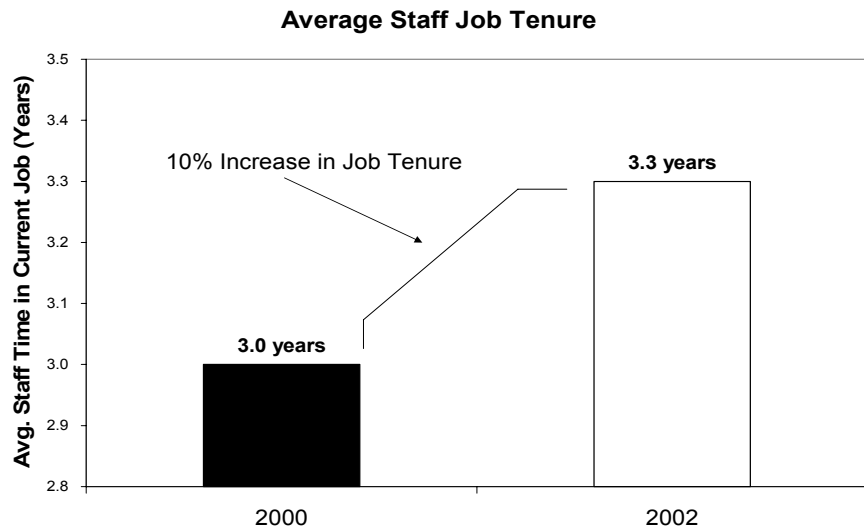
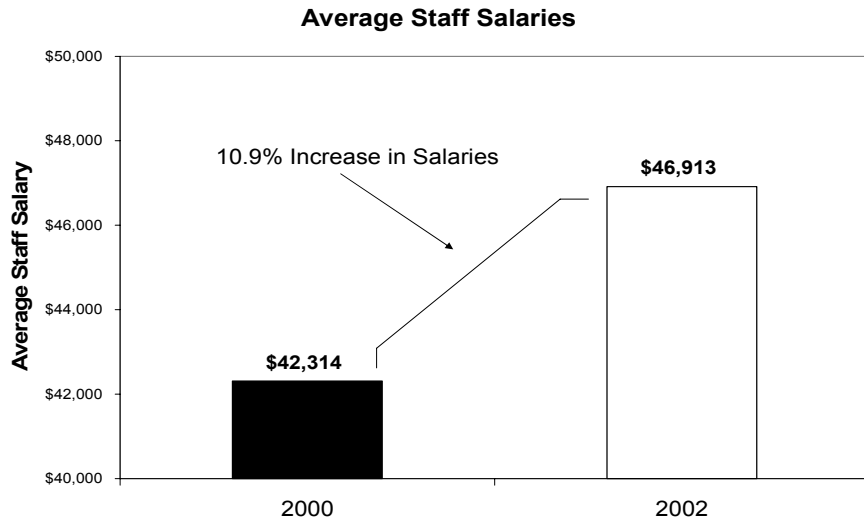


2002 HOUSE STAFF EMPLOYMENT STUDY

Staff Salary Increases Are Correlated with Improvements in Job Tenure (from 2000 to 2002)



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

By the
Congressional Management Foundation

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Chief Administrative Officer
U.S. House of Representatives

Summary of Key Findings

Average Staff Salaries

- The average 2002 salary across all positions for House personal office staff was \$46,913, a 10.9% increase since 2000 or an annualized 5.3% increase. (See page 58)
- The pay gap between the salaries of Washington-based House personal office staff and their Washington counterparts in the federal government has decreased since 2000. The average 2002 salary of Washington-based federal employees is 34% higher than that of the \$51,068 average salary for Washington-based House staff. In 2000, this pay gap was 39%. (See page 60)
- Similarly, the overall pay gap between the salaries of all House personal office staff and all federal employees decreased 5 percentage points between 2000 and 2002 – from 20% to 15%. (See page 60)

Personnel Budgets, Raises, and Bonuses

- The majority of House personal offices dedicated more than 75% of the 2002 budget (or MRA) increase to staff salaries and bonuses, demonstrating an interest in closing the pay gaps with employees in the national workforce and within the federal government and reducing staff turnover. (See page 49)
- More than half of all House offices gave staff an across-the-board cost of living increase in 2002. (See page 49)
- Approximately 81% of staffers received raises in 2002, and 89% received bonuses. The average raise given was \$2,834, and the average bonus was \$2,315. (See page 50)

Staff Tenure

- Since 2000, staff tenure in House personal offices has risen. Average tenure in *position* increased 10% to 3.3 years, average tenure in *office* increased 8% to 4.0 years, and average tenure in *Congress* increased 6% to 5.5 years. (See page 67). This reduction in turnover may be related to the increases in staff pay cited above.
- Staff tenure, however, is still very low. Over 60% of House staff have less than two years of experience in their current position, including 40% of Chiefs of Staff, 58% of Legislative Directors, and 72% of Press Secretaries. (See pages 68-69)

Demographics

- A clear profile exists for the average House staffer: young, well-educated, single, and without children. The average age is 35, 85% hold at least a bachelor's degree, 18% hold advanced degrees, 61% are unmarried, and 76% have no dependent children. In contrast, workers nationwide are approximately four years older, 64% are married, and only 26% have at least a bachelor's degree. (See pages 71, 75)
- Female House staff, on average, earn 84% of the pay of male House staff. This pay gap is largely a result of female staff being under-represented in higher-paying positions and over-represented in lower-paying positions. Female staff comprise 38% of the highest-paying executive positions within House offices, and 66% of the lowest-paying support positions. (See pages 64, 73)
- Female House staff earned proportionally more than female workers nationwide, who earn only 69% of the pay of men in the U.S. labor force. (See page 65)
- Black staff, on average, earned 88% of the pay of white staff in 2002, while Hispanic staff earned 83% of the pay of white staff in 2002. Overall, this pay gap is largely a result of minority staff being under-represented in higher-paying positions and over-represented in lower-paying positions. (See pages 66, 77)
- The average pay of minority staff in the House remained more equitable than the pay of minority workers in the U.S. labor force. Nationally, black employees earned 72% and Hispanics 64% of the pay of white employees. (See page 66)

New Data in this Year's Report

- In an effort to provide additional information on the policies and practices of House personal offices, several questions were added to this year's report that were not asked in prior years. The new questions provide offices data on flex time, telecommuting, and staff recruitment practices. In particular, the data show:
 - Just over 40% of offices offer some sort of flexible work arrangement to staff. In those offices, an average of 2.7 staffers (about 20% of the total) currently participate in flexible work arrangements. (See page 51)
 - By far the most common such arrangement is "flex time," with a compressed work week being the second most-common. (See page 51)
 - About 33% of offices allow staff the option to telecommute. Family needs and health concerns are the biggest factors used in telecommuting decisions. (See pages 51-52)
 - Methods of staff recruitment: House offices use many means to recruit staff. The most-common are word of mouth, employee referral, and the House Resume Referral Service. Only 20% of offices use Internet ads for recruitment. (See page 47)

Purpose of the Report

The congressional staff job market is a relatively free market. The forces of supply and demand are key factors in setting staff salaries. House personal offices are only constrained by their fixed office budget, a salary ceiling, the minimum wage, and the Fair Labor Standards Act. Therefore, within these constraints, the negotiation between employer and employee is the key process for setting the salaries of House staff. Additionally, House personal offices have the flexibility to develop their own individual workplace policies to supplement the House employee benefits package

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

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

A Word of Caution

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

Position Profiles and Analyses

Methodology

This section contains detailed analyses of 16 House personal office positions. Each position profile will allow you to:

- 1) Determine the average 2002 salaries for each position, as well as how much the average salaries have changed since 2000;
- 2) Determine the demographic make-up, level of job responsibility, and congressional work experience of a typical employee in each position;
- 3) Determine the demographic and tenure variables (such as age or work experience) that predict salary for each position.

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

Presentation of Salary Data

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

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

Percentiles

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

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

Salary Percentiles:

80% -- \$125,200

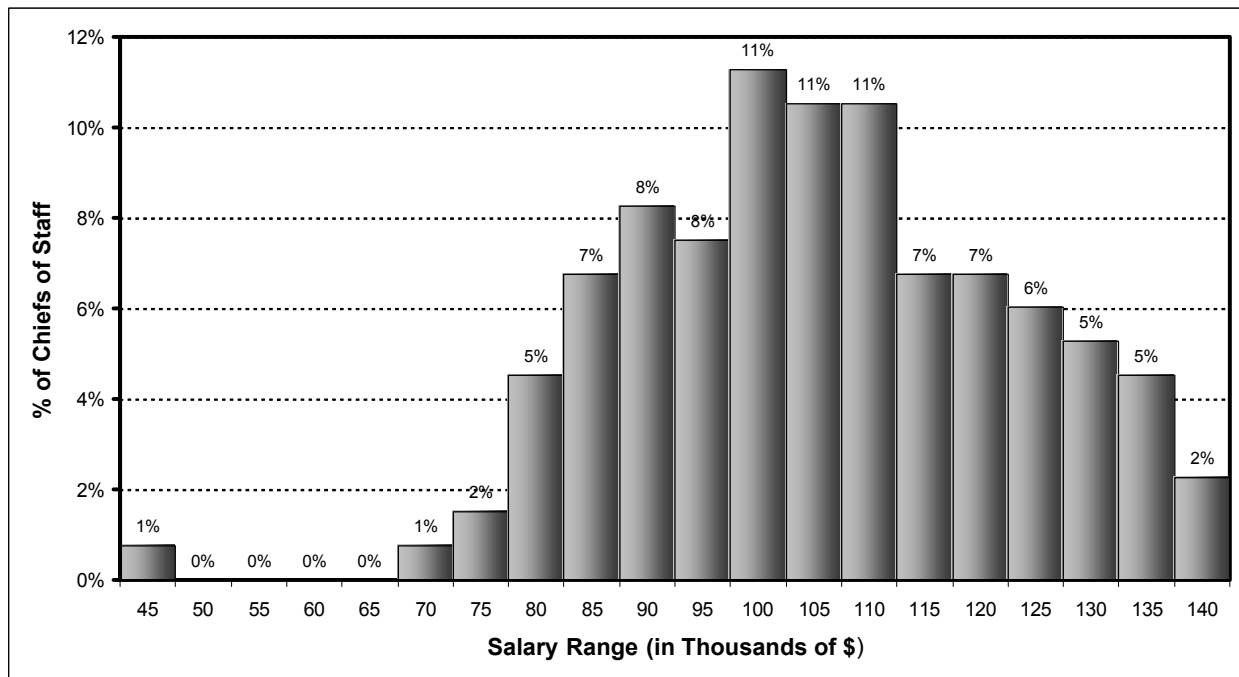
50% -- \$106,000

20% -- \$90,803

This data tells you that 80% of Chiefs of Staff earn \$125,200 per year or less, 50% earn \$106,000 or less, and 20% earn \$90,803 or less. Alternatively, you could look at it this way: a Chief of Staff earning \$125,200 is earning more money than 80% of his or her colleagues.

Graphs

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



This is the Salary Distribution graph for Chiefs of Staff. In this example, each bar on the graph represents the percentage of Chiefs of Staff earning approximately the amount of money indicated by the number at the bottom of each bar (specifically, each interval is \pm \$2,500 of the value indicated). For example, the bar above the \$100,000 level can be interpreted as representing the number of respondents who earn between \$97,500 and \$102,500. Each bar also has a number above indicating the percentage of people represented by the bar. For example, 11% of Chiefs of Staff earn between \$97,500 and \$102,500.

Regression Analysis

Identifying any possible independent variables affecting salary for a specific position required more sophisticated analyses. For each position, a statistical procedure called Multiple Regression Analysis was used to determine the influence of eight variables on salary. This technique allowed us to assess the unique influence each variable had on salary by controlling for the effects of the other seven variables. The eight variables analyzed were:

- 1) Age
- 2) Educational Attainment¹
- 3) Years in Current Position
- 4) Prior years in Current Office (years in current office minus years in current position)
- 5) Prior years in Congress (years in Congress minus years in current office)
- 6) Level of Responsibility²
- 7) Gender
- 8) Race

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

Limitations of Regression Analysis

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

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

¹ We asked offices to indicate the highest degree earned by each staff member. For the purposes of conducting the regression analysis, we converted educational attainment into years of education as follows:

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

² This is a self-reported variable in which offices were asked to indicate whether a staff member has more, fewer, or about the same responsibilities as those we defined in the job description for each position in the survey. The job descriptions from the survey are included in each position analysis.

Average Salary for all House Positions

Washington Positions	<u>Average Salary</u>	<u>% Change 2000-2002</u>
Chief of Staff	\$108,065	10.7%
Legislative Director	\$66,213	8.4%
Press Secretary	\$49,327	8.9%
Office Manager	\$48,523	10.3%
Priority Issues Legislative Assistant	\$45,733	12.3%
Scheduler	\$43,443	5.8%
General Issues Legislative Assistant	\$36,802	10.9%
Systems Administrator	\$35,297	16.9%
Legislative Correspondent	\$27,992	4.7%
Staff Assistant (Washington)	\$25,762	8.0%
 Washington Staff Averages	 \$51,068	 9.6%

District Positions	<u>Average Salary</u>	<u>% Change 2000-2002</u>
District Director	\$70,207	13.0%
Field Representative	\$39,662	6.9%
Grants and Projects Coordinator	\$39,485	5.9%
District Scheduler	\$38,411	12.5%
Constituent Services Representative	\$35,305	12.6%
Staff Assistant (District)	\$28,243	13.2%
 District Staff Averages	 \$41,469	 12.9%

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

Washington Positions	Average Yrs. in Position	% Change Yrs. In Position 2000-2002	Average Yrs. In Office	Average Yrs. In Congress
Chief of Staff	4.5	0.0%	6.7	10.7
Office Manager	4.2	10.5%	5.0	8.9
Systems Administrator	3.9	85.7%	4.4	6.1
Scheduler	3.0	-14.3%	3.9	5.6
Legislative Director	2.8	7.7%	4.6	7.7
Priority Issues Legislative Assistant	2.4	33.3%	3.0	4.4
Press Secretary	2.2	0.0%	2.7	3.6
General Issues Legislative Assistant	1.7	13.3%	2.3	2.9
Staff Assistant (Washington)	1.2	33.3%	1.2	1.4
Legislative Correspondent	1.0	-9.1%	1.2	1.3
Washington Staff Averages	2.6	8.3%	3.4	5.1

District Positions	Average Yrs. in Position	% Change Yrs. In Position 2000-2002	Average Yrs. In Office	Average Yrs. In Congress
District Director	4.7	11.9%	6.4	8.1
Constituent Services Representative	4.5	7.1%	4.9	6.5
District Scheduler	4.1	5.1%	4.9	5.5
Field Representative	3.7	-5.1%	4.0	4.5
Staff Assistant (District)	3.7	32.1%	3.8	4.3
Grants and Projects Coordinator	2.7	-20.6%	3.8	4.5
District Staff Averages	4.1	5.1%	4.0	5.5

This chart summarizes three types of tenure data (average years in current position, average years in current Member office, and average years working in Congress) for 16 full-time House personal office positions. For each position, it also shows the percentage by which tenure in position has increased or decreased since 2000. For example, the chart shows that Legislative Correspondents' average time in position declined 9.1% between 2000 and 2002, while Office Managers' average time in position rose by 10.5%. Systems Administrators had a very large (85.7%) gain in average job tenure, as House offices greatly expanded the role and importance of technology in their offices.

Chief of Staff

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

AVERAGE SALARY 2002: **\$108,065** **SALARY RANGE:**
(Median Salary 2002: *\$106,000)* *\$45,000--\$145,226*

Average Salary 2000: \$97,615

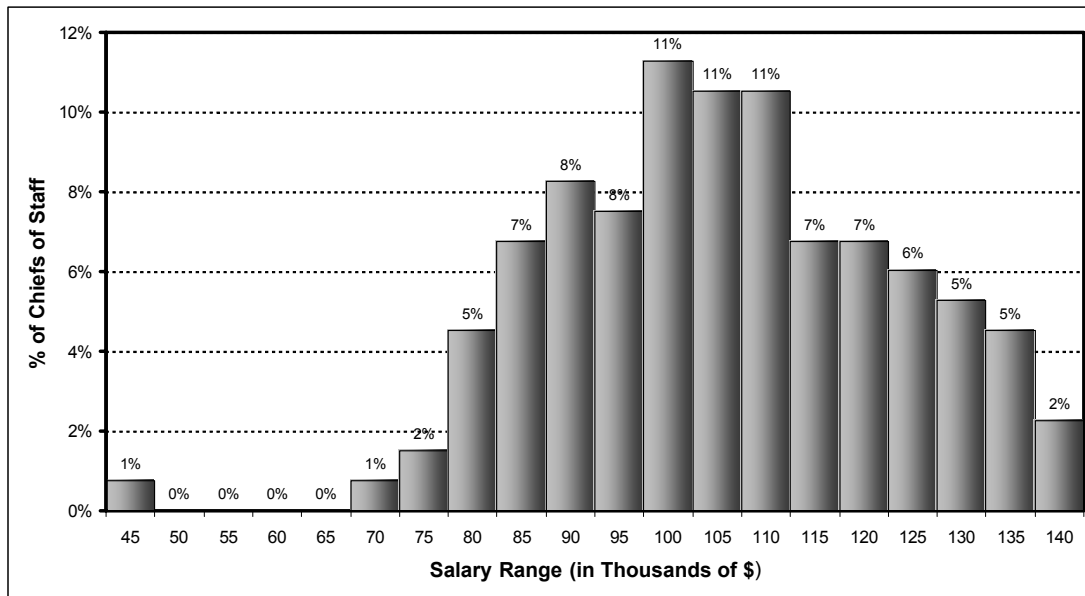
SALARY PERCENTILES:

Percent Change 2000-2002: 10.7% 80% -- \$125,200

Average Annualized Change: 5.2% 50% -- \$106,000

(Sample size = 133) 20% -- \$90,803

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 11% of Chiefs of Staff earn between \$97,501 and \$102,500. (For a more detailed explanation of this graph, see page 6).

Chief of Staff

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:
Average years:			Female 32.3%
in Current Position	4.5	4.5	Male 67.7%
in Current Office	6.7	6.1	
in Congress	10.7	10.1	RACE/ETHNICITY:
			Asian 1.5%
EDUCATIONAL ATTAINMENT:			Black 3.8%
High School or less	0.0%		Hispanic 1.5%
Some College	6.8%		White 91.0%
Bachelor's Degree	45.1%		Other 2.3%
Master's Degree	22.6%		
Law Degree	22.6%		AVERAGE AGE: 41
Doctorate Degree	3.0%		
MARITAL STATUS:			
Single/Widowed/Divorced without dependent children		37.6%	
Single/Widowed/Divorced with dependent children		3.8%	
Married without dependent children		19.5%	
Married with dependent children		39.1%	
LEVEL OF RESPONSIBILITY: (in respect to given description)			
More Duties		55.3%	
Same Duties		43.9%	
Fewer Duties		0.8%	

General Findings: Chiefs of Staff are the highest paid staff in House offices. The average tenure in office (6.7 years) and Congress (10.7) for Chiefs of Staff are the highest among all House positions and the average years in position (4.5 years) is the second-highest highest among all House positions. The Chief of Staff position has the lowest turnover rate among House positions: 87.2% have been in their position for at least a year and 60.2% for at least two years.

Chiefs of Staff are the oldest among Washington-based staff and the second-oldest among all House staff. Chiefs of Staff rank first in the percentage of individuals holding advanced degrees (48.2%).

Variables Affecting Pay:

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

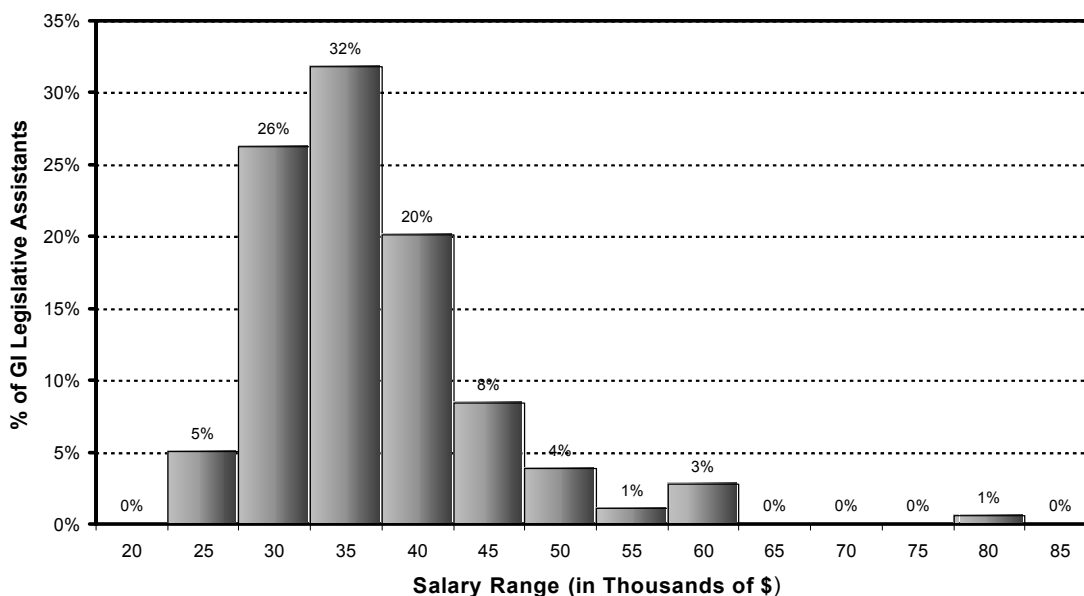
The above 4 variables were found to be statistically significant predictors of higher pay for Chiefs of Staff. (see page 7 for a complete explanation of Regression Analysis.)

Legislative Assistant (General)

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

AVERAGE SALARY 2002:	\$36,802	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$35,000)</i>	\$23,000--\$82,000
Average Salary 2000:	\$33,196	
Percent Change 2000-2002:	10.9%	SALARY PERCENTILES:
Average Annualized Change:	5.3%	80% -- \$41,840
<i>(Sample size = 179)</i>		50% -- \$35,000
		20% -- \$30,500

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is ±\$2,500 relative to the number at its base. For example, 32% of LAs (General Issues) earn between \$32,501 and \$37,500. (For a more detailed explanation of this graph, see page 6).

Legislative Assistant (General)

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:	
Average years:			Female	45.8%
in Current Position	1.7	1.5	Male	54.2%
in Current Office	2.3	2.1		
in Congress	2.9	2.7	RACE/ETHNICITY:	
			Asian	1.1%
EDUCATIONAL ATTAINMENT:			Black	2.2%
High School or less	0.6%		Hispanic	8.4%
Some College	2.2%		White	86.0%
Bachelor's Degree	70.4%		Other	2.3%
Master's Degree	18.4%			
Law Degree	7.8%		AVERAGE AGE:	28
Doctorate Degree	0.6%			
MARITAL STATUS:				
Single/Widowed/Divorced without dependent children		84.9%		
Single/Widowed/Divorced with dependent children		3.4%		
Married without dependent children		8.9%		
Married with dependent children		2.8%		
LEVEL OF RESPONSIBILITY: (in respect to given description)				
More Duties		20.9%		
Same Duties		72.9%		
Fewer Duties		6.2%		

General Findings: The average tenure in position, office and Congress of Legislative Assistants (General) only exceeds that of Legislative Correspondents and Staff Assistants (Washington). Only 17.9% of LAs (General) have been in their current position for more than two years. Additionally, 97.2% of LAs (General) have at least a bachelor's degree, ranking them third in that regard. This indicates that the position most commonly serves as a transition to a career on the legislative track for young, educated congressional staff.

Additionally, 14% of LAs (General) are minorities. This is the highest percentage among all the "Policy" positions. (see page 73 for a description of "Policy" positions).

Variables Affecting Pay:

- ↪ Greater age
- ↪ More years in current position
- ↪ More years of prior congressional experience

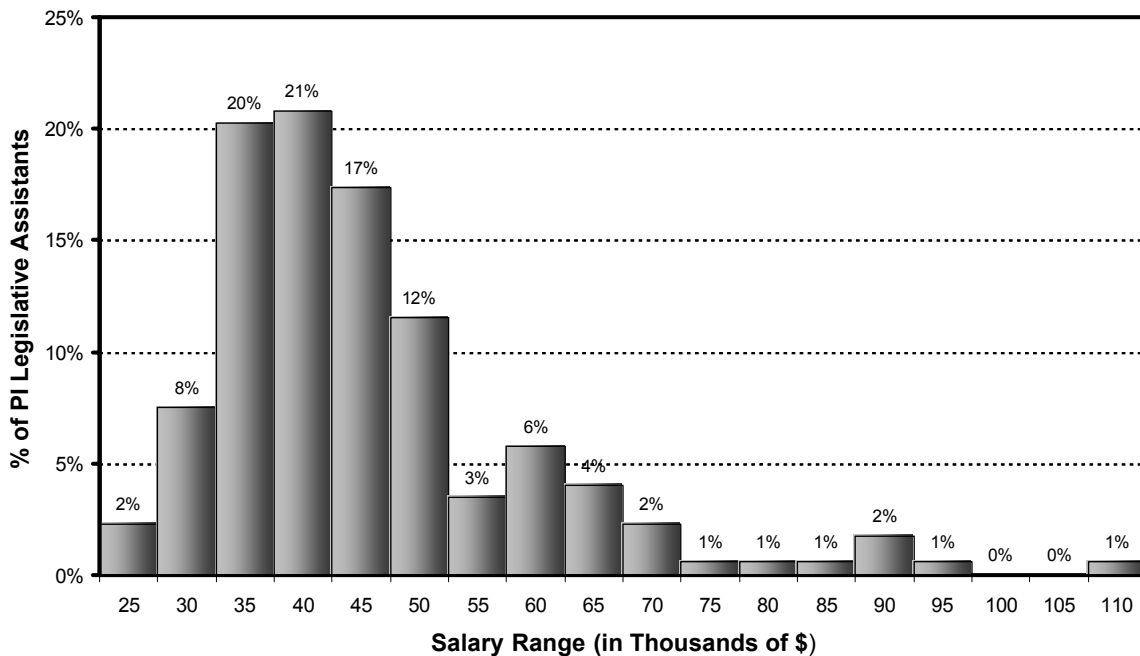
The above 3 variables were found to be statistically significant predictors of higher pay for Legislative Assistants (General). (see page 7 for a complete explanation of Regression Analysis.)

Legislative Assistant (Priority)

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

AVERAGE SALARY 2002:	\$45,733	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$42,000)</i>	\$25,000--\$110,000
Average Salary 2000:	\$40,723	SALARY PERCENTILES:
Percent Change 2000-2002:	12.3 %	80% -- \$53,2000
Average Annualized Change:	6.0%	50% -- \$42,000
<i>(Sample size = 176)</i>		20% -- \$35,000

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 21% of LAs (Priority Issues) earn between \$37,501 and \$42,500. (For a more detailed explanation of this graph, see page 6).

Legislative Assistant (Priority)

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:
Average years:			Female 39.8%
in Current Position	2.4	1.8	Male 60.2%
in Current Office	3.0	2.4	
in Congress	4.4	3.6	RACE/ETHNICITY:
			Asian 4.6%
EDUCATIONAL ATTAINMENT:			Black 4.6%
High School or less	0.6%		Hispanic 1.1%
Some College	0.6%		White 88.5%
Bachelor's Degree	63.1%		Other 1.2%
Master's Degree	22.7%		
Law Degree	11.9%		AVERAGE AGE: 31
Doctorate Degree	1.1%		
MARITAL STATUS:			
Single/Widowed/Divorced without dependent children		71.0%	
Single/Widowed/Divorced with dependent children		4.0%	
Married without dependent children		17.0%	
Married with dependent children		8.0%	
LEVEL OF RESPONSIBILITY: (in respect to given description)			
More Duties		28.0%	
Same Duties		69.7%	
Fewer Duties		2.3%	

General Findings: Legislative Assistants (Priority) have more position, office, and congressional experience than do LAs (General). Nearly 36% of LAs (Priority) hold advanced degrees, ranking them third in this regard. Furthermore, 98.8% of LAs (Priority) have at least a bachelor's degree, which is second only to Legislative Directors. This higher level of experience and educational attainment, as compared to LAs (General), is reflected in the higher average salary.

The 12.3% increase in average salary in the LA (Priority) position since 2000 is the second-highest among all Washington-based positions.

Variables Affecting Pay:

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

The above 3 variables were found to be statistically significant predictors of higher pay for Legislative Assistants (Priority). (see page 7 for a complete explanation of Regression Analysis.)

Legislative Correspondent

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

AVERAGE SALARY 2002:	\$27,992	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$27,100)</i>	\$21,000--\$40,000

Average Salary 2000:	\$26,745
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Percent Change 2000-2002:	4.7%
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Average Annualized Change:	2.3%
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(Sample size = 84)

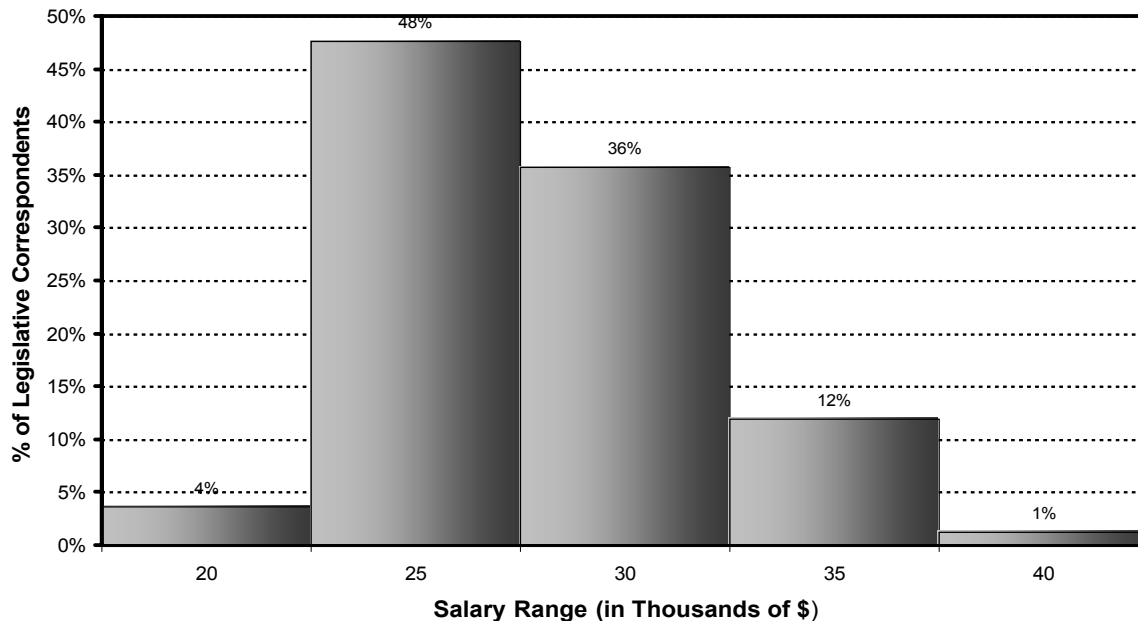
SALARY PERCENTILES:

80% -- \$31,000

50% -- \$27,100

20% -- \$25,000

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 48% of Legislative Correspondents earn between \$22,501 and \$27,500. (For a more detailed explanation of this graph, see page 6).

Legislative Correspondent

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:	
Average years:			Female	54.8%
in Current Position	1.0	1.1	Male	45.2%
in Current Office	1.2	1.4		
in Congress	1.3	1.8	RACE/ETHNICITY:	
			Asian	1.2%
EDUCATIONAL ATTAINMENT:			Black	1.2%
High School or less	3.6%		Hispanic	2.4%
Some College	2.4%		White	94.0%
Bachelor's Degree	86.9%		Other	1.2%
Master's Degree	4.8%			
Law Degree	2.4%		AVERAGE AGE:	24
Doctorate Degree	0.0%			
MARITAL STATUS:				
Single/Widowed/Divorced without dependent children		92.9%		
Single/Widowed/Divorced with dependent children		1.2%		
Married without dependent children		6.0%		
Married with dependent children		0.0%		
LEVEL OF RESPONSIBILITY: (in respect to given description)				
More Duties		44.0%		
Same Duties		53.6%		
Fewer Duties		2.4%		

General Findings: The Legislative Correspondent position had the smallest increase in average pay among House positions between 2000 and 2002 at 4.7%. The \$27,992 average salary of LCs in 2002 is the second-lowest among all House staff.

The 14% decrease in tenure in office and the 27.8% decrease in tenure in Congress for LCs since 2000 are the highest among all House staff. Additionally, 96.4% of LCs have been in their position for less than two years. This is also the highest among all House staff.

Along with Staff Assistants (Washington), LCs are the youngest House staffers, with an average of age 24.

Variables Affecting Pay:

- ↗ More years of prior experience in current office
- ↗ Greater age

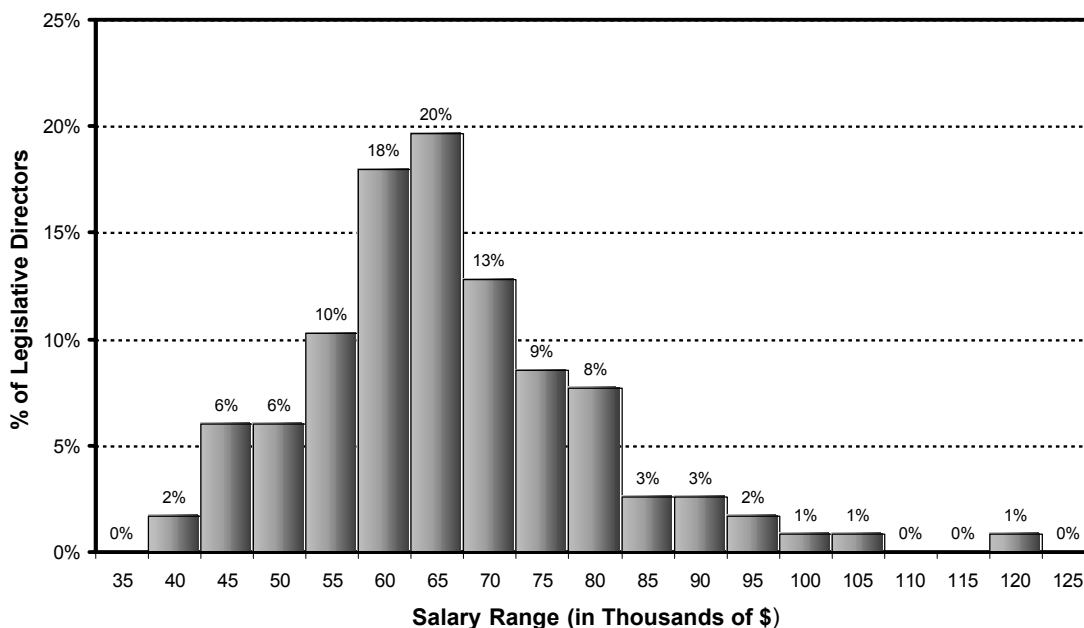
The above 2 variables were found to be statistically significant predictors of higher pay for Legislative Correspondents. (see page 7 for a complete explanation of Regression Analysis.)

Legislative Director

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

AVERAGE SALARY 2002:	\$66,213	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$65,000)</i>	\$42,000--\$118,135
Average Salary 2000:	\$61,075	
Percent Change 2000-2002:	8.4%	SALARY PERCENTILES:
Average Annualized Change:	4.1%	80% -- \$75,000
<i>(Sample size = 117)</i>		50% -- \$65,000
		20% -- \$55,000

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 20% of Legislative Directors earn between \$62,501 and \$67,500. (For a more detailed explanation of this graph, see page 6).

Legislative Director

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:	
Average years:			Female	32.5%
in Current Position	2.8	2.6	Male	67.5%
in Current Office	4.6	4.5		
in Congress	7.7	7.8	RACE/ETHNICITY:	
			Asian	0.9%
EDUCATIONAL ATTAINMENT:			Black	1.7%
High School or less	0.0%		Hispanic	5.1%
Some College	0.0%		White	91.5%
Bachelor's Degree	55.2%		Other	0.9%
Master's Degree	31.0%			
Law Degree	13.8%		AVERAGE AGE:	34
Doctorate Degree	0.0%			
MARITAL STATUS:				
Single/Widowed/Divorced without dependent children		61.5%		
Single/Widowed/Divorced with dependent children		0.0%		
Married without dependent children		22.2%		
Married with dependent children		16.2%		
LEVEL OF RESPONSIBILITY: (in respect to given description)				
More Duties		18.3%		
Same Duties		74.8%		
Fewer Duties		7.0%		

General Findings: Legislative Directors have the third-highest average salary of any House staff, trailing only Chiefs of Staff and District Directors. Compared to other positions, there was a modest 8.4% increase in average salary for LDs over the last two years.

Legislative Directors have been in their current offices an average of 1.8 years longer than they have been in their current position (the second-highest such figure for all positions). This suggests LDs are often promoted from within the office.

Individuals in this position are extremely well-educated: 100% have graduated from college, and 44.8% hold some type of advanced degree.

Variables Affecting Pay:

- ↺ More years in current position
- ↺ More years of prior congressional experience
- ↺ Greater age

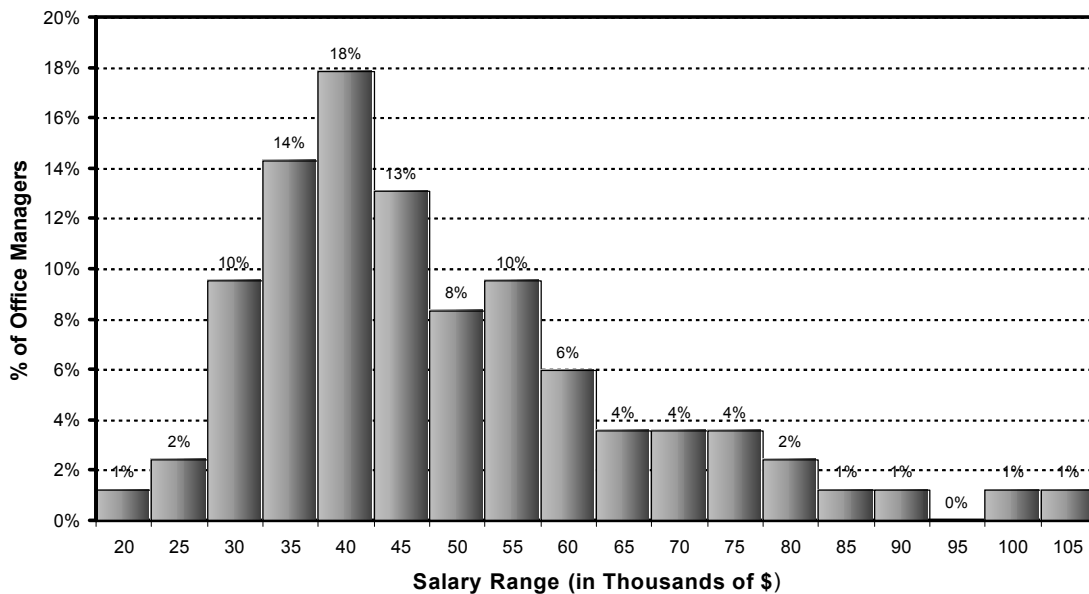
The above 3 variables were found to be statistically significant predictors of higher pay for Legislative Directors. (see page 7 for a complete explanation of Regression Analysis.)

Office Manager

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

AVERAGE SALARY 2002:	\$48,523	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$43,380)</i>	\$18,416--\$105,915
Average Salary 2000:	\$44,009	SALARY PERCENTILES:
Percent Change 2000-2002:	10.3%	80% -- \$61,500
Average Annualized Change:	5.0%	50% -- \$43,380
<i>(Sample size = 84)</i>		20% -- \$34,000

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 18% of Office Managers earn between \$37,501 and \$42,500. (For a more detailed explanation of this graph, see page 6).

Office Manager

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:	
Average years:			Female	82.1%
in Current Position	4.2	3.8	Male	17.9%
in Current Office	5.0	4.4		
in Congress	8.9	8.3	RACE/ETHNICITY:	
			Asian	2.4%
EDUCATIONAL ATTAINMENT:			Black	8.3%
High School or less	8.3%		Hispanic	6.0%
Some College	14.3%		White	82.1%
Bachelor's Degree	71.4%		Other	1.2%
Master's Degree	3.6%			
Law Degree	1.2%		AVERAGE AGE:	37
Doctorate Degree	1.2%			
MARITAL STATUS:				
Single/Widowed/Divorced without dependent children		59.5%		
Single/Widowed/Divorced with dependent children		4.8%		
Married without dependent children		25.0%		
Married with dependent children		10.7%		
LEVEL OF RESPONSIBILITY: (in respect to given description)				
More Duties		60.7%		
Same Duties		28.6%		
Fewer Duties		10.7%		

General Findings: Since 2000, the average salary for Office Managers has increased by 10.3%. Nearly 61% of OMs responding to the survey reported a higher level of responsibility with respect to the given job description provided. This is the highest reported percentage among all House staff. Furthermore, among the OMs reporting a secondary position, nearly 60% are also the office Schedulers. The increase in salary and the increase in job responsibilities is evidence of the continuing practice reported in previous studies of eliminating the Scheduler position, and assigning its duties and responsibilities to the OM.

Variables Affecting Pay:

- ↪ More years in current position
- ↪ More years of prior experience in current office
- ↪ More years of prior congressional experience
- ↪ Greater job responsibility
- ↪ Greater age

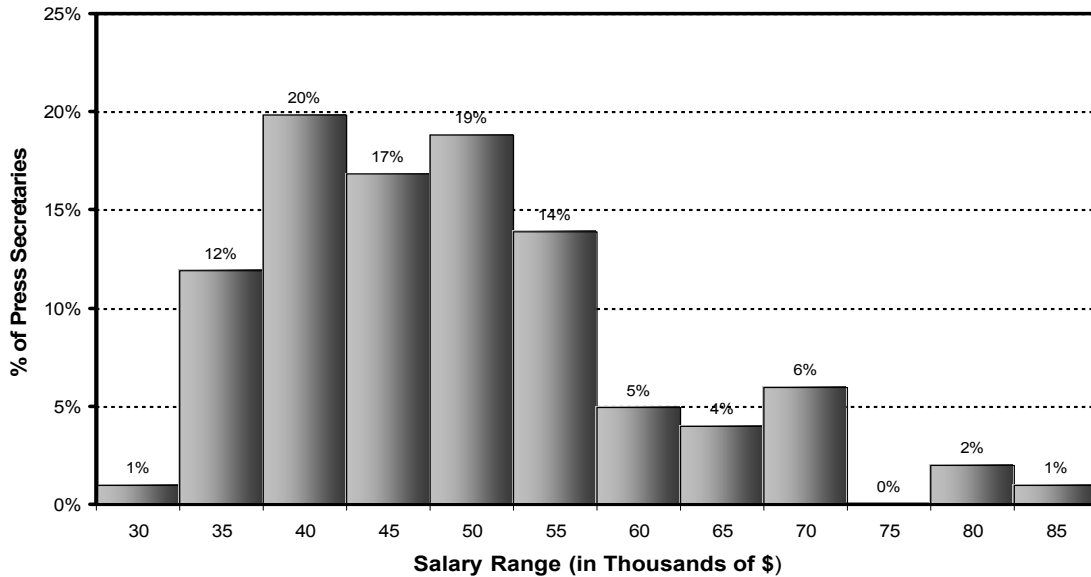
The above 5 variables were found to be statistically significant predictors of higher pay for Office Managers. (see page 7 for a complete explanation of Regression Analysis.)

Press Secretary

Responsibilities: Manages all communications with the media; speaks with reporters; prepares Member for interviews; drafts press releases, newspaper columns, and speeches.

AVERAGE SALARY 2002:	\$49,327	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$48,000)</i>	\$30,000--\$84,500
Average Salary 2000:	\$45,301	SALARY PERCENTILES:
Percent Change 2000-2002:	8.9%	80% -- \$57,000
Average Annualized Change:	4.3%	50% -- \$48,000
<i>(Sample size = 101)</i>		20% -- \$39,849

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 20% of Press Secretaries earn between \$37,501 and \$42,500. (For a more detailed explanation of this graph, see page 6).

Press Secretary

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:
Average years:			Female 42.6%
in Current Position	2.2	2.2	Male 57.4%
in Current Office	2.7	2.6	
in Congress	3.6	3.8	RACE/ETHNICITY:
			Asian 2.0%
EDUCATIONAL ATTAINMENT:			Black 2.0%
High School or less	1.0%		Hispanic 6.9%
Some College	5.9%		White 88.1%
Bachelor's Degree	78.2%		Other 1.0%
Master's Degree	10.9%		
Law Degree	4.0%		AVERAGE AGE: 31
Doctorate Degree	0.0%		
MARITAL STATUS:			
Single/Widowed/Divorced without dependent children		64.4%	
Single/Widowed/Divorced with dependent children		3.0%	
Married without dependent children		19.8%	
Married with dependent children		12.9%	
LEVEL OF RESPONSIBILITY: (in respect to given description)			
More Duties	27.7%		
Same Duties	68.3%		
Fewer Duties	4.0%		

General Findings: Press Secretaries have served in their current offices only slightly longer than they have served in their position. This indicates that staffers are rarely promoted into Press Secretary jobs from within the office. Instead, Press Secretaries are usually hired from other organizations. This has been a common trend in past reports.

Press Secretaries are highly-educated: 93.1% have bachelor's degrees and 14.9% hold advanced degrees. In the 2000 report, 97.8% of House Press Secretaries held bachelor's degrees and 16.6% held advanced degrees.

Variables Affecting Pay:

- ↔ More years in current position
- ↔ More years of prior congressional experience
- ↔ Greater job responsibility
- ↔ Greater age

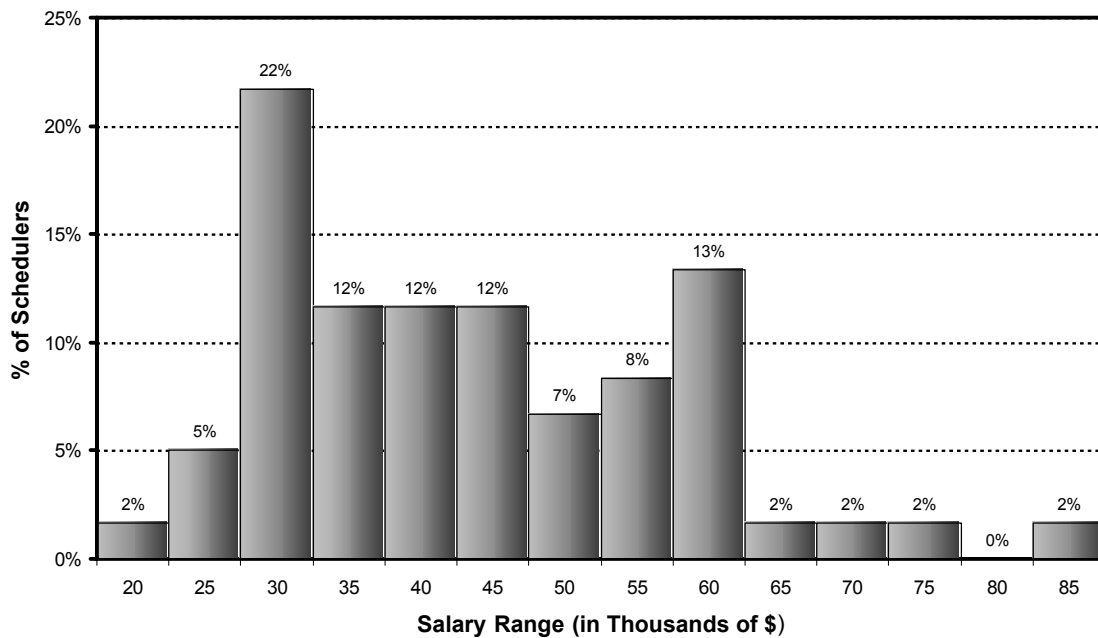
The above 4 variables were found to be statistically significant predictors of higher pay for Press Secretaries. (see page 7 for a complete explanation of Regression Analysis.)

Scheduler (Washington)

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

AVERAGE SALARY 2002:	\$43,443	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$40,375)</i>	\$22,000--\$84,000
Average Salary 2000:	\$41,068	
Percent Change 2000-2002:	5.8%	SALARY PERCENTILES:
Average Annualized Change:	2.9%	80% -- \$57,600
<i>(Sample size = 60)</i>		50% -- \$40,375
		20% -- \$31,000

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 22% of Schedulers earn between \$27,501 and \$32,500. (For a more detailed explanation of this graph, see page 6).

Scheduler (Washington)

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:	
Average years:			Female	83.3%
in Current Position	3.0	3.5	Male	16.7%
in Current Office	3.9	4.0		
in Congress	5.6	6.1	RACE/ETHNICITY:	
			Asian	0.0%
EDUCATIONAL ATTAINMENT:			Black	8.3%
High School or less	6.8%		Hispanic	5.0%
Some College	13.6%		White	85.0%
Bachelor's Degree	76.3%		Other	1.7%
Master's Degree	1.7%			
Law Degree	0.0%		AVERAGE AGE:	33
Doctorate Degree	1.7%			
MARITAL STATUS:				
Single/Widowed/Divorced without dependent children		65.0%		
Single/Widowed/Divorced with dependent children		6.7%		
Married without dependent children		25.0%		
Married with dependent children		3.3%		
LEVEL OF RESPONSIBILITY: (in respect to given description)				
More Duties		46.7%		
Same Duties		51.7%		
Fewer Duties		1.7%		

General Findings: The 5.8% increase in salary for Schedulers since 2000 was the second-lowest among all House positions.

The average tenures of Schedulers in position, office and Congress have decreased since 2000 14.3%, 3%, 8.2%, respectively. With only 45% of offices staffing this position, Scheduler is the second-least staffed position in a Washington House office.

The Scheduler position has the highest percentage of female staff of all Washington-based positions (83.3%).

Variables Affecting Pay:

↳ Greater age

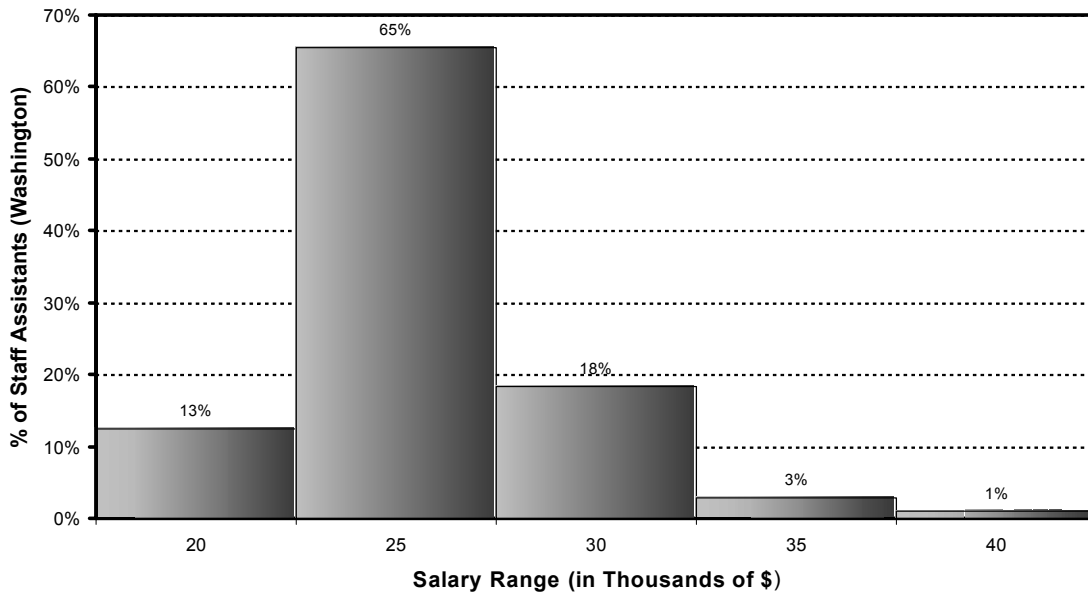
When controlling for the effects of all other variables, the above is the only variable which tended to be strongly associated with higher salaries for Schedulers (Washington). (see page 7 for a complete explanation of Regression Analysis.)

Staff Assistant (Washington)

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

AVERAGE SALARY 2002:	\$25,762	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$25,000)</i>	\$18,000--\$40,000
Average Salary 2000:	\$23,849	SALARY PERCENTILES:
Percent Change 2000-2002:	8.0%	80% -- \$28,000
Average Annualized Change:	3.9%	50% -- \$25,000
<i>(Sample size = 104)</i>		20% -- \$23,500

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 65% of Staff Assistants (Washington) earn between \$22,501 and \$27,500. (For a more detailed explanation of this graph, see page 6).

Staff Assistant (Washington)

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:
Average years:			Female 66.0%
in Current Position	1.2	0.9	Male 33.0%
in Current Office	1.2	0.9	
in Congress	1.4	1.3	
EDUCATIONAL ATTAINMENT:			RACE/ETHNICITY:
High School or less	1.0%		Asian 1.0%
Some College	5.8%		Black 4.9%
Bachelor's Degree	93.3%		Hispanic 9.7%
Master's Degree	0.0%		White 82.5%
Law Degree	0.0%		Other 1.9%
Doctorate Degree	0.0%		
			AVERAGE AGE: 24
MARITAL STATUS:			
Single/Widowed/Divorced without dependent children		95.1%	
Single/Widowed/Divorced with dependent children		0.0%	
Married without dependent children		2.9%	
Married with dependent children		1.9%	
LEVEL OF RESPONSIBILITY: (in respect to given description)			
More Duties		36.5%	
Same Duties		63.5%	
Fewer Duties		0.0%	

General Findings: With an average salary of \$25,762 in 2002, Staff Assistants receive the lowest average pay of any House position.

In 2002, Staff Assistant had the second-lowest average tenure in position and Congress of any House position, and was tied with LC for the lowest average tenure in office. Furthermore, 82.7% of Staff Assistants have less than one year experience in their position and 78.8% have less than one year experience in Congress.

Staff Assistants, along with LCs, are the youngest House staff, with an average age of 24.

Variables Affecting Pay:

- ↪ More **education**
- ↪ Greater **age**

The above 2 variables were found to be statistically significant predictors of higher pay for Staff Assistants (Washington). (see page 7 for a complete explanation of Regression Analysis.)

Systems Administrator

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

AVERAGE SALARY 2002:	\$35,297	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$31,500)</i>	\$23,000--\$65,750

Average Salary 2000:	\$30,205
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Percent Change 2000-2002:	16.9%
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Average Annualized Change:	8.1%
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(Sample size = 40)

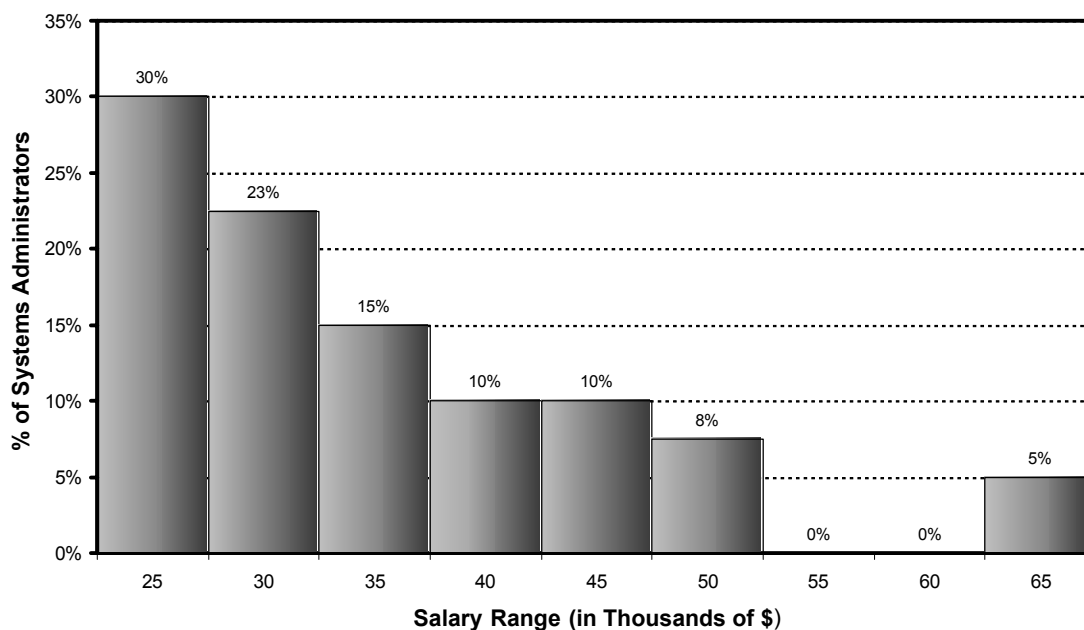
SALARY PERCENTILES:

80% -- \$43,332

50% -- \$31,500

20% -- \$27,000

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 30% of Systems Administrators earn between \$22,501 and \$27,500. (For a more detailed explanation of this graph, see page 6).

Systems Administrator

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:	
Average years:			Female	42.5%
in Current Position	3.9	2.1	Male	57.5%
in Current Office	4.4	2.5		
in Congress	6.1	4.1	RACE/ETHNICITY:	
			Asian	2.5%
EDUCATIONAL ATTAINMENT:			Black	10.0%
High School or less	10.0%		Hispanic	2.5%
Some College	7.5%		White	85.0%
Bachelor's Degree	75.0%		Other	0.0%
Master's Degree	7.5%			
Law Degree	0.0%		AVERAGE AGE:	30
Doctorate Degree	0.0%			
MARITAL STATUS:				
Single/Widowed/Divorced without dependent children		67.5%		
Single/Widowed/Divorced with dependent children		7.5%		
Married without dependent children		17.5%		
Married with dependent children		7.5%		
LEVEL OF RESPONSIBILITY: (in respect to given description)				
More Duties		48.7%		
Same Duties		46.2%		
Fewer Duties		5.1%		

General Findings: The 16.9% increase in average salary for Systems Administrators since 2000 is the highest among all House positions. Furthermore, Systems Administrators have had the highest increase in average tenure in position, office and Congress among House staff since 2000 (85.7%, 76%, and 48.8%, respectively).

The Systems Administrator position has the highest percentage of black staffers among Washington-based positions.

Overall, the Systems Administrator is the least staffed Washington-based position in a House office, with only 30% of offices employing a full-time Systems Administrator.

Variables Affecting Pay:

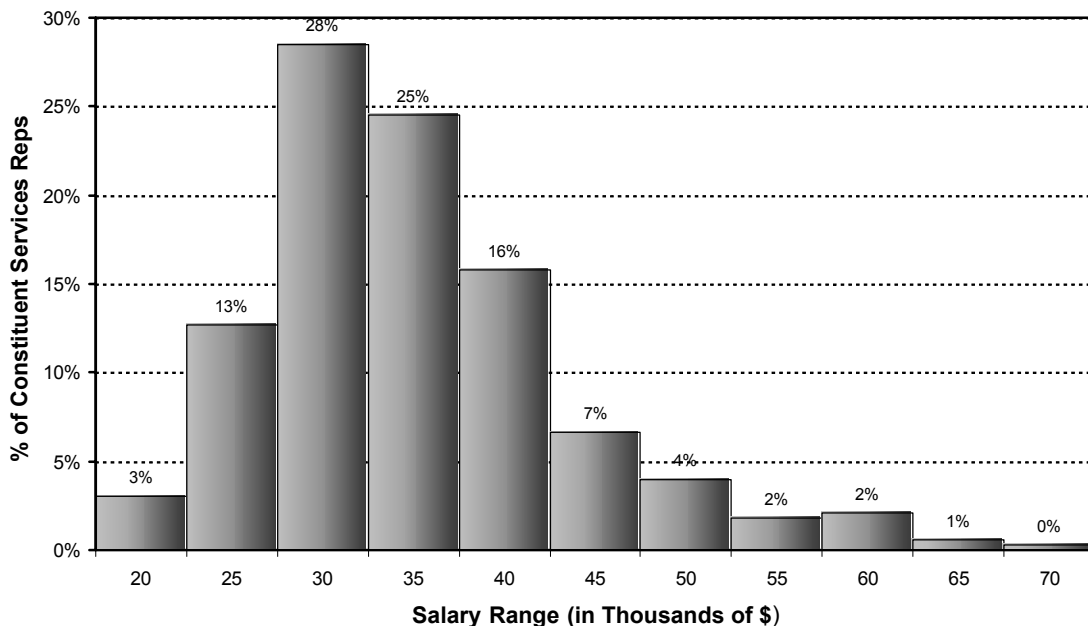
No variables were found to be statistically significant predictors of pay for the Systems Administrator position, when controlling for the effects of all other variables (see page 7 for a complete explanation of Regression Analysis.)

Constituent Services Representative

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

AVERAGE SALARY 2002:	\$35,305	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$34,000)</i>	\$18,500--\$70,000
Average Salary 2000:	\$31,341	SALARY PERCENTILES:
Percent Change 2000-2002:	12.6%	80% -- \$40,948
Average Annualized Change:	6.1%	50% -- \$34,000
<i>(Sample size = 330)</i>		20% -- \$28,050

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 28% of Constituent Services Representatives earn between \$27,501 and \$32,500. (For a more detailed explanation of this graph, see page 6).

Constituent Services Representative

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:
Average years:			Female 72.4%
in Current Position	4.5	4.2	Male 27.6%
in Current Office	4.9	4.5	
in Congress	6.5	5.7	
EDUCATIONAL ATTAINMENT:			RACE/ETHNICITY:
High School or less	8.5%		Asian 2.1%
Some College	22.5%		Black 9.1%
Bachelor's Degree	61.7%		Hispanic 11.0%
Master's Degree	4.9%		White 76.2%
Law Degree	1.8%		Other 0.9%
Doctorate Degree	0.6%		
			AVERAGE AGE: 41
MARITAL STATUS:			
Single/Widowed/Divorced without dependent children		35.6%	
Single/Widowed/Divorced with dependent children		9.0%	
Married without dependent children		25.1%	
Married with dependent children		30.3%	
LEVEL OF RESPONSIBILITY: (in respect to given description)			
More Duties		29.4%	
Same Duties		70.3%	
Fewer Duties		0.3%	

General Findings: Constituent Services Representative is the most commonly staffed House position. There are an average of 2.44 Constituent Services Representatives per House office. Of the offices responding to this survey, 93% staffed this position. Of the positions profiled in this report, this is the second most frequently staffed position. Constituent Services Representatives have the second highest average tenure in position, office and Congress among all district-based staff.

Constituent Services Representative has the second-highest minority staffing level within House positions (23.1%).

Variables Affecting Pay:

- ↪ More years in current position
- ↪ More years of prior congressional experience
- ↪ Greater job responsibility

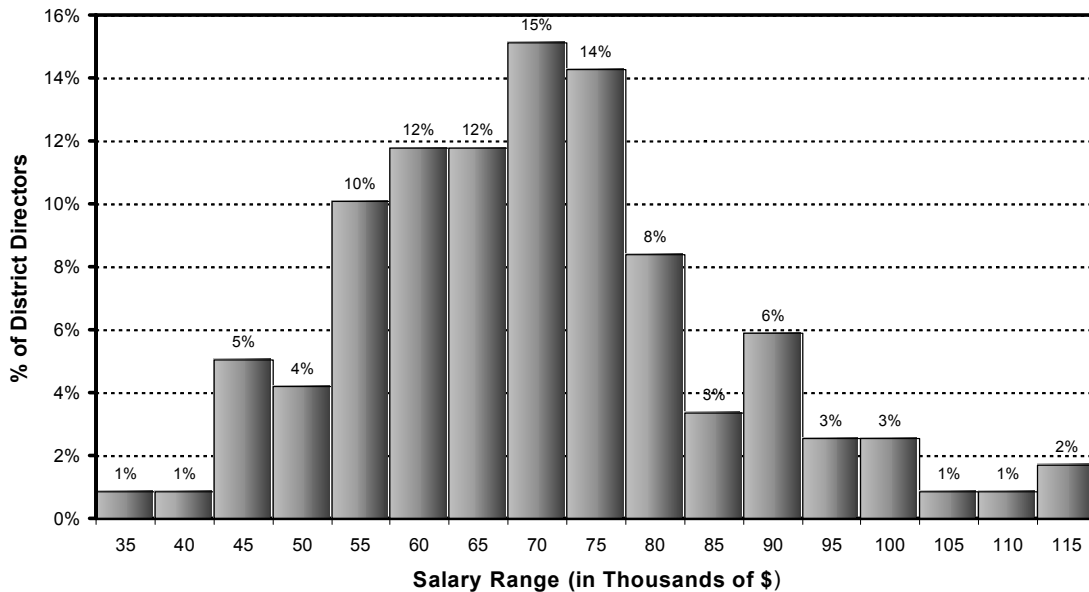
The above 3 variables were found to be statistically significant predictors of higher pay for Constituent Services Representatives. (see page 7 for a complete explanation of Regression Analysis.)

District Director

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

AVERAGE SALARY 2002: <i>(Median Salary 2002:</i>	\$70,207 \$69,000)	SALARY RANGE: \$36,000--\$116,168
Average Salary 2000:	\$62,152	SALARY PERCENTILES:
Percent Change 2000-2002:	13.0%	80% -- \$80,500
Average Annualized Change:	6.3%	50% -- \$69,000
<i>(Sample size = 120)</i>		20% -- \$57,000

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 15% of District Directors earn between \$67,501 and \$72,500. (For a more detailed explanation of this graph, see page 6).

District Director

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:	
Average years:			Female	46.7%
in Current Position	4.7	4.2	Male	53.3%
in Current Office	6.4	5.7		
in Congress	8.1	6.8	RACE/ETHNICITY:	
			Asian	1.7%
EDUCATIONAL ATTAINMENT:			Black	2.5%
High School or less	5.0%		Hispanic	5.9%
Some College	7.5%		White	88.1%
Bachelor's Degree	70.0%		Other	1.6%
Master's Degree	10.0%			
Law Degree	6.7%		AVERAGE AGE:	43
Doctorate Degree	0.8%			
MARITAL STATUS:				
Single/Widowed/Divorced without dependent children		23.5%		
Single/Widowed/Divorced with dependent children		7.6%		
Married without dependent children		28.6%		
Married with dependent children		40.3%		
LEVEL OF RESPONSIBILITY: (in respect to given description)				
More Duties		28.0%		
Same Duties		66.1%		
Fewer Duties		5.9%		

General Findings: The District Director is the highest paid position in district offices and the second-highest paid position overall, trailing only the Chief of Staff. The 13.0% increase in pay for District Directors since 2000, is the second-highest among district staff and third-highest among all House staff.

The 4.7 average years in position, 6.4 average years in office and 8.1 average years in Congress are the highest among all district-based staff. Additionally, the tenure in position and tenure in office for District Directors is the second-highest among all House staff, behind only that of Chiefs of Staff. With an average age of 43 years, District Directors are the oldest among House office staff.

Variables Affecting Pay:

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

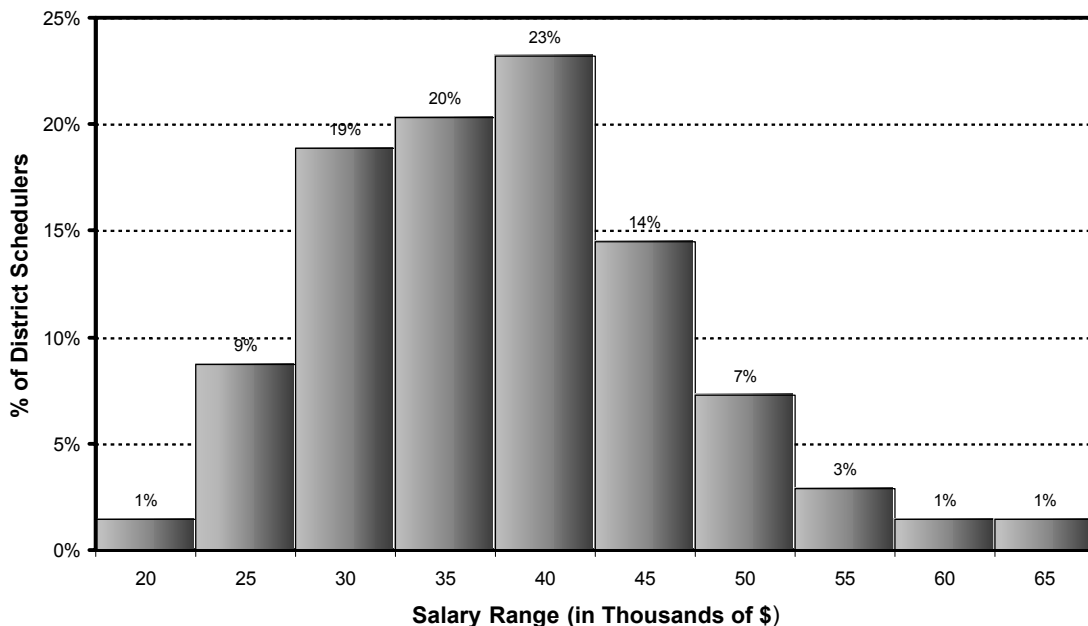
The above 3 variables were found to be statistically significant predictors of higher pay for District Directors. (see page 7 for a complete explanation of Regression Analysis.)

District Scheduler

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

AVERAGE SALARY 2002:	\$38,411	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$37,656)</i>	\$22,000--\$67,500
Average Salary 2000:	\$34,143	SALARY PERCENTILES:
Percent Change 2000-2002:	12.5%	80% -- \$45,000
Average Annualized Change:	6.1%	50% -- \$37,656
<i>(Sample size = 69)</i>		20% -- \$30,000

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 23% of District Schedulers earn between \$37,501 and \$42,500. (For a more detailed explanation of this graph, see page 6).

District Scheduler

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:	
Average years:			Female	91.3%
in Current Position	4.1	3.9	Male	8.7%
in Current Office	4.9	4.6		
in Congress	5.5	5.0	RACE/ETHNICITY:	
			Asian	1.5%
EDUCATIONAL ATTAINMENT:			Black	2.9%
High School or less	4.4%		Hispanic	11.8%
Some College	13.2%		White	82.4%
Bachelor's Degree	79.4%		Other	1.5%
Master's Degree	1.5%			
Law Degree	1.5%		AVERAGE AGE:	37
Doctorate Degree	0.0%			
MARITAL STATUS:				
Single/Widowed/Divorced without dependent children		51.5%		
Single/Widowed/Divorced with dependent children		4.4%		
Married w/out dependent children		16.2%		
Married w/dependent children		27.9%		
LEVEL OF RESPONSIBILITY: (in respect to given description)				
More Duties		45.6%		
Same Duties		52.9%		
Fewer Duties		1.5%		

General Findings: District Schedulers had the fifth-highest increase (12.5%) in average salary over the past two years.

District Schedulers are, on average, four years older than their Washington counterpart. This position has the highest percentage of female staff for any House position (91.3%).

Fifty-one percent of offices responding to the survey staffed the District Scheduler position.

Variables Affecting Pay:

- ↳ More years in current position
- ↳ Greater age

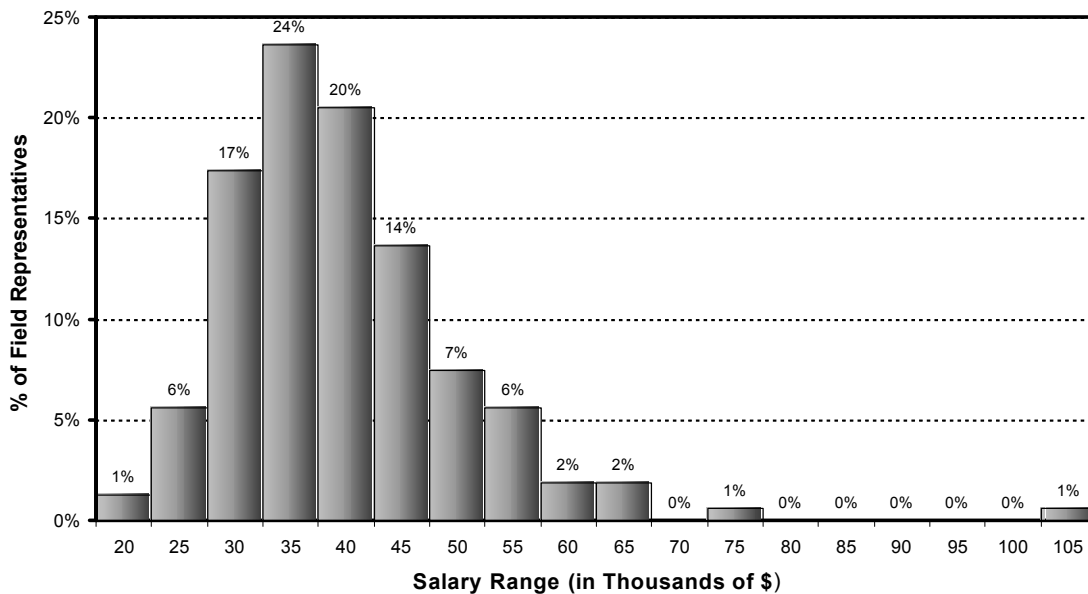
The above 2 variables were found to be statistically significant predictors of higher pay for District Schedulers. (see page 7 for a complete explanation of Regression Analysis.)

Field Representative

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

AVERAGE SALARY 2002:	\$39,662	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$38,000)</i>	\$21,000--\$106,000
Average Salary 2000:	\$37,119	SALARY PERCENTILES:
Percent Change 2000-2002:	6.9%	80% -- \$45,600
Average Annualized Change:	3.4%	50% -- \$38,000
<i>(Sample size = 161)</i>		20% -- \$31,388

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 24% of Field Representatives earn between \$32,501 and \$37,500. (For a more detailed explanation of this graph, see page 6).

Field Representative

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:	
Average years:			Female	47.8%
in Current Position	3.7	3.9	Male	52.2%
in Current Office	4.0	4.2		
in Congress	4.5	5.1	RACE/ETHNICITY:	
			Asian	1.9%
EDUCATIONAL ATTAINMENT:			Black	6.3%
High School or less	2.5%		Hispanic	6.9%
Some College	16.8%		White	81.8%
Bachelor's Degree	65.8%		Other	3.2%
Master's Degree	11.2%			
Law Degree	3.1%		AVERAGE AGE:	38
Doctorate Degree	0.0%			
MARITAL STATUS:				
Single/Widowed/Divorced without dependent children		45.0%		
Single/Widowed/Divorced with dependent children		3.8%		
Married w/out dependent children		21.3%		
Married w/dependent children		30.0%		
LEVEL OF RESPONSIBILITY: (in respect to given description)				
More Duties		29.8%		
Same Duties		67.1%		
Fewer Duties		3.1%		

General Findings: On average, Field Representative is the second-highest paid district-based position.

With an average of 1.2 Field Representatives per office, this is the third most frequently staffed position in House offices, trailing only Constituent Services Representatives and both types of Legislative Assistants.

Variables Affecting Pay:

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

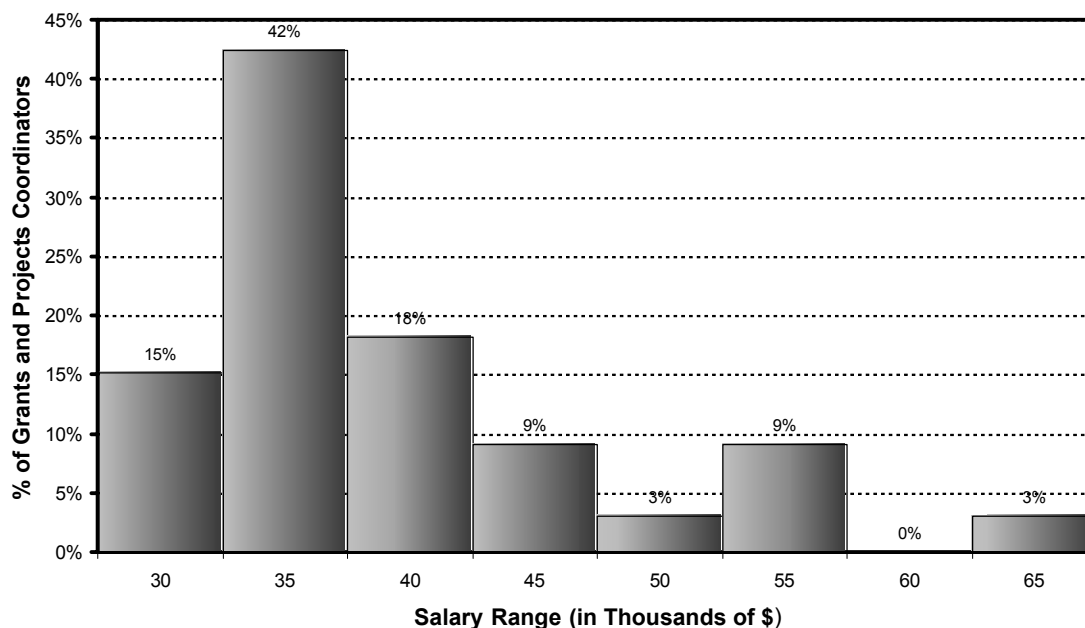
The above 2 variables were found to be statistically significant predictors of higher pay for Field Representatives. (see page 7 for a complete explanation of Regression Analysis.)

Grants and Projects Coordinator

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

AVERAGE SALARY 2002:	\$39,485	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$37,000)</i>	\$30,000--\$67,000
Average Salary 2000:	\$37,285	SALARY PERCENTILES:
Percent Change 2000-2002:	5.9%	80% -- \$45,000
Average Annualized Change:	2.9%	50% -- \$37,000
<i>(Sample size = 33)</i>		20% -- \$33,000

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 42% of Grants and Projects Coordinators earn between \$32,501 and \$37,500. (For a more detailed explanation of this graph, see page 6).

Grants and Projects Coordinator

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:	
Average years:			Female	50.0%
in Current Position	2.7	3.4	Male	50.0%
in Current Office	3.8	4.1		
in Congress	4.5	5.3	RACE/ETHNICITY:	
			Asian	3.1%
EDUCATIONAL ATTAINMENT:			Black	12.5%
High School or less	3.1%		Hispanic	6.3%
Some College	15.6%		White	78.1%
Bachelor's Degree	62.5%		Other	0.0%
Master's Degree	9.4%			
Law Degree	9.4%		AVERAGE AGE:	37
Doctorate Degree	0.0%			
MARITAL STATUS:				
Single/Widowed/Divorced without dependent children		46.9%		
Single/Widowed/Divorced with dependent children		12.5%		
Married w/out dependent children		18.8%		
Married w/dependent children		21.9%		
LEVEL OF RESPONSIBILITY: (in respect to given description)				
More Duties	45.5%			
Same Duties	54.5%			
Fewer Duties	0.0%			

General Findings: The 5.9% increase in average salary for Grants and Projects Coordinators over the last two years is the smallest increase among district-based staff and second-smallest among all House staff. Also, since 2000, Grants and Projects Coordinators have had the largest decrease in average tenure in position (20.6%) and the second-largest decrease in average tenure in office (7%) and Congress (15.1%) of all House positions.

The Grants and Projects Coordinator is the least frequently staffed position of all positions surveyed. Overall, only 24% of all House offices staff the position: 20% of veteran offices and 39% of first-term offices.

Variables Affecting Pay:

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

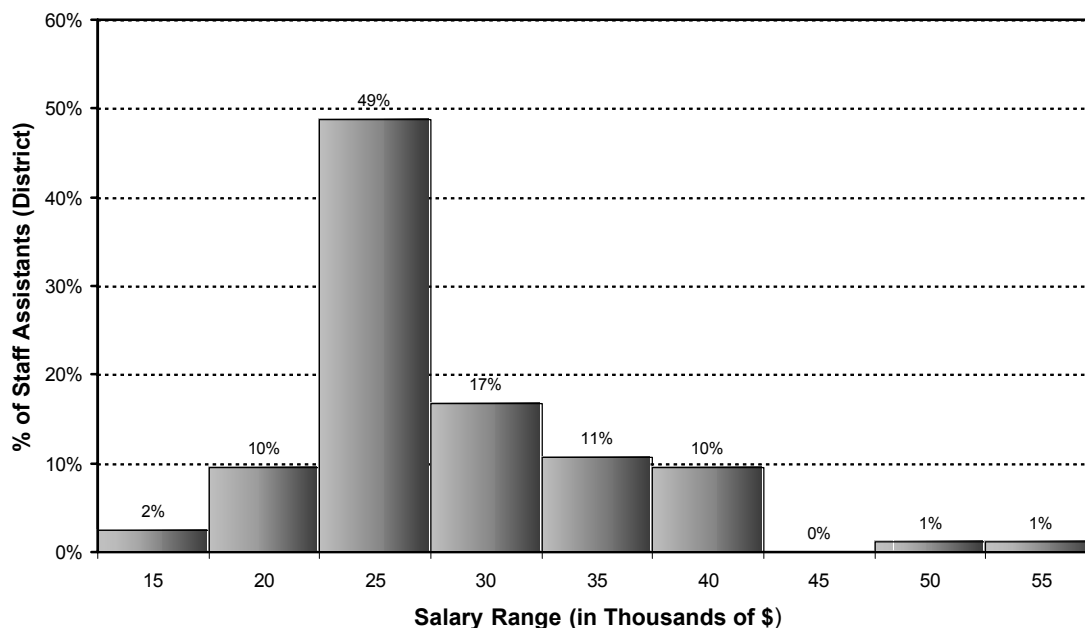
The above 3 variables were found to be statistically significant predictors of higher pay for Grants and Projects Coordinators. (see page 7 for a complete explanation of Regression Analysis.)

Staff Assistant (District)

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

AVERAGE SALARY 2002:	\$28,243	SALARY RANGE:
<i>(Median Salary 2002:</i>	<i>\$26,000)</i>	\$16,305--\$57,000
Average Salary 2000:	\$24,959	
Percent Change 2000-2002:	13.2%	SALARY PERCENTILES:
Average Annualized Change:	6.4%	80% -- \$34,500
<i>(Sample size = 84)</i>		50% -- \$26,000
		20% -- \$23,000

Salary Distribution



Interpretations: The number above each bar shows the percent of staff whose salary falls within the specified range. The range of each bar is \pm \$2,500 relative to the number at its base. For example, 49% of Staff Assistants (District) earn between \$22,501 and \$27,500. (For a more detailed explanation of this graph, see page 6).

Staff Assistant (District)

WORK EXPERIENCE:	<u>2002</u>	<u>2000</u>	GENDER:
Average years:			Female 774%
in Current Position	3.7	2.8	Male 22.6%
in Current Office	3.8	2.9	
in Congress	4.3	3.3	
EDUCATIONAL ATTAINMENT:			RACE/ETHNICITY:
High School or less	24.4%		Asian 2.4%
Some College	26.8%		Black 16.7%
Bachelor's Degree	47.6%		Hispanic 21.4%
Master's Degree	0.0%		White 57.1%
Law Degree	0.0%		Other 2.4%
Doctorate Degree	0.0%		
			AVERAGE AGE: 38
MARITAL STATUS:			
Single/Widowed/Divorced without dependent children		40.5%	
Single/Widowed/Divorced with dependent children		11.9%	
Married w/out dependent children		23.8%	
Married w/dependent children		23.8%	
LEVEL OF RESPONSIBILITY: (in respect to given description)			
More Duties		25.0%	
Same Duties		71.4%	
Fewer Duties		3.6%	

General Findings: Since 2000, the average tenure in position, office and Congress for Staff Assistants (District) has increased 32.1%, 31%, 30.3%, respectively. This is the highest among all district-based positions. Additionally, the 13.2% increase in average salary of Staff Assistant (District) since 2000 is the highest increase among district staff and the second-highest among all House staff.

Staff Assistant (District) has the highest percentage of individuals of Hispanic origin of any House position. Furthermore, the overall minority staffing level within this position (42.9%) is the highest among all House positions.

Variables Affecting Pay:

- ↳ More years in current position
- ↳ More years of prior congressional experience

The above 2 variables were found to be statistically significant predictors of higher pay for Staff Assistants (District). (see page 7 for a complete explanation of Regression Analysis.)

Influences on Pay: Results of Regression Analysis

Years in Current Position was the variable most frequently influencing salary in the House. It had a significant and positive influence on pay in 12 of the 16 House office positions for which regression analyses were conducted. Naturally, a trained and experienced employee is a valued asset for any office. Long tenure in position has been the variable most frequently influencing salary in previous salary compensation studies conducted by the Congressional Management Foundation over the past 12 years.

Age had a significant influence on salary in 11 of the 16 positions. For each of these positions, higher ages were associated with higher pay. While at first glance it may seem that offices are discriminating against younger staffers, age tends to be correlated with other factors that are difficult to measure, but that can only be acquired over time. For example, older workers may be regarded as having greater maturity, more developed skills, or greater job-related knowledge.

Years of Prior Congressional Experience was a significant influence on salary for six of the 16 positions analyzed through regression analysis. For all six positions, more prior congressional experience was associated with higher pay.

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

Prior Years of Experience in Current Office had a significant, positive influence on salary in three positions. Understandably, House offices want to foster tenure in office with additional pay.

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

Gender had a significant influence on pay on salary in two positions. Regression analysis indicates that male Chiefs of Staff and District Directors earned significantly higher salaries than women with similar characteristics. (see pages 64-65 for more complete analysis of gender and salary.)

Race was not a significant factor of influence on salary in any House position.

Profile of Freshman and Veteran Offices

Purpose

At the most elementary level, a congressional office requires two basic necessities to function: office space and staff. The allocation of resources to each of these varies from office to office, depending upon a Member's specific goals and plans. This section analyzes office and staffing data to provide a "snapshot" of the typical House office. It is not intended to suggest a single "correct" way to set up and staff a congressional office, but instead describes the range of staffing patterns that exist.

Seventeen percent of the survey sample were freshman offices, so all of the data is broken down into first-term offices and veteran offices (offices of Members who have served more than one term) to help paint a clear picture of the differing office and staffing patterns in the House. It is hoped this section can be of particular assistance to the freshman Members of the 108th Congress as they seek to organize their Washington and district offices.

Average Number of District Offices

<u>Number of District Offices</u>	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
1	34.3%	34.2%	34.8%
2	29.9%	30.6%	26.1%
3	21.6%	21.6%	21.7%
4	9.0%	7.2%	17.4%
5+	5.2%	6.3%	0.0%
<i>Average # of Offices</i>	2.24	2.22	2.24

Overall, veteran and first-term Members are similar in the number of district offices they operate. More than half of all House offices have either 2 or 3 district offices, with an average of 2.24.

Average Number of Full-Time Staff by Office Location

<u>Location</u>	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Washington	8.2	8.2	8.4
District	6.3	6.4	5.9
Total	14.5	14.6	14.3

First-term offices are nearly identical to veteran House offices in the number of staff they employ. First-term offices place 59% of their staff in their Washington office, while veteran offices place 56% of staff in their Washington office.

Average Number of Full-Time Staff: The Historical Record

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>	<u>% District</u>
2002	14.5	8.2	6.3	43.4%
2000	14.2	8.1	6.2	43.7%
1998	14.4	8.3	6.1	42.3%
1996	14.8	8.6	6.2	41.9%
1994	15.0	8.5	6.5	43.3%
1992	15.5	9.0	6.6	42.6%
1990	14.1	8.7	5.6	39.7%

The overall size of House personal office staffs increased by an average of 0.3 staffers per office over the last two years. Since 1992, House offices have decreased in size by a full 1 employee (6.5%). As a result, fewer individuals are increasingly being asked to accomplish more work. The decrease in staff size is more pronounced in Washington offices, mostly due to an increase in the proportion of staff based in district offices.

Number of Staff per Position by Office Tenure

The following table shows number of staffers per position. The columns may be thought of as describing the “typical” staffing patterns for House personal offices in the 107th Congress. For example, in the average first-term office there are 1.26 General Legislative Assistants.

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
<u>Washington Positions</u>			
Legislative Assistant (General)	1.33	1.34	1.26
Legislative Assistant (Priority)	1.30	1.32	1.22
Chief of Staff	0.99	1.00	0.96
Legislative Director	0.87	0.88	0.83
Staff Assistant (Washington)	0.77	0.77	0.74
Press Secretary	0.75	0.72	0.87
Legislative Correspondent	0.63	0.59	0.78
Office Manager	0.60	0.62	0.52
Scheduler	0.45	0.43	0.52
Systems Administrator	0.30	0.32	0.17
<u>District Positions</u>			
Constituent Services Representative	2.44	2.52	2.04
Field Representative	1.20	1.22	1.13
District Director	0.89	0.90	0.83
Staff Assistant (District)	0.62	0.66	0.43
District Scheduler	0.51	0.52	0.48
Grants & Projects Coordinator	0.24	0.21	0.39

In general, first-term offices are similar in staffing patterns to veteran offices. The only significant differences lie in the Legislative Correspondent position, which appears to be more

frequently staffed in first-term offices and the Systems Administrator and the Staff Assistant (District) positions, which appear to be more frequently staffed in veteran offices. Over the last two years, Legislative Assistants have remained the most highly staffed position in Washington offices and Constituent Services Representatives remained the most highly staffed position in district offices.

Percent of Offices Staffing Each Position

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

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
<u>Washington Positions</u>			
Chief of Staff	99%	100%	96%
Legislative Assistant (Priority)	89%	90%	78%
Legislative Director	87%	88%	83%
Legislative Assistant (General)	81%	82%	74%
Press Secretary	75%	72%	87%
Staff Assistant (Washington)	73%	73%	70%
Office Manager	61%	62%	52%
Legislative Correspondent	57%	52%	78%
Scheduler	45%	43%	52%
Systems Administrator	30%	32%	17%
<u>District Positions</u>			
Constituent Services Representative	93%	94%	83%
District Director	88%	88%	83%
Field Representative	69%	69%	70%
Staff Assistant (District)	54%	56%	43%
District Scheduler	51%	52%	48%
Grants & Projects Coordinator	24%	20%	39%

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

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

District core: Constituent Services Representative and District Director.

Average Salary in Offices for all Positions

For all but three of the 16 positions listed below, the average salary in first-term offices is lower than in veteran offices. The per-position pay differences range from a few hundred dollars (for Washington Staff Assistants) to nearly \$10,000 (for Chiefs of Staff).

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
<u>Washington Positions</u>			
Chief of Staff	\$108,065	\$109,668	\$99,780
Legislative Director	\$66,213	\$66,878	\$62,779
Press Secretary	\$49,327	\$49,822	\$47,068
Office Manager	\$48,523	\$47,961	\$49,305
Legislative Assistant (Priority)	\$45,733	\$46,345	\$42,670
Scheduler	\$43,443	\$43,860	\$41,777
Legislative Assistant (General)	\$36,802	\$37,508	\$33,240
Systems Administrator	\$35,297	\$35,680	\$31,845
Legislative Correspondent	\$27,992	\$27,775	\$28,788
Staff Assistant (Washington)	\$25,762	\$25,706	\$26,090
<u>District Positions</u>			
District Director	\$70,207	\$71,062	\$64,183
Field Representative	\$39,662	\$40,222	\$36,753
Grants and Projects Coordinator ³	\$39,485	\$39,326	\$38,722
District Scheduler	\$38,411	\$38,557	\$37,642
Constituent Services Rep.	\$35,305	\$35,378	\$34,874
Staff Assistant (District)	\$28,243	\$28,498	\$26,810

³ This statistical anomaly (the “all offices” average salary for this position is slightly higher than either the Veteran or First-Term average for the position) may be explained by one or more individuals in this position who could not be linked to Member tenure.

Staff Recruitment

What means does your office typically use to recruit for staff openings? (*multiple recruiting means could be selected*)

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Word of mouth	92.3%	93.5%	86.4%
Employee referral	70.8%	71.3%	68.2%
House Resume Referral Service	42.3%	42.6%	40.9%
Other resume services	22.3%	22.2%	22.7%
Newspaper ads	20.8%	24.1%	4.5%
Internet ads	20.0%	20.4%	18.2%
Other	23.1%	25.0%	13.6%

Veteran and freshman offices tend to use the same means in recruiting for a staff opening. However, veteran offices are far more likely than freshman offices to place a newspaper ad.

The top three recruitment tools are word of mouth, employee referral, and the House Resume Referral Service. Other means of recruitment were used by less than 25% of House offices.

Average Number of Congressional Fellows per Year by Member Tenure

	<u>Fellows</u>
Veteran Offices	1.7
First-term Offices	2.0
All Offices	1.8

In general, there are roughly 2 Congressional fellows per House office.

Average Number of Interns by Time of Year and Member Tenure

	<u>Spring</u>	<u>Summer</u>	<u>Fall</u>
Veteran Offices	2.4	4.9	2.4
First-term Offices	2.3	4.5	2.4
All Offices	2.4	4.9	2.4

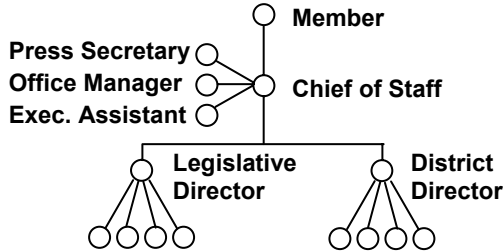
Veteran and first-term offices tend to use interns to the same extent. Not surprisingly, the most popular time of year for Congressional interns is summertime.

Organizational Structure of Offices

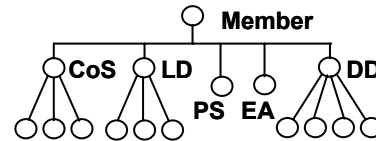
	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Centralized Structure: <i>Senior Staff Report to the Chief of Staff</i>	76.2%	76.6%	73.9%
Washington-District Parity Structure: <i>DC Staff Report to the Chief of Staff;</i> <i>District Staff Report to the District Director</i>	17.7%	16.8%	21.7%
Functional Structure: <i>Senior Staff Report to the Member</i>	3.1%	3.7%	0.0%
Member as Manager Structure: <i>All Staff Report Directly to the Member</i>	3.1%	2.8%	4.3%

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

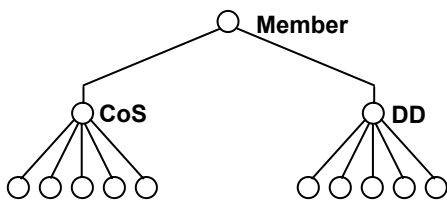
Centralized Structure



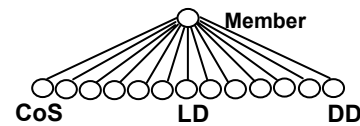
Functional Structure



Washington/District Parity Structure



Member as Manager



Benefits Policies of Offices

Certain benefits for congressional staff are independently set by their offices. Offices were asked to describe their policies for three categories of benefits that vary by Member: policies affecting pay (i.e., Cost of Living Adjustments, Bonuses, and Raises), flexible work policies, and paid leave.

Cost of Living Adjustment (COLA) Policies

What percentage of the 2002 MRA budget increase (4.6%) did you allocate to staff salaries and bonuses?

<u>Percentage</u>	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
< 25%	9.2%	10.1%	4.6%
25% - 50%	11.5%	11.0%	13.6%
51% - 75%	13.0%	11.9%	18.2%
>75%	66.4%	67.0%	63.6%

Did your office use any of this year's increase in the MRA to give staff an across-the-board cost of living increase?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	55.1%	55.1%	55.0%
No	44.9%	44.9%	45.0%

If so, what percentage across-the-board increase did you give?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Washington staff	4.3%	4.5%	3.7%
District staff	4.4%	4.5%	3.7%

What is the average amount of stipend interns receive in your office per month?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Minimum	\$867	\$810	\$1,197
Maximum	\$1,084	\$1,056	\$1,260

Two-thirds of House offices dedicated more than 75% of their 2002 MRA increase to staff salaries and bonuses, with nearly 80% dedicating at least half of the MRA increase to staff salaries and bonuses. More than half of all veteran and freshman offices used the MRA increase to provide an across-the-board cost of living increase for staff. On average, veteran offices gave staff a higher COLA than did freshman offices: 4.5% vs. 3.7%.

Bonus and Raise Policies

How many staff members received bonuses this past year?

<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
12.9	12.6	14.2

On what basis did your office determine the amount of the bonus? *(multiple factors could be selected)*

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
By Office Tenure	35.1%	32.3%	47.6%
By Merit	65.2%	62.4%	77.3%
Proportional to salary	35.1%	31.2%	52.4%
Equal bonus for all staff	29.8%	32.3%	19.0%

When were the bonuses given?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
End of calendar year	35.1%	32.3%	47.6%
Periodically throughout year	17.9%	17.8%	18.2%
Start of calendar year	6.4%	5.6%	9.5%
Other	7.2%	7.8%	4.8%
N/A	33.4%	36.5%	19.9%

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

<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
\$2,315	\$2,331	\$2,243

How many staff members received raises this past year?

<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
11.7	12.1	9.2

Of the staff who received raises, what was the estimated average raise?

<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
\$2,834	\$2,812	\$2,959

Overall, House offices most frequently determine the amount of a bonus for a staffer based on merit. Veteran and freshmen offices tended to give bonuses with fairly consistent methods of distribution, but freshmen offices used a larger number of factors and gave bonuses to a higher number of staff.

Flexible Work Policies and Practices

This section on Flexible Work is new to the 2002 report. Several questions on telecommuting, flexible work schedules, and transit benefits were added to this year's survey in order to provide House offices with additional information on current policies and practices.

Does your office offer flexible work arrangements to staff?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	40.6%	41.8%	34.8%
No	59.4%	58.2%	65.2%

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

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Washington staff	2.7	2.9	2.2
District staff	2.5	2.3	3.2

What kind of flexible work arrangements does your office offer? (multiple factors could be selected)

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Flex time	62.7%	60.5%	75.0%
Compressed work week	32.0%	34.9%	14.3%
Job sharing	8.0%	7.0%	14.3%
Other	14.0%	14.0%	14.3%

Approximately 40% of House offices offer flexible work arrangements. First-term offices are less likely to do so than are veteran offices. In offices with policies, there are, on average, 2.5 staffers who have a flexible work arrangement with the office. By far, the most commonly practiced arrangement is flex time.

Telecommuting:

Does your office allow staff the option of telecommuting (working at home either part-time of full-time)?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	32.3%	32.7%	30.4%
No	67.7%	67.3%	69.6%

If yes, how many staff currently telecommute?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Washington staff	1.1	1.0	1.3
District staff	1.7	1.6	2.0

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

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Family needs	67.4%	69.4%	57.1%
Health concerns	47.6%	48.6%	42.9%
Office tenure	21.4%	20.0%	28.6%
Length of commute	19.0%	17.1%	28.6%
Office space concerns	7.1%	5.2%	14.3%
Other	28.6%	28.6%	28.6%

Telecommuting occurs in about one-third of House offices. Of those offices, there are, on average, less than 2 staffers who currently telecommute. Family needs and health concerns are the most common factor in determining telecommuting practices.

Transit Benefits:

To facilitate employee use of public mass transportation (such as bus or rail transit system) while commuting to and from work, House offices may provide qualified employees with a benefit of transit fare (ticket, pass, or other device, other than cash, used to pay for transportation on a qualified public mass transit system) of a value not to exceed \$65 per month.

In addition to the House subsidized transit fare, each House campus employee participating in the Transit Benefit Program may elect to purchase, through a pre-tax payroll deduction, an additional amount of metro fare not to exceed actual commuting costs or \$35, whichever is lower. The total amount of combined metro fare, which is provided to any House employee, may not exceed \$100 prior to any bonus fare offered by the Washington Metropolitan Area Transit Authority.

Does your office offer the Transit Benefit Program to staff?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	80.6%	80.2%	82.6%
No	19.4%	19.8%	17.4%

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

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Washington staff	2.6	2.7	2.4
District staff	2.1	2.1	2.0

How much does your office offer per staffer each month in Transit Benefits?

<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
\$63	\$63	\$65

The Transit Benefit Program is offered to over 80% of House staff at an average of \$63 a month. Washington staff are slightly more likely to participate in the program than are district staff.

Paid Leave Policies

Paid Vacation Leave:

Minimum and Maximum days of vacation leave granted annually to all full-time staff.

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Minimum (Average)	12.4	12.4	12.5
Maximum (Average)	21.0	21.1	20.7

On what basis did your office determine the amount of vacation leave granted to each staff member? (multiple factors could be selected)

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
By office tenure	67.9%	70.3%	56.5%
Responsibility/position level	4.6%	4.6%	4.5%
Negotiated	13.0%	11.9%	18.2%
Equal for all staff	38.6%	38.2%	40.9%

Can staff carry over vacation time from the previous year?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	61.4%	62.7%	54.5%
No	38.6%	37.3%	45.5%

If yes, how many days may be carried over?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Average	14.5	14.4	15.3

On average, House offices provided a minimum of 12.4 days (2-3 weeks) of vacation leave annually. For nearly all offices, vacation leave granted was most frequently determined on the basis of staff seniority. A majority of offices allow staff to carry over vacation leave, with veteran offices more likely to do so than first-term offices. Of those allowed to carry over leave, the average allowable amount is 14.5 days (almost 3 weeks).

For purposes of comparison, in the following table we have summarized vacation policies for four other types of employers: federal government, state and local governments, large and medium-sized private firms (generally 100 or more employees), and small private firms⁴.

Comparative Vacation Policies:

(Average Annual Days of Vacation)

<u>Years of Service</u>	<u>Federal Government</u>	<u>State & Local Government</u>	<u>Medium & Large Companies</u>	<u>Small Companies</u>
1	13	13	10	8
3	20	14	11	10
5	20	16	14	12
10	20	19	17	14
15	26	21	19	15
20	26	22	20	15
25	26	23	22	16

With an average minimum of 12.4 and maximum of 21 vacation days per year, House offices tended to reflect the less generous vacation policies of state and local governments rather than the policies of the federal government. Nevertheless, the vacation policies of House offices still tended to be slightly more generous than those found in the private sector, as the table illustrates.

Paid Sick Leave:

Minimum and Maximum days of sick leave granted annually to all full-time staff.

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Minimum (Average)	9.9	9.9	9.9
Maximum (Average)	11.9	11.1	14.8

⁴ Sources include: Employee Benefits Survey 1996, 1997, 1998, Office of Compensation Levels and Trends, US Bureau of Labor Statistics.

Can staff carry over sick leave from the previous year?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	35.2%	38.1%	23.8%
No	64.8%	61.9%	76.2%

If yes, how many days may be carried over?

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Days (Average)	15.0	15.2	13.8

In general, the maximum sick leave granted to employees is only slightly higher than the minimum. However, first-term offices tend to be more generous than veteran offices in the maximum amount of sick leave granted to staff.

Paid FMLA Leave:

The Family and Medical Leave Act of 1993 (FMLA), as made applicable by the Congressional Accountability Act (CAA) allows “eligible” employees of an employing office to take job-protected, unpaid leave for up to a total of 12 work weeks in any 12-month period because of the birth of a child and to care for a the newborn child; because of the placement of a child with the employee for adoption or foster care; because the employee is needed to care for a family member (child, spouse, or parent) with a serious health condition; or to care for his or her own serious health condition which makes the employee unable to perform the functions of his or her job.

The data that follows illustrate the practices of House personal offices related to providing paid leave with respect to the different categories of FMLA.

Average Paid Leave Practices of House Offices for FMLA Categories:

For birth of or care for a newborn child

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Weeks (Average)	6.4	6.7	4.9

To adopt a child or receive a child in foster care

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Weeks (Average)	6.2	6.5	4.4

To care for a spouse, son, daughter, or parent who has a serious health condition

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Weeks (Average)	5.7	5.9	4.6

For the employee's serious health condition that make the employee unable to perform his or her job.

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Weeks (Average)	5.8	6.1	3.3

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

	<u>All Offices</u>	<u>Veteran</u>	<u>First-term</u>
Yes	56.6%	61.1%	33.3%
No	7.1%	7.4%	5.6%
No set policy	36.3%	31.6%	61.1%

Overall, House offices offer, on average, 6 weeks of paid leave for each of the four categories of FMLA leave, and a majority of offices allow staff to combine the other forms of office leave, such as sick and vacation, with their FMLA. Veteran offices are more generous than are first-term offices in the amount of paid family medical leave given to staff and in the opportunity to combine it with other forms of leave.

AGGREGATE DATA SECTION

Methodology

In preparing this section of the report, the individual salary and demographic data of 1,934 full-time staff members from 134 House personal offices was aggregated in order to better understand the demographic composition, pay, and employment trends of House staff.

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

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

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

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

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

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

Salary: General Information

Average Salary for all House Positions in 2002 Compared to 2000

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Average Salary 2002:	\$46,913	\$51,068	\$41,469
Average Salary 2000:	\$42,314	\$46,598	\$36,717
Change:	\$4,599	\$4,470	\$4,782
Percent Change:	10.87%	9.59%	12.94%
Average annualized rate of change:	5.29%	4.69%	6.27%
MRA Adjustments:	2001: 3.7%	2002: 4.6%	
	Compound Total:	8.47%	

Over the past two years, the average House personal office staff salary has increased by 10.87%. The overall pay increase is nearly 3 percentage points higher than the increase reported for the 1999-2000 period (8.1%). This increase is consistent with the fact that House personal offices received increases in their MRA in each of the last two years. The pay increase, however, slightly exceeds the MRA cost-of-living adjustment (10.87% vs. 8.47%). A possible explanation is a concerted effort by House offices to close the long existing pay gap between congressional staff and federal employees that has been reported in past House salary compensation studies (see page 60 for more details on that pay gap). Pay for district-based staff increased 3.35% more than it did for Washington-based staff.

Average House Salary for all Positions: The Historical Record

<u>Year</u>	<u>Avg. Salary</u>	<u>% Change</u>
2002	\$46,913	10.9%
2000	\$42,314	8.1%
1998	\$39,132	6.6%
1996	\$36,728	3.4%
1994	\$35,510	6.4%
1992	\$33,388	13.0%
1990	\$29,542	13.1%

Between 1990 and 2002, the average pay of House personal office staffers rose by 45.8%. This translates into an average annualized increase of 3.9%.

Consumer Price Index: The Historical Record

<u>Year</u>	<u>CPI</u>	<u>% Change</u>
2002	181.3	2.0%
2001	177.7	2.9%
2000	172.7	3.4%
1999	167.1	2.5%
1998	163.0	1.6%
1997	160.5	2.3%
1996	156.9	3.0%
1995	152.4	2.8%
1994	148.2	2.6%
1993	144.5	3.0%
1992	140.3	3.0%
1991	136.2	4.2%
1990	130.7	N/A

From 1990 to 2002, the inflation rate, as measured by the CPI, rose 38.7%. This translates into an average annualized rate of 2.4%. Salary increases in the House during the past 12 years have outpaced inflation.

Total Office Expenditures on Staff Salaries

	<u>All Offices</u>	<u>Veteran</u>	<u>First-Term</u>
All Staff	\$713,703	\$723,185	\$669,562
Full-Time Staff	\$675,334	\$683,328	\$636,750
Part-Time Staff	\$38,369	\$39,857	\$32,812

The average House personal office spent a total of \$713,703 on staff salaries in 2002, with 95% of that total going to full-time staff and the remaining 5% to part-time staff. First-term offices, on average, spent approximately \$50,000 less on staff salaries than veteran offices.

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

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

Since 1996, overall expenditures for staff salaries have increased consistently for both first-term and veteran offices.

Pay Comparison of House Personal Office Staff and Federal Workers⁵

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

<u>Year</u>	<u>DC-Based House</u>	<u>DC-Based Federal</u>	<u>Gap</u>
2002	\$51,068	\$68,239	34%
2000	\$46,598	\$64,615	39%
1998	\$42,558	\$58,170	37%
1996	\$40,112	\$53,539	33%
1994	\$38,807	\$49,243	27%
1992	\$36,618	\$44,758	22%
1990	\$32,297	\$39,472	22%

<u>Year</u>	<u>All House</u>	<u>All Federal</u>	<u>Gap</u>
2002	\$46,913	\$53,959	15%
2000	\$42,314	\$51,000	20%
1998	\$39,132	\$46,056	18%
1996	\$36,728	\$42,610	16%
1994	\$35,510	\$39,590	12%
1992	\$33,388	\$35,772	7%
1990	\$29,542	\$31,565	7%

House staff based in Washington earn significantly less than federal workers in the Washington area. However, over the past two years, this pay disparity has decreased by 5 percentage points. The gap between federal workers and all House personal office staff (i.e., including district staff) has also decreased by 5 percentage points. The decreases in these two pay gaps are a result of the sizeable increase in the average salary of House staff since 2000.

When comparing federal employees with House employees, factors should be considered such as age, experience, and educational attainment. In general, House staff tend to be younger, less-experienced, but better educated than their counterparts in the federal government (see data beginning on page 71).

House staff also tend to earn considerably less than their Washington-based counterparts in corporate public affairs offices, where the average salary of “Executive Head of the Office” is \$191,867, that of “Legislative Counsel/Lobbyist” is \$125,476, and that of “Legislative/Regulatory Analyst” is \$87,097.⁶

For full-time, year-round workers in the U.S. labor force, average earnings in 2001 were \$47,131⁷.

⁵ Comparative data is from Christine E. Steele, “Profile of Federal Civilian Non-Postal Employees,” Office of Personnel Management (OPM), March 31, 2000, 1998, 1996, 1994, 1992 and Federal Civilian Workforce Statistics, “The Fact Book: 2002 Edition,” June 2002, Office of Personnel Management.

⁶ Foundation for Public Affairs, “2000-2001 Corporate Washington Office Compensation Survey.” Cited with permission

⁷ Annual Demographic Survey: March Supplement (2002): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.

Salary: Congressional Office Characteristics

Average Salary for all Positions by Member Tenure

<u>Member Term</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
1 st term	\$44,764	\$48,000	\$40,149
2 nd term	\$43,999	\$49,180	\$37,616
3 rd term	\$45,941	\$50,130	\$40,630
4 th to 6 th term	\$47,192	\$51,723	\$41,265
7 th to 9 th term	\$48,762	\$52,395	\$44,098
10 th term +	\$51,317	\$55,233	\$45,919

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

Average Salary for all Positions by Number of District Offices

<u># of District Offices</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
1-2	\$47,725	\$51,109	\$43,224
3+	\$45,518	\$50,996	\$38,556

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

Salary: Age and Education

Average Salary for all Positions by Age

<u>Age Group</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
Under 25	\$28,375	\$28,590	\$27,604
25-34	\$44,281	\$47,326	\$37,724
35-44	\$61,748	\$79,863	\$47,590
45-54	\$55,511	\$79,242	\$44,242
55-64	\$54,102	\$86,338	\$44,973
65+	\$54,449	\$84,063	\$40,514

Overall, staff under 35 years of age have the lowest salaries, and older staffers (age 35+), who tend to occupy the positions of highest responsibility, are the highest paid staff in House offices.

In Washington offices, staff over 55 years of age earn considerably more than younger staff. Staff over the age of 55 comprise only 3.7% of Washington office staff. It is reasonable to assume that these individuals have spent a career working in Congress and thus are compensated accordingly.

Average Salary for all Positions by Educational Attainment

	<u>Total</u>	<u>Washington</u>	<u>District</u>
High School or less	\$41,501	\$51,494	\$38,546
Some College	\$43,992	\$59,400	\$38,787
Bachelor's	\$43,909	\$45,683	\$41,321
Master's	\$57,488	\$61,063	\$47,153
Law	\$67,079	\$71,323	\$53,906
Doctorate	\$67,157	\$73,019	\$45,686

Salaries generally increase as the level of education increases; staff with advanced degrees earn substantially more than staff with solely a bachelor's degree. Staff holding master's degrees earn about \$13,500 more, on average, than those with only a bachelor's degree, while staff with law degrees earn about \$23,000 more. At every educational level, staff in Washington offices earn more, on average, than do staff in district offices.

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

Average Salary of House Staff Compared to the National Workforce⁸
(by educational attainment of year-round, full-time workers)

	<u>House</u>	<u>National</u>
Bachelor's	\$43,909	\$63,816
Master's	\$57,488	\$79,466
Professional (e.g., Law)	\$67,079	\$119,970
Doctorate	\$67,158	\$100,891

While staff in the House are, on average, better educated than the average employee in the national workforce, they are not as well compensated for their formal training. This may be explained, at least in part, by the relative youth of House staff. (see page 71 for details.)

Salary by Educational Attainment: The Historical Record

<u>Year</u>	<u>House Staff</u>			
	<u>Bachelor's</u>	<u>Master's</u>	<u>Law</u>	<u>Doctorate</u>
2002	\$43,909	\$57,488	\$67,079	\$67,158
2000	\$40,221	\$53,990	\$59,969	\$66,846
1998	\$37,522	\$48,576	\$54,668	\$50,078
1996	\$34,979	\$48,294	\$49,164	\$64,263
1994	\$33,845	\$44,125	\$52,730	\$64,514
1992	\$31,817	\$45,642	\$49,115	\$61,995
1990	\$28,057	\$40,466	\$45,992	\$48,530

<u>Year</u>	<u>U.S. Labor Force</u>			
	<u>Bachelor's</u>	<u>Master's</u>	<u>Professional</u>	<u>Doctorate</u>
2002	\$63,816	\$79,466	\$119,970	\$100,891
2000	\$58,302	\$70,015	\$123,518	\$105,284
1998	\$48,134	\$60,344	\$107,677	\$85,035
1995	\$36,898	\$47,193	\$81,686	\$69,098
1994	N/A	N/A	N/A	N/A
1992	\$32,500	\$40,000	\$75,000	N/A
1990	N/A	N/A	N/A	N/A

There was an excessive spike in the pay gap between House staff holding bachelor's degrees and comparably educated staff in the national workforce in the later half of the 1990s. However, possibly due to the slowing of the economy, this pay gap increased by less than 1 percent between 2000 and 2002, up to 45.3% from 45.0%. Additionally, those in the national workforce with master's and doctorate degrees earn 38% and 50% more, respectively.

This continuing differential in pay between House staff and the national workforce may encourage some House staff to leave Capitol Hill.

⁸ Annual Demographic Survey: March Supplement (2002): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.

Salary: Gender

Average Salary for all Positions by Gender

<u>Gender</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
Male	\$51,585	\$55,100	\$44,959
Female	\$43,230	\$46,928	\$39,531
Differential	\$8,355	\$8,172	\$5,428

On average, female House staff earn 84 cents for every dollar earned by male staff. Among Washington staff, the figure is 85 cents; among district staff, it is 88 cents⁹.

Gender Pay Gap: The Historical Record

(female pay as a proportion of male pay)

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
2002	.84	.85	.88
2000	.83	.86	.86
1998	.83	.87	.84
1996	.86	.89	.87
1994	.84	.86	.87
1992	.82	.84	.84
1990	.81	.84	.83

Since 2000, the gap in the pay of female staff as compared to male staff decreased by 1 percentage point. However, the pay gap between female and male staff in Washington offices increased by 1 percentage, while the gender pay gap among district staff decreased by 2 percentage points between 2000 and 2002. Though the gender pay gap steadily declined over the first six years of the 1990s, the subsequent increases and/or stagnation since 1996 has resulted in only marginal change in the pay of women over the last 12 years.

The 16% difference in average pay between male and female House staff, however, is primarily explained by the staffing patterns of House offices. Analysis on page 73 shows women are under-represented in the high-paying executive and policy positions and over-represented in the lower-paying support and mid-level positions.

⁹ It may appear to be an anomaly that the gender pay differentials among Washington and district staff are both smaller than the overall differential. This is statistically explained by the fact that a much higher percentage of female staffers than male staffers work in district offices (64% vs. 36%), where average salaries are lower than in Washington offices (\$41,469 vs. 51,068).

Average Salaries: U.S. Labor Force¹⁰ vs. House

	Labor Force	Labor Force	House	House
	<u>Overall</u>	<u>Bachelor's</u>	<u>Overall</u>	<u>Bachelor's</u>
Women	\$37,361	\$48,335	\$43,230	\$42,219
Men	\$54,061	\$74,952	\$51,585	\$47,212

Overall, women on congressional staffs tend to earn comparatively more than women in other sectors of the economy. 2001 statistics show that, across the country, women earn 69% of men's pay (\$37,361 vs. 54,061)¹¹. Among U.S. workers with bachelor's degrees, women averaged \$48,335, which is 64% of the \$74,952 average earned by men with bachelor's degrees.¹²

Difference in Pay within Positions by Gender

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

In 2 of the 16 positions analyzed in this manner, gender was found to uniquely affect pay. That is, for 14 of the 16 positions, staff with comparable qualifications did not earn statistically significantly less or more than their gender counterparts. However, in two positions—Chief of Staff and District Director—females earned less than males with comparable training and experience.

¹⁰ Refers to full-time, year-round workers in U.S. labor force.

¹¹ Annual Demographic Survey: March Supplement (2002): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.

¹² Annual Demographic Survey: March Supplement (2002): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.

Salary: Race/Ethnicity

Average Salary for all Positions by Race/Ethnicity

<u>Race/Ethnicity</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
Asian	\$43,913	\$49,225	\$38,600
Black	\$42,033	\$48,139	\$38,054
Hispanic	\$39,823	\$43,985	\$37,196
White	\$47,926	\$51,644	\$42,396
Other	\$46,261	\$52,044	\$38,699

On average, Black House staff earn 88 cents for every dollar earned by white staff. Hispanic staff earn 83 cents, and for Asian staff the figure is 92 cents.

Average Salaries in U.S. Labor Force

	<u>Overall</u>	<u>Bachelor's Degree</u>
Black	\$35,082	\$45,917
Hispanic	\$31,073	\$49,488
White	\$48,570	\$65,577

National salary data for 2001 show full-time, year-round black workers earned 72% of the pay of whites, while Hispanics earned 64%. Among those with bachelor's degrees nationally, black workers earned 70% of the pay of whites, and Hispanics earned 75%¹³. In other words, the pay of minority staff in Congress is more equitable than the pay of minority workers in the overall U.S. labor force.

Difference in Pay within Positions by Race/Ethnicity

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

In none of the positions analyzed in this manner was it found that race/ethnicity uniquely affected pay. White staff with comparable education, experience, and demographic characteristics did not earn significantly less or more than non-whites who performed the same job.

¹³ Annual Demographic Survey: March Supplement (2002): Table PINC-01; Bureau of Labor Statistics, Bureau of the Census.

Tenure: Averages

Years in Current Position

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
2002	3.3	2.6	4.1
2000	3.0	2.4	3.9
1998	2.7	2.2	3.4
1996	3.0	2.5	3.8
1994	3.2	2.6	4.0
1992	3.7	3.0	4.6
1990	3.5	2.9	4.4

Years in Current Office

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
2002	4.0	3.4	4.8
2000	3.7	3.1	4.4
1998	3.3	2.9	4.0
1996	3.6	3.1	4.1
1994	3.6	3.1	4.2
1992	4.1	3.6	4.9
1990	N/A	N/A	N/A

Years in Congress

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
2002	5.5	5.1	6.0
2000	5.2	5.0	5.4
1998	4.9	4.9	4.9
1996	5.1	5.2	5.1
1994	5.0	5.0	5.0
1992	5.3	5.1	5.6
1990	5.1	5.0	5.2

Since 2000, average tenure in position has increased 10%, average tenure in office has increased 8%, and average tenure in Congress has increased 6%. This is a continuation of the upward trend reported in 2000 that reversed the decline in staff tenure seen in the 1990s, and is likely a result of a similar reversal of decline in Member tenure (as seen in the chart below). It is logical that a correlation exists between the tenure of a Member and the amount of time his or her staff could have spent in their positions and offices. Therefore, as the tenure of House Members changes, we would expect to see the average staff tenure in position and office correspondingly affected.

Tenure: Distributions

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

Years in Current Position

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1	34.3%	42.4%	23.7%
1.1 - 2	26.4%	27.6%	24.7%
2.1 - 5	22.9%	20.1%	26.5%
5.1 - 10	11.8%	6.9%	18.3%
=> 10.1	4.6%	2.9%	6.8%

Years in Current Office

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1	26.9%	32.0%	20.3%
1.1 - 2	24.4%	26.1%	22.1%
2.1 - 5	26.1%	25.3%	27.0%
5.1 - 10	15.8%	11.6%	21.3%
=> 10.1	6.8%	5.0%	9.2%

Years in Congress

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1	20.9%	23.6%	17.3%
1.1 - 2	19.9%	20.1%	19.6%
2.1 - 5	27.0%	28.6%	24.7%
5.1 - 10	17.5%	14.4%	21.6%
=> 10.1	14.8%	13.2%	16.8%

Though the average tenure in Congress for House staff increased to 5.5 years in the last two years (see chart on page 67), a significant number of House staff remain inexperienced. Over 40% of staff have worked in Congress for two years or less, with more than a fifth having less than one year of congressional experience. House staff also have low tenure in position. Seventy percent of Washington staff and over 60% of all House staff have less than two years of experience in their positions.

Tenure: Positions

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

Washington Positions	Time in Position		Time in Congress	
	<= 1 yr.	<= 2 yrs.	<= 1 yr.	<= 2 yrs.
Staff Assistant (Wash)	83%	95%	79%	93%
Legislative Correspondent	77%	96%	63%	89%
Legislative Assistant Gen.	53%	82%	22%	54%
System Administrator	40%	65%	20%	53%
Press Secretary	38%	72%	19%	46%
Scheduler	35%	63%	18%	45%
Legislative Assistant Pri.	32%	71%	11%	34%
Legislative Director	31%	58%	2%	4%
Office Manager	30%	54%	16%	33%
Chief of Staff	13%	40%	2%	10%

District Positions	<= 1 yr.	<= 2 yrs.	<= 1 yr.	<= 2 yrs.
Staff Assistant (District)	36%	58%	34%	58%
Grants/Proj. Coordinator	27%	67%	18%	55%
District Scheduler	25%	55%	19%	39%
Field Representative	24%	48%	18%	38%
Constituent Services Rep.	23%	46%	17%	35%
District Director	13%	41%	3%	19%

As the table illustrates, virtually all of the 16 most commonly staffed House personal office positions are afflicted by high turnover. While turnover is greater for entry-level positions, it is still quite high for senior-level jobs. For example, 58% of Legislative Directors and 72% Press Secretaries have been in their respective positions for less than 2 years. While turnover in job is high, the years in Congress data, demonstrate that most staff have a good deal of Congressional experience. In 10 of 16 positions, more than 50% of the staff have worked in Congress for more than 2 years.

Tenure: Demographics

Staff Tenure by Educational Attainment

<u>Highest Level</u>	<u>Position</u>	Average Years in	
		<u>Office</u>	<u>Congress</u>
High School or less	6.1	7.5	10.7
Some College	5.0	5.7	8.1
Bachelor's	2.8	3.4	4.7
Master's	3.2	4.2	5.5
Law Degree	2.8	3.3	5.1
Doctorate	4.3	5.4	7.0

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

Tenure by Gender

<u>Gender</u>	<u>Position</u>	Average Years in	
		<u>Office</u>	<u>Congress</u>
Female	3.6	4.4	6.1
Male	2.7	3.5	4.8

Women have substantially longer tenure than men do in all three categories. This pattern might be related to age, as male staffers are younger, on average, than their female counterparts in the House (33.6 vs. 36.3).

Staff Tenure by Race/Ethnicity

<u>Race/Ethnicity</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Asian	2.1	2.8	3.3
Black	3.7	4.4	6.8
Hispanic	3.3	3.6	4.8
White	3.3	4.0	5.5
Other	2.7	3.3	4.9

Black staff have the highest average tenure in their position, office, and in Congress, and Asian staff the lowest average tenure in each category. Again, this may be related to age. Black staff are, on average, the oldest in House offices (40.3 years), while Asian staff are the youngest (30.9 years).

Age and Education: General Information

Staff Location by Age

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Average Age	35.1	31.3	40.1

The average age of House staff is about 35, with an age range of 19 to 85. Over 60% of House staff are under the age of 35. Throughout the 1990s, the average age of House staff has gone unchanged, with staff in district offices, on average, eight years older than staff in Washington.

House staff are slightly younger than workers in the U.S. labor force, who have a median age of 39.0¹⁴. House staff are much younger than federal executive branch employees, whose average age is 46.5¹⁵.

Age by Member Tenure

	<u>Average Age in Years</u>
1 st term	33.9
2 nd term	34.9
3 rd term	34.2
4 th to 6 th term	34.8
7 th to 9 th term	36.8
10 th term	36.3

Educational Attainment by Staff Location

	<u>Total</u>	<u>Washington</u>	<u>District</u>
High School or less	4.8%	1.9%	8.5%
Some College	10.5%	4.7%	18.1%
Bachelor's	66.5%	69.4%	62.7%
Master's	11.3%	14.7%	6.7%
Law Degree	6.2%	8.3%	3.5%
Doctorate	0.7%	1.0%	0.4%

House staff are well-educated, with 84.7% having a minimum of a bachelor's degree and 18.2% holding advanced degrees. Congressional staff have significantly greater educational training than do federal civilian employees, 41% of whom have at least a bachelor's degree¹⁶. Among the U.S. workforce, only 26.4% have at least a bachelor's degree¹⁷.

¹⁴ Unpublished data; U.S. Bureau of Labor Statistics (1999).

¹⁵ Federal Civilian Workforce Statistics. The Fact Book: 2002 Edition. Office of Personnel Management, June 2002.

¹⁶ Federal Civilian Workforce Statistics. The Fact Book: 2002 Edition. Office of Personnel Management, June 2002.

¹⁷ The Employment Situation, Bureau of Labor Statistics, November 2002.

Gender: General Information

Gender Breakdown of House

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Female	55.6%	49.0%	64.4%
Male	44.4%	51.0%	35.6%

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

Female Staff in the House: The Historical Record

(percent of staff who are female)

<u>Year</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
2002	56%	49%	64%
2000	57%	50%	66%
1998	57%	50%	66%
1996	56%	50%	65%
1994	58%	52%	66%
1992	61%	54%	69%
1990	61%	54%	70%

After declining in the early part of the 1990s, there have been no significant change in the proportion of female staff since 1996. Over the last two years, the percent of women overall in the House and of those working in Washington offices decreased by 1 percentage point and the percent of female staff in district offices decreased by 2 percentage points. Historically, the proportion of Washington female staff has been roughly equal to male staffing levels, while there has been a 2 to 1 ratio of female vs. male staff in district offices.

Overall, female staff are far more heavily employed in Congress than in other sectors. Among federal civilian employees, 45% are women¹⁸, and 46.7% of the U.S. labor force¹⁹ is female.

¹⁸ Federal Civilian Workforce Statistics. The Fact Book: 2002 Edition. Office of Personnel Management, June 2002.

¹⁹ The Employment Situation, Bureau of Labor Statistics, November 2002.

Gender: Type of Position

Gender by Type by Position

The percentage of women and men staffing each position is contained in the “Individual Position Profiles and Analyses” section beginning on page 10. In the table below, positions of similar responsibility are grouped together and, then, compared by gender. The list of positions in each category is at the bottom of this page.

	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall</u>
Female	38.2%	40.2%	68.4%	66.1%	55.6%
Male	61.8%	59.8%	31.6%	33.9%	44.4%

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

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

<u>Women in Executive Positions</u>	<u>Total</u>
Congress	38.2%
Federal Executive Agencies ²⁰	24.8%
Fortune 500 Companies ²¹	15.7%

Position Category Definitions

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

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

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

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

²⁰ “SES by Gender as of September 30, 2001,” U.S. Office of Personnel Management.

²¹ 2000 Catalyst Census of Women Corporate Officers and Top Earners.

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

Females

<u>Year</u>	<u>Executive</u>	<u>Policy</u>	<u>Mid-Level</u>	<u>Support</u>	<u>Overall</u>
2002	38.2%	40.2%	68.4%	66.1%	55.6%
2000	38.0%	41.0%	69.1%	66.7%	56.7%
1998	38.0%	38.9%	70.7%	66.4%	56.5%
1996	38.4%	39.5%	70.3%	64.7%	56.3%
1994	39.1%	40.5%	71.6%	70.0%	57.7%
1992	41.7%	43.6%	72.1%	75.6%	60.5%
1990	N/A	N/A	N/A	N/A	60.5%

Males

<u>Year</u>	<u>Executive</u>	<u>Policy</u>	<u>Mid-Level</u>	<u>Support</u>	<u>Overall</u>
2002	61.8%	59.8%	31.6%	33.9%	44.4%
2000	62.0%	59.0%	30.9%	33.4%	43.3%
1998	62.0%	61.1%	29.3%	33.6%	43.5%
1996	61.6%	60.5%	29.7%	35.3%	43.7%
1994	60.9%	59.5%	28.4%	30.0%	42.3%
1992	58.3%	56.4%	27.9%	24.4%	39.5%
1990	N/A	N/A	N/A	N/A	38.1%

Since 2000, there has been very little change in the percent of women staffing each of the position categories. Since 1992, the overall proportion of female House staff has declined nearly 5 percentage points. During that same period, the percentage of females in the executive, policy, and mid-level positions declined at slower rates (approximately 3.5 percentage points) than that of the overall decline of female House staff. However, the percentage of females staffing support positions has dropped 9.5 percentage points in the last ten years. This has resulted in a decline in the over-representation of women in support positions.

Gender: Demographics

Age by Gender

	<u>Average Age in Years</u>
Female	36.3
Male	33.6

Women in House offices are, on average, 2.7 years older than men.

Educational Attainment by Gender

	<u>Female</u>	<u>Male</u>
High School or less	7.6%	1.3%
Some College	13.5%	6.8%
Bachelor's	65.7%	67.4%
Master's	8.2%	15.1%
Law	4.3%	8.6%
Doctorate	0.7%	0.8%

A larger proportion of men than women hold at least a bachelor's degree. Overall, 92% of male staff and 79% of female staff have at least a bachelor's degree. Male staffers are much more likely than female staffers to hold advanced degrees.

Marital/Parental Status by Gender

	<u>Total</u>	<u>Female</u>	<u>Male</u>
Single/widowed/divorced without dependent children	56.3%	56.3%	56.4%
Single/widowed/divorced with dependent children	5.0%	6.7%	3.0%
Married without dependent children	19.4%	20.2%	18.2%
Married with dependent children	19.3%	16.8%	22.3%

The majority of House staff are unmarried and without dependent children. Overall, 61.3% of House staff are unmarried and 75.7% are without dependent children. By contrast, among year-round, full-time workers in the U.S. workforce, 34% are unmarried (single or divorced) and 64% are married²².

²² Annual Demographic Survey: March Supplement (2002): Table PINC-02; Bureau of Labor Statistics, Bureau of the Census.

Race/Ethnicity: General Information

This section of the report compares staff employment, age, gender, educational attainment, and type of position by race/ethnicity. Offices were surveyed as to staff membership in the following ethnic groups: Asian, Black, Hispanic, Native American, Pacific Islander, White, and “Other”. The table immediately below shows the percentage of staff in each of these seven ethnic groups. However, because the numbers of Native American and Pacific Islander staff in House personal offices are small, these two ethnic groups were combined with the group titled “Other” for the remainder of the tables in this section, and in other parts of this report.

Race/Ethnicity Breakdown of House

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Asian	2.1%	1.8%	2.4%
Black	5.7%	3.9%	8.0%
Hispanic	7.1%	4.8%	10.1%
Native American	0.4%	0.5%	0.4%
Pacific Islander	0.3%	0.2%	0.5%
White	83.6%	87.8%	77.9%
Other	0.8%	0.9%	0.7%

Overall, minorities comprise 16.4% of House personal office staff. This is an increase of approximately 1 percentage point since 2000. Staffers from minority groups tend to be much more likely to work in Members’ district-based offices than in Washington offices.

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

<u>Year</u>	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>Other Minorities</u> <i>(includes Asian staff in 1990 & 1992)</i>	<u>Total Minority</u>
2002	2.1%	5.7%	7.1%	1.5%	16.4%
2000	1.2%	7.6%	5.3%	1.4%	15.5%
1998	1.5%	5.9%	5.7%	1.8%	14.9%
1996	1.4%	6.8%	5.2%	1.0%	14.4%
1994	1.5%	7.9%	5.4%	1.4%	16.2%
1992	N/A	9.9%	3.6%	2.0%	15.5%
1990	N/A	9.4%	3.3%	1.1%	13.8%

Hispanics have historically been the fastest growing minority group among House staff. Since 2000, the percentage of Hispanic House staff increased nearly 2 percentage points, and since 1990, the percentage of Hispanic House staff increased almost 4 percentage points. The percentage of black House staff decreased nearly 2 percentage points since 2000 and nearly 4

percentage points since 1990. However, increases in number of staff in other minority groups resulted in a nearly 3 percentage point increase in the overall minority-staffing rate in the House since 1990.

Blacks have lower employment rates in House offices than they have in the federal government, where 17.2% of employees are black. By contrast, 6.5% of federal government employees are Hispanic²³.

Nationally, Blacks comprise 11.8% of the U.S. labor force, Hispanics 11.5%²⁴.

Race/Ethnicity: Type of Position

Race/Ethnicity by Type by Position

The percentage of members of different racial/ethnic groups staffing each position is contained in the “Individual Position Profiles and Analyses” section beginning on page 10. In the table below, positions of similar responsibility are grouped together and, then, compared by race/ethnicity. The list of positions in each category is on page 73.

	<u>Executive</u>	<u>Policy</u>	<u>Mid-level</u>	<u>Support</u>	<u>Overall</u>
Black	2.6%	2.9%	8.0%	7.4%	5.7%
Hispanic	4.7%	4.7%	8.6%	11.1%	7.2%
White	89.8%	88.7%	79.8%	78.2%	83.5%
Other	3.0%	3.7%	3.6%	3.3%	3.6%

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

²³ Federal Civilian Workforce Statistics. The Fact Book: 2002 Edition. Office of Personnel Management, June 2002.

²⁴ The Employment Situation, Bureau of Labor Statistics, November 2002.

Race/Ethnicity: Demographics

Age by Race/Ethnicity

	<u>Average Age in Years</u>
Asian	30.9
Black	40.3
Hispanic	34.7
White	34.8
Other	35.4

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

Race/Ethnicity by Educational Attainment

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Other</u>
High School or Less	5.0%	11.2%	8.0%	4.1%	3.3%
Some College	2.5%	15.0%	22.6%	9.4%	13.3%
Bachelor's	75.0%	57.9%	54.0%	68.0%	53.3%
Master's	7.5%	6.5%	8.0%	11.9%	16.7%
Law	10.0%	8.4%	7.3%	5.7%	13.3%
Doctorate	0.0%	0.9%	0.0%	0.8%	0.0%

Educational attainment varies by race/ethnicity with college degrees being most common among Asian and white staff and least common among Hispanic and black staff. Law degrees are more common among all minority groups than among white staff.

Race/Ethnicity by Gender

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Other</u>
Female	62.5%	67.0%	63.5%	53.8%	63.3%
Male	37.5%	33.0%	36.5%	46.2%	36.7%

Women, who comprise 56% of all House personal staff, constitute a majority of staff in every racial and ethnic group. However, the proportion of female staff among other minority groups is substantially greater than the proportion of females among white staff.

Appendix A: Characteristics of the Sample

Sample Size

n = 134

The questionnaire was sent to all 440 House personal offices. One hundred thirty-four House offices returned the survey, yielding a response rate of 30.5%. From the surveys, data was collected regarding 2,075 House personal office staff. Of these staff, 1,934 were full-time (93.2%) and 141 were part-time (6.8%).

Frequency Analyses

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

Responses by Member Tenure

<u>Member tenure</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
1 st Term	16.5%	10.7%
2 nd Term	15.8%	9.5%
3 rd Term	14.3%	14.5%
4 th to 6 th Terms	26.3%	35.5%
7 th Term or More	27.1%	29.8%

Responses by Geographic Region

<u>Region</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
South	21.1%	28.9%
Border	6.0%	7.5%
Mid-Atlantic	17.3%	15.0%
New England	4.5%	5.2%
Midwest	15.8%	16.8%
Plains	6.0%	5.0%
Rocky Mountain	6.8%	5.5%
Pacific Coast	22.6%	16.1%

Responses by State Population

<u>State population</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
<= 2 million	6.0%	7.3%
2-5 million	20.3%	16.1%
5-10 million	23.3%	28.4%
>10 million	50.4%	48.2%

Responses by Member Gender

<u>Member gender</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
Female	11.3%	13.9%
Male	88.7%	86.1%

Responses by Member Race/Ethnicity

<u>Member race/ethnicity</u>	<u>Survey frequency</u>	<u>Actual frequency</u>
Asian	0.0%	0.7%
Black	2.3%	8.9%
Hispanic	4.5%	5.0%
White	93.2%	85.5%

The overall survey sample reflects the actual composition of the House in each of the above dimensions. This supports the conclusion that the data in this report are valid.

The areas where the sample is somewhat less reflective of the House are Member Tenure and Member Race/Ethnicity. First-term and second-term Members are somewhat over-represented in the sample, and more veteran Members are somewhat under-represented. However, office data for first-term Members is frequently shown separately in this report in order to provide a more precise gauge of their personnel policies and practices.

As to Race/Ethnicity, White Members are somewhat over-represented in the sample, while Black Members are somewhat under-represented. This likely results in an under-representation of Black staff in the sample.

Appendix B: State Population Categories

For purposes of reporting data, we grouped states into four categories using Census Bureau population estimates for July 1, 2002. Our categories and the states in each category are:

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

Appendix C: Geographic Regions

South

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

Border

Dist. of Columbia
Kentucky
Maryland
Missouri
Oklahoma
West Virginia

New England

Connecticut
Maine
Massachusetts
New Hampshire
Rhode Island
Vermont

Mid-Atlantic

Delaware
New Jersey
New York
Pennsylvania

Midwest

Illinois
Indiana
Michigan
Ohio
Wisconsin

Plains

Iowa
Kansas
Minnesota
Nebraska
N. Dakota
S. Dakota

Rocky Mountain

Arizona
Colorado
Idaho
Montana
Nevada
New Mexico
Utah
Wyoming

Pacific Coast

Alaska
American Samoa
Guam
California
Hawaii
Oregon
Washington

Appendix D: Cost of Living Differences

The ACCRA Cost of Living Index

In determining salaries, offices may wish to consider the cost of living in a given locale. About two-thirds of House 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 district offices or even between different offices in the same district. ACCRA (the National Association of Applied Community and Economic Development Researchers) produces the ACCRA Cost of Living Index quarterly to provide a reasonably accurate measure of living cost differences among approximately 300 urban areas. The Index measures relative price levels for goods and services in different areas at a given point in time. The Index does not measure inflation.

The ACCRA survey depends upon staff or volunteers from local chambers of commerce or similar organizations to report the necessary data. Unfortunately, a number of larger metropolitan areas do not participate in the survey; no comparable information is available for them. We have listed the composite cost of living index for approximately 300 metropolitan areas and cities. For more information, consult 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. Fairbanks, Alaska for example, has a rating of 128.1, indicating the cost of living in Fairbanks is 28.1 percent higher than average. ACCRA cautions that, because its index is based upon a limited number of consumer goods and services, percentage differences between areas should not be treated as exact measures. Furthermore, small differences should not be construed as significant.

ACCRA Cost of Living Index Third Quarter, 2002

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Average City, USA	100.0		
Alabama			
Auburn	88.4	Mobile	91.5
Birmingham	96.2	Montgomery	90.8
Cullman County	89.7	Tuscaloosa	98.1
Decatur	87.4		
Dothan	90.2	Alaska	
Florence	89.1	Fairbanks	128.1
Gadsden	90.1	Juneau	128.6
Huntsville	91.9	Kodiak	133.3
Marshall County	89.1		

Arizona			
Flagstaff	105.3		
Phoenix	96.2		
Prescott	104.8		
Sierra Vista	92.4		
Tucson	95.5		
Arkansas			
Fayetteville	91.1		
Fort Smith	83.6		
Hot Springs	90.4		
Jonesboro	86.9		
Little Rock	92.7		
California			
Fresno	106.7		
Los Angeles	135.2		
Modesto	114.6		
Oakland	139.5		
Orange County	134.6		
Riverside	107.5		
Sacramento	124.6		
San Diego	137.8		
San Francisco	184.1		
San Jose	171.3		
Visalia	109.5		
Colorado			
Colorado Springs	98.2		
Denver	102.9		
Fort Collins	103.2		
Glenwood Springs	116.3		
Grand Junction	98.9		
Gunnison	109.2		
Loveland	102.0		
Pueblo	90.1		
Connecticut			
Hartford	121.3		
New Haven	126.5		
New London	117.8		
Stamford	151.9		
Delaware			
Dover	99.5		
Wilmington	103.8		
District of Columbia			
Washington, DC		133.2	
Florida			
Bradenton		95.9	
Fort Walton Beach		93.1	
Gainesville		93.4	
Jacksonville		96.0	
Orlando		100.6	
Panama City		95.9	
Pensacola		101.1	
Punta Gorda		93.2	
Sarasota		104.7	
St. Petersburg		91.0	
Tampa		99.0	
Vero Beach		97.5	
West Palm Beach		105.3	
Georgia			
Albany		89.6	
Americus		89.5	
Atlanta		97.7	
Augusta		93.0	
Bainbridge		92.5	
Douglas		89.0	
LaGrange		89.2	
Marietta		91.5	
Savannah		99.7	
Rome		91.3	
Tifton		90.5	
Valdosta		94.5	
Hawaii			
Honolulu		144.5	
Idaho			
Boise City		94.9	
Idaho Falls		92.1	
Pocatello		89.0	
Twin Falls		91.4	

Illinois

Champaign	93.2
Chicago	135.7
Danville	93.7
DeKalb	99.6
Joliet	103.7
La Salle County	96.5
Peoria	94.1
Quincy	93.3
Springfield	94.6

Indiana

Fort Wayne	92.6
Indianapolis	97.8
Lafayette	92.4
South Bend	95.1
Terre Haute	95.2

Iowa

Ames	97.2
Burlington	92.3
Cedar Rapids	91.5
Davenport	91.4
Des Moines	91.4
Fort Dodge	88.8
Mason City	93.5
Waterloo/Cedar Falls	94.0

Kansas

Dodge City	94.5
Garden City	92.9
Hays	96.3
Hutchinson	88.7
Lawrence	95.2
Manhattan	95.8
Salina	86.1
Topeka	92.3

Kentucky

Bowling Green	94.6
Clarksville	88.0
Lexington	92.5
Louisville	91.5
Paducah	92.2
Somerset	91.0

Louisiana

Baton Rouge	102.7
Lafayette	94.6
Lake Charles	90.7
Monroe	97.5
New Orleans	107.1
Shreveport	91.7

Maryland

Baltimore	93.6
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Massachusetts

Boston	135.5
Fitchburg	110.3
Springfield	110.8

Michigan

Detroit	111.0
Grand Rapids	102.5
Holland	95.7
Lansing	95.1

Minnesota

Duluth	102.7
Minneapolis	106.1
Rochester	102.1
St. Cloud	94.6

Mississippi

Biloxi-Gulfport	95.6
Hattiesburg	96.0
Jackson	93.6
Tupelo	88.5

Missouri

Columbia	96.8
Jefferson City	92.8
Joplin	84.9
Kansas City	102.2
Nevada	86.4
St. Joseph	88.7
St. Louis	100.7
Springfield	88.6

Montana		Plattsburgh	94.3
Billings	95.3	Sullivan County	98.1
Bozeman	100.1	Syracuse	96.0
Great Falls	91.5	Watertown	103.1
Helena	93.8		
Kalispell	97.8	North Carolina	
Missoula	101.9	Albemarle	94.4
		Asheville	98.4
Nebraska		Burlington	95.9
Hastings	107.0	Charlotte	94.5
Lincoln	94.6	Durham	96.1
Omaha	89.2	Greenville	95.4
		Jacksonville	93.4
Nevada		Marion	95.7
Carson City	106.2	Raleigh	101.2
Elko	102.7	Wilmington	95.1
Las Vegas	104.8	Winston-Salem	91.8
Reno	105.7		
		North Dakota	
New Hampshire		Bismarck	93.7
	[not reported]	Grand Forks	91.9
		Minot	88.2
New Jersey			
Bergen-Passaic	146.6	Ohio	
Hunterdon County	127.6	Akron	98.4
Jersey City	181.6	Cincinnati	94.8
Middlesex	134.7	Cleveland	104.2
Monmouth-Ocean	131.3	Dayton	97.4
Newark	148.3	Findlay	96.2
Trenton	127.1	Lima	98.5
		Toledo	96.2
New Mexico		Youngstown	92.3
Albuquerque	99.7		
Farmington	97.4	Oklahoma	
Hobbs	94.4	Ardmore	88.0
Las Cruces	95.8	Bartlesville	89.7
Los Alamos	119.2	Edmond	92.2
Rio Rancho	95.4	Enid	91.3
Santa Fe	112.2	Lawton	90.7
		Muskogee	89.0
New York		Oklahoma City	89.3
Buffalo	102.3	Ponca	93.0
Glens Fall	100.8	Pryor Creek	86.4
Nassau County	135.3	Stillwater	90.1
New York (Manhattan)	218.3	Tulsa	93.4
New York (Queens)	132.0		

Oregon

Bend	107.0
Coos County	99.3
Corvallis	109.0
Eugene	106.8
Klamath Falls	101.7
Lincoln County	103.8
Portland	111.7
Salem	102.7

Pennsylvania

Chambersburg	96.2
Indiana County	94.4
Johnstown	93.5
Philadelphia	120.2
Pittsburgh	96.7
Williamsport	101.8
York County	96.9

South Carolina

Camden	94.1
Charleston	100.7
Columbia	94.1
Greenville	94.4
Hilton Head Island	102.6
Myrtle Beach	97.0
Sumter	92.2

South Dakota

Sioux Falls	92.6
Vermillion	101.3

Tennessee

Chattanooga	92.7
Clarksville	90.1
Cleveland	91.8
Dyersburg	90.9
Jackson	92.8
Johnson City	86.5
Kingsport	89.4
Knoxville	88.5
Memphis	88.5
Morristown	90.0
Nashville	91.2

Texas

Abilene	86.8
Amarillo	87.8
Arlington	96.0
Austin	95.6
Beaumont	94.3
Brazoria	90.1
Conroe	90.5
Corpus Christi	90.2
Dallas	98.0
El Paso	93.1
Fort Worth	93.9
Harlingen	85.8
Houston	91.6
Killeen	94.9
Laredo	84.4
Longview	88.0
Lubbock	86.4
McAllen	85.3
Midland	86.4
Odessa	87.8
Palestine	87.4
Paris	83.9
Plano	96.4
San Angelo	87.4
San Antonio	85.3
Seguin	87.4
Sherman	89.5
Texarkana	88.2
Tyler	93.2
Victoria	87.4
Waco	90.6
Weatherford	87.5

Utah

Cedar City	92.1
St. George	94.9
Salt Lake City	99.0

Vermont

[not reported]

Virginia

Charlottesville	111.2
Hampton Roads	95.2
Lynchburg	88.5
Martinsville	90.9
Northern VA	128.5
Richmond	102.0
Roanoke	90.0
Virginia Peninsula	95.7

Washington

Bellingham	102.0
Olympia	99.8
Richland	98.4
Seattle	148.2
Spokane	102.4
Tacoma	100.7
Vancouver	98.3
Wenatchee	102.8
Yakima	99.9

West Virginia

Charleston	91.9
Huntington	89.3

Wisconsin

Appleton	91.9
Eau Claire	96.7
Green Bay	93.9
Marshfield	96.4
Milwaukee	99.6
Sheboygan	94.1
Stevens Point-Plover	102.9
Wausau	92.8

Wyoming

Cheyenne	102.7
Gillette	97.0
Laramie	101.7



About the Congressional Management Foundation

CMF's Mission

- ◆ The Congressional Management Foundation (CMF) is a non-profit, non-partisan organization dedicated to helping Congress become a more productive and effective institution through better management. CMF does not seek to change Congress by lobbying for institutional reform. Rather, for 25 years CMF has chosen to work internally with Member offices, committees, and the leadership to foster improved management practices and systems.

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

CMF pursues its mission by providing four primary management services to House and Senate offices: (1) management training programs 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 for Management Staff

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

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

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2002 HOUSE STAFF EMPLOYMENT STUDY

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

