson/Madison County	92.0
Pryor Creek	89.9	Johnson City	91.8
Stillwater	96.7	Kingsport	94.5
Tulsa	91.0	Memphis	96.1
		Morristown	94.6
Oregon		Murfreesboro-Smyrna	94.6
Eugene	111.8	Nashville-Franklin	90.7
Klamath Falls	98.1		
Lincoln County	107.1	Texas	
Medford	102.8	Abilene	92.5
Portland	109.7	Amarillo	91.1
Salem	103.2	Austin	95.5
		Beaumont	93.2
Pennsylvania		Bryan-College Station	89.9
Allentown-Bethlehem	104.6	Corpus Christi	94.0
Altoona	101.8	Dallas	101.9
Erie	107.6	El Paso	94.2
Hanover	101.1		

Ft. Worth	93.7	Yakima	104.1
Georgetown	96.6		
Harlington	88.7	West Virginia	
Houston	97.0	Charleston	98.0
Killeen	94.0	Huntington	99.9
Longview	90.7	Martinsburg/Berkeley Co.	91.8
Lubbock	92.3		
McAllen	92.6	Wisconsin	
Midland	94.4	Appleton	98.5
Odessa	95.9	Eau Claire	103.4
San Antonio	94.9	Fond du Lac	101.2
San Marcos	98.4	Green Bay	96.9
Texarkana	92.1	Janesville	103.9
Tyler	100.2	Marinette	98.4
Victoria	92.5	Marshfield	101.0
Waco	92.3	Sheboygan	98.7
Weatherford	90.2	Wausau	103.4
Wichita Falls	92.9		
		Wyoming	
Utah		Casper	104.0
Cedar City	92.7	Cheyenne	96.6
Logan	101.8	Gillette	98.9
Provo-Orem	96.8	Laramie	98.7
St. George	102.2		
Salt Lake City	108.0		
Vermont			
Barre/Montpelier	108.1		
Burlington	113.2		
Virginia			
Bristol	87.4		
Danville	96.0		
Lynchburg	91.6		
Prince William	112.8		
Richmond	100.9		
Roanoke	91.3		
Washington			
Bellingham	104.2		
Pullman	105.9		
Richland	108.1		
Tacoma	104.0		

CONGRESSIONAL MANAGEMENT FOUNDATION

513 CAPITOL COURT, N.E. • SUITE 100 • WASHINGTON, D.C. 20002 • (202) 546-0100 • FAX (202) 547-0936



PUBLICATIONS LIST



SETTING COURSE: A CONGRESSIONAL MANAGEMENT GUIDE (1996; 416 PGS)

◆ Now in its sixth edition, *Setting Course* is a comprehensive guide to setting up and managing a congressional office written for newly elected Members of Congress and key aides. Veteran offices also draw heavily upon the management advice it offers. This book is revised for every new Congress.

FRONTLINE MANAGEMENT: A GUIDE FOR CONGRESSIONAL DISTRICTS/STATE OFFICES (1989; 225 PGS)

◆ This book discusses the various functions of district/state offices -- casework, projects, and grantsmanship, scheduling, planning events -- and provides congressional offices guidance for improving these functions in their offices. *Frontline Management* also provides general advice on managing district/state offices.

SENATE STAFF EMPLOYMENT: 1995 SALARIES, TENURE, DEMOGRAPHICS AND BENEFITS (1995; 166 PGS)

◆ This report studies Senate personal office staff and the factors that influence their pay. The study provides aggregate data on the salary, age, education, work experience, race/ethnicity, and gender of Senate staff. Twenty-five staff positions are individually analyzed.

1996 HOUSE STAFF EMPLOYMENT: SALARY, TENURE, DEMOGRAPHICS, AND BENEFITS (1996; 120 PGS)

◆ Similar to the Senate study, this report studies House personal staff and the factors that influence their pay.

WORKING IN CONGRESS: THE STAFF PERSPECTIVE (1995; 70 PGS)

◆ Based on the first-ever employee opinion survey of congressional staff, this report details what staff find rewarding and frustrating about their work and concludes with staff-supported recommendations for improving the internal operations of Congress. Quotes from focus groups and interviews with staff are included in the text.

CONGRESSIONAL INTERN HANDBOOK (1996; 128 PGS)

◆ This nuts-and-bolts guide to working in a congressional office is used by hundreds of offices to orient each new wave of interns. It presents the do's and don'ts, where's and why's of Capitol Hill in a succinct, yet comprehensive and enjoyable style. The new 1996 edition of this book reflects the many operational changes in the 104th Congress as well as new information offices and interns have requested.

POLITICIANS AND THEIR SPOUSES' CAREERS (1985; 103 PGS)

◆ Written for Members with working spouses, this manual explores the potential problems that can result from the public attention focused on elected officials. By consulting congressional families, the book addresses realistic problems and solutions.