

EXECUTIVE OFFICE OF THE PRESIDENT
BUREAU OF THE BUDGET
Washington 25, D. C.

JUN 12 1963

The President
The White House
Washington 25, D. C.

Dear Mr. President:

I have the honor to present to you the final report of the Advisory Panel on Federal Salary Systems. In your letter of January 29, 1963, you referred to the report of the Senate Post Office and Civil Service Committee on the Federal Salary Reform Act of 1962 (Public Law 87-793) and asked us to consider three subjects: (1) appropriate levels for executive salaries; (2) the relationship between executive salaries and those payable to career employees; and (3) the relationship between executive salaries and those paid to Members of the Congress and the Judiciary. The pertinent part of the Senate Committee's report reads as follows:

"The administration was aware of the fact that salaries it proposed for top career positions would raise the pay of a number of civil servants to a level above that paid to their chiefs in Cabinet, subcabinet and similar positions. In his message of February 20, 1962, relative to salary reform the President recognized that the salary level of these top executives has been quite properly related with the salary level of Congress, and that in his opinion both were inadequate. He indicated that representatives of the executive branch stand ready to cooperate with the Congress in determining what executive and congressional pay scales would be appropriate.

"Consequently the committee urges the President to recommend for consideration at the next session of Congress appropriate increases in Federal executive salaries at all levels. Such a recommendation should include salaries for all ranks up through the level of heads of executive departments. In addition, it should include proposals for a rational relationship between executive salaries under the Executive Pay Act for those under other Federal schedules."

In its earlier work the Panel, in the main, limited itself to the review of proposals prepared in the executive branch and already before the Administration in concrete form. Our present effort differs

substantially in that we are now charged with the responsibility of developing our own proposals to you on the three specific subjects listed above. We present our conclusions and recommendations as an impartial expression of judgments as to need, equity, and appropriate relationships among executive, legislative, and judicial pay scales.

We have been deeply impressed by the vast growth in the problems and responsibilities of the Federal Government during the years since the end of World War II. No other period in our history has produced a parallel increase in demands upon Federal officers for the kinds of experience and ability now needed to plan, legislate, and administer programs and activities at home, abroad, and in outer space, and to provide for prompt adjudication of matters referred to our Courts. We are engaged in an intensive effort to obtain better and more efficient ordering of national affairs in a world of change.

There stands out in boldest relief the need for excellence in all three branches of our Government. That excellence will neither be obtained quickly, nor will it be retained for adequate periods, until we compensate our top officers on a basis commensurate with the complex and difficult roles assigned to them. The Panel, therefore, recommends early enactment of comprehensive legislation which will: (1) establish appropriate levels for executive salaries, and (2) relate those salaries both to the salaries of career employees and to the salaries of the Members of Congress and the Judiciary.

The Panel has had the advice and assistance of the Director of the Bureau of the Budget, the Chairman of the United States Civil Service Commission, and staff members of both agencies working together to prepare analytical and comparative materials for our consideration. We acknowledge their contributions to our deliberations.

The principle of comparability

On April 29, 1963, you transmitted to the Congress the first annual comparison of Federal civilian career salaries with those paid in private enterprise. In your message of transmittal, you reaffirmed your support of the provisions of the 1962 Salary Reform Act which adopted the principle of comparability between pay for Government jobs and the average pay for private enterprise work at the same levels. We express our hope that the Congress will take prompt and favorable action on your recommendations to establish full comparability up to grade GS-15 and to approach as near to full comparability as is feasible for grades GS-16 - 18.

Without favorable action on these matters by the Congress, career pay will not keep pace with the changes which occur in private industry, and the executive and legislative branches will both be faced with recurrent demands for pay adjustments which are not based upon reliable statistical comparisons.

We believed a year ago that the compensation of appointive officers in the executive branch does not need to be, and probably cannot be, fixed in terms of comparability with private enterprise. No data have been presented to us which have caused us to change our minds. We now hold the same view with respect to the Members of Congress and the Federal Judiciary.

We reaffirm our belief that it would be difficult, if not impossible, to find positions in the private sectors of our economy which are reasonably comparable with the top offices in our Government. Obviously, no direct comparisons are possible between our legislators and judges and executives in business and industry. So far as the executive branch is concerned, we believe that any proposal for comparable pay between top appointive officers and business executives runs into difficulties which cannot be set aside. In the first place, the opportunity to serve and the prestige which accompanies high office cannot be measured in terms of the dollar value of a salary. Second, executive salary scales in business and industry extend across a wider spectrum both in terms of dollars paid and responsibilities assigned to principal officers than it would be feasible to establish in the Federal Government. To make only one comparison, the 1961 median salary for the top executive in 1157 corporations (subdivided into seven categories: manufacturing, retail trade, banks, rail and air transportation, gas and electric utilities, mining, and life insurance) ranged from \$91,000 per annum in manufacturing firms to \$53,000 per annum for life insurance companies. We know of no objective means of comparing presidents of concerns in any of these categories with a Cabinet officer or a major agency head. Certainly the Cabinet officer, and numerous other Federal officers, have duties and responsibilities equal to or greater than any to be found in private enterprise.

In summary, we have come to the following conclusions:

1. The Federal Salary Reform Act adopted a manifestly sound principle in establishing comparability with private enterprise as the general standard for career pay scales.
2. The establishment of comparability pay rates for the career services (without concurrent upward adjustment of executive pay) has further aggravated inequitable compression in top pay throughout the Federal Government.
3. The higher ranges of executive pay should be fixed well above the levels of career pay, but need not, and cannot, be fixed meaningfully at rates comparable with the higher ranges of executive compensation in business and industry.

4. Some kinds of positions now included in the Executive Pay Act or paid at rates established under special statutes, should be transferred to the Classification Act salary structure.

5. The lower ranges of executive pay for appointive positions, including the rates now established for certain offices by numerous special statutes, can justifiably be overlapped by the top pay for some nonappointive, professional or career-type positions, but there should be a thorough-going administrative review of all positions in the overlapping zone in order to insure the propriety of the ranking. For example, some career bureau chiefs and their deputies and some specialized professional or staff positions have responsibilities equal to or greater than those of a number of appointive positions paid either under the existing Executive Pay Act or at executive pay rates established in special pieces of substantive legislation.

6. A new executive, legislative, and judicial salary structure, as recommended in a subsequent section of this report, will establish rational relationships (a) between executive and career salaries, without detriment to the principle of comparability, and (b) among executive, legislative, and judicial salaries.

Principles for fixing the executive salary level

In the light of the conclusions just stated, our first task was to decide upon principles for fixing the executive salary level.

Looking at the career salary structure on the one hand, and at the executive salary structure on the other, logic and equity of treatment for individuals under both systems support the first basic principle which we recommend for fixing the executive salary level. This principle has two elements: (1) establishing a sound progression from top career salaries to successively higher executive pay levels, and (2) setting of executive pay levels at such intervals that they will reflect on a uniform and rational basis the differences in importance and responsibility among the several classes of positions paid at executive rates.

Analysis of the different levels of executive responsibility convinces us that the interval between the top and bottom of the executive pay scale traditionally has been too small to reflect the substantial differences in the several levels. Consequently, in the executive pay scales which we recommend, a ratio of 100:80:70 is established for the three most commonly-used departmental titles of Secretary, Under Secretary, and Assistant Secretary, respectively.

The second principle which we recommend for fixing executive salary level is to restore a substantial differential between Congressional

and Cabinet salaries. Since the 1955 and 1956 salary acts, the salary of a Member of Congress has been 90 percent of the salary of a Cabinet officer, and greater than that if the tax deduction of \$3,000 for living expenses of Members of Congress is taken into account. Prior to that time, in fact for eighty-eight of the last one hundred years, Congressional salaries were from 63 to 67 percent of the Cabinet salary. The differential reflected in part the nature of the executive responsibilities of the department heads. Further, tradition and statute have required that they have no other gainful employment during their tenure of office--a restriction not applicable to members of the national legislature. Historically important, also, is the fact that when the differentials were established, and for many years thereafter, the Congress was not in session for as many months a year as national needs now require. In recognition of the greater length of the Congressional year and the greater demands upon the Members, we do not recommend restoration of as great a differential as formerly prevailed.

In the light of the principles just discussed, and our conclusions concerning the infeasibility of adopting comparability with private enterprise as a basis for executive pay, we turned next to comparisons between salary for top offices in the Federal Government and salaries in other forms of public service. It seemed to us that we should examine particularly the relationships between Federal salaries and salaries paid to the chief officers in State and local governments, colleges and universities, and nonprofit institutions such as the philanthropic foundations. We were not surprised to find that the Federal Government had not kept pace in some instances, but we were not prepared for quite such startling and significant differences as we have discovered.

The Federal Government will always be able to command the services of persons who recognize their obligation to give of their time and talents to the Nation. It should not, however, be at a competitive disadvantage with other forms of public service in attracting the best talent. We are convinced that our top salary structure no longer provides positive encouragement to men and women of the highest ability, dedication, and conviction about the American way of life to accept Federal appointments in either the executive branch or the judiciary, or to seek Federal elective office with assurance that the financial demands upon them can, in most instances, be met from their salaries.

The main body of the figures supplied to us concerning salaries paid at the higher levels of responsibility in other forms of public service is too bulky to include as a part of this report. We wish, however, to illustrate the dramatic impact of the figures. First, in the case of State and local governments, the following summary table is significant:

Pay ^{1/} (000)	Gover- nors	Mayors and City Managers	Administra- tive and Professional	Public Corporations	Judges	Total
\$60	--	--	--	1	--	1
50-\$59	1	1	--	--	--	2
40- 49	5	--	3	9	7	24
35- 39	2	1	11	3	--	17
30- 34	10	6	24	10	127	177
25- 29	<u>9</u>	<u>16</u>	<u>146</u>	<u>18</u>	<u>492</u>	<u>681</u>
Total	27	24	184	41	626	902

^{1/} Includes salaries, official mansion (valued at \$5,000 unless government specifically states another value), and allowances when specified.

To give three concrete illustrations, 28 positions in the City Government of Los Angeles are paid salaries above those of our Cabinet officers. Mayors and city managers in the 24 cities examined in 13 States all are paid more than \$24,000. The City of San Francisco (with 18,000 employees) has 24 positions which are paid over \$20,000, whereas the United States Department of Commerce (with 29,000 employees) has only four positions paid more than \$20,000.

Similarly, in the field of education, we find that 511 principal administrative officers of colleges and universities are paid \$20,000 per annum or more; and 157 of these, including 81 college presidents, are paid in excess of \$25,000. In our public school systems with enrollments of 6,000 or more students, 143 school administrators have salaries ranging from \$20,000 per annum to almost \$50,000.

The major foundations and other nonprofit institutions have pay scales quite similar to those of our major universities, with a range from \$20,000 to more than \$50,000. The average salary paid to the highest principal full-time officer by 17 large foundations was \$35,353. The median figure was only slightly less.

We also thought that it would be pertinent to examine the salary structure in certain activities closely allied to the Federal Government. A sample study of 14 nonprofit contractors of Federal research and development work revealed that 186 officers, technical directors, and other staff received salaries ranging from \$23,000 to \$45,000. Similarly, 79 of some 600 officers of the Federal Reserve Banks are paid in excess of \$20,000 per annum. The annual salaries of the Presidents of the twelve Federal Reserve Banks range from \$32,500 to \$70,000, a sharp contrast with the members of the Federal Reserve System's Board of Governors. The Chairman now is paid \$20,500 and the members \$20,000.

In the Farm Credit Banks 50 officers are paid more than \$20,000, with 26 of the 35 Presidents authorized to be paid up to \$25,000. The salary and post allowance authorized for the 29 Under Secretaries of the United Nations brings their compensation to more than \$30,000 a year, and the 91 senior officers immediately below the Under Secretaries have a compensation range from almost \$19,000 to over \$25,000.

Additional summary data are attached as an appendix to this report.

In none of these positions do we find responsibilities greater than those prevailing in the top echelons of the Federal Government.

Members of your Cabinet, their principal associates, and agency heads, and their predecessors in other administrations have seldom been attracted to serve their country solely by the amount of compensation attached to their offices. But no President, in our opinion, should be limited to selecting only those who can afford to make substantial sacrifices for the privilege of public service, nor should those who are willing to serve be required to make substantial sacrifices for the privilege. The same principle holds for the Congress and the judiciary.

Giving up a high income to accept a lesser income in a Federal office has been a common experience in the history of our country. We believe, however, that such action should not require the individual to draw down his personal resources in large amounts in order to support himself and his family while in office. The sacrifice must be of an order which many, not just a few, are prepared to make, and it should be no greater in a Federal position than in any other form of public service. Furthermore, there are many able young men who have accumulated no reserves to help them maintain themselves in public office. It is particularly important that inadequate pay scales neither deny our country their services nor create the kind of economic pressure of family responsibility which cuts their service short when they do accept public office.

Our country cannot afford to depend only upon rich men to run its affairs. Neither should we place excessive reliance on business executives on leave of absence who are both expected to, and want to, return to their companies after short periods of public service. Both may render valuable, unselfish service, but, as we stated in our report to you in February 1962, "it seems to us bad public policy to make it difficult for others of comparable ability to serve the Government." The United States cannot argue that independent means and the honor of office are appropriate substitutes for proper compensation for the positions in which its officers are serving.

We support fully the principle that appointive officers, as well as the Judiciary, should not have other gainful pursuits, and that their earned income should be limited to their Government compensation. We add, parenthetically, our belief that appointive officers should not be denied the right to retain resources which their own prudence and success have made it possible for them to accumulate. Appropriate investments and the income from such investments, under adequate safeguards and proper ethical standards, do not, of themselves, create a conflict of interest.

With the top of the career pay systems as a point of departure, with reasonable differentials between executive salary ranks, and with a base line comparison of executive salaries in several kinds of public service, we have developed an executive pay scale. We believe that this pay scale is conservative but adequate; that it bears a sensible relationship with salaries paid in other kinds of public service, and that it will have a high degree of public acceptance as a positive force for encouraging the ablest of our people to accept public office.

Setting the executive salary scale

We recommend that top salaries in the executive branch of the Government be fixed in accordance with a six-level scale, as follows:

Level I	Cabinet Secretary.....	\$50,000
Level II	Deputy Secretary of Defense, Under Secretary of State, heads of the most important agencies.....	45,000
Level III	Cabinet Under Secretary, Regulatory Commission Chairman, heads of large agencies.....	40,000
Level IV	Assistant Secretaries, Regulatory Commission Members, Deputy heads of large agencies, and heads of certain agencies and outstanding Bureau chiefs.	35,000
Level V	Administrative Assistant Secretaries, chiefs of major Bureaus, and highest-level staff.....	33,000
Level VI	Heads and board members of smaller agencies, deputy heads of other agencies.....	30,000

Note: In the above scale, Level V would constitute the ceiling which top career salaries may approach but not equal or surpass. Should private enterprise rates continue to rise 3 percent annually, the recommended GS-18 rate of \$25,500 could undergo several annual upward adjustments before encountering the ceiling.

We believe that some 400 positions in the executive branch would be included in the universe to which the foregoing six-level structure applies, but we have not attempted to designate all of the positions which might be included at each level. The Panel believes that it does not have the competence to differentiate among all of the positions below that of the Cabinet Secretary, with the exception of the positions of Deputy Secretary of Defense and Under Secretary of State, both of whom, because of the unique nature of their responsibilities, we believe should be paid at the level we suggest.

In response to our request, the Director of the Bureau of the Budget and the Chairman of the Civil Service Commission have prepared detailed schedules of all of the positions which might fall into levels III, IV, V and VI. We do not recommend that the positions be given a statutory arrangement by title within each of the levels (possibly excepting those of subcabinet rank in the Departments), but that the President be authorized and directed to distribute and arrange such positions into such schedules as may from time to time appear to him appropriate; and that such schedules be published in the Federal Register. We believe that such an authorization is thoroughly consistent with the responsibilities of the President as Chief Executive and a far better and more equitable means of setting salaries than a statutory prescription such as that now set forth in the Executive Pay Act and many other individual pieces of legislation.

We point out that to accomplish this purpose there is need for: (1) a thoroughgoing review of all positions for which compensation now is set by position title in the Executive Pay Act and other special enactments; (2) selection for return to the Classification Act salary structure of certain career positions now compensated under special enactments; (3) assignment of positions to the respective levels of the new salary structure; and (4) amendment or repeal of all statutes affected.

We also point out that adoption of the levels recommended by the Panel call for appropriate adjustments in military pay proposals now pending before the Congress for the Chiefs of Staff and other officers holding four-star or three-star rank in the uniformed services. In this connection, our report on military pay systems, presented to you on December 20, 1962, included the following statement: "The increases proposed for service personnel of three and four-star rank (O-9, O-10, and Chief of Staff) should be considered interim recommendations subject to review and revision when decisions are reached on changes in executive pay."

Similarly, adoption of the levels of executive pay recommended in this report would call for appropriate adjustment in the salaries of the career Ambassadors and career Ministers in the Foreign Service, and also in the salaries attached to the chiefs of missions in Embassies of Class 1, 2, 3, and 4. We believe that no chief of mission should receive a

salary greater than the Secretary of State, as is now the case for Ambassadors in Class 1 Embassies. We suggest that the Secretary of State be authorized to set the salaries of chiefs of mission of the four classes at Levels I, II, III, and IV, respectively (\$50,000, \$45,000, \$40,000, and \$35,000).

We advance for consideration four other proposals which have a bearing upon the total compensation of appointive officers in the executive branch. Each has been suggested for inclusion in appropriate statutes, but we have no view as to their inclusion in salary legislation. We recommend for officers appointed by the President:

1. Reimbursement in full for the costs of removing their residences to the seat of government at the time of appointment and back to their homes at the expiration of their terms of service.
2. Per diem in lieu of subsistence and expenses while in official travel status up to \$50 per day.
3. Under common standards and safeguards, and within limits appropriate to the purposes and functions of their departments and agencies, reimbursement for other legitimate expenses incurred in the line of official duty. In this connection, we point out that official entertainment and representation allowances have been provided in more nearly adequate amounts for some of the departments and agencies in recent years. We believe such allowances should be authorized throughout the executive branch.
4. Separation pay at the rate of one month's pay for each full year of service up to a maximum of three months' pay.

Relationships among executive, legislative, and judicial salaries

With the establishment of a Cabinet salary at the level of \$50,000, the weight of long tradition indicates that a higher figure should be set for the Supreme Court. We recommend that the salaries of the Associate Justices of the Supreme Court should be set at \$60,000, and that of the Chief Justice at \$60,500. We recommend that the salaries for the United States Court of Appeals, the Court of Military Appeals, the Court of Customs and Patent Appeals, and the Court of Claims be set at \$45,000, and that the salaries for the United States District Courts, the Tax Court, and the Customs Court be set at \$35,000. A special problem in the judicial salary structure must be noted. The Commissioners of the Court of Claims perform essentially the same functions as judges of the United States District Courts in nonjury cases, except that the Commissioners recommend rather than enter judgment. We recommend that the salaries of the Commissioners of the Court of Claims be set at \$26,500.

The Panel has had called to its attention the fact that existing law provides smaller annuities for the widows of Supreme Court Justices than are provided in other comparable situations. We recommend that the Congress be asked to take appropriate action to bring this legislation up to date.

We recommend that the salaries of the Speaker and the Vice President be advanced to \$60,000, and that their present allowances of \$10,000 be increased to \$15,000.

We recommend that the salaries of the Members of the Congress be advanced to \$35,000, of which \$5,000 should be deductible for income tax purposes to offset their living expenses. We recommend that the Congress increase proportionately the salaries of other officers of the legislative branch, fitting them into the appropriate levels of the structure recommended for executive pay.

We also recommend that the Congress be urged to take appropriate action to increase very substantially the number of trips each year for which each Member of Congress may be reimbursed by the Federal Government for the conduct of official business in his State or district. We hesitate to recommend any figure for such increase, but we point out that the existing limitations relate to an era in which travel for more than a few hundred miles from Washington required absence from legislative duties for far longer periods than air travel now takes to our most distant States. We also recommend an increase to a maximum of \$50 per day in the allowance for per diem in lieu of subsistence for Members of Congress in official travel status.

Need for public understanding and support

We are convinced that all Americans want and expect the highest competence in the conduct of national affairs. We are also convinced that the overwhelming majority of them will support substantial adjustment in executive, legislative, and judicial pay if they have assurance that more adequate compensation will provide a major incentive to our ablest men and women to serve in elective and appointive offices in the Federal Government. In our judgment, the four men in American life best equipped by experience to convey that assurance with undisputed authority are the President and his predecessors, former Presidents Hoover, Truman, and Eisenhower. We believe that public statements by you and our former Chief Executives would do more than anything else to promote general understanding of the issues and proposals contained in this report and early consideration of our recommendations by the Congress.

Furthermore, we stress the fact, and urge that it be made known as widely as possible, that in either absolute or comparative terms our proposals are not costly. The total additional salary expense of the pay scales which we suggest will not exceed \$20 million a year. This is a small price for correcting the inadequacies of today's compensation, which we are convinced is so low that many able people will not accept public office. The Bureau of the Budget and the Civil Service Commission are prepared to present detailed cost figures.

We are confident that important leaders of American life, 677 of whom have been canvassed by the National Civil Service League with a request for their recommendations on the salary levels for the Cabinet and the Congress, will also support substantial adjustment. In fact, of the 387 replies which it was possible for the League to tabulate, 158 agreed with figures equal to those recommended by the Panel for the Cabinet salary figure; and 115 agreed with our recommendation for Congressional pay. One hundred forty-two suggested a \$30,000 figure for Members of Congress. Only six replies suggest no change in Cabinet pay, and only 33 suggest no change in Congressional pay. We recommend that the National Civil Service League be asked to urge its respondents to make their individual views known to the leaders of both parties in the Senate and House of Representatives. Finally, we recommend that the appropriate agencies of the Federal Government be authorized and directed to supply descriptive information about our proposals to individuals and groups requesting it.

Effective date of legislation

We recommend that the Congress be furnished with all necessary information early enough to permit consideration and enactment of legislation along the lines we suggest in this session. We also recommend that the new pay rates be effective on January 1, 1964. We believe that this date will give time for full public discussion, and will be fair to all concerned. Furthermore, in our judgment, an effective date of January 1, 1964, coming in the second session of the present Congress, will minimize any adverse effects upon the next administration of the limitations contained in Section 6 of the Constitution which, in pertinent part, reads as follows: "No Senator or Representative shall, during the Time for which he was elected, be appointed to any civil Office under the Authority of the United States, which shall have been created, or the Emoluments whereof shall have been increased during such time."

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We believe, Mr. President, that we have now completed all of the tasks which you asked us to undertake. With the filing of this report, we recommend that our Panel be discharged. Then we shall be free to speak our minds as private citizens, not as advisors to the President of the United States. Each of us, in our years of public service, has known

its obligations, its rewards, and its penalties. We should like to be at liberty to put the weight of our judgment and our experience into an effort to pay the principal officers of our Government more adequately for carrying the responsibilities imposed upon them in a democratic society.

Respectfully,

(Signed) Clarence B. Randall

Clarence B. Randall
Chairman, Advisory Panel on Federal Salary Systems

for and on behalf of:

Omar Bradley, General of the Army

John J. Corson, Woodrow Wilson School of Public and
International Affairs, Princeton University

Marion B. Folsom, Eastman Kodak Company

Theodore V. Houser, Sears, Roebuck & Company (Retired)

Robert A. Lovett, Brown Brothers Harriman

George Meany, American Federation of Labor and Congress
of Industrial Organizations

Don K. Price, Graduate School of Public Administration,
Harvard University

Robert Ramspeck, Former Member of Congress from Georgia

Stanley F. Reed, Associate Justice (Retired), Supreme
Court of the United States

Sydney Stein, Jr., Stein Roe & Farnham

Appendix

ILLUSTRATIVE SALARY DATA
PAID BY
VARIOUS AMERICAN NON-FEDERAL ORGANIZATIONS

Private Enterprise

Total Compensation of the Three Highest Paid Executives
in 1,157 Corporations, 1961^{1/}

Industry Division	Median Compensation		
	Highest Paid ^{2/}	Second Highest Paid ^{3/}	Third Highest Paid ^{4/}
Manufacturing	\$91,000	\$63,000	\$51,000
Retail Trade	87,000	64,000	61,000
Banks	82,000	55,000	40,000
Rail and Air Transportation	81,000	49,000	40,000
Gas and Electric Utilities	74,000	49,000	37,000
Mining	71,000	46,000	40,000
Life Insurance	53,000	35,000	30,000

^{1/} Compensation includes base salary plus any bonus or incentive award earned in 1961. Firms included, with the exception of banks and insurance companies, are restricted to those listed on the New York Stock Exchange.

^{2/} Usually the President or Chairman of the Board.

^{3/} Usually Executive Vice President or Vice President of a major function.

^{4/} Usually Executive Vice President or Vice President of a major function.

Source: "Top Executive Compensation"--Studies in Personnel Policy No. 186--National Industrial Conference Board--1962.

PAY RATES OF \$25,000 OR MORE IN STATE AND LOCAL GOVERNMENT

Tabulations which follow do not include all State and local government positions paying \$25,000 or more. For example, only a few localities of less than 400,000 population are covered and there are known to be school superintendents and city managers paid \$25,000 or more in other localities in the lower population brackets. Hence, the term "Partial" appears on each tabulation.

Source: U. S. Civil Service Commission
Special Study, March 1963

I. STATE AND LOCAL GOVERNMENT POSITIONS WITH PAY OF \$25,000 OR MORE
 SUMMARIZED BY OCCUPATION AND PAY BRACKET
 Partial Tabulation, March 1963
 (000)

	\$60	\$50-59	\$40-49	\$35-39	\$30-34	\$25-29	Totals
Governors		1 ^{1/}	5 ^{2/}	2 ^{3/}	10 ^{4/}	9 ^{5/}	27
State Administrative and Professional		1		2	5 ^{1/}	60 ^{6, 7, 8, 9/}	68
Mayors and City Managers		1		1	6 ^{10/}	16 ^{11/}	24
City Administrative and Professional			3	9	19	85 ^{12/}	116
School Superintendents			1	2	5 ^{13/}	15	23
Public University Presidents, Officers, and Department Heads			4 ^{3/}	7 ^{2/}	29 ^{14/}	49 ^{15/}	89
Public Corporations	1		9	3	10	18	41
Judges			7 ^{16/}		133	486 ^{17/}	626
Totals	1	3	29	26	217	738	1014

- 1/ Pay of 1 position includes quarters and/or other allowances valued at \$5,000 or more.
- 2/ Pay of 4 positions includes quarters and/or other allowances valued at \$5,000 or more.
- 3/ Pay of 2 positions includes quarters and/or other allowances valued at \$5,000 or more.
- 4/ Pay of 10 positions includes quarters and/or other allowances valued at \$5,000 or more.
- 5/ Pay of 7 positions includes quarters and/or other allowances valued at \$5,000 or more.
- 6/ Pay of 1 position includes allowances of \$12,894.
- 7/ Pay of 1 position includes fees, allowances, and services of an undetermined amount.
- 8/ Pay of 1 position has a salary range that extends over \$25,000.
- 9/ Pay of 3 positions includes quarters and/or other allowances valued at \$5,000 or more.
- 10/ Pay of 1 position includes \$5,000 for expenses.
- 11/ Pay of 1 position includes \$1,500 for expenses.
- 12/ Pay of 10 positions has salary ranges that extend over \$25,000.
- 13/ Pay of 1 position includes \$4,000 for expenses.
- 14/ Pay of 12 positions includes quarters and/or other allowances valued at \$5,000 or more.
- 15/ Pay of 8 positions includes quarters and/or other allowances valued at \$5,000 or more.
- 16/ Pay of 7 positions includes \$5,000 for expenses.
- 17/ Pay of 1 position includes \$2,500 for expenses.

II. STATE AND LOCAL GOVERNMENT POSITIONS WITH PAY OF \$25,000 OR MORE

Partial Tabulation, March 1963

State	Governors	State Administrative and Professional	Mayors and City Managers	City Administrative and Professional	School Superintendents	Public University Presidents, Officers, and Department Heads	Public Corporation Positions	Judges	Total
Alabama	1 ^{1/2}	1 ^{1/2}				2 ^{2/3}			4
Alaska	1 ^{1/2}								1
Arizona	1 ^{1/2}		1			1 ^{1/2}			3
Arkansas									
California	1 ^{1/2}	7	6	49 ^{5/8}	5	27	2	38	135
Colorado					1	1			2
Connecticut						1 ^{1/2}			1
Delaware									
Florida	1 ^{1/2}	3 ^{1/2}	3	3	1	3			14
Georgia	1 ^{1/2}	2 ^{2/3}				4 ^{3/4}		7	14
Hawaii	1 ^{1/2}					1 ^{1/2}			2
Idaho									
Illinois	1 ^{1/2}	1	1	3	1	4 ^{3/4}		82	93
Indiana	1 ^{1/2}					2			3
Iowa	1 ^{1/2}	1				3			5
Kansas		1				7			8
Kentucky									
Louisiana	1 ^{1/2}		1 ^{1/2}			1	1	1 ^{8/8}	5
Maine		1	1						
Maryland		1	1		1	1		8	12
Massachusetts		1 ^{6/8}		3	1	1 ^{6/8}			6
Michigan	1	4			1			26	32
Minnesota	1 ^{1/2}				1 ^{10/10}	3 ^{1/2}			5
Mississippi	1 ^{1/2}	1							2
Missouri	1 ^{1/2}		2	5	2				10
Montana									
Nebraska					1	1			2
Nevada									

(Continued)

New Hampshire									
New Jersey	1 ^{1/}	1 ^{1/}	1	1				9	13
New Mexico		1							1
New York	1 ^{1/}	38	1	47	1	8	35	301 ^{2/}	432
North Carolina	1 ^{1/}					4 ^{3/}			5
North Dakota		1							1
Ohio	1 ^{1/}	1	3		3	9 ^{4/}			17
Oklahoma	1 ^{1/}								1
Oregon		1							1
Pennsylvania	1 ^{1/}	1	1	5	1	1	1	154	165
Rhode Island	1								1
South Carolina						1 ^{1/}	1		2
South Dakota									
Tennessee	1 ^{1/}								1
Texas	1 ^{1/}		2		2		1		6
Utah						1 ^{1/}			1
Vermont									
Virginia	1 ^{1/}								1
Washington		1				1			2
West Virginia	1 ^{1/}					1			2
Wisconsin	1 ^{1/}		1 ^{7/}			1			3
Wyoming									
Total	27	68	24	116	23	89	41	626	1,014

- 1/ One position has quarters and/or allowances valued at \$5,000 or more.
- 2/ Two positions have quarters and/or allowances valued at \$5,000 or more.
- 3/ Four positions have quarters and/or allowances valued at \$5,000 or more.
- 4/ Five positions have quarters and/or allowances valued at \$5,000 or more.
- 5/ Ten positions have a salary range that extends over \$25,000.
- 6/ One position has a salary range that extends over \$25,000.
- 7/ Includes an expense allowance of \$1,500.
- 8/ Includes an expense allowance of \$2,500.
- 9/ Seven positions have expense allowances of \$5,000 each.
- 10/ Includes expense allowance of \$4,000.

Washington						1			1
West Virginia						1			1
Total	18	8	8	31	8	40	23	140	276

The following States report no positions with pay of \$30,000 or more: Arizona, Arkansas, Colorado, Delaware, Idaho, Kansas, Kentucky, Maine, Maryland, Montana, Nebraska, Nevada, New Hampshire, New Mexico, North Dakota, Oregon, Rhode Island, South Carolina, South Dakota, Vermont, Wisconsin, and Wyoming.

- 1/ Position has quarters and/or allowances valued at \$5,000 or more.
- 2/ Three positions have quarters and/or allowances valued at \$5,000 or more.
- 3/ Four positions have quarters and/or allowances valued at \$5,000 or more.
- 4/ Five positions have quarters and/or allowances valued at \$5,000 or more.
- 5/ Includes one position with an expense allowance of \$4,000.

Partial Tabulation, March 1963

State	Governors	State Administrative and Professional	Mayors and City Managers	City Administrative and Professional	School Superintendents	Public University Presidents, Officers, and Department Heads	Public Corporation Positions	Judges	Total
Alabama	1 ^{1/2}	1 ^{1/2}				1 ^{1/2}			3
Alaska	1 ^{1/2}								1
California	1 ^{1/2}	1	2	10	2	12	1		29
Connecticut						1 ^{1/2}			1
Florida	1 ^{1/2}	1	1	1					4
Georgia	1 ^{1/2}					3 ^{2/3}			4
Hawaii	1 ^{1/2}					1 ^{1/2}			2
Illinois	1	1	1	2	1	4 ^{3/4}		7	17
Indiana						2			2
Iowa						1			1
Louisiana			1 ^{1/2}				1		2
Massachusetts				2					2
Michigan		1			1				2
Minnesota					1 ^{5/8}	1 ^{1/2}			2
Mississippi	1 ^{1/2}								1
Missouri	1 ^{1/2}								1
New Jersey	1 ^{1/2}								1
New York	1 ^{1/2}	3	1	16	1	5	21	119	167
North Carolina	1 ^{1/2}								1
Ohio	1 ^{1/2}		1		1	5 ^{4/8}			8
Oklahoma	1 ^{1/2}								1
Pennsylvania	1 ^{1/2}		1			1		14	17
Tennessee	1 ^{1/2}								1
Texas	1 ^{1/2}				1				2
Utah						1 ^{1/2}			1
Virginia	1 ^{1/2}								1

(Continued)

IV. STATE AND LOCAL GOVERNMENT POSITIONS WITH PAY OF
\$25,000 OR MORE, BY OCCUPATION

Partial Tabulation, March 1963

	A. <u>Governors</u>	
Alabama	\$25,000	plus use of executive mansion*
Alaska	25,000	plus use of executive mansion*
Arizona	22,500	plus use of executive mansion.*
California	44,100	plus use of executive mansion.* Present governor elected to retain previous salary of \$40,000
Florida	22,000	\$19,000 mansion fund.
Georgia	16,000	\$17,500 mansion fund and \$8,993 in other allowances.
Hawaii	27,500	plus use of executive mansion.*
Illinois	30,000	plus use of executive mansion.*
Indiana	15,000	\$12,000 mansion fund.
Iowa	20,000	plus use of executive mansion.*
Louisiana	20,000	plus use of executive mansion.*
Michigan	27,500	plus nominal appropriation for expenses.
Minnesota	19,000	plus \$10,000 expense fund.
Mississippi	25,000	plus use of executive mansion.*
Missouri	25,000	plus use of executive mansion.*
New Jersey	35,000	plus executive mansion and fund for maintenance and expenses.*
New York	50,000	plus executive mansion.*
North Carolina	25,000	plus executive mansion and fund for maintenance and expenses.*

Ohio	\$25,000	plus executive mansion and fund for maintenance and expenses.*
Oklahoma	25,000	plus executive mansion and fund for maintenance and expenses.*
Pennsylvania	35,000	plus executive mansion and fund for maintenance and expenses.*
Rhode Island	25,000	
Tennessee	18,000	plus \$18,000 mansion fund.
Texas	25,000	plus executive mansion.*
Virginia	25,000	plus executive mansion and fund for maintenance and expenses.*
West Virginia	17,000	plus \$12,500 mansion fund.
Wisconsin	20,000	plus executive mansion and fund for maintenance and expenses.*

*Executive mansion and/or other expenses, if a value is not specifically stated, are assumed to have a value of at least \$5,000.

B. State Administrative and Professional Positions

Alabama	State Hospital Superintendent	\$25,000 ^{1/}
California	Director of Finance	30,319
	Director, Coordinating Council Higher Education	29,184
	Attorney General	27,300
	Administrator, Resources Agency	25,000
	Administrator, Health and Welfare Agency	25,000
	Administrator, Highway Transportation Agency	25,000
	Administrator, Youth and Adult Correction Agency	25,000
Florida	Director, Inter-American Trade Exposition	50,000
	Director, Mental Health	22,000 ^{1/}
	General Manager, Citrus Commission	25,000
Georgia	Attorney General	16,000 ^{2/}
	Controller	26,145 ^{3/}
Illinois	Attorney General	30,000
Iowa	Director, Mental Health	25,000
Kansas	Director, Institutional Management	25,000
Maryland	Chairman, Roads Commission	25,000
Massachusetts	Commissioner of Education	20,000 - 25,000
Michigan	Psychiatric Institute Director	31,539
	Mental Health Clinic Director	28,042
	Psychiatric Administrator	25,719
	Medical Superintendent	25,568
Mississippi	State Tax Collector	25,000
New Jersey	Commissioner of Institutions	20,500 ^{1/}
New Mexico	Chairman, Revenue Structure Committee	25,000

New York	Attorney General	\$36,750
	Controller	36,750
	Lieutenant Governor	33,500
	19 Department and Agency Heads	28,875
	Secretary to the Governor	27,500
	Counsel to the Governor	27,500
	Commissioner of General Services	27,300
	Commissioner of Housing and Community Renewal	26,000
	Director of Atomic Development	26,000
	Deputy Commissioner of Education	25,395
10 other positions	25,200	
North Dakota	Hospital Superintendent	25,000
Ohio	Superintendent of Education	25,000
Oregon	Chancellor of Education	25,000
Pennsylvania	Commissioner of Mental Health	25,000
Washington	Supervisor of Mental Health	25,000

-
- 1/ Plus quarters and/or other allowances valued at \$5,000.
 - 2/ Plus fees, allowances, and other services totaling \$12,894.
 - 3/ Including fees, allowances, and other services.

C. Mayors and City Managers

Arizona	Phoenix	\$29,500
California	Long Beach	26,000
	Los Angeles City	25,000
	Los Angeles County (Chief Administrative Office)	32,808
	Oakland	26,250
	San Diego	28,956
	San Francisco	32,790
Florida	Dade County	30,000
	Miami	25,000
	Miami Beach	25,425
Illinois	Chicago	35,000
Louisiana	New Orleans	25,000 ^{1/}
Maryland	Baltimore	25,000
Missouri	Kansas City	27,000
	St. Louis	25,000
New Jersey	Newark	25,000
New York	New York City	50,000
Ohio	Cincinnati	30,000
	Cleveland	25,000
	Toledo	25,000
Pennsylvania	Philadelphia	30,000
Texas	Dallas	27,610
	Houston	25,000
Wisconsin	Milwaukee	24,000 ^{2/}

^{1/} Plus \$5,000 for expenses.

^{2/} Plus \$1,500 for expenses.

D. City Administrative and Professional Positions

California

Los Angeles City

General Manager, Water and Power	\$40,560
General Manager, Airports	35,000
Assistant General Manager, Water and Power	33,768
City Schools Business Manager	32,565
Chief Assistant City Attorney	31,140
Chief Electrical Engineer, Water and Power	31,140
Auditor-Controller, Water and Power	31,140
Chief Engineer, Water Works, Water and Power	31,140
General Manager, Harbor Department	30,312
Deputy Superintendent of Schools	29,653
City Schools Controller	29,185
Assistant Chief Electrical Engineer, Water and Power	26,568
Assistant Chief Engineer (2)	26,568
City Schools Deputy Controller	26,165
Operation and Maintenance, Water and Power	25,524
Design and Construction, Water and Power	25,524
City Schools Deputy Business Manager	25,143
7 Associate School Superintendents	25,149
Chief Administrative Officer	25,050

Los Angeles County

County Council	28,464
Superintendent of Charities	28,464
District Attorney	27,500
Assessor	27,500
Sheriff	27,500
Chief Engineer	21,348 - 26,60
9 Positions	20,208 - 25,17

San Diego

Assistant City Manager	25,020
City Attorney	25,020

	San Francisco	
	Controller	\$30,528
	Chief Administrative Officer	28,812
	Public Utilities	26,444
	Assessor	25,215
	District Attorney	25,215
	City Attorney	25,215
Florida	Dade County	
	County Attorney	30,000
	Hospital Attorney	25,000
	Medical Examiner	25,000
Illinois	Chicago	
	Director of Public Works	25,000
	Police and Fire Departments (2)	30,000
Massachusetts	Boston	
	Development Administrator	30,000
	General Manager, Transit Authority	40,000
	Business Manager, Transit Authority	25,000
Missouri	Kansas City	
	Hospital Director	25,000
	Radiologist	25,500
	Pathologist	25,500
	St. Louis	
	Executive Director, Metropolitan Sewer District	25,000
	General Counsel, Metropolitan Sewer District	25,000
New Jersey	Newark	
	Director of Hospitals	25,000
New York	New York City	
	Controller	40,000
	5 Borough Presidents	35,000
	President, City Council	35,000

Chairman, Housing Authority	\$35,000
Chairman, Transit Authority	35,000
4 District Attorneys	34,500
Executive Deputy Superintendent of Schools	32,500
Deputy Mayor	30,000
City Administrator	30,000
4 Deputy Superintendents	27,500
Commissioner of Traffic	27,500
2 Members Transit Authority	27,500
General Manager, Transit Authority	27,500
Executive Secretary to Mayor	25,000
Assistant to the Mayor	25,000
Corporation Counsel	25,000
First Deputy Controller	25,000
Budget Bureau Director	25,000
Commissioner of Hospitals	25,000
10 Hospital Directors of Services	25,000
Fire Commissioner	25,000
Police Commissioner	25,000
Commissioner, Public Works	25,000
Commissioner, Sanitation	25,000
Commissioner, Parks	25,000
General Counsel, Transit Authority	25,000
Chairman, Housing and Redevelopment Board	25,000

Pennsylvania

Philadelphia

Managing Director	26,500
Director of Finance	26,500
City Solicitor	26,500
City Representative	26,500
Executive Director, General Hospital	225,000

E. School Superintendents

California	Long Beach	\$26,000
	Los Angeles	37,500
	Oakland	26,250
	San Diego	29,400
	San Francisco	31,000
Colorado	Denver	27,500
Florida	Dade County	25,000
Illinois	Chicago	48,500
Maryland	Baltimore	25,000
Massachusetts	Boston	25,000
Michigan	Detroit	33,000
Minnesota	Minneapolis	29,500 ^{1/}
Missouri	Ladue	26,500
	St. Louis	25,000
Nebraska	Omaha	27,000
New York	New York City	37,500
Ohio	Akron	25,000
	Cincinnati	30,000
	Cleveland	25,000
Pennsylvania	Philadelphia	27,500
Texas	Dallas	33,000
	Houston	25,000
Wisconsin	Milwaukee	29,000

^{1/} Plus \$4,000 for expenses.

F. Public University Presidents, Officers, and Department Heads

Alabama	University of Alabama, President	\$27,500 ^{1/2}	
	Auburn University, President	24,000 ^{1/2}	
Arizona	University of Arizona, President	22,500 ^{1/2}	
California	University of California, President	38,000	
	Vice President	30,000	
	Chancellor, Berkeley Campus	30,000	
	Chancellor, Los Angeles Campus	30,000	
	Vice President, General Counsel	30,000	
	Vice President, Treasurer	29,000	
	Dean, Hastings College of Law	26,189	
	Vice President, Government Relations	26,000	
	Vice President, Finance	26,000	
	Vice President, Business	25,000	
	Chancellor, San Diego Campus	25,000	
	Part-time positions with annual rates of:		
	Dean, School of Medicine (San Francisco)		40,600
	Dean, College of Letters and Science		40,356
	Dean, School of Business		38,820
	Dean, School of Education		35,300
	Dean, Graduate Division		33,048
	Dean, College of Agriculture		30,696
	Dean, School of Public Health (Los Angeles)		28,920
	Dean, School of Public Health (San Francisco)		28,700
	Dean, School of Dentistry		28,000
Dean, School of Medicine (Los Angeles)		26,580	
Dean, School of Law		26,448	
Provost		26,000	
Dean, School of Library Science		25,850	
Dean, College of Chemistry		25,000	
State Colleges Systems, Chancellor		32,000	
Vice Chancellor		25,500	
Colorado	University of Colorado		
	Dean, Medical School	26,500	
Connecticut	University of Connecticut, President	25,000 ^{1/2}	

Florida	University of Florida, College of Medicine	
	Head, Department of Psychology	\$25,000
	Head, Department of Radiology	25,000
	Head, Department of Surgery	25,000
Georgia	Medical College, President	28,000 ^{1/2}
	University of Georgia, President	25,000 ^{1/2}
	Georgia State College, President	20,500 ^{1/2}
	Georgia Institute of Technology President	25,000 ^{1/2}
Hawaii	University of Hawaii, President	32,800 ^{1/2}
Illinois	University of Illinois, President	36,000 ^{1/2}
	Western Illinois, President	25,500 ^{1/2}
	Eastern Illinois, President	25,500 ^{1/2}
	Northern Illinois, President	25,000 ^{1/2}
Indiana	Indiana University, President	30,000
	Purdue University, President	30,000
Iowa	Iowa State University, President	26,000
	State University of Iowa, President	26,000
	Head of University Hospital	30,000
Kansas	University of Kansas	
	Chairman, Pathology Department	25,000
	Chairman, Radiology Department	25,000
	Chairman, Psychiatry Department	25,000
	Chairman, Surgery Department	25,000
	Chairman, Obstetrics Department	25,000
	Chairman, Pediatrics Department	25,000
Chairman, Internal Medicine Department	25,000	
Louisiana	Louisiana State University, President	25,000
Maryland	University of Maryland, President	25,000
Massachusetts	University of Massachusetts	20,000 - 25,000
Minnesota	University of Minnesota, President	31,500 ^{1/2}
	Vice President, Business	25,750
	Vice President, Academic	25,750
Nebraska	University of Nebraska, Chancellor	27,500

New York	State University of New York	
	President	\$28,875
	Dean, Upstate Medical College President,	26,000
	Buffalo College of Education	25,000
	City College of New York, President	30,000
	4 City College Presidents	30,000
North Carolina	Consolidated University President	22,500 ^{1/}
	University of North Carolina,	
	President	22,000 ^{1/}
	Women's College, President	22,000 ^{1/}
	North Carolina State, President	22,000 ^{1/}
Ohio	Ohio State University, President	36,000 ^{1/}
	Vice President, Business and	
	Finance	26,976
	Vice President, Instruction	26,976
	Dean, Medical School	26,952
	Chairman, Department of	
	Medicine	25,068
	Bowling Green State, President	30,000 ^{1/}
	Kent State University, President	25,000 ^{1/}
Miami University, President	25,000 ^{1/}	
	Ohio University, President	25,000 ^{1/}
Pennsylvania	Pennsylvania State University, President	36,000
South Carolina	University of South Carolina, President	20,000 ^{1/}
Utah	University of Utah, President	25,000 ^{1/}
Washington	University of Washington, President	30,000
West Virginia	University of West Virginia, President	30,000

^{1/} Plus quarters and/or other allowances valued at \$5,000.

G. Public Corporations Positions

California	East Bay Municipal Utility District	
	General Manager	\$33,600
	Attorney	27,600
Louisiana	Director, Port of New Orleans	40,000
New York	Port of New York Authority	
	Executive Director	60,000
	Deputy Executive Director	45,000
	General Counsel	45,000
	Chief Engineer	45,000
	Director, Finance	40,000
	Director, Marine Terminals	40,000
	Director, Port Development	40,000
	Director, Aviation	40,000
	Director, Administration	35,000
	Director, Public Relations	35,000
	Director, Personnel	33,300
	Director, Tunnels and Bridges	33,300
	General Attorney	33,000
	First Deputy Director, Aviation	33,000
	General Solicitor	33,000
	Controller	31,350
	Director, Terminals	31,000
	Director, World Trade	30,000
	Deputy Director, Port Development	29,500
	Deputy Chief Engineer	29,000
	Deputy Director, Marine Terminals	28,400
	Engineer of Construction	28,000
	Deputy Director, Transportation Policy	27,500
	Chief Architect	27,500
	Deputy Director, Aviation	27,000
	Deputy Director, Real Estate	27,000
	Assistant Chief Engineer, Design	26,000
	Deputy Director, Operations Service	25,558
	Chief, Port Commerce	25,558
Engineer, Research and Development	25,536	
Deputy Director, Tunnels and Bridges	25,000	
Triboro Bridge and Tunnel Authority		
General Manager	45,000	
Assistant General Manager	37,500	
Counsel	32,000	
Assistant Civil Engineer	26,000	

Pennsylvania	Delaware River Basin Commission, Executive Director	\$25,000
South Carolina	South Carolina Public Service Authority, General Manager	25,000
Texas	Lower Colorado River Authority, General Manager	25,000

H. Judges

California	Chief Justice, Supreme Court	\$29,400
	6 Associate Justices, Supreme Court	27,300
	10 Presiding Justices, District Courts of Appeal	25,200
	20 Associate Justices, District Courts of Appeal	25,200
	Administrative Director of Courts	25,200
Georgia	Atlanta	
	7 Supreme Court Judges	27,500
Illinois	7 Supreme Court Justices	30,000
	20 Circuit Court Judges	29,000
	53 Superior Court Judges	29,000
	Cook County	
	1 County Court Judge	29,000
	1 Probate Judge	29,000
Louisiana	Chief Justice, Supreme Court	22,500 ^{1/2}
Maryland	Chief Justice, Court of Appeals	25,500
	7 Associate Justices, Court of Appeals	25,000
Michigan	8 Supreme Court Justices	25,500
	Wayne County	
	18 Circuit Court Judges	25,001
New Jersey	Chief Justice, Supreme Court	27,000
	8 Associate Justices, Supreme Court	26,000
New York	Chief Justice, Court of Appeals	39,000 ^{2/2}
	6 Justices, Court of Appeals	36,859 ^{2/2}
	80 Supreme Court Justices	34,500
	20 Supreme Court Justices	26,000
	State Administrator, Judicial Conference	31,075

Chief Justice, New York City Court	\$26,000
Chief Magistrate	30,000
27 Justices, Magistrate Court	25,000
53 Magistrates	25,000
Chief Justice, Court of Special Sessions	26,000
23 Justices, Court of Special Sessions	25,000
9 Justices, County Court	34,500
14 Justices, Municipal Court	34,500
Presiding Justice	30,000
34 Justices, Domestic Relations Court	25,000
Presiding Justice	26,000
22 Justices, Surrogate Court	25,000
5 Surrogates	34,500
1 Surrogate	33,000

Pennsylvania

Chief Justice, Supreme Court	33,000
6 Associate Justices	32,500
President Judge Superior Court	31,000
6 Associate Judges, Superior Court	30,500
95 Judges, Common Pleas Court	25,000
24 Orphans Court Judges	25,000
6 Allegheny County Court Judges	25,000
14 Philadelphia County Court Judges	25,000
1 Dauphin County Court Judge	25,000

1/ Plus \$2,500 for expenses.

2/ Plus \$5,000 for expenses.

Educational Institutions

Salaries of \$20,000 or More Paid to Administrative Officers

of Colleges and Universities

(12-Month Year)

	<u>Presi-</u> <u>dent</u>	<u>Vice</u> <u>Presi-</u> <u>dent</u>	<u>Dean</u> <u>of the</u> <u>College</u>	<u>Dean of</u> <u>School</u>	<u>Other</u> <u>Officials</u>	<u>Total</u>
\$45,000 and more	2	--	--	--	--	2
40,000-\$44,999	3	--	--	--	--	3
35,000- 39,999	12	2	--	--	--	14
30,000- 34,999	18	3	--	7	2	30
25,000- 29,999	46	26	3	24	9	108
20,000- 24,999	<u>96</u>	<u>55</u>	<u>29</u>	<u>133</u>	<u>41</u>	<u>354</u>
Total	177	86	32	164	52	511

Source: National Education Association Research Report 1962-R2
 "Salaries Paid and Salary Practices in Universities,
 Colleges, and Junior Colleges, 1961-62." Report covers
 918 responding universities and colleges.

National Mean Salaries of Presidents

of Colleges and Universities

<u>Enrollment</u>	<u>Public</u>	<u>Private</u>
10,000 and more	\$26,100	\$32,200
5,000--9,999	21,400	25,700
2,500--4,999	17,190	21,480
1,000--2,499	14,890	17,040
500-- 999	13,070	13,360
Below 500	13,810	11,630

Source: Office of Education OE-53015-62, "Higher Education
 Salaries 1961-62." Survey covered all 1,964
 institutions listed in "Education Directory,
 1960-61, Part 3: Higher Education."

Salaries of \$20,000 or More Paid to Central Office

Administrators of Public School Systems

With Enrollments of 6,000 or More

	<u>Superin- tendent</u>	<u>Deputy Superin- tendent</u>	<u>Assistant Superin- tendent</u>	<u>Director</u>	<u>Total</u>
\$40,000 and more	1	--	--	--	1
35,000--\$39,999	2	--	--	--	2
30,000-- 34,999	4	--	--	--	4
25,000-- 29,999	21	3	1	--	25
20,000-- 24,999	<u>98</u>	<u>4</u>	<u>7</u>	<u>2</u>	<u>111</u>
Total	126	7	8	2	143

National Mean Salaries of Superintendents
of Public School Systems

<u>Enrollment</u>	<u>Salary</u>
100,000 or more	\$26,573
50,000--99,999	21,451
25,000--49,999	20,176
12,000--24,999	17,569
6,000--11,999	16,368

Source: National Education Association Research Report
 1963-R2 "Salary Schedule Maximums for Administrators,
 1962-63, School Systems Having 6,000 or More Pupils."
 The survey covers 417 systems including all systems
 of 6,000 or more pupils, with a 100% coverage of
 systems of 12,000 or more and a 50% sample of systems
 of 6,000 to 11,999.

SALARY ANALYSIS

FOUR-YEAR UNIVERSITIES AND COLLEGES: 1961-62

<u>Size and Type of Institution</u>	<u>Mean</u>	<u>Minimum--Maximum</u>
10,000 and over--Public	\$26,100	\$17,350--\$38,000
10,000 and over--Private	32,200	20,000-- 45,000
5,000 to 9,999--Public	21,400	14,000-- 30,680
5,000 to 9,999--Private	25,700	15,860-- 45,000
2,500 to 4,999--Public	17,190	12,000-- 25,000
2,500 to 4,999--Private	21,480	14,000-- 35,300

ACADEMIC VICE PRESIDENT

10,000 and over--Public	\$20,090	\$13,520--\$30,000
10,000 and over--Private	23,180	15,000-- 36,500
5,000 to 9,999--Public	16,710	13,500-- 22,000
5,000 to 9,999--Private	18,460	10,000-- 30,000
2,500 to 4,999--Public	13,870	7,320-- 17,500
2,500 to 4,999--Private	15,900	10,350-- 22,300

Source: Higher Education Salaries: 1961-62
Office of Education, 1962

ARRAY OF SALARIES PAID TO PRINCIPAL FULL-TIME EXECUTIVES OF
 17 LARGE TAX EXEMPT FOUNDATIONS, BY TITLE OF OFFICER

	Presi- dent	Vice Presi- dent	Secretary ^{2/}	Treas- urer	Director ^{3/} and Trustee	Assistant Director	Assist- ant Sec- retary- Treasur- er
Number of foundations ^{1/}	8 8	9	9	6	5	2	7
Number of officers ^{1/}	8 8	12	9	7	12	28	15
Average salary (\$)	\$38,050	\$29,500	\$21,017	\$17,046	\$28,652	\$17,248	\$14,814
Range (000 \$)	30 - 50 +	17 - 50 +	11+ - 30+	9+ - 27+	22 - 35	12+ - 22±	10+ - 22+

- ^{1/} Multiple officers of some foundations account for the difference in count between number of foundations and number of officers.
^{2/} Includes Secretary-Treasurer, where combined title is used.
^{3/} Includes variants of title of Director.

Source: Statistics Division
 Internal Revenue Service
 May 1963

Non-Profit Contractors

Salaries of \$22,800 or More Paid to Executives
and Other Staff of Non-Profit Contractors
of Governmental Research and Development Work

	<u>Execu- tives</u>	<u>Technical Directors</u>	<u>Other Staff</u>	<u>Total</u>
\$40,001--\$45,000	9	--	--	9
35,001-- 40,000	5	--	--	5
30,001-- 35,000	7	12	2	21
25,001-- 30,000	21	44	10	75
22,801-- 25,000	<u>10</u>	<u>30</u>	<u>36</u>	<u>76</u>
Total	52	86	48	186

Source: Contracting-out study made by the Bureau of the Budget and Civil Service Commission, covering 14 non-profit contractors.

Salaries of Presidents

Federal Reserve Banks

<u>Bank</u>	<u>Reported Annual Salary</u>
New York	\$70,000
Chicago	50,000
Cleveland	40,000
Philadelphia	35,000
Richmond	35,000
Atlanta	35,000
St. Louis	35,000
Minneapolis	35,000
Dallas	35,000
San Francisco	35,000
Boston	33,000
Kansas City	32,500

Source: Annual Report, 1962.
Board of Governors, Federal Reserve System.

FARM CREDIT BANKS

Officers of Farm Credit Banks with Salary Range

The Maximum of Which is \$20,000 or More

<u>Maximum</u>	<u>President</u>	<u>Vice President</u>	<u>Other</u>	<u>Total</u>
\$30,000	--	--	1	1
25,000	26	--	--	26
24,000	3	--	--	3
23,000	3	--	1	4
22,000	3	--	--	3
20,000	--	<u>13</u>	<u>--</u>	<u>13</u>
Total	35	13	2	50

Source: Letter from Governor R. B. Tootell,
Farm Credit Administration, April 4, 1963

United Nations

Pay^{1/} of \$20,000 or More for
 Staff of United Nations

	<u>Gross Salary</u>	<u>Representation Allowance</u>	<u>Residence</u>	<u>Total</u>
Secretary-General	\$46,200	\$22,500	\$15,000	\$83,7000

	No. in Rank ^{2/}	<u>Gross Salary</u>		<u>Post Adjustment New York</u>		<u>Total</u>	
		<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Under Secretary	29	\$27,000	\$27,000	\$ 3,600	\$ 3,600	\$30,600	\$30,600
D-2--Director	26	20,500	22,300	2,880	3,120	23,380	25,420
D-1--Principal Officer	65	16,300	20,500	2,520	2,880	18,820	23,380

1/ Source: Table of "Total Emoluments, United Nations Professional Staff" 10:01A: February 1963.

2/ Source: "Information on the Operations and Financing of the United Nations," a February 6, 1962, Joint Committee Print of the Senate Committee on Foreign Relations and House Committee on Foreign Affairs. The numbers shown in ranks D-2, D-1, and P-5 are those in posts "subject to geographical distribution."

guarded strategy which we had learned earlier that the Administration, through Justice, was working with the Judiciary Committees on an adjustment in judicial pay and that as a part of this proposal the rest of the executive structure and the Congress would fall into place.

John S. Warner

**cc: Personnel
thru DD/S**

UNITED STATES CIVIL SERVICE COMMISSION
Washington 25, D. C.

FOR RELEASE ON DELIVERY
Expected at 10:30 a.m.
Wednesday, September 4, 1963

STATEMENT OF JOHN W. MACY, JR.
CHAIRMAN OF THE CIVIL SERVICE COMMISSION
BEFORE THE COMMITTEE ON POST OFFICE AND CIVIL SERVICE OF
THE UNITED STATES SENATE ON
ADJUSTMENT OF FEDERAL STATUTORY SALARIES

Mr. Chairman and Members of the Committee:

I am glad to appear before you today, because we are all concerned with a most significant event: the first annual review of Government pay levels under the Federal Salary Reform Act of 1962. The Act provides a sound, modern salary policy. We are now engaged in the first effort to make that policy effective.

On April 29 the President transmitted to Congress the comparison of Federal salaries with those in private enterprise, as required each year by the new salary law, and recommended the revisions in Federal salaries that are necessary to carry out the statutory policy of comparability with private enterprise levels. At the President's direction, the Civil Service Commission sent to Congress on May 16 a draft of a proposed bill which would put the President's recommended adjustments into effect, in January 1964. The delayed effective date was recommended to supersede the second step in salary increases authorized in the Federal Salary Reform Act. H. R. 7552 incorporates the President's proposals, which are based on comparability levels as measured in 1962.

Also pertinent to consideration of an adjustment of Federal statutory salaries is the report dated June 12 of the President's Advisory Panel on Federal Salary Systems, concerning the top salary levels of the Government.

The President's message transmitted the joint annual report of the Director of the Bureau of the Budget and the Chairman of the Civil Service Commission, and the Commission's draft bill was accompanied by a purpose and justification and section analysis. These documents present compre-

hensively the specific features of the proposal and the facts on which they rest. I assume that they and the report of the Advisory Panel on Federal Salary Systems will be included in the record of these hearings. Consequently I shall now merely summarize and reemphasize certain key features.

Conformance with requirements of law

One fundamental consideration is that the salary adjustments proposed by the President are called for by existing law and have been developed in strict accordance with existing statutory provisions.

As basic policy, the 1962 Act requires that "Federal salary fixing shall be based upon the principles that --

"(a) There shall be equal pay for substantially equal work, and pay distinctions shall be maintained in keeping with work and performance distinctions; and

"(b) Federal salary rates shall be comparable with private enterprise salary rates for the same levels of work."

To give effect to this prescribed salary policy, the Act calls for:

- A report to the President, by agencies he designates, comparing Federal statutory salary rates with private enterprise rates for the same levels of work, as determined on the basis of annual surveys by the Bureau of Labor Statistics.
- A report to Congress, by the President, after seeking the views of employee organizations in a manner he deems appropriate; the report to provide the comparison of Federal and private enterprise salary rates and any recommendations the President deems advisable.

The salary adjustments that the President has recommended for January 1964 conform with the policy and procedure prescribed by law. Salary levels proposed are equivalent to private enterprise average rates--national average rates. They represent salaries of neither the best private employers nor the lowest-paying employers. The Government's practice is to follow a middle-of-the-road salary policy.

For the balance of my statement I shall discuss the salient details of the proposals as depicted by the charts which follow.

CHART I. STATUTORY PROCEDURE FOLLOWED IN DEVELOPMENT OF PROPOSED SCHEDULES

- Bureau of Labor Statistics salary survey report issued in late 1962.
 - o National average private-enterprise salaries for 75 position classes.
 - o Based on data from 80 metropolitan areas.
 - o Pay data for clerical and drafting jobs from about 4700 establishments.
 - o Pay data for administrative and professional jobs from about 1750 establishments.
- President, in Executive Order 11073, designated Director of Bureau of Budget and Chairman of Civil Service Commission to make the annual comparison of Federal and private-enterprise salary levels, as required by Salary Reform Act.
- Director and Chairman made the comparisons, developed proposed Federal salary schedules which would be comparable to private-enterprise salary levels, and submitted report to President.
 - o BLS findings showed a rise of about 3% in pay levels between 1961 survey, on which Federal Salary Reform Act schedules are based, and 1962 survey.
- Director and Chairman met with representatives of employee organizations and later obtained their views, in accordance with provisions of Salary Reform Act and Executive Order 11073.
 - o Principal problem: time lag.
 - o Staff study being made, to be completed before this fall's annual salary review based on 1963 BLS report of private-enterprise rates.
- President transmitted to Congress on April 29, 1963, the comparison of Federal salaries with those in private-enterprise, as required each year by the salary law, and recommended revisions in statutory salary schedules necessary to carry out statutory policy of comparability with private-enterprise levels.
 - o Followed on May 16 by proposed draft bill, transmitted by Chairman, Civil Service Commission, at President's direction.
- In the proposal, the salary schedules of the other statutory systems-- Postal, Foreign Service, Veterans Administration Medicine and Surgery--are linked with the Classification Act schedule.

CHART II. THE SALARY GAP

A. THE LEFTOVER GAP

B. THE ADDITIONAL GAP

C. CLOSING THE GAP

CHART IIA. THE LEFTOVER GAP

DIFFERENCE BETWEEN SCHEDULE II AND 1961 PAYLINE

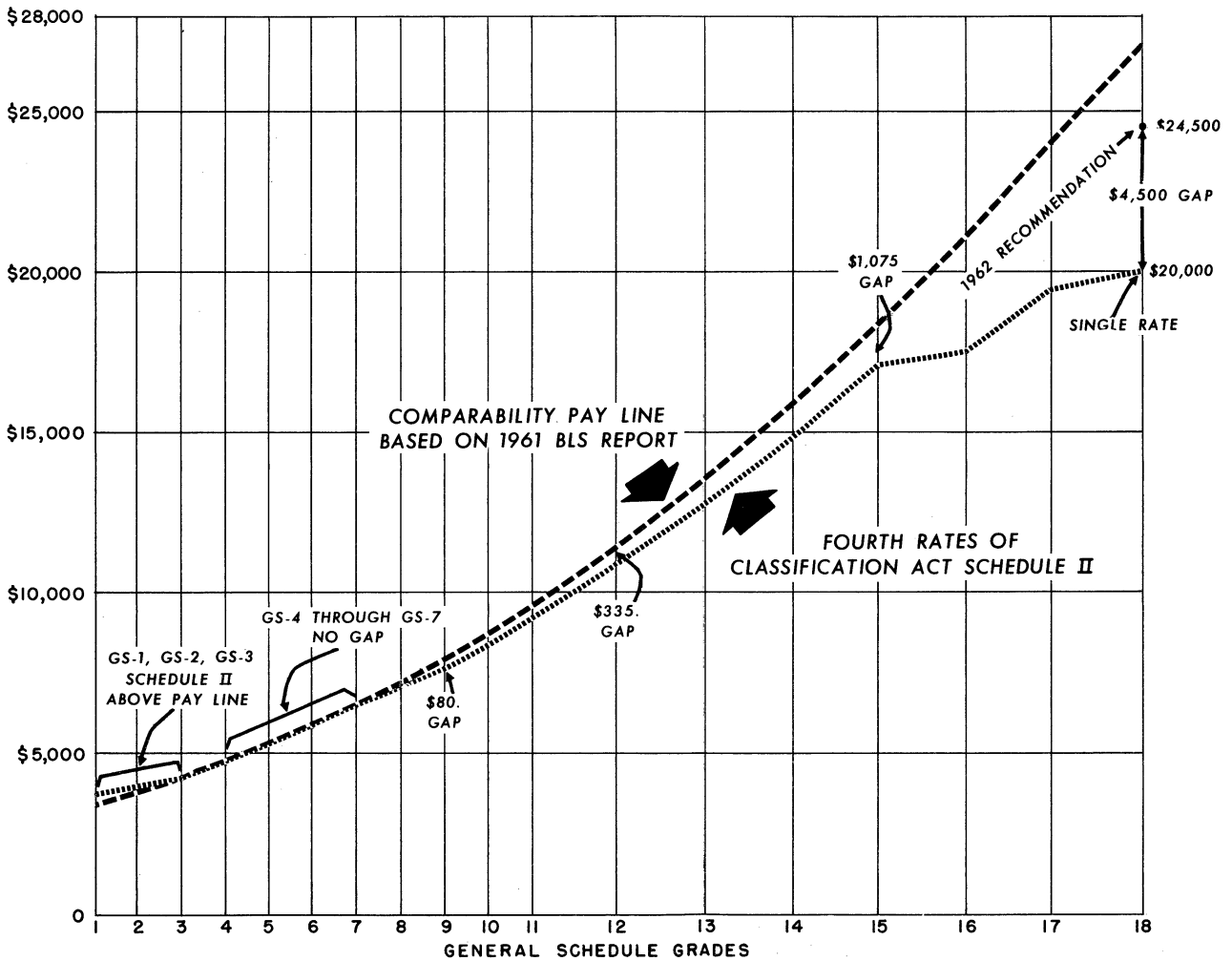


CHART IIB. THE ADDITIONAL GAP DIFFERENCE BETWEEN 1961 AND 1962 PAYLINES (RATES EQUATE WITH CLASSIFICATION ACT 4th RATES)

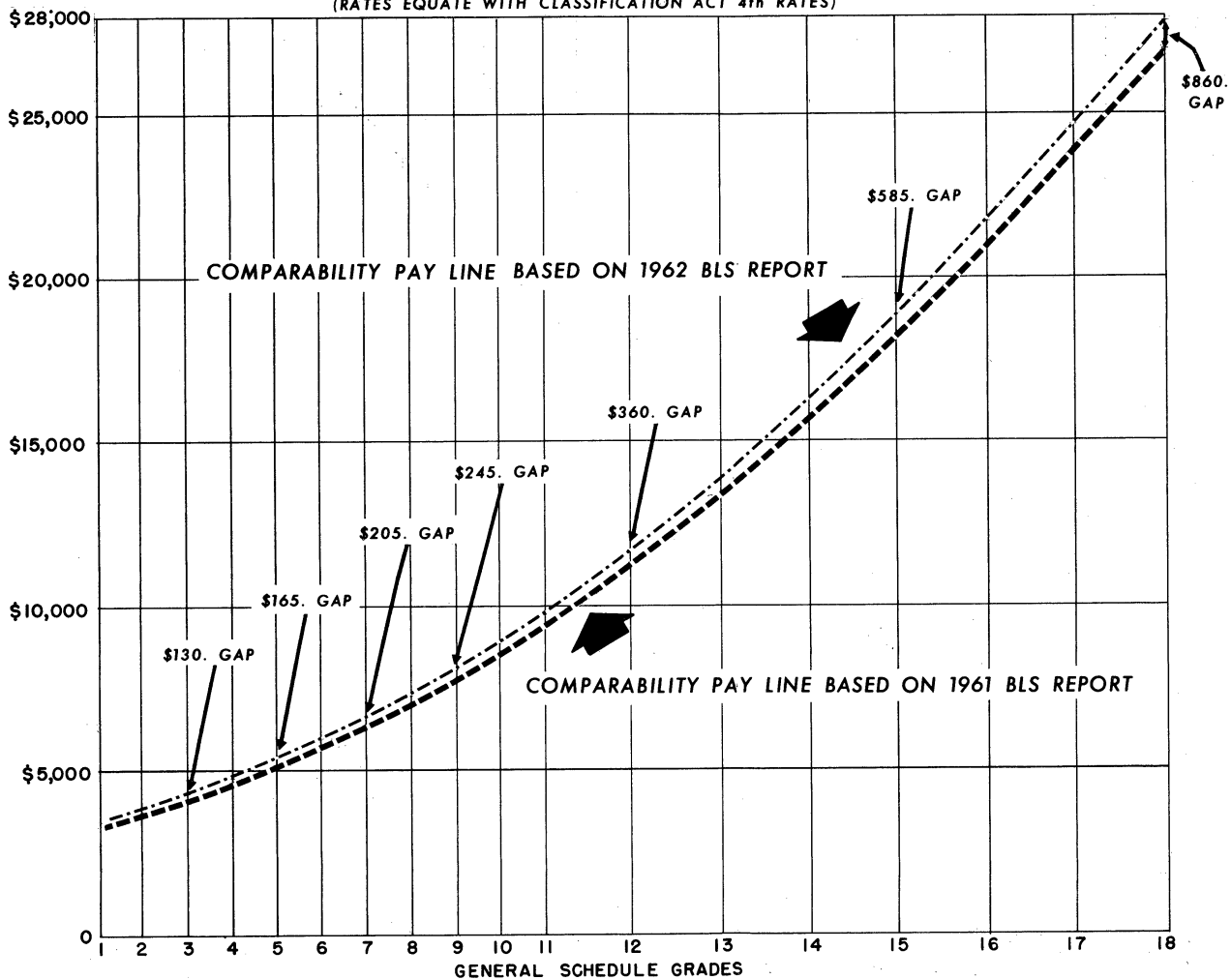


CHART IIC. CLOSING THE GAP THE PRESIDENT'S PROPOSAL

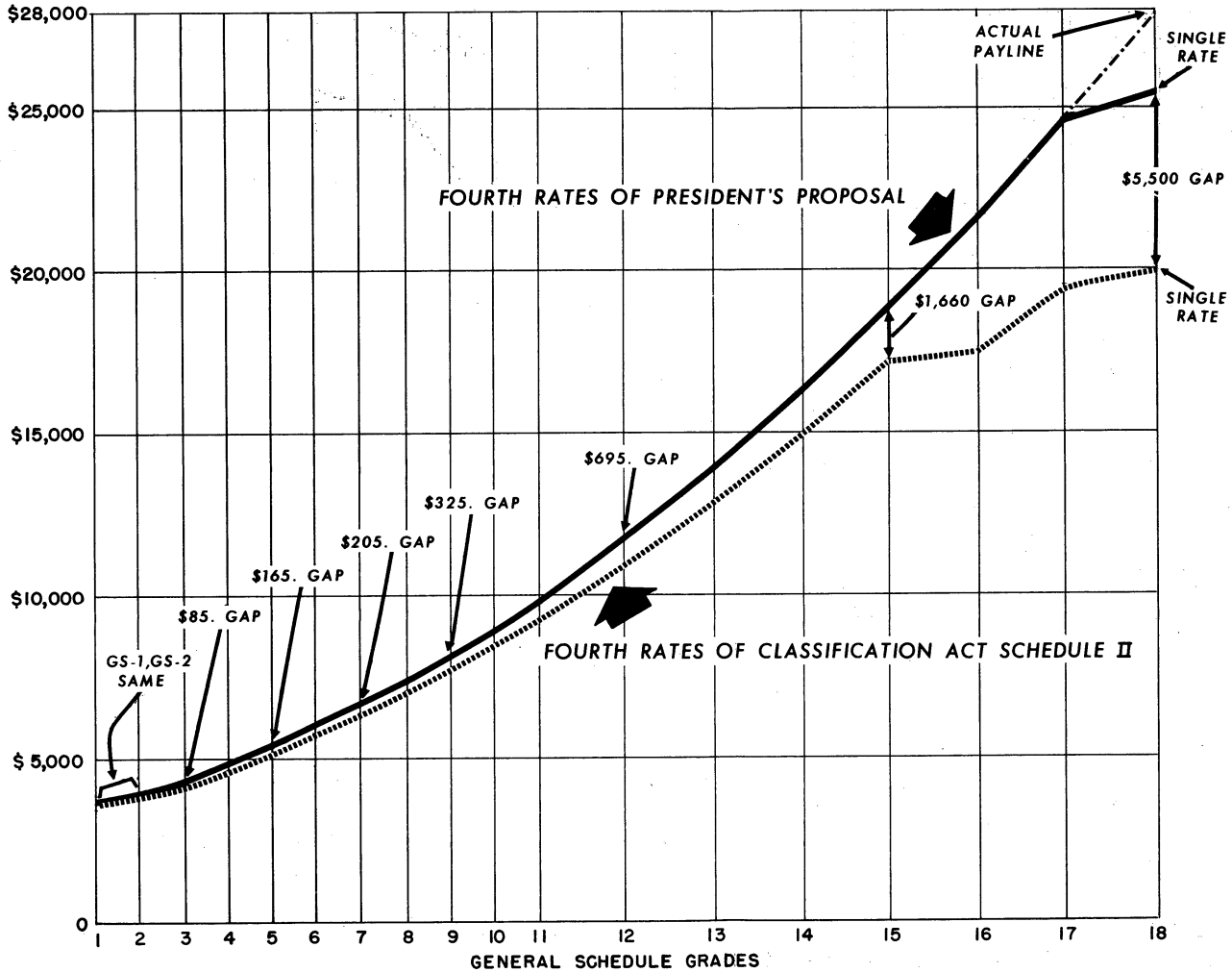
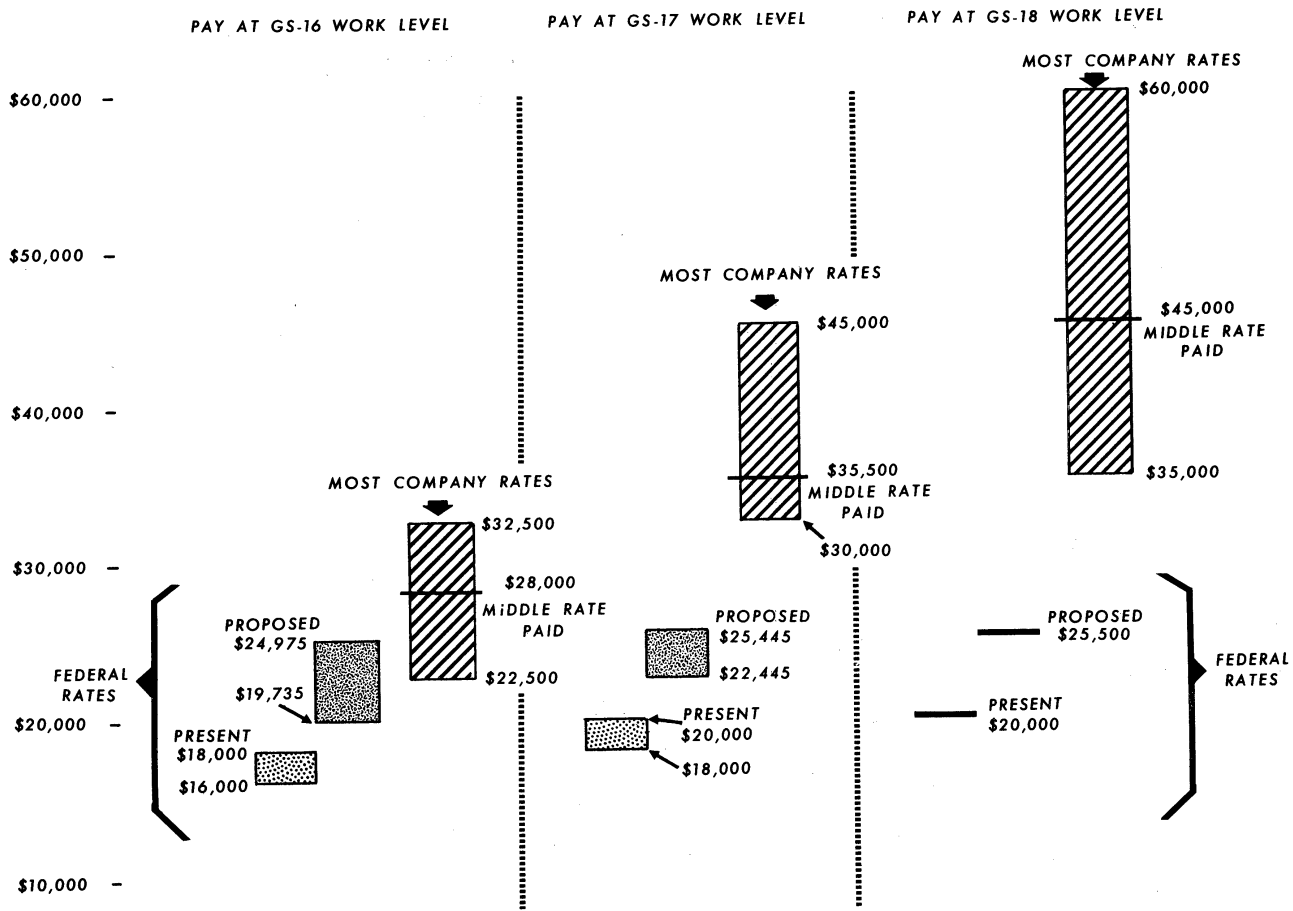


CHART III. UPPER CAREER PAY IN 19 LARGE CORPORATIONS* POSITIONS EQUIVALENT TO TOP GS GRADES



* EXCLUDING COMPANY OFFICERS

CHART IV. "LOG JAM" AT \$20,000 PENDING ACTION ON EXECUTIVE PAY PAY RANGES

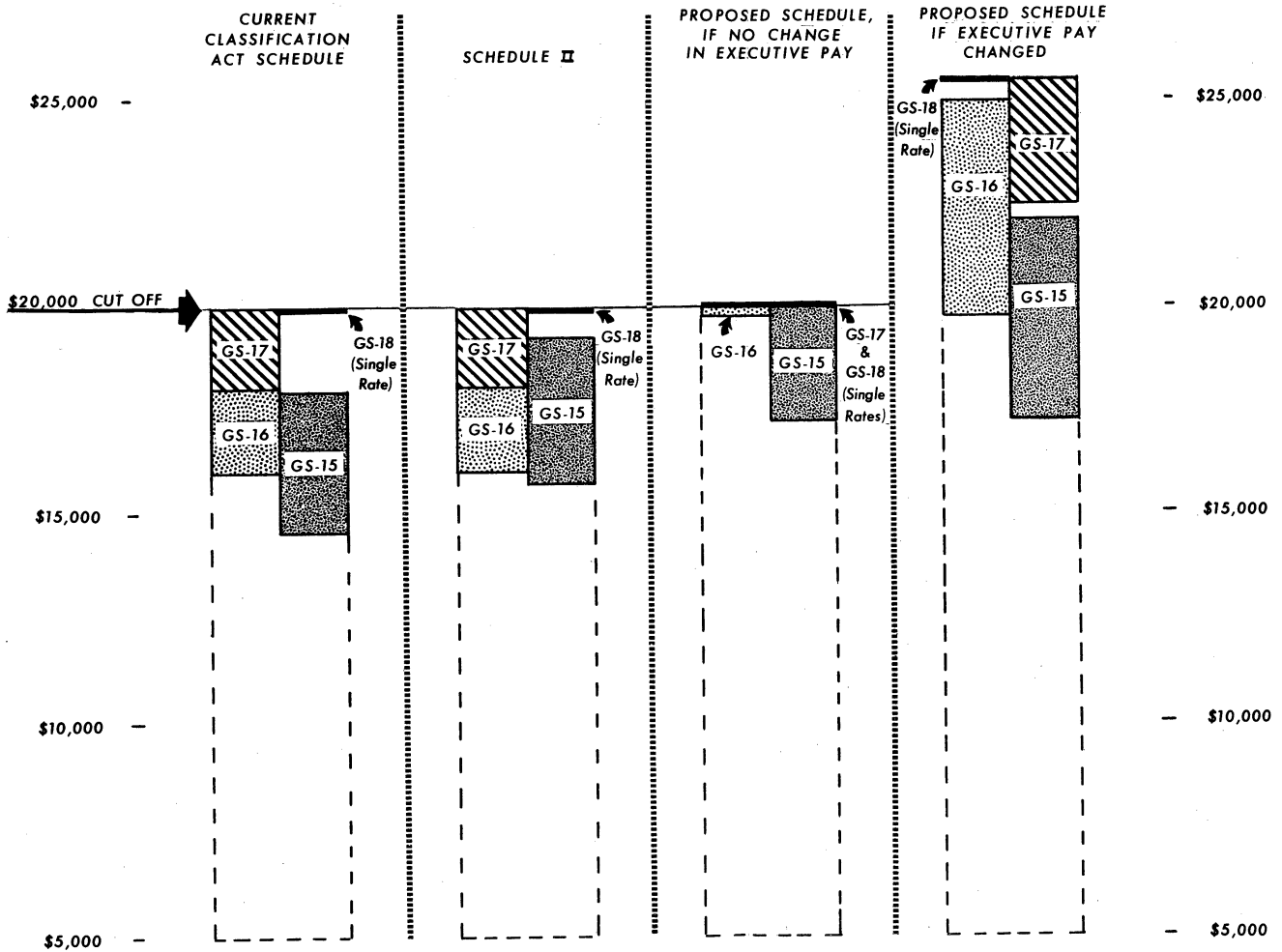


CHART V. EXECUTIVE PAY: ADVISORY PANEL RECOMMENDATIONS

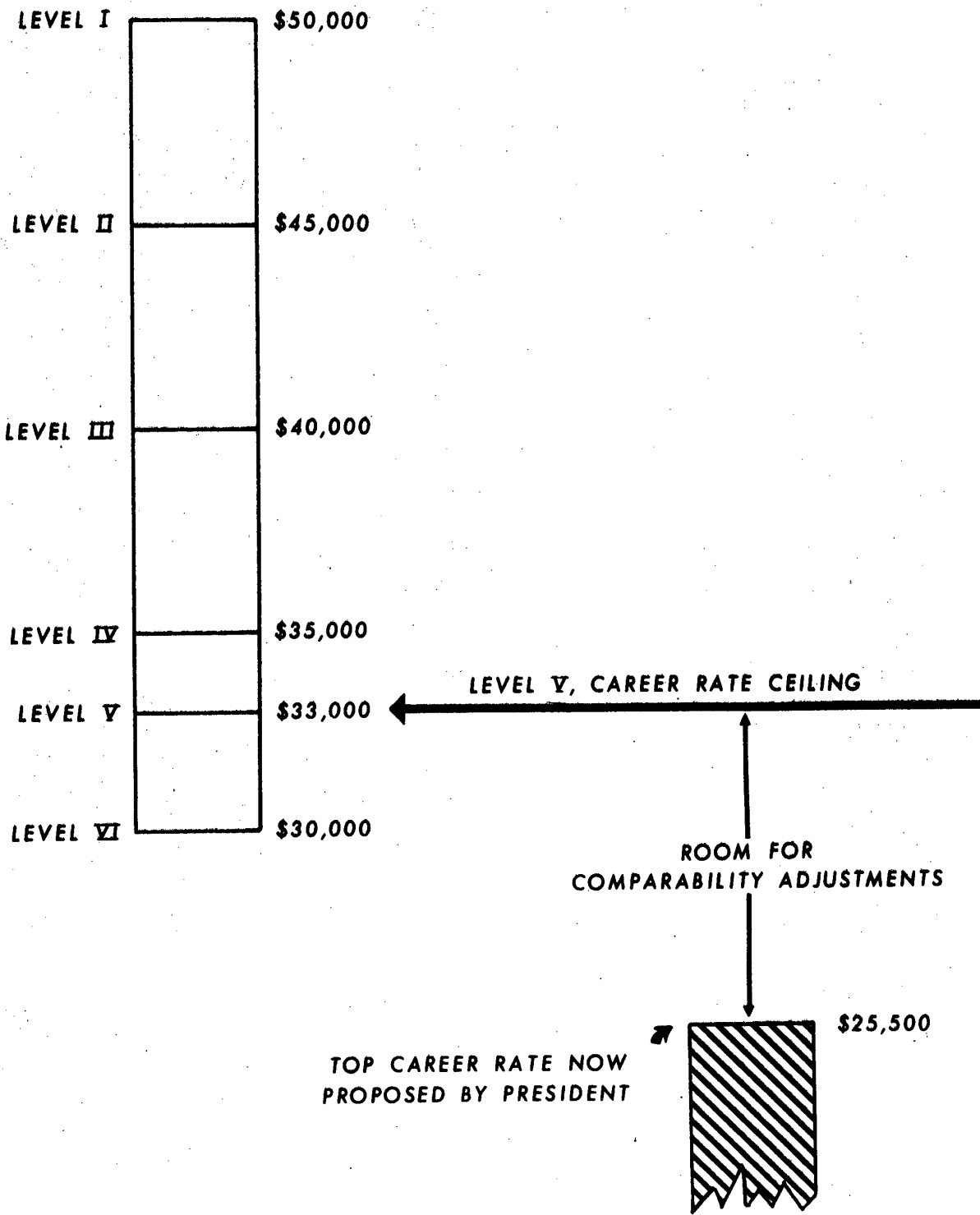


CHART VI. DATA SUPPORTING EXECUTIVE PAY INCREASE

-- National Industrial Conference Board study of 1157 corporations shows following median compensation rates for top executive of companies in major industry divisions in 1961:

o Manufacturing	\$91,000
o Retail trade	87,000
o Banks	82,000
o Rail and air transportation	81,000
o Gas and electric utilities	74,000
o Mining	71,000
o Life insurance	53,000

-- Civil Service Commission study of State governments and governments of localities of more than 350,000 population identifies 1014 positions paying \$25,000 and up, distributed among 39 States:

o \$60,000	1
o 50,000 to 59,999	3
o 40,000 to 49,999	29
o 35,000 to 39,999	26
o 30,000 to 34,999	217
o 25,000 to 29,999	<u>738</u>
o Total	1,014

-- National Education Association research report shows 81 college and university presidents paid \$25,000 or more in school year 1961-62:

o \$45,000 and up	2
o 40,000 to 44,999	3
o 35,000 to 39,999	12
o 30,000 to 34,999	18
o 25,000 to 29,999	<u>46</u>
o Total	81

-- Civil Service League canvass of national leaders in business, education, journalism, and the professions produced 387 replies which could be tabulated:

- o Cabinet salary: 158 favor \$50,000.
- o Congressional pay: 142 suggest \$30,000, and 115 propose \$35,000.
- o Only 6 advocate no change in Cabinet pay, and only 33 no change in Congressional pay.

CHART VII. EXAMPLES OF STATE AND LOCAL GOVERNMENT SALARIES
 HIGHER THAN FEDERAL CAREER RATES

(Based on limited Civil Service Commission staff study)

<u>Location</u>	<u>January 1963 Salary</u>	<u>Equivalent GS Grade and Current Pay</u>
<u>Legal Positions</u>		
Michigan	\$ 21,008	GS-15 \$14,565 - 17,925
Chicago	17,550-21,342	GS-16 16,000 - 18,000
Los Angeles County	19,128-23,832	GS-16 16,000 - 18,000
Philadelphia	17,500	GS-15 14,565 - 17,925
<u>Engineering Positions</u>		
Illinois	19,200-24,000	GS-16 16,000 - 18,000
New York State	24,150	GS-16 16,000 - 18,000
Los Angeles County	21,348-26,604	GS-15 14,565 - 17,925
Minneapolis	19,000	GS-16 16,000 - 18,000
San Francisco	20,472-24,888	GS-15 14,565 - 17,925
Wayne County, Michigan	17,421-19,401	GS-15 14,565 - 17,925
<u>Hospital Superintendents</u>		
Colorado	16,464-22,044	GS-16 16,000 - 18,000
Georgia	17,500-21,300	GS-17 18,000 - 20,000
Michigan	31,539	GS-16 16,000 - 18,000
New Jersey	20,906	GS-16 16,000 - 18,000
Washington State	18,025-21,192	GS-16 16,000 - 18,000
New York City	25,000	GS-15 14,565 - 17,925
Philadelphia	25,000	GS-16 16,000 - 18,000
<u>Personnel Positions</u>		
Michigan	22,674	GS-16 16,000 - 18,000
New York City	25,000	GS-17 18,000 - 20,000
San Francisco	18,132-22,032	GS-15 14,565 - 17,925
St. Louis	16,289-19,800	GS-15 14,565 - 17,925

CHART VIII. ADDITIONAL IMPROVEMENTS IN SALARY ADMINISTRATION
Incorporated in President's Proposal

- Free use of within-grade rates for grades GS-16, GS-17, and GS-18 for critically-needed engineers, scientists, and medical personnel now exempted from statutory numerical limitations on these grades.
 - o Draft amendment transmitted by letter of July 25, 1963, from Chairman of Civil Service Commission to President of Senate.
 - o Would be helpful to heads of scientific programs.
 - o President or agency he designates would issue coordinating regulations.
 - o Positions would be placed in proper grades, and pay would be within range of grade; thus less complete salary flexibility than already permitted under Public Law 313 and similar statutes for many positions in same occupations.

- Increase from \$19,000 to highest rate of grade GS-18 for limitation on compensation for seven positions in National Aeronautics and Space Council.
 - o These positions overlooked when same action taken last year for groups in other agencies.

- Authority for appointments at salaries above minimums in grade GS-13 and higher grades based on an individual's special qualifications or existing pay.
 - o Parallels 1962 proposal not enacted, which extended to all grades.
 - o Current proposal would aid in recruiting at the higher grades where it would be most valuable.

- Rules prescribed by President (or agency he designates) to cover conversion to new salary schedules of special rates set under section 504 of salary reform act for hard-to-fill jobs.
 - o Impossible to prescribe single general rule fair to all employees yet not granting duplicate increases to some (one increase by an action under section 504; another because of increased statutory schedule).
 - o Most practicable approach: convert these rates under regulatory rather than statutory rules, so rules can be adopted to variety of circumstances and unforeseen cases.

- Widened salary ranges from GS-11 through GS-16 to correspond with ranges below GS-11.
 - o GS-11 through GS-14: 10 rates replace 9.
 - o GS-15: 10 rates replace 8.
 - o GS-16: 9 rates replace 5 (nine rates at GS-16 and continuing five rates at GS-17 keep these ranges below single rate for GS-18).

- Additional changes in postal salary system, such as an improved method for setting pay of fourth class postmasters, will be discussed by representatives of the Post Office Department.

CHART IX A. CLASSIFICATION ACT:
PRESENT, SCHEDULE II, AND PRESIDENT'S PROPOSED SALARY RANGES

<u>GS</u>	<u>Present</u>	<u>Schedule II</u>	<u>Proposed</u>	<u>GS</u>
1	\$ 3,245--4,190	\$ 3,305--4,250	\$ 3,305--4,250	1
2	3,560--4,505	3,620--4,565	3,620--4,565	2
3	3,820--4,830	3,880--4,900	3,890--5,060	3
4	4,110--5,370	4,215--5,475	4,350--5,655	4
5	4,565--6,005	4,690--6,130	4,855--6,295	5
6	5,035--6,565	5,235--6,810	5,400--7,020	6
7	5,540--7,205	5,795--7,550	5,985--7,785	7
8	6,090--7,935	6,390--8,280	6,630--8,610	8
9	6,675--8,700	7,030--9,100	7,310--9,515	9
10	7,290--9,495	7,690--9,985	8,040-10,470	10
11	8,045-10,165	8,410-10,650	8,850-11,505	11
12	9,475-11,995	9,980-12,620	10,600-13,795	12
13	11,150-14,070	11,725-14,805	12,575-16,355	13
14	12,845-16,245	13,615-17,215	14,770-19,180	14
15	14,565-17,925	15,665-19,270	17,160-22,290	15
16	16,000-18,000	16,000-18,000	19,735-24,975	16
17	18,000-20,000	18,000-20,000	22,445-25,445	17
18	20,000	20,000	25,500	18

CHART IX B. POSTAL FIELD SERVICE:
PRESENT, SCHEDULE II, AND PRESIDENT'S PROPOSED SALARY RANGES

<u>PFS</u>	<u>Present</u>	<u>Schedule II</u>	<u>Proposed</u>	<u>PFS</u>
1	\$ 3,595--5,025	\$ 3,690--5,120	\$ 3,820--5,250	1
2	3,905--5,390	4,010--5,495	4,135--5,675	2
3	4,230--5,825	4,345--5,940	4,480--6,130	3
4	4,565--6,325	4,690--6,450	4,855--6,615	4
5	4,965--6,780	5,085--6,955	5,245--7,170	5
6	5,365--7,345	5,500--7,535	5,675--7,765	6
7	5,805--7,560	5,950--7,750	6,140--7,985	7
8	6,285--8,175	6,440--8,375	6,650--8,630	8
9	6,805--8,830	6,965--9,080	7,190--9,350	9
10	7,395--9,600	7,650--9,900	7,980-10,365	10
11	8,045-10,165	8,410-10,650	8,850-11,505	11
12	8,840-11,200	9,270-11,710	9,820-12,745	12
13	9,725-12,325	10,210-12,890	10,875-14,160	13
14	10,705-13,545	11,240-14,200	12,060-15,705	14
15	11,780-14,900	12,370-15,650	13,385-17,390	15
16	12,955-15,965	13,625-16,775	14,840-19,295	16
17	14,260-17,550	15,000-18,465	16,455-21,405	17
18	15,500-18,500	15,500-18,500	18,250-23,740	18
19	16,750-19,250	16,750-19,250	20,245-24,970	19
20	18,000-19,500	18,000-19,500	22,445-25,445	20

CHART IX C. VETERANS' ADMINISTRATION, MEDICINE AND SURGERY:
 PRESENT, SCHEDULE II, AND PRESIDENT'S PROPOSED SALARY RANGES

<u>Grade</u>	<u>Present</u>	<u>Schedule II</u>	<u>Proposed</u>	<u>Grade</u>
<u>Physician and Dentist Schedule</u>				
Director	\$16,000-19,000	\$16,000-19,000	\$19,735-24,975	Director
Executive	15,250-18,750	15,250-18,750	18,405-23,940	Executive
Chief	14,565-18,405	15,665-19,785	17,160-22,290	Chief
Senior	12,845-16,245	13,615-17,215	14,770-19,180	Senior
Intermediate	11,150-14,070	11,725-14,805	12,575-16,355	Intermediate
Full	9,475-11,995	9,980-12,620	10,600-13,795	Full
Associate	8,045-10,165	8,410-10,650	8,850-11,505	Associate
<u>Nurse Schedule</u>				
Asst. Director	\$12,845-16,245	\$13,615-17,215	\$14,770-19,180	Asst. Director
Chief	11,150-14,070	11,725-14,805	12,575-16,355	Chief
Senior	9,475-11,995	9,980-12,620	10,600-13,795	Senior
Intermediate	8,045-10,165	8,410-10,650	8,850-11,505	Intermediate
Full	6,675--8,700	7,030--9,100	7,310--9,515	Full
Associate	5,820--7,575	6,090--7,890	6,315--8,205	Associate
Junior	5,035--6,565	5,235--6,810	5,400--7,020	Junior

CHART IX D. FOREIGN SERVICE:
 PRESENT, SCHEDULE II, AND PRESIDENT'S PROPOSED SALARY RANGES

<u>Class</u>	<u>Present</u>	<u>Schedule II</u>	<u>Proposed</u>	<u>Class</u>
<u>Foreign Service Officers</u>				
1	\$18,975-19,650	\$18,975-19,650	\$23,650-25,500	1
2	15,900-18,900	15,900-18,900	19,095-22,905	2
3	13,440-16,110	14,265-17,085	15,460-18,550	3
4	11,150-13,340	11,725-14,035	12,575-15,095	4
5	9,315-11,145	9,695-11,615	10,300-12,370	5
6	7,705--9,235	8,090--9,680	8,505-10,215	6
7	6,475--7,765	6,810--8,160	7,100--8,510	7
8	5,540--6,650	5,795--6,965	5,985--7,185	8
<u>Foreign Service Staff Officers and Employees</u>				
1	\$13,440-17,000	\$14,265-18,025	\$15,460-20,095	1
2	11,150-14,070	11,725-14,805	12,575-16,355	2
3	9,315-11,755	9,695-12,255	10,300-13,405	3
4	7,705--9,745	8,090-10,210	8,505-11,070	4
5	6,910--8,980	7,295--9,455	7,605--9,900	5
6	6,225--8,115	6,570--8,505	6,810--8,835	6
7	5,610--7,320	5,890--7,645	6,095--7,895	7
8	5,060--6,590	5,270--6,845	5,445--7,065	8
9	4,575--5,930	4,715--6,110	4,870--6,310	9
10	4,110--5,445	4,215--5,525	4,350--5,655	10

CHART X. COSTS (in millions of dollars)

	<u>Schedule II*</u>		<u>President's Proposal</u>		<u>Randall Panel Proposal for Executive Branch</u>	
	<u>Fiscal 1964</u>	<u>Full Year</u>	<u>Fiscal 1964</u>	<u>Full Year</u>	<u>Fiscal 1964</u>	<u>Full Year</u>
Classification Act	\$140	\$280	\$181	\$362		
Postal Field Service	41.5	83	58	116		
Veterans Admin., Med. & Surg.	4.5	9	7.5	15		
Foreign Service	3.5	7	7.5	15		
Total, 4 systems	\$189.5	\$379	\$254	\$508	\$4.2	\$8.4

* As estimated at time of enactment.

There are many Federal
pay bills which altogether
form the subject of this
week's hearings before House
Post Office & Civil Service.

The two basic bills are
HR 7552 (Administration bill),
& HR 7814 (introduced by
Mr. Morrison & providing
higher benefits for the
lower grades).

Beth