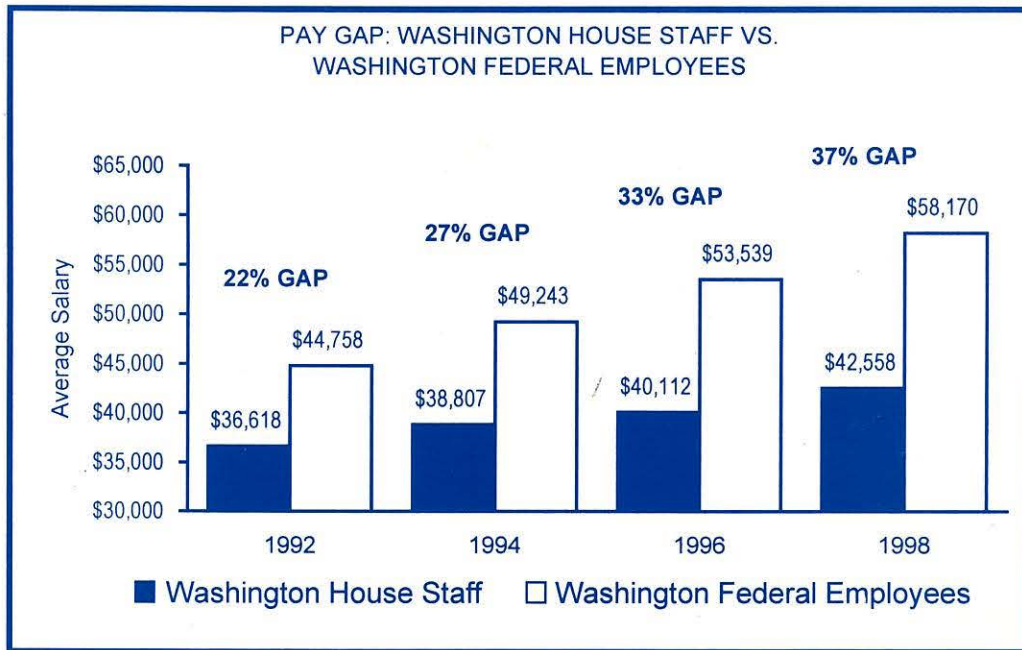


# 1998 HOUSE STAFF EMPLOYMENT STUDY



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**A Congressional Management Foundation Guidebook**

## ACKNOWLEDGMENTS

This report would not have been possible without the contributions of many people. The CMF would first like to thank the 182 House offices that took the time to complete the extensive questionnaire on which this report is based. This high response rate is due, in part, to the efforts of the House Administrative Assistants Association (HAAA). In particular, HAAA President Doug Ritter and HAAA Vice President John McCamman were very helpful in encouraging their colleagues to complete the survey.

In addition, CMF is deeply grateful to the sponsors of this report:

**Pfizer**  
**Shell Oil Company**  
**Texaco**

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 make sure the report was provided to the Members-elect days after the elections to assist them in the critical task of setting up their offices and hiring their staff.

This 1998 House report represents the fifth House report CMF has produced following the format first developed in 1990 but improved upon in each succeeding year. Consequently, while this report and data analysis was produced through hard work and diligence by author Brad Keare, the content, design and analysis reflected in this report borrows heavily from the previous House reports CMF published. Consequently, we must give credit and thanks to the previous authors -- Rick Shapiro, David Twenhafel, Craig Schultz, and Tom Klouda -- who worked conscientiously over the past eight years to refine and improve this valuable management tool for House offices.

This year's report was strengthened by the fine editing of Dina Moss and the valuable comments provided by our readers: former CMF Research Director Craig Schultz, Executive Director Rick Shapiro, Deputy Director Betsy Hawkings, and CMF Analyst Bill Horvath. We are also very grateful to CMF intern Sheree Beverly who played a valuable role in finalizing the report and getting it ready for printing as well as interns Angela Serio, Kristina Peterson and Corey Chandler who assisted in the research for the report.

Finally, I would like to thank author Brad Keare for his professionalism and his overriding commitment to doing the job right. This report needs a meticulous author and a strong analyst and Brad fit the job description well. He brought valuable innovation to the content, analysis and design of the report and carefully managed the work. His excellent work -- evident throughout the pages of this report -- will also contribute significantly to the quality and value of the year 2000 House Staff Employment Study and its successors.

Rick Shapiro  
Executive Director

# 1998 HOUSE STAFF EMPLOYMENT STUDY

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# TABLE OF CONTENTS

## INTRODUCTION

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

## INDIVIDUAL POSITION PROFILES AND ANALYSES

|   |    |
|---|----|
| Methodology .....                             | 8  |
| Summary Tables.....                           | 12 |
| Washington Positions                          |    |
| Administrative Assistant/Chief of Staff ..... | 14 |
| Executive Assistant/Scheduler .....           | 16 |
| Legislative Assistant .....                   | 18 |
| Legislative Correspondent .....               | 20 |
| Legislative Director.....                     | 22 |
| Office Manager .....                          | 24 |
| Press Secretary .....                         | 26 |
| Staff Assistant .....                         | 28 |
| Systems Administrator .....                   | 30 |
| District Positions                            |    |
| District Aide/Field Representative .....      | 32 |
| District Caseworker.....                      | 34 |
| District Director .....                       | 36 |
| District Grants/Project Coordinator .....     | 38 |
| District Scheduler.....                       | 40 |
| District Staff Assistant .....                | 42 |
| Conclusions: Influences on Pay.....           | 44 |

## OFFICE DATA

|                         |    |
|-------------------------|----|
| Profile .....           | 48 |
| Benefits Policies ..... | 53 |

## AGGREGATE DATA

|                                     |    |
|-------------------------------------|----|
| Methodology .....                   | 62 |
| Salary Data                         |    |
| General Information.....            | 64 |
| Congressional Characteristics ..... | 67 |
| Age and Education .....             | 68 |
| Gender.....                         | 70 |
| Race and Ethnicity .....            | 72 |
| Tenure Data                         |    |
| Averages.....                       | 76 |
| Distributions.....                  | 78 |
| Positions .....                     | 79 |
| Congressional Characteristics ..... | 81 |
| Demographic Data                    |    |
| Age and Education .....             | 84 |
| Gender.....                         | 86 |
| Race and Ethnicity .....            | 90 |

|  |    |
|--|----|
| COMPARISON OF HOUSE AND SENATE STAFF ..... | 94 |
|--|----|

## APPENDICES

|                                  |     |
|----------------------------------|-----|
| State Population Categories..... | 100 |
| Geographic Regions .....         | 100 |
| Regression Statistics.....       | 101 |
| ACCRA Cost of Living Index ..... | 102 |



## PURPOSE OF THE REPORT

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

For this negotiation process to work efficiently, economic theory contends that both employers (buyers of labor) 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 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 the resulting potential for lowered morale, increased staff turnover, and acrimony.

The Congressional Management Foundation produces its House and Senate Staff Employment reports for Members and staff in an effort to help promote a fair and efficient labor market in Congress.

### **A Word of Caution**

This report goes a long way towards 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. During the actual negotiation process, a range of other subjective factors should be considered: loyalty, previous performance, political savvy, and regional variations in the cost of living.<sup>1</sup> This report should be used as one of several tools to help offices and staff better understand the House labor market.

---

<sup>1</sup> Cost of living data is presented in Appendix D on page 102.

## SUMMARY OF KEY FINDINGS

### 1998 HOUSE STAFF SALARIES

- The average 1998 salary across all positions for House personal office staff was **\$39,132**, a 6.55% increase since 1996 or an **annualized 3.22% increase**. The annualized increase in House salaries was 1.7% in 1996 and 3.2% in 1994. (See page 64)
- The pay gap between House staff and federal government employees continued to grow in 1998. The average 1998 House staff salary of \$39,132 is 18% less than the average federal employee salary of \$46,056. House staff earned 12% less than federal workers in 1994 and 16% less in 1996. (See page 66)
- Among **Washington-based staff**, the pay gap between House staff and federal employees becomes even larger. In 1994, Washington-based federal employees earned 27% more than Washington-based House staff, 33% more in 1996, and **37% more in 1998**. (See page 66)
- The size of House personal offices continued to decline this year. Average staff per House office was 15.5 in 1992, 15.0 in 1994, 14.8 in 1996, and declined to 14.4 in 1998. (See page 49)
- Among higher-paying positions, Senate staff earn substantially more than their House counterparts. Senate Administrative Assistants (AAs) earn 23% more than House AAs, while Senate Legislative Directors (LDs), Press Secretaries, and Legislative Assistants (LAs) all earn at least 36% more than their House counterparts. (See pages 96-97)

### GENDER

- The difference in the average pay of female staff as compared to male staff has increased in the past two years, reversing a six-year trend. In 1990, female House staff earned 81% as much as male House staff, 84% as much in 1994, and 86% in 1996. In 1998, however, female House staff earned 83% as much as male House staff. (See pages 70-71)
- Female House staff still earn proportionately more than female workers nationwide. In 1998, female workers earned only 67% of the pay of male workers in the U.S. labor force as compared to 83% in the House. (See page 71)
- The percentage of women staffing the four top-paying positions in House personal offices (AA, LD, Press Secretary, and District Director) has remained constant since 1996 at 38%. Women comprise 56.5% of House staff, a larger proportion than their 45% share of the U.S. labor force. (See page 88)



## 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 87% of the pay of white House staff, and Hispanic staff earn 88% of white staff pay. Nationally, black employees earn 74% and Hispanics 70% of the pay of white employees. Since 1996, however, the pay of minority staff as compared to white staff has declined. (See pages 72-73)
- 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 14.9% of House staff, but they hold only 7.6% of the four top-paying positions in House personal offices. (See pages 93-94)

## STAFF TENURE

- On average, House staff in 1998 have 2.7 years of experience working their current position, 3.3 years experience in their current office, and 4.9 overall years experience working in Congress. (See page 76)
- Since 1992, the average tenure for staff in their current position has **declined 27%**. This steady and significant decline in staff tenure is likely due to the large number of freshmen Members elected in 1992, 1994 and 1996. (See page 76-77)
- While time in position has declined markedly, staff tenure in Congress has only declined marginally. This suggests that House staff are changing jobs more frequently but not leaving the Hill in significantly greater numbers. (See page 76)
- Turnover is common in every position. For example, 47% of AAs, 62% of LDs, and 78% of LAs have been in their present jobs two years or less. (See pages 78-80)
- In 1998, 29% of House staff have less than one year of experience working in Congress. This is a sharp increase from the 1996 figure of 8%. (See page 78)

## MISCELLANEOUS

- Over the past two years, House offices have become more frugal with vacation time and paid parental leave. The percentage of offices that provide only a minimum of 1-10 vacation days per year has risen from 29% in 1996 to 52% in 1998. In addition, in 1996, 92% of the offices provided some paid parental leave compared to only 65.5% this year. (See pages 56 and 59)
- Washington-based House staff tend to be young and well-educated. The average age is 34.2, and only 7% of staff do not have at least a bachelor's degree: 73% hold a bachelor's degree and 20% have a master's, law or doctorate degree. (See pages 84-85)

## ANALYSIS OF SAMPLE

### Sample Size

A questionnaire was sent to the personal offices of all 435 Representatives and to the five Delegates from U.S. territories.<sup>2</sup> CMF received responses from offices representing 182 Representatives and Delegates (41% of those surveyed). These responses provided CMF with salary, tenure, and demographic data for 2,589 full-time House personal office staff members.

### Analysis of Responses by Member's Political Party

| <u>Political Party</u> | <u>Response %</u> | <u>Actual %</u> |
|------------------------|-------------------|-----------------|
| Democratic             | 47.2%             | 47.9%           |
| Republican             | 52.2%             | 51.9%           |
| Independent            | 0.6%              | 0.2%            |

### Analysis of Responses by Member's Tenure

| <u>Member Term</u> | <u>Response %</u> | <u>Actual %</u> |
|--------------------|-------------------|-----------------|
| 1st term           | 22.8%             | 16.1%           |
| 2nd term           | 16.7%             | 16.8%           |
| 3rd term           | 22.2%             | 20.9%           |
| 4th to 6th terms   | 16.7%             | 18.2%           |
| 7th term or more   | 21.7%             | 28.0%           |

### Analysis of Responses by State Population<sup>3</sup>

| <u>State Population</u> | <u>Response %</u> | <u>Actual %</u> |
|-------------------------|-------------------|-----------------|
| <= 2 million            | 6.7%              | 7.3%            |
| 2 - 5 million           | 22.2%             | 19.3%           |
| 5 - 10 million          | 27.2%             | 28.8%           |
| > 10 million            | 43.9%             | 44.5%           |

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

<sup>3</sup> Appendix A on page 100 lists the states and territories in each population category.

### **Analysis of Responses by Geographical Region<sup>4</sup>**

| <u>Region</u>  | <u>Response %</u> | <u>Actual %</u> |
|----------------|-------------------|-----------------|
| New England    | 3.9%              | 5.2%            |
| Mid-Atlantic   | 12.2%             | 15.2%           |
| South          | 26.7%             | 28.9%           |
| Midwest        | 17.2%             | 16.8%           |
| Border         | 8.9%              | 7.3%            |
| Plains         | 6.1%              | 5.0%            |
| Rocky Mountain | 8.3%              | 5.5%            |
| Pacific Coast  | 16.7%             | 16.1%           |

### **Analysis of Responses by Member's Race/Ethnicity**

|          | <u>Response %</u> | <u>Actual %</u> |
|----------|-------------------|-----------------|
| Black    | 2.3%              | 8.9%            |
| Hispanic | 4.5%              | 4.5%            |
| White    | 92.0%             | 85%             |
| Other    | 1.1%              | 1.6%            |

### **Analysis of Responses by Member's Gender**

|        | <u>Response %</u> | <u>Actual %</u> |
|--------|-------------------|-----------------|
| Female | 10.2%             | 11.6%           |
| Male   | 89.8%             | 88.4%           |

Historically, this report's Analysis of Sample has resulted in a small over-representation of first-term Members by approximately 5%, while "7<sup>th</sup> term or more" Members have been under-represented by approximately 5%. This trend continued in this year's study. The consistency of the over- and under-representation in these categories enables us to make reliable comparisons to past data. It should also be noted that the response rate of Black Members in our sample is significantly under-represented from the overall House percentage, which may have led to an undercounting of Black staff. Except for these two factors, however, the overall sample closely reflects the actual composition of the House in each of the above dimensions. This closeness strongly supports the conclusion that the data in this report are valid.

---

<sup>4</sup> Appendix B on page 100 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 detailed analyses of 15 House personal office positions. These analyses address three primary objectives:

- 1) Determining the average 1998 salaries, changes in salary since 1996, and the salary distribution of staff for each position.
- 2) Detailing the demographic make-up, FLSA status, and congressional experience of staff for each position.
- 3) Determining the independent variables that affect the salary for each position.

The first two objectives were accomplished through simple calculations and graphs. Regression analysis was performed to fulfill the third objective.

## Presentation of Salary Data

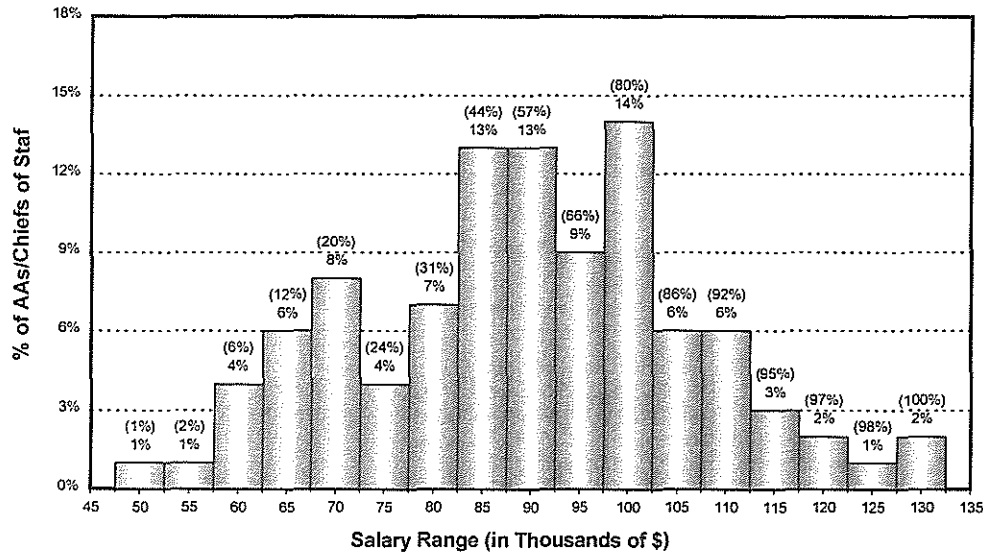
For each position we present the average salary and salary range for 1998, as well as the percent change in salary since 1996. Additionally, to help readers understand the distribution of salaries for each position, we use both graphs and percentile analysis.

## Graphs

First, for each position, we use a graph to show the percentage of staff whose salaries fall within a given salary range. For example, assume we surveyed 100 Administrative Assistants/Chiefs of Staff, nine of whom listed earnings between \$92,501 and \$97,500. We would indicate this relationship with a shaded bar whose midpoint is \$95,000 (the midpoint of this salary range), and whose height is set at 9% (the percent of total AAs whose salaries fall within this range). To generate the entire salary distribution for each position, we simply created a shaded bar for each salary range.

All graphs are presented in the following format:

## Salary Distribution



The number *immediately above* each bar shows not only the height of that bar but also the percent of staff whose salary falls within the specific range: 9% of all AAs earn within the \$95,000 salary range (\$92,501 to \$97,500). The numbers *in parenthesis* show the cumulative percent of staff earning within or *below* a given salary range: 80% of staff earn 102,500 or less. One can further calculate that 49% of all AAs earn between \$82,500 and \$102,500 (13% + 13% + 9% + 14%).

### Percentiles

We also examine the distribution of salaries using a percentile analysis. A percentile is a value that results from dividing a data set into 100 equal groups. Percentiles can then be used to identify the percentage of that data set that falls above or below a certain value. For example, a value at the 80<sup>th</sup> percentile is greater than 80% and less than 20% of all the values in the data set. Percentiles can also be used to analyze a range of values within a data set. For example, the values between the 30<sup>th</sup> and 70<sup>th</sup> percentiles represent the middle 40% of all the values in the data set.

For our purposes, use of percentiles accomplishes two objectives: 1) to compare an individual's salary to the salaries of other individuals who hold the same job, and 2) to provide greater insight into the distribution of salaries. The following sample is the percentile table for Administrative Assistants/Chiefs of Staff:

## SALARY PERCENTILES

|                  |
|------------------|
| 80% -- \$102,000 |
| 60% -- \$93,500  |
| 50% -- \$89,500  |
| 40% -- \$85,000  |
| 20% -- \$72,500  |

The table indicates that an Administrative Assistant/Chief of Staff who earns \$93,500 (at the 60<sup>th</sup> percentile level) receives a higher salary than 60% of all other AAs. The table also indicates that 60% of all Administrative Assistants/Chiefs of Staff (20<sup>th</sup> to 80<sup>th</sup> percentiles) earn between \$72,500 and \$102,000.

### Regression Analysis of Salary

Determining the independent variables that affected the salary for a specific position 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 each variable had on salary by controlling for the effects of the other eight variables. The nine variables we analyzed were:

1. Age
2. Gender
3. Race/Ethnicity
4. Educational Attainment<sup>5</sup>
5. Level of Responsibility<sup>6</sup>
6. Years in Current Position
7. Prior Years in Current Office (years of experience in current office before attaining current position)

---

<sup>5</sup> On the survey we asked offices to indicate the educational attainment, or highest degree earned, for 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                    | 19                        |
| Doctorate Degree              | 21                        |

<sup>6</sup> This variable measures whether a staffer has more, fewer, or about the same job responsibilities for each position we describe in the survey. Our definition of average responsibilities is included in each position analysis.

8. Years of Prior Congressional Experience (congressional experience prior to current position)
9. Prior Years Experience in Current Position (years of experience in current position with another Member)

For each of the positions analyzed, we indicate which variables are related to salary in a "statistically significant" way.<sup>7</sup> For significant variables, we also indicate whether more units (e.g., years) of the variable are associated with higher or lower pay.

### **Limitations of Regression Analysis**

Regression analysis helps determine the specific factors that 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 affect salary. Thus, there are factors not measured by this study that may also affect salary decisions such as staff performance.

Further, the results from the regression analysis are not meant to prescribe practices to 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 provide an understanding of general pay practices in House personal offices, and not be viewed as a recommendation for specific policies or actions.

---

<sup>7</sup> 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<br>Salary<br><u>1998</u> | Average<br>Salary<br><u>1996</u> | Percent<br>Change,<br><u>1996-98</u> |
|---|----------------------------------|----------------------------------|--------------------------------------|
| <b><u>Washington Positions</u></b>      |                                  |                                  |                                      |
| Administrative Assistant/Chief of Staff | \$88,936                         | \$84,329                         | 5.5%                                 |
| Legislative Director                    | \$55,453                         | \$52,207                         | 6.2%                                 |
| Press Secretary                         | \$42,578                         | \$41,610                         | 2.3%                                 |
| Office Manager                          | \$39,691                         | \$37,422                         | 6.0%                                 |
| Executive Assistant/Scheduler           | \$36,737                         | \$36,673                         | 0.2%                                 |
| Legislative Assistant                   | \$34,275                         | \$31,885                         | 7.5%                                 |
| Systems Administrator                   | \$28,901                         | \$28,884                         | 0.0%                                 |
| Legislative Correspondent               | \$24,048                         | \$22,902                         | 5.0%                                 |
| Staff Assistant                         | \$21,762                         | \$21,814                         | -0.2%                                |
| <br>Washington Staff Averages           | <br>\$42,558                     | <br>\$40,112                     | <br>6.1%                             |
| <b><u>District Positions</u></b>        |                                  |                                  |                                      |
| District Director                       | \$58,265                         | \$54,484                         | 6.9%                                 |
| District Aide/Field Representative      | \$35,114                         | \$30,884                         | 13.7%                                |
| District Grants/Projects Coordinator    | \$33,116                         | N/A                              | N/A                                  |
| District Scheduler                      | \$31,775                         | \$29,524                         | 7.6%                                 |
| District Caseworker                     | \$29,269                         | \$27,297                         | 7.2%                                 |
| District Staff Assistant                | \$22,984                         | \$22,294                         | 3.1%                                 |
| <br>District Staff Averages             | <br>\$34,405                     | <br>\$32,054                     | <br>7.3%                             |

|   |
|---|
| <b>AVERAGE TENURE IN POSITION, OFFICE, AND<br/>CONGRESS FOR ALL POSITIONS</b> |
|---|

|   | <u>Average<br/>Years in<br/>Position</u> | <u>% Change<br/>Years in<br/>Position,<br/>1996-98</u> | <u>Average<br/>Years in<br/>Office</u> | <u>Average<br/>Years in<br/>Congress</u> |
|---|--|--|--|--|
| <b><u>Washington Positions</u></b>      |  |  |  |  |
| Administrative Assistant/Chief of Staff | 3.7                                      | -7.5%  | 5.3                                    | 10.1                                     |
| Office Manager                          | 3.2                                      | -15.8%   | 3.9                                    | 8.4                                      |
| Legislative Director                    | 2.6                                      | 0.0%   | 4.3                                    | 8.1                                      |
| Executive Assistant/Scheduler           | 2.6                                      | -13.3%   | 3.3                                    | 5.7                                      |
| Systems Administrator                   | 2.0                                      | -31.0%   | 2.3                                    | 3.6                                      |
| Press Secretary                         | 2.0                                      | -13.0%   | 2.2                                    | 3.3                                      |
| Legislative Assistant                   | 1.8                                      | -5.3%  | 2.4                                    | 3.3                                      |
| Legislative Correspondent               | 0.9                                      | -25.0%   | 1.1                                    | 1.6                                      |
| Staff Assistant                         | 0.8                                      | -33.3%   | 0.9                                    | 0.9                                      |
| Washington Staff Averages               | 2.2                                      | -12.0%   | 2.9                                    | 4.9                                      |
| <b><u>District Positions</u></b>        |  |  |  |  |
| District Scheduler                      | 3.7                                      | 0.0%   | 4.5                                    | 4.9                                      |
| District Director                       | 3.6                                      | -16.3%   | 5.1                                    | 6.1                                      |
| District Caseworker                     | 3.5                                      | -14.6%   | 3.9                                    | 5.2                                      |
| District Aide/Field Representative      | 3.5                                      | 0.0%   | 3.9                                    | 4.4                                      |
| District Staff Assistant                | 2.4                                      | -11.1%   | 2.6                                    | 2.9                                      |
| District Grants/Projects Coordinator    | 2.4                                      | N/A  | 2.9                                    | 3.7                                      |
| District Staff Averages                 | 3.4                                      | -10.5%   | 4.0                                    | 4.9                                      |

## ADMINISTRATIVE ASSISTANT / CHIEF OF STAFF

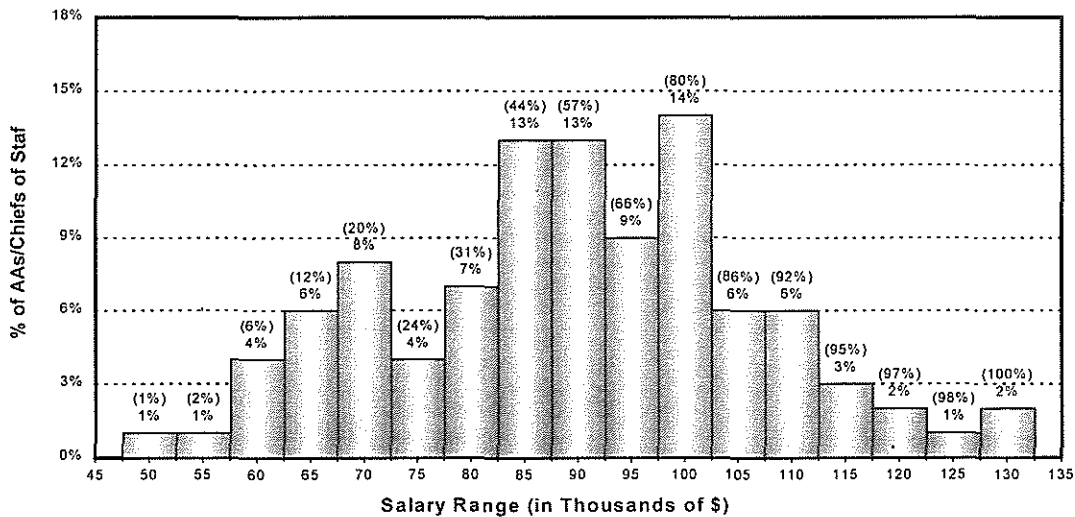
**Responsibilities:** Top staff person responsible for overall office functions; oversees staff and budget; advises Member on political matters; responsible for hiring, promoting, and terminating staff; develops operating plans, goals, and objectives; establishes office policies and procedures.

**AVERAGE SALARY 1998: \$88,936**

### SALARY PERCENTILES

|                            |                      |                  |
|----------------------------|----------------------|------------------|
| Average Salary 1996:       | \$84,329             | 80% -- \$102,000 |
| Percent Change 1996-1998:  | 5.5%                 | 60% -- \$93,500  |
| Average Annualized Change: | 2.7%                 | 50% -- \$89,500  |
| Salary Range 1998:         | \$50,131 - \$132,000 | 40% -- \$85,000  |
| (Sample size = 184)        |                      | 20% -- \$72,500  |

## Salary Distribution



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 20% of AAs earn \$72,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## ADMINISTRATIVE ASSISTANT / CHIEF OF STAFF

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 3.7         | 4.0         |
| in Current Office                        | 5.3         | 5.7         |
| in same position with a different office | 1.4         | N/A         |
| in Congress                              | 10.1        | 10.2        |

### GENDER:

|        |       |
|--------|-------|
| Female | 35.0% |
| Male   | 65.0% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 98.3% |
| Non-Exempt | 1.7%  |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 1.1%  |
| Some College        | 6.0%  |
| Bachelor's Degree   | 57.6% |
| Master's Degree     | 20.1% |
| Law Degree          | 14.7% |
| Doctorate Degree    | 0.5%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 2.2%  |
| Hispanic | 2.7%  |
| White    | 92.9% |
| Other    | 2.2%  |

**AVERAGE AGE: 40**

**General Findings:** AAs are the highest paid staff in House offices, as they were in each of our past studies. Additionally, AAs rank at the top of all staff in all four tenure categories listed above.

AAs rank second in the percentage of individuals holding advanced degrees (35%), trailing only Legislative Directors (37%).

Although there are more female AAs in 1998 than there were in 1996 (35.0% vs. 32.5%), regression analysis indicates that male AAs in 1998 earned a higher salary than similarly qualified female AAs. This was not true in 1996.

**Variables Affecting Pay:** Four variables were found to be statistically significant predictors of pay for the AA position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher AA salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- **more years in current position**
- **gender** (males tend to earn higher salaries than females)
- **greater age**
- **more years of prior experience in the same position but with a different office**

## EXECUTIVE ASSISTANT / SCHEDULER

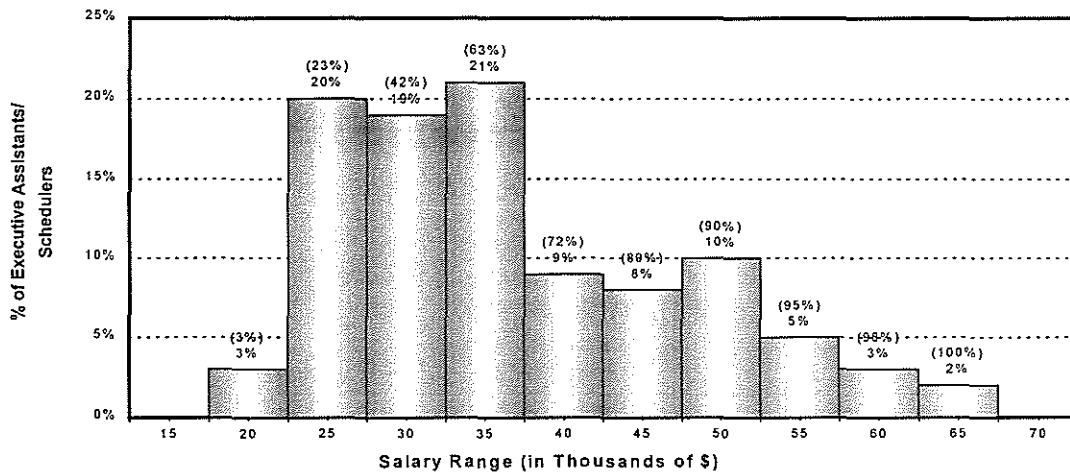
**Responsibilities:** Assists with Member's individual job requirements, including: scheduling, filing, correspondence, and travel arrangements.

**AVERAGE SALARY 1998: \$36,736**

**SALARY PERCENTILES**

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$36,673             | 80% -- \$47,208 |
| Percent Change 1996-1998:  | 0.2%                 | 60% -- \$36,764 |
| Average Annualized Change: | 0.1%                 | 50% -- \$35,000 |
| Salary Range 1998:         | \$20,000 -- \$65,000 | 40% -- \$31,600 |
| (Sample size = 107)        |                      | 20% -- \$27,000 |

### Salary Distribution



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 80% of Executive Assistants/Schedulers earn \$47,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## EXECUTIVE ASSISTANT / SCHEDULER

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 2.6         | 3.0         |
| in Current Office                        | 3.3         | 3.4         |
| in same position with a different office | 0.9         | N/A         |
| in Congress                              | 5.7         | 6.6         |

### GENDER:

|        |       |
|--------|-------|
| Female | 87.9% |
| Male   | 12.1% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 80.0% |
| Non-Exempt | 20.0% |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 5.6%  |
| Some College        | 7.5%  |
| Bachelor's Degree   | 81.3% |
| Master's Degree     | 3.7%  |
| Law Degree          | 1.9%  |
| Doctorate Degree    | 0.0%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 7.5%  |
| Hispanic | 2.8%  |
| White    | 86.8% |
| Other    | 2.9%  |

**AVERAGE AGE: 33**

**General Findings:** Since 1994, the average tenure in position of Executive Assistants/Schedulers dropped by 33%. Their tenure in Congress dropped by 29%. Additionally, since 1996 the percentage of offices staffing this position declined dramatically from 83% to 57%. No other position experienced a staffing decline of this magnitude in the past two years. This drop probably reflects the growing practice of eliminating the Executive Assistant/Scheduler position altogether, and assigning those duties and responsibilities to the Office Manager.

The 0.2% increase in salary for Executive Assistants/Schedulers is the third lowest of the 15 positions surveyed. This position is predominantly held by women.

**Variables Affecting Pay:** Five variables were found to be statistically significant predictors of pay for the Executive Assistant/Scheduler position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher Executive Assistant/Scheduler salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- greater age
- more years in current position
- greater job responsibility
- more years of prior experience in current office
- more education

# LEGISLATIVE ASSISTANT

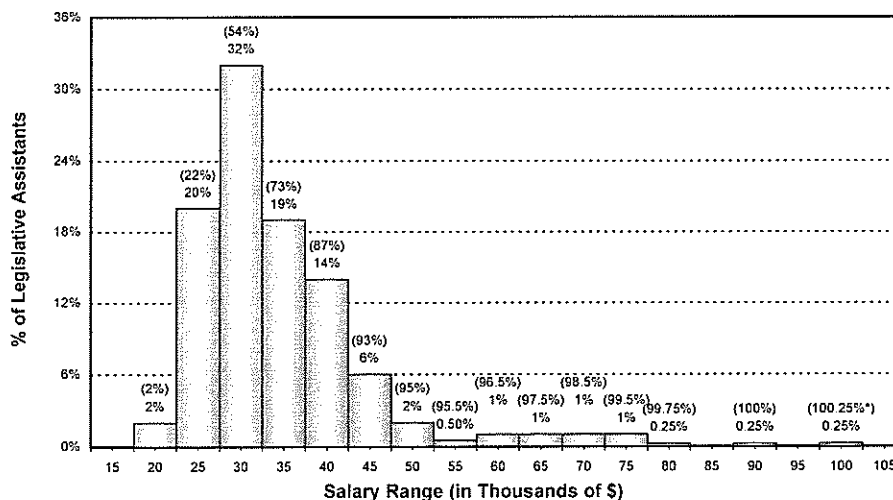
**Responsibilities:** Briefs Member on votes and hearings; meets with constituents on various issues; prepares legislation, speeches, and record statements; answers constituent mail.

**AVERAGE SALARY 1998: \$34,275**

**SALARY PERCENTILES**

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$31,885             | 80% -- \$39,580 |
| Percent Change 1996-1998:  | 7.5%                 | 60% -- \$33,759 |
| Average Annualized Change: | 3.7%                 | 50% -- \$32,000 |
| Salary Range 1998:         | \$20,000 -- \$99,000 | 40% -- \$30,000 |
| (Sample size = 452)        |                      | 20% -- \$27,000 |

## Salary Distribution



\*The final cumulative percent is greater than 100 due to rounding

**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 54% of LAs earn \$32,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## LEGISLATIVE ASSISTANT

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 1.8         | 1.9         |
| in Current Office                        | 2.4         | 2.5         |
| in same position with a different office | 0.3         | N/A         |
| in Congress                              | 3.3         | 3.3         |

### GENDER:

|        |       |
|--------|-------|
| Female | 40.7% |
| Male   | 59.3% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 88.9% |
| Non-Exempt | 11.1% |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 0.4%  |
| Some College        | 1.8%  |
| Bachelor's Degree   | 70.8% |
| Master's Degree     | 15.5% |
| Law Degree          | 10.6% |
| Doctorate Degree    | 0.9%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 2.9%  |
| Hispanic | 1.8%  |
| White    | 91.5% |
| Other    | 3.8%  |

**AVERAGE AGE: 29**

**General Findings:** The 7.6% salary increase since 1996 is the highest among Washington staff. With an average of 2.5 LAs per congressional office, this is the most commonly staffed position in the House. Ninety-eight percent of LAs hold at least a bachelors degree, ranking them second in this regard.

Tenure, race/ethnicity, gender, and educational data for this position have remained consistent since 1996. This has not been true for most other positions surveyed.

**Variables Affecting Pay:** Seven variables were found to be statistically significant predictors of pay for the LA position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher LA salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- greater **age**
- more **years in current position**
- more **years of prior congressional experience**
- greater **job responsibility**
- more **years of prior experience in current office**
- more **education**
- more **years of prior experience in the same position but with a different office**



# LEGISLATIVE CORRESPONDENT

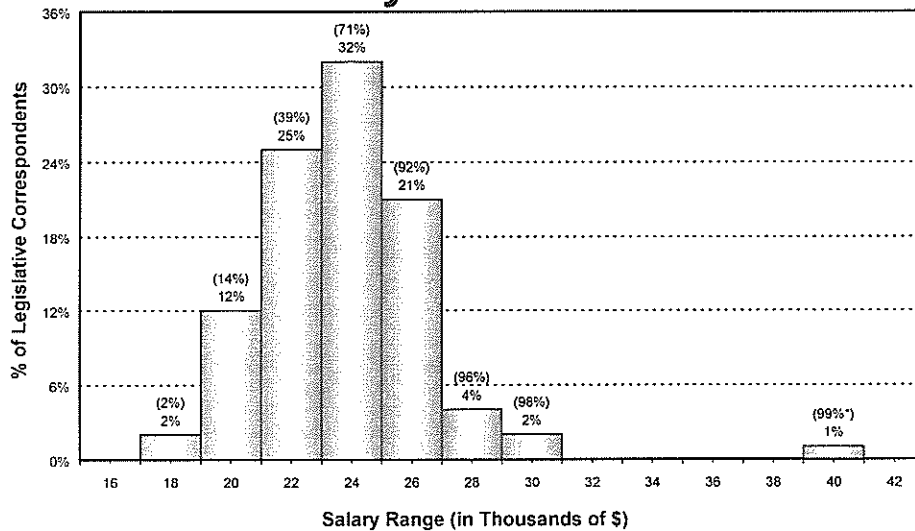
**Responsibilities:** Responsible for researching and writing legislative correspondence; attends hearings; conducts research; assists Legislative Assistants as needed.

**AVERAGE SALARY 1998: \$24,048**

**SALARY PERCENTILES**

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$22,902             | 80% -- \$26,000 |
| Percent Change 1996-1998:  | 5.0%                 | 60% -- \$25,000 |
| Average Annualized Change: | 2.5%                 | 50% -- \$24,000 |
| Salary Range 1998:         | \$18,000 -- \$40,000 | 40% -- \$23,300 |
| (Sample size = 98)         |                      | 20% -- \$22,000 |

## Salary Distribution



\*The final cumulative percent is less than 100 due to rounding

**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 39% of LCs earn \$23,000 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## LEGISLATIVE CORRESPONDENT

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 0.9         | 1.2         |
| in Current Office                        | 1.1         | 1.5         |
| in same position with a different office | 0.2         | N/A         |
| in Congress                              | 1.6         | 1.6         |

### GENDER:

|        |       |
|--------|-------|
| Female | 53.1% |
| Male   | 46.9% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 40.2% |
| Non-Exempt | 59.8% |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 0.0%  |
| Some College        | 1.0%  |
| Bachelor's Degree   | 95.9% |
| Master's Degree     | 3.1%  |
| Law Degree          | 0.0%  |
| Doctorate Degree    | 0.0%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 4.1%  |
| Hispanic | 7.1%  |
| White    | 84.7% |
| Other    | 4.1%  |

**AVERAGE AGE: 25**

**General Findings:** For the first time in our reporting, the average tenure in current position for LCs has dropped to less than one year. As a whole, LCs are the second least experienced individuals in House offices. Only 15.1% of LCs have been in their positions for more than one year. Additionally, only 8.2% of LCs have been working in Congress for more than two years.

A greater percentage of LCs hold at least a bachelor's degree (99.0%) than do staff in any other position. LCs are also the second youngest employees in House offices, with an average age of 25. This data suggests that the LC position is almost exclusively staffed by recent college graduates.

Overall, 46% of offices employ at least one LC: 44% of veteran offices and 53% of first-term offices.

**Variables Affecting Pay:** Three variables were found to be statistically significant predictors of pay for the LC position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher LC salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- greater age
- greater job responsibility
- more years of prior experience in same position but with a different office

## LEGISLATIVE DIRECTOR

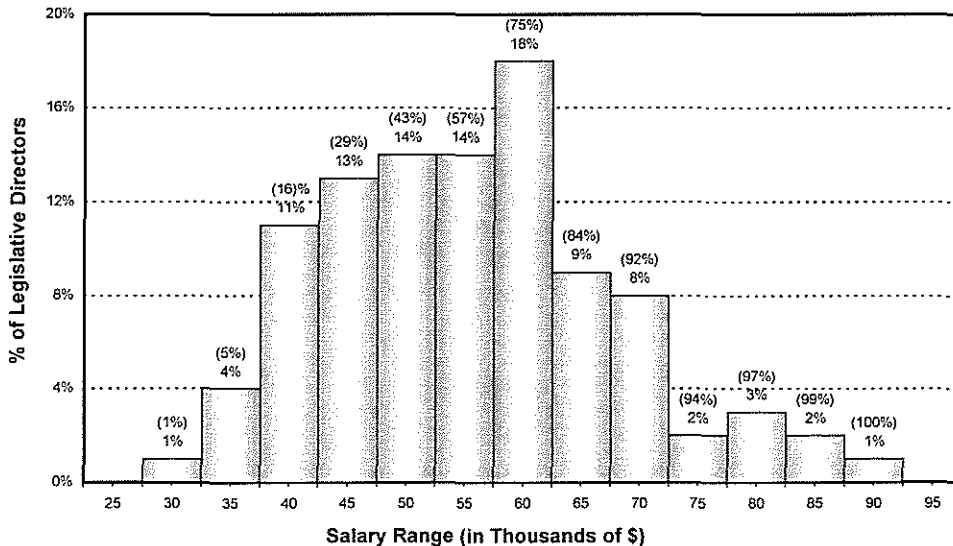
**Responsibilities:** Establishes legislative agenda; directs legislative staff; serves as resource person for LAs; briefs Member on all legislative matters; reviews constituent mail.

**AVERAGE SALARY 1998: \$55,453**

### SALARY PERCENTILES

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$52,207             | 80% -- \$65,000 |
| Percent Change 1996-1998:  | 6.2%                 | 60% -- \$58,000 |
| Average Annualized change: | 3.0%                 | 50% -- \$55,000 |
| Salary Range 1998:         | \$32,000 -- \$91,000 | 40% -- \$52,000 |
| (Sample size = 162)        |                      | 20% -- \$43,680 |

### Salary Distribution:



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 75% of LDs earn \$62,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## LEGISLATIVE DIRECTOR

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 2.6         | 2.6         |
| in Current Office                        | 4.3         | 4.0         |
| in same position with a different office | 0.5         | N/A         |
| in Congress                              | 8.1         | 8.0         |

### GENDER:

|        |       |
|--------|-------|
| Female | 38.5% |
| Male   | 61.5% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 97.5% |
| Non-Exempt | 2.5%  |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 0.6%  |
| Some College        | 3.1%  |
| Bachelor's Degree   | 59.3% |
| Master's Degree     | 20.4% |
| Law Degree          | 14.8% |
| Doctorate Degree    | 1.9%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 0.6%  |
| Hispanic | 1.9%  |
| White    | 96.3% |
| Other    | 1.2%  |

**AVERAGE AGE: 34**

**General Findings:** LDs have the third-highest average salary of any position, trailing only AAs and District Directors. Additionally, LDs were second only to LAs in their percent increase in salary for Washington positions (6.2%). LDs rank first in the percentage of individuals (37%) holding advanced degrees. LDs average 1.7 years of prior experience in their current office before attaining their current position (the highest such figure for all positions). This suggests that LDs are promoted from within this offices more frequently than are staff in other positions.

Since 1996, staffing of this position by women increased by 67%. Minority staffing of this position decreased by 2%.

**Variables Affecting Pay:** Three variables were found to be statistically significant predictors of pay for the LD position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher LD salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- more years in current position
- greater job responsibility
- greater age

## OFFICE MANAGER

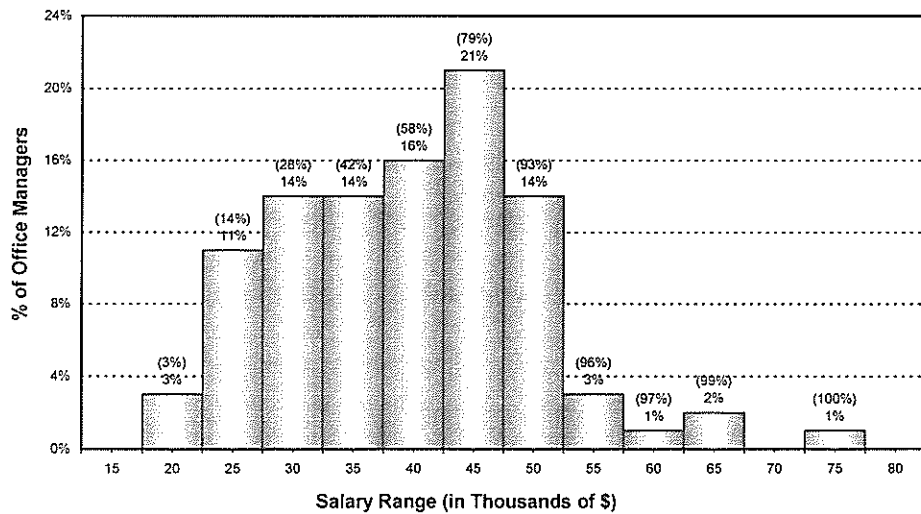
**Responsibilities:** Assists AA in managing overall office functions, complying with CAA and ethics policies, and financial disclosure reporting; maintains office equipment, furniture, supplies, and filing systems; administers and manages office accounts.

**AVERAGE SALARY 1998: \$39,691**

**SALARY PERCENTILES**

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$37,422             | 80% -- \$47,820 |
| Percent Change 1996-1998:  | 6.0%                 | 60% -- \$43,000 |
| Average Annualized Change: | 3.0%                 | 50% -- \$40,000 |
| Salary Range 1998:         | \$20,000 -- \$76,072 | 40% -- \$37,151 |
| (Sample size = 112)        |                      | 20% -- \$30,000 |

### Salary Distribution



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 42% of Office Managers earn \$37,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## OFFICE MANAGER

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 3.2         | 3.8         |
| in Current Office                        | 3.9         | 4.3         |
| in same position with a different office | 1.7         | N/A         |
| in Congress                              | 8.4         | 8.0         |

### GENDER:

|        |       |
|--------|-------|
| Female | 86.5% |
| Male   | 13.5% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 83.6% |
| Non-Exempt | 16.4% |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 6.3%  |
| Some College        | 15.2% |
| Bachelor's Degree   | 75.0% |
| Master's Degree     | 3.6%  |
| Law Degree          | 0.0%  |
| Doctorate Degree    | 0.0%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 6.4%  |
| Hispanic | 5.5%  |
| White    | 86.4% |
| Other    | 1.7%  |

**AVERAGE AGE: 35**

**General Findings:** Since 1996, staffing of the Office Manager position has increased more than that of any other position. Sixty-three percent of offices staffed this position in 1998, compared with 37% in 1996. This increase most likely reflects the growing practice of eliminating the Executive Assistant/Scheduler position, and assigning its duties and responsibilities to the OM. Though OMs have the second-highest average tenure in Congress, regression analysis indicates that this factor does not significantly impact salary.

Since 1996, the percentage of women holding this predominantly female position increased by a further 7.1%. The percentage of Office Managers who hold at least a bachelor's degree has increased by nearly 11% (from 67.7% to 78.6%) since 1996.

**Variables Affecting Pay:** Four variables were found to be statistically significant predictors of pay for the Office Manager position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher Office Manager salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- greater job responsibility
- greater age
- more years in current position
- more years of prior experience in current office

# PRESS SECRETARY

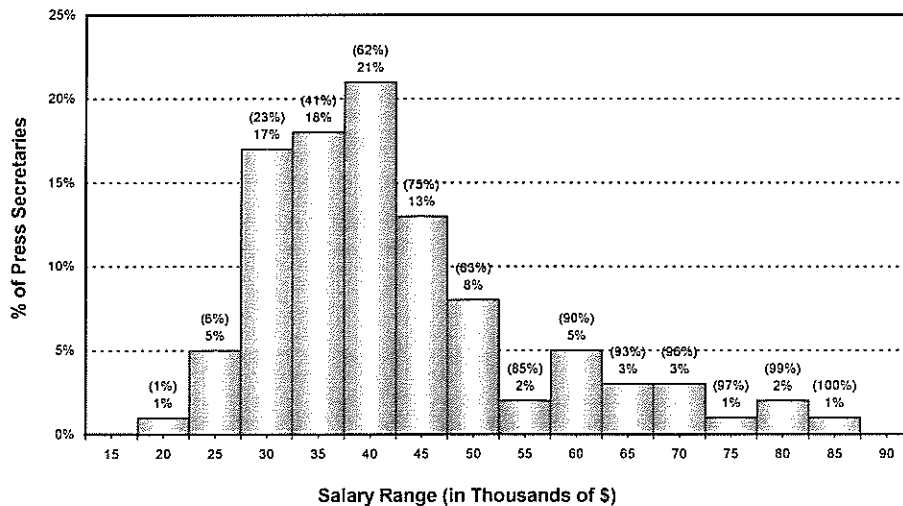
**Responsibilities:** Manages press staff and all forms of media; speaks with reporters; produces press releases, radio and TV programs, video conferencing, newspaper columns, and speeches.

**AVERAGE SALARY 1998: \$42,578**

**SALARY PERCENTILES**

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$41,610             | 80% -- \$50,000 |
| Percent Change 1996-1998:  | 2.3%                 | 60% -- \$42,000 |
| Average Annualized Change: | 1.15%                | 50% -- \$40,000 |
| Salary Range 1998:         | \$22,500 -- \$87,000 | 40% -- \$37,000 |
| (Sample size = 152)        |                      | 20% -- \$32,000 |

## Salary Distribution



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 62% of Press Secretaries earn \$42,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## PRESS SECRETARY

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 2.0         | 2.3         |
| in Current Office                        | 2.2         | 2.6         |
| in same position with a different office | 0.4         | --          |
| in Congress                              | 3.3         | 3.5         |

### GENDER:

|        |       |
|--------|-------|
| Female | 41.1% |
| Male   | 58.9% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 96.7% |
| Non-Exempt | 3.3%  |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 0.7%  |
| Some College        | 5.3%  |
| Bachelor's Degree   | 76.8% |
| Master's Degree     | 13.9% |
| Law Degree          | 3.3%  |
| Doctorate Degree    | 0.0%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 3.3%  |
| Hispanic | 3.3%  |
| White    | 91.3% |
| Other    | 2.1%  |

**AVERAGE AGE: 31**

**General Findings:** Press Secretaries have served in their current offices only slightly longer than they have served in their positions. This indicates that staffers are rarely promoted into Press Secretary jobs from within their own office. Instead, Press Secretaries are usually hired from other congressional offices or outside organizations.

The average salary for a Press Secretary in a first term office is more than 12% lower than the average salary for that same position in a veteran office (\$38,835 compared with \$43,521). This is the largest salary disparity associated with Member tenure in our study.

Overall, 83% of offices employ a Press Secretary: 81% of veteran offices and 90% of first-term offices.

**Variables Affecting Pay:** 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. The following variables, listed in order of influence, tend to be associated with higher Press Secretary salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- greater age
- more years in current position
- greater job responsibility



## STAFF ASSISTANT

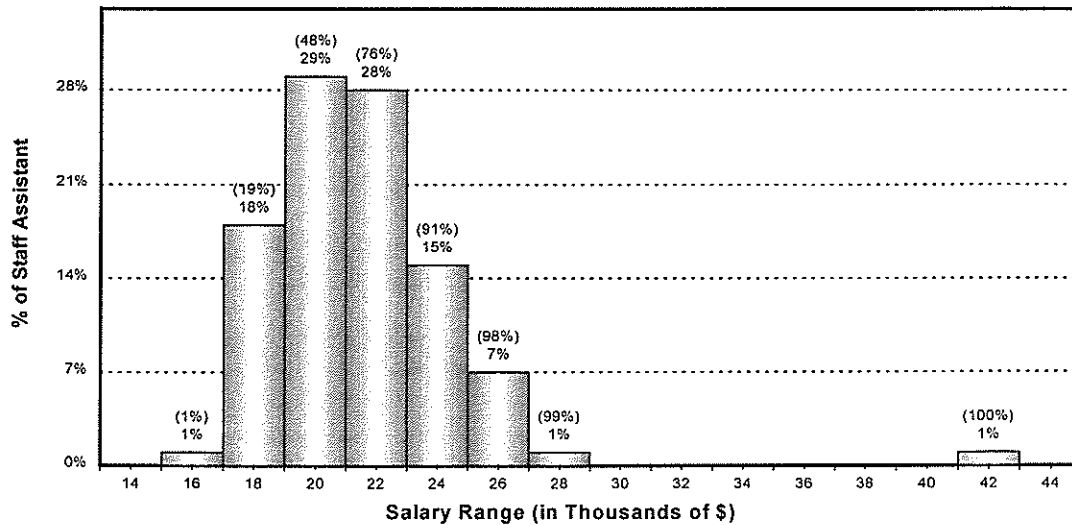
**Responsibilities:** Front desk assignment -- greets visitors, answers telephones, responds to general constituent requests, and arranges tours.

**AVERAGE SALARY 1998: \$21,761**

### SALARY PERCENTILES

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$21,814             | 80% -- \$24,000 |
| Percent Change 1996-1998:  | -0.24%               | 60% -- \$22,000 |
| Average Annualized Change: | -0.12%               | 50% -- \$21,695 |
| Salary Range 1998:         | \$16,200 -- \$42,000 | 40% -- \$20,000 |
| (Sample size = 130)        |                      | 20% -- \$19,590 |

## Salary Distribution



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 76% of Staff Assistants earn \$23,000 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## STAFF ASSISTANT

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 0.8         | 1.2         |
| in Current Office                        | 0.9         | 1.2         |
| in same position with a different office | 0.0         | N/A         |
| in Congress                              | 0.9         | 1.8         |

### GENDER:

|        |       |
|--------|-------|
| Female | 63.8% |
| Male   | 36.2% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 14.2% |
| Non-Exempt | 85.8% |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 0.0%  |
| Some College        | 6.2%  |
| Bachelor's Degree   | 87.7% |
| Master's Degree     | 5.4%  |
| Law Degree          | 0.8%  |
| Doctorate Degree    | 0.0%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 5.4%  |
| Hispanic | 3.9%  |
| White    | 81.4% |
| Other    | 9.3%  |

**AVERAGE AGE: 24**

**General Findings:** Not only do Staff Assistants have the lowest average salary of all House positions, but they were also the only individuals who experienced a decrease in salary since 1996. Additionally, Staff Assistants recorded the shortest average tenure in all tenure categories. Furthermore, Staff Assistants are the youngest of all House staff (72% are under 25 years old) and 94% have achieved at least a bachelor's degree. This data suggests that, like LCs, most Staff Assistants are recent college graduates. Alarming, average tenure figures for Staff Assistants have dropped by more than 50% since 1994. Such a drastic reduction is probably due to the position's salary. On a national level, a person in their 20's holding a bachelor's degree earns, on average, \$34,000 a year. It may be that people are increasingly unwilling to forego the higher salaries of other employment sectors for congressional experience.

**Variables Affecting Pay:** Three variables were found to be statistically significant predictors of pay for the Staff Assistant position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher Staff Assistant salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- greater **age**
- more **years in current position**
- more **years of prior experience in current office**

# SYSTEMS ADMINISTRATOR

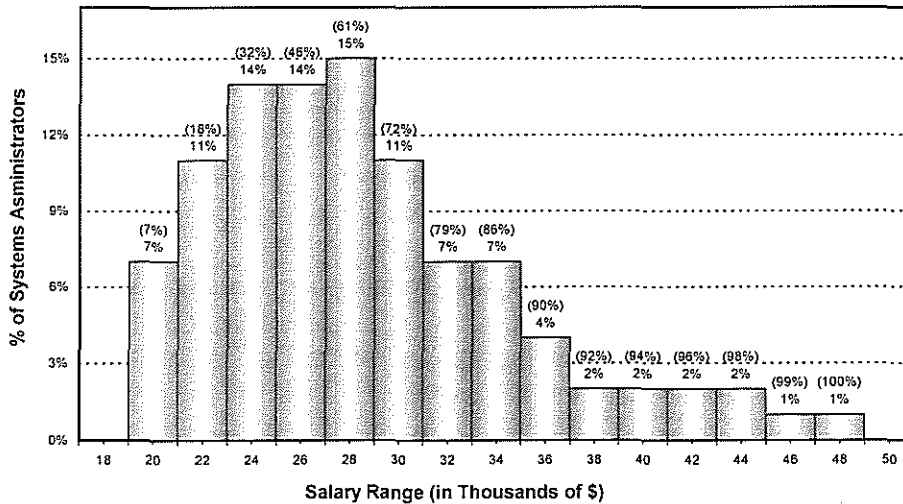
**Responsibilities:** Manages all computer hardware and software systems used by office; creates and maintains office Website, Internet, and Intranet systems; liaison with vendors and House Information Resources; responsible for computer training of office staff; oversees constituent mail operations.

**AVERAGE SALARY 1998: \$28,901**

**SALARY PERCENTILES**

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$28,884             | 80% -- \$33,500 |
| Percent Change 1996-1998:  | 0.0%                 | 60% -- \$29,000 |
| Average Annualized Change: | 0.0%                 | 50% -- \$28,000 |
| Salary Range 1998:         | \$19,500 -- \$48,000 | 40% -- \$26,000 |
| (Sample size = 104)        |                      | 20% -- \$24,000 |

## Salary Distribution



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 61% of SAs earn \$29,000 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## SYSTEMS ADMINISTRATOR

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 2.0         | 2.9         |
| in Current Office                        | 2.3         | 3.3         |
| in same position with a different office | 0.5         | N/A         |
| in Congress                              | 3.6         | 5.7         |

### GENDER:

|        |       |
|--------|-------|
| Female | 46.6% |
| Male   | 53.4% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 61.2% |
| Non-Exempt | 38.8% |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 6.7%  |
| Some College        | 8.7%  |
| Bachelor's Degree   | 79.8% |
| Master's Degree     | 2.9%  |
| Law Degree          | 1.9%  |
| Doctorate Degree    | 0.0%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 17.5% |
| Hispanic | 4.9%  |
| White    | 73.8% |
| Other    | 3.8%  |

**AVERAGE AGE: 29**

**General Findings:** Since 1996, the tenure of SAs in position, office, and Congress has declined by an average of 33%. This is the largest average decrease in tenure for any House position. Systems Administrators have served in their present offices only slightly longer than they have in their positions. This indicates that an individual is rarely promoted into the SA position from within an office, possibly because of the specialized nature of the position.

Additionally, the percent of offices that staff the Systems Administrator position increased from 37% to 56%.

**Variables Affecting Pay:** Four variables were found to be statistically significant predictors of pay for the Systems Administrator position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher Systems Administrator salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- greater **age**
- greater **job responsibility**
- more **years in current office**
- more **years of prior experience in same position but with a different office**

## DISTRICT AIDE / FIELD REPRESENTATIVE

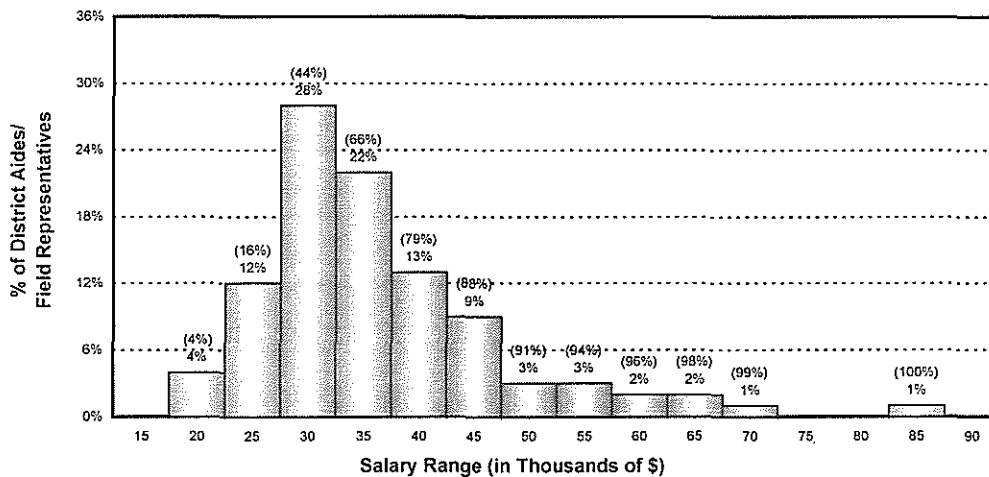
**Responsibilities:** Works under the direction of the District Director; represents Member at meetings and events; helps shape Member's district schedule; accompanies Member to functions.

**AVERAGE SALARY 1998: \$35,114**

### SALARY PERCENTILES

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$30,884             | 80% -- \$42,000 |
| Percent Change 1996-1998:  | 13.7%                | 60% -- \$35,000 |
| Average Annualized Change: | 6.8%                 | 50% -- \$33,705 |
| Salary Range 1998:         | \$20,000 -- \$83,500 | 40% -- \$32,000 |
| (Sample size = 207)        |                      | 20% -- \$28,000 |

### Salary Distribution



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 44% of District Aides/Field Representatives earn \$32,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## DISTRICT AIDE / FIELD REPRESENTATIVE

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 3.5         | 3.5         |
| in Current Office                        | 3.9         | 3.8         |
| in same position with a different office | 0.2         | N/A         |
| in Congress                              | 4.4         | 4.3         |

### GENDER:

|        |       |
|--------|-------|
| Female | 50.7% |
| Male   | 49.3% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 83.4% |
| Non-Exempt | 16.6% |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 7.3%  |
| Some College        | 16.0% |
| Bachelor's Degree   | 64.6% |
| Master's Degree     | 7.8%  |
| Law Degree          | 3.9%  |
| Doctorate Degree    | 0.5%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 7.9%  |
| Hispanic | 5.9%  |
| White    | 82.3% |
| Other    | 3.9%  |

**AVERAGE AGE: 39**

**General Findings:** The 13.7% increase in average salary for this position since 1996 is the largest of all House salary increases. While the average number of District Aides/Field Representatives per office declined from 1.7 to 1.2., this remains the third most frequently staffed position in House offices, trailing only Legislative Assistants and District Caseworkers.

**Variables Affecting Pay:** Three 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. The following variables, listed in order of influence, tend to be associated with higher District Aide/Field Representative salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- more years in current position
- more education
- greater age

# DISTRICT CASEWORKER

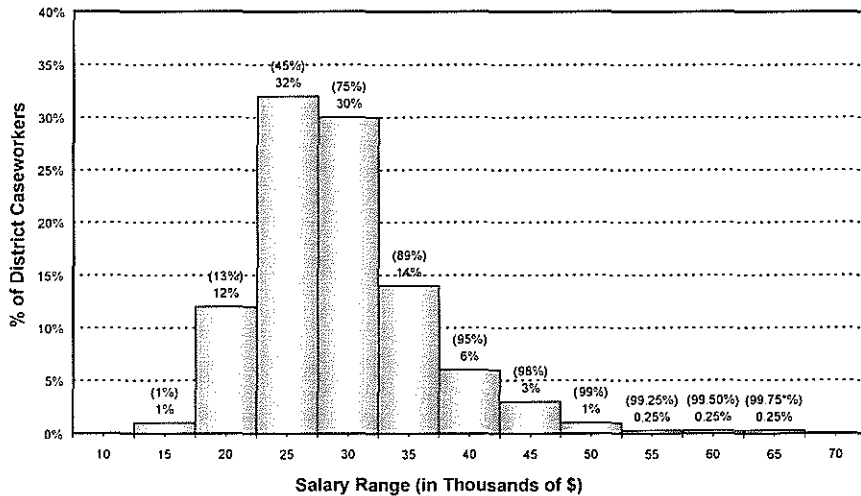
**Responsibilities:** Handles constituent casework; talks with constituents, contacts agencies, researches cases, and notifies constituents of case resolution.

**AVERAGE SALARY 1998: \$29,269**

**SALARY PERCENTILES**

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$27,297             | 80% -- \$34,000 |
| Percent Change 1996-1998:  | 7.2%                 | 60% -- \$30,000 |
| Average Annualized Change: | 3.55%                | 50% -- \$28,300 |
| Salary Range 1998:         | \$14,000 -- \$63,500 | 40% -- \$27,000 |
| (Sample size = 469)        |                      | 20% -- \$24,000 |

## Salary Distribution



\* The final cumulative percent is less than 100 due to rounding

**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 75% of District Caseworkers earn \$32,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## DISTRICT CASEWORKER

### **WORK EXPERIENCE:**

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 3.5         | 4.1         |
| in Current Office                        | 3.9         | 4.3         |
| in same position with a different office | 0.8         | N/A         |
| in Congress                              | 5.2         | 5.6         |

### **GENDER:**

|        |       |
|--------|-------|
| Female | 76.1% |
| Male   | 23.9% |

### **FLSA STATUS:**

|            |       |
|------------|-------|
| Exempt     | 45.5% |
| Non-Exempt | 54.5% |

### **EDUCATIONAL ATTAINMENT:**

|                     |       |
|---------------------|-------|
| High School or less | 13.5% |
| Some College        | 22.6% |
| Bachelor's Degree   | 57.2% |
| Master's Degree     | 5.2%  |
| Law Degree          | 1.1%  |
| Doctorate Degree    | 0.4%  |

### **RACE/ETHNICITY:**

|          |       |
|----------|-------|
| Black    | 8.9%  |
| Hispanic | 11.3% |
| White    | 76.5% |
| Other    | 3.3%  |

**AVERAGE AGE: 39**

**General Findings:** District Caseworkers experienced the second largest increase in average salary (7.2%) of all House positions. The District Caseworker is the most commonly staffed position, with an average of 2.6 District Caseworkers per House Member.

District Caseworkers have less education training than most other House positions. While 63.9% have at least a Bachelor's degree, 36.1% do not.

**Variables Affecting Pay:** 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. The following variables, listed in order of influence, tend to be associated with higher District Caseworker salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- more years in current position
- greater age
- more years of prior congressional experience
- greater job responsibility
- more education



## DISTRICT DIRECTOR

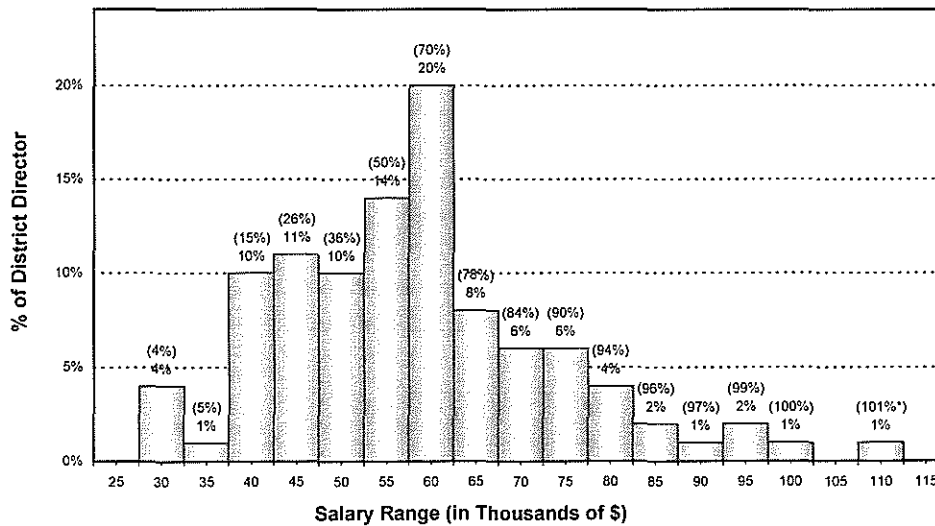
**Responsibilities:** Manages overall district operation and work flow; responsible for recruiting, hiring, training, and managing district staff; represents Member at events; monitors district issues for possible legislative action.

### AVERAGE SALARY 1998: \$58,265

### SALARY PERCENTILES

|                            |                       |                 |
|----------------------------|-----------------------|-----------------|
| Average Salary 1996:       | \$54,484              | 80% -- \$70,000 |
| Percent Change 1996-1998:  | 6.9%                  | 60% -- \$60,000 |
| Average Annualized Change: | 3.4%                  | 50% -- \$57,250 |
| Salary Range 1998:         | \$30,000 -- \$109,100 | 40% -- \$54,400 |
| (Sample size = 160)        |                       | 20% -- \$45,000 |

## Salary Distribution



\* The final cumulative percent is greater than 100 due to rounding

**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 50% of District Directors earn \$57,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## DISTRICT DIRECTOR

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 3.6         | 4.3         |
| in Current Office                        | 5.1         | 5.1         |
| in same position with a different office | 0.2         | N/A         |
| in Congress                              | 6.1         | 6.7         |

### GENDER:

|        |       |
|--------|-------|
| Female | 36.9% |
| Male   | 63.1% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 94.9% |
| Non-Exempt | 5.1%  |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 5.6%  |
| Some College        | 9.4%  |
| Bachelor's Degree   | 58.8% |
| Master's Degree     | 12.5% |
| Law Degree          | 11.9% |
| Doctorate Degree    | 1.9%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 3.2%  |
| Hispanic | 6.4%  |
| White    | 88.5% |
| Other    | 1.9%  |

**AVERAGE AGE: 42**

**General Findings:** The District Director is the highest paid position in district offices and the second-highest paid position overall, trailing only AAs. The average salary paid to a District Director in a first-term office is 9.1% lower than that paid to a District Director in a veteran office. This is the highest disparity associated with Member tenure in district offices.

With an average age of 42, District Directors are the oldest staffers in House offices. District Directors, on average, have more prior congressional experience than do staffer in any other position.

**Variables Affecting Pay:** Four variables were found to be statistically significant predictors of pay for the District Director position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher District Director salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- more years in current position
- more education
- more years of prior experience in the same position but with a different office
- greater job responsibility

# DISTRICT GRANTS/PROJECTS COORDINATOR

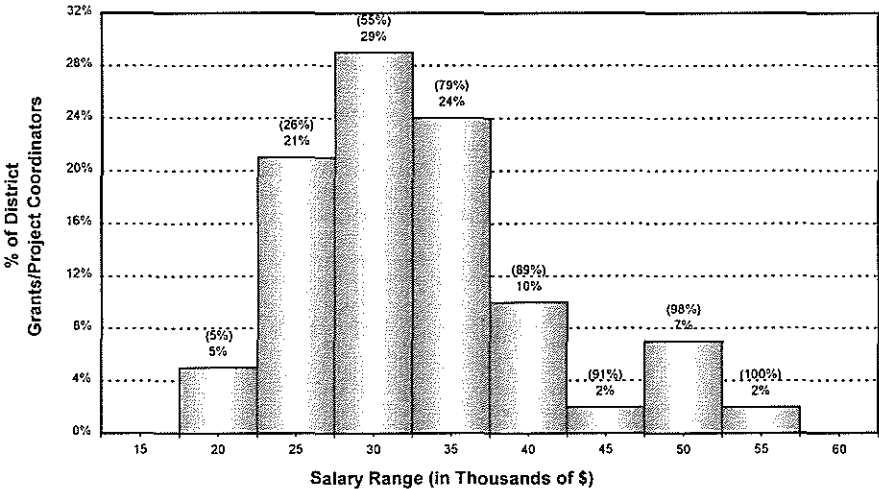
**Responsibilities:** Assists in obtaining federal and private funding; addresses needs of district and local governments and other constituents.

**AVERAGE SALARY 1998: \$33,116**

**SALARY PERCENTILES**

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | N/A                  | 80% -- \$38,280 |
| Percent Change 1996-1998:  | N/A                  | 60% -- \$33,400 |
| Average Annualized Change: | N/A                  | 50% -- \$31,250 |
| Salary Range 1998:         | \$20,000 -- \$59,000 | 40% -- \$30,000 |
| (Sample size = 42)         |                      | 20% -- \$26,300 |

## Salary Distribution



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 55% of District Grants/Projects Coordinators earn \$32,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## DISTRICT GRANTS/PROJECTS COORDINATOR

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 2.4         | N/A         |
| in Current Office                        | 2.9         | N/A         |
| in same position with a different office | 0.4         | N/A         |
| in Congress                              | 3.7         | N/A         |

### GENDER:

|        |       |
|--------|-------|
| Female | 52.4% |
| Male   | 47.6% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 81.0% |
| Non-Exempt | 19.0% |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 4.8%  |
| Some College        | 9.5%  |
| Bachelor's Degree   | 71.4% |
| Master's Degree     | 7.1%  |
| Law Degree          | 7.1%  |
| Doctorate Degree    | 0.0%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 7.1%  |
| Hispanic | 9.5%  |
| White    | 78.6% |
| Other    | 4.8%  |

**AVERAGE AGE: 36**

**General Findings:** The District Grants/Projects Coordinator is the least frequently staffed position of all positions surveyed. Overall, only 23% of all House offices staff the position: 19% of veteran offices and 35% of first-term offices.

**Variables Affecting Pay:** No variables were found to be statistically significant predictors of pay for the District Grants/Projects Coordinator position, when controlling for the effects of all other variables. The District Grants/Projects Coordinator is the only position for which none of the variables tested affect salary. (See pages 10-11 for a complete explanation of Regression Analysis.)

## DISTRICT SCHEDULER

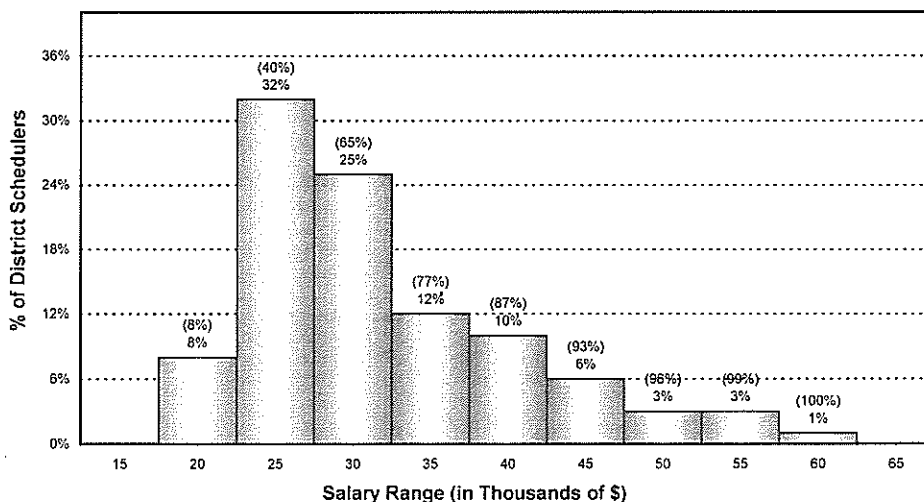
**Responsibilities:** Handles scheduling for Member in district; makes appointments for Member; responds to invitations.

**AVERAGE SALARY 1998: \$31,775**

**SALARY PERCENTILES**

|                            |                     |                 |
|----------------------------|---------------------|-----------------|
| Average Salary 1996:       | \$29,524            | 80% -- \$39,200 |
| Percent Change 1996-1998:  | 7.6%                | 60% -- \$31,576 |
| Average Annualized Change: | 3.75%               | 50% -- \$30,000 |
| Salary Range 1998:         | \$18,504 --\$60,000 | 40% -- \$27,563 |
| (Sample size = 102)        |                     | 20% -- \$24,650 |

### Salary Distribution



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 40% of District Schedulers earn \$27,500 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## DISTRICT SCHEDULER

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 3.7         | 3.7         |
| in Current Office                        | 4.5         | 4.0         |
| in same position with a different office | 0.0         | N/A         |
| in Congress                              | 4.9         | 4.4         |

### GENDER:

|        |       |
|--------|-------|
| Female | 83.3% |
| Male   | 16.7% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 68.6% |
| Non-Exempt | 31.4% |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 15.5% |
| Some College        | 18.8% |
| Bachelor's Degree   | 62.4% |
| Master's Degree     | 3.0%  |
| Law Degree          | 0.0%  |
| Doctorate Degree    | 0.0%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 5.9%  |
| Hispanic | 10.9% |
| White    | 81.2% |
| Other    | 2.0%  |

**AVERAGE AGE: 38**

**General Findings:** The salary of District Schedulers increased by 7.6%, the second largest increase of any position. District Schedulers are not hired from other congressional offices. Like Staff Assistants, they show no prior experience in the same position with a different office.

Although the percentage of female District Schedulers has decreased by 8.7% since 1996, the position is still predominantly female.

**Variables Affecting Pay:** Two variables were found to be statistically significant predictors of pay for the District Scheduler position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher District Scheduler salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- more years in current position
- greater age

# DISTRICT STAFF ASSISTANT

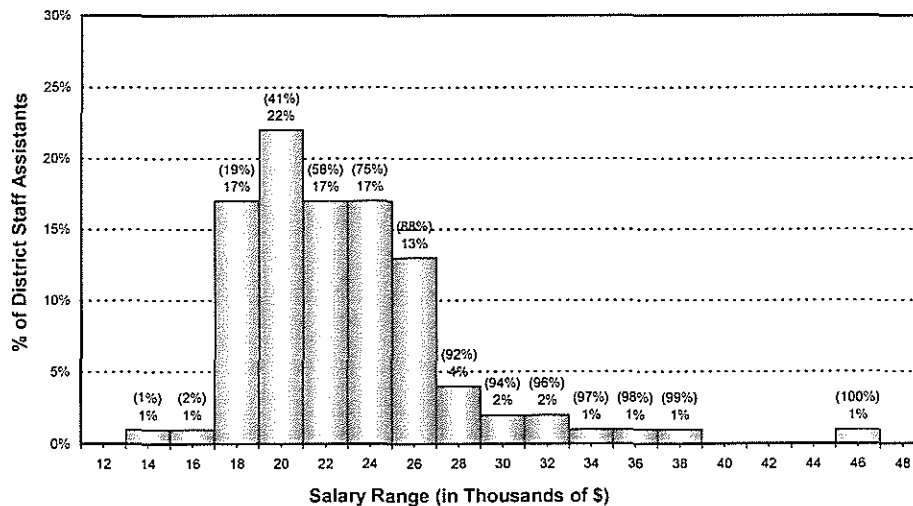
**Responsibilities:** Handles clerical chores: typing, filing, proofreading, etc.; assists other staff.

**AVERAGE SALARY 1998: \$22,984**

**SALARY PERCENTILES**

|                            |                      |                 |
|----------------------------|----------------------|-----------------|
| Average Salary 1996:       | \$22,294             | 80% -- \$26,000 |
| Percent Change 1996-1998:  | 3.1%                 | 60% -- \$23,305 |
| Average Annualized Change: | 1.55%                | 50% -- \$22,000 |
| Salary Range 1998:         | \$14,000 -- \$47,000 | 40% -- \$21,000 |
| (Sample size = )           |                      | 20% -- \$19,160 |

## Salary Distribution



**Interpretations:** The number immediately above each bar shows the percent of staff whose salary falls within the specified range. The number in parenthesis above each bar shows the cumulative percent of staff earning within or below a given salary range. For example, 41% of District Staff Assistants earn \$21,000 or less. These cumulative totals are then broken out into percentiles at the top of the page. (For a more detailed explanation of this graph and understanding percentiles, see pages 8-10.)

## DISTRICT STAFF ASSISTANT

### WORK EXPERIENCE:

|  | <u>1998</u> | <u>1996</u> |
|--|-------------|-------------|
| Average years:                           |             |             |
| in Current Position                      | 2.4         | 2.7         |
| in Current Office                        | 2.6         | 2.8         |
| in same position with a different office | 0.1         | N/A         |
| in Congress                              | 2.9         | 3.1         |

### GENDER:

|        |       |
|--------|-------|
| Female | 81.5% |
| Male   | 18.5% |

### FLSA STATUS:

|            |       |
|------------|-------|
| Exempt     | 33.6% |
| Non-Exempt | 66.4% |

### EDUCATIONAL ATTAINMENT:

|                     |       |
|---------------------|-------|
| High School or less | 18.5% |
| Some College        | 29.6% |
| Bachelor's Degree   | 49.1% |
| Master's Degree     | 2.8%  |
| Law Degree          | 0.0%  |
| Doctorate Degree    | 0.0%  |

### RACE/ETHNICITY:

|          |       |
|----------|-------|
| Black    | 12.1% |
| Hispanic | 9.3%  |
| White    | 75.7% |
| Other    | 2.9%  |

**AVERAGE AGE: 36**

**General Findings:** The District Staff Assistant is the second-lowest paid position in the House. Of the six district positions analyzed in this report, District Staff Assistants and District Grants/Projects Coordinators have, on average, the youngest staffs. However, staff holding these two district positions are five years older than the average Washington-based House employee.

Although District Staff Assistants are the least educated of all House staff, the 52% who hold at least a bachelor's degree outpace the national average of 24%.

The District Staff Assistant is the only position for which race was a significant factor in predicting salary. Regression analysis indicates that minorities receive a higher salary than similarly qualified white staffers in this position. This was also the case in 1996.

**Variables Affecting Pay:** Three variables were found to be statistically significant predictors of pay for the District Staff Assistant position, when controlling for the effects of all other variables. The following variables, listed in order of influence, tend to be associated with higher District Staff Assistant salaries. (See pages 10-11 for a complete explanation of Regression Analysis.)

- more years in current position
- greater age
- race (minorities tend to earn higher salaries than white individuals)



## CONCLUSIONS: INFLUENCES ON PAY

**Years in current position** had a significant and positive influence on pay in 13 of the 14 House office positions on which we conducted regression analyses.<sup>8</sup> Naturally, a trained and experienced employee is a coveted asset for any office. Therefore, it is easy to understand why offices pay premium salaries for the expertise and associated benefits these individuals can bring to an office.

**Age** had a significant influence on salary in 13 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 that can only be acquired over time. For example, older workers may be regarded as having greater maturity, more refined skills or greater job-related knowledge.

**Level of job responsibility** influenced salaries in nine positions. In each of these nine cases, staff with more job responsibilities received higher salaries than staff 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 two of the 14 positions analyzed through regression analysis. For both positions, more prior congressional experience was associated with higher pay.

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

**Prior years of experience in same position but with a different congressional office** had a significant, positive influence on salary in five positions. It seems logical that a Member would pay higher salaries to individuals who had acquired valuable congressional knowledge and experience from past employment.

**Education** significantly influenced pay in five positions. Executive Assistants/Schedulers, Legislative Assistants, District Directors, District Caseworkers 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.

---

<sup>8</sup> We performed regression analyses on all 15 House office positions listed on our survey. The R-squared and F statistics for each position are listed in Appendix C on page 101.

**Race/ethnicity** had a significant influence on salary in only one position. Non-white District Staff Assistants received higher salaries than similarly qualified white staff in this position. In other words, for no position in the House that we surveyed did we find evidence of discrimination in the pay of minority staff. (See pages 72-73 for a more complete analysis of race/ethnicity and salary.)

**Gender** had a significant influence on salary in only the Administrative Assistant position. Regression analysis indicates that male Administrative Assistants earned significantly higher salaries than similarly qualified women. (See pages 70-71 for a more complete analysis of gender and salary.)

# OFFICE DATA

## PROFILE OF OFFICES

### Purpose

At the most elementary level, a congressional office requires two basic necessities to function: office space and staff. The allocation of resources to each of these varies from office to office, depending upon a Member's specific goals and plans. This section analyzes office and staffing data to provide a "snapshot" of the typical House office. Most of the data is broken down into first-term offices and veteran offices (offices of Members who have served more than one term) to help paint a clearer picture of the differing office and staffing patterns in the House.

This information is not intended to suggest a single "correct" way to set up and staff a congressional office, but instead describes the range of staffing patterns that exist. We hope that this section can be of particular assistance to the first-term Members of the 106th Congress as they establish and 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                            | 29.3%             | 33.3%          | 32.4%              |
| 2                            | 39.0%             | 29.6%          | 31.8%              |
| 3                            | 26.8%             | 26.7%          | 26.7%              |
| 4                            | 4.9%              | 7.4%           | 6.8%               |
| 5 or more                    | 0.0%              | 3.0%           | 2.3%               |
| <i>Average</i>               | <i>2.1</i>        | <i>2.2</i>     | <i>2.2</i>         |

First-term Members are similar to veteran Members in the number of district offices they operate.

### Average Number of Full-time Staff by Office Location

| <u>Location</u> | <u>First-term</u> | <u>Veteran</u> | <u>All Offices</u> |
|-----------------|-------------------|----------------|--------------------|
| Washington      | 8.3               | 8.3            | 8.3                |
| District        | 6.3               | 6.0            | 6.1                |
| Total           | 14.6              | 14.3           | 14.4               |

First-term offices are nearly identical to veteran House offices in the number of staff they employ at each location. First-term Members place on average 57% of their staff in their Washington offices and 43% in their district office(s).

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

|      | <u>Total</u> | <u>Washington</u> | <u>District</u> | <u>% District</u> |
|------|--------------|-------------------|-----------------|-------------------|
| 1998 | 14.4         | 8.3               | 6.1             | 42.3%             |
| 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%             |

The overall size of House personal office staffs decreased by an average of 0.4 staffers per office between 1996 and 1998. Since 1992, House offices have decreased in size by 1.1 employees (7.1%). As a result, fewer individuals are increasingly being asked to accomplish more work. As the table above indicates, this trend exists in both Washington and district offices. In comparison to House offices, Senate personal offices tend to be much larger, employing an average of 34 full-time staff in 1997.

### Average Number of Interns by Party and Member Tenure (per year)

|                    | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|--------------------|--------------------|-------------------|-------------------|
| First-term Offices | 10.2               | 11.0              | 8.3               |
| Veteran Offices    | 8.9                | 10.4              | 7.9               |
| All Offices        | 9.2                | 10.6              | 7.9               |

Democratic and first-term offices tend to use interns to a greater extent than their Republican and veteran counterparts use.

## Typical Staffing Patterns of a Congressional Office

The first column in the table below shows the percentage of offices employing at least one person in each position. In the second column, the average number of staff a congressional office employs in each position is reported. For example, 100% of congressional offices employ at least one Legislative Assistant and the average number of Legislative Assistants employed in each office is 2.50. The columns may be thought of as describing the "typical" staffing patterns for House personal offices in the 105th Congress.

|   | <u>All Offices</u> | <u>All Offices</u> |
|---|--------------------|--------------------|
| <b>Washington Positions</b>             |                    |                    |
| Legislative Assistant                   | 100%               | 2.50               |
| Administrative Assistant/Chief of Staff | 98%                | 1.01               |
| Legislative Director                    | 86%                | .89                |
| Press Secretary                         | 83%                | .83                |
| Staff Assistant                         | 69%                | .72                |
| Office Manager                          | 63%                | .62                |
| Executive Assistant/Scheduler           | 57%                | .58                |
| Systems Administrator                   | 55%                | .57                |
| Legislative Correspondent               | 46%                | .54                |
| <b>District Positions</b>               |                    |                    |
| District Caseworker                     | 98%                | 2.61               |
| District Director                       | 88%                | .89                |
| District Aide/Field Representative      | 75%                | 1.15               |
| District Scheduler                      | 56%                | .56                |
| District Staff Assistant                | 55%                | .60                |
| District Grants/Projects Coordinator    | 23%                | .23                |

Only the Legislative Assistant position is staffed in every office. However, a core set of positions clearly exists. We define the core as the positions that are staffed in at least 75% of all the offices. Those positions include:

**Washington core:** Legislative Assistant, Administrative Assistant/Chief of Staff, Legislative Director, Press Secretary

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

## Average Salary of Each Position

For all but one of the 15 positions listed below (Legislative Correspondent), the average salary in first-term offices is lower than that in veteran offices. The difference in pay within each position ranges from a few hundred dollars (for Legislative Correspondents) to over \$5,000 (for District Directors).

|   | <u>First-term</u> | <u>Veteran</u> | <u>All Offices</u> |
|---|-------------------|----------------|--------------------|
| <b>Washington Positions</b>             |                   |                |                    |
| Administrative Assistant/Chief of Staff | \$87,277          | \$89,120       | \$88,936           |
| Legislative Director                    | \$52,065          | \$56,379       | \$55,453           |
| Press Secretary                         | \$38,835          | \$43,521       | \$42,578           |
| Executive Assistant/Scheduler           | \$33,877          | \$37,597       | \$36,737           |
| Office Manager                          | \$37,789          | \$40,296       | \$39,691           |
| Legislative Assistant                   | \$31,186          | \$34,779       | \$34,275           |
| Systems Administrator                   | \$28,666          | \$29,117       | \$28,901           |
| Legislative Correspondent               | \$24,327          | \$23,936       | \$24,048           |
| Staff Assistant                         | \$21,260          | \$21,912       | \$21,762           |

## **District Positions**

|                                      |          |          |          |
|--------------------------------------|----------|----------|----------|
| District Director                    | \$54,535 | \$59,508 | \$58,265 |
| District Aide/Field Representative   | \$32,083 | \$35,511 | \$35,114 |
| District Scheduler                   | \$29,068 | \$32,604 | \$31,775 |
| District Caseworker                  | \$27,927 | \$29,642 | \$29,269 |
| District Staff Assistant             | \$21,705 | \$23,431 | \$22,984 |
| District Grants/Projects Coordinator | \$32,616 | \$33,366 | \$33,116 |

## Office Expenditures on Staff

|                 | <u>Total</u> | <u>Full-Time</u> | <u>Part-Time</u> |
|-----------------|--------------|------------------|------------------|
| First-Term      | \$550,859    | \$537,381        | \$13,478         |
| Veteran Offices | \$582,023    | \$564,185        | \$18,807         |
| All Offices     | \$575,812    | \$558,196        | \$17,616         |

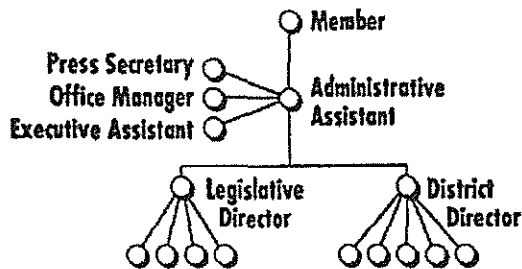
In 1998, the average House office spent a total of \$575,812 on staff salaries. First-term members spend less on staff salaries than do veteran members.

## Organizational Structure of Offices

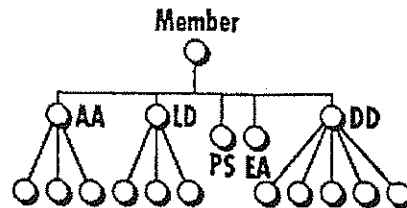
|   | <u>First-term</u> | <u>Veteran</u> | <u>All Offices</u> |
|---|-------------------|----------------|--------------------|
| Centralized Structure:<br><i>Senior Staff Report to the Administrative Assistant</i>  | 84.6%             | 55.6%          | 62.1%              |
| Washington-District Parity Structure:<br><i>DC Staff Report to the Administrative Assistant;<br/>District Staff Report to the District Director</i> | 7.7%              | 24.4%          | 20.7%              |
| Functional Structure:<br><i>Senior Staff Report to the Member</i>   | 7.7%              | 14.1%          | 12.6%              |
| Member as Manager Structure:<br><i>All Staff Report Directly to the Member</i>  | 0%                | 5.9%           | 4.6%               |

The Centralized structure is overwhelmingly the most popular structure among first-term and veteran Members (see diagrams below).

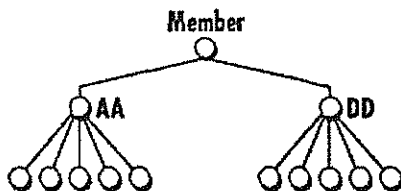
**The Centralized Structure**



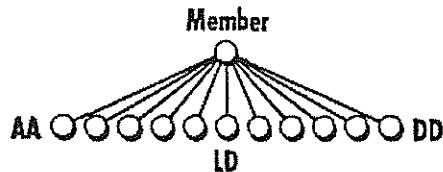
**Functional Structure**



**Washington/District Parity Structure**



**Member as Manager**





## BENEFITS POLICIES OF OFFICES

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

### COST OF LIVING ADJUSTMENT (COLA) POLICIES

#### How much of the 1998 COLA did you pass on to staff?

|      | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|------|--------------------|-------------------|-------------------|
| All  | 61.8%              | 68.7%             | 54.5%             |
| Some | 18.5%              | 18.1%             | 19.3%             |
| None | 19.7%              | 13.3%             | 26.1%             |

Overall, 80% of staff received COLAs in 1998. Democratic offices passed along more of the COLA to staff than did Republican offices.

#### How did your office distribute the 1998 COLA to Staff<sup>9</sup>?

|                               | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|-------------------------------|--------------------|-------------------|-------------------|
| Equal Amount to All Employees | 20.1%              | 25.0%             | 13.8%             |
| Proportional to Salary        | 44.6%              | 47.2%             | 43.1%             |
| Based on Seniority in Office  | 7.2%               | 5.6%              | 9.2%              |
| Based on Merit                | 40.3%              | 30.6%             | 50.8%             |
| Other                         | 5.8%               | 9.7%              | 1.5%              |

Republican offices tend to distribute COLAs based on merit in greater proportions than Democratic offices. Democratic offices, however, distribute COLAs on a more equal basis.

<sup>9</sup> Total percentages are greater than 100% because some offices used multiple criteria for determining the COLA distribution. For example, an office may have granted COLAs based on merit to a small group of employees and then, within that small group, distributed the COLAs by proportion to each employee's salary.

## BONUSES

**What percentage of staff (Washington and District offices) received bonuses in 1997?**

|         | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|---------|--------------------|-------------------|-------------------|
| 0-20%   | 28.7%              | 33.3%             | 24.7%             |
| 21-40%  | 1.8%               | 2.5%              | 1.1%              |
| 41-60%  | 1.8%               | 1.2%              | 2.2%              |
| 61-80%  | 3.5%               | 1.2%              | 2.2%              |
| 81-100% | 64.3%              | 61.7%             | 66.3%             |

Bonuses were issued to the majority of staff in both Democratic and Republican offices.

**When were bonuses issued?**

|                                     | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|-------------------------------------|--------------------|-------------------|-------------------|
| End of Year                         | 92.9%              | 89.3%             | 95.7%             |
| Immediate reward for excellent work | 17.3%              | 19.6%             | 15.9%             |
| Other                               | 1.6%               | 0.0%              | 1.6%              |

The overwhelming majority of bonuses were issued at the end of the year.

**How were bonuses distributed<sup>10</sup>?**

|                                 | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|---------------------------------|--------------------|-------------------|-------------------|
| Equal Amount for All Recipients | 33.1%              | 37.5%             | 27.5%             |
| Proportional to Salary          | 22.8%              | 17.9%             | 27.5%             |
| Based on Seniority in Office    | 12.6%              | 12.5%             | 13.0%             |
| Based on Merit                  | 55.1%              | 53.6%             | 58.0%             |
| Other                           | 3.1%               | 3.6%              | 2.9%              |

The distribution method of bonuses was fairly consistent between Democratic and Republican offices.

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<sup>10</sup> Total percentages are greater than 100% because offices may have used multiple criteria to determine how bonuses were to be distributed.

## RAISES (excluding COLA)

**What percentage of staff (Washington and District offices) received raises in 1997?**

|         | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|---------|--------------------|-------------------|-------------------|
| 0-20%   | 11.1%              | 14.8%             | 7.9%              |
| 21-40%  | 17.0%              | 16.0%             | 18.0%             |
| 41-60%  | 7.6%               | 7.4%              | 7.9%              |
| 61-80%  | 12.3%              | 11.1%             | 13.5%             |
| 81-100% | 52.0%              | 50.6%             | 52.8%             |

**How were raises distributed?**

|                                  | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|----------------------------------|--------------------|-------------------|-------------------|
| Equal Amounts for All Recipients | 4.2%               | 6.5%              | 1.2%              |
| Proportional to Salary           | 24.3%              | 26.0%             | 23.3%             |
| Based on Seniority in Office     | 18.2%              | 19.5%             | 17.4%             |
| Based on Merit                   | 91.5%              | 88.3%             | 95.3%             |
| Other                            | 3.0%               | 3.9%              | 2.3%              |

Raises were more common in House offices than were bonuses. Democratic and Republican offices tended to give raises and bonuses at roughly the same frequency. Interestingly, for both parties, merit is a more crucial factor in determining raises than in determining bonuses.

## 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 - 5       | 17.2%              | 12.9%             | 20.7%             |
| 6 - 10      | 34.5%              | 34.1%             | 35.6%             |
| 11 - 15     | 40.8%              | 44.7%             | 36.8%             |
| 16 - 20     | 7.5%               | 8.2%              | 6.9%              |
| 21+         | 0.0%               | 0.0%              | 0.0%              |

**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> |
|-------------|--------------------|-------------------|-------------------|
| 6 - 10      | 5.2%               | 1.2%              | 9.2%              |
| 11 - 15     | 28.2%              | 23.5%             | 33.3%             |
| 16 - 20     | 39.7%              | 43.5%             | 34.5%             |
| 21 - 25     | 17.2%              | 22.4%             | 12.6%             |
| 26+         | 9.8%               | 9.4%              | 10.3%             |

House offices are becoming more frugal in their vacation leave policies. The percentages for both minimum and maximum leave that can be earned by employees have increased in the '1-5', '6-10', and '11-15' categories. For instance, since 1996, the percentage of offices that provide only a minimum of 1-10 days of vacation per year has risen from 29% to 52%.

Additionally, Democrats tend to be somewhat more generous than their Republican counterparts in granting vacation days.

### **Can staff carry over vacation time from the previous year?**

|     | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|-----|--------------------|-------------------|-------------------|
| Yes | 60.6%              | 69.4%             | 52.3%             |
| No  | 39.4%              | 31.6%             | 47.7%             |

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

|     | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|-----|--------------------|-------------------|-------------------|
| Yes | 64.7%              | 64.3%             | 64.8%             |
| No  | 35.3%              | 35.7%             | 35.2%             |

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

|     | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|-----|--------------------|-------------------|-------------------|
| Yes | 28.6%              | 31.8%             | 26.1%             |
| No  | 71.4%              | 68.2%             | 73.9%             |

Generally, offices are likely to compensate staff 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 the vacation policies of four other types of employers: federal government, state and local governments, large and medium-sized private firms (generally 100 or more employees), and small private firms.<sup>11</sup>

**Comparative Vacation Policies**

*(Average Annual Days of Vacation)*

| Years of Service | <u>Federal Government</u> | <u>State &amp; Local Government</u> | <u>Medium &amp; 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                   |

In the past, the vacation policies for House offices most closely resembled the policies of the federal government. Today, they reflect the slightly less generous vacation policies of state and local governments. Nevertheless, the vacation policies of House offices still tend to be more generous than those found in the private sector, as the table illustrates.

<sup>11</sup> 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> |
|-----------|--------------------|-------------------|-------------------|
| 1 - 5     | 16.0%              | 18.5%             | 14.0%             |
| 5 - 10    | 19.8%              | 19.8%             | 19.8%             |
| 11 - 15   | 30.0%              | 34.6%             | 25.6%             |
| 16+       | 0.6%               | 1.2%              | 0.0%              |
| As Needed | 33.7%              | 25.9%             | 40.7%             |

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

|           | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|-----------|--------------------|-------------------|-------------------|
| 1 - 5     | 7.6%               | 7.2%              | 8.0%              |
| 6 - 10    | 17.4%              | 18.1%             | 17.2%             |
| 11 - 15   | 28.5%              | 38.6%             | 18.4%             |
| 16 - 20   | 2.9%               | 3.6%              | 2.3%              |
| 21+       | 2.3%               | 2.4%              | 2.3%              |
| As Needed | 41.3%              | 30.1%             | 51.7%             |

Though no paid sick leave is mandated in Congressional rules, most House offices offer a sick leave as a benefit. Thirty percent of House offices provide two weeks or more of sick leave to all of their staff.

### **Can staff carry over sick leave from the previous year?**

|     | <u>All Offices</u> | <u>Democratic</u> | <u>Republican</u> |
|-----|--------------------|-------------------|-------------------|
| Yes | 33.3%              | 41.7%             | 25.0%             |
| No  | 66.7%              | 58.3%             | 75.0%             |

The maximum annual sick leave granted to employees does not significantly differ from the minimum. The sick leave policies of House offices are similar to those of Senate offices. In comparison with 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   | 34.5%              | 31.7%             | 37.9%             |
| 1 - 3  | 11.1%              | 11.0%             | 10.3%             |
| 4 - 6  | 33.3%              | 35.4%             | 31.0%             |
| 7 - 10 | 8.8%               | 6.1%              | 11.5%             |
| 10+    | 7.0%               | 8.5%              | 5.7%              |
| Other  | 5.3%               | 7.3%              | 3.4%              |

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.

The percentage of offices that provide *no* paid parental leave has increased dramatically since 1996. In 1996, only 8% of all offices did not provide paid parental leave. In 1998, this figure jumped to 34.5%.

# AGGREGATE DATA



## AGGREGATE DATA

### Methodology

To obtain a clearer understanding of the demographic, salary, and employment trends of House staff, we aggregated the individual salary and demographic data of 2,589 full-time staff members from 182 House personal offices.

In addition to reporting overall aggregate data (e.g., average salary, average age), we analyzed the relationship among demographic variables, as well as the relationship between demographic variables and salary (e.g., average salary by educational attainment, tenure in position by gender). To accomplish this, we cross tabulated the following data collected for each staff member:

- ◆ Salary (excluding bonuses, benefits, and overtime)
- ◆ Tenure in Congress
- ◆ Tenure in Current Office
- ◆ Tenure in Current Position (in Current Office)
- ◆ Tenure in Current Position (in Congress)
- ◆ Educational Attainment
- ◆ Age
- ◆ Gender
- ◆ Race/Ethnicity
- ◆ Marital Status
- ◆ Level of Responsibility (relative to the description on the survey form)

These individual demographic variables were also cross-tabulated by the Member's tenure (i.e. Member's term in office) and the Member's party affiliation.

In this section of the report we have included aggregate data analyses that we believe provide the most meaningful and useful management information. The findings presented in this section of the report are divided into three parts:

- ◆ Salary Data
- ◆ Tenure Data
- ◆ Demographic Data

Additionally, we have compared this year's results with those from previous surveys conducted by the Congressional Management Foundation. Wherever possible, we have also provided comparative data for the U.S. population and employees in the public and private sectors.

# **PART 1: SALARY DATA**

## SALARY: GENERAL INFORMATION

### Average Salary for All House Positions in 1998 Compared to 1996

|                                       | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|---------------------------------------|--------------|-------------------|-----------------|
| Average Salary 1998:                  | \$39,132     | \$42,558          | \$34,405        |
| Average Salary 1996:                  | \$36,728     | \$40,112          | \$32,054        |
| Change:                               | \$2,404      | \$2,446           | \$2,351         |
| Percentage Change:                    | 6.55%        | 6.10%             | 7.33%           |
| Average annualized<br>rate of change: | 3.22%        | 3.00%             | 3.60%           |

Over the past two years, the average House staff salary has increased by slightly more than 6.5%. This increase in House staff pay has outpaced the rate of inflation (6.6% to 4.2%) over the past two years. In comparison to the House, the average Senate staff salary in 1997 was \$39,534. Washington-based Senate staff averaged \$43,343, and state-based Senate staff earned an average of \$34,266.

### Office Expenditures on Staff

|                 | <u>Total</u> | <u>Full-Time</u> | <u>Part-Time</u> |
|-----------------|--------------|------------------|------------------|
| First-Term      | \$550,859    | \$537,381        | \$13,478         |
| Veteran Offices | \$582,023    | \$564,185        | \$18,807         |
| All Offices     | \$575,812    | \$558,196        | \$17,616         |

In 1998, the average House office spent a total of \$575,812 on staff salaries. This figure reflects a 4.8% increase over the average expenditure on staff salaries for 1996 (\$549,300). First-term members tend to spend less on salaries than do veteran members. The discrepancy between the 4.8% increase in overall expenditures and 6.5% increase in staff salaries is largely due to the decrease in average number of staffers per office since 1996.

### Average House Salary for All Positions: The Historical Record

| <u>Year</u> | <u>Avg. Salary</u> | <u>% Change Since Last Measured</u> |
|-------------|--------------------|-------------------------------------|
| 1998        | \$39,132           | 6.6%                                |
| 1996        | \$36,728           | 3.4%                                |
| 1994        | \$35,510           | 6.4%                                |
| 1992        | \$33,388           | 13.0%                               |
| 1990        | \$29,542           | N/A                                 |

From 1990 to 1998, the average pay of House personal office employees rose by 32.5%. This translates into an average annualized increase of 3.6%.

### Average Senate Salary for All Positions: The Historical Record

| <u>Year</u> | <u>Avg. Salary</u> | <u>% Change Since Last Measured</u> |
|-------------|--------------------|-------------------------------------|
| 1997        | \$39,534           | 6.3%                                |
| 1995        | \$37,209           | 1.0%                                |
| 1993        | \$36,844           | 11.3%                               |
| 1991        | \$33,094           | N/A                                 |

Overall, the average salary of Senate personal office employees has increased by 19.5% from 1991 to 1997. This is equivalent to a 3.0% average annualized increase in pay.

### Consumer Price Index: The Historical Record

| <u>Year</u> | <u>CPI</u> | <u>%Change Since Last Measured</u> |
|-------------|------------|------------------------------------|
| 1997        | 160.5      | 2.3%                               |
| 1996        | 156.9      | 2.9%                               |
| 1995        | 152.4      | 2.8%                               |
| 1994        | 148.2      | 2.6%                               |
| 1993        | 144.5      | 3.0%                               |
| 1992        | 140.3      | 3.0%                               |
| 1991        | 136.2      | 4.2%                               |
| 1990        | 130.7      | N/A                                |

From 1990 to 1997, the inflation rate, as measured by the Consumer Price Index, rose 22.8%. This translates into an average annualized rate of 3.0%. In other words, while pay increases in the Senate are consistent with inflationary increases, salary increases in the House during the 1990's have slightly outpaced inflation.

## **Pay Comparison between House Personal Office Staff and Federal Workers**<sup>12</sup>

(Tables show the average pay and the "gap" by which federal pay exceeds House pay)

| <u>Year</u> | <u>DC-Based House</u> | <u>DC-Based Federal</u> | <u>Gap</u> |
|-------------|-----------------------|-------------------------|------------|
| 1998        | \$42,558              | \$58,170                | 37%        |
| 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> |
|-------------|------------------|--------------------|------------|
| 1998        | \$39,132         | \$46,056           | 18%        |
| 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 4%. The gap between all federal workers and all House staff (i.e. including district staff) has similarly widened by 2%.

However, when comparing federal employees with 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 85).

For full-time, year-round workers in the U.S. labor force, average earnings in 1997 were \$37,829.<sup>13</sup>

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<sup>12</sup> 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.

<sup>13</sup> Unpublished data, 1997 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             | \$38,660     | \$41,889          | \$34,466        |
| Republican             | \$39,388     | \$42,961          | \$34,210        |

The average staff salaries in Democratic and Republican offices are nearly identical.

### Average Salary for All Positions by Member Tenure

| <u>Member Term</u> | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|--------------------|--------------|-------------------|-----------------|
| 1st term           | \$36,870     | \$40,111          | \$32,528        |
| 2nd term           | \$37,501     | \$41,710          | \$31,571        |
| 3rd term           | \$38,752     | \$41,224          | \$35,626        |
| 4th to 6th term    | \$40,594     | \$44,445          | \$35,096        |
| 7th to 9th term    | \$40,560     | \$44,027          | \$35,899        |
| 10th term +        | \$42,472     | \$45,855          | \$37,137        |

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. Consequently, employees in these offices usually receive higher pay.

### Average Salary for All Positions by Number of District Offices

| <u># of District<br/>Offices</u> | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|----------------------------------|--------------|-------------------|-----------------|
| 1-2                              | \$39,995     | \$43,251          | \$35,285        |
| 3+                               | \$37,176     | \$40,719          | \$32,729        |

Members with three or more district offices pay, on average, lower salaries than Members with one or two district offices. This pattern makes sense. Members who invest their budgets more heavily in added district offices have fewer dollars available to spend on salaries.

## 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         | \$24,105     | \$24,553          | \$22,804        |
| 25-29            | \$33,224     | \$34,399          | \$30,101        |
| 30-34            | \$45,343     | \$50,803          | \$36,206        |
| 35-39            | \$50,303     | \$62,049          | \$38,267        |
| 40-44            | \$49,513     | \$64,990          | \$35,456        |
| 45-49            | \$45,349     | \$67,953          | \$35,662        |
| 50-54            | \$48,756     | \$63,998          | \$41,281        |
| 55-59            | \$46,098     | \$74,715          | \$35,943        |
| 60-64            | \$40,247     | \$54,546          | \$38,584        |
| 65+              | \$40,061     | -----             | \$40,061        |

Staff under 30 years of age have the lowest salaries, while staff who are 35 to 45 years old have the highest overall salaries. The average salary for staff older than 45 tends to fluctuate with no apparent pattern. The fluctuating average salaries may reflect an insignificant sample size of some of the older staff groupings.

### Average Salary for All Positions by Educational Attainment

|                     | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|---------------------|--------------|-------------------|-----------------|
| High School or less | \$32,762     | \$43,201          | \$30,590        |
| Some College        | \$35,964     | \$48,872          | \$31,310        |
| Bachelor's          | \$37,522     | \$39,252          | \$34,543        |
| Master's            | \$48,576     | \$51,242          | \$41,180        |
| Law                 | \$54,668     | \$55,827          | \$51,059        |
| Doctorate           | \$50,078     | \$56,949          | \$40,917        |

Salaries generally increase as the level of education increases; staff with advanced degrees earn substantially more than staff with solely a bachelor's degree. Staff holding master's degrees earn about \$11,000 more on average than those with only a bachelor's degree; staff holding law degrees earn about \$17,000 more. The difference in salary between staff with bachelor's degrees and those with master's degrees is significantly larger in Washington offices than in district offices.

Interestingly, Washington staff *without* bachelor's degrees earn higher average salaries than their counterparts who completed only a bachelor's degree. This is probably because staff without bachelor's degrees tend to be older employees who have more experience and are compensated accordingly.

Senate salaries are generally very similar to House salaries for those without advanced degrees. However, Senate staff with doctorate degrees earn 43% more than their counterparts in the House.

While staff in the House are better educated than the national workforce, they are not as well compensated for their formal training (as the chart below indicates).

Average Salary of House Staff Compared to the National Workforce<sup>14</sup>  
(by educational attainment)

|                         | <u>House</u> | <u>National</u> |
|-------------------------|--------------|-----------------|
| Bachelor's              | \$37,522     | \$48,134        |
| Master's                | \$48,576     | \$60,344        |
| Professional (e.g. Law) | \$54,668     | \$107,677       |
| Doctorate               | \$50,078     | \$85,035        |

This differential in pay between well-educated House staff and the national workforce clearly encourages some House staff to leave Capitol Hill.

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<sup>14</sup> Money Income in the United States: 1997, Table 9, Department of Commerce, Bureau of the Census.



## SALARY: GENDER

### Average Salary for All Positions by Gender

| <u>Gender</u> | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|---------------|--------------|-------------------|-----------------|
| Female        | \$35,967     | \$39,555          | \$32,233        |
| Male          | \$43,189     | \$45,469          | \$38,584        |

On average, female staff earn 83 cents for every dollar earned by male staff. Among Washington staff, the figure is 87 cents; among district staff, it is 84 cents.<sup>15</sup>

### 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> |
|-------------|--------------|-------------------|-----------------------|
| 1998        | .83          | .87               | .84                   |
| 1996        | .86          | .89               | .88                   |
| 1994        | .84          | .86               | .87                   |
| 1992        | .82          | .84               | .84                   |
| 1990        | .81          | .84               | .83                   |

#### Senate Staff

|      |     |     |     |
|------|-----|-----|-----|
| 1997 | .88 | .89 | .92 |
| 1995 | .87 | .91 | .83 |
| 1993 | .81 | .84 | .77 |
| 1991 | .78 | .82 | .75 |

The difference in the average pay of female staff as compared to male staff has increased in the past two years, reversing a six-year trend. The 17% difference in average pay between male and female House staff is largely explained by the staffing patterns of House offices. An analysis on page 88 shows that women are under-represented in the higher-paying Executive and Policy positions and over-represented in the lower-paying Support and Mid-level positions. This disparity has increased slightly in the past two years.

<sup>15</sup> 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 (66% vs. 34%) where average salaries are lower than in Washington offices (\$32,233 vs. \$39,555).

## Difference in Pay within Positions by Gender

This pay gap does not reflect a pattern of offices paying women lower salaries than their male colleagues for similar work. 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 14 of the 15 positions analyzed in this manner, gender did not affect pay when controlling for other variables. In other words, in 14 of 15 positions, male and female staff with comparable education, experience, and demographic characteristics received essentially the same salary. However in one position, the Administrative Assistants/Chiefs of Staff position, females received lower salaries than males with comparable training and experience.

In the overall *U.S. labor force*, 1998 statistics show that women earned 67% of men's pay.<sup>16</sup> In other words, the pay of female staff in Congress is still far more equitable than the pay of female workers in the overall labor force.

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<sup>16</sup> Money Income in the United States: 1997, Table 10, U.S. Department of Commerce, Bureau of the Census.

## 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                 | \$34,549     | \$36,674          | \$32,845        |
| Hispanic              | \$35,006     | \$39,312          | \$32,961        |
| White                 | \$39,930     | \$43,284          | \$34,746        |
| Other                 | \$33,183     | \$33,942          | \$32,008        |

Black House staff earn 87 cents for every dollar earned by white staff. For Hispanics and "Other" minority staff the figures are 88 cents and 83 cents, respectively. (The category of "Other" minority staff is defined on page 90.)

### 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> |
|-------------|--------------|-----------------|-------------------------|
| 1998        | .87          | .88             | .83                     |
| 1996        | .92          | .93             | .93                     |
| 1994        | .92          | .86             | .90                     |
| 1992        | .93          | .77             | .96                     |

#### Senate Staff

|      |     |     |     |
|------|-----|-----|-----|
| 1997 | .76 | .85 | .93 |
| 1995 | .79 | .74 | .99 |
| 1993 | .83 | .75 | .85 |
| 1991 | .83 | .75 | .95 |

Like the gender pay gap, the differences in average pay between minority and white staff also increased over the past two years. These pay differences are largely due to staffing patterns in House offices. A chart on page 93 shows that minorities are under-represented in higher-paying Executive and Policy positions and over-represented in the lower-paying Support and Mid-level positions. This pattern has increased slightly in the past two years, which accounts for the increased differential in salary between white and minority staff.

National salary data for 1997 show that blacks earned 72% of the pay of whites, while Hispanics earned 69%.<sup>17</sup> In other words, the pay of minority staff in Congress is far more equitable than the pay of minority workers in the overall U.S. labor force.

### **Difference in Pay Within Positions 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 15 positions analyzed in this manner in 1998 (the District Staff Assistant) did we find that race/ethnicity uniquely affected pay. That is, for 14 of the 15 positions, minority staff did not earn significantly less or more than similarly qualified white staff who performed the same job. District Staff Assistants who are minorities, however, did receive higher salaries than white staff in the job with comparable training and experience.

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<sup>17</sup> Money Income in the United States: 1997, Table 10, Department of Commerce, Bureau of the Census.

## **PART 2: TENURE DATA**

## TENURE: AVERAGES

### Years in Current Position

|      | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|------|--------------|-------------------|-----------------|
| 1998 | 2.7          | 2.2               | 3.4             |
| 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> |
|------|--------------|----------------------|-----------------|
| 1998 | 3.3          | 2.9                  | 4.0             |
| 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> |
|------|--------------|-------------------|-----------------|
| 1998 | 4.9          | 4.9               | 4.9             |
| 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             |

Since 1992, average tenure in current position and in current office has decreased by 27.0% and 19.5%, respectively. Average tenure in Congress has remained somewhat steadier, decreasing by only 7.5%.

As in all of our past studies of House offices, there is more turnover between positions and offices among Washington staff than among district staff. However, Washington and district staff average the same amount of overall congressional experience -- 4.9 years.

This continuing decline in staff tenure for position and office is largely explained by the decline in tenure of the Representatives throughout this decade, rather than changes in staff satisfaction. As the chart on the next page depicts, the tenure of Representatives in the House has declined significantly over the past four Congresses.

### Tenure of House Members

|                                       | <u>1992</u> | <u>1994</u> | <u>1996</u> | <u>1998</u> |
|---------------------------------------|-------------|-------------|-------------|-------------|
| 1 <sup>st</sup> -3 <sup>rd</sup> term | 31%         | 45%         | 52%         | 57%         |
| 4 <sup>th</sup> term or above         | 69%         | 55%         | 48%         | 43%         |

It is logical that the newer the Member, the shorter the time their staff could have spent in their position and office. Therefore, as the tenure of House Representatives declines, we would expect to see the average tenure of staff in position and office also decline.

## TENURE: DISTRIBUTIONS

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

### Tenure in Position

| <u>Years</u> | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|--------------|--------------|-------------------|-----------------|
| <= 1         | 48.8%        | 56.0%             | 38.9%           |
| 1.1 - 2      | 15.4%        | 17.1%             | 13.1%           |
| 2.1 - 5      | 24.6%        | 19.3%             | 32.0%           |
| 5.1 - 10     | 7.2%         | 5.0%              | 10.2%           |
| 10.1 =>      | 4.1%         | 2.7%              | 5.9%            |

### Tenure in Office

| <u>Years</u> | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|--------------|--------------|-------------------|-----------------|
| <= 1         | 41.0%        | 45.5%             | 34.8%           |
| 1.1 - 2      | 14.1%        | 16.1%             | 11.4%           |
| 2.1 - 5      | 29.0%        | 25.8%             | 33.5%           |
| 5.1 - 10     | 9.5%         | 7.9%              | 11.6%           |
| 10.1 =>      | 6.4%         | 4.7%              | 8.6%            |

### Tenure in Congress

| <u>Years</u> | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|--------------|--------------|-------------------|-----------------|
| <= 1         | 29.1%        | 28.6%             | 29.8%           |
| 1.1 - 2      | 13.2%        | 14.9%             | 10.8%           |
| 2.1 - 5      | 30.5%        | 30.4%             | 31.4%           |
| 5.1 - 10     | 13.6%        | 12.9%             | 14.5%           |
| 10.1 =>      | 13.3%        | 13.2%             | 13.4%           |

“Tenure in office” and “tenure in position” data provide valuable information on the staffing patterns of House offices. For instance, assume that a Washington House office employs 8 individuals (the actual average is 8.3 employees). In two years, two individuals will still be employed in the same position, one employee will have been promoted to another position within the office, and five people will have left the office. In other words, not only are people rarely promoted from within their current office, but the office as a whole is also relatively inexperienced.



## TENURE: POSITIONS

### 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. |
| <b>Washington Positions</b>             |                  |           |                  |           |
| Staff Assistant                         | 90.0%            | 97.7%     | 67.5%            | 96.9%     |
| Legislative Correspondent               | 84.9%            | 96.9%     | 66.3%            | 91.8%     |
| Press Secretary                         | 57.9%            | 73.7%     | 26.3%            | 42.8%     |
| Systems Administrator                   | 57.7%            | 79.8%     | 38.5%            | 59.6%     |
| Executive Assistant/Scheduler           | 56.1%            | 71.0%     | 33.6%            | 49.5%     |
| Legislative Assistant                   | 54.9%            | 77.9%     | 23.0%            | 43.8%     |
| Office Manager                          | 48.2%            | 57.1%     | 16.1%            | 27.7%     |
| Legislative Director                    | 42.0%            | 62.3%     | 3.0%             | 5.6%      |
| Administrative Assistant/Chief of Staff | 33.7%            | 46.7%     | 7.6%             | 10.9%     |

| <b>District Positions</b>            | <= 1 yr. | <= 2 yrs. | <= 1 yr. | <= 2 yrs. |
|--------------------------------------|----------|-----------|----------|-----------|
| District Staff Assistant             | 55.6%    | 68.5%     | 54.6%    | 66.7%     |
| District Grants/Projects Coordinator | 47.6%    | 66.7%     | 33.3%    | 47.6%     |
| District Director                    | 41.9%    | 53.8%     | 23.1%    | 31.9%     |
| District Scheduler                   | 41.7%    | 52.0%     | 35.3%    | 40.2%     |
| District Caseworker                  | 35.4%    | 47.1%     | 26.7%    | 36.7%     |
| District Aide/Field Representative   | 32.9%    | 49.8%     | 25.6%    | 41.5%     |

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

Rapid turnover afflicts virtually every position in House personal offices.

Entry level positions have large proportions of staff with limited experience in their current position, a clear indication of extremely high turnover. Ninety percent of Staff Assistants and 85% of Legislative Correspondents have held their jobs for 1 year or less. Almost 94% of staff in these two positions have total experience in Congress of at most 2 years or less.

Senior staff positions are also experiencing substantial turnover, though to a smaller degree than junior positions. More specifically, 34% of AAs have been in their job for less than one year and 47% have been in their job for less than two years. Among Legislative Directors, 42% have been in their job for less than a year, while 62% have served for less than two years. District Directors also follow this pattern: 42% have been in their position less than one year and 54% less than two years.

## TENURE: CONGRESSIONAL CHARACTERISTICS

### Staff Tenure by Member Tenure

| <u>Member Term</u> | <u>Position</u> | Average Years in: |                 |
|--------------------|-----------------|-------------------|-----------------|
|                    |                 | <u>Office</u>     | <u>Congress</u> |
| 1st term           | 1.0             | 1.0               | 3.0             |
| 2nd term           | 1.9             | 2.2               | 3.6             |
| 3rd term           | 2.6             | 3.0               | 4.7             |
| 4th to 6th term    | 3.4             | 4.2               | 6.0             |
| 7th to 9th term    | 4.8             | 6.1               | 7.0             |
| 10th term +        | 4.3             | 6.4               | 7.5             |

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

### Tenure by Gender

| <u>Gender</u> | <u>Position</u> | Average Years in: |                 |
|---------------|-----------------|-------------------|-----------------|
|               |                 | <u>Office</u>     | <u>Congress</u> |
| Female        | 3.0             | 3.7               | 5.4             |
| Male          | 2.3             | 2.9               | 4.3             |

Women have substantially longer average tenure than do men in all three tenure categories. This pattern might be related to age, as male staffers are younger, on average, than their female counterparts in the House (32.3 versus 35.8).

### Tenure by Race/Ethnicity

| <u>Race/Ethnicity</u> | <u>Position</u> | Average Years in: |                 |
|-----------------------|-----------------|-------------------|-----------------|
|                       |                 | <u>Office</u>     | <u>Congress</u> |
| Black                 | 3.2             | 3.7               | 5.1             |
| Hispanic              | 2.6             | 3.0               | 3.7             |
| White                 | 2.7             | 3.4               | 5.0             |
| Other                 | 2.5             | 3.0               | 3.7             |

Black staff have the highest average tenure in position, office and Congress. "Other" and Hispanic staff, with almost identical averages, have shorter average position, office, and congressional tenure.

# **PART 3: DEMOGRAPHIC DATA**

## AGE & EDUCATION: GENERAL INFORMATION

### Average Age by Staff Location

|             | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|-------------|--------------|-------------------|-----------------|
| Average Age | 34.2         | 31.0              | 38.7            |

While the average age of House staff is about 34, the range extends from 20 to 80. Seventeen percent of staff are 24 years old or younger, while 29% are 40 or older and 13% are over 50. Employees in district offices are nearly eight years older, on average, than staff in Washington offices.

The present age structure of House staff has not changed since 1996. Additionally, the overall age structure of 1998 House staff closely resembles that of Senate staff, where the average age in 1997 was also 34.

The average House employee is younger than the average worker in the U.S. labor force, who in 1997 had a median age of 38.9.<sup>18</sup>

House employees are considerably younger than federal civilian employees, whose average age is 45.3.<sup>19</sup>

### Age by Member Tenure

|                 | <u>Average Age in Years</u> |
|-----------------|-----------------------------|
| 1st term        | 32.6                        |
| 2nd term        | 32.6                        |
| 3rd term        | 34.5                        |
| 4th to 6th term | 34.6                        |
| 7th to 9th term | 36.9                        |
| 10th term +     | 36.2                        |

As we would expect, as Member tenure increases, the age (and Hill experience) of staff also increases.

<sup>18</sup> Current Population Survey: 1997, U.S. Bureau of Labor Statistics.

<sup>19</sup> Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1998.

## Age by Member Party Affiliation

|            | <u>Average Age in Years</u> |
|------------|-----------------------------|
| Democratic | 34.3                        |
| Republican | 34.1                        |

## Educational Attainment by Staff Location

|                     | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|---------------------|--------------|-------------------|-----------------|
| High School or less | 5.8%         | 1.7%              | 11.6%           |
| Some College        | 11.0%        | 5.0%              | 19.2%           |
| Bachelor's Degree   | 67.4%        | 73.3%             | 59.1%           |
| Master's Degree     | 9.7%         | 12.1%             | 6.4%            |
| Law Degree          | 5.6%         | 7.3%              | 3.2%            |
| Doctorate Degree    | 0.5%         | 0.5%              | 0.6%            |

Overall, employees in House personal offices are very well-educated. Just over 83% of all staff hold at least a Bachelor's degree while 15.8% hold advanced degrees. In the Senate, 84.4% of staff hold Bachelor degrees, while 20.5% hold advanced degrees.

House staff have significantly greater educational attainment than federal civilian employees, 39.9% of whom have at least a bachelor's degree.<sup>20</sup> In the general U.S. adult population, 23.8% have at least a bachelor's degree.<sup>21</sup>

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<sup>20</sup> Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1998.

<sup>21</sup> Educational Attainment in the United States: March 1997, Census Bureau, U.S. Department of Commerce.

## GENDER: GENERAL INFORMATION

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

### Gender by Staff Location

|        | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|--------|--------------|-------------------|-----------------|
| Female | 56.5%        | 49.8%             | 65.8%           |
| Male   | 43.5%        | 50.2%             | 34.2%           |

Although men and women are employed in almost equal numbers in Washington offices, within district offices there are almost twice as many women as men.

### Female Staff in Congress: The Historical Record

*(Percent of staff who are female)*

#### House Staff

| <u>Year</u> | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|-------------|--------------|-------------------|-----------------|
| 1998        | 56.5%        | 49.8%             | 65.8%           |
| 1996        | 56.3%        | 49.8%             | 65.3%           |
| 1994        | 57.7%        | 51.7%             | 65.6%           |
| 1992        | 60.5%        | 54.4%             | 68.8%           |

#### Senate Staff

|      |       |       |       |
|------|-------|-------|-------|
| 1997 | 55.8% | 51.3% | 64.4% |
| 1995 | 56.4% | 52.4% | 64.6% |
| 1993 | 59.7% | 55.8% | 67.7% |
| 1991 | 62.3% | 59.2% | 68.2% |

After declining for several years, the proportion of female House staff has leveled off in the past two years. Even though the proportion of female staff in Senate offices has steadily declined since 1991, gender staffing levels in the Senate and the House are quite comparable.

Compared to other employment sectors, female workers in congressional offices are employed in greater numbers. Among federal civilian employees, 44.7% are women.<sup>22</sup> Additionally, women comprise 43% of the U.S. labor force.<sup>23</sup>

<sup>22</sup> Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1998.

<sup>23</sup> Current Population Survey, 1998, Bureau of Labor Statistics.

## GENDER: DEMOGRAPHICS

### Age by Gender

|        | <u>Average Age in Years</u> |
|--------|-----------------------------|
| Female | 35.8                        |
| Male   | 32.3                        |

### Educational Attainment by Staff Location and Gender

|                     | <u>Total</u>  |             | <u>Washington</u> |             | <u>District</u> |             |
|---------------------|---------------|-------------|-------------------|-------------|-----------------|-------------|
|                     | <u>Female</u> | <u>Male</u> | <u>Female</u>     | <u>Male</u> | <u>Female</u>   | <u>Male</u> |
| High School or less | 9.3%          | 1.4%        | 3.5%              | 0.0%        | 15.4%           | 4.3%        |
| Some College        | 15.5%         | 5.2%        | 7.2%              | 2.8%        | 24.1%           | 9.9%        |
| Bachelor's          | 64.3%         | 70.3%       | 74.6%             | 71.9%       | 53.5%           | 69.6%       |
| Master's            | 8.1%          | 11.9%       | 10.3%             | 14.0%       | 5.8%            | 7.5%        |
| Law                 | 2.5%          | 9.6%        | 4.0%              | 10.5%       | 0.8%            | 7.8%        |
| Doctorate           | 0.3%          | 0.8%        | 0.3%              | 0.8%        | 0.4%            | 0.8%        |

A substantially larger proportion of men than women hold at least a bachelor's degree. This disparity is far more pronounced among district staff than among Washington staff. Overall, 93% of male staff and 75% of female staff have acquired at least a bachelor's degree. Additionally, over twice as many men as women hold advanced degrees (22.3% compared with 10.9%).



## GENDER: CONGRESSIONAL CHARACTERISTICS

### Gender by Member Party Affiliation

|        | <u>Total</u> | <u>Democrats</u> | <u>Republican</u> |
|--------|--------------|------------------|-------------------|
| Female | 56.5%        | 59.0%            | 54.4%             |
| Male   | 43.5%        | 41.0%            | 45.6%             |

Democrat offices employ slightly more women than do Republican offices.

### Gender by Type of Position

We report the percentage of women and men that staff each position in the "Individual Position Profiles and Analyses" section that starts on page 7. In the table below, we have grouped positions of similar levels of responsibility and disaggregated them by gender.

|        | <b>Type of Position</b> |               |                  |                |                |
|--------|-------------------------|---------------|------------------|----------------|----------------|
|        | <u>Executive</u>        | <u>Policy</u> | <u>Mid-Level</u> | <u>Support</u> | <u>Overall</u> |
| Female | 38.0%                   | 38.9%         | 70.7%            | 66.4%          | <b>56.5%</b>   |
| Male   | 62.0%                   | 61.1%         | 29.3%            | 33.6%          | <b>43.5%</b>   |

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.

### Position Category Definitions

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

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

**Mid-level positions:** Executive Assistant/Scheduler, Office Manager, Systems Administrator, District Caseworker, District Aide/Field Representative, District Scheduler, and District Grants/Projects Coordinator.

**Support positions:** Legislative Correspondent, Staff Assistant, and District Staff Assistant.

**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>Support</u> | <u>Overall</u> |
|------|------------------|---------------|------------------|----------------|----------------|
| 1998 | 38.0%            | 38.9%         | 70.7%            | 66.4%          | <b>56.5%</b>   |
| 1996 | 38.4%            | 39.5%         | 70.3%            | 64.7%          | <b>56.3%</b>   |
| 1994 | 39.1%            | 40.5%         | 71.6%            | 70.0%          | <b>57.7%</b>   |
| 1992 | 41.7%            | 43.6%         | 72.1%            | 75.6%          | <b>60.5%</b>   |

**Males**

|      |       |       |       |       |              |
|------|-------|-------|-------|-------|--------------|
| 1998 | 62.0% | 61.1% | 29.3% | 33.6% | <b>43.5%</b> |
| 1996 | 61.6% | 60.5% | 29.7% | 35.3% | <b>43.7%</b> |
| 1994 | 60.9% | 59.5% | 28.4% | 30.0% | <b>42.3%</b> |
| 1992 | 58.3% | 56.4% | 27.9% | 24.4% | <b>39.5%</b> |

While the total percentage of female staff has declined by 4% since 1992, this decline has not been spread evenly across positions. The percentage of women in support positions dropped by nearly 9%, while the percentage of women in executive positions declined by under 4%. The result is a decline in the over-representation of women in support positions. The decline of women in Executive positions has been proportional to the decline in women overall.

Staffing patterns by gender in Senate personal offices in 1997 were similar to those in the House: female staff held 39.8% of Executive positions, 39.8% of Policy positions, 64.8% of Mid-level positions, and 58.6% of Support 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 women fill less than 20.4% of all Senior Executive Service positions.<sup>24</sup> In comparison, 10.6% of Fortune 500 corporate offices are women.<sup>25</sup>

<sup>24</sup> Federal Civilian Workforce Statistics: 1997 edition, United States Office of Personnel Management.

<sup>25</sup> Monica Blaizgis, "Catalyst Study Finds Women Top Earners Doubling in 2-year Period", December 11, 1997.

## RACE / ETHNICITY: GENERAL INFORMATION

This section of the report breaks out race/ethnicity by staff location, age, educational attainment, gender, party affiliation, and type of position. We asked individuals to classify themselves in one of the following racial/ethnic groups: Asian, Black, Hispanic, Native American, Pacific Islander, White, and "other."

The table below shows the percentage of staff in each of these seven racial/ethnic groups. However, because the numbers of Asian, Native American, Pacific Islander, and "other" staff in the House were small, we have combined these individuals into a category titled "Other" for all other tables in this section.

### **Race/Ethnicity by Staff Location**

|                  | <u>Total</u> | <u>Washington</u> | <u>District</u> |
|------------------|--------------|-------------------|-----------------|
| Asian            | 1.5%         | 1.8%              | 1.0%            |
| Black            | 5.9%         | 4.5%              | 7.9%            |
| Hispanic         | 5.7%         | 3.2%              | 9.3%            |
| Native American  | 0.4%         | 0.5%              | 0.2%            |
| Pacific Islander | 1.0%         | 0.7%              | 1.4%            |
| White            | 85.1%        | 88.9%             | 79.8%           |
| Other            | 0.4%         | 0.4%              | 0.5%            |

Overall, minorities comprise 14.9% of House personal office staff. Staff from minority groups are much more likely to work in House district offices than in Washington offices.

It should be noted, however, that the 5.9% figure for Black staff is possibly lower than the actual number of Black staff in the House. As was pointed out in the Analysis of Sample section on page 5, Black Member participated in this year's study in lesser numbers than past studies. Consequently, Black Member offices are under-represented in this year's sample which may have led to an undercounting of Black staff. The same concerns do not hold for the other data (e.g. Hispanic percentages) reported in this chart.

## **Minority Staff in Congress: The Historical Record**

*(Percent of minority staff by Race/Ethnicity)*

### **House Staff**

| <u>Year</u> | <u>Black</u> | <u>Hispanic</u> | <u>Other</u> |
|-------------|--------------|-----------------|--------------|
| 1998        | 5.9%         | 5.7%            | 3.3%         |
| 1996        | 6.8%         | 5.2%            | 2.4%         |
| 1994        | 7.9%         | 5.4%            | 2.9%         |
| 1992        | 9.9%         | 3.6%            | 2.0%         |

### **Senate Staff**

|      |      |      |      |
|------|------|------|------|
| 1997 | 8.3% | 2.5% | 2.8% |
| 1995 | 9.0% | 3.5% | 2.9% |
| 1993 | 8.7% | 3.1% | 2.9% |
| 1991 | 8.1% | 3.2% | 2.0% |

Since 1992, the percentage of white staff in House offices has remained steady at around 85%. There have been, however, significant shifts in the percentages of House minority staff. For example, during the past six years, the percentage of Black staff has dropped from 9.9% to 5.9%, while the percentage of all other minority groups employed in the House increased. (Although, as was explained on the previous page, this year's decline in Black staff may be due to a sampling problem rather than an actual decline in Black staff.)

Minorities have significantly lower employment rates in House and Senate offices than in the federal government. Among federal executive branch workers, 16.9% are black, 6.3% are Hispanic, and 4.5% are Asian/Pacific Islander.<sup>26</sup>

Nationally, Blacks comprise 12.3% of the U.S. labor force, Hispanics 11.0%.<sup>27</sup>

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<sup>26</sup> Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1998.

<sup>27</sup> The Employment Situation: September 1997, Table A-2, U.S. Bureau of Labor Statistics.

## RACE / ETHNICITY: DEMOGRAPHICS

### Age by Race/Ethnicity

|          | <u>Average Age in Years</u> |
|----------|-----------------------------|
| Black    | 36.6                        |
| Hispanic | 34.2                        |
| White    | 34.2                        |
| Other    | 31.6                        |

On average, Black staff are 2.4 years older than White and Hispanic staff and five years older than Other staff.

### Educational Attainment by Race/Ethnicity

|                     | <u>Black</u> | <u>Hispanic</u> | <u>White</u> | <u>Other</u> |
|---------------------|--------------|-----------------|--------------|--------------|
| High School or less | 10.6%        | 10.3%           | 5.2%         | 8.3%         |
| Some College        | 15.9%        | 17.8%           | 10.3%        | 9.5%         |
| Bachelor's          | 60.9%        | 61.6%           | 68.0%        | 69.0%        |
| Master's            | 7.9%         | 8.9%            | 10.1%        | 6.0%         |
| Law                 | 4.0%         | 1.4%            | 5.8%         | 7.1%         |
| Doctorate           | 0.7%         | 0.0%            | 0.6%         | 0.0%         |

Educational attainment varies among racial/ethnic groups. White staff hold college and advanced degrees at higher rates than do minority staff.

### Gender by Race/Ethnicity

|        | <u>Black</u> | <u>Hispanic</u> | <u>White</u> | <u>Other</u> |
|--------|--------------|-----------------|--------------|--------------|
| Female | 69.5%        | 74.0%           | 54.4%        | 54.8%        |
| Male   | 31.5%        | 26.0%           | 45.6%        | 45.2%        |

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 out-number males by substantially greater percentages.

## RACE / ETHNICITY: CONGRESSIONAL CHARACTERISTICS

### Race/Ethnicity by Member Party Affiliation

|                     | <u>Total</u> | <u>Democratic</u> | <u>Republican</u> |
|---------------------|--------------|-------------------|-------------------|
| Black <sup>28</sup> | 5.9%         | 9.3%              | 2.8%              |
| Hispanic            | 5.7%         | 10.1%             | 1.7%              |
| White               | 85.1%        | 76.0%             | 93.5%             |
| Other               | 3.3%         | 4.7%              | 2.0%              |

Democratic offices tend to employ substantially more minority staff than do Republicans.

### Race/Ethnicity by Type of Position

The "Individual Position Profiles and Analyses" section beginning on page 7. 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 88 for position category definitions.)

|                     | <b>Type of Position</b> |               |                  |                |                |
|---------------------|-------------------------|---------------|------------------|----------------|----------------|
|                     | <u>Executive</u>        | <u>Policy</u> | <u>Mid-Level</u> | <u>Support</u> | <u>Overall</u> |
| Black <sup>29</sup> | 2.3%                    | 2.6%          | 8.8%             | 7.2%           | <b>5.9%</b>    |
| Hispanic            | 3.5%                    | 2.8%          | 8.3%             | 6.6%           | <b>5.7%</b>    |
| White               | 92.4%                   | 92.0%         | 79.7%            | 80.5%          | <b>85.1%</b>   |
| Other               | 1.8%                    | 2.6%          | 3.2%             | 5.7%           | <b>3.3%</b>    |

Whites hold a disproportionate share of Executive and Policy positions and minority groups hold a disproportionate share of Mid-Level and Support positions. Whites, who represent 85% of total House staff hold 92% of Executive and Policy positions. Minority staff, who together comprise the remaining 15% of House staff, hold 20% of the Mid-level and Support positions.

<sup>28</sup> See the explanation at the end of page 90 concerning the percentage of Black staff.

<sup>29</sup> Ibid.

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

**Blacks**

|      | <u>Executive</u> | <u>Policy</u> | <u>Mid-Level</u> | <u>Clerical</u> | <u>Overall</u> |
|------|------------------|---------------|------------------|-----------------|----------------|
| 1998 | 2.3%             | 2.6%          | 8.8%             | 7.2%            | <b>5.9%</b>    |
| 1996 | 3.3%             | 4.0%          | 8.9%             | 8.3%            | <b>6.8%</b>    |
| 1994 | 5.5%             | 4.8%          | 10.3%            | 8.9%            | <b>7.9%</b>    |
| 1992 | 4.8%             | 5.3%          | 13.2%            | 12.3%           | <b>9.9%</b>    |

**Hispanics**

|      |      |      |      |      |             |
|------|------|------|------|------|-------------|
| 1998 | 3.5% | 2.8% | 8.3% | 6.6% | <b>5.7%</b> |
| 1996 | 3.9% | 3.4% | 6.9% | 5.3% | <b>5.2%</b> |
| 1994 | 4.3% | 3.5% | 6.2% | 8.3% | <b>5.4%</b> |
| 1992 | 1.3% | 1.8% | 4.7% | 3.7% | <b>3.6%</b> |

**White**

|      |       |       |       |       |              |
|------|-------|-------|-------|-------|--------------|
| 1998 | 92.4% | 92.0% | 79.7% | 80.5% | <b>85.1%</b> |
| 1996 | 90.9% | 90.4% | 81.2% | 84.0% | <b>85.6%</b> |
| 1994 | 88.4% | 89.1% | 81.1% | 78.9% | <b>83.8%</b> |
| 1992 | 92.1% | 91.3% | 80.3% | 81.5% | <b>84.5%</b> |

**Other**

|      |      |      |      |      |             |
|------|------|------|------|------|-------------|
| 1998 | 1.8% | 2.6% | 3.2% | 5.7% | <b>3.3%</b> |
| 1996 | 1.9% | 2.2% | 3.0% | 2.4% | <b>2.4%</b> |
| 1994 | 1.8% | 2.6% | 2.4% | 4.0% | <b>2.9%</b> |
| 1992 | 1.8% | 1.6% | 1.8% | 2.5% | <b>2.0%</b> |

The overall percentage of minorities among House staff has remained fairly consistent over the past six years, the result of a 4% decline in black employees, and a simultaneous increase of “other” minority staff of roughly the same amount (3.9%).

However, between 1996 and 1998 the overall percentage of whites declined by .5%, yet the percentage of executive positions held by whites increased by 1.5%. Hispanics and “Other” staff, meanwhile increased by 1.4%, yet the percentage of executive positions they held declined by .5% (Blacks declined both in employment overall, and in percent of executive position they held, by roughly 1%).

**COMPARISON OF  
HOUSE AND SENATE STAFF  
POSITIONS**



## COMPARISON OF HOUSE AND SENATE STAFF POSITIONS

|   | Salary   |           | % Senate<br>Salary Exceeds<br>House Salary | Tenure in<br>Position |     | Tenure in<br>Congress |      | Avg.<br>Age |    |
|---|----------|-----------|--|-----------------------|-----|-----------------------|------|-------------|----|
|   | House    | Senate*   |  | H                     | S   | H                     | S    | H           | S  |
| Chief of Staff/Administrative Assistant | \$88,936 | \$109,638 | 23.3%                                      | 3.7                   | 4.0 | 10.1                  | 11.0 | 40          | 43 |
| District/State Director                 | \$58,265 | \$69,070  | 18.5%                                      | 3.6                   | 3.6 | 6.1                   | 8.3  | 42          | 44 |
| Legislative Director                    | \$55,453 | \$83,156  | 50.0%                                      | 2.6                   | 2.6 | 8.0                   | 10.4 | 34          | 38 |
| Press Secretary                         | \$42,578 | \$59,881  | 40.6%                                      | 2.0                   | 2.1 | 3.3                   | 5.0  | 31          | 36 |
| Office Manager                          | \$39,691 | \$49,367  | 24.4%                                      | 3.2                   | 2.8 | 8.4                   | 10.5 | 35          | 41 |
| Executive Assistant/Scheduler           | \$36,737 | \$41,230  | 12.2%                                      | 2.6                   | 2.4 | 5.7                   | 6.8  | 33          | 33 |
| Legislative Assistant                   | \$34,275 | \$46,717  | 36.3%                                      | 1.8                   | 2.3 | 3.3                   | 4.9  | 29          | 32 |
| District/State Scheduler                | \$31,775 | \$34,779  | 9.5%                                       | 3.7                   | 3.4 | 4.9                   | 4.1  | 38          | 37 |
| District/State Caseworker               | \$29,269 | \$30,150  | 3.0%                                       | 3.5                   | 3.6 | 5.1                   | 5.3  | 39          | 36 |
| Systems Administrator                   | \$28,901 | \$35,822  | 24.2%                                      | 2.0                   | 3.1 | 3.6                   | 5.3  | 29          | 35 |
| Legislative Correspondent               | \$24,048 | \$24,209  | 0.7%                                       | 0.9                   | 1.2 | 1.5                   | 2.0  | 25          | 25 |
| Staff Assistant (District/State)        | \$22,984 | \$23,732  | 3.3%                                       | 2.4                   | 2.9 | 2.8                   | 4.0  | 36          | 37 |
| Staff Assistant (Washington)            | \$21,762 | \$22,371  | 2.8%                                       | 0.8                   | 1.6 | 0.9                   | 2.6  | 24          | 26 |

• Senate data is taken from CMF's 1997 Senate Staff employment study.

## HOUSE-SENATE COMPARISONS

The data on the preceding page allow us to compare the salary, tenure, age, and education of House and Senate staff in 13 directly comparable positions.

### Salaries

Among higher-paying positions, Senate staff receive substantially higher salaries than do their House counterparts. For example, Senate AAs earn 23% more than House AAs, while Senate LDs, Press Secretaries, and LAs earn at least 36% more than do their House counterparts.

### Tenure in Position

Senate staff have higher average job tenures than do their House counterparts for all positions except Office Managers, Executive Assistants/Schedulers and District/State Schedulers.

### Tenure in Congress

Senate staff have more overall congressional experience than have House staff in all directly comparable positions except District Scheduler.

### Average Age

In many of the highest-paying Washington positions, Senate staff are older than their House counterparts. The positions with the largest age differentials are Office Manager, Press Secretary, and Systems Administrator. The only House employees who are older than their Senate counterparts are District Caseworkers and District Schedulers.

### Educational Attainment

Virtually no differences exist between House and Senate staff when comparing the proportions of staff who hold at least a bachelor's degree. However, in five of the 13 directly comparable positions more Senate staff hold graduate degrees than do their counterparts in the House: Administrative Assistant/Chief of Staff (with a difference of 18%), Legislative Director (19%), Legislative Assistant (27%), Office Manager (11%), and Legislative Correspondent (10%). These positions include three of the five highest paying jobs: Administrative Assistant/Chief of Staff, Legislative Director, and Office Manager. The comparison between House and Senate staff by levels of educational attainment is not shown on the chart on page 96.

## **Conclusions and Hypotheses**

Senate and House salaries are roughly comparable for positions with average salaries of under \$30,000. The one exception to this is the Systems Administrator position. For higher-paying positions, Senate staff earn up to 50% more than their House counterparts.

What accounts for this pattern? Our survey data suggest several hypotheses for this finding, discussed below. However, our data cannot conclusively explain the patterns that exist, nor is any single hypothesis 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. Moreover, for virtually all positions, Senate staff 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 salaries they would receive in the House.

**Responsibility.** Senate staff in certain positions have more responsibility than do 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 are generalists, and Senate staff are more likely to be specialists. Senate LAs, for example, cover fewer issues than do 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 multiple 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, 1997.<sup>28</sup> 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, Vermont, U.S. Virgin Islands, West Virginia, and Wyoming.
2. **2 to 5 million people:** Alabama, Arizona, Arkansas, Colorado, Connecticut, Iowa, Kansas, Kentucky, Louisiana, Minnesota, Mississippi, Oklahoma, Oregon, Puerto Rico, and South Carolina, Utah.
3. **5 to 10 million people:** Georgia, Indiana, Maryland, 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

South

Alabama  
Arkansas  
Florida  
Georgia  
Louisiana  
Mississippi  
N. Carolina  
Puerto Rico  
S. Carolina  
Tennessee  
Texas  
Virginia  
U.S. Virgin Islands

Border

Kentucky  
Maryland  
Missouri  
Oklahoma  
West Virginia

New England

Connecticut  
Maine  
Massachusetts  
New Hampshire  
Rhode Island  
Vermont

Mid-Atlantic

Delaware  
District of Columbia  
New Jersey  
New York  
Pennsylvania

Midwest

Illinois  
Indiana  
Michigan  
Ohio  
Wisconsin

Plains

Iowa  
Kansas  
Minnesota  
Nebraska  
N. Dakota  
S. Dakota

Rocky Mountain

Arizona  
Colorado  
Idaho  
Montana  
Nevada  
New Mexico  
Utah  
Wyoming

Pacific Coast

Alaska  
American Samoa  
California  
Guam  
Hawaii  
Oregon  
Washington

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<sup>28</sup> U.S. Bureau of the Census, Population Division, Population Estimates Program, CB97-213, December 31, 1997.

## 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. The R-squared value ( $0 \leq R^2 \leq 1.00$ ) reflects the amount of variance accounted for in salary by the position title in question, exclusive of other variables. The higher the  $R^2$  number is, the more important the position title is in predicting the salary of someone who occupies that position. A high  $R^2$  value indicates that people in that position are being paid largely on the basis of their title. A low  $R^2$  value indicates that people in that position are being paid based not only on their title, but also on other factors, such as their experience or tenure. The F statistic indicates the degree to which the  $R^2$  value is statistically significant. The higher the F value, the less likely it is that the  $R^2$  value is inaccurate.

|   | <u>Adjusted</u><br><u>R-squared</u> | <u>F</u> |
|---|-------------------------------------|----------|
| <b>Washington Positions</b>             |                                     |          |
| Administrative Assistant/Chief of Staff | .31                                 | 9.87     |
| Legislative Director                    | .29                                 | 7.86     |
| Press Secretary                         | .49                                 | 16.17    |
| Office Manager                          | .53                                 | 14.31    |
| Executive Assistant/Scheduler           | .54                                 | 14.06    |
| Legislative Assistant                   | .45                                 | 40.62    |
| Systems Administrator                   | .56                                 | 14.74    |
| Legislative Correspondent               | .40                                 | 8.05     |
| Staff Assistant                         | .51                                 | 15.84    |
| <br><b>District Positions</b>           |                                     |          |
| District Director                       | .27                                 | 7.09     |
| District Aide/Field Representative      | .18                                 | 5.75     |
| District Scheduler                      | .43                                 | 9.04     |
| District Caseworker                     | .39                                 | 32.81    |
| District Staff Assistant                | .35                                 | 7.11     |

## 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. Anchorage, Alaska, for example, has a rating of 123.5, indicating that the cost of living in Anchorage is 23.5 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**  
**Second Quarter, 1998**  
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|                          |              |                             |       |
|--------------------------|--------------|-----------------------------|-------|
| <b>Average City, USA</b> | <b>100.0</b> |                             |       |
| <b>Alabama</b>           |              | San Diego                   | 123.0 |
| Anniston                 | 90.0         | Visalia                     | 107.3 |
| Birmingham               | 97.2         | <b>Colorado</b>             |       |
| Cullman County           | 96.4         | Boulder                     | 119.3 |
| Decatur                  | 93.8         | Colorado Springs            | 101.4 |
| Gadsden                  | 94.7         | Denver                      | 106.9 |
| Huntsville               | 95.7         | Fort Collins                | 103.7 |
| Mobile                   | 93.2         | Glenwood Springs            | 108.5 |
| <b>Alaska</b>            |              | Grand Junction              | 94.9  |
| Anchorage                | 123.5        | Gunnison                    | 106.4 |
| Fairbanks                | 128.2        | Lakewood                    | 113.9 |
| Kodiak                   | 141.3        | Loveland                    | 96.7  |
| <b>Arizona</b>           |              | Pueblo                      | 91.4  |
| Flagstaff                | 107.4        | <b>Connecticut</b>          |       |
| Lake Havasu City         | 97.0         | New Haven                   | 121.3 |
| Phoenix                  | 100.3        | <b>Delaware</b>             |       |
| Prescott-Prescott Valley | 107.9        | Dover                       | 102.6 |
| Scottsdale               | 109.5        | Wilmington                  | 110.3 |
| Tucson                   | 99.6         | <b>District of Columbia</b> |       |
| Yuma                     | 105.4        | Washington, DC              | 124.1 |
| <b>Arkansas</b>          |              | <b>Florida</b>              |       |
| Fort Smith               | 87.2         | Daytona Beach               | 93.0  |
| Hot Springs              | 93.0         | Fort Lauderdale             | 106.4 |
| Jonesboro                | 91.0         | Fort Walton Beach           | 98.1  |
| <b>California</b>        |              | Jacksonville                | 97.4  |
| Bakersfield              | 102.8        | Orlando                     | 99.3  |
| Fresno                   | 105.0        | Panama City                 | 95.8  |
| L.A.-Long Beach          | 116.8        | Pensacola                   | 95.2  |
| Palm Springs             | 110.6        | Sarasota                    | 104.4 |
| Riverside City           | 105.6        | West Palm Beach             | 111.5 |
| Sacramento               | 115.5        | Vero Beach                  | 99.3  |



|                  |       |                  |       |
|------------------|-------|------------------|-------|
| <b>Georgia</b>   |       | <b>Iowa</b>      |       |
| Albany           | 89.8  | Ames             | 100.8 |
| Americus         | 94.9  | Cedar Rapids     | 97.7  |
| Atlanta          | 103.1 | Des Moines       | 96.2  |
| Augusta-Aiken    | 92.9  | Dubuque          | 104.6 |
| Bainbridge       | 92.8  | Mason City       | 97.5  |
| Carrollton       | 97.5  |                  |       |
| Douglas          | 93.3  | <b>Kansas</b>    |       |
| Savannah         | 99.6  | Garden City      | 100.5 |
| Tifton           | 93.2  | Hays             | 102.0 |
| Valdosta         | 91.9  | Lawrence         | 100.4 |
| Warner Robins    | 95.2  | Manhattan        | 100.2 |
|                  |       | Wichita          | 95.1  |
| <b>Idaho</b>     |       | <b>Kentucky</b>  |       |
| Boise            | 102.1 | Danville         | 87.7  |
| Pocatello        | 93.1  | Covington        | 89.8  |
| Twin Falls       | 101.1 | Hopkinsville     | 94.8  |
|                  |       | Lexington        | 97.7  |
| <b>Illinois</b>  |       | Louisville       | 91.5  |
| Champaign-Urbana | 105.7 | Murray           | 93.1  |
| Danville         | 94.4  | Owensboro        | 94.7  |
| Decatur          | 93.3  | Paducah          | 90.9  |
| Peoria           | 105.5 | Pikeville        | 95.8  |
| Springfield      | 97.4  |                  |       |
| Quad Cities      | 99.5  | <b>Louisiana</b> |       |
| Quincy           | 95.7  | Alexandria       | 92.2  |
| Rockford         | 94.1  | Baton Rouge      | 101.4 |
|                  |       | Lafayette        | 99.1  |
| <b>Indiana</b>   |       | Lake Charles     | 94.9  |
| Anderson         | 93.0  | Monroe           | 96.7  |
| Bloomington      | 98.5  | New Orleans      | 95.5  |
| Elkhart-Goshen   | 94.9  |                  |       |
| Fort Wayne       | 93.6  | <b>Maryland</b>  |       |
| Indianapolis     | 96.7  | Baltimore        | 97.4  |
| Lafayette        | 97.5  | Cumberland       | 105.4 |
| Muncie           | 97.9  | Worcester Co.    | 104.8 |
| South Bend       | 92.0  |                  |       |

|                      |       |                       |       |
|----------------------|-------|-----------------------|-------|
| <b>Massachusetts</b> |       | <b>Nevada</b>         |       |
| Boston               | 133.8 | Elko                  | 108.8 |
| <b>Michigan</b>      |       | Las Vegas             | 107.9 |
| Holland              | 104.6 | Reno-Sparks           | 116.0 |
| Lansing              | 105.9 | <b>New Hampshire</b>  |       |
| <b>Minnesota</b>     |       | Manchester            | 111.1 |
| Minneapolis          | 102.3 | <b>New Mexico</b>     |       |
| St Cloud             | 98.8  | Albuquerque           | 103.7 |
| <b>Mississippi</b>   |       | Carlsbad              | 94.6  |
| Hattiesburg          | 96.6  | Clovis-Portales       | 94.9  |
| Jackson              | 91.6  | Farmington            | 102.6 |
| Vicksburg            | 96.1  | Las Cruces            | 99.1  |
| <b>Missouri</b>      |       | Los Alamos            | 120.5 |
| Columbia             | 96.0  | Santa Fe              | 112.1 |
| Joplin               | 87.3  | <b>New York</b>       |       |
| Kennett              | 85.3  | Binghamton/Broome Co. | 95.1  |
| Kirksville           | 92.9  | Buffalo               | 96.3  |
| Nevada               | 93.3  | Cortland              | 111.8 |
| Poplar Bluff         | 86.7  | Elmira                | 110.4 |
| St. Joseph           | 93.0  | Glens Falls           | 104.7 |
| St. Louis            | 98.3  | Nassau County         | 145.5 |
| Springfield          | 91.7  | New York City         | 230.2 |
| <b>Montana</b>       |       | Syracuse              | 101.6 |
| Billings             | 102.3 | Utica-Rome            | 103.5 |
| Bozeman              | 99.9  | <b>North Carolina</b> |       |
| Great Falls          | 102.1 | Burlington            | 93.0  |
| Helena               | 102.2 | Charlotte             | 99.1  |
| Missoula             | 105.1 | Dare County           | 104.2 |
| <b>Nebraska</b>      |       | Gastonia              | 95.8  |
| Hastings             | 94.2  | Greenville            | 96.4  |
| Lincoln              | 99.8  | Hickory               | 98.8  |
| Omaha                | 92.4  | Marion/McDowell       | 96.5  |
| Scottsbluff-Gering   | 98.9  | Raleigh-Durham        | 103.0 |
|                      |       | Wilmington            | 103.6 |
|                      |       | Winston-Salem         | 98.2  |

|                     |       |                        |       |
|---------------------|-------|------------------------|-------|
| <b>North Dakota</b> |       | Harrisburg             | 96.8  |
| Bismark-Mandan      | 100.7 | Lancaster              | 107.9 |
| Fargo-Moorhead      | 97.7  | Philadelphia           | 122.1 |
| Grand Forks         | 101.4 | Wilkes-Barre           | 100.4 |
| Minot               | 95.5  | Williamsport           | 97.5  |
|                     |       | York County            | 96.2  |
| <b>Ohio</b>         |       | <b>South Carolina</b>  |       |
| Akron               | 99.3  | Beaufort               | 99.2  |
| Cincinnati          | 98.1  | Charleston             | 100.3 |
| Cleveland           | 111.7 | Columbia               | 97.4  |
| Columbus            | 102.5 | Hilton Head Island     | 112.8 |
| Dayton-Springfield  | 99.5  | Myrtle Beach           | 100.5 |
| Findlay             | 98.9  | Spartanburg            | 98.0  |
| Mansfield           | 97.8  | Sumter                 | 92.1  |
| Toledo              | 101.3 |                        |       |
| Youngstown-Warren   | 94.1  |                        |       |
|                     |       | <b>South Dakota</b>    |       |
| <b>Oklahoma</b>     |       | Rapid City             | 101.1 |
| Ardmore             | 88.3  | Sioux Falls            | 95.1  |
| Muskogee            | 87.7  | Vermillion             | 100.9 |
| Pryor Creek         | 89.7  |                        |       |
| Oklahoma City       | 91.8  | <b>Tennessee</b>       |       |
| Stillwater          | 94.7  | Chattanooga            | 96.3  |
| Tulsa               | 92.7  | Cleveland              | 93.4  |
|                     |       | Dyersburg              | 92.3  |
| <b>Oregon</b>       |       | Jackson/Madison County | 96.5  |
| Bend                | 108.6 | Johnson City           | 92.5  |
| Klamath Falls       | 98.1  | Kingsport              | 89.2  |
| Lincoln County      | 108.4 | Memphis                | 92.6  |
| Portland            | 110.2 |                        |       |
| Salem               | 105.2 | <b>Texas</b>           |       |
|                     |       | Abilene                | 94.0  |
| <b>Pennsylvania</b> |       | Amarillo               | 92.1  |
| Altoona             | 99.3  | Austin                 | 98.3  |
| Erie                | 103.4 | Beaumont               | 94.1  |
| Hanover             | 100.7 | Bryan-College Station  | 88.7  |
| Chambersburg        | 95.7  | Dallas                 | 97.1  |

|                    |       |                          |       |
|--------------------|-------|--------------------------|-------|
| El Paso            | 96.9  | Yakima                   | 102.9 |
| Georgetown         | 95.6  |                          |       |
| Houston            | 94.4  | <b>West Virginia</b>     |       |
| Killeen            | 97.3  | Charleston               | 100.2 |
| Lufkin             | 95.6  | Martinsburg/Berkeley Co. | 92.3  |
| Lubbock            | 91.0  |                          |       |
| McAllen            | 92.7  | <b>Wisconsin</b>         |       |
| Midland            | 89.3  | Appleton                 | 99.3  |
| Odessa             | 89.6  | Eau Claire               | 101.8 |
| San Antonio        | 90.0  | Fond du Lac              | 100.6 |
| San Marcos         | 91.9  | Green Bay                | 97.1  |
| Texarkana          | 90.0  | Marinette                | 96.5  |
| Tyler              | 94.3  | Marshfield               | 101.1 |
| Victoria           | 94.1  | Sheboygan                | 100.0 |
| Waco               | 90.1  | Wausau                   | 108.8 |
| Wichita Falls      | 91.7  |                          |       |
| <b>Utah</b>        |       | <b>Wyoming</b>           |       |
| Cedar City         | 92.3  | Cheyenne                 | 98.0  |
| Logan              | 101.5 | Gillette                 | 98.9  |
| Provo-Orem         | 97.2  | Laramie                  | 101.2 |
| St. George         | 101.4 |                          |       |
| Salt Lake City     | 104.2 |                          |       |
| <b>Vermont</b>     |       |                          |       |
| Burlington         | 114.2 |                          |       |
| <b>Virginia</b>    |       |                          |       |
| Bristol            | 89.0  |                          |       |
| Fredericksburg     | 106.4 |                          |       |
| Prince William     | 112.6 |                          |       |
| Richmond           | 107.3 |                          |       |
| Roanoke            | 98.5  |                          |       |
| <b>Washington</b>  |       |                          |       |
| Bellingham         | 106.9 |                          |       |
| Bremerton          | 104.7 |                          |       |
| Pullman            | 98.0  |                          |       |
| Richland-Kennewick | 97.8  |                          |       |
| Spokane            | 102.4 |                          |       |
| Tacoma             | 101.3 |                          |       |
| Wenatchee          | 103.7 |                          |       |



## ABOUT THE CONGRESSIONAL MANAGEMENT FOUNDATION

### ***CMF's Mission:***

The Congressional Management Foundation (CMF) is a non-profit, non-partisan organization dedicated to helping Congress become a more productive and effective institution through better management. CMF does not seek to change Congress by lobbying for institutional reform. Rather, for more than 20 years CMF has chosen to work internally with Member offices, committees, and the leadership to foster improved management practices and systems.

It is our conviction that through enhancing the leadership and managerial skills of the most influential policy-makers in Congress (Members and senior management staff), CMF can make a measurable impact on the performance of individual offices and the institution as a whole.

CMF pursues its mission by providing four primary management services to House and Senate offices: (1) management training programs for senior staff; (2) confidential management consulting services to individual offices and committees upon request; (3) publication of management books and reports; and (4) a free management advisory, research, and Q&A service for congressional staff.

### ***Training Series for Management Staff***

For several years, CMF has offered a popular series of management training programs for House Chiefs of Staff and Legislative Directors. CMF's programs are held throughout the year, free of charge, and topics are geared to the needs of management staff in congressional offices. Shortly after each congressional election, CMF also provides several days of training and orientation to the top staff of Members-elect in the House and Senate.

### ***Services for Individual Congressional Offices***

Upon request, CMF conducts confidential studies of personal offices and committees. CMF provides Members and staff with a comprehensive internal assessment that helps them identify weaknesses and establish a plan to substantially improve office performance.

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