

**1993 U.S. SENATE
EMPLOYMENT PRACTICES:
A STUDY OF STAFF SALARY,
TENURE, DEMOGRAPHICS
AND BENEFITS**

A Congressional Management Foundation Guidebook

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Craig Schultz

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and Benefits**

Written by

Craig Schultz
with
Richard Shapiro
Congressional Management Foundation

Data Analysis by

Jon Carr
David Parrish
Social Science Research Center
Mississippi State University

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

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SUMMARY OF KEY FINDINGS

1993 Senate Staff Salaries

- * The average 1993 salary across all positions for Senate personal office staff was **\$36,844**, a 11.3 percent increase since 1991 or 5.5 percent per year.
- * Federal civilian workers in 1993 earned on average \$37,718 -- 2.4 percent more than Senate staff.
- * The gap between federal and Senate pay is much greater when comparing Washington salaries. The average salary of Washington Senate staff is \$38,971 whereas white-collar federal employees working in Washington are making \$46,783 -- a 20 percent differential.
- * The three highest-paid positions in Senate personal offices -- Administrative Assistant (AA), Legislative Director (LD), and General Counsel -- experienced among the largest increases in average salary between 1991 and 1993. In each of these positions, average pay rose by 15 percent or more over the past two years.

Gender

- * Female Senate staff earn proportionately more than do female workers nationwide and in the federal executive branch. Women earn 81 percent of the pay of men in Senate offices. In comparison, female federal civilian workers earn 70 percent of their male counterparts; while nationally women earn 67 percent of the pay of men.
- * The pay gap between male and female Senate staffers has narrowed since 1991, when women earned 78 percent of men on average.
- * The male/female pay gap is largely due to women being over-represented in lower paying jobs and under-represented in higher paying jobs. Women comprise 34 percent of the Senate AAs, LDs, Press Secretaries, and State Directors.
- * When equalizing for job-related factors such as experience, education, and level of responsibility, there are statistically significant differences in the salaries of men and women in 3 of 20 Senate staff positions: Regional Director, Field Representative and State Caseworker. CMF found no significant differences in the pay of similarly qualified men and women in any of the Washington-based Senate positions.
- * Women comprise 60 percent Senate staff, a much greater proportion than their 45 percent share of the national labor force.
- * Women have been in their current position about 35 percent longer than men and also have approximately 35 percent more overall congressional experience.

Race and Ethnicity

- * Senate staff who are minorities earn proportionately more than do minorities nationwide. Black Senate staff earn 83 percent of the pay of white Senate staff and Hispanic staff earn 75 percent of white staff pay. Nationally, blacks earn 74 percent and Hispanics 71 percent of the pay of white workers.
- * These differences in Senate staff pay are primarily due to black, Hispanic, and "other" minority staff over-representation in lower paying jobs and under-representation in higher paying jobs. Overall, minorities comprise 14.7 percent of Senate staff but only 4.4 percent of all AAs, LDs, Press Secretaries, and State Directors.
- * Minorities have lower employment rates in Senate offices than in the U.S. labor force. Blacks comprise 8.7 percent, Hispanics 3.1 percent, and "other" minorities 2.9 percent of Senate staff. Nationally, blacks comprise 10.1 percent and Hispanics 7.5 percent of the labor force.

Staff Tenure

- * Job tenure is quite low in the Senate. Forty-five percent of Washington-based Senate staff have been in their present positions for one year or less and 63 percent have been in their job for two years or less.
- * Rapid turnover afflicts virtually every position. For example, 56 percent of AAs, 48 percent of LDs, 57 percent of Legislative Assistants, and 52 percent of Press Secretaries have been in their jobs two years or less.
- * For Washington-based Senate personal office staff, average job, office, and congressional tenure did not change between 1991 and 1993. However, in Senators' state offices, there have been large increases in staff tenure over the past two years.

Miscellaneous

- * Paid parental leave benefits in Senate offices tend to be more generous than in the federal agencies. More than three-quarters of Senate offices provide at least four weeks of paid maternity leave and 27 percent provide four or more weeks of paid paternity leave. In comparison, the federal government offers no paid parental leave.
- * Among higher-paying positions, Senate staff earn substantially more than their House counterparts. Senate AAs earn 24 percent more than House AAs, while Senate LDs, Press Secretaries, and Legislative Assistants all earn at least 43 percent more than their House counterparts. This gap has changed little since our 1991 study.
- * Washington-based Senate personal office staff tend to be young and single. Sixty-five percent are single and their average age is 32.

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PURPOSE OF THE REPORT

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

For this negotiation process to work efficiently, economic theory 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 overcompensation of some staff and undercompensation of others. A secondary effect of inefficient agreements is buyer and seller dissatisfaction and its potential for lowered morale, increased staff turnover, and 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

In addition to the types of information included in CMF's 1991 Senate study, our 1993 version contains several new items. In the "Staff Tenure" section, we have added an analysis of the variables that strongly and uniquely affect time in position and time in current office. Using a statistical method called multiple regression analysis, we have determined whether factors such as salary, employee benefits, office organizational structure, and marital status significantly affect how long staffers stay in their jobs and their offices.

For each of 24 Senate office positions, we have also added graphs showing the distribution of salaries. These graphs display where the salaries for each position are concentrated, how common various salary levels are, and the total range of salaries.

A Word of Caution

This report goes a long way towards describing the pay practices of Senate personal offices. It does not, however, contain all of the information needed by buyers and sellers of labor in the Senate. 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 Senate labor market.

ANALYSIS OF SAMPLE

Sample Size of the Data Base

A questionnaire was sent to the Senate personal offices of all 100 Senators.¹ Responses came from offices representing 56 Senators (56% of those surveyed). These responses provided CMF with salary, tenure, and demographic data for 1,893 full-time Senate personal office staff members.

Analysis of Responses by Member Political Party

<u>Political Party</u>	<u>Responses%</u>	<u>Actual%</u>
Democratic	57%	57%
Republican	43%	43%

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

Analysis of Responses by Member Tenure

<u>Member Term</u>	<u>Responses%</u>	<u>Actual%</u>
1st term	30%	31%
2nd term	14%	17%
3rd term	36%	32%
4th term or more	20%	20%

The distribution of our sample by Member tenure very closely mirrors the seniority distribution of the 103rd Senate.

¹ The survey was sent to the 100 Senators as of May 1993. At that time, 57 of the Senators were Democrats, and 43 were Republicans.

Analysis of Responses by State Population

<u>State Population</u>	<u>Responses%</u>	<u>Actual%</u>
<= 2 million	30%	34%
2 - 5 million	38%	30%
5 - 10 million	21%	22%
> 10 million	11%	14%

A review of responses indicates that our sample closely parallels the actual breakdown of Senate offices by state population, with the largest and smallest states being slightly under-represented in the sample, and states with between two and five million residents being slightly over-represented.²

Analysis of Responses by Geographical Region

<u>Region</u>	<u>Responses%</u>	<u>Actual%</u>
New England	11%	12%
Mid-Atlantic	7%	8%
South	16%	22%
Border	13%	10%
Midwest	11%	10%
Plains	13%	12%
Rocky Mountain	21%	16%
Pacific Coast	9%	10%

The sample closely parallels the actual distribution of offices by region, with offices from the South being slightly under-represented and those from Rocky Mountain states being slightly over-represented.³

Conclusion

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

² Appendix A on page 108 lists the states in each population category.

³ Appendix B on page 108 lists the states in each geographical region.

AGGREGATE DATA

AGGREGATE DATA

Methodology

In preparing this section of the report, we aggregated the individual salary and demographic data of almost 1,900 full-time staff members in Senate personal offices in order to better understand the demographic composition, pay, and employment trends of Senate staff.

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

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

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

Much of the aggregate data that we present has been broken down into three categories: all staff, Washington staff, and state staff. We believe that these breakdowns help in understanding the source of trends and convey differences in demographics, hiring practices, and salaries between Washington and state 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. House of Representatives in 1992 and 1990 and the U.S. Senate in 1991 and 1988. For readers desiring more detailed comparisons than are included here, *1992 U.S. House of Representatives Employment Practices: A Study of Staff Salary, Tenure, Demographics and Benefits* is available from the Congressional Management Foundation. Wherever possible, we have also provided comparative data about the U.S. population and employees in the public and private sectors.

PART 1: AGGREGATE AVERAGE SALARY INFORMATION

Average Salary for All Senate Positions Compared to 1991 CMF Study

	<u>Total</u>	<u>Washington</u>	<u>State</u>
Average Salary 1993:	\$36,844	\$38,971	\$32,573
Average Salary 1991:	\$33,094	\$35,802	\$28,158
Dollar Increase:	\$3,750	\$3,169	\$4,415
Percentage Increase:	11.3%	8.9%	15.7%
Average annualized rate of increase:	5.5%	4.3%	7.6%

Cost of Living Adjustments:

1993:	3.7%
1992:	4.2%
Compounded Total:	8.1%

Over the past two years, the overall average Senate personal office staff salary has increased by just over 11 percent. This increase is higher than the cost of living adjustments passed on to Senate offices during that two-year period. Also, average salaries for state staff have increased faster than the average salaries of Washington-based staff since 1991.

In comparison to the Senate, the average House staff salary in 1992 was \$33,388. Washington-based House staff averaged \$36,618 and district-based staff earned an average of \$28,978.

As of March 1993, federal civilian employees averaged \$37,718 -- 2.4 percent more than Senate staff. White collar federal civilian employees in the Washington area earn an average of \$46,783, approximately 20 percent more than Washington-based Senate staff.⁴ For full-time, year-round workers in the U.S. labor force, average earnings in 1992 were \$30,946.⁵

⁴ Christine E. Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1993.

⁵ 1992 Population Survey, Income Statistics Branch, Census Bureau, U.S. Department of Commerce.

Average Salary for All Positions by Member Party Affiliation

<u>Political Party</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
Democratic	\$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 state staff. The difference between Washington and state 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 staff of both parties were paid more than state-based staff. 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>State</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 term +	\$32,709	\$36,269	\$27,912

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

Average Salary for All Positions by Number of State Offices

<u># of State Offices</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
1-2	\$38,446	\$39,819	\$35,531
3-4	\$36,659	\$38,483	\$32,557
5-6	\$36,350	\$39,161	\$31,447
7-8	\$36,092	\$39,973	\$30,363

Members with more state offices tend to pay lower average salaries to their state-based staff. This likely reflects a tradeoff between the costs of opening additional offices and the costs of having higher paid state staff. The pay of Washington-based staff does not vary with the number of state offices maintained by Senators.

Average Salary for All Positions by Gender

<u>Gender</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
Female	\$33,561	\$35,966	\$29,576
Male	\$41,659	\$42,816	\$38,474

On average, female staff earn 81 cents for every dollar earned by male staff. Among Washington staff, the figure is 84 cents; among state staff, it is 77 cents.

The gender pay gap in the Senate has narrowed since 1991, when women earned 78 cents for every dollar earned by men. In comparison, women in the House in 1992 earned 82 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' pay. In the U.S. labor force, 1992 statistics from the Census Bureau show women earning 67 percent of men's earnings; specifically, among full-time, year-round workers in the U.S. labor force, men averaged \$35,711 and women \$24,009.⁶

The 19 percent difference in average pay between male and female Senate staff is largely explained by differences in the jobs they hold. A later analysis on page 29 shows that women are under-represented in Leadership and Policy positions and over-represented in Mid-level and Clerical positions. The effect of this on the salary distribution is illustrated below.

Average Salary Distribution by Gender

<u>1993 Salary (in thousands)</u>	<u>Female</u>	<u>Male</u>
less than \$15	0.7%	0.4%
\$15 - \$19.9	13.0%	11.3%
\$20 - \$24.9	23.8%	18.6%
\$25 - \$29.9	15.2%	11.2%
\$30 - \$34.9	12.1%	8.6%
\$35 - \$39.9	9.3%	7.7%
\$40 - \$49.9	11.8%	13.2%
\$50 - \$59.9	6.6%	7.9%
\$60 +	7.6%	21.1%

⁶ 1992 Population Survey, Income Statistics Branch, Census Bureau, U.S. Department of Commerce.

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 17 of the 20 positions⁷ 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. In none of the 16 Washington-based Senate staff positions were there significant, unexplained differences in pay between men and women. However, for the three of the four state-based positions (Regional Director, Field Representative, and State Caseworker), we found that gender had a statistically significant impact on pay that could not be explained by any other variable that we measured. Males in each of these three positions earned significantly more than women in those positions when controlling for the effects of other variables on pay.

Average Salary for All Positions by Race and Ethnicity

<u>Race/Ethnicity</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
Black	\$31,375	\$32,486	\$29,450
White	\$37,851	\$40,206	\$32,969
Hispanic	\$28,501	\$26,698	\$29,773
Other	\$32,119	\$31,815	\$33,905

Black Senate staff earn 83 cents for every dollar earned by white staff. For Hispanics, the figure is 75 cents and for "other" minority staff, 85 cents. The differences are larger for Washington-based staff and smaller for state staff.

⁷ There were not enough General Counsels, Special Assistants, Research Assistants, Projects Directors, and Washington Caseworkers in the offices responding to our survey to permit us to conduct valid regression analyses of these positions. Also, we inadvertently failed to describe State Office Assistant as a separate position on our questionnaire. As a result, offices completing the survey tended to use the State Office Assistant position as a "catch-all" for all state-based jobs that were not explicitly described on the questionnaire. Therefore, any analysis of the State Office Assistant position would be misleading. For that reason, we have excluded State Office Assistant from our regression analysis as well as all other position-by-position analyses in this report. For each of the 20 Senate office positions not listed above, we have performed individual regression analyses.

In the Senate in 1991, black staff earned 83 percent of the average white staff salary, Hispanic staff earned 75 percent, and "other" minority staff earned 95 percent. In the House in 1992, black staffers earned 93 percent as much as whites, Hispanics earned 77 percent as much, and other minorities earned 96 percent as much. National figures for 1992 show that among year-round, full-time workers blacks earned 74 percent of what whites earned and Hispanics earned 71 percent.⁸

These differences in Senate staff pay are largely due to differences in the jobs held by minority staff as compared to white staff. A later analysis on page 34 shows that minorities are under-represented in Leadership and Policy positions and over-represented in Clerical positions. The effect of this on the salary distribution is illustrated below.

Average Salary Distribution by Race and Ethnicity

1993 Salary (in thousands)	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>
less than \$15	1.8%	0.5%	0.0%	0.0%
\$15 - \$19.9	12.8%	12.0%	12.1%	20.0%
\$20 - \$24.9	28.0%	21.0%	22.4%	20.0%
\$25 - \$29.9	16.5%	12.9%	27.6%	10.9%
\$30 - \$34.9	11.6%	10.0%	22.4%	14.5%
\$35 - \$39.9	7.9%	8.9%	3.4%	7.3%
\$40 - \$49.9	12.8%	12.5%	8.6%	12.7%
\$50 - \$59.9	4.3%	7.4%	3.4%	12.7%
\$60 +	4.3%	14.8%	0.0%	1.8%

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 only one of the positions⁹ analyzed in this manner did we find that race or ethnicity

⁸ 1992 Population Survey, Income Statistics Branch, Census Bureau, U.S. Department of Commerce.

⁹ There were not enough General Counsels, Special Assistants, Research Assistants, Projects Directors, and Washington Caseworkers in the offices responding to our survey to permit us to conduct any valid regression analyses of these positions. For the reasons described in footnote 7 (on page 10), we did not
(continued ...)

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. The only exception was the Legislative Assistant (LA) position, in which the race/ethnicity of Hispanic staffers had a statistically significant impact on pay that could not be explained by any other variable that we measured. Hispanic LAs earned significantly less than LAs of other races/ethnicities when controlling for the effects of other variables on pay.

Average Salary for All Positions by Educational Attainment

	<u>Total</u>	<u>Washington</u>	<u>State</u>
High School or less	\$30,453	\$30,885	\$29,663
Some College	\$33,035	\$35,705	\$30,883
Bachelor's	\$33,627	\$34,539	\$31,573
Master's	\$49,411	\$51,446	\$42,811
Law	\$56,633	\$58,502	\$41,684
Doctorate	\$60,070	\$62,765	\$43,000

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 \$16,000 more on average than those with only a bachelor's; staff with law degrees earn about \$23,000 more. The difference in salary between staff with bachelor's degrees and those with advanced degrees is much more pronounced in Washington than in state offices.

Senate staff salaries are generally higher than House staff salaries when analyzed by level of education.¹⁰ Senate staff whose formal schooling ended with high school, some college, bachelor's, master's, or law degrees earn more than their House counterparts. Senate staff with law degrees earn 11 percent more. Only staff with doctorates earn more in the House.

Senate staff salaries by educational degree also compare favorably to national averages. Nationally, people with bachelor's degrees earned about \$33,000 in 1992; people with master's degrees earned about \$40,000; and people with professional degrees earned about \$75,000.¹¹

(... continued)

include the State Office Assistant position in any of our regression analysis. Also, to ensure the relevance of our regression analyses, we looked at the unique effect of a particular race or ethnicity on pay only in those Senate office positions with at least 3 staff of that race or ethnicity included in the responses to our survey.

¹⁰ For this analysis we increased House data from our 1992 survey by the 3.7 percent cost of living adjustment offices received in January 1993.

¹¹ 1992 Population Survey, Income Statistics Branch, Census Bureau, U.S. Department of Commerce.

Average Salary for All Positions by Age

<u>Age Group</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
under 25	\$20,671	\$20,885	\$19,760
25-29	\$29,149	\$30,405	\$25,117
30-34	\$41,665	\$45,261	\$32,255
35-39	\$48,871	\$55,664	\$35,512
40-44	\$49,046	\$59,517	\$37,635
45-49	\$50,153	\$59,031	\$38,464
50-54	\$47,266	\$54,372	\$41,158
55-59	\$43,774	\$57,744	\$35,392
60-64	\$42,379	\$55,265	\$37,492
65+	\$33,932	\$43,641	\$27,957

Staff under 30 years of age have the lowest salaries while staff in their forties have the highest salaries overall. In state 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. This same pattern held for House offices in 1992.

Average Salary for All Positions by Marital Status

<u>Marital Status</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
Single	\$31,734	\$32,833	\$28,568
Married	\$44,135	\$50,549	\$35,799

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

PART 2: STAFF TENURE

Average Staff Tenure

Years in Current Position

	<u>Total</u>	<u>Washington</u>	<u>State</u>
1993	3.5	3.1	4.4
1991	3.4	3.1	4.0
1988	3.2	2.8	4.1

Years in Current Office

	<u>Total</u>	<u>Washington</u>	<u>State</u>
1993	4.4	3.9	5.5
1991	4.2	3.9	4.8
1988		(data not available)	

Years in Congress

	<u>Total</u>	<u>Washington</u>	<u>State</u>
1993	5.9	5.6	6.5
1991	5.6	5.7	5.5
1988	4.7	4.7	4.6

For Washington-based Senate personal office staff, average tenure in position has not changed since the 1991 CMF Senate survey. However, over the same period, time in position has increased by 10 percent in Senators' state offices. As in 1991, position turnover occurs at a much higher rate among Washington staff than among state staff.

Tenure in office data was collected 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 of time accumulated in an office -- 80 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. This pattern of hiring from outside the office was just as strong in the Senate in 1991 as it is in 1993. The tendency to hire from outside the office is even more prominent in House personal offices, where 90 percent of the time accumulated in an office is accounted for by time in position.

Average tenure in Congress has increased slightly between 1991 and 1993. This change reflects two opposing trends amongst Senate staff: average time in the legislative branch

decreased slightly for Capitol Hill Senate staff between 1991 and 1993, while the average legislative branch tenure of state-based staff rose by a full year over the same period.

Turnover data for the U.S. labor force is not directly comparable to our data on congressional staff, but it suggests that turnover is higher on Capitol Hill. In 1987, the Bureau of Labor Statistics reported that employees aged 25 and older had been with their current employer an average of 7.8 years. For employees 16 and older, the average was 6.7 years. In the same survey, employees 25 and older had been in their current occupation an average of 10.2 years. About one-fourth of employees between ages 16 and 24 changed occupations during 1986, while only 7.7 percent of employees 25 and older did so.¹²

Average job tenure in the federal government in 1988 ranged from a low of 5.4 years for GS-1 to GS-3 jobs (secretarial and clerical jobs) to a high of 18.6 years for jobs at GS-13 or above (supervisory and professional jobs). The same study found that 8.8 percent of white-collar federal workers left federal government employment in 1988.¹³

Average tenure data masks the fact that a large number of Senate 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>State</u>
<= 1.0	40.9%	45.4%	31.9%
1.0 - 2.0	15.9%	17.3%	13.1%
2.0 - 5.0	21.9%	20.4%	24.9%
5.0 - 10.0	12.4%	10.5%	16.1%
10.0 +	8.9%	6.4%	13.9%

While the average job tenure is 3.5 years, over 40 percent of staff have held their current job for one year or less. Over 56 percent have been in their job for two years or less. Among Washington staff, almost 63 percent have been in their job for two years or less.

¹² U.S. Bureau of Labor Statistics, Current Population Survey, January 1987. "Occupation" was self-defined by survey respondents.

¹³ Gregory B. Lewis, "Turnover and the Quiet Crisis in the Federal Civil Service," Public Administration Review, Vol. 51, No. 2, March/April 1991.

Distribution of Tenure in Office by Staff Location

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
<= 1.0	32.6%	36.3%	25.0%
1.0 - 2.0	13.5%	15.2%	9.8%
2.0 - 5.0	25.0%	25.0%	25.0%
5.0 - 10.0	15.3%	13.1%	19.9%
10.0 +	13.6%	10.3%	20.2%

The job tenure pattern holds true for tenure in office. The overall average of 4.4 years masks the fact that close to half of all staff have worked in their Senator's office for two years or less. Only 23 percent of Washington-based staff have worked in their Member's office for more than five years. Long service for a Senator is much more common for state staff: 40 percent have worked in their office for more than five years.

Distribution of Tenure in Congress by Staff Location

<u>Years</u>	<u>Total</u>	<u>Washington</u>	<u>State</u>
<= 1.0	24.2%	26.8%	18.7%
1.0 - 2.0	12.6%	14.1%	9.3%
2.0 - 5.0	25.2%	25.0%	25.6%
5.0 - 10.0	18.8%	17.1%	22.5%
10.0 +	19.2%	17.1%	23.8%

Similarly, the average tenure in Congress of 5.9 years masks the fact that close to one-fourth of all staff have worked in the legislative branch for one year or less, and 37 percent have worked there for two years or less.

One possible explanation for these high turnover rates is that large numbers of staff flow in and out of entry level positions such as Receptionist and Legislative Correspondent, while other positions experience low turnover. In fact, as the following table containing the 20 most commonly staffed positions in Senate personal offices illustrates, rapid turnover afflicts virtually every position.

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

	Time in Position		Time in Congress	
	<= 1 yr.	<= 2 yrs.	<= 1 yr.	<= 2 yrs.
Washington Positions				
AA/Chief of Staff	30.9%	56.4%	3.8%	15.1%
Legislative Director	31.3%	47.9%	2.1%	4.2%
Press Secretary	41.4%	51.7%	19.3%	26.3%
Executive Assistant	19.1%	36.2%	6.7%	20.0%
Legislative Assistant	40.8%	57.1%	20.1%	31.0%
Office Manager	34.6%	46.2%	10.0%	18.0%
Scheduler/Appts. Sec.	37.8%	57.8%	14.3%	23.8%
Systems Administrator	31.0%	54.8%	15.8%	26.3%
Asst./Secretary to AA	31.4%	51.4%	33.3% ¹⁴	36.4%
Corres. Dir./Mail Mgr.	47.1%	64.7%	22.6%	45.2%
Dep./Asst. Press Sec.	41.5%	81.1%	23.5%	51.0%
Computer Operator	32.9%	40.0%	25.4%	30.2%
DC Office Assistant	61.0%	75.6%	42.5%	57.5%
Legislative Corres.	63.7%	84.2%	40.9%	72.0%
Receptionist	79.2%	89.6%	70.2%	83.7%
Correspondence Asst.	68.6%	82.9%	58.8%	82.4%
State Positions				
State Director	36.4%	50.0%	12.8%	20.5%
Regional Director	22.7%	30.3%	5.1%	10.2%
Field Representative	36.1%	47.0%	19.2%	26.7%
State Caseworker	28.3%	44.3%	19.6%	31.8%

¹⁴ For the Assistant/Secretary to AA position, there is an apparent anomaly: time in Congress seems to be less than time in current position (31.4% of Assistants/Secretaries to AAs have been in their current Senate job one year or less, while 33.3% of staffers in that position have been employed by Congress for one year or less). However, by definition, no staffer can be in Congress for shorter than she is in her current position. The reason for this statistical oddity is that more Assistants/Secretaries to AAs provided information on their time in position than on time in Congress.

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 close to 80 percent of Receptionists have held their job for one year or less. Over 70 percent of staff in these positions have total experience in Congress of two years or less.

While not as dramatic as junior staff positions, senior staff positions also are experiencing substantial turnover. More than 30 percent of Administrative Assistants, Legislative Directors, Press Secretaries, and State Directors have been on the job for one year or less. Less than 53 percent of AAs, LDs, Press Secretaries, and State Directors have held their job for more than 2 years.

State staff have somewhat lower turnover rates than Washington staff. For each state position, at least one-half of the staffers have been in their position and office for two years or more. Such is only true for 4 of the 16 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	1.9	2.2	4.2
2nd term	3.1	3.6	5.1
3rd term	4.1	5.4	6.8
4th term +	5.1	6.5	7.3

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

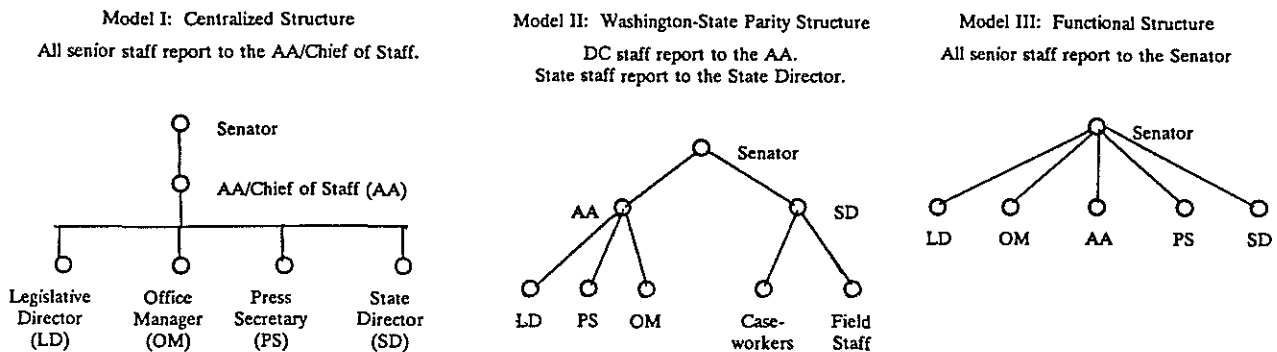
Staff Tenure by Office Organizational Structure

<u>Organizational Structure</u>	Average Years in Position:		
	<u>Total</u>	<u>Washington</u>	<u>State</u>
Centralized Structure: <i>All Senior Staff Report to AA</i>	3.3	2.7	4.4
Washington/State Parity Structure: <i>DC Staff Report to AA; State Staff Report to State Director</i>	3.7	3.3	4.6
Functional Structure: <i>Junior Staff Report to Senior Staff; Senior Staff Report Directly to Senator</i>	5.0	4.2	6.4
Other Structures	3.4	3.8	2.5

Average job tenure is lowest in Senate offices using a centralized organizational structure (all staff report to the AA). The centralized structure also was the one associated with the shortest job tenure in our 1992 study of House offices. Probable reasons for this pattern in Senate and House offices are (1) state and district staff feel being supervised from hundreds or thousands of miles away is a source of dissatisfaction, and (2) supervising state and district offices takes the AA's attention away from management and personnel matters in the Washington office. In addition, as we discuss on page 38, the centralized structure is the most common one for Senate and House offices.

In the Senate, average job tenure is highest in offices using a functional structure.

Office Organizational Structures



Staff Tenure by Political Party

<u>Party</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Democratic	3.5	4.3	5.8
Republican	3.6	4.5	6.0

Staff in Democratic and Republican offices tend to have nearly identical amounts of experience in their jobs, offices, and Congress.

Staff Tenure by Gender

<u>Gender</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Female	3.9	4.8	6.5
Male	2.9	3.8	4.8

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 Senate.

Staff Tenure by Race and Ethnicity

<u>Race/Ethnicity</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Black	4.5	5.7	7.0
White	3.4	4.3	5.8
Hispanic	3.5	4.7	5.6
Other	3.8	4.5	5.0

Black staff have the highest average tenure in their jobs, offices, and in Congress. Also, black staff average about 30 percent more job and office tenure and 20 percent more tenure in Congress than whites.

Staff Tenure by Educational Attainment

<u>Highest Level Attained</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
High School or less	6.1	6.9	10.9
Some College	5.2	6.3	8.8
Bachelor's	2.8	3.7	4.8
Master's	3.8	4.8	6.5
Law Degree	2.8	3.4	4.7
Doctorate	3.1	4.7	5.5

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

Staff Tenure by Marital Status

<u>Marital Status</u>	<u>Position</u>	Average Years in:	
		<u>Office</u>	<u>Congress</u>
Single	2.6	3.4	4.4
Married	4.8	5.8	8.0

Married staff have between 70 and 85 percent more experience in their current position, their current office, and Congress than single staff. This pattern is expected given that single staff are younger than married staff.

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, race and ethnicity, and gender)
- 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 three variables were statistically significant predictors of an individual's tenure.¹⁵ These variables were:

- 1) age
- 2) Member term
- 3) salary

Staffers with **higher salaries**, those serving for **Senators with more terms in Congress**, and those with **higher ages** tend to have lower turnover between jobs and offices.

Age and Member Term: It intuitively makes sense that the older a staffer and the longer the staffer's Senator has served, the longer the staffer is likely to have been in his job and office. If a 50-year-old Caseworker is working for a fourth-term Senator, it is entirely possible that the Caseworker has tenure in this job and office of twenty years. If another Caseworker is working for a freshman Senator or is 27 years old, his job and office tenure could not be very long. In addition, older staffers may simply be more stable, in the sense that they are less inclined to move between jobs and offices.

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, other factors being equal, 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 Senate offices.

¹⁵ In order to be classified as a "statistically significant" predictor of tenure, a variable had to have a t-statistic that is significant at the .05 level against the two-sided null hypothesis.

Comparison with House offices¹⁶: Just as in Senate offices, higher salaries, higher ages, and serving for Members with more terms in Congress were significantly associated with lower turnover between jobs and offices in House personal offices in our 1992 study. However, two additional variables were strongly and significantly associated with turnover in the House, but not in the Senate. Specifically, House staffers covered by **merit raise** policies tended to have significantly lower turnover between jobs and offices than staffers not covered by such policies. In contrast, House staffers covered by **merit bonus** policies had significantly higher turnover between jobs and offices than other staffers.

Limitations of Regression Analysis Information

Regression analysis indicates which factors statistically predict or explain a dependent variable (e.g., turnover). It should be noted, however, that our analysis does not include an exhaustive list of possible factors that may impact 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 related 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 necessarily be viewed as recommendations of practices that will reduce turnover. Rather, this information should be used as a guide in understanding general practices in the Senate, but not as a recommendation for specific policies or actions.

¹⁶ In our 1992 study of House offices, we used a two-part test to determine which variables were significant predictors of job and office tenure. Significant variables had to have t-statistics that were significant at the .05 level against the two-sided null hypothesis, and they had to have "beta" values greater than .25. In this 1993 Senate study, we only used the more standard t-statistic test to determine which variables were significant predictors of tenure.

PART 3: AGGREGATE DEMOGRAPHIC INFORMATION

AGGREGATE AGE INFORMATION

Average Age of Staff

	<u>Total</u>	<u>Washington</u>	<u>State</u>
Average Age	34.5	32.2	39.2

The average age of Senate staff is about 35. Nineteen percent are 25 or younger, while 29 percent are 40 or older, and 13 percent are 50 or older. Staff in Senators' state offices tend to be older than staff in their Washington offices.

The present age structure of Senate staff is virtually the same as it was in 1991. Also, the age structure of Senate staff in 1993 is virtually the same as that of staff in House offices where the average age in 1992 was 34.9.

Senate staff are slightly younger than the U.S. civilian labor force, which in 1991 had a median age of 36.9.¹⁷ Senate staff are younger than federal civilian employees, whose average age is 43.2.¹⁸

Age by Member Tenure

	<u>Average Age in Years</u>
1st term	34.0
2nd term	33.6
3rd term	35.0
4th term or more	35.4

¹⁷ U.S. Bureau of Labor Statistics, unpublished data.

¹⁸ Christine E. Steele, "Profile of Federal Civilian Non-Postal Employees," Office of Personnel Management, March 31, 1993.

Age Distribution by Member Term in Office

<u>Age Group</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	<u>4th or more</u>	<u>Total</u>
under 25	20.8%	20.4%	17.3%	16.4%	18.6%
25-29	25.2%	25.7%	27.2%	23.1%	25.6%
30-34	14.1%	15.5%	16.3%	20.5%	16.4%
35-39	12.8%	11.9%	7.4%	8.8%	9.9%
40-44	9.5%	8.8%	10.2%	7.0%	9.1%
45-49	6.6%	8.0%	7.5%	9.4%	7.7%
50-54	4.9%	6.4%	6.4%	6.4%	6.0%
55-59	2.9%	1.9%	3.3%	4.7%	3.2%
60-64	2.4%	1.1%	2.7%	2.3%	2.2%
65+	0.9%	0.3%	1.7%	1.5%	1.2%

The average age of staff tends to increase as Senators' tenure increases. Veteran Senators tend to employ more staff who are 50 or older and fewer who are under 25 than more junior Senators.

Age by Member Party Affiliation

	<u>Average Age in Years</u>
Democrat	34.4
Republican	34.8

Staff age does not vary by party affiliation.

AGGREGATE EDUCATIONAL ATTAINMENT INFORMATION

Educational Attainment of Staff

	<u>Total</u>	<u>Washington</u>	<u>State</u>
High School or less	4.6%	4.3%	5.1%
Some College	14.1%	9.4%	24.3%
Bachelor's Degree	62.7%	63.8%	60.2%
Master's Degree	9.7%	10.9%	7.2%
Law Degree	7.6%	9.9%	2.6%
Doctorate Degree	1.3%	1.6%	0.5%

Senate staff are well-educated with 81.3 percent having a minimum of a bachelor's degree and 18.6 percent holding advanced degrees. The educational attainment of Senate staff was virtually the same in 1991, when 79 percent had a bachelor's degree or more and 17 percent had advanced degrees. The comparable figures for House staff in 1992 were 78 and 14 percent.

Staff based in Washington offices have greater educational training than state staff. Washington staff are more than twice as likely to hold advanced degrees and less than one-half as likely not to hold a bachelor's or higher degree.

Congressional staff have significantly greater educational training than federal civilian employees, 36.5 percent of whom have at least a bachelor's degree.¹⁹ In the general U.S. adult population, approximately 20 percent have at least a bachelor's degree.²⁰

¹⁹ Christine E. Steele, "Profile of Federal Civilian Non-Postal Civilian Employees," Office of Personnel Management, March 31, 1993.

²⁰ U.S. Department of Commerce, Census Bureau, Current Population Reports, Series P-20, No. 174.

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>State</u>
Female	59.7%	55.8%	67.7%
Male	40.3%	44.2%	32.3%

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

These figures are similar to those of House staff in 1992 and Senate staff in 1991. In 1992, 60.5 percent of all House staff were women. In district offices, 68.8 percent of staff were women. In our 1991 survey of Senate staff, 62.3 percent of staff members were women, with women comprising 68.2 percent of state office staff.

Forty-four percent of federal civilian employees are women.²¹ As of March 1991, women comprised 45.4 percent of the U.S. civilian labor force.²²

Tenure by Gender

<u>Average Years in</u>	<u>Female</u>	<u>Male</u>
Position	3.9	2.9
Office	4.8	3.8
Congress	6.5	4.8

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 about 35% longer than men and also have 35% more legislative branch experience.

²¹ Christine E. Steele, "Profile of Federal Civilian Non-Postal Civilian Employees," Office of Personnel Management, March 31, 1993.

²² U.S. Department of Labor, Bureau of Labor Statistics, unpublished data, March 1991.

Distribution of Educational Attainment by Gender and Location

	Total		Washington		State	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
High School or less	1.1%	6.9%	0.6%	7.4%	2.8%	6.2%
Some College	5.8%	19.8%	4.1%	13.6%	11.1%	30.5%
Bachelor's	63.9%	61.8%	62.2%	65.0%	68.9%	56.2%
Master's	14.4%	6.6%	15.4%	7.4%	11.7%	5.1%
Law	12.2%	4.5%	14.8%	6.0%	4.4%	1.8%
Doctorate	2.5%	0.5%	3.0%	0.6%	1.1%	0.3%

A substantially larger proportion of men than women hold at least a bachelor's degree, a pattern that is true among Washington and state-based staff. Overall, 93 percent of male staff have at least a bachelor's degree, while for women the figure is 73 percent. In both Washington and state offices, more than twice as many men as women hold advanced degrees.

Marital Status by Gender

	<u>Married</u>	<u>Single</u>
Female	40.2%	59.8%
Male	42.8%	57.2%

Similar proportions of men and women are married.

Age Distribution by Gender

<u>Age Group</u>	<u>Female</u>	<u>Male</u>
Under 25	19.6%	17.0%
25-29	22.6%	30.0%
30-34	13.6%	20.4%
35-39	10.3%	9.3%
40-44	10.0%	8.0%
45-49	9.3%	5.5%
50-54	6.7%	5.1%
55-59	4.2%	1.6%
60-64	2.3%	2.1%
65+	1.3%	1.0%
Average Age	35.4	33.3

Women in Senate offices are, on average, two years older than men. Over 67 percent of all men are under the age of 35, while just under 56 percent of women are less than 35.

Type of Position by Gender

We report the percentage of women and men that staff each position in the "Individual Position Profiles and Analyses" section, beginning on page 46. 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 staff and disaggregated them by gender.

Type of Position*	Female	Male	Number of Staff
Leadership	33.5%	66.5%	206
Policy	40.6%	59.4%	552
Mid-level	69.7%	30.3%	654
Clerical	74.5%	25.5%	255

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

This pattern in Senate offices is generally consistent with patterns in the workplace nationwide. A study of federal executive agencies found that less than 10 percent of all Senior Executive Service/GM 16-18 positions are filled by women.²³ In a study of corporate officers in the 500 largest U.S. companies, for example, it was found that less than 3 percent were female.²⁴ The same study found that women comprise 40 percent of all executive, management, and administrative positions.

²³ "Report of a Study of Federally Employed Women," Federally Employed Women, 1991.

²⁴ Karen Ball, "Study Finds Few Women Hold Top Executive Jobs," Washington Post, August 26, 1991, p. A11. The Feminist Majority Foundation conducted the study.

*** Position Category Definitions²⁵**

Leadership positions: Administrative Assistant/Chief of Staff, Legislative Director, Press Secretary/Communications Director, and State Director.

Policy positions: the four **Leadership** positions plus Legislative Assistant, General Counsel/Legislative Counsel, and Special Assistant.

Mid-level positions: Office Manager/Administrative Director, Systems Administrator, Correspondence Director/Mail Manager, Projects Director/Coordinator, Washington Caseworker, Regional Director, Field Representative, and State Caseworker.

Clerical positions: Receptionist, Washington Office Assistant, Computer Operator/CMS Specialist, and Correspondence Assistant/Mail Room Staffer.

²⁵ These position categories cover most, but not all, Senate staff positions. A few positions were not included in this analysis because they did not clearly fit into any of the four categories. In addition, please note that all of the "Leadership positions" are also included in the "Policy position" category.

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>State</u>
Black	8.7%	8.2%	9.6%
White	85.3%	86.2%	83.7%
Hispanic	3.1%	1.9%	5.4%
Other	2.9%	3.7%	1.3%

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

The racial composition of Senate offices is generally comparable to that of House offices in 1992. In addition, the racial composition of the Senate has remained about the same between 1991 and 1993, with two exceptions. The proportion of "other" minority staffers increased from 2.0 percent in 1991 to 2.9 percent in 1993, while the proportion of black staffers increased from 8.1% to 8.7% over the same period.

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 14.7 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.²⁶

²⁶ Howard Gleckman et al., "Race in the Workplace," *Business Week*, July 8, 1991.

Age by Race and Ethnicity

	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>
Under 25	19.2%	18.8%	8.9%	21.6%
25-29	16.4%	26.5%	21.4%	29.4%
30-34	18.5%	15.9%	19.6%	23.5%
35-39	13.7%	9.4%	12.5%	11.8%
40-44	10.3%	9.0%	14.3%	3.9%
45-49	11.0%	7.3%	14.3%	5.9%
50-54	6.2%	6.0%	8.9%	3.9%
55-59	3.4%	3.3%	0.0%	0.0%
60-64	0.0%	2.6%	0.0%	0.0%
65+	1.4%	1.2%	0.0%	0.0%
Average Age	35.2	34.5	35.9	30.6

The average age of staff does not vary much by race and ethnicity, with one exception. "Other" minority staff tend to be about five years younger than staff from other racial and ethnic groups. The distribution by age varies considerably by group. Only 30.3 percent of Hispanic staff and 35.6 percent of black staff are under 30, while 45.3 percent of whites and 51 percent of "other" minority staffers are under 30.

Gender by Race and Ethnicity

	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>
Female	75.0%	58.0%	65.5%	56.4%
Male	25.0%	42.0%	34.5%	43.6%

Women, who comprise just under 60 percent of Senate personal staff, constitute a clear majority of staff in every racial and ethnic group. Greater proportions of minorities than whites are female. The same patterns held for House personal offices in 1992.

Educational Attainment by Race and Ethnicity

	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>
High School or less	14.7%	3.6%	7.1%	3.8%
Some College	27.3%	12.4%	32.1%	7.7%
Bachelor's	41.3%	64.8%	53.6%	67.3%
Master's	10.5%	10.0%	1.8%	7.7%
Law	6.3%	7.7%	5.4%	11.5%
Doctorate	0.0%	1.4%	0.0%	1.9%

Educational attainment varies by race and ethnicity with college degrees being most common among whites and least common among blacks. While over five percent of staffers in each group hold law degrees, these degrees are most prevalent among "other" minority staffers. There are no black or Hispanic staffers with doctorates.

Staff Race and Ethnicity by Member Party Affiliation

	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>	<u>Total</u>
Democratic	75.6%	58.5%	62.1%	83.6%	60.9%
Republican	24.4%	41.5%	37.9%	16.4%	39.1%

Black, Hispanic, and "other" minority staff are disproportionately employed in Democratic offices.

Type of Position by Staff Race and Ethnicity

The "Individual Position Profiles and Analyses" section beginning on page 46 provides 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 30 for position category definitions.)

Type of Position	<u>Black</u>	<u>White</u>	<u>Hispanic</u>	<u>Other</u>	Number of Staff
Leadership	1.5%	95.6%	1.0%	1.9%	206
Policy	3.6%	91.5%	1.4%	3.4%	552
Mid-level	8.9%	83.9%	5.4%	1.8%	653
Clerical	20.8%	73.3%	2.4%	3.5%	255

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

This pattern in Senate offices is generally consistent with racial patterns in House personal offices in 1992 and in workplaces nationwide. A study of senior executives in the largest U.S. companies found that nearly 97 percent were white.²⁷ 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.

²⁷ 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. Our survey did not attempt to differentiate single staff into more refined categories.

Marital Status of Staff

	<u>Total</u>	<u>Washington</u>	<u>State</u>
Single	58.7%	65.1%	45.7%
Married	41.3%	34.9%	54.3%

More than half of all Senate personal office staff are single. Marital status, however, varies dramatically by staff location with close to two-thirds of Washington staff being single and more than half of state staff being married. These figures have changed very little since our 1991 study of Senate staff, when 56.9 percent were single. The marital status of Senate personal office staff is also similar to that of House personal offices in 1992. In the House, 57.7 percent of staffers were single, and 69 percent of those in Washington offices were single.

Age Distribution by Marital Status

<u>Age Group</u>	<u>Single</u>	<u>Married</u>
Under 25	29.2%	3.5%
25-29	33.0%	15.2%
30-34	13.7%	20.2%
35-39	6.9%	14.3%
40-44	5.1%	14.9%
45-49	5.3%	11.2%
50-54	3.0%	10.4%
55-59	2.4%	4.3%
60-64	1.2%	3.6%
65+	0.3%	2.4%
Average Age	30.8	39.9

On average, single staff are about nine years younger than married staff. Single staff are especially concentrated in the under-35 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	59.8%	58.2%	58.6%	70.9%
Married	40.2%	41.8%	41.4%	29.1%

The majority of staff within each racial and ethnic group are single. Marital status is quite consistent across the black, white, and Hispanic staff. "Other" minority staff are more likely to be single than staff in other racial and ethnic groups. This may be explained by the fact that "other" minority staff tend to be younger than staff in general.

Educational Attainment by Marital Status

	<u>Single</u>	<u>Married</u>
High School or less	2.9%	7.1%
Some College	10.9%	18.8%
Bachelor's	72.6%	48.3%
Master's	7.3%	13.2%
Law	5.5%	10.6%
Doctorate	0.8%	2.0%

The educational attainment of married staffers is much more varied than that of single staffers. Married staff are almost twice as likely to have an advanced degree; they are also almost 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. The high concentration of single staff with bachelor's degrees is probably related to single staffers' relatively young ages.

PART 4: OFFICE DATA

Average Number of Staff Per Office

	<u>Total</u>	<u>Washington</u>	<u>State</u>	<u>% State</u>
1993	33.8	22.6	11.2	33.1%
1991	35.0	22.6	12.7	36.3%
1988	34.0	(data not available)		

The overall size of Senate personal office staffs decreased by an average of about one full-time staffer per office over the past two years. Over that period, there was no change in the average size of Washington staff. Reductions in state office staff accounted for the entire decrease in average office size.

Average Number of Staff Per Office by State Population

	<u>Total</u>	<u>Washington</u>	<u>State</u>	<u>% State</u>
<= 2 million	31.8	21.0	10.8	34.0%
2 - 5 million	34.5	22.6	11.9	34.5%
5 - 10 million	32.9	21.8	11.1	33.7%
10 million +	38.5	28.7	9.8	25.5%

In general, Senators representing more populous states tend to have larger staffs. This makes sense because more citizens usually translates into more constituent work for Senate offices and, in fact, Senators from more populous states receive larger office budgets so that they can meet their workload. Also, Senators from states with over 10 million people tend to have a smaller proportion of their staff in state offices than Senators from less populous states. This was also true in our 1991 study of Senate offices.

Average Number of State Offices by State Population

<u>State Population</u>	<u>State Offices</u>
<= 2 million	4.7
2 - 5 million	3.3
5 - 10 million	3.9
10 million +	4.3
Overall Average	4.0

Senate offices average 4 state offices. Just as in 1991, there was no clear pattern in the number of state offices when analyzed by state population.

Percent of Offices Using Different Organizational Structures

Centralized Structure:	
<i>All Senior Staff Report to AA</i>	49.1%
Washington/State Parity Structure:	
<i>DC Staff Report to AA; State Staff Report to State Director</i>	30.9%
Functional Structure:	
<i>Junior Staff Report to Senior Staff; Senior Staff Report Directly to Senator</i>	7.3%
Other	12.8%

Close to one-half of Senate offices are structured in such a way that all staff report to the AA who, in turn, reports to the Member.²⁸ Under this centralized structure, state staffers report to the Washington AA. Interestingly, as we saw on page 19, offices following this organizational structure have the lowest average job tenure. In the House in 1992, the centralized structure was also the most popular way of organizing offices.

Staff Per Office by Position

The following table shows the range of staffing within offices by position. The "Average" column describes how many staffers of each position there are, on average, in each Senate office. The "% of Offices" column shows the percentage of offices with at least one person in a given position.

	<u>Average</u>	<u>% of Offices</u>
Washington Positions		
<u>Management / Administrative</u>		
Administrative Assistant	0.98	98%
Assistant/Secretary to the AA	0.63	63%
Executive Assistant/Personal Sec.	0.86	86%
Scheduler/Appointments Secretary	0.80	73%
Office Manager/Administrative Dir.	0.93	91%
Washington Office Assistant	0.73	50%

²⁸ Figures of the various organizational structures are shown on page 19.

	<u>Average</u>	<u>% of Offices</u>
Receptionist	1.93	98%
Systems Administrator	0.75	73%
Correspondence Dir./Mail Manager	0.61	61%
Computer Operator/CMS Specialist	1.29	88%
Correspondence Asst./Mail Room Staffer	0.64	48%

Legislative

Legislative Director	0.89	88%
Legislative Assistant	5.16	100%
Legislative Correspondent	3.05	95%
Research Assistant	0.38	30%
General Counsel	0.27	27%
Special Assistant	0.14	14%

Press and Other

Press Secretary/Communications Dir.	1.04	96%
Deputy/Assistant Press Secretary	0.95	86%
Projects Director	0.34	25%
Washington Caseworker	0.27	23%

State Positions

State Director	0.79	77%
Regional Director	1.18	68%
Field Representative	2.97	82%
State Caseworker	3.80	84%
State Office Assistant	2.46	75%

Offices display substantial diversity in the positions they fill. Only one position -- Legislative Assistant -- is found in all 56 offices in our survey. However, a core set of positions clearly exists. We define the following positions, which are filled in at least three-fourths of the offices, as the core:

Management / Administrative core: Administrative Assistant, Executive Assistant, Office Manager, Receptionist, and Computer Operator.

Legislative core: Legislative Director, Legislative Assistant, and Legislative Correspondent.

Press core: Press Secretary and Deputy Press Secretary.

State core: State Director, Field Representative, State Caseworker, and State Office Assistant.

INDIVIDUAL POSITION PROFILES AND ANALYSES

INDIVIDUAL POSITION PROFILES AND ANALYSES

Methodology

In this section of the report, we provide a detailed analysis of 24 Senate 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 1993 salaries, changes in salary since 1991, and the salary distribution of staff for each position.
- 3) Determining which factors affect the pay of staff for each position.

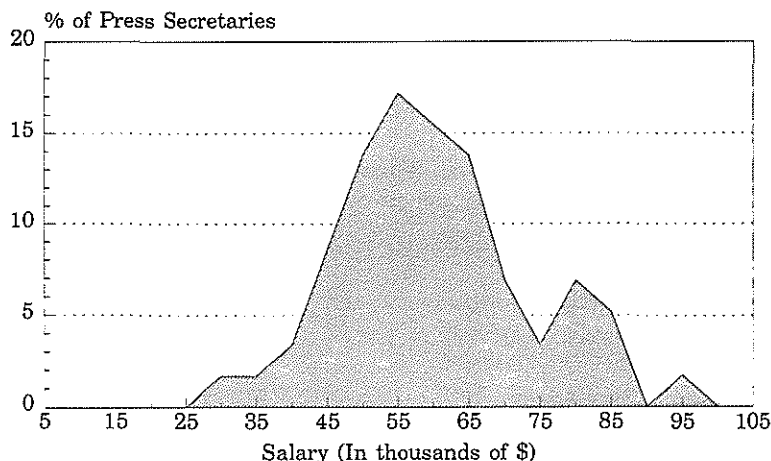
The first two objectives were easily accomplished with simple calculations and graphs. The graphs are a new feature of this report and are designed to help readers better see the distribution of salaries for each position. Regression analysis was performed to fulfill the third objective.

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 17 of them earning between \$52,500 and \$57,499. We would indicate this by placing a dot above the midpoint of the range (\$55,000), parallel to 17 percent. To generate the entire salary distribution for each position, we simply "connected the

Press Secretary

Salary Distribution:



dots" for each salary range.²⁹ 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 Senate 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 education³⁰
- 5) level of responsibility in position³¹
- 6) age
- 7) gender³²

²⁹ 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 \$127,500 to \$132,499.

³⁰ On the survey we asked offices to indicate the educational attainment, or highest degree earned, of each staff member. To improve our regression analyses, we converted educational attainment into years of education as follows:

<u>Highest Level Attained</u>	<u>Years of Education</u>
High School or less	12
Some College	14
Bachelor's Degree	16
Master's Degree	18
Law Degree	20
Doctorate Degree	20

The values we attribute to law and doctorate 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.

³¹ This variable measures whether a staffer has more, fewer, or about the same job responsibilities as those that we provide for each position in the survey. Our definition of average responsibilities is included in each position analysis.

³² See page 95 for additional information of the influence of gender and race/ethnicity on salaries within positions.

8) race and ethnicity

For each of the positions analyzed in this section, we indicate which variables are related to salary in a "statistically significant" way.³³ 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 (e.g., salary.) It should be noted, however, that our analysis does not include an exhaustive array of possible factors that may impact a particular dependent variable. Thus, there may be factors that are not measured and tested for by this study that may also affect salary decisions.

Further, the results from the regression analysis should not necessarily be viewed as recommendations 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 Senate personal offices and not as a recommendation for specific policies or actions.

³³ 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 FOR ALL POSITIONS**

	Average Yrs. in <u>Position</u>	% Change Yrs. in Position, <u>1991-93</u>	Average Yrs. in <u>Office</u>	Average Yrs. in <u>Congress</u>
Washington Positions				
Administrative Assistant/Chief of Staff	3.9	11.4%	6.1	9.3
Legislative Director	3.9	34.5%	6.5	9.9
General Counsel	3.2	n.a.	3.6	4.9
Press Secretary/Communications Dir.	3.3	17.9%	4.0	5.8
Executive Assistant/Personal Sec.	5.8	-12.1%	6.6	10.9
Office Manager/Administrative Dir.	4.5	-6.3%	6.7	10.0
Legislative Assistant	3.0	-3.2%	3.8	4.9
Washington Caseworker	11.5	n.a.	11.2	16.4
Scheduler/Appointments Secretary	3.1	-16.2%	4.3	7.0
Projects Director	2.7	n.a.	4.3	5.7
Systems Administrator	3.7	-9.8%	5.0	8.4
Asst./Secretary to the AA	3.2	18.5%	4.1	4.9
Correspondence Dir./Mail Manager	3.6	-14.3%	4.4	7.7
Deputy/Asst. Press Secretary	1.9	35.7%	2.2	2.7
Research Assistant	1.3	n.a.	2.1	2.7
Computer Operator/CMS Specialist	5.3	23.3%	5.9	9.6
Washington Office Assistant	3.0	-11.8%	2.7	4.2
Legislative Correspondent	1.3	0.0%	1.7	2.0
Receptionist	1.3	-27.8%	1.4	1.8
Correspondence Asst./Mail Rm. Staffer	1.5	-34.8%	1.7	1.8
State Positions				
State Director	4.9	14.0%	7.5	8.3
Regional Director	5.9	9.3%	8.1	10.3
Field Representative	4.4	15.8%	5.3	6.4
State Caseworker	4.6	7.0%	5.1	5.8

AVERAGE SALARY FOR ALL POSITIONS

	<u>Average Salary</u>	<u>Percent Change, 1991-93</u>
Washington Positions		
Administrative Assistant	\$98,316	20.9%
Legislative Director	\$75,848	15.3%
General Counsel	\$67,852	22.5%
Press Secretary/Communications Dir.	\$56,701	6.1%
Executive Assistant/Personal Sec.	\$48,502	5.7%
Office Manager/Administrative Dir.	\$45,239	-2.8%
Legislative Assistant	\$45,057	10.3%
Washington Caseworker	\$39,587	21.8%
Scheduler/Appointments Secretary	\$35,237	2.4%
Projects Director	\$34,570	-11.9%
Systems Administrator	\$33,870	12.8%
Asst./Secretary to the AA	\$29,035	3.5%
Correspondence Dir./Mail Manager	\$28,834	-4.8%
Deputy/Asst. Press Secretary	\$28,230	9.9%
Research Assistant	\$26,579	13.5%
Computer Operator/CMS Specialist	\$25,244	10.8%
Washington Office Assistant	\$23,318	-15.4%
Legislative Correspondent	\$22,411	6.7%
Receptionist	\$20,107	0.0%
Correspondence Asst./Mail Rm. Staffer	\$19,640	8.8%
State Positions		
State Director	\$65,913	8.3%
Regional Director	\$39,243	18.7%
Field Representative	\$30,600	13.3%
State Caseworker	\$26,016	10.6%

ADMINISTRATIVE ASSISTANT / CHIEF OF STAFF

General Job Responsibilities: Top management staff person; oversees overall office functions; supervises staff and budget; advises Senator on political matters.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 70.9%
in Current Position	3.9	3.5	Female 29.1%
in Current Office	6.1	6.0	
in Congress	9.3	9.2	MARITAL STATUS:
			Single 32.7%
			Married 67.3%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	0.0%		Black 1.8%
Some College	5.6%		Hispanic 0.0%
Bachelor's Degree	50.0%		White 98.2%
Masters' Degree	16.7%		Other 0.0%
Law Degree	22.2%		
Doctorate Degree	5.6%		AVERAGE AGE: 42

AVERAGE SALARY 1993:	\$98,316	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$81,349	80% -- \$114,000
PERCENTAGE INCREASE:	20.9%	60% -- \$99,286
AVERAGE ANNUALIZED INCREASE:	10.0%	50% -- \$97,250
		40% -- \$95,000
(Sample size = 55)		20% -- \$86,500

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 \$86,500 and \$114,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an AA making \$99,286 has a higher salary than sixty percent of all AAs.

ADMINISTRATIVE ASSISTANT / CHIEF OF STAFF

General Findings: Unlike staff in many other positions, AAs have been in their current Senate 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.

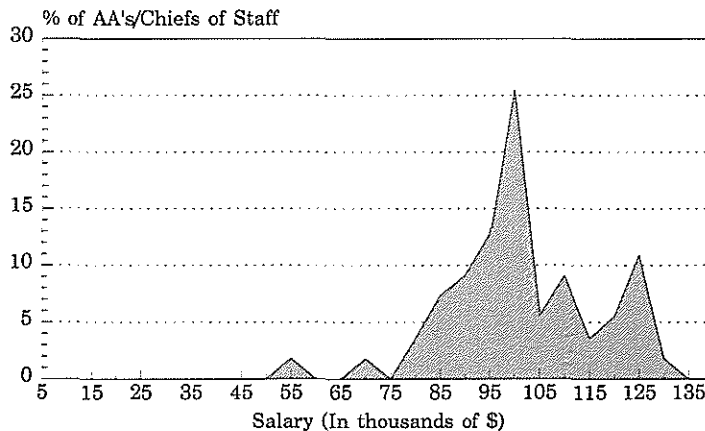
AAs are the highest paid staff in Senate offices, as they were in 1991. Their salaries rose by an average of 20.9 percent, or close to \$17,000, between 1991 and 1993, the third-largest percentage increase of any position.

AAs tend to be highly educated: 44% of AAs have advanced degrees. Also, AAs are the second-oldest staff in Washington offices, with an average age of 42.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the AA position, when controlling for the effects of all other variables. AAs with higher ages tend to earn more than younger AAs. (See pages 42 to 43 for a fuller explanation of regression.)

AA/Chief of Staff

Salary Distribution:



From the graph, one can read that about 25 percent of all AAs earn in the \$100,000 range (\$97,500 to \$102,499) and most earn between \$80,000 and \$125,000. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

LEGISLATIVE DIRECTOR

General Job Responsibilities: Directs legislative staff; serves as resource person for LAs; briefs Senator on all legislative matters; reviews constituent mail.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:	
Average years:			Male	60.0%
in Current Position	3.9	2.9	Female	40.0%
in Current Office	6.5	5.3		
in Congress	9.9	7.7	MARITAL STATUS:	
			Single	40.0%
			Married	60.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	2.0%
Some College	0.0%		Hispanic	0.0%
Bachelor's Degree	25.0%		White	96.0%
Masters' Degree	33.3%		Other	2.0%
Law Degree	39.6%			
Doctorate Degree	2.1%		AVERAGE AGE:	39

AVERAGE SALARY 1993:	\$75,848	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$65,801	80% -- \$86,271
PERCENTAGE INCREASE:	15.3%	60% -- \$77,365
AVERAGE ANNUALIZED INCREASE:	7.4%	50% -- \$74,700
		40% -- \$71,180
(Sample size = 50)		20% -- \$65,000

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 \$65,000 and \$86,271. Percentiles also describe where an individual stands relative to others in the same job. For example, an LD making \$77,365 has a higher salary than sixty percent of all LDs.

LEGISLATIVE DIRECTOR

General Findings: LDs have the second-highest average salary of any position, and their average salaries have increased by 15.3% since 1991.

Just as with AAs, Legislative Directors have been in their current offices considerably longer than in their current positions. This suggests that LDs are often promoted from within the office. Also, LDs tend to have quite a bit of congressional experience (an average of 9.9 years).

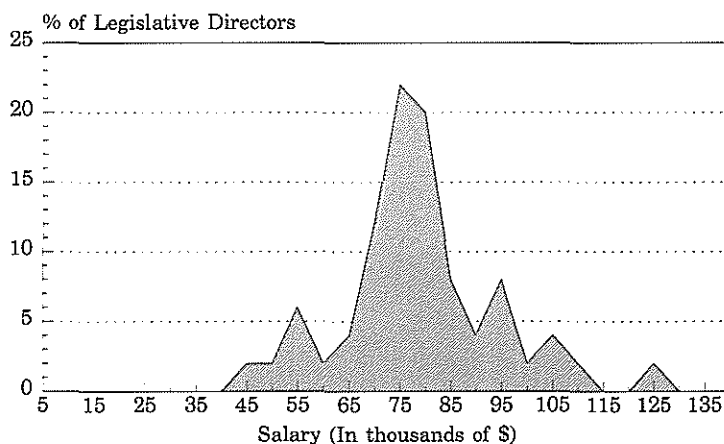
Over the past two years, the average tenure of LDs in their jobs, their current offices and in Congress has increased sharply. For example, average time in position has risen by 35 percent since 1991. This may explain the above-average salary increase for LDs between 1991 and 1993.

Individuals in this position tend to be extremely well-educated; 100 percent have graduated from college and 75 percent hold some type of advanced degree. This is the second-highest percentage of graduate degrees among all Senate staff positions, trailing only the General Counsel position.

REGRESSION: No variables were found to be statistically significant predictors of pay for the LD position, when controlling for the effects of all other variables. (See pages 42 to 43 for a fuller explanation of regression.)

Legislative Director

Salary Distribution:



From the graph, one can read that about 22 percent of all LDs earn in the \$75,000 range (\$72,500 to \$77,499) and most earn between \$55,000 and \$95,000. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

GENERAL COUNSEL / LEGISLATIVE COUNSEL

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

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 66.7%
in Current Position	3.2	n.a.	Female 33.3%
in Current Office	3.6	n.a.	
in Congress	4.9	n.a.	MARITAL STATUS:
			Single 40.0%
			Married 60.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	0.0%		Black 13.3%
Some College	0.0%		Hispanic 0.0%
Bachelor's Degree	6.7%		White 86.7%
Masters' Degree	0.0%		Other 0.0%
Law Degree	93.3%		
Doctorate Degree	0.0%		AVERAGE AGE: 35

AVERAGE SALARY 1993:	\$67,852	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$55,382	80% -- \$85,283
PERCENTAGE INCREASE:	22.5%	60% -- \$78,406
AVERAGE ANNUALIZED INCREASE:	10.7%	50% -- \$75,000
		40% -- \$65,847
(Sample size = 15)		20% -- \$48,466

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all General Counsels earn within the range of the 20th and the 80th percentiles or between \$48,466 and \$85,283. Percentiles also describe where an individual stands relative to others in the same job. For example, a General Counsel making \$78,406 has a higher salary than sixty percent of all General Counsels.

GENERAL COUNSEL / LEGISLATIVE COUNSEL

General Findings: The average salary of General Counsels increased by 22.5 percent between 1991 and 1993. This increase was the largest increase among Senate staff. However, the small sample size for the General Counsel position --only 15 staff-- calls into question the reliability of the data for the purpose of making comparisons over time.

General Counsels are the third-highest paid staff in Senate offices, trailing only Administrative Assistants and Legislative Directors.

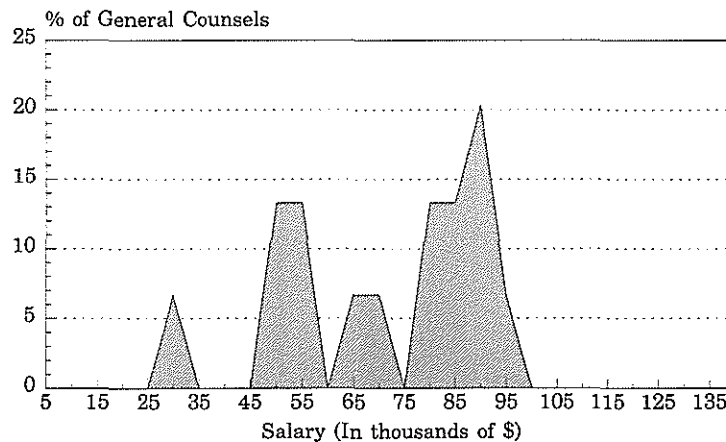
As one would expect of a "counsel" position, General Counsels are extremely well-educated. Ninety-three percent of General Counsels hold law degrees. This is the highest percentage of graduate degrees in any of the Senate staff positions.

Of the 56 Senate offices that completed our survey, only about one-quarter staffed this position.

REGRESSION: In the 56 offices that responded to our survey, there are only 15 General Counsels working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

General Counsel

Salary Distribution:



From the graph, one can read that about 20 percent of all General Counsels earn in the \$90,000 range (\$87,500 to \$92,499) and most earn between \$45,000 and \$95,000. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

EXECUTIVE ASSISTANT / PERSONAL SECRETARY

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

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 2.1%
in Current Position	5.8	6.6	Female 97.9%
in Current Office	6.6	7.4	
in Congress	10.9	12.0	MARITAL STATUS:
			Single 60.4%
			Married 39.6%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	6.7%		Black 2.1%
Some College	26.7%		Hispanic 4.2%
Bachelor's Degree	62.2%		White 91.7%
Masters' Degree	4.4%		Other 2.1%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 41

AVERAGE SALARY 1993:	\$48,502	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$45,881	80% -- \$59,017
PERCENTAGE INCREASE:	5.7%	60% -- \$54,370
AVERAGE ANNUALIZED INCREASE:	2.8%	50% -- \$48,625
		40% -- \$45,000
(Sample size = 48)		20% -- \$35,480

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 \$35,480 and \$59,017. Percentiles also describe where an individual stands relative to others in the same job. For example, an Executive Assistant making \$54,370 has a higher salary than sixty percent of all Executive Assistants.

EXECUTIVE ASSISTANT / PERSONAL SECRETARY

General Findings: The Executive Assistant position has experienced declines in job, office, and congressional tenure between 1991 and 1993. For example, the average duration that an Executive Assistant spends in his or her job has decreased by 12 percent over that period. Even after these decreases in tenure, Executive Assistants still have the second-most congressional experience and the third-most experience in their jobs of all Senate staff.

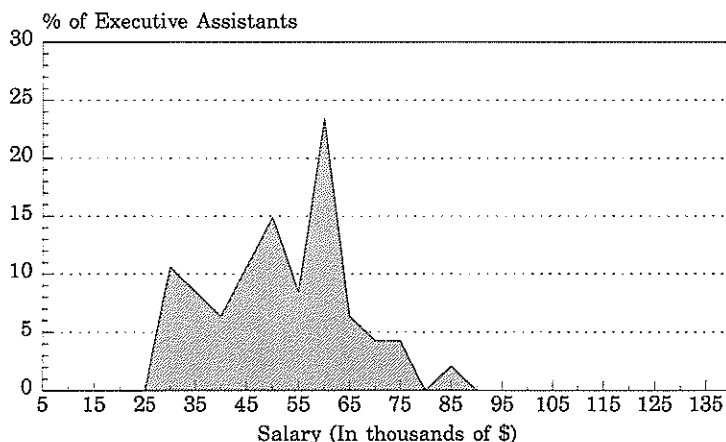
Executive Assistants' average salaries increased by only 5.7 percent in the last two years. The decline in the average job tenure of Executive Assistants between 1991 and 1993 may explain why they received a below-average salary increase over that period.

Executive Assistants are overwhelmingly female.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the Executive Assistant position, when controlling for the effects of all other variables. Executive Assistants with higher ages tend to earn more than younger Executive Assistants. (See pages 42 to 43 for a fuller explanation of regression.)

Executive Assistant

Salary Distribution:



From the graph, one can read that about 23 percent of all Executive Assistants earn in the \$60,000 range (\$57,500 to \$62,499), most earn less than \$65,000, and two percent earn \$80,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

OFFICE MANAGER / ADMINISTRATIVE DIRECTOR

General Job Responsibilities: Office administration, including monitoring mail flow, overseeing office accounts and personnel administration, and maintaining equipment, furniture, supplies, and filing systems.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 17.3%
in Current Position	4.5	4.8	Female 82.7%
in Current Office	6.7	7.3	
in Congress	10.0	11.6	MARITAL STATUS:
			Single 53.8%
			Married 46.2%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	0.0%		Black 7.7%
Some College	24.0%		Hispanic 1.9%
Bachelor's Degree	70.0%		White 86.5%
Masters' Degree	6.0%		Other 3.8%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 38

AVERAGE SALARY 1993:	\$45,239	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$46,538	80% -- \$57,973
PERCENTAGE INCREASE:	-2.8%	60% -- \$48,857
AVERAGE ANNUALIZED INCREASE:	-1.4%	50% -- \$45,000
		40% -- \$42,214
(Sample size = 52)		20% -- \$35,000

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 \$35,000 and \$57,973. Percentiles also describe where an individual stands relative to others in the same job. For example, an Office Manager making \$48,857 has a higher salary than sixty percent of all Office Managers.

OFFICE MANAGER / ADMINISTRATIVE DIRECTOR

General Findings: The average tenure of Office Managers in their jobs, offices, and in Congress has decreased over the past two years.

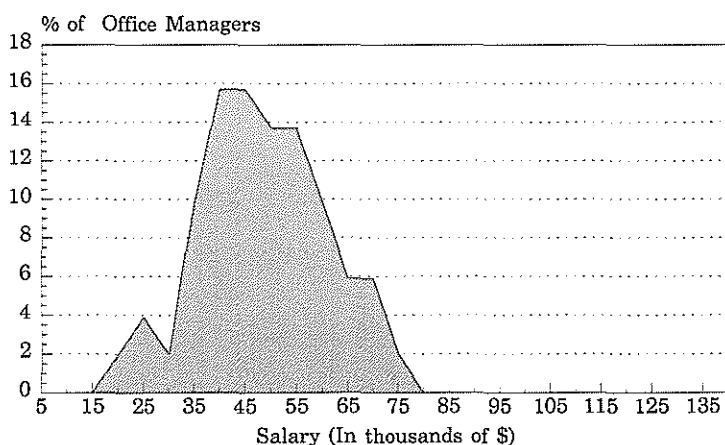
The average salary of Office Managers declined by almost 3 percent between 1991 and 1993, making it one of four Senate positions to experience a salary decrease over this period. The decline in tenure experienced by Office Managers over the past two years may explain the fall in average salaries.

Office Managers are primarily female.

REGRESSION: Three variables were found to be statistically significant predictors of pay for the Office Manager position, when controlling for the effects of all other variables. Office Managers with more years in current position, more years of prior congressional experience, or higher ages tend to earn more than Office Managers without these characteristics. (See pages 42 to 43 for a fuller explanation of regression.)

Office Manager

Salary Distribution:



From the graph, one can read that slightly less than 16 percent of all Office Managers earn in the \$40,000 range (\$37,500 to \$42,499), another 16 percent earn in \$45,000 range (\$42,500 to \$47,499), most earn between \$30,000 and \$70,000, and none earn \$80,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

LEGISLATIVE ASSISTANT

General Job Responsibilities: Briefs Senator on votes and hearings; prepares legislation, speeches and record statements.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 58.8%
in Current Position	3.0	3.1	Female 41.2%
in Current Office	3.8	3.8	
in Congress	4.9	5.2	MARITAL STATUS:
			Single 57.1%
			Married 42.9%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	0.0%		Black 4.5%
Some College	1.1%		Hispanic 2.1%
Bachelor's Degree	46.4%		White 88.9%
Masters' Degree	22.5%		Other 4.5%
Law Degree	24.6%		
Doctorate Degree	5.4%		AVERAGE AGE: 33

AVERAGE SALARY 1993:	\$45,057	SALARY PERCENTILES
 AVERAGE SALARY 1991:	 \$40,861	 80% -- \$57,000
PERCENTAGE INCREASE:	10.3%	60% -- \$47,000
 AVERAGE ANNUALIZED INCREASE:	 5.0%	 50% -- \$42,517
		40% -- \$40,000
		20% -- \$34,000

(Sample size = 289)

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 \$34,000 and \$57,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an LA making \$47,000 has a higher salary than sixty percent of all LAs.

LEGISLATIVE ASSISTANT

General Findings: Legislative Assistant is the most commonly staffed position in the Senate. There is an average of more than five LAs per Senate office.

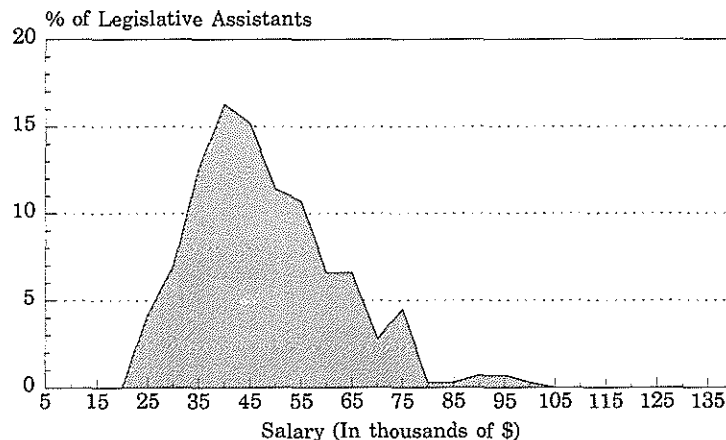
The educational attainment of LAs is quite high: 99 percent of LAs have bachelor's degrees and 53 percent have received advanced degrees. This is the third-highest percentage of graduate degrees among Senate office positions.

LAs are the youngest Senate staffers in a "policy" position. (See page 30 for a description of "policy" positions.)

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 more **years in current position**, more **years of prior congressional experience**, more **education**, or higher **ages** tend to earn more than LAs without these characteristics. Also, Hispanic LAs tend to earn lower salaries than non-Hispanic LAs when holding all other measured variables constant. (See pages 42 to 43 for a fuller explanation of regression.)

Legislative Assistant

Salary Distribution:



From the graph, one can read that about 16 percent of all LAs earn in the \$40,000 range (\$37,500 to \$42,499), most earn between \$35,000 and \$75,000, and less than four percent earn \$80,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

WASHINGTON CASEWORKER

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

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 26.7%
in Current Position	11.5	n.a.	Female 73.3%
in Current Office	11.2	n.a.	
in Congress	16.4	n.a.	MARITAL STATUS:
			Single 53.3%
			Married 46.7%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	13.3%		Black 6.7%
Some College	20.0%		Hispanic 0.0%
Bachelor's Degree	60.0%		White 93.3%
Masters' Degree	6.7%		Other 0.0%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 46

AVERAGE SALARY 1993:	\$39,587	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$32,510	80% -- \$47,990
PERCENTAGE INCREASE:	21.8%	60% -- \$42,300
AVERAGE ANNUALIZED INCREASE:	10.4%	50% -- \$39,441
		40% -- \$36,200
(Sample size = 15)		20% -- \$28,915

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 \$28,915 and \$47,990. Percentiles also describe where an individual stands relative to others in the same job. For example, a Washington Caseworker making \$42,300 has a higher salary than sixty percent of all Washington Caseworkers.

WASHINGTON CASEWORKER

General Findings: Washington Caseworkers have the most experience in their positions, current offices, and Congress of any position in the Senate. However, since tenure data for this position was not reported in our 1991 Senate salary study, we are unable to analyze how the tenure of Washington Caseworkers has changed since 1991.

The average salary of Washington Caseworkers increased by 21.8 percent between 1991 and 1993. This increase was the second-largest increase among Senate staff, trailing only the 22.5 percent increase for the General Counsel position. However, the small sample size for the Washington Caseworker position --only 15 staff-- calls into question the reliability of the data for the purpose of making comparisons over time.

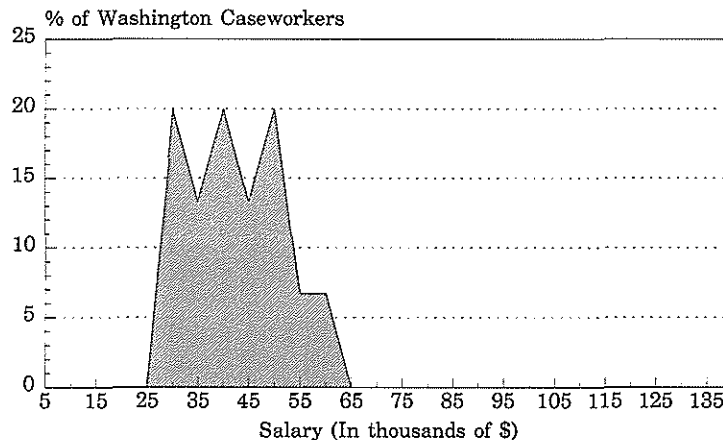
Washington Caseworkers, along with State Directors, are the oldest staffers in the Senate.

Of the 56 Senate offices that completed our survey, only about one-quarter staffed this position.

REGRESSION: In the 56 offices that responded to our survey, there are only 15 Washington Caseworkers working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Washington Caseworker

Salary Distribution:



From the graph, one can read that about 20 percent of all Washington Caseworkers earn in the \$30,000 range (\$27,500 to \$32,499), another 20 percent earn in the \$40,000 range (\$37,500 to \$42,499), a third 20 percent earn in the \$50,000 range (\$47,500 to \$52,499), and none earn \$65,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

SCHEDULER / APPOINTMENTS SECRETARY

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

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 13.3%
in Current Position	3.1	3.7	Female 86.7%
in Current Office	4.3	4.4	
in Congress	7.0	6.2	MARITAL STATUS:
			Single 75.6%
			Married 24.4%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	6.8%		Black 4.4%
Some College	6.8%		Hispanic 0.0%
Bachelor's Degree	81.8%		White 95.6%
Masters' Degree	4.5%		Other 0.0%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 34

AVERAGE SALARY 1993:	\$35,237	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$34,399	80% -- \$42,000
PERCENTAGE INCREASE:	2.4%	60% -- \$38,000
AVERAGE ANNUALIZED INCREASE:	1.2%	50% -- \$35,000
		40% -- \$33,700
		20% -- \$26,000
 (Sample size = 45)		

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all Schedulers earn within the range of the 20th and the 80th percentiles or between \$26,000 and \$42,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Scheduler making \$38,000 has a higher salary than sixty percent of all Schedulers.

SCHEDULER / APPOINTMENTS SECRETARY

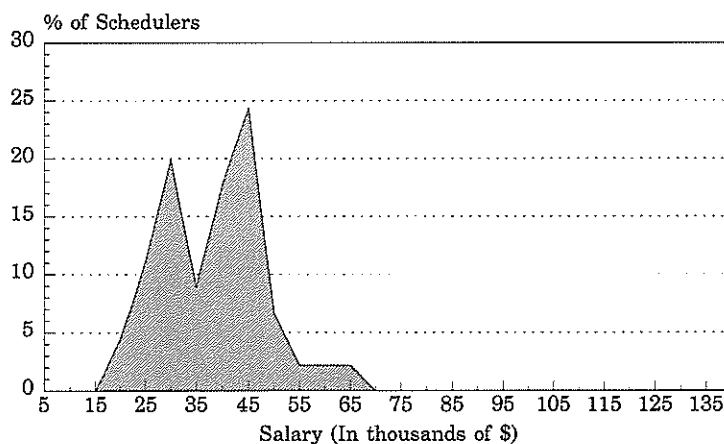
General Findings: There has been very little change in the salaries of Schedulers between 1991 and 1993. Schedulers' average salary has risen by only 2.4 percent over this period.

The average tenure of Schedulers in their present jobs and in their present offices has declined over the past two years, while their average tenure in Congress has increased. This may indicate that many Schedulers are moving between congressional offices.

Schedulers are primarily females.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the Scheduler position, when controlling for the effects of all other variables. Schedulers with more years in current position tend to earn more than Schedulers with fewer years in their position. (See pages 42 to 43 a fuller explanation of regression.)

Scheduler Salary Distribution:



From the graph, one can read that about 25 percent of all Schedulers earn in the \$45,000 range (\$42,500 to \$47,499), most earn between \$20,000 and \$55,000, and none earn \$70,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

PROJECTS DIRECTOR / COORDINATOR

General Job Responsibilities: Assists in obtaining federal and private funding and addresses needs of state and local governments and other constituents.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 63.2%
in Current Position	2.7	n.a.	Female 36.8%
in Current Office	4.3	n.a.	
in Congress	5.7	n.a.	MARITAL STATUS:
			Single 68.4%
			Married 31.6%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	0.0%		Black 10.5%
Some College	5.6%		Hispanic 0.0%
Bachelor's Degree	88.9%		White 84.2%
Masters' Degree	5.6%		Other 5.3%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 30

AVERAGE SALARY 1993:	\$34,570	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$39,231	80% -- \$45,000
PERCENTAGE INCREASE:	-11.9%	60% -- \$36,000
AVERAGE ANNUALIZED INCREASE:	-5.8%	50% -- \$35,000
		40% -- \$31,384
(Sample size = 19)		20% -- \$23,500

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all Projects Directors earn within the range of the 20th and the 80th percentiles or between \$23,500 and \$45,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Projects Director making \$36,000 has a higher salary than sixty percent of all Projects Directors.

PROJECTS DIRECTOR / COORDINATOR

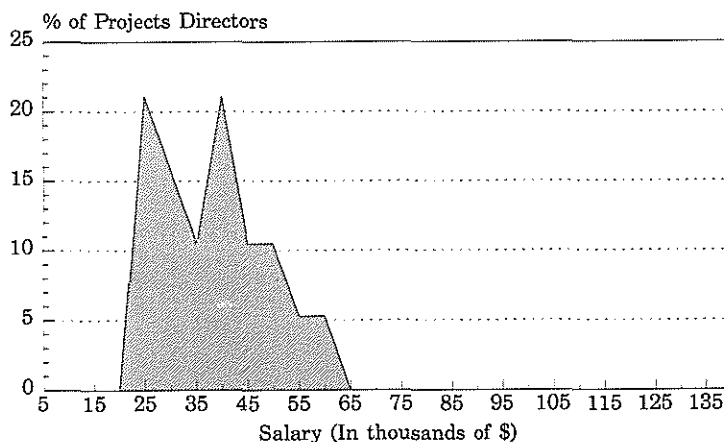
General Findings: Projects Directors received the second-largest salary decrease of any Senate position between 1991 and 1993. The average salaries of Projects Directors declined by 11.9 percent during that period. However, the small sample size for this position -- only 19 staff -- calls into question the reliability of the data for the purpose of making comparisons over time.

Of the 56 Senate offices that completed our survey, only one-third staffed this position.

Since tenure data for this position was not reported in our 1991 Senate salary study, we are unable to analyze how the tenure of Projects Directors has changed since 1991.

REGRESSION: In the 56 offices that responded to our survey, there are only 19 Projects Directors working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Projects Director Salary Distribution:



From the graph, one can read that about 21 percent of all Projects Directors earn in the \$25,000 range (\$22,500 to \$27,499), another 21 percent earn in the \$40,000 range (\$37,500 to \$42,499), and most earn between \$25,000 and \$60,000. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

SYSTEMS ADMINISTRATOR

General Job Responsibilities: Manages all computer hardware and software used by office; liaison with vendors and Senate Information Systems; responsible for in-Senate systems training of staff.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 50.0%
in Current Position	3.7	4.1	Female 50.0%
in Current Office	5.0	5.0	
in Congress	8.4	8.2	MARITAL STATUS:
			Single 57.1%
			Married 42.9%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	17.9%		Black 19.0%
Some College	30.8%		Hispanic 0.0%
Bachelor's Degree	48.7%		White 81.0%
Masters' Degree	2.6%		Other 0.0%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 31

AVERAGE SALARY 1993:	\$33,870	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$30,014	80% -- \$40,000
PERCENTAGE INCREASE:	12.8%	60% -- \$35,122
AVERAGE ANNUALIZED INCREASE:	6.2%	50% -- \$34,094
		40% -- \$31,288
		20% -- \$27,803

(Sample size = 42)

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all Systems Administrators earn within the range of the 20th and the 80th percentiles or between \$27,803 and \$40,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Systems Administrator making \$35,122 has a higher salary than sixty percent of all Systems Administrators.

SYSTEMS ADMINISTRATOR

General Findings: Systems Administrators experienced a 12.8 percent salary increase between 1991 and 1993, slightly above the 11.3 percent increase received by Senate staff overall during that period.

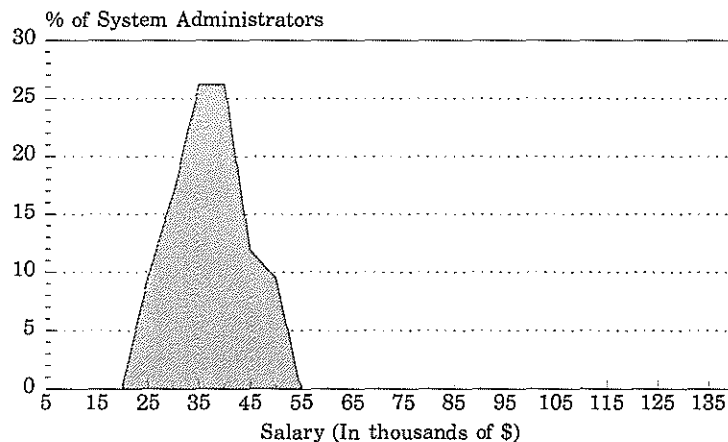
The Systems Administrator position is filled by equal numbers of women and men.

Nineteen percent of Systems Administrators are African-Americans. This is twice as high a percentage as exists for Senate staff as a whole.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the Systems Administrator position, when controlling for the effects of all other variables. Systems Administrators with higher ages tend to earn more than younger Systems Administrators. (See pages 42 to 43 for a fuller explanation of regression.)

System Administrator

Salary Distribution:



From the graph, one can read that about 26 percent of all Systems Administrators earn in the \$35,000 range (\$32,500 to \$37,499), another 26 percent earn in the \$40,000 range (\$37,500 to \$42,499), most earn between \$25,000 and \$50,000, and none earn \$55,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

CORRESPONDENCE DIRECTOR / MAIL MANAGER

General Job Responsibilities: Supervises opening, routing, and production of mail and all staff involved in these processes.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 50.0%
in Current Position	3.6	4.2	Female 50.0%
in Current Office	4.4	5.9	
in Congress	7.7	8.5	MARITAL STATUS:
			Single 67.6%
			Married 32.4%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	3.2%		Black 14.7%
Some College	25.8%		Hispanic 5.9%
Bachelor's Degree	67.7%		White 76.5%
Masters' Degree	3.2%		Other 2.9%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 33

AVERAGE SALARY 1993:	\$28,834	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$30,289	80% -- \$38,000
PERCENTAGE INCREASE:	-4.8%	60% -- \$28,325
AVERAGE ANNUALIZED INCREASE:	-2.4%	50% -- \$27,137
		40% -- \$26,250
		20% -- \$20,000
 (Sample size = 34)		

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all Correspondence Directors earn within the range of the 20th and the 80th percentiles or between \$20,000 and \$38,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Correspondence Director making \$28,325 has a higher salary than sixty percent of all Correspondence Directors.

CORRESPONDENCE DIRECTOR / MAIL MANAGER

General Findings: The average job, office, and congressional tenure of Correspondence Directors decreased appreciably between 1991 and 1993. For example, job tenure declined by 14 percent, office tenure by 25 percent, and congressional tenure by nine percent.

Correspondence Directors experienced the third-largest salary decrease (-4.8 percent) of any Senate office position between 1991 and 1993. This may be explained by the large drop in average job, office, and congressional tenure experienced by Correspondence Directors over the past two years. In other words, Senate offices may be paying Correspondence Directors less because they are less experienced.

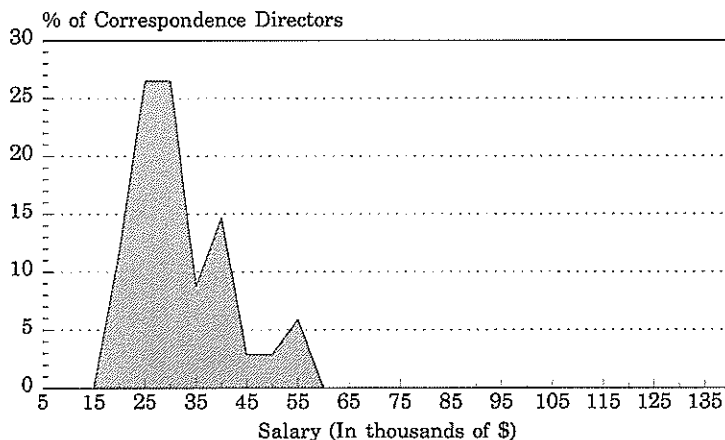
In our 1991 study, we incorrectly reported the average salary for the Correspondence Director position as \$28,032. In this study, we use the accurate 1991 average salary figure for the Correspondence Director position, which was \$30,289.

Correspondence Directors are primarily single.

REGRESSION: No variables were found to be statistically significant predictors of pay for the Correspondence Director position, when controlling for the effects of all other variables. (See pages 42 to 43 for a fuller explanation of regression.)

Correspondence Director

Salary Distribution:



From the graph, one can read that about 27 percent of all Correspondence Directors earn in the \$25,000 range (\$22,500 to \$27,499), another 27 percent earn in the \$30,000 range (\$27,500 to \$32,499), and none earn \$60,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

DEPUTY / ASSISTANT PRESS SECRETARY

General Job Responsibilities: Assists Press Secretary in range of media activities.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:	
Average years:			Male	54.7%
in Current Position	1.9	1.4	Female	45.3%
in Current Office	2.2	1.8		
in Congress	2.7	2.2	MARITAL STATUS:	
			Single	77.4%
			Married	22.6%
EDUCATIONAL ATTAINMENT:			RACE/ETHNICITY:	
High School or less	0.0%		Black	3.8%
Some College	4.0%		Hispanic	5.7%
Bachelor's Degree	82.0%		White	83.0%
Masters' Degree	14.0%		Other	7.5%
Law Degree	0.0%			
Doctorate Degree	0.0%		AVERAGE AGE:	28

AVERAGE SALARY 1993:	\$28,230	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$25,686	80% -- \$31,380
PERCENTAGE INCREASE:	9.9%	60% -- \$28,800
AVERAGE ANNUALIZED INCREASE:	4.8%	50% -- \$27,481
		40% -- \$25,000
		20% -- \$23,338

(Sample size = 53)

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all Deputy/Assistant Press Secretaries earn within the range of the 20th and the 80th percentiles or between \$23,338 and \$31,380. Percentiles also describe where an individual stands relative to others in the same job. For example, a Deputy/Assistant Press Secretary making \$28,800 has a higher salary than sixty percent of all Deputy/Assistant Press Secretaries.

DEPUTY / ASSISTANT PRESS SECRETARY

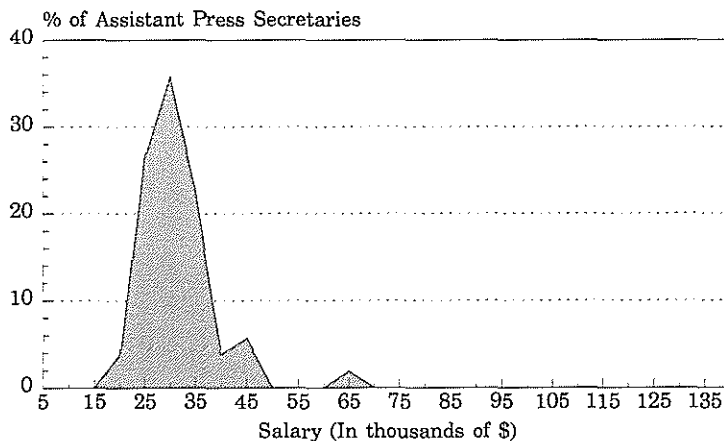
General Findings: The average tenure that Deputy/Assistant Press Secretaries spend in their jobs, offices, and in Congress increased sharply between 1991 and 1993. Average job tenure rose by 36 percent over that period, which was the largest percentage increase of any Senate staff position. In addition, Deputy/Assistant Press Secretaries' average tenure in office rose by 22 percent and their average tenure in Congress rose by 23 percent over those two years.

Even after their large percentage increases in tenure, Deputy/Assistant Press Secretaries have among the lowest tenure of all Senate staff positions. Only Research Assistants, Legislative Correspondents, Receptionists, and Correspondence Assistants/Mail Room Staffers have less experience in their current jobs than Deputy/Assistant Press Secretaries.

REGRESSION: Four variables were found to be statistically significant predictors of pay for the Deputy/Assistant Press Secretary position, when controlling for the effects of all other variables. Deputy/Assistant Press Secretaries with more years of **prior congressional experience**, greater **job responsibility**, or higher **ages** tend to earn more than Deputy/Assistant Press Secretaries without these characteristics. Also, Deputy/Assistant Press Secretaries with more years of **prior experience in their current offices** tend to make *lower* salaries than those with fewer prior years in their offices. (See pages 42 to 43 for a fuller explanation of regression.)

Assistant Press Secretary

Salary Distribution:



From the graph, one can read that about 36 percent of all Deputy/Assistant Press Secretaries earn in the \$30,000 range (\$27,500 to \$32,499), most earn between \$20,000 and \$45,000, and only 1 in 50 earns \$50,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

RESEARCH ASSISTANT / LEGISLATIVE AIDE

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

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:	
Average years:			Male	33.3%
in Current Position	1.3	n.a.	Female	66.7%
in Current Office	2.1	n.a.		
in Congress	2.7	n.a.	MARITAL STATUS:	
			Single	90.5%
			Married	9.5%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:	
High School or less	0.0%		Black	9.5%
Some College	0.0%		Hispanic	4.8%
Bachelor's Degree	85.7%		White	85.7%
Masters' Degree	4.8%		Other	0.0%
Law Degree	4.8%			
Doctorate Degree	4.8%		AVERAGE AGE: 28	

AVERAGE SALARY 1993:	\$26,579	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$23,418	80% -- \$27,800
PERCENTAGE INCREASE:	13.5%	60% -- \$25,000
AVERAGE ANNUALIZED INCREASE:	6.5%	50% -- \$25,000
		40% -- \$23,580
		20% -- \$21,960
(Sample size = 21)		

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all Research Assistants earn within the range of the 20th and the 80th percentiles or between \$21,960 and \$27,800. Percentiles also describe where an individual stands relative to others in the same job. For example, a Research Assistant making \$25,000 has a higher salary than sixty percent of all Research Assistants.

RESEARCH ASSISTANT / LEGISLATIVE AIDE

General Findings: The average salary of Research Assistants increased by 13.5 percent between 1991 and 1993. This increase was the sixth-largest increase among Senate staff. However, the small sample size for the Research Assistant position --only 21 staff-- calls into question the reliability of the data for the purpose of making comparisons over time.

Research Assistants, along with Legislative Correspondents and Receptionists, have the shortest average job tenure of all Senate positions. However, since tenure data for this position was not reported in our 1991 Senate salary study, we are unable to analyze how the tenure of Research Assistants has changed since 1991.

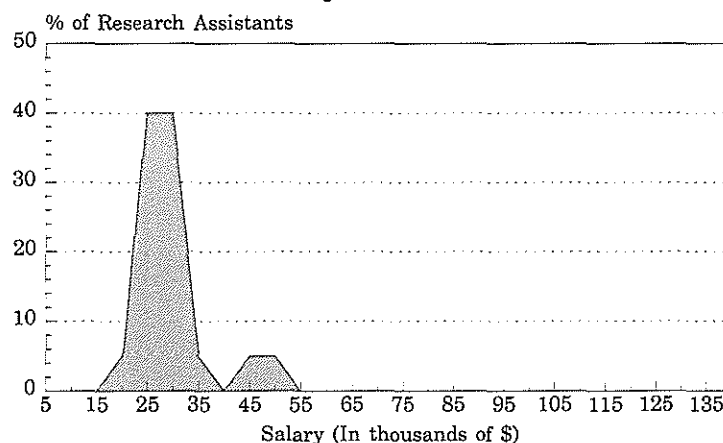
Research Assistants are similar to Legislative Correspondents in their ages, educational backgrounds, and turnover, but Research Assistants are paid approximately 20 percent more than Legislative Correspondents.

Of the 56 Senate offices that completed our survey, only 30 percent staffed this position.

REGRESSION: In the 56 offices that responded to our survey, there are only 21 Research Assistants working on a full-time basis. Due to the small size of this sample, we cannot determine which variables are statistically significant predictors of pay for the position.

Research Assistant

Salary Distribution:



From the graph, one can read that about 40 percent of all Research Assistants earn in the \$25,000 range (\$22,500 to \$27,499), another 40 percent earn in the \$30,000 range (\$27,500 to \$32,499), and none earn \$55,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

COMPUTER OPERATOR / CMS SPECIALIST

General Job Responsibilities: Responds to mail requiring personalized "form letter" responses; coordinates input/output of names, codes, paragraphs, and mailing lists.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 21.1%
in Current Position	5.3	4.3	Female 78.9%
in Current Office	5.9	4.4	
in Congress	9.6	9.2	MARITAL STATUS:
			Single 59.2%
			Married 40.8%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	32.3%		Black 43.7%
Some College	32.3%		Hispanic 0.0%
Bachelor's Degree	33.8%		White 50.7%
Masters' Degree	1.5%		Other 5.6%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 35

AVERAGE SALARY 1993:	\$25,244	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$22,774	80% -- \$32,269
PERCENTAGE INCREASE:	10.8%	60% -- \$25,707
AVERAGE ANNUALIZED INCREASE:	5.3%	50% -- \$24,200
		40% -- \$22,155
		20% -- \$19,000

(Sample size = 72)

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 \$19,000 and \$32,269. Percentiles also describe where an individual stands relative to others in the same job. For example, a Computer Operator making \$25,707 has a higher salary than sixty percent of all Computer Operators.

COMPUTER OPERATOR / CMS SPECIALIST

General Findings: There is a higher proportion of minorities (49.3 percent) in the Computer Operator position than in any other Senate office position.

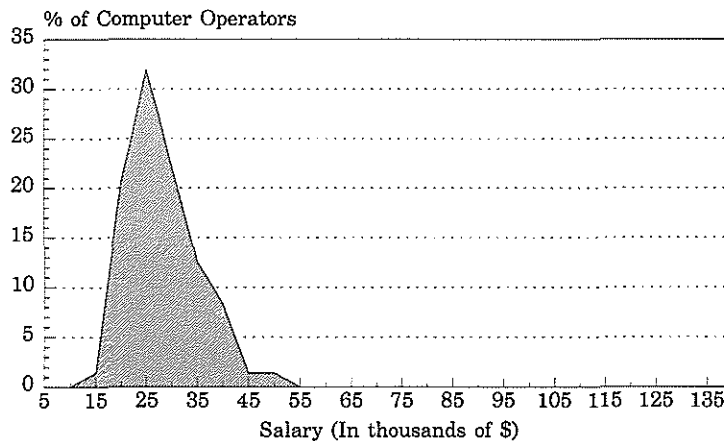
Computer Operators tend to be less educated than Senate office staff in general. Sixty-five percent do not have bachelor's degrees, and 1.5 percent have received graduate degrees.

Computer Operators are primarily female.

The average tenure of Computer Operators in their jobs, offices, and Congress has increased substantially between 1991 and 1993. For example, average time in position has risen by 23 percent over that period.

REGRESSION: Two variables were found to be statistically significant predictors of pay for the Computer Operator position, when controlling for the effects of all other variables. Computer Operators with more **years in current position** tend to earn more than those with fewer years in their current position. Also, Computer Operators with more **years of prior experience in their current offices** tend to make *lower* salaries than those with fewer prior years in their offices. (See pages 42 to 43 for a fuller explanation of regression.)

Computer Operator Salary Distribution:



From the graph, one can read that about one-third of all Computer Operators earn in the \$25,000 range (\$22,500 to \$27,499) and most earn between \$15,000 and \$45,000. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

WASHINGTON OFFICE ASSISTANT

General Job Responsibilities: Handles clerical responsibilities such as typing, filing, FAXing, and answering telephones.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 19.5%
in Current Position	3.0	3.4	Female 80.5%
in Current Office	2.7	4.0	
in Congress	4.2	6.5	MARITAL STATUS:
			Single 63.4%
			Married 36.6%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	17.1%		Black 9.8%
Some College	17.1%		Hispanic 0.0%
Bachelor's Degree	61.0%		White 87.8%
Masters' Degree	4.9%		Other 2.4%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 32

AVERAGE SALARY 1993:	\$23,318	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$27,553	80% -- \$27,000
PERCENTAGE INCREASE:	-15.4%	60% -- \$22,418
AVERAGE ANNUALIZED INCREASE:	-7.4%	50% -- \$21,100
		40% -- \$20,930
(Sample size = 41)		20% -- \$20,000

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all Washington Office Assistants earn within the range of the 20th and the 80th percentiles or between \$20,000 and \$27,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Washington Office Assistant making \$22,418 has a higher salary than sixty percent of all Washington Office Assistants.

WASHINGTON OFFICE ASSISTANT

General Findings: The average job, office, and congressional experience of Washington Office Assistants declined sharply over the past two years. For example, Washington Office Assistants' average tenure in their present office decreased by 33 percent between 1991 and 1993, while their average tenure in Congress decreased by 35 percent over the same period.

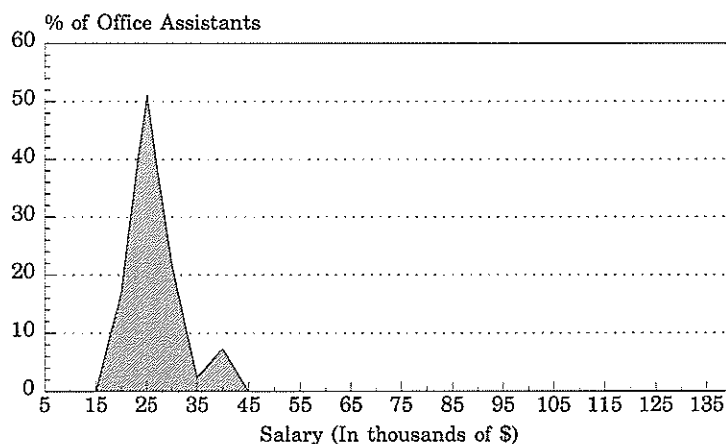
Washington Office Assistants experienced the largest pay *decrease* of any Senate staff position between 1991 and 1993. The average salary of Washington Office Assistants fell by 15.4 percent over that period. The large drop in the average experience of Washington Office Assistants over the past two years may explain the decline in their average salaries.

Washington Office Assistants are primarily female.

REGRESSION: Two variables were found to be statistically significant predictors of pay for the Washington Office Assistant position, when controlling for the effects of all other variables. Washington Office Assistants with more years in current position or more years of prior congressional experience tend to earn more than Washington Office Assistants without these characteristics. (See pages 42 to 43 for a fuller explanation of regression.)

Office Assistant

Salary Distribution:



From the graph, one can read that just over 50 percent of all Washington Office Assistants earn in the \$25,000 range (\$22,500 to \$27,499), most earn between \$15,000 and \$35,000, and none earn \$45,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

LEGISLATIVE CORRESPONDENT

General Job Responsibilities: Responsible for answering legislative correspondence.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 50.9%
in Current Position	1.3	1.3	Female 49.1%
in Current Office	1.7	1.6	
in Congress	2.0	1.8	MARITAL STATUS:
			Single 86.5%
			Married 13.5%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	0.0%		Black 2.9%
Some College	1.8%		Hispanic 1.8%
Bachelor's Degree	91.0%		White 88.9%
Masters' Degree	5.4%		Other 6.4%
Law Degree	1.8%		
Doctorate Degree	0.0%		AVERAGE AGE: 25

AVERAGE SALARY 1993:	\$22,411	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$20,996	80% -- \$25,000
PERCENTAGE INCREASE:	6.7%	60% -- \$23,000
AVERAGE ANNUALIZED INCREASE:	3.3%	50% -- \$22,240
		40% -- \$21,600
(Sample size = 171)		20% -- \$19,703

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 \$19,703 and \$25,000. Percentiles also describe where an individual stands relative to others in the same job. For example, an LC making \$23,000 has a higher salary than sixty percent of all LCs.

LEGISLATIVE CORRESPONDENT

General Findings: Legislative Correspondents, together with Receptionists and Research Assistants, have the highest job turnover of any Senate office position. They have been in their job for an average of only 1.3 years and in their current office for only 1.7 years. Sixty-four percent have served as LCs for less than a year, and 84 percent have served for less than two years.

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

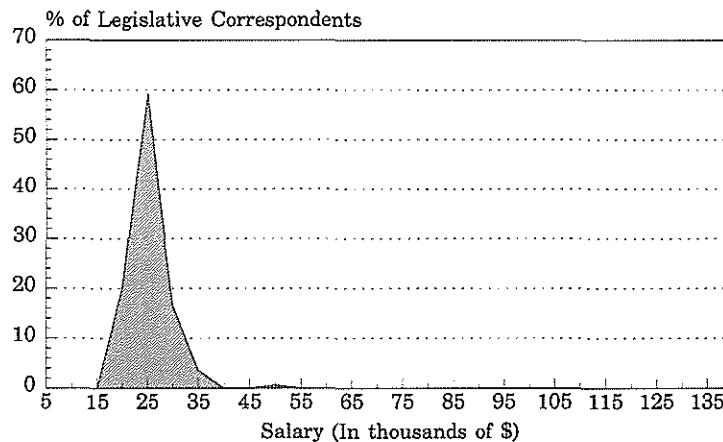
LC is also the third-lowest paid Senate job, with an average salary of \$22,411.

LCs are among the youngest employees in Senate offices (with an average age of 25) and are predominantly single.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the LC position, when controlling for the effects of all other variables. LCs with more **years in current position** tend to make more money than LCs with fewer years in their position. (See pages 42 to 43 for a fuller explanation of regression.)

Legislative Correspondent

Salary Distribution:



From the graph, one can read that about 60 percent of all LCs earn in the \$25,000 range (\$22,500 to \$27,499) and less than 5 percent earn \$35,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller discussion).

RECEPTIONIST

General Job Responsibilities: Serves at the front desk -- greeting visitors, answering telephones, responding to general constituent requests, and arranging tours.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 19.6%
in Current Position	1.3	1.8	Female 80.4%
in Current Office	1.4	1.8	
in Congress	1.8	2.0	MARITAL STATUS:
			Single 82.1%
			Married 17.9%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	1.9%		Black 11.2%
Some College	13.2%		Hispanic 4.7%
Bachelor's Degree	81.1%		White 81.3%
Masters' Degree	1.9%		Other 2.8%
Law Degree	1.9%		
Doctorate Degree	0.0%		AVERAGE AGE: 26

AVERAGE SALARY 1993:	\$20,107	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$20,115	80% -- \$22,000
PERCENTAGE INCREASE:	0.0%	60% -- \$20,000
AVERAGE ANNUALIZED INCREASE:	0.0%	50% -- \$19,454
		40% -- \$18,500
		20% -- \$17,580
 (Sample size = 108)		

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 \$17,580 and \$22,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Receptionist making \$20,000 has a higher salary than sixty percent of all Receptionists.

RECEPTIONIST

General Findings: Receptionists, along with Legislative Correspondents and Research Assistants, have the shortest average tenure in their positions. Seventy-nine percent 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. Also, Receptionists have the shortest average tenure in their *offices* of any Senate staff position.

Receptionist is the sixth most commonly staffed position in Senate offices. There are, on average, about two Receptionists per office.

Receptionists receive the second-lowest average pay of any Senate position.

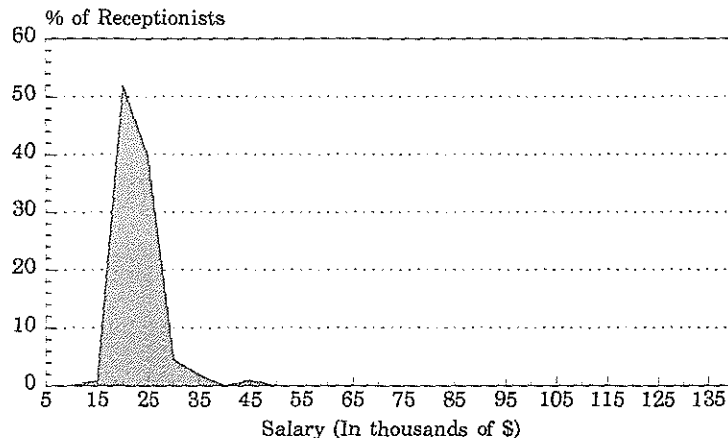
Receptionists tend to be well-educated, with 84.9 percent holding bachelor's degrees.

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 42 to 43 for a fuller explanation of regression.)

Receptionist

Salary Distribution:



From the graph, one can read that just over 50 percent of all Receptionists earn in the \$20,000 range (\$17,500 to \$22,499) and less than five percent earn \$35,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

CORRESPONDENCE ASSISTANT / MAIL ROOM STAFFER

General Job Responsibilities: Opens, logs, and routes mail.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 58.3%
in Current Position	1.5	2.3	Female 41.7%
in Current Office	1.7	2.3	
in Congress	1.8	2.5	MARITAL STATUS:
			Single 91.7%
			Married 8.3%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	8.6%		Black 16.7%
Some College	14.3%		Hispanic 2.8%
Bachelor's Degree	74.3%		White 77.8%
Masters' Degree	2.9%		Other 2.8%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 25

AVERAGE SALARY 1993:	\$19,640	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$18,054	80% -- \$21,000
PERCENTAGE INCREASE:	8.8%	60% -- \$19,140
AVERAGE ANNUALIZED INCREASE:	4.3%	50% -- \$18,000
		40% -- \$17,500
		20% -- \$17,000

(Sample size = 36)

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all Correspondence Assistants earn within the range of the 20th and the 80th percentiles or between \$17,000 and \$21,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Correspondence Assistant making \$19,140 has a higher salary than sixty percent of all Correspondence Assistants.

CORRESPONDENCE ASSISTANT / MAIL ROOM STAFFER

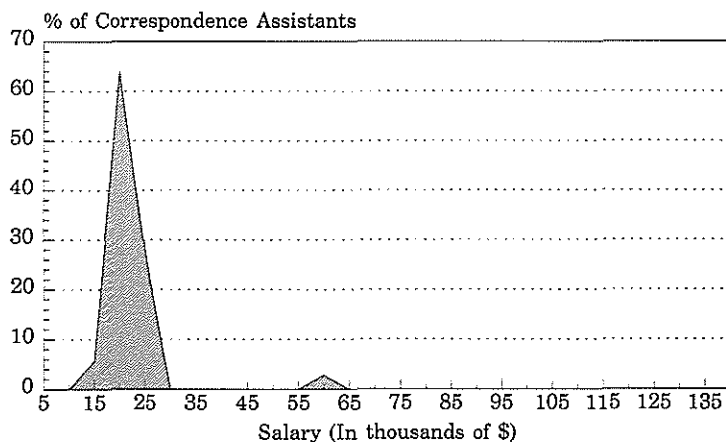
General Findings: Correspondence Assistants/Mail Room Staffers receive the lowest average pay of any Senate staffers and are the only Senate staffers whose average salary is below \$20,000.

The average tenure that Correspondence Assistants/Mail Room Staffers spend in their jobs, offices, and in Congress declined sharply between 1991 and 1993. In fact, the 34.8 percent drop in average job tenure that Correspondence Assistants/Mail Room Staffers experienced over that period was the largest percentage decrease among all Senate staff positions.

Correspondence Assistants/Mail Room Staffers are among the youngest staff in Senate offices and are overwhelmingly single.

REGRESSION: Two variables were found to be statistically significant predictors of pay for the Correspondence Assistant/Mail Room Staffer position, when controlling for the effects of all other variables. Correspondence Assistants/Mail Room Staffers with more years of prior experience in their current offices or higher ages tend to earn more than Correspondence Assistants/Mail Room Staffers without these characteristics. (See page 42 to 43 for a fuller explanation of regression.)

Correspondence Assistant Salary Distribution:



From the graph, one can read that about 65 percent of all Correspondence Assistants/Mail Room Staffers earn in the \$20,000 range (\$17,500 to \$22,499) and only 3 percent earn \$30,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

STATE DIRECTOR

General Job Responsibilities: Manages all state offices; directs overall state operation and work flow; represents Senator at meetings and events.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 62.8%
in Current Position	4.9	4.3	Female 37.2%
in Current Office	7.5	6.5	
in Congress	8.3	7.7	MARITAL STATUS:
			Single 18.6%
			Married 81.4%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	0.0%		Black 2.3%
Some College	19.5%		Hispanic 4.7%
Bachelor's Degree	51.2%		White 90.7%
Masters' Degree	19.5%		Other 2.3%
Law Degree	9.8%		
Doctorate Degree	0.0%		AVERAGE AGE: 46

AVERAGE SALARY 1993:	\$65,913	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$60,874	80% -- \$81,355
PERCENTAGE INCREASE:	8.3%	60% -- \$70,000
AVERAGE ANNUALIZED INCREASE:	4.1%	50% -- \$66,095
		40% -- \$61,159
(Sample size = 44)		20% -- \$45,200

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all State Directors earn within the range of the 20th and the 80th percentiles or between \$45,200 and \$81,355. Percentiles also describe where an individual stands relative to others in the same job. For example, a State Director making \$70,000 has a higher salary than sixty percent of all State Directors.

STATE DIRECTOR

General Findings: Turnover among State Directors has decreased over the past two years. Average tenure in position rose by 14 percent between 1991 and 1993, while tenure in office and in Congress increased by 15 percent and seven percent, respectively, over that period.

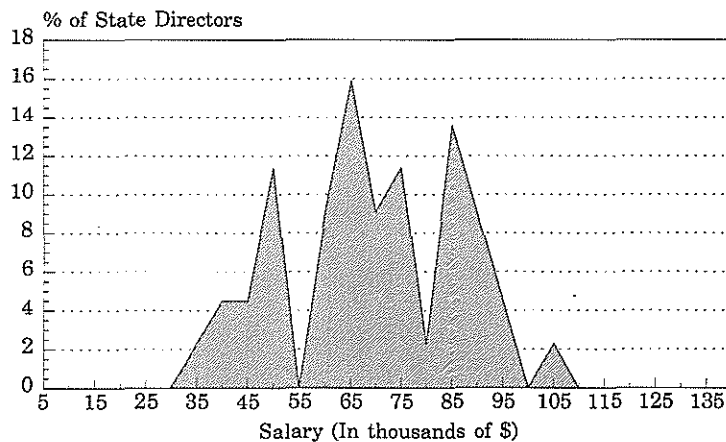
State Director is the highest paid position in state offices and the fourth-highest paid position overall. The pay of State Directors has risen by less than the average for Senate staff over the past two years.

With an average age of 46, State Directors, along with Washington Caseworkers, are the oldest staffers in the Senate.

REGRESSION: One variable was found to be a statistically significant predictor of pay for the State Director position, when controlling for the effects of all other variables. State Directors with higher ages tend to earn more than younger State Directors. (See page 42 to 43 for a fuller explanation of regression.)

State Director

Salary Distribution:



From the graph, one can read that about 16 percent of all State Directors earn in the \$65,000 range (\$62,500 to \$67,499) and most earn between \$40,000 and \$95,000. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

REGIONAL DIRECTOR / OFFICE MANAGER

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

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 22.7%
in Current Position	5.9	5.4	Female 77.3%
in Current Office	8.1	6.8	
in Congress	10.3	7.7	MARITAL STATUS:
			Single 34.8%
			Married 65.2%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	6.7%		Black 3.0%
Some College	31.7%		Hispanic 6.1%
Bachelor's Degree	55.0%		White 87.9%
Masters' Degree	6.7%		Other 3.0%
Law Degree	0.0%		
Doctorate Degree	0.0%		AVERAGE AGE: 43

AVERAGE SALARY 1993:	\$39,243	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$33,056	80% -- \$49,480
PERCENTAGE INCREASE:	18.7%	60% -- \$39,689
AVERAGE ANNUALIZED INCREASE:	8.9%	50% -- \$36,907
		40% -- \$34,723
(Sample size = 66)		20% -- \$28,811

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all Regional Directors earn within the range of the 20th and the 80th percentiles or between \$28,811 and \$49,480. Percentiles also describe where an individual stands relative to others in the same job. For example, a Regional Director making \$39,689 has a higher salary than sixty percent of all Regional Directors.

REGIONAL DIRECTOR / OFFICE MANAGER

General Findings: Regional Director is the second-highest paid position in state-based offices and the tenth-highest in Senate offices overall. The average salary of Regional Directors rose by 18.7 percent between 1991 and 1993, the largest gain among state positions and the fourth-largest salary increase among all positions.

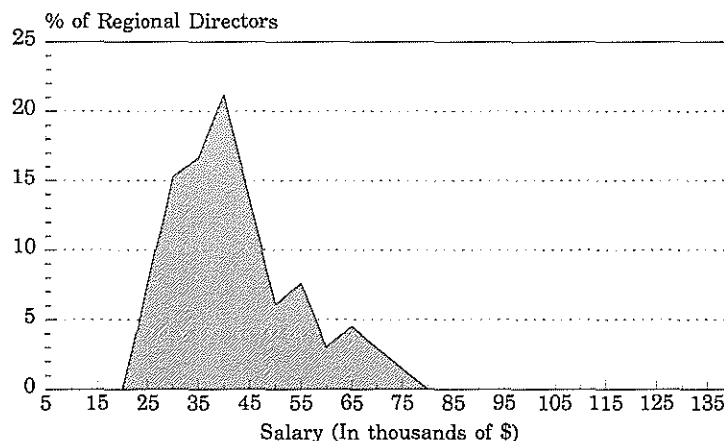
The average congressional tenure of Regional Directors increased by 34 percent over the past two years.

Regional Directors are primarily female.

REGRESSION: Three variables were found to be statistically significant predictors of pay for the Regional Director position, when controlling for the effects of all other variables. Regional Directors with more years in current position or more years of prior congressional experience tend to earn more than Regional Directors without these characteristics. Also, gender was a significant predictor of pay: males in the Regional Director position tend to earn higher salaries than females in the position when holding all other measured variables constant. (See pages 42 to 43 for a fuller explanation of regression.)

Regional Director

Salary Distribution:



From the graph, one can read that about 21 percent of all Regional Directors earn in the \$40,000 range (\$37,500 to \$42,499), most earn between \$25,000 and \$65,000, and none earn \$80,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

FIELD REPRESENTATIVE

General Job Responsibilities: Works under the direction of the State Director; represents Senator at meetings and events; shapes Senator's state schedule; accompanies Senator to functions.

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 45.2%
in Current Position	4.4	3.8	Female 54.8%
in Current Office	5.3	4.4	
in Congress	6.4	4.8	MARITAL STATUS:
			Single 50.0%
			Married 50.0%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	3.3%		Black 7.3%
Some College	19.1%		Hispanic 6.1%
Bachelor's Degree	66.4%		White 85.5%
Masters' Degree	6.6%		Other 1.2%
Law Degree	3.3%		
Doctorate Degree	1.3%		AVERAGE AGE: 40

AVERAGE SALARY 1993:	\$30,600	SALARY PERCENTILES
 AVERAGE SALARY 1991:	 \$27,000	 80% -- \$39,000
PERCENTAGE INCREASE:	13.3%	60% -- \$32,392
 AVERAGE ANNUALIZED INCREASE:	 6.4%	 50% -- \$30,000
		40% -- \$26,180
		20% -- \$21,524

(Sample size = 166)

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all Field Representatives earn within the range of the 20th and the 80th percentiles or between \$21,524 and \$39,000. Percentiles also describe where an individual stands relative to others in the same job. For example, a Field Representative making \$32,392 has a higher salary than sixty percent of all Field Representatives.

FIELD REPRESENTATIVE

General Findings: Turnover among Field Representatives has decreased over the past two years. Field Representatives' average tenure in their jobs, offices, and in Congress increased between 1991 and 1993.

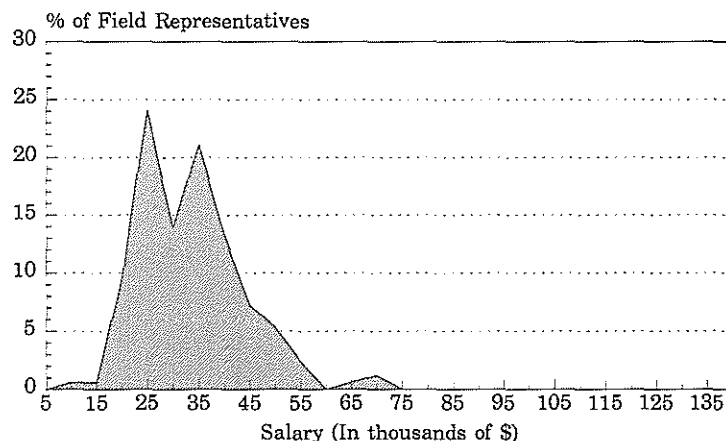
This is the fourth most commonly staffed position, with an average of about three Field Representatives per Senate office.

Field Representative is one of the six Senate staff positions in which the average age is 40 or over.

REGRESSION: Five variables were found to be statistically significant predictors of pay for the Field Representative position, when controlling for the effects of all other variables. Field Representatives with more years in current position, more years of prior congressional experience, greater job responsibility, or more education tend to earn more than Field Representatives without these characteristics. Also, gender was a significant predictor of pay: males in the Field Representative position tend to earn higher salaries than females in the position when holding all other measured variables constant. (See pages 42 to 43 for a fuller explanation of regression.)

Field Representative

Salary Distribution:



From the graph, one can read that about 24 percent of all Field Representatives earn in the \$25,000 range (\$22,500 to \$27,499) and most earn between \$20,000 and \$50,000. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

STATE CASEWORKER

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

WORK EXPERIENCE:	<u>1993</u>	<u>1991</u>	GENDER:
Average years:			Male 20.8%
in Current Position	4.6	4.3	Female 79.2%
in Current Office	5.1	4.9	
in Congress	5.8	5.7	MARITAL STATUS:
			Single 49.1%
			Married 50.9%
 EDUCATIONAL ATTAINMENT:			 RACE/ETHNICITY:
High School or less	6.3%		Black 10.8%
Some College	28.6%		Hispanic 7.5%
Bachelor's Degree	55.7%		White 80.2%
Masters' Degree	5.7%		Other 1.4%
Law Degree	3.1%		
Doctorate Degree	0.5%		AVERAGE AGE: 38

AVERAGE SALARY 1993:	\$26,016	SALARY PERCENTILES
AVERAGE SALARY 1991:	\$23,513	80% -- \$30,799
PERCENTAGE INCREASE:	10.6%	60% -- \$26,116
AVERAGE ANNUALIZED INCREASE:	5.2%	50% -- \$24,500
		40% -- \$23,499
		20% -- \$20,481

(Sample size = 213)

Using Percentiles: Percentiles describe the distribution of salaries. For example, sixty percent of all State Caseworkers earn within the range of the 20th and the 80th percentiles or between \$20,481 and \$30,799. Percentiles also describe where an individual stands relative to others in the same job. For example, a State Caseworker making \$26,116 has a higher salary than sixty percent of all State Caseworkers.

STATE CASEWORKER

General Findings: State Caseworker is the second most commonly staffed position in Senate offices and the most commonly staffed position within state offices. There is an average of 3.8 State Caseworkers per Senate office.

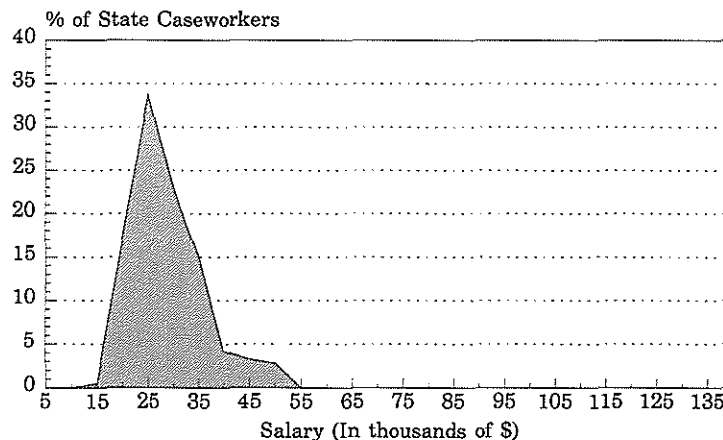
Although the State Caseworker position has the youngest staff of the four state positions analyzed in this report, State Caseworkers are still an average of six years older than Washington-based Senate staff.

State Caseworkers are primarily female.

REGRESSION: Three variables were found to be statistically significant predictors of pay for the State Caseworker position, when controlling for the effects of all other variables. State Caseworkers with more years in current position or greater job responsibility tend to earn more than State Caseworkers without these characteristics. Also, gender was a significant predictor of pay: males in the State Caseworker position tend to earn higher salaries than females in the position when holding all other measured variables constant. (See pages 42 to 43 for a fuller explanation of regression.)

State Caseworker

Salary Distribution:



From the graph, one can read that about 34 percent of all State Caseworkers earn in the \$25,000 range (\$22,500 to \$27,499), most earn between \$20,000 and \$45,000, and none earn \$55,000 or more. (See "Explanation of Graphs" on pages 41 to 42 for a fuller description).

CONCLUSIONS: INFLUENCES ON PAY

As in our 1991 Senate and our 1992 and 1990 House studies, the variable most frequently related to salary in the Senate was **years in current position**. Years in position had a significant and positive influence on pay in 12 of the 20 Senate office positions on which we conducted regression analyses.³⁴ 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 and positive influence on salary for six of the 20 positions analyzed through regression analysis. Four of these six positions were based in Washington offices. Obviously, Senate offices often value the experience gained by spending time on Capitol Hill.

Education significantly influenced pay in only two positions. Legislative Assistants and Field Representatives with more education were paid significantly more than staffers in those positions with less education. The small number of positions for which education was a major factor in predicting salary is surprising, but is relatively consistent with the findings of our 1991 study when education was a significant and unique predictor of pay in only five Senate positions. It is the case, however, that staff in higher paying positions have more education. Apparently, offices are using educational attainment to select candidates for positions, but not to determine their salaries within positions. In contrast, education had a significant influence on salary level in nine of the 14 House office positions for which we performed regression analysis in 1992.

Level of job responsibility influenced salaries in only three positions. Deputy/Assistant Press Secretaries, Field Representatives, and State Caseworkers with more job responsibilities received higher salaries than those with fewer responsibilities. As was the case with the education variable, this result was consistent with our findings in the 1991 Senate study, but still was somewhat surprising. While it is intuitive that offices would compensate staff in accordance with their level of responsibility, the subjectivity of this variable may mean that this likely effect is not picked up accurately in our regression analyses.

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

³⁴ We performed regression analyses on 20 of the 26 Senate office positions listed on our survey. There were too few General Counsels, Special Assistants, Research Assistants, Projects Directors, and Washington Caseworkers reported on our surveys for us to conduct valid regression analyses on those positions. Also, for the reasons outlined in footnote 7 (on page 10), we were not able to include the State Office Assistant position in our regression analyses. Finally, the R-squared and F statistics for each of the 20 positions on which we performed regression analyses are listed in Appendix D on page 115.

with our 1992 House study, when age had a significant, positive effect on the pay in ten of the 14 positions analyzed.

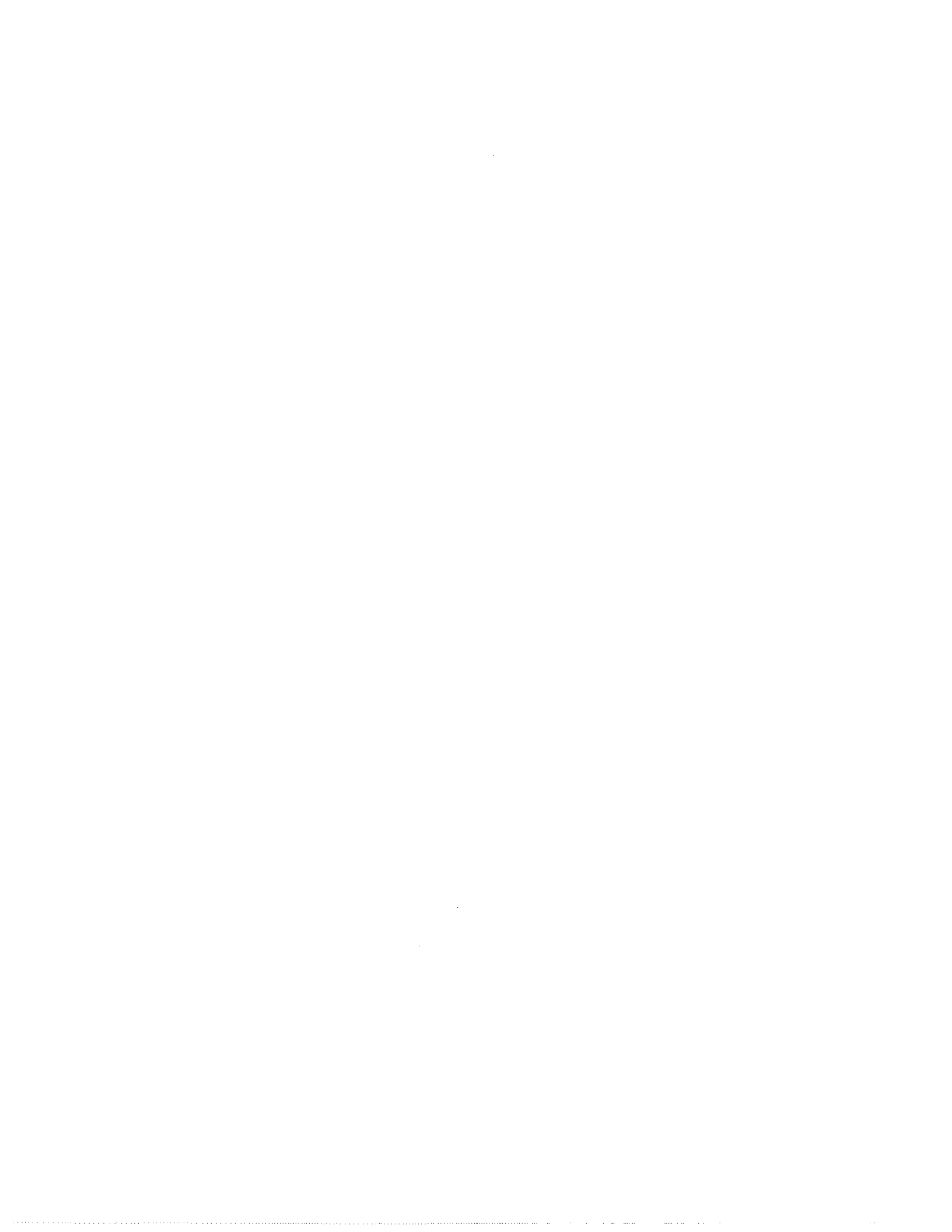
Prior years in current office was a significant influence on salary in three positions, although for two positions, Deputy/Assistant Press Secretaries and Computer Operators, it was associated with lower pay. It may be that staff who are promoted from within the office to a leadership post are more committed to the Member and therefore willing to accept less money.³⁵ The same phenomena occurred in House offices in 1992: prior years in the current congressional office was associated with significantly lower salaries in some positions and with significantly higher salaries in other positions.

Gender was a significant influence on salary in three positions, all of which are based in state offices. For all three, Regional Director, Field Representative, and State Caseworker, men, on average, earned more than similarly qualified women.

Race/ethnicity was a significant influence on salary in only one position.³⁶ Hispanic Legislative Assistants (LAs) averaged lower salaries than similarly qualified LAs of other races/ethnicities.

³⁵ Correspondence Assistants/Mail Room Staffers with more prior years in their Senate office tended to earn more than those with fewer prior years in the office.

³⁶ To ensure the relevance of our regression analyses, we looked at the unique effect of a particular race or ethnicity on pay only in those Senate office positions with at least 3 staff of that race or ethnicity included in the responses to our survey.



COMPARISON OF HOUSE & SENATE STAFF



COMPARISON BETWEEN SENATE AND HOUSE STAFF POSITIONS

	Salary		% Senate Salary Exceeds House Salary	Tenure in Position		Tenure in Congress		Avg. Age	
	<u>Senate</u>	<u>House*</u>		<u>S</u>	<u>H</u>	<u>S</u>	<u>H</u>	<u>S</u>	<u>H</u>
Administrative Assistant	\$98,316	\$79,174	24.2%	3.9	4.9	9.3	9.7	42	41
Legislative Director	\$75,848	\$49,637	52.8%	3.9	3.4	9.9	7.2	39	33
State/District Director	\$65,913	\$50,442	30.7%	4.9	4.8	8.3	7.1	46	44
Press Secretary	\$56,701	\$39,062	45.2%	3.3	2.7	5.8	4.3	37	32
Office Manager	\$45,239	\$37,151	21.8%	4.5	4.9	10.0	7.7	38	35
Legislative Assistant	\$45,057	\$31,487	43.1%	3.0	2.2	4.9	3.3	33	28
Washington Caseworker	\$39,587	\$30,946	27.9%	11.5	4.8	16.4	6.0	46	37
Projects Dir./Coordinator	\$34,570	\$32,197	7.4%	2.7	3.5	5.7	4.8	30	35
Field Representative	\$30,600	\$30,705	-0.3%	4.4	5.0	6.4	5.8	40	40
State/District Caseworker	\$26,016	\$25,319	2.8%	4.6	4.6	5.8	5.5	38	39
Computer Operator	\$25,244	\$26,683	-5.7%	5.3	4.5	9.6	6.1	35	35
Legislative Correspondent	\$22,411	\$22,312	0.4%	1.3	1.5	2.0	2.2	25	25
Receptionist	\$20,107	\$21,583	-7.3%	1.3	1.5	1.8	2.3	26	28

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

Executive Assistant	\$48,502	\$35,419		5.8	3.9	10.9	6.9	41	34
Scheduler	\$35,237			3.1		7.0		34	
Systems Administrator	\$33,870	\$26,667		3.7	3.0	8.4	5.2	31	30
Correspondence Director	\$28,834			3.6		7.7		33	

* 1993 House salaries were estimated by adding to the 1992 average salaries the January 1993 cost-of-living adjustment of 3.7 percent given to House offices. CMF's 1992 House study was the source for the 1992 salaries.

Senate - House Comparisons

The following analyses compares Senate and House staff within positions by salary, tenure in position, tenure in Congress, age, and education. Senate and House offices have 13 positions that are directly comparable. There are four other positions that Senate offices tend to staff separately while House offices tend to combine the functions of these four jobs into two positions.

Salaries

Salaries are similar for positions that average less than \$30,000 in both the Senate and House. Among higher paying positions, Senate staff receive substantially higher salaries than their House counterparts. For example, Senate AAs earn 24 percent more than House AAs, while Senate LDs, Press Secretaries, and I.As earn at least 43 percent more than their House counterparts.

Tenure in Position

No clear pattern emerges when comparing congressional staff by job tenure. The only sizable difference in job tenure occurs for the Washington Caseworker position, in which Senate staff average almost seven more years in the job than their House counterparts. The small sample of Washington Caseworkers in this study (only 15 of the 56 offices completing the survey staff this position) may account for this wide gap in tenure.

Tenure in Congress

For all but the highest-paying position (AA) and the two lowest-paying positions (Legislative Correspondent and Receptionist), Senate staff have more tenure in Congress than their House counterparts.

Average Age

In many Washington positions, Senate staff tend to be older -- as many as nine years -- than their House counterparts. The positions with the largest differences are Legislative Director, Press Secretary, Legislative Assistant, and Washington Caseworker. Among state and district positions, though, there is very little difference between the ages of Senate and House staff.

Educational Attainment

Virtually no differences exist between Senate and House staff when comparing the proportion of staff who hold at least a bachelor's degree. Only among Computer Operators is there is substantial difference, in which only 35 percent of Senate staff have bachelor's degree compared to 68 percent of their House counterparts.

When the comparison is narrowed to those holding graduate degrees, Senate staff have

substantially greater educational attainment in four of the 13 directly comparable positions. Moreover, these positions include two of the three highest paying jobs: Legislative Director and State/District Director. Among Administrative Assistants, the highest paying position, Senate staff are only slightly more likely than House staff to hold advanced degrees. The educational attainment comparison between House and Senate staff is not shown on the chart on page 97.

Conclusions and Hypotheses

Approximate parity exists between Senate and House staff for positions with an average salary of less than \$30,000, while for higher paying positions Senate staff earn up to 53 percent more than their House counterparts.

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

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

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

Specialization. Specialists tend to be more highly compensated than 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.

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 Senate, 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	47%	27%	20%
<i>By Party</i>			
Democratic	53%	28%	16%
Republican	39%	26%	26%
<i>By Term</i>			
4th term +	73%	9%	9%

Senators who have served four or more terms are much more likely than their junior counterparts to pass on COLAs to their staff. Democratic offices also pass along COLAs more often than Republican offices.

Does your office have a merit raise system?

	<u>Yes</u>	<u>No</u>	<u>Unknown</u>
All Offices	54%	45%	2%
<i>By Party</i>			
Democratic	42%	55%	3%
Republican	70%	30%	0%

Does your office have a merit bonus system?

	<u>Yes</u>	<u>No</u>	<u>Unknown</u>
All Offices	44%	53%	4%
<i>By Party</i>			
Democratic	34%	59%	6%
Republican	57%	44%	0%

Merit raise and bonus policies are more frequently used in Republican offices than in Democratic offices. Merit bonus policies have become more common since 1991, when only 27 percent of Senate offices had them. Use of merit raise policies has not changed since 1991. Also, House offices are more likely than Senate offices to have merit pay programs. In 1992, 77 percent of House offices had merit raise programs, and 59 percent had merit bonus programs.

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>Other³⁷</u>
All Offices	21%	53%	18%	7%
<i>By Party</i>				
Democratic	13%	53%	22%	13%
Republican	35%	52%	13%	0%
<i>By Term</i>				
1st Term	36%	64%	0%	0%

First-term Senators tend to have less generous staff vacation policies than their more veteran colleagues. It is likely that freshman Senators want to gain experience with their office budgets and staff before adopting compensation policies that may be seen as potentially too costly.

³⁷ 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.

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%	20%	34%	34%	9%

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

	<u>Yes</u>	<u>No</u>	<u>Unknown</u>
All Offices	54%	41%	5%

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	13%	86%	2%

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.³⁸

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

<u>Years of Service</u>	<u>Federal Government</u>	<u>State & Local Government</u>	<u>Medium & Large Private</u>	<u>Small Private</u>
1	13	12	9	8
3	20			
5				12
10		18	17	14
15	26			
20		21	20	15
% of Employees Earning Paid Vacation Leave	100%	87%	96%	90%

Average Senate office vacation policies most closely resemble the policies of federal agencies,

³⁸ Sources for this information include: Communication with staff at the Office of Personnel Management and three U.S. Bureau of Labor Statistics publications, *Employee Benefits in State and Local Government, 1990*, February 1992; *Employee Benefits in Medium and Large Firms, 1991*, May 1993; and *Employee Benefits in Small Private Establishments, 1990*, September 1991.

which, as the preceding chart illustrates, are relatively generous. In the federal government, all employees start at 13 days annually and earn 20 days annually after 3 years of service. Furthermore, an employee's years of federal service are transportable from agency to agency.

State and local governments are less generous. Only 87 percent of their employees are eligible for paid vacation leave, and those who do earn vacation earn less for each year of service than federal employees.

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

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	28%	20%	33%	19%

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

	<u>1-10</u>	<u>11+</u>	<u>As Needed</u>	<u>Other</u>
All Offices	22%	20%	29%	29%

The maximum annual sick leave granted to employees differs only slightly from the minimum. For minimum and maximum sick leave, between one-fifth and one-third of Senate offices follow each of the following policies: two weeks or less per year, more than two weeks, "as needed," and "other." The percentage of Senate offices that follow "as needed" policies has decreased since 1991. Also, the sick leave policies of House offices are very similar to those of Senate offices.

In comparison to the legislative branch, all federal civilian employees receive at least 13 days of paid sick leave annually.

PARENTAL LEAVE

Paid maternity leave, in weeks.

	<u>None</u>	<u>1-3</u>	<u>4-6</u>	<u>7+</u>	<u>No Policy</u>	<u>Other</u>
All Offices	0%	5%	48%	29%	2%	16%

Unpaid maternity leave, in weeks.

	<u>None</u>	<u>1-3</u>	<u>4-6</u>	<u>7+</u>	<u>No Policy</u>	<u>Other</u>
All Offices	7%	2%	15%	25%	7%	44%

Paid paternity leave, in weeks.

	<u>None</u>	<u>1-3</u>	<u>4-6</u>	<u>7+</u>	<u>No Policy</u>	<u>Other</u>
All Offices	2%	39%	20%	7%	2%	30%

Unpaid paternity leave, in weeks.

	<u>None</u>	<u>1-3</u>	<u>4-6</u>	<u>7+</u>	<u>No Policy</u>	<u>Other</u>
All Offices	11%	2%	7%	20%	7%	53%

Parental leave is readily available in Senate offices. Over 75 percent of offices provide a minimum of 4 weeks paid maternity leave, and 29 percent provide for at least 7 weeks. Sixty-six percent provide for at least one week of paid paternity leave. No Senate offices have explicit policies against paid maternity leave, and only 2 percent explicitly prohibit paid paternity leave.

"As needed" and "negotiable" policies, grouped under the "other" heading in the tables above, are quite common for both paid and unpaid parental leave.

A higher percentage of Senate offices maintain official paternity leave policies in 1993 than did so in 1991, when 13 percent had explicit policies against paid paternal leave. The availability of maternity leave in Senate offices has not changed since 1991.

In House offices, parental leave is readily available, but somewhat less so than in Senate offices. In 1992, close to 50 percent of the offices provided four or more weeks of paid maternity leave and 28 percent provided at least one week of paid paternity leave.

In contrast to the relatively generous policies of Senate and House offices, the federal government offers no paid maternity or paternity leave.³⁹

WRITTEN BENEFITS POLICIES

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

	<u>Yes</u>	<u>No</u>	<u>Unknown</u>
All Offices	73%	23%	4%
<i>By Term</i>			
1st term	79%	21%	0%
2nd term	100%	0%	0%
3rd term	65%	35%	0%
4th term +	55%	27%	18%

Over seven out of every ten Senate offices responding to our survey have written staff benefit policies. About 70 percent of House offices also have written staff benefit policies. In both chambers of Congress, 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.

³⁹ Communication with staff at the Office of Personnel Management, December 20, 1993.

APPENDICES

APPENDIX A: STATE POPULATION CATEGORIES

For purposes of reporting data, we grouped states into four categories using Census Bureau population estimates for July 1, 1992.⁴⁰ Our categories and the states in each category are as follows:

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

APPENDIX B: GEOGRAPHICAL REGIONS

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

⁴⁰ U.S. Dept. of Commerce, Census Bureau, Economics and Statistics Administration, CB92-276, December 30, 1992.

APPENDIX C

Cost of Living Differences: The ACCRA Cost of Living Index

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

The ACCRA survey depends upon staff or volunteers from local chambers of commerce or similar organizations to report the necessary data. Unfortunately, a number of larger metropolitan areas do not participate in the survey; no comparable information is available for them. We have listed the composite cost of living index for 303 metropolitan areas and cities. For more information, consult the ACCRA Cost of Living Index.

Using the Index

The average of all participating areas equals 100, and each area's index is read as a percentage of the average. Juneau, Alaska, for example, has a rating of 133.2, indicating that the cost of living in Juneau is 33.2 percent higher than average. ACCRA cautions that because its index is based upon a limited number of consumer goods and services, percentage differences between areas should not be treated as exact measures. Furthermore, small differences should not be construed as significant.

ACCRA Cost of Living Index
First Quarter, 1993
(Copyright, ACCRA; reprinted with permission)

Average City, USA	100.0		
Alabama		California	
Birmingham	99.4	Bakersfield	113.6
Cullman County	91.1	Blythe	102.8
Decatur	89.9	Indio	108.6
Dothan	87.4	L.A.-Long Beach	127.9
Florence	92.7	Palm Springs	119.5
Gadsden	92.0	Riverside City	116.1
Huntsville	97.2	San Diego	130.4
Mobile	94.4	Visalia	115.8
Montgomery	98.7		
Tuscaloosa	96.7	Colorado	
		Colorado Springs	94.3
Alaska		Denver	105.4
Anchorage	132.9	Fort Collins	103.8
Fairbanks	130.1	Glenwood Springs	112.0
Juneau	133.2	Grand Junction	92.9
Ketchikan	149.0	Gunnison	105.6
Kodiak	147.4	Loveland	88.9
		Pueblo	84.7
Arizona		Connecticut	
Flagstaff	103.1	Hamden	127.4
Lake Havasu	97.4	Hartford	129.1
Phoenix	99.5		
Prescott	104.2	District of Columbia	
Scottsdale	101.5	Washington, DC	133.8
Tucson	102.8		
Yuma	99.2	Delaware	
Arkansas		Dover	107.6
Fayetteville	89.7	Wilmington	113.6
Fort Smith	89.3		
Hot Springs	97.0	Florida	
Jonesboro	87.8	Boca Raton	111.6
Little Rock	91.5	Jacksonville	94.6
		Miami	108.2
		Orlando	98.2
		Tallahassee	97.4
		Tampa	95.9

Georgia

Americus	96.3
Atlanta	98.6
Augusta	97.2
Bainbridge	89.8
Cartersville	93.2
Columbus	95.3
Dalton	88.4
Douglas	92.0
Douglasville	98.5
LaGrange/Troup Co.	96.6
Macon	99.1
Moultrie	88.5
Rome	97.7
Tifton	92.9
Valdosta	95.7

Idaho

Boise	106.2
Idaho Falls	103.1
Pocatello	92.7

Illinois

Bloomington	104.4
Champaign	101.6
Danville	102.3
Decatur	94.9
DeKalb	103.4
Freeport	100.5
Joliet/Will County	112.9
Peoria	106.3
Quad Cities	96.4
Quincy	106.4
Rockford	108.1
Schaumburg	120.6
Springfield	92.6

Indiana

Anderson	96.4
Bloomington	100.3
Evansville	90.2
Fort Wayne	90.2
Indianapolis	97.1
LaPorte	99.0
Michigan City	97.9
Muncie	99.5
Plymouth	95.1
Richmond	96.8
South Bend	94.1
Warsaw	98.3

Iowa

Ames	98.6
Cedar Rapids	100.5
Des Moines	104.1
Dubuque	102.7
Fort Dodge	96.2
Mason City	93.2
Sioux City	100.7
Waterloo	94.8

Kansas

Garden City	91.7
Lawrence	93.3
Manhattan	91.2
Salina	92.7

Kentucky

Bowling Green	89.8
Hopkinsville	90.8
Lexington	99.3
Louisville	90.5
Murray	85.6
Owensboro	91.9
Paducah	93.4
Pikeville	103.2

Louisiana		Montana	
Alexandria	92.2	Billings	104.7
Baton Rouge	101.0	Bozeman	105.4
Lake Charles	95.6	Great Falls	95.6
Monroe	97.8	Missoula	102.3
New Orleans	95.6		
Maryland		Nebraska	
Cumberland	99.6	Hastings	87.1
Hagerstown	103.1	Kearney	87.6
Worcester Co.	106.8	Lincoln	89.5
		Omaha	91.0
Massachusetts		Nevada	
Boston	139.5	Carson City	107.5
		Reno-Sparks	108.5
Michigan		New Hampshire	
Ann Arbor	119.9	Manchester	118.2
Benton Harbor	104.5		
Holland	100.9	New Mexico	
Lansing	104.3	Albuquerque	102.7
Oakland County	114.9	Carlsbad	90.7
Minnesota		Clovis-Portales	93.7
Minneapolis	104.7	Farmington	94.2
Rochester	104.1	Hobbs	89.5
St. Cloud	94.0	Las Cruces	100.9
St. Paul	107.3	Roswell	90.8
		Santa Fe	109.9
Mississippi		New York	
Laurel	92.8	Albany	110.9
Missouri		Binghamton/Broome Co.	99.8
Columbia	91.1	Glens Falls	107.8
Jefferson City	85.4	Jamestown	102.3
Joplin	87.1	New York City (Mhhtn.)	208.7
Kansas City	97.5	Rochester	111.7
Kennett	82.5	Syracuse	103.4
Kirksville	91.0	Utica-Rome	106.0
Nevada	86.0		
Poplar Bluff	84.5		
St. Charles	93.5		
St. Joseph	90.7		
St. Louis	95.9		
Springfield	95.4		

North Carolina		Oregon	
Burlington	94.8	Bend	110.3
Charlotte	99.2	Klamath Falls	99.1
Dare County	106.4	Portland	109.3
Fayetteville	96.5	Salem	100.1
Gastonia	90.4	Pennsylvania	
Goldsboro	95.5	Allentown-Bethlehem	107.3
Greenville	94.7	Erie	108.3
Hickory	98.4	Hanover	102.0
Marion/McDowell Co.	90.9	Harrisburg	102.6
Raleigh-Durham	98.3	Lancaster	110.0
Rockingham	87.0	Mercer County	101.3
Statesville	97.8	Philadelphia	131.1
Winston-Salem	96.2	Pittsburgh	107.7
North Dakota		Wilkes-Barre	103.4
Fargo	98.0	Williamsport	110.5
Minot	95.4	York County	98.1
Ohio		South Carolina	
Akron	94.4	Charleston	100.8
Canton	93.0	Columbia	95.8
Cincinnati	104.7	Florence	91.5
Cleveland	109.8	Greenville	99.5
Dayton-Springfield	99.3	Myrtle Beach	95.4
Mansfield	97.6	Spartanburg	93.9
Marietta	94.8	Sumter	93.1
Mt. Vernon/Knox Co.	98.8	South Dakota	
Toledo	104.5	Sioux Falls	93.2
Youngstown	94.0	Vermillion	95.1
Oklahoma		Tennessee	
Ardmore	95.8	Chattanooga	91.3
Bartlesville	93.7	Clarksville	89.7
Lawton	92.5	Cleveland	89.5
McAlester	88.4	Dyersburg	92.5
Oklahoma City	90.7	Jackson	98.8
Pryor Creek	86.3	Johnson City	97.4
Stillwater	96.1	Kingsport	97.6
Tulsa	89.0	Knoxville	93.2
		Memphis	93.8
		Morristown	89.1
		Nashville-Franklin	91.4

Texas

Abilene	93.1
Amarillo	89.2
Beaumont	95.4
Bryan-College Station	98.6
Corpus Christi	92.3
Dallas	102.3
El Paso	97.1
Ft. Worth	98.5
Georgetown	97.2
Harlington	91.7
Houston	97.8
Kerrville	93.3
Killeen-Harker Heights	91.3
Lubbock	92.0
McAllen	95.5
Midland	92.4
Odessa	93.9
San Antonio	94.5
Tyler	95.9
Waco	94.3
Weatherford	88.8
Wichita Falls	89.9

Utah

Cedar City	90.5
Provo-Orem	95.7
St. George	99.8
Salt Lake City	96.8

Vermont

Montpelier-Barre	108.0
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Virginia

Bristol	92.1
Lynchburg	92.2
Prince William	115.6
Richmond	110.4
Roanoke	93.1
Virginia Peninsula	97.9

Washington

Bellingham	105.2
Olympia	105.4
Richland	105.9
Seattle	117.0
Spokane	101.3
Tacoma	103.4
Wenatchee	101.5
Yakima	102.2

West Virginia

Charleston	103.9
Martinsburg/Berkeley Co.	88.8

Wisconsin

Appleton	96.8
Eau Claire	100.8
Fond du Lac	96.1
Green Bay	98.0
Janesville	99.3
La Crosse	98.7
Madison	113.8
Manitowoc-Two Rivers	98.0
Marinette	94.0
Marshfield	100.7
Milwaukee-Waukesha	104.2
Stevens Point-Plover	96.5
Wausau	103.2

Wyoming

Casper	99.3
Cheyenne	98.8
Gillette	99.5
Laramie	99.9

APPENDIX D

Regression Statistics

Here we report the R-squared and F statistics for each of the 20 Senate personal office positions on which we conducted regression analysis.

	<u>R-squared</u>	<u>F</u>
Washington Positions		
AA/Chief of Staff	.2229	1.65
Legislative Director	.3471	2.36
Press Secretary	.4934	5.96
Executive Assistant	.4723	3.31
Legislative Assistant	.3953	18.17
Office Manager	.5625	5.27
Scheduler/Appointments Secretary	.5501	5.50
Systems Administrator	.5345	4.74
Assistant/Secretary to AA	.5299	3.13
Correspondence Dir./Mail Manager	.7513	6.95
Dep./Asst. Press Secretary	.5512	5.16
Computer Operator	.5808	9.54
Washington Office Assistant	.6700	6.99
Legislative Correspondent	.2335	4.87
Receptionist	.4297	7.31
Correspondence Assistant	.8886	19.95
State Positions		
State Director	.3586	1.85
Regional Director	.3763	3.32
Field Representative	.3533	8.47
State Caseworker	.3990	13.41

CMF PUBLICATIONS 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; 364 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)

1993 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/ethnicity, and gender of Senate staff. Twenty-four staff positions are individually analyzed. (1993, 115 pages)

1992 U.S. HOUSE OF REPRESENTATIVES EMPLOYMENT PRACTICES: A STUDY OF STAFF SALARY, TENURE, DEMOGRAPHICS AND BENEFITS. Similar to the Senate study, this report studies House personal office staff and the factors that influence their pay. (1992, 106 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)

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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. (1993, 11 pages)

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- ▶ A Congressional Intern Handbook
- ▶ Cutback Management for Congressional Offices: A Planning and Budgeting Manual
- ▶ Personnel, Space and Automation on the Hill
- ▶ Politicians and their Spouses' Careers

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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.

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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.

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