

**2004**

# **House Staff Employment Study**

**Guide for the 109<sup>th</sup> Congress**



**Chief Administrative Officer**

*Produced for the*  
**Chief Administrative Officer  
U.S. House of Representatives**

*By the*  
**Congressional Management Foundation**

# 2004 House Staff Employment Study

Produced for the

Chief Administrative Officer  
U.S. House of Representatives

By the

Congressional Management Foundation

© Copyright 2004, Chief Administrative Officer, U.S. House of Representatives

All rights reserved

Printed in the United States

Chief Administrative Officer  
U.S. House of Representatives

# Table of Contents

Summary of Key Findings.....	2
Purpose of the Report .....	4
INDIVIDUAL POSITION PROFILES AND ANALYSES .....	5
Methodology .....	7
Regression Analysis.....	9
Average Salary for all House Positions.....	10
Average Tenure in Position, Office, and Congress for all House Positions .....	11
Washington Office Individual Position Profiles	
Chief of Staff .....	12
Legislative Assistant (General).....	14
Legislative Assistant (Priority) .....	16
Legislative Correspondent.....	18
Legislative Director.....	20
Office Manager .....	22
Press Secretary/Communications Director .....	24
Scheduler (Washington).....	26
Staff Assistant (Washington).....	28
Systems Administrator .....	30
District Office Individual Position Profiles	
Constituent Services Representative/Caseworker .....	32
District Director .....	34
District Scheduler.....	36
Field Representative.....	38
Grants and Projects Coordinator .....	40
Staff Assistant (District).....	42
Influences on Pay: Results of Regression Analysis .....	44
OFFICE DATA FRESHMAN AND VETERAN OFFICE PROFILES .....	45
MEMBER OFFICE PERSONNEL POLICIES AND PRACTICES .....	53
Compensation Practices .....	55
Benefits .....	57
Leave Policies .....	62
Personnel Practices .....	65
AGGREGATE DATA.....	67
Methodology .....	68
Salary Data	
General Information.....	69
Congressional Office Characteristics .....	73
Age and Education .....	74
Gender.....	76
Race/Ethnicity .....	78
Tenure Data	
Averages.....	79
Distributions .....	81
Positions .....	82
Demographics.....	83
Demographic Data	
Age and Education .....	85
Gender.....	86
Race/Ethnicity .....	90
APPENDICES .....	93
Appendix A: Characteristics of the Sample.....	95
Appendix B: State Population Categories .....	97
Appendix C: Geographic Regions .....	97
Appendix D: Cost of Living Differences .....	98

## Summary of Key Findings

### Average Staff Salaries

- The average 2004 salary across all positions for House personal office staff was \$49,912, a 6.4% increase since 2002 or an annualized 3.2% increase. District salaries increased at a slightly higher rate than the pay of Washington-based staff. However, the Washington staff average salary of \$54,212 is 23% higher than the average district staff salary of \$44,152. (See page 69)
- The pay gap between the salaries of Washington-based House personal office staff and their Washington counterparts in the federal government has increased since 2002. The average 2004 salary of Washington-based federal employees is 47% higher than the average salary for Washington-based House staff. In 2002, this pay gap was 41%. (See page 71)
- The overall pay gap between the salaries of all House personal office staff and all federal employees remained unchanged at 20% between 2002 and 2004. (See page 71)
- In 2004, the salaries of Member office staff with bachelor's degrees increased as compared to the salaries of comparably educated workers in the national workforce. In 2002, Member office staff with bachelor's degrees earned 45.3% less than workers in the national workforce with BAs. In 2004, this pay differential decreased to 38.2%. (See page 75)

### Personnel Budgets, Raises, and Bonuses

- The average House personal office spent a total of \$750,654 on staff salaries in 2004, with veteran offices spending, on average, \$50,000 more on staff salaries than first-term offices. (See page 49)
- The average Cost of Living Adjustment (COLA) that Member offices gave to their staff in 2004 was 3.0% (3.1% in veteran offices and 2.6% in freshman offices). (See page 55)
- Bonuses increased significantly over the past two years. In 2004, Member offices paid staff an average bonus of \$2,671. This represents a 15% increase in bonus pay from 2002. (See page 56)

### Personnel Policies and Practices

- In personal offices, 53% of the DC-based staff are from the Member's district or state. This data point underscores the importance that Members place on having staff in Washington that have first-hand knowledge and understanding of their district and state. (See page 49)

- The most common services that offices are either “contracting out” to vendors or assigning to “shared employees” are Web services (28% of offices), financial management (21% of offices) and electronic communications (e-newsletters) (15% of offices). In first-term offices, the most common service for which a shared employee or contractor was used is for financial management. (See page 51)
- Data on participation in the Student Loan Repayment Program shows that 91% of Member offices participate in the program with an average of four to five staff participating per office. In addition, 63% of offices agreed that this new program has increased their ability to recruit new staff while 11% disagreed and 26% were unsure. (See pages 59-61)
- One third of Member offices offer some sort of flexible work arrangement to staff. In those offices, there are four staff, on average, who have flexible work arrangements. (See page 58)
- Similarly, 28% of offices allow staff the option to telecommute. In those offices, there are approximately two staff, on average, who telecommute. (See page 57)

### **Staff Tenure**

- Since 2002, staff tenure in House personal offices has been constant. Average staff tenure in position and office was unchanged at 3.3 years and 4.0 years, respectively. Average overall tenure in Congress decreased slightly from 5.5 years to 5.4 years. (See page 11)
- Staff tenure, however, is still very low. Over 60% of House staff have two or less years of experience in their current position, including 39% of Chiefs of Staff, 64% of Legislative Directors, and 66% of Press Secretaries. (See page 82)

### **Demographics**

- A clear profile exists for the average Member office staff: young, well-educated and single. This profile is in sharp contrast to the profile of average worker nationwide. The average age of Member office staff is 35 years (vs. 40), 87% hold at least a bachelor’s degree (vs. 32%) and 61% are single (vs. 36%). (See pages 85, 89)
- Female House staff, on average, earn 83% of the pay of male House staff. Female House staff earned proportionally more than female workers nationwide, who earn only 71% of the pay of men in the U.S. labor force. (See pages 76-77)
- Black staff, on average, earned 90% of the pay of white staff in 2004, while Hispanic staff earned 81% of the pay of white staff in 2004. The average pay of minority staff in the House remained more equitable than the pay of minority workers in the U.S. labor force. Nationally, black employees earned 70% and Hispanics 61% of the pay of white employees. (See page 78)

## Purpose of the Report

The congressional staff job market is a relatively free market. The forces of supply and demand are key factors in setting staff salaries. House personal offices are constrained only by their fixed office budget, 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 House staff. Additionally, House personal offices have the flexibility to develop their own individual workplace policies to supplement the House employee benefits package.

Workplace and employee benefits policies (vacation and sick leave; bonuses and salary increase policies; telecommuting, transit benefits, student loan repayment, etc.) play as equally an important role as salary in an employee's decision to accept an employment opportunity. The workplace practice information provided in this report should give House personal offices options to consider for improving the overall total compensation package they can offer to staff.

The Chief Administrative Officer of the House and the Congressional Management Foundation teamed together to survey House personal offices to produce a report that not only reports on the salary/compensation practices, but also on the workplace policies of House personal offices.

### **A Word of Caution**

This report goes a long way towards describing the pay and workplace practices of House personal offices. It does not, however, contain all of the necessary information needed by management or staff to negotiate wages. This report should be used as one of several tools to help offices and staff better understand the needs of the House labor market and the pay and workplace practices available for House personal offices to utilize.

# **INDIVIDUAL POSITION PROFILES AND ANALYSES**





# Position Profiles and Analyses

## **Methodology**

The survey was sent to all 440 House personal offices and 212 offices returned the survey for a response rate of 48.2%. From these surveys, data was collected regarding 3,365 personal office staff. The first section of this report contains detailed analyses of 16 House personal office positions. Each position profile will allow you to:

- 1) Determine the average 2004 salaries for each position, as well as how much the average salaries have changed since 2002;
- 2) Determine the demographic make-up, level of job responsibility, 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.

The given sample size for each position profile reflects the number reported that hold the position as a primary job function. For example, an office's legislative correspondent may also have been reported as the office's system administrator. Since the staffers' primary duties were reported as that of legislative correspondent, their salary and demographic information is reported in the legislative correspondent profile and not in the profile of the systems administrator.

## **Presentation of Salary Data**

The average (mean) salaries, median salaries, percentiles, salary ranges, and demographic data points were calculated using descriptive statistical functions.

Additionally, to help readers understand the distribution of salaries for each position, percentile analyses and graphs are used.

## **Percentiles**

The 10<sup>th</sup>, 25<sup>th</sup>, 50<sup>th</sup>, 75<sup>th</sup>, and 90<sup>th</sup> 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:

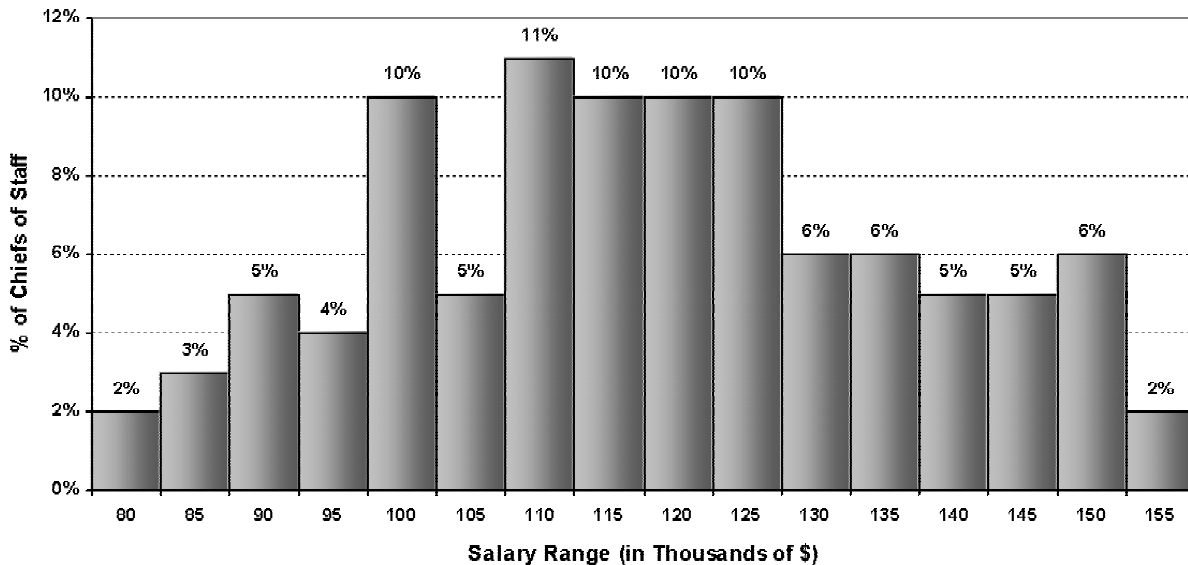
### Salary Percentiles:

- 90% -- \$145,000
- 75% -- \$132,000
- 50% -- \$118,000
- 25% -- \$104,000
- 10% -- \$91,000

This data tells you that 90% of Chiefs of Staff earn \$145,000 per year or less, 50% earn \$118,000 or less, and 10% earn \$91,000 or less. Alternatively, you could look at it this way: a Chief of Staff earning \$145,000 is earning more money than 90% of other Chiefs of Staff.

### 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:



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 above indicating the percentage of people represented by the bar. For example, 11% of Chiefs of Staff earn between \$107,501 and \$112,500.

## **Regression Analysis**

Identifying any possible independent variables affecting salary for a specific position required more sophisticated analyses. For each position, a statistical procedure called Multiple Regression Analysis was used to determine the influence of six variables on salary. To avoid problems with collinearity, the variables “Prior Years in Current Office” and “Prior Years in Congress” were not included in the regression analysis. This technique allowed us to assess the unique influence each variable had on salary by controlling for the effects of the other variables. The six variables analyzed were:

- 1) Age
- 2) Educational Attainment<sup>1</sup>
- 3) Years in Current Position
- 4) Level of Responsibility<sup>2</sup>
- 5) Gender
- 6) Race

In the “Variables Affecting Pay” section of each position, the independent variables influencing the salary in a “statistically significant” way (.05 level of significance) are listed. 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 this 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, such as 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, this information should be used as a guide in understanding general pay practices in House personal offices, and not as a recommendation for specific policies or actions.

---

<sup>1</sup> 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</u>	<u>Years of Education</u>
High School or Less	12
Some College	14
Bachelor’s Degree	16
Master’s Degree	18
Law Degree	19
Doctorate Degree	21

<sup>2</sup> This is a self-reported variable in which offices were asked to indicate 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 House Positions

<b>Washington Positions</b>	<b>Average Salary <u>2004</u></b>	<b>Average Salary <u>2002</u></b>	<b>% Change <u>2002-2004</u></b>
Chief of Staff	\$118,098	\$108,065	9.3%
Legislative Director	\$70,602	\$66,213	6.6%
Press Secretary/Communications Director	\$53,791	\$49,327	9.0%
Office Manager	\$53,266	\$48,523	9.8%
Priority Issues Legislative Assistant	\$49,495	\$45,733	8.2%
Scheduler	\$45,082	\$43,443	3.8%
General Issues Legislative Assistant	\$39,298	\$36,802	6.8%
Systems Administrator	\$34,855	\$35,297	-1.3%
Legislative Correspondent	\$29,998	\$27,992	7.2%
Staff Assistant (Washington)	\$26,886	\$25,762	4.4%
<i>Washington Staff Averages</i>	\$54,212	\$51,068	6.2%

---

<b>District Positions</b>	<b>Average Salary <u>2004</u></b>	<b>Average Salary <u>2002</u></b>	<b>% Change <u>2002-2004</u></b>
District Director	\$77,110	\$70,207	9.8%
Grants and Projects Coordinator	\$43,727	\$39,662	10.7%
Field Representative	\$42,151	\$39,485	6.3%
District Scheduler	\$41,319	\$38,411	7.6%
Constituent Services Representative/Caseworker	\$38,069	\$35,305	7.8%
Staff Assistant (District)	\$28,706	\$28,243	1.6%
<i>District Staff Averages</i>	\$44,152	\$41,469	6.5%

This data suggests that salary increases over the past two years were distributed virtually equally between the staff in Washington and the staff in the districts (6.2% vs. 6.5%). However, the average salaries of the Washington-based staff are \$10,060 greater than the average salaries of district-based staff, or Washington staff receive, on average, 23% more in salary than do district staff.

## Average Tenure in Position, Office, and Congress for all House Positions

	<u>Average Years in Position</u>	<u>% Change Years in Position 2002-2004</u>	<u>Average Years in Office</u>	<u>Average Years in Congress</u>
<b>Washington Positions</b>				
Chief of Staff	4.6	2.2%	6.7	11.0
Office Manager	4.1	-4.8%	4.8	9.0
Legislative Director	2.7	-3.6%	4.3	7.4
Press Secretary/Communications Director	2.7	22.7%	3.1	4.2
Scheduler	2.5	-16.7%	3.1	4.7
Systems Administrator	2.4	-38.5%	2.9	4.1
Priority Issues Legislative Assistant	2.4	0.0%	3.0	4.3
General Issues Legislative Assistant	1.8	5.9%	2.5	3.3
Legislative Correspondent	1.3	30.0%	1.5	1.7
Staff Assistant (Washington)	1.0	-8.3%	1.1	1.2
<i>Washington Staff Averages</i>	2.5	-3.8%	3.3	5.0
<b>District Positions</b>				
District Director	4.9	4.3%	6.8	7.9
Constituent Services Rep./Caseworker	4.9	8.9%	5.0	6.6
District Scheduler	4.2	4.9%	4.9	5.3
Field Representative	3.9	5.4%	4.2	4.7
Staff Assistant (District)	3.3	-10.8%	3.3	3.5
Grants and Projects Coordinator	3.3	22.2%	4.0	5.2
<i>District Staff Averages</i>	4.3	4.9%	4.9	5.9
<b>All Positions</b>	3.3	0.0%	4.0	5.4

This chart summarizes three types of tenure data (average years in current position, average years in current Member office, and average years working in Congress) for 16 full-time House personal office positions. For each position, it also shows the percentage by which tenure in position has increased or decreased since 2002. For example, the chart shows that Legislative Correspondents' average time in position increased 30.0% between 2002 and 2004, while Schedulers' average time in position decreased by 16.7%. Overall, this data suggests that among Washington staff there has been a slight decline in staff tenure over the past two years (-3.8%) while district staff tenure has increased (4.9%).

## Chief of Staff

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

**AVERAGE SALARY 2004:** **\$118,098** **SALARY RANGE:**  
*(Median Salary 2004:* *\$118,000)* \$60,000 -- \$156,600

Average Salary 2002: \$108,065

Percent Change 2002-2004: 9.3%

Average Annualized Change: 4.5%

*(Sample size = 209)*

**SALARY PERCENTILES:**

90% -- \$145,000

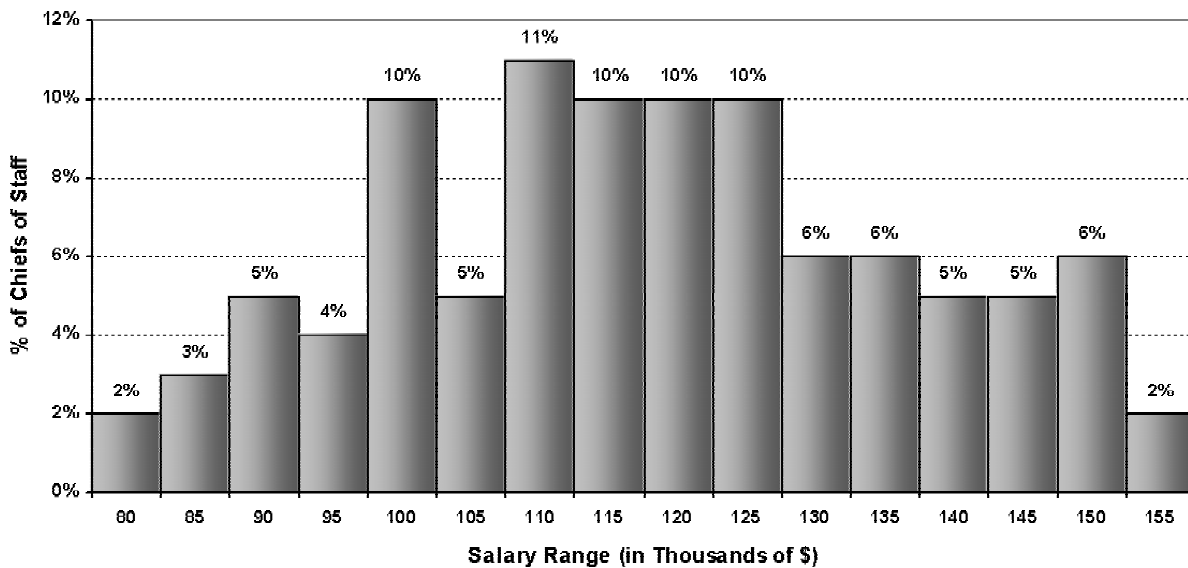
75% -- \$132,000

50% -- \$118,000

25% -- \$104,000

10% -- \$91,000

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 11% of Chiefs of Staff earn between \$107,501 and \$112,500. (For a more detailed explanation of this graph, see page 8).

## Chief of Staff

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>
Average years:			Female 34.9%
in Current Position	4.6	4.5	Male 65.1%
in Current Office	6.7	6.7	
in Congress	11.0	10.7	<b>RACE/ETHNICITY:</b>
			Asian 1.0%
<b>EDUCATIONAL ATTAINMENT:</b>			Black 5.7%
High School or less	0.0%		Hispanic 2.4%
Some College	4.8%		White 89.5%
Bachelor's Degree	54.1%		Other 1.4%
Master's Degree	21.5%		
Law Degree	19.1%		<b>AVERAGE AGE: 41</b>
Doctorate Degree	0.5%		
 <b>MARITAL STATUS:</b>			
Single/Widowed/Divorced without dependent children		33.0%	
Single/Widowed/Divorced with dependent children		2.9%	
Married without dependent children		23.4%	
Married with dependent children		40.7%	
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)			
More Duties		57.9%	
Same Duties		41.2%	
Fewer Duties		1.0%	

**General Findings:** Chiefs of Staff are the highest paid staff in House personal offices, and the 9.3% increase in average salary since 2002 represents the second-highest salary increase among Washington-based staff and the fourth-highest overall. The average tenure in Congress (11.0 years) for Chiefs of Staff is the highest among all positions and the average years in position (4.6 years) and in office (6.7 years) are the second-highest highest among all positions. The Chief of Staff position has the lowest turnover rate among Member office positions: 88% have been in their position for at least a year and 61% for at least two years.

Chiefs of Staff are the oldest among Washington-based staff and the second-oldest among all personal office staff. They also have the highest rate of marriage among Washington-based staff. The Chief of Staff is one of only two positions (the other being the Legislative Director) that has a considerably higher percentage of males staffing the position than females.

**Variables Affecting Pay:**

- ↪ More years in current position
- ↪ Greater age
- ↪ Gender (males tend to earn higher salaries than females)

The above three variables were found to be statistically significant predictors of higher pay for Chiefs of Staff. (See page 9 for a complete explanation of Regression Analysis.)

## Legislative Assistant (General)

**Responsibilities:** Handles issues outside the Member’s priority areas; briefs Member on votes and hearings; staffs Member at hearings; meets with constituents; answers constituent mail; prepares speeches and records statements.

<b>AVERAGE SALARY 2004:</b>	<b>\$39,298</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$37,800)</i>	\$24,000 -- \$145,000

Average Salary 2002:	\$36,802
----------------------	----------

Percent Change 2002-2004:	6.8%
---------------------------	------

Average Annualized Change:	3.2%
----------------------------	------

*(Sample size = 287)*

**SALARY PERCENTILES:**

90% -- \$50,000

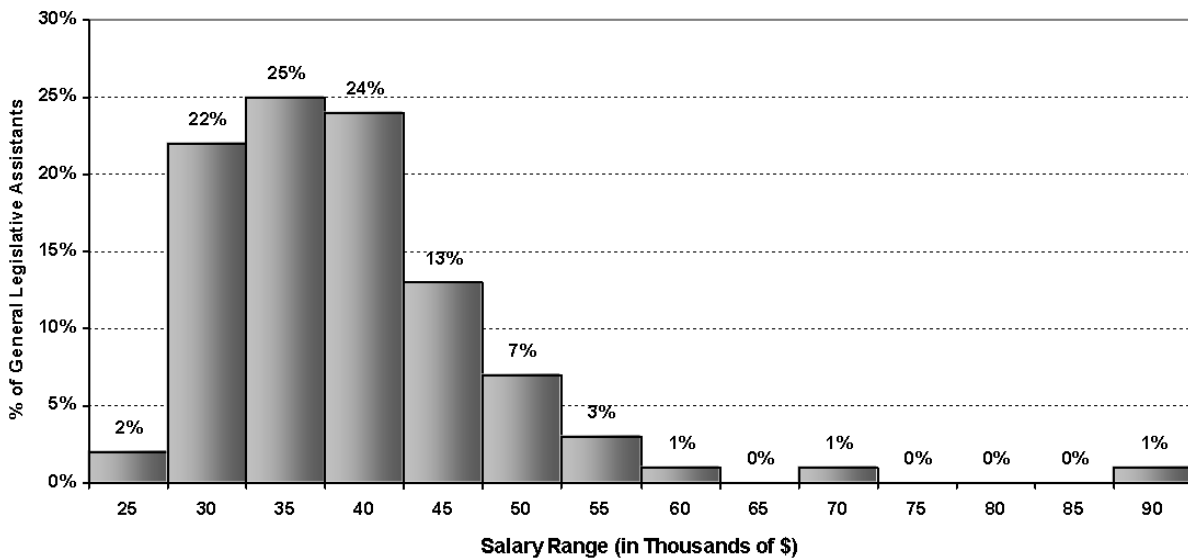
75% -- \$43,000

50% -- \$37,800

25% -- \$32,500

10% -- \$30,000

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is ±\$2,500 relative to the number at its base. For example, 25% of LAs (General Issues) earn between \$32,501 and \$37,500. (For a more detailed explanation of this graph, see page 8).



## Legislative Assistant (General)

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>
Average years:			Female 48.1%
in Current Position	1.8	1.7	Male 51.9%
in Current Office	2.5	2.3	
in Congress	3.3	2.9	<b>RACE/ETHNICITY:</b>
			Asian 2.4%
<b>EDUCATIONAL ATTAINMENT:</b>			Black 4.8%
High School or less	0.4%		Hispanic 5.2%
Some College	1.7%		White 85.8%
Bachelor's Degree	77.2%		Other 1.7%
Master's Degree	11.8%		
Law Degree	8.0%		<b>AVERAGE AGE: 27</b>
Doctorate Degree	1.0%		
 <b>MARITAL STATUS:</b>			
Single/Widowed/Divorced without dependent children		83.0%	
Single/Widowed/Divorced with dependent children		1.0%	
Married without dependent children		12.5%	
Married with dependent children		3.5%	
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)			
More Duties		22.8%	
Same Duties		72.0%	
Fewer Duties		5.2%	

**General Findings:** General Legislative Assistant is the most frequently staffed Washington-based position with 1.35 General LAs per office. This represents an increase since 2000, when offices only had an average of 1.14 General LAs. This data underscores a trend over the past four years of offices hiring more General LAs and fewer Priority LAs (see page 47).

General LAs do not have a great deal of congressional experience. Only 25% of General LAs have been in their position for more than 2 years. In fact, of the 16 office positions reported, the General LA has the 14<sup>th</sup> lowest average tenure in position, office and Congress. Additionally, the staff in these jobs are relatively young. Of the 16 positions reported, they have the third lowest average age.

Staff in this job tend to be very well educated. Specifically, 97.9% of General LAs have at least a bachelor's degree and 20.8% have advanced degrees. This position is held in nearly equal numbers by male and female staff.

**Variables Affecting Pay:**

- ↳ Greater **age**
- ↳ Greater **job responsibility**

The above two variables were found to be statistically significant predictors of higher pay for General Legislative Assistants. (See page 9 for a complete explanation of Regression Analysis.)

## Legislative Assistant (Priority)

**Responsibilities:** Same duties as General Issues LA, but handles Member's priority issues (committee, district or mission related); develops legislation and strategies for legislative priorities; staffs Member at mark-ups & hearings.

**AVERAGE SALARY 2004:** **\$49,495** **SALARY RANGE:**  
*(Median Salary 2004:* \$45,000) \$25,000 -- \$132,025

Average Salary 2002: \$45,733

Percent Change 2002-2004: 8.2%

Average Annualized Change: 4.0%

*(Sample size = 261)*

**SALARY PERCENTILES:**

90% -- \$70,000

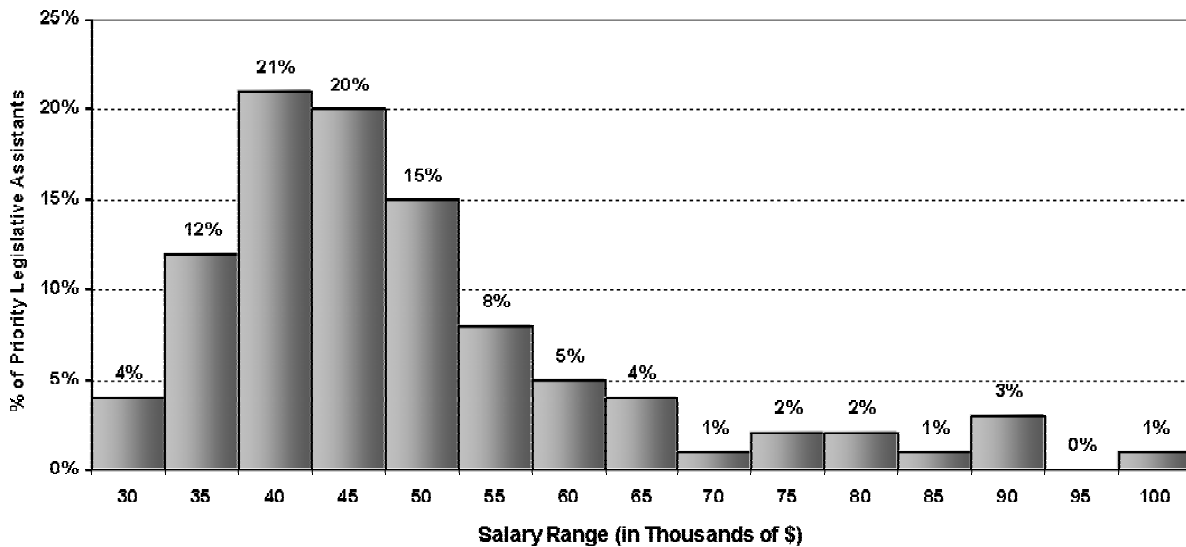
75% -- \$54,000

50% -- \$45,000

25% -- \$40,000

10% -- \$35,000

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is ±\$2,500 relative to the number at its base. For example, 21% of LAs (Priority Issues) earn between \$37,501 and \$42,500. (For a more detailed explanation of this graph, see page 8).

## Legislative Assistant (Priority)

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>
Average years:			Female 44.7%
in Current Position	2.4	2.4	Male 55.3%
in Current Office	3.0	3.0	
in Congress	4.3	4.4	<b>RACE/ETHNICITY:</b>
			Asian 1.2%
<b>EDUCATIONAL ATTAINMENT:</b>			Black 5.3%
High School or less	0.0%		Hispanic 3.8%
Some College	0.0%		White 88.6%
Bachelor's Degree	63.0%		Other 1.2%
Master's Degree	20.2%		
Law Degree	14.1%		<b>AVERAGE AGE: 31</b>
Doctorate Degree	2.7%		
 <b>MARITAL STATUS:</b>			
Single/Widowed/Divorced without dependent children		70.2%	
Single/Widowed/Divorced with dependent children		0.8%	
Married without dependent children		19.5%	
Married with dependent children		9.5%	
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)			
More Duties		25.6%	
Same Duties		73.7%	
Fewer Duties		0.8%	

**General Findings:** While the average number of General LAs per office has increased over the past four years, the average number of Priority LAs has decreased from 1.34 per office in 2000 to 1.21 in 2004. This points to a trend of offices employing fewer Priority LAs and more General LAs (see page 47).

Priority LAs have more time in position, office, and Congress than do General LAs. They are also, on average, four years older and slightly better educated than the General LAs. All of the 263 Priority LAs reported in this survey have college degrees, while 37% have advanced degrees. The higher level of congressional experience and educational attainment relative to General LAs is reflected in the higher average salary (\$49,495 vs. \$39,298).

**Variables Affecting Pay:**

- ↪ More **education**
- ↪ Greater **age**
- ↪ More **years of prior congressional experience**
- ↪ Greater **job responsibility**

The above four variables were found to be statistically significant predictors of higher pay for Priority Legislative Assistants. (See page 9 for a complete explanation of Regression Analysis.)

## Legislative Correspondent

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

<b>AVERAGE SALARY 2004:</b>	<b>\$29,998</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$29,500)</i>	\$20,000 -- \$60,000

Average Salary 2002: \$27,992

Percent Change 2002-2004: 7.2%

Average Annualized Change: 3.6%

*(Sample size = 160)*

**SALARY PERCENTILES:**

90% -- \$35,000

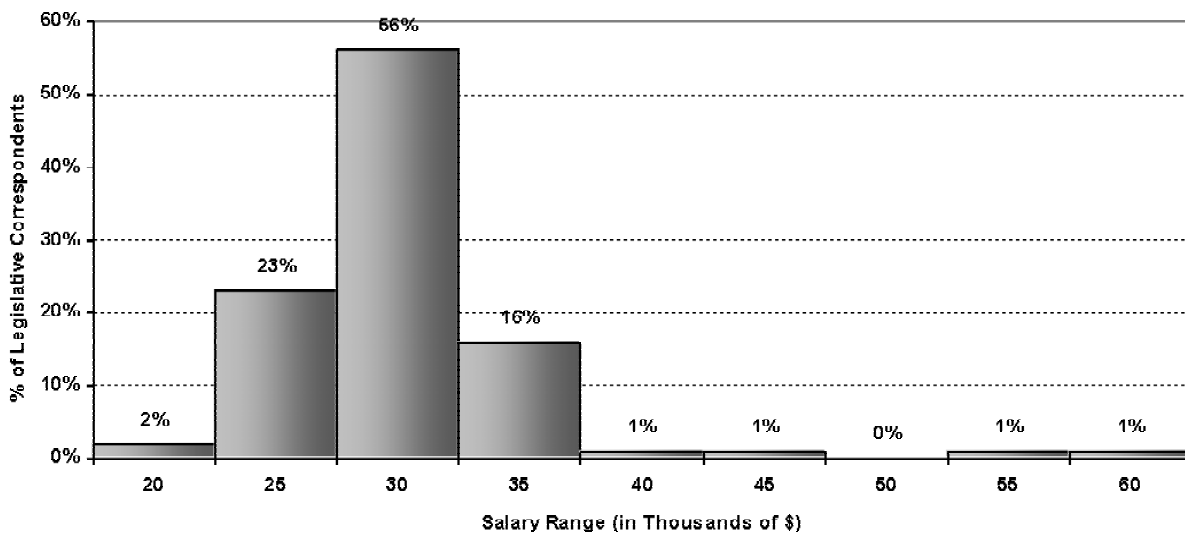
75% -- \$32,000

50% -- \$29,500

25% -- \$27,250

10% -- \$25,250

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 56% of Legislative Correspondents earn between \$27,501 and \$32,500. (For a more detailed explanation of this graph, see page 8).

## Legislative Correspondent

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>
Average years:			Female 50.6%
in Current Position	1.3	1.0	Male 49.4%
in Current Office	1.5	1.2	
in Congress	1.7	1.3	<b>RACE/ETHNICITY:</b>
			Asian 1.8%
<b>EDUCATIONAL ATTAINMENT:</b>			Black 8.5%
High School or less	1.2%		Hispanic 8.5%
Some College	1.2%		White 80.0%
Bachelor's Degree	90.3%		Other 1.0%
Master's Degree	5.5%		
Law Degree	1.8%		<b>AVERAGE AGE: 25</b>
Doctorate Degree	0.0%		
 <b>MARITAL STATUS:</b>			
Single/Widowed/Divorced without dependent children		91.5%	
Single/Widowed/Divorced with dependent children		1.8%	
Married without dependent children		5.5%	
Married with dependent children		1.2%	
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)			
More Duties		44.4%	
Same Duties		54.4%	
Fewer Duties		1.3%	

**General Findings:** The LC has become a more commonly staffed position over the past four years, rising from 44% of offices employing an LC in 2000 to 66% of offices in 2004. LCs tend to be young and have minimal amounts of congressional experience. This may explain why the average salary of LCs (\$29,998) represents the second lowest salary among Washington-based positions, and third lowest of all positions. More specifically, LCs (along with Washington Staff Assistants) are the youngest House staffers with an average of age 25. Overall, LCs have the second lowest tenure in position, office and Congress and remain among the least experienced of congressional staff with 93% of LCs having been in their position for less than 2 years.

In 2004, LCs had the highest percentage increase in average tenure in position (30.0%), office (25.0%) and Congress (30.8%) among House staff. The position is held in nearly equal numbers by males and females.

**Variables Affecting Pay:**

↳ Greater **age**

The variable above was found to be statistically significant predictors of higher pay for Legislative Correspondents. (See page 9 for a complete explanation of Regression Analysis.)

## Legislative Director

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

<b>AVERAGE SALARY 2004:</b>	<b>\$70,602</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$70,000)</i>	\$41,000 -- \$134,000

Average Salary 2002: \$66,213

Percent Change 2002-2004: 6.6%

Average Annualized Change: 3.3%

*(Sample size = 197)*

**SALARY PERCENTILES:**

90% -- \$91,725

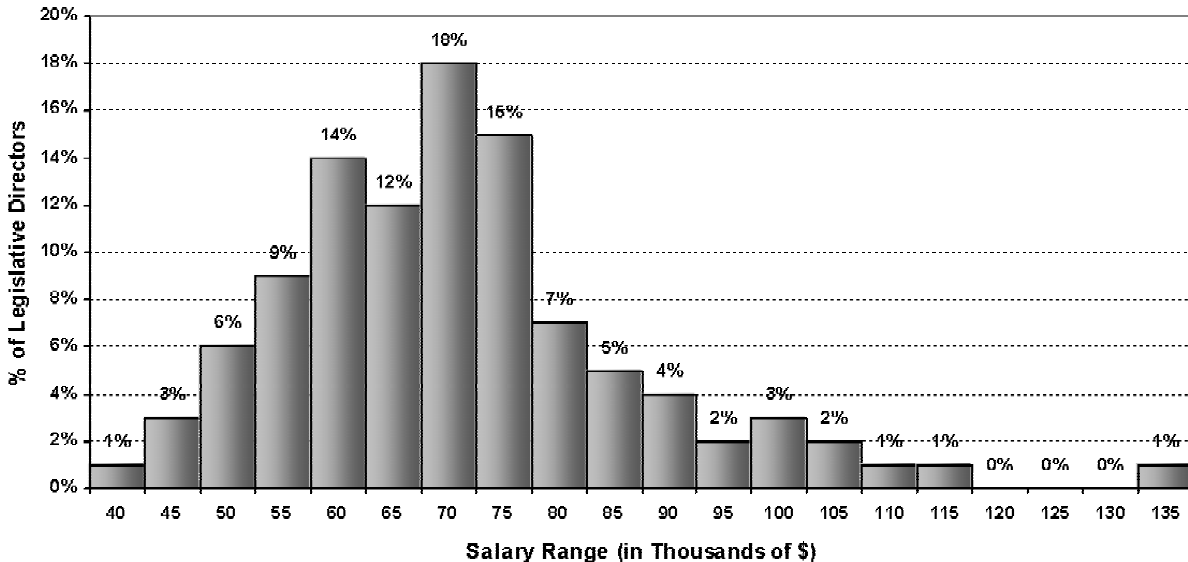
75% -- \$77,000

50% -- \$70,000

25% -- \$60,000

10% -- \$52,500

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 18% of Legislative Directors earn between \$67,501 and \$72,500. (For a more detailed explanation of this graph, see page 8).

## Legislative Director

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>
Average years:			Female 35.4%
in Current Position	2.7	2.8	Male 64.7%
in Current Office	4.3	4.6	
in Congress	7.4	7.7	<b>RACE/ETHNICITY:</b>
			Asian 2.0%
<b>EDUCATIONAL ATTAINMENT:</b>			Black 5.1%
High School or less	0.5%		Hispanic 1.5%
Some College	1.5%		White 90.4%
Bachelor's Degree	56.1%		Other 1.0%
Master's Degree	22.7%		
Law Degree	17.7%		<b>AVERAGE AGE: 34</b>
Doctorate Degree	1.5%		
 <b>MARITAL STATUS:</b>			
Single/Widowed/Divorced without dependent children		55.6%	
Single/Widowed/Divorced with dependent children		2.0%	
Married without dependent children		24.8%	
Married with dependent children		17.7%	
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)			
More Duties		27.3%	
Same Duties		65.7%	
Fewer Duties		7.1%	

**General Findings:** Legislative Directors have the third-highest average salary of any House staff, trailing only Chiefs of Staff and District Directors. LDs are among the most experienced of House staff. Some 93% of LDs have more than 2-years of congressional experience, and their 7.4 average years of congressional experience is the fourth-highest among all Member office staff.

Overall, staff in the LD position are the most highly educated of the 16 positions reported: 98% have graduated from college and 41.9% hold some type of advanced degree. Almost two-thirds of the staff filling this position are male and 42.5% are married.

**Variables Affecting Pay:**

- ↪ Greater **job responsibility**
- ↪ Greater **age**
- ↪ More **years in current position**

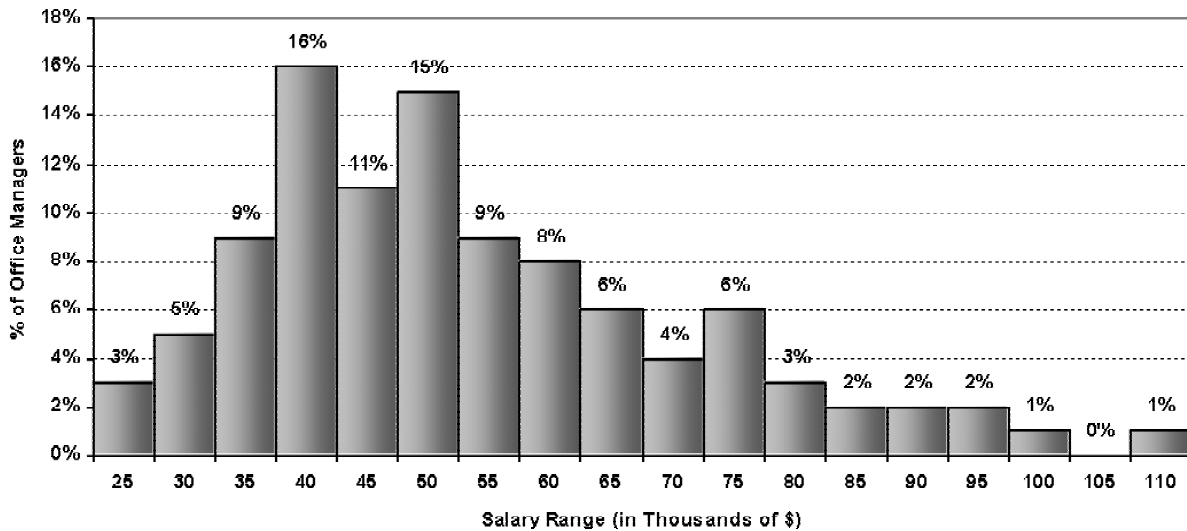
The above three variables were found to be statistically significant predictors of higher pay for Legislative Directors. (See page 9 for a complete explanation of Regression Analysis.)

# Office Manager

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

<b>AVERAGE SALARY 2004:</b>	<b>\$53,266</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$51,000)</i>	\$25,000 -- \$108,500
Average Salary 2002:	\$48,523	
Percent Change 2002-2004:	9.8%	<b>SALARY PERCENTILES:</b>
		90% -- \$78,000
		75% -- \$62,000
Average Annualized Change:	4.4%	50% -- \$51,000
<i>(Sample size = 109)</i>		25% -- \$40,000
		10% -- \$34,000

## Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 16% of Office Managers earn between \$37,501 and \$42,500. (For a more detailed explanation of this graph, see page 8).



## Office Manager

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>	
Average years:			Female	86.2%
in Current Position	4.1	4.2	Male	13.8%
in Current Office	4.8	5.0		
in Congress	9.0	8.9	<b>RACE/ETHNICITY:</b>	
			Asian	3.7%
<b>EDUCATIONAL ATTAINMENT:</b>			Black	10.1%
High School or less	6.4%		Hispanic	4.6%
Some College	13.8%		White	78.9%
Bachelor's Degree	74.3%		Other	2.8%
Master's Degree	5.5%			
Law Degree	0.0%		<b>AVERAGE AGE: 37</b>	
Doctorate Degree	0.0%			
<b>MARITAL STATUS:</b>				
Single/Widowed/Divorced without dependent children		59.6%		
Single/Widowed/Divorced with dependent children		4.6%		
Married without dependent children		16.5%		
Married with dependent children		19.3%		
<b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)				
More Duties		82.6%		
Same Duties		13.8%		
Fewer Duties		3.7%		

**General Findings:** The Office Manager has become a less commonly staffed position over the past four years. In 2000, 59% of offices employed an Office Manager. In 2004, 51% of offices employed this position. However, the salaries of office managers have increased over the same period, rising 21.0% since 2000 and 9.8% since 2002.

This position is disproportionately staffed by females. The 86.2% of females that fill this job represents the highest percentage of females in any position. Office Managers have the second-highest average tenure in Congress among all positions (9.0 years) and the second-highest average tenure in position (4.1 years) and office (4.8 years) among Washington-based staff. Correspondingly, with an average age of 37, Office Managers are among the oldest DC-based staff, second only to Chiefs of Staff (41).

**Variables Affecting Pay:**

- ↪ More years in current position
- ↪ Greater age

The above two variables were found to be statistically significant predictors of higher pay for Office Managers. (See page 9 for a complete explanation of Regression Analysis.)

## Press Secretary/Communications Director

**Responsibilities:** Manages all communications with the media; speaks with reporters; prepares Member for interviews; drafts press releases, newspaper columns, and speeches; contributes to Web site and other online communications.

<b>AVERAGE SALARY 2004:</b>	<b>\$53,791</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$50,000)</i>	\$26,141 -- \$105,110

Average Salary 2002:	\$49,327
----------------------	----------

Percent Change 2002-2004:	9.0%
---------------------------	------

Average Annualized Change:	4.2%
----------------------------	------

*(Sample size = 189)*

**SALARY PERCENTILES:**

90% -- \$77,000

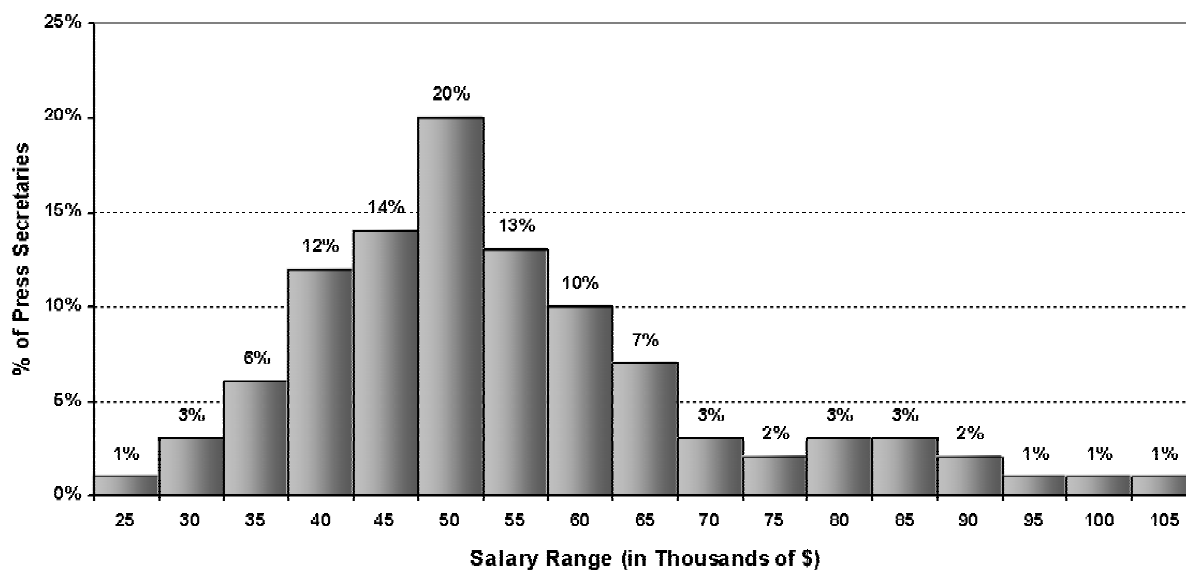
75% -- \$61,000

50% -- \$50,000

25% -- \$45,000

10% -- \$37,440

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 20% of Press Secretaries earn between \$47,501 and \$52,500. (For a more detailed explanation of this graph, see page 8).

## Press Secretary/Communications Director

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>
Average years:			Female 44.4%
in Current Position	2.7	2.2	Male 55.6%
in Current Office	3.1	2.7	
in Congress	4.2	3.6	
<b>EDUCATIONAL ATTAINMENT:</b>			<b>RACE/ETHNICITY:</b>
High School or less	1.0%		Asian 2.6%
Some College	4.2%		Black 5.7%
Bachelor's Degree	79.2%		Hispanic 5.2%
Master's Degree	13.0%		White 84.9%
Law Degree	1.6%		Other 1.5%
Doctorate Degree	1.0%		
			<b>AVERAGE AGE: 32</b>
<b>MARITAL STATUS:</b>			
Single/Widowed/Divorced without dependent children		64.6%	
Single/Widowed/Divorced with dependent children		1.1%	
Married without dependent children		23.3%	
Married with dependent children		11.1%	
<b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)			
More Duties		27.6%	
Same Duties		70.4%	
Fewer Duties		2.1%	

**General Findings:** The number of offices employing a Press Secretary/Communications Director has risen markedly over the past two years, rising from 75% of offices in 2002 to 90% of offices in 2004.

Press Secretaries/Communications Directors have served in their current offices only slightly longer than they have served in their position. This indicates that House staff are rarely promoted into Press Secretary jobs from within the office. Instead, Press Secretaries are usually hired from other organizations.

Press Secretaries are third-highest paid, on average, among Washington-based staff. Additionally, the 9.0% increase in average salary since 2002 is the third-highest highest among DC staff. The gender breakdown for Press Secretaries is fairly even, with only slightly more males in the position than females.

### Variables Affecting Pay:

- ↪ More years in current position
- ↪ Greater job responsibility
- ↪ Greater age

The above three variables were found to be statistically significant predictors of higher pay for Press Secretaries/Communications Directors. (See page 9 for a complete explanation of Regression Analysis.)

## Scheduler (Washington)

**Responsibilities:** Manages Member's schedule; reviews and researches invitations; handles Member's personal files, correspondence, and travel arrangements.

**AVERAGE SALARY 2004:** **\$45,082**                      **SALARY RANGE:**  
*(Median Salary 2004:*                      *\$40,500)*                      \$23,000 -- \$133,900

Average Salary 2002:                      \$43,443

Percent Change 2002-2004:                      3.8%

Average Annualized Change:                      2.1%

*(Sample size = 126)*

**SALARY PERCENTILES:**

90% -- \$65,000

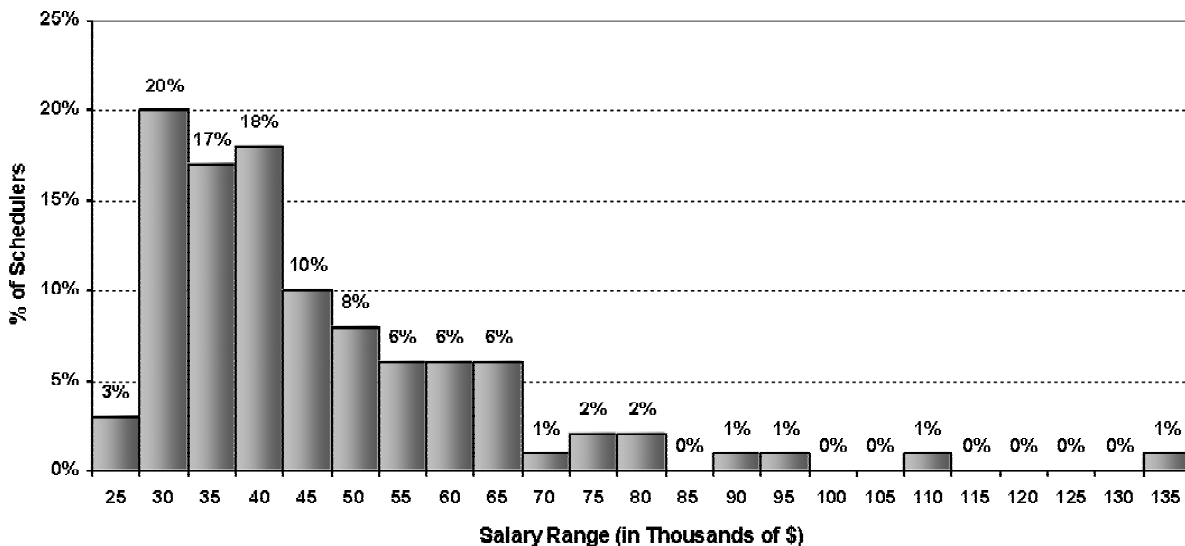
75% -- \$52,000

50% -- \$40,500

25% -- \$34,000

10% -- \$30,000

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 20% of Schedulers earn between \$27,501 and \$32,500. (For a more detailed explanation of this graph, see page 8).

## Scheduler (Washington)

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>
Average years:			Female 85.8%
in Current Position	2.5	3.0	Male 14.2%
in Current Office	3.1	3.9	
in Congress	4.7	5.6	<b>RACE/ETHNICITY:</b>
			Asian 1.6%
<b>EDUCATIONAL ATTAINMENT:</b>			Black 10.2%
High School or less	3.2%		Hispanic 3.2%
Some College	10.2%		White 81.9%
Bachelor's Degree	81.9%		Other 3.0%
Master's Degree	3.2%		
Law Degree	1.6%		<b>AVERAGE AGE: 32</b>
Doctorate Degree	0.0%		
 <b>MARITAL STATUS:</b>			
Single/Widowed/Divorced without dependent children		78.7%	
Single/Widowed/Divorced with dependent children		3.9%	
Married without dependent children		12.6%	
Married with dependent children		4.7%	
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)			
More Duties		47.2%	
Same Duties		50.4%	
Fewer Duties		2.4%	

**General Findings:** Over the past two years, there has been a dramatic increase in the number of offices employing Schedulers or a staff person whose primary duty was scheduling. In 2002, only 45% of offices employed a Scheduler, but in 2004, that number has risen to 62%.

The 3.8% increase in salary for Schedulers since 2002 was one of the lowest among all positions. On average, the salary for Schedulers in a freshman office is \$7,800 less than that of a Scheduler in a veteran office. This is the largest differential in veteran and freshman office pay among Washington-based positions.

The average tenures of Schedulers have decreased since 2002, by 16.7% in position, 20.5% in office and 16.1% in Congress. Additionally, the Scheduler position has the second-highest percentage of female staff of all positions (85.8%).

**Variables Affecting Pay:**

- ↪ Greater **age**
- ↪ Greater **job responsibility**
- ↪ More **years in current position**

The above three variables were found to be statistically significant predictors of higher pay for Schedulers (Washington). (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, greets visitors and answers telephones.

<b>AVERAGE SALARY 2004:</b>	<b>\$26,886</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$26,000)</i>	\$17,500 -- \$54,000

Average Salary 2002: \$25,762

Percent Change 2002-2004: 4.4%

Average Annualized Change: 2.2%

*(Sample size = 168)*

**SALARY PERCENTILES:**

90% -- \$31,000

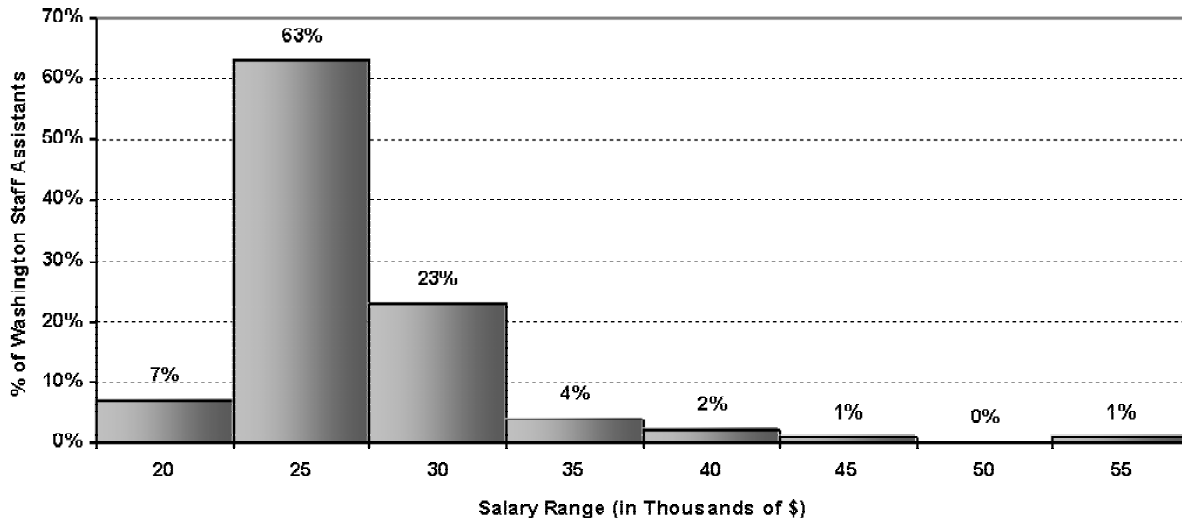
75% -- \$28,000

50% -- \$26,000

25% -- \$25,000

10% -- \$23,000

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 63% of Staff Assistants (Washington) earn between \$22,501 and \$27,500. (For a more detailed explanation of this graph, see page 8).

## Staff Assistant (Washington)

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>	
Average years:			Female	67.3%
in Current Position	1.0	1.2	Male	32.7%
in Current Office	1.1	1.2		
in Congress	1.2	1.4	<b>RACE/ETHNICITY:</b>	
			Asian	3.6%
<b>EDUCATIONAL ATTAINMENT:</b>			Black	10.7%
High School or less	1.2%		Hispanic	4.8%
Some College	4.2%		White	79.8%
Bachelor's Degree	89.3%		Other	1.2%
Master's Degree	5.4%			
Law Degree	0.0%		<b>AVERAGE AGE: 25</b>	
Doctorate Degree	0.0%			
 <b>MARITAL STATUS:</b>				
Single/Widowed/Divorced without dependent children		92.3%		
Single/Widowed/Divorced with dependent children		1.2%		
Married without dependent children		4.2%		
Married with dependent children		2.4%		
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)				
More Duties		33.3%		
Same Duties		65.2%		
Fewer Duties		1.2%		

**General Findings:** Staff Assistants tend to be relatively young and inexperienced. Like the Legislative Correspondent position, the average age of the Staff Assistant position is 25 years – the youngest among all positions reported. Staff Assistants also have the lowest average tenure in position, office, and Congress of any position. This entry-level position has an extremely high turnover rate. More specifically, 80% of Staff Assistants have less than one year experience in their position and 95% have been in their positions for less than 2 years. Approximately two-thirds of these jobs are filled by females.

With an average salary of \$26,886, Staff Assistants receive the lowest salary of all positions.

**Variables Affecting Pay:**

- ↳ Greater **age**
- ↳ Greater **job responsibility**

The above two variables were found to be statistically significant predictors of higher pay for Staff Assistants (Washington). (See page 9 for a complete explanation of Regression Analysis.)

## Systems Administrator

**Responsibilities:** Manages all computer hardware and software systems used by office; maintains office Web site, Internet, and Intranet systems; liaison with vendors and HIR; answers staff's computer questions; manages constituent mail processing.

<b>AVERAGE SALARY 2004:</b>	<b>\$34,855</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$32,000)</i>	\$21,000 -- \$55,000

Average Salary 2002:	\$35,297
----------------------	----------

Percent Change 2002-2004:	-1.3%
---------------------------	-------

Average Annualized Change:	-0.9%
----------------------------	-------

*(Sample size = 56)*

**SALARY PERCENTILES:**

90% -- \$50,000

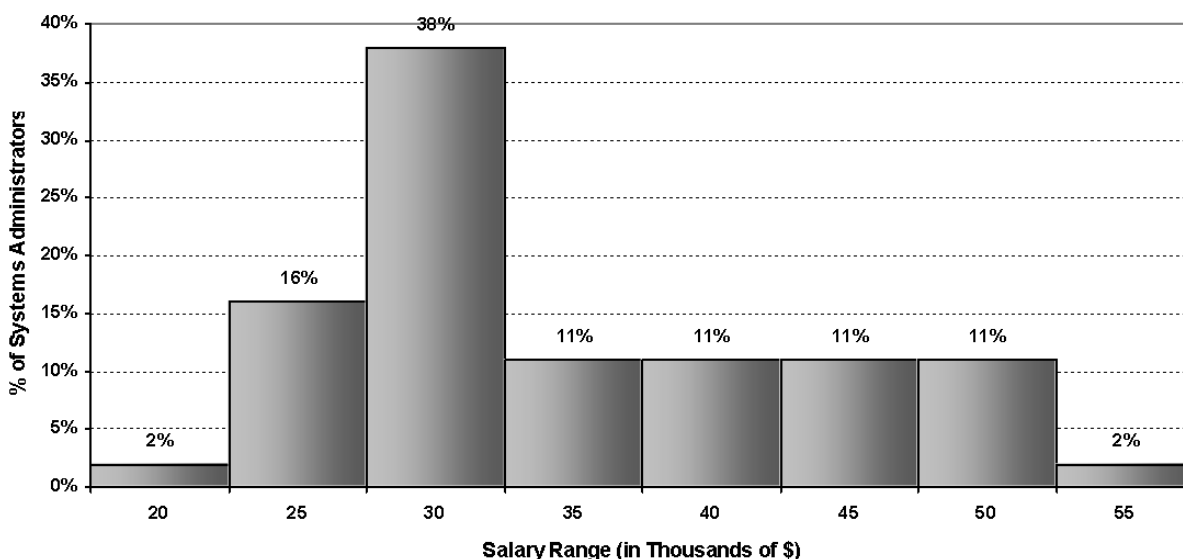
75% -- \$42,000

50% -- \$32,000

25% -- \$28,000

10% -- \$25,000

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 38% of Systems Administrators earn between \$27,501 and \$32,500. (For a more detailed explanation of this graph, see page 8).



## Systems Administrator

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>	
Average years:			Female	63.4%
in Current Position	2.4	3.9	Male	36.6%
in Current Office	2.9	4.4		
in Congress	4.1	6.1	<b>RACE/ETHNICITY:</b>	
			Asian	7.0%
<b>EDUCATIONAL ATTAINMENT:</b>			Black	15.5%
High School or less	4.2%		Hispanic	2.8%
Some College	2.8%		White	70.4%
Bachelor's Degree	87.3%		Other	4.2%
Master's Degree	5.6%			
Law Degree	0.0%		<b>AVERAGE AGE: 31</b>	
Doctorate Degree	0.0%			
<b>MARITAL STATUS:</b>				
Single/Widowed/Divorced without dependent children		71.8%		
Single/Widowed/Divorced with dependent children		4.2%		
Married without dependent children		9.9%		
Married with dependent children		14.1%		
<b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)				
More Duties		50.7%		
Same Duties		31.0%		
Fewer Duties		18.3%		

**General Findings:** There has been a clear decrease over the last four years of Member offices employing a staffer whose primary duties are systems administration. In 2000, 43% of offices employed someone in this capacity, compared to 30% in 2002 and 26% in 2004. This position is now the least-staffed position in House personal offices.

However, this data does not mean that no one is performing Systems Administrator duties in most offices: An additional 38% of offices reported an employee with other primary duties (e.g. LC, LA, Staff Assistant) whose secondary duties were systems administration; and 6% of offices employed a part-time Systems Administrator.

Since 2002, there was a 1.3% decrease in average salary for Systems Administrators – the only position studied with an average salary decrease over the past two years. Systems Administrators also had the largest decrease in average tenure in position (38.5%), office (34.1%), and Congress (32.8%) among Member staff since 2002.

Of all DC positions, Systems Administrator is the one most frequently staffed by minorities (29.6%), and has the highest representation of Asian staff compared to other positions (7%).

**Variables Affecting Pay:**

- ↳ Greater **age**
- ↳ Less **education**

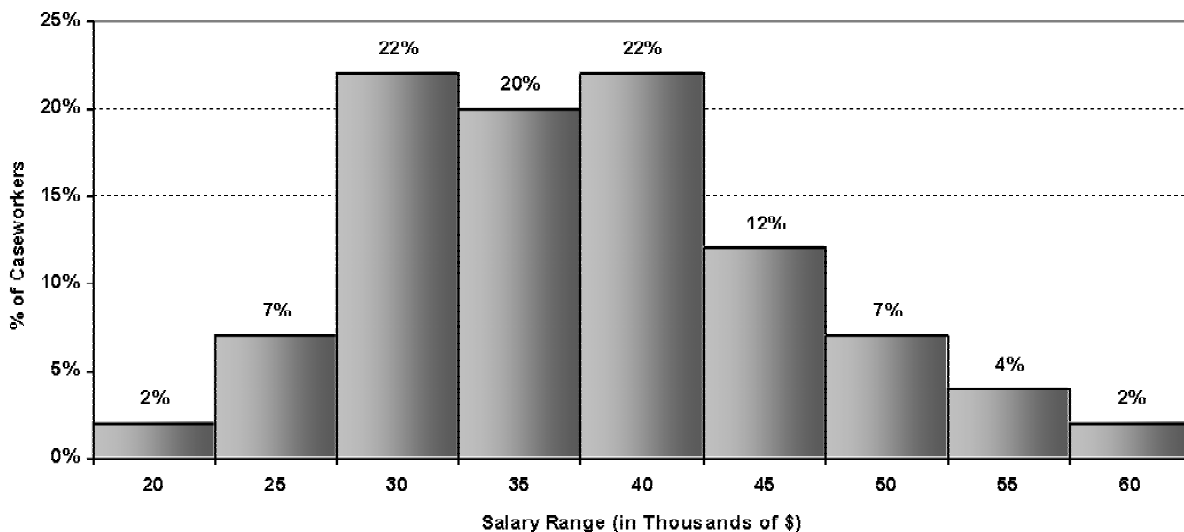
The above two variables were found to be statistically significant predictors of higher pay for Systems Administrators. (See page 9 for a complete explanation of Regression Analysis.)

## Constituent Services Representative/Caseworker

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

<b>AVERAGE SALARY 2004:</b>	<b>\$38,069</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$37,000)</i>	\$18,000 -- \$84,000
Average Salary 2002:	\$35,305	<b>SALARY PERCENTILES:</b>
Percent Change 2002-2004:	7.8%	90% -- \$50,000
Average Annualized Change:	4.1%	75% -- \$42,500
<i>(Sample size = 507)</i>		50% -- \$37,000
		25% -- \$32,000
		10% -- \$28,000

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 22% of Constituent Services Representatives/Caseworkers earn between \$27,501 and \$32,500. (For a more detailed explanation of this graph, see page 8).

**Constituent Services Representative/Caseworker**

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>	
Average years:			Female	76.1%
in Current Position	4.9	4.5	Male	24.0%
in Current Office	5.0	4.9		
in Congress	6.6	6.5	<b>RACE/ETHNICITY:</b>	
			Asian	2.4%
<b>EDUCATIONAL ATTAINMENT:</b>			Black	13.7%
High School or less	10.7%		Hispanic	13.5%
Some College	18.5%		White	69.1%
Bachelor's Degree	62.8%		Other	1.4%
Master's Degree	5.7%			
Law Degree	2.3%		<b>AVERAGE AGE: 41</b>	
Doctorate Degree	0.0%			
<b>MARITAL STATUS:</b>				
Single/Widowed/Divorced without dependent children		35.3%		
Single/Widowed/Divorced with dependent children		8.1%		
Married without dependent children		27.5%		
Married with dependent children		29.1%		
<b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)				
More Duties	29.3%			
Same Duties	69.3%			
Fewer Duties	1.4%			

**General Findings:** Constituent Services Representative/Caseworker is the most commonly staffed Member office position. There are, on average, 2.38 Constituent Services Representatives per House office. Constituent Services Representatives have the highest average tenure in position (4.9 years) of all Member office staff (tied with District Directors).

This position also has the second-highest percentage of minorities among all reported positions (30.9%). Constituent Services Representatives (tied with Chiefs of Staff) are the second-oldest group of staff, with an average age of 41, and they have the third-highest percentage of married staffers (56.6%).

**Variables Affecting Pay:**

- ↪ Greater **age**
- ↪ More **education**
- ↪ More **years in current position**
- ↪ Greater **job responsibility**

The above four variables were found to be statistically significant predictors of higher pay for Constituent Services Representatives/Caseworkers. (See page 9 for a complete explanation of Regression Analysis.)

# District Director

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

**AVERAGE SALARY 2004:** **\$77,110**                      **SALARY RANGE:**  
*(Median Salary 2004:*                      *\$75,000)*                      \$28,000 -- \$129,850

Average Salary 2002:                      \$70,207

Percent Change 2002-2004:                      9.8%

Average Annualized Change:                      4.7%

*(Sample size = 190)*

**SALARY PERCENTILES:**

90% -- \$98,000

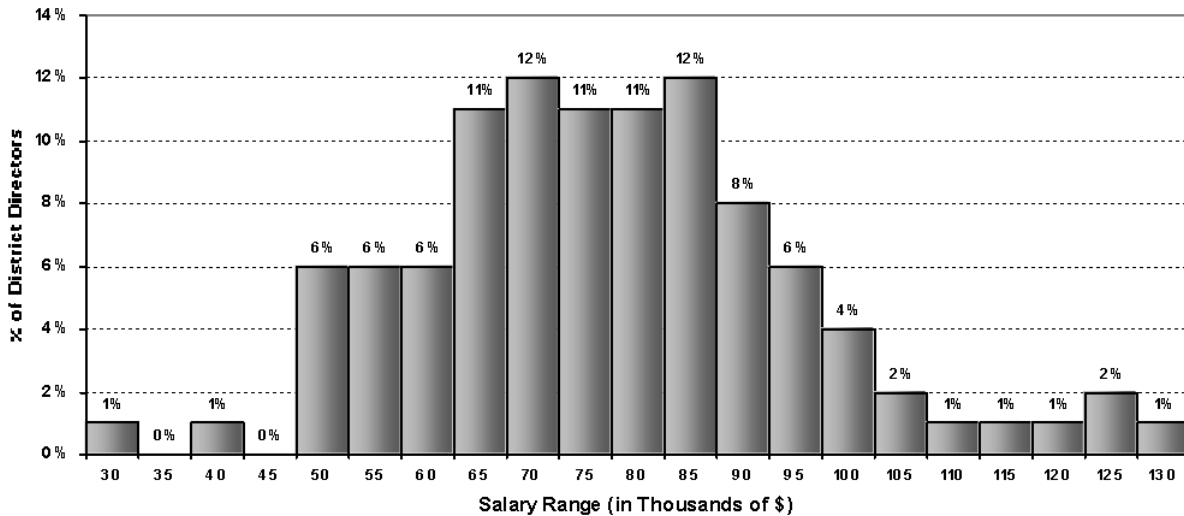
75% -- \$87,000

50% -- \$75,000

25% -- \$65,000

10% -- \$55,500

## Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 12% of District Directors earn between \$67,501 and \$72,500. (For a more detailed explanation of this graph, see page 8).

## District Director

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>
Average years:			Female 45.3%
in Current Position	4.9	4.7	Male 54.7%
in Current Office	6.8	6.4	
in Congress	7.9	8.1	<b>RACE/ETHNICITY:</b>
			Asian 1.0%
<b>EDUCATIONAL ATTAINMENT:</b>			Black 8.3%
High School or less	1.6%		Hispanic 5.7%
Some College	8.9%		White 82.8%
Bachelor's Degree	64.6%		Other 2.1%
Master's Degree	15.6%		
Law Degree	8.3%		<b>AVERAGE AGE: 44</b>
Doctorate Degree	1.0%		
 <b>MARITAL STATUS:</b>			
Single/Widowed/Divorced without dependent children		23.4%	
Single/Widowed/Divorced with dependent children		8.9%	
Married without dependent children		25.5%	
Married with dependent children		42.2%	
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)			
More Duties		30.2%	
Same Duties		63.5%	
Fewer Duties		6.3%	

**General Findings:** The District Director is the highest paid position in district offices and the second-highest paid position overall, second only to Chief of Staff. Since 2000, there has been a 24.1% increase in average pay for District Directors. This percentage salary increase represents the highest increase among all district office staff for that period. Correspondingly, District Directors are the oldest among Member office staff (with an average age of 44) and have the highest percentage of staffers who are married. District Directors are also among the most highly educated staff, with 24.5% holding advanced degrees – this percentage of advanced degrees is only surpassed by Legislative Directors and Chiefs of Staff.

In addition, the 4.9 average years in position and 6.8 average years in office are the highest among all positions. Sixty percent of District Directors have been in their positions for at least two years.

**Variables Affecting Pay:**

- ↪ More years in current position
- ↪ Greater job responsibility
- ↪ Gender (males tend to earn higher salaries than females)

The above three variables were found to be statistically significant predictors of higher pay for District Directors. (See page 9 for a complete explanation of Regression Analysis.)

## District Scheduler

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

<b>AVERAGE SALARY 2004:</b>	<b>\$41,319</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$39,000)</i>	\$20,000 -- \$86,000

Average Salary 2002: \$38,411

Percent Change 2002-2004: 7.6%

Average Annualized Change: 3.7%

*(Sample size = 108)*

**SALARY PERCENTILES:**

90% -- \$55,000

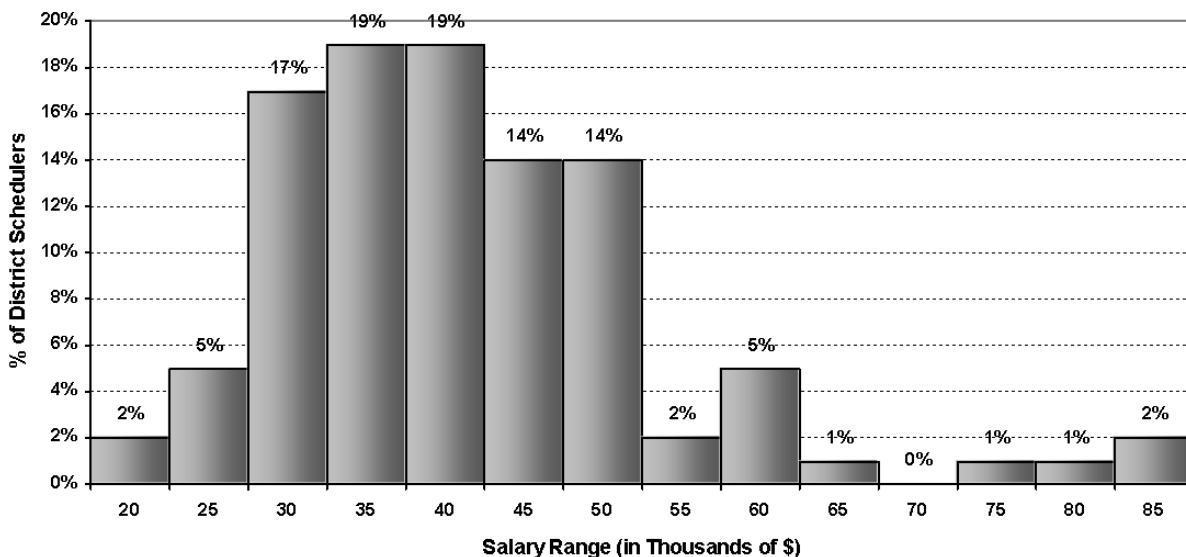
75% -- \$47,250

50% -- \$39,000

25% -- \$33,545

10% -- \$29,148

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 19% of District Schedulers earn between \$32,501 and \$37,500. (For a more detailed explanation of this graph, see page 8.)

## District Scheduler

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>
Average years:			Female 85.2%
in Current Position	4.2	4.1	Male 14.9%
in Current Office	4.9	4.9	
in Congress	5.3	5.5	<b>RACE/ETHNICITY:</b>
			Asian 0.9%
<b>EDUCATIONAL ATTAINMENT:</b>			Black 9.3%
High School or less	4.6%		Hispanic 10.2%
Some College	25.0%		White 78.7%
Bachelor's Degree	65.7%		Other 0.9%
Master's Degree	1.9%		
Law Degree	2.8%		<b>AVERAGE AGE: 38</b>
Doctorate Degree	0.0%		
 <b>MARITAL STATUS:</b>			
Single/Widowed/Divorced without dependent children		45.4%	
Single/Widowed/Divorced with dependent children		5.6%	
Married w/out dependent children		24.1%	
Married w/dependent children		25.0%	
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)			
More Duties		51.9%	
Same Duties		47.2%	
Fewer Duties		1.0%	

**General Findings:** District Schedulers are, on average, six years older than Schedulers located in the Washington offices. This position has the highest percentage of female staff of any District-based position (85.2%). Additionally, District Schedulers have the second-highest average tenure in position and third-highest average tenure in office among district staff.

District Schedulers are among the lowest educated staff, with 29.6% of staffers not holding bachelor's degrees. District Schedulers are also among the oldest personal office staffers, with an average age of 38.

On average, 52% of personal offices staff the District Scheduler position.

**Variables Affecting Pay:**

- ↳ Greater age
- ↳ More years in current position

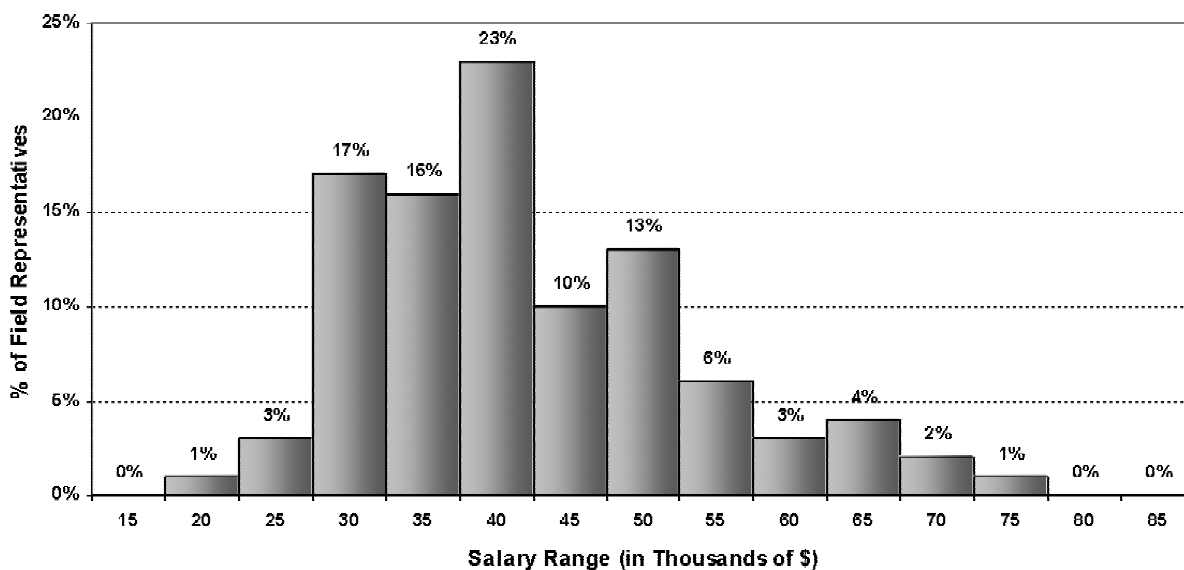
The above two variables were found to be statistically significant predictors of higher pay for District Schedulers. (See page 9 for a complete explanation of Regression Analysis.)

## Field Representative

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

<b>AVERAGE SALARY 2004:</b>	<b>\$42,151</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$40,000)</i>	\$14,000 -- \$86,000
Average Salary 2002:	\$39,662	
Percent Change 2002-2004:	6.3%	<b>SALARY PERCENTILES:</b>
Average Annualized Change:	3.7%	90% -- \$58,000
<i>(Sample size = 315)</i>		75% -- \$49,000
		50% -- \$40,000
		25% -- \$34,000
		10% -- \$30,000

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 23% of Field Representatives earn between \$37,501 and \$42,500. (For a more detailed explanation of this graph, see page 8).



## Field Representative

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>	
Average years:			Female	49.4%
in Current Position	3.9	3.7	Male	50.6%
in Current Office	4.2	4.0		
in Congress	4.7	4.5	<b>RACE/ETHNICITY:</b>	
			Asian	2.2%
<b>EDUCATIONAL ATTAINMENT:</b>			Black	10.8%
High School or less	4.8%		Hispanic	11.1%
Some College	11.4%		White	73.4%
Bachelor's Degree	69.3%		Other	1.6%
Master's Degree	10.8%			
Law Degree	3.8%		<b>AVERAGE AGE:</b>	39
Doctorate Degree	0.0%			
<b>MARITAL STATUS:</b>				
Single/Widowed/Divorced without dependent children		43.0%		
Single/Widowed/Divorced with dependent children		6.3%		
Married w/out dependent children		23.4%		
Married w/dependent children		27.2%		
<b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)				
More Duties		27.2%		
Same Duties		68.4%		
Fewer Duties		4.4%		

**General Findings:** With an average of 1.5 Field Representatives per office, this is the second most frequently staffed position, trailing only Constituent Services Representatives/Caseworkers. On average, Field Representatives represent the third highest paid district-based position. Field Representatives also are, on average, among the oldest staff of the 16 positions reported.

This position is among those most commonly held by minorities (26.6%) and has an almost even ratio of males to females (50.6% to 49.4%).

**Variables Affecting Pay:**

- ↪ Greater **age**
- ↪ Greater **job responsibility**
- ↪ More **years in current position**

The above three variables were found to be statistically significant predictors of higher pay for Field Representatives. (See page 9 for a complete explanation of Regression Analysis.)

## Grants and Projects Coordinator

**Responsibilities:** Assists in obtaining federal and private funding for constituents; addresses needs of local governments, private and civic organizations and other constituents.

<b>AVERAGE SALARY 2004:</b>	<b>\$43,727</b>	<b>SALARY RANGE:</b>
<i>(Median Salary 2004:</i>	<i>\$42,000)</i>	\$20,000 -- \$83,000

Average Salary 2002: \$39,485

Percent Change 2002-2004: 10.7%

Average Annualized Change: 5.2%

*(Sample size = 64)*

**SALARY PERCENTILES:**

90% -- \$59,100

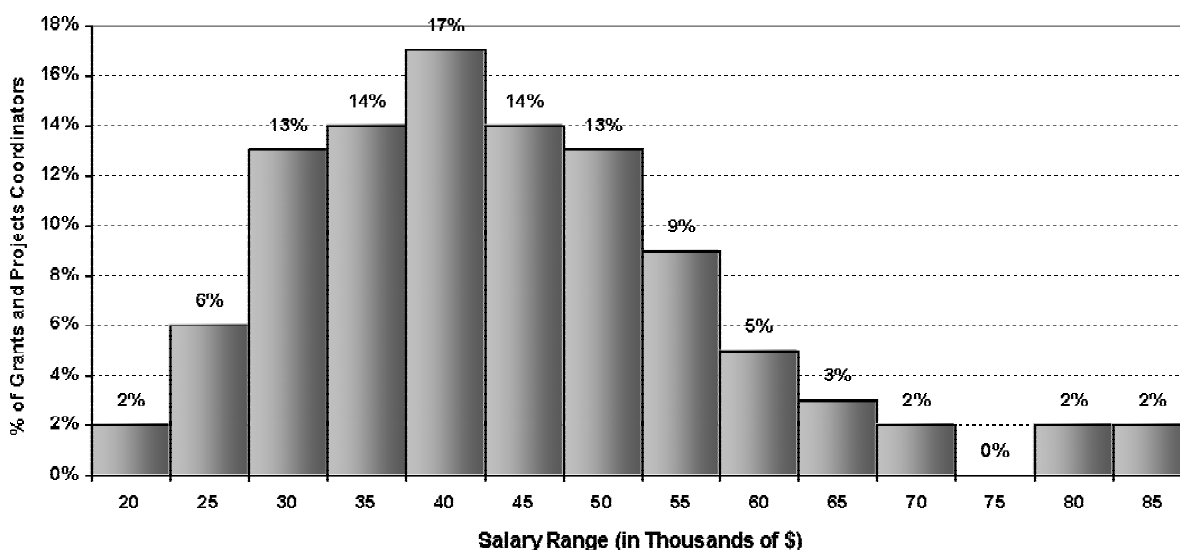
75% -- \$51,500

50% -- \$42,000

25% -- \$34,225

10% -- \$30,000

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 17% of Grants and Projects Coordinators earn between \$37,501 and \$42,500. (For a more detailed explanation of this graph, see page 8).

## Grants and Projects Coordinator

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>	
Average years:			Female	55.4%
in Current Position	3.3	2.7	Male	44.6%
in Current Office	4.0	3.8		
in Congress	5.2	4.5	<b>RACE/ETHNICITY:</b>	
			Asian	4.6%
<b>EDUCATIONAL ATTAINMENT:</b>			Black	15.4%
High School or less	4.6%		Hispanic	6.2%
Some College	6.2%		White	72.3%
Bachelor's Degree	78.5%		Other	1.5%
Master's Degree	7.7%			
Law Degree	3.1%		<b>AVERAGE AGE: 36</b>	
Doctorate Degree	0.0%			
 <b>MARITAL STATUS:</b>				
Single/Widowed/Divorced without dependent children		46.2%		
Single/Widowed/Divorced with dependent children		4.6%		
Married w/out dependent children		24.6%		
Married w/dependent children		24.6%		
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)				
More Duties		53.9%		
Same Duties		44.6%		
Fewer Duties		1.5%		

**General Findings:** The Grants and Projects Coordinator is the second-least frequently staffed position of all positions surveyed. Overall, only 30.7% of offices staff the position. The 10.7% increase in average salary for Grants and Projects Coordinators over the last two years represents the largest increase among all staff, and has made this the second-most highly paid district staff position at \$43,727.

Since 2002, Grants and Projects Coordinators have had the largest increase in average tenure in position (22.2%) and average tenure Congress (15.6%) of all district-based positions. These staff tend to be older (average age of 36) and married (49.2%).

**Variables Affecting Pay:**

↳ **More years in current position**

The variable above was found to be statistically significant predictors of higher pay for Grants and Projects Coordinators. (See page 9 for a complete explanation of Regression Analysis.)

## Staff Assistant (District)

**Responsibilities:** Handles word processing, filing, faxing; responds to general constituent requests; staffs the front reception area, greets visitors and answers telephones.

**AVERAGE SALARY 2004:** **\$28,706**                      **SALARY RANGE:**  
*(Median Salary 2004:*                      \$28,000)                      \$12,000 -- \$77,000

Average Salary 2002:                      \$28,243

Percent Change 2002-2004:                      1.6%

Average Annualized Change:                      0.8%

*(Sample size = 149)*

**SALARY PERCENTILES:**

90% -- \$38,000

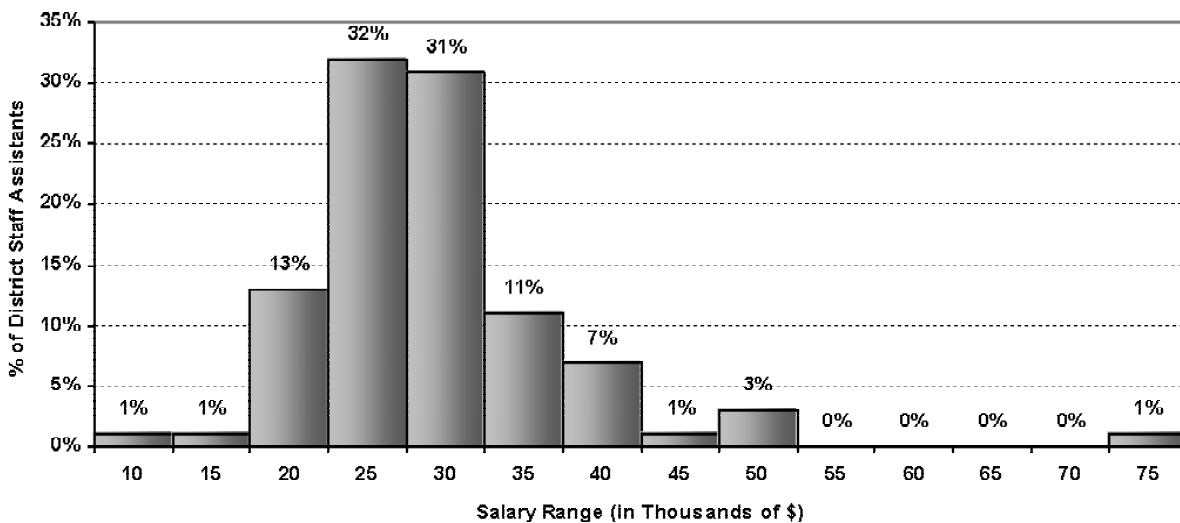
75% -- \$31,200

50% -- \$28,000

25% -- \$24,000

10% -- \$20,800

### Salary Distribution



**Interpretations:** The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is  $\pm$ \$2,500 relative to the number at its base. For example, 32% of Staff Assistants (District) earn between \$22,501 and \$27,500. (For a more detailed explanation of this graph, see page 8).

## Staff Assistant (District)

<b>WORK EXPERIENCE:</b>	<u>2004</u>	<u>2002</u>	<b>GENDER:</b>
Average years:			Female 77.6%
in Current Position	3.3	3.7	Male 22.5%
in Current Office	3.3	3.8	
in Congress	3.5	4.3	<b>RACE/ETHNICITY:</b>
			Asian 0.7%
<b>EDUCATIONAL ATTAINMENT:</b>			Black 14.8%
High School or less	14.1%		Hispanic 17.5%
Some College	28.2%		White 66.4%
Bachelor's Degree	55.7%		Other 0.7%
Master's Degree	1.3%		
Law Degree	0.0%		<b>AVERAGE AGE: 35</b>
Doctorate Degree	0.7%		
 <b>MARITAL STATUS:</b>			
Single/Widowed/Divorced without dependent children		48.3%	
Single/Widowed/Divorced with dependent children		10.2%	
Married w/out dependent children		20.4%	
Married w/dependent children		21.1%	
 <b>LEVEL OF RESPONSIBILITY:</b> (in respect to given description)			
More Duties		27.9%	
Same Duties		69.4%	
Fewer Duties		2.7%	

**General Findings:** The average salary for Staff Assistants (District) is the lowest among district staff and the second-lowest among all Member office staff. Since 2002, the average salary for Staff Assistants (District) increased only 1.6%.

Since 2002 the average tenure for Staff Assistants (District) has decreased by 10.8% in position, 13.2% office and 18.6% in Congress. This is the largest decrease in tenure among all district-based positions. Staff Assistant (District) has the highest percentage of individuals of Hispanic origin of any House position (17.5%).

**Variables Affecting Pay:**

- ↳ Greater **age**
- ↳ More **education**
- ↳ More **years in current position**

The above three variables were found to be statistically significant predictors of higher pay for Staff Assistants (District). (See page 9 for a complete explanation of Regression Analysis.).

## Influences on Pay: Results of Regression Analysis

**Age** was the variable most frequently influencing pay in the House personal offices. It had a significant and positive influence on pay in 14 of the 16 positions, as compared to 11 of 16 in 2002. For each of these positions, higher ages were associated with higher pay. This does not necessarily mean that offices are favoring older staffers over younger staffers in the same jobs. 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 developed skills, or greater job-related knowledge.

**Years in Current Position** was a significant influence on salary for 12 of the 16 positions analyzed through regression analysis. This is the same number of positions it had an impact on in 2002. In each of these jobs, staff with more years in the position received higher salaries than staff with less experience in the same position.

**Level of Responsibility** had a significant influence on salary in Member offices, affecting nine of the 16 positions, as compared to only six of 16 in 2002. In each of these jobs, 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.

**Education** significantly influenced pay in four positions, as compared to only two in 2002. In three of these positions, staffers with more years of education were paid significantly more than staffers in those positions with less education. However, Systems Administrators with less education were making higher salaries than those with more education. The small number of positions for which education was a major factor in predicting salary is consistent with the findings in previous Member office studies. Generally, staff in higher paying positions have more years of education than staff in lower paying positions. This suggests that offices are using educational attainment to select candidates for positions, but not to determine their salaries within positions.

**Gender**, as in 2002, had a significant influence on salary for two positions. Regression analysis indicates that male Chiefs of Staff and male District Directors earned higher salaries than similarly qualified female Chiefs of Staff and District Directors. (See pages 76-77 for a complete analysis of gender and salary.)

**Race** was not a significant factor of influence on salary in any Member office position.

Note: To avoid problems of collinearity, the variables "Prior Years in Current Office" and "Prior Years in Congress" were not included in the regression analysis. (See page 9 for a complete explanation of Regression Analysis.)

**OFFICE DATA:  
Freshman and Veteran  
Office Profiles**

## Staffing Profile of Freshman and Veteran Offices

### Purpose

At the most elementary level, a congressional office requires two necessities to function: office space and staff. The allocation of resources to each of these varies from office to office, depending upon a Member's specific goals and plans. This section analyzes office and staffing data to provide a "snapshot" of the typical House office. It 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.

To benefit freshman offices elected in 2004, most of the office data in this section is broken out by first-term vs. veteran offices (offices of Members who have served more than one term). This breakout should help freshman Members of the 109<sup>th</sup> Congress differentiate the office and staffing practices of first-term offices as compared to veteran offices and provide them valuable guidance in the process of setting up Washington and district offices.

### Average Number of District Offices

<u>Number of District Offices</u>	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
1	25.5%	26.8%	18.2%
2	32.6%	32.4%	33.3%
3	28.3%	27.9%	30.3%
4	8.5%	8.4%	9.1%
5+	4.6%	4.1%	9.1%
<i>Average # of Offices</i>	2.4	2.3	2.7

Overall, veteran and first-term Members are similar in the number of district offices they operate. However, veteran Member offices are more likely to operate only one district office. More than half of the Member offices responding have either 2 or 3 district offices, with an average of 2.4.

### Average Number of District Offices by Region

(For a list of the states that comprise each region, see "Appendix C: Geographic Regions" on page 97.)

<u>Region</u>	<u>All Offices</u>
South	2.7
Midwest	2.6
Plains	2.6
Rocky Mountain	2.6
Mid-Atlantic	2.5
Border	2.5
New England	2.2
Pacific Coast	1.7

Members from New England and the Pacific Coast regions have fewer district offices than do Members from the other six regions.



## **Average Number of Full-Time Staff by Office Location**

<u>Location</u>	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Washington	8.5	8.5	8.3
District	6.3	6.5	6.6
Total	14.8	14.8	15.0

First-term offices are nearly identical to veteran House offices in the number of staff they employ. First-term offices place 55% of their staff in their Washington office, while veteran offices place 57% of staff in their Washington office.

## **Average Number of Full-Time Staff: The Historical Record**

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>	<u>% District</u>
2004	14.8	8.5	6.3	42.6%
2002	14.5	8.2	6.3	43.4%
2000	14.2	8.1	6.2	43.7%
1998	14.4	8.3	6.1	42.3%
1996	14.8	8.6	6.2	41.9%
1994	15.0	8.5	6.5	43.3%

From 1994 to 2000, there was a small but steady decrease in the number of House personal office staff. However, since 2000, there has been a continually small increase in the number of staff per office. Over the last two years, the overall size of Member office staff increased by an average of 0.3 staffers per office. The increase in staff size since 2000 is more pronounced in Washington offices than in District offices.

## **Number of Staff per Position**

The following table shows number of staffers per position. The columns may be thought of as describing the “typical” staffing patterns for House personal offices in the 108th Congress. For example, in the average first-term office there are 1.06 General Legislative Assistants.

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
<b>Washington Positions</b>			
Legislative Assistant (General)	1.35	1.41	1.06
Legislative Assistant (Priority)	1.21	1.22	1.15
Chief of Staff	0.99	0.98	1.00
Legislative Director	0.93	0.93	0.94
Press Secretary/Communications Director	0.89	0.88	0.94
Staff Assistant (Washington)	0.79	0.78	0.85
Legislative Correspondent	0.75	0.75	0.79
Scheduler	0.60	0.59	0.67
Office Manager	0.52	0.53	0.48
Systems Administrator	0.26	0.27	0.24

## District Positions

Constituent Services Rep./Caseworker	2.38	2.34	2.61
Field Representative	1.50	1.45	1.70
District Director	0.90	0.89	0.91
Staff Assistant (District)	0.70	0.72	0.61
District Scheduler	0.51	0.51	0.52
Grants & Projects Coordinator	0.31	0.31	0.30

In general, first-term offices are similar in staffing patterns to veteran offices. The significant differences lie in the General Legislative Assistant position, with veteran Member offices averaging approximately 1.4 General LAs and first-term offices averaging just over one General LA per office. Legislative Assistants are the most highly staffed position in Washington offices while Constituent Services Representatives/Caseworkers are the most highly staffed position in district 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>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
<b>Washington Positions</b>			
Chief of Staff	98.5%	98.2%	100%
Legislative Director	92.0%	91.7%	93.6%
Press Secretary/Communications Director	90.0%	89.3%	93.6%
Legislative Assistant (General)	81.9%	85.1%	64.5%
Legislative Assistant (Priority)	79.4%	80.4%	74.2%
Staff Assistant (Washington)	76.9%	76.2%	80.7%
Legislative Correspondent	65.8%	64.3%	74.2%
Scheduler	61.8%	60.7%	67.8%
Office Manager	50.8%	51.8%	45.2%
Systems Administrator	25.6%	26.2%	22.6%

## District Positions

District Director	90.5%	90.5%	90.3%
Constituent Services Rep./Caseworker	87.4%	86.9%	90.3%
Field Representative	75.9%	75.0%	80.7%
Staff Assistant (District)	55.8%	57.1%	48.4%
District Scheduler	52.0%	52.7%	48.4%
Grants & Projects Coordinator	30.7%	31.0%	29.0%

Offices display substantial diversity in the positions they fill. No position is filled in every office, but a core set of positions clearly exists. We define “core” positions as those positions filled in at least 75% of all offices. Those positions include:

**Washington core:** Chief of Staff, Legislative Director, Press Secretary/Communications Director, Legislative Assistant (General), Legislative Assistant (Priority), and Staff Assistant (Washington).

**District core:** District Director, Constituent Services Representative/Caseworker and Field Representative.

### **Percentage of DC Staff from Member's District or State**

(Percentage of Washington-based staff from the Member's district or state)

<u>Location</u>	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Washington	52.9%	52.6%	58.2%

Slightly more than half of the DC-based staff in a House office are from the Member's district or state. This demonstrates the importance that Members and their management staff place on having staff that have first-hand knowledge and understanding of the Member's district/state. It also demonstrates that Members also value hiring staff that have a detailed understanding of the inner workings of Capitol Hill, even if they are not from the district.

### **Total Office Expenditures on Staff Salaries**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-Term</u>
All Staff	\$750,654	\$758,394	\$708,669
Full-Time Staff	\$729,120	\$736,376	\$689,762
Part-Time Staff	\$21,534	\$22,018	\$18,907

The average House personal office spent a total of \$750,654 on staff salaries in 2004, with 97% of that total going to full-time staff and the remaining 3% to part-time staff. First-term offices, on average, spent approximately \$50,000 less on staff salaries than veteran offices.

### **Total Office Expenditures on Full-Time Staff Salaries: The Historical Record**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-Term</u>
2004	\$729,120	\$736,376	\$689,762
2002	\$675,334	\$683,328	\$636,750
2000	\$619,129	\$628,427	\$570,076
1998	\$575,812	\$582,023	\$550,023
1996	\$549,300	\$555,023	\$530,432

Not surprisingly, as overall office budgets increase, overall expenditures for staff salaries have also increased consistently for both first-term and veteran offices.

### **Average Salary in Offices for all Positions**

For all but one of the 16 positions listed in the following table, the average salary in first-term offices is lower than in veteran offices. On average, veteran offices pay approximately \$4,500 more in salary per position than do first-term offices. This pattern is likely due to the fact that

staff working in veteran offices typically have more congressional experience than staff working in freshman offices. Systems Administrator is the only position in which first-term offices paid a higher salary than veteran offices.

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
<b>Washington Positions</b>			
Chief of Staff	\$118,098	\$118,991	\$113,331
Legislative Director	\$70,602	\$71,184	\$67,365
Press Secretary/Communications Director	\$53,791	\$54,901	\$48,135
Office Manager	\$53,266	\$54,020	\$48,880
Legislative Assistant (Priority)	\$49,495	\$50,506	\$43,375
Scheduler	\$45,082	\$46,450	\$38,614
Legislative Assistant (General)	\$39,298	\$39,423	\$38,400
Systems Administrator	\$34,855	\$34,498	\$37,357
Legislative Correspondent	\$29,998	\$30,213	\$28,892
Staff Assistant (Washington)	\$26,886	\$27,038	\$26,093
<b>District Positions</b>			
District Director	\$77,110	\$78,610	\$69,109
Field Representative	\$42,151	\$43,149	\$37,216
Grants and Projects Coordinator	\$43,727	\$44,016	\$41,961
District Scheduler	\$41,319	\$42,181	\$36,706
Constituent Services Rep./Caseworker	\$38,069	\$38,749	\$34,743
Staff Assistant (District)	\$28,706	\$29,285	\$24,742
<b>All Positions</b>	<b>\$49,912</b>	<b>\$50,600</b>	<b>\$46,143</b>

### Comparison of Veteran vs. First-Term Staff

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
<b>Years in Congress (Average)</b>	5.4	5.8	3.2
<b>Age (Average)</b>	34.8	35.1	33.3
<b>Gender</b>			
Female staff	56.5%	57.3%	51.7%
Male staff	43.5%	42.7%	48.3%
<b>Race/Ethnicity</b>			
Asian	2.1%	2.3%	0.8%
Black	9.1%	8.8%	10.9%
Hispanic	7.5%	7.1%	9.4%
White	79.7%	80.6%	74.9%
Other	1.6%	1.2%	4.0%

This table shows some comparisons between staff in veteran and first-term offices. Staff in veteran offices have nearly double the congressional experience of staff in freshman offices (5.8 vs. 3.2 years). Even though staff working for freshman Members have less congressional experience, they are only slightly younger than staff in veteran offices (33.3 vs. 35.1 years old).

First-term offices also have a more equal distribution males and females among staff and have a higher percentage of minorities on staff than do veteran offices. Veteran offices employ a higher percentage of females than freshman offices (57.3% vs. 51.7%). While 25% of staff in first-term offices is comprised of minorities, less than 20% of staff in veteran offices are minority staff.

## **Shared Employees**

**Which of the following services are performed by a shared employee or are contracted out?**  
(Multiple answers could be selected.)

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Web services	27.6%	29.2%	19.4%
Financial management	21.1%	18.5%	35.5%
Electronic communications (e-newsletters)	15.1%	16.7%	6.5%
Systems administration	0.6%	0.7%	0.0%
Other	9.1%	8.3%	12.9%

Overall, Web services are the most common service for which a House office uses a shared employee or contractor. More than a third of all first-term offices have their financial management operations performed by a shared employee or contractor, making it the most common service for which a first-term office uses a shared employee or contractor.

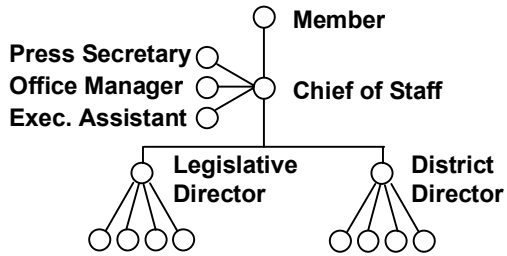
## **Organizational Structure of Offices**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
<b>Centralized:</b> <i>Senior Staff Report to the Chief of Staff</i>	74.1%	74.3%	72.7%
<b>Washington-District Parity:</b> <i>DC Staff Report to the Chief of Staff;</i> <i>District Staff Report to the District Director</i>	16.0%	17.3%	9.1%
<b>Functional:</b> <i>Senior Staff Report to the Member</i>	5.7%	4.5%	12.1%
<b>Member as Manager:</b> <i>All Staff Report Directly to the Member</i>	4.3%	3.9%	6.1%

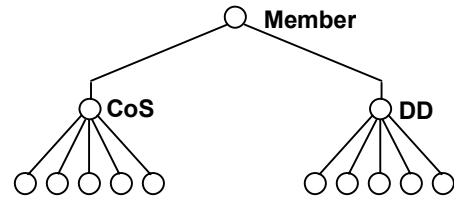
The Centralized Structure is the most common structure among both first-term and veteran Members' offices (see diagrams on next page).

# Organizational Structures

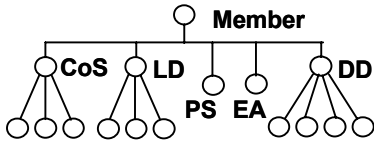
**Centralized Structure**



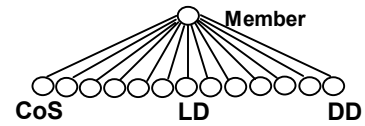
**Washington/District Parity Structure**



**Functional Structure**



**Member as Manager**



# **MEMBER OFFICE PERSONNEL POLICIES AND PRACTICES**

## Member Office Personnel Policies and Practices

### Purpose

Certain personnel policies for Member office staff are independently set by their offices. In this section of the report, offices were asked to describe a wide range of personnel policies and practices in their offices. A number of new, useful questions were added to this year's survey in order to provide Member offices with additional information. The following policies and practices are discussed in this section:

- ◆ Compensation practices, including salary increases and bonus policies;
- ◆ Benefits, including telecommuting, flexible work arrangements, transit benefits, and student loan repayment;
- ◆ Leave policies, broken out by paid vacation leave, paid sick leave, and paid family and medical leave (FML); and
- ◆ Personnel practices, including staff performance reviews, office policy and procedure manuals, and staff recruitment.



## Compensation Practices

### Salary Increases

**On what basis did your office determine the amount of staff raises in 2004?** *(Multiple answers could be selected.)*

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Merit-based	87.3%	88.3%	81.8%
Across-the-Board Cost of Living Adjustment (COLA)	41.5%	44.1%	27.3%
Office tenure/longevity	39.6%	44.1%	15.2%
Proportional to salary	20.3%	21.8%	12.1%
Equal raise for all staff	4.7%	5.0%	3.0%
Did not give raises	0.9%	0.6%	3.0%

Merit-based increases are, by far, the most common way in which both veteran and first-term offices determine the amounts awarded for staff raises. Office tenure and across-the-board cost of living adjustments (COLAs) were the other common methods for determining the amount of staff raises. It is logical that veteran offices are far more likely to use office tenure (or length of service of staff) as a factor in determining the amount of a staff raise than are freshman offices. Less than one percent of offices reported not giving staff raises.

**If your office provided a cost of living adjustment (COLA), what COLA did you provide to staff in 2004?** (In 2004, offices received an average MRA increase of 6.4%, including a 4.1% COLA.)

<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
3.0%	3.1%	2.6%

On average, veteran offices gave staff a higher COLA than did freshman offices.

### Bonus Policies

**On what basis did your office determine the amount of the bonuses paid to staff in the past year?** *(Multiple answers could be selected.)*

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Merit-based	63.2%	62.6%	66.7%
Office tenure/longevity	23.6%	25.1%	15.2%
Proportional to salary	23.6%	21.8%	33.3%
Equal bonus for all staff	22.6%	22.9%	21.2%
Did not give bonuses	9.9%	10.6%	6.1%

**When were the bonuses given?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
End of calendar year	83.3%	84.4%	77.4%
Periodically throughout year	22.5%	23.8%	16.1%
Start of calendar year	3.7%	4.4%	0.0%
Other	5.2%	4.4%	9.7%
N/A	9.9%	10.6%	6.1%

**Of the staff who received bonuses, what was the estimated average bonus?**

<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
\$2,671	\$2,609	\$3,007

Overall, House Member offices most frequently determine the amount of a bonus for a staffer based on merit. Veteran and freshmen offices tended to give bonuses at the end of the calendar year when they have a clearer picture of the amount of money remaining in the office's budget for the year.

The average staff bonus given was \$2,671. This average staff bonus increased 15% since 2002 when the average bonus was \$2,315. First-term offices gave more generous bonuses than did veteran offices.

## Benefits

Employee benefits, like compensation, also play an important role in employees' decisions to accept a House job or stay in a House job. This section was expanded to provide Member offices more information to consider when developing an overall compensation package for their staff. In this section, information can be found on telecommuting, flexible work arrangements, transit benefits, and the House Student Loan Repayment Program (questions regarding this program are new to the 2004 report).

### Telecommuting

**Does your office allow staff (not including shared employees) the option of telecommuting or working at home during normal business hours either part-time or full-time?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	27.6%	29.2%	18.8%
No	72.4%	70.8%	81.3%

**If yes, how many staff currently telecommute?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Washington staff	0.6	0.6	0.7
District staff	0.9	0.8	1.5
Overall staff average	1.7	1.7	2.0

**What factors does your office consider in determining telecommuting?** *(Multiple answers could be selected.)*

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Family needs	23.1%	25.1%	12.1%
Health concerns	12.3%	12.9%	9.1%
Length of commute	9.4%	10.6%	3.0%
Office tenure	7.1%	7.8%	3.0%
Office space concerns	1.9%	2.2%	0.0%
Other	4.3%	3.4%	9.1%

Telecommuting occurs in just over a quarter of Member offices, and is a more common practice in veteran offices than in freshman offices. Among all offices that allow staff to telecommute, there is an average of 1.7 staff per office who currently telecommute. Family needs and health concerns are the most common factor in determining telecommuting practices.

## **Flexible Work Arrangements**

### **Does your office offer flexible work arrangements to staff?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	33.8%	33.9%	33.3%
No	66.2%	66.1%	66.7%

### **If yes, how many staff currently have flexible work arrangements?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Washington staff	2.0	1.9	2.2
District staff	2.2	2.1	2.5
Overall staff average	3.9	4.0	3.6

### **What kind of flexible work arrangements does your office offer? (Multiple answers could be selected.)**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Flex time	71.2%	67.7%	90.9%
Compressed work week	21.9%	24.2%	9.1%
Job sharing	12.3%	11.3%	18.2%
Other	6.9%	8.1%	0.0%

One-third of Member offices offer flexible work arrangements. In these offices, there are, on average, between three and four staffers who have a flexible work arrangement with the office. By far, the most commonly practiced arrangement is flex time.

## **Transit Benefits**

To facilitate employee use of public mass transportation (such as bus or rail transit system) while commuting to and from work, House offices may provide qualified employees with a benefit of transit fare (ticket, pass, or other device, other than cash, used to pay for transportation on a qualified public mass transit system) of a value not to exceed actual commuting costs up to \$100 per month. The total amount of combined metro fare, which is provided to any House employee, may not exceed \$100 prior to any bonus fare offered by the Washington Metropolitan Area Transit Authority.

### **Does your office participate in the House Transit Benefit Program?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	88.6%	89.4%	83.9%
No	11.4%	10.6%	16.1%

**If yes, how many staffers participate in the Transit Benefit Program?**

<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
3.1	3.1	3.2

**On what basis does your office determine the amount of the monthly benefit?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Participant's actual commuting costs	66.1%	63.2%	84.0%
Equal amount for all participants	33.9%	36.8%	16.0%

**What is the monthly amount your office provides to staffers in the Transit Benefit Program?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Estimated average amount <i>(if based on actual commuting costs)</i>	\$75.75	\$75.23	\$78.80
Equal amount <i>(if fixed amount for all participants)</i>	\$74.44	\$75.22	\$63.75

The Transit Benefit Program is offered by nearly 90% of Member offices, with approximately three staff per office participating in the program. Overall, two-thirds of offices use the actual commuting costs in determining the monthly amount to be paid to participants rather than a fixed amount. However, there is a negligible difference in the amount offices spend regardless of which of these two options they chose.

**Student Loan Repayment**

The purpose of the House Student Loan Repayment Program is to provide House employees with an additional tool to recruit and retain qualified staff in the service of the House. In general, the Program enables participating House employee offices to authorize repayments, up to \$500 per month, for qualifying student loans on behalf of eligible employees who agree in writing to remain in their employment for a period of one year.

**Percentage of Member offices reporting employee(s) participating in the House Student Loan Repayment Program:**

<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
90.6%	91.1%	87.9%

**How many staffers in your office currently participate in the program?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Washington staff	2.8	2.8	3.1
District staff	2.2	2.2	2.4
Overall staff average	4.3	4.2	4.5

**If your office does not participate in the program, please indicate why not. (Multiple answers could be selected.)**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
No eligible employees	50.0%	50.0%	50.0%
Administrative burden/costs	0.0%	0.0%	0.0%
Don't understand the program	12.5%	14.3%	0.0%
Other	43.8%	42.9%	50.0%

**On what basis does your office determine the amount of repayment per employee?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Amount of employee's current loan payment	33.2%	31.1%	44.8%
Monthly office allocation divided equally among participants	22.8%	24.4%	13.8%
Fixed amount for all participants	15.5%	15.9%	13.8%
Merit-based	6.7%	7.3%	3.5%
Inverse to salary (lesser paid employee receives higher amount)	3.1%	3.7%	0.0%
No set policy	22.8%	22.6%	24.1%
Other	6.2%	5.5%	10.3%

**If your office provides a fixed or equal amount to participating employees, what is the current monthly allocation per employee?**

<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
\$413	\$411	\$429

**If an employee voluntarily leaves your office before their one-year Student Loan Agreement is completed, do you waive the payback requirement?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	27.5%	26.9%	31.0%
No	25.9%	26.3%	24.1%
No Set Policy	46.6%	46.9%	44.8%

**Has this program assisted your office with recruiting and retaining employees?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	63.4%	64.8%	55.2%
No	11.0%	11.1%	10.3%
Not sure	25.7%	24.1%	34.5%

Over 90% of Member offices participate in the Student Loan Repayment Program, with an average of four to five staff participating per office. Among the small percentage of offices not reporting any staffers participating in the program, the most common reason is that there are no eligible employees in the office.

While offices use varying methods for determining the amount of repayment, the most common method is to base it on the amount of the employee's current loan payment amount. Freshman offices choose this option at a higher rate than do veteran offices. In offices in which the amount is based on a fixed or equal amount, the average amount given per month is \$413.

Nearly two-thirds of respondents from all offices report that the Student Loan Repayment Program helps them with recruiting and retaining employees. Only 11% of offices report that it does not assist with this process while approximately a quarter were "not sure."

## Leave Policies

Leave policies were broken down into three categories on this year's survey: paid vacation leave, paid sick leave, and paid family and medical leave (FML).

### **Paid Vacation Leave**

**What is the minimum and maximum days of vacation leave granted annually to staff?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Minimum (Average)	12	12	12
Maximum (Average)	20	20	20

**On what basis did your office determine the amount of vacation leave granted to each staff member?** *(Multiple answers could be selected.)*

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Office tenure/longevity	68.9%	72.6%	48.5%
Equal for all staff	38.7%	39.1%	36.4%
Negotiated	8.0%	6.7%	15.2%
Responsibility/position level	5.2%	3.4%	15.2%

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

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	60.6%	61.2%	56.7%
No	39.4%	38.8%	43.3%

**If yes, how many days may be carried over?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Days (Average)	13	13	10

**What happens to a staffer's accrued balance of vacation days when they terminate employment with your office?** *(Multiple answers could be selected.)*

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Leave is paid out to staff (either lump sum payment or extending end date)	64.2%	65.9%	54.6%
Leave is not paid out – staff loses accrued vacation days	20.3%	19.0%	27.3%
No set policy	14.6%	14.5%	15.2%



**If leave is paid out to staff, what is the maximum number of days your office will pay out?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Maximum (Average)	18	19	15
No set policy	56.6%	53.9%	73.7%

**On average, how many paid days off were staff given during the December recess last year?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Days (Average)	5	5	5

On average, House personal offices provided a minimum of 12 days of vacation leave annually or between two and three weeks. For nearly all offices, vacation leave granted was most frequently determined on the basis of staff seniority. A majority of offices allow staff to carry over vacation leave. Of those allowed to carry over leave, the average allowable amount is 13 days, with veteran office staff allowed to carry over, on average, four days more than first-term office staff.

Overall, 64.2% of Member offices pay a staffer for their accrued vacation leave upon the termination of their employment. On average, these offices pay for 18 accrued days of vacation. However, of the offices that choose to pay out accrued leave, over half (56.6%) do not have a set policy for determining the amount paid out to staff. Rather, they pay out accrued leave on a “case-by-case” basis.

With an average minimum of 12 and maximum of 20 vacation days per year, House offices tended to be somewhat less generous than the policies of the federal government, but slightly more generous than the private sector, as the table below illustrates.

**Comparative Vacation Policies (Average Annual Days of Vacation)**

<u>Years of Service</u>	<u>Federal Government</u> <sup>3</sup>	<u>Private Industry</u> <sup>4</sup>
1	13	9
3	20	11
5	20	13
10	20	16
15	26	18
20	26	19
25	26	19

**Paid Sick Leave**

**What is the number of days of sick leave granted annually to staff?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Days (Average)	11	11	10

<sup>3</sup> Calculated from schedule of Federal vacation accrual rates, Office of Personnel Management.

<sup>4</sup> National Compensation Survey: Employee Benefits in Private Industry, March 2003. Bureau of Labor Statistics. (Table 4)

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

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	31.8%	32.9%	25.0%
No	68.2%	67.1%	75.0%

### Can staff use sick leave to care for a spouse or dependent?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	63.9%	65.1%	56.7%
No	7.9%	8.7%	3.3%
No set policy	28.2%	26.2%	40.0%

On average, Member office staff receive approximately two weeks of sick leave annually. However, veteran offices tend to be slightly more generous than first-term offices in the amount of sick leave granted to staff. Offices tend not to allow staff to carry over sick leave from a previous year, but offices do tend to allow staff to use their sick leave to care for a spouse or dependent.

### Paid Family and Medical Leave (FML)

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

Paid FML includes leave: for birth of or care for a newborn child; to adopt a child or to receive a child in foster care; to care for a spouse, son, daughter, or parent who has a serious health condition; for the employee's serious health condition that make the employee unable to perform his or her job.

### How many total days of paid FML does your office provide to staff?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Days (Average)	27	28	19

### Can your paid FML be combined with other forms of paid leave (vacation, sick, etc.)?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	62.1%	62.6%	59.3%
No	5.1%	5.9%	0.0%
No set policy	32.8%	31.6%	40.7%

Overall, Member offices offer a little more than five weeks of paid family and medical leave. Most offices also allow paid FML to be combined with other forms of paid leave. On average, veteran offices are more generous than are freshmen offices in the amount of paid FML given to staff (28 days vs. 19 days).

## Personnel Practices

In an effort to provide freshman and veteran offices with more guidance on personnel matters, the questions in this section were added to this year's survey. Offices were asked to provide information on staff performance reviews, office policy manuals, and staff recruitment.

### Performance Reviews

**Over the past year, did your office use any type of staff performance appraisal process?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	78.0%	79.7%	68.8%
No	22.0%	20.3%	31.3%

Nearly 80% of respondents conducted some type of staff performance appraisals last year. Performance reviews are slightly more common in veteran offices, but over two-thirds of freshman offices also conducted performance reviews.

**If yes, which process most closely reflects the practice of your office?** *(Multiple answers could be selected.)*

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Staff and/or supervisor(s) fill out written evaluations	36.3%	35.8%	39.4%
Staff and supervisor(s) meet to discuss performance	59.4%	61.5%	48.5%
All staff are evaluated	47.2%	50.8%	27.3%
Some staff, but not all staff, are evaluated	9.4%	8.9%	12.1%
No set policy	12.3%	12.3%	12.1%

Of the offices that conducted some type of staff performance evaluation, less than 50% evaluated all staff. A face-to-face meeting between staff and supervisor(s) is the most common process for conducting the staff performance review.

### Office Policy Manual

**Does your office make available to all staff a written policy and procedures manual?**

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	85.4%	85.5%	84.9%
No	14.6%	14.5%	15.2%

The majority of House offices provide staff with a written policy and procedures manual.

## **Staff Recruitment**

**What means does your office typically use to recruit for staff openings?** *(Multiple answers could be selected.)*

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Word of mouth	93.4%	93.3%	93.9%
Employee referral	53.8%	54.2%	51.5%
House Resume Referral Service	42.5%	43.6%	36.4%
Internet ads	21.7%	24.0%	9.1%
Newspaper ads	18.4%	21.2%	3.0%
Other resume services	16.0%	17.9%	6.1%
Other	15.1%	16.2%	9.1%

The top three recruitment tools for both veteran and freshman are “word of mouth,” “employee referral,” and the “House Resume Referral Service.” However, veteran offices are far more likely than freshman offices to also try additional means of staff recruitment.

**What is your single greatest problem or challenge in trying to recruit and hire new staff members?** *(This was an open-ended question allowing offices to provide their own responses. The answers have been analyzed and the most common responses categorized into the following areas. Since respondents could provide multiple answers, results will not add up to 100%.)*

### Most Common Responses

Low Salaries Relative to Required Skills Sets	33%
Finding Qualified/Experienced Applicants	21%
Finding Applicants From or With Knowledge of the District/State	20%
Limited Diverse Applicant Pool	9%
Managing the Volume of Applications Received	8%
Finding Applicants with Appropriate Skills, in particular Good Writing Skills	7%
Selecting Staff that are Well-Suited with the Member Office	6%

The single greatest problem Member offices have in recruiting new staff is the low salary levels on the Hill relative to the skills required for positions, compared to the private sector and other federal government jobs, making it problematic for offices to attract qualified applicants for open positions. Several respondents also noted the difficulty in attracting candidates from their district, which many said was a critical factor in their office’s hiring process.

# AGGREGATE DATA

## Aggregate Data

### Methodology

In preparing this section of the report, the individual salary and demographic data of 3,212 full-time staff members from 212 House personal offices was aggregated in order to better understand the demographic composition, pay, and employment trends of House staff.

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

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

This section of the report includes aggregate data analyses that provide the most meaningful and useful management information. These findings are divided into three parts:

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

Additionally, the data is compared with that of previous House salary compensation and personnel practices reports conducted by the Congressional Management Foundation. Wherever possible, comparative data from the U.S. population and employees in the public and private sectors were also provided.

## Salary: General Information

### Average Salary for all House Positions in 2004 Compared to 2002

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Average Salary 2004:	\$49,912	\$54,212	\$44,152
Average Salary 2002:	\$46,913	\$51,068	\$41,469
Salary Difference:	\$2,999	\$3,144	\$2,683
Percent Change:	6.4%	6.2%	6.5%
Average annualized rate of change:	3.2%	3.0%	3.2%
 MRA Adjustments (Average):	 2003: 6.4%	 2004: 7.0%	
Cost of Living Adjustments within MRA Increase (Average):	2003: 4.1%	2004: 4.1%	

Over the past two years, the average House personal office staff salary has increased by 6.4%. The 6.4% actual pay increase is slightly lower than the two-year MRA cost of living adjustment of 8.2%. District staff salaries increased slightly more than Washington staff salaries. However, the average district staff salary is almost \$10,000 less than the average Washington staff salary.

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

<u>Year</u>	<u>Avg. Salary</u>	<u>% Change</u>
2004	\$49,912	6.4%
2002	\$46,913	10.9%
2000	\$42,314	8.1%
1998	\$39,132	6.6%
1996	\$36,728	3.4%
1994	\$35,510	6.4%

Between 1994 and 2004, the average pay of House personal office staffers rose by 40.6%. This translates into an average annualized increase of 3.46%.

### Consumer Price Index: The Historical Record<sup>5</sup>

From 1994 to 2004, inflation, as measured by the change in CPI, was 26.6%. This translates into an average annualized rate of 2.39%. Since 1994, salary increases in the House have outpaced the CPI.

<sup>5</sup> The 2004 Consumer Price Index is the semiannual average for the first half of 2004; CPI for previous years is the yearly average; Bureau of Labor Statistics, September 2004.

<u>Year</u>	<u>CPI</u>	<u>% Change</u>
2004	187.6	1.9%
2003	184.0	2.3%
2002	179.9	1.6%
2001	177.1	2.8%
2000	172.2	3.4%
1999	166.6	2.2%
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%

### **Total Office Expenditures on Staff Salaries**

	<u>All Offices</u>	<u>Washington</u>	<u>District</u>
All Staff	\$750,654	\$451,123	\$299,530
Full-Time Staff	\$729,120	\$438,943	\$290,177
Part-Time Staff	\$21,534	\$12,180	\$ 9,353

The average House personal office spent a total of \$750,654 on staff salaries in 2004, with 60% of that total going to Washington-based staff and 40% to District-based staff.

### **Total Office Expenditures on Staff Salaries by Region**

(For a list of the states that comprise each region, see “Appendix C: Geographic Regions” on page 97.)

<u>Region</u>	<u>All Offices</u>	<u>Washington</u>	<u>District</u>
Plains	\$778,546	\$479,045	\$362,663
Mid-Atlantic	\$761,345	\$475,774	\$326,613
Pacific Coast	\$756,038	\$458,863	\$324,496
Midwest	\$751,140	\$445,384	\$336,533
New England	\$749,076	\$468,912	\$324,100
Rocky Mountain	\$740,631	\$474,871	\$305,346
South	\$740,290	\$447,894	\$344,459
Border	\$734,753	\$480,000	\$314,318
National Average	\$750,654	\$451,123	\$299,530

The Plains region, with an average of \$778,546 spent the most on salaries in 2004, almost \$28,000 more than the national average, while the Border region spent the least on average (\$734,753) or \$16,000 less than the national average.

Most of the difference in salary expenditures between regions is seen in the variation in district expenditures. While there was a variation of only \$35,000 or 8% between the highest spending region (Midwest) and lowest spending region (Border) in Washington salaries, the difference between the highest (Plains) and lowest (Rocky Mountains) in district salaries was \$57,000 or 19%.



## **Average Salary By Region**

(For a list of the states that comprise each region, see “Appendix C: Geographic Regions” on page 97.)

<u>Region</u>	<u>All Offices</u>	<u>Washington</u>	<u>District</u>
Midwest	\$51,274	\$54,989	\$46,089
Pacific Coast	\$50,940	\$53,992	\$46,870
South	\$50,452	\$54,159	\$44,892
Mid-Atlantic	\$50,158	\$55,480	\$43,306
New England	\$49,815	\$53,323	\$45,239
Rocky Mountain	\$49,497	\$54,997	\$41,217
Plains	\$49,486	\$53,881	\$41,849
Border	\$48,623	\$54,247	\$40,801
National Average	\$49,912	\$54,212	\$44,152

Overall, the average salary in Member offices from the Midwest was the highest at \$51,274. The lowest was in the Border states, which paid an average of \$48,623.

As with overall salary expenditures, the difference among average salaries was greater in the district than in Washington. Among Washington staff, the difference between the highest and lowest regional average salary was only \$2,000 or 4%. Among district staff, the difference was \$6,000 or 15%. This disparity is logical, as costs of living vary from region to region, but there is little difference in cost of living for staff living and working in the DC Metropolitan area.

## **Pay Comparison of House Personal Office Staff and Federal Workers**<sup>6</sup>

(“Gap” or percentage by which average federal pay exceeds average House pay)

<u>Year</u>	<u>DC-Based House</u>	<u>DC-Based Federal</u>	<u>Gap</u>
2004	\$54,212	\$79,577	47%
2002	\$51,068	\$72,078	41%
2000	\$46,598	\$64,969	39%
1998	\$42,558	\$58,506	37%
1996	\$40,112	\$54,025	35%
1994	\$38,807	\$49,554	28%

<u>Year</u>	<u>All House</u>	<u>All Federal</u>	<u>Gap</u>
2004	\$49,212	\$59,099	20%
2002	\$46,913	\$56,400	20%
2000	\$42,314	\$51,618	22%
1998	\$39,132	\$46,560	19%
1996	\$36,728	\$43,187	18%
1994	\$35,510	\$39,958	13%

<sup>6</sup> Part 1: Employee Demographics, Federal Civilian Workforce Statistics, “The Fact Book: 2003 Edition.” July 2003, Office of Personnel Management. Federal salaries for 2004 represent partial year data from the June 2004 Employment Cube, FedScope: Federal Human Resources Data, Office of Personnel Management.

House staff based in Washington earn significantly less than federal workers in the Washington area. Over the past two years, this pay disparity has increased by 6 percentage points. The gap between all federal workers and all House personal office staff (including district staff) has remained unchanged since 2002.

When comparing federal employees with House employees, factors should be considered such as age, experience, and educational attainment. In general, House staff tend to be younger, less-experienced, but have more years of education than their counterparts in the federal government (see data beginning on page 85).

House staff also tend to earn considerably less than their Washington-based counterparts in corporate public affairs offices, where the median salary for the “Top Federal Government Affairs Professional” is \$170,000, that of “Legislative Counsel/Lobbyist” is \$125,000, and that of “Legislative/Regulatory Analyst” is \$78,087.<sup>7</sup>

For full-time, year-round workers in the U.S. labor force, average earnings in 2003 were \$48,605.<sup>8</sup>

---

<sup>7</sup> Foundation for Public Affairs, "Corporate Government Relations & Public Affairs Compensation Survey," 2004. Cited with permission.

<sup>8</sup> Annual Demographic Survey: March Supplement (2004): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.

## Salary: Congressional Office Characteristics

### Average Salary for all Positions by Member Tenure

<u>Member Term</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
1 <sup>st</sup> Term	\$46,143	\$51,157	\$39,851
2 <sup>nd</sup> Term	\$47,918	\$51,810	\$42,990
3 <sup>rd</sup> Term	\$47,453	\$52,316	\$41,220
4 <sup>th</sup> to 6 <sup>th</sup> Term	\$50,707	\$54,712	\$45,186
7 <sup>th</sup> to 9 <sup>th</sup> Term	\$51,544	\$55,958	\$45,908
10 <sup>th</sup> Term +	\$54,152	\$58,122	\$48,730

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

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

<u># of District Offices</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
1-2	\$51,068	\$54,767	\$45,787
3+	\$49,484	\$54,053	\$43,530

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

## Salary: Age and Education

### Average Salary for all Positions by Age

<u>Age Group</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
Under 25	\$29,977	\$30,630	\$28,144
25-34	\$47,217	\$50,440	\$40,401
35-44	\$66,879	\$83,369	\$49,767
45-54	\$60,724	\$86,657	\$48,885
55-64	\$58,924	\$86,269	\$51,111
65+	\$46,797	\$63,750	\$41,672

Staff under 25 years of age generally have the lowest salaries, but salaries do not consistently increase with age. Rather, staff between the ages of 35 and 44 are the highest paid staff in House personal offices. However, staff salaries steadily decline beyond the age of 44.

### Average Salary for all Positions by Educational Attainment

	<u>Total</u>	<u>Washington</u>	<u>District</u>
High School or less	\$41,204	\$57,976	\$37,307
Some College	\$47,189	\$66,058	\$41,336
Bachelor's	\$47,053	\$49,283	\$43,729
Master's	\$61,359	\$65,249	\$52,228
Law	\$70,858	\$74,488	\$59,060
Doctorate	\$63,054	\$60,396	\$77,232

Salaries generally increase as the level of education increases; staff with advanced degrees earn substantially more than staff with solely a bachelor's degree. Staff holding master's degrees earn about \$14,300 more, on average, than those with only a bachelor's degree, while staff with law degrees earn about \$23,500 more. At every educational level, except Doctorate degree, staff in Washington offices earn more, on average, than do staff in district offices.

Interestingly, Washington staff without bachelor's degrees earn higher average salaries than other DC-based staff who completed their bachelor's, but not an advanced degree. This is probably because staff without bachelor's degrees tend to be older employees who have more experience and are compensated accordingly.

**Average Salary of House Staff Compared to the National Workforce**<sup>9</sup>  
 (By educational attainment of year-round, full-time workers)

<u>Educational Level</u>	<u>House</u>	<u>National</u>
Bachelor's	\$47,053	\$65,009
Master's	\$61,359	\$77,433
Professional (e.g., Law)	\$70,858	\$134,106
Doctorate	\$63,054	\$103,833

While staff in Member offices have, on average, more years of education than the average employee in the national workforce, they are not as well compensated for their formal training. This may be explained, at least in part, by the relative youth of House staff. (See page 85 for details.)

**Salary by Educational Attainment: The Historical Record**

<u>Year</u>	<u>Bachelor's</u>		<u>Master's</u>		<u>Law/Professional</u>		<u>Doctorate</u>	
	House	U.S.	House	U.S.	House	U.S.	House	U.S.
2004	\$47,053	\$65,009	\$61,359	\$77,433	\$70,858	\$134,106	\$63,054	\$103,883
2002	\$43,909	\$63,816	\$57,488	\$79,466	\$67,079	\$119,970	\$67,158	\$100,891
2000	\$40,221	\$58,302	\$53,990	\$70,015	\$59,969	\$123,518	\$66,846	\$105,284
1998	\$37,522	\$48,134	\$48,576	\$60,344	\$54,668	\$107,677	\$50,078	\$85,035
1996	\$34,979	\$36,898	\$48,294	\$47,193	\$49,164	\$81,686	\$64,263	\$69,098
1994	\$33,845	N/A	\$44,125	N/A	\$52,730	N/A	\$64,514	N/A

There is still a significant pay gap between House staff holding bachelor's degrees and comparably educated staff in the national workforce that has been reported since the later half of the 1990s. However, between 2002 and 2004 there was a 7-percentage point drop in the pay gap, down to 38.2% from 45.3%. This drop is likely due to the slowing of the economy and less rapid growth of private sector salaries. Additionally, those in the national workforce with master's and doctorate degrees earn 26% and 65% more, respectively.

Though decreasing, this continuing differential in pay between House staff and the national workforce may encourage some House staff to leave Capitol Hill.

<sup>9</sup> Annual Demographic Survey: March Supplement (2004): 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>District</u>
Male	\$55,329	\$59,109	\$48,473
Female	\$45,704	\$49,571	\$41,590
Differential	\$9,625	\$9,538	\$6,883

On average, female House staff earn 83 cents for every dollar earned by male staff. Among Washington staff, the figure is 84 cents; among district staff, it is 86 cents.<sup>10</sup> The 17% difference in average pay between male and female House staff, however, is primarily explained by the staffing patterns of House offices. Analysis on page 87 shows women are under-represented in the high-paying executive and policy positions and over-represented in the lower-paying support and mid-level positions.

### Gender Pay Gap: The Historical Record

(Female staff pay as a proportion of male staff pay)

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
2004	.83	.84	.86
2002	.84	.85	.88
2000	.83	.86	.86
1998	.83	.87	.84
1996	.86	.89	.87
1994	.84	.86	.87

Since 2002, the gap in the pay of female staff as compared to male staff increased by 1 percentage point (.83 vs. .84). Additionally, the pay gap between female and male staff in Washington offices increased by 1 percentage point, while the gender pay gap among district staff increased by 2 percentage points between 2002 and 2004. Over the past 10 years, the overall gender pay gap has been relatively stagnant. Among Washington-based staff, however, the pay gap has increased over the past decade

<sup>10</sup> It may appear to be an anomaly that the percentage and differential among Washington and district staff are both smaller than the overall percentage and differential. This is statistically explained by the fact that a much higher percentage of female staffers than male staffers work in district offices (64% vs. 36%), where average salaries are lower than in Washington offices (\$41,469 vs. 51,068).

## **Average Salaries: U.S. Labor Force<sup>11</sup> vs. House**

	<b>Labor Force</b>		<b>House</b>	
	<u>Overall</u>	<u>Bachelor's</u>	<u>Overall</u>	<u>Bachelor's</u>
Men	\$55,334	\$74,469	\$55,329	\$50,766
Women	\$39,107	\$51,553	\$45,704	\$43,930

Overall, women in Member offices tend to earn comparatively more than women in other sectors of the economy. Statistics from 2003 show that, across the country, women earn 71% of men's pay (\$39,107 vs. \$55,334).<sup>12</sup> Among U.S. workers with bachelor's degrees, women averaged \$51,553, which is 69% of the \$74,469 average earned by men with bachelor's degrees.<sup>13</sup>

## **Difference in Pay within Positions by Gender**

Differences in average salaries between male and female staff do not by themselves demonstrate that women are paid unfairly. Pay differences, for example, could be due to less work experience or educational training. To determine if gender has a unique or independent impact on pay within jobs, a method called multiple regression analysis was used to control for the effects of all of the other demographic variables measured (e.g., age, education, time in position, etc.).

In two of the 16 positions analyzed in this manner, gender was found to uniquely affect pay. That is, for 14 of the 16 positions, staff with comparable qualifications did not earn statistically significantly less or more than their gender counterparts do. However, in two positions — Chief of Staff and District Director — female staff earned less than male staff with comparable training and experience.

---

<sup>11</sup> Refers to full-time, year-round workers in U.S. labor force.

<sup>12</sup> Annual Demographic Survey: March Supplement (2004): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.

<sup>13</sup> Annual Demographic Survey: March Supplement (2004): 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>District</u>
White	\$51,263	\$55,037	\$45,353
Black	\$46,028	\$50,628	\$42,600
Asian	\$45,895	\$50,424	\$39,276
Hispanic	\$41,294	\$46,941	\$38,526
Other	\$48,153	\$51,813	\$43,579

On average, black House staff earn 90 cents for every dollar earned by white staff. Hispanic staff earn 81 cents, and for Asian staff the figure is 90 cents.

### Average Salaries in U.S. Labor Force

	<u>Overall</u>	<u>Bachelor's Degree</u>
White	\$53,180	\$68,210
Black	\$37,104	\$50,960
Hispanic	\$32,185	\$51,566

National salary data for 2003 show full-time, year-round black workers earned 70% of the pay of whites while Hispanics earned 61%. Among those with bachelor's degrees nationally, black workers earned 75% of the pay of whites and Hispanics earned 76%.<sup>14</sup> In other words, the pay of minority staff in House Member offices is more equitable than the pay of minority workers in the overall U.S. labor force.

### Difference in Pay within Positions by Race/Ethnicity

The disparities in average salaries among racial and ethnic groups do not by themselves demonstrate that minority staff are paid unfairly. To determine if race/ethnicity has a unique or independent impact on pay within jobs, multiple regression analysis was used 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 was it found that race/ethnicity uniquely affected pay. In other words, black and Hispanic staff with comparable education, experience, and demographic characteristics as white staff receive the same salaries as those white staff.

---

<sup>14</sup> Annual Demographic Survey: March Supplement (2004): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.



## Tenure: Averages

### Years in Current Position

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
2004	3.3	2.5	4.3
2002	3.3	2.6	4.1
2000	3.0	2.4	3.9
1998	2.7	2.2	3.4
1996	3.0	2.5	3.8
1994	3.2	2.6	4.0

### Years in Current Office

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
2004	4.0	3.3	4.8
2002	4.0	3.4	4.8
2000	3.7	3.1	4.4
1998	3.3	2.9	4.0
1996	3.6	3.1	4.1
1994	3.6	3.1	4.2

### Years in Congress

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
2004	5.4	5.0	5.9
2002	5.5	5.1	6.0
2000	5.2	5.0	5.4
1998	4.9	4.9	4.9
1996	5.1	5.2	5.1
1994	5.0	5.0	5.0

Since 2002, average tenure in position and office have gone unchanged, and the average tenure in Congress was only down slightly. Though stagnant, House staff tenure is close to or at their highest points since a reported decline in the 1990s. This is likely a result of a similar reversal of decline in Member tenure (as seen in the chart below). It is logical that a correlation exists between the tenure of a Member and the amount of time his or her staff could have spent in their positions and offices. Therefore, as the tenure of House Members changes, we would expect to see the average staff tenure in position and office correspondingly affected.

### Tenure of House Members

	<u>1994</u>	<u>1996</u>	<u>1998</u>	<u>2000</u>	<u>2002</u>	<u>2004</u>
1 <sup>st</sup> – 3 <sup>rd</sup> term	45%	52%	57%	49%	47%	37%
4 <sup>th</sup> term or above	55%	48%	43%	51%	53%	63%

### Average Staff Tenure by Member Term

<u>Term</u>	<u>Years in Position</u>	<u>Years in Office</u>	<u>Years in Congress</u>
1 <sup>st</sup> Term	1.3	1.4	3.2
2 <sup>nd</sup> Term	2.2	2.4	3.9
3 <sup>rd</sup> Term	2.7	3.0	4.8
4 <sup>th</sup> to 6 <sup>th</sup> Terms	3.5	4.3	5.7
7 <sup>th</sup> to 9 <sup>th</sup> Terms	4.0	4.9	6.1
10 <sup>th</sup> Term +	5.6	7.1	8.2

This table demonstrates the strong correlation between staff tenure and Member tenure or the time the Member has served in the House. As Members' time in Congress increases, so do the corresponding tenure for their staff in all three tenure categories.

## Tenure: Distributions

The average tenure data for House 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>District</u>
<= 1	32.2%	40.4%	21.2%
1.1 - 2	28.4%	28.6%	28.1%
2.1 - 5	21.0%	20.0%	22.4%
5.1 - 10	12.5%	8.1%	18.4%
=> 10.1	5.9%	3.0%	9.8%

### Years in Current Office

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1	24.4%	29.8%	17.2%
1.1 - 2	26.4%	26.9%	25.8%
2.1 - 5	25.2%	25.9%	24.1%
5.1 - 10	16.0%	12.5%	20.8%
=> 10.1	8.0%	4.9%	12.1%

### Years in Congress

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1	19.5%	22.4%	15.6%
1.1 - 2	19.8%	19.4%	20.4%
2.1 - 5	27.3%	29.5%	24.3%
5.1 - 10	19.4%	16.7%	23.0%
=> 10.1	14.0%	12.0%	16.8%

These charts indicate that 39% of staff have worked in Congress for two years or less while almost 20% of Member office staff have less than one year of congressional experience. In contrast, only 33% of staff have five years or more experience working in Congress.

Member office staff also have low tenure in position. Nearly 70% of Washington staff and over 60% of all House staff have less than two years of experience in their positions.

## Tenure: Positions

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

	Time in Position		Time in Congress	
	<= 1 yr.	<= 2 yrs.	<= 1 yr.	<= 2 yrs.
<b>Washington Positions</b>				
Staff Assistant (DC)	80%	95%	74%	92%
Legislative Correspondent	73%	93%	51%	88%
Systems Administrator	54%	73%	42%	58%
Scheduler	43%	68%	29%	52%
Legislative Assistant - General	42%	75%	15%	43%
Press Secretary/Communications Director	36%	66%	20%	38%
Legislative Assistant - Priority	32%	69%	10%	32%
Legislative Director	26%	64%	2%	7%
Office Manager	22%	45%	10%	24%
Chief of Staff	12%	39%	1%	6%
<b>District Positions</b>				
Staff Assistant (District)	39%	59%	36%	55%
Grants & Projects Coordinator	24%	55%	9%	42%
District Scheduler	23%	49%	17%	33%
Field Representative	22%	54%	15%	41%
Constituent Services Rep./Caseworker	16%	44%	14%	33%
District Director	15%	40%	5%	21%

As the table illustrates, virtually all of the 16 most commonly staffed House personal office positions are affected by high turnover. While turnover is greater for entry-level positions, it is still quite high for senior-level jobs. For example, 64% of Legislative Directors and 66% Press Secretaries have been in their respective positions for two or less years. While turnover in position is high, however, the years in Congress data demonstrate that most staff have a good deal of Congressional experience. In 11 of 16 positions, more than 50% of the staff have worked in Congress for more than 2 years.

## Tenure: Demographics

### **Average Staff Tenure by Educational Attainment**

<u>Highest Level</u>	<u>Years in Position</u>	<u>Years in Office</u>	<u>Years in Congress</u>
High School or less	5.9	6.7	9.2
Some College	5.9	6.6	8.4
Bachelor's	2.8	3.4	4.7
Master's	3.3	4.3	5.8
Law Degree	3.0	3.7	5.5
Doctorate	3.4	3.8	4.9

A clear pattern emerges when staff tenure is broken out by educational attainment: staff without college degrees remain in their positions, offices and Congress much longer than do 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 opportunities both on and off the Hill.

### **Average Staff Tenure by Gender**

<u>Gender</u>	<u>Years in Position</u>	<u>Years in Office</u>	<u>Years in Congress</u>
Female	3.5	4.2	5.7
Male	2.9	3.7	5.0

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

### **Average Staff Tenure by Race/Ethnicity**

<u>Race/Ethnicity</u>	<u>Years in Position</u>	<u>Years in Office</u>	<u>Years in Congress</u>
Black	3.6	4.1	5.9
White	3.3	4.0	5.5
Hispanic	3.2	3.5	4.0
Asian	2.3	2.7	3.3
Other	2.6	3.0	4.3

Black staff have the highest average tenure in their position, office, and in Congress, and Asian staff the lowest average tenure in each category. This may be explained by variances in age. Black staff are, on average, the oldest in House offices (38.0 years), while Asian staff are the youngest (29.9 years).

### **Average Staff Tenure by Region**

(For a list of the states that comprise each region, see “Appendix C: Geographic Regions” on page 97.)

<u>Region</u>	<u>Years in Position</u>	<u>Years in Office</u>	<u>Years in Congress</u>
Border	3.6	4.3	5.5
Mid-Atlantic	3.6	4.2	5.6
Midwest	3.6	4.4	6.1
New England	3.4	3.9	4.9
Plains	3.2	3.9	4.9
South	3.2	3.8	5.4
Pacific Coast	3.1	3.7	5.1
Rocky Mountain	2.9	3.8	5.1

Staff working for Members from the Border, Midwest and Mid-Atlantic regions spend more time in their positions, office, and Congress than do staff from the other six regions. Stated differently, staff from these two regions have lower turnover than staff in the other regions.

## Age and Education: General Information

### Staff Location by Age

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Average Age	34.8	31.1	39.7

The average age of Member office staff is about 35, with an age range of 19 to 83. Over 60% of staff are under the age of 35. Throughout the 1990s, the average age of House personal office staff has remained relatively unchanged. Staff in district offices, on average, are almost nine years older than staff in Washington. House Member office staff are slightly younger than workers in the U.S. labor force, who have a median age of 40.1,<sup>15</sup> and much younger than federal executive branch employees, whose average age is 46.5.<sup>16</sup>

### Age by Member Tenure

	<u>Average Age in Years</u>
1 <sup>st</sup> Term	33.4
2 <sup>nd</sup> Term	32.5
3 <sup>rd</sup> Term	34.9
4 <sup>th</sup> to 6 <sup>th</sup> Term	34.8
7 <sup>th</sup> to 9 <sup>th</sup> Term	35.2
10 <sup>th</sup> Term +	38.0

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

### Educational Attainment by Staff Location

	<u>Total</u>	<u>Washington</u>	<u>District</u>
High School or less	3.9%	1.3%	7.5%
Some College	9.1%	3.8%	16.3%
Bachelor's	69.7%	72.9%	65.3%
Master's	10.6%	13.0%	7.4%
Law Degree	6.0%	8.1%	3.3%
Doctorate	0.6%	0.9%	0.2%

Staff are well-educated, with 69.7% having a bachelor's degree and 17.2% holding advanced degrees. Member office staff have significantly greater educational training than do federal civilian employees, 41% of whom have at least a bachelor's degree.<sup>17</sup> Among the U.S. workforce, only 32.2% have at least a bachelor's degree.<sup>18</sup>

<sup>15</sup> Unpublished data; U.S. Bureau of Labor Statistics (2003).

<sup>16</sup> Federal Civilian Workforce Statistics. The Fact Book: 2003 Edition. July 2003, Office of Personnel Management. (Part 1: Employee Demographics)

<sup>17</sup> Federal Civilian Workforce Statistics. The Fact Book: 2003 Edition. July 2003, Office of Personnel Management. (Part 1: Employee Demographics)

<sup>18</sup> The Employment Situation, Bureau of Labor Statistics, September 2004. (Table A-4) Data for employees 25 years old and over only.

## Gender: General Information

### Gender Breakdown of House

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Female	56.5%	51.0%	63.8%
Male	43.5%	49.0%	36.2%

Men and women are employed in roughly equal numbers in Washington offices. The overall gap among female and male staff is largely due to the nearly 2 to 1 ratio of female to male staff working in district offices.

### Female Staff in Member Offices: The Historical Record

(Percent of staff who are female)

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
2004	57%	51%	64%
2002	56%	49%	64%
2000	57%	50%	66%
1998	57%	50%	66%
1996	56%	50%	65%
1994	58%	52%	66%

Over the past ten years, there has been no significant change in the proportion of female staff. Over the last two years, there has been a 1 percentage point increase in the percent of women overall in the House, a 2 percentage point increase in the percent of women in Washington offices, and no change in the percent female staff in district offices. Historically, the proportion of Washington female staff has been roughly equal to male staffing levels, while there has been a 2 to 1 ratio of female vs. male staff in district offices.

Overall, female staff are far more heavily employed in Member offices than in other sectors. Among federal civilian employees, 45% are women<sup>19</sup>, and 46.4% of the U.S. labor force<sup>20</sup> is female.

<sup>19</sup> Federal Civilian Workforce Statistics. The Fact Book: 2003 Edition. July 2003, Office of Personnel Management. (Part 1: Employee Demographics)

<sup>20</sup> The Employment Situation, Bureau of Labor Statistics, September 2004. (Table A-1)



## Gender: Type of Position

### Gender by Type by Position

The percentage of women and men staffing each position is contained in the “Individual Position Profiles and Analyses” section beginning on page 5. In the table below, positions of similar responsibility are grouped together and, then, compared by gender. The list of positions in each category is at the bottom of this page.

	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall</u>
Male	60.3%	57.5%	32.1%	35.4%	43.5%
Female	39.8%	42.5%	67.9%	64.6%	56.5%

In comparison to the overall composition of House personal staff, males hold a disproportionate share of the higher-paying executive and policy positions; females hold a disproportionate share of mid-level and support positions.

Women hold a much higher proportion of top positions in Member offices, however, than do women in the overall U.S. workforce.

<u>Women in Executive Positions</u>	<u>Total</u>
House Member Offices	39.8%
Federal Executive Branch <sup>21</sup>	25.5%
Corporate Officers of Fortune 500 Companies <sup>22</sup>	15.7%

### Position Category Definitions

**Executive positions:** Chief of Staff, Legislative Director, Press Secretary, and District Director.

**Policy positions:** the **Executive positions** plus Legislative Assistant (Priority) and Legislative Assistant (General).

**Mid-level positions:** Office Manager, Washington Scheduler, System Administrator, Constituent Services Representative, District Scheduler, Field Representative, Grants and Projects Coordinator.

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

<sup>21</sup> Part 4: Senior Executive Service, Federal Civilian Workforce Statistics, The Fact Book: 2003 Edition, July 2003, Office of Personnel Management. Senior Executive Service includes most managerial, supervisory, and policy positions classified above General Schedule (GS) grade 15 or equivalent positions in the Executive Branch of the Federal Government.

<sup>22</sup> 2002 Catalyst Census of Women Corporate Officers and Top Earners

## **Type of Position: The Historical Record**

(Percentage in each position type by gender)

### **Females**

<u>Year</u>	<u>Executive</u>	<u>Policy</u>	<u>Mid-Level</u>	<u>Support</u>	<u>Overall</u>
2004	39.8%	42.5%	67.9%	64.6%	56.5%
2002	38.2%	40.2%	68.4%	66.1%	55.6%
2000	38.0%	41.0%	69.1%	66.7%	56.7%
1998	38.0%	38.9%	70.7%	66.4%	56.5%
1996	38.4%	39.5%	70.3%	64.7%	56.3%
1994	39.1%	40.5%	71.6%	70.0%	57.7%

### **Males**

<u>Year</u>	<u>Executive</u>	<u>Policy</u>	<u>Mid-Level</u>	<u>Support</u>	<u>Overall</u>
2004	60.3%	57.5%	32.1%	35.4%	43.5%
2002	61.8%	59.8%	31.6%	33.9%	44.4%
2000	62.0%	59.0%	30.9%	33.4%	43.3%
1998	62.0%	61.1%	29.3%	33.6%	43.5%
1996	61.6%	60.5%	29.7%	35.3%	43.7%
1994	60.9%	59.5%	28.4%	30.0%	42.3%

Over the past two years, there has been an increase in the percent of women staffing executive and policy positions (1.6% and 2.3%, respectively), and a slight decrease in the percent of women staffing mid-level and support positions (0.5% and 1.5%, respectively). Over the past four years, the percentage of female staff in executive and policy positions has increased roughly 2 percentage points. During the same period, the percentage of female staff in mid-level and support positions has decreased approximately 2 percentage points.

## Gender: Demographics

### Age by Gender

	<u>Average Age in Years</u>
Female	35.6
Male	33.8

Women in House offices are, on average, 1.8 years older than men.

### Educational Attainment by Gender

	<u>Female</u>	<u>Male</u>
High School or less	6.0%	1.3%
Some College	12.6%	4.7%
Bachelor's	66.9%	73.2%
Master's	9.3%	12.3%
Law	4.8%	7.7%
Doctorate	0.5%	0.8%

A larger proportion of men than women hold at least a bachelor's degree. Overall, 94% of male staff and 81.5% of female staff have at least a bachelor's degree. Male staff are also more likely than female staff to hold advanced degrees (21% vs. 15%)

### Marital/Parental Status by Gender

	<u>Total</u>	<u>Female</u>	<u>Male</u>
Single/widowed/divorced without dependent children	56.3%	56.7%	55.8%
Single/widowed/divorced with dependent children	4.5%	5.9%	2.6%
Married without dependent children	19.9%	19.9%	20.0%
Married with dependent children	19.3%	17.5%	21.7%

The majority of House staff are unmarried and without dependent children. Overall, 60.8% of House staff are unmarried and 76.2% are without dependent children. By contrast, among year-round, full-time workers in the U.S. workforce, 36% are unmarried (single or divorced) and 64% are married.<sup>23</sup>

---

<sup>23</sup> Annual Demographic Survey: March Supplement (2004): Table PINC-02; Bureau of Labor Statistics, Bureau of the Census.

## Race/Ethnicity: General Information

This section of the report compares 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.” The table below shows the percentage of staff in each of these seven ethnic groups. However, because the numbers of Native American and Pacific Islander staff in House personal offices are small, these two groups were combined with the group titled “Other” for the remainder of the tables in this section, and in other parts of this report.

### **Race/Ethnicity Breakdown of House**

	<u>Total</u>	<u>Washington</u>	<u>District</u>
White	79.7%	85.1%	72.6%
Black	9.1%	6.8%	12.1%
Hispanic	7.5%	4.3%	11.7%
Asian	2.1%	2.2%	2.0%
Pacific Islander	0.8%	0.7%	1.0%
Native American	0.2%	0.1%	0.4%
Other	0.6%	0.9%	0.3%

Overall, minority staff comprise 20.3% of House personal office staff. Minority staff are more likely to work in Members’ district offices than in Washington offices.

### **Employment by Race/Ethnicity: The Historical Record**

(Percentage of staff by race/ethnicity)

<u>Year</u>	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other Minorities</u>	<u>Total Minority</u>
2004	2.1%	9.1%	7.5%	1.6%	20.3%
2002	2.1%	5.7%	7.1%	1.5%	16.4%
2000	1.2%	7.6%	5.3%	1.4%	15.5%
1998	1.5%	5.9%	5.7%	1.8%	14.9%
1996	1.4%	6.8%	5.2%	1.0%	14.4%
1994	1.5%	7.9%	5.4%	1.4%	16.2%

This chart suggests that minority staff have increased by 3.9 percentage points since 2002. Most of this increase is explained by a 3.4 percentage point increase in black staff. However, this significant increase in black staff employment is most likely due to changes in the 2004 survey sample (as compared to the 2002 survey sample) rather than actual increases in black staff.

More specifically, in 2002 only 2.3% of the offices that completed the survey were offices headed by black Members of Congress. In 2004, the percentage of offices completing the survey that were headed by black Members jumped to 7.1%. Overall, in both 2002 and 2004 the actual percentage of black or African American Members of Congress was 8.9% (or 39 Members). Because black staff tend to be employed in greater numbers in offices headed by black Members

than offices headed by white, Hispanic, or Asian Members, a rise in participation of offices headed by black Members will increase the numbers of black staff reported in the overall study.

Since 2000, the percentage of Hispanic staff in Member offices increased by more than 2 percentage points. Across minority groups, there has been an increase in minority staffing in House personal offices of 4 percentage points since 1994.

Black staff have lower employment rates in Member offices than they have in the federal government, where 17.0% of employees are black. Hispanic staff have slightly higher levels in Member offices than in the federal government (7.5% vs. 6.9%).<sup>24</sup>

Nationally, blacks comprise 11.3% of the U.S. labor force, Hispanics 13.2%.<sup>25</sup>

---

<sup>24</sup> Federal Civilian Workforce Statistics. The Fact Book: 2003 Edition. July 2003. Office of Personnel Management. (Part 1: Employee Demographics)

<sup>25</sup> The Employment Situation, Bureau of Labor Statistics, September 2004. (Table A-2 & Table A-3.)

## Race/Ethnicity: Type of Position and Demographics

### Race/Ethnicity by Type by Position

The percentage of members of different racial/ethnic groups staffing each position is contained in the “Individual Position Profiles and Analyses” section beginning on page 5. In the table below, positions of similar responsibility are grouped together and, then, compared by race/ethnicity. The list of positions in each category is on page 87.

	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall</u>
White	87.0%	87.0%	73.7%	75.7%	79.7%
Black	6.1%	5.7%	11.7%	11.3%	9.1%
Hispanic	3.7%	4.1%	10.0%	10.1%	7.5%
Other	3.2%	3.2%	4.5%	2.9%	3.7%

In comparison to the overall composition of House personal staff, whites hold a disproportionate share of the higher-paying executive and policy positions, while blacks and Hispanics hold a disproportionate share of mid-level and support positions.

### Age by Race/Ethnicity

	<u>Average Age in Years</u>
Black	38.0
White	34.6
Hispanic	33.9
Asian	29.9
Other	35.3

Black staff, on average, are the oldest in House offices and Asian staff are the youngest.

### 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%	5.0%	6.1%	3.7%	7.8%
Some College	4.7%	19.2%	20.4%	7.0%	11.8%
Bachelor’s	73.4%	57.3%	63.2%	71.9%	54.9%
Master’s	12.5%	10.3%	6.5%	10.8%	19.6%
Law	9.4%	6.8%	3.9%	6.1%	5.9%
Doctorate	0.0%	1.4%	0.0%	0.6%	0.0%

Educational attainment varies by race/ethnicity with college degrees being most common among Asian and white staff and least common among Hispanic and black staff.

# APPENDICES





## Appendix A: Characteristics of the Sample

### Sample Size

*n* = 212

The questionnaire was sent to all 440 House personal offices and 212 offices returned the survey, yielding a response rate of 48.2%. From the surveys, data was collected regarding 3,365 House personal office staff. Of these staff, 3,212 were full-time (95%) and 153 were part-time (5%).

### Frequency Analyses

Below are analyses comparing the offices responding to the survey with Member offices overall across a number of characteristics, including Member tenure, state population, and geographic region. For each characteristic, “Survey frequency” shows its occurrence in the sample and “Actual frequency” shows its occurrence in the House.

#### Responses by Member Tenure

<u>Member tenure</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
1 <sup>st</sup> Term	16.0%	13.0%
2 <sup>nd</sup> Term	12.7%	10.5%
3 <sup>rd</sup> Term	8.5%	8.7%
4 <sup>th</sup> to 6 <sup>th</sup> Terms	37.7%	38.4%
7 <sup>th</sup> Term or more	25.0%	29.5%

#### Responses by Member Race/Ethnicity

<u>Member race/ethnicity</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
Asian	0.9%	0.9%
Black	7.1%	8.9%
Hispanic	6.1%	5.7%
White	85.8%	84.5%

#### Responses by State Population

<u>State population</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
<= 2 million	7.1%	6.8%
2-5 million	15.1%	18.2%
5-10 million	30.2%	30.7%
>10 million	47.6%	44.3%

### **Responses by Geographic Region**

<u>Region</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
South	24.1%	30.2%
Border	6.6%	7.3%
Mid-Atlantic	14.6%	14.1%
New England	5.2%	5.0%
Midwest	14.6%	15.7%
Plains	9.0%	5.0%
Rocky Mountain	7.5%	6.4%
Pacific Coast	18.4%	16.4%

### **Responses by Member Gender**

<u>Member gender</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
Female	15.6%	14.4%
Male	84.4%	85.6%

The overall survey sample very closely reflects the actual composition of the House in each of the above dimensions. This 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, 2003.<sup>26</sup> Our categories and the states in each category are:

1. **Up to 2 million people:** Alaska, American Samoa, Delaware, District of Columbia, Guam, Hawaii, Idaho, Maine, Montana, Nebraska, New Hampshire, New Mexico, North Dakota, Rhode Island, South Dakota, U.S. Virgin Islands, Vermont, West Virginia, Wyoming.
2. **2 to 5 million people:** Alabama, Arkansas, Colorado, Connecticut, Iowa, Kansas, Kentucky, Louisiana, Minnesota, Mississippi, Nevada, Oklahoma, Oregon, Puerto Rico, South Carolina, Utah.
3. **5 to 10 million people:** Arizona, 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: Geographic Regions

### South

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

### Border

District of Columbia  
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  
North Dakota  
South Dakota

### Rocky Mountain

Arizona  
Colorado  
Idaho  
Montana  
Nevada  
New Mexico  
Utah  
Wyoming

### Pacific Coast

Alaska  
American Samoa  
California  
Guam  
Hawaii  
Oregon  
Washington

<sup>26</sup> Geographic Comparison Tables: July 1, 2003 Population Estimates, released September 30, 2004; U.S. Census Bureau, Population Division.

## 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 a given locale. The cost of living can vary dramatically between Washington and district offices or even between different offices in the same district. ACCRA (the National Association of Applied Community and Economic Development Researchers) produces the ACCRA Cost of Living Index quarterly to provide a reasonably accurate measure of living cost differences among approximately 300 urban areas. The Index measures relative price levels for goods and services in different areas at a given point in time. The Index does not measure inflation.

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

### Using the Index

The average of all participating areas equals 100, and each area's index is read as a percentage of the average. Fairbanks, Alaska for example, has a rating of 128.1, indicating the cost of living in Fairbanks is 28.1% 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 2004

(Copyright, ACCRA; reprinted with permission)

<b>Average City, USA</b>		100.0
<b>Alabama</b>		Juneau 130.4
Anniston-Calhoun County	96.8	Kodiak 130.4
Auburn-Opelika	97.4	
Birmingham	98.5	<b>Arizona</b>
Cullman County	95.5	Flagstaff 106.9
Decatur-Hartselle	88.8	Lake Havasu City 107.0
Florence	89.0	Phoenix 99.0
Gadsden	92.4	Prescott-Prescott Valley 107.3
Huntsville	91.6	Sierra Vista 104.0
Marshall County	90.5	Tucson 98.1
Mobile	89.7	Yuma 99.3
Montgomery	97.0	
Tuscaloosa	94.9	<b>Arkansas</b>
<b>Alaska</b>		Fayetteville 93.5
Fairbanks	125.1	Fort Smith 85.0
		Hot Springs 90.4

Jonesboro	85.3	Punta Gorda-Charlotte Co.	93.2
Little Rock	85.7	Sarasota	103.5
<b>California</b>		St. Petersburg-Clearwater	93.2
Fresno	116.8	Tallahassee	100.2
Los Angeles	157.4	Tampa	99.1
Oakland	153.8	West Palm Beach	111.9
Orange County	151.1	Vero Beach-Indian River	100.0
Palm Springs	123.1	<b>Georgia</b>	
Riverside	116.1	Albany	88.5
San Diego	143.1	Americus	92.0
San Francisco	181.5	Atlanta	97.4
San Jose	172.4	Augusta	90.4
<b>Colorado</b>		Douglas	85.6
Colorado Springs	96.9	LaGrange-Troup County	90.8
Denver	104.6	Marietta	96.8
Fort Collins	104.8	Statesboro-Bulloch County	94.2
Glenwood Springs	120.6	Tifton	90.2
Grand Junction	99.0	Valdosta	94.8
Greeley	93.1	<b>Hawaii</b>	
Gunnison	111.3	Honolulu	168.1
Loveland	97.9	<b>Idaho</b>	
Pueblo	90.9	Boise City	97.3
<b>Connecticut</b>		Idaho Falls	93.2
Hartford	121.7	Pocatello	91.6
New Haven	120.5	Twin Falls	96.3
New London	117.6	<b>Illinois</b>	
Stamford	157.0	Bloomington-Normal	99.0
<b>Delaware</b>		Champaign-Urbana	94.7
Dover	100.9	Chicago	131.1
<b>District of Columbia</b>		Danville	94.9
Metro Area (DC-VA-MD)	138.9	Galesburg	93.2
<b>Florida</b>		Joliet-Will County	107.6
Bradenton	93.2	Peoria	95.2
Daytona Beach	99.6	Quincy	97.1
Fort Lauderdale	114.1	Springfield	91.3
Fort Myers-Cape Coral	101.7	<b>Indiana</b>	
Fort Walton Beach	98.1	Evansville	98.3
Gainesville	95.8	Fort Wayne	89.8
Jacksonville	90.7	Lafayette	93.1
Miami-Dade County	112.2	South Bend	95.6
Orlando	98.9	Terre Haute	89.9
Panama City	94.2	<b>Iowa</b>	
Pensacola	100.8	Ames	99.3

Burlington	97.2	<b>Mississippi</b>	
Cedar Rapids	93.7	Gulfport-Biloxi	94.7
Davenport	93.6	Hattiesburg	92.8
Des Moines	94.2	Jackson	94.2
Mason City	88.9	Tupelo	86.5
Waterloo-Cedar Falls	93.2		
<b>Kansas</b>		<b>Missouri</b>	
Lawrence	98.2	Columbia	98.2
Dodge City	97.3	Jefferson City	92.8
Garden City	90.7	Joplin	83.2
Hays	91.4	Kansas City (MO-KS)	96.1
Hutchinson	88.0	St. Joseph	91.7
Manhattan	95.9	St. Louis (MO-IL)	100.7
Salina	85.4	Springfield	90.2
		Nevada	89.2
<b>Kentucky</b>		<b>Montana</b>	
Bowling Green	93.5	Billings	96.4
Covington	93.4	Bozeman	103.3
Hopkinsville	89.9	Great Falls	94.3
Lexington	97.4	Helena	98.2
Louisville	93.3	Kalispell	98.8
Murray	85.1	Missoula	100.8
Paducah	89.8		
Somerset	96.2	<b>Nebraska</b>	
		Hastings	91.5
<b>Louisiana</b>		Lincoln	96.7
Lafayette	99.6	Omaha	93.4
Lake Charles	95.2		
Monroe	94.6	<b>Nevada</b>	
Shreveport-Bossier City	91.9	Elko	101.5
		Las Vegas	112.1
<b>Maryland</b>		Reno	103.2
Bethesda-Frederick-Gaithersburg	137.8		
		<b>New Jersey</b>	
<b>Massachusetts</b>		Bergen-Passaic	142.1
Boston	137.1	Middlesex-Monmouth	125.1
Framingham-Natick	140.8	Newark-Elizabeth	130.4
Fitchburg-Leominster	113.6		
Pittsfield	108.9	<b>New Mexico</b>	
		Albuquerque	102.4
<b>Michigan</b>		Carlsbad	93.4
Grand Rapids	96.8	Rio Rancho	96.7
		Las Cruces	97.9
<b>Minnesota</b>		Los Alamos	115.2
Minneapolis	111.2	Santa Fe	111.6
Rochester	98.7	Farmington	95.8
St. Cloud	100.1		

<b>New York</b>		Muskogee	86.9
Buffalo	99.5	Oklahoma City	92.2
Dutchess County	123.6	Pryor Creek	85.1
Glens Fall	102.9	Stillwater	90.2
New York (Manhattan)	215.0	Tulsa	89.6
New York (Queens)	139.5		
Plattsburgh	97.4	<b>Oregon</b>	
Sullivan County	100.9	Corvallis	111.7
Syracuse	97.4	Portland	107.6
Watertown-Jefferson County	97.1	Lincoln County	108.9
<b>North Carolina</b>		<b>Pennsylvania</b>	
Asheville	102.6	Indiana County	92.5
Charlotte	93.1	Johnstown	92.1
Dare County	112.2	Lebanon	105.2
Fayetteville	94.9	Philadelphia	120.4
Gastonia	90.2	Pittsburgh	96.5
Goldsboro	93.5	Williamsport-Lycoming Co.	100.1
Jacksonville	88.7	York County	95.6
Marion-McDowell County	96.5		
Raleigh	98.0	<b>Rhode Island</b>	
Wilkesboro	91.8	Providence	128.1
Wilmington	99.7		
Winston-Salem	89.4	<b>South Carolina</b>	
		Anderson	98.0
<b>North Dakota</b>		Camden	94.9
Bismarck-Mandan	94.0	Charleston	98.5
Fargo-Moorhead (ND-MN)	90.7	Columbia	97.3
Grand Forks	97.3	Greenville-Spartanburg	90.0
Minot	90.4	Hilton Head Island	104.5
		Myrtle Beach	94.8
<b>Ohio</b>		Sumter	92.6
Akron	94.4		
Ashland	89.7	<b>South Dakota</b>	
Chillicothe	95.1	Sioux Falls	95.1
Cincinnati	93.7	Vermillion	97.0
Cleveland	101.2		
Columbus	100.0	<b>Tennessee</b>	
Dayton	92.6	Chattanooga	92.8
Findlay	99.1	Clarksville	86.9
Lima	95.3	Cleveland	90.5
Mansfield	93.1	Jackson-Madison County	87.9
Toledo	94.7	Johnson City	90.5
		Kingsport	89.6
<b>Oklahoma</b>		Knoxville	88.0
Ardmore	92.1	Memphis	88.8
Edmond	92.6	Morristown	90.7
Enid	92.7	Murfreesboro-Smyrna	90.5
McAlester	81.6		

**Texas**

Abilene	90.6
Amarillo	89.5
Arlington	92.6
Austin	97.5
Beaumont	97.8
Brazoria	91.1
Conroe	89.4
Corpus Christi	88.4
Dallas	95.5
El Paso	92.2
Fort Worth	91.7
Harlingen	88.5
Houston	91.1
Laredo	85.5
Longview	88.8
Lubbock	87.0
McAllen	84.1
Midland	87.0
Odessa	88.3
Palestine-Anderson County	84.1
Paris	87.7
Plano	96.6
San Angelo	88.7
San Antonio	87.0
San Marcos	92.5
Seguin	90.0
Sherman-Denison	91.4
Temple	86.9
Texarkana (TX-AR)	90.8
Tyler	93.8
Victoria	84.6
Weatherford	89.1
Wichita Falls	92.1

**Utah**

Cedar City	88.9
Logan	90.6
St. George	91.4

**Vermont**

Burlington-Chittenden Co.	116.8
---------------------------	-------

**Virginia**

Charlottesville	104.0
Hampton Roads	100.6
Harrisonburg	104.1
Lexington-Buena Vista	99.5
Richmond	99.9
Roanoke	93.3
Staunton-Augusta County	97.5

**Washington**

Bellingham	108.7
Olympia	103.2
Richland-Kennewick-Pasco	98.4
Seattle	118.2
Spokane	102.3
Tacoma	104.4
Vancouver	99.4
Yakima	92.1

**West Virginia**

Charleston	87.6
Huntington	95.1

**Wisconsin**

Appleton	95.1
Eau Claire	102.6
Green Bay	94.1
Janesville	97.6
Wausau	95.8
Marshfield	95.8
Stevens Point-Plover	99.8

**Wyoming**

Cheyenne	106.9
Gillette	97.6
Laramie	98.7



## About the Congressional Management Foundation

### *CMF's Mission*

The Congressional Management Foundation (CMF) is a non-profit, non-partisan organization dedicated to helping Congress become a more productive and effective institution through better management. CMF does not seek to change Congress by lobbying for institutional reform. Rather, for over 25 years CMF has chosen to work internally with Member offices, committees, and the leadership to foster improved management practices and systems. It is our conviction that through enhancing the leadership and managerial skills of the most influential policy-makers in Congress (Members and senior management staff), CMF can make a measurable impact on the performance of individual offices and the institution as a whole.

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

### *Training for Management Staff*

For several years, CMF has offered a popular series of management training programs for House Chiefs of Staff and Legislative Directors. CMF's programs are held throughout the year, free of charge, and topics are geared to the needs of management staff in congressional offices. Topics include: strategic planning, conducting performance reviews, coaching staff to improved performance, understanding and improving your management style, crisis management, conflict management and negotiating agreements.

### *Services for Individual Congressional Offices*

Upon request, CMF conducts confidential studies of personal, committee and leadership offices. CMF conducts a comprehensive internal assessment that identifies strengths and weaknesses and establishes a plan to substantially improve office performance. CMF also provides offices with short-term assistance on issues such as facilitating strategic planning sessions and office retreats, improving office mail systems, and providing staff training and coaching on topics like time and information management. All individual office work is conducted confidentially.

### *Management Publications & Salary Reports*

CMF publishes a series of management guidebooks that are used by the Chiefs of Staff in House and Senate offices. To produce these books, CMF studies the best practices of congressional offices, and applies top private-sector management ideas to Congress. Our publications include:

*Setting Course: A Comprehensive Congressional Management Guide*  
*Congress Online: Assessing and Improving Capitol Hill Web Sites*  
*2001 Senate Staff Employment Study*  
*2002 House Staff Employment Study (produced under contract for the House)*  
*Frontline Management: A Guide for Congressional District/State Offices*  
*E-mail Overload in Congress: Managing a Communications Crisis*  
*Working in Congress: The Staff Perspective*  
*Managing Committee Transitions*  
*Congressional Intern Handbook*

For further information about CMF, please call (202) 546-0100 or visit us at <http://www.cmfweb.org>.

# **2004 House Staff Employment Study**

## **Guide for the 109<sup>th</sup> Congress**

- ▶ **Profiles of 16 Common Positions in House Personal Offices**
- ▶ **First-Term vs. Veteran Member Breakout of Office Staffing Data**
- ▶ **Descriptions of Compensation, Leave, and Other Benefit Practices**
- ▶ **Staff Turnover Data**
- ▶ **Average Demographics of House Personal Office Staff**



**Chief Administrative Officer**

