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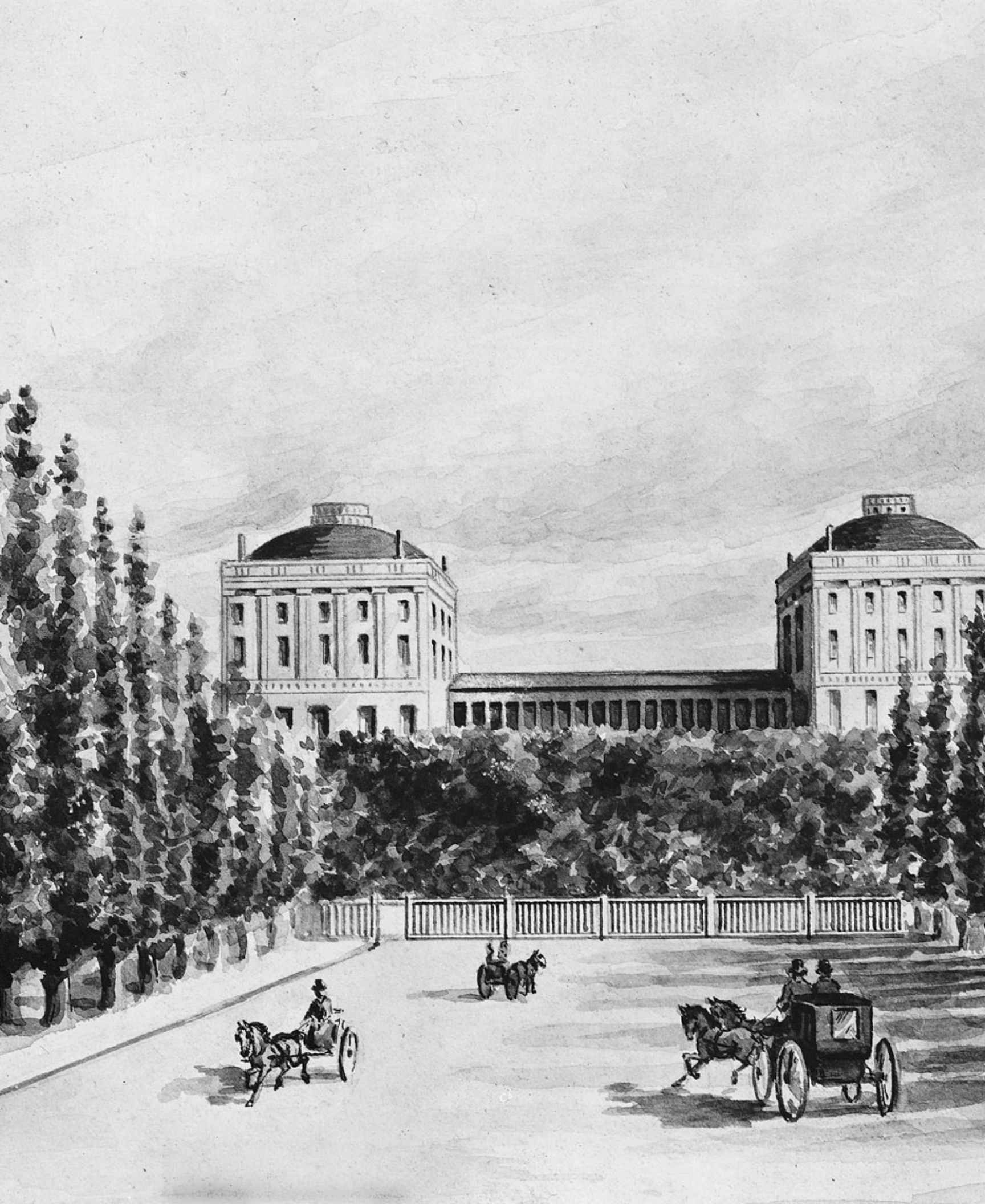
The background of the cover is a photograph of the United States Capitol building in Washington, D.C. The image shows the iconic white dome with its statue on top, and the surrounding neoclassical architecture with columns and arches. The sky is a clear blue, and some bare tree branches are visible in the upper right corner. The text is overlaid on this image.

112th Congress Edition

Hit the Ground Running

MEMBER BOOK

Eric Cantor
House Republican Whip



Congratulations on your election and welcome to the U.S. House of Representatives!

To assist you in preparing for the 112th Congress, I would like to share this guide called *Hit the Ground Running*. The goal of this document is to provide you with information that will help you become an effective member from day one. When I came to Congress, I found this guide, which was first prepared by former Majority Leader Dick Armey, to be an invaluable resource full of local knowledge. Rep. Roy Blunt took over developing this guide when he assumed the Majority Whip post in 2003 and has added years of valuable insight to it. I am delighted to continue Rep. Dick Armey's and Rep. Roy Blunt's tradition of providing this to our newest colleagues.

Hit the Ground Running offers insight into virtually every aspect of your congressional office. It provides you with the basics on the transition from candidate to member, how to hire your staff, set up your Washington and district offices, undertake legislative projects, manage press, move office mail, and most importantly—set and attain your goals. It offers valuable suggestions that have worked well in my own office as well as in the offices of other successful Republican members.

A new member's first term is critically important, especially for those whom have just won with a narrow margin. This manual is designed to get you on the right track right off the bat and will help you avoid common early mistakes and pitfalls. This will translate into your becoming an effective member of Congress quickly and your constituents, and the country as a whole, will benefit.

During the next few weeks, you will be inundated with packets of information from think tanks, special interest groups and grassroots organizations. Before delving into that material, you may want to first take some time to thoroughly read this document. We also suggest that you keep this book in your office. Many members continue to reference this document throughout their time in Congress.

Most importantly, please contact me or a member of my staff with any questions you may have at (202) 225-0197. We are here to help you. Please remember that no matter how big or small an issue, we are always here to help.

Again, congratulations on your well-earned election victory. I look forward to working with you on behalf of the American people and helping you become an effective freshman member of Congress.

Sincerely,



Eric Cantor
House Republican Whip

ACKNOWLEDGEMENTS

Both the Member Book and the Staff Book, which make up the entirety of *Hit the Ground Running*, are more than just documents. Behind the pages full of advice and counsel are people eager to help you. The leadership, the members of the House Republican conference, and their staffs, are determined to help you become a successful member of Congress.

Among the many helping hands who spent countless hours providing research, guidance, testimonials, and best practices, we would like to specifically thank:

Jo Marie St. Martin, Anne Thorsen, Danielle Maurer, and Trevor Kolego
Rep. John Boehner's leadership office

Katie Strand, Josh Pitcock, Ericka Anderson, and Emily Seidel
Rep. Mike Pence's leadership office

Office of the House Parliamentarian

Rep. Steve Austria and his chief of staff, Mike Smullen

Rep. Jo Bonner and his chief of staff, Alan Spencer

Rep. Jason Chaffetz and chief of staff, Justin Harding

Rep. Tom Cole and chief of staff, Sean Murphy

Rep. Mike Conaway and chief of staff, Richard Hudson

Rep. Geoff Davis and chief of staff, Armstrong Robinson

Rep. Gregg Harper and his chief of staff, Michael Cravens

Renee Hudson, chief of staff, IN-03

Rep. Leonard Lance and his chief of staff, Todd Mitchell

Rep. Kevin McCarthy and his chief of staff, James Min

Rep. Tom McClintock and chief of staff, Igor Birman

Rep. Buck McKeon, his chief of staff, Bob Cochran, and his district director, Bob Hauter

Rep. Pete Olson and his chief of staff, Steve Ruhlen

Rep. Bill Posey and chief of staff, Tonnie Wybensinger

Rep. Tom Rooney and his chief of staff, Brian Crawford

Rep. Phil Roe and his scheduler, Mary Randolph Carpenter

Rep. Mike Rogers (MI) and his chief of staff, Andy Keiser

Rep. Peter Roskam, his chief of staff, Steven Moore, Dean Thompson, and Gerrit Lansing

Rep. Paul Ryan and his chief of staff, Joyce Meyer

Rep. John Shimkus and his chief of staff, Craig Roberts

Rep. Adrian Smith and his chief of staff, Jeff Shapiro

Rep. Mike Turner and his chief of staff, Betsy Hawkings

Rep. Lynn Westmoreland and his chief of staff, Chip Lake

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Rep. Eric Cantor's Whip Office (202) 225-0197
Rep. Mike Pence's Conference Office (202) 225-5107
Rep. Kevin McCarthy's Chief Deputy Whip Office (202) 225-2915

Helpful Phone Numbers:

Administrative Counsel (202) 225-6969
Commission on Congressional Mailing Standards (franking) (202) 226-0647
Committee on House Administration (202) 225-8281
Committee on Rules (Republicans) (202) 225-9191
Committee on Standards of Official Conduct (ethics advice) (202) 225-7103
Congressional Research Service (CRS) (202) 707-5700
First Call (office services) (202) 225-8000
House Finance Office (202) 225-7474
House Information Resources (HIR) (202) 225-9276
House Operator (202) 225-3121
House Telecommunications Office (202) 226-4101
Office of Payroll, Personnel, and Benefits (202) 225-1435

Helpful Websites:

Rep. Eric Cantor's Whip Office RepublicanWhip.House.Gov
Committee on Rules (Republicans) Rules-Republicans.House.Gov
Library of Congress (Thomas) Thomas.Gov
Office of the House Clerk Clerk.House.Gov
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Hit the Ground Running Explained: How to Read and Use this Guide

Hit the Ground Running is not designed to be read just once. We encourage you to continually reference this document and its contents throughout your time as a member of Congress.

THE MEMBER BOOK

The first book of *Hit the Ground Running* is designed specifically for you, the member. You should start and end here. To help you tackle your upcoming challenges in the order they will present themselves, the Member Book has been divided into three chronological parts:

- A. Election Day to Orientation
- B. Orientation to Swearing-In, and
- C. Swearing-In to the End of Your First Year

We recommend that you read through these sections in the order they are presented. These chronological sections are designed to help you prioritize your time effectively from now until the end of 2011.

THE STAFF BOOK

The second book of *Hit the Ground Running*, and the larger of the two, is a detailed compilation of best practices geared towards helping your chief of staff build a congressional office that accomplishes your goals and operates efficiently and effectively. We recommend that you hand this book to your new chief of staff as soon as he or she is hired.

If you are interested in exploring any of the information contained in the member book in more detail, the staff book can act as an in-depth reference guide for you. In order to best maximize your time, however, thorough studying of the staff book should be left to your new chief of staff and the remaining staff you hire. This strategy will keep you focused on the big picture and your staff focused on implementing your goals.

Member Book

Executive Summary

SECTION A: ELECTION DAY TO ORIENTATION

This section will help you begin the transition from citizen to member of Congress, taking you from the early days following your election to the eve of new member orientation, beginning Sunday, November 14th. In these five chapters, we will cover what to expect at the upcoming freshman orientation, how to determine your initial goals as a member-elect, preview the House Republican organizational conference and leadership elections, provide you with key first steps towards hiring your chief of staff, and finish with “Do’s and Don’ts” that you should utilize as a checklist for the next two weeks.

SECTION B: ORIENTATION TO SWEARING-IN

The lengthiest section of the Member Book covers arguably the most critical time period for ensuring that you hit the ground running. These eleven chapters provide an in-depth look at setting up your office and preparing for day one as a newly sworn-in member of Congress.

We begin with an outline of the House Republican organizational conference and leadership elections. Next, we turn back to the process of hiring your chief of staff—what questions to ask of him or her, key characteristics to look for, and accountability measures to employ. Once you have a chief in place, begin looking at the committee assignment process and what your legislative focus will be and the operations of your congressional office.

Lastly, we pivot to matters dealing with family dynamics and offer information on helping them with the transition. We also offer advice on where to live, how to plan a swearing-in party, and finish with another “Do’s and Don’ts” checklist. This can be an overwhelming section if read at all once, so take your time moving through it.

SECTION C: ORIENTATION TO SWEARING-IN

This section is written for when you’ve shed the title of member-elect and are an official member of the 112th Congress. This material covers the period of time from swearing-in until the end of 2011.

We provide substantive information on mastering the basic responsibilities of a member of Congress. Specifically, we highlight key dates to keep in mind during the calendar year and walk you through what to expect during the hectic week of swearing-in, making it more manageable and less overwhelming. Then, we introduce procedures that will teach you how to become an effective member on the floor, and key tips towards maximizing your role on a committee.



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Election Day to Orientation (November 2 – November 14)

INTRODUCTION

You've just won your election... Now what?

This section will help you begin the transition from citizen to member of Congress, taking you from the early days following your election to the eve of new member orientation, beginning Sunday, November 14th.

In the five chapters ahead, we will cover what to expect at the upcoming freshman orientation, how to determine your initial goals as a member-elect, preview the House Republican organizational conference and leadership elections, provide you with key first steps towards hiring your chief of staff, and finish with "Do's and Don'ts" that you should utilize as a checklist for the next two weeks.

As a member-elect, remember that the staff of Rep. Eric Cantor's leadership office is here to help you. It's the leadership office's job to ensure that you hit the ground running so that you are equipped to execute the job your constituents elected you to do.

CHAPTER 1

What to Expect**Insider Tip**

As a member-elect, there are specific rules as it relates to private plane travel, cab rides, gifts, etc and while you are not yet a member, and most rules that apply to members do not yet apply to you, you should make every effort to stay within the ethical guidelines.

First of all, enjoy your victory. You are about to become one of just over 11,000 Americans in our great nation's history to become an elected member of the United State House of Representatives. The next few months will be some of the most rewarding and stressful of your life, and you will begin receiving countless amounts of information from various sources.

Only a few of the many information packets that you receive are critically important for you to read thoroughly.

PLANNING FOR FRESHMAN ORIENTATION

Freshman orientation will commence on Sunday, November 14, and conclude Friday, November 19. Once you have finalized your travel plans, please convey that information to the Committee on House Administration at (202) 225-8281. They will arrange for you to be picked up at the airport upon arrival.

Insider Tip

It's a good idea to schedule your flights for freshman orientation to arrive into D.C. early to mid-afternoon on Sunday and depart no earlier than Friday evening.

During the next two weeks will be determining who you wish to bring with you to orientation. The Committee on House Administration will pay airfare and hotel expenses for you and one "designated aide."

Spouses are also welcome to join you for orientation. It's a great way for your spouse to acclimate to D.C., build relationships with other spouses, and set expectations. There will be a special program specifically for spouses at the orientation, and they are welcome to attend all official and most political events. However, the Committee on House Administration does not pay for your spouse's airfare or travel-related expenses. Per Federal Election rules, it is within the rules on ethics for your campaign to pay for your spouse's travel.

Finally, you will be staying at the L'Enfant Plaza Hotel in the heart of L'Enfant Plaza. The area is convenient to the D.C. Metro (subway system), and taxi cabs are always available. In other words, there is no need for you to rent a car; transportation will be provided to official activities.

Freshman Orientation Week

DRAFT SCHEDULE

The timeline below is meant to give you a brief snapshot of what to expect during orientation week. During the next few days, you will receive a comprehensive packet of information from the Committee on House Administration outlining orientation week. As one former freshman once said, “Orientation kind of feels like two-a-day football practices in the middle of August in West Texas.” So, brace yourself for a taxing week, with a lot of information coming at you. At the same time, this will be an exciting week for you and your spouse.

SUNDAY, NOVEMBER 14

Once your escort delivers you to the hotel, you will be checked in, given your official BlackBerry, and handed the official schedule of the week’s activities.

Hopefully you will have a little down time before a bipartisan welcome reception, followed by a Republican member-elect dinner with the 111th Congress House Republican Leader, John Boehner.

Insider Tip

Orientation week is extremely busy, so get a good night’s sleep on Sunday.

MONDAY, NOVEMBER 15

Monday’s bipartisan program is run by the Committee on House Administration. Weather permitting, you will have your class photo taken on the House steps. Next, you will learn about the nuts and bolts of the House: computer systems for your new office, health care plans, member pay and benefits, your office budget, how to set up your congressional offices, ethics, legal liabilities, and more. In addition, you will learn about a variety of departments and services available to new members from the Chief Administrative Officer (CAO). Monday evening is reserved for a bipartisan dinner with the 111th Congress Speaker of the House, Nancy Pelosi, as well as other potential events.

TUESDAY, NOVEMBER 16

Tuesday begins with general information sessions followed by a working lunch with the ranking member of the 111th Committee on House Administration, Rep. Dan Lungren (R-CA). This will conclude the Committee on House Administration's portion of the orientation schedule.

The afternoon will be filled with training sessions put together by the Republican leadership. Here you will learn more about the importance of setting your goals, hiring a competent and complementary staff, communicating with your constituents, and learning about what a typical member's schedule looks like.

Tuesday evening will be a Republican member-elect dinner with the 111th Congress House Republican Whip, Eric Cantor, and Chief Deputy Whip, Kevin McCarthy, as well as numerous other social events both before and after dinner.

WEDNESDAY, NOVEMBER 17

Wednesday will begin with an orientation program hosted by the National Republican Congressional Committee (NRCC). There you will learn about what the campaign committee does, how to interact with the committee, and some of the things that are expected of new members of the House Republican conference.

Note: A program for spouses is currently expected to take place from 9:00 a.m. - 12:00 p.m. on Wednesday.

Wednesday afternoon will be reserved for the House Republican organizational conference. This meeting will include GOP leadership elections, freshman leadership elections, designations of the new Steering Committee regions, the Steering Committee regional representative elections, and a brief discussion of the rules for the 112th House Republican conference.

Wednesday evening will be a bipartisan reception at the U.S. Botanical Gardens. This is a great way to build relationships with both new and current members of Congress—on both sides of the aisle—in a casual setting. It is usually one of the highlights of the week.

THURSDAY, NOVEMBER 18

Thursday will begin with the continued organizational conference and votes on the conference rules, and any amendments offered. Other events are also possible throughout the day. Note: The organizational conference could also spill into Friday, if needed, though that is unlikely.

FRIDAY, NOVEMBER 19

Friday is the day you have been waiting for—office selection. Offices will become available for new members to view sometime late in the day on Thursday and the lottery, itself, will be conducted Friday morning on a bipartisan basis. You or your representative (designated aide, future staff member, spouse, family member, friend, etc.), will pick a random number out of a box. The numbers will be ordered for however many people are in your class and the numbers drawn will determine the order you select your office. Office space is assigned to members according to seniority by class, meaning the freshman class is last in line for room selections.

The rest of the morning will be reserved for you to tour open offices, followed by a selection time where you will officially pick your new office. Please keep in mind that current members will still be in their offices and some of them may have recently lost their re-election. So please be mindful of this and respectful as you tour the offices.

Immediately following office selection, you will be taken to another room to select new carpet and drapes (if applicable), determine the set-up of your office, and sign up any vendors you may have decided upon. Following office selection, freshman orientation week will conclude.

OFFICE SPACE DURING ORIENTATION

While you are in Washington for orientation and the organizational conference, each member-elect will be given a small work area in the Rayburn House Office Building (also known as the freshman “service center”). The service center is established by the Committee on House Administration and is tentatively scheduled to be open from Monday, November 15, until Friday, November 19, 2010, between the hours of 9:00 a.m. - 5:00 p.m.

You will be able to use the service center to make and field telephone calls and to conduct job interviews. More details about the service center will be provided by the Committee on House Administration. For more information, contact the committee at (202) 225-8281.

Insider Tip

If you are unable to attend the office lottery, make sure someone is there with written permission to represent you at the drawing to determine your selection order. Otherwise, your name will be placed at the bottom of the list. A low lottery number could make a huge difference in the type of office available.

Insider Tip

This area is extremely small (about the size of a work cubicle) so some members-elect choose to make arrangements to work out of the office of a retiring member, a member of their state delegation, or another incumbent member.

CHAPTER 2

Determine Your Goals**Insider Tip**

Establish short term and realistic goals prior to hiring a chief of staff. If you start hiring before establishing even basic goals, you will be flying blind during the interview process.

Webster's Dictionary defines a goal as "the result or achievement toward which effort is directed." Your goal for the last year has been to earn the right to represent your congressional district and its constituents. You've achieved that goal. Now, in order to be successful as their representative, you need to establish short and long term goals as you determine what type of member of Congress you want to be.

The House of Representatives was designed to be representative of the popular will of the American people. It still fulfills the Founders' original intent today as you will find a wide array of people in the House representing vastly different congressional districts. As a result, no one set of goals is the same for two members.

Now is the time for you to formulate your own goals, deciding on what you want to accomplish as a member of Congress, and how best to represent your district.

Of course, your goals will be altered and updated as your congressional career progresses, but establishing basic goals now will provide a clear course of action during the first few months of your first term. We suggest putting your goals in writing. The more tangible they are, the easier it is to review and revise your goals in the future. Once you have your goals written down, put them in order of priority and discuss them with a small group of people whom you trust.

The following general tools will help you determine your goals as a member of Congress. Remember, each member-elect's goals will be unique to him or her.

FACTORS TO CONSIDER WHEN SETTING YOUR GOALS

Campaign Promises

The first thing you need to do when setting your goals is to think of any campaign promises you made. Did you promise to be a leader on a piece of legislation or a certain issue? Did you promise to run your district office in a certain way? Or did you promise to build relationships with certain national leaders? Needless to say, it is essential that you do everything in your power to fulfill your campaign promises.

Your Management Style

Your management style will determine what goals you can realistically set. Some members are micromanagers, wanting to know every detail of the administrative and legislative process within their office. Consequently, micromanagers usually have to resign themselves to fewer bigger picture items and tend to have their goals defined by the day-to-day work in a congressional office.

Conversely, members who delegate responsibility enable their staffs to be active on many projects at once. These members tend to have more time to dedicate to bigger projects such as legislation, local and national issues of importance, committee work, and politics. Members who delegate must have accountability mechanisms built in place within their office structure.

Your Strengths and Weaknesses

Following your election, it's a good idea to sit back, think about your personality, and consciously understand your strengths and weaknesses. Goals should be decided with those strengths and weaknesses in mind.

Above all else, be realistic. You will not be able to do everything. You should focus on how you can best utilize your time and effort in furthering your goals. Too many goals, tasks, projects, and promises can leave a staff exhausted and unable to complete each goal effectively. The result could be low morale within your office and a perception of ineffectiveness or chaos outside your office.

Your Political Security

Members-elect who have just emerged from tough elections may want to devote more time during the first term to building their community base. A strong constituent relations program, communications plan, targeted mail outreach program, and community outreach effort are a must to bolster your standing with constituents.

The District

To be an effective representative, you must thoroughly understand the interests and concerns of your constituents. You proved you have a good foundation in this area by your victory on election day, but now is the time to delve deeper into what your constituents are interested in and concerned with, and what type of representative they are expecting you to be.

Also, different types of districts require different types of goals. A member with a more conservative seat will have different goals and priorities than a member with a more moderate seat.

TYPES OF GOALS

Members like Rep. Shelley Moore Capito (WV-02), Rep. Peter Roskam (IL-06), and Rep. Paul Ryan (WI-01) are all proven leaders in goal setting and have contributed to this book. Don't be afraid to reach out to veteran members for their advice regarding specific types of goals. The following list includes common types of goals. This list is by no means exhaustive, but rather just a few examples to help get you started.

Constituent Services Goals

Every member should strive to establish a top notch constituent services operation. Strong constituent services are a core goal for any successful office. This includes communicating with your constituents.

District Goals

Every member needs to establish close ties with their constituents at home. Goals for your district may be easy to quantify, such as: visiting every county or every community in the district "x" times during the first six months; holding "x" number of town hall meetings or tele-town halls during the first six months; sending constituents a questionnaire at least once a year; and holding "x" editorial board meetings during the first six months, to name just a few.

Legislative Goals

There are two different types of legislative goals. The first involves specific pieces of legislation. Here, you will introduce specific legislation, dedicate both you and your staff's time and resources towards getting that piece of legislation passed or heard, and communicate its importance on a local, state, and national level.

The second type of legislative goal involves establishing yourself as an expert on a certain issue or set of issues. The personal experiences you bring with you to Congress can be extremely valuable draw on those experiences to first develop a known expertise within Congress and, as time develops, expand your expertise to a national level.

When identifying either type of legislative goal, it's a good idea to keep in mind whether the goal addresses a real and significant problem, whether the problem can be corrected with legislation (or deserves some other non-legislative remedy), and whether the goal advances the interests of your district and the nation as a whole. If your legislation creates a new program, or increases spending, stop and ask yourself if it's worth borrowing 40 cents of every dollar spent.

Insider Tip

Don't be afraid to work on legislation or issues that are outside your committee assignments. Committee chairmen, ranking members, and staff are often helpful to those working on issues within their jurisdiction, even if they are not a member of the committee.

Insider Tip

Make a point to meet with each leadership office - both the member and their senior staff. Because House leaders are charged with driving the agenda, they are in a unique position to help you elevate your profile and realize your goals.

Relationship Goals

You should have a goal of building as many relationships as you can during your first year in Congress. Relationships include those with members of your class, senior members, leadership, and members of the Democratic Caucus. Developing strong relationships with your colleagues and their staffs is one of the many keys to becoming a successful member of Congress.

Team Goals

You are now a member of the House Republican conference and will likely be a member of multiple committees and caucuses. Much of your time in Washington will be spent participating in team goals. Take into account what will be asked of you by the elected leadership, your chairmen/ranking members, and your fellow colleagues. They may ask you to lead floor debate, record a weekly address, chair a hearing, give help to another member, etc. This will take up a lot of your time as a member, so build these goals into your own matrix. In fact, be proactive—don't wait to be asked to help out the team.

QUESTIONS TO ASK YOURSELF AS YOU DETERMINE YOUR GOALS

- Does the goal advance the interests of my congressional district?
- Is the goal in sync with the political, economic, and social environment of my district?
- Is the goal consistent with my campaign promises?
- Is the goal achievable by a freshman member of Congress?
- Is the goal achievable based on my own managerial style and personal strengths and weaknesses?
- What is the timeline for completion of this goal?
- Is this a goal that I will remain dedicated to or get bored with?
- How will I keep the staff (and myself) accountable in achieving this goal?
- Which constituencies and interest groups will support my goal and which will oppose it?
- Is the goal achievable with the staff I've hired?

Rising Sophomore Testimonials

Now that we have laid out recommendations for goal setting, three Republican members from last Congress's freshman class, with vastly different districts, will share their own personal experiences for goal setting as a member-elect.

CONGRESSMAN PETE OLSON (TX-22)

Dear Member-Elect:

It's important to make a fair and honest assessment of what you need to accomplish in your first term. And you won't be able to accomplish those goals unless your staff understands them and you trust them to carry it out. Make sure that you communicate your primary goals to your staff as a whole, and then delegate to your chief of staff for implementation. It is vital that your congressional operation understand your motivations as well as the goals that will drive your first term in Congress. Do this face-to-face with your staff, perhaps holding a meeting in Washington with the district staff on a conference line, and then briefly repeating the meeting with your district staff when you are back home. It won't hurt to hear the same message twice – it will make clear your goals.

First Things First. Your success – and your future – is going to depend upon you and your staff's ability to take care of what matters most – the people you represent. Your immediate baseline goals should be: A 100% office commitment to constituent services, no excuses. You are shooting for a total satisfaction record. Think of yourself as a struggling small business: your customers don't want excuses, they want service and results. Regardless of what they call you about, once they call you, it is a "federal" issue – and it's yours. If it's something their state representative should handle, your staff shouldn't give them the phone number – they should personally connect them with that office. Your staff must understand that completely. Making good on the promises you made. Tackle the issues – big or small – you told your constituents you would. This must be a core of your district communications effort.

Teamwork. I can't emphasize enough how much my first two years here underscored the necessity and importance of teamwork to realizing your goals, both within and out of the office. Your success is intertwined with our conference's: the more you look for ways to help your teammates, the more you will be helping yourself. I think you will find that the pursuit of your goals will be like anything else worthwhile in life: it will be done through the daily blocking and tackling, not the spectacular big play.

Create Your Support Group(s). You can't get where you want to be on your own. Establish a network of member friends, industry representatives - especially those who represents many of your constituents, and experts in think tanks; seek out and meet 'old party hands' to help give you advice on navigating through Congress. The amalgam of information and wisdom you receive will save you a lot of time in pursuing your goals.

Being an active member of internal and ancillary organizations - committees, leadership, congressional political arms, caucus groups – can highlight your effectiveness and commitment. Just make sure what you join fits into your goal attainment plan. And make sure you can make your commitment of time and energy to the group.

The Importance of Staff. I recall a former member telling me that a good part of his success in getting what he needed from his committee was keeping close with the committee staffers. He didn't worry too much about buttonholing his committee chairman, as long as he kept the chairman's principle aids aware of his needs and offered his assistance in committee matters. The fact was that his chairman was busy and couldn't keep track of every request, but the staff did and they remembered him when it was important.

His success was really based on the Golden Rule: treat everyone with courtesy, especially staff. I may have a biased perspective, having been a former Hill staffer, but I know what they can do and how they can help, especially a new member's office. You will be surprised to find how much you can accomplish by paying as much attention to committee and Leadership staff, as well as staff from other offices, as to your fellow colleagues. Remember, these are the people that make the system run. They have a tough job, so let them know you appreciate their work. You will find in time that staffers can do much to help you in small and not-so-small ways.

Committee Goals. You need to keep your interests, but you need to keep your district's foremost in mind. Think about the long-term: what are the best committees to represent your constituents? In the short-term, you may not serve on that "A" committee that matters to your district, but there are ways to work around that. Get to know the members who are on the committee, especially other freshmen, sophomores, perhaps a colleague from your state delegation who serves on the committee – they can all be helpful in moving your agenda.

Look for ways the committees to which you are assigned to can help your district. Often you will find that there are opportunities to highlight an issue within your committee's jurisdiction. And charge yourself and your staff with ways you can help your subcommittee and committee ranking members/chairmen.

If you are looking to move to a more exclusive committee in the future, remember that there are no short cuts. First, for your own good, ensure that moving to another committee is going to be relevant and helpful to your district. Don't make yourself irrelevant to the people who sent you here. Second, you are part of a large class, and while you may have a lot of competition to get on the committee you desire, remember that this is a team game. Be there for your team in every way you can and you will be noticed by your colleagues. Help our leadership in whipping votes, pushing initiatives, and national messages. And do not neglect your current assignments. If you are trying to stake out a position on a high level committee, your current performance will be noted by those in the leadership, as well as your potential ranking member/chairman. Make sure you are showing up in committee hearings and asking good questions.

You've Got Talent. Just because you aren't on that dream committee for the time being, it doesn't mean that you have to sideline your personal talents. Use your experience within the conference, whether you're on a committee of jurisdiction or not, to help your Republican colleagues better understand an issue. We came up here to use our real world experience to make Washington respond to the people. Your experience is an important contribution.

For example, our colleague Rep. Chris Lee of New York, serves quite effectively on the Financial Services Committee. However, he's used his background in manufacturing to take a leadership role in educating other members on complex trade and tax issues facing American employers—which is under the jurisdiction of the Ways and Means Committee.

Even though I am a former Naval aviator, I was a little surprised when senior colleagues on both sides of the aisle asked my opinion on technical items in defense bills even though I don't serve on the Armed Services Committee. My colleagues, however, knew of my background and experience and sought me out, and that has helped me make relationships in the House.

And on a larger scale, I am convinced that House and Senate Republicans offered such a strong challenge to the Democrats' health care take-over because several of our colleagues are medical doctors. They helped us to better understand and debate the failings and fundamental flaws of ObamaCare. We may have lost that round, but their expertise is going to remain critical as we repeal and replace this assault on America's health care.

Believe me, contributing your expertise will make you valuable, and make you noticed by your senior colleagues.

Plenty of Room in the Tent (We Are In This Together). Balance between doing what is best for you and making sure that you are doing all you can for the team. For those of you who may be more moderate than the majority of the conference, your leadership won't forget you. If you find it difficult to support a conference position, make that known to leadership early on. They know what pressures you have in your district and they will work hard to help you. But it's important to work with the leadership in identifying and making clear your concerns. Your involvement may lead to a better outcome for the whole. Look for ways to help your team in building a consensus, and when you must oppose, don't catch your colleagues by surprise.

I joined the Republican Study Committee, a like-minded group of members whose counsel and information have been extremely important to me. If you are more moderate, the Tuesday Group is a similarly important component of our conference. You will broaden your friendships, interests, and influence through active participation in such groups. And as our conference gets bigger, it will be more important for members of different groups to find the best way to discuss and handle differences, while emphasizing our core beliefs of limited, effective government, simpler, fairer and low taxes, strong national defense, and maintaining America's preeminence. I see this as the duty of every one in our conference.

I hope that this has been helpful. Let me or any of the many new colleagues you now have know how we can help. We've been there before, and we're all travelling the same road together.

Very Respectfully,



Rep. Pete Olson

CONGRESSMAN TOM ROONEY (FL-16)

Dear Member-Elect:

Congratulations on your victory and welcome to the House Republican Conference. I know first-hand how emotionally and physically exhausted you must be from consecutive months on the campaign trail. Unfortunately, there is no rest for the weary in Congress. It is imperative you begin immediately strategizing how to make your freshman term as productive and effective as possible.

After defeating a scandal-plagued sitting member in 2008, I committed to bring integrity and stability back to Florida's 16th Congressional District. This was a campaign pledge I made and one of many that I promised to make good on. But, bringing "integrity and stability" back to a congressional office is a somewhat lofty and amorphous goal and not one with a standard blueprint for success.

After speaking with some veteran members of the House, I determined that my pathway to success on Capitol Hill would be driven by a few core principles: provide the best constituent services possible; effectively utilize franking to communicate with my constituents; and position myself as an issue expert when it came to the Laws of War and Constitutional Law. The first two are obvious and something that every single freshman member should do from day one. The third is somewhat specific to me because of my background, but the message remains the same for all members: do what you know and work on issues you are passionate about.

As a former Army JAG Prosecutor at Fort Hood, Texas, and a former instructor of Constitutional Law and the Laws of War at the U.S. Military Academy at West Point, NY, I knew that I wanted to serve on the House Armed Services Committee (HASC). A slot on HASC would provide me with a platform to legislate and debate in areas where I was already an expert. And with the Obama Administration's announced plan to close the Guantanamo Bay Naval Base, there undoubtedly would be opportunities for some high profile debates which I would relish.

HASC also allowed me the opportunity to work on an issue near and dear to my heart – combating Post Traumatic Stress Disorder (PTSD). My younger brother is a Marine who fought in Fallujah and Najaf and told me stories of the difficulties many marines face upon their return to base or even months or years after their return home. The military code lacks mandatory face-to-face screenings of returning war fighters and I told veterans groups during the campaign that I would address

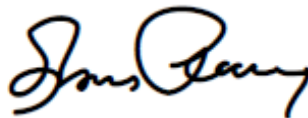
that problem. I had the privilege to meet freshman Democrat Mike McMahon (NY-13) at one of the freshman orientations where we became fast friends and immediately decided that we would work in a bipartisan way to reform how the military screens for PTSD. We introduced legislation, spoke at hearings, formed the Invisible Wounds Caucus, and ultimately had specific language included in the Defense Authorization Act that addressed our concerns with PTSD screening for returning combat veterans.

Additionally, I served as Assistant Attorney General for the State of Florida; therefore, a slot on the Committee on the Judiciary was another natural fit. I also secured a slot on the Committee on Agriculture, which is a very integral and appropriate committee for my district and my state. Growing up in suburban Philadelphia and Palm Beach, Florida, the closest I had come to farming and agriculture was shopping in the produce section at the super market. But for the five counties in my district that surround Lake Okeechobee, the Committee on Agriculture is preeminent in its importance. This just goes to show that you may not only utilize your strengths and background, but also do your due diligence for your specific constituency.

Keep in mind that I came to Congress with a very small freshman class and that many of you will not get the committee assignments that you request. However, not being on a committee of your preference should not prevent you from being involved in legislation that is specific to your interests, your district, or your constituents. I introduced 25 pieces of legislation during the 111th Congress on topics ranging from stopping Guantanamo prisoners from being transferred to prisons in the U.S., to anti-gang legislation, to flood insurance reform. Through legislation, I found a means to address the concerns of different constituencies in my district while also raising my profile with local and national media.

With all that said, I recommend you play to your strengths, while also keeping an eye out for opportunities that will directly benefit your constituents. It's difficult at times to strike this balance, but I've found it to be extremely beneficial not only in my profile amongst our leaders and House colleagues, but also among the most important people in any congressional office: the voter.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Rooney", with a stylized, cursive script.

Tom Rooney

CONGRESSMAN LEONARD LANCE (NJ-07)

Dear Member-Elect:

Congratulations on your victory. Now that you are U.S. Representative-Elect, one of the most important goals you should have is to begin to consider an aggressive constituent outreach plan.

In-office mail, franked mail newsletters, e-newsletters, and telephone town halls are just a few important ways new members of Congress can reach out to their constituents in the early months of the 112th Congress.

In-Office Mail: Immediately following your swearing-in ceremony, you will return to your new office and discover you have hundreds of constituent letters, faxes, and emails waiting for your response. Don't get behind on immediately responding to your constituents. I suggest hiring two legislative correspondents to handle your large volume of mail. This is more important than hiring legislative staff.

Franked Mail Newsletters: Just one month after taking office in 2009, I sent out 125,000 color franked mail newsletters to let my constituents know that my congressional office was "open for business." For about the cost of a first-class postage stamp, I was able to let constituents know about my new committee assignment and my new district office locations among other constituent services. Don't wait to pro-actively reach out to your constituents. You should plan on a franked mail newsletter immediately upon taking office.

E-Newsletters: E-newsletters are an effective, fiscally responsible way to contact your new constituents. While setting up an E-newsletter system can cost your congressional office up to \$10,000, actually sending the E-Newsletters costs nothing—quite a benefit. With more and more constituents using email as their primary communication tool, a congressional E-Newsletter program will allow to you immediately appear in their in-boxes.

Telephone Town Halls: Using your telephone for constituent outreach is a cost-effective way to communicate. For about \$3,000 per tele-town hall, you can reach out to 30,000 constituents and conduct a town hall-style meeting right from your desk in your congressional office. On average, more than 5,000 constituents participate in my telephone town hall meetings. And for those constituents who don't participate, I am able to leave a 30-45 second voicemail message that is personally tailored to the important issues of the day.

While you may have been elected to be a legislator, your reelection will greatly hinge upon your ability to provide top-notch constituent service. Your immediate focus should be on constituent service.

Sincerely,

A handwritten signature in black ink, appearing to read "Leonard Lance". The signature is written in a cursive, flowing style with a horizontal line extending from the end.

Leonard Lance

CHAPTER 3

Preparing for the Organizational Conference and Leadership Elections

Following their own general election wins on Tuesday, many incumbent members immediately began turning their attention to the new Congress. What will be my role in the new Congress? How will House Republicans organize in the new Congress?

That last question will largely be decided at the House Republican organizational conference during the week of November 15—purposefully designed to coincide with freshman orientation.

ORGANIZATIONAL CONFERENCE AGENDA

At the organizational conference, House Republicans will elect their leadership team, approve the new Steering Committee regions, elect their regional representatives to the Steering Committee, and adopt the 112th House Republican Conference Rules. The organizational conference usually lasts two days, with leadership and Steering Committee elections on day one (Wednesday, November 17) and Conference Rules on day two (Thursday, November 18). A third day is often reserved, in case the agenda runs long.

Note: Only members of the 112th Congress are allowed to participate and vote in this process. Members of the 111th Congress who are not returning may only attend the organizational conference, if they wish.

Freshman Elections

Freshman class elections will likely take place during day one of the organizational conference, following the leadership elections. The Republican freshman class will be given a separate meeting space to conduct their own organizational elections. Members-elect interested in running for an elected position in the freshman class should begin the process of reaching out to their colleagues during the next two weeks. Freshmen members have historically been responsible for electing at least three positions within their class:

1. Freshman Class President
2. Freshman Representative to the Steering Committee
3. Freshman Representative to the Policy Committee

Insider Tip

For those interested in running for a leadership position, we recommend you talk to incumbent members who have previously held these titles. During the 111th Congress, the freshman class was represented by Rep. Steve Austria (OH-07) as class president, Rep. Gregg Harper (MS-03) as Steering Committee rep, and Rep. Jason Chaffetz as Policy Committee rep (UT-03).

Leadership Elections

To be sure, campaigns for elected leadership are already under way. Over the next two weeks, you will be fielding calls from members who are actively running for a leadership post. We will discuss leadership elections in more depth in the next section but for now, keep an open mind. Some members will make commitments to vote for a certain member during this two week period, while others will not. What you decide is entirely up to you, but don't be afraid to ask questions of the members seeking your vote.

If you are interested in running for an elected leadership position yourself, begin engaging in this process by reaching out to your colleagues and organizing your own qualifications for leadership, as well as your vision for the 112th House Republican Conference and Congress. Members running for leadership get a head start during the next two weeks, so don't fall behind.

Note: It is rare, though not unprecedented, for freshmen members to run for an elected leadership position. Freshmen generally concentrate on leadership positions within their own class (previously outlined).

Steering Committee

Regional representatives are voted on by each designated Steering Committee region. Regions usually consist of 2-5 state delegations, encompassing 15-20 members. Each region decides on its own election process at the organizational conference, which is announced by the dean of the region (i.e. longest serving member of the region). For now, decide whether you want to run for a Steering Committee seat (freshman class representative or your regional representative), and be prepared to take calls from other members seeking these positions.

Conference Rules

The full Conference Rules are proposed and adopted following leadership elections, during day 2 of the organizational conference. Like all new Congresses, we will use the previous Congress's conference rules as our base text for the 112th Congress (see 111th Conference Rules in the appendix). Minor changes to update the rules will need to be made in order to reflect the new Congress. More substantive changes will be proposed by amendment, either by the elected leadership or by individual members. Expect the current Rules Committee ranking member, David Dreier, to announce an amendment process. Committee chairmanship/ranking member term limits, elected leadership positions, and guidelines on suspensions are all examples of substantive issues dealt with in prior years.

Key Take-Aways

- Leadership election campaigns have already begun—expect phone calls, keep an open mind, and don't be afraid to ask questions of those running.
- Make sure you know your likely Steering Committee region before attending the organizational conference. Regions from the 111th Congress are outlined in the upcoming chapter on Committee Assignments and the Steering Committee.
- Prepare your arguments and begin making calls if you are seeking a freshman elected position or an elected leadership position.
- Familiarize yourself with the 111th House Republican Conference Rules.

CHAPTER 4

Hiring a Chief of Staff, Part 1

WHY IS THIS SECTION IN TWO PARTS?

Hiring a chief of staff (COS) is the most important decision you will make as a new member of Congress. But, it's also a decision you shouldn't rush into. Your COS will be your most trusted confidant in your professional operation and will be the person responsible for helping you realize your goals as a United States Representative. Making a quick decision that proves poor can set your entire operation back. So, we strongly recommend that you begin to think about what kind of COS you need now, but wait to actually hire him/her until after you've arrived for freshman orientation, at least.

Therefore, we have split the discussion on how to hire your chief of staff into two chapters:

- Part 1 will guide your initial thoughts, before you arrive for orientation, on the type of COS you'll need, and
- Part 2, in the next section, will guide your interview process, final decision, and how to hold your COS accountable.

INTRODUCTION

As a new representative of nearly 700,000 constituents, your duties are now numerous and diverse, and the demands on your time are endless. As a result, the one thing that tends to paralyze a congressional office is micromanaging by the member.

Micromanaging doesn't work well in congressional offices. Your office will receive close to 1,000 pieces of mail, dozens of casework inquiries, and more than 100 invitations *each week*. During that same week, you will need to attend four or five committee meetings, give half a dozen statements or speeches, meet with numerous constituents and lobbyists, be briefed by staff on dozens of important issues and projects, cast votes on 25 bills and amendments, and talk with several reporters. On top of that, you must manage a staff of nearly two dozen people, handle an office budget of approximately \$1.5 million, and live as a frequent flyer.

Remember, it is your job to lead the office: setting goals, developing the strategy for achieving those goals, and delegating responsibilities to the staff. You, of course, can stay involved and informed, while allowing the staff to reach a high degree of productivity, but you can't do it all. While you will lead the staff as the member, you are not, nor should you be, the COS.

THE CHIEF OF STAFF POSITION

Your COS is the most senior staff member of your operation and should be put in charge of hiring and managing the entire staff, both in D.C. and in the district. A good COS has the ability to manage people as well as projects, understands press and political campaigns, has at least a general understanding of the legislative process, and possesses or is able to earn your complete trust.

In this environment, hiring the wrong COS, even if for a short time, can have tremendously negative effects. From building the wrong junior staff team, to an inefficient and ineffective office, to negative press in the district—all of which can distract from your goal of getting your congressional career started on the right foot. What follows are five keys to hiring your COS.

FIVE KEYS TO HIRING YOUR CHIEF OF STAFF

Insider Tip

Make sure you check multiple references before hiring your COS. Just because someone looks good on paper, doesn't mean they are who they say they are.

Insider Tip

Running a congressional office is much different than running a campaign—different goals, larger staff, longer-term budget, and a need for understanding mechanisms in D.C. An excellent campaign manager may or may not be an excellent COS, so take care to weigh these differences if you're considering hiring your campaign manager.

1. Don't fill other staff positions until you have a COS on board.

Once he or she is hired, let them begin the initial process of interviewing prospective job applicants and filling out the rest of your staff.

2. Take your time.

If you are replacing a Republican member of Congress, don't automatically hire the previous member's COS. They may ultimately be the right fit for you, but being a freshman member is much different than being a more senior member. Before interviewing and hiring a COS, you should have completed a preliminary analysis of your goals as a member of Congress as we described in the previous chapter. Your goals will determine the type of COS you need to be successful.

For example, a member whose main goal is to be a legislative leader will usually hire a COS who possesses strong legislative skills, can manage people well, and maintains good relationships on and off Capitol Hill. Conversely, if the member's main goal is to maintain strong constituent services and build close ties with decision-makers in the congressional district, he or she may be inclined to hire a COS who is originally from the district or state, such as a party official or a community leader.

- 3. Keep your options open, and don't hire anyone you cannot fire.** Your campaign manager, friend, or business associate may seem like the perfect COS, but there is no harm in interviewing additional applicants. There are many qualified, experienced people who want to work for you and interviewing a few of them will add a great deal of perspective to the type of person you want to hire and whether or not the people you are considering will be a good fit for the position. In other words, avoid making early commitments.
- 4. Hire a COS who offsets your management style.** A congressional office is a very complex network of individuals working in tight quarters with periods of extremely high stress. Having a COS who is exactly like you can create problems in the office. Knowing your management style is important. If you want to be the nice guy, you need to find someone who can crack the proverbial whip; conversely, if you have a tendency to be harder on people, you need a COS who can be a little more encouraging and sooth any conflicts within the office.
- 5. Hire a COS who has different strengths and weaknesses than you do.** Together, you and your COS should make a perfect team. If you are going to be more of an idea person, you need an implementer. If you are more of an implementer, you need someone who can help foster ideas throughout the staff. If you are disorganized by nature, having a disorganized COS can and usually will lead to disaster.

Finally, there are many resources to help you in making this difficult decision. Please contact Rep. Eric Cantor's leadership office for additional information, potential candidates, and advice on how to hire the right COS for you.

Insider Tip

If you choose to have your COS in the district, it's a good idea to have a senior staffer in your Washington office who can be in charge when your COS is not there.

Key Takeaways

- Hiring your COS is the most important decision you'll make as a new member.
- Don't hire anyone until you have completed a preliminary analysis of your goals.
- Take your time to find the right person, interview multiple applicants, and fully vet each one.
- A good rule of thumb is to not hire anyone you will personally have trouble firing.
- Find someone who offsets your management style, your strengths, and your weaknesses.

CHAPTER 5

Do's and Don'ts

A Checklist

Below are suggested do's and don'ts between now and the time you arrive for freshman orientation. You're exhausted from a lengthy campaign, and physically and emotionally drained. Now is not the time to overburden yourself. Instead, use this list to simplify your next two weeks and relieve your stress. You will receive a great deal of information at freshman orientation in a couple weeks, so it's best to wait on the bigger concerns until you can make better and more informed decisions then.

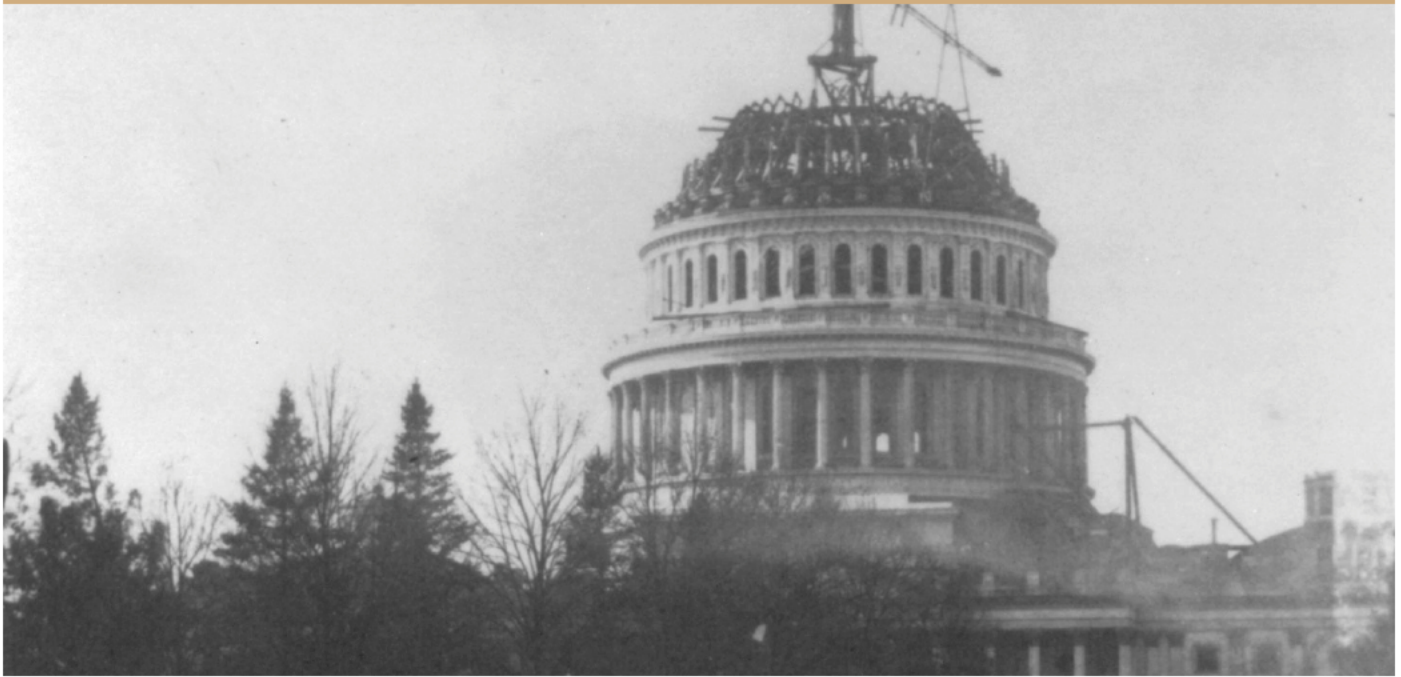
DO:

- Decide who to bring with you as your “designated aide” during orientation.
- Purchase a plane ticket to D.C. for orientation for you and your spouse, as well as the ticket of your designated aide.
- Begin to determine your goals as a member of Congress.
- Think about what committees you are interested in (assignments will likely not be made until early January).
- Decide whether you plan on running for any freshman class leadership positions or elected leadership positions and begin contacting your colleagues.
- Learn key congressional ethics rules.
- Set up an email address (e.g. 7thdistrictjobs@gmail.com) to accept resumes from people who want to work for you. This will allow you to diplomatically remove yourself from the hiring process and, at the same time, establishes a resume bank.
- Discuss the upcoming days and weeks with your spouse to help prepare him or her for the new life you are about to begin together.

DON'T:

- Make any major decisions at this time.
- Offer to open district offices throughout the district. Determining the locations of your district offices requires a careful review of your budget, a thorough goal-setting process, and most importantly, time.
- Hire anyone before determining your goals. A good staff is a key part in fulfilling the goals of any successful member of Congress, but you won't know what type of staff you need prior to determining your goals.
- Hire or interview anyone until you hire your chief of staff. Your COS should be in charge of the hiring process, not you.
- Rush to make hiring decisions.
- Advertise for open job positions. Hundreds of people will want to work for you. Managing and responding to applications will quickly consume your days.
- Completely disappear from the public. Even though you don't take office until January, many of your constituents will view you as their member of Congress immediately after election day.
- Talk to the press about committee assignments or be over-confident about what committee assignment you will receive.
- Hire or make promises to vendors for your offices. They tend to circle around new members. A careful review of your budget is required with your COS before signing any contracts.
- Worry about your D.C. office or office equipment. You will learn about these at orientation.
- Worry about the official duties of a member of Congress. Again, it's best to wait until orientation.

Notes



Orientation to Swearing-In (November 14 – January 3)

INTRODUCTION

The lengthiest section of the Member Book, “Orientation to Swearing-In” covers arguably the most critical time period for ensuring that you hit the ground running. The following 11 chapters provide an in-depth look at setting up your office and preparing for day one as a newly sworn-in member of Congress.

Detailed information on the freshman orientation will be provided primarily by the Committee on House Administration, so we begin, instead, with an outline of the House Republican organizational conference and leadership elections.

Next, we turn back to the process of hiring your chief of staff—what questions to ask of him or her, key characteristics to look for, and accountability measures to employ. Once you have a chief in place, begin looking at the committee assignment process and what your legislative focus will be.

As that process moves along, your chief of staff should be fully engrossed in staff hiring. A chapter outlining that process will help you keep a watchful eye on hires while not getting bogged down yourself.

Fittingly, we then focus on management strategy by going into greater detail on your district office(s), budget, and congressional ethics rules.

Lastly, we pivot to matters dealing with family dynamics and offer information on helping them with the transition. We also offer advice on where to live, how to plan a swearing-in party, and finish with another “Do’s and Don’ts” checklist. This can be an overwhelming section if read at all once, so take your time moving through it.

CHAPTER 6

Organizational Conference and Leadership Elections

Now that you've arrived in Washington for freshman orientation week, the House Republican organizational conference is just a few days away. By now, you've likely received phone calls from your fellow freshmen colleagues and incumbent members—many of whom have probably asked you to consider voting for them in the upcoming leadership or Steering Committee elections.

Leadership elections will define this week's organizational conference and House Republicans' collective direction for the 112th Congress. This is both an exciting process and a stressful time, ripe for media gossip. Leadership elections are not open to the media, but reporters will be following this process closely. While reporters may have many questions of you, time spent with them and quotes offered will do little to assist your district. Stay focused on your soon-to-be constituents and the future of the conference and the Congress. Above all else, be respectful of your colleagues.

Finally, attendance at the organizational conference is mandatory. If, for some extenuating circumstance, you cannot attend the conference, please inform the current Leader, Rep. John Boehner and Whip, Rep. Eric Cantor.

Important Note

Leadership positions are subject to change before each Congress. The positions listed reflect previous Congress' titles for elected leadership.

ELECTED LEADERSHIP POSITIONS

The following traditional elected leadership positions will likely be voted on by the entire 112th House Republican Conference during the organizational conference. (Note: Only members of the 112th Congress are allowed to participate and vote in this process.) The winners of these elections will represent your elected leadership team for the 112th Congress. Leadership terms are for one Congress.

1. Speaker (if in the majority)
2. Leader
3. Whip
4. Conference Chairman
5. Policy Committee Chairman
6. Conference Vice-Chairman
7. Conference Secretary
8. NRCC Chairman

NOMINATIONS

Office elections are held in the order listed on the previous page. Candidates for each office will be nominated in alphabetical surname order by a supporter of their choosing who will give a nomination speech of up to 3 minutes. This will be followed by up to two seconding speeches of no more than 1 minute a piece. In addition, candidates are allowed to address the Conference themselves, and members of the Conference are allowed to pose questions of them. Upon request, candidate forums have taken place in the past, prior to the nominating process—functioning similar to a candidate debate.

Members should approach the leadership elections as an interview process. Elected leadership serves at the pleasure of the entire Conference and they are accountable to each Republican member.

VOTING

Elections in which more than one candidate has been nominated will be decided by secret ballot. Proxy voting is not allowed for those members absent (which is why attendance is so important). In the case of elections in which more than two candidates are running, the candidate on the first ballot with the least amount of votes will be dropped prior to moving on to a second ballot. That process will continue until one candidate receives a majority of the votes. As a result, the nominating and voting process for up to eight offices can be quite lengthy, so be prepared for a long organizational conference.

Note: In addition to the elected leadership, there are also members of the leadership team who are designated and not voted on by the full Conference, such as the Rules Committee chairman/ranking member (appointed by the Speaker/Leader) and the Chief Deputy Whip (appointed by the Whip). These two positions each have a vote on the Steering Committee.

Key Take-Aways

- Leadership elections can be both exciting and stressful—expect heavy media coverage.
- Attendance at the organizational conference is mandatory.
- If you are seeking an elected position, prepare your remarks and decide who will nominate you.
- Don't be afraid to ask questions of those seeking a leadership position.
- If you wish to propose an amendment to the Conference rules, begin by contacting the Republican Rules Committee.
- Be ready to cast your votes!

STEERING COMMITTEE AND FRESHMAN CLASS ELECTIONS

In addition to the elected leadership, Steering Committee regional representatives will be voted on during the organizational conference, following adoption of the new Steering Committee regions. As a member of the freshman class, you will help elect both a freshman class Steering Committee representative, and your regional Steering Committee representative. The dean of your region (i.e. longest serving member) will announce the process for electing your regional representative.

Finally, you will also be responsible for electing your Freshman Class President. This process is left to the freshman class to decide and will likely happen during day 1 of the organizational conference.

CONFERENCE RULES AND BEYOND

During day two of the organizational conference, members will consider the 112th House Republican Conference Rules. The 112th rules will rely on the 111th rules as its base text. A deadline for filing and proposing amendments will be announced, most likely at the beginning of the week or during day one of the organizational conference. If you wish to offer an amendment, contact Hugh Halpern, staff director of the House Republican Rules Committee, for more information at (202) 225-9191.

Finally, the organizational conference will wrap up with the newly elected Steering Committee meeting to discuss a timeline for considering chairmen/ranking members, “A” committee assignments, and freshmen committee assignments.

CHAPTER 7

Hiring a Chief of Staff, Part 2

We've already discussed how important hiring a quality chief of staff (COS) is and what qualities you should be looking for. In this chapter, we will discuss the interview process and how to move forward once your COS has been hired—specifically what the role of the COS is in the office, and what reporting requirements should be demanded of him or her.

HOW TO INTERVIEW A COS

Before you begin the interview process, you should learn what a typical COS makes on the Hill so you have an idea of candidates' expectations. What you ultimately decide to pay your COS should depend on their level of experience.

In 2009, the average salary for all chiefs of staff was \$120,000. Conversely, the average salary for freshman chiefs of staff was \$105,000.

QUESTIONS TO ASK

As we have already mentioned, there are literally hundreds of people who want to work for you. We can help. Please contact Rep. Eric Cantor's leadership office if you need qualified applicants to interview.

Get to know potential candidates on a personal level—their character, what they do in their spare time, where they want to be in five years, and whether they share the same political philosophy as you. This last question doesn't need to always be answered in the affirmative. Fostering healthy debate in the office is an excellent quality in a COS. But, you need to know that once a final decision is made, your chief will implement it without question.

Insider Tip

Remember that all staff salaries are now placed on the internet both through the House website and a private website www.legistorm.com. It is always a good idea to make the salaries you pay comparable with other offices.

Characteristics to look for in a chief:

- Strong political IQ
- Knowledge of the district or an ability to learn it fast
- Complements your management style
- Strong organizational skills
- Executive management skills
- Can create a team environment among the staff
- Excellent writing and communication skills
- Can delegate and teach, or “coach,” the staff
- Understands that being a chief of staff is not a 9-to-5 job
- Ability to speak in front of groups
- Understanding of D.C. and Congress (or has the ability to learn quickly)
- Well-connected and/or can fit in with other chiefs of staff
- No baggage with the district, its interests, and/or your constituents
- Ability to fire people
- Provides critical analysis
- Strong ethical character
- Will stand up to you and tell you when they think you are wrong

OTHER QUESTIONS TO CONSIDER:

- What type of political experience do you have?
- What type of legislative experience and issue expertise do you have?
- Describe your management style.
- In your opinion, what is the role of the COS?
- What do you know about the district, its constituents, and its interests?
- What is your philosophy on dealing with congressional spouses?
- What would your prior bosses tell me about you?
- Why do you want to work for me?
- What is your political philosophy and what social values do you hold?

PROFILE OF A GOOD COS

This person should be able to manage the staff professionally and without rancor. He or she needs to be a stable force in the office and a strong motivator.

In addition, your COS will ultimately be responsible for interacting with your spouse and family. It's important to look for someone who will treat your spouse with respect and be extremely understanding of the challenges your family will undoubtedly face with congressional life.

JOB DESCRIPTION OF A COS

A COS needs to have a strong command of franking, politics, press, the legislative process, and ethics.

The COS should have the following responsibilities:

- Hiring, firing, and managing the entire staff
- Serving as the member's top policy and political advisor
- Managing the member's legislative agenda
- Being the referee for office disputes
- Overseeing (at arms length) district operations
- Serving as a liaison and, at times, running the campaign (in compliance with House rules)
- Creating, implementing, and overseeing the office budgets
- Managing crises
- Giving final approval for press releases, newsletters, letters, and legislation
- Evaluating staff for raises, merit pay, job performance, and promotions
- Monitoring office compliance with House rules and regulations
- Standing up to the member when necessary
- Channeling all office activity toward achieving the member's goals
- Fostering a strong relationship with the professional staff of the committees you are assigned to
- Keeping in touch with key leadership staff

HOLDING YOUR COS ACCOUNTABLE

With the level of responsibility you are about to entrust with your COS, you need to create a check and balance system to ensure that they are doing everything they need to keep the office running smoothly, that they are operating ethically, and constantly moving towards your overarching goals.

In order to achieve this, you need to have an open dialog with your COS about his or her role. Tell your COS early on what you expect of them in very clear terms and regularly catch up with them outside the office. This will allow you to have your pulse on the important issues within the office and in the district.

Reports you should ask for and review:

- District and D.C. reports (weekly)
- Constituent mail reports (weekly)
- Political updates (regularly)
- Budget with draft vs. actual numbers (monthly)
- Legislative updates on key legislation you have sponsored (monthly)
- Reviews of how the staff is implementing your goals (at least quarterly)
- Franked mail plan & execution summary (quarterly)
- Discuss any major issues within the office (always)

CHAPTER 8**Committee Assignments and the Steering Committee**

While the House Republican Steering Committee will not meet until after the organizational conference, it's important to begin familiarizing yourself with the House's committee structure and which issues you'd like to focus on once sworn-in. Many of you have already begun to think about your desired committee assignments—whether it's a committee your congressional district has traditionally been represented on, or a committee that coincides with your personal background and areas of expertise. In either case, by the time the Steering Committee begins meeting, you should have a firm grasp of the committees you'd like to be assigned to, what is expected of you on each committee, and the committees you'd like to work towards being assigned to in the future (see committee overviews at the end of this chapter).

**GENERAL INFORMATION
ON THE STEERING COMMITTEE**

The House Republican Steering Committee recommends committee assignments for freshmen members of Congress. The recommendations of the Steering Committee are submitted to the Republican Conference for approval, and ultimately to the House floor where members are formally named to their respective committees. It is customary for the House Republican Conference to approve of the Steering Committee's recommendations, as each state delegation is represented on the committee through a regional representative. It is also customary for the parties (and individual members) to refrain from objecting to Republican Conference or Democratic Caucus committee assignments on the House floor, respecting each side's right to assign their own members.

The Steering Committee will meet immediately following the organizational conference to decide on its timeline for conducting interviews and completing committee assignments. Most likely, the Steering Committee will meet in early December to name chairmen/ranking members, and in early January to determine "A" committee assignments, and committee assignments for freshmen members of Congress.

COMPOSITION OF THE STEERING COMMITTEE

During the 111th Congress, the Steering Committee was comprised of the elected leaders of the Republican Conference, ranking members of “A” committees, regional representatives, and class representatives. Each member either elected or designated to the Steering Committee is able to cast one vote, except the Leader who has five votes and the Whip who has two votes.

The individual members of the Steering Committee and the regions are approved at the beginning of the organizational conference. The Steering Committee for the 111th Congress was composed as follows:

MEMBER		Votes	
John Boehner	Republican Leader	5	Region 1 AK/AZ/CO/ID/MT/NV/OR/ UT/WA/WY
Eric Cantor	Republican Whip	2	Region 2 KS/MN/NE/OK/WI
Kevin McCarthy	Chief Deputy Whip	1	Region 3 AR/IA/MO/IL
Mike Pence	Republican Conference Chair	1	Region 4 IN/MI/TN
Thad McCotter	Policy Chair	1	Region 5 DE/NY/NJ/PA
Cathy McMorris-Rodgers	Conference Vice-Chair	1	Region 6 MD/OH/VA
John Carter	Conference Secretary	1	Region 7 AL/KY/LA/MS/WV
Pete Sessions	NRCC Chairman	1	Region 8 GA/NC/SC
Tom Cole	NRCC Chairman (last Congress)	1	Small State AK/AR/CO/DE/ID/IA/MD/MS/ MT/NV/OR/UT/WV/WY
Jerry Lewis	Appropriations Committee	1	
Joe Barton	Energy & Commerce Committee	1	
Spencer Bachus	Financial Services	1	
David Drier	Rules Committee	1	
Dave Camp	Ways & Means Committee	1	
Lamar Smith	Texas Representative	1	
Ken Calvert	California Representative	1	
Jeff Miller	Florida Representative	1	
Doc Hastings	Region 1 Representative	1	
Lee Terry	Region 2 Representative	1	
John Shimkus	Region 3 Representative	1	
Mike Rogers	Region 4 Representative	1	
Bill Shuster	Region 5 Representative	1	
Steve LaTourette	Region 6 Representative	1	
Hal Rogers	Region 7 Representative	1	
John Linder	Region 8 Representative	1	
Mike Simpson	Small State Representative	1	
Adrian Smith	110 th Class Representative	1	
Greg Harper	111 th Class Representative	1	
	Total Votes	33	
	Quorum	17	

Note: The composition of the Steering Committee will necessarily change during the 112th Congress to accommodate a larger conference. Changes will be proposed at the organizational conference.

WHO IS YOUR VOICE ON THE STEERING COMMITTEE?

Insider Tip

Don't overlook the role that leadership staff plays in this process. Take the time to make your case to the senior staff of the elected leadership. They staff the Steering Committee and frequently make recommendations to their bosses.

As previously written, the freshman class and regional delegations will be asked to caucus and choose their representatives during the organizational conference. Your class and regional representatives will be your primary voices on the Steering Committee. Importantly, any member may run for their regional representative seat on the Steering Committee. However, members can only serve in one position on the Steering Committee (e.g. a freshman member could not serve as both their regional representative, as well as their freshman class representative).

Note: It is rare, though not unprecedented, for a freshman member—and junior members in general—to serve as regional representatives.

HOW TO GET THE COMMITTEE ASSIGNMENT YOU WANT

The first step is to decide which committee assignments are right for you and your district. Soon after the organizational conference, you will receive a Dear Colleague from your leadership requesting that you submit your committee preferences. Expect this form by early December, at the latest. Your personal policy interests, the needs of your district and state, and your future goals are important factors in deciding which committees to request.

Important Note

The Committee on Financial Services was upgraded to an “A” status at the beginning of the 111th Congress.

Obtaining a seat on your preferred committee may be a multi-year process depending on vacancies and which committees you select. This applies especially to “A” committees.

Secondly, be prepared to make your case as to why you should be selected to your committee of choice. The competition for committees such as Financial Services, Transportation and Infrastructure, and Armed Services can be intense.

Successful arguments may include highlighting your professional experience or policy expertise within the committee's jurisdiction, the critical needs of your district or state, the fact that your region of the country may be under-represented on the committee, or the fact that you may be a vulnerable freshman. Bottom Line: This is about marketing yourself, your experience, your abilities, and your district.

Finally, you should engage the Steering Committee. First, reach out to your class representative and then to your regional representative. They will be your primary voice on the Steering Committee and it is important that they be an advocate for your request. Keep in mind that your class representative must prioritize and balance the needs of your entire class.

You should also discuss your committee choices with the elected leaders. They hold a substantial block of votes on the Steering Committee. In addition, you may want to reach out to other members of the Steering Committee. Ideally, you want to have someone other than your class and regional representative speak in support of your request when the Steering Committee convenes.

House Standing Committees

Note: The committee ratios reflected below are subject to change in a new Congress. Some committees may shrink in size, while others may grow. In other words, don't count on these numbers to be the exact make-up in the 112th Congress.

Insider Tip

Oversight of existing programs and federal agencies is a core responsibility of all committees - and the legislative branch, in general.

Agriculture (28 majority seats/18 minority seats)

Responsible for establishing farm policy for agriculture and rural America, including: the animal industry and its inspection; agricultural education, economics, and research; commodity exchanges; crop insurance; the dairy industry; price stabilization and farm security; the plant industry; nutrition; rural development; and water conservation.

Appropriations (37/23)

Responsible for appropriating revenue for support of the Government, rescinding appropriations, transfers of unexpected balances, and for those bills reported by other committees that provide new entitlement authority.

Armed Services (37/25)

Responsible for the annual defense authorization bill, which covers the budget, operations, and oversight of the Department of Defense, as well as the national security functions of the Department of Energy. The committee's jurisdiction pertains to laws, programs, and agencies that include the Armed Forces, National Guard, Pay and Allowances of the Uniformed Services, Atomic Energy, Shipping, and War and National Defense.

Budget (24/15)

Responsible for preparing concurrent "budget resolutions," as defined by the Congressional Budget Act of 1974, and the budget process generally (which they conduct continuing oversight on during each Congress). Outlays and budget authority are broken into functional categories by the budget resolution and distributed to the Committee on Appropriations.

Education and Labor (30/19)

Responsible for federal programs and initiatives dealing with all education levels (e.g. school lunch programs), and for initiatives dealing with the strength and security of the American workforce (labor standards and arbitration, workers' compensation, wages and hours, and worker incentive and rehabilitation programs), and large group health insurance and pensions.

Energy and Commerce (36/23)

Responsible for interstate and foreign commerce, national energy policy (including production, regulation, and conservation), public health (i.e. FDA, NIH, and CDC), Medicaid, Medicare, health insurance, consumer affairs, communications (including telecommunications and the Internet), and travel and tourism.

Financial Services (42/29)

Responsible for banking, securities, insurance and housing policy, as well as oversight of international financial institutions like the International Monetary Fund (IMF) and World Bank. Jurisdictional mandate encompasses consumer credit issues, including mortgage lending and credit cards; the Federal Reserve's conduct of monetary policy; economic stabilization; government aid to industrial and commercial sectors; the capital markets; international finance; coins and currency; and public housing and rental assistance programs administered by the Department of Housing and Urban Development

Foreign Affairs (28/19)

Responsible for oversight of the Executive Branch's foreign policy, exerting influence over: foreign assistance; the Peace Corps; national security affecting foreign policy; strategic planning and agreements; war powers, treaties, executive agreements, and the deployment of Armed Forces; peacekeeping and enforcement; the United Nations; arms control; USAID; international law and enforcement; the promotion of democracy and public diplomacy; embassy security; international broadcasting and communication; and international education and cultural programs.

Homeland Security (21/13)

Responsible for homeland security policy, including administration and oversight of the Department of Homeland Security and its functions relating to: border and port security; customs; integration, analysis and dissemination of homeland security information; domestic preparedness; R&D; and transportation security.

House Administration (6/3)

Responsible for oversight of federal elections and the day-to-day operations of the House, including: committee salaries and expenses; House information resources; allowance and expenses of members and administrative offices; staff employment; the Library of Congress; the Botanic Garden; the purchasing of art, books, photographs, and manuscripts for the House; the Smithsonian; the Franking Commission; printing of the Congressional Record; House office space; House services; member travel and benefits; and campaign finance and contested elections.

Judiciary (23/16)

Responsible for the judiciary, administrative and law enforcement agencies generally, and specifically for: criminal law; bankruptcy, mutiny, espionage, and counterfeiting; civil liberties; Constitutional amendments; immigration policy and enforcement; interstate compacts; claims against the U.S.; national penitentiaries; patents, trademarks, and copyrights; antitrust; presidential succession; protection of trade and commerce; revision and codification of laws; state and territorial boundary lines; and activities relating to the subversion of U.S. internal security.

Natural Resources (29/20)

Responsible for policies regarding the use, development, and protection of the nation's natural resources, such as: fisheries and wildlife; national forest reserves and national parks; land grants; geological survey; international fishing; irrigation and water compacts; Native Americans; U.S. territories; military parks and battlefields; minerals and mining; marine affairs, including oceanography; petroleum conservation; prehistoric ruins; public lands; and the Trans-Alaska Oil Pipeline.

Oversight and Government Reform (25/16)

Responsible for acting as the main investigative committee of the House. Legislative jurisdiction includes: the Federal civil service; the municipal affairs of D.C.; Federal paperwork reduction; government management and accounting; holidays; efficiency and economy of government operations; national archives; the Census; postal service; public information and records; the relationship of the Federal Government to the States; and Executive Branch reorganizations.

Rules (9/4)

Responsible for the rules and order of business of the House, as well as recesses and adjournments of the House.

Science and Technology (27/17)

Responsible for dealing with policy related to domestic and international science, technology, standards, and competitiveness. Jurisdiction includes: energy, astronautical, civil aviation, environmental, and DOT, DHS, marine R&D; NIST, NSF, NASA, the National Space Council, and the National Weather Service; outer space; and science scholarships.

Small Business (17/12)

Responsible for small business assistance, advocacy, and protection, including financial aid, regulatory flexibility, paperwork reduction, and small business participation in federal procurement and government contracts.

Standards of Official Conduct (5/5)

Responsible for all matters related to the Code of Official Conduct, including: administrative enforcement actions, investigations of alleged violations, reporting to Federal or State authorities of potential law violations, rendering advisory opinions, and considering gift waivers.

Transportation and Infrastructure (45/30)

Responsible for the nation's transportation infrastructure and public works, with jurisdiction over all modes of transportation and national infrastructure such as: water power and waste management; inland waterways; navigation; inspection and licensing of vessels; pipelines; flood damage; economic development of depressed areas; disaster preparedness and response; the Army Corps of Engineers; construction of Federal buildings within D.C. and public building in general; and various missions of the Coast Guard.

Veterans' Affairs (18/11)

Responsible for reviewing and strengthening the Department of Veterans' Affairs and veterans' programs, such as: health care and hospitals; disability; GI bill education, job training, and rehabilitation; home loans; life insurance; pensions; and cemeteries.

Ways and Means (26/15)

Responsible for all bills raising revenue and serves as the House's chief tax-writing committee. Jurisdiction includes tariffs, trade agreements, bonded debt of the U.S., deposit of public monies, transportation of dutiable goods, tax exempt foundations and charitable trusts, and revenue-related aspects of Social Security, Medicare, and social services programs.

Note: The memberships of the House Administration, Rules, and Ethics Committees are appointed by the Speaker/Minority Leader, not the Steering Committee. Likewise, the Speaker/Minority Leader appoints the members of all joint, select, and ad hoc committees of the House. Among the joint, select, and ad hoc committees of the 111th Congress are the:

- Joint Economic Committee
- Joint Congressional Committee on Inaugural Ceremonies
- Joint Committee on Taxation
- House Permanent Select Committee on Intelligence
- House Select Committee on Energy Independence and Global Warming

CHAPTER 9

Staffing a Congressional Office**Insider Tip**

Although we recommend you put your COS in charge of hiring, that doesn't mean you should remove yourself from the process completely. Develop a clear set of guidelines for the COS to follow for both the process and what you are looking for in each position. In addition, you should always plan to interview the top two or three final candidates before anyone is hired.

INTRODUCTION

Previous chapters have stressed the urgency to develop strategies (determining your goals, lifestyle adjustments, etc). In this chapter, however, we believe the best approach is to adopt the opposite strategy; take your time when you hire your staff. Furthermore, we suggest you allow your chief of staff (COS) to handle most of the hiring decisions so that you are able to focus on developing strategies that deals with governing and serving your constituents.

Hiring a competent and proactive staff will go a long way toward helping you serve your constituents as well as fulfill the goals that you have set as a new member of congress. Working in a congressional office is not for everyone. Many positions offer relatively low pay for the amount of hours worked and most congressional staff work in very cramped conditions with very high stress levels. Despite these conditions, you will soon learn that there are large pools of individuals interested in working for you.

In this chapter, we will lay out some factors and tips you should consider before you make any hiring decisions.

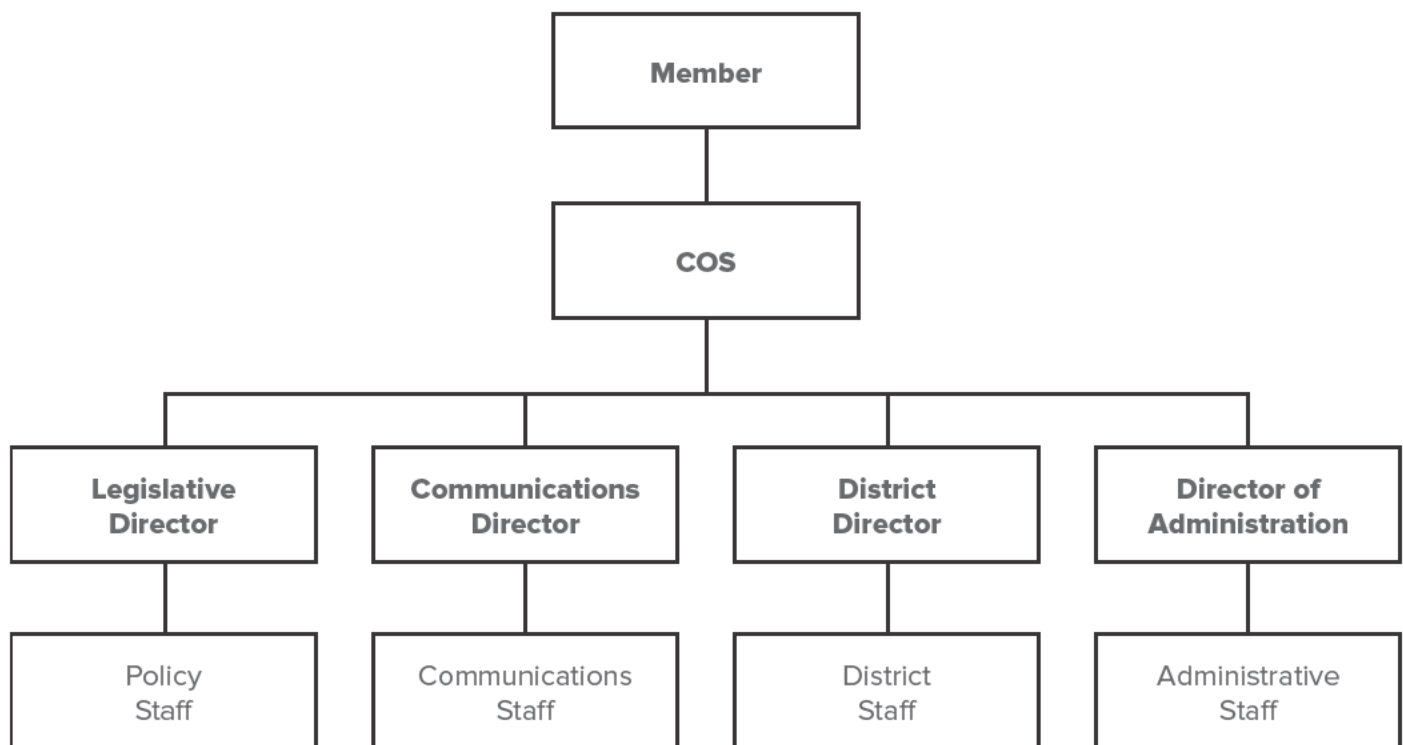
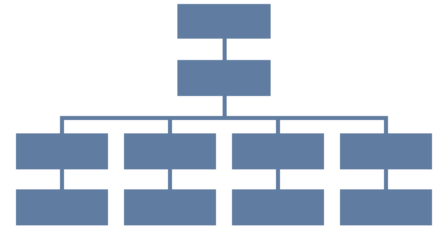
MANAGEMENT STRUCTURE

There are many different ways to structure a successful congressional staff operation. Your management style will be a key factor in filling out your congressional staff. The most successful members are not micromanagers. They tend to let their staff do their jobs—supporting them instead of being mired in mundane details.

The flow charts below provide examples of several different ways you may wish to structure your office. We mostly provide generalities, so please contact Rep. Eric Cantor's leadership office with any questions you may have.

Sample 1: The Centralized Structure

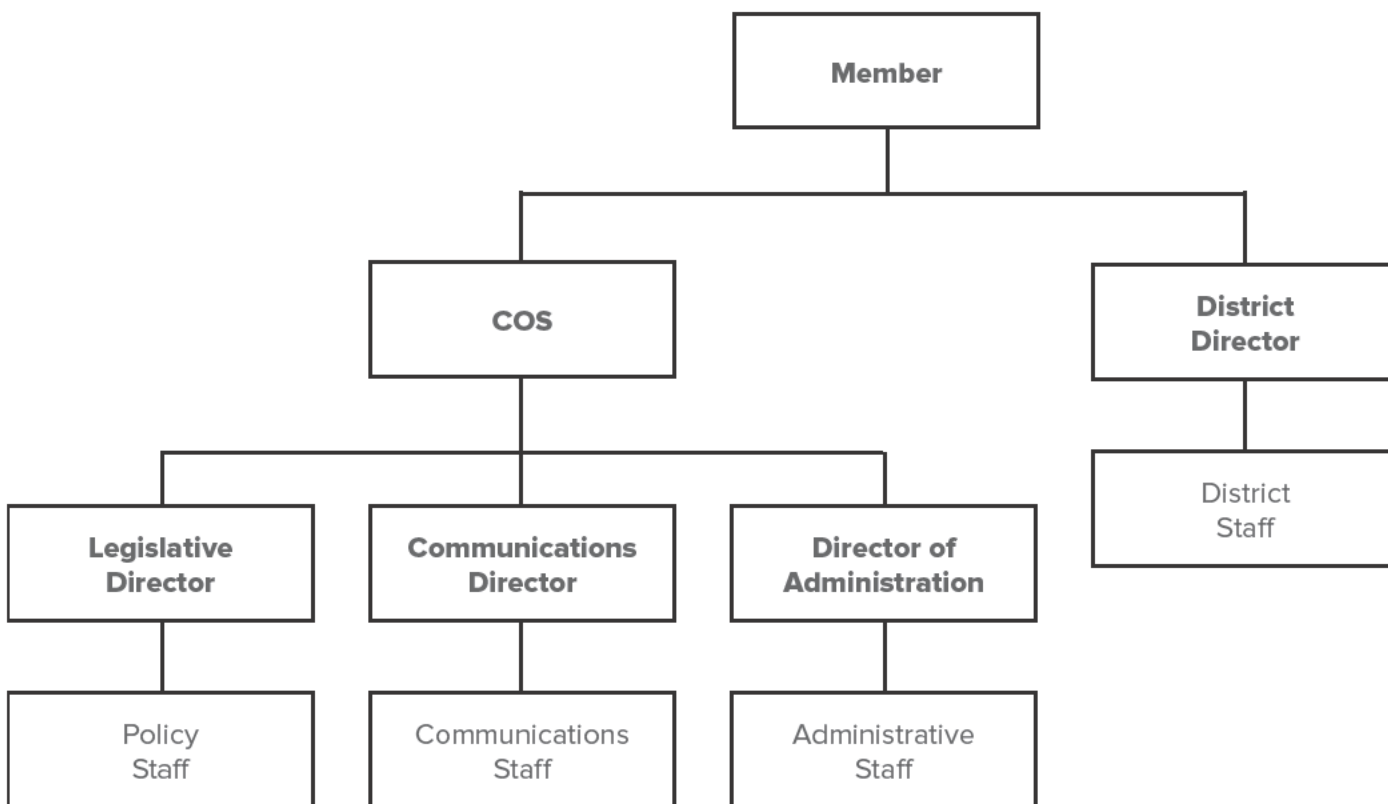
The most successful management model is the “centralized structure” seen in Sample 1 below. This model is dependent on a strong, capable COS and requires a good bit of trust to be developed between you and your COS. In this sample, the entire staff - both in the district and in Washington - reports directly to the COS. Although it is always good for you to have an open door policy and to deal with the staff on a day to day basis, in this model, the COS is their immediate superior, and your COS is tasked with the overall management of the staff.





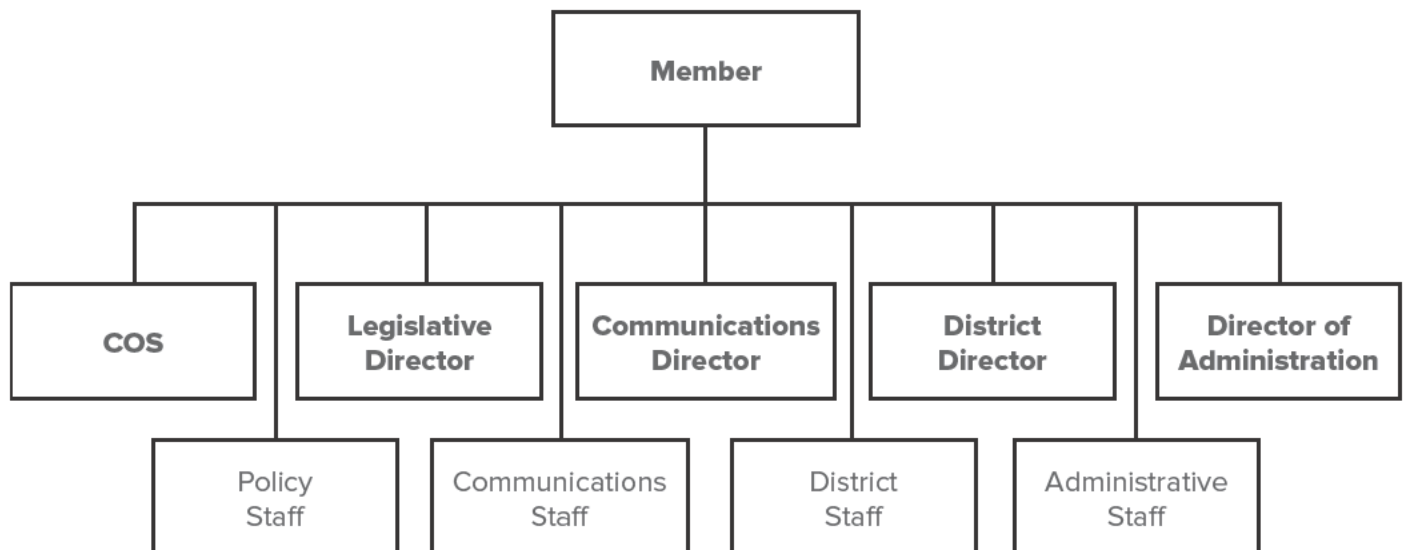
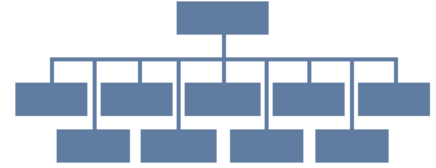
Sample 2: The District/DC Co-Leader Structure

Another possible management model is to have your COS and district director (DD) be co-leaders in the office. This management model is dependent on your COS and DD being able to work together and fundamentally agree on the direction of the office. This model is likely to cause conflict between your COS and DD, and you may find yourself playing referee on a regular basis.



Sample 3: The Member Direct Structure

The least effective management model has the entire staff reporting directly to you. Although this may sound like a good plan, being a good member of Congress is an exhausting task and it is made even harder when you are micromanaging every detail in the office.



Tips for Hiring Staff

Keep in mind, your office does not need to be fully staffed by swearing in. Give yourself time to get your bearings, consider your plans, and determine your goals before you offer a job to anyone. Below are some tips for hiring a full congressional staff.

Determine your goals before hiring anyone.

Your COS should be the first person you hire. After your COS has been hired, he or she should take the lead in the staff hiring process (freeing you up to focus on the big picture).

Take your time in making additional hiring decisions. They can be difficult to reverse and there is no reason that you need to be fully staffed on day one. In particular:

- Don't offer a position to anyone that can't be fired (relatives, close personal friends, etc.).
- Don't automatically hire your campaign staff for your congressional office. The dynamics of working in a congressional office are different from that of a campaign office.
- Don't immediately promise the previous member of Congress that you'll hire their staff. They may not be the right fit to fulfill your goals.

Consider Hill Experience: Hill experience is important for some positions, such as the LD or LA who handle committee work, but it isn't necessary for every position. For those positions where Hill experience isn't required, look for individuals who are smart, reliable, self-starters, and quick studies who can easily learn how Capitol Hill operates.

Residency Requirement: While it is important to have some Washington-based staffers who are from the district or the state, in-state residency should not drive personnel decisions. The main objective should be to hire the best staff to help achieve your goals, regardless of where they are from.

Hire Republicans: Loyalty matters and it will be extremely difficult to engender loyalty if staffers are not committed to your philosophy. In addition, a non-Republican is likely to be unhappy working for you.

Shares your Philosophy: It is important to hire people who either share your philosophy and positions on the issue or are at least comfortable representing your viewpoint even if they don't agree with it. It can sometimes be helpful to have differing viewpoints within your staff, however, you need to be sure that they will fall in line when necessary.

Set your Budget Guidelines Before Staffing Up: Staffing is usually your largest budget item. Be mindful when you hire people that you stay within your budget guidelines and also keep in mind the continuing costs such as bonuses, yearly cost of living adjustments, and performance increases. It doesn't take long for your staff salaries to spiral out of control, taking away from other important budgetary items such as communicating with your constituents.

Do a Basic Background and Reference Check: You should use Google and Facebook, among other sources, to find out about the background of anyone you are considering to join your staff. Be sure to also check all references and call previous employers of potential hires.

Staff Limits: You are allowed to maintain 18 full-time and 4 part-time staff members. Remember that you don't have to hire everyone on day one and also that although you can hire 18 people, your D.C. office will be a physically small space, so keep in mind how everyone will fit as you put your team together.

Team Chemistry: This is as important as the relevant skill sets and potential of the individuals you choose to hire. Take into account how each candidate under consideration will fit into the team you have already assembled or plan to assemble.

Hire Shared Employees to help with budgeting and systems administration: The expertise shared employees or outside vendors offer as far as budgeting and systems administration (computers, technology, etc.) is invaluable and a necessity in today's environment.

Positions in a Congressional Office

THE WASHINGTON OFFICE

To ensure that your constituent needs are being met, a full staff in Washington will eventually be needed. Any success-oriented office should have a COS, LD, 2-3 LAs, at least one LC, a press secretary, a scheduler and at least one staff assistant. Below is a brief description of the positions that are within a congressional office.

Chief of Staff (COS): The most trusted and senior staffer within a congressional operation. This person is in charge of managing the entire staff, both in D.C. and in the district. The COS should play a key role in setting overall goals and legislative projects.

Scheduler/Office Manager: Handles the member's daily schedule. Often serves as the office manager, as well. The office manager's key responsibilities are to organize and maintain the congressional office, ordering supplies, maintaining personnel files, and managing interns.

Press Secretary/Communications Director: Handles all aspects of the member's press and acts as the member's official spokesperson. The press secretary generally is in charge of creating and implementing both the D.C. and the district communications plan, which may include general press activities in addition to managing your newsletters, targeted mail and new media.

Note: Over the last few years, the importance of the press secretary has increased dramatically. Communicating with your constituents regularly has become more important and as a freshman member, you should hire a press secretary who focuses more on district media, traditional forms of communications outreach such as franked mail, and the new media. You should not need a press secretary who has strong ties with the national media.

Legislative Director (LD): Leader of the legislative team (LAs and LCs). The LD plays a fundamental role in setting and developing legislative goals and projects for the office. In addition, the LD should edit all written material leaving the office. The LD should be in charge of writing the legislative plan and designing a training program for the office's LAs and LCs.

Legislative Assistant (LA): Works under the LD and is responsible for all aspects of legislative activity in their individual issue areas.

Legislative Correspondent (LC): In charge of writing constituent mail with policy help from the LAs. LCs are typically in charge of proactive mail such as 499s and targeted mail. This is an entry-level position and is ideal preparation for a future LA.

Staff Assistant: In charge of all front desk duties, such as answering phones, opening mail, responding to flag requests, and tours. The staff assistant serves as the main customer service agent for the office in addition to serving as an important supporting role to all other staff.

Shared Employees: Official employees or outside vendors, such as a systems administrator or a financial advisor, who work for you and other member's offices. They are a great way to save money on key positions that require a specific level of expertise.

Fellows: Numerous organizations throughout Washington offer fellows to congressional offices. These positions are free of charge and those serving in them act as full time staff in a congressional office for a set amount of time.

Interns: Interns have a wide range of duties, such as opening mail, guiding tours, and stuffing envelopes. In general, they provide support, where needed, to the rest of the team.

Insider Tip

Once the District Director (DD) has been hired, they should be responsible for hiring the district staff. Be sure that you or your Chief of Staff provides them with clear guidelines about personality traits to look for and expectations of district staff in general. The DD should screen applications, interview qualified applicants, test for office skills, and check former employment references.

THE DISTRICT OFFICE

District staff responsibilities can take many configurations, depending on the size of the district, the number of different offices, and the type of staff that are available. It is vitally important to hire individuals who work well with people, are problem solvers, and stay cool under pressure. Importantly, the majority of work in the district office revolves around constituent services. This requires people who are detail-oriented problem solvers who take an interest in helping people and can professionally represent you at local events and meetings. In addition, the district staff should reflect a cross-section of the congressional district.

Some combination of the following positions should be considered when staffing a district office.

District Director (DD): Responsible for directing the district staff to accomplish the member's constituent service objectives. Also represents the member at community events and fills in for the member when there are scheduling conflicts.

Constituent Services Director: Coordinates the casework needs of the district with the DD and initiates the form letters necessary for efficient casework.

Caseworker: Serves as the member's liaison between federal agencies and constituents.

District Office Manager/District Scheduler: Handles the member's schedule in the district. Also responsible for overseeing the needs of the district on a daily basis, as well as for training and overseeing interns and volunteers. Note: Some offices do not find it helpful to have both a district office scheduler and a D.C. office scheduler.

Field Representative: Attends community hearings and briefings on behalf of the member, such as: local Chamber of Commerce meetings, Rotary, Lion's Club, charity functions, and more.

Staff Assistant/Receptionist: Answers all incoming telephone calls and directs them appropriately.

COMPENSATION

Each Congress, the Committee on House Administration publishes the Staff Employment Study. Keep in mind that staff salaries for freshman offices usually are below or towards the lower end of the average.

Now What?

Once You Have the Staff in Place

JOB DESCRIPTIONS

Job descriptions serve as a management tool to minimize job overlap and clarify expectations. You should have your COS prepare job descriptions for every position in the office to ensure that each employee understands their specific responsibilities. The job descriptions should be written with as much detail as possible and should include qualification requirements, measurable goals, and clearly defined duties.

Once the job descriptions are completed, the COS should meet with each employee to discuss the description so that it accurately reflects the duties and responsibilities of the employee. The COS should periodically meet with each employee to ensure that job descriptions continue to reflect the actual duties and update them if necessary. These descriptions will assist you and the COS in evaluating staff performance down the road, help with future hiring, and give new staffers a clear picture of what is expected.

ETHICS TRAINING

Ethics training is now mandatory for every House staffer. In the era of the 24-hour-news cycle, congressional ethics has become a major issue. Don't tolerate or enable ethical missteps. They are one of the easiest ways to short circuit a congressional career. Ensure that all of the staff is up to date on the rules and adheres to congressional ethics requirements at all times.

TREAT THE STAFF WELL

If you and the COS treat your staff with respect, they will in turn reward you with loyalty. But, if you choose to mistreat your staff, it will come back to haunt you in poor performance, at the least. Being a Hill staffer can be very rewarding, but it also takes a certain level of sacrifice. Making a point to recognize the sacrifice of staff members goes a long way towards ensuring a healthy and productive work environment.

WHO'S IN CHARGE?

You should not get bogged down with the details of the office's day-to-day operations. A clear chain of command and office policies should be established from the start, eliminating opportunities for confusion over who is in charge. Micro-managing, and the confusion it breeds, will lead to missed meetings, constant interruptions, and costly mistakes. In addition, unclear rules and slipshod management will inevitably cause staff morale to plummet and productivity to decline. As a member, you are faced with enough important decisions without having to worry about general office policies.

The COS should have the authority to set policies and enforce them. If there is still confusion, the COS should be held accountable. Furthermore, the COS should have the authority to approve most minor to medium decisions. You should also give the DD authority over similar decisions affecting district operations. As a result, it is critically important to clearly define the role between the COS and the DD, so that the DD knows which decisions the COS either needs input on or should make alone.

PLANNING SESSIONS

As early as possible, you should hold a thorough planning session with your key staff (at least the COS, press secretary, LD, scheduler, and DD), and potentially your spouse, to map out activities for the first six months.

We recommend that these planning sessions occur every six months in order to ensure that your goals are being pursued and implemented. This will help establish accountability if you delegate responsibilities.

A strong case can be made for involving the entire staff in some of the planning meetings. This helps foster inclusiveness, cohesion, and trust. If that isn't feasible, the COS should seek the staff's input and present their suggestions during the planning meeting with you.

These meetings should not involve everyday details, but the long-range planning that will help keep you and your staff on track. During these sessions, offices can map out your district time, legislative priorities, and constituent service priorities.

Planning sessions should also be used to spot problem areas and take the necessary steps to correct them. In addition, these sessions should be viewed as a way to maintain a cooperative working relationship between the D.C. and district offices. We encourage you to make sure that your Washington office and your district office are working together and not competing. Open communication is key.

While planning sessions may or may not be limited to the top-level staffers, the office should hold regularly scheduled staff meetings to make sure the office goals and objectives are being met regardless of whatever problems may be occurring on a given day.

FULL STAFF RETREATS

In addition to regular planning sessions, the office should also plan a full staff retreat once a year. Staff retreats for the full D.C. and district office staffs offer a great opportunity for a few days away from the daily grind to build relationships within the team. These sessions should be used to review and measure your previous goals, and set new ones.

Both the House and outside organizations offer numerous services to assist in the planning and organization of a staff retreat. Please contact Rep. Eric Cantor's leadership office for additional information.

Insider Tip

It's a good idea to start thinking about when to plan your staff retreat as soon as the 2011 congressional calendar is released (early to mid-December). There are two schools of thought on when to have your staff retreat:

1. December or January to get a jump on planning for the next legislative year.
2. The August Recess to allow more time and certainty.

CHAPTER 10

District Office Overview

The district office serves as the main connection between you and your constituents back home. It takes care of problems constituents have with federal agencies and, if administered properly, it serves as your eyes and ears when you are in Washington. A good, functioning, and aggressive district office is the foundation of your success as a member of Congress.

As we mentioned previously, a good district director is extremely important to a successful district operation. Below are some more details about setting up a district office. Please contact Rep. Eric Cantor's leadership office for additional information on district operations and staffing.

LOCATION OF THE DISTRICT OFFICE**Insider Tip**

Keep in mind the costs associated with each additional district office as well as the difficulty in closing an office when you make your decision.

Insider Tip

Some new members choose to sign a short-term lease (3 months) to allow time to make a more thoughtful decision. Just keep in mind that this can add extra set-up costs to your budget and sometimes be confusing for your constituents.

One of the early decisions you will have to make is where to locate your main district office and any subsidiary district offices. The size of your congressional district will likely determine how many district offices you need to maintain. If a district is geographically compact, it may need only one office. Conversely, a large rural district may require as many as five or six smaller district offices.

One of the things you should consider when making your decision is how many offices your predecessor maintained. Some communities may be upset if you close an office in an area that previously had one. However, now is the best time to make a change if you feel it's necessary.

You will have many options as to how and where to locate your district office. If you choose to locate a district office in a different location than your predecessor, you have multiple options on where and how to lease space, such as a federal building, a commercial office building, or donated space from a state, county or city municipal building. You also have the option of setting up a mobile district office (similar to an RV). Mobile offices can be effective in a large, rural district, but most times tend to be more trouble than they are worth.

COMMUNICATION BETWEEN THE DISTRICT & D.C. OFFICES

There will always be a communications gap between the D.C. and district offices. The differences in distance, time zones, and staff personalities are just some of the causes of miscommunication. Without a diligent effort led by you, your COS and DD, communication between the D.C. and district offices will deteriorate, resulting in a poor working relationship and constant crisis management.

Insider Tip

Encourage your staff to travel between D.C. and the district office, spending at least one week a year in the other office. This can build relationships and help each staffer understand what the others go through on a day-to-day basis.

FURNITURE AND EQUIPMENT

You will inherit the district computers and furniture of your predecessor. During orientation, you will receive a complete listing of all the furniture, computer equipment, and other technology used by your predecessor. You will undoubtedly need to upgrade certain equipment so keep this in mind as you and your COS put together your first budget.

CASEWORK

Casework is likely to be the most important activity of the district office. The hands-on duties performed by the staff provide a sense of goodwill in the community and extend a direct line to the needs and concerns of your constituency. For many constituents, your district staff's ability to effectively handle casework will determine how they rate your job performance.

Casework entails helping individual constituents who are having problems with the federal government or with other government agencies. These problems can be lost Social Security checks, errors with veteran medical claims, immigration matters, or any problem with any federal agency. Regardless of the nature of the constituent's problem, casework will vary from call-to-call - from the routine to the complicated to the unusual.

Keep in mind that some of these constituents can be very disgruntled with the federal government and can at times take their frustration out on you and your staff. Therefore, it is essential that you hire a capable DD and casework staff whom have skills in conflict resolution and will be good representatives for you when you cannot be in the district office to address constituents' concerns.

Insider Tip

Be sure to draft a letter to your predecessor requesting his or her casework files. This will help ensure that existing cases are not unanswered during the transition.

CHAPTER 11

Office Budget Overview

The functions and activities of the D.C. and district offices are financed under an expense account known as the Member's Representational Allowance (MRA). The MRA is used to pay employee salaries, purchase equipment and supplies, cover travel expenses between the district and D.C., mailings, postage, and all other official expenses that are associated with the operation of the congressional office.

Below are some basic guidelines of the budget process which you should be aware of. We have included several budget samples at the end of this chapter to assist you in planning your overall budget.

THE MEMBER'S REPRESENTATIONAL ALLOWANCE**Insider Tip**

Members typically spend about three times as much on payroll as they do on official expenses.

The MRA combines three separate budgets (payroll, official expenses, and official postage) into one office account. The MRA is slightly different for each member, because the MRA is calculated based on the distance between the district and D.C., the General Services Administration rental rate in the district, and the number of non-business postal units in the district.

You should receive your MRAs in early January, but they average between \$1.4 and \$1.6 million per year. You are responsible for establishing your office budget, for allocating MRA funds between payroll and official expenses, and ensuring that you do not exceed the amount which is allocated.

MEMBER LIABILITY

As a member of Congress, you are personally liable for missing, damaged, or stolen equipment assigned to your office accounts. You will receive a list of your inventory during orientation and you should make sure that all the equipment is accounted for immediately following swearing-in.

GENERAL REGULATIONS

All expenditures from the MRA are subject to the following general regulations:

1. The MRA may be used only to support the conduct of official and representational duties to the district from which you are elected.
2. The MRA may not pay for any personal, political, campaign, or committee expenses.
3. The MRA may not be used to pay for any expenses related to activities or events which are primarily social in nature (hospitality, receptions, entertainment, holiday or personal celebrations, swearing-in, or inauguration day celebrations, etc.).
4. You are personally responsible for the payment of any official expenses incurred which exceed the provided MRA or which are incurred but not reimbursable under these regulations.
5. Members are allowed to hire up to 18 full-time permanent staffers and up to 4 part-time non-permanent staffers. The maximum salary any staff member could receive was \$166,774 in 2010. Your salary is not included in the MRA.
6. Neither you, your relatives, or anyone with whom you have a professional or legal relationship may directly benefit from the expenditure of the MRA.
7. The MRA is available for services provided and expenses incurred from January 3 of one year through January 2 of the following year. All expenses incurred will be charged to the allowance available on the date the services were provided and the expenses were incurred. (For example, travel performed on December 10 of one year and billed after January 2 of the following year will be charged to the allowance available on the date the travel was performed.) Note: An expense for January 1 or 2 will be charged to the allowance available on the date the expense was incurred.
8. The MRA is not transferable between years.
9. Requests to obligate prior year's funds after January 2 of the succeeding year will be considered by the Committee on House Administration when a member provides documentation sufficient to demonstrate a bona fide intent to obligate the prior year's funds during the applicable year.

Insider Tip

All expenditures are now available online to the general public so it is important to watch what the office spends very closely and be a responsible guardian of the taxpayers' money. A good financial advisor or shared employee can help.

Insider Tip

One staff person needs to be assigned the overall responsibility of making sure expenses stay within the amounts allocated by the House. Utilizing the services of a shared financial advisor can make this process much easier.

Insider Tip

When drafting your first budget, set your COS salary first, followed by your franking and communications budget.

Insider Tip

When in doubt about a potential expense, contact the Finance Office or the Committee on House Administration for advice.

HOW TO DRAFT YOUR FIRST BUDGET

A budget should be formulated so that it will accomplish the goals that you want to achieve during your term in office. Since House offices have finite resources, it is imperative that you engage in a planning process regarding the budget. If you don't develop a strategic vision and a set of goals based on your vision, the office is at a disadvantage and cannot make intelligent budget decisions.

BUDGETING

The office manager - in conjunction with a financial advisor or shared employee - is usually responsible for keeping track of and processing the official expenses and franked mail budgets. In many offices, this person also handles the payroll budget - under the COS's supervision - since he or she is likely to be the most knowledgeable about processing paperwork when employees are hired and when salary adjustments are made.

MAINTAIN A CONTINGENCY FUND

No matter how well an office plans its yearly budget, surprises always occur. Whether it's a bookkeeping error or an unexpected expense, a congressional office should maintain as part of its budget a reserve of approximately \$10,000 to cover unanticipated expenses.

MAJOR OFFICIAL EXPENSES

When planning a budget for the year, you should first consider what new items need to be purchased. For instance, a new copier or new computer equipment may require sacrifices elsewhere in the budget. The categories that follow are all examples of major expenses.

District Office Rent

Maintaining several district offices means allocating more funds for rent. This would be a great time to decide which offices are most beneficial for constituents if there are several. You won't be able to close them later in the year.

Computers and Office Equipment

Buying new computers or upgrading the existing computer system can be very expensive. The same holds true for major office equipment purchases, such as photocopiers. The office should anticipate and plan for these major expenses well in advance. Additionally, the office will need to decide how to network their D.C. and district offices, what upgrades are anticipated, and other factors such as mail management and the ability to upgrade components without having to buy expensive new hardware.

Travel Expenses

As a member, you will likely return to your district almost every weekend. These costs must be factored into the overall budget. You may regularly have staff travel with you to the district, particularly during district work periods. It is important to keep these factors in mind when making final determinations with regard to the travel budget as they will have a definite impact.

Mail & Online Advertisements

Constituent mail, mass mailings, and online ads should take up a large portion of your MRA. This is one way of keeping in contact with constituents and cannot be taken for granted.

Caucus Expenses

In order to be a member of a caucus and other groups, annual dues will be assessed and these costs should also be taken into consideration. Certain caucuses, such as the Republican Study Committee (RSC) and Tuesday Group, have a cost associated with membership.

Vouchers

Unlike a normal business, you will not be issued a checkbook in order to make purchases for your office. Each congressional office pays bills with a voucher that is sent to the Finance Office for processing. The finance office will only pay for “allowable expenses,” so any expenditure that the office is unsure of should be checked beforehand. Most computer systems have a voucher program to make filling out the vouchers easier.

Insider Tip

The way the purchased item is described on the voucher form is the way it will be listed online (staff salaries are also available online).

Key Takeaways:

- The congressional budget should advance your goals and strategic vision.
- The MRA may not pay for any personal, political, campaign, or committee expenses.
- You are personally responsible if overspending of the MRA occurs.
- The main areas of the budget are: personnel, franking, and office equipment.
- Make sure that you have a staffer that is responsible for reviewing the budget on a monthly basis.
- Remember that all purchases are put online for the public, so be a responsible guardian of the taxpayers' money.
- Leave a reserve of approximately \$10,000 for incidentals and unforeseen expenses.

OFFICE COMPUTERS, EQUIPMENT, AND FURNISHINGS

Computers

As a new member, you will inherit the computer systems of the member that you replace. You can purchase any computer equipment from any vendor, but you are encouraged to make purchases from a preferred vendor. (Preferred vendors are “vendors who have agreed to meet House requirements in providing offices with a high level of quality products and services.”).

You and your staff should begin to evaluate the needs of the office early and decide what type of system best meets the office’s demands and budget. The first system that should be evaluated is the system that you will inherit.

Office Equipment and Furnishings

You will also inherit office equipment and some office furnishings from the departing member. Not all members are lucky enough to inherit state-of-the-art equipment from the previous member. As early as possible, the office manager should take an inventory of all equipment, including copiers, fax machines, and telephones, and then make a list of all items the office is interested in acquiring or replacing. While you won’t want to make hasty decisions, you also shouldn’t procrastinate. The longer you wait to order new equipment and machines, the longer it could take to get them delivered and installed.

HTGR SAMPLE BUDGET

On the next page is a sample budget projection for a member from a partly suburban, partly rural district. You can use this as a foundation for drafting your first budget, but please call on Rep. Eric Cantor’s leadership office and other members to help you as you begin this process.

Sample Budget Worksheet Notes

These budget figure projections are from an actual budget of a 3rd term member and reflect (a) higher staff salaries than a freshman office; (b) more detailed projections based on spending history.

SAMPLE BUDGET WORKSHEET

ESTIMATED ALLOCATION	1,469,622
SAMPLE BUDGET TOTAL	1,465,960
SAMPLE BUDGET BALANCE	3,662

ITEMS	SAMPLE	ESTIMATE 1	ESTIMATE 2
PERSONNEL COMPENSATION	790,000		
SALARIES	750,000		
BONUSES	40,000		
TRAVEL	105,000		
CONG. TRAVEL	30,000		
COS TRAVEL	10,000		
STAFF TRAVEL	15,000		
RETREAT EXPENSES	15,000		
MILEAGE	35,000		
RENT, COMMUNICATIONS, UTILITIES	120,946		
DO - RENT - Office 2	10,571		
DO - RENT - Main Office	57,375		
TELECOMMS-DC	20,000		
TELECOMMS-DO	25,000		
HIR (T)	1,000		
RECORDING (T)	1,000		
POSTAGE, COURIER	2,000		
UTILITIES	4,000		
COMMUNICATIONS	326,500		
MONTHLY & 499'S	40,000		
NEWSLTR - PRODUCTION	100,000		
NEWSLTR - POSTAGE	100,000		
TELE-TOWN HALL CALLS	50,000		
ONLINE ADVERTISEMENTS	30,000		
GENERAL PRINTING	5,000		
PHOTOGRAPHIC (T)	1,500		
OTHER SERVICES	68,750		
DISTRICT EVENTS*	18,500		
Academy Day	3,700		
Grants Workshop	3,700		
Art Competition	3,700		
CLP North	3,700		
CLP West	3,700		
NON-TECH SVC CONTRACTS	2,000		
SECURITY SVC	1,000		
TECH SVC CONTRACTS	44,250		
WEB, HOSTING, E-MAIL	3,000		
SUPPLIES & MATERIALS	22,764		
BOTTLED WATER	2,014		
FOOD & BEVERAGE	1,000		
FRAMING (T)	250		
OFFICE SUPPLIES (OUTSIDE)	5,000		
OSS (T)	4,500		
PUBLICATION REF MATERIAL	10,000		
EQUIPMENT	20,000		
RESERVED	12,000		

HTGR STAFF SALARY WORKSHEET

The staff salary estimates below are the average salary paid to each position based on the 2009 Staff Employment Study. Remember that this segment of your budget represents legacy cost and is only likely to increase over time.

Note: Keep in mind that staff salaries for a freshman member are usually below or toward the bottom end of the average. These estimates are a good starting point for a freshman office.

STATUS	#	NAME	POSITION	AVERAGE 2009	ESTIMATE 1	ESTIMATE 2	BONUS
Full	1		COS	110,000			
Full	2		LD	60,000			
Full	3		CD	45,000			
Full	4		SCH	40,000			
Full	5		LA	40,000			
Full	6		LC	30,000			
Full	7		LC	30,000			
Full	8		SA	28,000			
Full	9		DD	85,000			
Full	10		SA	28,000			
Full	11		CASE	40,000			
Full	12		CASE	35,000			
Full	13		CASE	35,000			
Full	14		FR	32,000			
Full	15		FR	32,000			
Full	16						
Full	17						
Full	18						
Intern*	19						
Part	20						
Shared	21		BUDGET	14,000			
Shared	21		SYS ADMIN	18,000			
TOTALS				702,000			

*Capitol Hill interns are generally not paid. However, if you choose to pay an intern - it will require one of your staffing slots.

CHAPTER 12

Ethics Overview

Nearly every election cycle, unfortunately there are some incumbents who lose their seats because of ethical mistakes - personal indiscretions, Ethics Committee investigations, campaign violations, improper activity on behalf of campaign donors, staff mistakes, etc. The lesson should be clear: as a new member you should make sure that you learn from the mistakes of others and work to avoid even the appearance of impropriety by establishing clear rules and regulations that you, your spouse, and staff understand and follow.

The day after the election, although you are not yet bound by these rules and regulations, you must remember that to constituents you are already their representative. Keep in mind that nearly everything you do is open to public scrutiny so take care to avoid all actions that may lead to the appearance of impropriety even before you are sworn in.

KNOW THE RULES

All of your staff is required to attend ethics training within the first 60 days of their employment and must complete annual ethics training.

The *House Ethics Manual* (www.house.gov/ethics/) contains the rules on general ethical standards, travel, outside employment and income, financial disclosure, official allowances and franking, casework considerations, and campaign funds and practices. You and your staff should become familiar with these rules. They are complicated and may take time to fully understand, but you should seek to avoid costly mistakes simply because you did not know the rules. It is imperative that the COS and office manager be thoroughly knowledgeable about ethics and House rules.

While the *House Ethics Manual* is the primary source of information on House ethics and rules, written advisories and opinions from the Ethics Committee contain more recent information. These opinions should be circulated among all D.C. and district office staff.

WHEN IN DOUBT, GET AN ANSWER

When in doubt about whether or not something is appropriate, get an answer up front. Information and advice about House rules, ethics, and campaign laws can be obtained from various House and federal offices such as the House Administration Committee, the House Finance Office, the Ethics Committee, or the Franking Commission. Don't rely on another member's experiences or on instinct. Call the appropriate office.

Information contained in this chapter is informal and meant to provide you only with a starting point in understanding the ethics rules of the House. Formal guidance should be obtained by contacting the Ethics Committee.

Insider Tip

During orientation, remember that although some of the ethics rules do not apply to you as a member-elect, the media and constituents will hold you to the same standard as they do members of Congress so it is a good idea to learn the ethics rules quickly and follow them from the start.

Insider Tip

Designate a staff member to be in charge of compliance with ethics rules for your office. This staffer should have a thorough understanding of all ethics rules.

Insider Tip

If you don't want to see an activity or event reported on the front page of the local newspaper, don't do it.

The Ethics Committee has a special Office of Advice and Education that is charged with helping members and their staffs obtain the right answer before acting. Requests for advice can be obtained verbally or in writing. When obtaining advice verbally, you or your staff should file a record of the conversation which includes the date of the conversation, the Ethics Committee contact, and a detailed description of the information conveyed by the committee. The best protection, however, is a written advisory letter to the member from the committee.

THE OFFICE OF CONGRESSIONAL ETHICS

The Office of Congressional Ethics (OCE) is a bipartisan committee of non-members established by the House of Representatives in March of 2008. The OCE is the one entity where allegations questioning ethics can be submitted by anyone. These allegations are submitted to a Board of Directors that consists of eight members, accompanied by a ten-person staff. The OCE requires the Speaker to designate one member of the board as chairman, and the minority leader has the ability to designate one member of the board as co-chairman. Board members may not be employed by the federal government. In fact, service on this board imposes a one-year moratorium on appointment to the board of any former member, officer, or employee of the House of Representatives.

The Investigation Process

To start the investigation process, an allegation must first be submitted to the OCE. The submission must include the full name of the member, the subject of the allegation, the dates the alleged conduct occurred, what law or rule was violated, and a signed declaration prohibiting false statements. Once the allegation has been reviewed, the investigations have two stages: (1) a preliminary review to be completed in 30 days; and (2) a second-phase review which is completed in 45 days with the possibility of a 14 day extension. The board must authorize each preliminary and second-phase review. At the end of any second phase review, the board must recommend to the Ethics Committee either that the matter requires the committee's further review or that it should dismiss the matter. When it makes its recommendation, the OCE board may also transmit to the Ethics Committee a report that includes, among other things, findings of facts and citations to laws, rules, or regulations that may have been violated.

Information contained in this chapter is informal and meant to provide you only with a starting point in understanding the ethics rules of the House. Formal guidance should be obtained by contacting the Ethics Committee.

SET AN ETHICS STANDARD FOR THE OFFICE

As the leader of the office, you are the moral compass for your staff. Neither you, nor your chief of staff (COS), should cut corners or bend rules and then expect the staff not to do the same.

The office should develop written ethics policies for the staff and encourage staff to raise ethical issues whenever there is doubt about the propriety of an action that you or an employee may take. Discouraging staff from raising ethical concerns could come back to haunt you, particularly if employees start making their own calls when they are in doubt about what to do. Employees should be notified that they must strictly comply with the rules regarding outside income, gifts, and personal financial disclosure (if required).

CAMPAIGN ACTIVITY

No campaign activity should occur inside any federal government building. This includes your D.C. and district offices. Equipment and resources should not be used for any campaign activity either. The staff, however, may engage in campaign activities on their own time, as volunteers or paid by the campaign, as long as they do not do so in congressional offices or use official resources. Also, employees may engage in campaign activities while on leave without pay or while employed on a part-time basis by the House. However, the time spent for both official and campaign purposes should be well documented.

Congressional staff may not neglect their congressional duties, nor work on the campaign, when they are on “official time.” This rule also applies to staffers who run for or hold a local office. In order for staffers to be compliant with ethics rules and work on a member’s campaign, the staffer must either 1) reduce his or her work schedule and salary or 2) take leave without pay.

Although the Ethics Committee recognizes that the hours which constitute a staffer’s “own time” will not always correspond to evenings and weekends, you should pay careful attention to campaign work that is conducted on a volunteer basis during the weekday from nine-to-five. A staffer may choose to use employer-provided compensatory time for campaign work, but you should keep in mind that if an employee receives compensatory time for overtime work, the compensatory time should not be made available only for campaign work. If staffers are engaged in campaign activities on their “own time” during what are considered conventional work hours, maintain accurate and detailed records of both official and campaign work activities and times to ensure compliance.

Insider Tip

A member may not adjust the work requirements of the congressional office or add unpaid interns during the campaign in order to create more “free” time for staff to do campaign work.

Information contained in this chapter is informal and meant to provide you only with a starting point in understanding the ethics rules of the House. Formal guidance should be obtained by contacting the Ethics Committee.

Insider Tip

Staff can not be reimbursed for anything bought for your campaign, other than personal travel.

REIMBURSEMENT FOR CAMPAIGN PURCHASES

House employees may not make campaign contributions to their employing member or purchase tickets to their member's fundraising events. The FEC has interpreted "contribution" to also include purchases made by congressional employees on behalf of the campaign, such as supplies and food, via personal credit card or personal funds - even if the staffer is promptly reimbursed.

CAMPAIGN CONTRIBUTIONS IN THE CONGRESSIONAL OFFICE

Campaign contributions may not be solicited on or delivered to House property. The U.S. Criminal Code, however, recognizes that unsolicited campaign contributions may be received through the mail or that a supporter may unexpectedly deliver a contribution to the office in person. When this occurs, the law provides that the contribution may be accepted, as long as the contribution is forwarded to the campaign office within seven days of receipt. If you or a staffer learns, in advance, that a campaign contribution may be tendered in a federal office building, you should immediately discourage this action and direct the donor to the campaign office.

OFFICIAL VS. CAMPAIGN TRAVEL

If the primary purpose of a trip to the district is campaign-related, the campaign should pay. If the primary purpose of the trip is official, the office should pay. However, this is a complex area that depends on the facts of each case, and your office may want to contact the Ethics Committee before undertaking such travel.

LINKAGE BETWEEN CONGRESSIONAL WORK AND POLITICAL SUPPORT

Political supporters and campaign contributors should not receive special consideration from you or your congressional staff, ensuring that official actions are not dictated by campaign considerations. Appearances of impropriety could arise from championing the causes of contributors or showing favoritism that is not afforded to other constituents.

Information contained in this chapter is informal and meant to provide you only with a starting point in understanding the ethics rules of the House. Formal guidance should be obtained by contacting the Ethics Committee.

Financial Interests

KEEP GOOD FINANCIAL RECORDS

As a member, you must file a financial disclosure report by May 15, 2011. The Ethics Committee will assist members and staff who need assistance in completing their financial disclosure forms and will pre-screen them before filing. It is of utmost importance that you maintain an accurate record of your finances as leaving something out could be viewed as trying to withhold information. Also, keep in mind that all financial disclosures are public record.

Insider Tip

Take a look now at the reporting requirements for 2010 to begin preparing yourself for your first disclosure in 2011.

OUTSIDE EARNED INCOME

There are some restrictions that apply to members and senior staff. You or your designated ethics officer should contact the Ethics Committee to obtain a list of restrictions to ensure compliance for both you and your staff.

CHARITABLE FUNDRAISING

Members and staff may solicit contributions for charitable organizations qualified under section 170(c) of the Internal Revenue Code, provided that no official resources are used, no official endorsement is implied, no direct personal benefit results for the soliciting member or employee, and registered lobbyists are not targeted. Prior written approval from the Ethics Committee is required for all other solicitations.

GIFT RULES AND HONORARIA BAN

Under House Rules, a gift is defined as: “any gratuity, favor, discount, entertainment, hospitality, loan, forbearance, or other item having monetary value.” This includes “gifts of services, training, transportation, lodging, and meals.”

Strict rules govern the acceptance of gifts by you and your staff. These rules are complex but you can avoid any problems by being judicious. Specifically, never accept a gift that is linked to an official action, or an official action that you are being asked to take. And never solicit a gift from any person who has interests before the House. There are limited exceptions to the gift rule which permit the acceptance of very specific gifts. You should also check with the Ethics Committee before accepting a gift of any sort.

Insider Tip

An item of nominal value should not exceed \$9.99. Nominal value items include such things as: baseball caps, t-shirts, or greeting cards.

Information contained in this chapter is informal and meant to provide you only with a starting point in understanding the ethics rules of the House. Formal guidance should be obtained by contacting the Ethics Committee.

Insider Tip

Keep in mind that all travel is reported online and fully accessible for public consumption.

Insider Tip

All privately-funded travel must be preapproved by the Ethics Committee by submitting a pre-travel disclosure form at least 14 days before the anticipated travel date. Additionally, you must file a post-travel disclosure form with the Office of the Clerk within 15 days after the completion of the trip. Do not miss these deadlines.

PRIVATELY SPONSORED TRAVEL

Travel can be a great way to build relationships with other members and learn more about various industries that have an impact on your district and our nation, but as a member, you are held to greater standards and should always ensure that no trip you go on has even the appearance of impropriety. Strict and very detailed rules govern both the pre-clearance of and the actual travel that is paid for by a private source. You and your staff should review all travel guidelines and rules and consult with the House Ethics Committee before accepting a privately sponsored trip. In general, any travel must be related to your official duties such as attending a meeting, a speaking engagement, or participating in a fact-finding trip. While expenses for officially-connected travel may be accepted, neither you nor a member of your staff may accept expenses from a private source for travel where the primary purpose of that travel is not for official business.

However, you may travel at the expense of your campaign committee when the primary purpose of the travel is campaign or political in nature.

The privately sponsored travel restrictions severely limit your ability to accept travel from an entity that employs or retains a registered lobbyist or a registered agent of a foreign principal including companies, firms, and non-profit organizations (including charities). Nonetheless, a trip sponsored by an institution of higher education (such as a college or university) that retains or employs a lobbyist is subject to different rules. If you are invited to travel with a private entity at their expense and that entity employs, or retains a lobbyist or agent, you should consult the House Ethics Committee regarding the specific limitations. For most types of trips, lobbyists are prohibited from accompanying you on any segment of the trip and prohibited from being involved in the trip's planning, organization, arrangements, or requests for participants.

Information contained in this chapter is informal and meant to provide you only with a starting point in understanding the ethics rules of the House. Formal guidance should be obtained by contacting the Ethics Committee.

Other Tips to Remember

Avoid Conflicts of Interest

You should not vote on legislation which benefits a specific entity that affects your personal or financial interests. While spouses and family members have wide leeway in employment and investments, you should avoid casting a vote or weighing in on legislation that would directly impact or benefit you or your family members in any way. There will inevitably be instances where further guidance is needed. Always check with the Ethics Committee, when in doubt, and make sure to consult the Ethics Manual.

Don't Show Favoritism

Treat all constituents equally by establishing a casework system that assists all constituents experiencing problems with federal agencies. Under no circumstances should you or your staff accept anything of value in return for or because of official duties.

Be Aware of Perceptions

It is important to keep in mind that even if you haven't violated any rules, the appearance of impropriety can be just as damaging. So always be certain that everything you do as a member is - and appears to be - above board.

Communicating with Federal Agencies

A member of Congress cannot order a federal agency to do something or decide a matter a certain way. You may request information on the status of a matter, ask for full and fair consideration consistent with applicable law and regulations, arrange appointments, express judgment, or ask for reconsideration of a decision if it is unsupported by federal laws, regulations, or legislative intent. But as a member, you may not directly or indirectly threaten reprisal against any agency officials, or promise favoritism or benefit.

Information contained in this chapter is informal and meant to provide you only with a starting point in understanding the ethics rules of the House. Formal guidance should be obtained by contacting the Ethics Committee.

CHAPTER 13

Family Matters

Life in Congress is demanding for you and your families. Sometimes the honor and rewards of serving in Congress can come at a price: time spent away from family. While family dynamics will differ for each member, one fact remains the same: spouses and families are a crucial component of the congressional team.

This chapter is intended for spouses and families. It includes: what to expect, tips on interacting with staff, suggestions for VIPs or out of town guests visiting D.C., and a list of events and other items that may be of interest to you and your family.

Insider Tip

There are various formal organizations spouses may join. Please contact Rep. Cantor's leadership office for more information on how to do so.

LIFE OF A SPOUSE - WHAT TO EXPECT

The magnitude of impact Congress has on family life is difficult to measure. No doubt, the schedule is demanding. Should you expect to share your spouse with Congress? Should you move to Washington? If you move to Washington, where should you send your kids to school? The best answer to these questions is to ask another spouse. Spouses have played a significant role in Congress from the beginning of our government. While the membership may be exclusive, the network is still vast. It extends beyond the current class of new members and can be an invaluable source of support and guidance.

Unfortunately, there is no “best practice” guide when it comes to family life. Instead, building relationships with current and former spouses is strongly encouraged and will likely provide more insight into what to expect than any written guide.

There are a variety of ways to get involved. The relationships you build here will often form the bridge to opportunities such as charities or causes that are specific to your district. Talk with other spouses to find out how you can get involved and how you can maximize your role within the district.

DIANA F. CANTOR

(804)-972-4449 • DFCANTOR@GMAIL.COM

Congratulations and welcome to the 112th Congress! Having just completed our sixth congressional election, Eric and I know and appreciate the hard work you and your family put into your campaign. I am thrilled to welcome you as you enter this new chapter of life and hope the information that follows can provide some helpful insight into the years ahead.

Serving in Congress can certainly be challenging, but it also provides many rewarding opportunities. I know your spouse comes to Congress as my husband does - with much enthusiasm and a tremendous desire to change our country for the better. We have a distinct privilege in being associated with this historic body. We also have an amazing opportunity to help serve our community and engage our fellow citizens in a unique way.

After Eric was first elected, I was fortunate to have several spouses of incumbent members help me navigate this new and exciting experience of life in Congress. They stressed the reality of a difficult schedule and the impact on family life. They also cautioned that there is not a one size fits all approach to adjusting - each family must manage the new responsibilities and demands in their own way.

Because I benefitted so greatly from the wisdom of other spouses, both current and former, I encourage you to seek out their assistance and build relationships with them. They have been in your shoes before and can offer valuable insight into whatever area of your life might be affected.

Also, please feel free to contact me at any time. I look forward to welcoming you and sharing the excitement of what lies ahead. Please know that I am available to help you and your family in whatever way possible. You can reach me anytime by email or phone. Again, congratulations and best of luck!!!

Warm regards,



Diana Cantor

CHARLES L. CAPITO, JR.

HUSBAND OF REP. SHELLEY MOORE CAPITO

Congratulations and welcome to the U.S. House of Representatives! As the husband to a six-term member of Congress, I know you have played a vitally important role in helping your spouse win the trust of your community and the responsibility of representing them in Congress. This is an incredible honor.

Your spouse may be the elected official, but public service is truly a shared responsibility. You may find that you can no longer go to the grocery store without everyone giving you their two cents, but take this as an opportunity to listen and relay these stories to your spouse. It may seem simple, but the information is valuable to successfully representing your constituents.

On a personal note, I have enjoyed some lighter and humorous moments. This may occur to you when you receive your first piece of correspondence from the Republican Spouses Club; the stationary is bright pink. Further, you will discover that a big meal at meetings will likely include an iced tea, a Caesar salad and sorbet. (I am still hunting for the bacon cheeseburger.) Kidding aside, rest assured that the Republican Spouses Club is a great organization filled with energetic and delightful colleagues. It would be a mistake for you to not join us.

I should also mention that as the spouse, you will receive a very handsome lapel pin. You should get in the habit of wearing it in Washington and while attending official functions with your wife. You will learn more about the pin and much more at the new member orientation in Washington. I strongly encourage you to attend.

At times you may feel that critics are being too hard or treating your spouse unfairly. I urge you to remember the tried and true advice of keeping a thick skin.

I welcome you to an enjoyable and life-fulfilling journey. I look forward to meeting you in person. In the meantime, feel free to contact me directly at charles.capito@gmail.com.

Sincerely,



Charles L. Capito, Jr.

ESTABLISHING THE OFFICIAL ROLE OF A SPOUSE

It is beneficial to consider the role of the spouse within a congressional office as soon as possible. You and your spouse must be clear about the role the spouse will play within the confines of the office. Once you decide how you want things to work, you should communicate this to the COS, so that the COS can inform the rest of the staff of these guidelines.

A few areas that might require explicit guidelines are: interaction with immediate family, how to handle official invitations sent to both you and your spouse, and what to do when tickets for official events are sent to the office. Suggestions on handling these topics are below.

STAFF INTERACTION WITH IMMEDIATE FAMILY

Some offices have guidelines that deal specifically with the immediate family. For example, if the member is out of the office all day and receives a phone call to the D.C. office from a family member, how should the person who answers the call handle it? What's the protocol? Should immediate family be referred to the COS or the scheduler? Whatever the preference, make it clear to the staff - especially staff assistants and interns who answer the phone - how these matters should be handled. Even something as seemingly trivial as how to address the spouse and family (first names versus last names) should be clearly articulated to the staff.

INVITATIONS ADDRESSED TO BOTH THE MEMBER AND SPOUSE

When an invitation sent to the office is addressed to you and your spouse, the scheduler should notify the COS. In some offices, the scheduler will ask the spouse directly. You should determine your preference and inform the chief of staff and scheduler.

TICKETS FOR THE MEMBER AND SPOUSE

When Congress holds a joint session, sometimes you will receive two tickets. One ticket is intended for you and the other ticket is for a guest. Many times the guest is the spouse. While this isn't always the case, it is a good rule of thumb to know how many tickets arrive so that the spouse has the first right of refusal.

Insider Tip

An indispensable part of the scheduler's job is to work with the family's schedule.

SCHEDULER INTERACTION

The scheduler is usually the staff member that the spouse will work with the most. Since you may often rely on your spouse to help coordinate the family's schedule and your personal time, the scheduler must mesh well with you and your spouse. Both you and your spouse must feel comfortable with the person chosen to be the scheduler. This person will be entrusted with confidential and privileged information and will be made aware of important family details and particular needs (e.g. doctors' visits).

Communication among yourself, your spouse, and your scheduler is crucial to keeping everyone happy when it comes to the schedule. Information must flow freely from all parties. By keeping each other informed, you reduce the chances of a scheduling catastrophe. You and your spouse need to inform the scheduler of important family matters (chorus concerts, basketball games, wedding anniversaries, etc.) so that the scheduler is able to do everything possible to get you home on time for the event. Conversely, the scheduler should inform the spouse about vote schedules, weekend events, district work periods, etc. so that expectations are managed successfully for everyone involved. Again, setting realistic expectations regarding the official schedule and congressional calendar is key.

HOW TO HANDLE VIP GUESTS VISITING WASHINGTON, D.C.

One of the most common questions you and your spouse will hear after the election is, “I’m heading to D.C. in April, do you have any recommendations on what to do while in town?” Friends and family alike will look to you as an “insider” on all things D.C.: museums, tours, tickets, hotels, restaurants, etc. After you have become familiar with the town, put together a “Guide to D.C.” that you can share easily with friends and family or send to constituents so that you can personalize their visit to D.C. This can include a list of your favorite restaurants, tours, or must-see sites that you think your guests should do to maximize their visit to Washington. Rep. Cantor’s leadership office is happy to assist with other ideas and suggestions for entertaining and welcoming constituents and guests.

Insider Tip

The Department of Interior provides escorted tours via the National Park Service for the following sites: Washington Monument, Jefferson Memorial, FDR Memorial, World War II Memorial, Lincoln Memorial, Veterans Memorial, Korean War Memorial, and Arlington Cemetery.

OPPORTUNITIES OF INTEREST FOR FAMILIES AND SPOUSES

Several items below may be of interest to you and your family.

The Members’ Family Committee Room

In 1995, the Members’ Family Lounge was renamed the Members’ Family Committee. Originally managed by the Office of the Doorkeeper, the room came under the House Clerk’s direction in 1995. The current room, H-324, is named for former Speaker Thomas P. “Tip” O’Neill, Jr. of Massachusetts. You and your family are able to use this room as a lounge area while members are going about business on the House floor. There are televisions, couches, a children’s play area, in addition to a full kitchen (pots, pans, microwave, stove, and refrigerator) stocked with refreshments and light snacks. The room is open during the hours the House is in session and typically stays open until the last vote of the day.

For more information on services available, please contact the Coordinator of the Members and Family Room, Kim Alstork at (202) 225-0622.

VISITING THE HOUSE FLOOR

Members are allowed to escort children, aged 12 or younger, onto the House floor while the House is in session. This is a privilege for you only; it is not afforded to the spouse, unfortunately. In fact, spouses are not allowed on the House floor while the chamber is in session.

ACTIVITIES OF INTEREST FOR SPOUSES AND FAMILIES

There are several congressional events that you and your family are welcome to enjoy. Listed below are the months in which these events typically occur. This is not a comprehensive list. We simply wanted to put these fun family events on your radar.

- **January:** Swearing-In
- **January/February:** The President's State of the Union Address
- **March or April:** White House Easter Egg Roll
- **May:** First Ladies Luncheon, Memorial Day Concert
- **June:** White House Picnic, Capitol Picnic, Congressional Baseball Game, Women's Congressional Softball Game
- **July:** 4th of July Concert and Fireworks
- **September:** Labor Day Concert
- **October:** Congressional Football Game
- **December:** Christmas Tree Lighting, White House Congressional Ball
- **Monthly:** Republican Congressional Spouse meetings

CHAPTER 14

Where to Live

When deciding where to live in the Washington area, new members should consider—among other things—proximity to the Capitol building, which airport they will be flying into and out of each week, and whether metro access is desired. Of course, there is no more convenient area to live than Capitol Hill, but each of the following neighborhoods is no more than a few miles from the Capitol and offers a wide variety of living options. Choosing the neighborhood that suits you and your family the best, while staying within the vicinity of the Capitol, will make for an easier transition.

WASHINGTON, D.C. NEIGHBORHOODS

Capitol Hill (House Side, Senate Side)

Residential area within steps of the Capitol Building (zip codes 20002, 20003).

Commute:

Walking: 1-5 minutes

House Side: Within steps to the south and east of the Capitol Building, you'll find restaurants and shops lining Pennsylvania Avenue, between 2nd and 4th Streets, SE. Farther south, restaurants and shops line 1st Street, between C and E Streets, SE. This immediate residential area, South and East of the Capitol, is considered the "House side" of the Capitol.

Senate Side: Within steps to the north and east of the Capitol, you'll find restaurants and shops lining Massachusetts Avenue, between 1st and 4th Streets, NE. This area is considered the "Senate side" of the Capitol, and includes the Union Station Metro stop and Amtrak train station. This area is particularly convenient for those members who use Amtrak as a source of transportation to and from their district.

Eastern Market / Barracks Row

General area around 7th and 8th Streets SE, at the intersection of Pennsylvania Avenue, SE (zip code 20003).

Commute:

Driving: 5 minutes

Walking: 10-15 minutes

Eastern Market Metro: 5-10 minutes

Eastern Market and Barracks Row represent two thriving commercial arteries of Capitol Hill. Since 1873, Eastern Market has served as D.C.'s oldest continually operated fresh food public market. In addition to the market, a number of shops and restaurants line 7th Street, between Independence and Pennsylvania Avenues, SE. One block south and east of the Market, on 8th Street, SE, lies Barracks Row, named for its proximity to the Marine Barracks—the oldest active post in the Marine Corps and the home of the Commandant of the Marine Corps.

Nationals Stadium / Navy Yard

Roughly one mile directly south of the Capitol Building, and bordered by the Southwest freeway overpass on the north, South Capitol Street, SE, on the west, 8th Street, SE, on the east, and the Anacostia River on the south (zip code 20003).

Commute:

Driving: 5 minutes

Walking: 10-15 minutes

Navy Yard Metro: 10-15 minutes (transfer required)

The Washington Navy Yard is home to the oldest shore establishment of the U.S. Navy and is the new home of both the Washington Nationals baseball stadium and the Department of Housing and Urban Development (HUD). Since the construction of the new the stadium, a large number of high-rise apartment buildings have been built, along with a small amount of shops and fast food restaurants. This has become a popular area for members of Congress to rent, because of its proximity to the Capitol and to Interstate 395.

Chinatown / Penn Quarter / Convention Center

Between Massachusetts and Pennsylvania Avenues, and 5th and 9th Streets, NW (zip codes 20001, 20004, 20005).

Commute:

Driving: 10-15 minutes

Walking: 15-30 minutes

Gallery Place/Chinatown Metro: 20-25 minutes

Archives/Navy Memorial Metro: 20-25 minutes (transfer required)

The Friendship Arch, a traditional Chinese gate, prominently marks the neighborhood at H and 7th Streets, NW. Chinatown is located to the north of Penn Quarter, a revitalized arts and entertainment district with some of the city's best restaurants, hotels, museums, stores, and theaters—the most famous of which is the newly renovated Ford's Theater. The area is anchored by the Verizon Center—home to the Wizards and Mystics (NBA and WNBA), the Capitals (NHL), and the Georgetown Hoyas NCAA basketball team—and bordered on the north by the newly constructed Washington Convention Center, to the south by the FBI Building, and to the west by the White House. Housing options are almost exclusively apartments in multipurpose high-rise buildings. Rent will generally be higher in this area.

Dupont Circle / Downtown / Foggy Bottom

The traffic circle intersection and surrounding areas of Massachusetts, Connecticut, and New Hampshire Avenues, and 19th and P Streets, NW (zip codes 20006, 20036, 20037).

Commute:

Driving: 15-30 minutes

Dupont Circle Metro: 25 minutes

Farragut North Metro: 25 minutes

Farragut West Metro: 20 minutes

Foggy Bottom/GWU Metro: 20 minutes

Dupont Circle is the center of the city's downtown areas. Much of the area includes large department stores, lobbying and law firms, restaurants, hotels, and foreign embassies. To the north is the Adams Morgan / U Street area; to the south stands the White House, and to the west lies Foggy Bottom - home of the State Department, Kennedy Center, and The George Washington University and hospital. There are many apartments in multi-purpose commercial high-rise buildings throughout downtown, and a smaller number of row homes in Foggy Bottom which have been converted into apartments and condos.

Georgetown / Glover Park

The far northwest portion of the city, running north from the Potomac River waterfront, and west of 27th Street, NW (zip codes 20007, 20016, 20008).

Commute:

Driving: 20-30 minutes

Metro: N/A (the closest metros to the area are Dupont Circle and Foggy Bottom)

Georgetown, one of D.C.'s oldest neighborhoods, served as a major port and commercial center during colonial times. Today, Georgetown is a residential area with two large commercial arteries: Wisconsin Avenue running south and north, and M Street running East and West. Georgetown housing is expensive, and includes mostly historic row houses and mansions. The West end of Georgetown is flanked by the University and its hospital. To the north is the quieter neighborhood of Glover Park which includes a few high rise apartment buildings and smaller row homes. Glover Park is bordered on the southeast by the Washington Naval Observatory, home of the Vice President's Residence, and on the north by the National Cathedral.

NORTHERN VIRGINIA NEIGHBORHOODS

Old Town Alexandria

Across the Potomac River and south along the George Washington Memorial Parkway, past Reagan National Airport (zip codes 22314, 22305, 222301).

Commute:

Driving: 15-30 minutes

King Street Metro: 25-35 minutes (transfer required)

Braddock Road Metro: 25-35 minutes (transfer required)

Alexandria combines the history of Old Town, with large shopping centers, and Reagan National Airport to the north. The area is more quiet and suburban than D.C., but offers a similar historic row home and river-bank city feel as Georgetown. There are a variety of housing options in Old Town, from high- and low-rise apartment buildings to townhomes, condos, and free standing dwellings. Many members live on the northern end of Old Town in apartment complexes—providing them with a quick trip into D.C. and Reagan airport. In addition, the south end of Old Town has access points to Interstate 495, otherwise known as the D.C. Beltway.

Crystal City / Pentagon City

Located in Arlington County, south and across the Potomac from D.C. along U.S. Route 1, and bordered by Reagan National Airport and the Pentagon (zip codes 22202, 22204).

Commute:

Driving: 10-20 minutes

Crystal City Metro: 20-30 minutes (transfer required)

Pentagon City Metro: 20-30 minutes (transfer required)

Crystal City and Pentagon City both lie on the south side of the Potomac River from Washington. The area is a combination of large hotels for travelers and tourists, large shopping centers like the Pentagon City Mall and Costco, chain restaurants, and high-rise apartment and commercial office buildings. Many members choose this area for its large apartment buildings and close proximity to D.C., Interstate 395, and Reagan Airport.

Key Take-Aways

- Choose a neighborhood that's convenient to the Capitol and best suits you and your family.
- Keep in mind whether you'll be using Reagan or Dulles airport to fly into and out of each week.
- Decide whether being close to a Metro stop is important to you.
- If you are looking to keep costs down, consider living with a couple of other members.

Rosslyn and Court House

Located closest to Washington, D.C., sitting just across the Potomac River and the Key Bridge from Georgetown (zip codes 22209, 22201).

Commute:

Driving: 15-25 minutes

Rosslyn Metro: 15 minutes

Court House Metro: 20 minutes

Rosslyn is a business-centric area that quiets on the weekends. Court House, named after the Arlington Federal Court House, is primarily populated by young professionals and families. You will find a number of restaurants in the area (be sure to check out Ray's Hell Burger!), the Iwo Jima Memorial, and Arlington National Cemetery. Housing options include a large number of condos and apartments, as well as a smaller amount of townhomes.

Clarendon and Ballston

The two immediate neighborhoods just past Court House, farther southwest along Wilson Boulevard (zip codes 22201, 22203, 22205).

Clarendon and Ballston, just past Court House on Wilson Blvd, offer the majority of entertainment and dining in North Arlington. Much like Court House, newly constructed urban apartment and condo buildings continue to spring up here. The area offers both a mixed-use outdoor mall and the large Ballston Mall. Both areas are convenient to Interstate 66 (Glebe Road exit) and Dulles International Airport.

Commute:

Driving: 20-30 minutes

Clarendon Metro: 25 minutes

Virginia Square Metro: 30 minutes

Ballston Metro: 35 minutes

CHAPTER 15

Planning a Swearing-In Reception

The first social reception that you will be able to hold as a member of Congress will be a swearing-in reception. This is a great opportunity to welcome constituents into the new office. You may choose to have a reception in either your D.C. office or your district office. Also, keep in mind that the majority party determines the actual date that new members will be sworn in. No matter what that date is you will not be able to pick up keys to your new office prior to January 3.

Many members treat their swearing-in reception as the official launch of their new office. If you choose to treat it the same, make sure you take the time to plan a reception that is both welcoming for your constituents and respectful of the institution.

APPROPRIATE USE OF CAMPAIGN FUNDS IN AN OFFICIAL OFFICE

As previously mentioned, House rooms and offices should not be used for meetings that are campaign or political in nature, such as campaign strategy sessions or receptions for campaign contributors.

However, under long-standing Ethics Committee policy, members may hold a swearing-in reception in a House office building that is paid for with campaign funds when they are sworn-in.

Note: At the end of the 105th Congress, the Ethics Committee began to allow members to use campaign funds to pay not only for swearing-in receptions held in a House room or office, but also for other official events that are social in nature, including events with constituents.

BAN ON USE OF HOUSE FUNDS FOR A SWEARING-IN RECEPTION

Please note that should you host a swearing-in reception, official House funds may not be used to pay for expenses related to the purchase of food or beverages for social events. This includes the receptions that you may hold in connection with your swearing-in.

Insider Tip

There is a possibility that you will be hosting your swearing-in reception 24-hours after receiving your new office keys. Meaning, you will be in a semi-empty office, potentially void of both office supplies and even furniture.

CHAPTER 16

Do's and Don'ts

A Checklist

Below are suggested do's and don'ts between freshman orientation and the time you are sworn-in. Again, you will receive more information once you are officially sworn-in, so save additional tasks not listed below for later when you can make better and more informed decisions.

DO:

- Complete your goals.
- Determine which type of management structure you plan to utilize.
- Hire a chief of staff (COS). Interview numerous applicants, check references, and select the candidate who you think will best help you fulfill your goals.
- If you have not already done so, create an email address where you and your COS can direct interested applicants to send their resumes, like 7thdistrictjobs@gmail.com.
- Use caution when making hiring decisions. While your office doesn't need to be fully staffed on day one, a poor hire now can slow you down immediately.
- Develop an initial draft of an office budget with your chief of staff.
- Get answers for any ethical questions you may have if you are in doubt.
- Write a letter to the previous member of Congress asking for their casework files. This is a good practice regardless of the party of the previous member.
- Begin looking for and secure district office location(s).
- Discuss with your spouse and COS what the official and political role of the spouse will be.
- Start talking to the elected leadership and the members of the Steering Committee about what committee assignments you would like.
- Begin planning your swearing-in activities.
- Decide where you plan to live while in (or near) Washington.
- When in doubt, ask questions. Many people have gone through exactly what you are going through now and are here to help. Remember to contact Rep. Eric Cantor's leadership office if you have any questions.
- Take time to be with your family and help them through this transition.

DON'T:

- Completely disappear from the public. As previously stated, even though you won't take office until January, many of your constituents will view you as their member of Congress immediately after election day.
- Talk to the press about committee assignments or be over-confident about what committee assignment you will receive.
- Micromanage. Allow your COS to make most small to medium decisions.
- Hesitate to ask questions of other members, members-elect, and their staff.
- Deal with constituent correspondence. There is plenty of time to respond to constituent mail once you are sworn and have staff and software to assist you.
- Hire a full staff before swearing-in. You can get by for the first few weeks and months with 3-4 staff in D.C. Typically, it is good to focus on hiring a COS, scheduler, press secretary, and one legislative staffer early on and then fill out the rest of your staff based on your committee assignments and the needs of the office.
- Worry too much about the official duties of a member of Congress. It's difficult to know what being a member of Congress is like until you actually are one.

Notes



Swearing-In to the End of Your First Year (January 3 – December 31)

INTRODUCTION

You've shed the title of member-elect and are now an official member of the 112th Congress. The following material covers the period of time from swearing-in until the end of 2011.

This section provides substantive information on mastering the basic responsibilities of a member of Congress. Specifically, we highlight key dates to keep in mind during the calendar year and walk you through what to expect during the hectic week of swearing-in, making it more manageable and less overwhelming. Then, we introduce procedures that will teach you how to become an effective member on the floor, and key tips towards maximizing your role on a committee.

We will also reinforce the importance of goal setting—revisiting that discussion from earlier chapters—and include tips for enforcing accountability to ensure that your goals are being met. Lastly, we provide two rising sophomore testimonials, providing you with the benefit of their hindsight as you approach your first year in Congress.

This section will conclude the member book portion of *Hit the Ground Running*. No doubt, your congressional career will continue much further than just your first year in Congress. While we suggest that you continue to reference *Hit the Ground Running* for your entire time in Congress, the guidebook is specifically designed for this early period in your career. So, read it carefully now, and reference it when needed in the future.

CHAPTER 17

Calendar of Events Timeline

Washington tends to revolve around a cyclical calendar with official and social events occurring near the same time every year. The following timeline lists a few of the more important events in Washington and Congress enabling you and your spouse to start planning the year ahead.

OFFICIAL EVENTS:

Receive Keys to Office: January 3rd

Swearing-In Date: Week of January 3rd

GOP Retreat: End of January / Early February

State of the Union Address: End of January / Early February

District Director Fly-In: April / May

Financial Disclosure Filing Deadline: May 15th

End of Fiscal Year: September 30th

BUDGET AND APPROPRIATIONS:

On or before the **First Monday** in February the President submits his budget

April 15: Non-binding deadline for Congress to adopt a budget resolution

May 15: Appropriations bills may be considered in the House

June 10: Appropriations Committee should report last annual appropriation bill to the House

June 30: House should complete action on annual appropriation bills

October 1: Fiscal year begins

Target Adjournment: October 1st (end of the fiscal year)

SOCIAL EVENTS:

First Lady's Lunch-in: Early Spring

White House Easter Egg Roll: Monday following Easter Sunday

Memorial Day Concert: May 30th (the Sunday before Memorial Day)

White House Congressional Picnic: Early June

Capitol Picnic: Mid-to-late June

Capitol July 4th Concert: July 4th

White House Holiday Party: Early December

Capitol Christmas Tree Lighting: First week in December

CHAPTER 18

Swearing-In Week

Be prepared, your first official week in Washington as a newly sworn-in member of Congress will be a whirlwind. A lot of your first week will be spent off the floor, but in between all of the activities, you'll be sworn-in as one of 435 members of the U.S. House of Representatives, and you'll cast your first votes of the 112th Congress. While seemingly ceremonial, your first votes will go a long way towards shaping the direction of this Congress and America.

There is no need to feel overwhelmed during this week. The key is a well-planned schedule, and after reading this chapter, you'll have a good sense of what's expected of you. Finally, make sure to take time to appreciate the history of the occasion and enjoy your family and friends.

ON THE HOUSE FLOOR

As prescribed by the 20th Amendment, each new Congress convenes at noon on the 3rd day of January. Therefore, unless another meeting date is adopted by the 111th Congress, the 112th Congress will convene on Monday, January 3, 2011, at 12:00 noon. During this first day, the House will take a few important organizational steps which will affect the way we conduct legislative business for the next two years. You will need to block off a couple hours of your day to make sure you are on the floor and don't miss any votes. The outline below will walk you through the proceedings of the first day and give you an estimate of when you should be on the House floor.

Quorum Call (1st Vote)

The first vote you will cast will help establish a quorum in the House so the body can move forward with official business. Just after noon, the Clerk of the House will cause a "Quorum Call." Members-elect will establish their presence by voting "present." A present vote is represented by the yellow button on the electronic voting box devices. The House can only move forward once a quorum has been established, meaning at least 218 members-elect have recorded their presence. Don't forget your electronic voting card—you'll need it for this vote (see below).

Note: Even though you have now cast a vote in the House, you are still not a member of Congress. Members-elect only become official members once they have taken the official Oath of Office (see below).

Insider Tip

You will receive the keys to your D.C. congressional office on Monday, January 3. Your staff should be prepared to make an immediate supply run as your office will not have any pens, paper, or other supplies. However, you should have computers and phones set up. We suggest two strategies to minimize difficulties during this time period:

1. Hire an outside vendor or part-time systems administrator prior to swearing-in. They can work with the House to ensure that your computer system is up and running on day one. The right person can greatly ease the technical issues you are bound to encounter during your first few days and weeks.
2. Ask questions of your fellow Republican colleagues, especially those who were freshmen in recent years. Their experience is invaluable.

Election of the Speaker (2nd Vote)

Next up: nominations for Speaker of the House. The chairmen of the Republican Conference and Democratic Caucus will initiate this process by nominating each party's candidate for Speaker. Once the nominations have been given, the Clerk will appoint tellers to record the votes of all members-elect present. Therefore, your second vote will be to elect the Speaker of the House. Unlike the quorum call, this vote will be taken by voice vote. The Clerk will call member-elects' names in alphabetical order, at which point you will stand up in front of the entire body and cast your vote by calling out the last name of your candidate. We recommend you stay on the floor for the entirety of this vote.

Following the vote for Speaker, the Clerk will announce the election of Speaker and appoint a committee to escort the Speaker to the Chair. At this point, the minority leader will present the Speaker to the full House and the new Speaker will briefly address the House.

Official Swearing-In (Oath of Office)

Following the Speaker's address, he/she will take the oath of office from the Dean of the House (the member-elect with the longest consecutive service), and then administer it to all members-elect and delegates-elect. In order to be officially sworn-in as a member of the 112th Congress, each member-elect must be on the floor at this time. All members-elect will rise together and take the oath of office.

Organizational Matters (No Votes for Members)

After the swearing-in, a few house-keeping items must be dispensed with. This portion of the day does not require roll call votes. During this time, members generally leave the floor. Items dispensed with include: announcement of each party's elected leadership, election and swearing-in of the officers of the House, and notification to the Senate and president of a House quorum and election of the Speaker and Clerk.

Insider Tip

If you miss the swearing-in, notify your elected leadership. A time will be scheduled, in consultation with the Speaker, for your swearing-in on the House floor. Members-elect may not vote until they have been sworn-in.

Rules Package (More Votes)

At this time, the House will consider and establish its rules for the 112th Congress - how the House functions on a daily basis, considers legislation, debates, and adheres to decorum. Possessing 218 plus votes, the House will consider the majority party's rules package (see note below), debating its worth and voting on its contents. Much like conference rules, the House rules for a new Congress generally rely on the previous Congress's rules as its base text. Significant changes and additions are often made, but 95 percent or more of the rules proposed will be identical to the 111th Congress (of which there were 29 rules). Depending on the size and scope of the rules package, this consideration process could take anywhere from a few hours to a few days and could also involve multiple votes. The minority party will be given an opportunity to offer an alternative consisting of their own rules.

Roll call votes will most likely take place later in the day. Leadership will advise members when votes are expected and provide them with enough notice to return to the floor in time to vote on the rules.

Note:

Summary Sketch of the First Day (Approximate Times)

12:00 noon	Clerk of the House calls the House to order
12:05-12:45 p.m.	Quorum call by electronic device
12:45-1:45 p.m.	Election of the Speaker by manual roll call
1:45-2:15 p.m.	Speaker's swearing-in and address
2:15-2:30 p.m.	Oath of office/swearing-in for members-elect
2:30-3:00 p.m.	Other organizational matters
3:00 p.m.-???	House rules consideration, debate and votes

After the First Day

The remaining floor activities for the first week will depend on the completion of the rules package and what legislation is ready for consideration. Generally, the House rules are the most substantive votes of this first week. Leadership will keep you and your office up-to-date on when votes are expected throughout the week.

Insider Tip

The House rules package is marked-up by the majority party's conference or caucus, usually the day prior to the House convening. Therefore, members are advised that in the case of being in the majority, House Republicans may have to return to Washington the day prior to the House convening, in order to approve the House rules package.

OFF THE HOUSE FLOOR

As a new member in the 112th Congress, you will have an endless amount of activities and events to attend this week, both on and off the Hill. Prepare for a long week and plan your schedule wisely. The list below is not all-inclusive, but it will give you a sense of what events to expect the first week of session in Washington.

Voting Card

Each member is given a voting card to cast their votes electronically. The card is the size of a driver's license and will fit in your wallet or purse. We recommend you pick this up prior to the first vote of the week. The Committee on House Administration will inform your office of when and where to pick up your voting card.

Ceremonial Swearing-In Reception

This reception occurs right after you are sworn in as a member of Congress, and is hosted by the Speaker of the House. It will take place in the Rayburn Room, just off the House floor on the second level of the Capitol.

GOP Weekly Conference Meeting

House Republicans typically meet at least once a week during session to discuss all matters relative to the Conference. These meetings, led by the Conference Chair, are generally held in the morning at 9:00 a.m. We expect a Conference during this first week.

Note: Weekly conferences are a great venue to meet other members, provide feedback to your Elected Leadership, and lend your voice to the direction of our Conference. Regular attendance is strongly encouraged.

Floor Orientation Meeting

Led by the Whip, the freshman floor orientation is held on the House floor and is generally scheduled for the first day of session, prior to the House convening. It is meant to help introduce the freshmen to the Chamber and the Elected Leadership floor staff, who will help guide you through each day's legislative business for the next two years. This session will give you a leg up on understanding how the floor operates. Attendance is strongly encouraged.

Picture with the Speaker

The Speaker will be available at some point during the first week for members to take an official photograph with him/her. Your office will need to contact the Speaker's Office to arrange a time for the photo.

Committee Organizational Meetings

Each committee will usually hold organizational meetings throughout the first week of session. Because some committee assignments may still be up in the air, you may not yet know which committees you will be serving on. However, if you have received your committee assignments, make sure you know when and where you need to be for their organizational meetings.

Constituent and Interest Group Meetings

It's your first week on the job, so why not get right into the swing of things? Constituents will inevitably be in town, and different interest groups will already be requesting your time to make introductions. Let your staff help select, prioritize, and schedule these meetings. Keep your schedule flexible, however you don't want to burn yourself out during the first week. There will be plenty of time for meetings throughout the next two years.

Freshman Retreat

In years past, a bipartisan freshman class retreat has been held at the end of the first week in session. Your office should be aware of the details by now if this is again the case. Take advantage of this time to bond with your fellow class colleagues.

Key Take-Aways

- A well planned schedule will help you master your first week in Congress.
- Pick up your voting card before going to the floor.
- Block off your first afternoon—you don't want to miss your swearing-in or any votes (local and national press will take note if you do).
- Attend as many events as you want, just make sure you give yourself enough time to rest—you can't be everywhere at once.
- Finally, this is an historic week. Share it with family and friends and remember that you now have the honor and privilege of representing a congressional district in the U.S. Congress.

CHAPTER 19

Being an Effective Floor Member**Insider Tip**

Be prepared for two eventual questions every time you cast your vote on the House floor: did you read the bill, and is it constitutional?

Many of you have served in state legislatures, and they act as an excellent guide for how Congress functions. But you will also find that many rules and customs on the House floor are different. In addition, many of you come directly from the private sector and have little experience with a legislative body. This too, can be an advantage. In essence, you are approaching Congress with a clean slate—no preconditions or prejudices.

Whichever camp you fall into, the following chapter is designed to give you a simple background on what to expect on the House floor and how to navigate the chamber's procedures and customs. This is in no way a comprehensive guide. The best guide is your own personal experience and just like anything in life, you quickly learn from doing.

Physical Layout of the Floor**REPUBLICAN VS. DEMOCRAT SIDE****Insider Tip**

There are no assigned seats on the House floor. Members are free to move about the chamber as they please. But, you are more likely to find your fellow Republicans on the right side of the chamber.

When you walk onto the floor from the main center aisle doors, you will notice that Republicans take the right side of the chamber while Democrats take the left. As such, the Republican committee members, staff, and speakers will occupy the large wooden desk and microphones immediately to the right of the aisle. Just past the “committee desk” is the “leadership desk,” which is home to the Republican Leader and Whip floor staff. At the leadership desk you can ask floor staff about the day's voting schedule, check to make sure you voted the way you intended, and receive key information explaining specific votes. Be sure to stop by the leadership desk during each vote series to get a sense of what's going on, and get to know the floor staff for each leadership office. They can be helpful in explaining procedure, outlining the schedule, providing you with speaking time, and ensuring that you don't make any parliamentary mistakes.

THE SPEAKER'S ROSTRUM

The three-tiered rostrum is the focal point of the floor. From the top-tier, the Speaker presides over the House and officiates debate. The parliamentarians—the non-partisan judges of the House's rules and procedures—are stationed just to the Speaker's right-hand side. There will be at least one parliamentarian, and usually two, on the floor at all times. Their offices are just off the floor, should you need their advice. To the Speaker's left sits the official time keeper. He/she keeps track of all debate time.

Below the top tier you will find two levels of support staff, including the tally and reading clerks—employed by the Clerk of the House. The reading clerk will announce amendments, motions, bills, and vote switches, among other things from the second tier.

Most of the clerks on the bottom tier conduct the day-to-day business of recording proceedings and enrolling and filing legislation. This tier is accessible to all members and handles discharge petitions, the House's "hopper" (i.e. where legislation is officially introduced), extensions of remarks, and voting by paper ballot.

Important Note

Though the Clerk is appointed by the majority party, the bulk of the Clerk's staff is non-partisan.

THE HOUSE WELL

The space directly in front of the rostrum is known as the House's "Well." Here, members give speeches from one of two adjustable podiums that face the chamber and the gallery. Other than the Speaker's, these are the only two microphones that face the chamber. Typically, Republicans speak from the microphone on the right, when facing the rostrum, and Democrats speak from the microphone on the left. Though this is custom, members may speak from any microphone they please. Stenographers who record official debate are seated at a desk between the two well microphones. During voting, members often congregate here to converse and vote using paper ballots.

VOTING BOARDS

During votes, four large electronic voting boards display the name of every member alphabetically and how they voted (a green "Y" for yes, a red "N" for no, and a yellow "P" for present). In addition, there are summary boards on the sides of the chamber which depict the vote total, time left in the vote, and a brief title of what is being voted on. The voting boards are not visible during debate and are located right above the press gallery. You can refer to these boards to verify your vote, or check with the Whip floor staff at the leadership desk. The floor staff has access to one of two computers on the Republican

side of the aisle that instantly show how each member has voted. In addition to the floor staff's computer, there is another computer in the back of the chamber close to the Cloakroom. Feel free to ask the floor staff how to manipulate these computers. They can be immensely helpful in breaking down the dynamics of each vote, from state delegations, to different categories of members.

GALLERY

Above the floor, visitors to the Capitol sit and watch all proceedings. Be mindful that your actions are always being watched while you are on the floor—by the public, the press, your fellow colleagues, and the C-SPAN cameras.

PRESS GALLERY

The press also has a specific gallery in the chamber. It's easily identifiable by the four rows of wooden desks just below the voting boards and above the Speaker's rostrum. Reporters watch and report on debate from this area.

SPEAKER'S LOBBY

The Speaker's Lobby is just off the House floor behind the rostrum. Here, members can relax, make phone calls, and get some fresh air out on the balcony. While this area is not open to the general public or even general staff, the press is allowed to operate here. Reporters seeking member comments will camp out and send written notes into the chamber via the House's doorkeepers. Members can choose to answer these notes by meeting the reporter in the Speaker's Lobby. Like the floor, be mindful that this area is watched by others—namely reporters.

CLOAKROOM

Republicans and Democrats each have a cloakroom situated off the back of the House floor, with access points in the far corners of the chamber. The cloakroom, unlike the Speaker's Lobby, is only accessible to members and floor staff. As such, it provides a more private resting area off the floor for the members. Here, you'll find a sandwich counter, telephone booths, computers, and televisions. The cloakroom staff provides many services, such as signing members up for "special orders" and dropping new legislation in the "hopper."

Floor Debate

Many historic debates have taken place on the House floor, from civil rights legislation to the war on terrorism. Taking part in debate is an effective way to demonstrate your knowledge and perspective on an issue. Learning simple floor procedures can go a long ways towards helping you stand out. Each member is furnished with a copy of the Constitution, Jefferson's Manual, and House Rules—all combined into one leather-bound book.

TYPES OF BILLS DEBATED

Suspensions

Recently, suspensions have become the most common consideration process for a bill to be brought to the floor. The “suspension calendar” is reserved for bills that are generally non-controversial and can pass with overwhelming bipartisan support. The term is derived from “suspending” the House’s rules to consider a bill in an expedited manner. Each bill considered on the suspension calendar receives 40 total minutes of debate and only an up-or-down vote—nothing more. As a result, a super-majority two-thirds vote is required to pass a bill under suspension. In addition, suspensions are only allowed to be considered on Mondays, Tuesdays, and Wednesdays of each week, unless House rules are changed.

Rule Bills

More substantive bills are debated and considered under a rule. In order to consider a rule bill, the House must first agree to the terms of debate, as prescribed by a resolution reported out of the Committee on Rules. A “special rule” resolution provides for the structure of debate by determining the amount of time a bill is debated and the amendment process for the bill. Once the House agrees to a special rule, debate on the underlying bill can commence. Note: House rules prohibit a bill from being considered on the same day the Committee on Rules has reported a special rule for its consideration. Instead, the House must wait until the following day, unless the rule is waived by a two-thirds vote.

Unanimous Consent (UC) Requests

A unanimous consent request is a motion to suspend the order of business temporarily. UC requests can be used for any number of non-controversial, non-objectionable items on the House floor, including reported bills. A request to consider a bill by UC must be agreed to by both the majority and minority leaderships. Further, any member has the ability to object to a UC. Debate parameters are included within each UC request.

Insider Tip

House Practice is a guidebook to the rules, precedents and procedures of the House, and is much more approachable than Jefferson's Manual. It provides members and staff with an indexed break-down of floor procedure—in layman's terms—and we highly recommend it to your attention.

Insider Tip

The Committee on Rules holds parliamentary classes for both members and staff throughout the Congress which go into greater detail regarding floor procedures.

COMMITTEE OF JURISDICTION

Debate on a bill is controlled by the committee(s) of jurisdiction. Every bill is referred to a committee and that committee is responsible for shepherding the bill through the legislative process and eventually bringing it to the floor for the entire body to debate and vote on its merits. When the bill makes it to the floor, the committee will be responsible for granting time to members wishing to speak.

SPEAKING DURING DEBATE

If there is a bill you wish to speak on, contact the committee of jurisdiction to inquire about securing debate time. Since time is limited, members are usually given one to two minutes to speak, so be prepared to make your points succinctly. Generally, committee chairmen/ranking members give preference in floor debate to members of their respective committees. Members not on the committees of jurisdiction who wish to speak should inquire early and not wait until the last minute. If no time is available, consider other speaking opportunities such as the rule debate, one minutes, special orders, and other legislation that has extra time.

Insider Tip

The “mace,” a ceremonial staff located to the Speaker’s right, signifies when the House is in session. If the mace is positioned on the highest tier of the rostrum, the House is in the full House, or “regular session.” If the mace is positioned on the lower tier, next to the Sergeant-at-Arms’ desk, the House is in the Committee of the Whole. If you are uncertain about how to address the presiding officer, don’t hesitate to ask the leadership floor staff, or the cloakroom staff.

ADDRESSING THE PRESIDING OFFICER

On the House floor, all speakers must address their comments to the presiding officer. In other words, a member cannot directly address another member on the House floor, or a person in the gallery for that matter.

The Full House

During times when the chamber is considering legislation in the full House, members address the presiding officer as “Mister or Madam Speaker.” Generally, the full House is used to debate suspensions, conduct general debate, and finish voting on legislation. 218 members constitute a quorum in the House, or the number of members needed to transact business.

Committee of the Whole

During times when the chamber is considering legislation in the Committee of the Whole, members address the presiding officer as “Mister (or Madam) Chair.” The Committee of the Whole is often used during expedited debate, such as amendment consideration and voting. A lesser quorum of 100 members is required in the Committee of the Whole.

ONE MINUTE SPEECHES

At the beginning and end of each legislative day, members have the opportunity to give a “one minute” speech. As the name suggests, these speeches can be no longer than one minute, so you’ll need to write your speech to fit that time frame. Members can give only one of these speeches per day.

The one minute speech can be on any topic you wish. However, leadership will have certain themes each week and asks that members try to shape their one minute speeches to reinforce the conference theme.

One minute speeches are given on a first-come-first-served basis. To be recognized, members line up in the first row of seats in the Well. The Speaker will call on members to speak, alternating between the majority and minority sides. Generally, one minutes at the beginning of the day are unlimited on Mondays and Tuesdays that the House is in session. However, they are curtailed to 15, 10, or 5 per side as the week progresses. The only restriction on one minutes at the end of the day is that they cannot occur after midnight.

SPECIAL ORDERS

There are two types of special orders: a five minute speech and a sixty minute speech. Five minute speeches take place at the end of the legislative day after one minute speeches. Like a one minute speech, a member can only give one five minute speech each day.

A sixty minute special order is the last thing to take place during a legislative day, usually in the evening. A member giving a special order controls all sixty minutes of the time and can share it with other members.

Just like a one minute speech, special orders can be on any topic. Unlike one minutes, however, members must sign-up with the cloakroom to give a special order, and leadership controls the first hour of special orders each night.

Note: A member may give a one minute speech and a five minute speech, or a one minute speech and sixty minute special order on any legislative day. However, a member cannot give a five minute speech and sixty minute special order on the same legislative day,

Decorum

Decorum in the House is based largely on a rich tradition rooted in fostering strong debate while maintaining a collegial atmosphere. However, the House also has rules in place which guide decorum and interactions on the floor. Members who learn the rules of decorum tend to excel at debate. The following section will help new members with the decorum basics.

ADDRESSING THE SPEAKER / CHAIR AND REFERENCING OTHER MEMBERS

During debate, members must always address their remarks to the Speaker or the Chair, as noted previously.

Under House rules, members must refer to one another using their home state, rather than their name. For instance, if you were to yield time during debate to a member from Texas, you would say the following: *“I yield to the distinguished gentleman from Texas for two minutes.”* When referring or yielding to another member, always address him/her as *“the gentleman / gentlewoman from (their home state).”*

TAKING WORDS DOWN

Debate can often become heated on the House floor, and maintaining the rules of decorum becomes difficult when emotions run high. An important rule of decorum to be cognizant of is that members must refrain from engaging in personality attacks or ascribing motivations of other members. If a member breaks this rule, the member who has been offended may ask for the words to be taken down. This has the effect of removing the spoken words from the Congressional Record and prohibiting the offending member from speaking on the floor for the rest of the legislative day.

THE WELL

Members are prohibited from trafficking (walking through) the well during debate. Members should also avoid walking between the rostrum and any member addressing the House. Adhering to this rule will ensure that you do not unwillingly offend any of your colleagues while they are speaking.

ATTIRE

Members should dress properly when on the House floor. Men must always wear a coat and tie and women must dress “appropriately.” Hats, overcoats, or any item to be deemed to be a “costume” are prohibited. This should also be kept in mind when bringing children under the age of 12 on to the House floor.

CELL PHONES

Members are prohibited from using any form of electronic device on the floor, with the exception of BlackBerries. In practice, this means that members may not talk on their cell phones on the House floor, but can check their emails or text messages. Cell phone conversations must be conducted off the House floor, either in the Speaker’s Lobby or in the cloakroom. This includes the use of bluetooth devices.

Insider Tip

Be cognizant that you are often on TV when on the House floor. Checking of emails on your BlackBerry while debate is occurring can often wind up in the press.

EATING, DRINKING, SMOKING

Eating, drinking, and smoking are prohibited on the House floor. Smoking is also prohibited in the Speaker’s Lobby.

Votes

Insider Tip

Make use of the Whip floor staff to help minimize your voting absences. They will work with your scheduler to ensure you maximize your voting percentage and avoid missing major votes.

Voting is the highest profile way to represent the people who elect you, and it acts as their official “voice” in the House. Leadership strongly encourages all members to be present for every vote, no matter how insignificant you may think it is (missed votes are often reported on and can affect the outcome of major issues). Make sure that your staff informs the Whip Office whenever you will be absent for votes, as they are charged with tracking Republican attendance.

SERIES OF VOTES

In order to keep the business of the House and committees moving each day, votes are typically clustered into vote series throughout the day. These series are usually comprised of at least three votes. You can expect anywhere from one to four vote series each day the House is in session.

The first vote in any series lasts no less than fifteen minutes but can often drag on for thirty minutes. We encourage members to head to the House floor as soon as the first vote is called. More often than not, the remaining votes in a series last only five minutes apiece. So members should stay on the floor during a series to ensure they don’t miss any votes.

HOW TO VOTE

When the House has a recorded vote, you have two basic options:

1. You can use your voting card at any of the **electronic voting** stations located throughout the House floor. The voting stations are located at the end of every other row of chairs. You simply insert your card into the box and press the corresponding button to register your vote. Once you’ve done this, your vote position will be displayed on the House’s voting board. If you wish to change your vote, you can do so electronically but only up to a certain point during a vote. Once the voting machines are turned off towards the end of a vote, you will need to head to the Well and change it manually with a paper ballot (per point two).
2. You can cast your vote by **paper ballot** in the Well. There will always be a stack of three different colored paper cards on the table just in front of the Speaker’s rostrum. Once you’ve filled out your name on the card, turn it into the tally clerk on the first row of the Speaker’s rostrum.

WHIP FLOOR UPDATES / PAGERS

Unlike the Senate, most votes in the House are not scheduled well in advance. Thus, one of the main functions of leadership floor staff is to inform members of when votes will be and what they will be voting on. The most efficient way it's accomplished is via the "WHIP FLOOR UPDATE" email. These updates will give you an up-to-date account of what is happening on the floor and when votes are expected.

This is a highly valuable tool for both members and staff. We recommend you sign up for this service with the Whip Office immediately.

You may also choose to be notified of votes via pager if you won't be carrying a BlackBerry. The Republican Cloakroom staff can issue you a pager which will be used to audibly inform you of votes.

FLOOR STAFF

The leadership employs a variety of floor staffers to assist members on a daily basis. The floor staff is a great resource to help you and your staff follow floor debate, understand floor procedures, and answer inquiries about votes and leadership positions. Each leadership office has a specific role on the floor, but work in tandem to achieve the goals of the conference. You will find most leadership floor staffers around the leadership desk during votes and sprinkled on the floor during debate. Below is a quick guide to each leadership office's floor staff.

The Speaker's Floor Staff is charged with serving as members' liaison to the House Parliamentarian, scheduling members for the Speaker's Chair, coordinating House rules, and coordinating interaction with Senate legislation and messages. The Speaker's floor staff is responsible for ensuring that each of these responsibilities is carried out in an efficient manner. The Speaker's staff is also responsible for coordinating with all other leadership floor staff from both majority and minority offices, as well as House officers, concerning the legislative process.

The Leader's Floor Staff runs the day-to-day schedule of the House floor, from what legislation will be on the floor to when votes are scheduled. They are responsible for coordinating with Democrats and committees regarding debate. The Leader floor staff provides information and guidance to members and their staff, committees, and other leadership offices about House procedure, legislative protocols, the legislative schedule, and votes. The Leader's floor staff works

Key Take-Aways

- Familiarize yourself with key House rules and practice.
- A solid procedural foundation of understanding is a key characteristic of effective floor members.
- Don't skip votes without good reason.
- Immediately sign up for the WHIP FLOOR UPDATE.
- Get to know the leadership floor staff.

with Democrat leadership in the scheduling of bills, resolutions, and debate. If you would like to schedule a bill for consideration on the floor, the Leader's floor staff can assist you in that matter. The team works closely with all other operations of the House floor including the House Parliamentarians, the Clerk, and Rules Committee. They also manage all aspects of legislation considered under various procedures.

The Whip's Floor Staff is primarily responsible for monitoring member voting on the House floor. They execute leadership "whip checks" on issues of importance to the conference, ensure that all members are voting (and are thus responsible for member voting attendance), and that their votes are aligned with their district (i.e. help members avoid voting mistakes). They are also responsible for predicting vote outcomes for the leadership and explaining the dynamics of each vote—everything from which groups are key voting to why members are voting the way they are. When confused about a vote, they are the first resource you should turn to.

The Cloakroom Staff is primarily responsible for running the operations of the cloakroom. They can assist you with scheduling five minute speeches and sixty minute special orders, dropping bills in the hopper, keeping you informed about the proceedings of the day, and helping with floor debate.

Committee and Leadership Policy Staff: In addition to the floor staff, committee staff will always be present at the committee desk to explain the legislation you are voting on. They, along with the leadership policy staff, are your best resource for understanding the intricacies of legislation on the floor. The Rules Committee staff is present during all rule debate and can explain what is contained in each rule. The Committee on Rules staff is also very helpful in explaining the House rules.

CHAPTER 20

Keys to Serving on a Committee

What committee(s) you serve on will impact your ability to directly influence legislation before it reaches the floor for the full House to consider. Committee chairmen constantly have to balance the policy interests of the members who serve on their committees with the priorities of members who do not serve on their committees, as well as the priorities of the entire conference, and the realities of what can actually pass both the House and Senate, and be signed into law by the president. Committee legislative hearing and mark-up schedules will reflect these priorities. In general, committee chairmen will look to committee members to be the lead sponsors of high priority bills that are planned for eventual floor consideration.

In general, successful committee legislators perform the following functions well:

Collaborate Early

Considerable resources and planning are invested behind the scenes to perfect new policy ideas before primetime consideration at committees and on the floor. You should be proactive and learn about all the projects the committee is exploring and reach out to committee staff to share new ideas that you have that the committee should consider.

Surprising the chairman (or ranking member) by working on your own proposal, or a proposal with a Democrat member, could unintentionally slow down consideration of a good policy idea. Take the time to inform the committee chairman and staff of your intentions. They will be more receptive to your idea if it is not sprung on them at the last minute—and they will often help you navigate potential hurdles and challenges in the drafting process.

Insider Tip

You may not be assigned to your preferred committees this term, but a hard work ethic on your current committees will not go unnoticed by other chairmen, leadership, and the Steering Committee. In other words, the harder you work now, the shorter your timeframe will be for landing your coveted committee assignments in the future.

Insider Tip

Committee attendance is your responsibility as a member of Congress - make it a priority on your schedule.

Insider Tip

Working with committee staff to draft legislation will help expedite the process while avoiding pitfalls.

Participate in Committee Events

Active members are always given deference as decisions are made about future committee actions and priorities. This is as simple as spending time at oversight hearings and participating in markups by helping to defeat destructive amendments offered by the other party. Committee staff will also appreciate your assistance in tracking down reliable outside-the-beltway experts and potential hearing witnesses.

And don't hesitate to ask committee staff to provide you with one-on-one briefings regarding issues of interest to you.

Most importantly, make regular attendance a goal. Not only will your chairman/ranking member appreciate your effort, but you will quickly move ahead as a knowledgeable member on the issues.

Be a Smart Drafter

In the 111th Congress, more than 6,000 bills were introduced. The Office of Legislative Counsel, which consists of approximately 40 attorneys, drafts and conforms all legislative ideas into bill text. Rushing to introduce legislation by a certain date will not always shorten the time period for a bill to be considered.

You will save time by eliminating the need for a significant bill rewrite, and amendments, if you seek guidance from committee staff about how to draft the bill before introduction. Committee staff may even be able to help you speed up the drafting process with Legislative Counsel. You will also shorten the time you spend "lobbying" to move a bill if you invest time researching the need for the legislation in the first place.

For example, if you are working on legislation to create a new program or to reauthorize a program, your staff should be able to provide the committee with a comparison of all existing similar programs, including detailed information on why these programs should or should not continue in their current form. It is also helpful to provide additional information to justify funding levels for the programs as well as information about what oversight and accountability measures will be implemented to minimize waste, fraud, and abuse.

This should go without saying, but remember that the majority of us came to Washington to shrink the size of government, not expand it. Whenever proposing a new program, look for a duplicative program that can be cut.

CHAPTER 21

Reviewing and Refining Your Goals

By now you've made it through swearing-in. You have a good idea of what's expected of you, what it's like to be a member of Congress. Now is a good time to review the goals you set prior to your swearing-in.

Many of you have weekly or monthly goal review sessions already in place and some of you have probably opted for a longer-term approach. In either case, it is important to make sure that you have a defined review process in order to check the status of your goals and see if they're being met, and if they need to be refocused. We recommend that this review process take place no later than six months into your first term, if not earlier.

REVIEWING YOUR GOALS

- Did you set a comprehensive and detailed list of goals for your first year in office?
- Did they take into account your campaign promises, management style, strengths and weaknesses, political situation, and district?
- Did you have goals for successful constituent services, servicing the district, working on legislation, building relationships and being part of the team?
- How have you been measuring each of your goals?

GOAL MEASUREMENT AND ACCOUNTABILITY

Earlier in this book, we went over how to determine your goals and stressed the importance of holding yourself accountable. By now you should have established procedures for holding your staff accountable as well. Here are a few successful ways to make sure you're hitting your mark:

Quantative goals. Your staff should have clearly defined responsibilities for who is responsible for each of your goals and a timeline for action. Each goal should have a quantitative measurement for achieving success. This is easier with quantitative goals than subjective goals, but it is a good exercise nonetheless.

Short-term follow through. We also recommend that you have short-term follow-through built in. In other words, if you established six month goals, your COS should make sure each staff member is steadily progressing towards those goals. Many offices do this on a weekly basis. As they look at the week ahead and their member's schedule, they also include what stage of a long-term goal they should be on that week. At the end of the week, each staff member reports back to the COS on whether that task was completed for the week. This ensures that no one falls behind and that a goal is not overlooked until it's too late - thus avoiding a potential problem.

Final grade. Give yourself a grade on each goal, whether completed or still in progress. Sit down with your COS and decide whether you met each short-term goal and are progressing towards achieving your long-term goals. Did you come up short, did you meet your goals, or did you exceed them? Break them out one-by-one.

What do you need to do to improve? If you did come up short on a goal, determine why. Was it something that could have been avoided or was it out of your hands? Did it require more of your involvement or did your staff drop the ball?

Answering these questions will help you avoid many of the pitfalls previous new members have fallen into before it's too late.

REFINING YOUR GOALS

Now is the time to involve your staff in refining your goals for the next quarter or six month period. Since they play an integral role in achieving your goals, we suggest including them to whatever extent you feel comfortable.

In refining your goals, some of the goals you set for the first quarter, or first six months, should be applied again to the second quarter, or rest of the year, while others can be eliminated. Most importantly, those goals that were not met need to be scrutinized for why they came up short. Address these problems and build more reporting requirements for them into your next quarter or six months.

Finally, make sure you develop new goals to keep you and your office ahead of the curve and forward thinking. Take a look at the calendar. What are some new goals that should be added that are defined by the upcoming period (i.e. spring/summer to fall/winter)? Appropriations bills are starting. Do they affect your legislative strategy? August is approaching - do you have goals for town halls, tours, and district meetings?

Once this thorough process of review and refinement has taken place, make sure it is well-communicated with your staff. If junior staff was not involved in the goal refining, make sure you attend a full staff meeting where the goal review and refinement is clearly laid out. The entire staff, from staff assistant to COS, from D.C. office to district office, needs to know how the team performed during the first period and what's expected of them during the next period.

Insider Tip

Use key dates on the calendar to help set and measure goals.

CHAPTER 22

Wrap Up: The Benefit of Hindsight

Insider Tip

It is not uncommon these days for members to be quizzed on the Constitution at town halls and other constituent meetings. The more constitutional knowledge that you obtain, the better.

By this point in the book, you've already gotten past those first anxious weeks after your election, conquered freshman orientation and the House Republican organizational conference, and either been sworn-in or are ready to be sworn-in. From swearing-in until the end of your first year, you will be dealing with multiple challenges—finishing your office setup and filling out your staff, learning your new congressional responsibilities, and adjusting to life in a new city.

Our first word of advice is to read and re-read the U.S.

Constitution. This is the guiding document for your role and responsibilities as a member of Congress. We strongly suggest that you study the Constitution thoroughly, if you haven't done so already. When you are sworn-in you will take the following oath of office:

I, XX, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion, and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.

Second, don't be afraid to say “No.” Or at least, don't be afraid to say, “Let me look into that and get back to you.” You will be flooded with requests from day one—constituents, interest groups, and other members of Congress. Before committing, you need to get both sides of the story. Saying yes without first researching the issue and obtaining a balanced understanding may lead to making a decision you later regret. Further, it is hard to undo a commitment once it has been made. So again, proceed both thoughtfully and deliberately in your decision-making process regarding requests.

Third and finally, don't try to learn everything on day one. It will be impossible. But, in order to be a successful member of the House, you will have to be aware of the ins and outs of how Congress functions. Those who learn these quickly will have a more effective first term.

How do you learn quickly? Clearly, you're confident enough to rely on yourself, but also be confident enough to ask others. You will have plenty of assistance available to you throughout your learning process. Specifically, Rep. Eric Cantor's leadership office can field any questions you might have, including opportunities for continued education like parliamentary boot camps.

**A Note from Congressman Steve Austria (OH-07)
Freshman Class President, 111th Congress**

Dear Member-Elect,

In the first days as a new member one thing that became overwhelmingly apparent to me was what an invaluable resource senior members can be. I was fortunate enough to have several senior members take me under their wing and provide advice on everything from potential committee assignments to where to look for an apartment. These relationships have lasted through the 111th Congress, and I look forward to providing similar help to the new members in the 112th Congress and beyond. I strongly encourage you to ask questions. Every member was once a freshman.

Forming strong relationships with my freshman classmates - on both sides of the aisle - has proven to be indispensable. Some of the strongest relationships I have made have been with my fellow freshman. We arrived in Washington together, having each survived one of the most hostile political climates Republicans have seen in decades. I had the honor of being elected President of the freshman class and worked to pool our class's ideas and develop our own platform and priorities. It is a uniquely important advantage enjoyed by the newest members to be able to say, "I wasn't part of the last Congress, and here's what WE are going to do."

Providing good constituent service is critically important and it should be a central focus of your office. It's easy to get caught up in the "inside-the-Beltway mentality" that permeates this city. But, we've all been elected to serve those we represent. Whether it's casework, fieldwork, or simply ensuring that constituent mail is being responded to in a timely manner, constituent service is critically important to your success as a Member of Congress.

Finally, I hope you take a minute to reflect on how fortunate we are to have been elected to serve in the greatest democracy the world has ever known. It is an awesome responsibility. A privilege. We have significant challenges facing our nation, but I have no doubt that if we work together we will meet those challenges as every generation of Americans before us has done.

Sincerely,



All incumbent members of the House have gone through the same transition you are currently experiencing. Steve Austria and Gregg Harper have done so more recently than others. As rising sophomores, they have the benefit of hindsight and of having been elected to freshman class leadership.

We conclude the Member Book of *Hit the Ground Running* with their testimonials. Have a successful first year!

A Note from Congressman Gregg Harper (MS-03) Freshman Class Steering Committee Representative, 111th Congress

Dear Member-Elect,

I want to extend my very best wishes and congratulations to you on your election to the United States House of Representatives! To say the very least, this will be one of the most memorable experiences of your life.

I wanted to relate just a few things that I learned in 2009 as a freshman. I thought these things might be helpful and encouraging to you. The great Yankee catcher, Yogi Berra, said, “If you don’t know where you’re going, you might wind up someplace else!” At first, it’s really easy to get lost, both in the Capitol complex and in the House office buildings. So, be patient. It will begin to make sense quickly.

Regarding ethics and your conduct, my encouragement is that you learn the rules as quickly as you can, but if you’re not sure about something, just ask someone who knows. Remember, there is nothing more important than your reputation and doing what is right. If you’re not sure, always assume you can’t do it until someone tells you in writing that you can. The old saying that it’s better to ask forgiveness rather than permission is NEVER a good idea in the U.S. House of Representatives.

On what will be many trips to the Capitol, remember that you can’t get run over if you use the tunnel! What I mean by that, is that certain members of the media will be looking to ‘ambush’ unsuspecting freshmen as they walk to the Capitol to vote. If it’s a contentious issue and you don’t wish to be interviewed, then take the tunnel. The odds are better this way that you won’t be caught off-guard.

The floor of the House of Representatives is a very special place. My advice, however, is to always stay on your toes when you are there. Always... always assume you’re on camera when you are in the Chamber. Even if you are simply looking at your cell phone, you might appear to be asleep. It’s happened to other members. Remember, every moment on the floor you are being watched and you could easily be embarrassed. Can you say, “YouTube?” In the same way, assume that everything you and your staff say and do in public will be observed and reported by the press. Several times during my first term, a photo of me turned up in a publication, and I never even knew it had been taken.

Finally, the most important thing that constituents and visitors from back home or from anywhere else will remember about your office is how you treated them. Never forget the excitement that you feel right now because first-time visitors from home will share that feeling. Learn to give a great Capitol tour and personally give as many as you can. When votes cause you to miss meetings in your office, call over to your staff and have them put you on the speaker phone for just a moment. Tell your visitors you're sorry you couldn't be there but that they're in good hands with your staff. That little extra attention will be appreciated and talked about back home more than you know. Impress upon your staff that everyone's a VIP and treat them accordingly.

If I can ever help you in any way, please don't hesitate to call me or my team.

May God richly bless you,

A handwritten signature in black ink that reads "Gregg Harper". The signature is written in a cursive, flowing style.

APPENDIX

Rules of the House Republican Conference for the 111th Congress

As adopted by the House Republican Conference on November 20, 2008

RULE 1—CONFERENCE MEMBERSHIP

(a) INCLUSION.—All Republican Members of the House of Representatives (including Delegates and the Resident Commissioner) and other Members of the House as determined by the Republican Conference of the House of Representatives (“the Conference”) shall be Members of the Conference.

(b) EXPULSION.—A 2/3 vote of the entire membership shall be necessary to expel a Member of the Conference. Proceedings for expulsion shall follow the rules of the House of Representatives, as nearly as practicable.

RULE 2—REPUBLICAN LEADERSHIP

(a) ELECTED LEADERSHIP.—The Elected Republican Leaders of the House of Representatives are—

- (1) the Speaker;
- (2) the Republican Leader;
- (3) the Republican Whip;
- (4) the Chair of the Republican Conference;
- (5) the Chair of the Committee on Policy;
- (6) the Vice-Chair of the Republican Conference;
- (7) the Secretary of the Republican Conference; and,
- (8) the Chairman of the National Republican Congressional Committee.

(b) DESIGNATED LEADERSHIP.—The designated Republican Leaders of the House of Representatives are—

- (1) the Chairman of the House Committee on Rules;
- (2) the Chairman of the House Committee on Ways and Means;
- (3) the Chairman of the House Committee on Appropriations;
- (4) the Chairman of the House Committee on the Budget;
- (5) the Chairman of the House Committee on Energy and Commerce;
- (6) the Chief Deputy Whip;
- (7) One member of the sophomore class elected by the sophomore class; and,
- (8) One member of the freshman class elected by the freshman class.

(c) LEADERSHIP ISSUES.—The Leader may designate certain issues as “Leadership Issues.” Those issues will require early and ongoing cooperation between the relevant committees and the Leadership as those issues evolve. A Member of the elected or designated Republican Leadership has an obligation, to the best of his or her ability, to support positions adopted by the Conference, and the resources of the Leadership shall be utilized to support that position.

(d) LEADERSHIP COMMITTEE LIMITATION.—

- (1) The Speaker, Republican Leader, Whip, and the Chairs of the Republican Conference, the Committee on Policy, and the National Republican Congressional Committee shall not serve on more than one standing committee or subcommittee of the House of Representatives and in no case shall any of these individuals serve as Chairman of a standing committee of the House of Representatives. Upon the recommendation of the Steering Committee and the approval of the Conference this provision may be waived.
- (2) If a Member shall, at any time, cease to serve in any of the Leadership positions named above, he or she may resume his or her position on the standing committee on which he or she previously served.

(e) **AUTHORITY AND RESPONSIBILITIES IN THE MINORITY.—**

(1) **THE SPEAKER AND REPUBLICAN LEADER.**—During any time that the Republican Party is not the majority party of the House of Representatives, the office of Speaker shall be considered as vacant, and any reference to, or authority vested in, the Speaker under these rules shall be considered references to and authority vested in the Republican Leader.

(2) **COMMITTEE CHAIRS AND RANKING REPUBLICAN MEMBERS.**—During any time that the Republican Party is not the majority party of the House of Representatives, any reference to, responsibility of, or authority vested in, the chairman of a committee of the House in these rules shall be considered a reference to, responsibility of, or authority vested in the Ranking Republican Member of such committee.

RULE 3—ORGANIZING CONFERENCE

(a) **ORGANIZING CONFERENCE.**—The organizational meeting of the Conference shall be called by the Speaker, except as otherwise provided by law. The meeting shall be held not later than the 20th day of December.

(b) **ORDER OF ELECTIONS.**—At the organizational meeting of the Republican Conference, the Conference shall nominate and elect the Elected Leadership for that Congress in the following order—

- (1) the Speaker;
- (2) the Republican Leader;
- (3) the Republican Whip;
- (4) the Chair of the Republican Conference;
- (5) the Chair of the Committee on Policy;
- (6) the Vice-Chair of the Republican Conference;
- (7) the Secretary of the Republican Conference; and,
- (8) the Chairman of the National Republican Congressional Committee;

except that during any time that the Republican Party is not the majority party of the House of Representatives, there shall be no election held for the office of Speaker.

(c) Prior to the convening of the organizational meeting called pursuant paragraph (a), the current Chair of the Republican Conference shall call a meeting to provide each of the announced candidates for Elected Leadership time to make an oral presentation and entertain questions from Members of the Conference. In establishing the time, date, and format of such meeting, the Chair shall consult with all announced candidates for Elected Leadership and a cross-section of Members of the Conference.

RULE 4—CONFERENCE ELECTION PROCEDURES

(a) **VOTES BY SECRET BALLOT.**—All contested elections shall be decided by secret ballot, and no proxy voting shall be allowed.

(b) **NOMINATIONS.**—

(1) Candidates for office shall be nominated in alphabetical surname order.

(2) For each Leadership nomination there shall be one nominating speech (not to exceed three minutes in length), and there may be two seconding speeches (each not to exceed one minute in length).

(c) **BALLOTING PROCEDURES.**—When there are more than two candidates for any office and none receives a majority of the votes on the first ballot, a quorum being present, the candidate with the lowest number of votes on that and each succeeding ballot will be dropped from the ballot until one candidate receives a majority of the votes, a quorum being present.

RULE 5—CONFERENCE MEETINGS

(a) **CALL AND NOTICE.**—

(1) Meetings of the Republican Conference may be called at any time by the chair of the Conference, after consultation with the Speaker.

(2) A meeting shall be called upon written request of 20 percent of the membership addressed and delivered to the Chair. Such meeting shall be called as soon as practicable.

(b) **SPEAKER’S ANNUAL MEETING.**—The Speaker shall hold an annual Meeting at the beginning of each session of Congress at which the Republican Leadership shall report to the Membership on their plans for the upcoming session.

(c) With respect to a meeting called under this rule, whenever possible, at least 24 hours notice of the time, place, and agenda of a meeting shall be given to Members of the Conference.

RULE 6—RULES OF PROCEDURE

(a) **RULES OF THE HOUSE.**—The rules of the House Representatives, insofar as they are applicable, shall govern the proceedings of the Republican Conference.

(b) **SUSPENSION PROCEDURE.**—Two-thirds of the Members voting, a quorum being present, may suspend the Conference rules. All motions to suspend the rules shall be seconded by a majority, if demanded. The consideration of a motion to suspend the rules, to the extent practicable, shall follow the rules of the House.

(c) **RECONSIDERATION.**—When a motion has been made and carried or lost, it shall be in order for any member of the prevailing side, in the same or succeeding Conference, to move for the reconsideration thereof. The procedures for reconsideration shall be consistent with the Rules of the House.

RULE 7—CONFERENCE MEETINGS: ORDER OF BUSINESS

(a) Except as provided in paragraph (b), all resolutions brought before the Republican Conference shall be referred by the Chair to the appropriate committee of the Conference for consideration. A resolution which has 25 or more signatures of Members shall be considered by the appropriate Conference committee as soon as practicable and reported back to the Conference. If the resolution is not acted on by the committee to which it was referred in a timely manner, a petition of 50 or more Members will discharge the resolution for consideration before the Conference.

(b) The Speaker, or a designee, may present any resolution to the Conference for its immediate consideration.

RULE 8—CONFERENCE MEETINGS: QUORUM

A majority of the Members of the Conference shall constitute a quorum.

RULE 9—CONFERENCE MEETINGS: SECRET BALLOT

On demand of one Member, with the support of five others, the vote on any matter properly pending before the Conference shall be taken by secret ballot.

RULE 10—CONFERENCE MEETINGS: ADMITTANCE

(a) The Chair may decide whether meetings of the Conference shall be open or closed to the public, subject to an appeal by any Member.

(b) The Chair may designate Leadership staff or other eligible persons to attend Conference meetings which are closed to the public. Those individuals shall be excused at the discretion of the Chair.

(c) Upon timely notice from the Chair, an executive session of the Conference may be called. This meeting shall be closed to all persons except Members of the Conference.

(d) On the demand of one Member, with the support of twenty-five others, a Conference meeting shall be taken into executive session.

RULE 11—CONFERENCE MEETINGS: JOURNAL

The Secretary of the Conference shall keep a journal of the Conference proceedings and each journal entry shall be signed by the Conference Secretary and the Conference Chair. The journal shall be open for inspection at the request of any Member of the Conference.

RULE 12—ELECTION PROCEDURES FOR STANDING COMMITTEES

(a) IN GENERAL.—

(1) The Republican Steering Committee shall recommend to the Republican Conference the Republican Members of the standing committees of the House of Representatives, except as otherwise provided in this rule.

(2) In those cases where the Steering Committee nominated Members for membership on standing committees, the Steering Committee shall recommend directly to the House of Representatives the Republican Members to fill vacancies on standing committees which occur following the organization of a Congress. Whenever possible, a vacancy shall be filled within thirty days while Congress is in session.

(b) ELECTION OF MEMBERS OF THE COMMITTEE ON RULES.—

(1) **NOMINATION.**—The Speaker shall nominate the Republican Members of the Committee on Rules, including the Chairman. These nominations shall be submitted to the Conference along with the other nominees from the Steering Committee.

(2) **REJECTION AND NEW NOMINATION.**—If the Republican Conference rejects the nominee for Chairman to the Committee on Rules, the Speaker shall again submit a nomination to the Conference.

(3) **RETENTION OF SENIORITY RIGHTS.**—A Member newly assigned to the Rules Committee shall have the option of being “on leave with seniority” from one standing committee on which he or she served previously. At such time as service on the Rules Committee shall cease, such member shall have the right to return to active membership on that standing committee with the relative seating and seniority accumulated during his or her tenure on the Rules Committee.

(c) ELECTION OF THE MEMBERS OF THE COMMITTEE ON THE BUDGET.—

(1) CHAIRMAN.—The Republican Steering Committee shall nominate the Member to serve as the Chairman of the Committee on the Budget. Limits on the term of service for the Chairman shall be determined by the Rules of the House.

(2) LEADERSHIP MEMBER.—The Speaker shall appoint one member to serve on the committee. That Member will serve as the second highest-ranking Republican on the committee.

(3) NOMINATION OF OTHER MEMBERS.—The Steering Committee shall recommend members from the Committee on Appropriations, the Committee on Ways & Means, and the Committee on Rules for service on the Committee on the Budget in such numbers as may be consistent with the Rules of the House. Chairmen and Leadership Members are considered towards these requirements if that member also happens to serve on the Committee on Appropriations, the Committee on Ways & Means, or the Committee on Rules.

(d) ELECTION OF THE MEMBERS OF THE COMMITTEE ON HOUSE ADMINISTRATION.—

(1) NOMINATION.—The Speaker shall nominate the Republican Members of the Committee on House Administration, including the Chairman. These nominations shall be submitted to the Conference along with the other nominees from the Steering Committee.

(2) REJECTION AND NEW NOMINATION.—If the Republican Conference rejects the nominee for Chairman to the Committee on House Administration, the Speaker shall again submit a nomination to the Conference.

RULE 13—APPOINTMENTS TO JOINT AND SELECT COMMITTEES

The Speaker shall recommend to the House all Republican Members of such joint, select, and ad hoc committees as shall be created by the House, in accordance with law.

RULE 14—NOMINATION AND ELECTION OF COMMITTEE CHAIRMEN

(a) NOMINATIONS BY THE STEERING COMMITTEE.—

(1) The Republican Steering Committee shall nominate the Republican Members who shall serve as Chairmen, except as provided in Rules 12 and 13. The Member nominated by the Steering Committee for this position need not be the Member with the longest consecutive service on the Committee, and such nominations shall be out of order except as recommended in the report of the Steering Committee.

(2) The Republican Steering Committee may also designate the Republican Members who shall serve as Vice Chairman. The Member designated by the Steering Committee for this position need not be the Member with the longest consecutive service on the Committee.

(b) VOTING PROCEDURE.—The Conference shall vote by secret ballot on each recommendation of the House Republican Steering Committee for the position of Chairman. The call of the Conference at which such balloting will take place shall name and list the individuals recommended by the Committee.

(c) REJECTION AND NEW NOMINATIONS.—If the Republican Conference fails to approve a recommendation of the Steering Committee with respect to a nomination for the position of Chairman, the matter shall be automatically recommitted without instructions to that Committee.

(d) OBLIGATION OF COMMITTEE CHAIRMEN.—The Republican Chairman of each committee has an obligation to ensure that each measure on which the Republican Conference has taken a position is managed in accordance with such position on the Floor of the House of Representatives.

(e) TERM LIMITATION.—No individual shall serve more than three consecutive terms as Chairman or Ranking Member of a standing, select, joint, or ad hoc Committee or Subcommittee beginning with the 104th Congress.

RULE 15—LIMITATION ON NUMBER OF COMMITTEE CHAIRMEN AND SUBCOMMITTEE CHAIRMEN

No individual shall serve as Chairman of more than one standing Committee or Subcommittee except for the Committee on Standards of Official Conduct; or the Committee on House Administration; or any joint, select, or ad hoc Committee; or any subcommittee thereof. Provided, however, that upon recommendation of the Steering Committee and approval of the Conference this provision shall be waived.

RULE 16—VACANCIES IN COMMITTEE CHAIRMAN POSITIONS

A vacancy which occurs during a session of Congress for the position of Chairman shall be filled in accordance with Rule 14. Whenever possible, a vacancy shall be filled within thirty days while Congress is in session.

RULE 17—COMMITTEE ORGANIZING CAUCUSES

(a) Each Committee shall have an organizing caucus of the Republican Members before the organizing meeting of the full Committee. The committee Chairman shall call the meeting, giving at least three days written notice to all Republican Members of the committee.

(b) During any time in which the Republican Party is the majority party in the House of Representatives, the Chairman of a committee shall seek to the maximum extent possible to avoid overlapping scheduling of subcommittee meetings in order to assure maximum Member participation.

RULE 18—PERIODIC COMMITTEE CAUCUSES

Meetings of a committee caucus shall be called if requested by a majority of the Republican Members of the Committee or at any time by the Chairman. A majority of the Members may request a meeting provided the request to the Chairman is in writing and states the subject matter to be discussed at the meeting. A meeting so requested must be called by the Chairman within ten days after receipt of the written request, and after notice to all committee caucus Members.

RULE 19—ELECTION OF SUBCOMMITTEE CHAIRMEN

(a) IN GENERAL.—

(1) In accordance with Rule 15, the method for the selection of Chairmen of the Committee's subcommittees shall be at the discretion of the full Committee Chairman, unless a majority of the Republican Members of the full Committee disapprove the action of the Chairman.

(2) The Chairman shall formalize in writing for the other Republican Members of the Committee the procedures to be followed in selecting Subcommittee Chairmen and individual subcommittee assignments and shall do so in advance of the Committee's organization.

The procedures may be modified by a majority vote of the Republican Members of the full Committee.

(b) **APPROPRIATIONS SUBCOMMITTEE CHAIRMEN.**—The Chairman of the Committee on Appropriations shall bring his nominations for the subcommittee Chairmen to the Republican Steering Committee for approval. If any nomination is rejected by the Steering Committee, the Chairman shall submit the new nomination(s) in a timely fashion.

RULE 20—VACANCIES IN THE POSITION OF SUBCOMMITTEE CHAIRMEN

Vacancies in the position of Subcommittee Chairman shall be filled according to the procedures established by the various Committees in accordance with Rule 19.

RULE 21—COMMITTEE ON STANDARDS OF OFFICIAL CONDUCT

No Member shall serve on the Committee on Standards of Official Conduct for more than three consecutive terms.

RULE 22—COMMITTEE ON POLICY

(a) IN GENERAL.—

(1) The Committee on Policy shall be an advisory Committee to the Membership of the House Republican Conference. The Committee on Policy shall meet at the call of the Chair of the Committee on Policy or the Speaker, and shall discuss legislative proposals with Republican Members of the appropriate standing and special committees and with such other Republican Members as the Chair may invite to meetings.

(2) The Committee on Policy shall report its suggestions for Republican action and policy to the Republican Members of the House. The Chair of the Committee on Policy may appoint, in consultation with the Speaker, such subcommittees from the Republican Members of the House for such purposes as may be deemed appropriate.

(b) COMPOSITION.—The Committee on Policy shall be composed of—

(1) One Member elected from each region, State, or group of States under the Steering Committee structure;

(2) Two Members elected by the sophomore class and one Member elected by the freshman class;

(3) The House Republican Leadership, as designated by Rule 2;

(4) One Member from each standing committee of the House appointed by the Speaker; and,

(5) Such Members-at-large as may be appointed by the Speaker.

(c) SENIORITY.—The traditions and privileges of seniority shall not apply to membership of the Committee on Policy and the Committee may, at its direction, make such rules as are necessary for conduct of its business.

RULE 23—THE NATIONAL REPUBLICAN CONGRESSIONAL COMMITTEE

(a) COMPOSITION.—The National Republican Congressional Committee (“NRCC”) shall be composed of an executive committee of 38 members, to be composed of—

(1) the Speaker;

(2) the Republican Leader;

(3) the Republican Whip;

(4) the Chair of the Republican Conference;

(5) the Chair of the Committee on Policy;

(6) the Vice Chair of the Republican Conference;

(7) the Secretary of the Republican Conference;

(8) the Chair of the National Republican Congressional Committee; and,

(9) Thirty members appointed to serve on the executive committee by the Chair of the National Republican Congressional Committee.

(A) Appointments pursuant to this subparagraph shall be reported to the Conference for its approval.

(B) The Conference shall vote by secret ballot on each such recommendation.

(C) If the Republican Conference fails to approve a recommendation of the Chair of the NRCC with respect to a nomination, the matter shall be automatically recommitted to the Chair of the NRCC without instructions.

(b) DUTIES.—The duties of the National Republican Congressional Committee shall be to—

(1) act as counsel and advisor to the Members of the House Republican Conference;

(2) furnish support services to the extent consistent with the Rules of the House; and,

(3) have oversight in election campaigns in all general and special elections for membership in the House of Representatives.

RULE 24—REPUBLICAN PERSONNEL

(a) The House Republican Conference hereby vests in the Speaker supervisory authority over all Republican employees of the House of Representatives, and direct authority over the Republican Floor Assistants and Republican Conference.

(b) The Speaker is hereby empowered to offer recommendations and advise the Republican Conference as to the location and use of all personnel and funds, appropriated or otherwise, of the Republican Conference or any committee or officer thereof including but not limited to: the Republican Whip, the Republican Committee on Policy and the National Republican Congressional Committee, to avoid duplication and improve coordination and best utilization of those assets.

(c) The funds appropriated for the offices of the Republican Leader, the Republican Whip, and the Republican Conference may be allocated and utilized by the Republican Leader, the Republican Whip and the Chair of the Republican Conference, respectively, only after a budget, prepared in consultation with the Speaker, detailing the proposed use of such funds has been established.

(d) The Speaker shall provide general personnel referral services to Republican Members and such other services as he or she deems necessary.

(e) The staff employed by the elected Republican Leadership as defined under Rule 2, or under the direct authority of the Speaker, will be considered a unified staff, although directly responsible to the employing office, will work for all others of the Leadership as directed by the Speaker in consultation with the employing office.

RULE 25—TEMPORARY STEP ASIDE OF A CHAIRMAN WHO IS INDICTED

(a) The Chairman of a standing, select, joint or ad hoc committee, or any subcommittee thereof, who is indicted for a felony for which a sentence of two or more years imprisonment may be imposed, shall step aside in favor of the next ranking Republican Member of the committee or subcommittee concerned who shall serve as acting Chairman for the remainder of the Congress, unless the Steering Committee nominates a Member consistent with Rule 14, or unless the Chairman resumes his position in accord with paragraphs (b) or (c) of this rule.

(b) If a Chairman steps aside and subsequently during that Congress the charges are dismissed or reduced to less than a felony as described in paragraph 1 or this section, or if the Member is found not guilty of said charges, the Chairman shall automatically resume the powers and duties of the position of the Chairman unless the Conference within 10 legislative days decides otherwise.

(c) The conference may waive the provisions of this rule at any time by majority vote.

RULE 26—TEMPORARY STEP ASIDE OF A MEMBER OF LEADERSHIP WHO IS INDICTED

(a) A Member of the leadership shall step aside if indicted for a felony for which a sentence of two or more years imprisonment may be imposed.

(b) If a Member of the Republican leadership is indicted, the Republican Conference shall meet and elect a Member to temporarily serve in that position.

RULE 27—AUTOMATIC REPLACEMENT OF A CHAIRMAN WHO IS CENSURED OR CONVICTED

(a) The Chairman of a standing, select, joint or ad hoc committee of the Congress, or subcommittee thereof, who is censured by a vote of the House or who is convicted of a felony for which a sentence of two or more years imprisonment may be imposed, shall cease to exercise the powers of the Chairman and shall not serve as Chairman of a Committee or Subcommittee for the remainder of the Congress. The position will be considered vacant under the rules of the Conference.

(b) The rule is in effect for any indictments or convictions handed down subsequent to the adoption of the rule.

RULE 28—GUIDELINES ON SUSPENSION OF HOUSE RULES

(a) The Republican Leader shall not schedule, or request to have scheduled, any bill or resolution for consideration under suspension of the Rules which—

- (1) fails to include a cost estimate;
- (2) has not been cleared by the minority;
- (3) was opposed by more than one-third of the committee members reporting the bill;
- (4) creates a new program;
- (5) extends an authorization whose originating statute contained a sunset provision; or,
- (6) authorizes more than a 10 percent increase in authorizations, appropriations, or direct spending in any given year.

(b) A waiver of this rule can be granted by the majority of the Elected Leadership as defined under Rule 2.

STANDING ORDERS FOR THE 111TH CONGRESS

SELECT COMMITTEE ON EARMARK REFORM

(a) There is hereby established in the 111th Congress a Select Committee on Earmark Reform. The Select Committee shall be composed of 10 members appointed by the Republican Leader with one member designated to serve as chairman.

(b) **STUDY AND REPORT—**

(1) **STUDY.**—The Select Committee shall make a full study of the practices of the House regarding earmarks in authorizing, appropriation, tax, and tariff measures. As part of the study, the Select Committee shall consider the efficacy of the disclosure requirements of clause 9 of rule XXI and clause 17 of rule XXIII of the Rules of the House of Representatives, House Resolution 491 of the 110th Congress, and the policies announced by the Republican Leadership concerning earmarks in January of 2008;

(2) **REPORT.**—The Select Committee shall submit to the Republican Conference a report of its findings and recommendations not later than February 16 , 2009. The report shall include additional reforms that the Select Committee recommends should be adopted by the House Representatives as well as any reforms that the Select Committee recommends should be adopted by the House Republican Conference.

(c) **DEFINITION.**—For purposes of this order, the term “earmark” shall include congressional earmarks, congressionally directed spending items, limited tax benefits, or limited tariff benefits as those terms are used in clause 9 of rule XXI of the Rules of the House of Representatives. Nothing in this order shall confine the study of the select committee or otherwise limit its recommendations.

(d) CONFERENCE CONSIDERATION OF SELECT COMMITTEE RECOMMENDATIONS.—A resolution containing the recommendations made by the Select Committee to the Republican Conference under this order shall be presented by the Republican Leader for adoption by the Conference not later than second regularly scheduled Conference meeting after the Select Committee submits its report.

(e) DISSOLUTION.—The Select Committee shall cease to exist upon final disposition of the report described in paragraph (b)(2).

REP. ERIC CANTOR'S HIT THE GROUND RUNNING CREATIVE TEAM

Nearing the end of its second decade of publication, *Hit the Ground Running* experienced a major renovation during the summer and fall of 2010. Guiding its content along the way, was Rep. Eric Cantor's *Hit the Ground Running* creative team:

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**Best Wishes on Your
First Year in Congress,**

A handwritten signature in blue ink that reads "Eric Cantor". The signature is fluid and cursive, with the first name "Eric" and last name "Cantor" clearly distinguishable.

Eric Cantor

House Republican Whip



112th Congress Edition

Hit the Ground Running

MEMBER BOOK

Eric Cantor
House Republican Whip