



**1992 U.S. HOUSE OF REPRESENTATIVES  
EMPLOYMENT PRACTICES**

**A Study of Staff Salary,  
Tenure, Demographics  
and Benefits**

Made possible by grants from:

*Aetna Life and Casualty Company*

*CIGNA Corporation*

*Metropolitan Insurance Companies*

*The Prudential Insurance Company of America*

**A Congressional Management Foundation Guidebook**

## **ACKNOWLEDGEMENTS**

This report would not have been possible without the contributions of many people. Our first thanks go to the 181 House offices that took the time to complete the extensive questionnaire on which this report is based. This high response rate is due, in large part, to the efforts of the House Administrative Assistants Association. We thank the officers of the Association for encouraging offices to participate in the study.

The Congressional Management Foundation is also deeply grateful to our sponsors:

**Aetna Life and Casualty Company**

**CIGNA Corporation**

**Metropolitan Insurance Companies**

**The Prudential Insurance Company of America**

These companies readily understood the importance of this study to House offices and made sure we had the funding necessary to provide the veteran offices this valuable report. They also supported our efforts to add a new section on freshman offices to ensure that this report is a valuable management tool for the the Members-elect in setting up their offices.

CMF was fortunate to receive extremely valuable contributions of time and statistical expertise from:

**Social Science Research Center  
Mississippi State University**

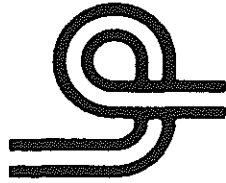
Three members of the Social Science Research Center, Dr. Art Cosby, Dr. R. Gregory Dunaway, and Mr. Jon Carr, played critical roles in producing the report. They supplied valuable aid, from designing the questionnaire and tabulating the data to conducting statistical analyses and supplying statistical advice.

Many present and former House staffers supported this project by providing sharp observations, wise counsel, strong interest, and substantial amounts of time. Mary Lobisco, Joe Crapa, Wardell Townsend, and Rowdy Yeates gave their assistance at many stages of the project. We also would like to thank Brent Ayer, David Coggin, Jay Eagen, Mary Sue Englund, Dan Evans, Gabe Kajeckas, Steve Kingsley, Dr. Linda Kowalcky, John Pontius, Mike Radway, Marda Robillard, and Arlene Willis for their help in improving the report.

I am also are grateful for the thorough research, valuable comments, and constant encouragement provided by my CMF colleagues Art Mirrow and Laura Scott and interns Shannon Gallagher and Joshua Lewis.

Finally, I must acknowledge the essential roles played by Richard Shapiro, Executive Director of CMF, and David Twenhafel, Director of Research at CMF. In authoring previous CMF studies of congressional staff, Rick and David set a high standard for this report. By always being there with guidance and insight, they did as much as possible to help the 1992 study meet that standard.

Craig Schultz



**1992 U.S. House of Representatives  
Employment Practices:  
A Study of Staff Salary,  
Tenure, Demographics  
and Benefits**

Written by

**Craig Schultz**

with

Richard Shapiro and David Twenhafel  
Congressional Management Foundation

Data Analysis by

Jon Carr

R. Gregory Dunaway  
Social Science Research Center  
Mississippi State University

Congressional Management Foundation  
513 Capitol Court, NE  
Suite 100  
Washington, DC 20002  
(202) 546-0100

Copyright 1992, Congressional Management Foundation

All rights reserved.

No part of this report may be reproduced in any manner without written permission of the Congressional Management Foundation, except for brief quotations or charts used in critical articles or reviews.

Grateful acknowledgement is made to ACCRA (formerly American Chamber of Commerce Researchers Association), P.O. Box 6749, Louisville, Kentucky 40206-6749 for permission to reprint portions of the *ACCRA Cost of Living Index* in Appendix D.

Printed in the United States

## SUMMARY OF KEY FINDINGS

### House Staff Salaries

- \* The average 1992 salary across all positions for House personal office staff was **\$33,388**, a 13 percent increase since 1990 or an annualized average increase of 6.3 percent. This increase reflects the intent of the House to increase staff salaries at a rate greater than inflation, in order to make House salaries more competitive with the private sector and executive branch.
- \* Fifty-eight percent of House personal office staff earn \$30,000 or less per year.
- \* The gap between federal and House pay is significant when comparing Washington salaries. The average salary of Washington House staff is \$36,618 whereas white-collar federal employees working in Washington are making \$44,758--a 22 percent differential.
- \* White collar private sector employees earn an estimated \$45,788, or 28 percent more than their federal counterparts and an estimated 37 percent more than House personal office staff.

### Staff Tenure

- \* Job tenure is quite low in the House. Forty percent of Washington-based House personal office staff have been in their job for one year or less and 64 percent have been in their job two years or less.
- \* Rapid turnover afflicts virtually every position. For example, 38 percent of Administrative Assistants, 44 percent of District Directors, 54 percent of Legislative Directors, and 62 percent of Press Secretaries have been in their jobs two years or less.
- \* While average tenure in position is low in House personal offices overall, it has increased by 5.7 percent between 1990 and 1992.

### Employee Benefits

- \* Parental leave benefits in House offices tend to be far more generous than in federal agencies. Close to one-half of House offices provide four or more weeks of paid maternity leave and 14 percent provide three or more weeks of paid paternity leave. In comparison, the federal government offers no paid parental leave.
- \* House offices provide an average of 14 days of paid vacation leave per year.

## **Race and Ethnicity**

- \* Minority House staff earn proportionally more than do minority workers nationwide. Black House staff earn 93 percent of the pay of white staff and Hispanic staff earn 77 percent of white staff pay. Nationally, African-Americans earn 77 percent and Hispanics 69 percent of white workers.
- \* The differences between white and minority House staff salaries are largely due to black and Hispanic over-representation in lower paying jobs and under-representation in higher paying jobs. Minorities comprise 15.5 percent of House staff but only 7.9 percent of all Administrative Assistants, Legislative Directors, Press Secretaries, and District Directors.
- \* In none of 14 standard House personal office positions is race or ethnicity statistically correlated with pay.

## **Gender**

- \* Female House staff earn proportionally more than do female workers nationwide. Women earn 82 percent of the pay of men in House offices. In comparison, female federal civilian workers earn 70 percent of their male counterparts; in the general workforce, women also earn 70 percent of men.
- \* The difference between male and female House staff salaries is largely due to women being over-represented in lower paying jobs and under-represented in higher paying jobs. Women comprise 42 percent of all Administrative Assistants, Legislative Directors, Press Secretaries, and District Directors.
- \* In 11 of 14 House personal office positions, gender does not significantly affect salaries. However, gender is statistically correlated with salary in the AA and District Director positions, with women earning less than similarly qualified men; while female LCs earn more than similarly qualified male LCs.

## **Other Highlights**

- \* Washington-based House personal office staff tend to be young and single. Forty-three percent are under 30 and 69 percent are single.
- \* Representatives employ an average of 15.5 full-time staffers in their personal offices, up from an average of 14.5 in 1990.

## TABLE OF CONTENTS

### INTRODUCTION

Purpose of the Report .....	1
Analysis of Sample .....	2

### AGGREGATE DATA

Methodology .....	6
Salary Information .....	7
Staff Tenure Information .....	14
Demographic Information .....	24
Office Data .....	35

### INDIVIDUAL POSITION PROFILES AND ANALYSES

Methodology .....	38
Summary Tables .....	41
Position Profiles	
Administrative Assistant .....	44
Legislative Director .....	46
Legislative Assistant .....	48
Legislative Correspondent .....	50
Press Secretary .....	52
Executive Assistant/Scheduler .....	54
Office Manager .....	56
Receptionist .....	58
Systems/Mail Manager .....	60
Computer Operator .....	62
Federal Grants Assistant/Projects Coordinator .....	64
Washington Caseworker .....	66
District Director .....	68
District Aide/Field Representative .....	70
District Caseworker .....	72
Office Secretary/Clerk .....	74
Appointments Secretary/Scheduler .....	76
Conclusions .....	78

### STAFF BENEFITS INFORMATION

Raise and Bonus Policies .....	80
Vacation, Sick, and Parental Leave Policies .....	81
Written Benefits Policies .....	86

### PROFILE OF FIRST-TERM OFFICES .....

88

### COMPARISON OF HOUSE AND SENATE STAFF .....

93

### APPENDICES .....

97

ACCRA Cost of Living Index .....	100
----------------------------------	-----





## PURPOSE OF THE REPORT

The congressional staff job market is relatively free. Salaries of staff are largely set by supply and demand forces with very few regulations influencing the operation of the market. For example, there is no established pay scale, no job qualification requirements, and no formal candidate selection process. The only constraints facing House offices are a fixed overall salary budget, a salary ceiling, and a minimum salary. Within these general constraints, the salaries of House staff are usually decided by negotiations between the employer and the employee.

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

The Congressional Management Foundation produces its House and Senate personal office salary surveys for Members and staff to promote a fair and efficient labor market that enhances the morale and performance of congressional offices.

### **New Data Featured in this Report**

This study contains several new items not included in CMF's 1990 House study. We have added a section, "Profile of First-Term Offices," that describes how first-term Members in the 102nd Congress have organized and staffed their offices. By so doing, we hope to provide Members of the freshman class of the 103rd Congress with relevant information for setting up and staffing their personal offices. In the "Staff Tenure" section, we have looked at which variables strongly and uniquely affect time in position and time in current office using a statistical method called multiple regression analysis. Finally, we present information on office policies on raises, vacation and sick leave, and parental leave.

### **A Word of Caution**

This report goes a long way towards describing the pay practices of House personal offices. It does not, however, contain all of the information needed by buyers and sellers of labor in the House. We cannot measure all relevant and legitimate factors that may affect staff pay. The actual negotiation process should consider a range of other possible factors such as loyalty, previous performance, political savvy, and even regional variations in the cost of living. This report should be used as one of several tools to help offices and staff better understand the House labor market.

## ANALYSIS OF SAMPLE

### Sample Size of the Data Base

A questionnaire was sent to the House personal offices of 440 Members.<sup>1</sup> Responses came from offices representing 181 Members (181/440 = 41.1% of those surveyed). These responses provided CMF with salary, tenure, and demographic data for 2,809 House personal office staff members.

### Analysis of Responses by Member Political Party

<u>Political Party</u>	<u>Responses%</u>	<u>Actual%</u>
Democratic	60.8%	61.8%
Republican	38.7%	38.0%
Independent	.6%	.2%

Our sample almost perfectly reflects the actual proportions of Democratic, Republican, and Independent offices.

### Analysis of Responses by Member Tenure

<u>Member Term</u>	<u>Responses%</u>	<u>Actual%</u>
1st term	16%	10%
2nd term	11%	9%
3rd term	9%	11%
4th to 6th terms	31%	32%
7th term or more	34%	37%
Unknown	1%	0%

The distribution of our sample by Member tenure closely parallels the seniority distribution of the 102nd House.

---

<sup>1</sup> The survey was sent to the 435 Representatives from U.S. states, plus the congressional Delegates from American Samoa, the District of Columbia, Guam, Puerto Rico, and the Virgin Islands. In this report, we refer to the Representatives and Delegates collectively as "Members."

## Analysis of Responses by State Population

<u>1990 State Population</u>	<u>Responses%</u>	<u>Actual%</u>
<= 2 million	7%	8%
2 - 5 million	26%	27%
5 - 10 million	21%	21%
> 10 million	42%	43%
Unknown	4%	0%

A review of responses indicates that our sample almost exactly matches the actual breakdown of offices by state population.<sup>2</sup>

## Analysis of Responses by Region

<u>Region</u>	<u>Responses%</u>	<u>Actual%</u>
New England	5%	6%
Mid-Atlantic	13%	17%
South	28%	27%
Border	5%	8%
Midwest	17%	18%
Plains	8%	6%
Rocky Mountain	6%	6%
Pacific Coast	15%	14%
Unknown	4%	0%

The sample closely parallels the actual distribution of offices by region.<sup>3</sup>

## Conclusion

Our sample accurately reflects the actual composition of the House on each of the above measures. This strongly supports the conclusion that the data in this report are reliable.

---

<sup>2</sup> Appendix A lists the states and territories in each population category.

<sup>3</sup> Appendix B lists the states and territories in each region.



# **AGGREGATE DATA**

## AGGREGATE DATA

### Methodology

In preparing this section of the report, we aggregated the individual salary and demographic data of over 2,800 staff members 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), we wanted to explore in greater depth the relationship among demographic variables and between demographic variables and salary (e.g., average salary by educational degree, tenure in position by gender). To conduct these cross-tabulations, we asked offices in our survey to provide the following information for every staff member in the personal office:

- \* age;
- \* race;
- \* gender;
- \* educational attainment;
- \* marital status;
- \* tenure in current position;
- \* tenure in current office;
- \* overall tenure in Congress; and
- \* level of responsibility in position (or, how closely the staffer's responsibilities matched our job description).

Much of the aggregate data that we present has been broken down into three categories: all staff, Washington staff, and district staff. We believe these breakdowns help in understanding the source of trends and convey differences in demographics, hiring practices, and salaries between Washington and district staff.

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

- 1) Aggregate Salary Information
- 2) Aggregate Staff Tenure Information
- 3) Aggregate Demographic Information
- 4) Office Data

Finally, we have compared many of the results in this study to the results of similar surveys conducted by the Congressional Management Foundation for the U.S. Senate in 1991 and the U.S. House of Representatives in 1990. Readers desiring more information than included here can contact CMF.

## PART 1: AGGREGATE AVERAGE SALARY INFORMATION

### Average Salary for All Positions Compared to 1990 CMF Study

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Average Salary 1992:	\$33,388	\$36,618	\$28,978
Average Salary 1990:	\$29,542	\$32,297	\$25,484
Dollar Increase:	\$3,846	\$4,321	\$3,494
Percentage Increase:	13.0%	13.4%	12.1%
Average annualized rate of increase:	6.3%	6.5%	5.9%

### House Personnel ("Clerk Hire") Allowance per Office:

1992:	\$537,480
1990:	\$441,120
Percentage Increase:	21.8%
Average annualized rate of increase:	10.4%

Over the past two years, the overall average staff salary has increased by 13 percent. This increase is lower than that of House Clerk-Hire allowances, which rose by 21.8 percent between 1990 and 1992. The growth in Clerk-Hire allowances may be traced to both cost-of-living-adjustments and a \$40,000 increase that took effect in fiscal year 1991. It appears that offices chose to use allowance increases to both expand staff size and increase average salaries at a rate greater than inflation. The average size of House offices increased by 6.9 percent between 1990 and 1992, from 14.5 to 15.5 full-time employees per Member.

In comparison to the House, the average Senate staff salary in 1992 was an estimated \$34,484. Washington-based Senate staff averaged an estimated \$37,306 and state-based staff earned an estimated average of \$29,341. (All estimates based on data from CMF's 1991 Senate study multiplied by the 1992 4.2 percent cost-of-living-adjustment.)

As of March 1992, federal civilian employees averaged \$35,772--7 percent more than House staff. White collar federal civilian employees in the Washington area earn an average of \$44,758, approximately 34 percent more than Washington-based House staff.<sup>4</sup> For full-time, year-round workers in the U.S. labor force, average earnings in 1991 were \$29,748.<sup>5</sup>

**Average Salary for All Positions by Member Party Affiliation**

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Democrat	\$33,674	\$37,027	\$29,238
Republican	\$32,860	\$35,871	\$28,572

The average staff salary is nearly identical in Democratic and Republican offices and both pay Washington staff more than district staff. The difference between Washington and district staff is slightly greater in Democratic offices than in Republican offices.

In Senate offices in 1991, staffers in Republican offices earned slightly more than their Democratic counterparts. Washington-based Senate staff representing both parties were paid higher than state-based Senate staff, while the gap between Washington and state staff pay was greater in Democratic offices.

**Average Salary for All Positions by Member Tenure**

<u>Member Term</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
1st term	\$29,591	\$31,605	\$26,648
2nd term	\$31,385	\$34,315	\$27,852
3rd term	\$33,790	\$38,131	\$28,471
4th-6th term	\$32,709	\$36,269	\$27,912
7th-9th term	\$34,877	\$37,950	\$30,690
10th term+	\$41,255	\$44,680	\$35,726

Staff tend to receive higher average salaries as Member tenure increases. This is probably due to the fact that Members with longer tenure have staff with more experience in their jobs, offices, and Congress and who, consequently, receive higher pay. The exception to the general trend is in offices in which the Member was first elected in 1980 to 1984.

---

<sup>4</sup> Christine E. Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1992.

<sup>5</sup> Unpublished data, Income Statistics Branch, Census Bureau.



### 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	\$33,509	\$35,899	\$30,142
2	\$33,887	\$36,916	\$29,734
3	\$32,548	\$36,268	\$27,484
4 or more	\$33,914	\$38,345	\$28,530

Members with more district offices tend to pay higher average salaries to their Washington-based staff and lower average salaries to their district staff than Members with fewer offices in their districts. However, there is no clear pattern in average salary for the office as a whole.

### Average Salary for All Positions by Gender

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Female	\$30,626	\$33,648	\$27,377
Male	\$37,511	\$40,072	\$32,412

On average, female staff earn 82 cents for every dollar earned by male staff. Among Washington staff, the figure is 84 cents; among district staff, it is also 84 cents.<sup>6</sup>

In 1990 women in House personal offices earned 81 cents for every dollar earned by men. In comparison, women in the Senate in 1991 earned 78 cents for every dollar earned by men. Among federal civilian employees, the U.S. Bureau of Labor Statistics reports that women earn 70 percent of male federal workers. In the U.S. labor force, 1990 statistics from the Commerce Department show women earning 71 percent of men's earnings. Among full-time, year-round workers in the U.S. labor force, men averaged \$34,354 and women \$22,949 in 1991.<sup>7</sup>

---

<sup>6</sup> It may appear to be an anomaly that the percentage pay gaps among district and Washington staff are both higher than the overall pay gap between males and females. This is explained by the fact that a much higher percentage of female staffers than male staffers work in district offices, where average salaries are lower than in Washington offices.

<sup>7</sup> Unpublished data, Income Statistics Branch, Census Bureau.

The 18 percent difference in average pay between male and female House staff is largely explained by the differences in the jobs they hold. An earlier analysis showed that women are under-represented in Leadership and Policy positions and over-represented in Clerical positions. The following table confirms that the pattern holds true for salaries as well.

### Average Salary Distribution by Gender

1992 Salary (in thousands)	<u>Female</u>	<u>Male</u>
less than \$15	2.3%	1.8%
\$15 - \$19.9	12.7%	11.3%
\$20 - \$24.9	21.4%	16.6%
\$25 - \$29.9	22.9%	17.1%
\$30 - \$34.9	14.4%	10.6%
\$35 - \$39.9	7.8%	10.1%
\$40 - \$49.9	10.4%	10.5%
\$50 - \$59.9	3.2%	6.8%
\$60 - \$69.9	2.1%	5.1%
\$70 +	2.8%	10.0%

### Difference in Pay Within Jobs by Gender

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

In 11 of the 14 positions<sup>8</sup> analyzed in this manner, we found that gender *did not* uniquely affect pay. That is, female staff with comparable education, experience, and demographic characteristics did not earn significantly less or more than their male counterparts. However, for the positions of Administrative Assistant, District Director, and Legislative Correspondent, we found that gender had a statistically significant impact on pay that could not be explained by any other variable that we measured. Male AAs and District Directors earned significantly more than women in those positions, while female LCs earned significantly more than their male counterparts at that position.

---

<sup>8</sup> There were not enough Computer Operators, Federal Grants Assistants/Projects Coordinators, or Washington Caseworkers in the offices responding to our survey to permit us to conduct valid regression analyses of these positions. For the other 14 House office positions, there were sufficient numbers of responses.

### Average Salary for All Positions by Race and Ethnicity

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Black	\$31,429	\$36,150	\$27,168
White	\$33,918	\$36,832	\$29,558
Hispanic	\$26,158	\$29,220	\$24,827
Other	\$32,509	\$35,468	\$27,718

Black House staff earn 93 cents for every dollar earned by white staff. For Hispanics, the figure is 77 cents and for "other" minority staff, 96 cents. The differences are larger for district staff and smaller for Washington staff.

In the House in 1990, black staff earned 89 percent of the average white staff salary and Hispanic staff earned 82 percent.<sup>9</sup> In the Senate in 1991, black staffers earned 83 percent as much as whites, Hispanics earned 75 percent as much, and other minorities earned 95 percent as much. National figures for 1989 show blacks earned 77 percent of what whites earned and Hispanics earned 69 percent.<sup>10</sup>

These differences in average salary are largely due to differences in jobs held by minority staff as compared to white staff. An earlier analysis showed that minorities are under-represented in Leadership and Policy positions and over-represented in Clerical positions. The following table confirms that the same pattern holds true with regard to salaries.

### Average Salary Distribution by Race and Ethnicity

<u>1992 Salary (in thousands)</u>	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>
less than \$15	4.0%	1.9%	2.0%	3.6%
\$15 - \$19.9	13.5%	11.9%	14.1%	10.9%
\$20 - \$24.9	18.2%	18.7%	40.4%	25.5%
\$25 - \$29.9	22.6%	20.4%	24.2%	12.7%
\$30 - \$34.9	14.6%	12.8%	7.1%	18.2%
\$35 - \$39.9	6.9%	9.1%	5.1%	7.3%
\$40 - \$49.9	9.5%	10.8%	5.1%	9.1%
\$50 - \$59.9	4.7%	4.8%	0.0%	1.8%
\$60 - \$69.9	2.2%	3.5%	1.0%	5.5%
\$70 +	3.6%	6.1%	1.0%	5.5%

<sup>9</sup> We did not report average salary figures for the "other" minority category in 1990.

<sup>10</sup> Communication with staff at the Census Bureau, Income Statistics Branch, June 24, 1991.

## Difference in Pay Within Jobs by Race and Ethnicity

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

In none of the 14 positions<sup>11</sup> analyzed in this manner did we find that race and ethnicity uniquely affected pay. That is, staff of a given racial or ethnic group with comparable education, experience, and demographic characteristics did not earn significantly less or more than their counterparts in other racial or ethnic groups who performed the same job.

## Average Salary for All Positions by Educational Attainment

	<u>Total</u>	<u>Washington</u>	<u>District</u>
High School	\$27,144	\$33,363	\$25,691
Some College	\$30,129	\$38,675	\$26,538
Bachelor's	\$31,817	\$32,977	\$29,775
Master's	\$45,642	\$48,590	\$34,402
Law	\$49,115	\$49,587	\$46,635
Doctorate	\$61,995	\$68,177	\$45,508

Salaries increase as the level of education increases; staff with advanced degrees earned substantially more than those with only a bachelor's degree. Staff holding Master's degrees earn about \$14,000 more than those with only a bachelor's; staff with law degrees earn about \$17,500 more. The difference in salary between staff with bachelor's degrees and those with advanced degrees is much more pronounced in Washington than in district offices.

House salaries are generally lower than Senate salaries when analyzed by level of education.<sup>12</sup> House staff whose formal schooling ended with high school, bachelor's, master's, and law degrees earn less than their Senate counterparts. House staff with master's and law degrees earn 6 percent and 15 percent less, respectively. Only staff with some college or with doctorates earn more in the House.

---

<sup>11</sup> There were not enough Computer Operators, Federal Grants Assistants/Projects Coordinators, or Washington Caseworkers in the offices responding to our survey to permit us to conduct valid regression analyses of these positions. For the other 14 House office positions, there were sufficient numbers of responses.

<sup>12</sup> For this analysis we adjusted data from our 1991 Senate study with the 4.2 percent cost of living adjustment offices received in January 1992.

House salaries by educational degree also compare favorably to national averages. Nationally, people with bachelor's degrees earned about \$27,000 in 1992; people with master's degrees earned about \$35,000; and people with professional degrees earned about \$59,000.<sup>13</sup>

#### Average Salary for All Positions by Marital Status

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Single	\$30,907	\$32,182	\$28,020
Married	\$36,868	\$46,601	\$29,753

Married staff earn more than single staff, especially Washington-based staff. Because married staff average about nine years older than single staff, this difference can be attributed to age, as the next table confirms.

#### Average Salary for All Positions by Age

<u>Age Group</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
under 25	\$21,281	\$21,884	\$19,217
25-29	\$28,390	\$29,725	\$24,498
30-34	\$37,238	\$42,760	\$29,209
35-39	\$43,003	\$52,270	\$29,929
40-44	\$40,248	\$51,177	\$32,901
45-49	\$43,085	\$57,520	\$33,342
50-54	\$37,370	\$60,341	\$31,135
55-59	\$34,227	\$45,417	\$31,075
60-64	\$37,606	\$51,024	\$33,324
65+	\$33,131	\$53,125	\$27,532

Staff under 30 years of age have the lowest salaries while staff in their upper forties have the highest salaries overall. In Washington offices, those in their early fifties receive the highest pay. Salaries do not continue to increase with age because many of the eldest staff members are not in the highest-paying positions. They tend to be staff in mid-level administrative positions with many years of experience.

---

<sup>13</sup> National income figures are estimates based on data from the Census Bureau, Current Population Reports, Series P-70, No. 21 (Spring 1987). We adjusted their data using the Consumer Price Index.

## PART 2: STAFF TENURE

### Average Staff Tenure

#### Years in Current Position

	<u>Total</u>	<u>Washington</u>	<u>District</u>
1992	3.7	3.0	4.6
1990	3.5 <sup>14</sup>	2.9	4.4

#### Years in Current Office

	<u>Total</u>	<u>Washington</u>	<u>District</u>
1992	4.1	3.6	4.9
1990		(data not collected)	

#### Years in Congress

	<u>Total</u>	<u>Washington</u>	<u>District</u>
1992	5.3	5.1	5.6
1990	5.1	5.0	5.2

For all staff, average tenure in position appears to have increased slightly since the 1990 CMF House survey. This overall rise in "time on the job" reflects tenure increases in both Washington and district offices. As in 1990, position turnover occurs at a much higher rate among Washington staff than among district staff. Senior congressional staff suggest there are two causes for the increase in tenure. First, staff salaries have increased at a rate higher than inflation since 1990, due in part to a \$40,000 increase in House Clerk-Hire allowances in 1990, which was partly justified on the need to increase salaries in order to retain staff. Second, the recent recession likely has limited employment opportunities off the Hill.

Tenure in office data was collected for the first time to provide information on the practice of promotion-from-within. The smaller the difference between tenure in position and tenure in office, the less likely that staff were promoted from within the office. Our data show that most time accumulated in an office--90 percent--is accounted for by time in current position. In other words, promoting staff from one position to another within an office is more the exception than the rule.

---

<sup>14</sup> Readers who compare this report to CMF's 1990 study of House staff may notice that this statistic has changed. We changed our method of rounding for staff with less than one year of experience in 1990. The statistic reported in the 1990 report was calculated with the rounding method used in our 1987 study to ensure consistency in the 1987-1990 period. We recalculated the 1990 data this year using our new rounding method to ensure consistency in the 1990-1992 period.

Average tenure in Congress increased by a small amount for both Washington and district staff between 1990 and 1992.

Average tenure in position for Senate personal office staff in 1991 was 3.4 years.

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

#### **Distribution of Tenure in Position by Staff Location**

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1.0	33.8%	40.1%	25.2%
1.0 - 2.0	21.3%	23.9%	17.9%
2.0 - 5.0	23.5%	21.3%	26.5%
5.0 - 10.0	13.9%	9.2%	20.4%
10.0 +	7.4%	5.5%	10.1%

While the average job tenure is 3.7 years, over one-third of staff have held their current job for one year or less. Over 55 percent have been in their job for two years or less. Among Washington staff, nearly two-thirds have been in their job for two years or less.

#### **Distribution of Tenure in Office by Staff Location**

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1.0	28.6%	33.6%	21.7%
1.0 - 2.0	20.6%	23.0%	17.2%
2.0 - 5.0	25.1%	23.6%	27.3%
5.0 - 10.0	16.4%	11.8%	22.7%
10.0 +	9.3%	8.0%	11.1%

The job tenure pattern holds true for tenure in office. The overall average of 4.1 years masks the fact that almost half of all staff have worked in their Representative's office for two years or less. Only one-quarter have worked in their Member's office for more than five years.

#### **Distribution of Tenure in Congress by Staff Location**

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>District</u>
<= 1.0	22.1%	24.5%	18.7%
1.0 - 2.0	17.6%	18.8%	15.9%

2.0 - 5.0	27.1%	27.3%	26.8%
5.0 - 10.0	18.2%	14.2%	23.7%
10.0 +	15.1%	15.2%	14.9%

Similarly, the average tenure in Congress of 5.3 years masks the fact that over one-fifth of all staff have worked in the legislative branch for one year or less, and nearly 40 percent have worked there for two years or less.

One commonly heard, but incorrect, explanation for these high turnover rates is that large numbers of staff flow in and out of only entry level positions such as Receptionist and Legislative Correspondent, while senior positions experience low turnover. In fact, as the following table illustrates, rapid turnover afflicts virtually every position.



**Percent of Staff with less than 1 and 2 Years of Experience**

	<b>Tenure in Position</b>		<b>Tenure in Office</b>		<b>Tenure in Congress</b>	
	<u>&lt;=1 yr.</u>	<u>&lt;=2 yrs.</u>	<u>&lt;=1 yr.</u>	<u>&lt;=2 yrs.</u>	<u>&lt;=1 yr.</u>	<u>&lt;=2 yrs.</u>
<b>Washington Positions</b>						
Administrative Assistant	17.9%	38.0%	11.7%	29.0%	6.2%	13.5%
Legislative Director	28.7%	53.9%	16.0%	36.8%	2.8%	10.5%
Legislative Assistant	43.3%	70.8%	35.6%	60.8%	23.5%	47.8%
Legislative Correspondent	65.0%	88.1%	56.4%	82.0%	50.9%	70.2%
Press Secretary	42.2%	61.5%	38.5%	60.0%	22.7%	38.6%
Executive Assistant	30.8%	54.7%	25.5%	49.7%	19.7%	35.0%
Office Manager	25.0%	42.2%	21.9%	42.2%	17.2%	31.3%
Receptionist	66.7%	89.6%	63.4%	85.2%	59.2%	81.7%
Systems/Mail Manager	42.0%	63.7%	37.7%	65.2%	29.9%	50.8%
Computer Operator	31.6%	52.7%	26.3%	52.6%	15.8%	47.4%
Fed. Grants Assistant	33.3%	56.6%	30.0%	50.0%	26.7%	46.7%
Washington Caseworker	30.6%	52.8%	30.6%	52.8%	25.7%	45.7%
<b>District Positions</b>						
District Director	27.5%	44.3%	18.1%	33.2%	14.5%	26.6%
District Aide/Field Rep.	24.6%	41.0%	22.1%	37.1%	18.1%	33.6%
District Caseworker	22.0%	39.7%	19.8%	37.1%	17.4%	32.3%
Office Sec./Clerk	28.2%	49.2%	27.4%	48.4%	26.8%	47.9%
Appointments Secretary	29.2%	50.0%	21.1%	43.6%	18.3%	42.2%

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

Entry level positions have large proportions of staff with limited experience, a clear indication of extremely high turnover. More than 60 percent of Legislative Correspondents and Receptionists have held their job for one year or less. Over 88 percent of staff in these positions have total Hill experience of two years or less.

While not as dramatic as junior staff positions, senior staff positions also are experiencing substantial turnover. More than one-quarter of Legislative Directors, Press Secretaries, and District Directors have been on the job for one year or less. Less than one-half of LDs and Press Secretaries have held their job for more than 2 years.

District staff have somewhat lower turnover rates than Washington staff. For each district position, at least one-half of the staffers have been in their position and office for two years or more. Such is true for only 4 of the 13 Washington positions.

## Staff Tenure by Member Tenure

<u>Member Term</u>	<u>Position</u>	<u>Average Years in:</u>	
		<u>Office</u>	<u>Congress</u>
1st term	1.1	1.1	2.5
2nd term	2.0	2.1	3.9
3rd term	3.2	3.6	4.9
4th-6th term	3.5	4.0	5.0
7th-9th term	4.9	5.7	6.6
10th term +	8.4	9.3	10.4

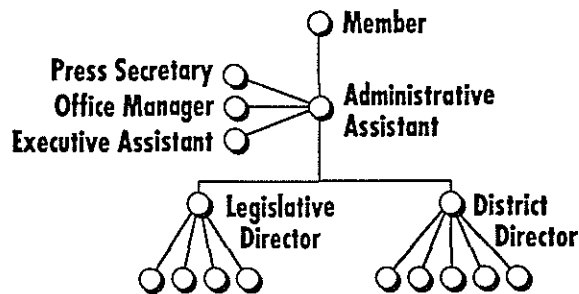
As might be expected, average staff tenure in position, office, and Congress increases as Representatives' tenure increases. The newer the Member, the shorter amount of time that exists for staff to spend in their position and the less congressional experience they have acquired.

## Staff Tenure by Office Organizational Structure

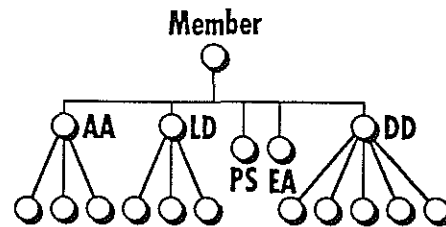
Organizational Structure	Average Years in Position		
	Total	Washington	District
All Staff Report to AA	3.2	2.6	4.1
DC Staff Report to AA; District Staff Report to DD	4.6	3.8	5.7
Junior Staff Report to Senior Staff	4.1	3.3	5.2
All Staff Report Directly to Member	4.6	3.3	6.4

Average job tenure is lowest in offices in which all staff report to the AA. This pattern is especially strong among district staff. A probable reason for this finding is that being supervised by someone hundreds or thousands of miles away may be a source of substantial staff dissatisfaction.

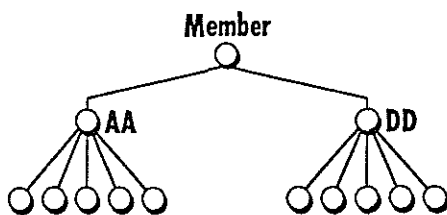
**Model 1: The Centralized Structure**



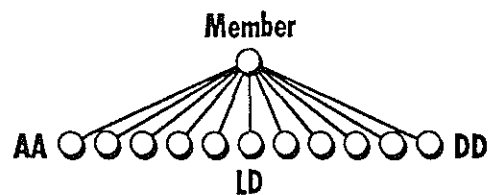
**Model 3: Functional Structure**



**Model 2: Washington/District Parity Structure**



**Model 4: Member as Manager**



### Staff Tenure by Political Party

<u>Party</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Democrat	4.0	4.5	5.6
Republican	3.2	3.6	4.7

Staff in Democratic offices have more experience in their jobs, offices, and Congress than staff in Republican offices.

### Staff Tenure by Marital Status

<u>Marital Status</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Single	2.9	3.3	4.2
Married	4.7	5.3	6.7

Married staff have much more experience in their current office and Congress than single staff and have been in their current position 62 percent longer. This pattern is expected given that single staff are younger than married staff.

### Staff Tenure by Gender

	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Female	4.0	4.5	5.8
Male	3.1	3.6	4.5

Women have substantially more experience than men in all three tenure categories. As with marital status, this pattern is related to age with male staffers being younger on average than their female counterparts in the House.

### Staff Tenure by Race and Ethnicity

	Average Years in:		
	<u>Position</u>	<u>Office</u>	<u>Congress</u>
Black	5.0	5.3	6.3
White	3.6	4.1	5.3
Hispanic	2.7	2.9	3.3
Other	2.6	3.1	3.8

Hispanic staff have the lowest number of years of congressional experience, and black and white staff have the most. Black staff have the highest average tenure in their jobs, offices, and in Congress. Black staff average about 40 percent more job tenure and 30 percent more tenure in office than whites.

### Staff Tenure by Educational Attainment

	Average Years in:		
	<u>Position</u>	<u>Office</u>	<u>Congress</u>
High School	6.4	6.7	8.6
Some College	5.1	5.5	6.5
Bachelor's	3.0	3.5	4.4
Master's	3.9	4.6	6.1
Law Degree	3.4	3.9	5.4
Doctorate	5.4	6.4	7.6

A clear pattern emerges when tenure is broken out by educational attainment: staff without college degrees remain in their positions longer than those with bachelor's, master's, and law degrees. Most of these staffers without bachelor's degrees are in clerical jobs; their low turnover rate likely reflects limited opportunity for advancement.

### Regression Analysis of Staff Tenure

In addition to presenting the relationships between various factors and staff tenure as we have just done, we wanted to investigate the *influence* that these factors have on turnover. To do so, we used a statistical procedure called multiple regression analysis. This technique allowed us to determine the unique influence of 16 variables on tenure in position and tenure in office by controlling for the effects of the other 15 variables. These variables fall into four categories:

- 1) demographic (e.g., age, gender, and race and ethnicity)
- 2) office environment (e.g., Member term and office organizational structure)
- 3) salary
- 4) employee benefits (e.g., vacation leave and merit pay)

**Regression results:** We analyzed tenure in position and tenure in office separately. In both cases, we found that the same five variables were strong and statistically significant predictors of an individual's tenure.<sup>15</sup> These variables were:

- 1) age
- 2) Member term
- 3) salary
- 4) merit raise policies
- 5) merit bonus policies

Staffers with one or more of the first four variables--higher salaries, covered by merit raise policies, serving for Members with more terms in Congress, and higher ages--tend to have *lower* turnover between jobs and offices. However, staffers covered by merit bonus policies tend to have *higher* turnover between jobs and offices.

**Age and Member Term:** It intuitively makes sense that the older a staffer and the longer the staffer's Member has served, the longer the staffer is likely to have been in his job and office. If a 50-year-old Caseworker is working for a tenth-term Member, it is entirely possible that the Caseworker has tenure in this job and office of twenty years. In addition, older staffers may simply be more stable, in the sense that they are less inclined to move between jobs and offices.

**Salary:** Salaries are generally thought of as financial incentives to accept and remain in one's job and office, rewards for performance, and measures of one's "worth" to the organization. Therefore, those with higher salaries would tend to feel more closely attached to their job and office and remain in them longer. This seems to be the case in House offices. Also, this result is consistent with the fact that job tenure has risen in 13 of 16 House positions between 1990 and 1992, at the same time as salaries rose by an average of 13 percent.

**Merit Raise and Merit Bonus Policies:** Like salary, merit pay policies are financial incentives. By rewarding good performance, they are thought to increase staff satisfaction and, thereby, reduce turnover. For merit raises, the regression results bear this out. However, for merit bonuses, the opposite seems to be true. All other things equal, staffers in offices with merit bonus policies tend to stay in their jobs and offices for less time than those in offices without such policies. While we are unable to offer a definitive explanation of this finding, current and former congressional staff offered several hypotheses: offices that use merit bonuses also may have lower-than-average salaries; merit bonuses are uncertain and people tend to dislike uncertainty; staff may view the evaluation process as arbitrary or unfair.

---

<sup>15</sup> In order to be classified as a "strong and statistically significant" predictor of tenure, a variable had to meet two tests. Its t-statistic had to be significant at the .05 level against the two-sided null hypothesis, and its "beta" value had to be greater than .25.

### **Limitations of Regression Analysis Information**

Regression analysis indicates which factors statistically predict or explain a dependent variable (i.e., turnover.) It should be noted, however, that our analysis does not include an exhaustive list of possible factors that may impact on a particular dependent variable. Thus, there may be other factors that are not measured and tested for by this study that may also affect decisions relating to turnover. For example, the perception that increased crime has made Capitol Hill unsafe may cause some staff to leave their jobs.

Further, the results from the regression analysis should not be viewed necessarily, as a recommendation of practices that will lead to reduced turnover. Rather, this information should be used as a guide in understanding general practices in the House and not as a recommended formula by which policies should be determined.

## PART 3: AGGREGATE DEMOGRAPHIC INFORMATION

### AGGREGATE AGE INFORMATION

#### Average Age of Staff

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Average Age	34.9	31.5	39.7

While the average age of House staff is about 35, the range extends from 20 to 80. Twenty-five percent are 25 or younger, while 28 percent are 40 or older, and 11 percent are over 50.

The present age structure of House staff is virtually the same as it was in 1990. Also, the age structure of House staff in 1992 is approximately the same as that of staff in Senate offices where the average age in 1991 was 34.6.

House staff are slightly younger than the U.S. civilian labor force, which in 1991 had a median age of 36.9.<sup>16</sup> House staff are younger than federal civilian employees, whose average age is 42.7.<sup>17</sup>

#### Age by Member Party Affiliation

	<u>Average Age in Years</u>
Democrat	35.4
Republican	34.2

Staff age does not vary significantly by party affiliation.

#### Age by Member Tenure

	<u>Average Age in Years</u>
1st term	32.0
2nd term	35.1
3rd term	35.1
4th to 6th terms	36.3
7th to 9th terms	34.9
10th term or more	40.7

---

<sup>16</sup> Unpublished data, U.S. Bureau of Labor Statistics.

<sup>17</sup> Christine E. Steele, Office of Personnel Management, "Profile of Federal Civilian Non-Postal Employees," March 31, 1992.



### Age Distribution by Member Term in Office

<u>Age Group</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	<u>4th-6th</u>	<u>7th-9th</u>	<u>10+</u>	<u>Total</u>
under 25	28.5%	16.9%	12.1%	17.1%	16.1%	8.5%	17.5%
25-29	27.6%	23.0%	28.3%	25.3%	25.6%	20.8%	25.4%
30-34	11.4%	16.2%	16.6%	14.3%	13.5%	12.0%	13.9%
35-39	10.4%	11.2%	10.1%	12.8%	11.5%	9.7%	11.4%
40-44	7.9%	11.9%	11.3%	10.1%	13.3%	11.6%	10.9%
45-49	5.6%	7.6%	9.3%	6.3%	8.1%	10.2%	7.4%
50-54	4.6%	5.8%	6.5%	7.7%	6.3%	7.9%	6.6%
55-59	2.6%	4.0%	2.4%	3.5%	2.8%	6.5%	3.4%
60-64	0.9%	2.2%	2.0%	1.8%	1.8%	9.7%	2.3%
65+	0.5%	1.4%	1.2%	1.2%	1.0%	3.2%	1.2%

The average age of staff tends to increase as Representatives' tenure increases. Veteran Members tend to employ more staff who are 50 or older than more junior Members.

### AGGREGATE EDUCATIONAL ATTAINMENT INFORMATION

#### Educational Attainment of Staff

	<u>Total</u>	<u>Washington</u>	<u>District</u>
High School	8.3%	2.8%	15.8%
Some College	13.3%	6.9%	22.1%
Bachelor's Degree	64.7%	71.3%	55.7%
Master's Degree	8.4%	11.5%	4.1%
Law Degree	4.5%	6.5%	1.7%
Doctorate Degree	0.8%	1.0%	0.5%

House staff are well-educated with 78.4 percent having a minimum of a bachelor's degree and 13.7 percent holding advanced degrees. The educational attainment of House staff was virtually the same in 1990, when 76 percent had a bachelor's degree or more and 13 percent had advanced degrees. The comparable figures for Senate staff in 1991 were 79 and 17 percent.

Staff based in Washington offices have greater educational training than district staff. Washington staff are three times as likely to hold advanced degrees and less than one-third as likely not to hold a bachelor's or higher degree.

Congressional staff have significantly greater educational training than federal civilian employees, 36 percent of whom have at least a bachelor's degree.<sup>18</sup> In the general U.S. adult population, approximately 20 percent have at least a bachelor's degree.<sup>19</sup>

## AGGREGATE GENDER INFORMATION

In this section of the report we compare staff employment, tenure, educational attainment, marital status, age, and type of position by gender.

### Disaggregation by Gender and Staff Location

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Female	60.5%	54.4%	68.8%
Male	39.5%	45.6%	31.2%

Women comprise more than three-fifths of House staff. The difference in the ratio of women to men is much more pronounced in district offices than in Washington.

These figures are similar to those of Senate staff in 1991 and House staff in 1990. Overall, 62.3 percent of Senate staff were women in 1991, and 68.2 percent of state office staff were females. In our 1990 survey of House staff, 60.5 percent of staff members were female, and women comprised 70 percent of district staff.

Forty-four percent of federal civilian employees are women.<sup>20</sup> As of March 1991, women comprised 45.4 percent of the U.S. civilian labor force.<sup>21</sup>

---

<sup>18</sup> Christine E. Steele, Office of Personnel Management, "Profile of Federal Civilian Non-Postal Civilian Employees," March 31, 1992. 1990.

<sup>19</sup> Bureau of the Census, *Current Population Reports*, Series P-20, No. 174.

<sup>20</sup> Christine E. Steele, Office of Personnel Management, "Profile of Federal Civilian Non-Postal Civilian Employees," March 31, 1992.

<sup>21</sup> U.S. Bureau of Labor Statistics, unpublished data, March 1991.

## Tenure by Gender

<u>Average Years in</u>	<u>Female</u>	<u>Male</u>
Position	4.0	3.1
Office	4.5	3.6
Congress	5.8	4.5

On average, women have more experience than men in their current job, in their current office, and in the legislative branch. Women have been in their current position almost 30 percent longer than men and also have about 30 percent greater legislative branch experience.

## Distribution of Educational Attainment by Gender and Location

	<u>Total</u>		<u>Washington</u>		<u>District</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
High School	1.6%	12.6%	0.0%	5.2%	4.9%	20.7%
Some College	5.8%	18.2%	2.6%	10.4%	12.1%	26.7%
Bachelor's	71.1%	60.6%	70.9%	71.8%	71.7%	48.4%
Master's	11.5%	6.3%	14.2%	9.2%	6.0%	3.2%
Law	8.3%	2.0%	10.5%	3.2%	3.8%	0.7%
Doctorate	1.6%	0.2%	1.8%	0.2%	1.4%	0.1%

A substantially larger proportion of men than women hold at least a bachelor's degree, a pattern that is true among Washington and district-based staff. Overall, more than 92 percent of male staff have at least a bachelor's degree, while for women the figure is slightly less than 70 percent. In both Washington and district offices, more than twice as many men as women hold advanced degrees.

## Marital Status by Gender

	<u>Married</u>	<u>Single</u>
Female	43.6%	56.4%
Male	40.4%	59.6%

Similar proportions of men and women are married.

## Age Distribution by Gender

<u>Age Group</u>	<u>Female</u>	<u>Male</u>
Under 25	17.2%	17.8%
25-29	21.2%	31.8%
30-34	13.0%	15.2%
35-39	11.3%	11.7%
40-44	12.7%	8.4%
45-49	9.3%	4.5%
50-54	8.1%	4.3%
55-59	4.0%	2.4%
60-64	2.4%	2.1%
65+	0.9%	1.8%
<b>Average Age</b>	<b>35.2</b>	<b>33.3</b>

Women in House offices are, on average, two years older than men. Predictably, men are more heavily clustered in the younger age categories. Almost half, 49.6 percent, of all men are under the age of 30, while just under 40 percent of women are less than 30.

## Type of Position by Gender

We report the percentage of women and men that staff each position in the individual position profiles beginning on page 44. Not surprisingly, it often differs substantially from the overall averages. In the table below we have grouped positions that are at similar levels of responsibility in the organizational hierarchy of an office and separated them by gender.

<u>Type of Position*</u>	<u>Female</u>	<u>Male</u>
Leadership	41.7%	58.3%
Policy	43.6%	56.4%
Mid-level	72.1%	27.9%
Clerical	75.6%	24.4%

In comparison to the overall composition of House personal staff, males hold a disproportionate share of Leadership and Policy positions. Females hold a disproportionate share of Mid-level and Clerical positions.

This pattern in House offices is generally consistent with patterns in the executive agencies. One recent study of federal agencies found that less than 10 percent of all Senior Executive Service/GM 16-18 positions are filled by women.<sup>22</sup>

---

<sup>22</sup> "Report of a Study of Federally Employed Women," *Federally Employed Women*, 1991.

**\* Position Category Definitions**

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

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

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

**Clerical positions:** Legislative Correspondent, Computer Operator, Washington Receptionist, and District Office Secretary/Clerk.

## AGGREGATE RACIAL AND ETHNIC INFORMATION

In this section of the report we compare staff employment, age, gender, educational attainment, and type of position by race and ethnicity. Offices were surveyed as to staff membership in the following racial and ethnic groups: African American, white, Hispanic, and "other." A previous CMF survey had indicated that congressional employees belonging to other racial or ethnic groups, such as Native American, were too few in number to enable reporting their data separately while protecting the anonymity of individual staff members. Consequently, all non-black, non-Hispanic minority staff are included in the catch-all group titled "other."

### Disaggregation by Race and Staff Location

	<u>Total</u>	<u>Washington</u>	<u>District</u>
White	84.5%	87.8%	80.0%
Black	9.9%	8.1%	12.3%
Hispanic	3.6%	1.9%	5.9%
Other	2.0%	2.1%	1.8%

Minority staff are more likely to work in district offices, while white staff are more likely to work in Washington.

The racial composition of House offices is generally comparable to that of Senate offices in 1991, although one difference stands out. African Americans comprised 9.9 percent of House staff but only 8.1 percent of Senate staff. The racial composition of the House has remained about the same between 1990 and 1992.

Minorities have lower employment rates in House and Senate offices than in the U.S. labor force. Minorities comprise 22 percent of the labor force but only 13.2 percent (in the Senate) to 15.5 percent (in the House) of congressional staff in personal offices. African Americans comprise 10.1 percent of the labor force, Hispanics 7.5 percent, and Asians 2.6 percent.<sup>23</sup>

---

<sup>23</sup> Howard Gleckman *et al.*, "Race in the Workplace," *Business Week*, July 8, 1991.

### Gender by Race and Ethnicity

	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>
Female	69.8%	59.5%	62.4%	54.5%
Male	30.2%	40.5%	37.6%	45.5%

Women, who comprise just over 60 percent of House personal staff, constitute a clear majority of staff in every racial and ethnic group.

### Age by Race and Ethnicity

	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>
Under 25	10.2%	18.1%	17.7%	22.6%
25-29	18.4%	25.9%	29.2%	30.2%
30-34	18.8%	13.1%	18.8%	15.1%
35-39	13.2%	11.0%	15.6%	11.3%
40-44	16.5%	10.6%	8.3%	3.8%
45-49	8.3%	7.6%	3.1%	1.9%
50-54	5.6%	6.8%	4.2%	5.7%
55-59	3.0%	3.5%	2.1%	1.9%
60-64	4.5%	2.1%	1.0%	3.8%
65+	1.5%	1.2%	0.0%	3.8%
<b>Average Age</b>	<b>34.8</b>	<b>34.6</b>	<b>33.2</b>	<b>34.2</b>

The average age of staff does not vary much by race and ethnicity. However, the distribution by age does vary. Only 28.6 percent of black staff are under 30, while at least 44 percent of every other group are under 30.

### Educational Attainment by Race and Ethnicity

	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>
High School	15.6%	7.6%	7.9%	3.6%
Some College	21.2%	11.7%	27.7%	18.2%
Bachelor's	48.7%	67.0%	56.4%	63.6%
Master's	8.2%	8.7%	3.0%	7.3%
Law	5.2%	4.4%	5.0%	7.3%
Doctorate	1.1%	0.8%	0.0%	0.0%

Educational attainment varies by race and ethnicity with college degrees being most common among whites and least common among blacks. Law degrees are least prevalent among white staffers. There are no Hispanic or "other" House staffers with doctoral degrees.

### Staff Race and Ethnicity by Member Party Affiliation

	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>	<u>Total</u>
Democratic	91.3%	56.9%	81.2%	56.4%	61.8%
Republican	8.7%	42.4%	18.8%	43.6%	38.0%

Black and Hispanic staff are disproportionately employed in Democratic offices.

### Type of Position by Staff Race and Ethnicity

The individual position profiles beginning on page 44 provide the percentage of each racial and ethnic group staffing each position. In the table below, we have grouped positions that are at similar levels of responsibility with respect to the organizational hierarchy of an office staff and disaggregated them by race and ethnicity. (See page 29 for position category definitions.)

<u>Type of Position</u>	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>
Leadership	4.8%	92.1%	1.3%	1.8%
Policy	5.3%	91.3%	1.8%	1.6%
Mid-level	13.2%	80.3%	4.7%	1.8%
Clerical	12.3%	81.5%	3.7%	2.5%

In comparison to the overall racial and ethnic composition of House personal staff, whites hold a disproportionate share of Leadership and Policy positions. At the lowest organizational level, minorities, especially African Americans, hold a disproportionate share of Clerical positions.

This pattern in House offices is generally consistent with racial patterns in the workplace nationwide. A study of senior executives in the largest U.S. companies found that nearly 97 percent were white.<sup>24</sup> Figures from the U.S. Bureau of Labor Statistics show that 27.9 percent of whites are managers or professionals while the number for blacks is 16.5 percent. The disparity is worse among administrators: 31.6 percent of whites and 7.4 percent of blacks. About five percent of American professionals are black. Hispanics hold about four percent of the nation's white collar jobs, a proportion that is only half as large as their share of the labor force.

---

<sup>24</sup> All of the statistics in this paragraph are taken from Howard Gleckman *et al.*, "Race in the Workplace," *Business Week*, July 8, 1991.



## AGGREGATE MARITAL STATUS INFORMATION

In this section of the report we compare staff employment, age, race and ethnicity, and educational attainment by marital status. Offices were asked whether staff were married or single.

### Marital Status of Staff

	<u>Total</u>	<u>Washington</u>	<u>District</u>
Single	57.7%	69.0%	42.1%
Married	42.3%	31.0%	57.9%

More than half of all House personal office staff are single. Marital status, however, varies dramatically by staff location with over two-thirds of Washington staff being single and more than half of district staff being married. These figures are similar to those for Senate personal offices in 1991. In the Senate, 56.9 percent of staffers were single, and almost 65 percent of those in Washington offices were single. We did not collect information on marital status in our 1990 House report.

### Age Distribution by Marital Status

<u>Age Group</u>	<u>Single</u>	<u>Married</u>
Under 25	27.8%	3.3%
25-29	33.0%	15.0%
30-34	12.8%	15.4%
35-39	8.5%	15.3%
40-44	6.2%	17.5%
45-49	4.0%	12.1%
50-54	3.3%	11.1%
55-59	2.1%	5.1%
60-64	1.9%	2.9%
65+	0.4%	2.3%
<b>Average Age</b>	<b>31.1</b>	<b>40.2</b>

On average, single staff are about nine years younger than married staff. Single staff are especially concentrated in the under-30 age groups, while married staff are more evenly distributed throughout all age groups.

### Race and Ethnicity by Marital Status

	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>
Single	61.5%	57.3%	57.6%	56.4%
Married	38.5%	42.7%	42.4%	43.6%

The majority of staff within each racial and ethnic group are single. Marital status is consistent across the racial and ethnic groups.

### Educational Attainment by Marital Status

	<u>Single</u>	<u>Married</u>
High School	5.0%	12.8%
Some College	9.8%	18.1%
Bachelor's	72.9%	53.4%
Master's	7.5%	9.7%
Law	4.1%	5.0%
Doctorate	0.6%	1.0%

The educational attainment of married staffers is much more varied than that of single staffers. Married staff are more likely to have an advanced degree; they are also twice as likely not to have a college degree at all. Almost three out of every four single staffers are in the bachelor's degree category.

## PART 4: OFFICE DATA

### Average Total Salaries per Office

On average, a House office spends \$518,857 annually on salaries for its staff. This figure is approximately \$19,000 below the 1992 clerk hire (i.e., personnel) allowance of \$537,480 allotted to each House office.

### Average Total Salaries per Office by Member Tenure

<u>Member Tenure</u>	<u>Average Total Salary</u>
1st term	\$468,199
2nd term	\$499,095
3rd term	\$524,584
4th-6th term	\$515,565
7th-9th term	\$531,751
10th term +	\$605,093 <sup>25</sup>

Total office salaries tend to increase as Member tenure increases. This is especially true for Members who have served ten or more terms. A likely explanation is that senior Members generally have more experienced and older staff and compensate them accordingly.

### Average Number of Staff Per Office

	<u>Total</u>	<u>Washington</u>	<u>District</u>	<u>% District</u>
1992	15.5	9.0	6.6	42.6%
1990	14.5	8.3	6.2	42.8%

The overall size of office staffs increased by an average of one staffer per office over the past two years. This staffing increase was shared proportionately by Washington and District offices. Given that average salaries have increased more than cost-of-living-adjustments, the increase in the number of staff is likely related to the \$40,000 increase in the Clerk-Hire allowance in fiscal year 1991.

---

<sup>25</sup> The average office salaries of ten-term or more Members exceeds the 1992 clerk hire budget of \$537,480. This likely reflects office budgets that have been supplemented by (1) committee funds that pay for committee work done by personal staff, and/or (2) transfers from other available office accounts.

### Average Number of District Offices by Type of District

<u>Type of District</u>	<u>District Offices</u>
Rural	2.8
Mixed	2.4
Large Urban	1.8
Small Urban	1.7
Suburban	1.5

In the survey, CMF asked offices to report the composition of their districts as: large urban (over 500,000 population), small urban (under 500,000 population), suburban, rural, or mixed. Members from rural and mixed districts maintain considerably more district offices than their counterparts from urban and suburban areas.

### Percent of Offices Using Different Organizational Structures

All Staff Report to AA	50.0%
DC Staff Report to AA; District Staff Report to DD	14.5%
Junior Staff Report to Senior Staff	19.2%
All Staff Report Directly to Member	7.6%
Other	8.7%

Exactly one-half of House offices are structured in such a way that all staff report to the AA who, in turn, reports to the Member.<sup>26</sup> Under this centralized structure, district staffers report to the Washington AA. As we saw on page 19, offices following this organizational structure have the lowest average job tenure.

---

<sup>26</sup> Figures of the various organizational structures are shown on page 19.

# **INDIVIDUAL POSITION PROFILES AND ANALYSES**

## INDIVIDUAL POSITION PROFILES AND ANALYSES

### Methodology

In this section of the report, we provide a detailed analysis of 17 House personal office positions. Our position analysis addresses three primary objectives:

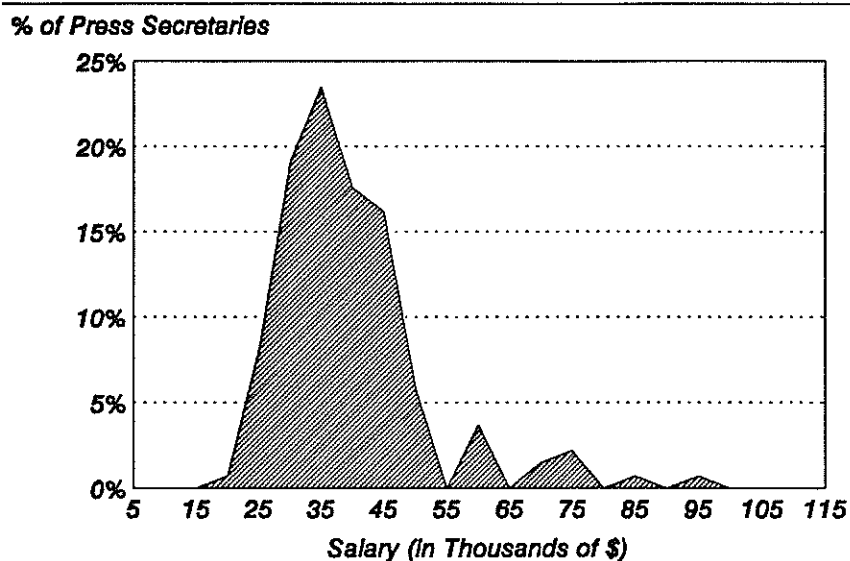
- 1) Describing the demographic make-up of the staff who work in each of these jobs and their congressional experience.
- 2) Determining the average 1992 salaries, changes in salary since 1990, and the salary distribution of staff for each position.
- 3) Determining which factors affect the pay of staff for each position.

The first two objectives were easily accomplished with simple calculations and graphs. The graphs are a new feature of this report, which we added to help readers better see the distribution of salaries for each position.

### Explanation of Graphs

For each position, we provide a graph showing various salary ranges and the percentage of staffers' salaries within each range. For example, assume that there were 100 Press Secretaries listed on our survey with 15 earning between \$37,500 and \$42,499. We would indicate this by placing a dot above the midpoint of the range (\$40,000), parallel to 15 percent. To make the entire salary distribution for each position, we simply "connected the

### *Press Secretary: Salary Distribution*



dots" for each salary range.<sup>27</sup> The most common salaries for each position are represented by the bulk of the shading.

### Regression Analysis of Salary

Our third objective listed above, determining which factors influence the pay of staff, required more sophisticated analyses. For each position, we used a statistical procedure called multiple regression analysis to determine the influence of eight variables on salary.

This technique allowed us to determine the *unique* influence on salary of each variable by controlling for the effects of the other seven variables. The eight variables we analyzed were:

- 1) years in current position
- 2) prior years of experience in the present House office (i.e., experience in present office before taking current position)
- 3) prior years of congressional experience (i.e., congressional experience prior to current position)
- 4) years of education<sup>28</sup>
- 5) level of responsibility in position<sup>29</sup>
- 6) age
- 7) gender<sup>30</sup>
- 8) race and ethnicity

---

<sup>27</sup> We used the same salary ranges for all of the positions: the salary ranges cover every \$5,000 interval between the lowest range of \$7,500 to \$12,499 and the highest range of \$102,500 to \$107,499.

<sup>28</sup> On the survey we asked offices to indicate the educational attainment, or highest degree earned, of each staff member. To improve our regression analyses, we converted educational attainment into years of education as follows:

<u>Highest Degree</u>	<u>Years of Education</u>
High School	12
Some College	14
Bachelor's Degree	16
Master's Degree	18
Law Degree	20
Doctoral Degree	20

The values we attribute to law and doctoral degrees reflect our belief that, with these degrees, the type of degree is more important than the years required to earn it. Examination of the data indicated that staff with these degrees earn similar salaries.

<sup>29</sup> This variable measures whether a staffer has more, fewer, or about the same job responsibilities as those we provided for each position in the survey. Our definition of average responsibilities is included in each position analysis.

<sup>30</sup> See pages 10 and 12 for additional information of the influence of gender and race and ethnicity on salaries within positions.

For each of the positions analyzed in this section, we indicate which variables are related to salary in a "statistically significant" way.<sup>31</sup> For significant variables, we also indicate whether more units (e.g., years) of the variable are related to higher or to lower pay.

### **Limitations of Regression Analysis**

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

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

---

<sup>31</sup> In order to determine whether or not a variable was a "significant" predictor of pay, we tested the two-sided null hypothesis at the .05 significance level using t-statistics.



## AVERAGE TENURE IN POSITION, OFFICE, AND CONGRESS

	<u>Average Yrs. in Position</u>	<u>% Change Yrs. in Position, 1990-92</u>	<u>Average Yrs. in Office</u>	<u>Average Yrs. in Congress</u>
<b>Washington Positions</b>				
Administrative Assistant	4.9	11.4%	6.6	9.7
Legislative Director	3.4	6.3%	4.8	7.2
Legislative Assistant	2.2	4.8%	2.6	3.3
Legislative Correspondent	1.5	7.1%	1.7	2.2
Press Secretary	2.7	17.4%	2.9	4.3
Executive Assistant/Scheduler	3.9	-2.5%	4.2	6.9
Office Manager	4.9	25.6%	5.6	7.7
Receptionist	1.5	25.0%	1.7	2.3
Systems/Mail Manager	3.0	3.5%	3.3	5.2
Computer Operator	4.5	73.1%	4.6	6.1
Federal Grants Asst./Proj. Coord.	3.5	n.a.	4.0	4.8
Washington Caseworker	4.8	4.4%	4.8	6.0
<b>District Positions</b>				
* District Director	4.8	-11.1%	5.9	7.1
District Aide/Field Rep.	5.0	13.6%	5.4	5.8
District Caseworker	4.6	15.0%	4.7	5.5
Office Secretary/Clerk	4.1	7.9%	4.1	4.2
Appointments Sec./Scheduler	3.9	-7.1%	4.2	4.4

## AVERAGE SALARY FOR ALL POSITIONS

	<u>Average Salary</u>	<u>Percent Change, 1990-92</u>
Administrative Assistant	\$76,349	21.2%
District Director	\$48,642	15.5%
Legislative Director	\$47,866	15.8%
Press Secretary	\$37,668	9.3%
Office Manager	\$35,825	19.6%
Executive Assistant/Scheduler	\$34,155	5.4%
Federal Grants Asst./Proj. Coord.	\$31,048	n.a.
Legislative Assistant	\$30,364	12.3%
Washington Caseworker	\$29,842	4.7%
District Aide/Field Rep.	\$29,609	10.2%
Appointments Sec./Scheduler	\$26,358	10.3%
Computer Operator	\$25,731	23.6%
Systems/Mail Manager	\$25,716	8.1%
District Caseworker	\$24,416	13.5%
Legislative Correspondent	\$21,516	8.9%
Office Secretary/Clerk	\$20,965	16.8%
Receptionist	\$20,813	9.9%

# Position Profiles

## ADMINISTRATIVE ASSISTANT / CHIEF OF STAFF

Top management staff person responsible for overall office functions; supervises staff and budget; advises Member on political matters.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	66.1%
in Current Position	4.9	4.4	Female	33.9%
in Current Office	6.6			
in Congress	9.7	9.5	<b>MARITAL STATUS:</b>	
			Single	37.3%
			Married	62.7%
 <b>EDUCATIONAL ATTAINMENT:</b>			<b>RACE/ETHNICITY:</b>	
High School	0.0%		Black	4.5%
Some College	6.8%		Hispanic	0.6%
Bachelor's Degree	51.4%		White	92.1%
Masters' Degree	24.3%		Other	2.8%
Law Degree	14.1%			
Doctorate Degree	3.4%		<b>AVERAGE AGE:</b>	41

<b>AVERAGE SALARY 1992:</b>	<b>\$76,349</b>	<b>SALARY PERCENTILES</b>
AVERAGE SALARY 1990:	\$62,975	80% -- \$90,000
PERCENTAGE INCREASE:	21.2%	60% -- \$80,000
AVERAGE ANNUALIZED INCREASE:	10.1%	50% -- \$75,773
		40% -- \$72,600
(Sample size = 179)		20% -- \$63,176

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all AAs earn within the range of the 20th and the 80th percentiles or between \$63,176 and \$90,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an AA making \$80,000 has a higher salary than sixty percent of all AAs.

## ADMINISTRATIVE ASSISTANT / CHIEF OF STAFF

Unlike staff in many other positions, AAs have been in their current House office much longer than in their current position. This difference suggests that AAs are promoted from within the office more frequently than staff in other positions.

AAs are the highest paid staff in House offices, as they were in 1990. Their salaries rose by an average of 21.2 percent, or over \$13,000, between 1990 and 1992, the second-largest percentage increase of any position.

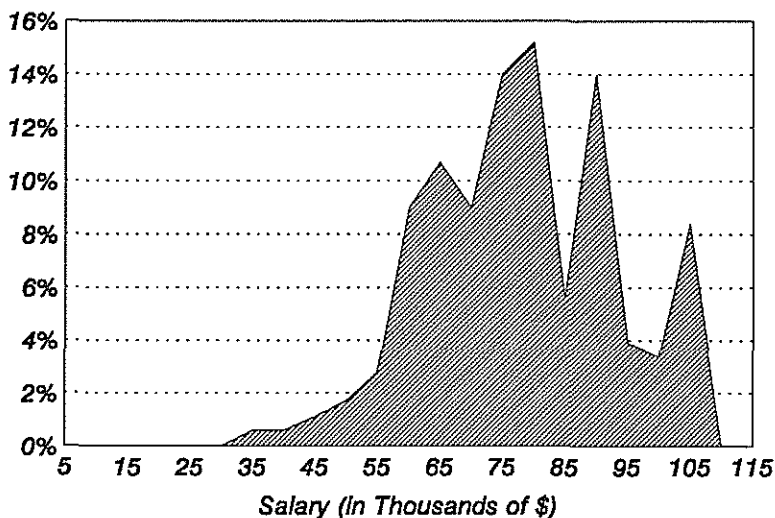
**REGRESSION:** Six variables were found to be statistically significant predictors of pay for the AA position, when controlling for the effects of all other variables. AAs with either more years in current position, more years of prior congressional experience, more education, or higher ages tend to earn more than AAs without these characteristics. Also, gender was a significant predictor of pay: male AAs tend to earn higher salaries than female AAs when holding all other measured variables constant. AAs with more years of prior experience in their offices tended to make lower salaries than those with fewer years in their office. (See pages 39 to 40 for a fuller explanation of regression.)

---

### AA/Chief of Staff: Salary Distribution

---

% of AA/Chiefs of Staff



From the graph, one can read that about 15 percent of all AAs earn in the \$80,000 range (\$77,500 to \$82,499) and most earn between \$55,000 and \$95,000. (See "Explanation of Graphs" on page 38 for a fuller description).

## LEGISLATIVE DIRECTOR

Directs legislative staff; serves as resource for LAs; briefs Member; prepares legislation and speeches; reviews constituent mail.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>
Average years:			Male 65.3%
in Current Position	3.4	3.2	Female 34.7%
in Current Office	4.8		
in Congress	7.2	6.6	<b>MARITAL STATUS:</b>
			Single 58.0%
			Married 42.0%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>
High School	0.0%		Black 6.3%
Some College	1.4%		Hispanic 1.4%
Bachelor's Degree	55.6%		White 89.6%
Masters' Degree	21.5%		Other 2.8%
Law Degree	20.1%		
Doctorate Degree	1.4%		<b>AVERAGE AGE: 33</b>

<b>AVERAGE SALARY 1992:</b>	<b>\$47,866</b>	<b>SALARY PERCENTILES</b>
<b>AVERAGE SALARY 1990:</b>	\$41,342	80% -- \$56,800
<b>PERCENTAGE INCREASE:</b>	15.8%	60% -- \$49,856
<b>AVERAGE ANNUALIZED INCREASE:</b>	7.6%	50% -- \$46,000
		40% -- \$44,000
(Sample size = 145)		20% -- \$38,000

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all LDs earn within the range of the 20th and the 80th percentiles or between \$38,000 and \$56,800. Percentiles also describe where an individual stands relative to others in the same job. For example, an LD making \$49,856 has a higher salary than sixty percent of all LDs.

## LEGISLATIVE DIRECTOR

Just as with Administrative Assistants, Legislative Directors have been in their current offices considerably longer than in their current positions. This suggests that LDs are often promoted from within the office.

LDs tend to have quite a bit of prior congressional experience (an average of 7.2 years). This may indicate that the job requires extensive Capitol Hill experience.

LDs have the third highest average salary of any position, and their average salaries have increased by 15.8% since 1990.

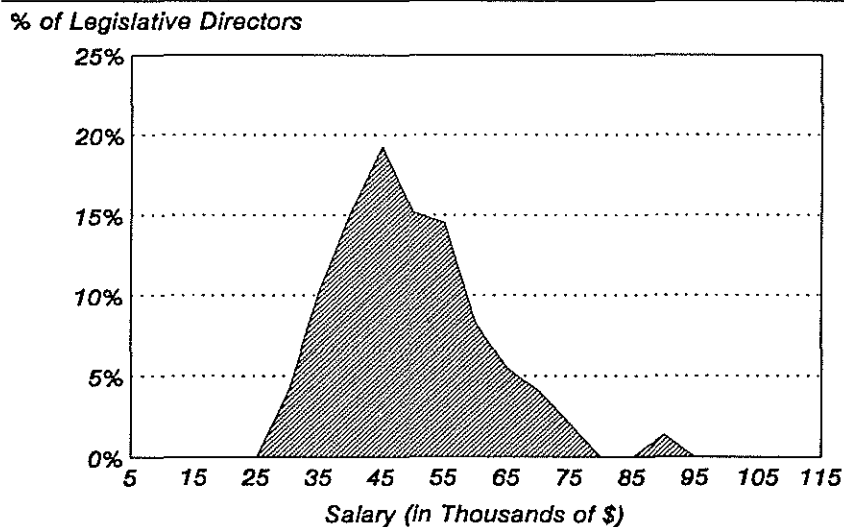
Individuals in this position tend to be extremely well-educated; 98.6 percent have graduated from college and 43 percent hold some type of advanced degree. Both of these percentages are the highest found in any House staff position.

**REGRESSION:** Four variables were found to be statistically significant predictors of pay for the LD position, when controlling for the effects of all other variables. LDs with either more **years in current position**, more **education**, greater **job responsibility**, or higher **ages** tend to earn more than LDs without these characteristics. (See pages 39 to 40 for a fuller explanation of regression.)

---

### *Legislative Director: Salary Distribution*

---



From the graph, one can read that about 20 percent of all LDs earn in the \$45,000 range (\$42,500 to \$47,499), most earn between \$30,000 and \$70,000, and less than 1 in 50 LDs earns more than \$80,000. (See "Explanation of Graphs" on page 38 for a fuller description).

## LEGISLATIVE ASSISTANT

Briefs Member on votes and hearings; prepares legislation, speeches and record statements.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	54.0%
in Current Position	2.2	2.1	Female	46.0%
in Current Office	2.6			
in Congress	3.3	3.2	<b>MARITAL STATUS:</b>	
			Single	79.8%
			Married	20.2%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>	
High School	0.2%		Black	5.9%
Some College	2.2%		Hispanic	2.4%
Bachelor's Degree	77.0%		White	90.3%
Masters' Degree	11.4%		Other	1.4%
Law Degree	8.4%			
Doctorate Degree	0.8%		<b>AVERAGE AGE:</b>	28

---

<b>AVERAGE SALARY 1992:</b>	<b>\$30,364</b>	<b>SALARY PERCENTILES</b>
 AVERAGE SALARY 1990:	 \$27,038	 80% -- \$35,000
PERCENTAGE INCREASE:	12.3%	60% -- \$29,440
 AVERAGE ANNUALIZED INCREASE:	 6.0%	 50% -- \$28,000
		40% -- \$26,100
 (Sample size = 495)		 20% -- \$24,000

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all LAs earn within the range of the 20th and the 80th percentiles or between \$24,000 and \$35,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an LA making \$29,440 has a higher salary than sixty percent of all LAs.



## LEGISLATIVE ASSISTANT

Legislative Assistant is the most commonly staffed position in the House. It is the only position that is staffed in each of the 181 offices that completed surveys.

LAs are frequently in their jobs for short periods; the average tenure in this position is only 2.2 years and over 70 percent have been in this job for less than two years. However, tenure in this position is up 4.8 percent since 1990.

The educational attainment of LAs is quite high: 97.6 percent of LAs have bachelor's degrees and 20.6 percent have received advanced degrees.

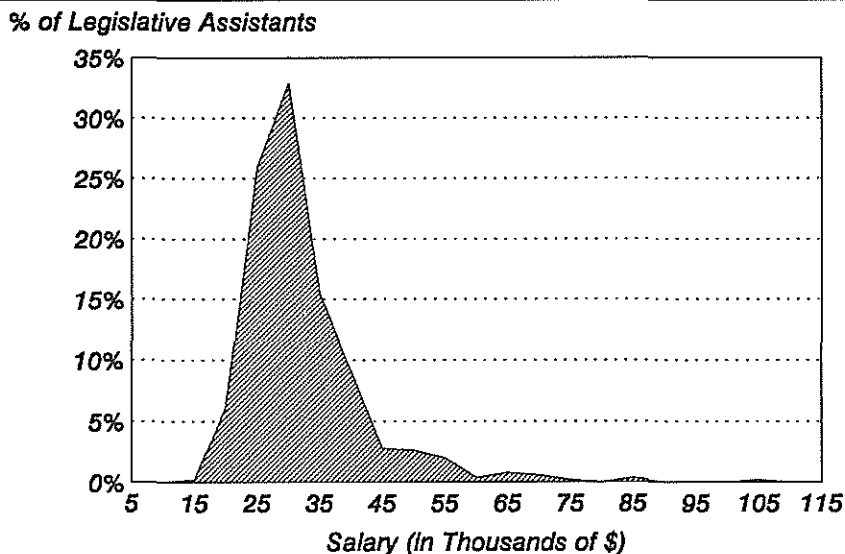
LAs tend to be young and are predominantly single.

**REGRESSION:** Five variables were found to be statistically significant predictors of pay for the LA position, when controlling for the effects of all other variables. LAs with either more years in current position, more years of prior congressional experience, more education, greater job responsibility, or higher ages tend to earn more than LAs without these characteristics. (See pages 39 to 40 for a fuller explanation of regression.)

---

### *Legislative Assistant: Salary Distribution*

---



From the graph, one can read that about 33 percent of all LAs earn in the \$30,000 range (\$27,500 to \$32,499), most earn between \$20,000 and \$45,000, and less than one percent earn \$60,000 or more. (See "Explanation of Graphs" on page 38 for a fuller description).

## LEGISLATIVE CORRESPONDENT

Answers constituent mail; provides legislative research support.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	48.7%
in Current Position	1.5	1.4	Female	51.3%
in Current Office	1.7			
in Congress	2.2	2.2	<b>MARITAL STATUS:</b>	
			Single	90.6%
			Married	9.4%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>	
High School	0.0%		Black	8.5%
Some College	1.7%		Hispanic	4.3%
Bachelor's Degree	89.8%		White	85.5%
Masters' Degree	5.1%		Other	1.7%
Law Degree	2.5%			
Doctorate Degree	0.8%		<b>AVERAGE AGE:</b>	25

<b>AVERAGE SALARY 1992:</b>	<b>\$21,516</b>	<b>SALARY PERCENTILES</b>
<b>AVERAGE SALARY 1990:</b>	<b>\$19,765</b>	80% -- \$25,000
<b>PERCENTAGE INCREASE:</b>	<b>8.9%</b>	60% -- \$21,976
<b>AVERAGE ANNUALIZED INCREASE:</b>	<b>4.3%</b>	50% -- \$20,319
		40% -- \$20,000
		20% -- \$18,000

(Sample size = 118)

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all LCs earn within the range of the 20th and the 80th percentiles or between \$18,000 and \$25,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an LC making \$21,976 has a higher salary than sixty percent of all LCs.

## LEGISLATIVE CORRESPONDENT

Legislative Correspondents have among the highest turnover of any House office position. They have been in their job for an average of 1.5 years and in their office for only 1.7 years. Sixty-five percent have served as LCs for less than a year, and 88 percent have served for less than two years. However, the average job tenure of LCs has increased slightly, 7.1 percent, over the past two years.

Legislative Correspondent is the second lowest paid House job in Washington offices.

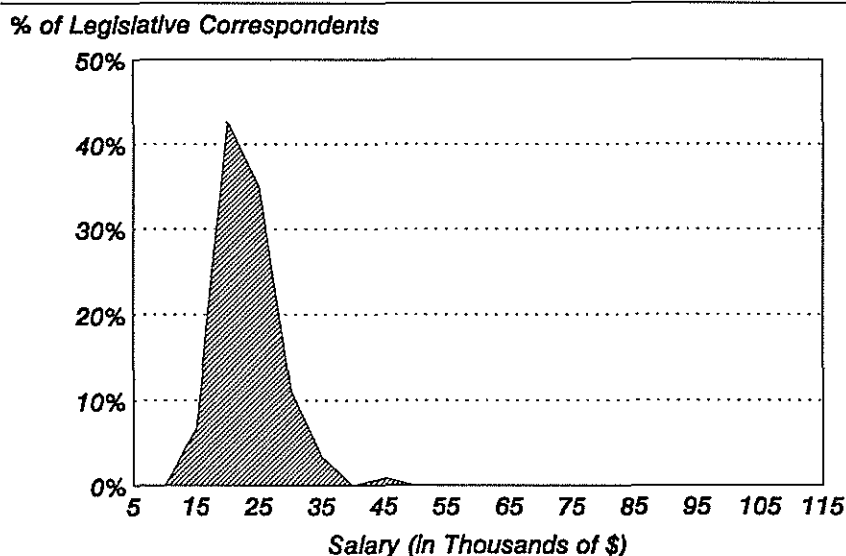
LCs are the youngest employees in House offices and are most likely to be single.

**REGRESSION:** Five variables were found to be statistically significant predictors of pay for the LC position, when controlling for the effects of all other variables. LCs with either more **years in current position**, more **years of prior experience in their offices**, or higher **ages** tend to make more money than LCs without these characteristics. LCs with more **years of prior congressional experience** tended to make *lower* salaries than those with fewer years. Also, **gender** was a significant predictor of pay: male LCs tend to earn lower salaries than female LCs when holding all other measured variables constant. (See pages 39 to 40 for a fuller explanation of regression.)

---

### Legislative Correspondent: Salary Distribution

---



From the graph, one can read that about 42 percent of all LCs earn in the \$20,000 range (\$17,500 to \$22,499) and less than 5 percent earn \$35,000 or more. (See "Explanation of Graphs" on page 38 for a fuller discussion).

## PRESS SECRETARY

Responsible for publicity (press releases, speeches, newspaper columns, radio/TV correspondence, etc.)

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	54.4%
in Current Position	2.7	2.3	Female	45.6%
in Current Office	2.9			
in Congress	4.3	3.4	<b>MARITAL STATUS:</b>	
			Single	63.7%
			Married	36.3%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>	
High School	0.0%		Black	2.2%
Some College	1.5%		Hispanic	0.0%
Bachelor's Degree	79.4%		White	97.8%
Masters' Degree	15.4%		Other	0.0%
Law Degree	2.2%			
Doctorate Degree	1.5%		<b>AVERAGE AGE:</b>	32

<b>AVERAGE SALARY 1992:</b>	<b>\$37,668</b>	<b>SALARY PERCENTILES</b>
AVERAGE SALARY 1990:	\$34,455	80% -- \$43,620
PERCENTAGE INCREASE:	9.3%	60% -- \$37,500
AVERAGE ANNUALIZED INCREASE:	4.5%	50% -- \$35,000
		40% -- \$32,640
(Sample size = 137)		20% -- \$29,080

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all Press Secretaries earn within the range of the 20th and the 80th percentiles or between \$29,080 and \$43,620. Percentiles also describe where an individual stands relative to others in the same job. For example, a Press Secretary making \$37,500 has a higher salary than sixty percent of all Press Secretaries.

## PRESS SECRETARY

The job tenure of Press Secretaries has increased markedly between 1990 and 1992, rising over 17 percent during this period.

Press Secretaries have served in their present offices only slightly longer than they have been in their positions. This indicates that staffers are rarely promoted into Press Secretary jobs from within their present office. Instead, Press Secretaries are usually hired from another organization, congressional or otherwise.

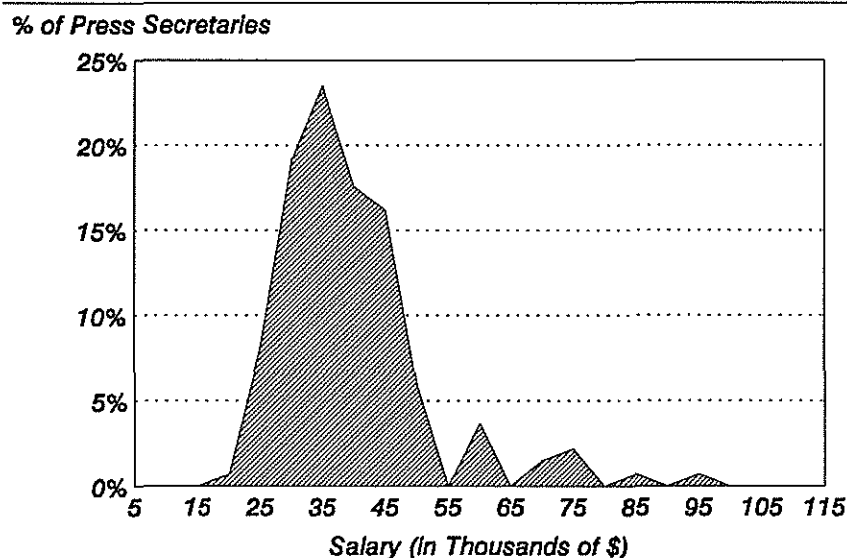
Press Secretary is the third highest paid position in Washington offices.

**REGRESSION:** Five variables were found to be statistically significant predictors of pay for the Press Secretary position, when controlling for the effects of all other variables. Press Secretaries with either more **years in current position**, more **years of prior congressional experience**, greater **job responsibility**, or higher **ages** tend to earn more than Press Secretaries without these characteristics. Press Secretaries with more **years of prior experience in their offices** tended to make *lower* salaries than those with fewer years in their office. (See pages 39 to 40 for a fuller explanation of regression.)

---

### Press Secretary: Salary Distribution

---



From the graph, one can read that about 24 percent of all Press Secretaries earn in the \$35,000 range (\$32,500 to \$37,499), most earn between \$25,000 and \$60,000, and less than 1 in 50 earn more than \$80,000. (See "Explanation of Graphs" on page 38 for a fuller description).

## EXECUTIVE ASSISTANT / SCHEDULER

Handles individual needs of Member (scheduling, travel arrangements, bookkeeping).

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>
Average years:			Male 6.3%
in Current Position	3.9	4.0	Female 93.7%
in Current Office	4.2		
in Congress	6.9	7.7	<b>MARITAL STATUS:</b>
			Single 64.3%
			Married 35.7%
 <b>EDUCATIONAL ATTAINMENT:</b>			<b>RACE/ETHNICITY:</b>
High School	7.0%		Black 10.1%
Some College	21.7%		Hispanic 0.6%
Bachelor's Degree	68.2%		White 86.7%
Masters' Degree	3.2%		Other 2.5%
Law Degree	0.0%		
Doctorate Degree	0.0%		<b>AVERAGE AGE: 34</b>

<b>AVERAGE SALARY 1992:</b>	<b>\$34,155</b>	<b>SALARY PERCENTILES</b>
<b>AVERAGE SALARY 1990:</b>	\$32,420	80% -- \$42,930
<b>PERCENTAGE INCREASE:</b>	5.4%	60% -- \$36,000
<b>AVERAGE ANNUALIZED INCREASE:</b>	2.7%	50% -- \$33,000
		40% -- \$30,000
(Sample size = 160)		20% -- \$25,000

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all Executive Assistants earn within the range of the 20th and the 80th percentiles or between \$25,000 and \$42,930. Percentiles also describe where an individual stands relative to others in the same job. For example, an Executive Assistant making \$36,000 has a higher salary than sixty percent of all Executive Assistants.

## EXECUTIVE ASSISTANT / SCHEDULER

Executive Assistant is the only Washington position that has experienced a decline in job tenure between 1990 and 1992. The average duration that an Executive Assistant spends in his or her job has decreased by 4.9 percent over that period.

Possibly coinciding with the drop in time-on-the-job, Executive Assistants' average salaries increased by only 5.4 percent in the last two years. This is the second smallest increase of all House office positions.

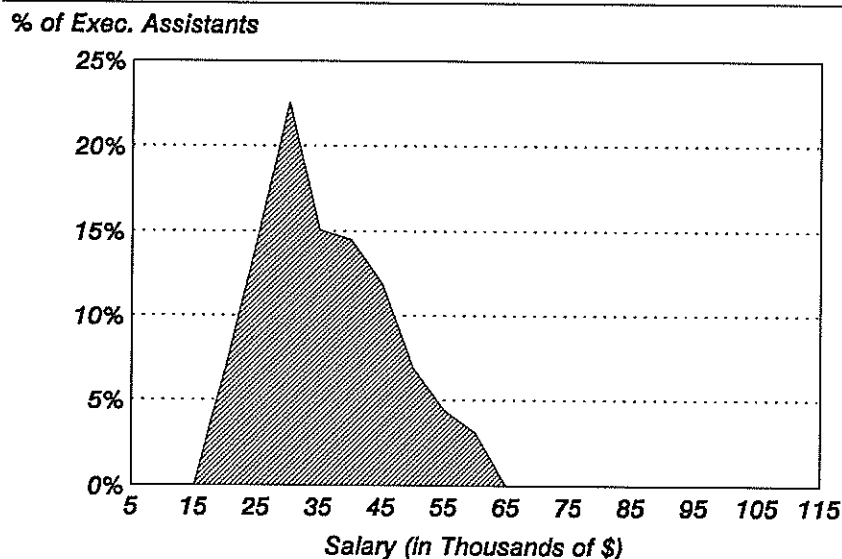
Executive Assistants are overwhelmingly female.

**REGRESSION:** Four variables were found to be statistically significant predictors of pay for the Executive Assistant position, when controlling for the effects of all other variables. Executive Assistants with either more years in current position, more years of prior congressional experience, greater job responsibility, or higher ages tend to earn more than Executive Assistants without these characteristics. (See pages 39 to 40 for a fuller explanation of regression.)

---

### *Executive Assistant: Salary Distribution*

---



From the graph, one can read that about 22 percent of all Executive Assistants earn in the \$30,000 range (\$27,500 to \$32,500), most earn less than \$55,000, and none earn \$65,000 or more. (See "Explanation of Graphs" on page 38 for a fuller description).

## OFFICE MANAGER

Office administration, including: monitoring mail flow, office accounts, personnel, equipment, furniture, supplies, and filing systems.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	15.6%
in Current Position	4.9	3.9	Female	84.4%
in Current Office	5.6			
in Congress	7.7	7.7	<b>MARITAL STATUS:</b>	
			Single	61.9%
			Married	38.1%
<b>EDUCATIONAL ATTAINMENT:</b>			<b>RACE/ETHNICITY:</b>	
High School	7.8%		Black	14.1%
Some College	17.2%		Hispanic	3.1%
Bachelor's Degree	65.6%		White	82.8%
Masters' Degree	9.4%		Other	0.0%
Law Degree	0.0%			
Doctorate Degree	0.0%		<b>AVERAGE AGE:</b>	35

<b>AVERAGE SALARY 1992:</b>	<b>\$35,825</b>	<b>SALARY PERCENTILES</b>
<b>AVERAGE SALARY 1990:</b>	<b>\$29,950</b>	80% -- \$44,000
<b>PERCENTAGE INCREASE:</b>	19.6%	60% -- \$38,000
<b>AVERAGE ANNUALIZED INCREASE:</b>	9.4%	50% -- \$35,500
		40% -- \$31,000
(Sample size = 65)		20% -- \$26,050

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all Office Managers earn within the range of the 20th and the 80th percentiles or between \$26,050 and \$44,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an Office Manager making \$38,000 has a higher salary than sixty percent of all Office Managers.



## OFFICE MANAGER

Office Managers have been staying in their positions much longer than previously. Average time in position has increased by a full year over the past two years, a 25.6 percent gain.

The average salary of office managers rose by almost 20 percent between 1990 and 1992. This may be a result of longer job tenure.

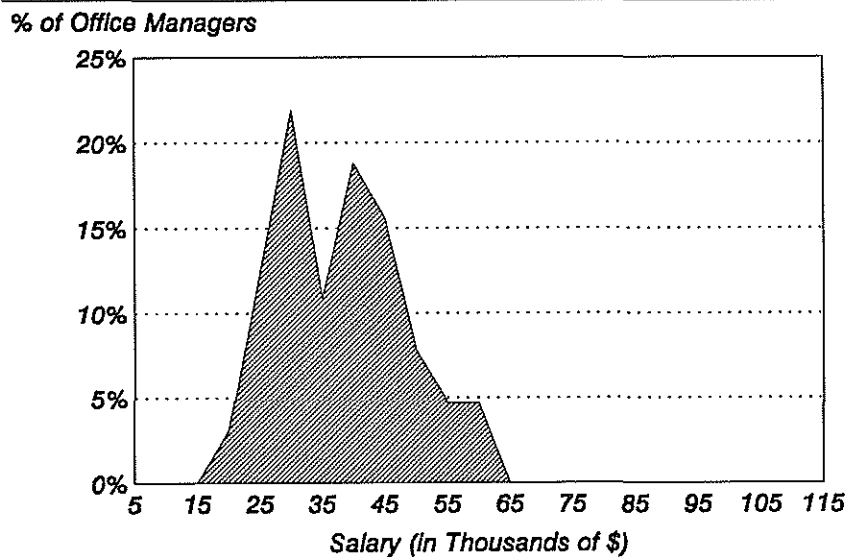
Office Managers are primarily female.

**REGRESSION:** Four variables were found to be statistically significant predictors of pay for the Office Manager position, when controlling for the effects of all other variables. Office Managers with either more **years in current position**, more **education**, greater **job responsibility**, or higher **ages** tend to earn more than Office Managers without these characteristics. (See pages 39 to 40 for a fuller explanation of regression.)

---

---

### Office Manager: Salary Distribution



From the graph, one can read that about 22 percent of all Office Managers earn in the \$30,000 range (\$27,500 to \$32,499), about 18 percent earn in the \$40,000 range (\$37,500 to \$42,499), and less than 5 percent earn \$60,000 or more. (See "Explanation of Graphs" on page 38 for a fuller description).

## RECEPTIONIST

Greets visitors, answers telephones, arranges general constituent letters and tours, opens mail, and does some word processing.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	18.9%
in Current Position	1.5	1.2	Female	81.1%
in Current Office	1.7			
in Congress	2.3	1.6	<b>MARITAL STATUS:</b>	
			Single	85.9%
			Married	14.1%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>	
High School	8.6%		Black	11.9%
Some College	7.9%		Hispanic	2.1%
Bachelor's Degree	82.9%		White	82.5%
Masters' Degree	0.7%		Other	3.5%
Law Degree	0.0%			
Doctorate Degree	0.0%		<b>AVERAGE AGE:</b>	28

<b>AVERAGE SALARY 1992:</b>	<b>\$20,813</b>	<b>SALARY PERCENTILES</b>
 AVERAGE SALARY 1990:	 \$18,932	 80% -- \$23,000
PERCENTAGE INCREASE:	9.9%	60% -- \$20,600
AVERAGE ANNUALIZED INCREASE:	4.8%	50% -- \$20,000
		40% -- \$19,000
(Sample size = 145)		20% -- \$18,000

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all Receptionists earn within the range of the 20th and the 80th percentiles or between \$18,000 and \$23,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Receptionist making \$20,600 has a higher salary than sixty percent of all Receptionists.

## RECEPTIONIST

Receptionists, along with Legislative Correspondents, have the shortest average tenure in both their position and in their present office. Two-thirds of Receptionists have been in their positions for less than a year, and 89.6 percent have been in their jobs for less than two years. However, their job tenure is up 25 percent since 1990.

Receptionists receive the lowest average pay of any House position.

Receptionists tend to be well-educated, with 83.6 percent holding bachelor's degrees.

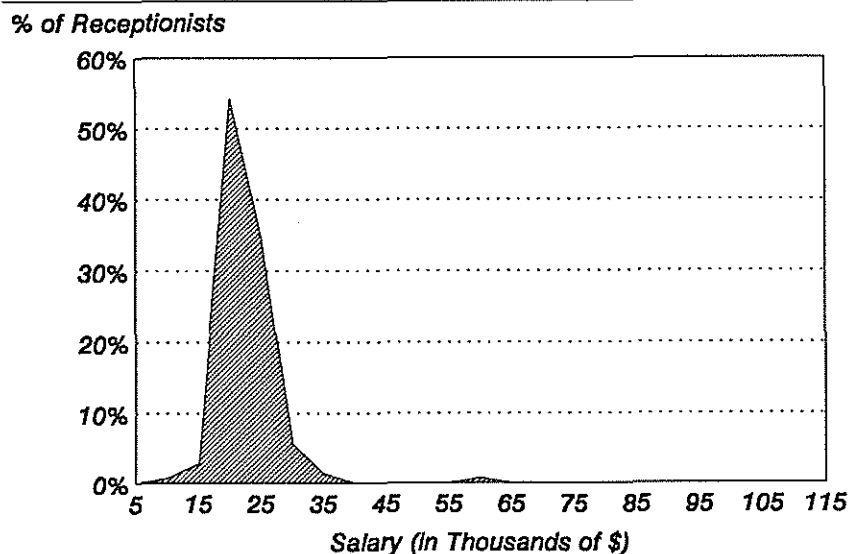
Demographically, Receptionists are primarily young, single females.

**REGRESSION:** One variable was found to be a statistically significant predictor of pay for the Receptionist position, when controlling for the effects of all other variables. Receptionists with more years in current position tend to make more money than Receptionists with fewer years in position. (See pages 39 to 40 for a fuller explanation of regression.)

---

---

### *Receptionist: Salary Distribution*



From the graph, one can read that over 50 percent of all Receptionists earn in the \$20,000 range (\$17,500 to \$22,499) and less than 1 in 100 earn \$35,000 or more. (See "Explanation of Graphs" on page 38 for a fuller description).

## SYSTEMS / MAIL MANAGER

Manages all computer hardware and software used by office; liaison with vendors and House Information Systems; responsible for in-house systems training of staff.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	46.4%
in Current Position	3.0	2.9	Female	53.6%
in Current Office	3.3			
in Congress	5.2	5.4	<b>MARITAL STATUS:</b>	
			Single	75.4%
			Married	24.6%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>	
High School	10.3%		Black	13.0%
Some College	17.6%		Hispanic	1.4%
Bachelor's Degree	70.6%		White	84.1%
Masters' Degree	1.5%		Other	1.4%
Law Degree	0.0%			
Doctorate Degree	0.0%		<b>AVERAGE AGE:</b>	30

<b>AVERAGE SALARY 1992:</b>	<b>\$25,716</b>	<b>SALARY PERCENTILES</b>
 AVERAGE SALARY 1990:	 \$23,799	 80% -- \$30,085
PERCENTAGE INCREASE:	8.1%	60% -- \$27,000
 AVERAGE ANNUALIZED INCREASE:	 4.0%	 50% -- \$25,000
		40% -- \$23,000
 (Sample size = 69)		 20% -- \$20,000

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all Systems/Mail Managers earn within the range of the 20th and the 80th percentiles or between \$20,000 and \$30,085. Percentiles also describe where an individual stands relative to others in the same job. For example, a Systems/Mail Manager making \$27,000 has a higher salary than sixty percent of all Systems/Mail Managers.

## SYSTEMS / MAIL MANAGER

Systems/Mail Managers experienced a modest decrease in job turnover between 1990 and 1992. Over that period, their average job tenure rose by 3.5 percent.

Systems/Mail Managers are primarily single.

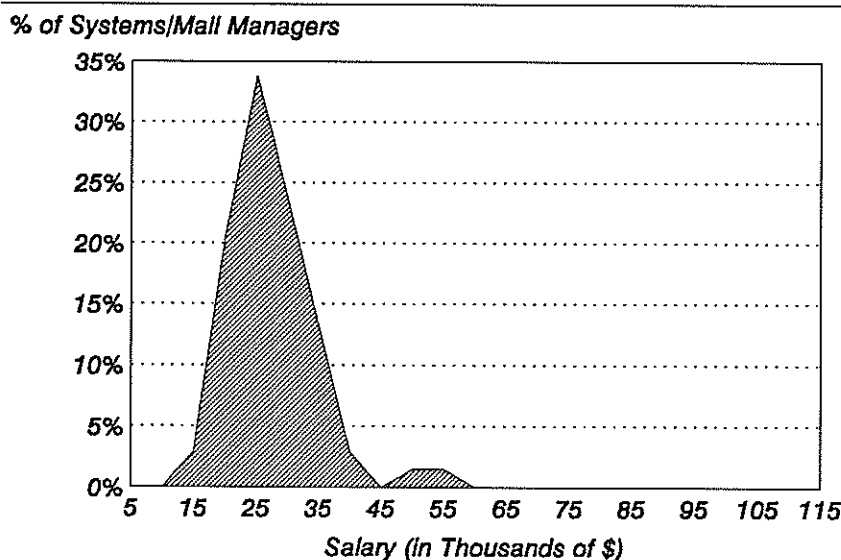
**REGRESSION:** Three variables were found to be statistically significant predictors of pay for the Systems/Mail Manager position, when controlling for the effects of all other variables. Systems/Mail Managers with either more **years in current position**, greater **job responsibility**, or higher **ages** tend to earn more than Systems/Mail Managers without these characteristics. (See pages 39 to 40 for a fuller explanation of regression.)

---

---

### Systems/Mail Manager: Salary Distribution

---



From the graph, one can read that about 33 percent of all Systems/Mail Managers earn in the \$25,000 range (\$22,500 to \$27,499), most earn between \$15,000 and \$40,000, and less than 2 percent earn \$45,000 or more. (See "Explanation of Graphs" on page 38 for a fuller description).

## COMPUTER OPERATOR

Produces form letter responses; coordinates input/output of codes, names, "robo-letters," etc.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	36.8%
in Current Position	4.5	2.6	Female	63.2%
in Current Office	4.6			
in Congress	6.1	4.7	<b>MARITAL STATUS:</b>	
			Single	57.9%
			Married	42.1%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>	
High School	15.8%		Black	36.8%
Some College	15.8%		Hispanic	0.0%
Bachelor's Degree	68.4%		White	63.2%
Masters' Degree	0.0%		Other	0.0%
Law Degree	0.0%			
Doctorate Degree	0.0%		<b>AVERAGE AGE:</b>	35

<b>AVERAGE SALARY 1992:</b>	<b>\$25,731</b>	<b>SALARY PERCENTILES</b>
 <b>AVERAGE SALARY 1990:</b>	 \$20,816	 80% -- \$30,400
<b>PERCENTAGE INCREASE:</b>	23.6%	60% -- \$27,400
 <b>AVERAGE ANNUALIZED INCREASE:</b>	 11.2%	 50% -- \$25,504
		40% -- \$23,800
 (Sample size = 19)		 20% -- \$18,400

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all Computer Operators earn within the range of the 20th and the 80th percentiles or between \$18,400 and \$30,400. Percentiles also describe where an individual stands relative to others in the same job. For example, a Computer Operator making \$27,400 has a higher salary than sixty percent of all Computer Operators.

## COMPUTER OPERATOR

While turnover and salaries among Computer Operators appear to have changed dramatically between 1990 and 1992, the small sample size for this position--only 19 staff-calls into question the reliability of the data for the purpose of making comparisons over time.

There is a higher proportion of minorities (36.8 percent) in the Computer Operator position than in any other House office position.

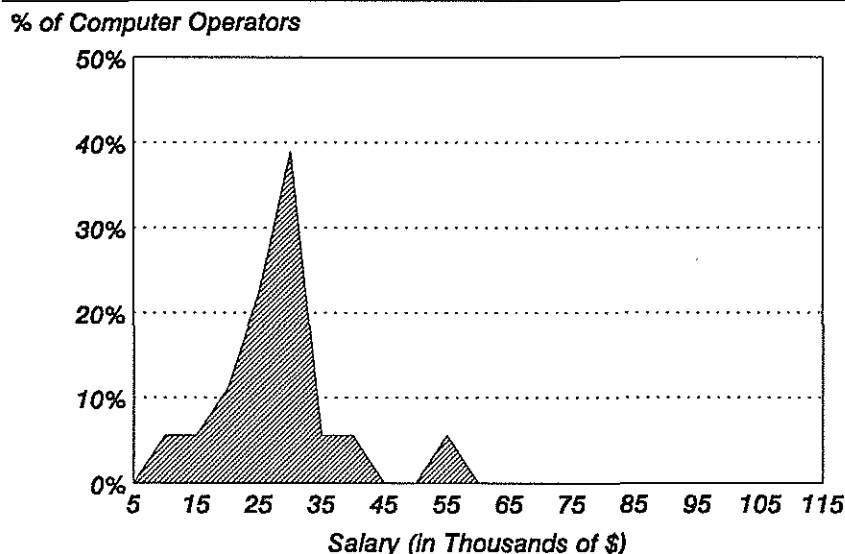
Computer Operators tend to be less educated than House office staff in general. 31.6 percent do not have bachelor's degrees, and none have received graduate degrees.

**REGRESSION:** Of the 181 offices that responded to our survey, only 19 staffed the Computer Operator position on a full-time basis. Due to the low number of Computer Operators, we cannot determine which variables are statistically significant predictors of pay for the position.

---

### Computer Operator: Salary Distribution

---



From the graph, one can read that about 40 percent of all Computer Operators earn in the \$30,000 range (\$27,500 to \$32,499) and most earn between \$15,000 and \$40,000. (See "Explanation of Graphs" on page 38 for a fuller description).

## FEDERAL GRANTS ASSISTANT / PROJECTS COORDINATOR

Responsible for obtaining funds; gathers information on programs, deadlines, helpful agency officials; helps in clarifying decisions.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	50.0%
in Current Position	3.5		Female	50.0%
in Current Office	4.0			
in Congress	4.8		<b>MARITAL STATUS:</b>	
			Single	66.7%
			Married	33.3%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>	
High School	3.3%		Black	23.3%
Some College	3.3%		Hispanic	6.7%
Bachelor's Degree	66.7%		White	63.3%
Masters' Degree	23.3%		Other	6.7%
Law Degree	3.3%			
Doctorate Degree	0.0%		<b>AVERAGE AGE:</b>	35

<b>AVERAGE SALARY 1992:</b>	<b>\$31,048</b>	<b>SALARY PERCENTILES</b>
AVERAGE SALARY 1990: Not reported in 1990		80% -- \$40,510
PERCENTAGE INCREASE:	n.a.	60% -- \$34,000
AVERAGE ANNUALIZED INCREASE:	n.a.	50% -- \$32,000
		40% -- \$28,200
(Sample size = 30)		20% -- \$18,800

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all Federal Grants Assistants/Projects Coordinators earn within the range of the 20th and the 80th percentiles or between \$18,800 and \$40,510. Percentiles also describe where an individual stands relative to others in the same job. For example, a Federal Grants Assistant/Projects Coordinator making \$34,000 has a higher salary than sixty percent of all Federal Grants Assistants/Project Coordinators.



## FEDERAL GRANTS ASSISTANT / PROJECTS COORDINATOR

Federal Grants Assistants/Projects Coordinators tend to be well-educated; 93.4 percent have graduated from college, and 26.6 percent hold advanced degrees.

A large proportion (36.7 percent) of Federal Grants Assistants/Projects Coordinators are minorities.

Of the 181 offices that completed our survey, only one-sixth staffed this position.

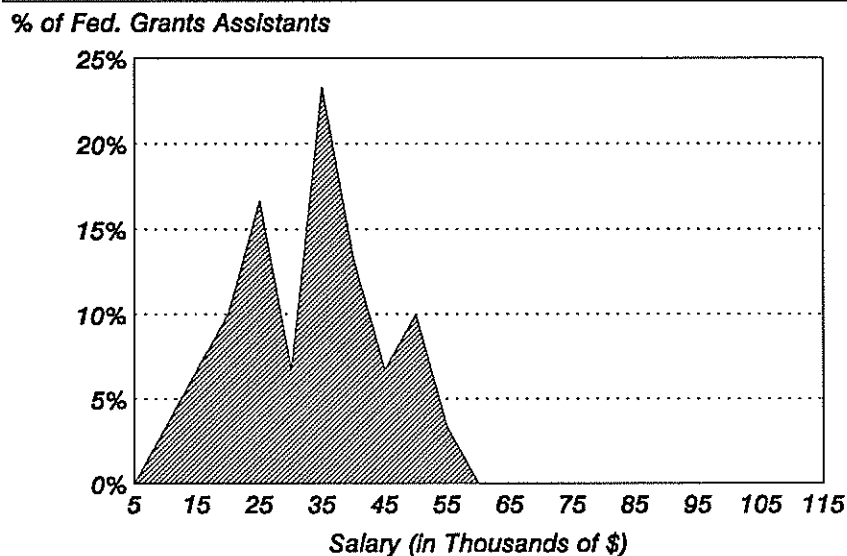
This position was not reported in our 1990 House salary study.

**REGRESSION:** In the 181 offices that responded to our survey, there are only 30 Federal Grants Assistants/Projects Coordinators working on a full-time basis. Due to the low number of Federal Grants Assistants/Projects Coordinators, we cannot determine which variables are statistically significant predictors of pay for the position.

---

### *Federal Grants Assistant: Salary Distribution*

---



From the graph, one can read that about 23 percent of all Federal Grants Assistants/Projects Coordinators earn in the \$35,000 range (\$32,500 to \$37,499), most earn between \$20,000 and \$50,000, and none earn more than \$60,000. (See "Explanation of Graphs" on page 38 for a fuller description).

## WASHINGTON CASEWORKER

Handles constituent casework; initial problem identification; establishes contacts with agencies; writes follow-up letters; case resolution.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	33.3%
in Current Position	4.8	4.6	Female	66.7%
in Current Office	4.8			
in Congress	6.0	8.2	<b>MARITAL STATUS:</b>	
			Single	44.4%
			Married	55.6%
<b>EDUCATIONAL ATTAINMENT:</b>			<b>RACE/ETHNICITY:</b>	
High School	8.3%		Black	13.9%
Some College	25.0%		Hispanic	5.6%
Bachelor's Degree	61.1%		White	80.6%
Masters' Degree	5.6%		Other	0.0%
Law Degree	0.0%			
Doctorate Degree	0.0%		<b>AVERAGE AGE:</b>	37

<b>AVERAGE SALARY 1992:</b>	<b>\$29,842</b>	<b>SALARY PERCENTILES</b>
AVERAGE SALARY 1990:	\$28,509	80% -- \$37,020
PERCENTAGE INCREASE:	4.7%	60% -- \$30,809
AVERAGE ANNUALIZED INCREASE:	2.3%	50% -- \$27,307
		40% -- \$23,800
(Sample size = 37)		20% -- \$21,400

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all Washington Caseworkers earn within the range of the 20th and the 80th percentiles or between \$21,400 and \$37,020. Percentiles also describe where an individual stands relative to others in the same job. For example, a Washington Caseworker making \$30,809 has a higher salary than sixty percent of all Washington Caseworkers.

## WASHINGTON CASEWORKER

The congressional experience of Washington Caseworkers decreased sharply between 1990 and 1992, from an average of 8.2 years to 6 years. This 26.8 percent decline occurred despite an increase of average job tenure of 4.4 percent over the same period.

Washington Caseworkers experienced the smallest salary increase (4.7 percent) of any House office position over the past two years. Their pay also ranges widely: 20 percent of those in the job earn less than \$21,400 per year, while 20 percent earn in excess of \$37,020.

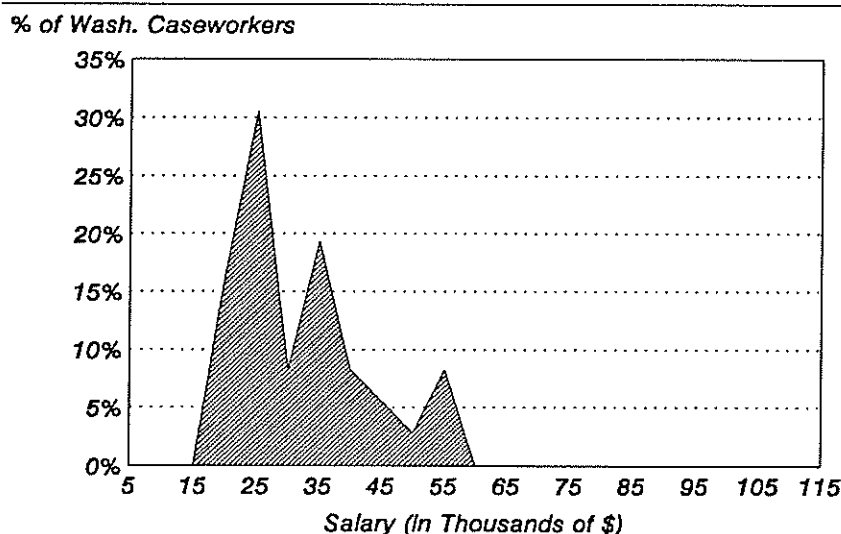
Washington Caseworkers have less formal education than most Washington staffers; one-third of these Caseworkers have not completed college.

**REGRESSION:** In the 181 offices that responded to our survey, there are only 37 Washington Caseworkers working on a full-time basis. Due to the low number of Washington Caseworkers, we cannot determine which variables are statistically significant predictors of pay for the position.

---

### Washington Caseworker: Salary Distribution

---



From the graph, one can read that about 30 percent of all Washington Caseworkers earn in the \$25,000 range (\$22,500 to \$27,499), about 20 percent earn in the \$35,000 range (\$32,500 to \$37,499), and none earn more than \$60,000. (See "Explanation of Graphs" on page 38 for a fuller description).

## DISTRICT DIRECTOR

Responsible for district office operation and work flow; represents Member at meetings and events.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>
Average years:			Male 47.0%
in Current Position	4.8	5.4	Female 53.0%
in Current Office	5.9		
in Congress	7.1	7.5	<b>MARITAL STATUS:</b>
			Single 30.3%
			Married 69.7%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>
High School	7.3%		Black 6.0%
Some College	15.9%		Hispanic 3.0%
Bachelor's Degree	60.4%		White 89.8%
Masters' Degree	9.8%		Other 1.2%
Law Degree	5.5%		
Doctorate Degree	1.2%		<b>AVERAGE AGE: 44</b>

<b>AVERAGE SALARY 1992:</b>	<b>\$48,642</b>	<b>SALARY PERCENTILES</b>
AVERAGE SALARY 1990:	\$42,126	80% -- \$60,000
PERCENTAGE INCREASE:	15.5%	60% -- \$49,800
AVERAGE ANNUALIZED INCREASE:	7.5%	50% -- \$45,000
		40% -- \$43,536
(Sample size = 167)		20% -- \$37,800

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all District Directors earn within the range of the 20th and the 80th percentiles or between \$37,800 and \$60,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a District Director making \$49,800 has a higher salary than sixty percent of all District Directors.

## DISTRICT DIRECTOR

In contrast to the trend for most positions, job turnover among District Directors has risen over the past two years. Average tenure in position declined by 11.1 percent between 1990 and 1992. District Directors' congressional experience also decreased over this period.

District Director is the highest paid position in district offices and the second-highest paid position overall.

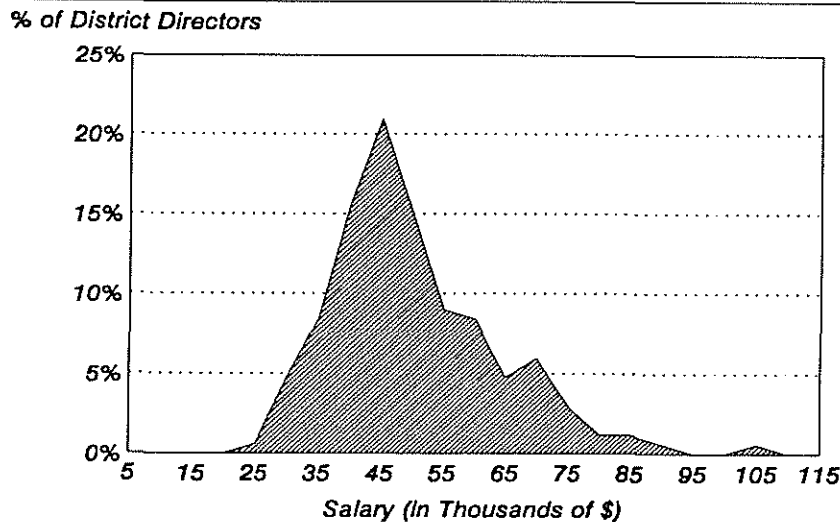
District Director is the only "leadership" position that is staffed by more women than men. (See page 29 for the list of "leadership" positions).

**REGRESSION:** Four variables were found to be statistically significant predictors of pay for the District Director position, when controlling for the effects of all other variables. District Directors with either more **years in current position**, more **education**, or greater **job responsibility** tend to earn more than District Directors without these characteristics. Also, **gender** was a significant predictor of pay: males in the District Director position tend to earn higher salaries than females in the position when holding all other measured variables constant. (See page 39 to 40 for a fuller explanation of regression.)

---

### *District Director: Salary Distribution*

---



From the graph, one can read that about 21 percent of all District Directors earn in the \$45,000 range (\$42,500 to \$47,499), most earn between \$35,000 and \$75,000, and less than five percent earn more than \$80,000. (See "Explanation of Graphs" on page 38 for a fuller description).

## DISTRICT AIDE / FIELD REPRESENTATIVE

Works under the direction of the District Director; represents Member at meetings and events; shapes Member's district schedule; accompanies Member to functions.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	50.7%
in Current Position	5.0	4.4	Female	49.3%
in Current Office	5.4			
in Congress	5.8	4.7	<b>MARITAL STATUS:</b>	
			Single	38.4%
			Married	61.6%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>	
High School	11.9%		Black	12.2%
Some College	16.4%		Hispanic	4.8%
Bachelor's Degree	63.8%		White	81.9%
Masters' Degree	4.9%		Other	1.1%
Law Degree	2.2%			
Doctorate Degree	0.7%		<b>AVERAGE AGE:</b>	40

<b>AVERAGE SALARY 1992:</b>	<b>\$29,609</b>	<b>SALARY PERCENTILES</b>
 AVERAGE SALARY 1990:	 \$26,865	 80% -- \$35,848
PERCENTAGE INCREASE:	10.2%	60% -- \$30,380
 AVERAGE ANNUALIZED INCREASE:	 5.0%	 50% -- \$28,000
		40% -- \$27,000
 (Sample size = 271)		 20% -- \$23,000

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all District Aides/Field Representatives earn within the range of the 20th and the 80th percentiles or between \$23,000 and \$35,848. Percentiles also describe where an individual stands relative to others in the same job. For example, a District Aide/Field Representative making \$30,380 has a higher salary than sixty percent of all District Aides/Field Representatives.

## DISTRICT AIDE / FIELD REPRESENTATIVE

District Aides/Field Representatives have been in their positions for an average of five years, the longest job tenure of any House office position.

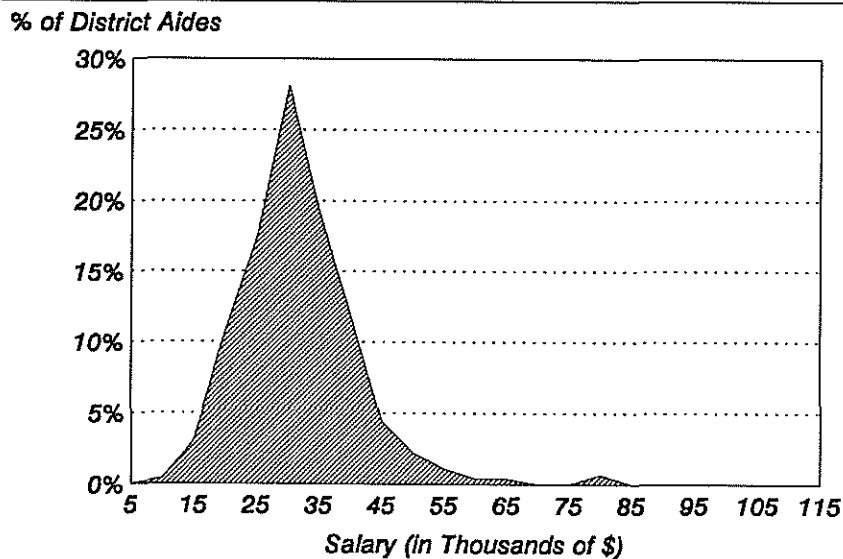
This is the third most commonly staffed position, with an average of 1.5 District Aides/Field Representatives per office.

**REGRESSION:** Four variables were found to be statistically significant predictors of pay for the District Aide/Field Representative position, when controlling for the effects of all other variables. District Aides/Field Representatives with either more **years in current position**, more **years of prior experience in their offices**, greater **job responsibility**, or more **education** tend to earn more than District Aides/Field Representatives without these characteristics. (See pages 39 to 40 for a fuller explanation of regression.)

---

### *District Aide: Salary Distribution*

---



From the graph, one can read that about 28 percent of all District Aides/Field Representatives earn in the \$30,000 range (\$27,500 to \$32,499), most earn between \$20,000 and \$45,000, and less than five percent earn \$50,000 or more. (See "Explanation of Graphs" on page 38 for a fuller description).

## DISTRICT CASEWORKER

Handles constituent casework; identifies problems; contacts agencies; writes follow-up letters; and resolves cases.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>
Average years:			Male 21.6%
in Current Position	4.6	4.0	Female 78.4%
in Current Office	4.7		
in Congress	5.5	4.8	<b>MARITAL STATUS:</b>
			Single 45.6%
			Married 54.4%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>
High School	16.0%		Black 14.3%
Some College	25.4%		Hispanic 6.7%
Bachelor's Degree	55.3%		White 77.1%
Masters' Degree	2.7%		Other 1.9%
Law Degree	0.6%		
Doctorate Degree	0.0%		<b>AVERAGE AGE: 39</b>

<b>AVERAGE SALARY 1992:</b>	<b>\$24,416</b>	<b>SALARY PERCENTILES</b>
<b>AVERAGE SALARY 1990:</b>	\$21,513	80% -- \$29,046
<b>PERCENTAGE INCREASE:</b>	13.5%	60% -- \$25,000
<b>AVERAGE ANNUALIZED INCREASE:</b>	6.5%	50% -- \$24,000
		40% -- \$22,000
(Sample size = 482)		20% -- \$19,000

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all District Caseworkers earn within the range of the 20th and the 80th percentiles or between \$19,000 and \$29,046. Percentiles also describe where an individual stands relative to others in the same job. For example, a District Caseworker making \$25,000 has a higher salary than sixty percent of all District Caseworkers.



## DISTRICT CASEWORKER

District Caseworker is the second most commonly staffed position in House offices, and the most commonly staffed position within district offices.

Job turnover among District Caseworkers in 1992 is down considerably compared to 1990. Average tenure in position increased 15 percent over the past two years, the greatest increase of any district position. The amount of congressional experience also rose by 14.6 percent over that period.

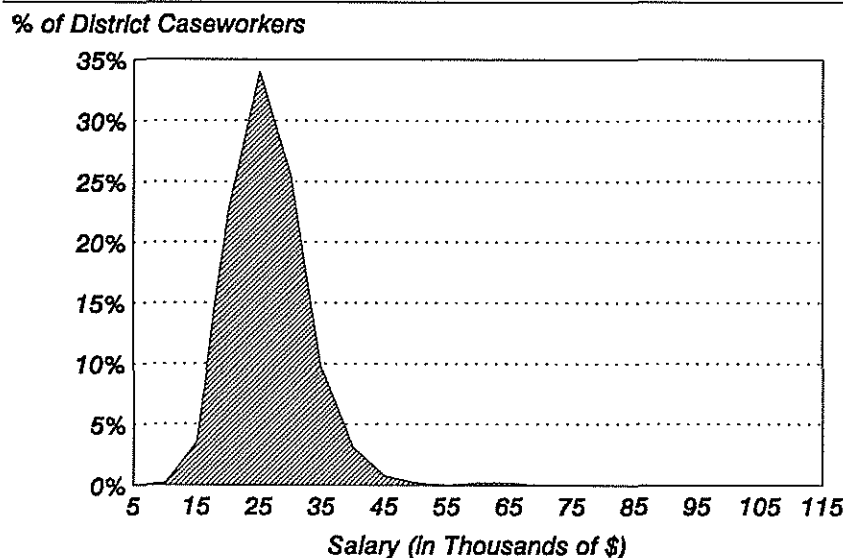
District Caseworkers are primarily female.

**REGRESSION:** Five variables were found to be statistically significant predictors of pay for the District Caseworker position, when controlling for the effects of all other variables. District Caseworkers with either more years in current position, more years of prior experience in their offices, more years of prior congressional experience, greater job responsibility, or more education tend to earn more than District Caseworkers without these characteristics. (See pages 39 to 40 for a fuller explanation of regression.)

---

### *District Caseworker: Salary Distribution*

---



From the graph, one can read that about 34 percent of all District Caseworkers earn in the \$25,000 range (\$22,500 to \$27,499), most earn between \$15,000 and \$35,000, and none earn more than \$50,000. (See "Explanation of Graphs" on page 38 for a fuller description).

## OFFICE SECRETARY / CLERK

Handles clerical chores (typing, filing, proofreading).

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>
Average years:			Male 6.5%
in Current Position	4.1	3.8	Female 93.5%
in Current Office	4.1		
in Congress	4.2	3.9	<b>MARITAL STATUS:</b>
			Single 45.1%
			Married 54.9%
 <b>EDUCATIONAL ATTAINMENT:</b>			 <b>RACE/ETHNICITY:</b>
High School	33.6%		Black 13.0%
Some College	31.9%		Hispanic 5.7%
Bachelor's Degree	32.8%		White 78.9%
Masters' Degree	1.7%		Other 2.4%
Law Degree	0.0%		
Doctorate Degree	0.0%		<b>AVERAGE AGE: 39</b>

<b>AVERAGE SALARY 1992:</b>	<b>\$20,965</b>	<b>SALARY PERCENTILES</b>
<b>AVERAGE SALARY 1990:</b>	\$17,956	80% -- \$25,060
<b>PERCENTAGE INCREASE:</b>	16.8%	60% -- \$21,000
<b>AVERAGE ANNUALIZED INCREASE:</b>	8.1%	50% -- \$20,000
		40% -- \$18,000
		20% -- \$16,000

(Sample size = 124)

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all Office Secretaries/ Clerks earn within the range of the 20th and the 80th percentiles or between \$16,000 and \$25,060. Percentiles also describe where an individual stands relative to others in the same job. For example, an Office Secretary/Clerk making \$21,000 has a higher salary than sixty percent of all Office Secretaries/Clerks.

## OFFICE SECRETARY / CLERK

Office Secretary/Clerk is the second-lowest paid position in House offices and the lowest in district offices. However, the average salary of Office Secretaries/Clerks rose by 16.8 percent between 1990 and 1992, the largest gain among district positions.

The average job tenure of Office Secretaries/Clerks has increased by 7.9 percent over the past two years.

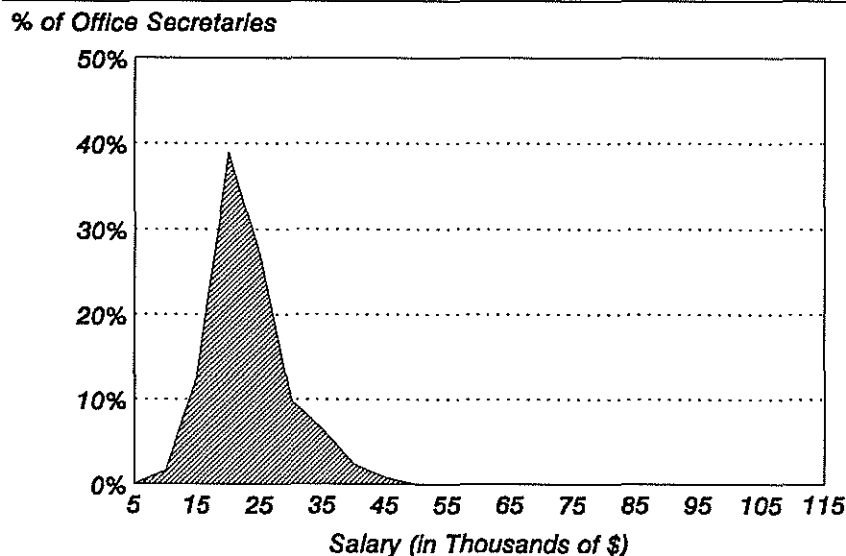
Office Secretaries/Clerks have less formal education than the staffers in any other position. Almost two-thirds have not received bachelor's degrees.

**REGRESSION:** Four variables were found to be statistically significant predictors of pay for the Office Secretary/Clerk position, when controlling for the effects of all other variables. Office Secretaries/Clerks with either more years in current position, greater job responsibility, more education, or higher ages tend to earn more than Office Secretaries/Clerks without these characteristics. (See pages 39 to 40 for a fuller explanation of regression.)

---

### Office Secretary: Salary Distribution

---



From the graph, one can read that about 40 percent of all Office Secretaries/Clerks earn in the \$20,000 range (\$17,500 to \$22,499), most earn between \$15,000 and \$30,000, and none earn more than \$45,000. (See "Explanation of Graphs" on page 38 for a fuller description).

## APPOINTMENTS SECRETARY / SCHEDULER

Handles scheduling for Member in district; makes appointments for Member; and sifts through invitations.

<b>WORK EXPERIENCE:</b>	<u>1992</u>	<u>1990</u>	<b>GENDER:</b>	
Average years:			Male	15.7%
in Current Position	3.9	4.2	Female	84.3%
in Current Office	4.2			
in Congress	4.4	4.6	<b>MARITAL STATUS:</b>	
			Single	54.4%
			Married	45.6%
 <b>EDUCATIONAL ATTAINMENT:</b>			<b>RACE/ETHNICITY:</b>	
High School	21.4%		Black	11.4%
Some College	21.4%		Hispanic	4.3%
Bachelor's Degree	54.3%		White	81.4%
Masters' Degree	1.4%		Other	2.9%
Law Degree	1.4%			
Doctorate Degree	0.0%		<b>AVERAGE AGE:</b>	37

<b>AVERAGE SALARY 1992:</b>	<b>\$26,358</b>	<b>SALARY PERCENTILES</b>
AVERAGE SALARY 1990:	\$23,903	80% -- \$30,970
PERCENTAGE INCREASE:	10.3%	60% -- \$27,800
AVERAGE ANNUALIZED INCREASE:	5.0%	50% -- \$26,005
		40% -- \$25,000
(Sample size = 72)		20% -- \$20,626

**Using Percentiles:** Percentiles describe the distribution of salaries. For example, sixty percent of all Appointments Secretaries/Schedulers earn within the range of the 20th and the 80th percentiles or between \$20,626 and \$30,970. Percentiles also describe where an individual stands relative to others in the same job. For example, an Appointments Secretary/Scheduler making \$27,800 has a higher salary than sixty percent of all Appointments Secretaries/Schedulers.

## APPOINTMENTS SECRETARY / SCHEDULER

In contrast to most House office positions, turnover among Appointments Secretaries/Schedulers has increased over the past two years.

Appointments Secretaries/Schedulers have less formal education than most House staffers; 42.8 percent have not completed college.

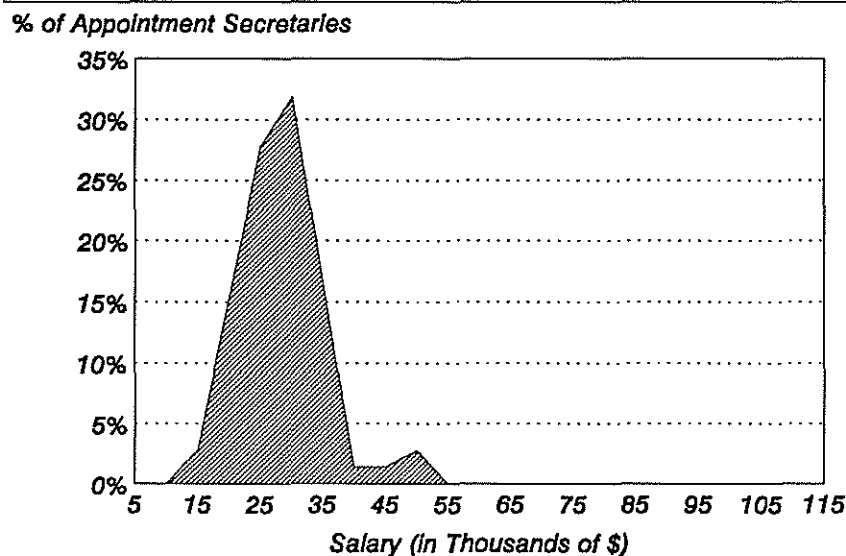
Appointments Secretaries/Schedulers are the youngest staffers in district offices, and they are primarily females.

**REGRESSION:** Four variables were found to be statistically significant predictors of pay for the Appointments Secretary/Scheduler position, when controlling for the effects of all other variables. Appointments Secretaries/Schedulers with either more **years in current position**, greater **job responsibility**, more **education**, or higher **ages** tend to earn more than Appointments Secretaries/Schedulers without these characteristics. (See pages 39 to 40 a fuller explanation of regression.)

---

### Appointments Secretary: Salary Distribution

---



From the graph, one can read that about 32 percent of all Appointments Secretaries/Schedulers earn in the \$30,000 range (\$27,500 to \$32,499), most earn between \$15,000 and \$40,000, and less than five percent earn \$40,000 or more. (See "Explanation of Graphs" on page 38 for a fuller description).

## CONCLUSIONS: INFLUENCES ON PAY

As in our 1990 House and 1991 Senate studies, the variable most frequently related to salary in the House was **years in current position**. Years in position had a significant and positive influence on pay in all 14 of the House office positions on which we conducted regression analyses.<sup>33</sup> On-the-job experience is highly valued in Congress and offices are willing to pay greater salaries to staff who acquire expertise by staying in their jobs.

**Years of prior congressional experience** was a significant influence on salary for six of the 14 positions analyzed through regression analysis. Five of these six positions were all based in Washington offices. Also, for all but one of the six positions, more prior congressional experience was associated with higher pay. Obviously, House offices often value the experience gained by spending time on Capitol Hill.

**Education** significantly influenced pay in nine positions. These nine positions include the three highest-paid positions in House offices--AA, District Director, and LD--as well as all five district jobs. In the leadership positions, the knowledge gained through advanced degrees such as law degrees and master's in public policy is clearly thought to be valuable.

**Level of job responsibility** influenced salaries in 11 positions. This result is to be expected. Not every LA or Field Representative, for example, has equal responsibilities. It is intuitive that offices would compensate staff in accordance with their level of responsibility.

**Age** was a significant influence on salary in ten positions. While at first glance it may seem that offices are discriminating against younger staffers, age is likely representative of factors that are difficult to measure, but which can only be acquired over time. For example, older workers may be regarded as having greater maturity, better judgment, or more loyalty.

**Prior years in current office** was a significant influence on salary in five positions, although for two leadership positions, AAs and Press Secretaries, it was associated with lower pay. It may be that staff who are promoted from within the office to a leadership post are more committed to the Member and therefore willing to accept less money.

**Gender** was a significant influence on salary in three positions. In two, AA and District Director, men, on average, earned more than similarly qualified women. Female LCs, however, earned, on average, more than their male counterparts.

---

<sup>33</sup> We performed regression analyses on 14 of the 17 House office positions listed on our survey. There were too few Computer Operators, Federal Grants Assistants/Projects Coordinators, and Washington Caseworkers reported on our surveys for us to conduct valid regression analyses on those positions.

# **EMPLOYEE BENEFITS POLICIES**

## OFFICE POLICIES ON STAFF BENEFITS

Certain benefits for congressional staff are subject to the discretion of Members of Congress. We asked offices to describe their policies for two categories of benefits that vary by Member: policies affecting pay raises and bonuses and policies affecting paid and unpaid leave. We also asked if office benefit policies were in written form. For each question below, we provide the overall response. If responses varied by party affiliation or Member term in the House, we also provide that information.

### RAISE AND BONUS POLICIES

**Are cost-of-living-adjustments (COLAs) automatically passed on to all staff?**

	<u>Always</u>	<u>Sometimes</u>	<u>Never</u>
All Offices	40%	33%	26%
<i>By Party</i>			
Democratic	47%	34%	18%
Republican	29%	32%	39%
<i>By Term</i>			
1st term	8%	50%	42%

Democratic offices are more likely to pass on COLAs and freshman Member offices are much less likely to do so. By their second term, Members are much more likely to pass on COLAs. It is likely freshman Members need to gain experience with their budgets before adopting a policy that may be seen as potentially too costly.

**Does your office have a merit raise system?**

	<u>Yes</u>	<u>No</u>	<u>Unknown</u>
All Offices	77%	22%	1%
<i>By Party</i>			
Democratic	71%	27%	2%
Republican	88%	12%	0%



**Does your office have a merit bonus system?**

	<u>Yes</u>	<u>No</u>	<u>Unknown</u>
All Offices	59%	40%	1%

Merit raise and bonus policies are more common now than five years ago. In our 1987 employment practices study, 68 percent of offices reported using a merit raise system, while 52 percent had a merit bonus system.

**LEAVE POLICIES**

**Vacation Leave**

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

	<u>1-10</u>	<u>11-15</u>	<u>16+</u>	<u>Other</u>
All Offices	31%	43%	19%	7%
<i>By Party</i>				
Democratic	26%	43%	23%	8%
Republican	39%	43%	13%	6%

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

	<u>1-10</u>	<u>11-15</u>	<u>16-20</u>	<u>21+</u>	<u>Other</u>
All Offices	4%	17%	32%	37%	11%

**Maximum vacation leave that can be *accrued* by full-time staff, in days.**

	<u>None</u>	<u>1-10</u>	<u>11-20</u>	<u>21+</u>	<u>Other</u>
All Offices	28%	18%	13%	17%	25%

Several offices have policies that defy easy categorization; these have been grouped under the heading "other." Typically these policies involve a formula that ties additional vacation to tenure.

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

	<u>Yes</u>	<u>No</u>	<u>Unknown</u>
All Offices	62%	37%	2%
<i>By Term</i>			
10th term +	87%	13%	0%

Only the most senior offices provide vacation time to staff who have accumulated tenure in the office.

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

	<u>Yes</u>	<u>No</u>	<u>Unknown</u>
All Offices	18%	80%	2%
<i>By Term</i>			
1st term	30%	70%	0%
2nd term	28%	72%	0%
7th - 9th term	7%	91%	2%
10th term +	7%	93%	0%

New offices are more likely to provide additional vacation time to staff with previous tenure in Congress than are the more senior offices.

For purposes of comparison, we have summarized vacation policies for four other types of employers in the following table: federal executive agencies, state and local governments, large and medium-sized private firms (generally 100 or more employees), and small private firms.<sup>34</sup>

---

<sup>34</sup> Sources for this information include: Communication with staff at the Office of Personnel Management; U.S. Bureau of Labor Statistics, *Employee Benefits in State and Local Government, 1987*, May 1988; *Employee Benefits in Medium and Large Firms, 1989*, June 1990; and unpublished data from a forthcoming publication on employee benefits in small firms; and U.S. Chamber of Commerce, *Employee Benefits*, 1990 edition.

## Comparative Vacation Policies

(Average Annual Days of Vacation)

<u>Years of Service</u>	<u>Federal Government</u>	<u>State &amp; Local Government</u>	<u>Large Private</u>	<u>Small Private</u>
1	13	12	9	
3	20			
5				12
10			17	
15	26			
20		21	20	
Percent of Employees				
Earning Paid				
Vacation Leave	100%	72%	97%	76%

Average House office vacation policies most closely resemble the policies of federal agencies, which, as the preceding illustrates, are relatively generous. All employees start at 13 days annually and earn 20 days after 3 years of service. Furthermore, an employee's years of federal service are transportable from agency to agency. Most federal employees may accumulate up to 30 days of annual leave.

State and local governments are less generous. Only 72 percent of these employees are eligible for paid vacation leave and those who do earn vacation earn less than federal employees.

Medium and large private firms are similar to the federal government in the proportion of employees eligible for paid vacation. They are, however, less generous in the average number of vacation days and in the years of service necessary to earn more vacation.

Small private firms resemble state and local governments in the number of eligible employees and in the average vacation earned.

## SICK LEAVE

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

	<u>1-10</u>	<u>11+</u>	<u>As Needed</u>	<u>Other</u>
All Offices	24%	26%	24%	27%

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

	<u>1-10</u>	<u>11-19</u>	<u>20+</u>	<u>As Needed</u>	<u>Other</u>
Overall	20%	23%	3%	21%	34%

### Maximum sick leave that can be *accrued* by full-time staff in an office, in days.

	<u>None</u>	<u>1-10</u>	<u>11+</u>	<u>As Needed</u>	<u>Other</u>
All Offices	19%	6%	7%	24%	44%

The maximum annual sick leave granted to employees differs only slightly from the minimum. For minimum and maximum sick leave, about one-quarter of House offices follow each of the following policies: two weeks or less per year, more than two weeks, "as needed," and "other." The percentage of House offices that follow "as needed" policies has increased since 1987.

In comparison, all federal civilian employees receive 13 days sick leave annually. Employees do not earn additional leave as their tenure increases, but they may accumulate an unlimited amount of sick leave.

## PARENTAL LEAVE

### Paid maternity leave, in weeks.

	<u>None</u>	<u>1-3</u>	<u>4-7</u>	<u>8+</u>	<u>No Policy</u>	<u>Other</u>
All Offices	4%	6%	23%	23%	11%	34%

### Unpaid maternity leave, in weeks.

	<u>None</u>	<u>1-7</u>	<u>8-12</u>	<u>13+</u>	<u>No Policy</u>	<u>Other</u>
All Offices	2%	17%	16%	4%	15%	46%

### Paid paternity leave, in weeks.

	<u>None</u>	<u>1-2</u>	<u>3-8</u>	<u>9+</u>	<u>No Policy</u>	<u>Other</u>
All Offices	13%	14%	11%	3%	17%	42%

### Unpaid paternity leave, in weeks.

	<u>None</u>	<u>1-3</u>	<u>4-7</u>	<u>8+</u>	<u>No Policy</u>	<u>Other</u>
All Offices	9%	4%	6%	13%	16%	53%

Parental leave is readily available in House offices. Close to 50 percent of offices provide a minimum of 4 weeks paid maternity leave, and 23 percent provide for at least 8 weeks. Twenty-eight percent provide for at least one week of paid paternity leave. Only 4 percent have explicit policies against paid maternity leave; for paternity leave, the figure is 13 percent.

"As needed" and "negotiable" policies, grouped under the "other" heading in the tables above, are the most common for both paid and unpaid parental leave with relatively few offices specifying a maximum amount of unpaid leave.

A higher percentage of House offices maintain official parental leave policies in 1992 than in 1987. However, the proportion of offices that adopt any given policy has not changed substantially since our 1987 study.

## WRITTEN BENEFITS POLICIES

Are your office's staff benefit policies in written form?

	<u>Yes</u>	<u>No</u>	<u>Unknown</u>
All Offices	69%	30%	1%
<i>By Term</i>			
1st term	82%	18%	0%
2nd term	84%	16%	0%
3rd term	75%	25%	0%
4th-6th term	63%	36%	2%
7th-9th term	65%	33%	2%
10th term +	60%	40%	0%

Almost seven out of every ten offices responding to our survey have written staff benefit policies. This is an increase from our 1987 House survey, when six out of ten offices established written policies. Three-quarters of the Senate offices in our 1991 survey had written staff benefit policies. In all three of these surveys, the most senior Members' offices are the least likely to have written policies. It would appear that written policies will become even more common as senior Members gradually leave Congress.

# **PROFILE OF FIRST-TERM OFFICES**

## PROFILE OF FIRST-TERM OFFICES

### Purpose

The purpose of this section is to provide a snapshot of the employment practices of 1st-term Members. Twenty-eight of the forty-five freshman Representatives in the 102nd Congress completed our survey, and their responses are summarized here. We conducted our survey in the Spring of 1992 and, therefore, these data reflect the practices of 1st-term Members *after* more than a year of congressional service. These practices may differ somewhat from those adopted at the beginnings of their terms.

This information does not tell you the "right" way to set up and staff a new congressional office, but it does describe how a variety of previous freshman Members have chosen to do so. To illustrate how freshmen offices are similar to and different from the House in general, we also provide data on the practices of all House offices. We hope that this section can be of particular assistance to the freshman Members of the 103rd Congress as they seek to organize their Washington and district offices.

### Number of District Offices

<u># of District Offices</u>	<u>Freshmen Offices</u>	<u>All Offices</u>
1	18.5%	29.5%
2	33.3%	29.0%
3	37.0%	30.1%
4	7.4%	8.0%
5 or more	3.7%	3.4%
<i>Average</i>	2.4	2.3

Freshman are somewhat less likely to have just one district office and somewhat more likely to have two or three district offices. Over 70 percent of freshman Members maintain either two or three district offices, and close to 90 percent of them have three or fewer district offices. Throughout the House as a whole, the same pattern holds: Members have an average of 2.3 district offices, and very few have more than three district offices.



## Organizational Office Structure

<u>Organizational Structure</u>	<u>Freshman Offices</u>	<u>All Offices</u>
All staff report to AA	73.1%	50.0%
Wash. staff report to AA; district staff report to DD	3.8%	14.5%
Junior staff report to senior staff in functional area	7.7%	19.2%
All staff report to Member	7.7%	7.6%
Other	7.7%	8.7%

Almost three-quarters of new Members choose to have all staff report to the AA who, reports to the Member. Among all Members, 50 percent use this organizational structure.

## Average Number of Staff, by Location

<u>Location</u>	<u>Freshman Offices</u>	<u>All Offices</u>
Washington	9.3	9.0
District	6.5	6.6
Total	15.6	15.5

Freshman offices are virtually identical to congressional offices in general in the number of staff and their location. Freshman Members tend to place just over three out of every five staffers in their Washington offices, and the rest are placed in their district office(s). As a whole, House offices employ an average of 15.5 staffers, but maintain the same percentage breakdown between Washington and district staff as freshman offices.

## Staff per Freshman Office by Position

The following table shows staffing patterns by position. The columns may be thought of as describing the "typical" staffing pattern for a House personal office.

	Average Number of Staff	
	<u>Freshman Offices</u>	<u>All Offices</u>
<b><u>Washington Positions</u></b>		
Administrative Assistant	1.00	.99
Legislative Director	0.89	.80
Legislative Assistant	2.46	2.74
Legislative Correspondent	.79	.65
Press Secretary	.93	.76
Executive Assistant/Scheduler	.96	.88
Office Manager	.21	.36
Receptionist	.96	.80
Systems/Mail Manager	.57	.38
Computer Operator	.04	.11
Federal Grants Asst./Proj. Coord.	.21	.17
Washington Caseworker	.29	.20
<b><u>District Positions</u></b>		
District Director	.96	.92
District Aide/Field Rep.	1.43	1.50
District Caseworker	2.36	2.66
Office Secretary/Clerk	.64	.69
Appointments Sec./Scheduler	.57	.40

Freshman Members also may wish to consider the positions that are staffed in most offices. In a separate analysis, we defined "core" positions as those staffed in at least 75 percent of first-term offices. Core positions are:

**Washington "Core" Positions:** Administrative Assistant, Legislative Director, Legislative Assistant, Press Secretary, Executive Assistant, and Receptionist.

**District "Core" Positions:** District Director, District Aide/Field Representative, and District Caseworker.

## Prior Congressional Experience of Freshman Office Staff

For each position, the following table shows the average congressional experience of staffers *at the time they were hired* by first-term offices.

	Average Years of Prior Congressional Experience
	<u>Freshman Offices</u>
<b><u>Washington Positions</u></b>	
Office Manager	4.4
Legislative Director	4.2
Administrative Assistant	3.2
Executive Assistant/Scheduler	2.5
Press Secretary	1.9
Systems/Mail Manager	1.7
Washington Caseworker	1.0
Legislative Assistant	.9
Receptionist	.8
Federal Grants Assistant/Project Coordinator	.4
Legislative Correspondent	.1
Computer Operator	.0 <sup>35</sup>
<b><u>District Positions</u></b>	
District Caseworker	1.5
District Director	.8
District Aide/Field Representative	.7
Appointments Secretary/Scheduler	.1
Office Secretary/Clerk	.0

When staffing their offices, freshman Members clearly believe that prior congressional experience is especially important for their Administrative Assistants, Legislative Directors, and Office Managers. For many other positions such as LA, LC, and Washington Caseworker, freshman offices are willing to hire staffers with very little prior experience in Congress. Congressional experience may be more important for Washington staffers than for those in district offices. Alternatively, the supply of experience of people is likely to be far greater.

---

<sup>35</sup> Only one Freshman Member answering our survey staffs a full-time Computer Operator. Therefore, this figure merely reflects the practice of one office.

## Average Salary in Freshman Offices for all Positions

	<u>Freshman Offices</u>	<u>All Offices</u>
<b>Washington Positions</b>		
Administrative Assistant	\$70,889	\$76,349
Legislative Director	\$40,256	\$47,866
Legislative Assistant	\$25,291	\$30,364
Legislative Correspondent	\$19,306	\$21,516
Press Secretary	\$32,350	\$37,668
Executive Assistant/Scheduler	\$30,088	\$34,155
Office Manager	\$32,508	\$35,825
Receptionist	\$18,637	\$20,813
Systems/Mail Manager	\$22,546	\$25,716
Computer Operator <sup>36</sup>	\$18,000	\$25,731
Federal Grants Asst./Project Coor.	\$28,148	\$31,048
Washington Caseworker	\$22,429	\$29,842
<b>District Positions</b>		
District Director	\$42,278	\$48,642
District Aide/Field Representative	\$26,720	\$29,609
District Caseworker	\$22,351	\$24,416
Office Secretary/Clerk	\$19,269	\$20,965
Appointments Secretary/Scheduler	\$24,163	\$26,358

For each of the 17 positions listed above, the average salary in freshman offices is lower than that in the House as a whole. The per position pay differences range from a low of about \$1,700 (for Office Secretaries/Clerks) to a high of over \$7,000 (for Legislative Directors). For most positions, the pay difference is about 9 to 14 percent.

The average total payroll for the personal office staff of freshman Members is **\$468,199**. This is substantially below the average total payroll of **\$518,857** for all House offices. A likely reason for the difference is that veteran offices tend to have more experienced staff and compensate them for that experience.

---

<sup>36</sup> Only one Freshman Member answering our survey staffs a full-time Computer Operator. Therefore, this average salary figure merely reflects the practice of one office.

# **COMPARISON OF HOUSE & SENATE STAFF**

**COMPARISON OF HOUSE - SENATE AVERAGES**

	Salary		% Senate Salary Exceeds House Salary	Position Tenure		Congress Tenure		Average Age	
	House	Senate*		H	S	H	S	H	S
Administrative Assistant	76,349	84,766	11.02	4.9	3.5	9.7	9.2	41	42
District/State Director	48,642	63,431	30.40	4.8	4.3	7.1	7.7	44	42
Legislative Director	47,866	68,565	43.24	3.4	2.9	7.2	7.7	33	38
Press Secretary	37,668	55,673	47.79	2.7	2.8	4.3	5.4	32	36
Office Manager	35,825	48,493	35.36	4.9	4.8	7.7	11.6	35	40
Projects Coordinator	31,048	40,638	30.88	3.5	2.4	4.8	5.0	35	33
Legislative Assistant	30,364	42,577	40.22	2.2	3.1	3.3	5.2	28	33
Washington Caseworker	29,842	33,875	13.51	4.8	8.5	6.0	12.4	37	41
Field Representative	29,609	28,134	-5.24	5.0	3.8	5.8	4.8	40	39
Computer Operator	25,731	23,731	-8.78	4.5	4.3	6.1	9.2	35	34
Dist./State Caseworker	24,416	24,501	0.34	4.6	4.3	5.5	5.7	39	37
Dist./State Secretary	20,965	19,276	-8.05	4.1	3.4	4.2	3.9	39	36
Receptionist	20,813	20,960	0.70	1.5	1.8	2.3	2.0	28	27

Senate offices typically staff the following positions separately  
while House offices typically combine each pair into one position.

Executive Assistant	34,155	45,881		3.9	6.6	6.9	12.0	34	44
Scheduler		34,399			3.7		6.2		32
Systems Administrator	25,716	30,014		3.0	4.1	5.2	8.2	30	31
Correspondence Director		28,032			4.2		8.5		34
Legislative Correspondent	21,516	20,996		1.5	1.3	2.2	1.8	25	25
Legislative Aide		23,418			1.3		2.9		28

\* 1992 Senate salaries were estimated by multiplying the average salaries from CMF's 1991 Senate study by the January 1992 cost of living adjustment of 4.2 percent.

## House - Senate Comparisons

The following analyses compare House and Senate staff within positions by salary, tenure in position, tenure in Congress, age, and education. House and Senate offices have 13 positions that are directly comparable and several more that Senate offices tend to staff separately while House offices tend to combine the functions into one position.

### Salaries

Salaries are similar for positions that average less than \$30,000 in both the House and Senate. Among higher paying positions, Senate staff receive substantially higher salaries than their House counterparts.

### Tenure in Position

No clear pattern emerges when comparing Congressional staff by job tenure. In the three highest paying positions, House staff have higher average job tenure than their Senate counterparts. Among Press Secretaries and Legislative Assistants, however, Senate staff have more time on the job.

### Tenure in Congress

For the highest-paying positions, Senate staff generally have more tenure in Congress than their House counterparts. In three of the four highest paying positions--Legislative Director, State Director, and Press Secretary--Senate staff have longer congressional tenure. In only four of the 13 directly comparable positions do House staff have longer tenure and the differences are marginal.

### Average Age

In many Washington positions, Senate staff tend to be older--as much as five years--than their House counterparts. The positions with the largest differences are Legislative Director, Legislative Assistant, and Office Manager; in each case, Senate staffers are an average of five years older. Among all state and district positions, though, the average age of House staff is higher than that of Senate staff.

## **Educational Attainment**

Virtually no differences exist between House and Senate staff when comparing the proportion of staff who hold at least a bachelor's degree. When comparing staff that hold graduate degrees, however, we find that Senate staff have substantially greater educational attainment in five of the 13 directly comparable positions. Moreover, these positions include four of the five highest paying jobs: State/District Director, Legislative Director, Press Secretary, and Office Manager. Among Administrative Assistants, the highest paying position, House staff are just as likely as Senate staff to hold advanced degrees.

## **Conclusions and Hypotheses**

Approximate salary parity exists between House and Senate staff for positions with an average salary of less than \$30,000, while for higher paying positions Senate staff earn up to 48 percent more than their House counterparts. What accounts for this pattern? Our analyses collect information that describes current employment practices in the House and Senate but does not explain conclusively the patterns that exist. Consequently, we have provided several hypotheses that are generally consistent with a portion of the data. None of these hypotheses, however, are consistent with all of the data.

**Age and Experience.** The conventional wisdom is that Senate staff are older and more experienced; in fact, this is generally true. Senate staff are older than House staff in most positions and, for about half of the positions, have more overall congressional experience although not more experience in their current job.

**Responsibility.** Senate staff in certain positions have more responsibility than their House counterparts. Senate AAs and LDs, for example, supervise more staff than their House counterparts.

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

**Flexibility.** Several lower-paying positions that are staffed separately in Senate offices are combined in House offices. Consequently, House staff may be valued for their ability to perform different tasks. If so, this would offset specialization among Senate staff and explain the approximate parity in salary among lower paying positions.

**Inequity.** A final hypothesis is that the differences are due to inequity of some sort and either should not exist or should be smaller in scale.



# APPENDICES

## APPENDIX A: STATE POPULATION CATEGORIES

For purposes of reporting data, we grouped states and territories into four categories using population figures from the 1990 census. Our categories and the states and territories in each category are as follows:

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

## APPENDIX B: GEOGRAPHICAL REGIONS

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

## APPENDIX C

### Cost of Living Differences: The ACCRA Cost of Living Index

A factor that offices may wish to consider in their salary policies is the cost of living in any given locale. About three-fifths of House staff live and work in the Washington, D.C. metropolitan area while the other two-fifths are scattered across the country. The cost of living can vary dramatically between Washington and district offices or even between different offices in a district. The American Chamber of Commerce Researchers Association produces the ACCRA Cost of Living Index to provide a reasonably accurate measure of living cost differences among more than 280 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 chamber of commerce 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 286 metropolitan areas and cities. For more information, consult the ACCRA Cost of Living Index, which is available from:

ACCRA Subscription Office  
P.O. Box 6749  
Louisville, KY 40206-6749

### Using the Index

The average of all participating areas equals 100 and each area's index is read as a percentage of the average. Anchorage, Alaska, for example, has a rating of 131.0, indicating that the cost of living in Anchorage is 31 percent higher than average. The 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**  
**First Quarter, 1992**  
(Copyright 1992, ACCRA; reprinted with permission)

<b>Average City, USA</b>	<b>100.0</b>		
<b>Alabama</b>		<b>California</b>	
Birmingham	99.2	Blythe	102.4
Decatur	91.5	Indio	109.4
Dothan	88.6	L.A.-Long Beach	132.6
Huntsville	97.1	Palm Springs	120.3
Mobile	94.1	Riverside City	113.4
Montgomery	101.9	San Diego	132.7
Tuscaloosa	102.0	Visalia	114.9
		<b>Colorado</b>	
<b>Alaska</b>		Boulder	106.3
Anchorage	131.0	Colorado Springs	95.4
Fairbanks	129.8	Denver	100.6
Juneau	133.1	Fort Collins	95.7
Kodiak	145.7	Glenwood Springs	105.7
		Grand Junction	94.7
<b>Arizona</b>		Gunnison	94.3
Flagstaff	102.3	Longmont	92.3
Lake Havasu	98.4	Loveland	87.3
Phoenix	100.5	Pueblo	86.0
Prescott	103.3	<b>District of Columbia</b>	
Scottsdale	104.1	Washington, DC	134.4
Tucson	101.9		
Yuma	94.8	<b>Florida</b>	
<b>Arkansas</b>		Boca Raton	112.4
Fayetteville	87.9	Gainesville	101.7
Fort Smith	89.3	Jacksonville	93.2
Hot Springs	96.9	Miami	108.3
Jonesboro	91.0	Ocala	93.5
Little Rock	93.7	Orlando	97.3
Rogers	90.3	Tampa	96.8
		West Palm Beach	111.5

<b>Georgia</b>		South Bend	92.9
Americus	95.2	Warsaw	103.3
Athens	98.2		
Atlanta	99.7	<b>Iowa</b>	
Bainbridge	90.4	Cedar Rapids	99.3
Cartersville	95.3	Des Moines	97.5
Columbus	94.4	Dubuque	96.8
Douglas	91.3	Fort Dodge	93.4
LaGrange/Troup Co.	99.0	Marshalltown	96.3
Macon	100.1	Mason City	94.0
Rome	96.8	Sioux City	101.9
Tifton	94.0	Waterloo	95.0
Valdosta	95.7		
		<b>Kansas</b>	
<b>Idaho</b>		Garden City	91.8
Boise	100.4	Lawrence	96.4
Idaho Falls	106.0	Manhattan	90.6
Pocatello	96.7	Wichita	96.9
		<b>Kentucky</b>	
<b>Illinois</b>		Hopkinsville	89.5
Bloomington	102.7	Lexington	98.7
Centralia	100.7	Louisville	92.1
Champaign	100.8	Murray	86.5
Decatur	93.3	Owensboro	92.2
DeKalb	105.8	Paducah	91.3
Peoria	103.1		
Quad Cities	98.3	<b>Louisiana</b>	
Quincy	96.9	Baton Rouge	97.7
Rockford	106.3	Lake Charles	96.2
Schaumburg	124.0	Monroe	97.3
Springfield	97.8	New Orleans	91.1
		<b>Maryland</b>	
<b>Indiana</b>		Baltimore	122.3
Anderson	96.8	Cumberland	100.6
Bloomington	101.8	Hagerstown	103.0
Evansville	93.1	St. Mary's Co.	110.8
Fort Wayne	90.6	Worcester Co.	109.3
Indianapolis	96.6		
Lafayette	99.4		
LaPorte	100.6		
Muncie	100.6		
Plymouth	95.5		
Richmond	99.4		

<b>Massachusetts</b>		<b>Nevada</b>	
Boston	133.6	Carson City	105.8
Framingham	133.6	Las Vegas	103.5
Springfield	118.7	Reno-Sparks	105.5
<b>Michigan</b>		<b>New Hampshire</b>	
Benton Harbor	105.2	Manchester	118.2
Holland	104.0		
Lansing	102.1	<b>New Mexico</b>	
Midland	109.2	Carlsbad	88.7
		Clovis-Portales	93.4
<b>Minnesota</b>		Farmington	94.1
Minneapolis	101.7	Hobbs	90.0
Rochester	100.1	Las Cruces	97.3
St. Cloud	94.8	Roswell	93.8
St. Paul	106.6	Santa Fe	107.3
<b>Missouri</b>		<b>New York</b>	
Columbia	89.9	Albany	114.2
Kansas City	95.0	Binghamton	99.0
Kennett	85.7	Jamestown	106.8
Kirksville	91.8	New York City	219.1
Nevada	85.3	Syracuse	101.0
Poplar Bluff	84.4		
St. Charles	95.8	<b>North Carolina</b>	
St. Joseph	89.0	Burlington	98.0
St. Louis	96.1	Charlotte	100.3
Springfield	91.1	Dare County	112.9
		Eden	96.4
<b>Montana</b>		Fayetteville	97.6
Bozeman	103.6	Gastonia	88.7
Missoula	100.3	Greenville	96.2
		Hickory	99.4
<b>Nebraska</b>		Marion/McDowell Co.	91.2
Grand Island	92.1	Raleigh-Durham	96.2
Hastings	87.6	Winston-Salem	98.5
Kearney	89.0		
Lincoln	89.4	<b>North Dakota</b>	
Omaha	88.1	Minot	94.5
Scottsbluff-Gering	90.8		

**Ohio**

Akron	92.7
Ashland	97.2
Canton	90.4
Cincinnati	106.7
Cleveland	109.9
Findlay	99.5
Mansfield	96.7
Mt. Vernon/Knox Co.	95.8
Toledo	104.9
Youngstown	93.4

**Oklahoma**

Ardmore	90.4
Bartlesville	94.7
Enid	90.9
Lawton	96.1
Muskogee	87.2
Norman	91.3
Oklahoma City	91.4
Pryor	88.2
Tulsa	88.5

**Oregon**

Bend	106.4
Eugene	99.8
Klamath Falls	93.1
Portland	109.0
Salem	101.4

**Pennsylvania**

Hanover	105.5
Harrisburg	105.8
Lancaster	113.5
Mercer County	102.2
Philadelphia	129.3
Pittsburgh	107.3
Waynesboro	98.4
Wilkes-Barre	102.9
York	102.5

**South Carolina**

Charleston	99.4
Columbia	95.9
Florence	92.8
Greenville	93.3
Myrtle Beach	94.5
Rock Hill	103.2
Spartanburg	94.4
Sumter	93.2

**South Dakota**

Rapid City	95.8
Sioux Falls	92.2
Vermillion	96.4

**Tennessee**

Chattanooga	93.9
Clarksville	92.8
Cookeville	83.6
Dyersburg	89.0
Jackson	95.7
Johnson City	96.0
Knoxville	93.1
Memphis	94.7
Morristown	89.8
Nashville-Franklin	93.7

**Texas**

Abilene	92.4
Amarillo	86.5
Beaumont	93.9
Corpus Christi	92.9
Dallas	99.1
El Paso	96.0
Ft. Worth-Arlington	93.2
Georgetown	95.5
Houston	98.9
Kerrville	94.9
Killeen	89.8
Longview	90.3
Lubbock	94.0
Lufkin	90.4

McAllen	100.0	<b>Wisconsin</b>	
Odessa	94.9	Appleton	95.0
San Antonio	93.7	Eau Claire	96.1
Texarkana	92.2	Fond du Lac	94.9
Weatherford	89.8	Green Bay	96.9
Wichita Falls	93.2	Janesville	95.4
<b>Utah</b>		La Crosse	96.9
Cedar City	90.1	Manitowoc	97.6
St. George	98.8	Marinette	95.0
Salt Lake City	95.1	Marshfield	102.1
<b>Vermont</b>		Milwaukee	104.9
Montpelier-Barre	109.0	New London	91.5
<b>U.S. Virgin Islands</b>		Oshkosh	97.5
St. Croix	152.5	Stevens Point	101.1
St. Thomas	172.4	Wausau	102.2
<b>Virginia</b>		<b>Wyoming</b>	
Bristol	88.5	Casper	102.1
Fredericksburg	106.6	Cheyenne	99.2
Hampton Roads	101.8	Gillette	95.0
Lynchburg	93.5	Laramie	100.2
Prince William	114.4		
Roanoke	98.4		
Va. Peninsula	95.7		
<b>Washington</b>			
Bellingham	104.5		
Olympia	104.0		
Richland	102.8		
Seattle	117.6		
Spokane	103.9		
Tacoma	101.8		
Wenatchee	101.7		
Yakima	100.5		
<b>West Virginia</b>			
Berkeley County	96.0		



## APPENDIX D

### Regression Statistics

Here we report the R-squared and F statistics for each of the 14 House office positions on which we conducted regression analysis.

	<u>R-squared</u>	<u>F</u>
<b>Washington Positions</b>		
Administrative Assistant	.3325	8.37
Legislative Director	.3679	7.80
Legislative Assistant	.5259	53.68
Legislative Correspondent	.5846	15.06
Press Secretary	.5933	23.35
Executive Asst./Scheduler	.6180	24.10
Office Manager	.7205	15.75
Receptionist	.6203	21.89
Systems/Mail Manager	.6168	9.34
<b>District Positions</b>		
District Director	.2622	5.55
District Aide/Field Rep.	.3957	17.03
District Caseworker	.3252	22.70
Office Secretary/Clerk	.3698	6.63
Appointments Sec./Scheduler	.3495	3.28

## CMF PUBLICATION LIST

**SETTING COURSE: A CONGRESSIONAL MANAGEMENT GUIDE.** Now in its fourth edition, *Setting Course* is a comprehensive guide to setting up and managing a congressional office for newly elected Members of Congress and key aides. Veteran offices also draw heavily upon the management advice it offers. This book was expanded and completely revised for the 103rd Congress. (1992, 392 pages)

**FRONTLINE MANAGEMENT: A GUIDE FOR CONGRESSIONAL DISTRICT/STATE OFFICES.** This book discusses the various functions of district/state offices -- casework, projects and grantsmanship, scheduling, planning events -- and provides congressional offices guidance for improving these functions in their offices. The book also provides general advice on managing district/state offices. (1989; 225 pages)

**1991 U.S. SENATE EMPLOYMENT PRACTICES: A STUDY OF STAFF SALARY, TENURE, DEMOGRAPHICS AND BENEFITS.** This report studies Senate personal office staff and the factors that influence their pay. The study provides aggregate data on the salary, age, education, work experience, race, and gender of Senate staff. Twenty-one staff positions are individually analyzed. (1991, 112 pages)

**1990 U.S. HOUSE OF REPRESENTATIVES EMPLOYMENT PRACTICES: A STUDY OF STAFF SALARY, TENURE AND DEMOGRAPHICS.** Similar to the Senate study, this report studies House personal office staff and the factors that influence their pay. (1990, 70 pages)

**A CONGRESSIONAL INTERN HANDBOOK.** This nuts-and-bolts guide to working in a congressional office is used by hundreds of offices to orient each new wave of interns. It presents the do's and don'ts, where's and why's of Capitol Hill in a succinct, yet comprehensive and enjoyable style. (1989; 88 pages)

**POLITICIANS AND THEIR SPOUSES' CAREERS.** Written for Members with working spouses, this manual explores the potential problems that can result from the public attention focused on elected officials. By consulting congressional families, the book addresses realistic problems and solutions. (1985; 103 pages)

**CUTBACK MANAGEMENT FOR CONGRESSIONAL OFFICES: A PLANNING AND BUDGETING MANUAL.** This manual offers practical suggestions for tightening the administrative belt without sacrificing the quality of work output. Contains charts on office spending patterns, cost-saving tips, and worksheets for planning and budgeting. (1986; 90 pages)

**PERSONNEL, SPACE AND AUTOMATION ON THE HILL.** Offers the recommendations of a team of management experts brought in by CMF to study Congressional offices. Especially useful to congressional managers. (1984; 53 pages)

**MANAGEMENT GUIDANCE ON CLOSING A CONGRESSIONAL OFFICE.** This publication identifies the key management issues in closing a congressional office and provides advice based on the experience of top congressional aides who have closed offices. (1992, 11 pages)

## ABOUT THE CONGRESSIONAL MANAGEMENT FOUNDATION

The Congressional Management Foundation (CMF) is a nonprofit, nonpartisan educational organization dedicated to helping Members of Congress and their staff better manage their workloads. CMF is an independent organization that works with both Democratic and Republican offices and takes no position on policy matters. CMF simply advocates good government through good management. The Foundation does this by tailoring private-sector management tools to the congressional environment in three ways: reports and guidebooks, management training seminars, and office consultations.

### *Reports and Guidebooks*

CMF researches topics of paramount importance to congressional office management and presents its findings in an objective, unbiased manner. CMF's publications include:

- ▶ Setting Course: A Congressional Management Guide
- ▶ Frontline Management: A Guide for Congressional District/State Offices
- ▶ House and Senate Staff Salary and Employment Practices Reports
- ▶ Cutback Management for Congressional Offices: A Planning and Budgeting Manual
- ▶ Personnel, Space and Automation on the Hill
- ▶ A Congressional Intern Handbook

### *Management Training Seminars for Administrative Assistants*

CMF's seminars attract AAs from hundreds of congressional offices each year. The topics, all specifically geared to congressional office needs, include: strategic planning, motivating staff and reducing staff turnover, time and paperwork management, managing the mail, personnel management, measuring office performance, and office communication.

### *Consultations*

Consultations are the most individualized service CMF provides. CMF conducts detailed studies of Members' offices, providing Members and staff with a comprehensive analysis that helps offices identify weaknesses and find ways of improving performance. CMF also provides offices with targeted assistance for specific management challenges such as setting office goals, facilitating office retreats, improving the office mail system, establishing a personnel system, incorporating time and paperwork management techniques into day-to-day office operations, and teambuilding.

The Congressional Management Foundation is a 501(c)(3) organization that is supported by grants from private corporations and foundations. If you would like more information about CMF, please call (202) 546-0100.

## CONGRESSIONAL MANAGEMENT FOUNDATION

### BOARD OF ADVISORS

Jeff Bingaman  
U.S. Senator  
D-New Mexico

William Goodling  
U.S. Representative  
R-Pennsylvania

Jerry Lewis  
U.S. Representative  
R-California

Albert Gore  
U.S. Senator  
D-Tennessee

Paul B. Henry  
U.S. Representative  
R-Michigan

Norman Y. Mineta  
U.S. Representative  
D-California

Thomas J. Downey  
U.S. Representative  
D-New York

Nancy Johnson  
U.S. Representative  
R-Connecticut

Timothy J. Penny  
U.S. Representative  
D-Minnesota

Mike Espy  
U.S. Representative  
D-Mississippi

Jim Kolbe  
U.S. Representative  
R-Arizona

Don Ritter  
U.S. Representative  
R-Pennsylvania

### BOARD OF GOVERNORS

AT&T  
Carol Wilner

Centel Corporation  
David Bohmer

Merck & Co., Inc.  
Mark Raabe

Arthur Andersen & Co, SC  
Michael E. Simon

Chevron U.S.A., Inc.  
Phil Cavanaugh

MetPath, Inc.  
C. Kim McCarthy

BellSouth  
Dan Mattoon

EDS Corporation  
Alexandra Cook

Oryx Energy Company  
William F. Whitsitt

Burson-Marsteller  
Richard Moore

IBM  
Kathleen Kingscott

Sun Company, Inc.  
Thomas Wylie

CSX Corporation  
Woody Price

ITT Corporation  
Richard Ward

United Parcel Service  
Douglas Smalls

Capitol Associates, Inc.  
Debra Hardy Havens

J.C. Penney Co., Inc.  
Russ Pearson