

2012 ERC Inclement & Adverse Weather Practices Survey

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Conducted by ERC

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About ERC

ERC is Northeast Ohio's largest organization dedicated to HR and workplace programs, practices, training and consulting. ERC membership provides employers access to an incredible amount of information, expertise, and cost savings that supports the attraction, retention, and development of great employees. We also host the nationally recognized NorthCoast 99 program and sponsor the ERC Health insurance program. For more information about ERC, please visit www.yourERC.com.



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Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in October and November of 2012, on their inclement/adverse weather policies and practices. The survey reports several key trends among Northeast Ohio employers in terms of how they handle communication, employee absence and tardiness, and pay practices during inclement/adverse weather.

All ERC members were invited to participate in the survey starting on November 9th via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on December 9th. In order to provide the most reliable and accurate information, data was cleaned and duplicate records were removed. Any outliers or invalid data were also eliminated, yielding a final data set of 126 participating organizations, only from Northeast Ohio. Qualitative data was coded where applicable or analyzed according to commonality or major themes, and all quantitative data was analyzed using statistical software to ensure data validity and reliability.

This report shows several frequencies and response distributions. Frequencies of data responses may not total 100% exactly in some cases due to rounding of decimals or the ability for participating organizations to select multiple response options. In some cases, breakouts are not included due to quantity of data or insufficient sample.

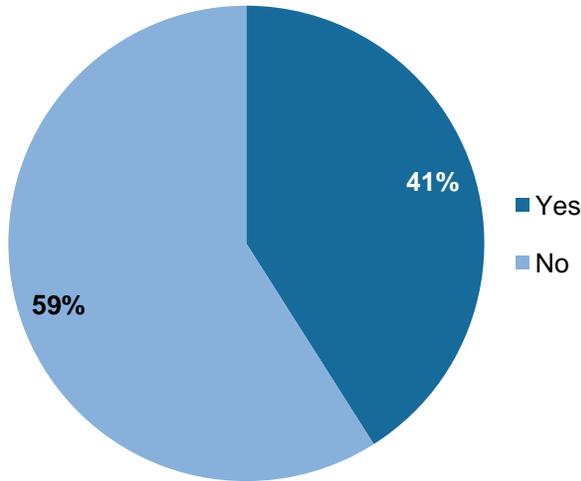
Key Findings

- Forty-one percent of employers have an inclement/adverse weather policy.
- Most respondents communicate organizational closures or delays via a phone tree, and supervisors/managers are typically responsible for communicating this.
 - However, the use of more "high-tech" methods such as text messaging and website postings are growing
- Eighty-one percent of organizations allow exempt employees to work at home during inclement/adverse weather.
- Most employers consider absence excused during inclement weather; however, some determine whether an absence is excused/unexcused on a case by case basis.
- A majority of employers forgive tardiness due to weather with no penalties (i.e. points, write-ups, etc).
- Employers differ in their pay practices for exempt and non-exempt employees in circumstances where employees leave work early, are late to work or tardy, or miss an entire day of work. Generally, non-exempt employees are only paid for hours worked and exempt employees are paid regardless of hours worked.

Inclement/Adverse Weather Policies

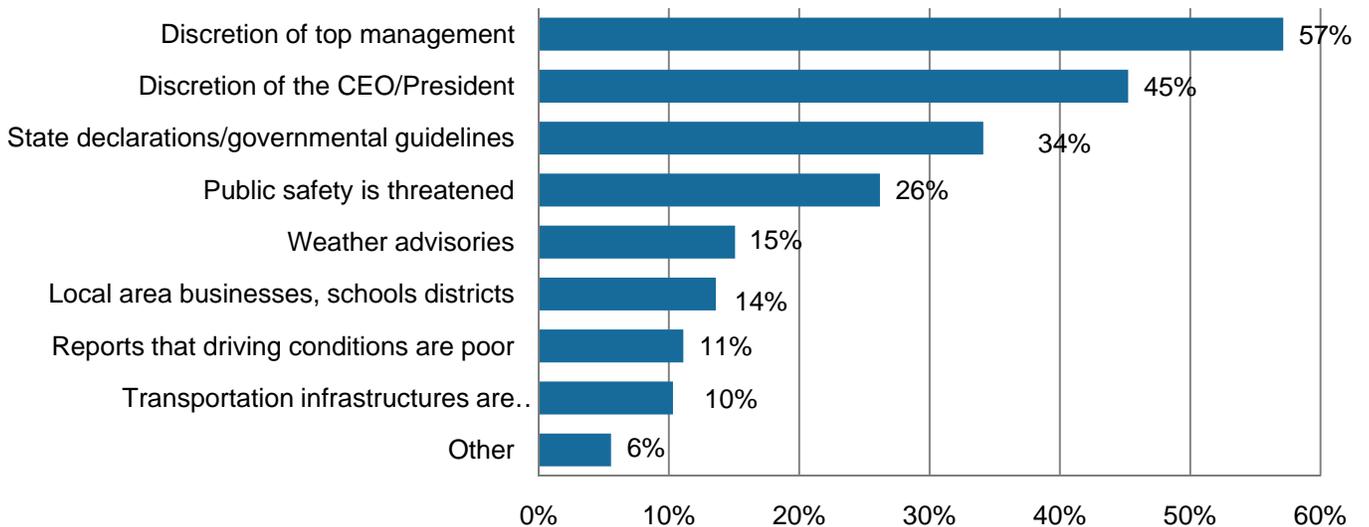
Forty-one percent of employers say they have an inclement/adverse weather policy, suggesting that most employers do not have a formal policy. A full listing of the policies cited is provided in **Appendix B**.

Figure 1 | Does your organization have an inclement/adverse weather policy?



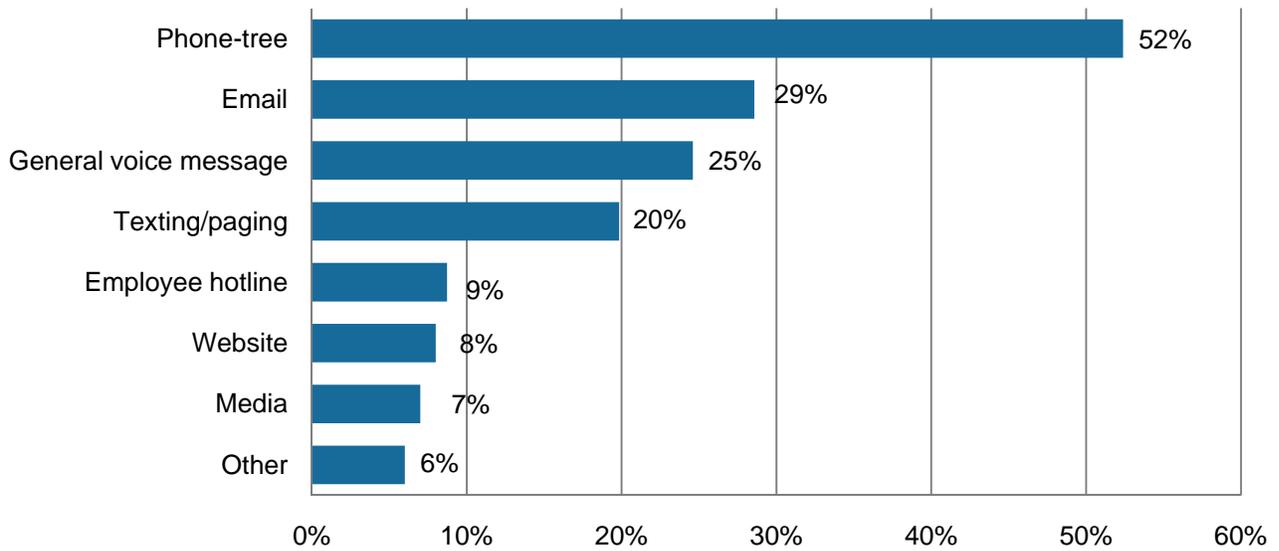
Typically, discretion of top management or the CEO/President determines whether organizations stay open during inclement/adverse weather. Fewer organizations report that state declarations, governmental guidelines, public safety, weather advisories, and driving condition reports influence their decision.

Figure 2 | What determines whether your organization stays open during inclement/adverse weather?



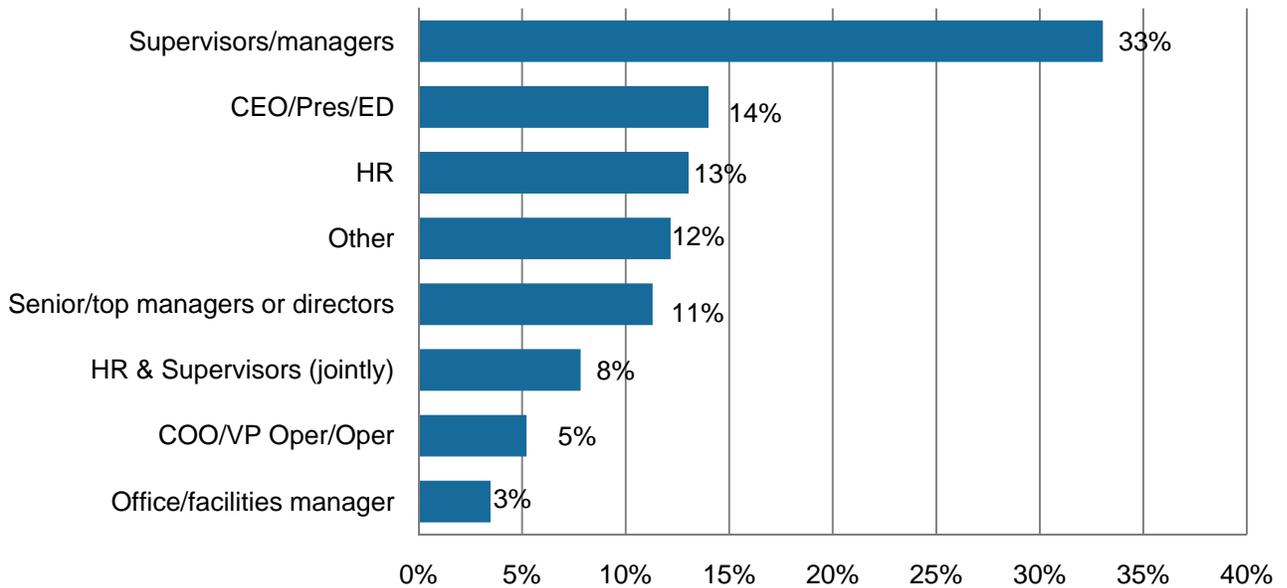
The majority of respondents (52%) report that they communicate any closures or delays in start time due to inclement or adverse weather conditions by using a phone-tree. Some, however, use an email (29%) or a general voice message (25%). Texting/paging is also becoming more popular, being used by one-fifth of respondents. Other methods of communication include asking employees to initiate contact with their supervisor- in some cases to request permission to work remotely.

Figure 3 | If your organization closes or delays its start time due to inclement or adverse weather conditions, how do you communicate this?



Most organizations hold supervisors and managers responsible for communicating any company closure or delay to employees. In 14% of the cases the CEO, President, or Executive Director is responsible for the communication process. Approximately 13% of employers rely solely on HR, while 8% use a combination of communication from HR and direct supervisors. Responses that fall under “other” (12%) typically include a communications plan utilizing a combination of several top executives, supervisors, HR and others.

Figure 4 | Who is responsible for communicating the company closure or delay to employees (i.e. CEO, supervisors, etc.)?

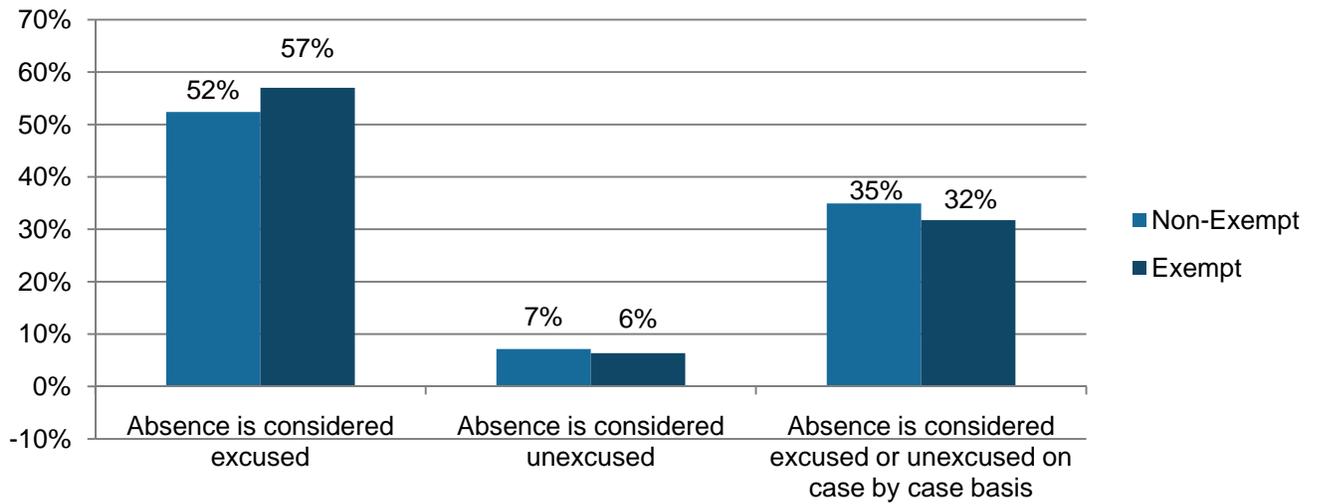


Several organizations cite critical individuals or departments to whom company closures or delays do not apply. These individuals or departments commonly include staff in information technology, call centers, operations and maintenance, production management, patient/client services, laboratory, and top management. These personnel are typically required to work, even during inclement/adverse weather. Still others indicate that while they have an established line of communication in place, they have never had to use it because their organization has never actually closed due to inclement/adverse weather.

Employee Absence

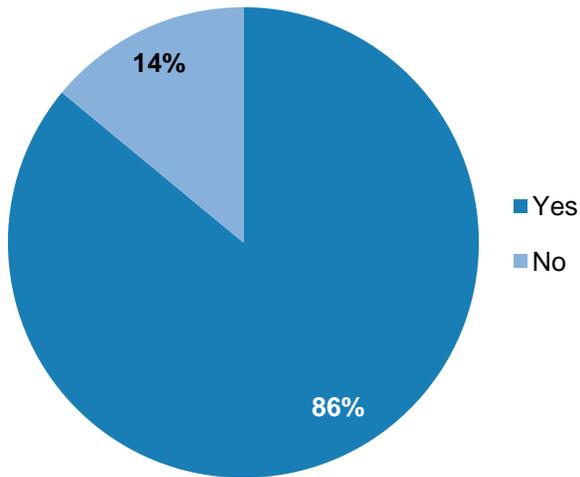
Most employers handle absences due to weather conditions similarly for exempt and non-exempt employees. Far more employers appear to consider these absences excused versus unexcused. However, approximately one-third of employers indicate that they make a determination about the nature of absences as excused or unexcused on a case by case basis.

Figure 5 | During inclement/adverse weather, how does your organization handle absences (due to weather conditions) for the following groups of employees.



Similarly, a widespread majority (86%) of employers forgive tardiness due to inclement weather with no penalties such as points, write-ups, or discipline.

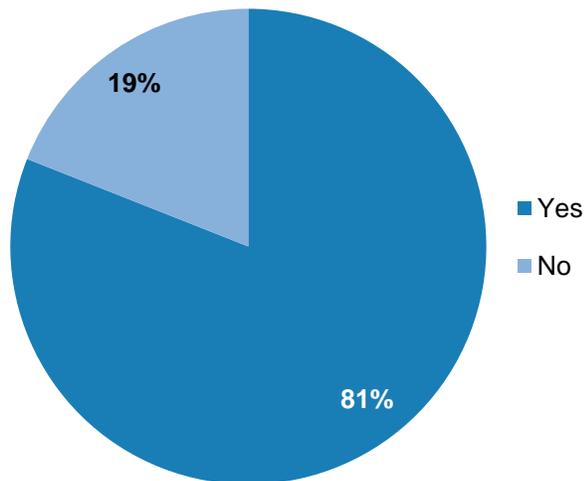
Figure 6 | During inclement/adverse weather, does your organization forgive tardiness with no penalties (points, write-ups, etc.)?



When asked if there was a time limit within which tardiness was forgiven, nearly all employers said this depends or varies based on circumstances, and that this was determined or reviewed on a case by case basis. A few employers cited that there was no time limit, but did ask that employees offer some notice of the delay to their supervisors. Among those that do have a specific time limit, the most common time is one hour; however, even in these cases many included exceptions in extenuating circumstances.

According to 81% of respondents, exempt employees are permitted to work at home with their supervisor's discretion during inclement/adverse weather.

Figure 7 | During inclement/adverse weather, at their supervisor's discretion, are exempt employees permitted to work at home?

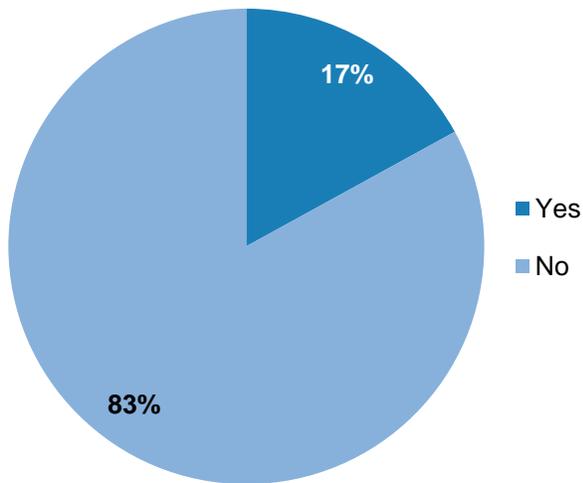


Some organizations specify specific conditions that must be met in order for employees to work at home during inclement/adverse weather. These include (in order of those that were most commonly to least commonly cited):

- Having necessary resources (i.e. computer, network access, etc)
- Position relevance/nature of the job/job description
- Supervisor approval
- Distance to work
- Facility is already closed
- No critical meetings or deadlines
- Provide a report of work completed from home to supervisor

The majority of organizations do not offer any type of “bonus” or “perk” to employees who come to work when most others do not. Most organizations that do offer something extra to these employees buy lunch that day or give a small gift card. Others allow these employees to select another “personal day” at the discretion of their supervisor.

Figure 8 | During inclement/adverse weather conditions does your organization offer any type of “bonus” or “perk” to employees who “brave the weather” and come into the office when the majority of employees do not (i.e. gift card, lunch, etc)?



Pay Practices

The following section details the pay practices employers use for exempt and non-exempt employees during voluntary and involuntary decisions made regarding inclement/adverse weather. For the purposes of this section, "voluntarily" refers to decisions made by the employee (i.e. deciding to stay home for safety purposes). "Involuntarily" refers to decisions made by the organization, a supervisor, or other individual such as a company closure or delayed start time or a circumstance out of the employee's control (i.e. car accident, traffic, etc).

Figure 9 | During inclement/adverse weather conditions, how are non-exempt employees paid when they voluntarily:

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	68%	66%	51%
Paid for full day of work (pay comes out of employee's paid time off)	20%	16%	40%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	6%	6%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	25%	23%	21%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	9%	8%	6%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Figure 10 | During inclement/adverse weather conditions, how are non-exempt employees paid when they involuntarily:

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	45%	45%	36%
Paid for full day of work (pay comes out of employee's paid time off)	10%	8%	21%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	5%	6%	3%
Paid for full day of work (employee has the option of using paid time off or making up time)	14%	14%	13%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	40%	37%	34%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Figure 11 | During inclement/adverse weather conditions, how are exempt employees paid when they voluntarily:

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	4%	3%	3%
Paid for full day of work (pay comes out of employee's paid time off)	21%	16%	37%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	10%	10%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	23%	21%	25%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	44%	46%	30%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Figure 12 | During weather inclement/adverse conditions, how are exempt employees paid when they involuntarily:

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	3%	4%	3%
Paid for full day of work (pay comes out of employee's paid time off)	6%	8%	15%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	7%	7%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	12%	14%	14%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	64%	64%	60%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Respondent Demographics

One-hundred twenty-six (126) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

	Percent
Industry	
Manufacturing	42%
Non-Manufacturing	40%
Non-Profit	18%
Organizational Size	
1-50	23%
51-200	57%
201-500	15%
Over 500	5%

Appendix A: Industry & Organizational Size Breakouts

Figure 1a | Does your organization have an inclement/adverse weather policy?

	Yes	No
All Organizations	41%	59%
Industry		
Manufacturing	34%	66%
Non-Manufacturing	33%	67%
Non-Profit	74%	26%
Organizational Size		
1-50	45%	55%
51-200	34%	66%
201-500	58%	42%
Over 500	50%	50%

Figure 2a | What determines whether your organization stays open during inclement/adverse weather conditions?

Discretion of top management

	Percent
All Organizations	57%
Industry	
Manufacturing	66%
Non-Manufacturing	58%
Non-Profit	35%
Organizational Size	
1-50	45%
51-200	65%
201-500	53%
Over 500	33%

Discretion of the CEO/President

	Percent
All Organizations	45%
Industry	
Manufacturing	43%
Non-Manufacturing	36%
Non-Profit	70%
Organizational Size	
1-50	55%
51-200	43%
201-500	32%
Over 500	67%

State declarations/governmental guidelines

	Percent
All Organizations	34%
Industry	
Manufacturing	26%
Non-Manufacturing	44%
Non-Profit	30%
Organizational Size	
1-50	34%
51-200	33%
201-500	37%
Over 500	33%

Public safety is threatened

	Percent
All Organizations	26%
Industry	
Manufacturing	15%
Non-Manufacturing	36%
Non-Profit	30%
Organizational Size	
1-50	31%
51-200	21%
201-500	37%
Over 500	33%

Weather advisories

	Percent
All Organizations	15%
Industry	
Manufacturing	8%
Non-Manufacturing	20%
Non-Profit	22%
Organizational Size	
1-50	24%
51-200	8%
201-500	26%
Over 500	17%

Standard of local area businesses, schools districts, or government agencies

	Percent
All Organizations	14%
Industry	
Manufacturing	6%
Non-Manufacturing	16%
Non-Profit	27%
Organizational Size	
1-50	21%
51-200	10%
201-500	11%
Over 500	33%

Reports suggest that driving conditions are poor

	Percent
All Organizations	11%
Industry	
Manufacturing	6%
Non-Manufacturing	16%
Non-Profit	13%
Organizational Size	
1-50	17%
51-200	6%
201-500	21%
Over 500	17%

Transportation infrastructures are threatened

	Percent
All Organizations	10%
Industry	
Manufacturing	8%
Non-Manufacturing	14%
Non-Profit	9%
Organizational Size	
1-50	17%
51-200	7%
201-500	16%
Over 500	0%

Other

	Percent
All Organizations	6%
Industry	
Manufacturing	4%
Non-Manufacturing	8%
Non-Profit	4%
Organizational Size	
1-50	0%
51-200	7%
201-500	11%
Over 500	0%

Figure 3a | If your organization closes or delays its start time due to inclement or adverse weather conditions, how do you communicate this?

Phone-tree

	Percent
All Organizations	52%
Industry	
Manufacturing	57%
Non-Manufacturing	46%
Non-Profit	57%
Organizational Size	
1-50	59%
51-200	58%
201-500	26%
Over 500	33%

Email

	Percent
All Organizations	29%
Industry	
Manufacturing	13%
Non-Manufacturing	38%
Non-Profit	43%
Organizational Size	
1-50	34%
51-200	24%
201-500	26%
Over 500	67%

General voice message

	Percent
All Organizations	25%
Industry	
Manufacturing	28%
Non-Manufacturing	16%
Non-Profit	35%
Organizational Size	
1-50	14%
51-200	24%
201-500	42%
Over 500	33%

Texting/paging

	Percent
All Organizations	20%
Industry	
Manufacturing	19%
Non-Manufacturing	18%
Non-Profit	26%
Organizational Size	
1-50	34%
51-200	18%
201-500	5%
Over 500	17%

Employee hotline

	Percent
All Organizations	9%
Industry	
Manufacturing	8%
Non-Manufacturing	10%
Non-Profit	9%
Organizational Size	
1-50	0%
51-200	7%
201-500	26%
Over 500	17%

Website

	Percent
All Organizations	8%
Industry	
Manufacturing	6%
Non-Manufacturing	4%
Non-Profit	22%
Organizational Size	
1-50	3%
51-200	10%
201-500	11%
Over 500	0%

Media

	Percent
All Organizations	7%
Industry	
Manufacturing	11%
Non-Manufacturing	0%
Non-Profit	13%
Organizational Size	
1-50	3%
51-200	10%
201-500	5%
Over 500	0%

Other

	Percent
All Organizations	6%
Industry	
Manufacturing	4%
Non-Manufacturing	6%
Non-Profit	9%
Organizational Size	
1-50	7%
51-200	1%
201-500	16%
Over 500	17%

Figure 4a | Who is responsible for communicating the company closure or delay to employees (i.e. CEO, supervisors etc.)?

Supervisors/Managers

	Percent
All Organizations	33%
Industry	
Manufacturing	44%
Non-Manufacturing	27%
Non-Profit	22%
Organizational Size	
1-50	40%
51-200	33%
201-500	22%
Over 500	33%

CEO/President/Executive Director

	Percent
All Organizations	14%
Industry	
Manufacturing	4%
Non-Manufacturing	14%
Non-Profit	35%
Organizational Size	
1-50	20%
51-200	12%
201-500	11%
Over 500	17%

HR

	Percent
All Organizations	13%
Industry	
Manufacturing	10%
Non-Manufacturing	20%
Non-Profit	4%
Organizational Size	
1-50	4%
51-200	14%
201-500	22%
Over 500	17%

Other

	Percent
All Organizations	12%
Industry	
Manufacturing	8%
Non-Manufacturing	14%
Non-Profit	17%
Organizational Size	
1-50	16%
51-200	12%
201-500	11%
Over 500	0%

Senior/Top Managers or Directors

	Percent
All Organizations	11%
Industry	
Manufacturing	10%
Non-Manufacturing	7%
Non-Profit	22%
Organizational Size	
1-50	8%
51-200	11%
201-500	11%
Over 500	33%

HR & Supervisors/Managers

	Percent
All Organizations	8%
Industry	
Manufacturing	13%
Non-Manufacturing	7%
Non-Profit	0%
Organizational Size	
1-50	0%
51-200	9%
201-500	17%
Over 500	0%

COO/VP Operations/Operations

	Percent
All Organizations	5%
Industry	
Manufacturing	8%
Non-Manufacturing	5%
Non-Profit	0%
Organizational Size	
1-50	4%
51-200	6%
201-500	6%
Over 500	0%

Office/Facilities Manager

	Percent
All Organizations	3%
Industry	
Manufacturing	2%
Non-Manufacturing	7%
Non-Profit	0%
Organizational Size	
1-50	8%
51-200	3%
201-500	0%
Over 500	0%

Figure 5a | During inclement/adverse weather, how does your organization handle absences (due to weather conditions) for the following groups of employees.

Non-exempt employees

	Absence is considered excused	Absence is considered unexcused	Absence is considered excused or unexcused on case by case basis
All Organizations	52%	7%	35%
Industry			
Manufacturing	51%	6%	45%
Non-Manufacturing	54%	10%	28%
Non-Profit	52%	4%	26%
Organizational Size			
1-50	55%	10%	28%
51-200	53%	7%	36%
201-500	42%	5%	42%
Over 500	67%	0%	33%

Exempt employees

	Absence is considered excused	Absence is considered unexcused	Absence is considered excused or unexcused on case by case basis
All Organizations	57%	6%	32%
Industry			
Manufacturing	55%	6%	40%
Non-Manufacturing	58%	8%	26%
Non-Profit	61%	4%	26%
Organizational Size			
1-50	62%	7%	24%
51-200	58%	7%	32%
201-500	42%	5%	42%
Over 500	67%	0%	33%

Figure 6a | During inclement/adverse weather, does your organization forgive tardiness with no penalties (points, write-ups, etc.)?

	Yes	No
All Organizations	86%	14%
Industry		
Manufacturing	75%	25%
Non-Manufacturing	92%	8%
Non-Profit	100%	0%
Organizational Size		
1-50	96%	4%
51-200	83%	17%
201-500	79%	21%
Over 500	100%	0%

Figure 7a | During inclement/adverse weather, at their supervisor’s discretion, are exempt employees permitted to work at home?

	Yes	No
All Organizations	81%	19%
Industry		
Manufacturing	72%	28%
Non-Manufacturing	86%	14%
Non-Profit	90%	10%
Organizational Size		
1-50	86%	14%
51-200	75%	25%
201-500	89%	11%
Over 500	100%	0%

Figure 8a | During inclement/adverse weather conditions does your organization offer any type of “bonus” or “perk” to employees who “brave the weather” and come into the office when the majority of employees do not (i.e. gift card, lunch, etc)?

	Yes	No
All Organizations	17%	83%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	22%	78%
Non-Profit	4%	96%
Organizational Size		
1-50	10%	90%
51-200	17%	83%
201-500	32%	68%
Over 500	0%	100%

Figure 9a | During inclement/adverse weather conditions, how are non-exempt employees paid when they voluntarily:

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	87%	85%	72%
Paid for full day of work (pay comes out of employee's paid time off)	9%	9%	25%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	4%	6%	0%
Paid for full day of work (employee has the option of using paid time off or making up time)	19%	17%	17%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	6%	6%	4%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	60%	56%	38%
Paid for full day of work (pay comes out of employee's paid time off)	22%	14%	48%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	12%	10%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	17%	22%	22%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	10%	8%	6%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	43%	43%	30%
Paid for full day of work (pay comes out of employee's paid time off)	39%	35%	61%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	0%	0%	0%
Paid for full day of work (employee has the option of using paid time off or making up time)	17%	22%	22%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	13%	13%	13%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Figure 10a | During inclement/adverse weather conditions, how are non-exempt employees paid when they involuntarily:

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	60%	60%	51%
Paid for full day of work (pay comes out of employee's paid time off)	6%	8%	23%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	4%	6%	0%
Paid for full day of work (employee has the option of using paid time off or making up time)	15%	17%	13%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	32%	28%	23%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	40%	38%	28%
Paid for full day of work (pay comes out of employee's paid time off)	14%	8%	22%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	6%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	16%	14%	16%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	42%	36%	36%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	22%	26%	17%
Paid for full day of work (pay comes out of employee's paid time off)	9%	9%	17%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	0%	4%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	9%	9%	9%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	57%	61%	57%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Figure 11a | During inclement/adverse weather conditions, how are exempt employees paid when they voluntarily:

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	32%	28%	23%
Paid for full day of work (pay comes out of employee's paid time off)	2%	2%	2%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	17%	15%	32%
Paid for full day of work (employee has the option of using paid time off or making up time)	19%	21%	19%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	49%	51%	42%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	6%	4%	4%
Paid for full day of work (pay comes out of employee's paid time off)	20%	12%	36%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	14%	12%	8%
Paid for full day of work (employee has the option of using paid time off or making up time)	28%	24%	36%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	48%	46%	22%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	4%	4%	4%
Paid for full day of work (pay comes out of employee's paid time off)	30%	26%	52%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	4%	4%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	22%	17%	22%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	28%	28%	11%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Figure 12a | During inclement/adverse weather conditions, how are exempt employees paid when they involuntarily:

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	0%	0%	0%
Paid for full day of work (pay comes out of employee's paid time off)	2%	4%	13%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	6%	6%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	11%	13%	15%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	72%	70%	66%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	6%	8%	6%
Paid for full day of work (pay comes out of employee's paid time off)	8%	10%	14%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	12%	12%	10%
Paid for full day of work (employee has the option of using paid time off or making up time)	14%	18%	16%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	60%	60%	52%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	4%	4%	4%
Paid for full day of work (pay comes out of employee's paid time off)	13%	13%	22%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	0%	0%	0%
Paid for full day of work (employee has the option of using paid time off or making up time)	9%	9%	9%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	57%	61%	61%

(Note: percentages may not add up to 100% due to participants selecting multiple options)

Appendix B: Inclement & Adverse Weather Policies

The following are a sampling of inclement/adverse weather policies submitted by respondents.

At times, emergencies such as severe weather, fires, power failures, or earthquakes, can disrupt company operations. In the event that a Level 3 Emergency (or higher) is in effect (either where the coworker lives or where Sandusky [company name] is located), circumstances may require the closing of Sandusky [company name] or prevent an employee from commuting to work.

In the event that such an emergency occurs during nonworking hours, please check one of the following stations for announcements. If there is no information posted, you should assume that Sandusky [company name] will be open for business. If weather is considered a Level 3 Emergency or higher in the city that an employee lives, that person will not be required to attempt to commute to work that day.

When operations are officially closed or an employee cannot commute to work due to valid emergency conditions, the time off from scheduled work will be considered an excused absence and no attendance points will be awarded. In cases where an emergency closing is not authorized or weather conditions are not at a Level 3 or higher, employees who fail to report for work will not be considered an excused absence.

Employees may request available paid leave time such as unused vacation benefits, personal day or flex-time, if available.

Employees check the office managers voicemail to find out if we are open, closed, or on a delay. We make sure that this message is recorded by 7:00 am on the day in question. We also have a call chain so that everyone is called to inform them. We also send an email if possible to all employees.

Key Managers make a consensus decision to close, or otherwise stay open. If open, we do not penalize those that don't make it into work. If closed, we update a call-in line, our company website, and we notify local radio stations.

We have closed 3 times in the past six years. We are currently considering a policy that would have us remain open in inclement weather.

[Company name] will determine closings and delays based upon the County Sheriff's Department level of emergency just before 6:00 am.

Snow emergency guidelines as defined by Summit County:

Level 1: Roadways are hazardous with blowing and drifting snow. Roads are also icy. Drive cautiously.

Level 2: Roadways are hazardous with blowing and drifting snow. Only those that feel it is necessary to drive should be on the roadways. Contact your employer to see if you should report to work.

Level 3: All roadways are closed to non-emergency personnel. No one should be out during these conditions unless it is absolutely necessary to travel. All employees should contact their employer to see if they should report to work. Those traveling on the roadways may subject themselves to arrest.

Due to our commitment to meeting and exceeding the needs of our customers, [company name's] scheduled operations are rarely interrupted or closed due to weather concerns or issues. So, even in inclement weather conditions, employees should assume, unless they receive further notice, that operations will continue on a "business as usual" basis.

The decision to curtail operations in any way can only be made by the President; it is not made on an ad-hoc or department-by-department basis. In such cases, employees will be notified as early as possible. Curtailment may involve delayed opening, early closure, or cancellation of all but essential business functions. Essential business functions will be determined at the time of curtailment. Employees impacted by the curtailment will be paid as if they had worked their normally-scheduled shift. Employees not scheduled to work (ex. Day off, vacation, sick) will be unaffected by the curtailment.

Employees who come in late, leave early, or are absent because of weather conditions when operations are functioning uninterrupted may either make up the lost time during the same workweek or, if that is not possible or allowable, charge the time lost against available vacation leave. If there is no vacation time available, then the time will be charged as unpaid.

Employees who are unable to come to work because of severe weather conditions should follow the standard call-off procedures for the company. Employees wishing to leave early because of weather conditions must request permission to do so from their direct supervisor. The decision to grant this request will be based upon work deadlines, available sick or vacation leave time, and on the approval of the President.

Severe weather is to be expected during the winter months. Although driving may be difficult at times, the roads are normally passable when caution is exercised. Except in cases of severe storms, we are all expected to work our regular hours. Time taken off due to poor weather conditions while the business remains open may be used as accrued vacation or personal floating holiday time. Absences not falling under those categories will be handled under the regular attendance policy and/or point systems.

The purpose of this policy is to clarify that [company name] will not close due to inclement weather or any other unforeseen local or national emergency (i.e., power failure, flooding, etc.). However, employees are encouraged to be safe and do what is in their personal best interest.

Correspondingly, if the Executive Director-Secretary officially designates that the weather is inclement or there is some other local or national emergency, then any employee who did not come to work on such day because of the designated condition(s), will not be compensated for the time away from work unless he/she uses personal, vacation, sick, blood bank, birthday or other accumulated time.

Based on the official designation of the Executive Director-Secretary or the Director of Human Resources, employees who are late to work due to inclement weather or other unforeseen local or national emergency, will not be subject to progressive discipline.

The Executive Director-Secretary is the only position that may decide to close a particular [company name] facility and/or program; the Executive Director-Secretary will determine if or where employees assigned to such facility and/or program should report to work and how they will be compensated.

If the Governor closes the State of Ohio, we can then close. Otherwise, we are open.

It is the policy of the [organization name] to require all employees to report for work, or remain at the work place, except when notified and/or excused by the County, or as declared by the Executive Director.

When a weather emergency is declared, the following shall apply:

- a. Employees will be compensated for the number of hours for which they were scheduled to work but did not work during a weather emergency.

- b. Employees reporting for work shall be paid their normal rate plus be given an excused equal number of hours off, to be scheduled with their immediate manager.

- c. Employees not scheduled to work, because of any authorized leave or day off, will be charged for that leave regardless of the declared weather emergency. No additional time or compensation will be extended.

We have a phone chain that goes into effect when there is inclement weather. It usually works pretty well.

Calamity Days Policy-In the event of an assigned worksite closing due to a weather or emergency situation, the employee will notify their immediate supervisor or the Service Area Director within one (1) hour of closure of the worksite to determine if reassignment is available. If reassignment is available, the employee will report to the assigned worksite. If the appropriate Director and the Health Commissioner determine that reassignment is not available, or inadvisable due to the severity of weather conditions, or an emergency situation, the employee will be paid at their regular rate of pay for hours missed due to the closure of the worksite.

In the event of a LEVEL 3 weather emergency:

When the County authorities declare a LEVEL 3 weather emergency, you may assume [organization name] is officially closed. A LEVEL 3 weather emergency means you can be issued a ticket for driving on public roadways. In the event a LEVEL 3 weather emergency should be declared while you are at work, you will be sent home immediately.

In all other cases of severe weather;

[Organization name] still reserves the right to dismiss any shift early, delay the start of any shift, or cancel any shift due to weather. These decisions are rare and are made with your safety in mind. Any decision to cancel or delay the start of a shift will be made 2 hours prior to the start of the shift when possible. Employees should call [organization name] at [phone number] and press [a number] for instructions regarding plant closings.

When the company is closed for weather, an absence is excused without pay. YOU MAY DECIDE to use a health day or a vacation day to cover the time off if you have one available. If YOU DECIDE to do this, you will be paid according to the terms of these separate benefits. If business needs dictate, employees may be asked to make up the day(s) later in the week.

We will operate as scheduled with a 'relaxed ' Leave Policy. We ask that employees make a 'good faith effort' to a make it to work safely. Employees will be notified if power is lost and production shift cancelled in advance.

If weather conditions necessitate, we encourage our employees to leave if the weather conditions appear to be deteriorating. If the weather conditions appear to be severe as the workday is beginning we will encourage staff to stay home or delay the opening of the office. Expected persistent severe weather conditions would necessitate closing the office.

HR will declare an inclement weather day whenever the roads are treacherous in our area. Employees will not be charged with a 'tardy' on those days and will be paid for the number of hours they work that day. If they do not feel comfortable coming in to work, they can use a vacation day or have an excused absence without pay.

We make every effort to maintain normal work hours and schedules throughout the year.

However, rarely, severe weather, power outages, and other extreme emergency conditions may require us to close our work facilities. Employee safety is the primary factor when considering any workplace closure.

If No Emergency Closing is Announced:

Unless an emergency closing has been announced through the media or other communication, employees should report to work. However, every employee should determine whether he or she can safely travel to work. If the workplace is open but an employee decides it is unsafe to travel because of severe conditions, he or she may use vacation, personal leave, or unpaid leave.

Employee Responsibilities:

Employees are responsible to notify their Managers as soon as possible (as required by the attendance policy) if they are unable to report to work due to a weather emergency. They should also provide contact numbers where they can be reached and keep management informed of their work status.

Compensation and Leave:

Employee compensation during workplace closures will be paid according to the following guidelines, as allowed by law:

- Full-time employees will be paid for their normally scheduled hours.
- Part-time employees will be paid for their normally scheduled hours.

Employees on Leave when Emergency Closing Occurs:

Employees on sick, vacation, or personal leave during an emergency closing will be charged for that leave as scheduled.

If it is determined we need to close or not open offices, we have a call list. Once decision is made, owner calls VP, VP calls Managers, Managers call everyone else. Same information is shared with all personnel.

If we decide to close, employee is paid - do not need to use paid time off. If employee decides they cannot come in and we are open, they can use paid time or, if their supervisor allows, make up the time.

[Organization name] is committed to providing high quality service in all types of weather. The purpose of the Inclement Weather Policy is to inform [organization name] employees of their responsibilities and options during adverse weather conditions.

As a service organization, [organization name's] policy is to remain open during normal business hours. When weather conditions arise that require temporarily modifying any location service or function, the determination will be made by the Executive Vice President, or a designee only.

While it is recognized that every employee may encounter different circumstances in their daily commute to and from work, employees are expected to make every effort to report for work during instances of adverse weather conditions. Employees who are unable to report for work on time because of adverse weather conditions must contact their supervisor for leave approval.

For the purposes of this policy, the term "inclement weather" is an event of nature that adversely impacts the safety of employees and citizens. Typically such situations are the result of unusual severe weather, ice storms, blizzards, floods or extreme wind conditions.

For hourly employees: if the office is shut down before they clock in, they get no pay but can take a vacation or personal day. If they have clocked in but it is before noon, they are paid for a half day and can take a personal day or vacation day for the other half day. If the closing occurs after noon, hourly employees are paid for a full day. Salaried (exempt) employees are paid for the day regardless.

Although it's unwritten, we send our employees home if the weather bad. Or we may cancel the shift. No points are assessed for those employees subject to attendance points.

When the [local university] cancels classes, we cancel work for that day. Employees know to call the university to find out if they need to show up for work.

We only close if emergency personnel have instructed people to stay off the roads or for businesses to close.

[Organization name] is open for business unless there is a declared State of Emergency and we advise you not to report to work. There may also be times when we will delay opening due to weather conditions.

If you are an hourly associate and you arrive at work after your scheduled time on a day when we are experiencing bad weather, that time is charged to you as PTO if you have earned but unused time available to you. If you are an hourly employee, you will only be paid for your time off work if you have PTO available. [Organization name] attempts to accommodate individual needs by allowing the use of PTO to cover these situations. Please allow yourself extra time to arrive to work in less than ideal weather conditions.

When potentially dangerous weather develops during the day and a decision is made by management to close, you will be compensated as if you had worked to the end of your regularly scheduled hours for that day. If, with management approval, you elect to leave prior to a decision being made by [organization name] to close early, and you are an hourly associate, you will be required to use PTO you have earned but not used or the time will be counted as unpaid time off.

If you are working at a customer location, please follow the policies and procedures of the facility at which you are working.

Your safety is one of the primary concerns of [organization name]. You should always use your common sense and best judgment when traveling to work in inclement weather.

[Organization name] maintains the policy of remaining open during bad weather, unless the severity of conditions and/or municipal or state government rulings closes the office. MRI will follow the Ohio snow emergency classifications (listed below) and will remain open when under level 1 and level 2 advisories. Employees should make every reasonable effort to get to work, or continue working if already in the office, unless otherwise notified. Under a level 3 advisory, the office will close.

In the event we are under a level 3 advisory and are thus forced to close the office, [organization name] will update the [organization name] Emergency Hotline [phone #] to include details about office closure.

It is the responsibility of each employee to check the Ohio snow emergency classifications in case of any doubt regarding company operations. Hourly employees who elect to leave early due to nervousness

over weather conditions will be paid for hours actually worked, but will not otherwise be penalized in any way. If the office is closed after a shift has started, hourly employees will be paid for the time worked.

Ohio Snow Emergency Classifications

LEVEL 1: Roadways are hazardous with blowing and drifting snow. Roads may also be icy. Motorists are urged to drive very cautiously.

LEVEL 2: Roadways are hazardous with blowing and drifting snow. Roads may also be very icy. Only those who feel it is necessary to drive should be out on the roads. Contact your employer to see if you should report to work. Motorists should use extreme caution.

LEVEL 3: All roadways are closed to non-emergency personnel. No one should be driving during these conditions unless it is absolutely necessary to travel or a personal emergency exists. All employees should contact their employer to see if they should report to work. Those traveling on the roads may subject themselves to arrest.

Severe weather is to be expected during the winter months. The following information outlines [organization name's] policy regarding office closings and time off taken due to inclement weather.

Check [local TV news station] Home Page, Severe Weather Notices pull down. We will also send out an email message to work and home email addresses as are listed in HRB.

1. Prior to normal starting time when it is announced that the [local] government offices will be closed or a level 3 emergency has been declared, in the County, due to inclement weather, the [organization name], offices will be closed. All full-time employees will be paid for such time off. Part-time employees will only be paid if normally scheduled to work that day and only for those hours that the employee would normally work. The message on the [1-800 phone #] will be updated to reflect the closing as quickly as possible. Employees, living outside the County, whose home county has declared a level 3 emergency, will be handled in the same manner.
2. When the government announces that a liberal leave policy is in effect, the [organization name] offices will be open and all employees will be expected to make reasonable efforts to get to work. All employees who are unable to report to work should call their department supervisor and report their absence, if they are able to reach a phone, or it may be considered an unexcused absence. Time taken off due to poor weather conditions while the business remains open may be used as vacation, personal leave, or unpaid if all paid time off has been exhausted.

3. Time absent from work shall not be counted as hours worked when computing weekly overtime.
4. If inclement weather occurs on a government holiday not generally observed by [organization name] and [organization name] employees are therefore at work, [organization name] will make its own decision concerning early closing on that day.
5. On days when weather conditions worsen as the day progresses, [organization name] may decide to close early. In such cases, a decision and an announcement will be made at [organization name]. Employees will be expected to remain at work until the appointed closing time, unless their flextime day ends prior to that time.

Although the company will make every effort to remain open for business on scheduled workdays, there may be instances where conditions make it impossible to do so. These include, but are not limited to: severe weather, declared state of emergency, utility disruptions, natural disasters and terrorist actions. In all cases, employee safety will be the primary consideration. The following procedures will set expectations for communication, pay issues, and use of technology when circumstances impact the organization's ability to be open for business.

Office Closed:

In the event an emergency occurs that results in the office closing during the workday, employees will be notified via e-mail or voice mail. If an emergency occurs outside of normal business hours, a member of the HR team will leave an 'all employee' voice mail or e-mail message by 7:00am on the day the office is to be closed. When the office is officially closed due to emergency conditions, the time off from scheduled work will be paid and will not require the use of vacation or STA days. All employees will be expected to change their outgoing e-mail and voice mail messages to reflect the closing and to give a contact number for clients to use in the event of an emergency. All employees will be expected to check e-mail and voice mail periodically throughout the closure to ensure no emergencies are missed.

Office Open:

In cases where an emergency closing is not declared, employees must use vacation or STA for any absence according to the Time Away from Work policy.

In case of inclement weather, the Operations Manager will call the President and HR Coordinator directly. HR Coordinator will initiate the Call Tree by contacting the Accounting Manager, Sales Manager, Supply Chain Manager, Quality Engineering Leader, Production Manager and will contact the local radio station

If an employee makes it in at a reasonable time, they will be paid for the whole day; if the company decides to close, the employee will be paid for the whole day. If the employee does not come in at all, they must use PTO, if available, otherwise they would be docked for the time.

Within our organization's Business Continuity Plan we have an established phone tree and designated safe areas for severe weather such as tornadoes.

Purpose: To provide for safe and optimal program operations.

Staff Group / Area Covered: All staff

Policy: In the event an emergency necessitates the delayed opening of a site or the closing of a site, the procedures as outlined in this policy are followed. The Executive Team will consult with the Safety Officer regarding staff and consumer health and safety. There may be instances when specific sites are closed for an emergency while other sites may remain open.

When a site is closed due to an emergency, staff members should not report to work and they are paid for their time as scheduled. Depending on the staff member's function, he or she may be asked to report to an alternate site. Staff members who have made prior commitments to take paid vacation or leave time that coincides with an unscheduled emergency closing must use the scheduled vacation or leave time.

Site managers and the Safety Officer will decide whether to activate the Business Continuity Plan which includes procedures for response, recovery, and restoration of services and operations.

In the event that sites must delay the start of the regularly scheduled work day due to an emergency, staff members are paid for their regularly scheduled hours provided that they report for work.

Decision to Close

All Programs: The Chief Program Officer will decide whether or not a site will be closed. When the Chief Program Officer is not available, the Vice President of [division name] and the Vice President of [division name] will make this decision. Managers and supervisors are expected to report to their site in order to address any consumer needs and to contact scheduled consumers to inform them that the office is closed.

All Administrative Sites: The decision to close will be made by the Safety Officer in conjunction with the President and CEO, Chief Program Officer and the Director of [contracted organization]. When the President and CEO is unavailable, the Chief Operating Officer followed by the Chief Financial Officer will

be consulted. In no case will the [site name] Building be closed without the agreement of at least one member of the Executive Team.

Declaration of a State of Emergency: In the event that the County Sheriff declares a State of Emergency due to weather, staff members are not to be driving and sites will be closed as outlined by the Sheriff's declaration. If the State of Emergency is lifted a delayed start may be initiated.

Communication with Staff: The Executive Team will immediately communicate the decision by telephoning all managers affected by the closing. The Executive Team member making the decision will also record a voicemail message on the appropriate Emergency Notification Line. Staff may obtain information about site closings by calling Emergency Notification Lines that have been established for each site. The Notification Lines are voicemail 'bulletin boxes' that are used to inform staff of site closures and delays. The Executive Team member that is responsible for deciding whether to close a site or delay the opening of a site is also responsible for updating the message for each site on the Notification Line. Staff members are required to start checking the Notification Lines by 5:00 AM. Every effort will be made to have current information on the Notification Lines by 5:00 AM for early learning centers and by 6:30 AM for all other programs and departments. For some programs and departments and in some cases however, it will take longer. On mornings when there is reason to question whether a site is open, staff members should call the Notification Line every 10-15 minutes after 6:30 AM.

After being informed by their supervisor that a site will close or delay opening, managers are responsible for notifying their respective staff members by phone. All managers are responsible for maintaining (both at home and at the office) the home and cell phone numbers of their staff and other members of their management team.

- If a decision is made to close a site or delay the opening of a site at the beginning of a workday, managers should attempt to reach all their staff by phone between 6:30 AM and 7:00 AM. Staff in the early learning centers will be contacted by 5:00 AM.
- If a decision is made to close a site during the workday, managers should attempt to reach all their staff that are off site and inform them of the closing.
- The appropriate Executive Team member will also update the Notification Lines when decisions are made to close a site during the workday.
- All managers must designate a staff member to be in charge of their site or department when they are not available, and that staff person must be trained in this site closing protocol and the Business Continuity Plan. A third staff person should be trained in the event that the back-up person is also not available.

- The Safety Officer will have the responsibility for having the [site name] Building voicemail message recorded. This affects the 411 Notification Line only.
- The Safety Officer will inform management about decisions affecting the [site name] Building via an email to all managers and supervisors.
- The Safety Officer is also responsible for calling the [contracted o] emergency cell phone number, to inform the [temp agency] staff member that the [site name] Building is closed.
- The Safety Officer is responsible for informing the host or leader of any scheduled events being held at the [site name] Building that the [site name] Building is closed.

Employees can access the Emergency Notification Lines by directly dialing, followed by the pound (#) sign: [listing of site specific phone numbers follows]

Site-closing information may also be available via:

WKYC-TV Channel 3, WVPX-TV Channel 23, WOIO-TV Channel 19, WUAB-TV Channel 43, WVIZ-TV Channel 25, WTAM 1100 AM, WMVX 106.5 FM, WMJI 105.7 FM, WGAR 99.5 FM, WAKS 96.5 FM, WMMS 100.7 FM, WHLO 640 AM, WKDD 98.1 FM, WCRF 103.3 FM, WCPN 90.3 FM, WCLV 104.9 FM

In the event that a site or sites must close due to inclement weather or an issue that poses risk to consumers and/or staff, an iAlert will be issued for staff members by 5:30 AM the day of the closing. All staff members are responsible for checking the appropriate voice mail box and the iAlert system.

“All Programs” means that all programs are closed, and no one should report to work.

“[Organization program name] full day” and “[Organization program name] half day” applies only to staff of the [organization program name] centers. This message specifically means that classrooms are closed and [organization program name] staff members do not report. All remaining staff members are expected to report to work.

If we need to close the [organization name] due to weather/other issues, staff members regularly scheduled to work that day are paid as if they worked. Staff members not scheduled to work that day are not given an extra day off.

The [organization name] will be closed when the Executive Director determines that weather conditions or other special reasons exist that interferes with patient care delivery. A current phone tree will be distributed quarterly. The staff phone tree will be used to communicate the agency closing.

SEVERE WEATHER

Severe weather is to be expected during the winter months. Although driving may at times be difficult, when caution is exercised, the roads are normally passable. Except in cases of severe storms, we are all expected to work our regular hours. Time taken off due to poor weather conditions is to be used as a personal day or is unpaid.

CLOSING POLICY

In the event of weather or other conditions necessitating the closure of [organization name] facilities, the following procedure will be followed

- Messages will be recorded on the [organization name] phone system. You can access this message in the following manner: Call our main number (330) 633-8460, and press extension *** for any Closure Messages.
- If [organization name] is closed, you will hear a special message indicating closure or other instructions.
- If the area you live in is under an advisory which does not allow anyone to be on the roads except for purposes of returning home (i.e. Level 3), you will be excused from work if you would normally report during the period of the advisory. However, you are still expected to call off prior to the start of your shift or workday, as is usual procedure.
- If the County is under a severe advisory, the [organization name] facility may be closed. In this particular instance, if the advisory is lifted or downgraded to a less severe advisory before you would normally report, [organization name] may be open for your shift and you would be expected to come in or call off as is normal procedure. You should call the number listed above and check for any special messages before leaving for work to ensure that [organization name] will re-open for your shift.
- Snow alert emergency advisories are issued by the counties and are broadcast over radio and TV stations in the area.

We have our employees call the company to see if open or not. We also have a list, w/all employee numbers, if we decide to close before event occurs.

We close only if the local authorities close the roads or your Vice President advises you to go home.

Employees are excused from work if the county they live in is under a Level 3 Emergency rating.

Partial pay to hourly employees if plant is closed.

Whether we like it or not, cold temperatures, ice and snow are inevitable. In the event the Agency is closed due to inclement weather conditions, full-time employees who are unable to work will have the time deducted from either their available vacation days or personal time in order to be paid. Non-exempt employees may choose to be excused for the day without pay.

[Organization name] has activated a phone alert system to alert families of consumers and employees of [organization name] in the case that the agency were to close due to inclement weather or other emergencies. The system is programmed to call the primary and secondary phone numbers on file. A recorded message will play when the phone is answered or when an answering machine picks up. If there is no answer by a person or machine, the system will call the number four times.

You may also check any of the websites, television or radio stations for any agency closings. One of two announcements below will be listed: "Closed All Day" or "Open/No Bus Service"

Employees are expected to come to work regardless of the weather. If your Supervisor or the office decides the weather is so severe that you should not come to work, he or she will notify you. If your Supervisor or the office tells you not to come in at all, to come in late, or to leave early due to bad weather conditions, you will be paid only for the hours worked in that day - unless you utilize PTO for un-worked hours.

The President and CEO, or her designated alternate, may declare a 'snow day' which may affect a department or the entire agency when severe weather makes it difficult for agency staff to work and/or make scheduled patient visits.

Procedure:

1. Employees should make the basic assumption that the agency will be open on any regular business day regardless of weather conditions.
 2. Employees who arrive late on designated days do not need to compensate the agency for missed time.
 3. Decisions about which patients are visited shall be based on the needs of the patient, staff resources and travel conditions.
 4. Employees who remain on duty until the designated early closing time will be paid for the remainder of their normal work day.
 5. Employees who go off duty from their offices or from a patient's home before the time designated will be paid for actual hours worked.
 6. Employees who do not report to work at all on a designated day may use accrued benefit time pay (excluding sick time) or take the time without pay.
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For the safety and wellbeing of our staff and clients, we close during severe weather

In the event of severe weather during the work day, the Executive Director (ED) will make a determination about closing the office. If the ED is absent, the Director of Administration will make this decision. Staff will be notified and a message will be put on the phone lines.

A decision to close the office prior to the work day will be made by the ED. Staff will be notified through the established phone tree. If the ED is absent, the Director of Administration will make this decision. All staff are required to have a copy of the phone tree (with home and cell phone contact information for all staff) available to them in the event of a weather emergency.

Appendix C: Other Absence & Pay Practices

If a respondent's practices in terms of handling absenteeism and pay differed from the options in the survey, they were given the opportunity to state their practice. Below are the cited practices of respondents indicating that they handle absenteeism and pay in different ways.

Other ways organizations handle absenteeism due to inclement/adverse weather

- If the County is under a level 2; employees should determine for themselves if they are comfortable traveling to work and call off if they do not feel comfortable driving. Hourly and salary personnel will have the option to take either a scheduled PTO or an unscheduled PTO. Salaried employees who are able to remote in through terminal services will be allowed to do so. If you choose to remote in you will be required to fill out a Work from Home log sheet and submit to your manager at the end of business that day.
- If the center does not close it will be considered and PTO day.
- Employees will be compensated for the number of hours for which they were scheduled to work but did not work during a weather emergency. Employees reporting for work shall be paid their normal rate plus be given an excused equal number of hours off, to be scheduled with their immediate manager. Employees not scheduled to work, because of any authorized leave or day off, will be charged for that leave regardless of the declared weather emergency. No additional time or compensation will be extended.
- Employees used accrued time the entire agency is not closed.
- Absences are excused but unpaid with the option to use paid time off.
- As long as the employee has PTO available and uses it, the absence would be excused. If no PTO time is available, then it would be unexcused.
- It depends on whether the company is closed or how severe conditions are.
- Based on whether we officially close or not determines if the absence is excused or unexcused. Non-exempt and exempt are treated the same for these purposes.
- Only unexcused if workers call off in the morning; it is considered excused if close early after the work day has started
- If the office closes, the day is considered an excused absence for all. If some come in the office and others call off, and the office remains open, those who called off are charged with a PTO day.
- Staff is allowed to use vacation time and call in if he/she feels unsafe to come into work. If the staff member doesn't have vacation time, it would be unpaid.
- Staff members regularly scheduled to work that day are paid as if they worked. Staff members not scheduled to work that day are not given an extra day off.
- As long as they have PTO time it is excused.

- If the company closes it is excused if the company doesn't close and the employee decides to stay it is unexcused.
- PTO time can be used.
- If the office is open but a staff member is not able to make it to the office, absence is excused, PTO must be used.

Other ways organizations handle pay due to inclement/adverse weather

- Each non-exempt is handled relatively the same because we are a service business and it is imperative that everyone comes to work when we are scheduled to work. That being said, if the weather is poor and we are not scheduled if they have PTO they can use the paid time off to cover this day or they can take it without pay.
- For Non-Exempt Hourly EEs are paid for time worked...when given the option to 'leave early' due to a weather emergency
- Case by case basis
- If the day is not called off prior to or during the day, any employee will either make up the time (flexing) or use paid time off. Voluntarily or involuntarily has nothing to do with it.
- Non-exempt employees will be paid for hours worked and have the option of using PTO to make up the difference in hours. Exempt employees are paid for a full day's work and have the option/ability to work from home to make up hours. Exempt employees do not punch time so it's impossible to ensure hours are actually made up.
- When talking about leaving early, it depends how early and that determines whether they can make up the time or PTO time is used.
- All employees are allowed to work from home.
- If you were in a car accident and did not come to work at all, you would use PTO time for compensation.

How employees are paid if they report to work and the organization is closed upon their arrival due to inclement/adverse weather

- Case by case basis.
- Employees are not paid - but they can use their paid time off at their discretion
- Employees will be compensated for the number of hours for which they were scheduled to work but did not work during a weather emergency. Employees reporting for work shall be paid their normal rate plus be given an excused equal number of hours off, to be scheduled with their immediate manager. Employees not scheduled to work, because of any authorized leave or day off, will be charged for that leave regardless of the declared weather emergency. No additional time or compensation will be extended.
- Exempt employees receive full day's pay. Non-exempt employees receive 4 hours pay.

- Handled on a case by case basis. Typically paid for 1/2 day.
- If a non-exempt employee comes in to work and was not notified, he/she will receive 4 hours of call-in pay.
- If the shift is called off...after the hourly report then they are paid for time worked and given the option to leave...if the next shift is cancelled due to the weather or loss of power the hourly who 'didn't get a call' is not paid and sent home...all employees are responsible for providing an emergency contact number.
- If they punch in the non-exempt are paid for a minimum of 2 hours.
- It's never happened, but we'd probably pay them 4 hours for making the effort to come in.
- N/A for salary exempt; pay minimum 2 hrs for hourly
- No specific policy, depends on circumstance
- Non - Exempt - not paid; Exempt - Paid
- Non exempt unpaid. Exempt paid.
- Non-Exempt paid 2 hours
- Non-exempt paid for 2 hours
- Non-exempt paid for 2 hours; exempt - paid full day
- Non-exempt: 2 hours pay
- Not Paid
- Not paid
- Not paid - Employees are instructed to call the main company line when weather is bad, recording instructs caller to press [a number] regarding plant closings.
- Not paid - they should check with supervisor first if they suspect office might be closed.
- Not paid.
- Not paid. They are expected to call the closing line to confirm if they are supposed to report to work.
- Not paid. We make every effort to contact all employees by phone to notify them that the company is closed.
- Only paid for time worked
- Only paid if facility is open and they work
- Only would happen if conditions are so severe that no one can open the building. In that case they would be paid a full day.
- Our organization doesn't close due to weather. Employees who stay home are forced to use personal or vacation time. Employees who come into work are sometimes, but rarely, send home early if weather is getting bad.
- Paid

- Paid
- Paid 4 hours for [Specific department name] only
- Paid according to state law
- Paid as if they had worked.
- Paid as if they worked their entire shift.
- Paid for 2 hours for hourly. Exempt employees are on salary.
- Paid for 2 hrs.
- Paid for 4 hours
- Paid for 4 hours.
- Paid for a full day of work
- Paid for a full day's work
- Paid for a full day's work.
- Paid for a regular day, no charge to paid time off.
- Paid for full day
- Paid for half a day
- Paid for hours worked.
- Paid for the day
- Paid for the day if exempt
- Paid for the day with no charge to PTO
- Paid for the day.
- Paid for the entire day of work as they were ready and willing to work and we had no work for them.
- Paid for time of closure at regular rate.
- Paid in full for the whole day
- Paid in full if they work from home.
- Paid in some cases
- Paid in the same manner, paid for day.
- Paid like a regular day, they don't receive a bonus nor are they charged a PTO day.
- Paid only if they were scheduled for that day.
- Paid regardless of whether they are at work or not.
- Paid regular hours.
- Paid their normal rate.
- Paid time-off, if available.
- Paid with supervisor approval for time worked
- Paid. No extra pay, if they come into work.

- PTO or make up the time.
- They are required to contact the 'Employee Information Line' prior to leaving home that morning.
- They can take a paid day from their PTO or we pay them for a minimum of 2 hours to cover their travel to and from the office.
- This would be handled on an incident by incident basis.
- We have never closed the office in the past. We allow our associates to make the best decision for their safety.
- Would have to review. Probably pay 4 hours for reporting.

2012 ERC Inclement & Adverse Weather Practices Survey

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