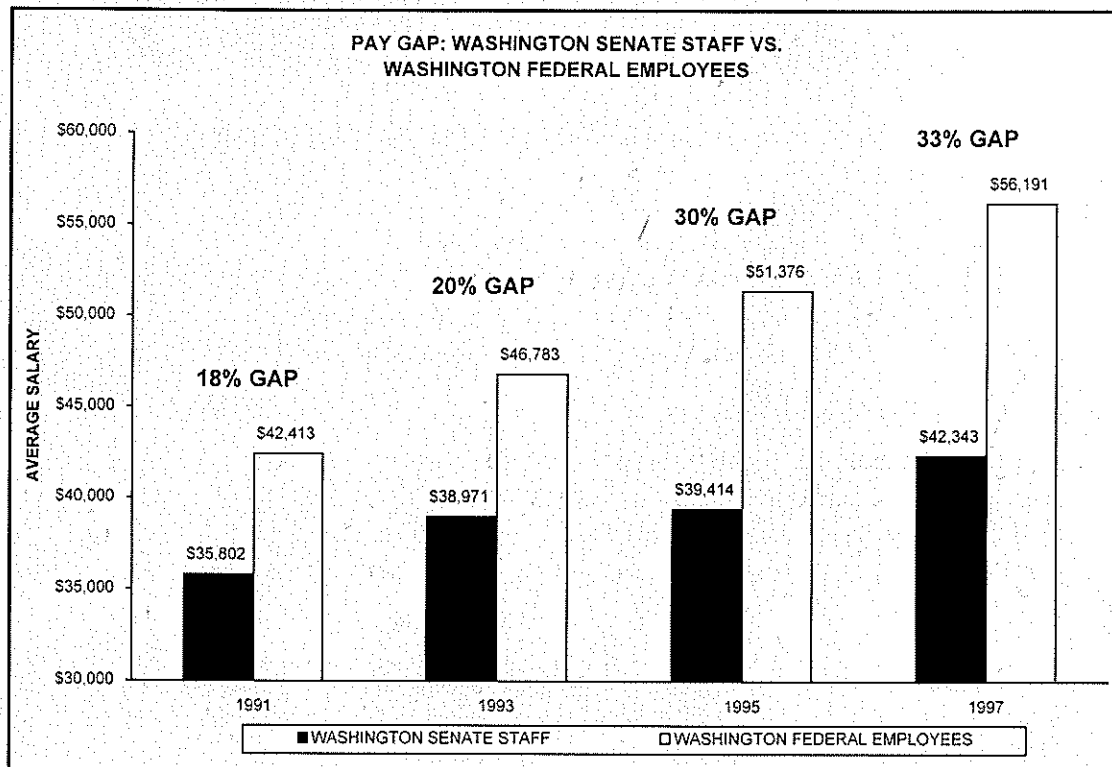


1997 SENATE STAFF EMPLOYMENT

Salary, Tenure, Demographics, and Benefits



Made possible by the support of:

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A Congressional Management Foundation Guidebook

ACKNOWLEDGMENTS

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Tom Klouda

1997 SENATE STAFF EMPLOYMENT:

Salary, Tenure, Demographics, and Benefits

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PURPOSE OF THE REPORT

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

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

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

A Word of Caution

This report goes a long way towards describing the pay practices of Senate personal offices. It does not, however, contain all of the relevant information needed by management or staff in negotiating fair pay. The actual negotiation process should consider a range of other possible factors that we do not measure such as: loyalty, staff performance, political savvy, and even regional variations in the cost of living.

SUMMARY OF KEY FINDINGS

1997 SENATE STAFF SALARIES

- The average 1997 salary across all positions for Senate personal office staff was **\$39,534**, a 6.3% increase since 1995 or an **annualized 3.1% increase**. This reflects the fact that Senate offices received Cost of Living Adjustments (COLAs) in 1996 and 1997 following no office budget increases in 1994 and 1995. (see page 88)
- The **pay gap** between Senate staff and federal government employees continued to grow. The average 1997 Senate staff salary of Washington-based staff of \$42,343 is 33% less than the average salary of their counterparts in the executive branch. This represents an increase from 30% in 1995 and 20% in 1993. (see page 90)
- Generally, Senate staff make markedly less than their comparably educated counterparts nationwide. For example, Senate staff with bachelor's degrees earn 27% less than workers with bachelor's degrees nationally, while Senate staff with master's degrees and doctorate degrees earn 18% and 12% less in salary respectively. (see page 92)
- The pay gap is less pronounced when comparing Senate staff with all executive branch staff. The average 1997 Senate staff salary of \$39,534 is 12% less than the average federal employee salary of \$44,294. In 1995, federal employees earned 11% more than Senate staff; and 2% more in 1993. (see page 90)
- Among higher-paying positions, Senate staff earn substantially more than their House counterparts. Senate Chiefs of Staff earn 30% more than House Chiefs of Staff, while Senate Legislative Directors, Communications Directors, and Legislative Assistants all earn at least 44% more than their House counterparts. This represents a trend of an increasing pay gap between House and Senate staff. (see page 119)
- Generally, most Senate offices passed on the entire 1997 Cost of Living Adjustment to their staff. However, Republican offices were more likely to use a merit system of distribution for the COLA and Democratic offices were more likely to distributed it equally to all staff. (see page 76)

GENDER

- Since 1991, the pay gap between female and male Senate staff has continued to narrow. In 1991, female Senate staff earned 78% as much as male Senate staff, 81% as much in 1993, 87% in 1995, and 88% in 1997. (see page 93)

- Female Senate staff earn proportionately more than female workers nationwide. In 1997, women earned 88% of the pay of men in Senate offices. In comparison, women earned 67% of the pay of men in the U.S. labor force in 1996. (see page 94)
- Women hold 40% of the five top-paying positions in Senate personal offices, representing a continued increase in the percentage of women in top Senate jobs. In 1993, women held 34% of the top jobs and 37% in 1995. (see page 110)
- Women comprise 56% of Senate staff, a larger proportion than their 46% share of the U.S. labor force. However, the percentage of female staff in Senate offices has declined since 1991, when females comprised 62% of Senate staff. This means that while more women are filling the top jobs, fewer women are hired to fill the lower-paying positions. (see page 108)

RACE/ETHNICITY

- Average pay for black Senate staff decreased relative to white Senate staff, while the average pay for Hispanic staff increased in 1997. Black Senate staff earn 76% of the pay of white Senate staff in 1997. In 1993, black Senate staff earned 83% of the pay of white Senate staff. Hispanic staff earned 85% of the pay of white staff in 1997. In 1993, Hispanic staff earned 75% of the pay of white Senate staff. (see page 95)
- The differential between the pay of white and minority Senate staff is primarily due to the over-representation of minorities in lower paying jobs and their under-representation in higher paying jobs. Overall, minorities comprise 13.6% of Senate staff, but they hold only 4.6% of the five top-paying positions in Senate personal offices. (see page 115)

STAFF TENURE

- On average, Senate staff in 1997 have 2.8 years of experience in their current position, 3.6 years experience in their current office, and 5.6 years experience working in Congress. (see page 98)
- Turnover is common in every position. For example, 39% of Chiefs of Staff, 53% of Legislative Directors, and 62% of Legislative Assistants have been in their present jobs two years or less. (see page 101)

ANALYSIS OF SAMPLE

Sample Size

A questionnaire was sent to the Senate personal offices of all 100 Senators. Responses came from offices representing 60 Senators (60% of those surveyed). These responses provided CMF with salary, tenure, and demographic data for 2,048 full-time and 125 part-time Senate personal office staff members.

Analysis of Responses by Member Political Party

<u>Political Party</u>	<u>Responses</u>	<u>Actual</u>
Democratic	48%	45%
Republican	52%	55%

Analysis of Responses by Member Tenure

<u>Member Term</u>	<u>Responses</u>	<u>Actual</u>
1st term	47%	42%
2nd term	31%	21%
3rd term	3%	15%
4th term or more	19%	22%

Analysis of Responses by State Population

<u>State Population</u>	<u>Responses</u>	<u>Actual</u>
<= 2 million	33%	34%
2 - 5 million	30%	28%
5 - 10 million	23%	24%
> 10 million	14%	14%

Analysis of Responses by Geographical Region¹

<u>Region</u>	<u>Responses</u>	<u>Actual</u>
New England	10%	12%
Mid-Atlantic	5%	8%
South	20%	22%
Border	12%	10%
Midwest	12%	10%
Plains	15%	12%
Rocky Mountain	20%	16%
Pacific Coast	7%	10%

Analysis of Responses by Member Gender

	<u>Responses</u>	<u>Actual</u>
Female	8%	9%
Male	92%	91%

Analysis of Responses by Member Race/Ethnicity

	<u>Responses</u>	<u>Actual</u>
Black	2%	1%
Hispanic	0%	0%
White	98%	96%
Other	0%	3%

Except for Member Tenure, the sample very closely reflects the actual composition of the Senate on each of the above dimensions. This strongly supports the conclusion that the data in this report are valid.

¹ Appendix B on page 124 lists the states in each geographical region.

INDIVIDUAL POSITION
PROFILES AND ANALYSES

INDIVIDUAL POSITION PROFILES AND ANALYSES

Methodology

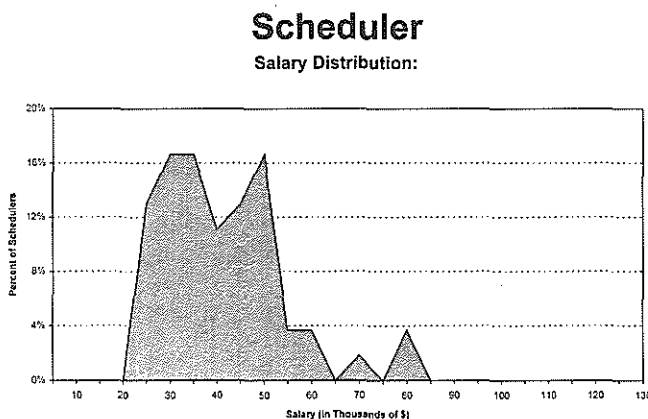
In this section of the report, we provide detailed analyses of 27 Senate personal office positions. Our position analyses address three primary objectives:

- 1) Describing the demographic make-up and congressional experience of the staff who work in each of these jobs.
- 2) Determining the average 1997 salaries, changes in salary since 1995, and the salary distribution of staff for each position.
- 3) Determining which factors affect the pay of staff for each position.

The first two objectives were easily accomplished with simple calculations and graphs. Regression analysis was performed to partially address the third objective.

Explanation of Graphs

For each position, a graph is presented showing various salary ranges and the percentage of staffers' salaries within each range. For example, assume that there were 100 Schedulers in our data set with 16 of them earning between \$47,500 and \$52,499. We would indicate this by placing a dot above the midpoint of the range (\$50,000), parallel to 16%. To generate the entire salary distribution for each position, we simply "connected the dots" for each salary range.² The most common salaries for each position are represented by the bulk of the shading, and the total area of the graph is equal to 100%.



² We used the same salary ranges for each position: the salary ranges cover every \$5,000 interval between the lowest range of \$2,501 to \$7,500 and the highest range of \$127,501 to \$132,500.

Regression Analysis of Salary

Our third objective listed above, determining which factors influence the pay of staff, required more sophisticated analyses. For each position, we used a statistical procedure called Multiple Regression Analysis to determine the influence of eight variables **on salary**. This technique allowed us to determine the *unique* influence on salary of each variable by controlling for the effects of the other seven variables. The eight variables we analyzed were:

- 1) Age
- 2) Educational Attainment³
- 3) Race/Ethnicity
- 4) Gender⁴
- 5) Level of Responsibility⁵
- 6) Prior Years in Current Office (experience in current office before taking current position)
- 7) Years in Current Position
- 8) Years of Prior Congressional Experience (congressional experience prior to current position)

For each of the positions analyzed in this section, we indicate which variables are related to salary in a “statistically significant” way.⁶ For significant variables, we also indicate whether more units (e.g., years) of the variable are related to higher or to lower pay.

³ On the survey we asked offices to indicate the educational attainment, or highest degree earned, of each staff member. To improve our regression analyses, we converted educational attainment into years of education as follows:

<u>Highest Level Attained</u>	<u>Years of Education</u>
High School or less	12
Some College	14
Bachelor's Degree	16
Master's Degree	18
Law Degree	19
Doctorate Degree	21

⁴ See page 68 for additional information on the influence of gender and ethnicity on salaries within positions.

⁵ This variable measures whether a staffer has more, fewer, or about the same job responsibilities as those that we provide for each position in the survey. Our definition of average responsibilities is included in each position analysis.

⁶ In order to determine whether or not a variable was a “significant” predictor of pay, we tested the two-sided null hypothesis at the .05 significance level using t-statistics.

Because regression analysis requires at least 30 cases to be statistically valid, we were able to analyze only 19 of the 27 Senate office positions listed on our survey. There were too few Constituent Services Representatives (Washington), Deputy Chiefs of Staff, Directors of Constituent Services, Legislative Counsels, Projects Managers, Research Assistants, State Office Managers, and State Schedulers reported on our surveys for us to conduct valid regression analysis on those positions. However, we include other information on these positions in our report because they are generally found in at least 15% of the offices in our sample.

Limitations of Regression Analysis

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

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

AVERAGE SALARY FOR ALL SENATE POSITIONS

	<u>Average Salary</u>	<u>Percent Change, 1995-97</u>
Washington Positions		
Chief of Staff	\$109,638	7.7%
Legislative Director	\$83,156	3.8%
Deputy Chief of Staff	\$72,506	N/A
Legislative Counsel	\$61,457	0.0%
Communications Director	\$59,881	7.7%
Office Manager	\$49,367	-3.5%
Personal Assistant	\$47,159	-7.3%
Legislative Assistant	\$46,717	7.4%
Projects Manager	\$44,840	11.2%
Scheduler	\$41,230	13.2%
Systems Administrator	\$35,822	-1.6%
Constituent Services Representative (Washington)	\$35,233	4.6%
Correspondence Manager	\$32,548	5.3%
Deputy Communications Director	\$30,408	0.2%
Assistant to the Chief of Staff	\$29,832	2.8%
Computer Operator	\$26,938	1.6%
Research Assistant	\$24,585	2.2%
Legislative Correspondent	\$24,209	6.2%
Staff Assistant (Washington)	\$22,371	-5.5%
Correspondence Assistant	\$22,312	10.4%
State Positions		
State Director	\$69,070	5.6%
Director of Constituent Services	\$41,442	N/A
Regional Manager	\$38,996	2.4%
State Scheduler	\$34,779	N/A
State Office Manager	\$32,774	N/A
Constituent Services Representative (State)	\$30,150	12.0%
Staff Assistant (State)	\$23,732	9.6%

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

	Average Yrs. in <u>Position</u>	Average Yrs. in <u>Office</u>	Average Yrs. in <u>Congress</u>	% Change Yrs. in Congress <u>1995-1997</u>
Washington Positions				
Constituent Services Rep. (Washington)	5.1	6.0	12.0	-15.2%
Computer Operator	5.0	5.2	10.1	6.1%
Chief of Staff	4.0	6.0	11.0	7.1%
Personal Assistant	3.3	4.6	7.5	-30.8%
Projects Manager	3.2	4.7	6.5	26.5%
Systems Administrator	3.1	4.1	10.1	8.7%
Correspondence Manager	3.0	4.0	8.7	15.8%
Office Manager	2.8	4.3	10.5	-20.3%
Legislative Director	2.6	4.8	10.5	-1.4%
Legislative Counsel	2.5	3.5	5.9	12.5%
Scheduler	2.4	3.8	6.8	15.0%
Legislative Assistant	2.3	3.1	4.9	-4.6%
Communications Director	2.1	2.7	5.0	-11.9%
Assistant to the Chief of Staff	2.0	2.5	3.2	-17.2%
Correspondence Assistant	2.0	2.4	3.4	36.3%
Deputy Chief of Staff	1.7	4.3	10.7	N/A
Staff Assistant (Washington)	1.6	1.7	2.6	-47.5%
Deputy Communications Director	1.3	2.0	2.3	-21.8%
Legislative Correspondent	1.2	1.6	2.0	3.5%
Research Assistant	0.9	1.3	2.4	34.0%
State Positions				
Director of Constituent Services	5.5	7.5	11.9	N/A
Regional Manager	4.4	5.2	6.4	-18.7%
State Office Manager	3.8	5.8	7.4	N/A
Constituent Services Representative (State)	3.6	4.2	5.3	-15.4%
State Director	3.6	6.1	8.3	0.8%
State Scheduler	3.4	3.6	4.1	N/A
Staff Assistant (State)	2.9	3.2	4.0	-14.4%

ASSISTANT TO THE CHIEF OF STAFF

Responsibilities: Assists the Chief of Staff in various administrative and management areas.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	81.1%
in Current Position	2.0	1.4	Male	18.9%
in Current Office	2.5	2.9		
in Congress	3.2	3.9	FLSA STATUS:	
			Exempt	32.4%
			Non-Exempt	67.6%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	5.4%		Black	2.7%
Some College	2.7%		Hispanic	2.7%
Bachelor's Degree	83.8%		White	94.6%
Masters' Degree	5.4%		Other	0.0%
Law Degree	2.7%			
Doctorate Degree	0.0%		AVERAGE AGE:	28

AVERAGE SALARY 1997:	\$29,832	SALARY PERCENTILES
 AVERAGE SALARY 1995:	 \$29,006	 80% -- \$33,950
PERCENTAGE CHANGE:	2.8%	60% -- \$31,800
 AVERAGE ANNUALIZED CHANGE:	 1.4%	 50% -- \$30,000
		40% -- \$27,697
(Sample size = 37)		20% -- \$25,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Assistants to the Chief of Staff earn within the range of the 20th and the 80th percentiles or between \$25,000 and \$33,950. Percentiles also describe where an individual stands relative to others in the same job. For example, an Assistant to the Chief of Staff making \$31,800 has a higher salary than 60% of all Assistants to the Chief of Staff.

ASSISTANT TO THE CHIEF OF STAFF

General Findings: The average congressional tenure of Assistants to the Chief of Staff decreased by 17% between 1995 and 1997, the sixth largest decrease for all Senate positions.

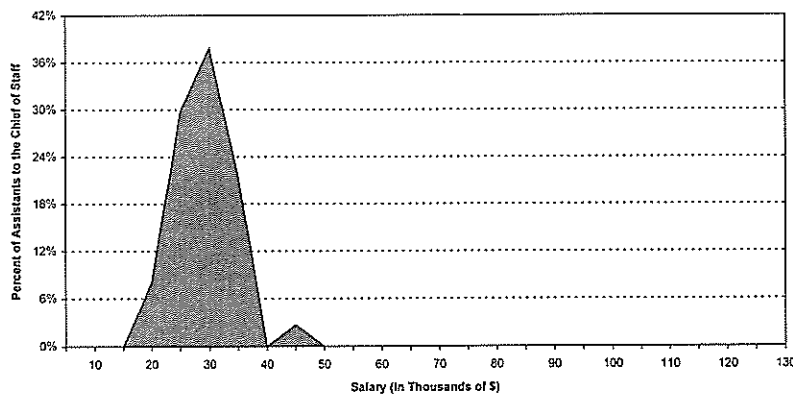
Along with their decrease in tenure, the average salary of Assistants to the Chief of Staff increased modestly by 2.8% between 1995 and 1997.

Assistants to the Chief of Staff are primarily female.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the Assistant to the Chief of Staff position, when controlling for the effects of all other variables. Assistants to the Chief of Staff with higher **ages** tend to earn more than younger Assistants to the Chief of Staff. (See page 10 for a detailed explanation of regression.)

Assistant to the Chief of Staff

Salary Distribution:



From the graph, one can read that about 37% of all Assistants to the Chief of Staff earn in the \$30,000 range (\$27,501 to \$32,500), most earn between \$20,000 and \$40,000, and none earn \$50,000 or more. (See “Explanation of Graphs” on page 9 for a detailed description).

CHIEF OF STAFF

Responsibilities: Top staff person responsible for overall office functions; oversees staff and budget; advises Senator on political matters; responsible for all hiring and termination of staff; develops operating plan, goals, and objectives; establishes office policies and procedures.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	30.5%
in Current Position	4.0	4.1	Male	69.5%
in Current Office	6.0	6.0		
in Congress	11.0	10.3	FLSA STATUS:	
			Exempt	94.9%
			Non-Exempt	5.1%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	1.8%		Black	0.0%
Some College	3.5%		Hispanic	3.4%
Bachelor's Degree	42.1%		White	91.5%
Masters' Degree	29.8%		Other	5.1%
Law Degree	19.3%			
Doctorate Degree	3.5%		AVERAGE AGE:	44

AVERAGE SALARY 1997:	\$109,638	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$101,835	80% -- \$125,000
PERCENTAGE CHANGE:	7.7%	60% -- \$111,507
AVERAGE ANNUALIZED CHANGE:	3.8%	50% -- \$108,000
		40% -- \$105,000
(Sample size = 59)		20% -- \$99,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Chiefs of Staff earn within the range of the 20th and the 80th percentiles or between \$99,000 and \$125,000. Percentiles also describe where an individual stands relative to others in the same job. A Chief of Staff making \$111,507 has a higher salary than 60% of all Chiefs of Staff.

CHIEF OF STAFF

General Findings: Chiefs of Staff have been in their current Senate office longer than in their current position for an average of 2 years, which is the third highest tenure in office for all Washington staff positions. This suggests that Chiefs of Staff are promoted from within the office more frequently than staff in other positions.

Chiefs of Staff are the highest paid staff in Senate offices, as they were in 1995, 1993 and 1991.

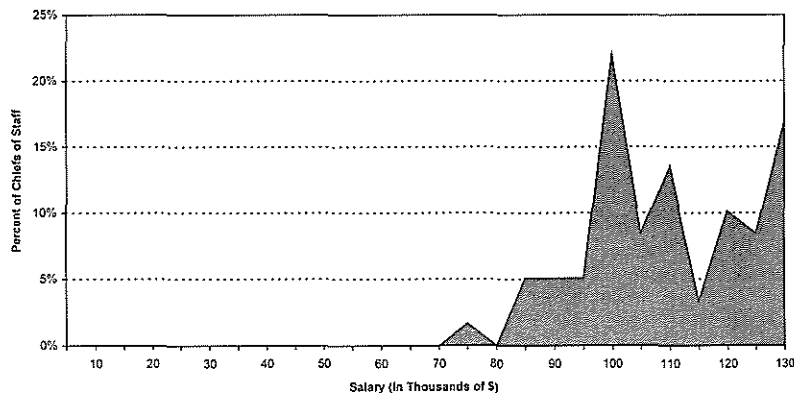
Relative to other positions in Senate offices, Chiefs of Staff tend to have less turnover. Sixty-eight percent have been in their current position for at least a year, 56% for more than two years.

Chiefs of Staff tend to be highly educated: 53% of Chiefs of Staff have advanced degrees. Also, Chiefs of Staff are the oldest staff in Washington offices, with an average age of 44.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the Chief of Staff position, when controlling for the effects of all other variables. Chiefs of Staff with more **years of prior congressional experience** tend to earn more than Chiefs of Staff with less years of prior congressional experience. (See page 10 for a detailed explanation of regression.)

Chief of Staff

Salary Distribution:



From the graph, one can read that about 22% of all Chiefs of Staff earn in the \$100,000 range (\$97,501 to \$102,500) and most earn between \$95,000 and \$130,000. (See "Explanation of Graphs" on page 9 for a detailed description).

COMMUNICATIONS DIRECTOR

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 33.3%
in Current Position	2.1	2.6	Male 66.7%
in Current Office	2.7	3.5	
in Congress	5.0	5.7	FLSA STATUS:
			Exempt 98.6%
			Non-Exempt 1.4%
 EDUCATIONAL ATTAINMENT:			RACE/ETHNICITY:
High School or less	0.0%		Black 1.4%
Some College	5.9%		Hispanic 0.0%
Bachelor's Degree	72.1%		White 97.1%
Masters' Degree	16.2%		Other 1.4%
Law Degree	5.9%		
Doctorate Degree	0.0%		AVERAGE AGE: 34

AVERAGE SALARY 1997:	\$59,881	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$55,602	80% -- \$73,500
PERCENTAGE CHANGE:	7.7%	60% -- \$63,000
AVERAGE ANNUALIZED CHANGE:	3.8%	50% -- \$58,500
		40% -- \$55,080
(Sample size = 69)		20% -- \$48,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Communications Directors earn within the range of the 20th and the 80th percentiles or between \$48,000 and \$73,500. Percentiles also describe where an individual stands relative to others in the same job. For example, a Communications Director making \$63,000 has a higher salary than 60% of all Press Secretaries.

COMMUNICATIONS DIRECTOR

General Findings: The job tenure of Communications Directors decreased by 18% between 1995 and 1997. Communications Directors' average tenure in current office and in Congress have also decreased since 1995. Despite the decline in the tenure for Communications Directors over the past two years, they have enjoyed a healthy 7.7% increase in salary since 1995.

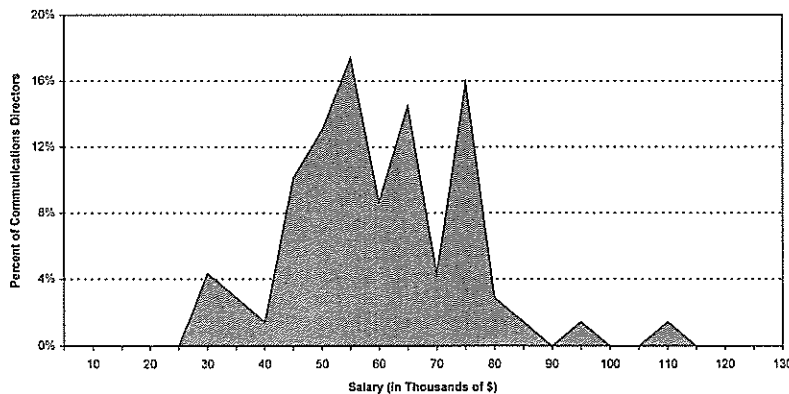
Communications Directors have served in their current offices only slightly longer than they have been in their current positions. This indicates that staffers are rarely promoted into Communications Director jobs from within their present office. Instead, Communications Directors are usually hired from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

Communications Director is the sixth-highest paid position in Senate offices and the fifth-highest paid position in Washington offices.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the Communications Director position, when controlling for the effects of all other variables. Communications Directors with higher **levels of responsibility** tend to earn more than Communications Directors with fewer responsibilities. (See page 10 for a detailed explanation of regression.)

Communications Director

Salary Distribution:



From the graph, one can read that about 17% of all Communications Directors earn in the \$55,000 range (\$52,501 to \$52,500), another 16% earn in the \$75,000 range (\$72,501 to \$77,500), and most earn between \$40,000 and \$80,000. (See "Explanation of Graphs" on page 9 for a detailed description).

COMPUTER OPERATOR

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	87.0%
in Current Position	5.0	5.2	Male	13.0%
in Current Office	5.2	5.2		
in Congress	10.1	9.5	FLSA STATUS:	
			Exempt	1.9%
			Non-Exempt	98.1%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	28.3%		Black	50.0%
Some College	45.3%		Hispanic	0.0%
Bachelor's Degree	20.8%		White	44.4%
Masters' Degree	3.8%		Other	5.6%
Law Degree	1.9%			
Doctorate Degree	0.0%		AVERAGE AGE:	36

AVERAGE SALARY 1997:	\$26,938	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$26,524	80% -- \$31,713
PERCENTAGE CHANGE:	1.6%	60% -- \$27,443
AVERAGE ANNUALIZED CHANGE:	0.8%	50% -- \$26,250
		40% -- \$24,529
(Sample size = 54)		20% -- \$21,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Computer Operators earn within the range of the 20th and the 80th percentiles or between \$21,000 and \$31,713. Percentiles also describe where an individual stands relative to others in the same job. For example, a Computer Operator making \$27,443 has a higher salary than 60% of all Computer Operators.

COMPUTER OPERATOR

General Findings: There is a higher proportion of non-white staff (56%) in the Computer Operator position than in any other Senate office position.

Computer Operators tend to be less educated than Senate office staff in general, 74% do not have bachelor's degrees, and 5.7% have received graduate degrees.

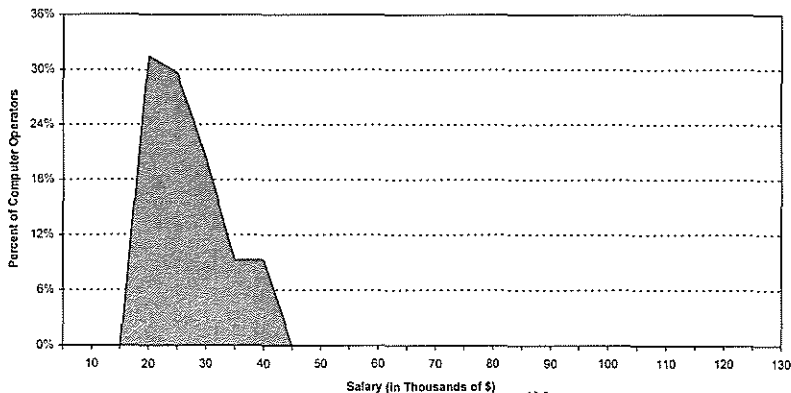
Computer Operators received an increase of 1.6% in their average salaries between 1995 and 1997.

Computer Operators are overwhelmingly (87%) female.

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

Computer Operator

Salary Distribution:



From the graph, one can read that about 31% of all Computer Operators earn in the \$20,000 range (\$17,501 to \$22,500) and most earn between \$20,000 and \$35,000. (See "Explanation of Graphs" on page 9 for a detailed description).

CONSTITUENT SERVICES REPRESENTATIVE (Washington)

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 70.0%
in Current Position	5.1	8.1	Male 30.0%
in Current Office	6.0	9.2	
in Congress	12.0	14.1	FLSA STATUS:
			Exempt 30.0%
			Non-Exempt 70.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	10.0%		Black 10.0%
Some College	20.0%		Hispanic 0.0%
Bachelor's Degree	70.0%		White 90.0%
Masters' Degree	0.0%		Other 0.0%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 37

AVERAGE SALARY 1997:	\$35,233	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$33,688	80% -- \$47,914
PERCENTAGE CHANGE:	4.6%	60% -- \$42,708
AVERAGE ANNUALIZED CHANGE:	2.3%	50% -- \$34,038
		40% -- \$26,630
(Sample size = 10)		20% -- \$23,200

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Constituent Services Representatives (Washington) earn within the range of the 20th and the 80th percentiles or between \$23,200 and \$47,914. Percentiles also describe where an individual stands relative to others in the same job. For example, a Constituent Services Rep. (Washington) making \$42,708 has a higher salary than 60% of all Constituent Services Reps. (Washington).

CONSTITUENT SERVICES REPRESENTATIVE (Washington)

General Findings: Constituent Services Representatives (Washington) have the second most experience in their positions and current offices after Director of Constituent Services, despite the fact that their average tenure decreased over the past two years. This position has the highest tenure in Congress of any position, an average of 12 years.

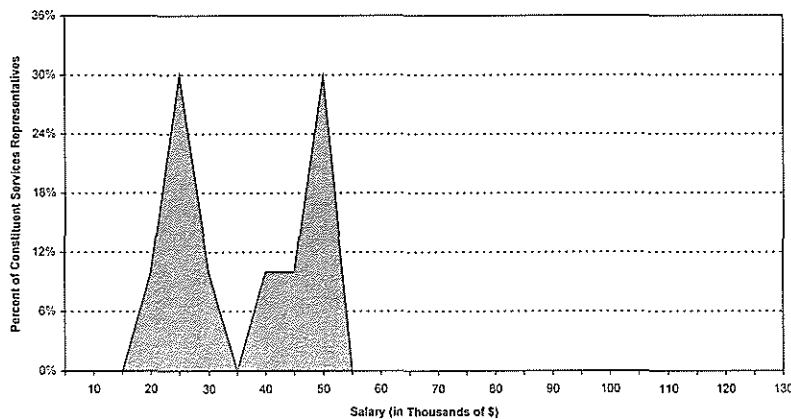
The position of "Constituent Services Representative" was titled "Washington Caseworker" in our past Senate reports. The title was changed this year to reflect the more contemporary job title used by many Senate offices this year. The data we use for comparison is from our 1995 "Washington Caseworker" profile.

Constituent Services Representatives (Washington) are primarily female and this position is one of three positions in our sample that had no staffers with advanced degrees.

REGRESSION: In the 60 offices that responded to our survey, there were only 10 Constituent Services Representatives (Washington) working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Constituent Services Representative (DC)

Salary Distribution:



From the graph, one can read that about 30% of all Constituent Services Representatives (DC) earn in the \$50,000 range (\$47,501 to \$52,500) and another 30% earn in the \$25,000 range (\$22,501 to \$27,500). (See "Explanation of Graphs" on page 9 for a detailed description).

CORRESPONDENCE ASSISTANT

Responsibilities: Opens, logs, and processes mail.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 31.3%
in Current Position	2.0	0.8	Male 68.8%
in Current Office	2.4	0.9	
in Congress	3.4	2.5	FLSA STATUS:
			Exempt 0.0%
			Non-Exempt 100.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	15.6%		Black 28.1%
Some College	15.6%		Hispanic 0.0%
Bachelor's Degree	59.4%		White 65.6%
Masters' Degree	6.3%		Other 6.3%
Law Degree	3.1%		
Doctorate Degree	0.0%		AVERAGE AGE: 27

AVERAGE SALARY 1997:	\$22,312	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$20,205	80% -- \$25,400
PERCENTAGE CHANGE:	10.4%	60% -- \$21,386
AVERAGE ANNUALIZED CHANGE:	5.1%	50% -- \$20,460
		40% -- \$20,000
(Sample size = 32)		20% -- \$18,800

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Correspondence Assistants earn within the range of the 20th and the 80th percentiles or between \$18,800 and \$25,400. Percentiles also describe where an individual stands relative to others in the same job. For example, a Correspondence Assistant making \$21,386 has a higher salary than 60% of all Correspondence Assistants.

CORRESPONDENCE ASSISTANT

General Findings: Correspondence Assistants receive the lowest average pay of any Senate staffers. Their average pay is \$22,312. However, Correspondence Assistants experienced the third largest salary increase among Washington staff in 1997.

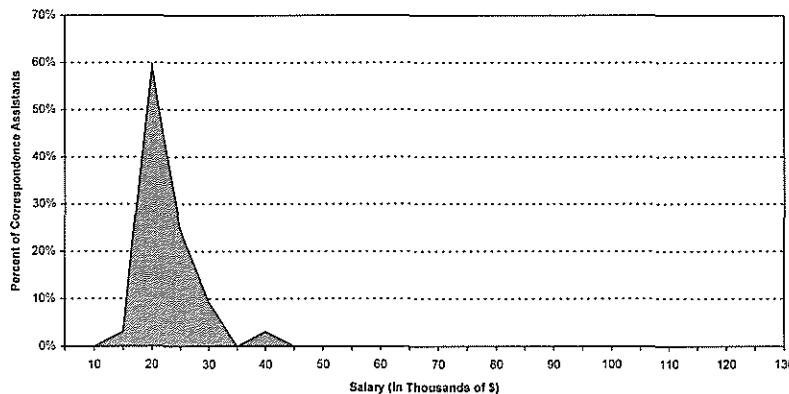
The average tenure of Correspondence Assistants in their jobs, offices and Congress increased substantially between 1995 and 1997. In fact, the 36% increase in average congressional tenure that Correspondence Assistants experienced over that period was the largest percentage increase among all Senate staff positions.

Correspondence Assistants are among the youngest staff in Senate offices. Their average age is 27.

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

Correspondence Assistant

Salary Distribution:



From the graph, one can read that 60% of all Correspondence Assistants earn in the \$20,000 range (\$17,501 to \$22,500) and most earn between \$15,000 and \$30,000. (See "Explanation of Graphs" on page 9 for a detailed description).

CORRESPONDENCE MANAGER

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	56.3%
in Current Position	3.0	4.3	Male	43.8%
in Current Office	4.0	5.2		
in Congress	8.7	7.5	FLSA STATUS:	
			Exempt	65.6%
			Non-Exempt	34.4%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	12.9%		Black	15.6%
Some College	19.4%		Hispanic	3.1%
Bachelor's Degree	67.7%		White	78.1%
Masters' Degree	0.0%		Other	3.1%
Law Degree	0.0%			
Doctorate Degree	0.0%		AVERAGE AGE:	33

AVERAGE SALARY 1997:	\$32,548	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$30,898	80% -- \$44,640
PERCENTAGE CHANGE:	5.3%	60% -- \$34,000
AVERAGE ANNUALIZED CHANGE:	2.6%	50% -- \$30,000
		40% -- \$28,100
(Sample size = 32)		20% -- \$23,852

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Correspondence Managers earn within the range of the 20th and the 80th percentiles or between \$23,852 and \$44,640. Percentiles also describe where an individual stands relative to others in the same job. For example, a Correspondence Manager making \$34,000 has a higher salary than 60% of all Correspondence Managers.

CORRESPONDENCE MANAGER

General Findings: The average job and office tenure of Correspondence Managers declined between 1995 and 1997. However, Correspondence Managers had a 16% increase in average congressional tenure over that period, which was the fourth largest increase among all staff.

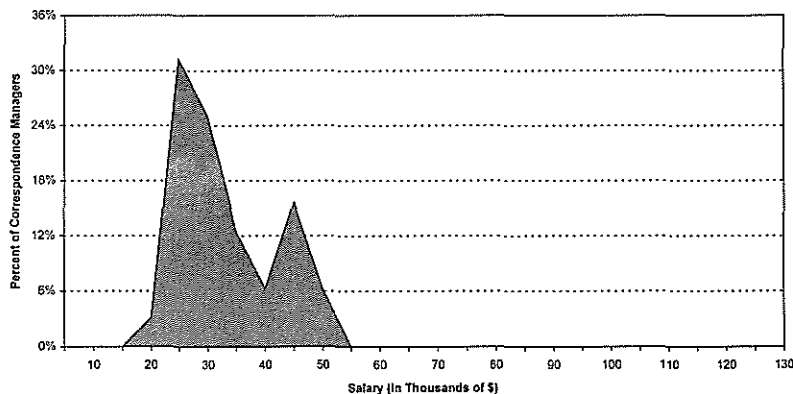
Correspondence Managers received a salary increase of 5.3% between 1995 and 1997, which was less than the average increase for all positions.

None of the Correspondence Managers in our sample had an advanced degree.

REGRESSION: No variables were found to be statistically significant predictors of pay for the Correspondence Manager position, when controlling for the effects of all other variables. (See page 10 for a detailed explanation of regression.)

Correspondence Manager

Salary Distribution:



From the graph, one can read that about 31% of all Correspondence Managers earn in the \$25,000 range (\$22,501 to \$27,500), about 16% earn in the \$45,000 range (\$42,501 to \$47,500), and none earn \$55,000 or more. (See "Explanation of Graphs" on page 9 for a detailed description).

DEPUTY CHIEF OF STAFF

Responsibilities: Assists Chief of Staff in various management areas; supervises personnel matters and coordinates intern program; develops system for tracking constituent mail; responsible for financial disclosure reporting; represents Senator at policy meetings.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	59.1%
in Current Position	1.7	N/A	Male	40.9%
in Current Office	4.3	N/A		
in Congress	10.7	N/A	FLSA STATUS:	
			Exempt	81.8%
			Non-Exempt	18.2%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	4.5%
Some College	4.5%		Hispanic	0.0%
Bachelor's Degree	59.1%		White	95.5%
Masters' Degree	27.3%		Other	0.0%
Law Degree	9.1%			
Doctorate Degree	0.0%		AVERAGE AGE: 38	

AVERAGE SALARY 1997:	\$72,506	SALARY PERCENTILES
AVERAGE SALARY 1995:	N/A	80% -- \$93,500
PERCENTAGE CHANGE:	N/A	60% -- \$85,000
AVERAGE ANNUALIZED CHANGE:	N/A	50% -- \$79,000
		40% -- \$66,322
(Sample size = 22)		20% -- \$46,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Deputy Chiefs of Staff earn within the range of the 20th and the 80th percentiles or between \$46,000 and \$93,500. Percentiles also describe where an individual stands relative to others in the same job. For example, a Deputy Chief of Staff making \$85,000 has a higher salary than 60% of all Deputy Chiefs of Staff.

DEPUTY CHIEF OF STAFF

General Findings: This is a new position for CMF's Senate report. Therefore, historical comparisons cannot be made. CMF included this position because its use in Senate offices has become more common since 1995. In fact, 33% of our sample have a staff person in the Deputy Chief of Staff position.

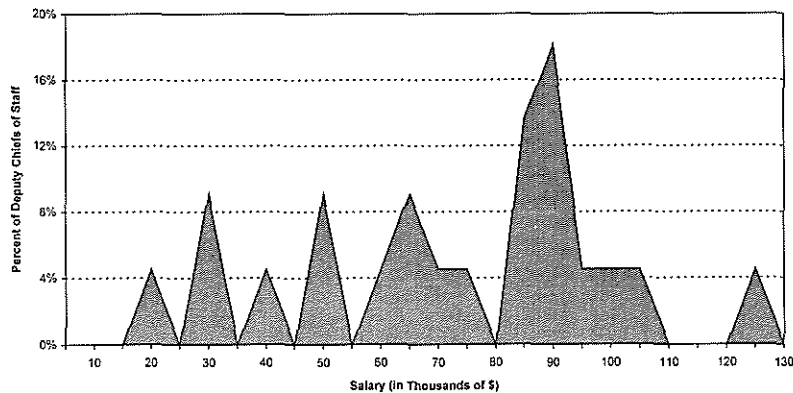
Deputy Chief of Staff was the third highest paid position in Senate offices in 1997, behind only Chiefs of Staff and Legislative Directors.

Deputy Chiefs of Staff have the highest level of prior office experience at an average of 2.7 years (4.3 – 1.7) and the fourth highest average tenure in Congress of 10.7 years. This data indicates that this position requires substantial congressional experience as well as substantial experience with the Senator.

REGRESSION: In the 60 offices that responded to our survey, there were only 22 Deputy Chiefs of Staff working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position. (See page 10 for a detailed explanation of regression.)

Deputy Chief of Staff

Salary Distribution:



From the graph, one can read that 18% of all Deputy Chiefs of Staff earn in the \$90,000 range (\$87,501 to \$92,500) and most earn between \$60,000 and \$105,000. (See "Explanation of Graphs" on page 9 for a detailed description).

DEPUTY COMMUNICATIONS DIRECTOR

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 57.4%
in Current Position	1.3	1.7	Male 42.6%
in Current Office	2.0	2.4	
in Congress	2.3	2.9	FLSA STATUS:
			Exempt 44.4%
			Non-Exempt 55.6%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	0.0%		Black 1.9%
Some College	0.0%		Hispanic 0.0%
Bachelor's Degree	79.6%		White 94.4%
Masters' Degree	18.5%		Other 3.7%
Law Degree	1.9%		
Doctorate Degree	0.0%		AVERAGE AGE: 27

AVERAGE SALARY 1997:	\$30,408	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$30,334	80% -- \$36,000
PERCENTAGE CHANGE:	0.2%	60% -- \$30,000
AVERAGE ANNUALIZED CHANGE:	0.1%	50% -- \$30,000
		40% -- \$27,373
(Sample size = 53)		20% -- \$25,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Deputy Communications Directors earn within the range of the 20th and the 80th percentiles or between \$25,000 and \$36,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Deputy Communications Director making \$30,000 has a higher salary than 60% of all Deputy Communications Directors.

DEPUTY COMMUNICATIONS DIRECTOR

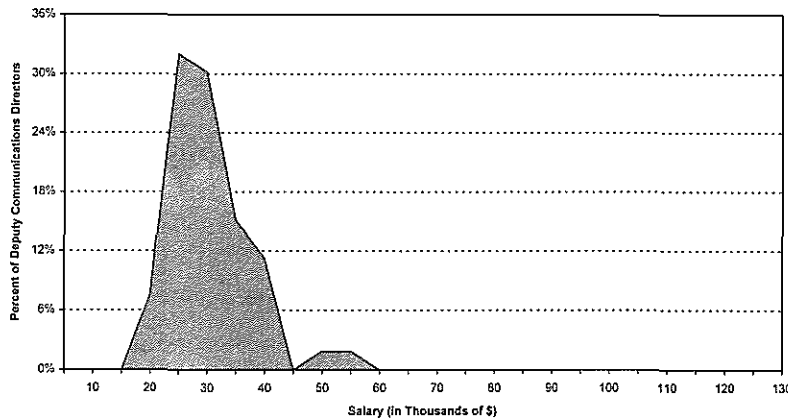
General Findings: Deputy Communications Directors have among the lowest tenure of all Senate staff positions. Only Research Assistants and Legislative Correspondents have less experience in their current jobs than Deputy Communications Directors.

Deputy Communications Directors received the lowest salary increase of any Senate position between 1995 and 1997. Their average salaries rose by only 0.2% over that period.

Roughly equal numbers of men and women staff the Deputy Communications Director position.

REGRESSION: Two variables were found to be statistically significant predictors of pay for the Deputy Communications Director position, when controlling for the effects of all other variables. Deputy Communications Director with more **years of prior experience in their current office** and higher **ages** tend to earn more than Deputy Communications Directors without these characteristics. (See page 10 for a detailed explanation of regression.)

Deputy Communications Director
Salary Distribution:



From the graph, one can read that about 32% of all Deputy Communications Directors earn in the \$30,000 range (\$27,501 to \$32,500), and most earn between \$20,000 and \$40,000. (See “Explanation of Graphs” on page 9 for a detailed description).

LEGISLATIVE ASSISTANT

Responsibilities: Briefs Senator on votes and hearings; meets with constituents and lobbyists on various issues; prepares legislation and speeches.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	40.8%
in Current Position	2.3	2.8	Male	59.2%
in Current Office	3.1	3.7		
in Congress	4.9	5.1	FLSA STATUS:	
			Exempt	97.3%
			Non-Exempt	2.7%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	3.7%
Some College	0.3%		Hispanic	1.0%
Bachelor's Degree	46.4%		White	91.8%
Masters' Degree	27.3%		Other	3.4%
Law Degree	22.5%			
Doctorate Degree	3.4%		AVERAGE AGE:	32

AVERAGE SALARY 1997:	\$46,717	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$43,496	80% -- \$57,700
PERCENTAGE CHANGE:	7.4%	60% -- \$48,000
AVERAGE ANNUALIZED CHANGE:	3.6%	50% -- \$45,000
		40% -- \$40,000
(Sample size = 292)		20% -- \$35,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all LAs earn within the range of the 20th and the 80th percentiles or between \$35,000 and \$57,700. Percentiles also describe where an individual stands relative to others in the same job. For example, an LA making \$48,000 has a higher salary than 60% of all LAs.

LEGISLATIVE ASSISTANT

General Findings: Legislative Assistant is the second most commonly staffed position in the Senate, behind Constituent Services Representative (State). On average, Senate offices have 4.9 Legislative Assistants per office.

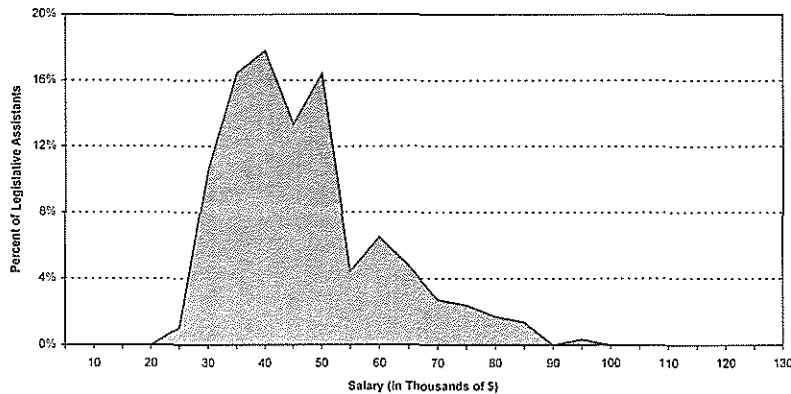
The educational attainment of LAs is quite high: almost 100% of LAs have bachelor's degrees and 53% have received advanced degrees. This is the third-highest percentage of graduate degrees among Senate office positions.

LAs are the youngest Senate staffers in a "Policy" position with an average age of 32. (See page 111 for a description of "Policy" positions).

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

Legislative Assistant

Salary Distribution:



From the graph, one can read that about 18% of all LAs earn in the \$40,000 range (\$37,501 to \$42,500), most earn between \$30,000 and \$55,000, and virtually none earn \$85,000 or more. (See "Explanation of Graphs" on page 9 for a detailed description).

LEGISLATIVE CORRESPONDENT

Responsibilities: Responsible for answering legislative correspondence; creates general response letters; attends hearings; conducts some legislative research.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	43.8%
in Current Position	1.2	1.1	Male	56.2%
in Current Office	1.6	1.7		
in Congress	2.0	1.9	FLSA STATUS:	
			Exempt	8.5%
			Non-Exempt	91.5%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.5%		Black	7.0%
Some College	2.0%		Hispanic	2.0%
Bachelor's Degree	84.6%		White	89.0%
Masters' Degree	9.0%		Other	2.0%
Law Degree	4.0%			
Doctorate Degree	0.0%		AVERAGE AGE: 25	

AVERAGE SALARY 1997:	\$24,209	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$22,803	80% -- \$26,000
PERCENTAGE CHANGE:	6.2%	60% -- \$24,000
AVERAGE ANNUALIZED CHANGE:	3.0%	50% -- \$24,000
		40% -- \$22,926
(Sample size = 201)		20% -- \$21,500

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all LCs earn within the range of the 20th and the 80th percentiles or between \$21,500 and \$26,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an LC making \$24,000 has a higher salary than 60% of all LCs.

LEGISLATIVE CORRESPONDENT

General Findings: Legislative Correspondents have the second-highest job turnover of any Senate office position. They have been in their job for an average of only 1.2 years and in their current office for only 1.6 years; 73% have served as LCs for less than a year, and 92% have served for less than two years.

Legislative Correspondent is the third most commonly staffed position in Senate offices. On average, there are 3.3 LCs per office.

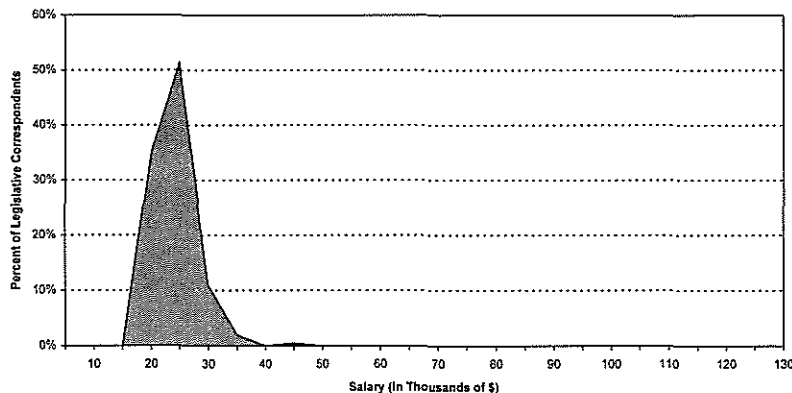
LC is also the fourth-lowest paid Senate job, with an average salary of \$24,209.

LCs are the youngest employees in Senate offices (with an average age of 25)

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

Legislative Correspondent

Salary Distribution:



From the graph, one can read that over 50% of all LCs earn in the \$25,000 range (\$22,501 to \$27,500) and fewer than 15% earn \$30,000 or more. (See "Explanation of Graphs" on page 9 for a detailed description).

LEGISLATIVE COUNSEL

Responsibilities: Provides legal advice on legislative and other policy matters.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	25.0%
in Current Position	2.5	2.6	Male	75.0%
in Current Office	3.5	3.4		
in Congress	5.9	5.2	FLSA STATUS:	
			Exempt	100.0%
			Non-Exempt	0.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	0.0%
Some College	0.0%		Hispanic	5.0%
Bachelor's Degree	5.0%		White	90.0%
Masters' Degree	5.0%		Other	5.0%
Law Degree	90.0%			
Doctorate Degree	0.0%		AVERAGE AGE:	35

AVERAGE SALARY 1997:	\$61,457	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$61,443	80% -- \$70,475
PERCENTAGE CHANGE:	0.0%	60% -- \$58,000
AVERAGE ANNUALIZED CHANGE:	0.0%	50% -- \$54,250
		40% -- \$52,150
(Sample size = 20)		20% -- \$48,991

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Legislative Counsels earn within the range of the 20th and the 80th percentiles or between \$48,991 and \$70,475. Percentiles also describe where an individual stands relative to others in the same job. For example, a Legislative Counsel making \$58,000 has a higher salary than 60% of all Legislative Counsels.

LEGISLATIVE COUNSEL

Legislative Findings: The average salary of Legislative Counsels remained essentially unchanged between 1995 and 1997. This is still better than the four positions whose average salary decreased since 1995. However, the small sample size for the Legislative Counsel position -- only 20 staff -- calls into question the reliability of the data for the purpose of making comparisons over time.

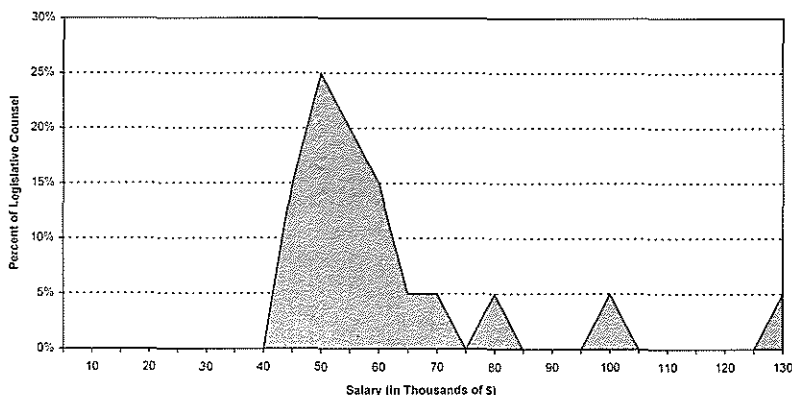
As one would expect of a "Counsel" position, Legislative Counsels are extremely well-educated: 90% of Legislative Counsels hold law degrees and 5% have Masters' degrees. This is the highest percentage of graduate degrees in any of the Senate staff positions.

Of the 60 Senate offices that completed our survey, only 30% staffed this position. That is down from 40% in 1995.

REGRESSION: In the 60 offices that responded to our survey, there were only 20 Legislative Counsels working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Legislative Counsel

Salary Distribution:



From the graph, one can read that about 25% of all Legislative Counsels earn in the \$50,000 range (\$47,501 to \$52,500) and most earn between \$45,000 and \$70,000. (See "Explanation of Graphs" on page 9 for a detailed description).

LEGISLATIVE DIRECTOR

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	38.6%
in Current Position	2.6	3.5	Male	61.4%
in Current Office	4.8	5.7		
in Congress	10.4	10.6	FLSA STATUS:	
			Exempt	100.0%
			Non-Exempt	0.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	1.8%
Some College	0.0%		Hispanic	0.0%
Bachelor's Degree	45.6%		White	94.7%
Masters' Degree	29.8%		Other	3.5%
Law Degree	19.3%			
Doctorate Degree	5.3%		AVERAGE AGE:	39

AVERAGE SALARY 1997:	\$83,156	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$80,138	80% -- \$95,000
PERCENTAGE CHANGE:	3.8%	60% -- \$85,000
AVERAGE ANNUALIZED CHANGE:	1.9%	50% -- \$82,000
		40% -- \$80,000
(Sample size = 57)		20% -- \$72,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all LDs earn within the range of the 20th and the 80th percentiles or between \$72,000 and \$95,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an LD making \$85,000 has a higher salary than 60% of all LDs.

LEGISLATIVE DIRECTOR

General Findings: LDs have the second-highest average salary of any position, and their average salaries have increased by 3.8% since 1995.

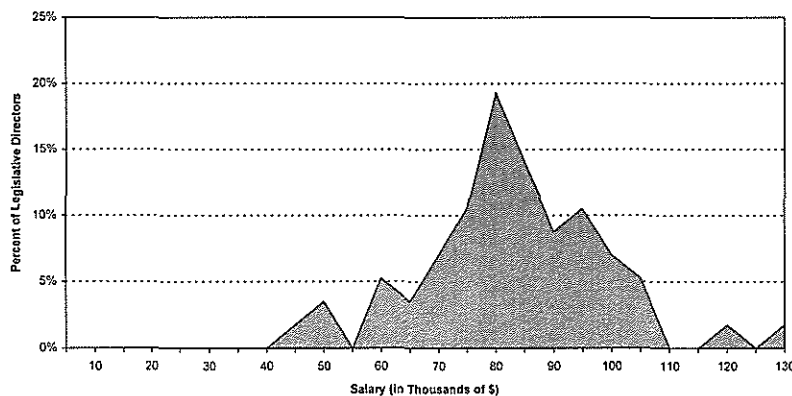
Like Chiefs of Staff, Legislative Directors have been in their current offices considerably longer than in their current positions. This suggests that LDs are often promoted from within the office. Also, LDs tend to have quite a bit of congressional experience (an average of 10.4 years).

Individuals in this position tend to be extremely well-educated; 100% have graduated from college and 54% hold some type of advanced degree. This is the second-highest percentage of graduate degrees among all Senate staff positions, trailing only the Legislative Counsel position.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the LD position, when controlling for the effects of all other variables. LDs with higher **ages** tend to earn more than younger LDs. (See page 10 for a detailed explanation of regression.)

Legislative Director

Salary Distribution:



From the graph, one can read that about 20% of all LDs earn in the \$80,000 range (\$77,501 to \$82,500) and most earn between \$60,000 and \$105,000. (See "Explanation of Graphs" on page 9 for a detailed description).

OFFICE MANAGER

Responsibilities: Manages overall office functions; maintains compliance with the CAA and ethics policies; oversees financial disclosure reporting; supervises personnel matters including hiring and termination; maintains equipment, furniture, supplies, and filing systems.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 72.7%
in Current Position	2.8	5.2	Male 27.3%
in Current Office	4.3	7.2	
in Congress	10.5	13.2	FLSA STATUS:
			Exempt 92.7%
			Non-Exempt 7.3%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	5.5%		Black 7.3%
Some College	23.6%		Hispanic 0.0%
Bachelor's Degree	56.4%		White 92.7%
Masters' Degree	14.5%		Other 0.0%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 38

AVERAGE SALARY 1997:	\$49,367	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$51,148	80% -- \$60,000
PERCENTAGE CHANGE:	-3.5%	60% -- \$51,720
AVERAGE ANNUALIZED CHANGE:	-1.8%	50% -- \$50,000
		40% -- \$47,500
(Sample size = 55)		20% -- \$38,100

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Office Managers earn within the range of the 20th and the 80th percentiles or between \$38,100 and \$51,720. Percentiles also describe where an individual stands relative to others in the same job. An Office Manager making \$51,720 has a higher salary than 60% of all Office Managers.

OFFICE MANAGER

General Findings: The average tenure of Office Managers in their jobs, offices, and in Congress decreased drastically over the past two years. The 20% decrease in their congressional tenure over that period was the fourth-largest of any position.

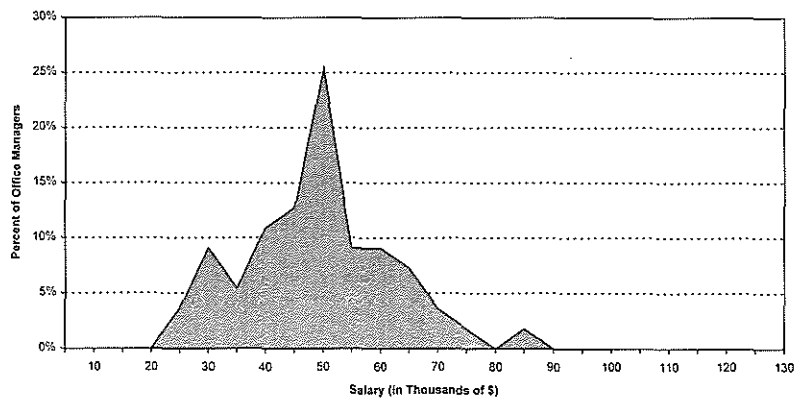
In tandem with these tenure statistics, the average salary of Office Managers declined by 3.5% between 1995 and 1997, the third-largest decrease of any Senate position.

Office Managers are primarily (73%) female.

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

Office Manager

Salary Distribution:



From the graph, one can read that 25% of all Office Managers earn in the \$50,000 range (\$47,501 to \$52,500) and most earn between \$35,000 and \$70,000. (See "Explanation of Graphs" on page 9 for a detailed description).

PERSONAL ASSISTANT

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 90.2%
in Current Position	3.3	6.3	Male 9.8%
in Current Office	4.6	7.2	
in Congress	7.5	10.9	FLSA STATUS:
			Exempt 83.3%
			Non-Exempt 16.7%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	7.3%		Black 4.9%
Some College	14.6%		Hispanic 0.0%
Bachelor's Degree	78.0%		White 90.2%
Masters' Degree	0.0%		Other 4.9%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 38

AVERAGE SALARY 1997:	\$47,159	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$50,870	80% -- \$59,100
PERCENTAGE CHANGE:	-7.3%	60% -- \$48,600
AVERAGE ANNUALIZED CHANGE:	-3.7%	50% -- \$44,500
		40% -- \$42,060
(Sample size = 42)		20% -- \$34,400

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Personal Assistants earn within the range of the 20th and the 80th percentiles or between \$34,400 and \$59,100. Percentiles also describe where an individual stands relative to others in the same job. For example, a Personal Assistant making \$48,600 has a higher salary than 60% of all Personal Assistants.

PERSONAL ASSISTANT

General Findings: The Personal Assistant position has experienced decreases in job, office, and congressional tenure between 1995 and 1997. The 31% decrease in average congressional tenure for Personal Assistants was the second-largest of any Senate position.

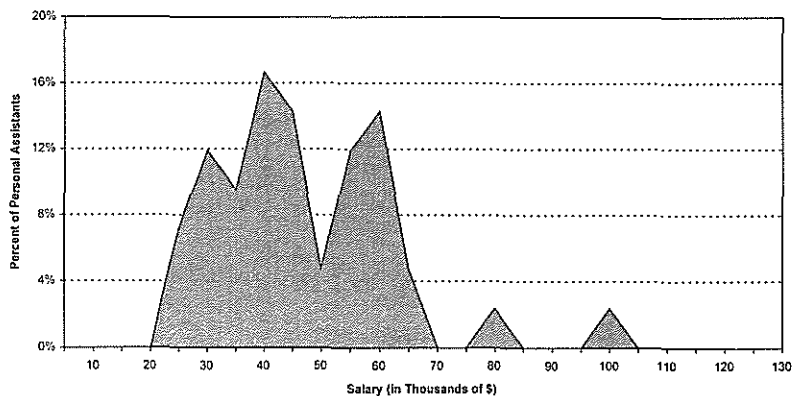
Personal Assistants' average salaries decreased by 7.3% in the last two years.

Personal Assistants are overwhelmingly (90%) female.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the Personal Assistant position, when controlling for the effects of all other variables. Personal Assistants with higher **ages** tend to earn higher salaries than younger Personal Assistants. (See page 10 for a detailed explanation of regression.)

Personal Assistant

Salary Distribution:



From the graph, one can read that about 16% of all Personal Assistants earn in the \$40,000 range (\$37,501 to \$42,500), most earn less than \$65,000, and 4% earn \$80,000 or more. (See "Explanation of Graphs" on page 9 for a detailed description).

PROJECTS MANAGER

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	35.0%
in Current Position	3.2	2.1	Male	65.0%
in Current Office	4.7	3.3		
in Congress	6.5	5.1	FLSA STATUS:	
			Exempt	80.0%
			Non-Exempt	20.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	5.0%
Some College	0.0%		Hispanic	0.0%
Bachelor's Degree	80.0%		White	95.0%
Masters' Degree	15.0%		Other	0.0%
Law Degree	5.0%			
Doctorate Degree	0.0%		AVERAGE AGE: 32	

AVERAGE SALARY 1997:	\$44,840	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$40,325	80% -- \$64,606
PERCENTAGE CHANGE:	11.2%	60% -- \$40,968
AVERAGE ANNUALIZED CHANGE:	5.4%	50% -- \$39,437
		40% -- \$37,700
(Sample size = 20)		20% -- \$27,738

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Projects Managers earn within the range of the 20th and the 80th percentiles or between \$27,738 and \$64,606. Percentiles also describe where an individual stands relative to others in the same job. For example, a Projects Manager making \$40,968 has a higher salary than 60% of all Projects Managers.

PROJECTS MANAGER

General Findings: Projects Managers received the second largest salary increase of any Senate position between 1995 and 1997. The average salaries of Projects Managers rose by 11.2% during that period. However, the small sample size for this position -- only 20 staff -- calls into question the reliability of the data for the purpose of making comparisons over time.

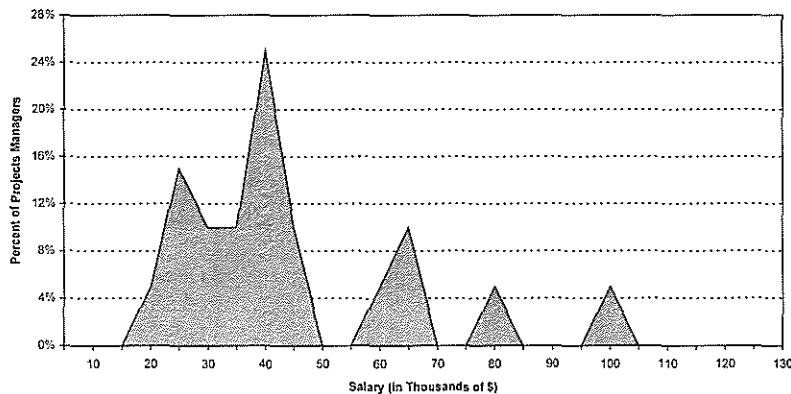
As expected given the substantial salary increase over the past two years, the average job, office, and congressional tenure of Projects Managers increased as well during this period.

Of the 60 Senate offices that completed our survey, only 28% staffed this position.

REGRESSION: In the 60 offices that responded to our survey, there were only 20 Projects Managers working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Projects Manager

Salary Distribution:



From the graph, one can read that about 24% of all Projects Managers earn in the \$40,000 range (\$37,501 to \$42,500) and most earn between \$25,000 and \$45,000. (See "Explanation of Graphs" on page 9 for a detailed description).

RESEARCH ASSISTANT

Responsibilities: Provides legislative research support for the Legislative Director, Legislative Assistants, and Legislative Correspondents.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	35.3%
in Current Position	0.9	0.9	Male	64.7%
in Current Office	1.3	1.7		
in Congress	2.4	1.8	FLSA STATUS:	
			Exempt	35.3%
			Non-Exempt	64.7%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	5.9%
Some College	5.9%		Hispanic	0.0%
Bachelor's Degree	58.8%		White	88.2%
Masters' Degree	29.4%		Other	5.9%
Law Degree	0.0%			
Doctorate Degree	5.9%		AVERAGE AGE: 27	

AVERAGE SALARY 1997:	\$24,585	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$24,058	80% -- \$32,000
PERCENTAGE CHANGE:	2.2%	60% -- \$24,845
AVERAGE ANNUALIZED CHANGE:	1.1%	50% -- \$22,128
		40% -- \$21,200
(Sample size = 17)		20% -- \$19,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Research Assistants earn within the range of the 20th and the 80th percentiles or between \$19,000 and \$32,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Research Assistant making \$24,845 has a higher salary than 60% of all Research Assistants.

RESEARCH ASSISTANT

General Findings: The average salary of Research Assistants increased by 2.2% between 1995 and 1997. However, the small sample size for the Research Assistant position -- only 17 staff -- calls into question the reliability of the data for the purpose of making comparisons over time.

Research Assistants have the shortest average job tenure of all Senate positions, averaging less than one year in their current position.

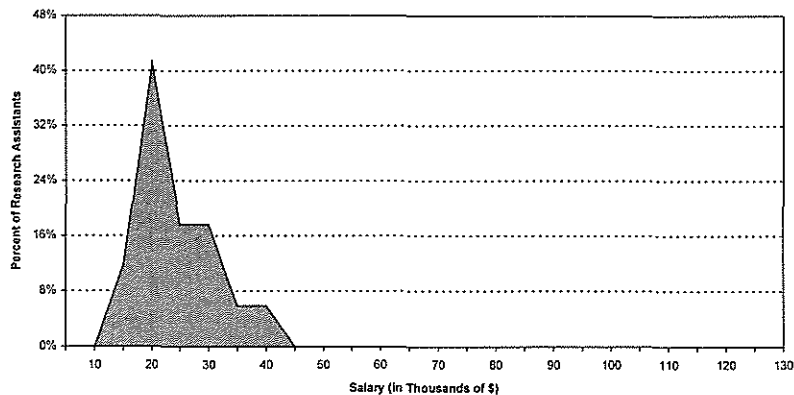
Research Assistants are, on average, older and better educated than Legislative Correspondents, but Research Assistants are paid only 2% more than Legislative Correspondents.

Of the 60 Senate offices that completed our survey, only 23% staffed this position.

REGRESSION: In the 60 offices that responded to our survey, there were only 17 Research Assistants working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Research Assistant

Salary Distribution:



From the graph, one can read that about 41% of all Research Assistants earn in the \$20,000 range (\$17,501 to \$22,500), another 17% earn in the \$30,000 range (\$27,501 to \$32,500), and none earn \$40,000 or more. (See "Explanation of Graphs" on page 9 for a detailed description).

SCHEDULER

Responsibilities: Schedules Senator; reviews and researches invitations; makes arrangements for appointments.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 83.3%
in Current Position	2.4	3.5	Male 16.7%
in Current Office	3.8	5.0	
in Congress	6.8	5.9	FLSA STATUS:
			Exempt 83.3%
			Non-Exempt 16.7%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	3.7%		Black 3.7%
Some College	7.4%		Hispanic 0.0%
Bachelor's Degree	87.0%		White 94.4%
Masters' Degree	1.9%		Other 1.9%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 33

AVERAGE SALARY 1997:	\$41,230	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$36,430	80% -- \$50,000
PERCENTAGE CHANGE:	13.2%	60% -- \$43,054
AVERAGE ANNUALIZED CHANGE:	6.4%	50% -- \$40,000
		40% -- \$35,332
(Sample size = 54)		20% -- \$28,600

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Schedulers earn within the range of the 20th and the 80th percentiles or between \$28,600 and \$50,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Scheduler making \$43,054 has a higher salary than 60% of all Schedulers.

SCHEDULER

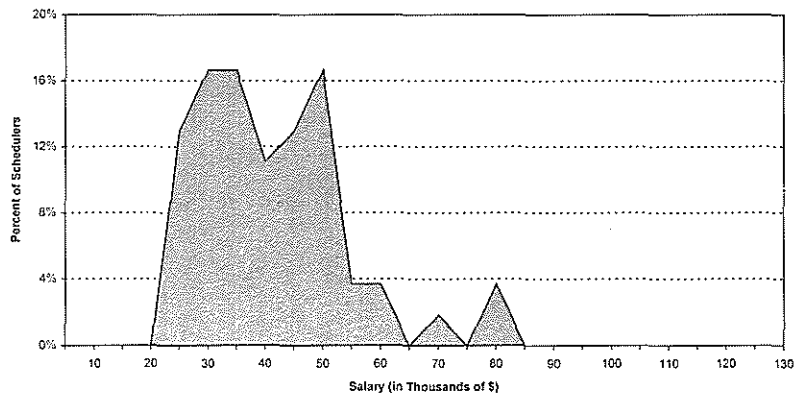
General Findings: Schedulers received the largest percentage increase in salary between 1995 and 1997. Schedulers' average salary rose by 13.2% over this period.

The average tenure of Schedulers in their present jobs and in their present offices decreased over the past two years, while their average tenure in Congress increased by 15%.

Schedulers are overwhelmingly (83%) female.

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

Scheduler Salary Distribution:



From the graph, one can read that about 16% of all Schedulers earn in the \$50,000 range (\$47,501 to \$52,500), most earn between \$30,000 and \$60,000, and none earn \$85,000 or more. (See "Explanation of Graphs" on page 9 for a detailed description).

STAFF ASSISTANT (Washington)

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 58.4%
in Current Position	1.6	3.1	Male 41.6%
in Current Office	1.7	3.6	
in Congress	2.6	4.9	FLSA STATUS:
			Exempt 3.1%
			Non-Exempt 96.9%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	2.5%		Black 11.8%
Some College	9.9%		Hispanic 1.9%
Bachelor's Degree	83.9%		White 83.9%
Masters' Degree	3.7%		Other 2.5%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 26

AVERAGE SALARY 1997:	\$22,371	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$23,665	80% -- \$24,437
PERCENTAGE CHANGE:	-5.5%	60% -- \$22,500
AVERAGE ANNUALIZED CHANGE:	-2.8%	50% -- \$22,000
		40% -- \$21,100
		20% -- \$19,500
 (Sample size = 161)		

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Staff Assistants earn within the range of the 20th and the 80th percentiles or between \$19,500 and \$24,437. Percentiles also describe where an individual stands relative to others in the same job. For example, a Staff Assistant making \$22,500 has a higher salary than 60% of all Staff Assistants.

STAFF ASSISTANT (Washington)

General Findings: The average job, office, and congressional experience of Staff Assistants decreased significantly over the past two years. For example, Staff Assistants' average tenure in Congress decreased by 48% between 1995 and 1997. This was the largest decrease in congressional tenure for any position.

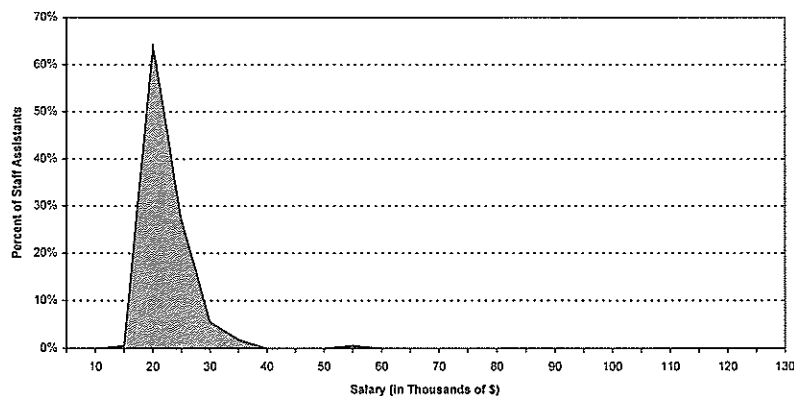
Because Senate offices are increasingly combining the positions of "Receptionist" and "Washington Office Assistant" into a "Staff Assistant" position, this is the first year that this position is presented in CMF's Senate report. A similar position is also common in state Senate offices. The data we use for comparison is from our 1995 "Washington Office Assistant" profile.

On average, there are about 2.7 Staff Assistants in Washington senate offices.

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

Staff Assistant (DC)

Salary Distribution:



From the graph, one can read that just over 62% of all Staff Assistants earn in the \$20,000 range (\$17,501 to \$22,500), and most earn between \$20,000 and \$30,000. (See "Explanation of Graphs" on page 9 for a detailed description).

SYSTEMS ADMINISTRATOR

Responsibilities: Manages all computer hardware and software used by office; creates and maintains office website and Intranet system; serves as liaison with vendors and Senate Information Systems; responsible for systems training of staff.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 51.1%
in Current Position	3.1	3.8	Male 48.9%
in Current Office	4.1	5.4	
in Congress	10.1	9.3	FLSA STATUS:
			Exempt 80.0%
			Non-Exempt 20.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	14.0%		Black 11.4%
Some College	27.9%		Hispanic 2.3%
Bachelor's Degree	51.2%		White 84.1%
Masters' Degree	7.0%		Other 2.3%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 33

AVERAGE SALARY 1997:	\$35,822	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$36,419	80% -- \$41,927
PERCENTAGE CHANGE:	-1.6%	60% -- \$37,000
AVERAGE ANNUALIZED CHANGE:	-0.8%	50% -- \$35,000
		40% -- \$32,276
(Sample size = 45)		20% -- \$29,734

Using Percentiles: Percentiles describe the distribution of salaries: 60% of all Systems Administrators earn within the range of the 20th and the 80th percentiles or between \$29,734 and \$41,927. Percentiles also describe where an individual stands relative to others in the same job. Systems Administrator making \$37,000 has a higher salary than 60% of all Systems Administrators.

SYSTEMS ADMINISTRATOR

General Findings: Systems Administrators experienced a 1.6% salary decrease between 1995 and 1997, the smallest decrease of any Senate position.

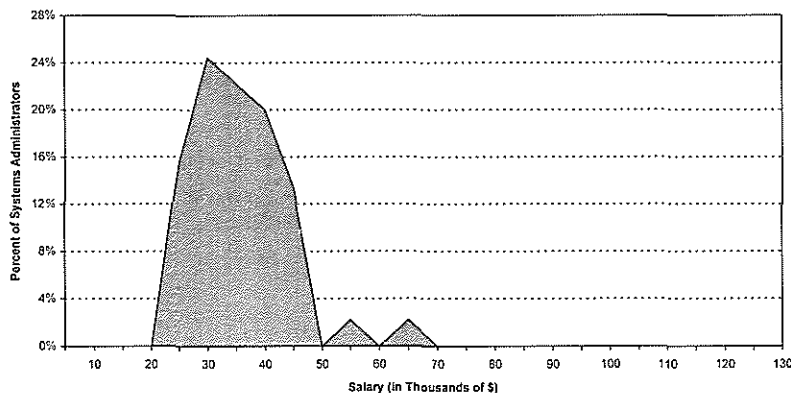
The average job and office tenure of Systems Administrators decreased over the past two years, but the average tenure in Congress increased slightly.

The Systems Administrator position is filled by similar numbers of women and men.

REGRESSION: Three variables were found to be statistically significant predictors of pay for the Systems Administrator position, when controlling for the effects of all other variables. Systems Administrators with more **responsibility**, more **years in current position**, and more **years of prior congressional experience** tend to earn more than Systems Administrators without these characteristics. (See page 10 for a detailed explanation of regression.)

Systems Administrator

Salary Distribution:



From the graph, one can read that about 24% of all Systems Administrators earn in the \$30,000 range (\$27,501 to \$32,500), most earn between \$30,000 and \$45,000, and none earn \$70,000 or more. (See “Explanation of Graphs” on page 9 for a detailed description).

CONSTITUENT SERVICES REPRESENTATIVE (State)

Responsibilities: Handles constituent services in the state; meets with constituents, contacts agencies, and notifies constituents of case resolution.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	62.5%
in Current Position	3.6	4.7	Male	37.5%
in Current Office	4.2	5.2		
in Congress	5.3	6.3	FLSA STATUS:	
			Exempt	30.2%
			Non-Exempt	69.8%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	3.4%		Black	10.6%
Some College	18.9%		Hispanic	7.0%
Bachelor's Degree	67.4%		White	77.9%
Masters' Degree	7.6%		Other	4.5%
Law Degree	2.4%			
Doctorate Degree	0.3%		AVERAGE AGE:	37

AVERAGE SALARY 1997:	\$30,150	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$26,910	80% -- \$36,000
PERCENTAGE CHANGE:	12.0%	60% -- \$31,343
AVERAGE ANNUALIZED CHANGE:	5.8%	50% -- \$29,000
		40% -- \$26,744
		20% -- \$23,529
(Sample size = 331)		

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Constituent Service Representatives earn within the range of the 20th and the 80th percentiles or between \$23,529 and \$36,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Constituent Service Representative making \$31,343 has a higher salary than 60% of all Constituent Service Representatives.

CONSTITUENT SERVICES REPRESENTATIVE (State)

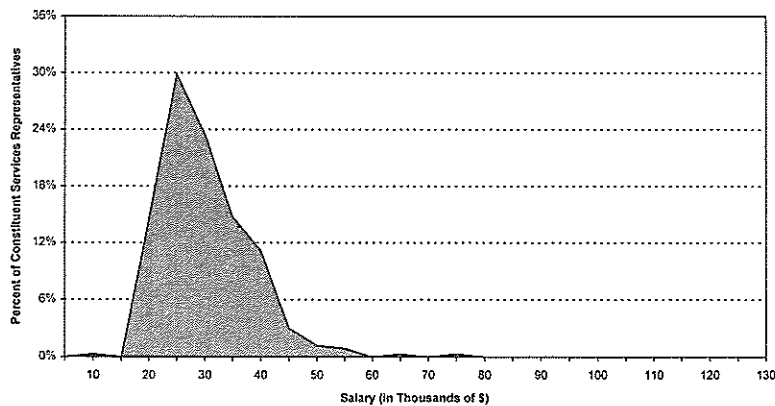
General Findings: Constituent Service Representative is the most commonly staffed position in Senate offices. There are an average of 5.5 Constituent Service Representatives per Senate office.

The positions of “Caseworker” and “Field Representative” are now combined into the more contemporary “Constituent Services Representative” position. A similar position is also found in Washington Senate offices. For purposes of comparison, we use data from our 1995 “State Caseworker” profile.

Although Constituent Service Representatives, along with Staff Assistants, are the youngest staffers in state offices (with an average age of 37), they are still more than 5 years older than the average Washington-based Senate staffer.

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

Constituent Services Representative (State)
Salary Distribution:



From the graph, one can read that about 30% of all Constituent Service Representatives earn in the \$30,000 range (\$27,501 to \$32,500), and most earn between \$20,000 and \$45,000. (See “Explanation of Graphs” on page 9 for a detailed description).

DIRECTOR OF CONSTITUENT SERVICES

Responsibilities: Manages the Constituent Services staff in state offices.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	88.2%
in Current Position	5.5	N/A	Male	11.8%
in Current Office	7.5	N/A		
in Congress	11.9	N/A	FLSA STATUS:	
			Exempt	88.2%
			Non-Exempt	11.8%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	5.9%		Black	5.9%
Some College	5.9%		Hispanic	5.9%
Bachelor's Degree	64.7%		White	82.4%
Masters' Degree	11.8%		Other	5.9%
Law Degree	11.8%			
Doctorate Degree	0.0%		AVERAGE AGE:	44

AVERAGE SALARY 1997:	\$41,442	SALARY PERCENTILES
AVERAGE SALARY 1995:	N/A	80% -- \$52,812
PERCENTAGE CHANGE:	N/A	60% -- \$41,000
AVERAGE ANNUALIZED CHANGE:	N/A	50% -- \$40,000
		40% -- \$38,363
(Sample size = 17)		20% -- \$31,720

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Directors of Constituent Services earn within the range of the 20th and the 80th percentiles or between \$31,720 and \$52,812. Percentiles also describe where an individual stands relative to others in the same job. For example, a Director of Constituent Services making \$41,000 has a higher salary than 60% of all Directors of Constituent Services.

DIRECTOR OF CONSTITUENT SERVICES

General Findings: This is a new position for CMF's Senate report. Therefore, historical comparisons cannot be made. CMF included this position because its use in Senate offices has become more common since 1995. In fact, 25% of our sample have a staff person in the Director of Constituent Services position.

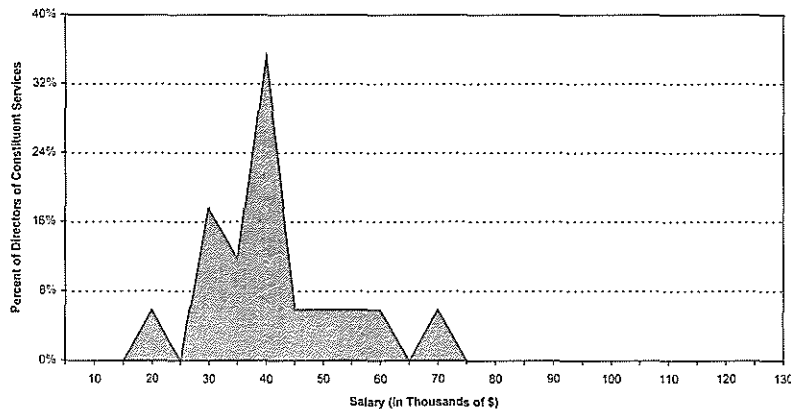
Directors of Constituent Services have the highest average tenure in position and in office, but the second highest tenure in Congress behind Constituent Services Representative (Washington).

Directors of Constituent Services are tied with Chiefs of Staff for the highest average age of all Senate positions at 44.

REGRESSION: In the 60 offices that responded to our survey, there were only 17 Directors of Constituent Services working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Director of Constituent Services

Salary Distribution:



From the graph, one can read that about 34% of all Directors of Constituent Services earn in the \$40,000 range (\$37,501 to \$42,500), most earn between \$30,000 and \$60,000, and none earn \$75,000 or more. (See "Explanation of Graphs" on page 9 for a detailed description).

REGIONAL MANAGER

Responsibilities: Manages activities of a single state office; tracks monthly state franked mail report; represents Senator at meetings and events; helps shape Senator's schedule in region.

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 57.1%
in Current Position	4.4	5.0	Male 42.9%
in Current Office	5.2	7.3	
in Congress	6.4	7.9	FLSA STATUS:
			Exempt 82.9%
			Non-Exempt 17.1%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	4.1%		Black 4.1%
Some College	14.4%		Hispanic 3.4%
Bachelor's Degree	65.8%		White 91.1%
Masters' Degree	10.3%		Other 1.4%
Law Degree	4.1%		
Doctorate Degree	1.4%		AVERAGE AGE: 41

AVERAGE SALARY 1997:	\$38,996	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$38,087	80% -- \$46,580
PERCENTAGE CHANGE:	2.4%	60% -- \$40,148
AVERAGE ANNUALIZED CHANGE:	1.2%	50% -- \$37,000
		40% -- \$35,500
(Sample size = 145)		20% -- \$30,920

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Regional Managers earn within the range of the 20th and the 80th percentiles or between \$30,920 and \$46,580. Percentiles also describe where an individual stands relative to others in the same job. For example, a Regional Manager making \$40,148 has a higher salary than 60% of all Regional Managers.

REGIONAL MANAGER

General Findings: Regional Manager is the third-highest paid position in state offices. The average salary of Regional Managers increased by 2.4% between 1995 and 1997, the smallest increase among state positions.

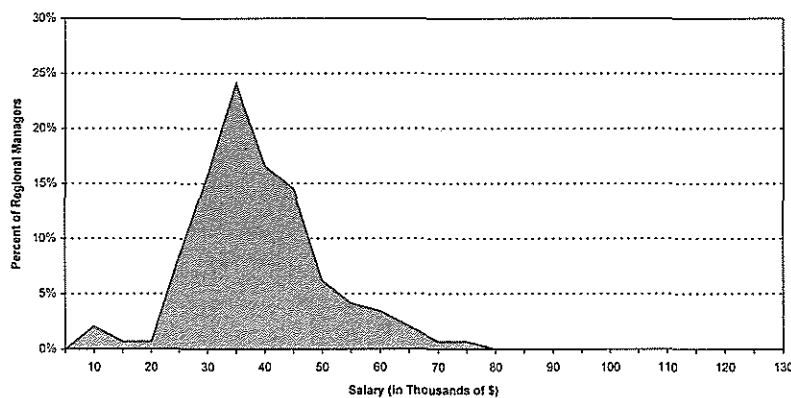
Regional Managers average 4 years for tenure in position, the second-highest figure among state staff and the fourth-highest overall.

Regional Managers are about evenly split between men and women.

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

Regional Manager

Salary Distribution:



From the graph, one can read that about 24% of all Regional Managers earn in the \$35,000 range (\$32,501 to \$37,500), most earn between \$25,000 and \$65,000, and none earn \$80,000 or more. (See "Explanation of Graphs" on page 9 for a detailed description).

STAFF ASSISTANT (State)

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 73.4%
in Current Position	2.9	4.1	Male 26.6%
in Current Office	3.2	4.1	
in Congress	4.0	4.7	FLSA STATUS:
			Exempt 16.4%
			Non-Exempt 83.6%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	6.3%		Black 13.4%
Some College	28.6%		Hispanic 4.7%
Bachelor's Degree	57.1%		White 81.1%
Masters' Degree	6.3%		Other 0.8%
Law Degree	1.6%		
Doctorate Degree	0.0%		AVERAGE AGE: 37

AVERAGE SALARY 1997:	\$23,732	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$21,657	80% -- \$28,798
PERCENTAGE CHANGE:	9.6%	60% -- \$24,000
AVERAGE ANNUALIZED CHANGE:	4.7%	50% -- \$23,000
		40% -- \$20,600
(Sample size = 128)		20% -- \$19,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all Staff Assistants (State) earn within the range of the 20th and the 80th percentiles or between \$19,000 and \$28,798. Percentiles also describe where an individual stands relative to others in the same job. For example, a Staff Assistant (State) making \$24,000 has a higher salary than 60% of all Staff Assistants (State).

STAFF ASSISTANT (State)

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

Staff Assistants have the lowest tenure in position, office and Congress among state Senate staff.

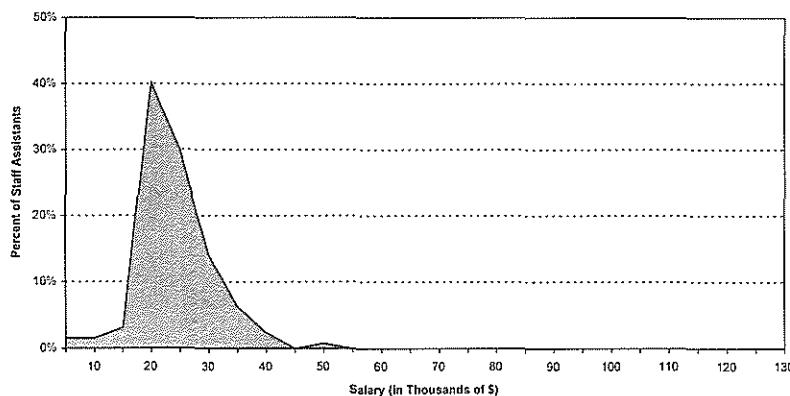
The position of “Staff Assistant” was formerly titled “State Office Assistant” in many Senate offices. The data we use for comparison is from our 1995 “State Office Assistant” profile.

Although Staff Assistants, along with Constituent Service Representatives, are the youngest staffers in state offices (with an average age of 37), they are still five years older than the average Washington-based Senate staffer.

REGRESSION: Four variables were found to be statistically significant predictors of pay for the Staff Assistants (State) position, when controlling for the effects of all other variables. Staff Assistants with more **responsibility**, more **years in their current position**, or more **education** tend to earn more than Staff Assistants without these characteristics. Also, **female** Staff Assistants tend to earn lower salaries than male Staff Assistants when holding all other measured variables constant. (See page 10 for a detailed explanation of regression.)

Staff Assistant (State)

Salary Distribution:



From the graph, one can read that about 40% of all Staff Assistants (State) earn in the \$20,000 range (\$17,501 to \$22,500), and most earn between \$20,000 and \$30,000. (See “Explanation of Graphs” on page 9 for a detailed description).

STATE DIRECTOR

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	51.9%
in Current Position	3.6	4.0	Male	48.1%
in Current Office	6.1	6.9		
in Congress	8.3	8.2	FLSA STATUS:	
			Exempt	98.2%
			Non-Exempt	1.8%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	3.7%		Black	1.9%
Some College	13.0%		Hispanic	0.0%
Bachelor's Degree	63.0%		White	98.1%
Masters' Degree	11.1%		Other	0.0%
Law Degree	7.4%			
Doctorate Degree	1.9%		AVERAGE AGE:	43

AVERAGE SALARY 1997:	\$69,070	SALARY PERCENTILES
AVERAGE SALARY 1995:	\$65,392	80% -- \$79,959
PERCENTAGE CHANGE:	5.6%	60% -- \$71,020
AVERAGE ANNUALIZED CHANGE:	2.8%	50% -- \$68,000
		40% -- \$65,000
(Sample size = 55)		20% -- \$60,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all State Directors earn within the range of the 20th and the 80th percentiles or between \$60,000 and \$79,959. Percentiles also describe where an individual stands relative to others in the same job. For example, a State Director making \$71,020 has a higher salary than 60% of all State Directors.

STATE DIRECTOR

General Findings: Turnover among State Directors has increased over the past two years. Average tenure in position declined by 10% between 1995 and 1997, while tenure in office has dropped by 12%. However, their congressional tenure remain essentially unchanged.

State Director is the highest paid position in state offices and the fourth-highest paid position overall. The pay of State Directors has increased by 5.6% over the past two years.

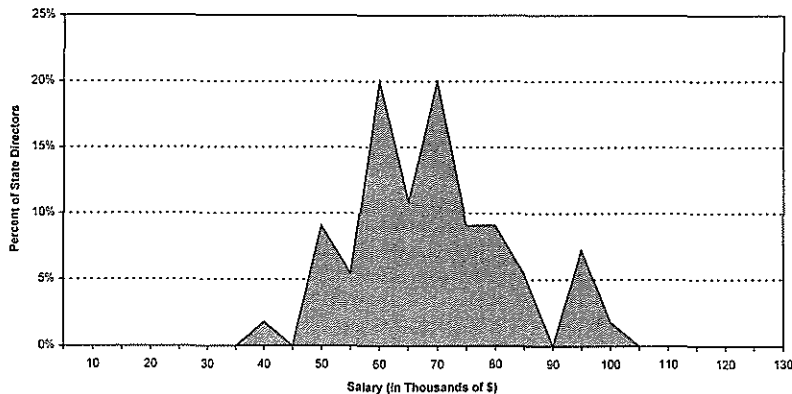
Close to 20% of all State Directors hold advanced degrees.

State Directors have the second highest tenure in their current office behind Directors of Constituent Services.

REGRESSION: No variables were found to be statistically significant predictors of pay for the State Director position, when controlling for the effects of all other variables. (See page 10 for a detailed explanation of regression.)

State Director

Salary Distribution:



From the graph, one can read that about 20% of all State Directors earn in the \$70,000 range (\$67,501 to \$72,500), another 20% earn in the \$60,000 range (\$57,501 to \$62,500), and most earn between \$50,000 and \$80,000. (See "Explanation of Graphs" on page 9 for a detailed description).

STATE OFFICE MANAGER

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:
Average years:			Female 94.7%
in Current Position	3.8	N/A	Male 5.3%
in Current Office	5.8	N/A	
in Congress	7.4	N/A	FLSA STATUS:
			Exempt 80.0%
			Non-Exempt 20.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	5.3%		Black 15.8%
Some College	36.8%		Hispanic 0.0%
Bachelor's Degree	52.6%		White 84.2%
Masters' Degree	5.3%		Other 0.0%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 43

AVERAGE SALARY 1997:	\$32,774	SALARY PERCENTILES
AVERAGE SALARY 1995:	N/A	80% -- \$41,456
PERCENTAGE CHANGE:	N/A	60% -- \$33,000
AVERAGE ANNUALIZED CHANGE:	N/A	50% -- \$31,300
		40% -- \$30,080
(Sample size = 20)		20% -- \$26,270

Using Percentiles: Percentiles describe the distribution of salaries: 60% of all State Office Managers earn within the range of the 20th and the 80th percentiles or between \$26,270 and \$41,456. Percentiles also describe where an individual stands relative to others in the same job. A State Office Manager making \$33,000 has a higher salary than 60% of all State Office Managers.

STATE OFFICE MANAGER

General Findings: This is a new position for CMF's Senate report. Therefore, historical comparisons cannot be made. CMF included this position because its use in Senate offices has become more common since 1995. In fact, 32% of our sample have at least one staff person in the State Office Manager position.

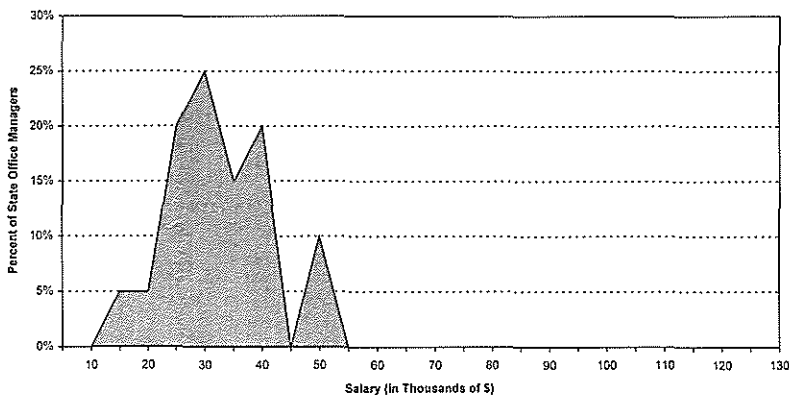
State Office Managers average 7 years of congressional experience.

State Office Managers are primarily (95%) female.

REGRESSION: In the 60 offices that responded to our survey, there were only 20 State Office Managers working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

State Office Manager

Salary Distribution:



From the graph, one can read that about 25% of all State Office Managers earn in the \$30,000 range (\$27,501 to \$32,500), most earn between \$25,000 and \$40,000, and none earn \$55,000 or more. (See "Explanation of Graphs" on page 9 for a detailed description).

STATE SCHEDULER

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

WORK EXPERIENCE:	<u>1997</u>	<u>1995</u>	GENDER:	
Average years:			Female	80.0%
in Current Position	3.4	N/A	Male	20.0%
in Current Office	3.6	N/A		
in Congress	4.1	N/A	FLSA STATUS:	
			Exempt	80.0%
			Non-Exempt	20.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	6.7%		Black	6.7%
Some College	20.0%		Hispanic	0.0%
Bachelor's Degree	66.7%		White	86.7%
Masters' Degree	6.7%		Other	6.7%
Law Degree	0.0%			
Doctorate Degree	0.0%		AVERAGE AGE:	37

AVERAGE SALARY 1997:	\$34,779	SALARY PERCENTILES
AVERAGE SALARY 1995:	N/A	80% -- \$44,800
PERCENTAGE CHANGE:	N/A	60% -- \$40,000
AVERAGE ANNUALIZED CHANGE:	N/A	50% -- \$34,000
		40% -- \$31,400
(Sample size = 15)		20% -- \$26,194

Using Percentiles: Percentiles describe the distribution of salaries. For example, 60% of all State Schedulers earn within the range of the 20th and the 80th percentiles or between \$26,194 and \$44,800. Percentiles also describe where an individual stands relative to others in the same job. For example, a State Scheduler making \$40,000 has a higher salary than 60% of all State Schedulers.

STATE SCHEDULER

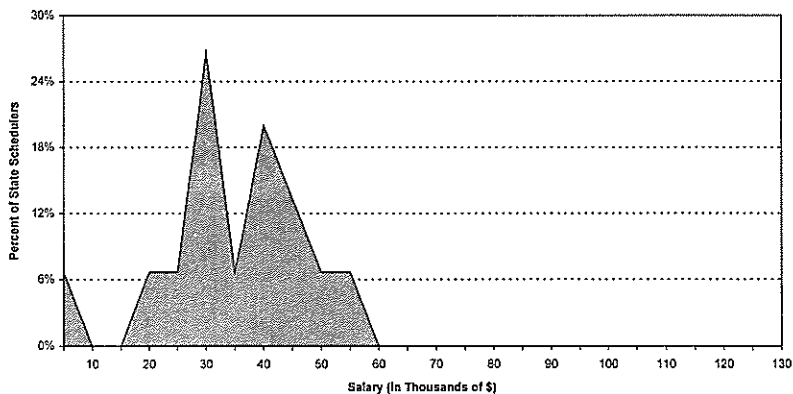
General Findings: This is a new position for CMF's Senate report. Therefore, historical comparisons cannot be made. CMF included this position because its use in Senate offices has become more common since 1995. In fact, 25% of our sample have a staff person in the State Scheduler position.

State Schedulers are overwhelmingly female (80%).

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

REGRESSION: In the 60 offices that responded to our survey, there were only 15 State Schedulers working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

State Scheduler Salary Distribution:



From the graph, one can read that about 26% of all State Schedulers earn in the \$30,000 range (\$27,501 to \$32,500), another 19% earn in the \$40,000 range (\$37,501 to \$42,500), and most earn between \$30,000 and \$50,000. (See "Explanation of Graphs" on page 9 for a detailed description).

CONCLUSIONS: INFLUENCES ON PAY

Years in Current Position was the variable most frequently related to salary in the Senate. It had a significant and positive influence on pay in 10 of the 19 Senate office positions on which we conducted regression analyses.⁷ On-the-job experience is highly valued in Congress and offices are willing to pay larger salaries to staff who acquire expertise by staying in their jobs. This result is similar to past CMF reports on congressional salaries.

Age was tied with **Years in Current Position** as a significant and positive influence on salary in 10 positions as well. For each of these 10 positions, higher ages are associated with higher pay. While at first glance it may seem that offices are discriminating against younger staffers, age is likely representative of factors that are difficult to measure, but which can only be acquired over time. For example, older workers may be regarded as having greater maturity, better judgment, or more loyalty.

Years of Prior Congressional Experience was a significant and positive influence on salary for 9 of the 19 positions analyzed through regression analysis. Obviously, Senate offices value experience acquired on Capitol Hill.

Level of Responsibility influenced salaries in 7 positions. In each of these 7 cases, staff with more job responsibilities received higher salaries than those with fewer responsibilities. It is intuitive that offices would compensate staff in accordance with their level of responsibility.

Education significantly influenced pay in 4 positions. In these 4 positions, staffers with more education were paid significantly more than staffers in those positions with less education. The small number of positions for which education was a major factor in predicting salary is surprising, but is consistent with the findings of our previous studies. It is the case, however, that staff in higher paying positions have more education. Apparently, offices are using educational attainment to select candidates for positions, but not to determine their salaries within positions.

Prior Years in Current Office was a significant, positive influence on salary in 4 positions. Understandably, Senate offices would foster and reward tenure in office with additional pay.

Gender was a significant influence on salary in only one position. Men in the Staff Assistant (State) position, on average, earned more than similarly qualified women.

Race/Ethnicity was not a significant influence on salary in any Senate position.⁸ Previously, in 1993 and 1995, non-white Legislative Assistants tended to earn less than similarly qualified white Legislative Assistants. This did not occur this year.

⁷ The R-squared and F statistics for each of the 19 positions on which we performed regression analyses are listed in Appendix D on page 131.

⁸ As we describe on page 112, we grouped all non-whites together for the purposes of the regression analyses.

OFFICE DATA

PROFILE OF OFFICES

Purpose

The purpose of this section is to provide data about Senate offices. Information about number of state offices, the average size of offices, and staffing patterns of first-term offices and veteran offices (office of Senators who have served more than one term) is presented in the following charts.

Average Number of State Offices by State Population

<u>State Population</u>	<u>State Offices</u>
<= 2 million	4.1
2 - 5 million	3.8
5 - 10 million	4.8
10 million +	4.5
Overall Average	4.2

Senate offices average four state offices. Every Senate office in the sample has at least one state office, and none have more than eight state offices.

Average Number of Full-Time Staff: The Historical Record

	<u>Total</u>	<u>Washington</u>	<u>State</u>	<u>% State</u>
1997	34.1	22.3	11.9	34.1%
1995	35.2	23.5	11.7	33.2%
1993	33.8	22.6	11.2	33.1%
1991	35.3	22.6	12.7	36.0%

The overall size of Senate personal office staffs declined by an average of 1.1 full-time staffers over the past two years. The average size of Washington staff decreased while the average size of state staff increased over that period.⁹

⁹ While we exclude part-time staff from all of our analyses for clarity and consistency, we collect data on their employment in Senate personal offices. In 1997, Senate offices employed an average of about 2 part-time workers, 78% of whom were based in state offices.

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

	<u>Total</u>	<u>Washington</u>	<u>State</u>	<u>% State</u>
<= 2 million	31.3	20.8	10.6	33.9%
2 - 5 million	32.1	20.6	11.4	35.5%
5 - 10 million	35.3	23.0	12.3	34.8%
10 million +	43.9	28.4	15.5	35.3%

In general, Senators representing more populous states tend to have larger staffs. This makes sense because more citizens usually generate more constituent work for Senate offices. In fact, Senators from more populous states receive larger office budgets to support their larger workloads.

Average Number of Fellows and Interns by State Population

<u>State Population</u>	<u>Fellows</u>	<u>Interns</u>
<= 2 million	1.4	5.5
2 - 5 million	1.6	5.2
5 - 10 million	2.4	8.1
10 million +	1.9	11.0
All Offices	1.7	6.8

In general, there are roughly 2 Congressional Fellows per Senate office and 7 Interns per office, with more interns in Senate offices representing larger states.

Number of Staff per Position by Office Tenure

The following table shows number of staffers per position.¹⁰ The columns may be thought of as describing the “typical” staffing patterns for Senate personal offices in the 105th Congress. For example, in the average first-term office there are 4.71 Legislative Assistants.

	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Washington Positions			
Legislative Assistant	4.71	5.06	4.90
Legislative Correspondent	3.39	3.31	3.35
Staff Assistant (Washington)	2.57	2.78	2.68
Communications Director	1.11	1.19	1.15
Chief of Staff	0.96	1.00	0.98
Office Manager	0.96	0.88	0.92
Legislative Director	0.96	0.94	0.95
Deputy Communications Director	0.86	0.94	0.90
Scheduler	0.86	0.94	0.90
Systems Administrator	0.71	0.78	0.75
Personal Assistant	0.64	0.75	0.70
Computer Operator	0.64	1.13	0.90
Correspondence Assistant	0.54	0.53	0.53
Deputy Chief of Staff	0.50	0.25	0.37
Assistant to the Chief of Staff	0.46	0.75	0.62
Correspondence Manager	0.46	0.59	0.53
Legislative Counsel	0.39	0.28	0.33
Project Manager	0.36	0.31	0.33
Research Assistant	0.32	0.25	0.28
Constituent Services Rep. (Washington)	0.21	0.13	0.17
State Positions			
Constituent Services Rep. (State)	5.07	5.91	5.52
Regional Manager	2.75	2.19	2.45
Staff Assistant (State)	2.39	1.91	2.13
State Director	0.89	0.94	0.92
Director of Constituent Services	0.32	0.25	0.28
State Scheduler	0.32	0.19	0.25
State Office Manager	0.21	0.44	0.33

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

¹⁰ Any inconsistencies are due to rounding.

Percent of Offices Staffing Each Position

The following table shows the percentage of offices with at least one person in each position. For example, there is at least one Chief of Staff in 96% of the first-term offices surveyed.

	First-term	Veteran	All Offices
Washington Positions			
Legislative Assistant	100%	100%	100%
Staff Assistant (Washington)	100%	100%	100%
Chief of Staff	96%	100%	98%
Office Manager	96%	88%	92%
Legislative Correspondent	96%	97%	97%
Communications Director	93%	97%	95%
Legislative Director	86%	88%	87%
Scheduler	86%	88%	87%
Deputy Communications Director	71%	88%	80%
Systems Administrator	71%	75%	73%
Personal Assistant	61%	69%	65%
Assistant to the Chief of Staff	46%	75%	62%
Correspondence Manager	46%	53%	50%
Deputy Chief of Staff	43%	25%	33%
Computer Operator	43%	75%	60%
Correspondence Assistant	39%	41%	40%
Legislative Counsel	32%	28%	30%
Project Manager	32%	25%	28%
Research Assistant	29%	19%	23%
Constituent Services Rep. (Washington)	21%	13%	17%

State Positions

Constituent Services Rep. (State)	100%	100%	100%
State Director	89%	84%	87%
Regional Manager	82%	84%	83%
Staff Assistant (State)	75%	66%	70%
Director of Constituent Services	32%	19%	25%
State Scheduler	32%	19%	25%
State Office Manager	21%	41%	32%

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

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

State core: District Director, Regional Manager, and Constituent Services Representative

Average Salary in Offices for all Positions

For all but five of the 27 positions listed below, the average salary in first-term offices is lower than that in veteran offices. The per position pay differences range from a few hundred dollars to over \$15,000 (for Project Managers). For most positions, the pay difference averages about 11%.

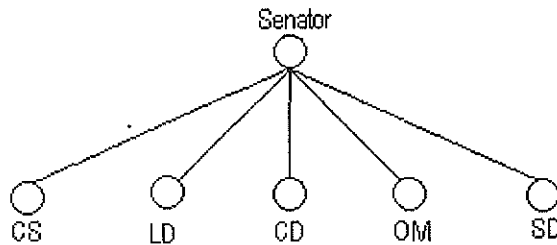
	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Washington Positions			
Chief of Staff	\$106,417	\$112,357	\$109,638
Legislative Director	\$77,371	\$88,363	\$83,156
Deputy Chief of Staff	\$70,136	\$76,652	\$72,506
Communications Director	\$58,335	\$61,143	\$59,881
Legislative Counsel	\$54,932	\$69,433	\$61,457
Office Manager	\$44,130	\$54,417	\$49,367
Personal Assistant	\$43,973	\$49,548	\$47,159
Legislative Assistant	\$43,435	\$49,350	\$46,717
Project Manager	\$37,311	\$52,368	\$44,840
Scheduler	\$36,366	\$45,121	\$41,230
Systems Administrator	\$33,454	\$37,717	\$35,822
Constituent Services Rep. (Washington)	\$31,846	\$40,313	\$35,233
Correspondence Manager	\$31,329	\$33,382	\$32,548
Deputy Communications Director	\$29,823	\$30,857	\$30,408
Assistant to the Chief of Staff	\$29,786	\$29,856	\$29,832
Computer Operator	\$25,667	\$27,573	\$26,938
Research Assistant	\$24,610	\$24,558	\$24,585
Legislative Correspondent	\$24,456	\$23,987	\$24,209
Staff Assistant (Washington)	\$22,153	\$22,548	\$22,371
Correspondence Assistant	\$21,585	\$22,953	\$22,312
State Positions			
State Director	\$69,434	\$68,766	\$69,070
Director of Constituent Services	\$40,913	\$42,037	\$41,442
State Office Manager	\$37,645	\$30,686	\$32,774
Regional Manager	\$37,010	\$41,125	\$38,996
State Scheduler	\$32,741	\$37,836	\$34,779
Constituent Services Rep. (State)	\$30,083	\$30,201	\$30,150
Staff Assistant (State)	\$23,753	\$23,708	\$23,732

Organizational Structure of Offices

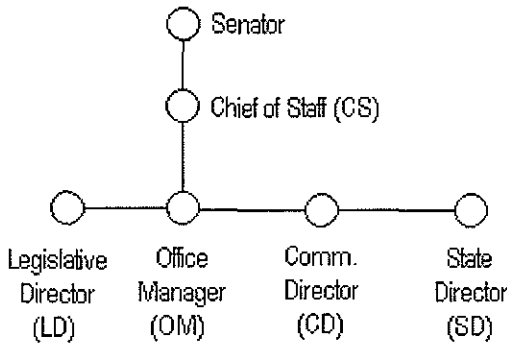
	<u>First-term</u>	<u>Veteran</u>	<u>All Offices</u>
Centralized Structure <i>All Senior Staff Report to the Chief of Staff</i>	69%	74%	72%
Washington/State Parity Structure: <i>DC Staff Report to the Chief of Staff; State Staff Report to State Director</i>	19%	7%	12%
Functional Structure: <i>Junior Staff Report to Senior Staff; Senior Staff Report Directly to Senator</i>	12%	19%	16%

The Centralized structure is the most popular structure among first-term and veteran Members (see diagrams below). However, staff tenure is highest in offices using the Functional Structure (see page 102).

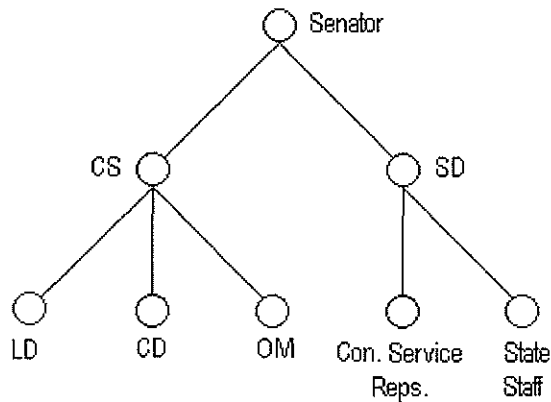
Functional Structure



Centralized Structure



Washington-State Parity Structure



BENEFITS POLICIES OF OFFICES

Purpose

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

COST OF LIVING ADJUSTMENT POLICIES

How much of the 1997 Cost of Living Adjustment did your office pass on to staff?

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
All	65%	78%	50%
Some	17%	11%	23%
None	18%	11%	27%

How did your office distribute the 1997 Cost of Living Adjustment to staff?

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
By Seniority	2%	4%	0%
By Merit	35%	21%	53%
Equally	63%	75%	47%

Generally, most Senate offices passed on the entire 1997 Cost of Living Adjustment to staff and it was distributed equally among all staff. Democratic offices were more likely to pass on all of the COLA and were more likely to distribute it equally. Republican offices were more likely to use a merit system of distribution for the Cost of Living Adjustment.

BONUS AND RAISE POLICIES

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

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
Yes	70%	64%	76%
No	30%	36%	24%

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

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
Yes	89%	89%	88%
No	11%	11%	12%

Merit raises are more common in Senate offices than merit bonuses. Democratic and Republican offices tend to give merit raises at about the same frequency, but Republican offices award merit bonuses more often.

LEAVE POLICIES

Vacation Leave:

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

<u>Days</u>	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
1 - 10	44%	41%	46%
11 - 15	49%	52%	46%
16 - 20	7%	7%	8%
21 +	0%	0%	0%

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

<u>Days</u>	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
1 - 10	0%	0%	0%
11 - 15	22%	11%	32%
16 - 20	51%	56%	46%
21 +	27%	33%	22%

Can staff carry over vacation time from the previous year?

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
Yes	61%	70%	52%
No	39%	30%	48%

Offices have similar policies for minimum vacation leave and vary slightly for maximum vacation leave. However, Democratic offices are more likely to allow staff to carry over unused vacation time from the previous year.

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

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
Yes	77%	76%	79%
No	23%	24%	21%

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

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
Yes	39%	41%	36%
No	61%	59%	64%

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

For purposes of comparison, in the following table we have summarized vacation policies for four other types of employers in the following table: federal government, state and local governments, large and medium-sized private firms (generally 100 or more employees), and small private firms.¹¹

Comparative Vacation Policies

(Average Annual Days of Vacation)

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

Average Senate office vacation policies most closely resemble the policies of federal agencies, which, as the preceding chart illustrates, are relatively generous. In the federal government, all employees start at 13 days annually and earn 20 days after 3 years of service.

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

¹¹ Sources include: Employee Benefits Survey 1994, Office of Compensation Levels and Trends, U.S. Bureau of Labor Statistics and personal communication with the staff at the Office of Personnel Management.

Sick Leave:

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

<u>Days</u>	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
1 - 10	62%	44%	79%
11 - 15	25%	37%	14%
16 - 20	0%	0%	0%
21 +	0%	0%	0%
Other ¹²	13%	19%	7%

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

<u>Days</u>	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
1 - 10	42%	26%	57%
11 - 15	29%	33%	25%
16 - 20	2%	4%	0%
21 +	11%	11%	11%
Other	16%	26%	7%

Can staff carry over sick leave from the previous year?

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
Yes	30%	36%	21%
No	70%	64%	79%

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

¹² Several offices have sick leave policies that defy easy categorization; these have been grouped under the heading "Other".

Parental Leave:

Paid parental leave, in weeks

	<u>All Offices</u>	<u>Democratic</u>	<u>Republican</u>
None	13%	11%	14%
1 - 3	13%	15%	11%
4 - 6	40%	37%	43%
7 +	29%	33%	25%
Other	5%	4%	7%

Because Senate (and House) offices are covered by the Family and Medical Leave Act of 1993, all Senate offices must provide 12 weeks of *unpaid* parental leave to their staff. The Act, however, does not stipulate that any given amount of *paid* parental leave must be given to staff. Of Senate offices, 87% do have some type of paid parental leave policy.



AGGREGATE DATA



AGGREGATE DATA

Methodology

In preparing this section of the report, we aggregated the individual salary and demographic data of 2,048 full-time staff members in Senate personal offices in order to better understand the demographic composition, pay, and employment trends of Senate staff.

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

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

These individual staff demographic variables were then cross-tabulated by Member tenure (term in office) and Member party affiliation. We have included in this report those analyses that we believe are the most meaningful and that provide offices with useful management information.

Much of the aggregate data that we present have been broken down into three categories: all staff, Washington staff, and state staff.

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

- Salary Data
- Tenure Data
- Demographic Data

Finally, we have compared many of the results in this section of the report to the results of previous surveys of congressional staff conducted by the Congressional Management Foundation. Wherever possible, we have also provided comparative data about the U.S. population and employees in the public and private sectors.



SALARY DATA

SALARY: GENERAL INFORMATION

Average Salary for All Senate Positions Compared to 1995

	<u>Total</u>	<u>Washington</u>	<u>State</u>
Average Salary 1997:	\$39,534	\$42,343	\$34,266
Average Salary 1995:	\$37,209	\$39,414	\$32,804
Dollar Increase:	\$2,325	\$2,929	\$1,462
Percentage Increase:	6.3%	7.4%	4.5%
Average annualized rate of increase:	3.1%	3.7%	2.2%

Cost of Living Adjustments:

1997:	2.3%
<u>1996:</u>	<u>2.0%</u>
Compounded Total:	4.3%

Over the past two years, the overall average Senate personal office staff salary has increased by 6.3%. This relatively large increase is consistent with the fact that Senate personal offices received a cost of living adjustment (COLA) both years during that two-year period.

The fact that average Senate salary increased beyond the COLAs during this period is significant. It appears that Senate offices attempted to make up some of the ground lost in 1994 and 1995 when Senate offices received no COLAs and salaries remained virtually unchanged.

In comparison to the Senate, the average House staff salary in 1996 was \$36,728. Washington-based House staff averaged \$40,112 and district-based staff earned an average of \$32,054.

Average Senate Salary for All Positions: The Historical Record

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

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

Average House Salary for All Positions: The Historical Record

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

Between 1990 and 1996, the average pay of House personal office staffers rose by 24.3%. This translates into an average annualized increase of 3.7%.

Consumer Price Index: The Historical Record

<u>Year</u>	<u>CPI</u>	<u>% Change Since Last Measured</u>
1997	N/A	N/A
1996	156.9	5.9%
1994	148.2	5.6%
1992	140.3	7.3%
1990	130.7	N/A

Since 1990, both Senate and House staff have received roughly a 20% increase in salary. The inflation rate during this six year period as measure by the Consumer Price Index rose 20%, or an annualized rate of 3.1%. In other words, over this six year period, congressional pay increases are consistent with inflationary increases.

Pay Comparison of Senate Personal Office Staff and Federal Workers¹³

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

<u>Year</u>	<u>DC-Based Senate</u>	<u>DC-Based Federal</u>	<u>Gap</u>
1997	\$42,343	\$56,191	33%
1995	\$39,414	\$51,376	30%
1993	\$38,971	\$46,783	20%
1991	\$35,802	\$42,413	18%

<u>Year</u>	<u>All Senate</u>	<u>All Federal</u>	<u>Gap</u>
1997	\$39,534	\$44,294	12%
1995	\$37,209	\$41,154	11%
1993	\$36,844	\$37,718	2%
1991	\$33,094	\$33,736	2%

Senate staff based in Washington earn significantly less than federal executive branch workers in the Washington area. Over the past two years, this pay disparity has widened by 3%. However, the gap between all federal workers and all Senate staff (i.e. including state staff) has widened less dramatically.

Senate staff also tend to earn considerably less than their Washington-based counterparts in corporate public affairs offices, where the average salary of “Executive Head of the Office” is \$143,952, that of “Legislative Counsel / Lobbyist” is \$91,894, and that of “Legislative / Regulatory Analyst” is \$70,440.¹⁴

For full-time, year-round workers in the U.S. labor force, average earnings in 1996 were \$36,539.¹⁵

¹³ Comparative data is from Christine E. Steele, “Profile of Federal Civilian Non-Postal Employees,” Office of Personnel Management (OPM), March 31, 1997, March 31, 1995 and March 31, 1993. 1991 data are based on communication with OPM staff.

¹⁴ Foundation for Public Affairs' “1995-1996 Washington Office Compensation Survey”. Cited with permission.

¹⁵ Money Income in the United States: 1996, Table 10, U.S. Department of Commerce, Bureau of the Census.

SALARY: CONGRESSIONAL CHARACTERISTICS

Average Salary for All Positions by Member Party Affiliation

<u>Political Party</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
Democratic	\$40,377	\$43,153	\$34,937
Republican	\$38,677	\$41,493	\$33,620

Democratic staff average 4% more in salary than Republican staff. In past years in both the Senate and House, the difference in average pay between the two parties has been quite small. In Senate offices in 1995, staffers in Republican offices earned about 1% more than their Democratic counterparts. In House offices in 1996, the average staff salary was nearly identical in Democratic and Republican offices.

Average Salary for All Positions by Member Tenure

<u>Member Term</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
1st term	\$38,207	\$40,628	\$33,824
2nd term	\$39,911	\$42,739	\$34,621
3rd term	\$38,300	\$42,580	\$31,268
4th term +	\$42,358	\$45,612	\$35,483

In general, staff tend to receive higher average salaries as Member tenure increases. This is probably due to the fact that Members with longer tenure have staff with more experience in their jobs, offices, and Congress.

Average Salary for All Positions by Number of State Offices

<u># of State Offices</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
1-2	\$41,898	\$43,673	\$37,827
3-4	\$40,150	\$42,838	\$34,755
5-6	\$38,933	\$42,120	\$33,713
7 or more	\$34,756	\$37,845	\$29,309

Members with more state offices tend to pay lower average salaries to their state-based staff. This was also the case in our 1995, 1993 and 1991 surveys of Senate offices and likely reflects a tradeoff between the costs of opening additional offices and the costs of having higher-paid state staff. The average pay of Washington-based staff decreases to a lesser degree as the number of state offices increases.

SALARY: AGE & EDUCATION

Average Salary for All Positions by Age

<u>Age Group</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
under 25	\$23,162	\$23,398	\$22,119
25-34	\$35,759	\$37,859	\$30,476
35-44	\$54,552	\$63,218	\$40,149
45-54	\$51,695	\$67,310	\$39,266
55-64	\$46,026	\$64,345	\$38,858
65+	\$41,262	\$57,620	\$33,083

Salaries do not always increase with age because many of the oldest staff members are not in the highest-paying positions. Instead, staff in mid-level positions with many years of experience tend to be the highest paid. This same pattern was present in House offices in 1996 and in Senate offices in 1995.

Average Salary for All Positions by Educational Attainment

	<u>Total</u>	<u>Washington</u>	<u>State</u>
High School or less	\$34,006	\$35,843	\$31,129
Some College	\$35,174	\$38,186	\$32,931
Bachelor's	\$36,073	\$37,460	\$33,483
Master's	\$50,905	\$54,576	\$38,815
Law	\$55,210	\$56,510	\$47,249
Doctorate	\$71,487	\$75,973	\$53,543

Salaries increase as the level of education increases. Staff holding master's degrees earn about \$15,000 more on average than those with only a bachelor's degree; staff with law degrees earn about \$19,000 more. At every educational level, staff in Washington offices earn more, on average, than staff in state offices.

Senate staff salaries are higher than House staff salaries when analyzed by level of education.¹⁶ Senate staff with advanced degrees earn about 10% more than their counterparts in the House.

The impact of education on salary is much greater nationally than in the Senate. Nationally, workers with bachelor's degrees earned \$45,856 in 1996; those with master's degrees earned \$60,216; those with professional degrees earned \$107,457, and workers with doctoral degrees earned \$80,005.¹⁷

¹⁶ For this analysis, we used 1996 House data for comparison.

¹⁷ Money Income in the United States: 1996, Table 9, U.S. Department of Commerce, Bureau of the Census.

SALARY: GENDER

Average Salary for All Positions by Gender

<u>Gender</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
Female	\$37,202	\$39,886	\$33,172
Male	\$42,454	\$44,910	\$36,165

On average, female Senate staff earn 88 cents for every dollar earned by male staff. Among Washington staff, the figure is 89 cents; among state staff, it is 92 cents.¹⁸

The 14% difference in average pay between male and female Senate staff is largely explained by differences in the jobs they hold. A later analysis on page 110 shows that women are under-represented in Executive and Policy positions and over-represented in Administrative and Support positions.

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

Senate Staff

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>State/District</u>
1997	.88	.89	.92
1995	.87	.91	.83
1993	.81	.84	.77
1991	.78	.82	.75

House Staff

1996	.86	.89	.88
1994	.84	.86	.87
1992	.82	.84	.84
1990	.81	.84	.83

The gender pay gap in Congress had been consistently decreasing over the past seven years. This year, however, the pay gap increased for Washington-based Senate staff.

¹⁸ It may appear to be an anomaly that the pay gaps between Washington and state staff are all higher than the overall pay gap between males and females in the Senate. This is explained by the fact that a much higher percentage of female staffers than male staffers work in state offices, where average salaries are lower than in Washington offices.

Women on congressional staffs tend to earn comparatively more than women in other sectors of the economy. In the full-time, year-round *U.S. labor force*, 1996 statistics show that women earn 67% of men's pay (\$28,363 vs. \$42,077).¹⁹ Among U.S. workers with bachelor's degrees, women averaged \$36,555, which is 70% of the \$52,354 that men with bachelor's degrees earn on average.²⁰

Difference in Pay Within Jobs by Gender

Differences in overall pay do not by themselves demonstrate that women are paid less than similarly qualified men who perform the same job. To determine if gender has a unique or independent impact on pay within jobs, we used a method called Multiple Regression Analysis to control for the effects of all of the other demographic variables that we measured (e.g., the effects of the variables of age, education, and time in position).

In only one of the 19 positions²¹ analyzed in this manner did we find that gender uniquely affected pay. Female staff with comparable education, experience, and demographic characteristics did not earn significantly less or more than their male counterparts in 18 of the 19 positions. Only in the Staff Assistant (State) position did we find that gender had a statistically significant impact on pay that could not be explained by any other variable that we measured. Males in this position earned significantly more than women in the position when controlling for the effects of other variables on pay.

¹⁹ Money Income in the United States: 1996, Table 10, U.S. Department of Commerce, Bureau of the Census.

²⁰ *ibid.*

²¹ There were not enough Constituent Services Representatives (Washington), Deputy Chiefs of Staff, Directors of Constituent Services, Legislative Counsels, Projects Managers, Research Assistants, State Office Managers, and State Schedulers in the offices responding to our survey to permit us to conduct valid regression analyses of these positions. For each of the 19 Senate office positions not listed above, we have performed individual regression analyses.

SALARY: RACE/ETHNICITY

Average Salary for All Positions by Race/Ethnicity

<u>Race/Ethnicity</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
Black	\$30,907	\$30,985	\$30,778
Hispanic	\$34,325	\$42,820	\$30,442
White	\$40,598	\$43,377	\$35,055
Other	\$37,625	\$42,357	\$28,635

Black Senate staff earn 76 cents for every dollar earned by white staff. For Hispanics, the figure is 85 cents and for "Other" minority staff, 93 cents. (The category of "Other" minority staff is defined on page 112).

The differences in Senate staff pay by Race/Ethnicity are largely due to differences in the jobs held by minority staff as compared to white staff. A later analysis on page 115 shows that minorities are under-represented in Executive and Policy positions and over-represented in Support positions.

Pay Gap by Race/Ethnicity: The Historical Record

(As a proportion of the pay for white staff)

Senate Staff

<u>Year</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other</u>
1997	.76	.85	.93
1995	.79	.74	.99
1993	.83	.75	.85
1991	.83	.75	.95

House Staff

1996	.92	.93	.93
1994	.92	.86	.90
1992	.93	.77	.96
1990	.89	.82	N/A

Minority congressional staffers have seen some unsteady progress in their pay relative to whites in the past seven years.

These wage gaps by Race/Ethnicity are typical of the U.S. economy. National figures for 1996 show that blacks earned 76% of the pay of whites, while Hispanics earned 68%.²² Nationally, blacks holding professional degrees earn 79% of the pay of whites with professional degrees.²³

Difference in Pay Within Jobs by Race/Ethnicity

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

In none of the positions²⁴ analyzed in this manner did we find that race/ethnicity uniquely affected pay. White staff with comparable education, experience, and demographic characteristics did not earn significantly less or more than non-whites who performed the same job. This is the first time in nine years that CMF has been conducting regression analysis on salary data that race/ethnicity did not have a significant influence in the pay of some congressional positions.

²² Money Income in the United States: 1996, Table 10, U.S. Department of Commerce, Bureau of the Census.

²³ Report on the Federal Glass Ceiling Commission, March 1995.

²⁴ There were not enough Constituent Services Representatives (Washington), Deputy Chiefs of Staff, Directors of Constituent Services, Legislative Counsels, Projects Managers, Research Assistants, State Office Managers, and State Schedulers in the offices responding to our survey to permit us to conduct valid regression analyses of these positions.

TENURE DATA

TENURE: AVERAGES

Years in Current Position

	<u>Total</u>	<u>Washington</u>	<u>State</u>
1997	2.8	2.3	3.7
1995	3.3	2.8	4.4
1993	3.5	3.1	4.4
1991	3.4	3.1	4.0

Years in Current Office

	<u>Total</u>	<u>Washington</u>	<u>State</u>
1997	3.6	3.1	4.5
1995	4.2	3.7	5.2
1993	4.4	3.9	5.5
1991	4.2	3.9	4.8

Years in Congress

	<u>Total</u>	<u>Washington</u>	<u>State</u>
1997	5.6	5.5	5.7
1995	5.7	5.6	6.1
1993	5.9	5.6	6.5
1991	5.6	5.7	5.5

Average tenure in position, office, and Congress has declined since 1995. All three tenure statistics are at all time lows since CMF began collecting this data in 1991. The large number of new Senators elected in 1994 and 1996 is the likely cause for the decline in tenure of Senate staff, rather than any change in staff loyalty or job satisfaction.

Tenure data is collected to measure the relative experience of congressional staff and document changes in staff experience. Tenure data also provides information on the practice of promotion-from-within. The smaller the difference between tenure in position and tenure in office, the less likely that staff were promoted from within the office. Our data show that most of time accumulated in an office -- 78% ($2.8 \div 3.6$) -- is accounted for by time in current position. In other words, promoting staff from one position to another within an office is not that common in Senate offices. This pattern of hiring from outside the office was equally strong in the Senate in 1995. The tendency to hire from outside the office is even more pronounced in House personal offices, where 83% of the time accumulated in an office is accounted for by time in position.

Tenure data for other parts of the U.S. labor force is not directly comparable to our data on congressional staff, but it generally suggests that turnover is much higher on Capitol Hill.

TENURE: DISTRIBUTIONS

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

Tenure in Current Position

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
<= 1	49.2%	55.8%	36.8%
1.1 - 2	13.8%	13.1%	15.2%
2.1 - 5	22.9%	21.0%	26.3%
5.1 - 10	9.7%	7.1%	14.5%
10.1 =>	4.4%	2.9%	7.3%

Tenure in Current Office

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
<= 1	37.7%	41.6%	30.2%
1.1 - 2	13.8%	14.2%	12.9%
2.1 - 5	28.1%	27.8%	28.8%
5.1 - 10	13.6%	11.3%	17.8%
10 =>	8.6%	5.0%	10.3%

Tenure in Congress

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
<= 1	25.2%	26.0%	23.7%
1.1 - 2	13.9%	14.8%	12.2%
2.1 - 5	26.2%	26.2%	26.3%
5.1 - 10	18.9%	17.4%	21.9%
10 =>	15.7%	15.6%	15.9%

The average tenure in Congress of 5.6 years masks the fact that 39% of staff have worked in the legislative branch for two years or less (25.2% + 13.9%). Moreover, about 25% of Senate staff have less than one year of congressional experience. That is an increase from 12% of Senate staff in 1995 who had less than one year of congressional experience. In the House, by contrast, 8% of staff have worked in Congress for less than one year.

TENURE: POSITIONS

One possible explanation for these high turnover rates is that large numbers of staff flow in and out of entry-level positions such as Staff Assistant and Legislative Correspondent, while other positions experience relatively low turnover. However, as the table of the 27 most commonly staffed Senate positions on the next page illustrates, rapid turnover afflicts virtually every position in Senate personal offices.

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

Years in Position

Lower-paying positions have large proportions of staff with limited experience, a clear indication of extremely high turnover. Eighty-eight percent of Research Associates and 78% of Staff Assistants (Washington) have held their job for 1 year or less. Approximately 90% of staff in these positions have been in their jobs for 2 years or less.

The turnover in senior staff positions is also substantial, though not as dramatic as the turnover in junior staff positions. Approximately 40% or more Chiefs of Staff, LDs, Communications Directors and State Directors have held their job for less than 2 years.

State staff have lower turnover rates than Washington staff. In every state position, at least 35% of the staffers have been in their position for 2 years or more.

Years in Congress

For the executive level positions in Senate offices, prior congressional experience seems almost essential. Almost all Legislative Directors have at least 1 year of experience on Capitol Hill. Likewise, only 5% Chiefs of Staff have been on the Hill under a year.

Prior congressional experience is important in other positions as well. In only 5 on the 27 positions, more than 60% of the staff have less than 2 years in Congress.

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

Washington Positions	Time in Position		Time in Congress	
	<= 1 yr.	<= 2 yrs.	<= 1 yr.	<= 2 yrs.
Research Assistant	88%	94%	53%	65%
Staff Assistant (Wash)	78%	89%	63%	79%
Legislative Correspondent	73%	92%	39%	73%
Deputy Comm. Director	72%	81%	46%	61%
Con. Serv. Rep. (Wash)	70%	70%	10%	40%
Correspondence Assistant	63%	72%	53%	63%
Deputy Chief of Staff	59%	77%	9%	14%
Legislative Counsel	55%	60%	5%	20%
Communications Director	52%	70%	16%	31%
Scheduler	52%	67%	20%	30%
Asst. to the Chief of Staff	51%	76%	22%	43%
Legislative Assistant	47%	62%	14%	27%
Correspondence Manager	47%	53%	25%	34%
Systems Administrator	47%	56%	13%	27%
Office Manager	45%	55%	9%	11%
Personal Assistant	45%	55%	14%	26%
Project Manager	45%	55%	5%	15%
Legislative Director	44%	53%	2%	2%
Chief of Staff	32%	39%	5%	9%
Computer Operator	30%	39%	21%	25%

State Positions	<= 1 yr.	<= 2 yrs.	<= 1 yr.	<= 2 yrs.
State Scheduler	40%	47%	27%	40%
Con. Services Rep. (State)	39%	53%	24%	37%
Staff Assistant (State)	39%	65%	34%	58%
Regional Manager	35%	47%	22%	29%
State Director	31%	44%	11%	15%
State Office Manager	30%	40%	11%	16%
Director of Con. Services	24%	29%	0%	0%

TENURE: CONGRESSIONAL CHARACTERISTICS

Staff Tenure by Member Tenure

<u>Member Term</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
1st term	1.5	1.8	4.3
2nd term	3.1	4.0	5.5
3rd term	4.3	5.1	6.3
4th term +	5.1	7.0	8.8

As might be expected, average staff tenure in position, office, and Congress tends to increase as the Senators' tenure increases. The newer the Senator, the shorter the time that staff could have spent in their position and office and the less congressional experience they might have acquired.

Staff Tenure by Organizational Structure

	Average Years in Office		
	<u>Total</u>	<u>Washington</u>	<u>State</u>
Centralized Structure: <i>All Senior Staff Report to the Chief of Staff</i>	3.5	3.1	4.4
Washington-State Parity Structure: <i>DC Staff Report to the Chief of Staff; State Staff Report to State Director</i>	3.3	2.7	4.1
Functional Structure: <i>Junior Staff Report to Senior Staff; Senior Staff Report Directly to Senator</i>	3.8	3.6	4.4

Staff tenure is *lowest* in offices using the Washington-State Parity structure, which is the second most common office structure in the Senate (see page 75 for diagrams and frequency data). While the Centralized structure is most common organizational structure, it does not appear to promote staff stability as well as the Functional structure, where there is more direct interaction between staff and the Senator. Perhaps the Functional structure promotes a deeper commitment among staff to the Senator and, therefore, staff are more likely to remain with the office.

TENURE: DEMOGRAPHICS

Staff Tenure by Educational Attainment

<u>Highest Level</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
High School or less	5.7	6.9	12.3
Some College	4.9	5.8	9.2
Bachelor's	2.3	3.1	4.6
Master's	2.7	3.6	5.8
Law Degree	2.2	2.9	4.4
Doctorate	4.4	5.6	8.2

A clear pattern emerges when tenure is broken out by educational attainment: staff without college degrees remain in their positions, offices, and Congress much longer than those with college or graduate degrees. Most staffers without bachelor's degrees are in support positions; their low turnover rate may reflect limited opportunity for advancement.

Tenure by Gender

<u>Gender</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Female	3.2	4.1	6.4
Male	2.3	3.0	4.5

Women have substantially longer tenure than men in all three tenure categories. This pattern is may be related to age: male staffers are younger on average than their female counterparts in the Senate.

Staff Tenure by Race/Ethnicity

<u>Race/Ethnicity</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Black	3.4	4.1	6.8
Hispanic	3.2	3.7	4.3
White	2.7	3.6	5.6
Other	1.9	2.3	3.7

Black staff have the highest average tenure in their jobs, offices, and in Congress.

Regression Analysis of Staff Tenure

In addition to presenting the relationships between various factors and staff tenure as we have just done, we wanted to investigate the *influence* that these factors have on turnover. To do so, we used a statistical procedure called Multiple Regression Analysis. This technique allowed us to determine the unique influence of 15 variables on tenure in position and tenure in office by controlling for the effects of the other 14 variables. These variables fall into four categories:

- 1) demographic (e.g., age, gender, race/ethnicity)
- 2) office environment (e.g., Member term, office organization structure)
- 3) salary
- 4) benefits (e.g., vacation leave, merit bonuses, parental leave)

Regression results: We analyzed *tenure in position* and *tenure in office* separately. In both cases, we found that the same two variables were statistically significant predictors of staff tenure.²⁵ These variables were:

- 1) age
- 2) Member term

Staffers working for Senators with **more terms in Congress** and **who are older** tend to have *less* turnover between jobs and offices.

It intuitively makes sense that the older a staffer and the longer the staffer's Senator has served, the longer the staffer is likely to have been in his job and office. If a 50-year-old Scheduler is working for a fourth-term Senator, it is entirely possible that the Scheduler has tenure in their job and office of 20 years. If another Scheduler is working for a first-term Senator or is 27 years old, their job and office tenure could not be very long. In addition, older staffers may simply be more stable, in the sense that they are less inclined to move between jobs and offices. Although these two variables are clearly related, our analysis considers each variable's independent influence on tenure.

Comparison with House offices: In the House, 5 variables were found to increase the tenure or longevity of staff. They were: higher salary, higher age, serving for Members with more seniority, office structure, and education level.

²⁵ In order to be classified as a "statistically significant" predictor of tenure, a variable had to have a t-statistic that is significant at the .05 level against the two-sided null hypothesis and a standardized beta of .20 or greater.

DEMOGRAPHIC DATA

AGE & EDUCATION: GENERAL INFORMATION

Staff Location by Average Age

	<u>Total</u>	<u>Washington</u>	<u>State</u>
Average Age	34.0	31.7	38.5

The average age of Senate staff is about 34. Staff in Senators' state offices tend to be older than staff in their Washington offices.

Over the past two years, the average age of Senate staff has increased slightly from a 1995 average of 33.7. Senate staff are exactly one half year younger than House staff on average.

Senate staff are slightly younger than workers in the U.S. labor force, who have a median age of 38.²⁶ Senate staff are much younger than federal executive branch employees, whose average age is 44.9.²⁷

Age by Member Tenure

	<u>Average Age in Years</u>
1st term	32.8
2nd term	34.1
3rd term	35.6
4th term +	36.6

As Member tenure increases, average staff age increases as well. This is unsurprising because Members with longer tenure in Congress tend to have older staff with more congressional tenure.

Age by Member Party Affiliation

	<u>Average Age in Years</u>
Democrat	34.4
Republican	33.6

Democratic staff tend to be slightly older than Republican staff.

²⁶ March 1997 Current Population Survey, U.S. Bureau of Labor Statistics.

²⁷ Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1997.

Staff Location by Educational Attainment

	<u>Total</u>	<u>Washington</u>	<u>State</u>
High School or less	3.8%	3.5%	4.3%
Some College	11.8%	7.7%	19.4%
Bachelor's Degree	63.9%	63.7%	64.4%
Master's Degree	12.3%	14.5%	8.2%
Law Degree	7.2%	9.4%	3.1%
Doctorate Degree	1.0%	1.2%	0.6%

Senate staff are well-educated, with 84% having a minimum of a bachelor's degree and 20% holding advanced degrees. The educational attainment of Senate staff has changed only slightly since 1995, when 83% had a bachelor's degree or more and 18% had advanced degrees. The comparable figures for House staff in 1996 were 82% and 16%.

Congressional staff have significantly greater educational training than federal civilian employees, 39.4% of whom have at least a bachelor's degree.²⁸ In the general U.S. adult population, approximately 23.8% have at least a bachelor's degree.²⁹

²⁸ *ibid.*

²⁹ Current Population Survey: March 1997, U.S. Bureau of Labor Statistics.

GENDER: GENERAL INFORMATION

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

Staff Location by Gender

	<u>Total</u>	<u>Washington</u>	<u>State</u>
Female	55.8%	51.3%	64.4%
Male	44.2%	48.7%	35.6%

Men and women are employed in almost equal numbers in Washington offices; but among state staff, there are almost twice as many women.

Female Staff in Congress: The Historical Record (Percent of staff who are female)

Senate Staff

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>State/District</u>
1997	56%	51%	64%
1995	56%	52%	65%
1993	60%	56%	68%
1991	62%	59%	68%

House Staff

1996	56%	50%	65%
1994	58%	52%	66%
1992	61%	54%	69%
1990	61%	54%	70%

The proportion of female Senate staff has declined by 6% since 1991. The House has also experienced a decrease in female staff. In both chambers of Congress, women tend to be more heavily represented in district and state offices than in Washington offices.

Overall, female staff are far more heavily employed in Congress than other sectors. Among federal civilian employees, 45% are women.³⁰ Women also comprise only 46% of the U.S. labor force.³¹

³⁰ Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1997.

³¹ The Employment Situation: September 1997, Table A-1, U.S. Bureau of Labor Statistics.

GENDER: DEMOGRAPHICS

Age by Gender

	<u>Average Age in Years</u>
Female	35.6
Male	32.1

Women in Senate offices are, on average, 3.4 years older than men.

Gender and Location by Educational Attainment

	Total		Washington		State	
	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>
High School or less	6.3%	0.7%	6.3%	0.6%	6.1%	0.8%
Some College	18.0%	3.9%	11.6%	3.6%	27.4%	4.8%
Bachelor's	60.9%	67.7%	63.9%	63.4%	56.5%	79.0%
Master's	9.6%	15.8%	11.3%	17.8%	7.0%	10.5%
Law	4.8%	10.3%	6.3%	12.7%	2.6%	4.0%
Doctorate	0.4%	1.7%	0.4%	2.0%	0.4%	0.8%

A larger proportion of men than women hold at least a bachelor's degree, a pattern that is true among Washington and state-based staff. Overall, 96% of male staff have at least a bachelor's degree, while for women that figure is 76%.

Marital Status by Gender

	<u>Female</u>	<u>Male</u>
Married	39.8%	38.2%
Single	60.2%	61.8%

Almost equal proportions of men and women are single.

GENDER: CONGRESSIONAL CHARACTERISTICS

Member Party Affiliation by Gender

	<u>Total</u>	<u>Democrats</u>	<u>Republican</u>
Female	55.8%	57.9%	53.7%
Male	44.2%	42.1%	46.3%

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

Type of Position: Gender

We report the percentage of women and men that staff each position in the “Individual Position Profiles and Analyses” section beginning on page 9. Not surprisingly, these percentages often differ substantially from the overall averages.

In the table below, we have grouped positions that are at similar levels of responsibility in the organizational hierarchy of an office staff and disaggregated them by gender.

	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall</u>
Female	39.8%	39.8%	64.8%	58.6%	55.8%
Male	60.2%	60.2%	35.2%	41.4%	44.2%

In comparison to the overall composition of Senate personal staff, males hold a disproportionate share of Executive and Policy positions. Females hold a disproportionate share of Mid-level and Support positions. Definitions for each “Type of Position” are listed on the following page.

In the House in 1996, female staff occupied 38.4% of Executive jobs, 39.5% of Policy jobs, 70.3% of Mid-level jobs, and 64.7% of Support positions.

Women hold a much higher proportion of top positions in Congress than they do in the U.S. economy overall. A study of federal executive agencies found that less than 20% of all Senior Executive Service/GS 15 positions are filled by women.³² In a study of Fortune 2000 Industrial and Service companies, it was found that 5% of top management positions were occupied by women.³³

³² Mike Causey, “Raising the Glass Ceiling”, Washington Post, July 30, 1996.

³³ Frank Swoboda, “Glass Ceiling Firmly in Place, Panel Finds,” Washington Post, March 16, 1997, p. A1.

Type of Position: Category Definitions

Executive positions: Chief of Staff, Communications Director, Deputy Chief of Staff, Legislative Director, State Director

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

Mid-level positions: Constituent Services Representative (State), Constituent Services Representative (Washington), Correspondence Manager, Deputy Communications Director, Director of Constituent Services, Office Manager, Personal Assistant, Projects Manager, Regional Manager, Scheduler, State Office Manager, State Scheduler, Systems Administrator

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

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

	Females				
	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall³⁴</u>
1997	39.8%	39.8%	64.8%	58.6%	55.8%
1995	36.9%	43.1%	64.8%	71.6%	57.2%
1993	33.5%	40.6%	69.7%	74.5%	56.3%
	Males				
1997	60.2%	60.2%	35.2%	41.4%	44.2%
1995	63.1%	56.9%	35.2%	28.4%	42.8%
1993	66.5%	59.4%	30.3%	25.5%	43.7%

Relative to the historical data available for this analysis, the percentage of woman in the Senate has remained relatively stable since 1993. However, the over-representation of women in Mid-level positions has declined from 13% (69.7% - 56.3%) in 1993 to only 9% (64.8% - 55.8) in 1997; and the over-representation of women in Support positions has declined from 18% (74.5% - 56.3%) in 1993 to only 3% (58.6% - 55.8) in 1997. The under-representation of women in Executive positions has decreased from 23% (56.3% - 33.5%) in 1993 to 16% (55.8% - 39.8) in 1997.

³⁴ "Overall" historical percentages may not be consistent with other historical data due to different "Type of Position" category definitions in past reports

RACE/ETHNICITY: GENERAL INFORMATION

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

In the table immediately below, we show the percentage of staff in each of these 7 ethnic groups. However, because the numbers of Asian, Native American, and Pacific Islander staff in Senate personal offices is small, we have combined all non-black, non-Hispanic minority staff into the group titled “Other” for the remainder of the tables in this section, and in other parts of this report. We have done so to protect the anonymity of individual staff members and for analytic clarity.

Staff Location by Race/Ethnicity

	<u>Total</u>	<u>Washington</u>	<u>State</u>
Asian	1.5%	1.8%	1.0%
Black	8.3%	8.0%	9.0%
Hispanic	2.5%	1.2%	4.9%
Native American	0.5%	0.3%	0.8%
Pacific Islander	0.0%	0.0%	0.0%
White	86.3%	88.0%	83.2%
Other	0.8%	0.8%	1.0%

Overall, minorities comprise 13.7% of Senate personal office staff. Staffers from minority groups tend to be much more likely to work in Senators' state-based offices than in Washington offices. The historical trends in minority employment in the Senate are reported on the next page.

Employment by Race/Ethnicity: The Historical Record
(Percent of staff by race/ethnicity)

Senate Staff

<u>Year</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other</u>
1997	8.3%	2.5%	2.8%
1995	9.0%	3.5%	2.9%
1993	8.7%	3.1%	2.9%
1991	8.1%	3.2%	2.0%

House Staff

1996	6.8%	5.2%	2.4%
1994	7.9%	5.4%	2.9%
1992	9.9%	3.6%	2.0%
1990	9.4%	3.3%	1.1%

Senate and House personal offices have similar patterns of minority employment, although the Senate has witnessed a decline in the employment of black staff since 1995. Minorities have lower employment rates in House and Senate offices than in the U.S. labor force or the federal government. These patterns have been relatively stable over the past six years.

Minorities comprise 22% of the labor force, but only 13.7% of Senate personal office staff and 14.4% of House personal office staff. Specifically, blacks comprise 11.5% of the U.S. labor force and Hispanics 10.0%.³⁵ Among federal executive branch workers, 17% are black, 6% are Hispanic, and 4% are Asian/Pacific Islander.³⁶

³⁵ The Employment Situation: September 1997, Table A-2, U.S. Bureau of Labor Statistics.

³⁶ Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1997.

RACE/ETHNICITY: DEMOGRAPHICS

Age by Race/Ethnicity

	<u>Average Age in Years</u>
Black	35.2
Hispanic	35.8
White	34.0
Other	31.8

Generally, age does not vary much by race/ethnicity. Hispanic staff, on average, are the oldest and "Other" staff are the youngest.

Race/Ethnicity by Educational Attainment

	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Other</u>
High School or less	14.4%	3.9%	2.8%	3.4%
Some College	26.9%	19.6%	10.3%	5.2%
Bachelor's	41.9%	58.8%	66.2%	58.6%
Master's	8.4%	11.8%	12.6%	17.2%
Law	8.4%	5.9%	7.0%	12.1%
Doctorate	0.0%	0.0%	1.0%	3.4%

The percentage of staff with graduate degrees is somewhat similar among ethnicities. However, among those without graduate degrees, educational attainment varies by race/ethnicity. The percentage of staff with college degrees is highest among white staff and lowest among black staff.

Race/Ethnicity by Gender

	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Other</u>
Female	71.2%	60.8%	54.2%	56.9%
Male	28.8%	39.2%	45.8%	43.1%

Women, who comprise 56% of Senate personal staff, constitute a majority of staff in every ethnic group. Greater proportions of minorities than whites are female. The same patterns held for House personal offices in 1996.

RACE/ETHNICITY: CONGRESSIONAL CHARACTERISTICS

Member Party Affiliation by Race/Ethnicity

	<u>Total</u>	<u>Democratic</u>	<u>Republican</u>
Black	8.3%	12.4%	4.2%
Hispanic	2.5%	3.3%	1.7%
White	86.3%	81.0%	91.7%
Other	2.8%	3.3%	2.4%

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

Type of Position: Race/Ethnicity

The "Individual Position Profiles and Analyses" section beginning on page 9 provides the percentage of each ethnic group staffing each position. In the table below, we have grouped positions that are at similar levels of responsibility with respect to the organizational hierarchy of an office staff and disaggregated them by race/ethnicity. (See page 111 for position category definitions.)

	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall</u>
Black	1.5%	2.6%	8.0%	14.0%	8.3%
Hispanic	0.8%	1.0%	3.7%	2.2%	2.5%
White	95.4%	93.4%	85.2%	81.4%	86.4%
Other	2.3%	3.0%	3.1%	2.4%	2.8%

In comparison to the overall ethnic composition of Senate personal staff, whites hold a disproportionate share of Executive and Policy positions. Blacks hold a disproportionate share of Support positions. The pattern in Senate and House offices is generally consistent with racial patterns in workplaces nationwide.

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

Blacks

	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall</u> ³⁷
1997	1.5%	2.6%	8.0%	14.0%	8.3%
1995	1.5%	4.6%	9.6%	21.6%	9.2%
1993	1.5%	3.6%	8.9%	20.8%	8.1%
1991	3.9%	3.6%	9.0%	17.9%	8.5%

Hispanics

1997	0.8%	1.0%	3.7%	2.2%	2.5%
1995	1.5%	3.4%	5.2%	4.5%	4.0%
1993	1.0%	1.4%	5.4%	2.4%	3.1%
1991	0.5%	1.7%	5.0%	3.5%	3.2%

White

1997	95.4%	93.4%	85.2%	81.4%	86.4%
1995	94.5%	90.6%	82.6%	70.7%	84.5%
1993	95.6%	91.6%	83.9%	73.3%	86.2%
1991	93.7%	92.6%	84.3%	75.4%	86.2%

Other

1997	2.3%	3.0%	3.1%	2.4%	2.8%
1995	2.5%	1.4%	2.6%	3.2%	2.3%
1993	1.9%	3.4%	1.8%	3.5%	2.6%
1991	1.9%	2.1%	1.7%	3.2%	2.1%

Relative to the historical data available for this analysis, the overall percentage of minorities among Senate staff has remained relatively constant at around 14% for the last six years. However, the Senate has experienced a significant decline in the percentage of black and Hispanic staff at almost every level since 1995.

³⁷ "Overall" historical percentages may not be consistent with other historical data due to different "Type of Position" category definitions in past reports.

COMPARISON OF
SENATE AND HOUSE STAFF
POSITIONS

COMPARISON BETWEEN SENATE AND HOUSE STAFF POSITIONS

	Salary		% Senate Salary Exceeds House Salary	Tenure in Position		Tenure in Congress		Average Age	
	<u>Senate</u>	<u>House*</u>		<u>S</u>	<u>H</u>	<u>S</u>	<u>H</u>	<u>S</u>	<u>H</u>
Chief of Staff / AA	\$109,638	\$84,329	30.01%	4.0	4.0	11.0	10.2	44	40
Legislative Director	\$83,156	\$52,207	59.28%	2.6	2.6	10.4	8.0	39	34
State / District Director	\$69,070	\$54,484	26.77%	3.6	4.3	8.3	6.7	43	42
Communications Director	\$59,881	\$41,610	43.91%	2.1	2.3	5.0	3.5	34	31
Office Manager	\$49,367	\$37,422	31.92%	2.8	3.8	10.5	8.0	38	35
Legislative Assistant	\$46,717	\$31,885	46.52%	2.3	1.9	4.9	3.3	32	28
Projects Manager	\$44,840	\$40,904	9.62%	3.2	5.1	6.5	8.2	32	36
Scheduler	\$41,230	\$36,673	12.43%	2.4	3.0	6.8	6.6	33	33
Systems Administrator	\$35,822	\$28,884	24.02%	3.1	2.9	10.1	5.7	33	31
Con. Serv. Rep (Washington)	\$35,233	\$37,682	-6.50%	5.1	6.2	12.0	12.2	37	41
State / District Scheduler	\$34,779	\$29,524	17.80%	3.4	3.7	4.1	4.4	37	37
Computer Operator	\$26,938	\$24,951	7.96%	5.0	4.5	10.1	6.3	36	33
Legislative Correspondent	\$24,209	\$22,902	5.71%	1.2	1.2	2.0	1.6	25	25
Staff Assistant (State / District)	\$23,732	\$22,294	6.45%	2.9	2.7	4.0	3.1	37	37
Staff Assistant (Washington)	\$22,371	\$21,814	2.55%	1.6	1.2	2.6	1.8	26	25

** These are the average House salaries from CMF's 1996 House report.*

SENATE - HOUSE COMPARISONS

The following analyses compare Senate and House staff within positions by salary, tenure in position, and age. Senate and House offices have 15 positions that are roughly comparable.

Salaries

Among higher paying positions, Senate staff receive substantially higher salaries than their House counterparts. For example, Senate Chiefs of Staff earn 30% more than House Chiefs of Staff, while Senate Legislative Directors, Communications Directors, and Legislative Assistants earn at least 44% more than their House counterparts. However, salaries are similar for positions that average less than \$30,000 in both the Senate and House.

Tenure in Congress

On average, Senate staff have 1.7 more years of congressional tenure than House staff, except for the Projects Manager, State/District Scheduler, and the Constituent Services Representative (Washington) positions.

Average Age

Senate staff tend to be older than House staff. The positions with the largest differences are Legislative Director, Chief of Staff, and Legislative Assistant. The average difference among these three positions is about 4 years. In the 2 positions where House staff are older, Projects Manager and Constituent Services Representative (Washington), the difference is 4 years as well.

Conclusions and Hypotheses

Approximate parity exists between Senate and House staff for positions with an average salary of less than \$30,000. For higher paying positions, Senate staff earn up to 59% more than their House counterparts.

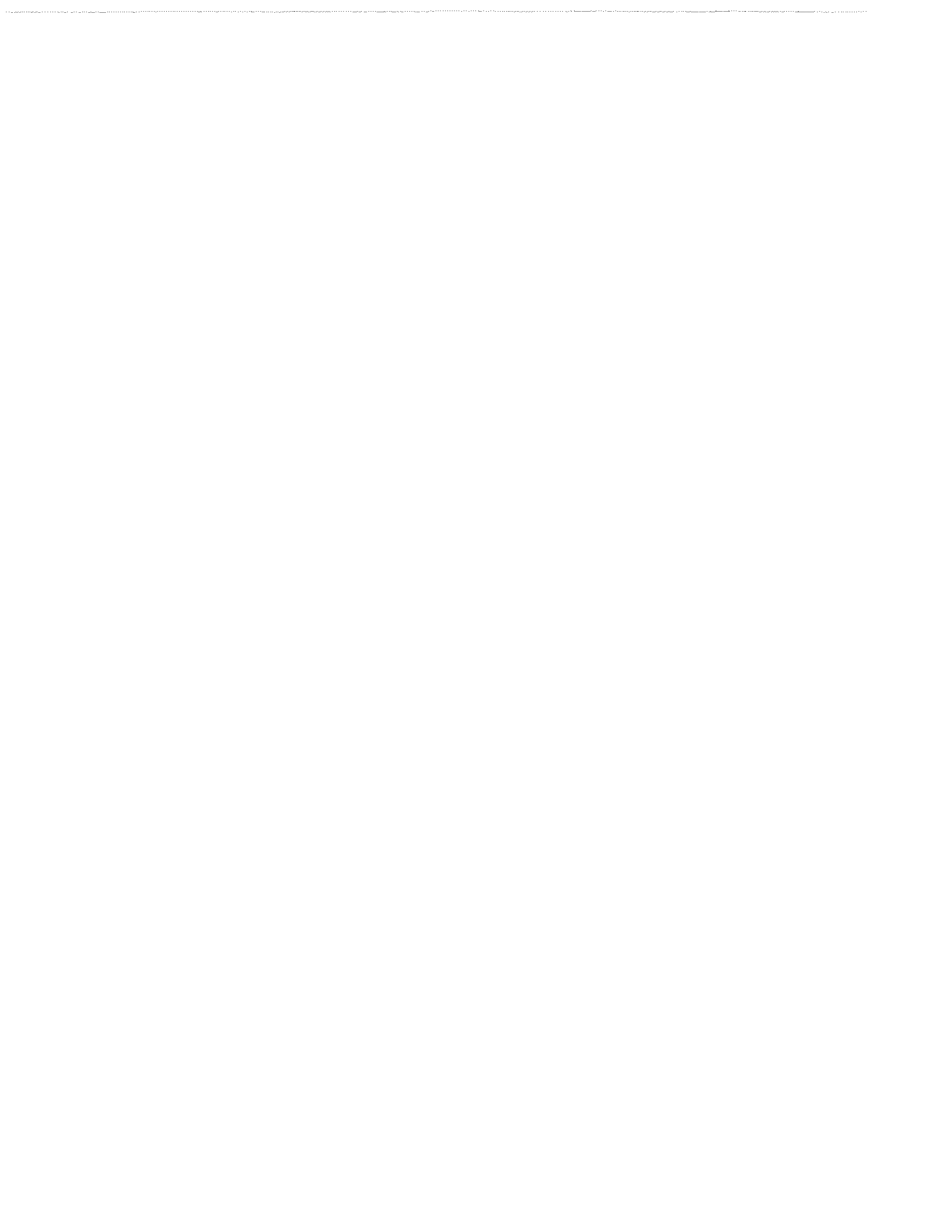
What accounts for this pattern? Our survey collects information that describes current employment practices in the Senate and House but does not explain conclusively the patterns that exist. Consequently, we have provided several hypotheses that are generally consistent with a portion of the data. None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

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

Larger Senate Budgets. Senate offices may use their larger personnel budgets to pay a significant premium over House offices for top-level staff, while electing to pay lower-level staff approximately the same as in the House.

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

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



APPENDICES

APPENDIX A: STATE POPULATION CATEGORIES

For purposes of reporting data, we grouped states into four categories using Census Bureau population estimates for March 1, 1997.¹ Our categories and the states in each category are as follows:

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

APPENDIX B: GEOGRAPHICAL REGIONS

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

¹ U.S. Dept. of Commerce, Census Bureau, Economics and Statistics Administration, CB95-39, March 1, 1997.

APPENDIX C

Cost of Living Differences: The ACCRA Cost of Living Index

A factor that offices may wish to consider in their salary policies is the cost of living in any given locale. About two-thirds of Senate staff live and work in the Washington, D.C. metropolitan area while the other one-third are scattered across the country. The cost of living can vary dramatically between Washington and state offices or even between different offices in a state. ACCRA (the national association of applied community and economic development researchers) produces the ACCRA Cost of Living Index quarterly to provide a reasonably accurate measure of living cost differences among approximately 300 urban areas. The Index measures relative price levels for goods and services in different areas at a given point in time, estimating a mid-management standard of living. The Index does not measure inflation.

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

Using the Index

The average of all participating areas equals 100, and each area's index is read as a percentage of the average. Juneau, Alaska, for example, has a rating of 135.8, indicating that the cost of living in Juneau is 35.8% 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. Please note that for comparisons between Washington and state-based Congressional staff, Washington DC's Index of 125.7 is significantly higher than the national average of 100.

Computer/Internet Resources

There are several valuable resources available on-line for further cost-of-living information. The *Salary Calculator* makes direct cost-of-living comparisons between hundreds of U.S. cities, using the most recent ACCRA data. Created by The Center for Mobility Resources, the *Salary Calculator* can be found at <http://www.homefair.com/homefair/cmr/salcalc.html>.

Another resource is the Economic Research Institute [ERI]'s Geographic Assessor. More comprehensive than either the ACCRA Cost-of-Living Index or the Salary Calculator, this program can be purchased for \$650 by calling (206) 556-0205.

ACCRA Cost of Living Index
First Quarter 1997
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Average City, USA	100.0	Visalia	105.2
Alabama		Colorado	
Anniston	91.2	Boulder	111.9
Birmingham	100.1	Colorado Springs	100.8
Cullman County	94.1	Denver	103.8
Decatur	95.2	Fort Collins	105.1
Gadsden	93.0	Grand Junction	98.9
Huntsville	96.2	Gunnison	103.3
Mobile	94.9	Longmont	109.0
Montgomery	100.0	Loveland	95.0
Tuscaloosa	102.3	Pueblo	91.2
Alaska		Connecticut	
Anchorage	123.6	New Haven	117.7
Fairbanks	126.5	Delaware	
Juneau	135.4	Dover	102.0
Kodiak	144.9	Wilmington	108.9
Arizona		District of Columbia	
Flagstaff	112.0	Washington, DC	125.7
Lake Havasu City	100.9	Florida	
Phoenix	101.8	Bradenton	97.2
Prescott	106.7	Daytona Beach	95.6
Scottsdale	104.3	Fort Walton Beach	96.8
Tucson	101.1	Gainesville	96.1
Arkansas		Jacksonville	94.1
Fayetteville-Springdale	90.5	Miami/Dade County	108.6
Jonesboro	88.6	Orlando	99.0
Little Rock	86.7	Panama City	91.9
California		Pensacola	96.2
Fresno	104.9	Sarasota	108.6
L.A./Long Beach	116.7	Tallahassee	104.4
Palm Springs	111.7	Tampa-St. Petersburg	99.0
Riverside City	107.3	West Palm Beach	108.1
San Diego	122.3	Georgia	
Salinas-Monterey	141.7	Albany	93.6
Santa Barbara	113.5	Americus	93.4

Atlanta	99.5	Kansas	
Augusta	93.0	Dodge City	95.3
Bainbridge	92.9	Garden City	97.0
Columbus	100.9	Lawrence	98.6
Douglas	92.7	Manhattan	98.5
Tifton	92.9		
Valdosta	95.9	Kentucky	
Savannah	97.3	Bowling Green	92.0
Warner Robins	96.8	Covington-Cincinnati, OH	89.9
		Henderson	89.1
Idaho		Lexington	98.2
Boise	100.5	Louisville	94.5
Pocatello	98.1	Murray	90.1
Twin Falls	98.0	Paducah	97.0
		Pikeville	100.2
Illinois			
Champaign-Urbana	104.4	Louisiana	
Danville	94.5	Alexandria	96.4
Decatur	93.4	Baton Rouge	101.1
DeKalb	104.3	Lafayette	95.0
Freeport	99.7	Lake Charles	96.5
Peoria	103.7	Monroe	99.2
Quad Cities	99.0	New Orleans	93.7
Quincy	99.6		
Rockford	103.8	Maryland	
		Baltimore	98.7
Indiana		Worcester Co.	105.3
Anderson	92.1		
Bloomington	101.1	Massachusetts	
Evansville	95.7	Boston	145.2
Fort Wayne	90.7	Worcester	96.7
Indianapolis	96.6		
Muncie	96.7	Michigan	
South Bend	91.1	Benton Harbor	104.6
		Detroit	108.1
Iowa		Grand Rapids	101.1
Ames	99.3	Lansing	108.1
Cedar Rapids	100.2	Oakland County	110.9
Davenport	99.0		
Des Moines	99.1	Minnesota	
Dubuque	104.1	Minneapolis-St. Paul	100.4
Iowa City	108.6	Moorhead-Fargo, ND	97.6
Mason City	108.1	Rochester	100.1
		St. Cloud	98.3

Mississippi		Los Alamos	120.6
Biloxi/Gulfport	94.1	Roswell	91.3
Jackson	93.9	Santa Fe	113.4
Missouri		New York	
Columbia	95.3	Binghamton	94.6
Joplin	89.2	Buffalo/Niagara Falls	97.3
Kansas City	97.9	Elmira	113.9
Kennett	84.2	Manhattan, NYC	233.1
Kirksville	92.9	Syracuse	103.2
Lee's Summit	95.0	Utica-Rome	105.1
Nevada	94.8	Watertown	101.2
Poplar Bluff	86.8		
St. Joseph	92.9	North Carolina	
St. Louis	98.4	Asheville	103.4
Springfield	94.2	Charlotte	100.1
		Dare County	108.3
Montana		Fayetteville	97.2
Billings	101.2	Greensboro-Winston-Salem	101.7
Bozeman	100.9	Greenville	95.3
Great Falls	101.4	Hickory	98.2
Helena	98.1	Marion/McDowell Co.	95.0
Missoula	101.6	Raleigh-Durham	102.2
		Statesville	101.5
Nebraska		Wilmington	103.8
Hastings	92.9		
Omaha	91.5	North Dakota	
Scottsbluff-Gering	97.7	Bismarck	98.2
		Fargo-Moorhead, MN	97.6
Nevada		Grand Forks	100.5
Carson City	105.0	Minot	98.0
Elko	102.2		
Las Vegas	105.9	Ohio	
Reno-Sparks	111.9	Akron	98.3
		Canton	95.4
New Hampshire		Cincinnati	98.4
Manchester	105.7	Cleveland	105.0
		Columbus	104.1
New Mexico		Dayton-Springfield	105.6
Albuquerque	101.9	Loma	100.6
Carlsbad	95.7	Mansfield	97.4
Clovis-Portales	92.3	Toledo	99.0
Farmington	101.5	Youngstown/Warren	96.0
Hobbs	93.7		
Las Cruces	100.4		

Oklahoma		Nashville	94.8
Ardmore	89.6		
Lawton	92.0	Texas	
Muskogee	86.4	Abilene	94.2
Oklahoma City	91.6	Amarillo	92.4
Pryor Creek	88.6	Austin	101.3
Stillwater	94.7	Beaumont	96.4
Tulsa	91.3	Brownsville	95.5
		Dallas	99.6
Oregon		El Paso	94.8
Eugene	105.5	Ft. Worth	92.4
Portland	107.1	Houston	93.0
		Killeen-Temple	92.7
Pennsylvania		Longview-Marshall	92.0
Allentown-Bethlehem	103.0	Lubbock	91.1
Altoona	100.6	McAllen	95.8
Erie	103.8	Midland	91.0
Lancaster	108.1	Odessa	91.7
Philadelphia-Trenton, NJ	127.1	San Antonio	92.9
Scranton/Wilkes-Barre	100.4	San Marcos	93.5
Williamsport	102.5	Texarkana	89.2
York County	96.5	Victoria	93.8
		Waco	91.2
South Carolina		Wichita Falls	89.3
Charleston	97.4		
Columbia	93.1	Utah	
Greenville	103.0	Cedar City	92.4
Myrtle Beach	101.8	Logan	103.0
Spartanburg	96.0	Provo	102.0
Sumter	93.1	St. George	101.1
		Salt Lake City	105.1
South Dakota			
Rapid City	98.3	Vermont	
Sioux Falls	95.9	Burlington	116.8
Vermillion	100.6	Montpelier	108.0
Tennessee		Virginia	
Chattanooga	92.8	Bristol/Tri-Cities, TN	90.4
Cleveland	94.8	Fredericksburg	109.5
Dyersburg	91.8	Hampton Roads	97.5
Jackson/Madison County	97.7	Lynchburg	92.4
Johnson City	97.5	Norfolk-Virginia Beach	100.4
Kingsport	90.5	Richmond	101.4
Knoxville	98.0	Roanoke	93.0
Memphis	94.2		

Washington

Bellingham	105.6
Bremerton	107.1
Richland-Kennewick	98.9
Seattle	113.5
Tacoma	102.6
Yakima	104.8

West Virginia

Charleston	98.0
Huntington	99.9
Martinsburg/Berkeley Co.	91.8

Wisconsin

Appleton-Neenah-Menasha	98.3
Eau Claire	98.1
Fond du Lac	98.3
Green Bay	96.2
Janesville-Beloit	101.7
Madison	112.1
Marinette	99.8
Milwaukee-Waukesha	107.6
Sheboygan	99.1
Wausau	105.4

Wyoming

Cheyenne	94.8
Gillette	98.9

APPENDIX D

Regression Statistics

Here we report the R-squared and F statistics for each of the 19 Senate personal office positions on which we conducted regression analysis.

	<u>R-squared</u>	<u>F</u>
Washington Positions		
Assistant to the Chief of Staff	0.55	4.20
Chief of Staff	0.38	2.63
Communications Director	0.31	3.18
Computer Operator	0.69	15.31
Correspondence Assistant	0.79	10.99
Correspondence Manager	0.26	0.95
Deputy Communications Director	0.62	9.13
Legislative Assistant	0.47	30.45
Legislative Correspondent	0.41	16.12
Legislative Director	0.52	6.29
Office Manager	0.51	6.03
Personal Assistant	0.57	5.32
Scheduler	0.66	11.09
Staff Assistant (Washington)	0.49	17.95
Systems Administrator	0.68	9.20
State Positions		
Constituent Services Representative (State)	0.51	39.11
Regional Manager	0.32	7.57
Staff Assistant (State)	0.38	7.83
State Director	0.16	1.08

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PUBLICATIONS LIST

Setting Course: A Congressional Management Guide (1996; 408 pp)

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

Frontline Management: A Guide For Congressional District/State Offices (1989; 225 pp)

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

1997 Senate Staff Employment: Salaries, Tenure, Demographics and Benefits (1997; 136 pp)

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

1996 House Staff Employment: Salary, Tenure, Demographics, and Benefits (1996; 120 pp)

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

Working in Congress: The Staff Perspective (1995; 70 pp)

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

Congressional Intern Handbook (1996; 128 pp)

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

Politicians and Their Spouses' Careers (1985; 103 pp)

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

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MF's Mission:

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

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

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

Training Series for Management Staff

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

Services for Individual Congressional Offices

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

In addition to its comprehensive assessments, CMF has worked with dozens of House and Senate offices on shorter-term projects regarding a number of other management issues and, in every case, customizes its services to the particular needs of its congressional client. All of this work is done confidentially.

Management Publications & Salary Reports

- ◆ CMF publishes a series of management guidebooks that are used by over 50% of the Chiefs of Staff in House and Senate offices. To produce these books, CMF studies the best practices of congressional offices as well as applying top private-sector management ideas to Congress. Our publications include:

Setting Course: A Comprehensive Congressional Management Guide

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