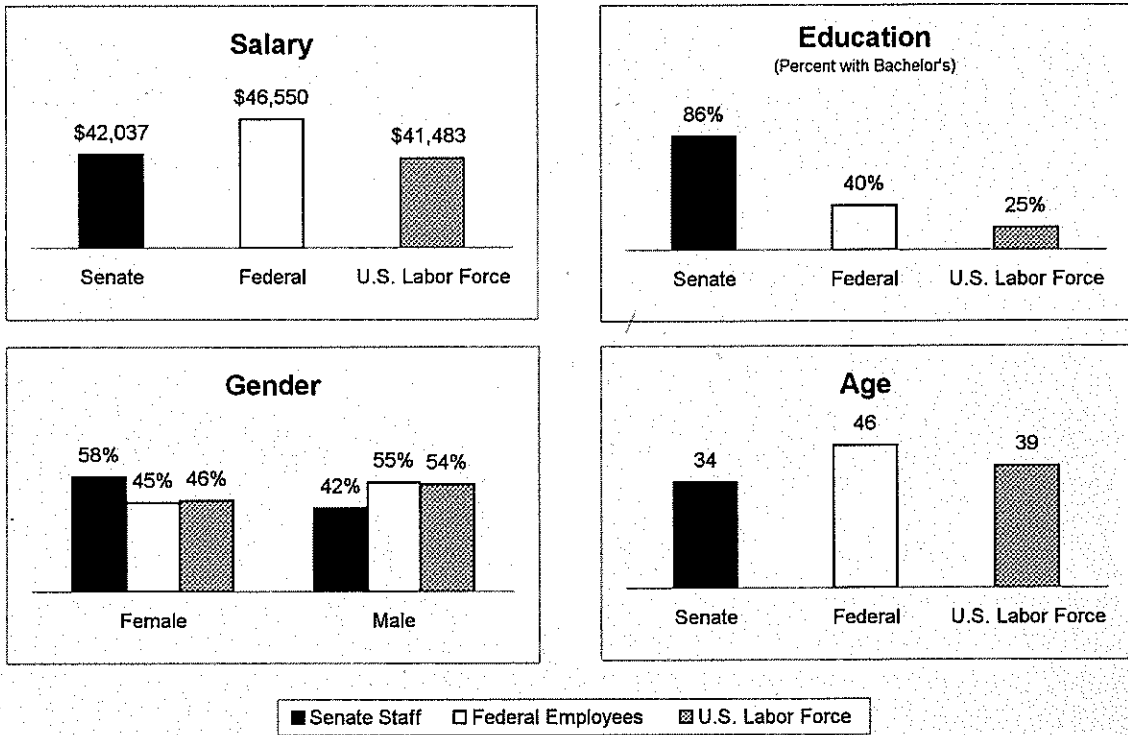


1999 SENATE STAFF EMPLOYMENT STUDY

PROFILE: SENATE STAFF, FEDERAL EMPLOYEES, & U.S. LABOR FORCE



Made possible by the support of:

American Financial Services Association

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A Congressional Management Foundation Guidebook

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National Rural Letter Carriers Association

This is the eighth Senate report published by CMF since 1988. While I worked long and hard on this report, much thanks needs to be given to previous authors for developing excellent blueprints for future reports such as this one. Particularly, I want to give special thanks to Tom Klouda, author of the 1996 House and 1997 Senate reports. Not only did Tom "run the numbers" and do numerous cross-tabulations to provide me the necessary information, he was always available and willing to give any advice and analysis assistance as needed. Finally, CMF IT Consultant, Bill Horvath, played a valuable and much appreciated role in data analysis and formatting. Both Tom and Bill were instrumental in ensuring the quality of this report.

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1999 Senate Staff Employment Study

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Purpose of the Report

The congressional staff job market is a relatively free market. The forces of supply and demand are the determining factors in setting staff salaries. With no established pay scales, no job qualification requirements, and no formal candidate selection processes, few regulations influence the course of the market. Senate personal offices are constrained only by a fixed office budget (varying by state population), a salary ceiling, the minimum wage, and the Fair Labor Standards Act. Therefore, within these constraints, the negotiation between employer and employee is the key process in setting the salaries of Senate staff.

Economic theory contends that for this negotiation process to work efficiently, 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, which can potentially result in lower morale, an increase in staff turnover, and acrimony.

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

A Word of Caution

This report goes a long way towards describing the pay practices of Senate personal offices. It does not, however, contain all of the relevant information needed by management or staff to negotiate a fair wage. This is because not all the relevant and legitimate factors affecting staff pay can be easily measured. Other subjective factors to be considered during the negotiation process include loyalty, previous performance, political savvy, and variations in the cost of living¹. This report should be used as one of several tools to help offices and staff better understand the Senate labor market.

¹ Cost of living data is presented in Appendix D on page 119.

Summary of Key Findings

1999 Senate Staff Salaries

- The average 1999 salary across all positions for Senate personal office staff was **\$42,037**, a 6.3% increase since 1997 or an **annualized 3.1% increase**. This was the same percentage increase as was reported in CMF's 1997 report. (see page 82)
- The average 1999 Senate salary for **Washington-based staff** of \$45,223 was still **32% less** than the average salary of their Washington counterparts in the executive branch – down from 33% in 1997. However, after increasing throughout most of the 1990s, the **pay gap** between Senate staff and DC-based federal government employees stabilized over the past two years. (see page 84)
- The disparity in pay between Senate staff and their comparably educated counterparts nationwide increased over the past two years. For example, Senate staff with bachelor's degrees earned 32.5% less than workers with bachelor's degrees nationally, up from 21% in 1997. Senate staff with master's degrees and doctorate degrees earned 16% and 33% less than their respective counterparts. (see page 87)
- Chiefs of Staff were the highest paid among all Senate staff, with an average annual salary of \$116,573. Over the past two years, the Chiefs of Staff salary increased 5.8%, while Deputy Chief of Staff salaries rose 21.3% to \$87,997, Legislative Director salaries rose 10% to \$91,483, and Legislative Assistant salaries rose only 3.3% to \$48,276. Washington-based Staff Assistants has the lowest average annual salary among all Senate staff: \$22,504. (see page 10)
- Eighty-two percent of Senate offices passed on all or some part of the COLA to their staff. Seventy percent of Democratic offices and 35% of Republican offices distributed all of the COLA to their staff. In contrast, 57% of Republican offices distributed the COLA on a merit basis compared to only 21% of Democratic offices, who were more likely to distribute the COLA equally among staff. (see page 72)
- The average annual merit bonus given to Senate staff in 1998 was \$2,045. (see page 73)

Gender

- Over the past two years, the **pay of female staff** declined when compared to the pay of male staff, reversing a six-year trend. Female staff earned 78% as much as male Senate staff in 1991, 81% as much in 1993, 87% in 1995, and 88% in 1997. In 1999, however, female Senate staff earned only **83%** as much as male Senate staff. (see page 88)

- The decline in the proportional pay of female staff is likely explained by a small increase in the proportion of women in lower-paying positions, combined with a small decrease of women in high-paying positions. (see pages 106-107)
- Female staff still earned proportionately more than female workers nationwide, who earned only 69% of the pay of men in the U.S. labor force. (see page 89)

Race/Ethnicity

- In 1999, as in 1997, black staff earned 76% of the pay of white staff. In 1993, black staff earned 83% of the pay of white staff. Hispanic staff earned 82% of the pay of white staff in 1999, down from 85% in 1997, but up from 75% in 1993. (see page 90)
- The pay of minority staff in the Senate remained more equitable than the pay of minority workers in the U.S. labor force. Nationally, black employees earned 71%, and Hispanics 66%, of the pay of white employees. (see page 91)
- As with the gender gap, the differential between the pay of white and minority Senate staff primarily resulted from the over-representation of minorities in lower-paying jobs and their under-representation in higher-paying jobs. Overall, **minorities comprised 14.4%** of Senate staff, but they held only 3.1% of the five top-paying positions in Senate personal offices. (see pages 111-112)
- Minorities had lower employment rates in Senate personal offices than in the U.S. labor force. In the Senate, blacks comprised 8.4% and Hispanics 3.6% of staff. Nationally, blacks constituted 11.9% and Hispanics 10.6% of the labor force. (see pages 108-109)

Staff Tenure

- Nearly 50% of Senate staff had **less than one year of experience** in their current position, including 43% of Communications Directors, 46% of LAs, 79% of LCs, and 38% of Legislative Directors. (see page 95)
- On average, Senate staff in 1999 had 2.8 years of experience in their current position, 3.6 years of experience in their current office, and 5.4 years of experience working in Congress. These figures represented virtually no change in staff tenure as compared to 1997. (see page 94)

Staff Demographics

- A very clear profile exists for the average Senate staffer: young, well-educated, single, and without children. The average age is 33.8 years with 85.5% holding at least a bachelor's degree, while 20.5% hold advanced degrees. Sixty-three percent are single and **70% have no children**. In contrast, workers nationwide are approximately 5 years older, 65% are married, and only 25% have at least a bachelor's degree. (see pages 102, 103, & 105)

Individual Position Profiles and Analyses

Position Profiles and Analyses

Methodology

This section contains detailed analyses of 26 Senate personal office positions. Each position profile will allow you to:

- 1) Determine the average 1999 salaries for each position, as well as how much the average salaries have changed since 1997;
- 2) Determine the demographic make-up, FLSA status, and congressional work experience of a typical employee in each position;
- 3) Determine the demographic and tenure variables (such as age or work experience) that predict salary for each position.

Presentation of Salary Data

We calculated average salaries, median salaries, percentiles, salary ranges, and demographic data points using descriptive statistical functions.

This year, in addition to the average salary, we have specifically labeled and reported the median salary, which is the middle value in a set of respondent's salaries ordered from lowest to highest. Quite frequently, salary distributions are *skewed* (a statistical term meaning there are a number of extremely high or low scorers which can significantly affect the statistical average). Most often they are skewed by high scorers. In the case of skewed data, the median is often a more accurate representation of the group norm than the average.

Additionally, to help readers understand the distribution of salaries for each position, we use both percentile analysis and graphs.

Percentiles

The 80th, 50th, and 20th percentiles were calculated for each position for two reasons: 1) They allow you to compare an individual's salary to the salaries of other individuals who hold the same job, and 2) They provide some information as to the nature of the distribution of salaries for that job.

There are two numbers involved in percentile values: a percentage and a corresponding salary level. With these you can identify the percentage of individuals earning at or below a given salary level. For example, consider the percentile data for Chiefs of Staff:

SALARY PERCENTILES:

80% -- \$130,800

50% -- \$116,010

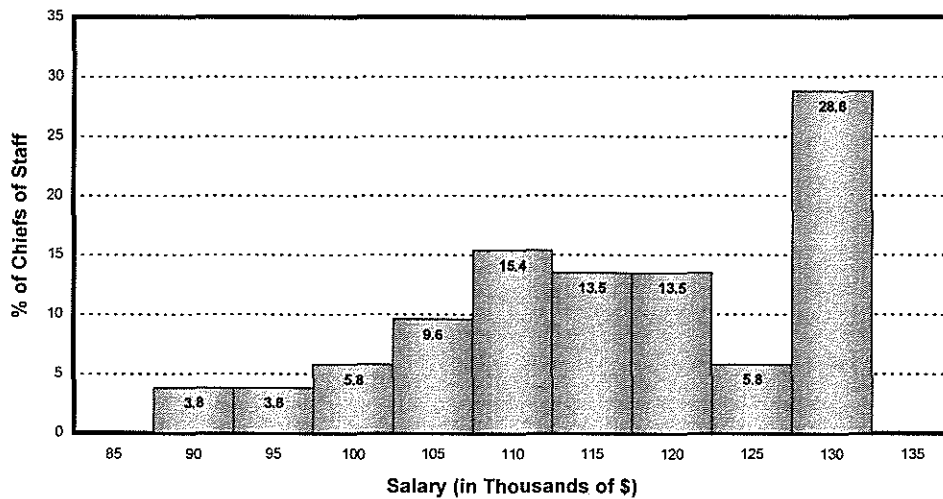
20% -- \$105,360

This data tells you that 80% of Chiefs of Staff earn \$130,800 per year or less, 50% earn \$116,010 or less, and 20% earn \$105,360 or less. Alternatively, you could look at it this way: a Chief of Staff earning \$130,800 is earning more money than 80% of his or her colleagues.

Graphs

The graph for each position illustrates a series of salary ranges, and the percentage of people earning the salary of each given salary range. For example:

Salary Distribution



This is the Salary Distribution graph for Chiefs of Staff. In this example, each bar on the graph represents the percentage of Chiefs of Staff earning approximately the amount of money indicated by the number at the bottom of each bar (specifically, each interval is \pm \$2,500 of the value indicated). For example, the bar above the \$100,000 level can be interpreted as representing the number of respondents who earn between \$97,501 and \$102,500. Each bar also has a number on the inside indicating the percentage of people represented by the bar. For example, 5.8% of Chiefs of Staff earn between \$97,501 and \$102,500.

Regression Analysis

Identifying any possible independent variables affecting 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 eight variables on salary. This technique allowed us to assess the unique influence each variable had on salary by controlling for the effects of the other seven variables. The eight variables we analyzed were:

- 1) Age
- 2) Educational Attainment²
- 3) Years in current position
- 4) Prior years in Current office (years in current office minus years in current position)
- 5) Prior Years in Congress (years in congress minus years in current office)
- 6) Level of responsibility³
- 7) Gender
- 8) Race

In the “Variables Affecting Pay” section for each position, we list the independent variables influencing the salary in a “statistically significant” way (.05 level of significance). In other words, any variable listed affects the pay of that job in a unique way.

Limitations of Regression Analysis

Regression analysis indicates which independent variables 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 impacting a particular dependent variable. Thus, there may be factors not measured and tested by this study that may also affect salary decisions, for example, staff performance.

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

² We asked offices to indicate the highest degree earned by each staff member. For the purposes of conducting the regression analysis, 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

³ This variable was designed to measure whether a staff member has more, fewer, or about the same responsibilities as those we defined in the job description for each position in the survey. The job descriptions from the survey are included in each position analysis.

Average Salary for all Senate Positions

	Average Salary	Percent Change, 1997-99
Washington Positions		
Chief of Staff	\$116,573	5.8%
Legislative Director	\$91,438	10.0%
Deputy Chief of Staff	\$87,997	21.3%
Communications Director	\$65,362	9.2%
Legislative Counsel	\$60,610	-1.4%
Office Manager	\$57,330	16.1%
Personal Assistant	\$50,048	6.1%
Legislative Assistant	\$48,276	3.3%
Scheduler	\$44,273	7.4%
Project Manager	\$44,148	-1.5%
Constituent Services Representative (Washington)	\$41,428	17.6%
Systems Administrator	\$39,612	10.6%
Correspondence Manager	\$36,274	11.4%
Assistant to the Chief of Staff	\$31,750	6.4%
Deputy Communications Director	\$31,547	3.7%
Computer Operator	\$29,178	8.3%
Research Assistant	\$28,556	16.2%
Legislative Correspondent	\$25,226	4.2%
Correspondence Assistant	\$23,196	4.0%
Staff Assistant (Washington)	\$22,504	.6%
 Washington Staff Averages	 \$45,223	 6.8%
State Positions		
State Director	\$73,872	7.0%
Regional Manager/Field Representative	\$40,504	3.9%
State Office Manager	\$37,506	14.4%
State Scheduler	\$34,205	-1.7%
Constituent Services Representative (State)	\$29,980	-0.6%
Staff Assistant (State)	\$24,454	3.0%
 State Staff Averages	 \$36,154	 5.5%

Average Tenure in Position, Office, and Congress for all Senate Positions

	Average Yrs. in Position	% Change Yrs. in Position 1997-1999	Average Yrs. in Office	Average Yrs. in Congress
Washington Positions				
Computer Operator	5.8	16.0%	5.8	11.1
Personal Assistant	4.7	42.4%	5.6	8.1
Chief of Staff	4.1	2.5%	6.2	9.4
Constituent Service Rep. (Washington)	3.6	-29.4%	4.1	9.5
Project Manager	3.4	6.3%	5.6	6.7
Deputy Chief of Staff	3.3	94.1%	7.0	12.3
Office Manger	3.3	15.1%	5.2	11.9
Systems Administrator	3.2	3.2%	4.7	9.9
Correspondence Manager	3.0	0.0%	3.9	9.0
Legislative Director	3.0	15.4%	5.2	11.0
Scheduler	3.0	26.0%	4.1	6.1
Assistant to Chief of Staff	2.4	20.0%	3.0	4.7
Communications Director	2.2	4.8%	2.7	4.9
Legislative Assistant	2.2	-4.3%	3.0	4.4
Legislative Counsel	2.1	-16.0%	2.6	3.5
Research Assistant	1.5	66.7%	2.0	2.3
Deputy Communications Director	1.1	-15.4%	1.6	2.3
Legislative Correspondent	1.0	-16.7%	1.4	1.6
Staff Assistant (Washington)	1.0	-37.5%	1.1	1.3
Correspondence Assistant	0.9	-16.7%	1.6	3.3
Washington Staff Averages	2.3	0.0%	3.1	5.1
State Positions				
State Office Manager	5.4	42.1%	7.9	9.0
Staff Assistant (State)	3.9	34.5%	4.1	4.2
State Director	3.9	8.3%	6.0	8.1
Regional Manager/Field Representative	3.8	-13.6%	5.0	6.6
Constituent Services Rep. (State)	3.6	0.0%	4.1	5.5
State Scheduler	3.4	0.0%	3.9	4.9
State Staff Averages	3.7	0.0%	4.6	5.9

Assistant to the Chief of Staff

Responsibilities: Assists Chief of Staff in various administrative tasks.

AVERAGE SALARY 1999:	\$31,750	SALARY RANGE:
<i>(Median Salary 1999:</i>	<i>\$29,000)</i>	\$20,160-\$54,000

Average Salary 1997:	\$29,832
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Percent Change 1997-1999:	6.4%
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Average Annualized Change:	3.2%
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(Sample size = 35)

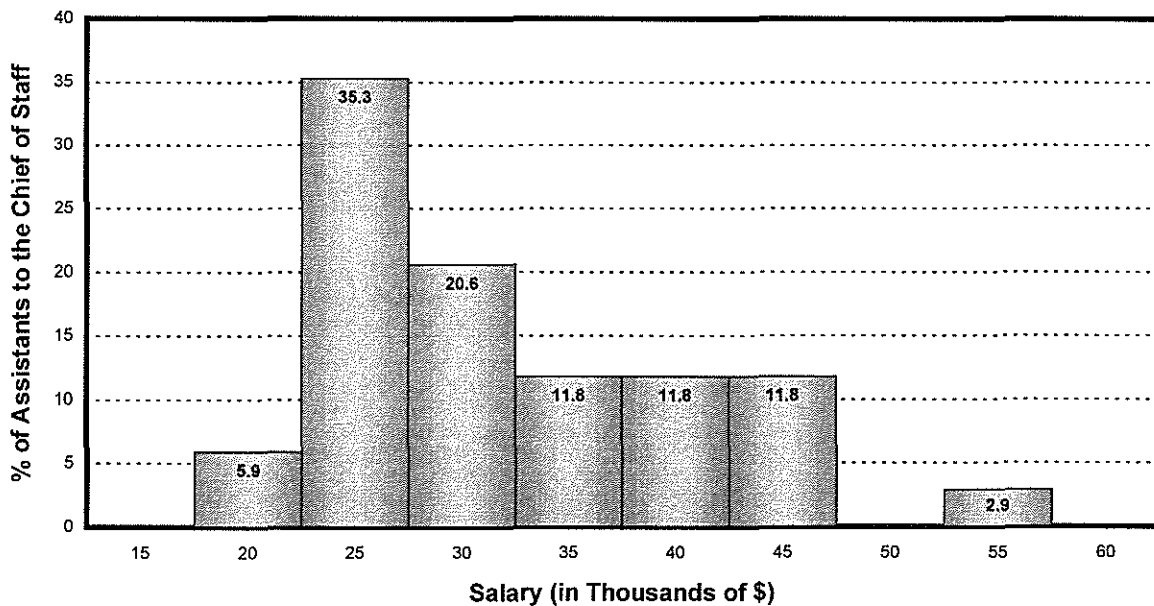
SALARY PERCENTILES:

80% -- \$41,000

50% -- \$29,000

20% -- \$24,744

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 35.3% of Assistants to the Chief of Staff earned between \$22,501 and \$27,500. For a more detailed explanation of this graph, see page 8.

Assistant to the Chief of Staff

WORK EXPERIENCE:	1999	1997	GENDER:
Average years:			Female 74.3%
in Current Position	2.4	2.0	Male 25.7%
in Current Office	3.0	2.5	
in Congress	4.7	3.2	RACE/ETHNICITY:
			Asian 0.0%
EDUCATIONAL ATTAINMENT:			Black 5.7%
High School or less	2.9%		Hispanic 0.0%
Some College	8.6%		White 91.4%
Bachelor's Degree	80.0%		Other 2.9%
Master's Degree	5.7%		
Law Degree	2.9%		AVERAGE AGE: 31
Doctorate Degree	0.0%		MARITAL STATUS:
			Married 14.3%
FLSA STATUS:			Single 85.7%
Exempt	37.1%		PARENTAL STATUS:
Non-Exempt	62.9%		Children 11.4%
			No Children 88.6%

General Findings: The average tenure in position, office, and Congress for the Assistant to the Chief of Staff position has sharply increased since 1997. The average position tenure has risen 20%, and the 47% increase in congressional tenure is the highest among all Senate office positions.

This position is more common in Senate offices. In 1997, there were .46 Assistants to the Chief of Staff per office. This year there were .65 per office, a 41.3% increase.

This position has also seen a moderate 6.4% increase in average salary since 1997.

Variables Affecting Pay:

- ↳ Greater Age
- ↳ Fewer **prior years in Congress**
- ↳ More **prior years in current office**

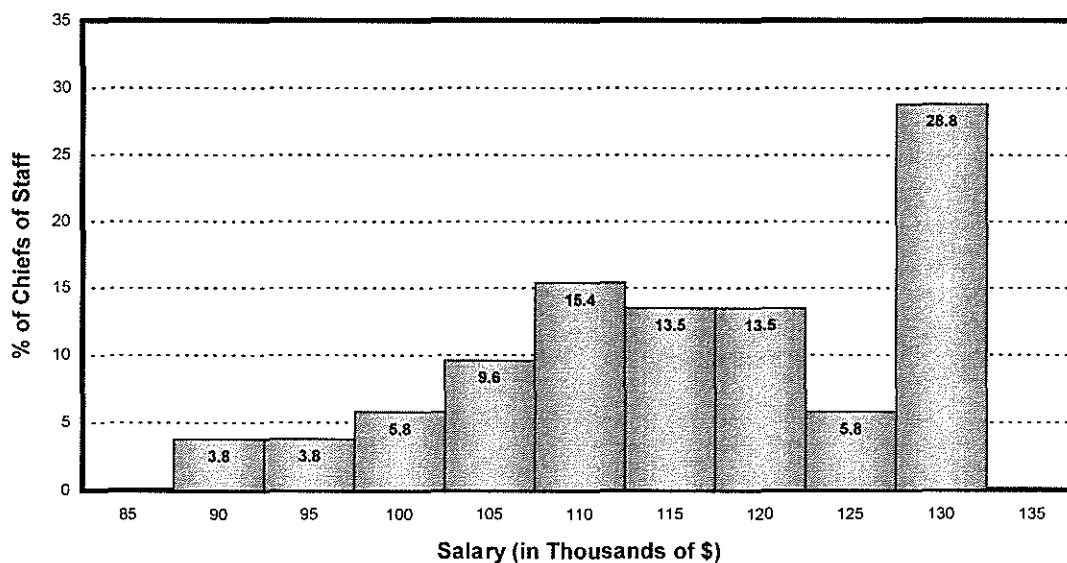
Three variables were found to be statistically significant predictors of pay for Assistants to the Chief of Staff, when controlling for the effects of all other variables. The above variables, listed in order of influence, tend to be associated with higher salaries for Assistants to the Chief of Staff. (See page 9 for a complete explanation of Regression Analysis.)

Chief of Staff

Responsibilities: Top staff person responsible for overall management of the office; oversees staff and budget; supervises other managers in the office; chief advisor to Senator on political matters.

AVERAGE SALARY 1999:	\$116,573	SALARY RANGE:
<i>(Median Salary 1999:</i>	<i>\$116,010)</i>	\$88,000--\$132,159
Average Salary 1997:	\$109,638	SALARY PERCENTILES:
Percent Change 1997-1999:	5.8%	80% -- \$130,800
Average Annualized Change:	2.9%	50% -- \$116,010
<i>(Sample size = 53)</i>		20% -- \$105,360

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 15.4% of Chiefs of Staff earned between \$107,501 and \$112,500. For a more detailed explanation of this graph, see page 8.

Chief of Staff

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	20.8%
in Current Position	4.1	4.0	Male	79.2%
in Current Office	6.2	6.0		
in Congress	9.4	11.0	RACE/ETHNICITY:	
			Asian	1.9%
EDUCATIONAL ATTAINMENT:			Black	0.0%
High School or less	1.9%		Hispanic	1.9%
Some College	1.9%		White	96.2%
Bachelor's Degree	45.3%		Other	0.0%
Master's Degree	32.1%			
Law Degree	18.9%		AVERAGE AGE:	44
Doctorate Degree	0.0%			
			MARITAL STATUS:	
FLSA STATUS:			Married	73.6%
Exempt	98.1%		Single	26.4%
Non-Exempt	1.9%		PARENTAL STATUS:	
			Children	67.3%
			No Children	32.7%

General Findings: Chiefs of Staff have the second-highest tenure in office of all Washington staff positions. On average, Chiefs of Staff have been in their current Senate office 2 years longer than in their current position. With a tenure in Congress ranking seventh out of all Washington staff, this suggests that Chiefs of Staff are quickly promoted within the office.

The Chief of Staff position has a low turnover rate, relative to other Senate positions: 70% have been in their position for at least a year, and 68% for at least two years.

Chiefs of Staff remain the highest paid staff in Senate offices, and have been so since 1991.

With 51% holding advanced degrees, Chiefs of Staff tend to be highly educated. Also, Chiefs of Staff, on average, are the oldest staff in Washington offices, with an average age of 44.

Variables Affecting Pay: No variables were found to be statistically significant predictors of pay for the Chief of Staff position, when controlling for the effects of all other variables. (See page 9 for a complete explanation of Regression Analysis.)

Communications Director

Responsibilities: Manages press staff and communication with the media; speaks with reporters; prepares Senator for interviews; produces press releases, newspaper columns, and speeches.

AVERAGE SALARY 1999: **\$65,362** **SALARY RANGE:**
(Median Salary 1999: \$65,000)

Average Salary 1997: \$59,881 \$20,400-\$120,000

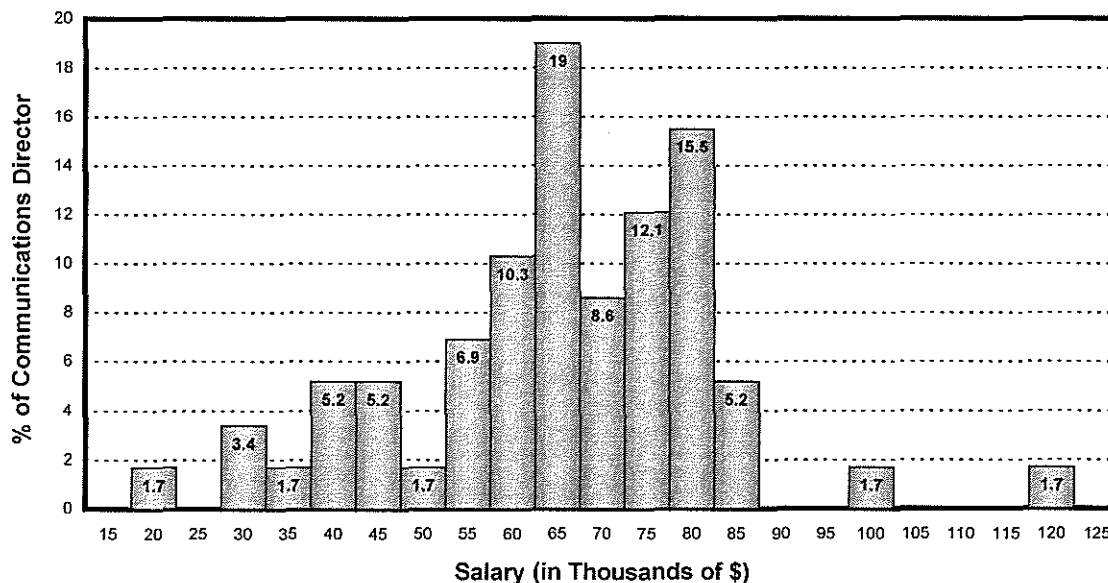
Percent Change 1997-1999: 9.2% **SALARY PERCENTILES:**

Average Annualized Change: 4.6% 80% -- \$79,419

(Sample size = 58) 50% -- \$65,000

20% -- \$52,800

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 10.3% of Communications Directors earned between \$57,501 and \$62,500. For a more detailed explanation of this graph, see page 8.

Communications Director

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	37.9%
in Current Position	2.2	2.1	Male	62.1%
in Current Office	2.7	2.7		
in Congress	5.0	5.0	RACE/ETHNICITY:	
			Asian	0.0%
EDUCATIONAL ATTAINMENT:			Black	0.0%
High School or less	0.0%		Hispanic	3.4%
Some College	5.2%		White	96.6%
Bachelor's Degree	77.6%		Other	0.0%
Master's Degree	15.5%			
Law Degree	1.7%		AVERAGE AGE:	34
Doctorate Degree	0.0%			
			MARITAL STATUS:	
FLSA STATUS:			Married	34.5%
Exempt	100%		Single	65.5%
Non-Exempt	0.0%		PARENTAL STATUS:	
			Children	13.8%
			No Children	86.2%

General Findings: Communications Directors have seen a nearly 10% increase in pay since 1997. The Communications Director is now the fifth-highest paid Washington position and the sixth-highest paid position in Senate offices.

Communications Directors have served in their current offices only slightly longer than they have in their current positions. This indicates that staffers are rarely promoted into Communications Director jobs from within their present office. Instead, Communications Directors are usually hired from other organizations.

Individuals in this position are also highly educated: 95% hold a college degree.

Variables Affecting Pay:

↳ Greater Age

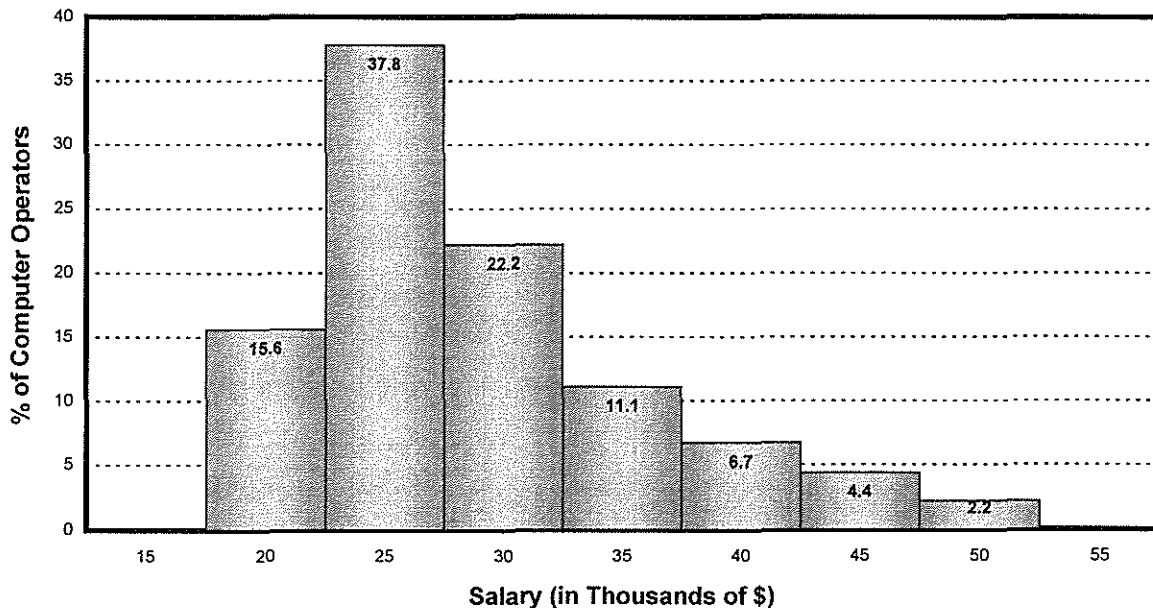
One variable was found to be a statistically significant predictor of pay for Communications Directors, when controlling for the effects of all other variables. The above variable tended to be strongly associated with higher salaries for Communications Directors. (See page 9 for a complete explanation of Regression Analysis.)

Computer Operator

Responsibilities: Processes mail requiring personalized "form letter" responses; updates computer database, issue codes, and form letter texts.

AVERAGE SALARY 1999:	\$29,178	SALARY RANGE:
<i>(Median Salary 1999:</i>	<i>\$27,000)</i>	\$18,750--\$50,000
Average Salary 1997:	\$26,938	SALARY PERCENTILES:
Percent Change 1997-1999:	8.3%	80% -- \$34,6000
Average Annualized Change:	4.2%	50% -- \$27,000
<i>(Sample size = 45)</i>		20% -- \$23,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 22.2% of Computer Operators earned between \$27,501 and \$32,500. For a more detailed explanation of this graph, see page 8.

Computer Operator

WORK EXPERIENCE:	1999	1997	GENDER:
Average years:			Female
in Current Position	5.8	5.0	Male
in Current Office	5.8	5.2	
in Congress	11.1	10.1	RACE/ETHNICITY:
EDUCATIONAL ATTAINMENT:			Asian
High School or less	31.1%		Black
Some College	44.4%		Hispanic
Bachelor's Degree	24.4%		White
Master's Degree	0.0%		Other
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE:
FLSA STATUS:			37
Exempt	6.7%		MARITAL STATUS:
Non-Exempt	93.3%		Married
			Single
			PARENTAL STATUS:
			Children
			No Children

General Findings: Since 1997 the average tenure in position, office, and Congress have increased for Computer Operators. The 5.8 year average tenure in position ranks first, and the 11.1 year average tenure in Congress ranks third among all Senate positions. Additionally, the 5.8 year average tenure in office ranks third among Washington staff positions. These tenure statistics explain, in part, the 8.3% average salary increase since 1997.

There is a higher proportion of non-white staff (64%) in the Computer Operator position than in any other Senate office position. Computer Operators tend to be less educated than Senate office staff in general; 75.5% do not have bachelor's degrees.

Variables Affecting Pay:

- ↳ More years in current position
- ↳ More prior years in Congress
- ↳ Higher education

Three variables were found to be statistically significant predictors of pay for Computer Operators, when controlling for the effects of all other variables. The above variables, listed in order of influence, tend to be associated with higher salaries for Computer Operators. (See page 9 for a complete explanation of Regression Analysis.)

Constituent Service Representative (Washington)

Responsibilities: Handles constituent casework; meets with constituents; calls and writes agencies; notifies constituents of case resolution.

AVERAGE SALARY 1999: **\$41,428** **SALARY RANGE:**

(Median Salary 1999: \$33,000)

\$20,000-\$79,000

Average Salary 1997: \$35,233

SALARY PERCENTILES:

Percent Change 1997-1999: 17.6%

80% -- \$64,600

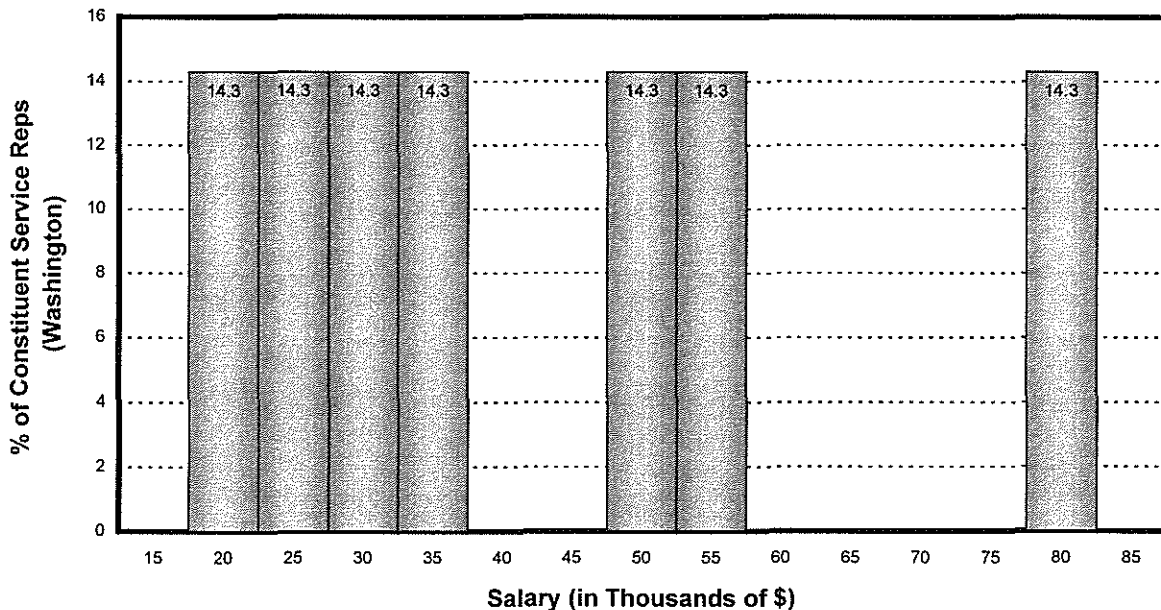
Average Annualized Change: 8.8%

50% -- \$33,000

(Sample size = 7)

20% -- \$23,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 14.3% of Constituent Service Representatives earned between \$22,501 and \$27,500. For a more detailed explanation of this graph, see page 8.

Constituent Service Representative (Washington)

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	74.3%
in Current Position	3.6	5.1	Male	25.7%
in Current Office	4.1	6.0		
in Congress	9.5	12.0	RACE/ETHNICITY:	
			Asian	0.0%
EDUCATIONAL ATTAINMENT:			Black	0.0%
High School or less	0.0%		Hispanic	0.0%
Some College	14.3%		White	100%
Bachelor's Degree	85.7%		Other	0.0%
Master's Degree	0.0%			
Law Degree	0.0%		AVERAGE AGE:	42
Doctorate Degree	0.0%			
			MARITAL STATUS:	
FLSA STATUS:			Married	57.1%
Exempt	42.9%		Single	42.9%
Non-Exempt	57.1%		PARENTAL STATUS:	
			Children	71.4%
			No Children	28.6%

General Findings: Since only seven Constituent Services Representatives (Washington) were reported in the survey sample, it is difficult to draw any solid conclusions about the position. However, of those reported, there was a sharp increase in average salary but a sharp decrease in position, office and congressional tenure.

The 17.2% pay increase of Constituent Services Representatives (Washington) was the second highest of all positions, behind only the Deputy Chief of Staff. However, the 29.4% decrease in position tenure and 21% decrease in congressional tenure were the third highest among all Senate staff.

With 71% having been in their position for at least 2 years, Constituent Services Representatives (Washington) have the lowest turnover rate of all Senate office positions; however, of the 54 Senate offices responding to our survey, only 9% staffed this position.

Constituent Service Representatives (Washington) remain primarily female. This position was also one of only four in our survey sample with no staffers holding advanced degrees.

Variables Affecting Pay: In the 54 offices responding to our survey, there were only 7 Constituent Service Representatives (Washington) working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Correspondence Assistant

Responsibilities: Opens, logs, and processes mail.

AVERAGE SALARY 1999: **\$23,196**

(Median Salary 1999: \$22,000)

Average Salary 1997: \$22,312

Percent Change 1997-1999: 4.0%

Average Annualized Change: 2.0%

(Sample size = 26)

SALARY RANGE:

\$18,000--\$32,000

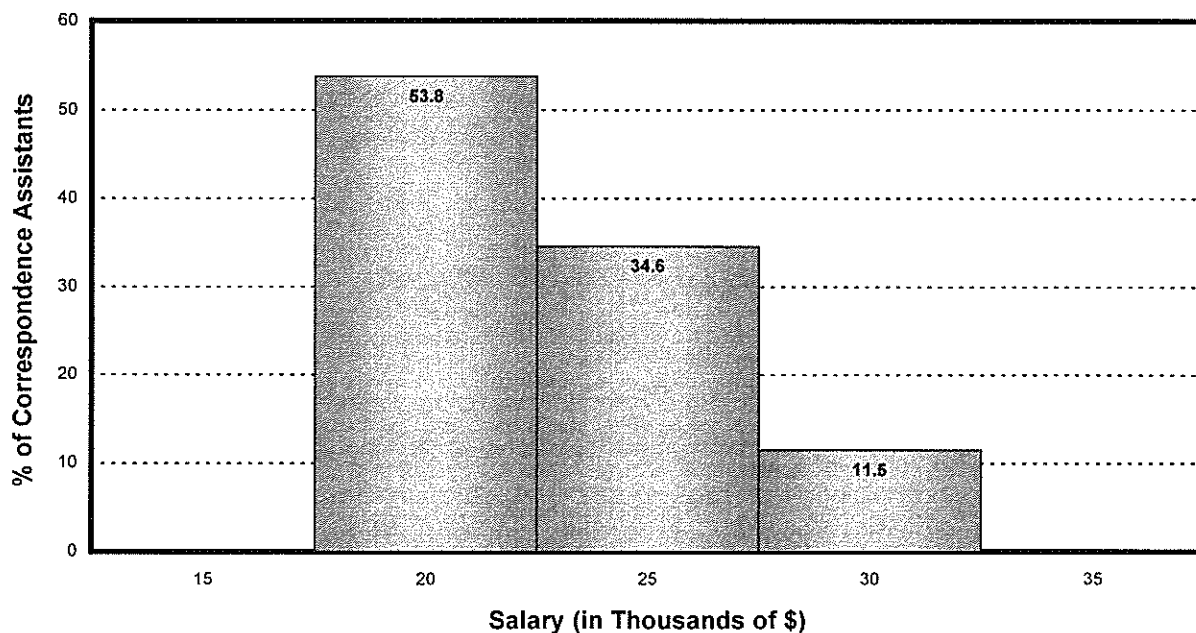
SALARY PERCENTILES:

80% -- \$25,000

50% -- \$22,000

20% -- \$20,223

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 34.6% of Correspondence Assistants earned between \$22,501 and \$27,500. For a more detailed explanation of this graph, see page 8.

Correspondence Assistant

WORK EXPERIENCE:	<u>1999</u>	<u>1997</u>	GENDER:	
Average years:			Female	19.2%
in Current Position	0.9	2.0	Male	80.8%
in Current Office	1.6	2.4	RACE/ETHNICITY:	
in Congress	3.3	3.4	Asian	3.8%
EDUCATIONAL ATTAINMENT:			Black	11.5%
High School or less	3.8%		Hispanic	0.0%
Some College	15.4%		White	84.6%
Bachelor's Degree	73.1%		Other	0.0%
Master's Degree	7.7%		AVERAGE AGE:	26
Law Degree	0.0%		MARITAL STATUS:	
Doctorate Degree	0.0%		Married	11.5%
FLSA STATUS:			Single	88.5%
Exempt	0.0%		PARENTAL STATUS:	
Non-Exempt	100.0%		Children	11.5%
			No Children	88.5%

General Findings: The average tenure of Correspondence Assistants in their position, offices, and Congress decreased over the last two years. Correspondence Assistants had the lowest average tenure in position (0.9 years) and highest decrease in average tenure in position (55.0%) of all Senate positions. Eighty-five percent of Correspondence Assistants have been in their position for less than a year. Additionally, the Correspondence Assistants' average of 1.6 years in their current offices was the third lowest of all Senate positions.

The average salary of \$23,196 was the second lowest of all Senate positions, behind only the Staff Assistant (Washington).

Variables Affecting Pay: In the 54 offices responding to our survey, there were only 26 Correspondence Assistants working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Correspondence Manager

Responsibilities: Supervises mail operation, including mailroom staff; responsible for constituent mail tracking reports; oversees computer database of names, filing system, and management of mailing lists.

AVERAGE SALARY 1999: **\$36,274** **SALARY RANGE:**
(Median Salary 1999: \$33,750) \$19,000-\$70,000

Average Salary 1997: \$32,548

Percent Change 1997-1999: 11.4%

Average Annualized Change: 5.7%

(Sample size = 30)

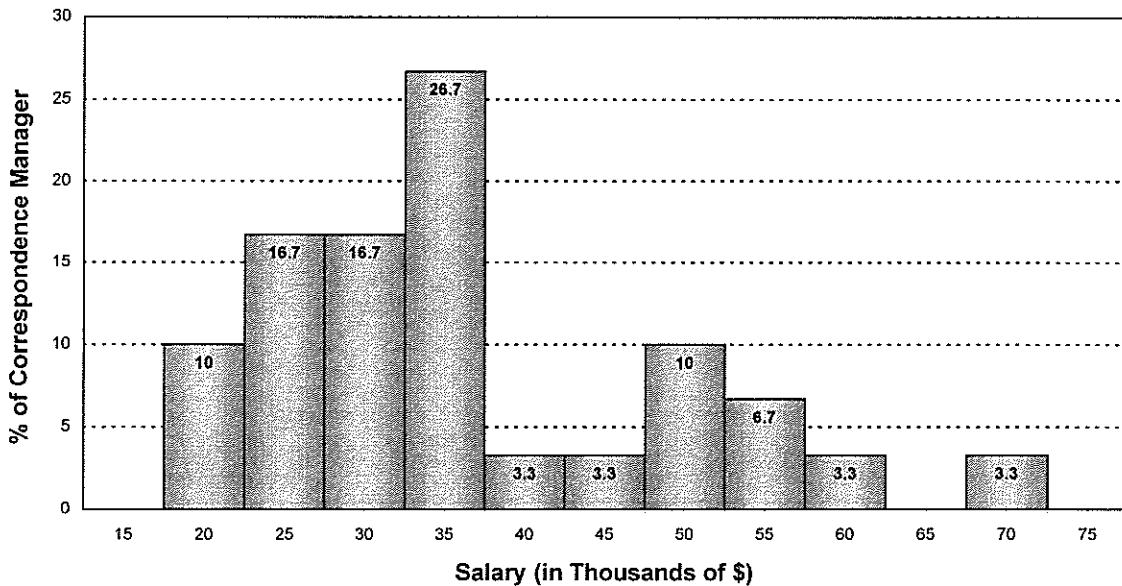
SALARY PERCENTILES:

80% -- \$49,200

50% -- \$33,750

20% -- \$26,200

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 26.7% of Correspondence Managers earned between \$32,501 and \$37,500. For a more detailed explanation of this graph, see page 8.

Correspondence Manager

WORK EXPERIENCE:	1999	1997	GENDER:
Average years:			Female 56.7%
in Current Position	3.0	3.0	Male 43.3%
in Current Office	3.9	4.0	
in Congress	9.0	8.7	RACE/ETHNICITY:
			Asian 0.0%
EDUCATIONAL ATTAINMENT:			Black 30.0%
High School or less	13.3%		Hispanic 0.0%
Some College	20.0%		White 66.7%
Bachelor's Degree	56.7%		Other 3.3%
Master's Degree	3.3%		
Law Degree	6.7%		AVERAGE AGE: 35
Doctorate Degree	0.0%		
			MARITAL STATUS:
FLSA STATUS:			Married 20.0%
Exempt	66.7%		Single 80.0%
Non-Exempt	33.3%		PARENTAL STATUS:
			Children 23.3%
			No Children 76.7%

General Findings: Correspondence Managers had the fifth-highest salary increase (11.4%) among Washington staff positions. With 57% indicating that their level of responsibility was greater than the given job description, the salary increase may be due to an increase in the job responsibilities among Correspondence Managers.

The 30% level of blacks staffing the position is double the rate in 1997 and the second highest percentage of black staffers among all Senate staff positions, second only to Computer Operator.

Variables Affecting Pay:

- ↙ More **prior years in Congress**
- ↙ More **years in current position**
- ↙ Higher **education**

Three variables were found to be statistically significant predictors of pay for Correspondence Managers, when controlling for the effects of all other variables. The above variables, listed in order of influence, tend to be associated with higher salaries for Correspondence Managers. (See page 9 for a complete explanation of Regression Analysis.)

Deputy Chief of Staff

Responsibilities: Assists Chief of Staff in the management of the office; oversees personnel matters; ensures office is compliant with CAA, ethics rules, and all Senate reporting requirements.

AVERAGE SALARY 1999: **\$87,997** **SALARY RANGE:**
(Median Salary 1999: *\$94,963)* \$43,000--\$120,000

Average Salary 1997: \$72,506

Percent Change 1997-1999: 21.3%

Average Annualized Change: 10.7%

(Sample size = 14)

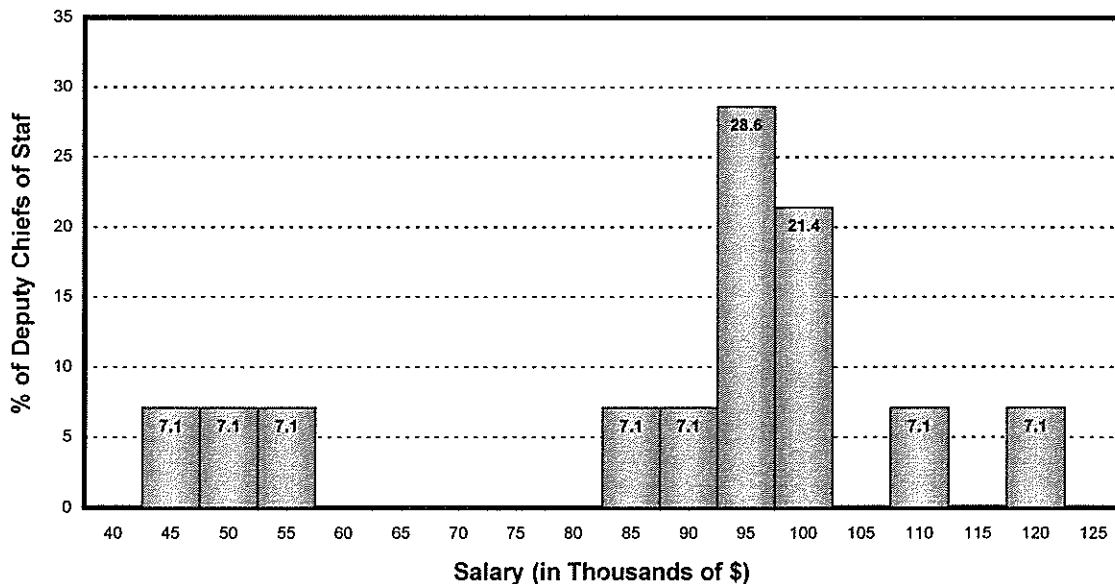
SALARY PERCENTILES:

80% -- \$101,500

50% -- \$94,963

20% -- \$56,500

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 21.4% of Deputy Chiefs of Staff earned between \$97,501 and \$102,500. For a more detailed explanation of this graph, see page 8.

Deputy Chief of Staff

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	42.9%
in Current Position	3.3	1.7	Male	57.1%
in Current Office	7.0	4.3		
in Congress	12.3	10.7	RACE/ETHNICITY:	
			Asian	0.0%
EDUCATIONAL ATTAINMENT:			Black	7.1%
High School or less	0.0%		Hispanic	0.0%
Some College	7.7%		White	92.9%
Bachelor's Degree	61.5%		Other	0.0%
Master's Degree	15.4%			
Law Degree	15.4%		AVERAGE AGE:	38
Doctorate Degree	0.0%			
			MARITAL STATUS:	
FLSA STATUS:			Married	71.4%
Exempt	100%		Single	28.6%
Non-Exempt	0.0%		PARENTAL STATUS:	
			Children	42.9%
			No Children	57.1%

General Findings: Our survey sample shows a decline since 1997 in the number of offices having a Deputy Chief of Staff. There were only 14 such individuals reported in our survey, which is an average of 0.26 per office. This is nearly a 50% decline from 1997 when there were 0.5 Deputy Chiefs of Staff per office.

Despite the decline in the staffing of this position, the 21.3% increase in average salary is the largest increase of all Senate positions over the last two years. That keeps the Deputy Chief of Staff as the third highest-paid position in Senate offices, behind only Chiefs of Staff and Legislative Directors.

Deputy Chiefs of Staff have substantial congressional experience as well as ample experience with their Senator. This is evidenced by a 7.0 year average office tenure and a 12.3 year average tenure in Congress. Both of these figures are the highest of all Washington positions.

Variables Affecting Pay: In the 54 offices responding to our survey, there were only 14 Deputy Chiefs of Staff working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Deputy Communications Director

Responsibilities: Assists Communications Director in range of media activities; organizes daily news clips; maintains files for press releases, speeches, and press lists; coordinates radio and TV production.

AVERAGE SALARY 1999:	\$31,547	<u>SALARY RANGE:</u>
<i>(Median Salary 1999:</i>	<i>\$30,352)</i>	
		\$20,000--\$57,000

Average Salary 1997: \$30,408

Percent Change 1997-1999: 3.7%

Average Annualized Change: 1.9%

(Sample size = 54)

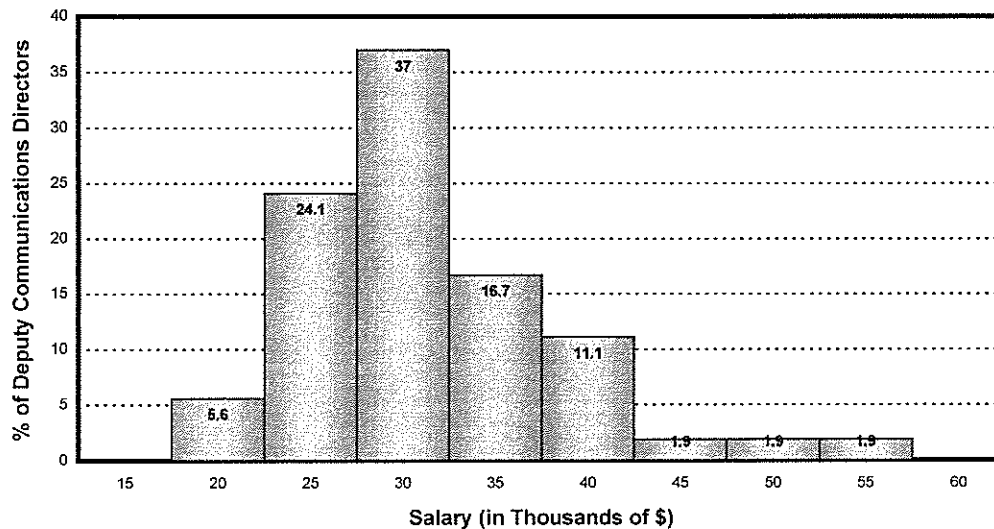
SALARY PERCENTILES:

80% -- \$36,000

50% -- \$30,352

20% -- \$25,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 24.1% of Deputy Communications Directors earned between \$22,501 and \$27,500. For a more detailed explanation of this graph, see page 8.

Deputy Communications Director

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	61.1%
in Current Position	1.1	1.3	Male	38.9%
in Current Office	1.6	2.0		
in Congress	2.3	2.3	RACE/ETHNICITY:	
			Asian	0.0%
EDUCATIONAL ATTAINMENT:			Black	0.0%
High School or less	1.9%		Hispanic	1.9%
Some College	3.7%		White	98.1%
Bachelor's Degree	81.5%		Other	0.0%
Master's Degree	11.1%			
Law Degree	0.0%		AVERAGE AGE:	26
Doctorate Degree	1.9%			
			MARITAL STATUS:	
FLSA STATUS:			Married	11.1%
Exempt	53.7%		Single	88.9%
Non-Exempt	46.3%		PARENTAL STATUS:	
			Children	3.7%
			No Children	96.3%

General Findings: Deputy Communications Directors have among the lowest average tenure in position (1.1 years) of all Senate staff positions. Only Correspondence Assistants (0.9 years), Legislative Correspondents (1.0 years), and Staff Assistants (1.0 years) have less experience in their current jobs than Deputy Communications Directors.

High turnover rates further are characteristic of this position. Only 31% of Deputy Communications Directors have been in their position at least a year and only 6% have been in their position at least 2 years.

Since 1997, there has been an increase in the percentage of females staffing the Deputy Communications Directors position.

Variables Affecting Pay:

↳ Greater Age

One variable was found to be a statistically significant predictor of pay for Deputy Communications Directors, when controlling for the effects of all other variables. The above variable tended to be strongly associated with higher salaries for Deputy Communications Directors. (See page 9 for a complete explanation of Regression Analysis.)

Legislative Assistant

Responsibilities: Briefs Senator on votes and hearings; meets with constituents and lobbyists on policy matters; develops legislative initiatives and speeches.

AVERAGE SALARY 1999: **\$48,276**

(Median Salary 1999:

\$46,000)

SALARY RANGE:

\$26,744-\$95,000

Average Salary 1997:

\$46,717

SALARY PERCENTILES:

Percent Change 1997-1999:

3.3%

80% -- \$58,640

Average Annualized Change:

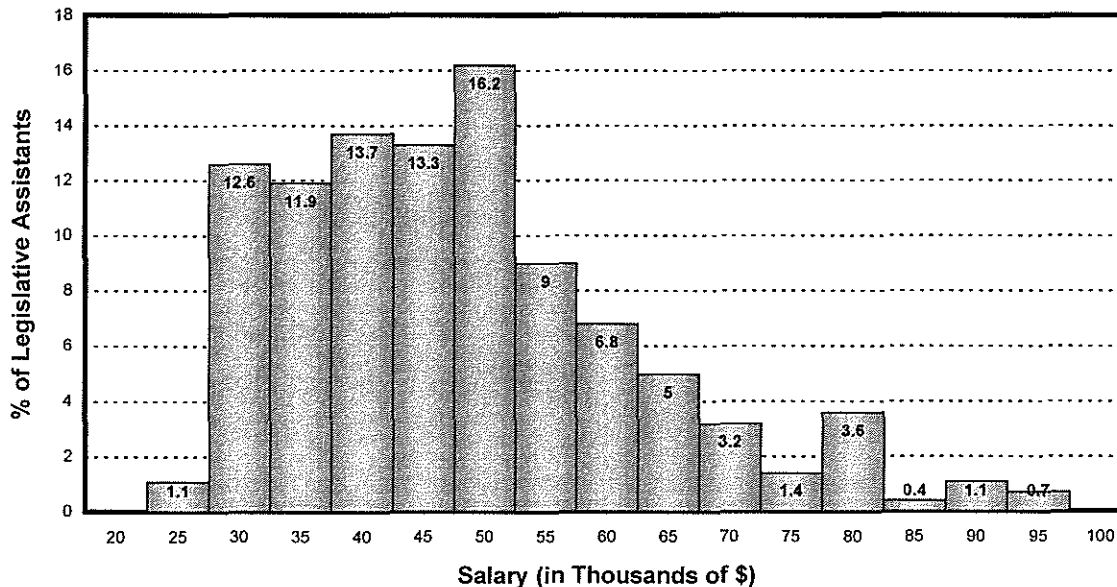
1.7%

50% -- \$46,000

(Sample size = 279)

20% -- \$35,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 16.2% of Legislative Assistants earned between \$47,501 and \$52,500. For a more detailed explanation of this graph, see page 8.

Legislative Assistant

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	43.2%
in Current Position	2.2	2.3	Male	56.8%
in Current Office	3.0	3.1		
in Congress	4.4	4.9	RACE/ETHNICITY:	
			Asian	0.0%
EDUCATIONAL ATTAINMENT:			Black	17.0%
High School or less	0.0%		Hispanic	0.0%
Some College	0.7%		White	83.0%
Bachelor's Degree	48.2%		Other	0.0%
Master's Degree	23.7%			
Law Degree	22.7%		AVERAGE AGE:	32
Doctorate Degree	4.7%			
			MARITAL STATUS:	
FLSA STATUS:			Married	35.7%
Exempt	97.8%		Single	64.3%
Non-Exempt	2.2%		PARENTAL STATUS:	
			Children	17.0%
			No Children	83.0%

General Findings: Legislative Assistant is the most commonly staffed Senate office position. On average, there are 5.17 LAs per Senate office.

The educational attainment of LAs is quite high: almost 100% of LAs have a bachelor's degree and 51.1% have received advanced degrees. This position has the third-highest percentage staff holding graduate degrees.

LAs are the youngest Senate staffers in a "Policy" position, with an average age of 32 years (see page 107 for a description of "Policy" positions).

Variables Affecting Pay:

- ↳ Greater Age
- ↳ More prior years in Congress
- ↳ Higher education
- ↳ More years in current position

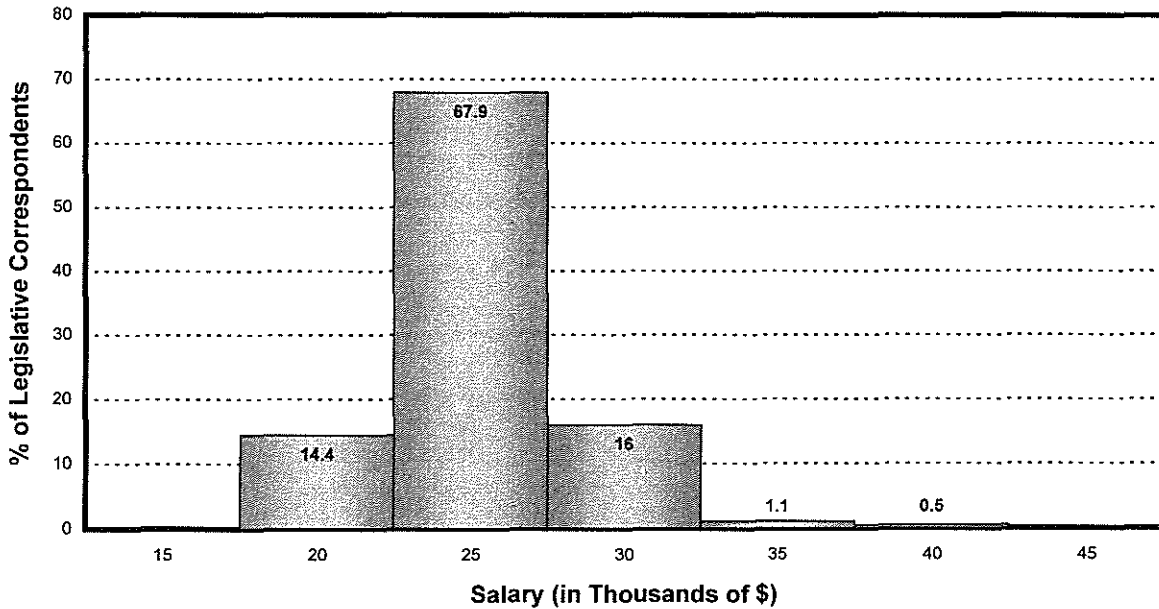
Four variables were found to be statistically significant predictors of pay for Legislative Assistants, when controlling for the effects of all other variables. The above variables, listed in order of influence, tend to be associated with higher salaries for Legislative Assistants. (See page 9 for a complete explanation of Regression Analysis.)

Legislative Correspondent

Responsibilities: Responsible for answering legislative correspondence; creates response letters, assists LAs with research, constituent meetings, and constituent calls.

AVERAGE SALARY 1999:	\$25,226	SALARY RANGE:
<i>(Median Salary 1999:</i>	<i>\$25,000)</i>	\$20,000--\$40,000
Average Salary 1997:	\$24,209	
		SALARY PERCENTILES:
Percent Change 1997-1999:	4.2%	80% -- \$27,000
Average Annualized Change:	2.1%	50% -- \$25,000
<i>(Sample size = 187)</i>		20% -- \$23,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 67.9% of Legislative Correspondents earned between \$22,501 and \$27,500. For a more detailed explanation of this graph, see page 8.

Legislative Correspondent

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	51.6%
in Current Position	1.0	1.2	Male	48.8%
in Current Office	1.4	1.6	RACE/ETHNICITY:	
in Congress	1.6	2.0	Asian	2.2%
EDUCATIONAL ATTAINMENT:			Black	8.1%
High School or less	0.5%		Hispanic	2.7%
Some College	0.0%		White	85.5%
Bachelor's Degree	86.5%		Other	1.6%
Master's Degree	11.4%		AVERAGE AGE:	25
Law Degree	1.6%		MARITAL STATUS:	
Doctorate Degree	0.0%		Married	6.5%
FLSA STATUS:			Single	93.5%
Exempt	13.4%		PARENTAL STATUS:	
Non-Exempt	86.6%		Children	1.1%
			No Children	98.9%

General Findings: Legislative Correspondents have the third-highest job turnover of any Senate office position; 79% have served as LCs for less than a year, and 91% have served for less than two years. Both the 1.0 year average tenure in position and the 1.4 year average tenure in office are the second lowest of all Senate office positions.

Ninety-nine and a half percent of LCs are college graduates, and 13% hold advanced degrees.

Legislative Correspondent is the third most commonly staffed position in Senate offices. On average, there are 3.5 LCs per office.

Along with Staff Assistant (Washington), LCs are the youngest Senate staffers, with an average age of 25.

Variables Affecting Pay:

- ↳ More years in current position
- ↳ Greater job responsibility

Two variables were found to be statistically significant predictors of pay for Legislative Correspondents, when controlling for the effects of all other variables. The above variables, listed in order of influence, tend to be associated with higher salaries for Legislative Correspondents. (See page 9 for a complete explanation of Regression Analysis.)

Legislative Counsel

Responsibilities: Briefs Senator on votes and hearings; meets with constituents and lobbyists on policy matters; develops legislative initiatives and speeches; provides legal advice to Senator and other legislative staff.

AVERAGE SALARY 1999: **\$60,610**

(Median Salary 1999:

\$61,860)

SALARY RANGE:

\$30,000-\$90,000

Average Salary 1997: \$61,457

Percent Change 1997-1999: -1.4%

Average Annualized Change: -0.7%

(Sample size = 25)

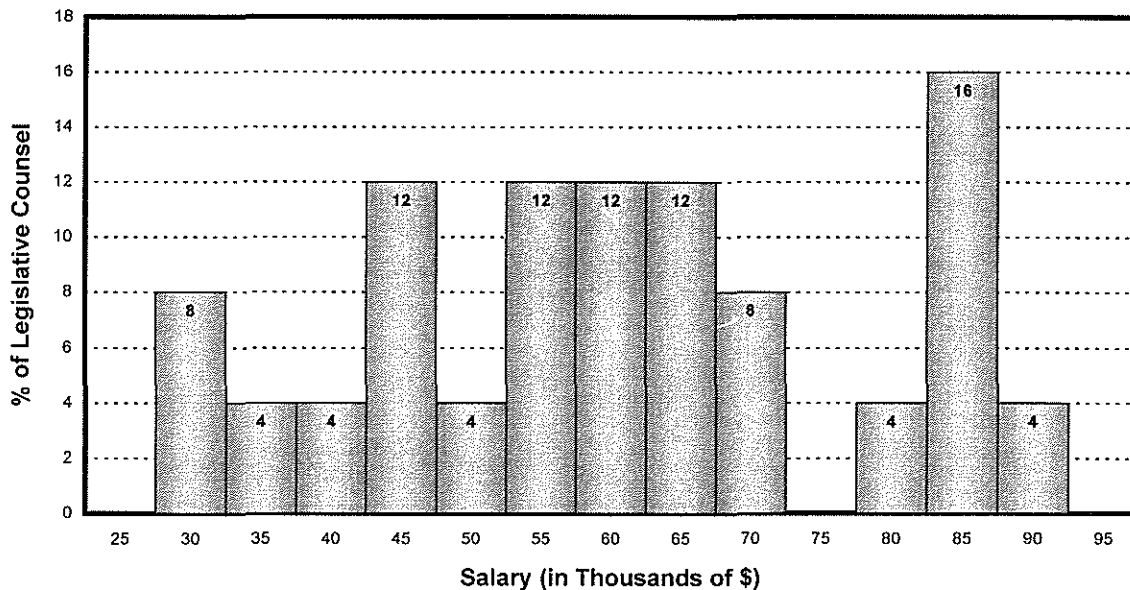
SALARY PERCENTILES:

80% -- \$83,283

50% -- \$61,860

20% -- \$43,400

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 16% of Legislative Counsel earned between \$82,501 and \$87,500. For a more detailed explanation of this graph, see page 8.

Legislative Counsel

<u>WORK EXPERIENCE:</u>	<u>1999</u>	<u>1997</u>	<u>GENDER:</u>	
Average years:			Female	44.0%
in Current Position	2.1	2.5	Male	56.0%
in Current Office	2.6	3.5		
in Congress	3.5	5.9	<u>RACE/ETHNICITY:</u>	
			Asian	0.0%
<u>EDUCATIONAL ATTAINMENT:</u>			Black	4.0%
High School or less	0.0%		Hispanic	0.0%
Some College	0.0%		White	96.0%
Bachelor's Degree	8.0%		Other	0.0%
Master's Degree	0.0%			
Law Degree	92.0%		<u>AVERAGE AGE:</u>	33
Doctorate Degree	0.0%			
			<u>MARITAL STATUS:</u>	
<u>FLSA STATUS:</u>			Married	36.0%
Exempt	100%		Single	64.0%
Non-Exempt	0.0%		<u>PARENTAL STATUS:</u>	
			Children	16.0%
			No Children	84.0%

General Findings: There has been a sharp decrease in tenure in position, office, and Congress among Legislative Counsel (16%, 26%, and 41%, respectively) since 1997.

As a result of a small decrease (-1.4%) in average salary, the Legislative Counsel position is now the fifth highest paid of all the Washington positions, compared to its number four ranking in 1997.

As one would expect of a "Counsel" position, Legislative Counsel are extremely well-educated: 92% of Legislative Counsel hold law degrees. This is the highest percentage of graduate degrees in any of the Senate staff positions.

Variables Affecting Pay: In the 54 offices responding to our survey, there were only 25 Legislative Counsel working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Legislative Director

Responsibilities: Establishes legislative agenda; directs legislative staff; serves as resource person for LAs; advises Senator on legislative matters; reviews constituent mail.

AVERAGE SALARY 1999: **\$91,438**
(Median Salary 1999: \$90,000)

SALARY RANGE:

\$70,000--\$132,159

Average Salary 1997: \$83,156

SALARY PERCENTILES:

Percent Change 1997-1999: 10.0%

80% -- \$105,000

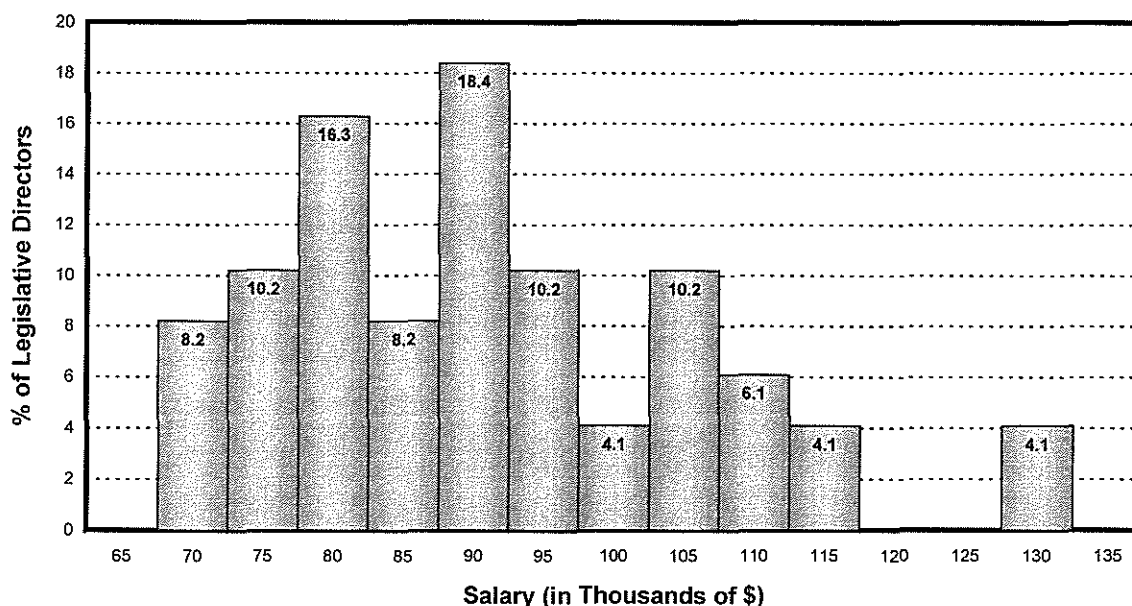
Average Annualized Change: 5.0%

50% -- \$90,000

(Sample size = 50)

20% -- \$78,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 10.2% of Legislative Directors earned between \$92,501 and \$97,500. For a more detailed explanation of this graph, see page 8.

Legislative Director

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	40.0%
in Current Position	3.0	2.6	Male	60.0%
in Current Office	5.2	4.8		
in Congress	11.0	10.4	RACE/ETHNICITY:	
			Asian	0.0%
EDUCATIONAL ATTAINMENT:			Black	2.0%
High School or less	0.0%		Hispanic	0.0%
Some College	0.0%		White	98.0%
Bachelor's Degree	36.0%		Other	0.0%
Master's Degree	26.0%			
Law Degree	34.0%		AVERAGE AGE:	38
Doctorate Degree	4.0%			
			MARITAL STATUS:	
FLSA STATUS:			Married	68.0%
Exempt	100.0%		Single	32.0%
Non-Exempt	0.0%		PARENTAL STATUS:	
			Children	48.0%
			No Children	52.0%

General Findings: Legislative Directors have the second-highest average salary of any position. The average salary for LDs has increased 10% since 1997.

Like Chiefs of Staff, Legislative Directors have been in their current offices an average of two years longer than in their current position. This suggests that LDs are often promoted from within the office. Additionally, LDs have a high level of congressional experience (11.0 years).

Individuals in this position are extremely well-educated; 100% have graduated from college, and 64% hold some type of advanced degree. This is the second-highest percentage of graduate degrees among all Senate staff positions, trailing only the percentage held by the Legislative Counsel position.

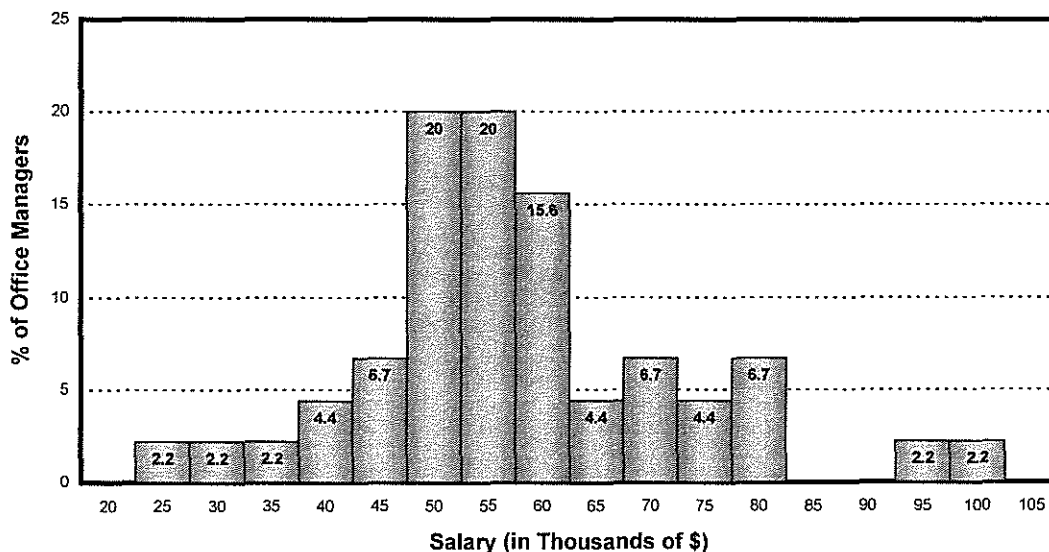
Variables Affecting Pay: No variables were found to be statistically significant predictors of pay for the Legislative Director position, when controlling for the effects of all other variables. (See page 9 for a complete explanation of Regression Analysis.)

Office Manager

Responsibilities: Manages overall office functions; maintains compliance with CAA and ethics policies; oversees financial disclosure reporting; oversees all office administrative matters and supervises administrative staff; purchases and maintains equipment, furniture, supplies, and filing system.

AVERAGE SALARY 1999:	\$57,330	SALARY RANGE:
<i>(Median Salary 1999:</i>	<i>\$54,798)</i>	\$25,000--\$100,000
Average Salary 1997:	\$49,367	
		SALARY PERCENTILES:
Percent Change 1997-1999:	16.1%	80% -- \$69,800
Average Annualized Change:	8.1%	50% -- \$54,798
<i>(Sample size = 45)</i>		20% -- \$48,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 15.6% of Office Managers earned between \$57,501 and \$62,500. For a more detailed explanation of this graph, see page 8.

Office Manager

<u>WORK EXPERIENCE:</u>	<u>1999</u>	<u>1997</u>	<u>GENDER:</u>	
Average years:			Female	80.0%
In Current Position	3.3	2.8	Male	20.0%
In Current Office	5.0	4.3		
In Congress	12.0	10.5	<u>RACE/ETHNICITY:</u>	
			Asian	0.0%
<u>EDUCATIONAL ATTAINMENT:</u>			Black	4.4%
High School or less	4.4%		Hispanic	4.4%
Some College	26.7%		White	91.1%
Bachelor's Degree	60.0%		Other	0.0%
Master's Degree	8.9%			
Law Degree	0.0%		<u>AVERAGE AGE:</u>	39
Doctorate Degree	0.0%		<u>MARITAL STATUS:</u>	
			Married	64.4%
<u>FLSA STATUS:</u>			Single	35.6%
Exempt	100.0%		<u>PARENTAL STATUS:</u>	
Non-Exempt	0.0%		Children	38.6%
			No Children	61.4%

General Findings: There appears to have been a shift over the last two years in the roles and responsibilities of the typical Office Manager. Sixty-two percent of the Office Managers responding to the survey reported a higher level of responsibility with respect to the job description provided. Further evidence of a change in the position of Office Manager is the 16.1% increase in average salary over the last two years.

Office Managers have the second highest tenure in Congress at 11.9 years. Additionally, their average tenure of 3.3 years in their position is an increase of 15.1% from 1997.

Variables Affecting Pay:

According to our regression analysis, the following variables were found to predict pay at a statistically significant level:

- ↳ More **prior years in Congress**
- ↳ More **years in current position**

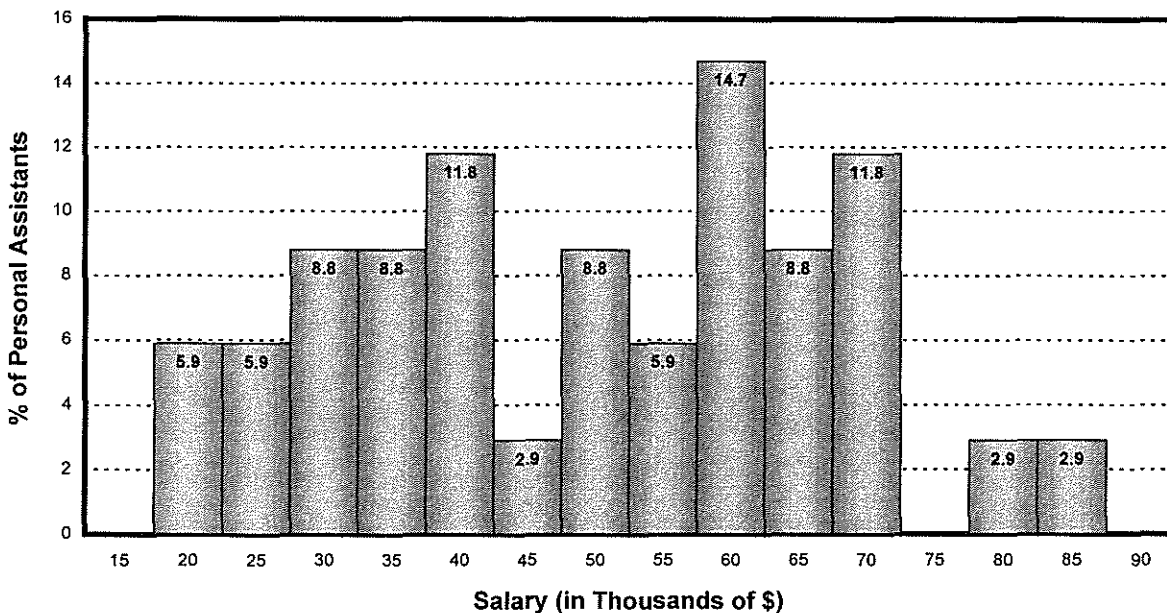
Two variables were found to be statistically significant predictors of pay for Office Managers, when controlling for the effects of all other variables. The above variables, listed in order of influence, tend to be associated with higher salaries for Office Managers. (See page 9 for a complete explanation of Regression Analysis.)

Personal Assistant

Responsibilities: Assists with Senator's personal matters, including filing, correspondence, and travel arrangements.

AVERAGE SALARY 1999:	\$50,048	SALARY RANGE:
<i>(Median Salary 1999:</i>	<i>\$50,000)</i>	\$22,000--\$85,000
Average Salary 1997:	\$47,159	
Percent Change 1997-1999:	6.1%	SALARY PERCENTILES:
Average Annualized Change:	3.1%	80% -- \$65,000
<i>(Sample size = 34)</i>		50% -- \$50,000
		20% -- \$32,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 11.8% of Personal Assistants earned between \$37,501 and \$42,500. For a more detailed explanation of this graph, see page 8.

Personal Assistant

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	91.2%
in Current Position	4.7	3.3	Male	8.8%
in Current Office	5.6	4.6		
in Congress	8.1	7.5	RACE/ETHNICITY:	
			Asian	0.0%
EDUCATIONAL ATTAINMENT:			Black	0.0%
High School or less	0.0%		Hispanic	2.9%
Some College	14.7%		White	91.2%
Bachelor's Degree	82.4%		Other	5.9%
Master's Degree	0.0%			
Law Degree	2.9%		AVERAGE AGE:	39
Doctorate Degree	0.0%			
			MARITAL STATUS:	
FLSA STATUS:			Married	35.3%
Exempt	85.3%		Single	64.7%
Non-Exempt	14.7%		PARENTAL STATUS:	
			Children	26.5%
			No Children	73.5%

General Findings: Staff in the Personal Assistant position have experienced increases in tenure in position, office, and Congress since 1997. The 42.4% increase in tenure in position is the third-highest Senate-wide.

Personal Assistants had a moderate pay increase of 6.1% since 1997.

Personal Assistants remain overwhelmingly female (91%).

Variables Affecting Pay:

↳ Greater Age

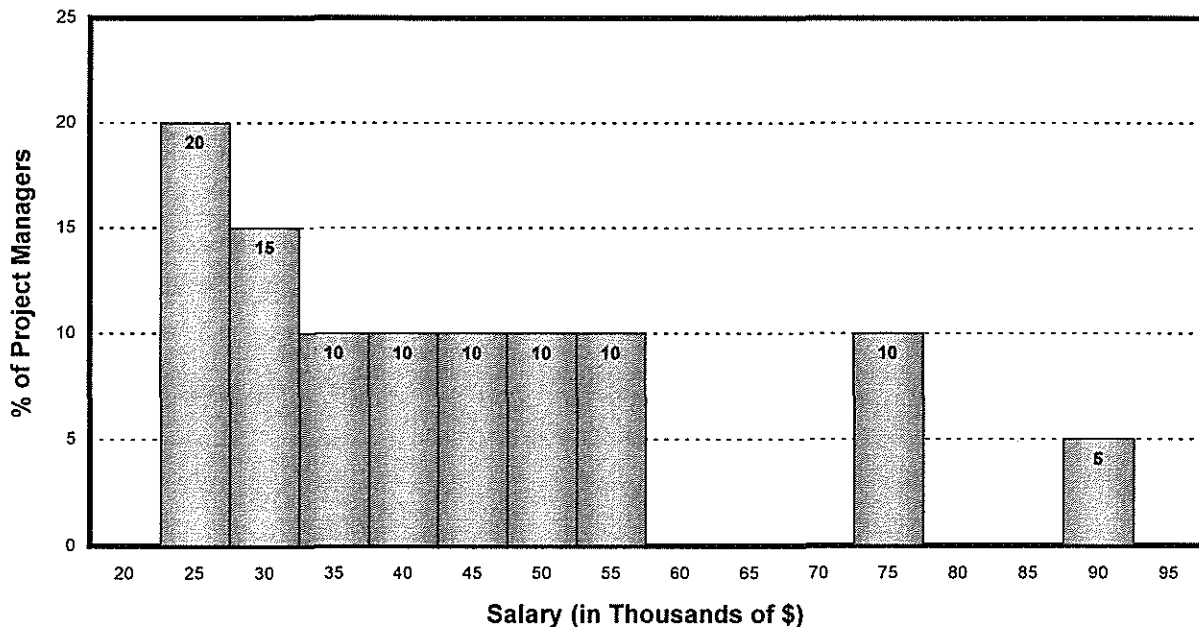
One variable was found to be a statistically significant predictor of pay for Personal Assistants, when controlling for the effects of all other variables. The above variable tended to be strongly associated with higher salaries for Personal Assistants. (See page 9 for a complete explanation of Regression Analysis.)

Project Manager

Responsibilities: Addresses project needs of state and local governments and other constituents; assists in obtaining federal and private funding.

AVERAGE SALARY 1999:	\$44,148	SALARY RANGE:
<i>(Median Salary 1999:</i>	<i>\$39,540)</i>	\$25,500--\$91,147
Average Salary 1997:	\$44,840	SALARY PERCENTILES:
Percent Change 1997-1999:	-1.5%	80% -- \$55,000
Average Annualized Change:	-0.8%	50% -- \$39,540
<i>(Sample size = 20)</i>		20% -- \$27,400

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 15% of Project Managers earned between \$27,501 and \$32,500. For a more detailed explanation of this graph, see page 8.

Project Manager

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	45.0%
in Current Position	3.4	3.2	Male	55.0%
in Current Office	5.6	4.7		
in Congress	6.7	6.5	RACE/ETHNICITY:	
EDUCATIONAL ATTAINMENT:			Asian	0.0%
High School or less	0.0%		Black	0.0%
Some College	10.0%		Hispanic	5.0%
Bachelor's Degree	55.0%		White	90.0%
Master's Degree	25.0%		Other	5.0%
Law Degree	10.0%		AVERAGE AGE:	36
Doctorate Degree	0.0%		MARITAL STATUS:	
FLSA STATUS:			Married	45.0%
Exempt	80.0%		Single	55.0%
Non-Exempt	20.0%		PARENTAL STATUS:	
			Children	25.0%
			No Children	75.0%

General Findings: Since 1997, the average salary of Project Managers decreased by 1.5%. This was the largest salary decrease of any Washington staff position.

Despite the drop in average salary, there were slight increases in average tenure in position, office, and Congress for Project Managers over the last two years.

Of the 54 offices responding in the survey, only 31% staffed this position.

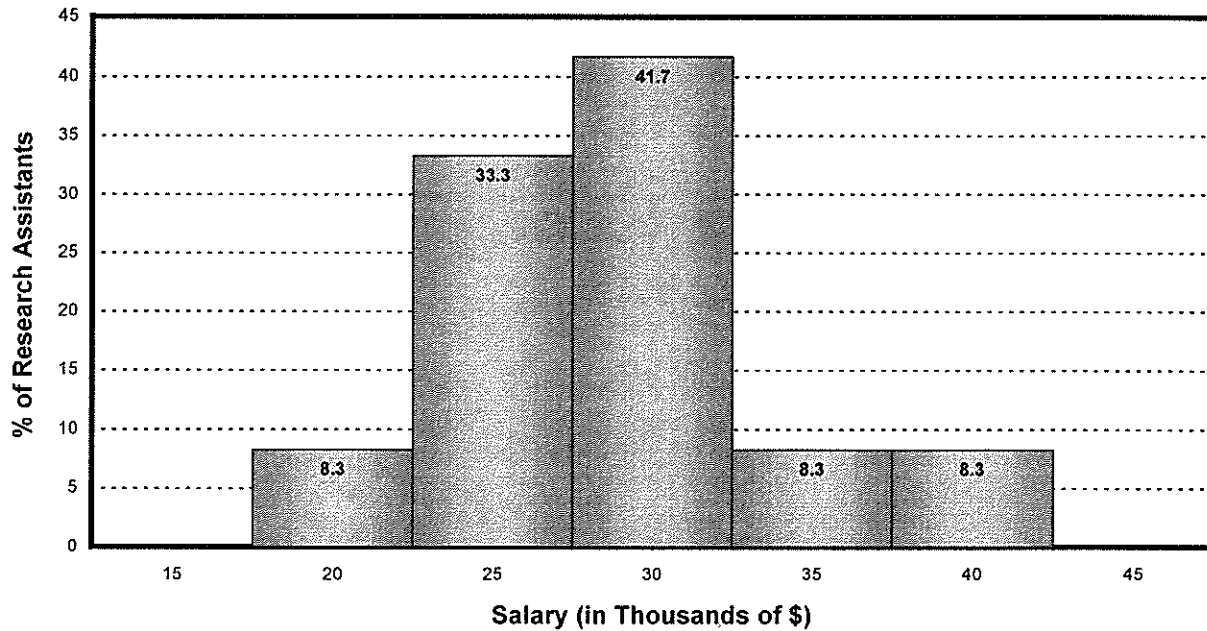
Variables Affecting Pay: In the 54 offices responding to our survey, there were only 20 Project Managers working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Research Assistant

Responsibilities: Provides legislative research support for the LD, LAs, and LCs.

AVERAGE SALARY 1999:	\$28,556	SALARY RANGE:
<i>(Median Salary 1999:</i>	<i>\$28,715)</i>	\$21,000--\$40,000
Average Salary 1997:	\$24,585	
Percent Change 1997-1999:	16.2%	SALARY PERCENTILES:
Average Annualized Change:	8.1%	80% -- \$31,800
<i>(Sample size = 12)</i>		50% -- \$28,715
		20% -- \$24,046

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 41.7% of Research Assistants earned between \$27,501 and \$32,500. For a more detailed explanation of this graph, see page 8.

Research Assistant

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	58.3%
in Current Position	1.5	0.9	Male	41.7%
in Current Office	2.0	1.3		
in Congress	2.3	2.4	RACE/ETHNICITY:	
			Asian	0.0%
EDUCATIONAL ATTAINMENT:			Black	0.0%
High School or less	0.0%		Hispanic	8.3%
Some College	0.0%		White	91.7%
Bachelor's Degree	100.0%		Other	0.0%
Master's Degree	0.0%			
Law Degree	0.0%		AVERAGE AGE:	26
Doctorate Degree	0.0%			
			MARITAL STATUS:	
FLSA STATUS:			Married	8.3%
Exempt	16.7%		Single	91.7%
Non-Exempt	83.3%		PARENTAL STATUS:	
			Children	0.0%
			No Children	100.0%

General Findings: The average salary of Research Assistants increased by 16.2% over the last two years. This was the third-highest average salary increase among all Senate office positions.

While there has been more than a 50% increase in the average tenure in position and office over the last two years for Research Assistants, the 1.5 year average tenure in position and 2.0 year average tenure in office still rank among the bottom of all Senate positions.

Of the 54 Senate offices responding to our survey, only 20% staffed this position. Of the positions profiled in this report, this is the second least-staffed position, trailing only the Constituent Services Representative (Washington) position.

Variables Affecting Pay: In the 54 offices responding to our survey, there were only 12 Research Assistants working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Scheduler

Responsibilities: Schedules Senator; reviews and researches invitations; makes arrangements for appointments and Senator's attendance at events.

AVERAGE SALARY 1999:	\$44,273	SALARY RANGE:
<i>(Median Salary 1999:</i>	<i>\$42,500)</i>	\$19,000--\$95,000

Average Salary 1997: \$41,230

Percent Change 1997-1999: 7.4%

Average Annualized Change: 3.7%

(Sample size = 44)

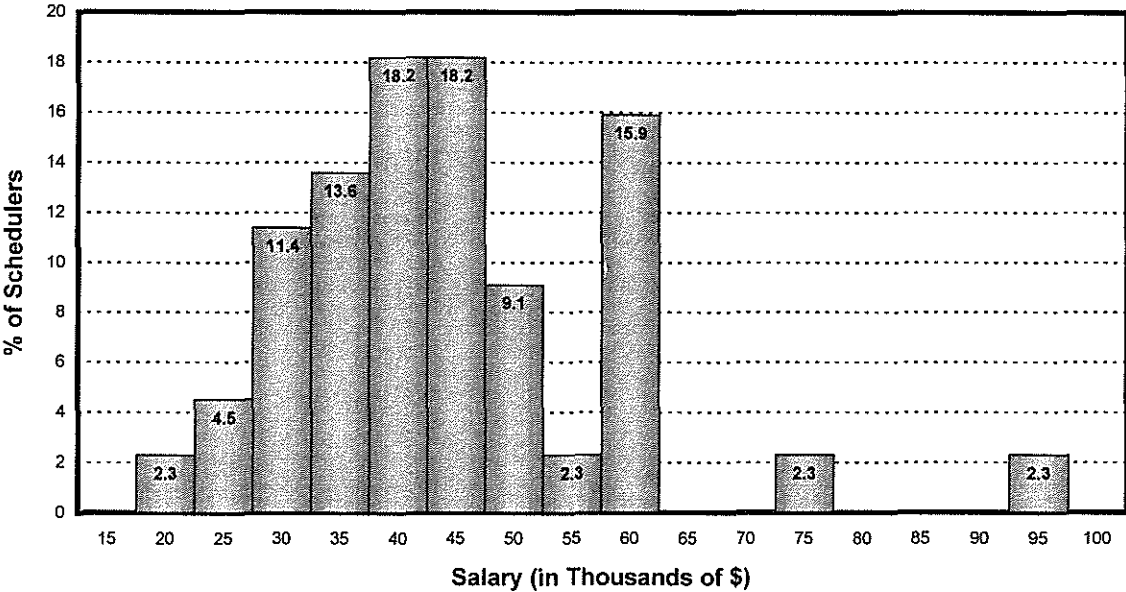
SALARY PERCENTILES:

80% -- \$57,750

50% -- \$42,500

20% -- \$33,500

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is ±\$2,500 relative to the number at its base. For example, 15.9% of Schedulers earned between \$57,501 and \$62,500. For a more detailed explanation of this graph, see page 8.

Scheduler

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	90.9%
in Current Position	3.0	2.4	Male	9.1%
in Current Office	4.1	3.8		
in Congress	6.1	6.8	RACE/ETHNICITY:	
			Asian	0.0%
EDUCATIONAL ATTAINMENT:			Black	2.3%
High School or less	9.1%		Hispanic	0.0%
Some College	4.5%		White	95.5%
Bachelor's Degree	81.8%		Other	2.3%
Master's Degree	4.5%			
Law Degree	0.0%		AVERAGE AGE:	32
Doctorate Degree	0.0%			
			MARTIAL STATUS:	
FLSA STATUS:			Married	15.9%
Exempt	90.9%		Single	84.1%
Non-Exempt	9.1%		PARENTAL STATUS:	
			Children	13.6%
			No Children	86.4%

General Findings: The average tenure of Schedulers in their present position and office both increased since 1997, while their average tenure in Congress decreased by 10%.

Over the last two years, Schedulers had a moderate 7.4% salary increase.

Schedulers are overwhelmingly female (91%).

Variables Affecting Pay:

↳ Greater Age

One variable was found to be a statistically significant predictor of pay for Schedulers, when controlling for the effects of all other variables. The above variable tended to be strongly associated with salaries for higher Schedulers. (See page 9 for a complete explanation of Regression Analysis.)

Staff Assistant (Washington)

Responsibilities: Handles word processing, filing, faxing; responds to general constituent requests; processes tour and flag requests; staffs the front reception area, greeting visitors and answering telephones.

AVERAGE SALARY 1999:	\$22,504	<u>SALARY RANGE:</u>
<i>(Median Salary 1999:</i>	<i>\$22,000)</i>	

\$18,000--\$32,356

Average Salary 1997:	\$22,371
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SALARY PERCENTILES:

Percent Change 1997-1999:	0.6%
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80% -- \$25,000

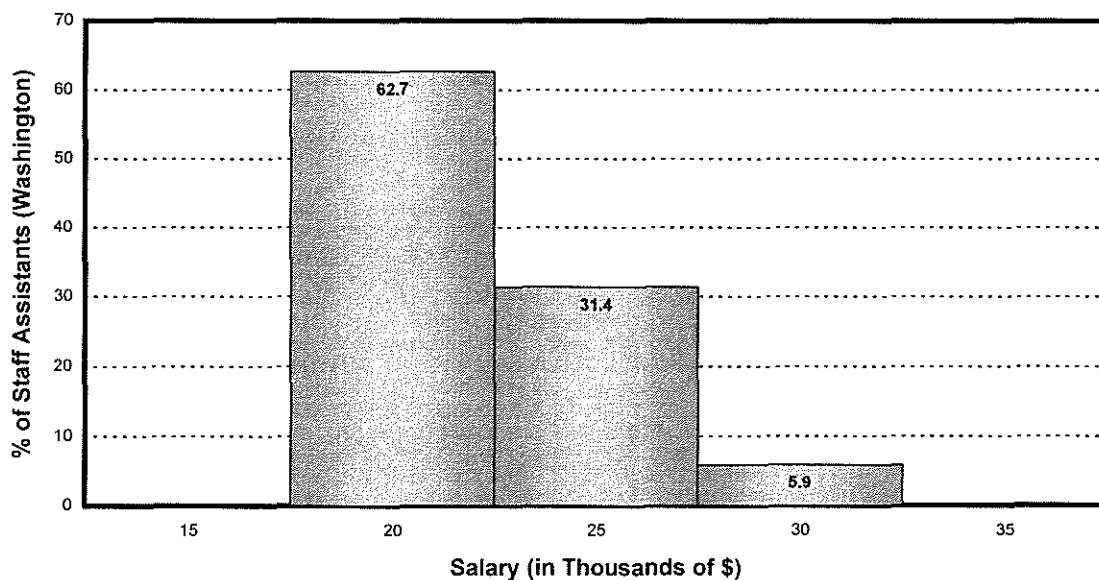
Average Annualized Change:	0.3%
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50% -- \$22,000

(Sample size = 118)

20% -- \$20,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 31.4% of Staff Assistants earned between \$22,501 and \$27,500. For a more detailed explanation of this graph, see page 8.

Staff Assistant (Washington)

WORK EXPERIENCE:	1999	1997	GENDER:	
Average years:			Female	59.3%
in Current Position	1.0	1.6	Male	40.7%
in Current Office	1.1	1.7	RACE/ETHNICITY:	
in Congress	1.3	2.6	Asian	1.7%
EDUCATIONAL ATTAINMENT:			Black	11.0%
High School or less	1.7%		Hispanic	3.4%
Some College	11.0%		White	83.9%
Bachelor's Degree	84.7%		Other	0.0%
Master's Degree	0.8%		AVERAGE AGE:	25
Law Degree	1.7%		MARITAL STATUS:	
Doctorate Degree	0.0%		Married	7.6%
FLSA STATUS:			Single	92.4%
Exempt	4.2%		PARENTAL S STATUS	
Non-Exempt	95.8%		Children	5.1%
			No Children	94.9%

General Findings: The average tenure in position, office, and Congress of Staff Assistants decreased by 50% over the last two years. The 1.1 years average tenure in office and 1.3 years average tenure in Congress were the lowest of all Senate office positions. Additionally, the 1.0 year average tenure in position was the second lowest of all Senate office positions.

This entry-level position has extremely high turnover rates. Eighty-three percent of Staff Assistants have been in their positions for less than a year and 94% have been in their positions for less than 2 years.

With an average salary of \$22,504, Staff Assistants receive the lowest average pay of any Senate staffers.

Variables Affecting Pay:

↳ Greater Age

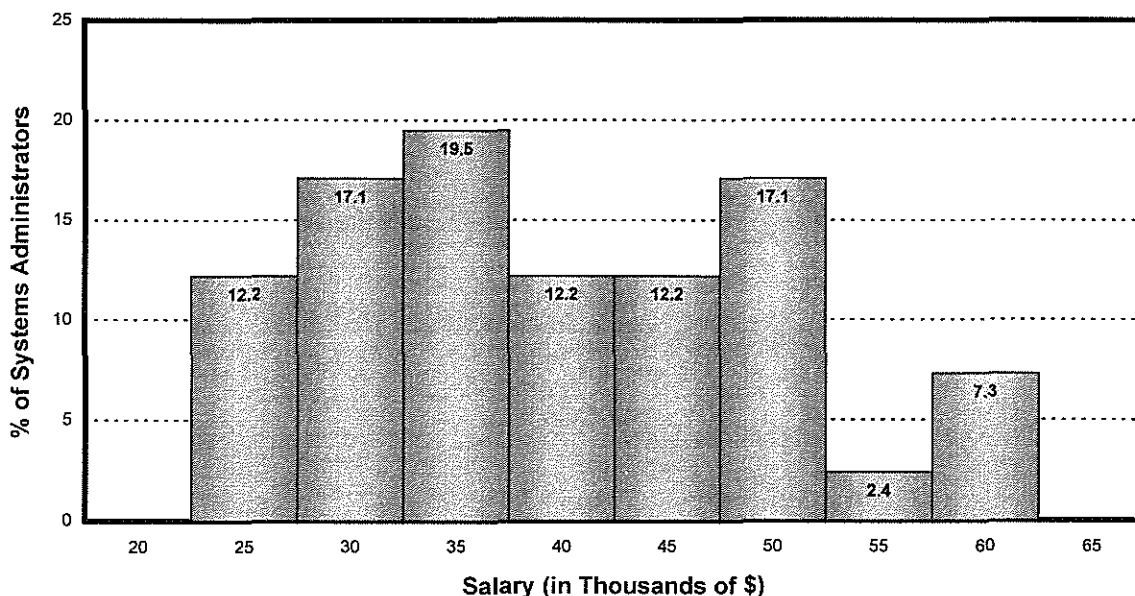
One variable was found to be a statistically significant predictor of pay for Staff Assistants, when controlling for the effects of all other variables. The above variable tended to be strongly associated with higher salaries for Staff Assistants. (See page 9 for a complete explanation of Regression Analysis.)

Systems Administrator

Responsibilities: Manages all computer hardware and software; creates and maintains office Web site and Intranet; acts as liaison with vendors and Senate SAA; responsible for systems training of staff; manages constituent mail system.

AVERAGE SALARY 1999:	\$39,612	SALARY RANGE:
<i>(Median Salary 1999:</i>	<i>\$38,000)</i>	\$23,500--\$62,000
Average Salary 1997:	\$35,822	
Percent Change 1997-1999:	10.6%	SALARY PERCENTILES:
Average Annualized Change:	5.3%	80% -- \$48,672
<i>(Sample size = 41)</i>		50% -- \$38,000
		20% -- \$30,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 19.5% of Systems Administrators earned between \$32,501 and \$37,500. For a more detailed explanation of this graph, see page 8.

Systems Administrator

<u>WORK EXPERIENCE:</u>	<u>1999</u>	<u>1997</u>	<u>GENDER:</u>	
Average years:			Female	43.9%
in Current Position	3.2	3.1	Male	56.1%
in Current Office	4.7	4.1		
in Congress	10.0	10.1	<u>RACE/ETHNICITY:</u>	
			Asian	2.4%
<u>EDUCATIONAL ATTAINMENT:</u>			Black	17.1%
High School or less	9.8%		Hispanic	2.4%
Some College	24.4%		White	75.6%
Bachelor's Degree	56.1%		Other	2.4%
Master's Degree	9.8%			
Law Degree	0.0%		<u>AVERAGE AGE:</u>	33
Doctorate Degree	0.0%		<u>MARITAL STATUS:</u>	
			Married	34.1%
<u>FLSA STATUS:</u>			Single	65.9%
Exempt	85.4%		<u>PARENTAL STATUS:</u>	
Non-Exempt	14.6%		Children	36.6%
			No Children	63.4%

General Findings: Systems Administrators have a high degree of congressional experience. The average of 10 years in Congress for this position is the fifth-highest among all Senate staff. Additionally, 83% of Systems Administrators have been in Congress more than 2 years.

The 10.6% average pay increase for Systems Administrators over the last two years was the sixth-highest among Washington staff positions.

Of the 54 offices in the survey sample, 76% staffed the Systems Administrator position.

Variables Affecting Pay:

↳ More years in current position

One variable was found to be a statistically significant predictor of pay for Systems Administrators, when controlling for the effects of all other variables. The above variable tended to be strongly associated with higher salaries for Systems Administrators. (See page 9 for a complete explanation of Regression Analysis.)

Constituent Services Representative (State)

Responsibilities: Handles constituent casework; meets with constituents; calls and writes agencies; notifies constituents of case resolution.

AVERAGE SALARY 1999:	\$29,980	<u>SALARY RANGE:</u>
<i>(Median Salary 1999:</i>	<i>\$28,000)</i>	\$12,000--\$65,000

Average Salary 1997:	\$30,150	
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Percent Change 1997-1999:	-0.6%	
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Average Annualized Change:	-0.3%	
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(Sample size = 257)

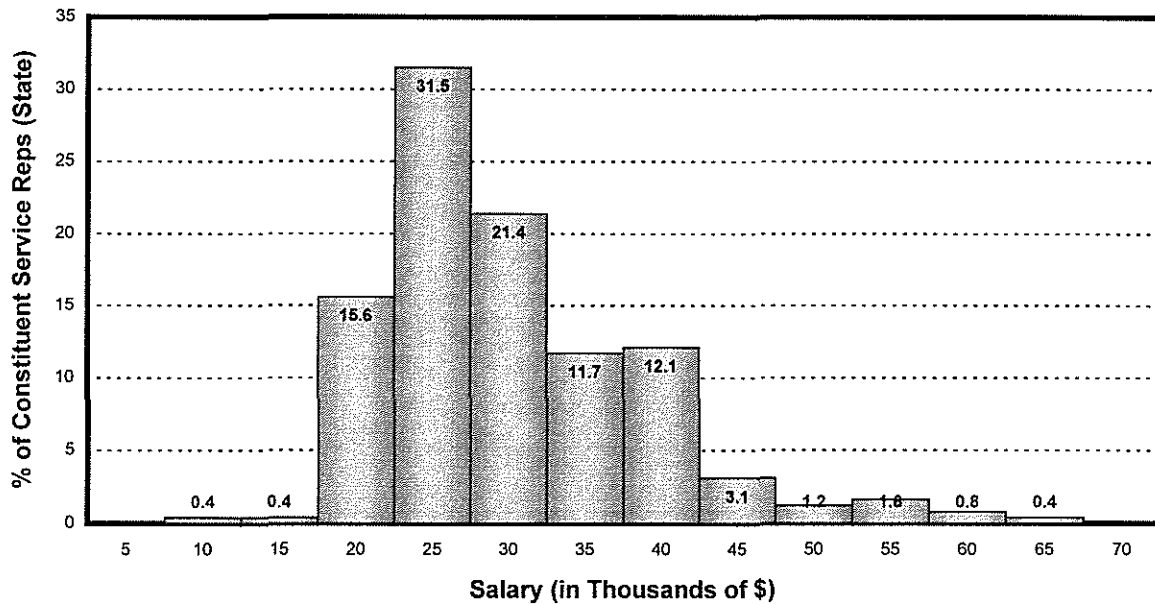
SALARY PERCENTILES:

80% -- \$37,000

50% -- \$28,000

20% -- \$23,180

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 31.5% of Constituent Service Representatives earned between \$22,501 and \$27,500. For a more detailed explanation of this graph, see page 8.

Constituent Services Representative (State)

<u>WORK EXPERIENCE:</u>	<u>1999</u>	<u>1997</u>	<u>GENDER:</u>	
Average years:			Female	72.8%
in Current Position	3.6	3.6	Male	27.2%
in Current Office	4.1	4.2		
in Congress	5.5	5.3	<u>RACE/ETHNICITY:</u>	
			Asian	0.8%
<u>EDUCATIONAL ATTAINMENT:</u>			Black	12.9%
High School or less	2.0%		Hispanic	7.8%
Some College	23.0%		White	77.0%
Bachelor's Degree	66.0%		Other	1.6%
Master's Degree	7.4%			
Law Degree	1.6%		<u>AVERAGE AGE:</u>	36
Doctorate Degree	0.0%		<u>MARITAL STATUS:</u>	
			Married	43.5%
<u>FLSA STATUS:</u>			Single	56.5%
Exempt	28.0%		<u>PARENTAL STATUS:</u>	
Non-Exempt	72.0%		Children	41.3%
			No Children	58.7%

General Findings: Constituent Service Representative is the most commonly staffed state position and the second most commonly staffed position in Senate offices overall. There are an average of 4.75 Constituent Service Representatives per Senate office.

Thirty-three percent of Constituent Service Representatives are part-time workers.

Constituent Service Representatives, along with State Schedulers, are the youngest state-based staffers (36 years), but are about 7 years older than the average Washington-based Senate staffer.

Variables Affecting Pay:

- ↪ More years in current position
- ↪ More prior years in Congress
- ↪ Greater Age
- ↪ Greater job responsibility
- ↪ Higher education

Five variables were found to be statistically significant predictors of pay for Constituent Service Representatives (State), when controlling for the effects of all other variables. The above variables, listed in order of influence, tend to be associated with higher salaries for Constituent Service Representatives (State). (See page 9 for a complete explanation of Regression Analysis.)

Regional Manager/Field Representative

Responsibilities: Manages activities of a single state office; represents Senator at meetings and events; helps shape Senator's schedule in the region and conducts outreach.

AVERAGE SALARY 1999: **\$40,504**

(Median Salary 1999:

\$40,000)

SALARY RANGE:

\$16,000--\$80,360

Average Salary 1997: \$38,996

Percent Change 1997-1999: 3.9%

Average Annualized Change: 1.9%

SALARY PERCENTILES:

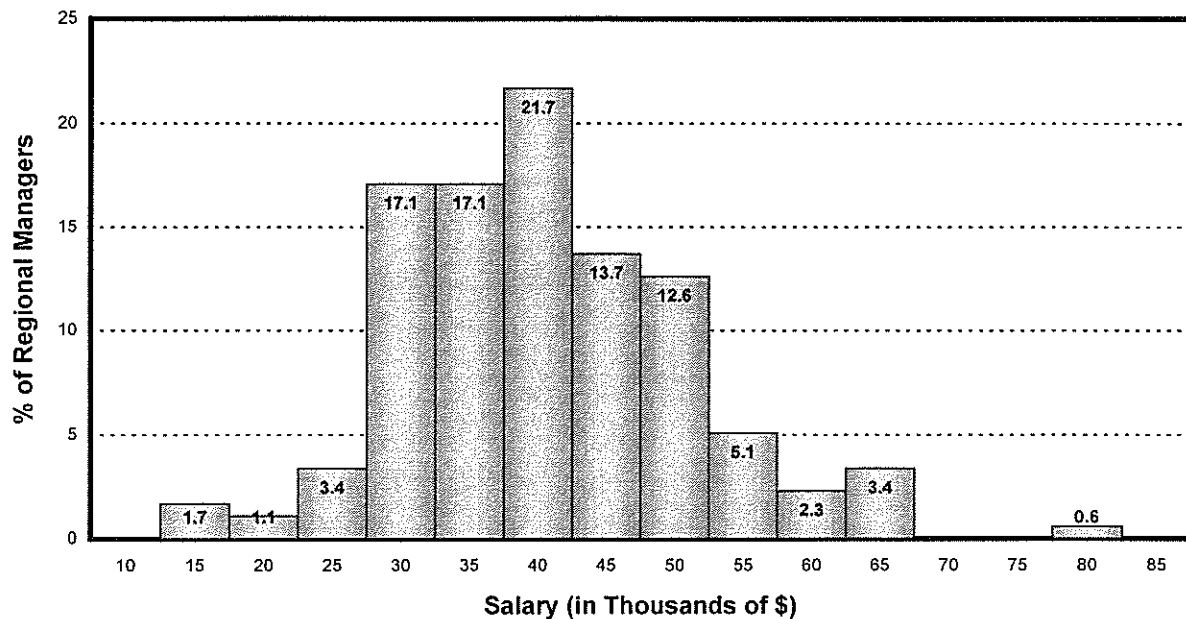
80% -- \$49,700

50% -- \$40,000

20% -- \$31,064

(Sample size = 175)

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 21.7% of Regional Managers earned between \$37,501 and \$42,500. For a more detailed explanation of this graph, see page 8.

Regional Manager/Field Representative

<u>WORK EXPERIENCE:</u>	<u>1999</u>	<u>1997</u>	<u>GENDER:</u>	
Average years:			Female	54.9%
in Current Position	3.8	4.4	Male	45.1%
in Current Office	5.0	5.2		
in Congress	6.6	6.4	<u>RACE/ETHNICITY:</u>	
			Asian	0.0%
<u>EDUCATIONAL ATTAINMENT:</u>			Black	7.5%
High School or less	1.7%		Hispanic	5.7%
Some College	12.1%		White	86.2%
Bachelor's Degree	73.0%		Other	5.7%
Master's Degree	11.5%			
Law Degree	1.1%		<u>AVERAGE AGE:</u>	40
Doctorate Degree	0.6%			
			<u>MARITAL STATUS:</u>	
<u>FLSA STATUS:</u>			Married	58.9%
Exempt	90.3%		Single	41.1%
Non-Exempt	9.7%		<u>PARENTAL STATUS:</u>	
			Children	50.0%
			No Children	50.0%

General Findings: With a 3.9% increase in average salary since 1997, Regional Manager/Field Representative is now the second-highest paid position in Senate state offices.

With an average of 3.2 Regional Managers/Field Representatives per office – an increase of 18% from 1997 – this is the second most frequently staffed state position and the fourth most frequently staffed position overall.

Regional Managers are about evenly split between men and women.

Variables Affecting Pay:

- ↳ More years in current position
- ↳ Greater job responsibility

Two variables were found to be statistically significant predictors of pay for Regional Managers/Field Representatives, when controlling for the effects of all other variables. The above variables, listed in order of influence, tend to be associated with higher salaries for Regional Managers/Field Representatives. (See page 9 for a complete explanation of Regression Analysis.)

Staff Assistant (State)

Responsibilities: Handles word processing, filing, faxing; responds to constituent requests; staffs the front reception area, greeting visitors and answering telephones.

AVERAGE SALARY 1999:	\$24,454	<u>SALARY RANGE:</u>
<i>(Median Salary 1999:</i>	<i>\$23,500)</i>	\$11,000--\$52,800

Average Salary 1997:	\$23,732
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Percent Change 1997-1999:	3.0%
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Average Annualized Change:	1.5%
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(Sample size = 96)

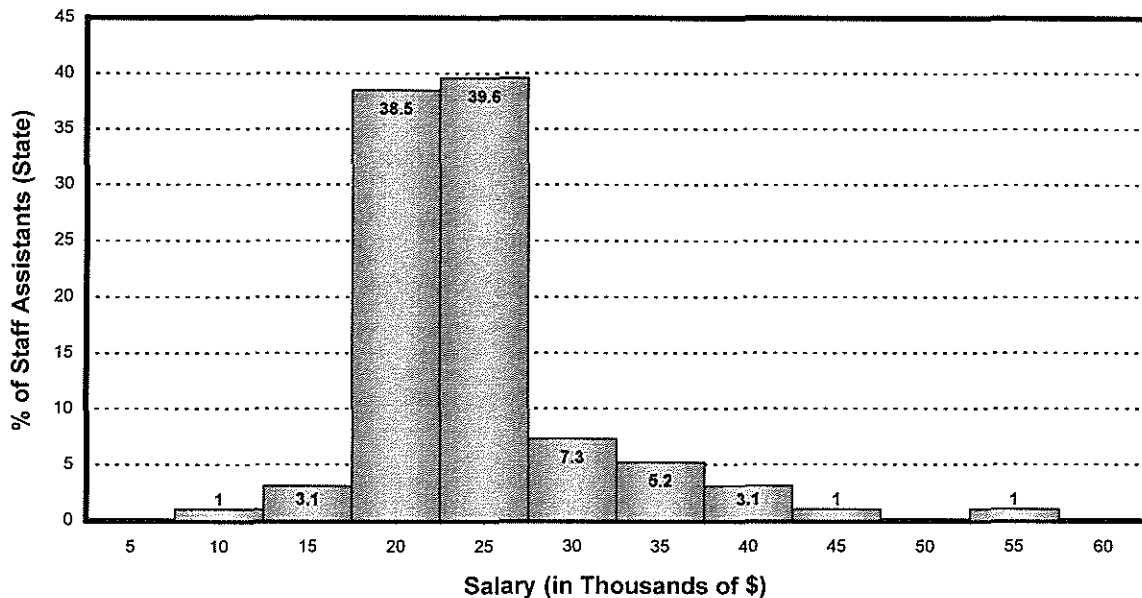
SALARY PERCENTILES:

80% -- \$27,000

50% -- \$23,500

20% -- \$20,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 39.6% of Staff Assistants earned between \$22,501 and \$27,500. For a more detailed explanation of this graph, see page 8.

Staff Assistant (State)

<u>WORK EXPERIENCE:</u>	<u>1999</u>	<u>1997</u>	<u>GENDER:</u>	
Average years:			Female	80.2%
in Current Position	3.9	2.9	Male	19.8%
in Current Office	4.1	3.2		
in Congress	4.2	4.0	<u>RACE/ETHNICITY:</u>	
			Asian	2.1%
<u>EDUCATIONAL ATTAINMENT:</u>			Black	15.6%
High School or less	8.4%		Hispanic	8.3%
Some College	28.4%		White	72.9%
Bachelor's Degree	63.2%		Other	1.0%
Master's Degree	0.0%			
Law Degree	0.0%		<u>AVERAGE AGE:</u>	37
Doctorate Degree	0.0%		<u>MARITAL STATUS:</u>	
			Married	44.8%
<u>FLSA STATUS:</u>			Single	55.2%
Exempt	9.4%		<u>PARENTAL STATUS:</u>	
Non-Exempt	90.6%		Children	52.6%
			No Children	47.4%

General Findings: Staff Assistant is the lowest-paid position in state offices and the third lowest-paid position in Senate offices overall.

The 4.2 year average tenure in Congress is the lowest among all Senate state positions. Additionally, the number of state Staff Assistants per office has dropped 25.5% over the last two years from 2.13 to 1.78 per office.

Twenty-two percent of Staff Assistants (State) are part-time workers.

Variables Affecting Pay:

- ↳ More years in current position
- ↳ Higher education
- ↳ More prior years in Congress

Three variables were found to be statistically significant predictors of pay for Staff Assistants (State), when controlling for the effects of all other variables. The above variables, listed in order of influence, tend to be associated with higher salaries for Staff Assistants (State). (See page 9 for a complete explanation of Regression Analysis.)

State Director

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

AVERAGE SALARY 1999: **\$73,872**
(Median Salary 1999: \$74,000)

SALARY RANGE:

\$40,000--\$100,000

Average Salary 1997: \$69,070

SALARY PERCENTILES:

Percent Change 1997-1999: 7.0%

80% -- \$90,000

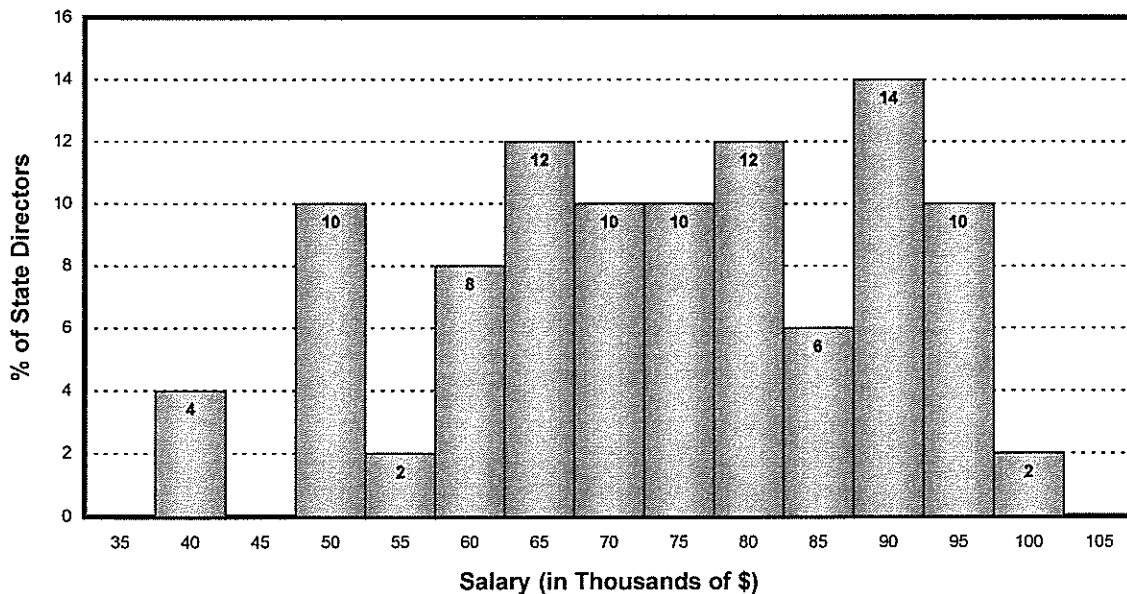
Average Annualized Change: 3.5%

50% -- \$74,000

(Sample size = 50)

20% -- \$59,200

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 14% of State Directors earned between \$87,501 and \$92,500. For a more detailed explanation of this graph, see page 8.

State Director

<u>WORK EXPERIENCE:</u>	<u>1999</u>	<u>1997</u>	<u>GENDER:</u>	
Average years:			Female	48.0%
in Current Position	3.9	3.6	Male	52.0%
in Current Office	6.0	6.1		
in Congress	8.1	8.3	<u>RACE/ETHNICITY:</u>	
			Asian	0.0%
<u>EDUCATIONAL ATTAINMENT:</u>			Black	2.0%
High School or less	0.0%		Hispanic	0.0%
Some College	4.0%		White	98.0%
Bachelor's Degree	64.0%		Other	0.0%
Master's Degree	16.0%			
Law Degree	16.0%		<u>AVERAGE AGE:</u>	45
Doctorate Degree	0.0%			
			<u>MARITAL STATUS:</u>	
<u>FLSA STATUS:</u>			Married	70.0%
Exempt	100.0%		Single	30.0%
Non-Exempt	0.0%		<u>PARENTAL STATUS:</u>	
			Children	69.4%
			No Children	30.6%

General Findings: Turnover among State Directors has stabilized over the last two years. The average tenure in position, office, and Congress are the second-highest among all Senate state positions. Additionally, 56% of State Directors have been in their position for at least 2 years.

State Director is the highest paid position in state offices and the fourth-highest paid position overall. The pay of State Directors has increased by 7% over the past two years.

Thirty-two percent of State Directors hold advanced degrees.

Only one State Director in our sample was a minority.

Variables Affecting Pay:

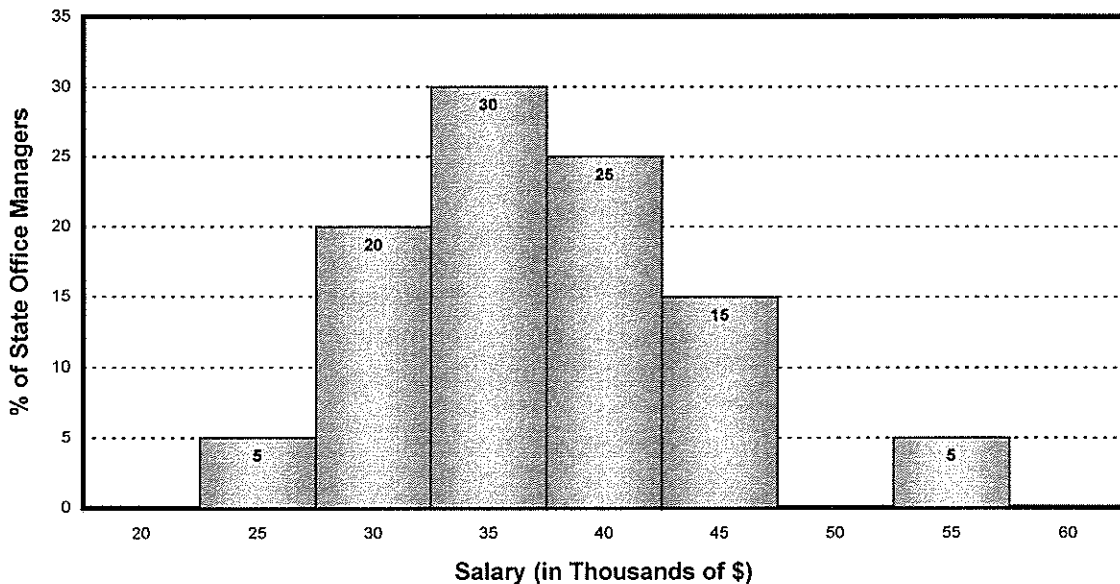
No variables were found to be statistically significant predictors of pay for the State Director position, when controlling for the effects of all other variables. (See page 9 for a complete explanation of Regression Analysis.)

State Office Manager

Responsibilities: Manages overall office functions for state offices; supervises personnel matters including hiring, termination, and new staff orientation for state staff; maintains equipment, furniture, supplies, and filing systems for state offices.

AVERAGE SALARY 1999:	\$37,506	<u>SALARY RANGE:</u>
<i>(Median Salary 1999:</i>	<i>\$35,125)</i>	\$26,000--\$52,736
Average Salary 1997:	\$32,774	<u>SALARY PERCENTILES:</u>
Percent Change 1997-1999:	14.4%	80% -- \$45,048
Average Annualized Change:	7.2%	50% -- \$35,125
<i>(Sample size = 20)</i>		20% -- \$31,200

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 30% of State Office Managers earned between \$32,501 and \$37,500. For a more detailed explanation of this graph, see page 8.

State Office Manager

<u>WORK EXPERIENCE:</u>	<u>1999</u>	<u>1997</u>	<u>GENDER:</u>	
Average years:			Female	80.0%
in Current Position	5.4	3.8	Male	20.0%
in Current Office	7.9	5.8		
in Congress	9.0	7.4	<u>RACE/ETHNICITY:</u>	
			Asian	5.0%
<u>EDUCATIONAL ATTAINMENT:</u>			Black	0.0%
High School or less	5.0%		Hispanic	15.0%
Some College	55.0%		White	80.0%
Bachelor's Degree	30.0%		Other	0.0%
Master's Degree	10.0%			
Law Degree	0.0%		<u>AVERAGE AGE:</u>	48
Doctorate Degree	0.0%		<u>MARITAL STATUS:</u>	
			Married	55.0%
<u>FLSA STATUS:</u>			Single	45.0%
Exempt	95.0%		<u>PARENTAL STATUS:</u>	
Non-Exempt	5.0%		Children	55.0%
			No Children	45.0%

General Findings: Since 1997, there has been a 14.4% increase in average salary for State Office Managers. This is the highest average salary increase for state positions and the fifth-highest among all Senate positions.

The pay increase may be due to the substantial increase in tenure of State Office Managers. The average tenure in position, office, and Congress are the highest of any state position. Additionally, the 7.9 year average tenure in office is the highest among all Senate staff positions and the 5.4 year average tenure in position is the second-highest among all Senate staff positions. Ninety percent of State Office Managers have been in Congress more than 2 years.

State Office Managers are the oldest staffers (48 years) of all Senate staff.

Variables Affecting Pay: In the 54 offices responding to our survey, there were only 20 State Office Managers working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

State Scheduler

Responsibilities: Manages the Senator's schedule in the state.

AVERAGE SALARY 1999: **\$34,205**

(Median Salary 1999: \$32,000)

Average Salary 1997: \$34,779

Percent Change 1997-1999: -1.7%

Average Annualized Change: -0.8%

(Sample size = 13)

SALARY RANGE:

\$24,000--\$55,000

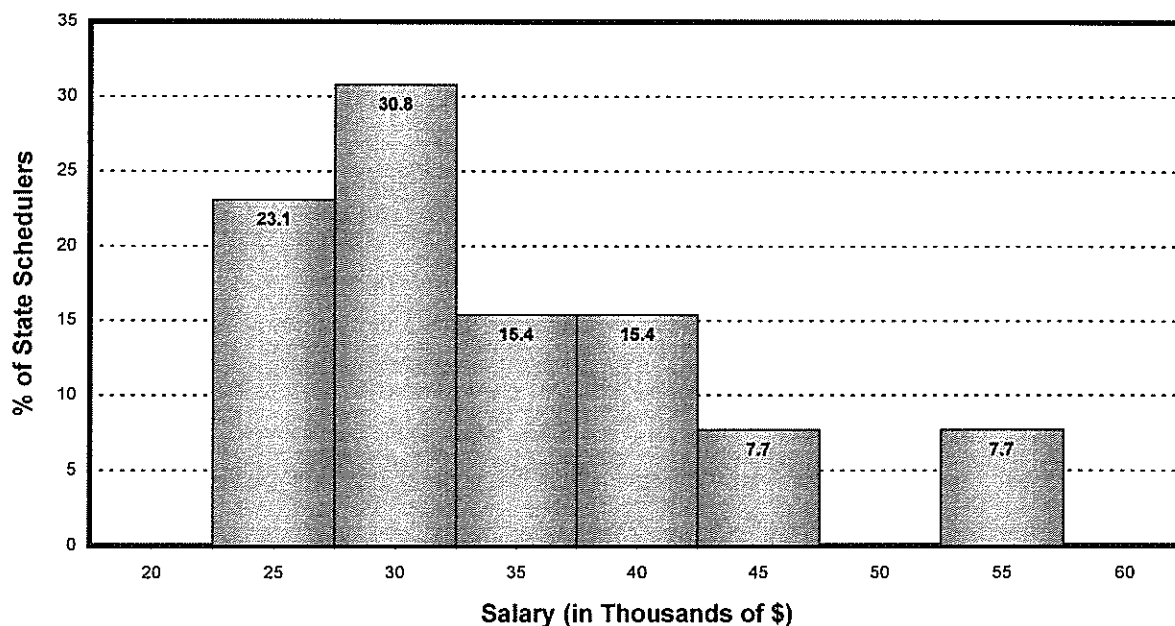
SALARY PERCENTILES:

80% -- \$43,040

50% -- \$32,000

20% -- \$25,000

Salary Distribution



Interpretations: The number inside each bar shows the percent of staff whose salary falls within the range of the bar. The range of the bar is \pm \$2,500 relative to the number at its base. For example, 30.8% of State Schedulers earned between \$27,501 and \$32,500. For a more detailed explanation of this graph, see page 8.

State Scheduler

WORK EXPERIENCE:

	<u>1999</u>	<u>1997</u>
Average years:		
in Current Position	3.4	3.4
in Current Office	3.9	3.6
in Congress	4.9	4.1

EDUCATIONAL ATTAINMENT:

High School or less	7.7%
Some College	15.4%
Bachelor's Degree	69.2%
Master's Degree	7.7%
Law Degree	0.0%
Doctorate Degree	0.0%

FLSA STATUS:

Exempt	92.3%
Non-Exempt	7.7%

GENDER:

Female	92.3%
Male	7.7%

RACE/ETHNICITY:

Asian	0.0%
Black	7.7%
Hispanic	0.0%
White	92.3%
Other	0.0%

AVERAGE AGE: 36

MARITAL STATUS:

Married	46.2%
Single	53.8%

PARENTAL STATUS:

Children	53.8%
No Children	46.2%

General Findings: State Schedulers had the largest decrease (-1.7%) in average salary of all Senate office positions over the last two years.

The average tenure in position and office are the lowest among state positions. In fact, 62% of State Schedulers have been in their position for less than 2 years.

State Schedulers, on average, are four years older and have less education and tenure in Congress than their Washington counterparts.

Variables Affecting Pay: In the 54 offices responding to our survey, there were only 13 State Schedulers working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Conclusions: Influences on Pay

Years in Current Position was the variable most frequently influencing salary in the Senate. It had a significant and positive influence on pay in 9 of the 18 Senate office positions on which we conducted regression analyses. Naturally, a trained and experienced employee is a valued asset for any office. Long tenure in position has been the most frequently related variable influencing salary in every CMF Senate and House report published this decade.

Age had a significant influence on salary in 8 of the 18 positions. For each of these positions, higher ages were associated with higher pay. While at first glance it may seem 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.

Prior Years of Congressional Experience was a significant influence on salary for 7 of the 18 positions. More prior congressional experience was associated with higher pay in six of these positions. Surprisingly, less prior congressional experience predicted higher salaries for Assistants to the Chief of Staff. Generally, Senate offices value experience acquired on Capitol Hill.

Education significantly influenced pay in 5 positions. In these 5 positions, staffers 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 consistent with the findings of our previous studies. It is the case that staff in higher paying positions have more education. Apparently, offices are using educational attainment to select candidates for positions, but not to determine their salaries within positions.

Level of Responsibility influenced salaries in 3 positions. In each of these 3 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.

Prior Years in Current Office was a significant, positive influence on only one position, Assistant to the Chief of Staff.

Gender and Race/Ethnicity were not significant factors of influence on salary in any Senate position. This pattern also occurred in 1997.

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 Senator's specific goals and plans. This section analyzes office and staffing data to provide a "snapshot" of the typical Senate office. Most of the data is broken down into first-term offices and veteran offices (offices of Senators who have served more than one term) to help paint a clearer picture of the differing office and staffing patterns in the Senate.

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.

Average Number of State Offices

<u>Number of State Offices</u>	<u>Total</u>
1	5.7%
2	5.7%
3	15.1%
4	24.5%
5	24.5%
6	11.3%
7	7.5%
8	5.7%

Senate offices average 4.5 state offices. With a range of 1 to 8 offices, the average falls directly in the middle.

Average Number of Full-Time Staff: The Historical Record

	<u>Total</u>	<u>Washington</u>	<u>State</u>	<u>% State</u>
1999	34.0	22.4	12.2	34.7%
1997	34.1	22.3	11.9	34.1%
1995	35.2	23.5	11.7	33.2%
1993	33.8	22.6	11.2	33.1%

Since 1997, there have been no significant changes in the total numbers of full-time Senate staff nor in their location disbursement. However, there has been a small decrease in the number of part-time employees over the past two years. Part-time staffers comprise 4.2% of Senate staff (1.5 per office). In 1997, 6.1% of staff were part-time (2 per office).

Average Number of Full-Time Staff per Office by State Population

	<u>Total</u>	<u>Washington</u>	<u>State</u>	<u>% State</u>
<= 2 million	31.4	21.0	11.0	33.4%
2 – 5 million	31.3	20.0	11.3	36.4%
5 – 10 million	35.9	24.0	11.9	32.0%
10 million +	43.4	26.5	16.9	38.8%

In general, Senators representing more populous states tend to have larger staffs. This makes sense because more citizens usually generate more constituent-related work for Senate offices. In fact, while the total number of staff working for Senators from large states has remained roughly the same since 1997, there has been a 3.5 percentage point shift (35.5% to 38.8%) of staff from the DC office to the state offices. Senators from more populous states receive larger office budgets to support their larger workloads.

Average Number of Fellows by State Population

<u>State Population</u>	<u>Fellows</u>
<= 2 million	2.6
2 - 5 million	2.3
5 - 10 million	2.4
10 million +	4.3
All Offices	2.7

In general, there are roughly 3 Congressional Fellows per Senate office.

Average Number of Interns Over the Past Year

<u>Number of Interns</u>	<u>Total</u>
1 – 10	21.2%
11 – 15	32.7%
16 – 20	32.7%
21+	13.7%

Two-thirds of Senate offices had between 11 – 20 interns over the past year.

Number of Staff per Position by Office Tenure

The following table shows number of staffers per position. The columns may be thought of as describing the “typical” staffing patterns for Senate personal offices in the 106th Congress. For example, in the average first-term office there are 4.95 Legislative Assistants.

	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Washington Positions			
Legislative Assistant	4.95	5.21	5.15
Legislative Correspondent	3.40	3.61	3.46
Staff Assistant (Washington)	1.90	2.36	2.19
Communications Director	1.10	1.03	1.07
Chief of Staff	1.00	1.00	1.00
Deputy Communications Director	1.10	0.94	1.00
Legislative Director	1.00	0.88	0.93
Computer Operator	0.65	0.97	0.83
Office Manager	0.90	0.79	0.83
Scheduler	0.90	0.79	0.81
Systems Administrator	0.75	0.79	0.76
Assistant to the Chief of Staff	0.60	0.67	0.65
Personal Assistant	0.70	0.61	0.63
Correspondence Manager	0.50	0.61	0.56
Correspondence Assistant	0.55	0.42	0.48
Legislative Counsel	0.50	0.42	0.46
Project Manager	0.35	0.39	0.37
Deputy Chief of Staff	0.30	0.24	0.26
Research Assistant	0.10	0.30	0.22
Constituent Services Rep. (Washington)	0.20	0.09	0.13
State Positions			
Constituent Services Rep. (State)	4.35	4.91	4.76
Regional Manager/Field Rep.	3.70	3.03	3.24
Staff Assistant (State)	1.35	1.91	1.78
State Director	1.10	0.82	0.93
State Office Manager	0.10	0.55	0.37
State Scheduler	0.30	0.21	0.24

In general, first-term offices are similar in staffing patterns to veteran offices. The only substantial difference lies in the State Office Manger position, which appears to be primarily a veteran office position. Over the last two years, Legislative Assistants have remained the most highly staffed position in Washington offices and Constituent Services Representatives remained the most highly staff position in state offices.

Percent of Offices Staffing Each Position

The following table shows the percentage of offices with at least one person in each position. For example, there is at least one Chief of Staff in all of the first-term offices surveyed.

	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Washington Positions			
Chief of Staff	100%	100%	100%
Legislative Assistant	100%	100%	100%
Communications Director	100%	94%	96%
Legislative Correspondent	100%	94%	94%
Legislative Director	100%	88%	93%
Staff Assistant (Washington)	90%	94%	93%
Deputy Communications Director	90%	85%	87%
Office Manager	90%	79%	83%
Scheduler	90%	79%	81%
Systems Administrator	75%	79%	76%
Computer Operator	50%	73%	63%
Assistant to the Chief of Staff	55%	64%	61%
Personal Assistant	55%	61%	57%
Correspondence Manager	50%	58%	54%
Legislative Counsel	50%	33%	41%
Correspondence Assistant	40%	27%	33%
Project Manager	30%	33%	31%
Deputy Chief of Staff	25%	21%	22%
Research Assistant	10%	27%	20%
Constituent Services Rep. (Washington)	20%	3%	9%
State Positions			
Constituent Services Rep. (State)	85%	91%	89%
Regional Manager/Field Rep.	95%	85%	89%
State Director	100%	82%	89%
Staff Assistant (State)	70%	82%	78%
State Office Manager	10%	36%	26%
State Scheduler	30%	21%	24%

As on the previous chart, State Office Manager appears to be a primarily veteran office position.

Although Senate offices vary substantially in the positions they fill, a core set of positions clearly exists. We define a core position as one staffed in at least 75% of all the offices.

Washington core: Chief of Staff, Legislative Director, Communications Director, Office Manager, Legislative Assistant, Scheduler, Deputy Communications Director, Legislative Correspondent, Staff Assistant, and Systems Administrator

State core: State Director, Regional Manager/Field Rep., Constituent Services Representative, and Staff Assistant.

Average Salary in Offices for all Positions

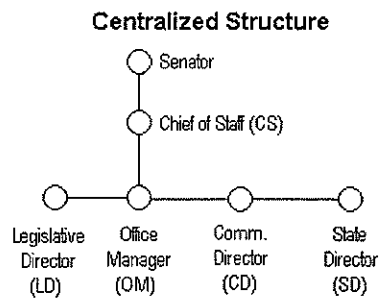
For all but eight of the 27 positions listed below, the average salary in first-term offices is lower than in veteran offices. The per-position pay differences range from a few hundred dollars (Washington Staff Assistants) to over \$15,000 (for Deputy Chiefs of Staff).

	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Washington Positions			
Chief of Staff	\$114,999	\$117,086	\$116,573
Legislative Director	\$88,662	\$91,965	\$91,438
Deputy Chief of Staff	\$79,356	\$94,478	\$87,997
Communications Director	\$67,128	\$64,682	\$65,362
Legislative Counsel	\$55,086	\$63,886	\$60,611
Office Manager	\$56,983	\$55,930	\$57,330
Personal Assistant	\$43,825	\$54,403	\$50,048
Legislative Assistant	\$43,740	\$51,460	\$48,276
Scheduler	\$42,248	\$45,676	\$44,273
Project Manager	\$42,649	\$44,956	\$44,148
Constituent Services Rep. (Washington)	\$40,500	\$42,667	\$41,429
Systems Administrator	\$34,373	\$42,635	\$39,612
Correspondence Manager	\$38,629	\$35,097	\$36,274
Assistant to the Chief of Staff	\$29,284	\$33,528	\$31,750
Deputy Communications Director	\$30,892	\$32,126	\$31,547
Computer Operator	\$26,378	\$30,316	\$29,178
Research Assistant	\$24,500	\$29,367	\$28,556
Legislative Correspondent	\$25,525	\$25,055	\$25,226
Correspondence Assistant	\$23,909	\$22,578	\$23,196
Staff Assistant (Washington)	\$22,577	\$22,430	\$22,504
State Positions			
State Director	\$72,560	\$74,158	\$73,872
Regional Manager/Field Rep.	\$39,138	\$41,520	\$40,504
State Office Manager	\$41,100	\$37,118	\$37,506
State Scheduler	\$32,911	\$35,314	\$34,205
Constituent Services Rep. (State)	\$31,464	\$29,410	\$29,980
Staff Assistant (State)	\$23,467	\$24,507	\$24,454

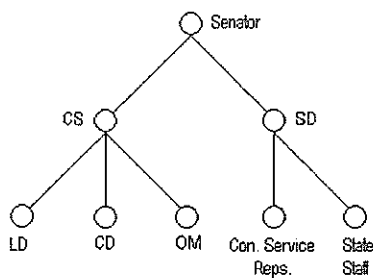
Organizational Structure of Offices

	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Centralized Structure <i>All Senior Staff Report to the Chief of Staff</i>	90.0%	77.4%	82.7%
Washington-State Parity Structure: <i>DC Staff Report to the Chief of Staff; State Staff Report to State Director</i>	10.0%	16.1%	13.5%
Functional Structure: <i>Junior Staff Report to Senior Staff; Senior Staff Report Directly to Senator</i>	0.0%	6.5%	3.8%

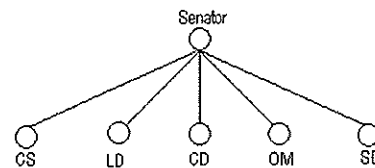
The Centralized structure is the most popular structure among first-term and veteran Members. (see diagrams below).



Washington-State Parity Structure



Functional Structure



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 1999 Cost of Living Adjustment did your office pass on to staff?

	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
All	54.0%	70.4%	34.8%
Some	28.0%	22.2%	34.8%
None	18.0%	7.4%	34.4%

How did your office distribute the 1999 COLA to staff?

	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
By Seniority	3.0%	5.3%	0.0%
By Merit	36.4%	21.1%	57.1%
Proportional to pay	18.2%	21.1%	14.3%
Equally	42.4%	52.6%	28.6%

In most offices, at least some portion of the 1999 COLA was passed on to Senate staff. Democratic offices were more likely to pass on all of the COLA and were more likely to distribute it equally. Republican offices were more likely to use a merit system of distribution for the COLA.

Bonus and Raise Policies

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

	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
Yes	82.7%	82.8%	82.6%
No	17.3%	17.2%	17.4%

What was the average bonus given?

<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
\$2,045	\$1,900	\$2,253

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

	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
Yes	92.2%	89.7%	95.5%
No	7.8%	10.3%	4.5%

Merit raises are slightly more common in Senate offices than merit bonuses. Democratic and Republican offices tend to give merit bonuses at about the same frequency, but Republican offices award merit raises at a slightly higher rate and give more generous 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>Democrat</u>	<u>Republican</u>
1 – 10	35.6%	28.0%	45.0%
11 – 15	60.0%	68.0%	50.0%
16 – 20	2.2%	0.0%	5.0%
21+	0.0%	0.0%	0.0%
Other	2.2%	4.0%	0.0%

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

<u>Days</u>	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
1 – 10	2.0%	0.0%	4.5%
11 – 15	28.6%	18.5%	40.9%
16 – 20	44.9%	48.1%	40.9%
21+	20.4%	25.9%	13.6%
Other	4.1%	7.4%	0.0%

The majority of Senate offices provide a minimum of 2-3 weeks of vacation leave. Democratic offices tend to be much more generous in their vacation policies than do Republican offices. While only 28% of Democratic offices give 2 weeks or less, 45% of Republican offices do so.

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

	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
Yes	73.1%	75.9%	69.6%
No	26.9%	24.1%	30.4%

Can staff carry over vacation time from the previous year?

	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
Yes	60.4%	65.4%	54.5%
No	39.6%	34.6%	45.5%

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

	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
Yes	52.9%	58.6%	45.5%
No	47.1%	41.4%	54.5%

Offices are more likely to compensate staff members with additional vacation time for tenure with the office, but not for tenure in Congress. Presumably, this practice is designed to provide an incentive to remain with the office.

For purposes of comparison, in the following table we have summarized vacation policies for 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 firms⁴.

Comparative Vacation Policies

(Average Annual Days of Vacation)

Years of Service	<u>Federal Government</u>	<u>State & Local Government</u>	<u>Medium & Large Companies</u>	<u>Small Companies</u>
1	13	12	10	8
3	20	14	11	10
5	20	15	14	12
10	20	18	17	14
15	26	20	19	15
20	26	22	20	15
25	26	23	22	16

With an average of 2 – 3 weeks vacation per year, Senate offices tend to reflect the less generous vacation policies of state and local governments rather than the policies of the federal government. Nevertheless, the vacation policies of Senate offices still tend to be more generous than those found in the private sector, as the table illustrates.

⁴ Sources include: Employee Benefits Survey 1994, 1996, 1997, Office of Compensation Levels and Trends, US Bureau of Labor Statistics.

Sick Leave:

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

<u>Days</u>	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
1 - 10	55.0%	42.9%	68.4%
11 - 15	22.5%	33.3%	10.5%
16 - 20	0.0%	0.0%	0.0%
21 +	0.0%	4.8%	2.5%
Other ⁵	21.1%	19.0%	20.0%

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

<u>Days</u>	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
1 - 10	51.1%	36.0%	68.2%
11 - 15	31.9%	48.0%	13.6%
16 - 20	0.0%	0.0%	0.0%
21 +	0.0%	4.0%	2.1%
Other	14.9%	12.0%	18.2%

Can staff carry over sick leave from the previous year?

	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
Yes	34.9%	50.0%	15.8%
No	65.1%	50.0%	84.2%

In general, the maximum annual sick leave granted to employees is only slightly more generous than the minimum. Senate offices tend not to allow staff to carry over sick leave.

⁵ Several Offices have sick leave policies that defy easy categorization; these have been grouped under the heading "Other".

Parental Leave:

Paid parental leave, in weeks

	<u>All Offices</u>	<u>Democrat</u>	<u>Republican</u>
None	8.0%	14.8%	0.0%
1 - 3	16.0%	22.2%	8.7%
4 - 6	22.0%	11.1%	34.8%
7 +	36.0%	33.3%	39.1%
Negotiated	10.0%	11.1%	8.7%
Other	8.0%	7.4%	8.7%

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

Of the Senate offices in our sample, 92% do have some type of paid parental leave policy. In general, Senate Republican offices have more generous parental leave policies than do Democratic offices. The House tends to have less generous parental leave policies for its staff. In 1998, 34.5% of offices provided no paid parental leave.

Aggregate Data

AGGREGATE DATA

Methodology

In preparing this section of the report, we aggregated the individual salary and demographic data of 1850 full-time staff members in Senate personal offices in order to better understand the demographic composition, pay, and employment trends of Senate staff.

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
- ◆ Educational Attainment
- ◆ Age
- ◆ Gender
- ◆ Race/Ethnicity
- ◆ Marital Status
- ◆ Parental 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 we believe provide the most meaningful and useful management information. These findings 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 from the U.S. population and employees in the public and private sectors.

Part 1: Salary Data

Salary: General Information

Average Salary for all Senate Positions in 1999 Compared to 1997

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Average Salary 1999:	\$42,037	\$45,223	\$36,154
Average Salary 1997:	\$39,534	\$42,343	\$34,266
Change:	\$2503	\$2880	\$1888
Percent Change:	6.3%	6.8%	5.5%
Average annualized rate of change:	3.1%	3.4%	2.75%

Cost of Living Adjustments:

1998: 2.3% 1999: 3.1%

Compound Total: 5.47%

Over the past two years, the average Senate personal office staff salary has increased by 6.3%. Pay for Washington-based staff increased 1.3% more than it did for state-based staff. The overall pay increase is the same as the increase reported in 1997. This increase is consistent with the fact that Senate personal offices received a cost of living adjustment (COLA) in each of those two years. The pay increase, however, slightly exceeds the COLA (6.3% vs. 5.5%). A possible explanation why salary increases exceed the COLA is the overall demand for higher salaries created by a competitive job market and low unemployment.

In comparison to the Senate, the average House staff salary in 1998 was \$39,132. Washington-based House staff averaged \$42,558, and district-based staff earned an average of \$32,054.

Office Expenditures on Staff

	<u>Total</u>	<u>Full-Time</u>	<u>Part-Time</u>
First-Term	\$1,459,420	\$1,421,280	\$38,140
Veteran Offices	\$1,482,065	\$1,450,845	\$31,220
All Offices	\$1,473,520	\$1,439,688	\$33,831

In 1999, the average Senate office spent a total of \$1,473,520 on staff salaries. First-term Members tended to spend slightly less on salaries than did veteran Members. Historical data on total salary expenditures was unavailable for comparison.

Average Senate Salary for all Positions: The Historical Record

<u>Year</u>	<u>Avg. Salary</u>	<u>% Change Since Last Measured</u>
1999	\$42,037	6.3%
1997	\$39,534	6.3%
1995	\$36,844	1.0%
1993	\$37,209	11.3%
1991	\$33,094	N/A

Overall, the average salary of Senate personal office staffers increased by 27.0% between 1991 and 1999. This is equivalent to a 3.4% average annualized increase in pay.

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%

Between 1992 and 1998, the average pay of House personal office staffers rose by 17.2%. This translates into an average annualized increase of 2.9%.

Consumer Price Index: The Historical Record

<u>Year</u>	<u>CPI</u>	<u>% Change Since Last Measured</u>
1999	N/A	N/A
1998	163.0	1.6%
1997	160.5	2.3%
1996	156.9	3.0%
1995	152.4	2.8%
1994	148.2	2.6%
1993	144.5	3.0%
1992	140.3	N/A

Since 1992, both Senate and House staff have received roughly a 15% increase in salary. The inflation rate during this seven-year period as measured by the Consumer Price Index rose 16%, by an annualized rate of 2.3%. In other words, over this six-year period, congressional pay increases have been consistent with inflationary increases.

Pay Comparison of Senate Personal Office Staff and Federal Workers⁶

(Table shows average pay and the “gap” or percentage by which federal pay exceeds Senate pay)

<u>Year</u>	<u>DC-Based Senate</u>	<u>DC-Based Federal</u>	<u>Gap</u>
1999	\$45,223	\$59,745	32%
1997	\$42,343	\$56,191	33%
1995	\$39,414	\$51,376	30%
1993	\$38,971	\$46,783	20%

<u>Year</u>	<u>All Senate</u>	<u>All Federal</u>	<u>Gap</u>
1999	\$42,037	\$46,550	11%
1997	\$39,534	\$44,294	12%
1995	\$37,209	\$41,154	11%
1993	\$36,844	\$37,718	2%

Senate staff based in Washington still earn significantly less than do federal workers in the Washington area. However, with a 1 percentage point decrease in the gap over the last two-year period, there seems to be a stabilization in this pay disparity.

Senate staff also tend to earn considerably less than their Washington-based counterparts in corporate public affairs offices, where the average salary of “Executive Head of the Office” is \$179,080, that of “Legislative Counsel/Lobbyist” is \$99,906, and that of “Legislative/Regulatory Analyst” is \$76,000.⁷

However, when comparing federal employees with Senate employees, factors should be considered such as age, experience, and educational attainment. In general, Senate staff tend to be younger, less-experienced, but better educated than their counterparts in the federal government (see data on pages 102-103).

For full-time, year-round workers in the U.S. labor force, average earnings in 1998 were \$41,483⁸.

⁶ Comparative data is from Christine E. Steele, “Profile of Federal Civilian Non-Postal Employees,” Office of Personnel Management (OPM), March 31, 1999, 1997, 1995, 1993.

⁷ Foundation for Public Affairs, “1999-2000 Corporate Washington Office Compensation Survey.” Cited with permission

⁸ Annual Demographic Survey: March Supplement (1999): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.

Salary: Congressional Characteristics

Average Salary for all Positions by Member Party Affiliation

<u>Political Party</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
Democrat	\$42,325	\$45,294	\$36,520
Republican	\$41,657	\$45,125	\$35,710

Democrat staff average 1.6% more in salary than do Republican staff. The 2.3% difference in pay at the state level appears to be the major factor contributing to the 1.6% differential in overall pay. Since reporting this data in 1991, the differential in pay between Republican and Democratic staff has generally remained around +/-1.5%.

Average Salary for all Positions by Member Tenure

<u>Member Term</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
1 st term	\$41,741	\$44,261	\$37,080
2 nd term	\$40,896	\$44,886	\$34,632
3 rd term	\$42,817	\$46,321	\$36,113
4 th term +	\$43,729	\$46,098	\$37,846

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 State Offices

<u># of State Offices</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
1-2	\$41,974	\$43,144	\$36,049
3-4	\$42,731	\$45,955	\$36,423
5-6	\$42,327	\$46,211	\$35,882
7 or more	\$40,187	\$43,351	\$34,819

While the number of state offices does not appear to influence the pay of Washington staff, it may lead to a reduction in salary for state staff.

Salary: Age & Education

Average Salary for all Positions by Age

<u>Age Group</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
Under 25	\$24,704	\$24,923	\$23,779
25-34	\$39,441	\$42,510	\$32,229
35-44	\$56,932	\$67,147	\$42,275
45-54	\$54,094	\$69,368	\$40,964
55-64	\$52,602	\$73,465	\$42,784
65+	\$38,865	\$61,750	\$34,288

Staff under 35 years of age generally have the lowest salaries, but salaries do not consistently increase with age. Rather, middle-aged staffers (age 35-55) tend to occupy the positions of highest responsibility, making them the highest paid staff in Senate offices. While older staff are not highly represented in the high-paying positions, their salaries are still high, probably due to their experience and seniority.

Average Salary for all Positions by Educational Attainment

	<u>Total</u>	<u>Washington</u>	<u>State</u>
High School or less	\$35,204	\$38,675	\$29,418
Some College	\$36,101	\$40,108	\$33,302
Bachelor's	\$38,223	\$39,883	\$35,242
Master's	\$55,780	\$59,194	\$45,537
Law	\$62,378	\$62,813	\$59,129
Doctorate	\$62,047	\$63,385	\$50,000

Salaries increase as the level of education increases. However, the pay gap among staff with college degrees and those without is relatively small. Higher pay tends to be correlated with advanced degrees. Staff holding master's degrees earn about \$17,500 more, on average, than those with only a bachelor's degree, while staff with law degrees earn about \$24,000 more. At every educational level, staff in Washington offices earn more, on average, than staff in state offices.

Senate salaries are generally very similar to House salaries for those without advanced degrees; however, Senate staff with advanced degrees earn at least 15% more than their counterparts in the House.⁹

⁹ For this analysis, we used the 1998 House data for comparison.

Average Salary of Senate Staff Compared to the National Workforce¹⁰

(by educational attainment of year-round, full-time workers)

	<u>Senate</u>	<u>National</u>
Bachelor's	\$38,223	\$56,655
Master's	\$55,780	\$66,694
Professional (e.g. Law)	\$62,378	\$113,700
Doctorate	\$62,047	\$92,647

While staff in the Senate are, on average, better educated than the national workforce, they are not as well compensated for their formal training.

Salary by Educational Attainment: The Historical Record

Senate Staff

<u>Year</u>	<u>Bachelor's</u>	<u>Master's</u>	<u>Professional</u>	<u>Doctorate</u>
1999	\$38,223	\$55,780	\$62,378	\$62,047
1997	\$36,073	\$50,905	\$55,210	\$71,487
1995	\$34,134	\$48,662	\$56,052	\$62,102
1993	\$33,627	\$49,411	\$56,633	\$60,070

U.S. Labor Force

<u>Year</u>	<u>Bachelor's</u>	<u>Master's</u>	<u>Professional</u>	<u>Doctorate</u>
1999	\$56,655	\$66,694	\$113,700	\$92,647
1997	\$45,856	\$60,216	\$107,457	\$80,005
1995	N/A	N/A	N/A	N/A
1993	\$33,000	\$40,000	\$75,000	N/A

Since 1997, the pay gap between Senate staff holding Bachelor's degrees and comparably educated staff in the national workforce has increased by 12 percentage points, up to 32.5%. Furthermore, those in the national workforce with Master's and Doctorate degrees earn 16% and 33% more, respectively.

This growing differential in pay between well-educated Senate staff and the national workforce may encourage some Senate staff to leave Capitol Hill.

¹⁰ Annual Demographic Survey: March Supplement (1999): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.

Salary: Gender

Average Salary for all Positions by Gender

<u>Gender</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
Female	\$38,797	\$41,888	\$34,285
Male	\$46,525	\$49,041	\$39,935

On average, female Senate staff earn 83 cents for every dollar earned by male staff. Among Washington staff, the figure is 85 cents; among state staff, it is 86 cents¹¹.

The increase in the gender pay gap since 1997 is likely explained by a slight decline in the number of female staff in the highest paying jobs combined with a slight increase in female staff in the lower paying jobs. See further analysis of the staffing among position levels on pages 106-107.

Gender Pay Gap: The Historical Record

(female pay as a proportion of male pay)

Senate Staff

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
1999	.83	.85	.86
1997	.88	.89	.92
1995	.87	.91	.83
1993	.81	.84	.77

House Staff

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
1998	.83	.87	.84
1996	.86	.89	.87
1994	.84	.86	.87
1992	.82	.84	.84

While there had been a consistent decrease in the gender gap throughout the 90s, this trend was reversed in the 1998 House and in the 1999 Senate. In two years, female salaries, as a proportion of male salaries, have dropped 5% to a six-year low of .83 cents on the dollar.

¹¹ It may appear to be an anomaly that the percentage among Washington and state staff are both smaller than the overall percentage. This is statistically explained by the fact that a much higher percentage of female staffers than male staffers work in state offices (67% vs. 33%), where average salaries are lower than in Washington offices (\$36,154 vs. 46,223).

Average Salaries in U.S. Labor Force

	<u>Overall</u>	<u>Bachelor's Degree</u>
Women	\$32,714	\$36,555
Men	\$47,459	\$65,392

Women on congressional staffs tend to earn comparatively more than women in other sectors of the economy. In the full-time, year-round U.S. labor force, 1998 statistics show women earn 69% of men's pay (\$32,714 vs. 47,459)¹². Among the same group of U.S. workers with bachelor's degrees, women averaged \$36,555, which is 66% of the \$65,392 average earned by men with bachelor's degrees.¹³

Difference in Pay within Positions by Gender

The overall pay gap does not reflect a pattern of offices paying women lower salaries than their male colleagues for similar work. As we have noted, it results from women holding a smaller percentage of higher paying positions than do men. 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 measured (e.g., the variables of age, education, and time in position).

In none of the 19 positions analyzed in this manner did we find gender uniquely affecting pay. In other words, female staff with comparable education, experience, and demographic characteristics did not earn significantly less or more than their male counterparts.

¹² Annual Demographic Survey: March Supplement (1999): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.

¹³ Annual Demographic Survey: March Supplement (1999): Table PINC-01; Bureau of Labor Statistics, 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>State</u>
Asian	\$34,837	\$37,323	\$26,879
Black	\$33,068	\$33,360	\$32,670
Hispanic	\$35,609	\$40,674	\$35,609
White	\$43,431	\$46,611	\$37,089
Other	\$35,248	\$38,111	\$29,521

On average, Black Senate staff earn 76 cents for every dollar earned by white staff. Hispanic earn 82 cents, and for Asian staff the figure is 80 cents.¹⁴

Pay Gap by Race/Ethnicity: The Historical Record

(as a proportion of the pay for white staff)

Senate Staff

<u>Year</u>	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>
1999	.80	.76	.82
1997	N/A	.76	.85
1995	N/A	.79	.74
1993	N/A	.83	.75

House Staff

<u>Year</u>	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>
1998	N/A	.87	.88
1996	N/A	.92	.93
1994	N/A	.92	.86
1992	N/A	.93	.77

From 1993 to 1997 there was a trend of declining black salaries compared to white salaries. This year, this trend has stabilized. Black staff earned 76% of white salaries, as was the case in 1997. However, as historically has been the case, the differences in Senate staff pay by Race/Ethnicity are largely due to differences in the jobs held by minority staff as compared to white staff. A chart on page 112 shows that minorities are under-represented in higher-paying positions and over-represented in the lower-paying positions.

¹⁴ This is the first Senate survey to report this information for Asians; therefore, there was no historical data for comparison.

National salary data for 1998 show full-time, year-round black workers earned 71% of the pay of whites, while Hispanics earned 66%¹⁵. In other words, the pay of minority staff in Congress is 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 females and males, the disparities in salary among ethnic groups principally result from differences in the kind of positions held by white and minority staff. By themselves, these salary differences do not indicate a pattern of unequal 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 measured (e.g., age, education, time in position, etc.).

In none of the positions analyzed in this manner did we find race/ethnicity uniquely affecting pay. White staff with comparable education, experience, and demographic characteristics did not earn significantly less or more than non-whites who performed the same job. This is the second consecutive Senate staff report in which race/ethnicity did not have a significant influence in the pay of some congressional positions.

¹⁵ Annual Demographic Survey: March Supplement (1999): Table P1NC-01; Bureau of Labor Statistics, Bureau of the Census.

Part 2: Tenure Data

Tenure: Averages

Years in Current Position

	<u>Total</u>	<u>Washington</u>	<u>State</u>
1999	2.8	2.3	3.7
1997	2.8	2.3	3.7
1995	3.3	2.8	4.4
1993	3.5	3.1	4.4

Years in Current Office

	<u>Total</u>	<u>Washington</u>	<u>State</u>
1999	3.6	3.1	4.6
1997	3.6	3.1	4.5
1995	4.2	3.7	5.2
1993	4.4	3.9	5.5

Years in Congress

	<u>Total</u>	<u>Washington</u>	<u>State</u>
1999	5.4	5.2	5.9
1997	5.6	5.5	5.7
1995	5.7	5.6	6.1
1993	5.9	5.6	6.5

Average tenure in position and office have gone unchanged since 1997, and the average tenure in Congress was only down slightly. There does not appear to have been a shift in staff loyalty or job satisfaction over the last two years. However, as reported in 1997, all three tenure statistics are at all time lows since CMF began collecting this data in 1991. The large number of new Senators elected in the 1992, 1994, 1996, and 1998 elections is the likely cause for the decline in tenure of Senate staff.

Looking at the years in position and years in current office offers insight into the practice of promotion from within. The smaller the difference between tenure in position and tenure in office, the less likely that staff were promoted from within the office. Our data show a large portion of time accumulated in an office – 78% (2.8 / 3.6) – is accounted for by time in current position. In other words, promoting staff from one position to another within an office is not common in Senate offices. This pattern of hiring from outside the office was equally strong in the Senate in 1997 and 1995. The tendency to hire from outside the office is even more pronounced in House personal offices, where 82% of the time accumulated in an office is accounted for by time in position.

Tenure: Distributions

The average tenure data for Senate staff masks the fact that a large number of staff have little experience in Congress while a small number of staff have substantial experience. The next three tables report the distribution of experience.

Years in Current Position

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
<= 1	48.6%	55.7%	35.6%
1.1 - 2	15.4%	14.6%	16.9%
2.1 - 5	22.9%	20.7%	27.0%
5.1 - 10	7.5%	5.6%	10.9%
10.1 =>	5.6%	3.4%	9.6%

Years in Current Office

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
<= 1	37.9%	43.4%	27.9%
1.1 - 2	15.7%	16.1%	15.1%
2.1 - 5	27.1%	26.0%	29.3%
5.1 - 10	10.7%	8.7%	14.5%
10.1 =>	8.5%	5.9%	13.3%

Years in Congress

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
<= 1	28.6%	31.0%	24.2%
1.1 - 2	15.0%	16.0%	13.3%
2.1 - 5	24.3%	23.7%	25.4%
5.1 - 10	14.8%	13.0%	18.0%
10.1 =>	17.3%	16.3%	19.1%

Though the average tenure in Congress for Senate staff is 5.4 years, 44% of staff have worked in Congress for two years or less (28.6% + 15.0%). Moreover, almost 30% of Senate staff have less than one year of congressional experience – up from 25% in 1997. In 1998, CMF reported similar tenure patterns among House staff.

Senate staff also have low tenure in position. Seventy percent of Washington staff and nearly two-thirds of all Senate staff have less than two years of experience in their position.

Tenure: Time in Position and Congress

As the table on the next page illustrates, virtually all of the 26 most commonly staffed Senate personal office positions are afflicted by rapid turnover. However, certain entry-level positions such as Staff Assistant and Legislative Correspondent have especially high turnover rates.

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

Years in Position

Lower-paying positions have large proportions of staff with limited experience, a clear indication of extremely high turnover. Eighty-five percent of Correspondence Assistants and 83% of Staff Assistants (Washington) have held their job for 1 year or less. Approximately 96% of staff in both of these positions have been in their jobs for 2 years or less.

The turnover in senior staff positions is more variable. Approximately 60% of Chiefs of Staff and State Directors have been in their respective positions for more than 2 years; however, more than 50% of Legislative Directors and Communications Directors have been in their respective positions for less than 2 years.

State staff have lower turnover rates than Washington Staff. In every state position, at least 40% of the staffers have been in their position for 2 years or more.

Years in Congress

For the Executive level positions, prior congressional experience seems almost essential. Almost all Legislative Directors have at least 1 year of experience on Capitol Hill. Likewise, only 4% of Chiefs of Staff have been on the Hill under a year.

Prior congressional experience is important in other positions as well. In only 7 of the 26 positions do more than 60% of the staff have less than 2 years experience in Congress.

Tenure: Positions

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

Washington Positions	Time in Position		Time in Congress	
	<= 1 yr.	<= 2 yrs.	<= 1 yr.	<= 2 yrs.
Correspondence Assistant	85%	100%	65%	77%
Staff Assistant (Wash)	83%	96%	78%	93%
Legislative Correspondent	79%	91%	55%	78%
Research Assistant	75%	83%	33%	67%
Asst. to the Chief of Staff	69%	89%	31%	63%
Deputy Comm. Director	69%	94%	35%	65%
Legislative Counsel	52%	60%	12%	36%
Personal Assistant	47%	50%	26%	38%
Deputy Chief of Staff	46%	46%	8%	8%
Legislative Assistant	46%	67%	18%	36%
Systems Administrator	46%	59%	12%	17%
Communications Director	43%	62%	21%	29%
Correspondence Manager	43%	60%	20%	40%
Scheduler	41%	52%	18%	39%
Project Manager	40%	60%	20%	45%
Computer Operator	38%	44%	18%	27%
Legislative Director	38%	52%	2%	6%
Con. Services Rep. (DC)	29%	29%	29%	29%
Office Manager	29%	44%	9%	11%
Chief of Staff	30%	38%	4%	9%

State Positions	<= 1 yr.	<= 2 yrs.	<= 1 yr.	<= 2 yrs.
State Scheduler	46%	62%	23%	31%
Staff Assistant (State)	39%	61%	33%	56%
Con. Services Rep. (State)	38%	56%	27%	42%
Regional Mang./Field Rep.	30%	47%	19%	29%
State Office Manager	30%	35%	10%	10%
State Director	28%	44%	10%	16%

Tenure: Demographics

Staff Tenure by Educational Attainment

<u>Highest Level</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
High School or less	6.2	7.7	12.2
Some College	4.5	5.4	8.5
Bachelor's	2.5	3.3	4.6
Master's	2.9	3.7	6.3
Law Degree	1.9	2.5	4.2
Doctorate	1.7	2.8	5.4

A clear pattern emerges when tenure is broken out by educational attainment: staff without college degrees remain in their positions, offices and Congress much longer than those with college or graduate degrees. Most staffers without bachelor's degrees are in mid-level and support positions. Their low turnover may reflect limited opportunity for advancement. Conversely, higher educational attainment seems to allow for more advancement and opportunities both on and off the Hill.

Tenure by Gender

<u>Gender</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Female	3.1	4.0	6.1
Male	2.4	3.2	4.6

Women have substantially longer tenure than men do in all three categories.

Staff Tenure by Race/Ethnicity

<u>Race/Ethnicity</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Asian	2.1	2.5	3.3
Black	3.4	4.1	6.9
Hispanic	2.6	3.9	4.5
White	2.8	3.6	5.4
Other	2.3	3.7	4.7

Since 1997 the only significant shift in this tenure analysis by race/ethnicity is a 19% drop in average tenure in position for Hispanics (a decline from 3.2 to 2.6 years). Black staff still have the highest average tenure in their position, office, and in Congress.

Regression Analysis of Staff Tenure

This section analyzes the factors that have an influence on turnover. To do so, we used a statistical procedure called multiple regression analysis. This technique allowed us to determine the unique influence of 11 variables on tenure in position and tenure in office by controlling for the effects of the other 10 variables. These variables fall into four categories:

- 1) demographic (e.g., age, gender, race/ethnicity, educational attainment)
- 2) office environment (e.g., Member term, office organization structure)
- 3) salary (average and relative)
- 4) benefits (e.g., average bonus, minimum vacation leave, parental leave)

Regression results: We analyzed *tenure in position* and *tenure in office* separately. We found that both cases had four variables that were statistically significant predictors of staff tenure or lead to less staff turnover. These variables were:

- 1) Salary¹⁶
- 2) Age
- 3) Member Tenure
- 4) Education Level

Salary: Salaries are generally thought of as financial incentives or rewards for performance and measures of one's "worth" to the organization. The regression analysis found higher salaries play a significant role in lowering turnover between positions and offices. It is logical but not always understood that staff in offices paying higher salaries remain in their jobs and offices longer.

Age and Member Term: It intuitively makes sense that a 4th term Senator would have older staff with more experience in their present job and office than a 1st term Senator. In addition, older staffers may simply be less inclined or capable to change jobs.

Education: As staff members acquire more education, their opportunities for advancement increase substantially. They can either advance within their present office or seek better positions elsewhere. Since the data indicates that Senate offices tend not to promote from within (see page 94), it is not surprising that higher levels of education are related to shorter tenure in both current position and current office.

¹⁶ In these regressions, we used two salary variables: (1) each individual's annual salary (an absolute measure of reward), and (2) the differential between each individual's salary and the average salary for his position (a relative measure of reward). Higher levels of relative salary variable were significantly correlated with lower turnover in jobs, while the absolute salary variable was significantly correlated with lower turnover between offices. For simplicity, we will refer to both variables jointly as "salary" in the remainder of this section.

Part 3: Demographic Data

Age & Education: General Information

Staff Location by Age

	<u>Total</u>	<u>Washington</u>	<u>State</u>
Average Age	33.8	31.3	38.1

The average age of Senate staff is about 34, with an age range of 18 to 73. Nearly two-thirds of Senate staff are under the age of 35. Staff in Senators' state offices tend to be older than staff in their Washington offices.

Senate staff are slightly younger than workers in the U.S. labor force, who have a median age of 38.9¹⁷. Senate staff are much younger than federal executive branch employees, whose average age is 45.7¹⁸.

Age by Member Tenure

	<u>Average Age in Years</u>
1 st term	32.6
2 nd term	34.1
3 rd term	34.0
4 th term +	35.9

Generally, as Member tenure increases, average staff age increases as well.

Age by Member Party Affiliation

	<u>Average Age in Years</u>
Democrat	33.7
Republican	33.7

There is no difference in the age of Republican and Democratic staff.

¹⁷ March 1997 Current Population Survey, U.S. Bureau of Labor Statistics.

¹⁸ Christine Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1999.

Educational Attainment by Staff Location

	<u>Total</u>	<u>Washington</u>	<u>State</u>
High School or less	3.0%	2.9%	3.2%
Some College	11.6%	7.3%	19.5%
Bachelor's	65.0%	64.3%	66.2%
Master's	11.5%	13.3%	8.2%
Law Degree	7.9%	10.7%	2.6%
Doctorate	1.1%	1.5%	.3%

Senate staff are well-educated, with 85.5% having a minimum of a bachelor's degree and 20.5% holding advanced degrees. The educational attainment of Senate staff has barely changed since 1997, when 84% had a bachelor's degree or more and 20.5% had advanced degrees

Congressional staff have significantly greater educational training than federal civilian employees, 39.9% of whom have a least a bachelor's degree¹⁹. Among the U.S. workforce, approximately only 25.6% have at least a bachelor's degree²⁰.

¹⁹ Christine Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1999.

²⁰ The Employment Situation, Bureau of Labor Statistics, September 1999.

Gender: General Information

Staff Location by Gender

	<u>Total</u>	<u>Washington</u>	<u>State</u>
Female	58%	53%	67%
Male	42%	47%	33%

The overall gap among female and male staff is largely due to the 2 to 1 ratio of female to male staff at the state level.

Female staff in Congress: The Historical Record

(percent of staff who are female)

Senate Staff

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
1999	58%	53%	67%
1997	56%	51%	64%
1995	56%	52%	65%
1993	60%	56%	68%

House Staff

			<u>District</u>
1998	57%	50%	66%
1996	56%	50%	65%
1994	58%	52%	66%
1992	61%	54%	69%

After declining in the earlier part of the decade, the proportion of female Senate staff has slightly increased in the past 2 years. Specifically, the percent of women working in Washington offices increased 2 percentage points and 3 percentage points in the state offices. CMF is not clear why the percentage of female staff increased, but the same trend was found in last year's House study.

Overall, female staff are far more heavily employed in Congress than in other sectors. Among federal civilian employees, 45% are women²¹, 46% of the U.S. labor force²² is female.

²¹ Christine Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1999.

²² The Employment Situation, Bureau of Labor Statistics, September 1999.

Gender: Demographics

Age by Gender

	<u>Average Age in Years</u>
Female	34.9
Male	32.1

Women in Senate offices are, on average, 2.8 years older than men.

Gender and Location by Educational Attainment

	<u>Total</u>		<u>Washington</u>		<u>State</u>	
	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>
High School or less	5.0%	0.4%	5.2%	0.4%	4.6%	0.5%
Some College	17.0%	4.1%	11.2%	3.0%	25.6%	7.0%
Bachelor's	61.9%	69.2%	62.5%	66.4%	61.1%	76.5%
Master's	10.2%	13.2%	12.1%	14.5%	7.4%	9.9%
Law	5.3%	11.3%	8.0%	13.6%	1.4%	5.2%
Doctorate	0.6%	1.8%	0.9%	2.1%	0.0%	0.9%

A larger proportion of men than women hold at least a bachelor's degree, a pattern that is true for both Washington and state-based staff. Overall, 95.5% of male staff and 78% of female staff have at least a bachelor's degree.

Marital Status by Gender

	<u>Total</u>	<u>Female</u>	<u>Male</u>
Married	36.8%	37.5%	35.7%
Single	63.2%	62.5%	64.3%

Over 63% Senate staff are single. By contrast, among year-round, full-time workers in the U.S. workforce, 35% are single and 65% are married²³.

Parental Status by Gender

	<u>Total</u>	<u>Female</u>	<u>Male</u>
Children	29.8%	33.5%	24.6%
No Children	70.2%	66.5%	75.4%

In keeping with a largely single workforce, most Senate staff do not have children.

²³ Annual Demographic Survey: March Supplement (1998): Table PINC-05; Bureau of Labor Statistics, Bureau of the Census.

Gender: Congressional Characteristics

Member Party Affiliation by Gender

	<u>Total</u>	<u>Democrat</u>	<u>Republican</u>
Female	57.8%	59.0%	56.3%
Male	42.2%	41.0%	43.8%

The gender breakdown among Democrats and Republicans is very similar to the overall percentage of females and males in the Senate, with slightly more women among Democrats.

Gender Type by Position

We report the percentage of women and men staffing each position in the “Individual Position Profiles and Analyses” section beginning on page 7. In the table below, we have grouped positions of similar responsibility and disaggregated them by gender.

	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall</u>
Female	36.9%	43.2%	66.9%	61.7%	57.8%
Male	63.1%	56.8%	33.1%	38.3%	42.2%

In comparison to the overall composition of Senate personal staff, males hold a disproportionate share of executive and policy positions; females hold a disproportionate share of mid-level and support positions. This disproportionality in staff composition and the “Historical Record” analysis on the next page is reflected in the increased male to female salary gap reported on page 88.

In the House in 1998, female staff occupied 38% of executive jobs, 39% of policy jobs, 71% of mid-level jobs, and 66% of support jobs.

Women hold a much higher proportion of top positions in Congress than they do in the U.S. economy overall.

<u>Women in</u>	<u>Total</u>
<u>Executive positions</u>	
Congress	36.9%
Federal Executive Agencies ²⁴	22.2%
Fortune 500 Companies ²⁵	11.2%

²⁴ Executive Resources Management, U.S. Office of Personnel Management, September 1998.

²⁵ 1998 Catalyst Census of Women Corporate Officers and Top Earners

Position Category Definitions

Executive positions: Chief of Staff, Communication Director, Deputy Chief of Staff, Legislative Director, State Director.

Policy positions: the **Executive positions** plus Legislative Assistant and Legislative Counsel.

Mid-level positions: Constituent Services Representative (State), Constituent Services Representative (Washington) Correspondence Manager, Deputy Communications Director, Director of Constituent Services, Office Manager, Personal Assistant (State), Personal Assistant (Washington), Press Secretary (State), Projects Manger, Regional Manager/Field Representative, Scheduler, Speechwriter, State Office Manager, State Scheduler, System Administrator.

Support positions: Assistant to the Chief of Staff, Assistant to the State Director, Computer Operator, Correspondence Assistant, Legislative Correspondent, Research Assistant, Staff Assistant (State), Staff Assistant (Washington).

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> ²⁶
1999	36.9%	43.2%	66.9%	61.7%	57.7%
1997	39.8%	39.8%	64.8%	58.6%	55.8%
1995	36.9%	43.1%	64.8%	71.6%	57.2%
1993	33.5%	40.6%	69.7%	74.5%	56.3%

Males

1999	63.1%	56.8%	33.1%	38.3%	42.3%
1997	60.2%	60.2%	35.2%	41.4%	44.2%
1995	63.1%	56.9%	35.2%	28.4%	42.8%
1993	66.5%	59.4%	30.3%	25.5%	43.7%

Since 1997, the proportion of female staff in the executive positions has dropped by 3 percentage points. The proportion of female staff in policy, mid-level and support positions increased between 2 and 3 percentage points over the same period. This is inline with the overall 2 percentage point increase in female staff.

²⁶ "Overall" historical percentages may not be consistent with other historical data due to different "Type of Position" category definitions in past reports.

Race/Ethnicity: General Information

In this section of the report, we compare staff employment, age, gender, educational attainment, and type of position by race/ethnicity. Offices were surveyed as to staff membership in the following ethnic groups: Asian, Black, Hispanic, Native American, Pacific Islander, White, and "Other".

In the table immediately below, we show the percentage of staff in each of these 7 ethnic groups. However, because the numbers of Native American and Pacific Islander staff in Senate personal offices is small, we have combined these two ethnic groups with the group titled "Other" for the remainder of the tables in this section, and in other parts of this report. This is the first time we have not combined the information of Asian staffers with the "Other" category; therefore, we may be unable to make some historical comparisons with the data in this section.

Staff location by Race/Ethnicity

	<u>Total</u>	<u>Washington</u>	<u>State</u>
Asian	1.1%	1.3%	0.8%
Black	8.4%	7.5%	10.2%
Hispanic	3.6%	2.0%	6.5%
Native American	0.2%	0.2%	0.3%
Pacific Islander	0.2%	0.2%	0.0%
White	85.6%	87.8%	81.4%
Other	0.9%	0.9%	0.9%

Overall, minorities comprise 14.4% of Senate personal office staff. This is an increase of under 1 percentage point since 1997. Staffers from minority groups tend to be much more likely to work in Senators' state-based offices than in Washington offices.

Employment by Race/Ethnicity: The Historical Record

(percent of staff by race/ethnicity)

Senate Staff

<u>Year</u>	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other Minorities</u>	<u>Total Minority</u>
1999	1.1%	8.4%	3.6%	1.3%	14.4%
1997	1.5%	8.3%	2.5%	1.3%	13.6%
1995	1.6%	9.0%	3.5%	1.3%	15.4%
1993	N/A	8.7%	3.1%	N/A	14.7%

House Staff

1998	1.5%	5.9%	5.7%	1.1%	14.2%
1996	1.4%	6.8%	5.2%	1.0%	14.2%
1994	1.5%	7.9%	5.4%	1.4%	16.2%
1992	N/A	9.9%	3.6%	N/A	15.5%

Since 1993, there has been virtually no change in the ratio of white and minority Senate staff. There has been a small percentage drop in the number of black staff and a small percentage increase in the number of Hispanic. Senate offices tend to have a higher level of black staff, while House offices tend to have a higher level of Hispanic staff.

Minorities have significantly lower employment rates in Senate and House offices than in the federal government. Among federal branch workers, 17.1% are black, 6.5% are Hispanic, and 4.5% are Asian/Pacific Islander²⁷.

Nationally, Blacks comprise 11.9% of the U.S. labor force, Hispanics 10.6%²⁸.

²⁷ Christine Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1999.

²⁸ The Employment Situation, Bureau of Labor Statistics, September 1999.

Race/Ethnicity: Demographics

Age by Race/Ethnicity

	<u>Average Age in Years</u>
Asian	28.6
Black	36.3
Hispanic	33.9
White	33.6
Other	31.8

Among the three most highly represented race/ethnic groups, age varies only slightly. Overall, Asian staff are the youngest and Black staff are the oldest.

Race/Ethnicity by Educational Attainment

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Other</u>
High School or Less	0.0%	11.5%	4.5%	2.1%	8.7%
Some College	4.8%	32.1%	19.7%	9.4%	8.7%
Bachelor's	71.4%	38.5%	59.1%	67.7%	69.6%
Master's	19.0%	9.6%	9.1%	11.7%	8.7%
Law	4.8%	7.1%	6.1%	8.0%	4.3%
Doctorate	0.0%	1.3%	1.5%	1.1%	0.0%

The rate of advanced degrees does not vary significantly among ethnic groups. However, among staff without graduate degrees, educational attainment varies by race/ethnicity. The percent of staff with college degrees is highest among Asian staff and lowest among black staff.

Race/Ethnicity by Gender

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Other</u>
Female	33.3%	76.9%	66.7%	55.4%	83.3%
Male	66.7%	23.1%	33.3%	44.6%	16.7%

Women, who comprise 58% of all Senate personal staff, constitute a majority of staff in every racial and ethnic group except Asian. However, among black and Hispanic staff, females outnumber males in substantially greater percentages.

Race/Ethnicity: Congressional Characteristics

Member Party Affiliation by Race/Ethnicity

	<u>Total</u>	<u>Democrat</u>	<u>Republican</u>
Asian	1.1%	1.4%	0.8%
Black	8.4%	12.1%	3.6%
Hispanic	3.3%	3.7%	3.4%
White	85.6%	81.0%	91.6%
Other	1.3%	1.8%	0.6%

Relative to the overall ethnic composition of Senate staff, Democratic offices tend to employ more minorities than do Republican offices.

Type of Position: Race/Ethnicity

The “Individual Position Profiles and Analyses” section beginning on page 7 provides the percentage of each 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 staff and disaggregated them by race/ethnicity. (See page 107 for position category definitions).

	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall</u>
Asian	0.4%	2.3%	0.5%	1.7%	1.2%
Black	1.3%	3.0%	8.7%	14.2%	8.4%
Hispanic	1.3%	1.3%	5.1%	3.6%	3.6%
White	96.9%	92.1%	84.2%	78.9%	85.6%
Other	0.0%	1.3%	1.4%	1.5%	1.3%

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 Senate staff, hold about 95% of executive and policy positions. Minority staff, who together comprise the remaining 15% of Senate staff, hold approximately 20% of the mid-level and support positions.

Type of Position: The Historical Record²⁹

(percentage in each position type by Race/Ethnicity)

Blacks

	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall</u> ³⁰
1999	1.3%	3.0%	8.7%	14.2%	8.4%
1997	1.5%	2.6%	8.0%	14.0%	8.3%
1995	1.5%	4.6%	9.6%	21.6%	9.2%
1993	1.5%	3.6%	8.9%	20.8%	8.1%

Hispanics

1999	1.3%	1.3%	5.1%	3.6%	3.6%
1997	0.8%	1.0%	3.7%	2.2%	2.5%
1995	1.5%	3.4%	5.2%	4.5%	4.0%
1993	1.0%	1.4%	5.4%	2.4%	3.1%

White

1999	96.9%	92.1%	84.2%	78.9%	85.6%
1997	95.4%	93.4%	85.2%	81.4%	86.4%
1995	94.5%	90.6%	82.6%	70.7%	84.5%
1993	95.6%	91.6%	83.9%	73.3%	86.2%

Other

1999	0.4%	3.6%	1.9%	3.2%	2.5%
1997	2.3%	3.0%	3.1%	2.4%	2.8%
1995	2.5%	1.4%	2.6%	3.2%	2.3%
1993	1.9%	3.4%	1.8%	3.5%	2.6%

The overall percentage of minorities among Senate staff has remained relatively constant at around 14% for the last eight years. Additionally, since 1997 there has been a significant increase in the percentage of Hispanic staff at every level.

²⁹ No specific historical data existed for Asians. All information for Asians is included in the "Other" figures for 1993-1999.

³⁰ "Overall" historical percentages may not be consistent with other historical data due to different "Type of Position" category definitions in past reports.

Comparison of Senate and House Staff Positions

	Salary		% Senate Salary Exceeds House Salary	Tenure in Position		Tenure in Congress		Average Age	
	Senate	House*		S	H	S	H	S	H
Chief of Staff/AA	\$116,573	\$88,936	31.1%	4.1	3.7	9.4	10.1	44	40
Legislative Director	\$91,438	\$55,453	64.9%	3.0	2.6	11.1	8.1	38	34
State/District Director	\$73,872	\$58,265	26.8%	3.9	3.6	8.1	6.1	45	42
Communications Director	\$65,362	\$42,578	53.5%	2.2	2.0	5.0	3.3	34	31
Office Manager	\$57,330	\$39,691	44.4%	3.3	3.2	12.0	8.4	39	35
Legislative Assistant	\$48,276	\$34,275	40.1%	2.2	1.8	4.4	3.3	32	29
Scheduler	\$44,273	\$36,737	20.5%	3.0	2.8	6.1	5.7	32	33
Systems Administrator	\$39,612	\$28,901	37.1%	3.2	2.0	10.0	3.6	33	29
District/State Scheduler	\$34,205	\$31,775	7.6%	3.4	3.7	4.9	4.9	36	38
Constituent Services Rep. (State/District)	\$29,980	\$29,269	2.4%	3.6	3.5	5.5	5.1	36	39
Legislative Correspondent	\$25,226	\$24,048	4.9%	1.0	0.9	1.6	1.6	25	25
Staff Assistant (State/District)	\$24,454	\$22,984	6.4%	3.9	2.4	4.2	2.9	37	36
Staff Assistant (Washington)	\$22,504	\$21,762	3.4%	1.0	0.8	1.3	0.9	25	24

*House data taken from CMF's 1998 House Staff Employment Study

Senate-House 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

Within higher-paying positions, Senate staff receive substantially higher salaries than do their House counterparts. For example, Senate AAs earn 31% more than House AAs, while Senate LDs, Press Secretaries, and LAs earn at least 40% 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

On average, Senate staff have 1.5 more years of congressional experience than do House staff. The only House position with a higher tenure in Congress average is the Chief of Staff.

Average Age

In many of the highest-paying Washington positions, Senate staff are an average of four years older than their House counterparts. The positions with the largest age differentials are Chief of Staff, Legislative Director, Office Manager, Communications Director, and Systems Administrator. However, when comparing overall staff ages, House staff are approximately a half year older than Senate staff.

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 nine 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 16%), Legislative Director (27%), Legislative Assistant (24%), Office Manager (5%), 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 113.

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. This age and tenure gap is more pronounced in the higher-level positions. Senate and House staff in the lower-level positions are more comparable in age and tenure in Congress.

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.

Appendix A

Characteristics of the Sample

Sample Size

n = 54

The questionnaire was sent to all 100 Senate personal offices. Fifty-four Senate offices returned the survey, yielding a response rate of 54%. From the surveys, data was collected regarding 1937 Senate personal office staff. Of these, 1855 (96%) were full-time and 82 (4%) were part-time.

Frequency Analyses

Below is a series of analyses examining the similarities of various characteristics of the offices responding to the survey and of the Senate offices in their entirety. For each characteristic, "Survey frequency" shows its occurrence in the sample and "Actual frequency" shows its occurrence in the Senate.

Responses by political party

<u>Party</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
Democratic	56.6%	45%
Republican	43.4%	55%

Responses by Member tenure

<u>Member tenure</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
1 st Term	37.7%	31%
2 nd Term	26.4%	27%
3 rd Term	17.0%	17%
4 th Term or more	18.9%	25%

Responses by state population

<u>State population</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
<= 2 million	32.1%	32%
2-5 million	26.4%	30%
5-10 million	26.4%	24%
>10 million	14.1%	14%

Responses by geographic region

<u>Region</u>	<u>Survey Frequency</u>	<u>Actual Frequency</u>
South	20.8%	22%
Border	13.2%	10%
New England	7.6%	12%
Mid-Atlantic	7.6%	8%
Midwest	13.2%	10%
Plains	11.3%	12%
Rocky Mountain	18.9%	16%
Pacific Coast	7.6%	10%

Responses by Member gender

<u>Member gender</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
Female	7.6%	9%
Male	92.4%	91%

Responses by Member race/ethnicity

<u>Member race/ethnicity</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
Black	0%	0%
Hispanic	0%	0%
White	100%	97%
Other	0%	3%

While Democratic Senate offices are somewhat over-represented in our sample and Republican offices somewhat under-represented, the overall survey sample very closely reflects the actual composition of the Senate in each of the above dimensions. This strongly supports the conclusion that the data in this report are valid.

Appendix B

State Population Categories

For purposes of reporting data, we grouped states into four categories using Census Bureau population estimates for July 1, 1998. Our categories and the states in each category are as follows:

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

Appendix C

Geographical Regions

South

Alabama
Arkansas
Florida
Georgia
Louisiana
Mississippi
N. Carolina
S. Carolina
Tennessee
Texas
Virginia

Border

Kentucky
Maryland
Missouri
Oklahoma
West Virginia

New England

Connecticut
Maine
Massachusetts
New Hampshire
Rhode Island
Vermont

Mid-Atlantic

Delaware
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
California
Hawaii
Oregon
Washington

APPENDIX D

Cost of Living Differences: The ACCRA Cost of Living Index

In determining salaries, offices may wish to consider the cost of living in any given locale. About two-thirds of Senate staff live and work in the Washington, D.C. metropolitan area while the other one-third are scattered across the country. The cost of living can vary dramatically between Washington and state offices or even between different offices in the state. 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 121.5, indicating the cost of living in Anchorage is 21.5 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, 1999
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Average City, USA	100.0	Fort Collins	104.1
		Glenwood Springs	113.4
Alabama		Grand Junction	101.5
Anniston	92.2	Greeley	102.5
Birmingham	96.8	Gunnison	106.5
Decatur	94.5	Loveland	96.3
Cullman County	97.9	Pueblo	92.1
		Connecticut	
Florence	93.6	New Haven	123.1
Gadsden	92.4		
Huntsville	93.2	Delaware	
Marshall County	90.8	Dover	101.5
Mobile	92.4	Wilmington	109.0
Montgomery	96.9		
		District of Columbia	
Alaska		Washington, DC	123.4
Anchorage	121.5		
Fairbanks	121.5	Florida	
Juneau	129.0	Bradenton	101.4
Kodiak	141.5	Ft Myers-Cape Coral	96.0
		Fort Walton Beach	96.3
Arizona		Jacksonville	96.2
Flagstaff	112.3	Miami	106.4
Lake Havasu City	102.4	Orlando	97.8
Phoenix	103.3	Panama City	96.8
Prescott	109.4	Pensacola	95.9
Scottsdale	110.4	Sarasota	104.7
Sierra Vista	100.8	Tallahassee	112.8
Tuscon	101.9	Vero Beach/Indian River	102.0
Yuma	103.7	West Palm Beach	108.5
Arkansas			
Fayetteville	88.4	Georgia	
Fort Smith	87.4	Albany	91.0
Jonesboro	88.9	Americus	94.8
Little Rock	95.1	Atlanta	102.9
		Augusta	91.5
California		Bainbridge	91.5
Bakersfield	106.1	Carrollton	97.6
Fresno	107.4	Douglas	91.6
L. A./Long Beach	125.5	Marietta/Cobb County	100.2
Lompoc	123.0	Statesboro/Bulloch County	91.4
Palm Springs	116.0	Tifton	93.5
Riverside City	111.6	Valdosta	93.1
Sacramento	113.1	Warner Robins	96.6
San Diego	126.6		
Visalia	108.5	Idaho	
		Boise	96.3
Colorado		Idaho Falls	102.2
Boulder	118.3	Pocatello	99.0
Colorado Springs	99.1	Twin Falls	100.9
Denver	107.9		

Illinois		
	Bloomington	105.0
	Carbondale	97.8
	Champaign-Urbana	102.6
	Danville	92.8
	Decatur	93.5
	Dixon-Sterling-Rock Falls	97.2
	Quad-Cities	97.8
	Quincy	94.8
	Rockford	95.4
	Springfield	97.2

Indiana		
	Anderson	95.3
	Bloomington	98.2
	Elkhart-Goshen	96.6
	Evansville	95.2
	Fort Wayne/ Allen Co.	93.7
	Hamilton County	100.8
	Indianapolis/ Marion Co.	97.2
	Lafayette	97.5
	Muncie	96.1
	South Bend	90.7

Iowa		
	Ames	101.0
	Burlington	97.3
	Cedar Rapids	96.0
	Mason City	97.5

Kansas		
	Dodge City	98.1
	Garden City	98.8
	Hays	99.8
	Hutchinson/Reno Co.	93.0
	Lawrence	98.1
	Manhattan	97.4
	Salina	89.9
	Wichita	96.2

Kentucky		
	Covington	94.0
	Danville	93.9
	Henderson	89.6
	Hopkinsville	95.3
	Lexington	97.4
	Louisville	95.4
	Murray	92.3
	Peducah	91.0
	Somerset	95.6

Louisiana		
	Baton Rouge	100.9
	Lafayette	98.9
	Lake Charles	95.5

Monroe	96.2
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Maryland		
	Baltimore	97.0
	Cumberland	100.7

Massachusetts		
	Boston	134.1
	Fitchburg-Leominster	110.4
	Framingham-Natick	130.5
	Springfield	120.6

Michigan		
	Holland	101.2
	Lansing	105.6
	Muskegon	104.4

Minnesota		
	Minneapolis	105.2
	St. Cloud	99.3
	St. Paul	103.1

Mississippi		
	Hattiesburg	94.4
	Jackson	91.9
	Vicksburg	95.3

Missouri		
	Columbia	96.4
	Jefferson City	95.7
	Joplin	88.0
	Kansas City	98.0
	Kennett	83.7
	Kirksville	94.1
	Poplar Bluff	84.9
	Springfield	93.0
	St. Joseph	97.4
	St. Louis	96.7

Montana		
	Billings	100.7
	Bozeman	100.7
	Great Falls	101.7
	Helena	102.3
	Kalispell	104.1
	Missoula	102.4

Nebraska		
	Grand Island	97.5
	Hastings	92.3
	Lincoln	98.6
	Omaha	95.5
	Scottsbluff-Gering	103.3

Nevada		
	Carson City	111.4

Elko	106.4	Mansfield	96.1
Las Vegas	106.4	Toledo	102.3
Reno-Sparks	109.5	Youngstown-Warren	93.2
New Hampshire		Oklahoma	
Manchester	112.7	Ardmore	88.8
New Mexico		Bartlesville	92.1
Albuquerque	100.9	Enid	91.0
Carlsbad	92.4	Lawton	92.7
Clovis-Portales	92.4	Muskogee	87.3
Farmington	99.0	Oklahoma City	90.0
Hobbs	94.3	Ponca City	89.6
Las Cruces	101.1	Pryor Creek	88.4
Los Alamos	121.6	Stillwater	91.1
Roswell	96.2	Tulsa	93.5
Santa Fe	112.6	Oregon	
New York		Corvallis	114.0
Binghamton/Broome Co.	101.6	Kiamath Falls	101.5
Buffalo-Niagara Falls	98.9	Lincoln County	108.9
Glens Falls	104.0	Portland	112.5
Manhattan, NYC	232.0	Salem	107.9
Nassau County	141.8	Pennsylvania	
Syracuse	101.0	Altoona	100.7
Watertown/Jefferson Co.	97.2	Chambersburg/Franklin Co	95.3
North Carolina		Hanover	98.0
Asheville	104.5	Harrisburg	97.7
Burlington	93.2	Indiana County	97.4
Charlotte	100.5	Lancaster	105.8
Dare County	101.5	Philadelphia	118.7
Durham	103.1	Williamsport/Lycoming	99.6
Fayetteville	98.0	York County	95.1
Gastonia	97.1	South Carolina	
Greenville	97.0	Camden	97.6
Hickory	95.1	Charleston-N. Charleston	103.5
Marion/McDowell Co.	95.2	Columbia	97.3
Raleigh	101.3	Hilton Head Island	112.1
Waynesville/Haywood Co.	100.2	Lancaster	91.8
Wilkesboro	102.3	Myrtle Beach	94.4
Wilmington	103.6	Spartanburg	94.3
Winston-Salem	93.6	Sumter	93.1
North Dakota		South Dakota	
Bismarck-Mandan	100.4	Rapid City	96.1
Fargo-Moorhead	97.7	Sioux Falls	95.5
Minot	94.4	Vermillion	99.8
Ohio		Tennessee	
Cincinnati	99.5	Chattanooga	98.8
Cleveland	112.1	Clarksville	92.4
Columbus	100.6	Cleveland	92.4
Dayton-Springfield	100.8	Dyersburg	93.5
Findlay	99.7	Jackson/Madison Co.	93.4
Lima	96.5	Johnson City	93.1

	Kingsport	89.0		St. George	101.8
	Knoxville	95.6			
	Memphis	90.9	Vermont		
	Morristown	91.0		Burlington/Chittenden	116.8
	Murfreesboro-Smyrna	93.1			
	Nashville-Franklin	95.5	Virginia		
Texas				Blacksburg/Christiansburg	95.2
	Abilene	93.4		Fredricksburg	108.1
	Amarillo	91.2		Hampton Roads/SE Virginia	96.9
	Arlington	101.3		Richmond	103.9
	Beaumont	92.1		Roanoke	93.2
	Brownsville	93.2	Washington		
	Conroe	93.0		Bellingham	107.7
	Dallas	100.6		Bremerton	104.1
	Georgetown	95.9		Olympia-Lacey-Tumwater	109.2
	Harlington	91.3		Pullman	103.1
	Houston	95.5		Richland-Kennewick-Pasco	98.6
	Killeen	93.7		Spokane	108.8
	Lubbock	90.2		Tacoma	104.1
	Lufkin	91.0		Yakima	107.7
	McAllen	90.8		Wenatchee	102.2
	Midland	88.7	West Virginia		
	Odessa	90.7		Charleston	98.5
	Paris	86.2		Martinsburg/Berkeley Co.	91.7
	San Angelo	92.1	Wisconsin		
	San Antonio	90.4		Applrton-Neenah-Menasha	100.5
	San Marcos	92.1		Eau Claire	102.2
	Seguin	94.3		Green Bay	97.3
	Sherman-Denison	92.1		Marinette	97.7
	Texarkana	89.2		Marshfield	94.9
	Victoria	91.5		Sheboygan	99.7
	Weatherford	91.9	Wyoming		
	Wichita Falls	90.1		Cheyenne	98.3
Utah				Gillette	94.9
	Cedar City	92.8		Laramie	103.2
	Logan	101.2			
	Provo-Orem	97.9			

APPENDIX E

Here we report the R-squared, adjusted R-squared, and significance statistics for each of the 18 positions on which we conducted regression analysis. (see pages 7-9 for more information on regression analysis). The adjusted R-squared and R-squared statistics for each position indicate how much variance in salary is accounted for by the independent variables. In other words, the higher this number is, the better the independent variables are at predicting salary. The significance statistic indicates whether the R-squared statistic is significantly different from zero. In other words, if the significance statistic is less than .05, then at least one of the independent variables in the regression analysis predicts salary.

	<u>R-Squared</u>	<u>Adjusted R-Squared</u>	<u>Significance</u>
Washington Positions			
Assistant to the Chief of Staff	.676	.564	.000
Chief of Staff	.237	.092	.145
Communications Director	.375	.269	.003
Computer Operator	.698	.636	.000
Correspondence Manager	.822	.751	.000
Deputy Communications Director	.477	.382	.000
Legislative Assistant	.454	.437	.000
Legislative Correspondent	.188	.150	.000
Legislative Director	.314	.166	.059
Office Manager	.509	.397	.001
Personal Assistant	.736	.651	.000
Scheduler	.577	.475	.000
Staff Assistant (Washington)	.381	.334	.000
Systems Administrator	.530	.405	.002
State Positions			
Constituent Services Rep. (State)	.424	.405	.000
Regional Manager/Field Rep.	.143	.100	.002
Staff Assistant (State)	.419	.361	.000
State Director	.244	.089	.165

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