

# 2017 ERC HOLIDAY PRACTICES SURVEY

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## ABOUT US

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# ERC

Where Great Workplaces Start.

about ERC, please visit [www.YourERC.com](http://www.YourERC.com).

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

# INTRODUCTION & METHODOLOGY

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This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in fall of 2017, on practices related to holiday parties, gift-giving and other holiday practices. The survey reports trends in:

- Holiday parties
- Timing and logistics of holiday parties
- Holiday gifts and service
- General holiday celebrations

All ERC members were invited to participate in the survey starting on October 2<sup>nd</sup> via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on October 27<sup>th</sup>. 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 141 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

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## YOUR AVERAGE HOLIDAY PARTY

Most of this year's participants are hosting a holiday party for their employees. These parties continue to look and feel similar to recent years, with no major changes to budgets, invitees, location, or the food & drink provided. The typical holiday party involves only the employees themselves and the food is catered. Both the location (i.e., on-site or at an external location) and whether or not alcohol is provided are a toss-up, with about half of employers doing each.

## SAVE THE DATE

With the Christmas holiday falling on a Monday in 2017, organizations appear to be hosting their holiday parties slightly earlier in the month of December than in year's past. The second week of December, specifically Friday, December 15 is the most common day selected for holiday parties this year. Very few organizations have scheduled their parties for morning hours. Instead, most organizations schedule their parties around mealtimes - the lunch-hour or early evening for dinner.

## YOU CAN'T GO WRONG WITH GIFT CARDS

Slightly over half of the sample reported that they will be giving gifts to their employees during the holidays this year. Gift cards continue to lead the pack significantly in terms of the types of gifts provided by employers. It is important to note that these gifts are separate from a more formal "holiday bonus", which is provided to employees by 28% of participants.

## HOLIDAY HOURS & COVERAGE

Although not all of this year's participants have a need for employees to work on holidays, those that do try to let employees know of the need for working holiday hours as far in advance as 1 year. Of course, depending on the industry, the notice for holiday hours can vary significantly, with the most common time-frame reported at 1-month out from the need. The most common pay differential offered is 2x the employee's hourly rate.

## EARLY BIRD GETS THE WORM

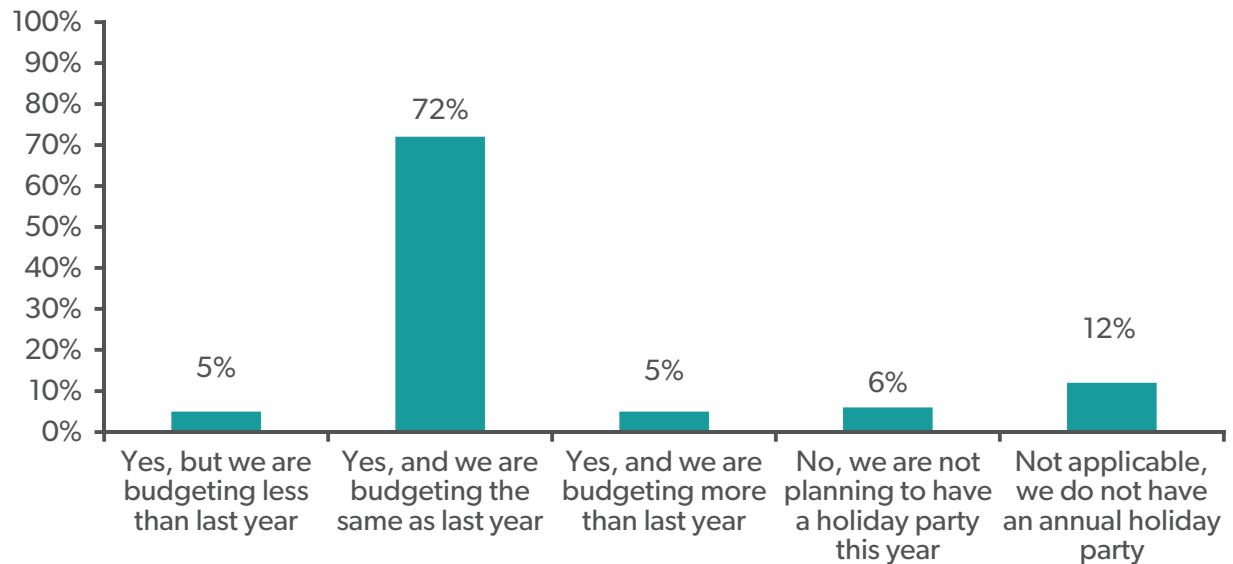
When time-off requests during the holidays start to overlap, most organizations tend to rely on a first-come-first-served mentality. Seniority and need for coverage within certain departments or on certain projects can also play a role if the time-off requests become an issue in terms of continuing operations. A full list of the various methods used to determine who gets to take what days off when requests start to overlap can be found in [Appendix G](#).

# HOLIDAY PARTIES

## Parties & Budgets

Eighty-two percent of organizations are planning to host a holiday party for their employees in 2017, and most employers (72%) are budgeting the same amount as last year for their annual party. Among those employers who are allocating more funds to their holiday party budget this year, the average increase is 39%. Meanwhile, organizations planning to spend less than last year are reducing their budgets by 16%, on average.

**FIGURE 1 | Organizations hosting holiday parties & budgets compared to last year**



**FIGURE 2 | Average holiday party budget compared to last year (among organizations planning a holiday party for 2017)**

	Average Increase	Average Decrease
<b>All Organizations</b>	39%	16%
<b>Industry</b>		
Manufacturing	100%	10%
Non-Manufacturing	14%	18%
Non-Profit	50%	*N/A
<b>Organizational Size</b>		
1-50	19%	15%
51-200	52%	10%
201-500	*N/A	25%
Over 500	*N/A	*N/A

\*Insufficient data

## Holiday Party Practices

Inviting only employees to company holiday parties appears to be the most common practice, with 68% of organizations citing these plans. A majority of participants indicate their holiday party is catered and is more likely to be held at an external location. Forty-seven percent of organizations serve alcohol at the holiday party, with 54% of these respondents indicating that alcohol consumption is unlimited. A full description of the mechanisms used to limit alcohol consumption can be found in [Appendix A](#). For a full listing of locations and caterers cited by respondents, please refer to [Appendix B](#).

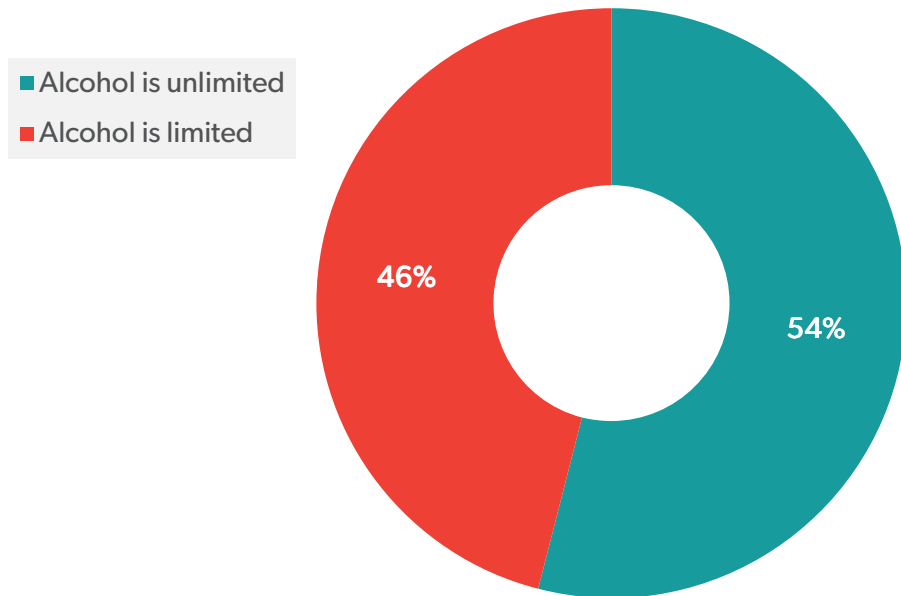
**FIGURE 3 | Holiday party practices\*\***

	This Year	Last Year
Only employees are invited to the holiday party.	68%	65%
Employees & spouses/significant others are invited to the holiday party.	26%	26%
Employees, spouses/significant others & children are invited to the holiday party.	4%	3%
The holiday party is held on the company premises.	42%	38%
The holiday party is held at an external location (restaurant, hotel, etc.).	52%	51%
The holiday party is held at a coworkers' residence.	1%	3%
The holiday party is catered.	70%	71%
The holiday party includes entertainment.	26%	26%
Alcohol is served at the holiday party.	47%	50%
Transportation is provided to and from the holiday party.	5%	6%

\*\* Includes only those organization reporting having holiday parties



**Figure 4 | Limitations on alcohol consumption at organization’s holiday parties  
(among those that provide alcohol at the holiday party)**



**Figure 4a | Industry & Organizational Size Breakouts**

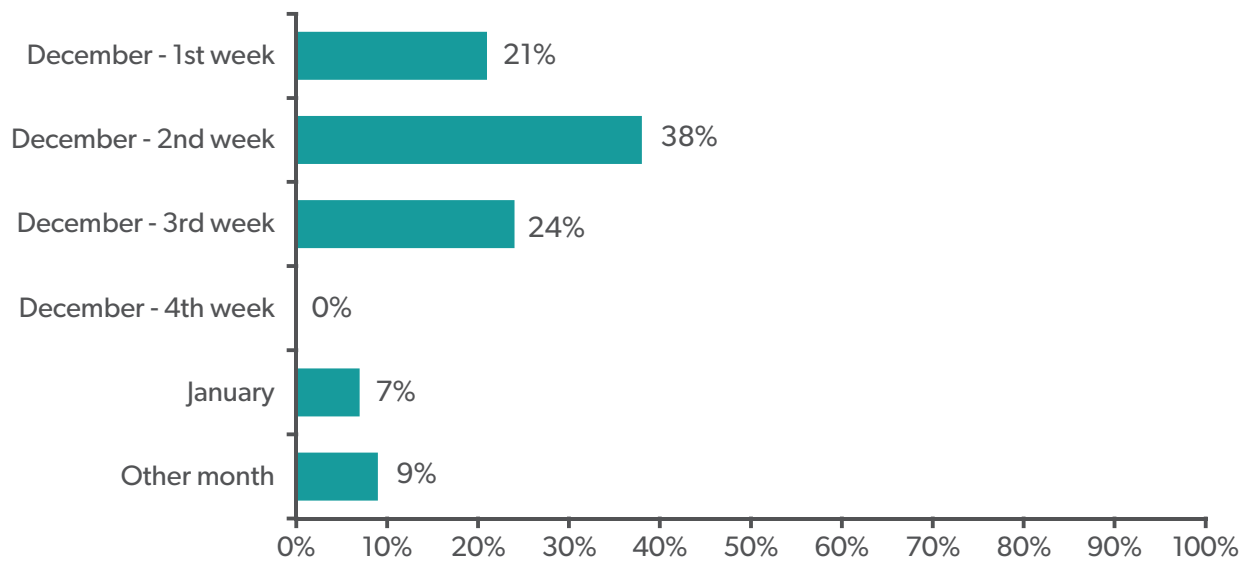
	Alcohol is unlimited	Alcohol is limited
<b>All Organizations</b>	54%	46%
<b>Industry</b>		
Manufacturing	40%	60%
Non-Manufacturing	72%	28%
Non-Profit	30%	70%
<b>Organizational Size</b>		
1-50	63%	37%
51-200	45%	55%
201-500	60%	40%
Over 500	50%	50%

# HOLIDAY PARTY TIMING & LOGISTICS

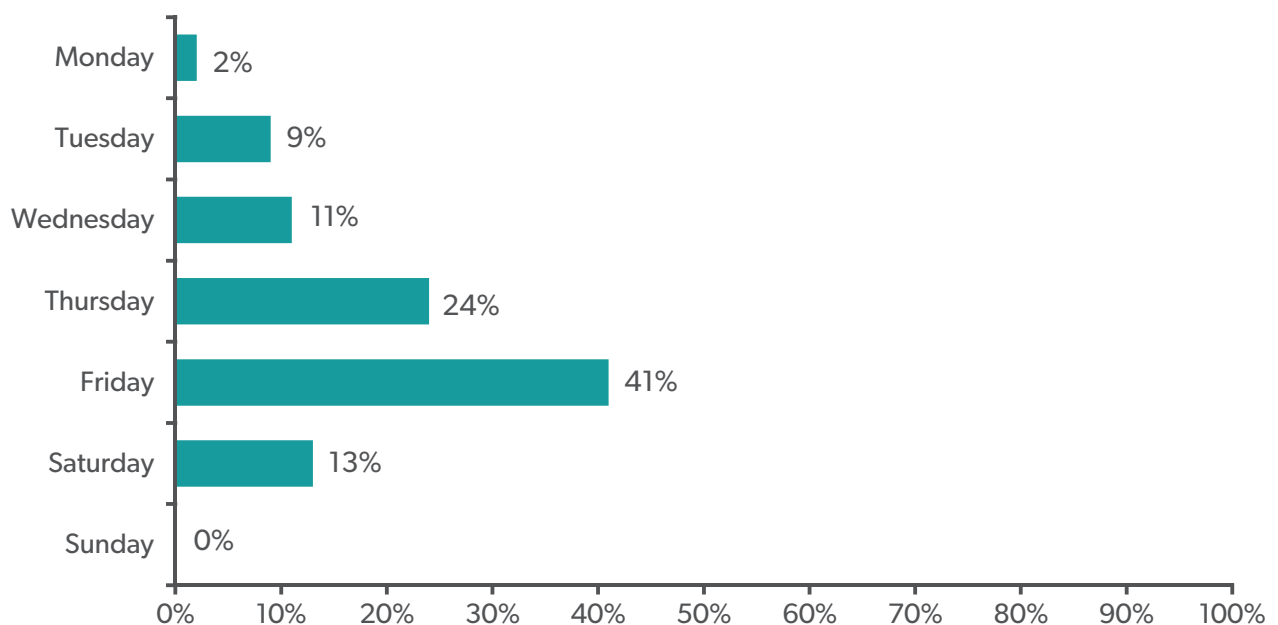
## Holiday Parties: Date

Respondents were asked to cite a specific date on which they plan to host their office holiday party this year. The most popular week for holiday parties in 2017 is the second week of December, with most parties being planned for Fridays (41%). The least cited days for parties are Mondays, Tuesdays, and Sundays, with just 11% of respondents indicating they plan on hosting on these days. A majority of participants having their holiday party in December will celebrate on Wednesday, December 15.

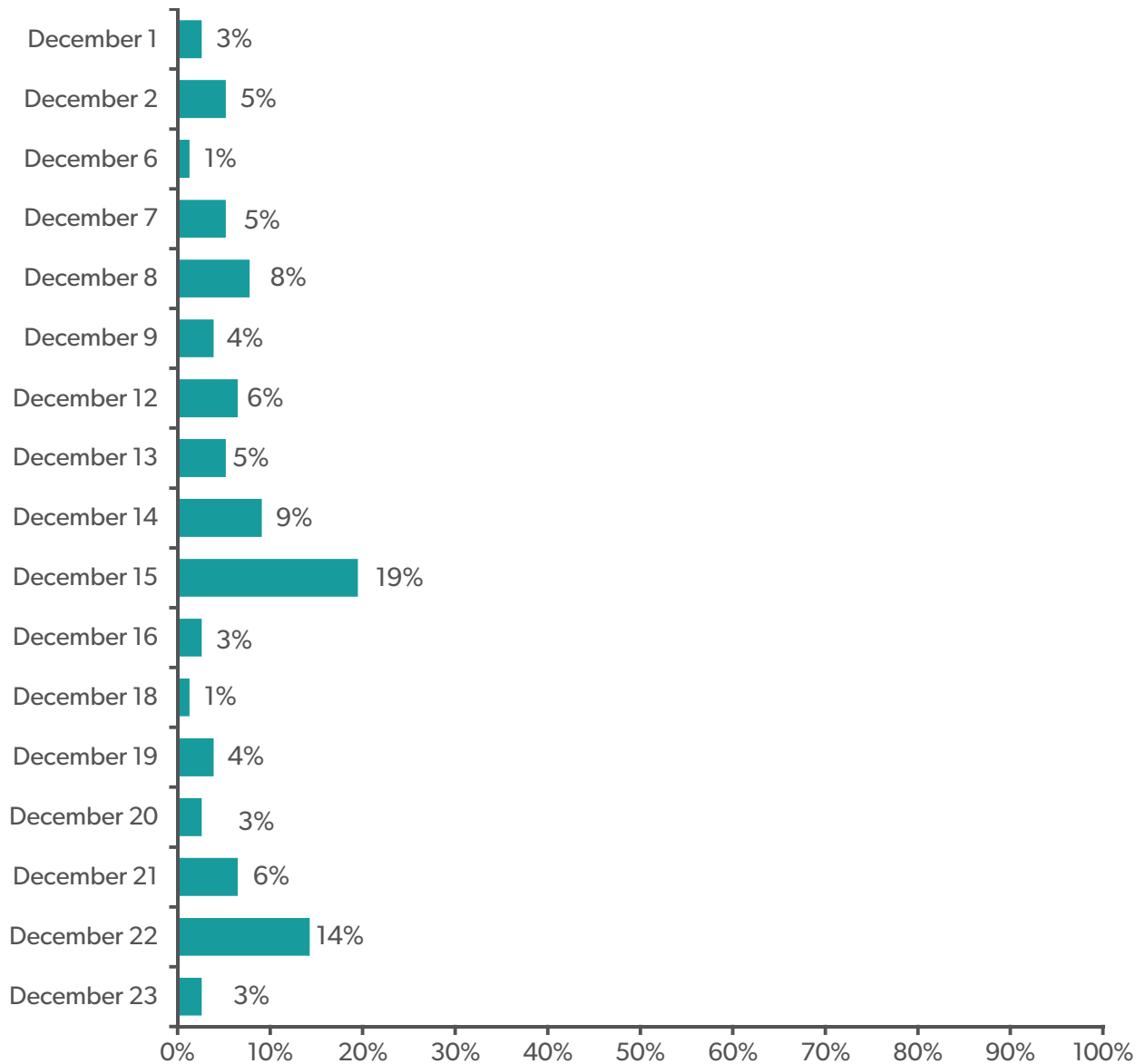
**FIGURE 5 | Week in which the holiday party is scheduled**



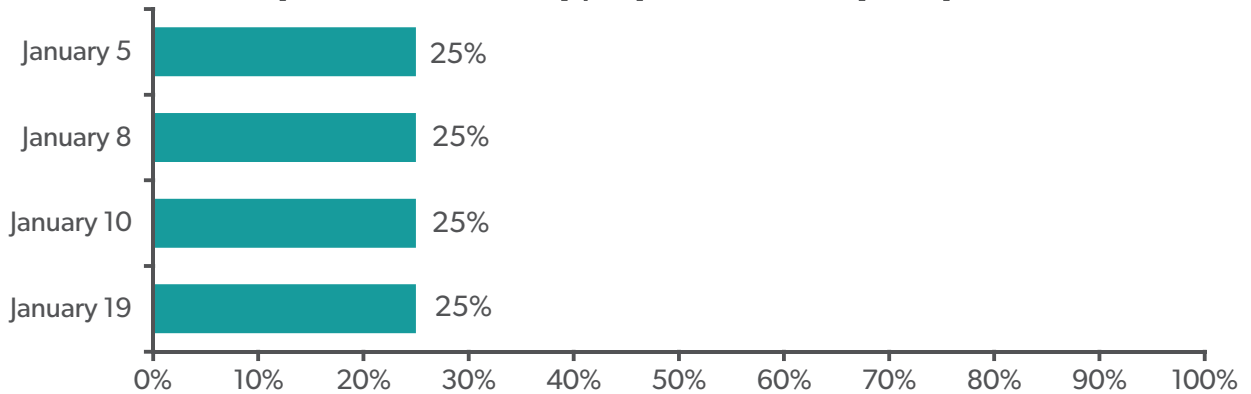
**FIGURE 5a | Day of the week on which the holiday party is scheduled**



**FIGURE 5b | Exact day on which the holiday party is scheduled in December**



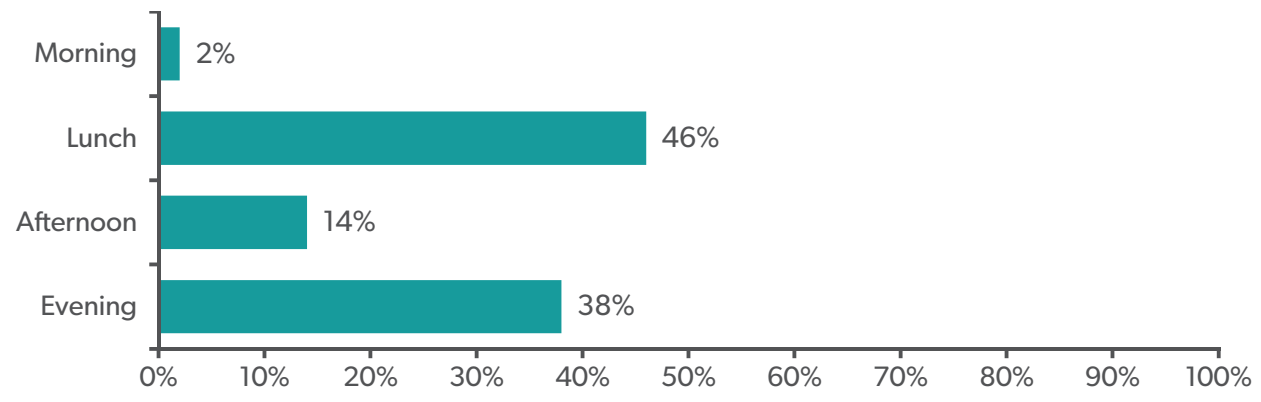
**FIGURE 5c | Exact day on which the holiday party is scheduled in January**



## Holiday Party: Timing

In terms of timing, the majority of employers plan on having their 2017 holiday party during lunch hours (46%), and 12:00 PM appears to be the most popular time (77%) during this lunch period. Evening parties are the second most common, as indicated by 38% of respondents. Almost half of respondents who plan on hosting an evening holiday party plan on a 6:00 PM start.

**FIGURE 6 | Holiday party time of day**



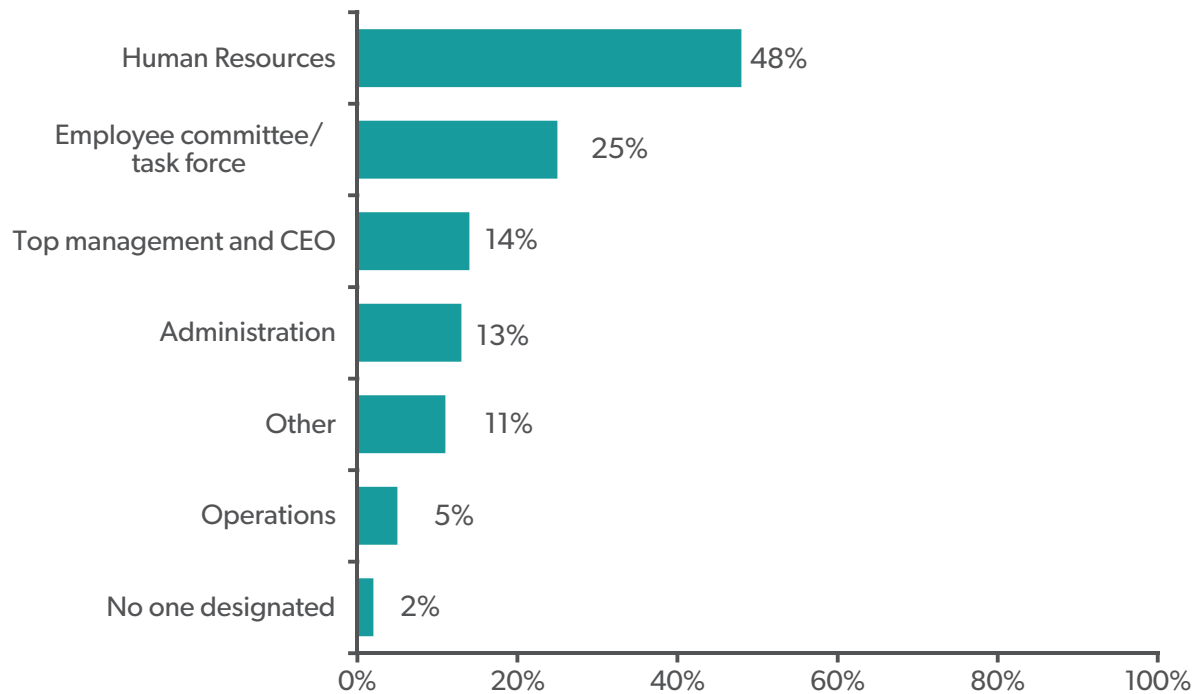
**FIGURE 6a | Exact times of holiday parties**

	Percent
<b>Time for employer hosting party in the morning</b>	
9:00 AM	100%
<b>Times for employers hosting parties at lunch</b>	
11:00 AM	5%
11:30 PM	14%
12:00 PM	77%
12:30 PM	4%
<b>Times for employers hosting parties in the afternoon</b>	
1:00 PM	50%
2:00 PM	29%
2:30 PM	7%
3:00 PM	14%
<b>Times for employers hosting parties in the evening</b>	
4:00 PM	19%
5:00 PM	16%
5:15 PM	3%
6:00 PM	46%
6:30 PM	5%
7:00 PM	8%
7:30 PM	3%

## Planning Responsibility

The Human Resources department is responsible for planning holiday parties in 48% of organizations. The next highest proportion of organizations designate the responsibility to employee committees/task forces (25%). Other individuals utilized by employers to plan holiday parties include members of the marketing department and partners' spouses. Only 2% of organizations do not designate anybody to plan organizational holiday parties.

**FIGURE 7 | Individuals or functions responsible for planning holiday parties**



### Others responsible for planning organization's holiday party:

- We have an employee welfare committee that is headed by HR
- Marketing team
- Development and Events employee
- Events Team
- Human Resources & Marketing
- Administrative and Executive Assistants
- Culture and Branding Team
- Marketing/Events
- Executive Administrators
- Set up by each department
- President and his Administrative Assistant
- All staff
- Partners Wives, Marketing
- Leaders assist with planning

# HOLIDAY GIFTS & SERVICE

## Employee Gifts

A total of 52% of employers indicate they provide employees with holiday gifts, and 46% of these employers don't plan on changing their budget for gifts this year. Meanwhile, thirty-eight percent of organizations do not provide holiday gifts to employees, a majority (60%) of which are Non-Profit employers. A large majority (86%) of employers do not have a policy in place that limits or provides guidance around gift-giving in the workplace. Holiday gifts overwhelmingly come in the form of gift cards. For a full listing of holiday gifts reported, please refer to [Appendix C](#). For the full text of organization's "gift giving" policies, please see [Appendix D](#).

Figure 8 | Organizations providing employees with holiday gifts & budgets compared to last year

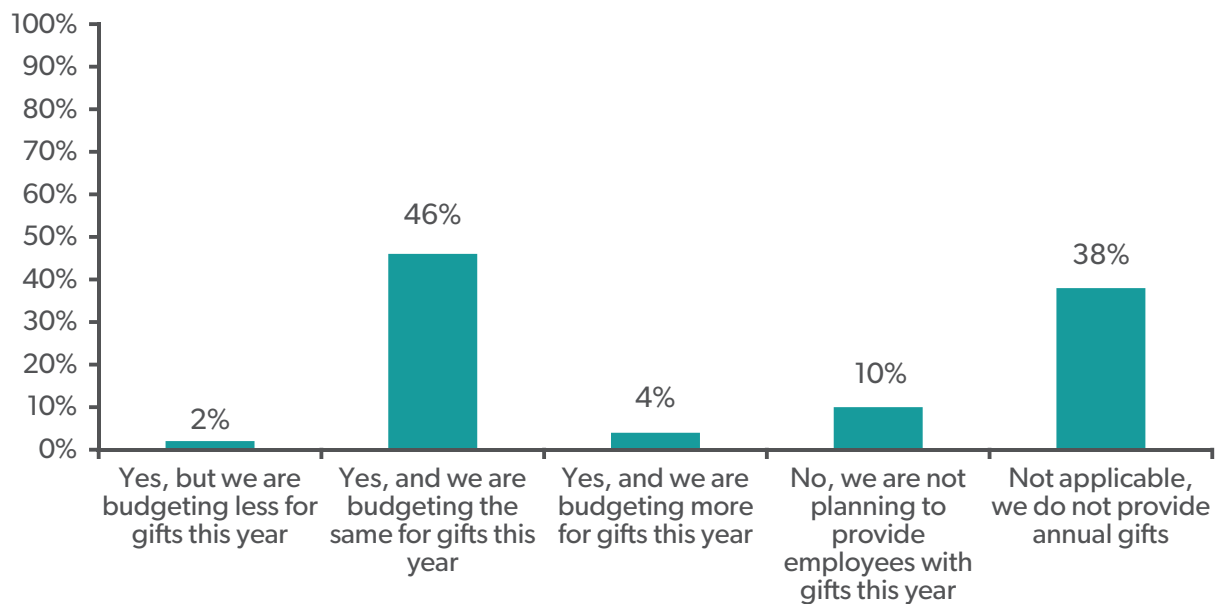
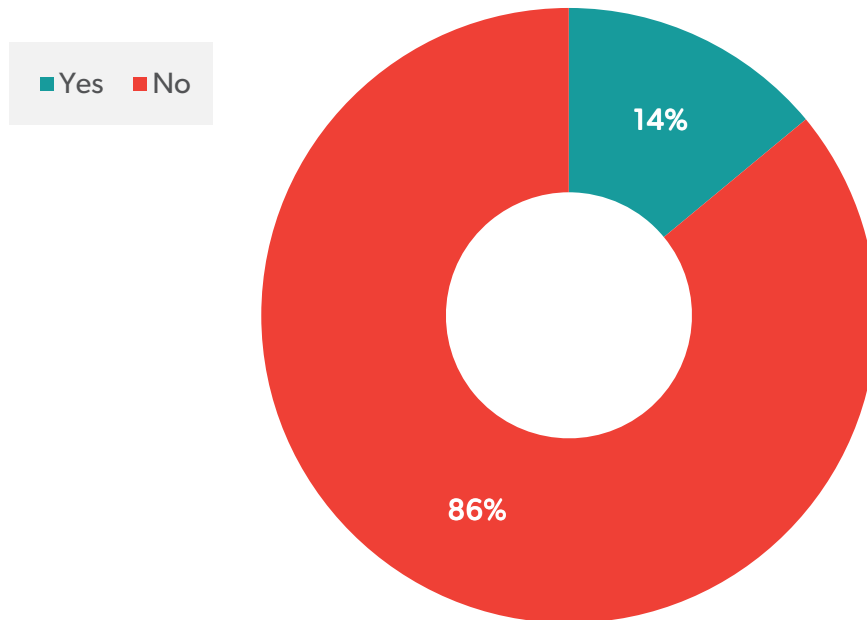


FIGURE 8a | Industry & Organizational Size Breakouts

	Yes, but budgeting less	Yes, and budgeting the same	Yes, and budgeting more	No, not providing gifts	Do not provide gifts
<b>All Organizations</b>	2%	46%	4%	10%	38%
<b>Industry</b>					
Manufacturing	2%	60%	3%	10%	26%
Non-Manufacturing	5%	40%	7%	7%	40%
Non-Profit	0%	24%	0%	16%	60%
<b>Organizational Size</b>					
1-50	0%	48%	0%	10%	42%
51-200	1%	46%	7%	11%	34%
201-500	12%	53%	0%	0%	35%
Over 500	0%	30%	0%	20%	50%

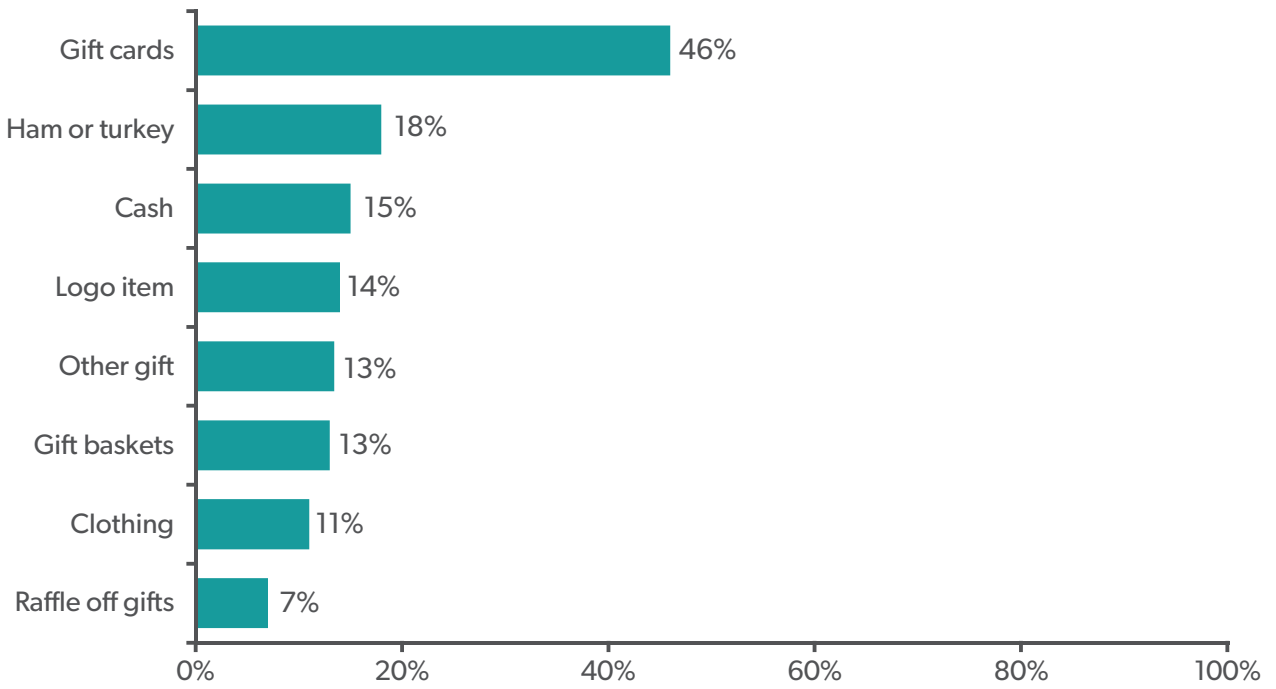
**FIGURE 9 | Organizations with a “gift giving” policy in place**  
*(i.e. a formal policy that places limits or provides guidance around giving gifts to employees)*



**FIGURE 9a | Industry & Organizational Size Breakouts**

	Percent
<b>All Organizations</b>	14%
<b>Industry</b>	
Manufacturing	6%
Non-Manufacturing	16%
Non-Profit	24%
<b>Organizational Size</b>	
1-50	13%
51-200	14%
201-500	6%
Over 500	20%

FIGURE 10 | Types of holiday gifts given to employees





## Holiday Bonus

A majority (72%) of participating organizations reported that they will provide a holiday bonus to their employees this year. The most common criteria for receiving a holiday bonus include both organizational and employee performance, in addition to employees' years of service. Many employers did report plans of providing a bonus to all employees. A full listing of the criteria cited by participants can be found in [Appendix E](#).

FIGURE 11 | Organizations providing a holiday bonus

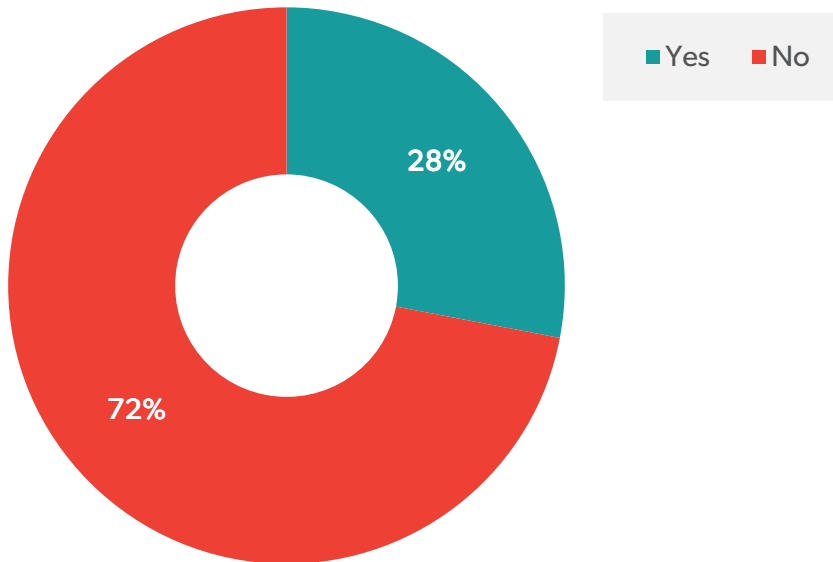


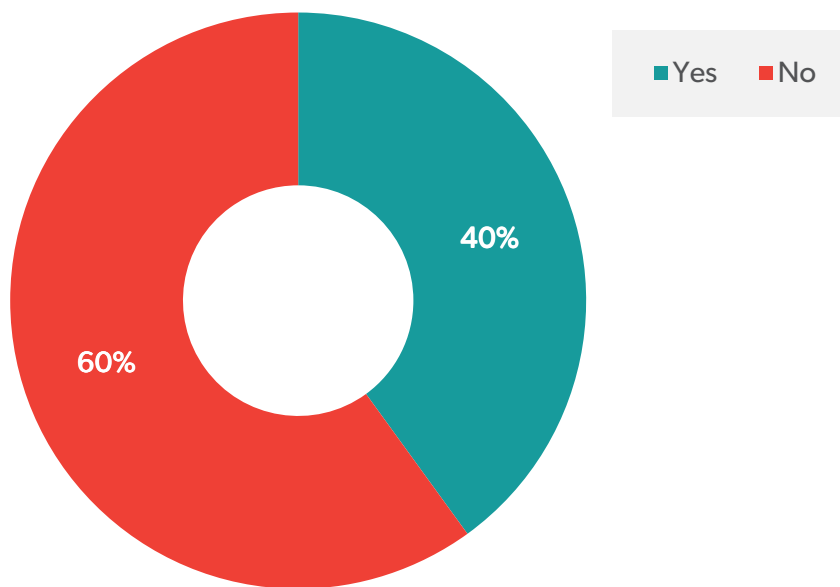
FIGURE 11a | Industry & Organizational Size Breakouts

	Percent
<b>All Organizations</b>	28%
<b>Industry</b>	
Manufacturing	33%
Non-Manufacturing	33%
Non-Profit	8%
<b>Organizational Size</b>	
1-50	38%
51-200	22%
201-500	47%
Over 500	9%

## Community Service

Forty percent of employers will coordinate holiday community service efforts for their employees this year. Food collection drives, giving trees, and Adopt-a-Family programs are among the most commonly cited community service efforts. A full listing of the community efforts coordinated at responding organizations is provided in [Appendix F](#).

**FIGURE 12 | Organizations that coordinate holiday community service efforts**



**FIGURE 12a | Industry & Organizational Size Breakouts**

	Percent
<b>All Organizations</b>	40%
<b>Industry</b>	
Manufacturing	39%
Non-Manufacturing	50%
Non-Profit	20%
<b>Organizational Size</b>	
1-50	38%
51-200	33%
201-500	56%
Over 500	55%

# HOLIDAY PAY PRACTICES

## Pay Differentials

Forty-three percent of employers report that a pay differential for non-exempt employees does not apply to their organization, as their employees never work on holidays. Of the remaining 57%, far more organizations pay a differential to non-exempt employees for holiday hours worked than do not. Additional policies around holiday pay practices, specifically how employers handle overlapping time-off requests, can be found in [Appendix G](#).

FIGURE 13 | Organizations that pay non-exempt employees a differential for working on a holiday

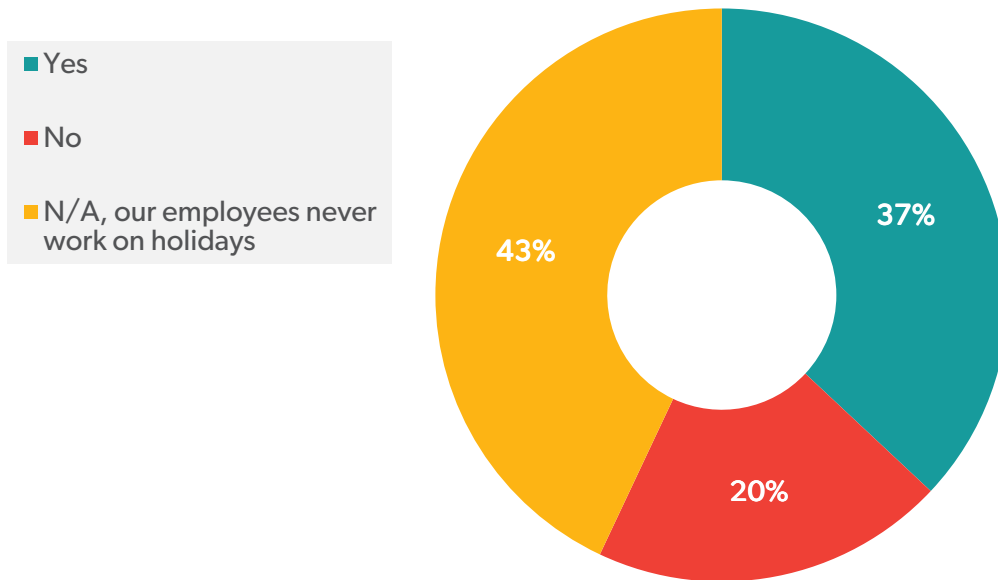


FIGURE 13a | Industry & Organizational Size Breakouts

	Yes	No	N/A (ee's don't work holidays)
<b>All Organizations</b>	37%	20%	43%
<b>Industry</b>			
Manufacturing	42%	23%	35%
Non-Manufacturing	26%	19%	56%
Non-Profit	40%	16%	44%
<b>Organizational Size</b>			
1-50	25%	13%	63%
51-200	36%	15%	49%
201-500	41%	47%	12%
Over 500	64%	36%	0%

## Holiday Hours

Thirty-eight percent of organizations have their employees work holiday hours either as a requirement or voluntarily, with sixty-two percent of organizations having no holiday hours assigned at all.

FIGURE 14 | Percentage of organizations that have employees work holiday hours

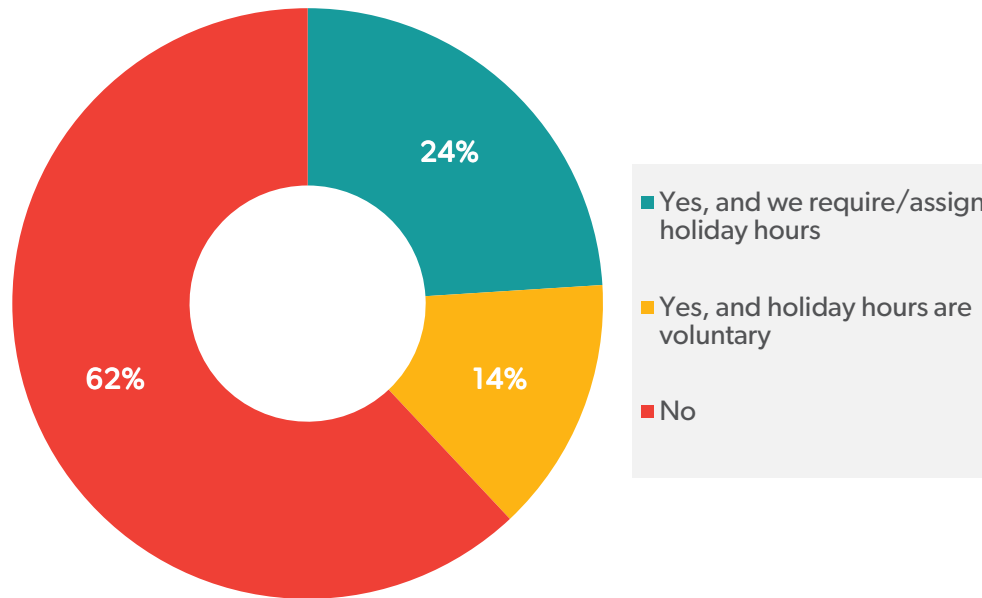


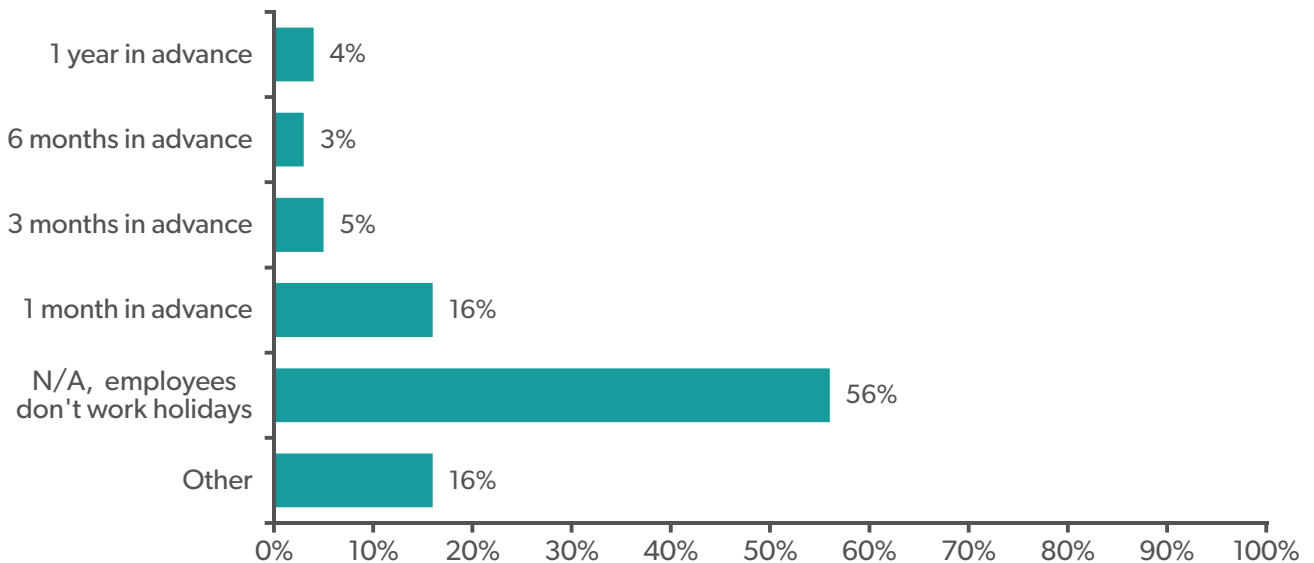
FIGURE 14a | Industry & Organizational Size Breakouts

	Yes (required)	Yes (voluntary)	No
<b>All Organizations</b>	24%	14%	62%
<b>Industry</b>			
Manufacturing	20%	15%	65%
Non-Manufacturing	14%	19%	67%
Non-Profit	50%	0%	50%
<b>Organizational Size</b>			
1-50	15%	15%	70%
51-200	15%	11%	73%
201-500	41%	18%	41%
Over 500	73%	18%	9%

## Holiday Coverage

Of the organizations that have employees work holiday hours, the most common lengths of time for the advertisements of holiday coverage needs was 1 month in advance (16%) and Other (16%). Organizations cited as soon as possible and based on need when explaining the latter.

**FIGURE 15 | How far in advance the need for holiday coverage is advertised by organizations**



### Other lengths of time for advertisement of holiday coverage needs:

- We are a 24/7 operation, so working holidays is built into the schedule
- 2 weeks
- Employees are on-call
- Security Personnel know they are scheduled for holiday coverage--Fire, Dispatch and Service depending on the weather
- Work from home agents know they need to work holidays
- If needed in an emergency
- As soon as we know.
- Week
- As needed
- Project-Based
- No set policy. Varies by manager.
- Rare situations; not advertised
- Part of our regular scheduling process
- Based on company needs.
- As soon as possible
- Customer Needs
- Only in emergency
- As soon as possible
- As soon as possible

FIGURE 15a | Industry &amp; Organizational Size Breakouts

	1 year	6 months	3 months	1 month	N/A	Other
<b>All Organizations</b>	4%	3%	5%	16%	56%	16%
<b>Industry</b>						
Manufacturing	3%	2%	2%	18%	57%	18%
Non-Manufacturing	0%	3%	5%	18%	65%	10%
Non-Profit	12%	8%	12%	4%	44%	20%
<b>Organizational Size</b>						
1-50	3%	3%	10%	10%	61%	13%
51-200	4%	3%	3%	9%	67%	13%
201-500	0%	0%	6%	35%	35%	24%
Over 500	10%	10%	0%	40%	10%	30%

## Holiday Incentives

Of the organizations that have employees work holiday hours, 27% indicated that they pay their employees double time. The second highest was time-and-a-half pay at 18%.

FIGURE 16 | Incentives given to employees who work on holidays

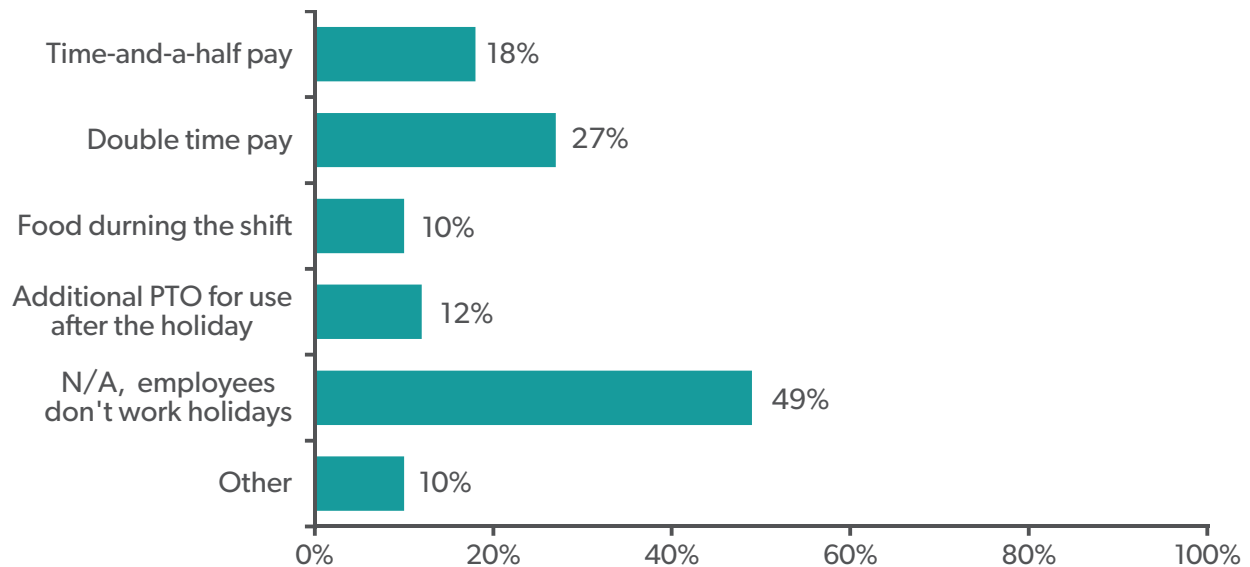


FIGURE 16a | Industry & Organizational Size Breakouts

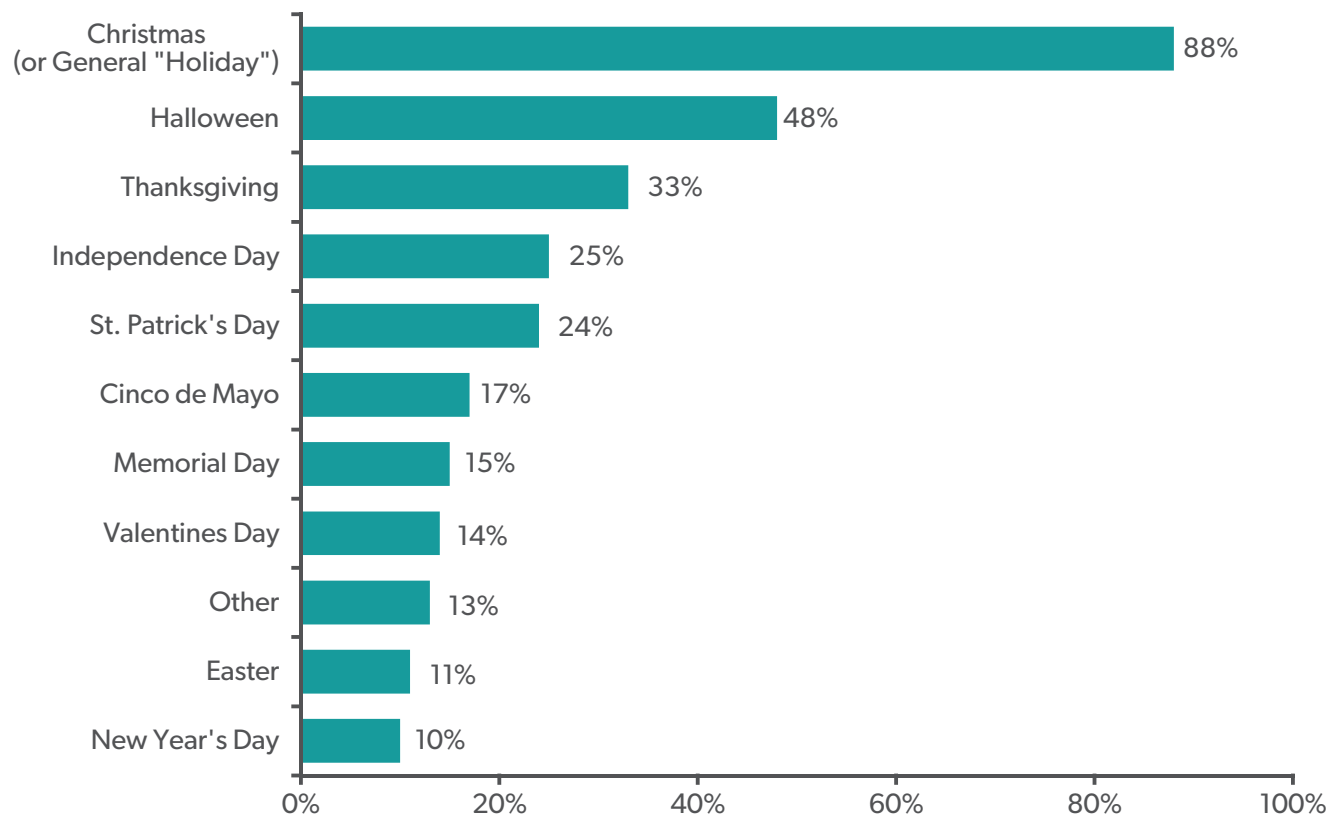
	Time-and-a-half pay	Double time pay	Food during the shift	Addt'l PTO for use after the holiday	N/A	Other
<b>All Organizations</b>	18%	27%	10%	12%	49%	10%
<b>Industry</b>						
Manufacturing	15%	39%	8%	11%	44%	7%
Non-Manufacturing	15%	12%	15%	10%	59%	12%
Non-Profit	29%	21%	4%	17%	46%	17%
<b>Organizational Size</b>						
1-50	13%	19%	10%	10%	61%	6%
51-200	16%	25%	7%	7%	55%	4%
201-500	24%	41%	12%	12%	29%	24%
Over 500	27%	36%	18%	45%	9%	36%

# GENERAL HOLIDAY CELEBRATIONS

## Holidays “Celebrated” at the Workplace

Organizations seem to have a wide variety of holidays and occasions to celebrate. By far the most celebrated holiday in the workplace appears to be Christmas (or a General “Holiday”), with almost 90% of employers reporting partaking in some sort of festivities, whether that involves organizing employee parties, decorating common areas, or hosting luncheons. Halloween is the second most popular holiday celebrated by respondents (48% of organizations), followed by Thanksgiving (33% of organizations). Other holidays reported include Veteran’s Day, Labor Day, and celebrations of Cleveland sports teams. Almost 70% of employers allow employees to decorate their workspaces without restrictions, while the 27% allowing decorations with some restrictions are most concerned about safety (fire hazards) and the possibility of offending coworkers.

**FIGURE 17 | Percentage of organizations that celebrate the following holidays (e.g. decorating your workplace, or organization employee parties, events, luncheons, etc.)**



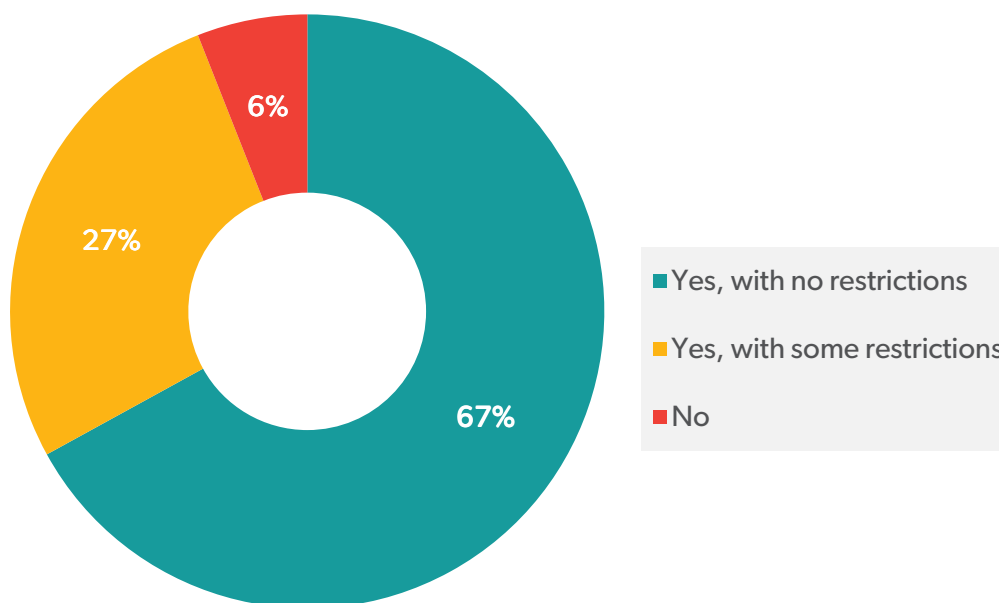
### Other holidays cited:

- Cleveland based sports teams reaching playoffs or championship
- Tribe Opener!
- service awards or length of service; birthdays
- We purchase lunch for staff on Cinco de Mayo and St. Patrick's Day and usually do a cook out in the summer on premises.
- Good Friday, the day after Thanksgiving and 2 floating holidays
- Veteran's day



**Other holidays cited (continued):**

- Mother's Day and Father's Day
- Veterans Day
- Each year we observe different holidays like the above to mix things up.
- Memorial Day, Labor Day.
- Depending on the program - those that work with children or families may have different themed events and decorations
- We have a 'summer' family picnic.
- Christmas Eve, New Year's Eve, Day after Thanksgiving, Labor Day, Good Friday, and a Floating Holiday
- Veteran's Day - recognition of veterans
- We do not specifically call it a Christmas celebration we call it a Holiday Luncheon....other holidays in the summer
- Labor day, day after Thanksgiving, New Year's Eve, Christmas Eve

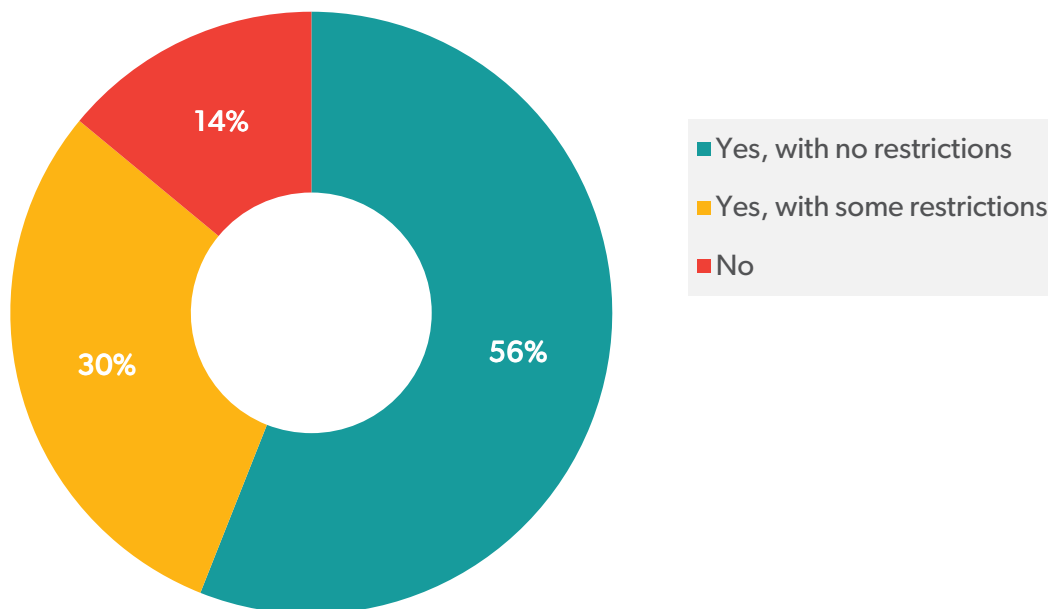
**FIGURE 18 | Employees allowed to display holiday themed decorations in their workspace****Additional comments and restrictions cited:**

- If the boss likes them then it's ok.
- Nothing offensive and must be safety approved - no extension cords etc.
- Work appropriate.
- Must be appropriate to a workplace environment and not be offensive or cause a hostile work environment.
- Appropriate, not offensive, not 'over the top'
- No candles
- Lights must be unplugged when employee leaves
- Decorating time must be off the clock
- Cannot be offensive, need to be sensitive to other cultures and religions
- Non-offensive

**Additional comments and restrictions cited (cont.):**

- Desk top only
- Cannot interfere with workspace or create distraction
- Owner's discretion
- Has to remain professional
- We don't have a policy, but would ask someone to remove anything that isn't appropriate for the workplace.
- No live decorations
- Must be confined to private office or cubicle; cannot be 'offensive' to others
- Must be general decorations
- Cannot interfere or disrupt work area.
- No gore or anything that can be construed as harassing
- Must be workable, appropriate for workplace and decorations must otherwise comply with safety rules (no open flames, etc.).
- As appropriate to the purpose of the space
- Safe and appropriate content only
- Nothing offensive
- Must keep safety in mind
- Decorations must be displayed during set period of time
- Office appropriate
- Be inclusive
- Can't be distracting to others

**FIGURE 19 | Organizations that display holiday themed decorations in workplace common areas**



**Additional comments and restrictions cited:**

- Nothing offensive and must be safety approved - no extension cords etc.
- Our decorations are generic holiday and not faith based in general.
- Generally a decorated tree in the large common meeting room/lunch room. In the past, we have also had a large tree in the Lobby but discontinued that a few years ago

**Additional comments and restrictions cited:**

- Minimal and generic holiday décor is displayed - I would call it 'seasonally festive' and not 'holiday' decor
- Seasonal flowers
- As planned by owner and design team
- Cards and customer gifts
- As planned by owner and design team
- Decor with a winter motif that are not holiday or holy day specific.
- Simple Christmas tree with decorative boxes below. Nothing beyond the tree.
- Professionally decorated tree in the lobby
- No live decorations
- Only around the December holidays. We have a holiday tree, as well as, a menorah.
- Christmas Tree
- We try to avoid overtly religious themes.
- We decorate for the Christmas holiday in our main lobby.
- Generally multi-cultural - might do multiple cultural themes and/or common across cultures
- As appropriate to the purpose of the space-i.e. day care locations
- In breakroom only and serves another purpose (to support community activity)
- Nothing offensive
- The owner pays for Christmas type decorations throughout the facility.
- Must be tasteful for customers.
- We do not display any religious items.
- Be inclusive
- Christmas tree in our lobby
- Nothing overtly religious. E.g., we put up a Christmas tree, but would not display a nativity scene.
- Office appropriate

# RESPONDENT DEMOGRAPHICS

FIGURE 20 | Industries and organizational sizes of the 141 participants

	Percent
<b>Industry</b>	
Manufacturing	49%
Non-Manufacturing	33%
Non-Profit	19%
<b>Organizational Size</b>	
1-50	25%
51-200	54%
201-500	13%
Over 500	8%

# PARTICIPATING ORGANIZATIONS

## MANY THANKS TO THE FOLLOWING ORGANIZATIONS FOR THEIR PARTICIPATION!

Accurate Metal Sawing  
 Akron Energy Systems, LLC  
 Akron Polymer Products  
 Akron Zoo  
 Alloy Bellows & Precision Welding  
 Aluminum Line Products Co.  
 AM Industrial Group  
 ARaymond Tinnerman  
 Automated Packaging Systems  
 Avalution Consulting  
 Bainbridge Township  
 Bay Corporation  
 Beck Center for the Arts  
 Bevan & Associates  
 Brennan Industries  
 Burton D. Morgan Foundation  
 C&K Industrial Services, Inc  
 CAD Audio  
 Capstone Equity Partners  
 CASNET  
 Cast Nylons Limited  
 Catholic Charities, Diocese of Cleveland  
 Choice Cabinet  
 Circle Health Services  
 City of Green  
 Clark-Reliance Corporation  
 Cleveland Sight Center  
 Corporate Screening Services  
 CPP Corp  
 Cres Cor  
 CSA Group  
 Custom Products  
 Cuyahoga County Board of Health  
 Destination Cleveland  
 Dix & Eaton  
 Duramax Marine LLC  
 EGC Enterprises  
 Empaco Equipment Corporation  
 Enerco Group  
 Energizer  
 Etna Products, Inc.  
 ExactCare Pharmacy  
 Excelas, LLC  
 Executive Caterers  
 Fencorp Properties, Inc.  
 Fire-Dex  
 Flow Polymers, LLC  
 FormFire  
 Freeman Mfg. & Supply Co.  
 Fusion Inc.  
 Gebauer Company  
 Gerber Poultry, Inc  
 GLT Companies  
 Gotta Groove Records, Inc  
 Greater Cleveland Partnership  
 Hinkley Lighting  
 HW&Co.  
 ICI Metals, Inc.  
 ID Images  
 Integrated Marketing Technologies, Inc.  
 Intigral, Inc.  
 JumpStart Inc.  
 K2M Design  
 Kahiki Foods  
 Kerr Lakeside Inc.  
 Kinetico Incorporated  
 Kraft Fluid Systems  
 KYOCERA SGS Precision Tools  
 L.A.N.D. studio, Inc.  
 Lake Health  
 Lanly Company  
 LayerZero Power Systems  
 LUMA Property Group  
 Lumitex, Inc.  
 Majestic Steel USA  
 Maloney + Novotny LLC  
 Mar-Bal, Inc.  
 MarshBerry  
 Mature Services Inc.  
 Mazanec, Raskin & Ryder  
 MB Dynamics, Inc  
 Medical Service Company  
 Meister Media Worldwide  
 Meyer Products  
 MJM Industries  
 NAE/NWAN  
 Nagy's Collision Centers  
 NCSI  
 NetShape Technologies  
 Neundorfer, Inc.  
 New Avenues to Independence  
 NOPEC

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Northeast Ohio Regional Sewer District  
OEConnection LLC  
OhioGuidestone  
OMNOVA Solutions  
Parkwood LLC  
Pearne & Gordon LLP  
Process Technology  
Professional Travel Inc.  
Prosites, Inc.  
Pyrotek Inc.  
Quality Community Management, Inc.  
Ramco Specialties  
Ranpak Corp  
RDA Management  
Robin Industries, Inc.  
S.D. Myers  
Safran Power USA LLC  
Samsel Supply Co.  
Shiloh Industries  
SIFCO Industries, Inc.

Solon Specialty Wire  
State and Federal Communications, Inc.  
State Industrial Products  
Talan Products, Inc.  
The Center for Health Affairs  
The Dyson Corporation  
The HC Companies, Inc.  
The Hiram House  
The MetroHealth System  
The National Telephone Supply Company  
Tomlinson Industries  
Towards Employment  
TPC Wire and Cable Corp.  
Trelleborg Sealing Profiles U.S.  
Vitamix  
Welded Tubes, Inc.  
WHEELER-REX  
Willoughby-Eastlake Public Library  
Zion Industries, Inc.

# APPENDIX A: LIMITATIONS ON ALCOHOL CONSUMPTION

---

*The following are limitations cited by organizations for alcohol consumption at their holiday parties. The most common method used to limit alcohol consumption at holiday parties is to limit employees to 2 drinks on the company.*

- 2 drink max
- 2 drink tickets issued per person; name on ticket to prevent transfer
- 2 drink tickets per person
- 2 drink tickets per person
- 2 drink tickets per person
- 2 drinks
- 2 drinks
- 2 Drinks paid for by Company.
- 2 drinks with tickets
- 2 drinks/employee
- 2 per person
- Alcohol only served from 6-9
- Cash bar only
- Company pays for 2 drinks. After that the employee pays.
- Limited amounts of wine and beer
- No Alcohol will be served if it is on company premises.
- No more than 2 drinks
- No open bar, associates pay for all alcoholic beverages.
- No shots or high end beverages are purchased by the company and the bartenders are to watch excessive intake.
- Stops being served 2 hours prior to event.
- Two beer, wine tickets per guest.
- We ask bartender to watch for too much
- We give 2 drink tickets then they are on their own if they want more.
- We may provide 1 drink ticket per person.
- We offer one drink ticket and if they want to buy more they're on their own

# APPENDIX B: VENUES AND CATERERS FOR HOLIDAY PARTIES

*The following are local venues cited by organizations as being used for their holiday parties in 2017.*

- 100th Bomb Group
- Aloft
- Annunciation Greek Church Akron
- Beaus
- Burntwood Grill
- Chagrin Reservation
- Cibreo
- Cleveland Escape Hunt
- Copper Cup
- Country Club
- Country Club
- Fleming's
- Forest City Shuffleboard
- Freeway Lanes
- Galaxy
- Guy's Party Center
- Heavy Appetizers
- Hilton
- Hofbräuhaus
- Holiday Inn in Independence
- House of Blues
- Hungarian Center
- Lake Forest Country Club
- Local Bar & Grill Venue
- Morton's
- Panini's
- Pastina's
- Pine Lake Trout Club
- Progressive Field
- Punch Bowl Social
- Roll House
- Slovenian Hall
- Solon
- Solon Community Center
- Soul
- St. Michael's Woodside
- St. Paul Greek Orthodox Church
- The Cabin in Aurora
- Western Reserve Historical Society
- Weymouth Country Club
- Wild Eagle
- Winery

*The following are local caterers cited by organizations as being used for their holiday parties in 2017.*

- 100th Bomb Group
- Burntwood Grill
- Caterology
- Cibreo
- Country Club
- Cuyahoga Group
- Firehouse
- Fleming's
- Food For Thought
- Galaxy
- Guy's Party Center
- Harry's Steakhouse
- Hofbräuhaus
- House of Blues
- Ironwood
- Lago
- Lake Forest Country Club
- Mark Difeo
- Moe's
- Morton's
- Novotny's
- Panini's
- Patina's
- Pearl Flower Catering
- Pine Lake
- Progressive Field
- Punch Bowl Social
- Roll House
- Solon Freeway Lanes
- The Cabin in Aurora
- Verba Catering
- Waterloo
- Weymouth Country Club
- Wild Eagle



# APPENDIX C: HOLIDAY GIFTS

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*The following are holiday gifts cited by organizations as being provided to employees. Most employers offer gift cards or cash as holiday gifts to their employees.*

- \$100 cash
- \$100 cash, \$50 Target GC, Sweatshirts
- \$20 gift certificate for a turkey
- \$200 gift card around Thanksgiving only.
- \$25 gift card to each employee and Xmas ornament
- \$25 gift cards
- \$25 retail gift cards
- \$75 Honey Baked Ham Gift Card
- 10 pound Hams
- Cash
- Cash
- Cash
- Cash
- Cash & small gift bags
- Cash Bonus
- Cash, gift cards
- Cash, Gift Cards, gift baskets
- Cash, Prizes at holiday party, Company merchandise
- Clothing w/ Company logo
- Clothing, Tumblers, gift cards, etc.
- Company apparel and gift cards
- Company logo clothing
- Company logo item. Previous examples are Golf shirts, duffel bag, thermos, flashlights etc.
- Coupon book, Giant Eagle gift card or restaurant gift card.
- Employees are given the week off between Christmas and New Year's with pay
- Every employee gets a \$25 gift card, we cater an in office party, we raffle off dozens of nice gifts such as big screen TV's, apple products, gift cards, fit bits, nice gifts
- Firm jackets.
- Food Gifts
- For Thanksgiving an option of a turkey, a ham, or pies is given.
- Frozen Turkey
- Giant Eagle gift card
- Gift baskets
- Gift Baskets
- Gift card
- Gift Card
- Gift card
- Gift Card
- Gift Card
- Gift card

*Employee holiday gifts (cont.):*

- Gift card from Giant Eagle or Acme
- Gift Card, Day off, Electronics
- Gift cards
- Gift cards
- Gift cards
- Gift cards
- Gift cards
- Gift cards and gifts vendors send the company.
- Gift cards, bonus, promo items
- Grocery store gift cards
- Hams and/or Turkeys
- Hams, fruit baskets
- Jackets, Hams
- Paid time off incentive for next year
- Party favors
- Prizes are based on a random drawing. They include gift baskets, sporting tickets and apparel, kitchenware, etc.
- Raffle and Hams
- Small inexpensive items: Ex. Shirts, Coffee thermos, other custom printed gifts.
- Small item with company logo
- Thanksgiving - grocery store gift cards
- Thanksgiving turkeys, Christmas hams
- Travel mugs, blankets, gift cards. Gift cards. \$100
- Turkey or fruit basket
- Turkeys for Thanksgiving, Hams for Christmas, Sweatshirt with logo in December for performance year end
- Typically an item with a logo - we've given jackets, blankets, coolers, lawn chairs, etc.
- Variety
- Visa Gift Cards
- We do give a \$25 gift card to Giant Eagle early in the month of November - but we indicate that we are thankful for their efforts. Not really 'holiday' related.
- We do raffle tickets throughout the year for recognition. Employees enter their tickets for gift baskets that interest them and we give away gift baskets. This idea was created and is implemented by the Recognition Employee Led Team. We also do a white elephant for anyone who wants to participate.
- We give \$25 per year of employment, 1 years \$ 25 (it may be less than a year but have started in past 12 months. 2 years \$ 50, 3 years \$ 75
- We have a gift basket raffle at the party. Employees receive a specific number of tickets they can place various baskets.

# APPENDIX D: “GIFT GIVING” POLICIES

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*The following text provides the language used in “gift giving” policies (i.e. a formal policy that places limits or provides guidance around giving gifts to employees) as reported by respondents.*

- 1) regarding gifts from vendors or customers - cannot accept gifts. Gifts received as part of doing business are shared with all employees or raffled off. 2) Taxation rules for gifts of cash, cash equivalent or excess value per IRS.
- 10 - 15 dollar exchange
- A gift exchange is arranged with a set dollar limit.
- Employees get bonus and small gift bags & employer gets a gift; no other gifts are exchanged amongst employees.
- Gifts are not permitted to be given nor received by employees or vendors at any time during the year.
- Gifts to employees cannot be more than \$25
- Gifts. Acceptance of gifts \$25.00 or more from vendors and other business relationships is highly improper and unacceptable.
- If an outside gift is over \$25 it must be entered into an employee raffle or shared with staff.
- If gift is personalized, they are allowed to keep it, with approval.
- No cash gifts; No single gift  $\geq$  \$200 value; Annual gifts from single person / vendor must be  $<$ \$500
- No direct acceptance of gifts from vendors, outside companies, etc.
- Secret Santa for the week before , small little gifts, then at the party the big gift that has a \$25 limit
- Secret Santa with a \$20 limit.
- The gift has to be di minimus
- Unwritten policy to adhere to de minimus fringe benefit regulations.
- We discourage gift giving to employees and do not provide any 'corporate gift' to employees

# APPENDIX E: CRITERIA FOR RECEIVING HOLIDAY BONUS

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*The following are criteria cited by organizations as being used to determine who receives the holiday bonus. These criteria most commonly include company and/or individual performance or length of service.*

- \$100 for each year of service up to \$1000.
- \$50 for each year of service
- All associates it is a gift
- All employees
- All employees
- All employees except those on other bonus plans receive the 'holiday' bonus
- All employees receive a \$500.00 bonus during the Holidays
- All employees that are active.
- All Line Level employees.
- Based on company profit.
- Based on years of service
- Bonus amounts to employees determined by executive management
- Company performance & years of service determine amount.
- Discretionary
- Full time status, been at company for at least 1 year
- longevity, performance and my mood
- Obtainment of goals relative to sales and gross profit.
- Overall company and individual performance
- Owner's discretion
- Performance (Year End)
- Performance related
- President manages this
- Presidents prerogative
- Seniority
- Staff receives 1/2 month's salary
- Tenure
- Tenure and performance
- Wages and length of service
- Wages earned.
- Years of service
- Years of service

# APPENDIX F: HOLIDAY COMMUNITY SERVICE EFFORTS

*The following are the community service efforts coordinated for staff cited by organizations.*

- A project is chosen each year for all employees to contribute to/participate in.
- Activities committee - Cleveland City Mission (donations)
- Adopt a Family
- Adopt A Family
- Adopt a Family
- Adopt a Family for Christmas
- Adopt-A-Family
- Akron Food Bank Drive and Volunteer the month of December
- Canned Food Drive
- Charitable events such as adopting a family, donating to Toys for Tots, etc.
- Clothe-A-Child with The News Herald
- Collect toys and money/gift cards to present to Rainbow Babies and Children's Ronald McDonald's House
- Collecting Toys for Children
- Community Santa
- Community Santa program through Job & Family Services
- Donations to a charity and local Food Pantry
- Donations to Cleveland rape Crisis Center and clothes donation to an elementary school.
- Food Bank and giving Tree
- Food donations to the local food pantry and Toys for Tots donations
- Food drive
- Food Drive
- Food drive
- Food drive for Garfield Heights food bank
- Food for St. Bernard's Church
- Forbes House Donation Drive
- Giving Tree
- Giving tree
- Giving tree each year.
- In the past, we have donated to Beechbrook but will seek a new place for 2017.
- It is paired with a day of giving at Ronald McDonald House.
- Jingle Bell Run
- Provide toys and gift donations to local children services organizations.
- related to our mission
- Salvation Angels
- Serving dinner at Ronald McDonald House
- Thanksgiving meal delivery

*Community service efforts (cont.)*

- This year we are holding a coat and blanket drive for the homeless in downtown Cleveland, we are partnering with R.A.K.E. [www.rakenow.org](http://www.rakenow.org).
- Toys for Children's Services
- Various - Clothing Drives, 'Adopt a Family', bringing items to the Holiday Party for a charity (Ronald McDonald House, Providence House, etc.), Food Drive
- Volunteer at Food Bank
- We allow office employees 4 hours of Paid time off to work at the Santa Shop at a local food bank, or ring the bells at Salvation Army locations
- We collect toys for residents of Hattie Larlham
- We do a donation drive for a charity each holiday season.
- We do fundraising to help various charities depending on the office location. We have a group that makes cards for the nursing homes.
- We encourage staff to attend or volunteer at a holiday party for our clients.
- We fund raise to provide needed items to the Geauga City Home, and we provide gifts and Christmas food to 2 families in need.
- We generally choose a charity to contribute to as a group, in lieu of buying the president a gift.
- We provide toys/food to organizations.
- We sponsor a Family in Mayfield Hts
- Westlake Senior Center collection with company matching funds. We also set out a box for gently used toys/clothes, etc. for the needy
- Yes, we do a food drive for local food bank.

# APPENDIX G: OVERLAPPING HOLIDAY TIME-OFF REQUEST POLICIES

*The following are policies cited by organizations that are used when multiple employees ask to schedule time off over the same time period during the holidays in order to decide who gets to take the requested days off.*

- 1 person is permitted to be on vacation at a time-PER JOB POSITION. Ex) one laundry, one lobby attendant, one front desk agent, one sales person.
- 1st come
- 1st come, years of service, skill evaluation
- 1st requestor gets priority
- According to Union Contracts
- All employees requesting time off during the Christmas holiday must do so by September 30th. If 100% employees request time off then we will close the office. Otherwise, we will operate with a skeleton crew.
- Alternate year to year
- Based on business needs at that time, generally slow time last couple weeks of the year and for the most part we can grant vacation requests. If we have to decide between requests, it is based on how early you turned in your request and years with the company.
- Based on coverage and need to handle customer requests
- Based on first come first serve with consideration of seniority
- Based on receipt of PTO request, staffing and premium time off the employee has already received
- Based on the needs of the business for non-union. For union employees, guidelines in the CBA require seniority consideration
- Based on when request come in or seniority.
- Based on work schedules, and who asked first. Generally it is not an issue to have multiple gone at the same time.
- By seniority and who will be left to take care of the business effort
- By who makes the request first.
- Case by case basis
- Date request submitted and then seniority.
- Depends on number of employees in that department. If it is covered, they all get off.
- Depends on staffing needs. Seniority is used with our union.
- Determined by manager of the department
- Discussion between Manager/HR
- Each department can only have off a specific amount of associates depending on how large the department is so they can still function
- Each department handles their group. HR rotates holidays.
- Factory Seniority, Office employees work amongst themselves and coordinate the days off with one another.
- FIFO
- first come
- First come and seniority
- First come basis

*Holiday time-off request policies (cont.)*

- First come basis
- First come first serve
- First come first serve and needs of the business
- First come first serve basis. We try to accommodate as best we can.
- First come first serve, but we try to accommodate everyone. Sometimes the client dictates, when an employee works at an onsite hospital facility
- First come first served
- First come, first approved; seniority
- First come, first serve
- First come, first served
- First come. Also based on the workload if multiple people can have off the same day.
- First come/first served. In the event of a simultaneous request, we use seniority.
- First employee to ask for the dates off for vacation
- First one to apply
- First one to request.
- First person who requests off gets it.
- First request is honored then the next request if it can be accommodated.
- First requested
- First requested
- First time first served, depends on each department
- First to put in for time off, then seniority.
- First to request
- First to request off
- First to request or seniority if a tie.
- First we rotate years (so if someone had the premium week/days last year, they do not get it this year), then we ask for volunteers to change, then by performance.
- Generally first come, first serve within a department.
- In general, it is the first request that is made which is given preference
- In order of request received
- It is first come, first serve. Some departments (i.e. production, customer service) cannot be without the majority in attendance.
- It's not usually an issue because we are slower that time of year.
- Length of Service first if applied for beginning of the year. As the date approaches, first come first served.
- Limit three individuals per department; first come first serve.
- Management decides. Usually first come.
- Manager
- Manager discretion based on department coverage.
- Managers discretion in rare occurrences where multiple schedules would interfere with business needs; generally first come, first serve basis.
- Only one person per department is permitted off and vacation must be scheduled 2 weeks in advance
- Performance based
- Productivity Needs balanced with personal urgency of the vacation request (funeral vs. going shopping)



*Holiday time-off request policies (cont.)*

- Professional organization where everyone is responsible for managing their work calendar. Have remote access, so can work from home too.
- Rotate it from year to year to be fair to all employees.
- Seniority
- Seniority
- Seniority
- Seniority
- Seniority / first come first serve
- Seniority and Date of Request
- Seniority and Rotation
- Seniority and Supervisor approval
- Seniority and who made the request sooner.
- Seniority determines who gets the time off.
- Seniority if it causes an issue. Usually it is not a problem.
- Seniority system is used. Timelines are in place. Requests must be in by certain date and then seniority is used for those requests.
- Seniority takes precedent
- Seniority until March then first come first serve
- Seniority, last year's schedule, when request was received
- Seniority, Organizational needs
- Seniority, work group, rotation
- Supervisor decision
- Supervisor determines schedule
- Taken into consideration coverage needs and the order in which the requests were received.
- Tenure
- The director of that department decides what type of coverage that they need.
- The firm has never experienced a problem of this nature. Employees are pro-active to schedule their vacation days throughout the year.
- Typically employees who request first
- Typically first come, first served. Could be based on position and need.
- Union - by seniority, Non-union - manager discretion. Usually, order of request.
- Usually goes to the employee that asks first.
- We allow everybody to take requested time at holidays and change our production schedule to accommodate
- We are a small organization and all have the ability to work offsite except for certain operations roles so it usually works itself out - there is someone available in each department if business demands it.
- We do not schedule vacations during the holidays, our busiest season of the year
- We have the employees rotate who gets time off before/after holidays. Seniority is used as the tiebreaker the first time this comes up
- We informally work conflicts out.
- We look at how much time each employee has taken off throughout the year
- We look to be fair so that everyone gets to take time at the holiday. We don't allow the same people to have the time every year.

*Holiday time-off request policies (cont.)*

- We only have a certain number of people who can be out at one time. we schedule based on a first come first serve basis.
- We require 25% of staff be on hand during the holidays.
- We try to accommodate all vacation requests, however, if customer needs are such that it becomes necessary for us to deny vacation requests, we will do so based on when the request was submitted and the skill level required to get the job done.
- We try to accommodate everyone. If not it would be first come first serve.
- We try to allow all requests but in areas that we must have minimal coverage it is first come first served.
- We typically close between Christmas and New Year's so this is not usually an issue.
- We use seniority
- We work it out among ourselves.
- Whoever asks first.
- Whoever requests first.
- Whoever turns in the request first.
- Whomever got the request in first
- Works with the immediate supervisor. Generally first requested is approved.

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