

2017 ERC INCLEMENT WEATHER PRACTICES SURVEY

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ABOUT US



Where Great Workplaces Start.

about ERC, please visit 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

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in fall of 2017, on their inclement weather policies and practices. The survey reports several key trends among Northeast Ohio employers including:

- Policies for closure/delay starts
- Communication plans
- Employee absence and tardiness
- Pay practices during inclement weather

All ERC members were invited to participate in the survey starting on November 7th via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on December 1st. 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 130 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

ACTIVE COMMUNICATION

When an organization decides to close or delay the start of the work-day, “texting/paging” is, for the first time in ERC’s research on this topic the number one method used to communicate with employees. In general, the trend appears to be towards more active methods of communication (*i.e.*, those that are pushed out to the employees) and away from more passive options (*i.e.*, those that employees must seek out themselves). A few organizations noted the use of an automated emergency system that could be put into motion with a message that would be pushed out either electronically or via phone.

WORK FROM HOME OPTIONS

About three-quarters of organizations allow exempt employees to work at home during inclement/adverse weather and only a portion of these employers have specific requirements in order to do so. Typically all that is necessary are the resources and ability to be productive based on the nature of the position and work that needs to get done.

SAFETY OVER TIMELINESS

The vast majority of employers forgive tardiness due to weather with no penalties (*i.e.* points, write-ups, etc.) and consider absences during inclement weather “excused” with only a few exceptions. Any potential for penalties assessed due to weather related tardiness or absences is often considered on a case-by-case basis and are typically waived altogether depending on the situation at hand. However, it is important to note that certain industries tend to have more specific policies for the sake of patient care or other safety related concerns.

EXEMPT VS. NON-EXEMPT PAY

Although most employers treat absences for exempt and non-exempt employees almost exactly the same in terms of discipline, they do differ somewhat in their pay practices. In cases of voluntary tardiness or absence, non-exempt employees are more likely to be paid only for the hours worked while exempt employees are more likely to be paid for a full day regardless of the total number of hours worked. However, if employees involuntarily leave work early, are late to work, or miss an entire day, the two groups are treated more similarly than if the circumstances are voluntary on the part of the individual employee.

INCLEMENT WEATHER POLICIES

Policies

Forty-four percent of employers say they have an inclement/adverse weather policy in place. This percentage is consistent with the 2015 survey results. A full listing of the policies provided can be found in [Appendix B](#). Typically, discretion of top management or the CEO/President determines whether organizations stay open during inclement/adverse weather. Several organizations (20%) cite critical individuals or departments to whom company closures or delays do not apply. These individuals or departments include staff in operations and maintenance, patient/client services, security, crisis management, and some top management.

FIGURE 1 | Organizations with an inclement/adverse weather policy in place

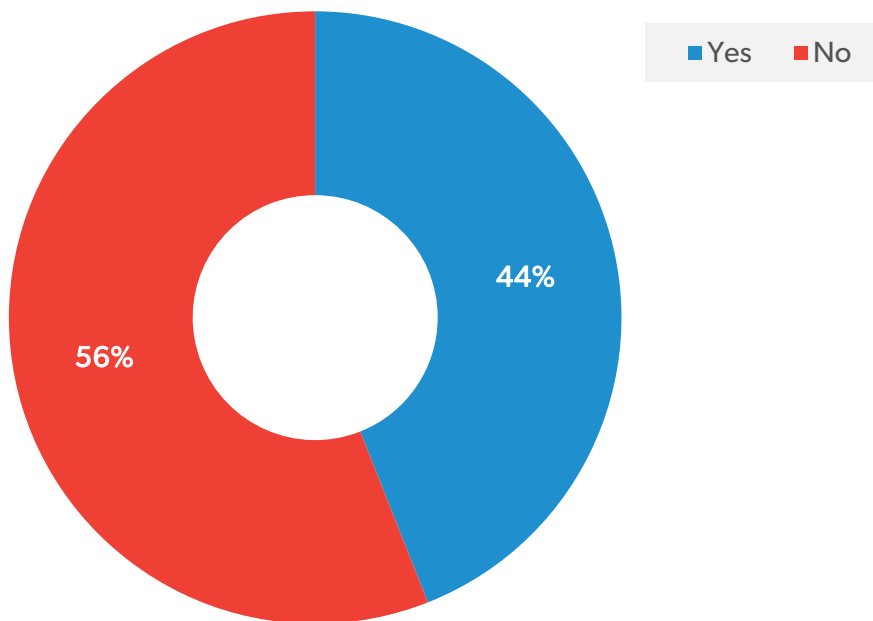
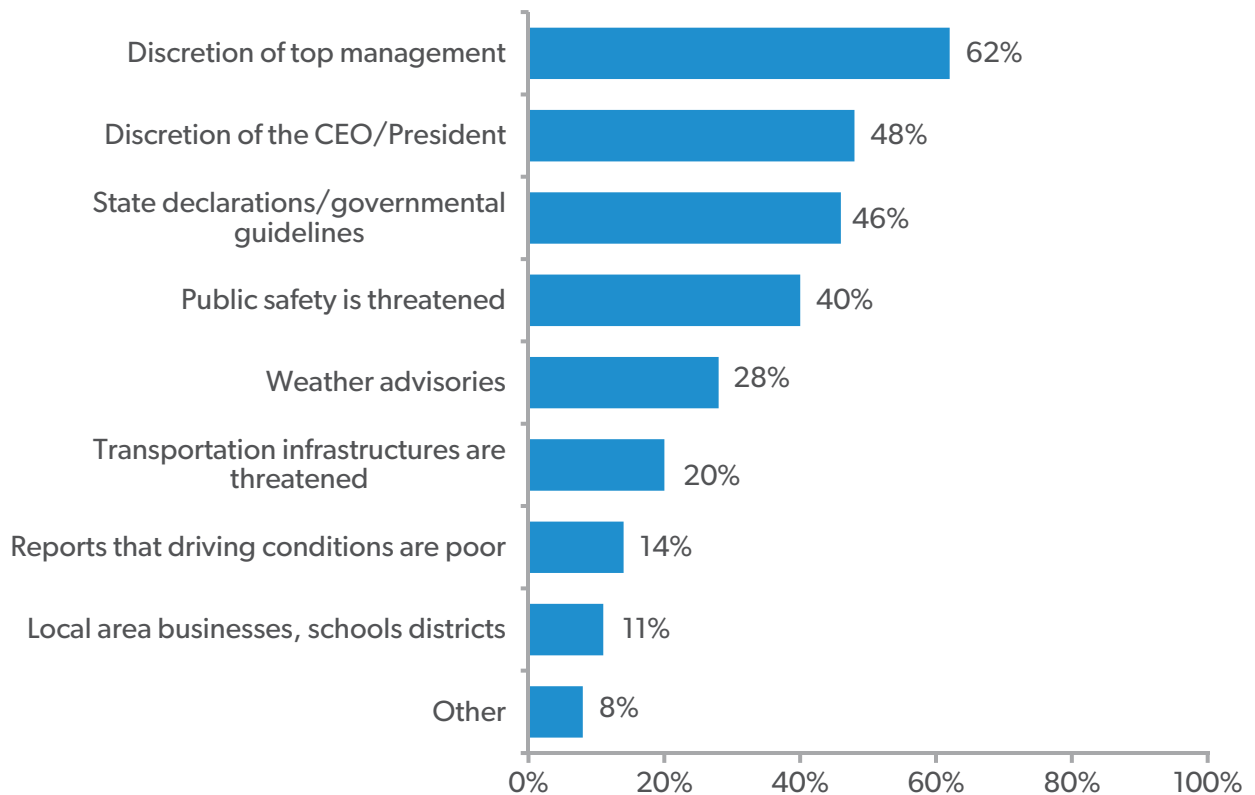
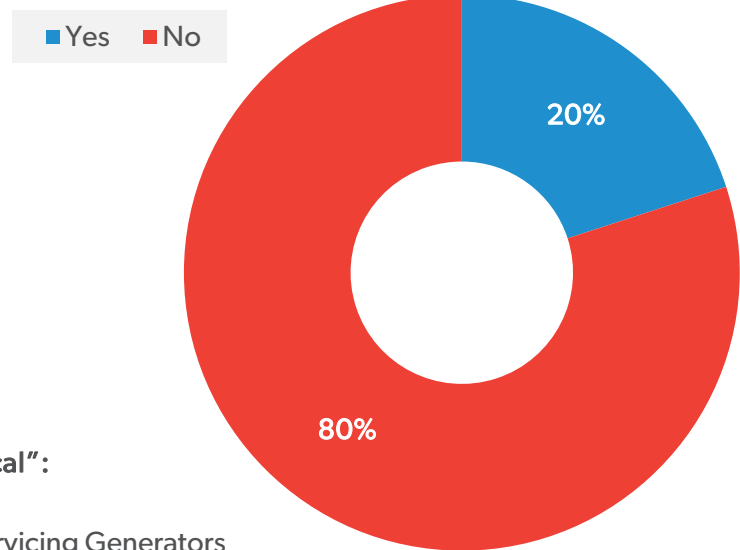


FIGURE 2 | Determinants of whether organizations are open or closed during inclement weather

**Other determinants include:**

- We plan on being open. If employee feels unsafe to get to work then they stay home.
- Case by case depending on personnel and travel routes
- Disabilities of employees that complicate or prohibit safe travel (vehicular and foot).
- Generally remain open unless conditions are extreme. Expect employees to use discretion regarding their ability to come to work.
- Local management and HR business partners collaborate
- Should a Level 2 or Level 3 Snow Emergency be declared by the County Sheriff ([County Name], county of residence or county that team member must travel through during commute) and at the discretion of the Company.
- Each person is also able to decide if the conditions in their area make them uncomfortable driving and they can elect to work from home that day. If the staff is already at work the above checked boxes determine if we close and send the staff home.
- Corporate office may differ from the stores. Operationally, our business does not close for weather unless it is beyond extreme.

FIGURE 3 | Organizations with critical individuals or departments for which organization-wide closures or delays do not apply



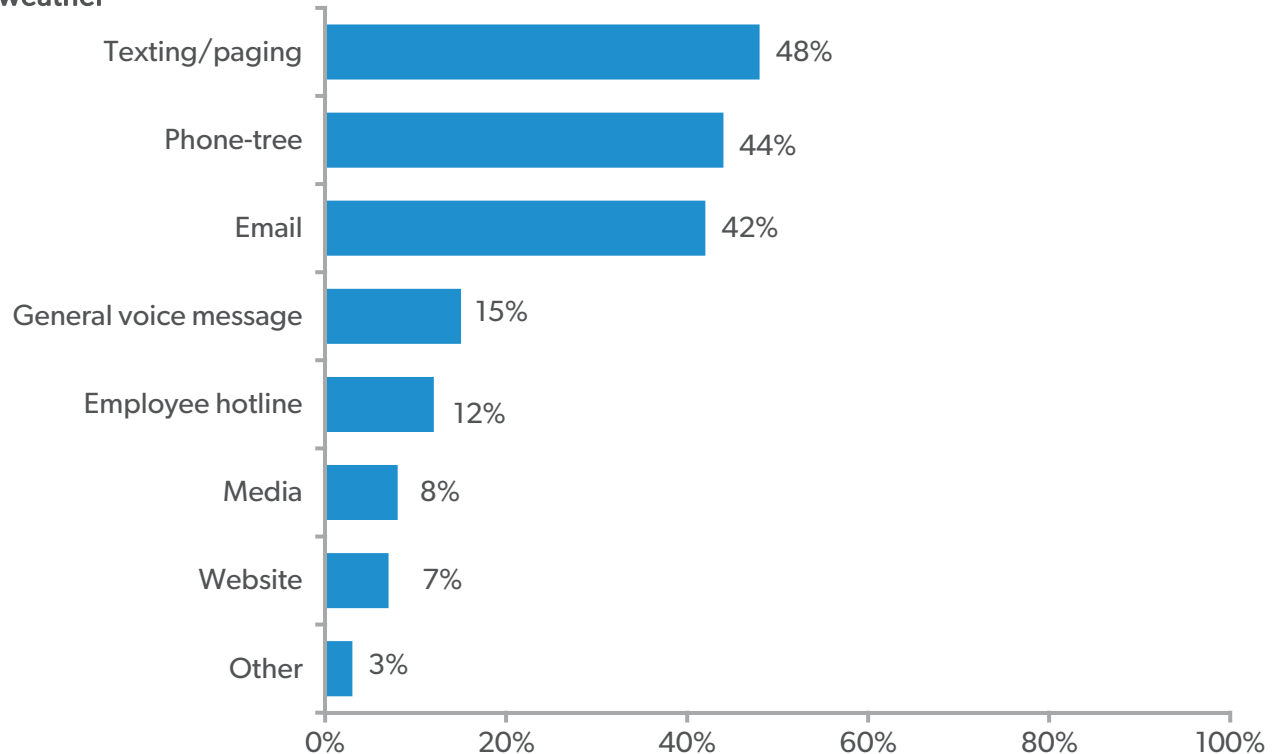
Individuals/departments cited as “critical”:

- Nurses
- Field Technicians and Dispatch Servicing Generators
- Operations and technical support
- Essential personnel
- Fire/EMS employees including dispatch.
- Surgical Center
- Directors and designated operational personnel
- Dietary and Nursing
- President
- Facilities or back-up
- Operations personnel
- We operate the 24 hour crisis & suicide hotline. Those workers must report on a skeletal crew.
- CEO and CFO
- Depends on circumstances. Maintenance may be needed for critical issues during adverse weather.
- Training and support where they can work remote"
- Wastewater Plant Operators and Shift Management staff
- The people who clean the snow away (maintenance team)
- Heat Treat Dept. and Maintenance
- We have not had a complete closure in the last 10 years. There is usually a skeleton crew that shows up. If it was bad enough no one would be required to come in. We encourage folks to bring their laptops home so they can work from home.
- Essential personnel are considered those offering emergency assistance to the public.
- Potentially maintenance
- Maintenance
- Facility would not be left unattended. Two employees would stay.
- We are a hotel and cannot close for weather. We have guests we must take care of.

Communication

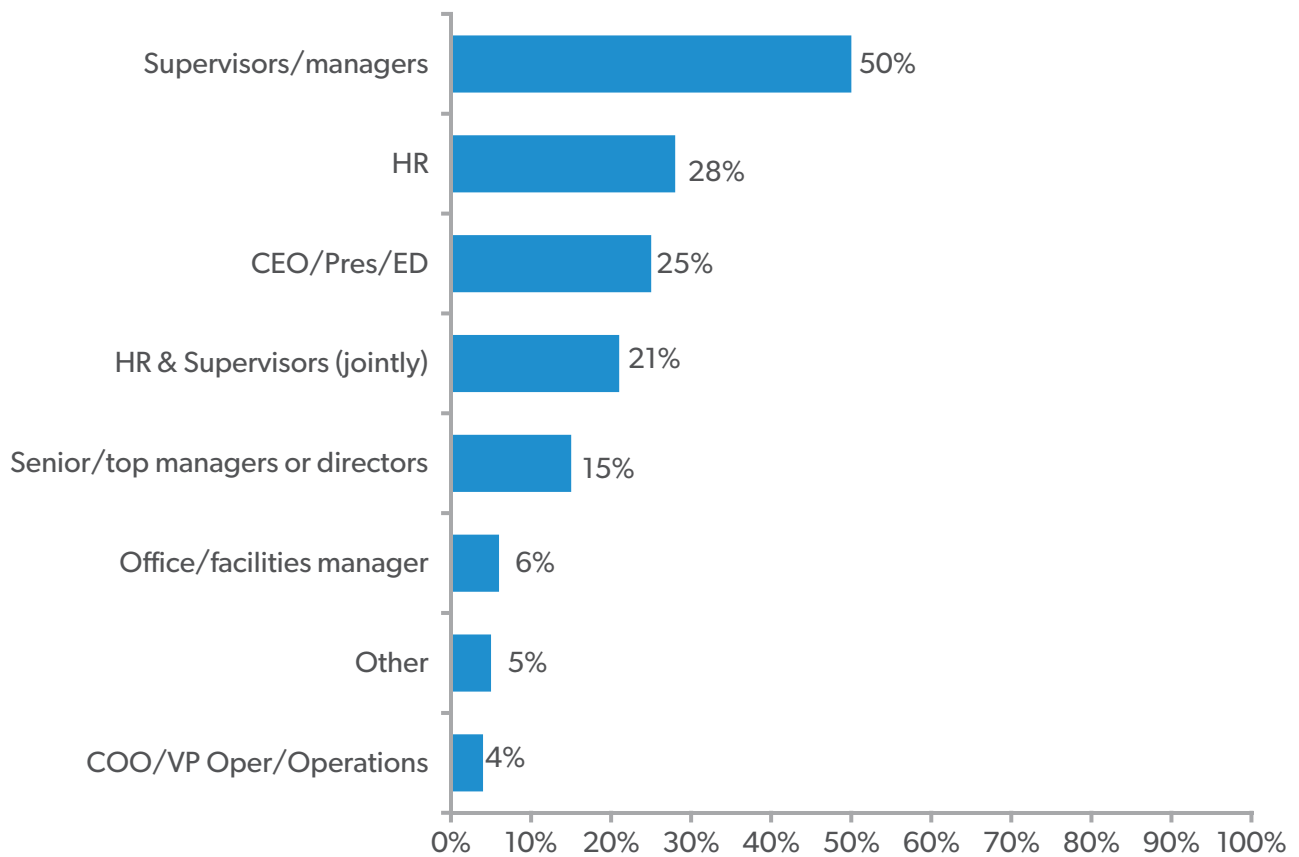
Texting/paging, phone-trees, and email remain the top three mechanisms by which organizations communicate any closures or delays in start time due to inclement weather conditions. Half of organizations (50%) hold direct supervisors and managers responsible for communicating any company closure or delay to employees. HR also plays a strong role in this communications process, with 28% of respondents using HR exclusively and 21% of respondents using HR & supervisors jointly.

FIGURE 4 | How organizations communicate closures or delays in start time due to inclement weather



Other methods of communication include:

- We have an alert system that sends via the preferred method selected by each employee.
- We use a voice and texting tool called swift 911 to reach employees
- Reverse 911 system
- Public notification system (Ready Notify)

FIGURE 5 | Individual(s) responsible for communicating closures or delays to employees**Other individuals responsible include:**

- Communications department
- IT (via text message)
- We have a service that sends out texts to all students, faculty and staff

EMPLOYEE ABSENCE

Absence & tardiness policies

Most employers handle absences due to weather conditions very similarly for both exempt and non-exempt employees. Across the board, far more employers report that they consider these absences excused than consider them unexcused. However, about 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. A similar level of flexibility is seen with regard to tardiness as a widespread majority (89%) of employers continues to forgive tardiness due to inclement weather with no penalties. When asked if there are any stipulations for this forgiveness, 28% of participants indicated they do not have penalties to begin with. About half of employers determine the “forgiveness” on a case-by-case basis and 29% fully excuse tardiness without any limitations on time frames, etc. For additional information about how organizations handle absences due to weather conditions, see [Appendix C](#).

FIGURE 6 | How organizations handle absences (due to weather conditions) during inclement weather (by employee group)

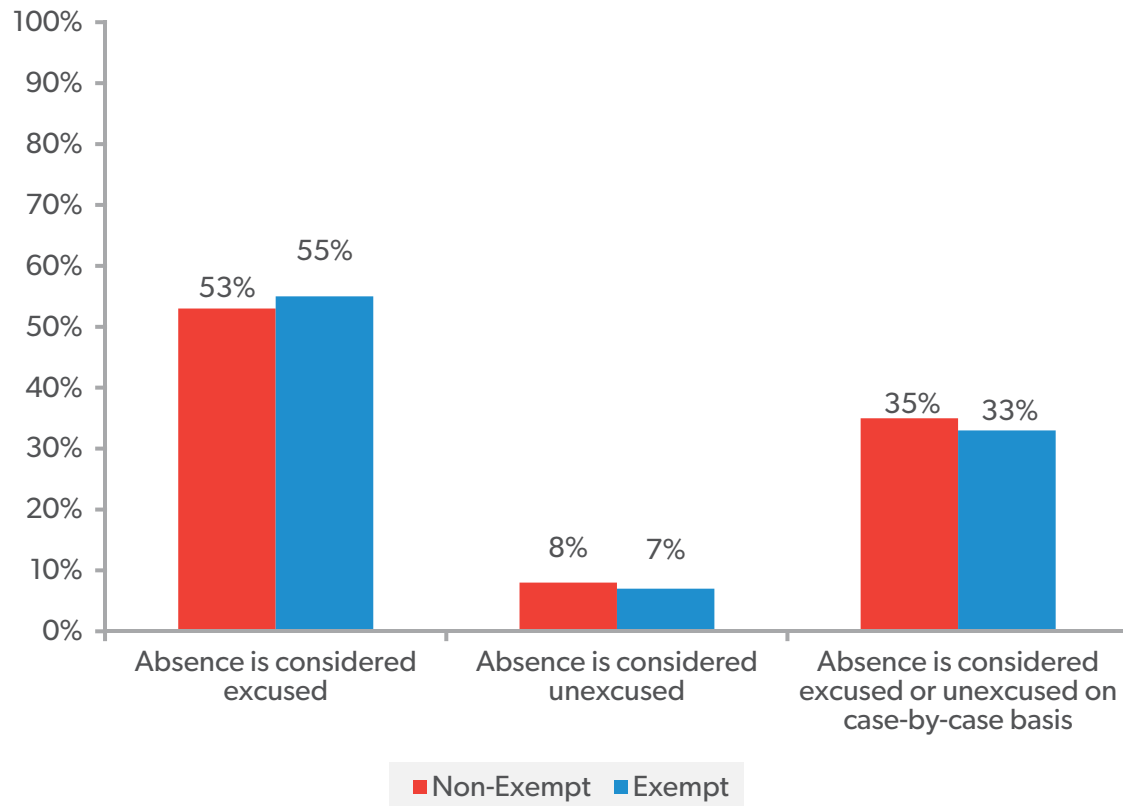


FIGURE 7 | Organizations that forgive tardiness with no penalties (points, write-ups, etc.) during inclement weather

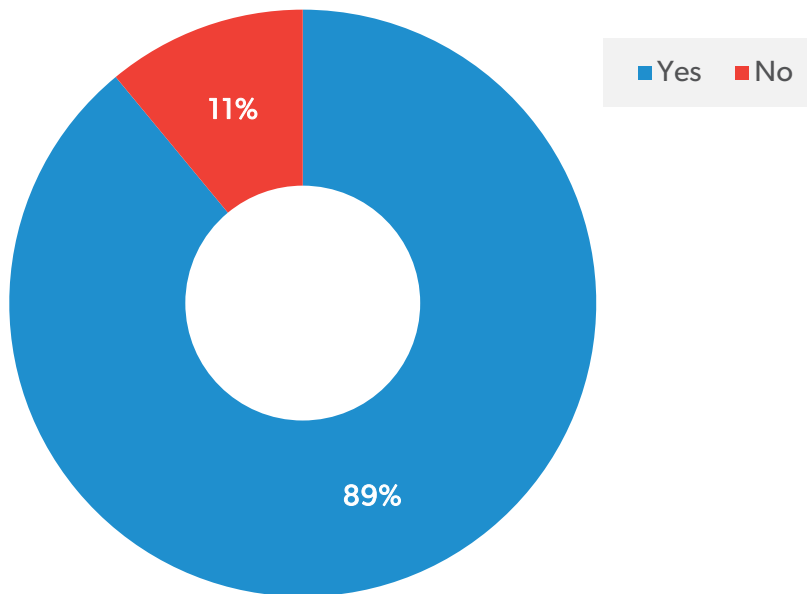
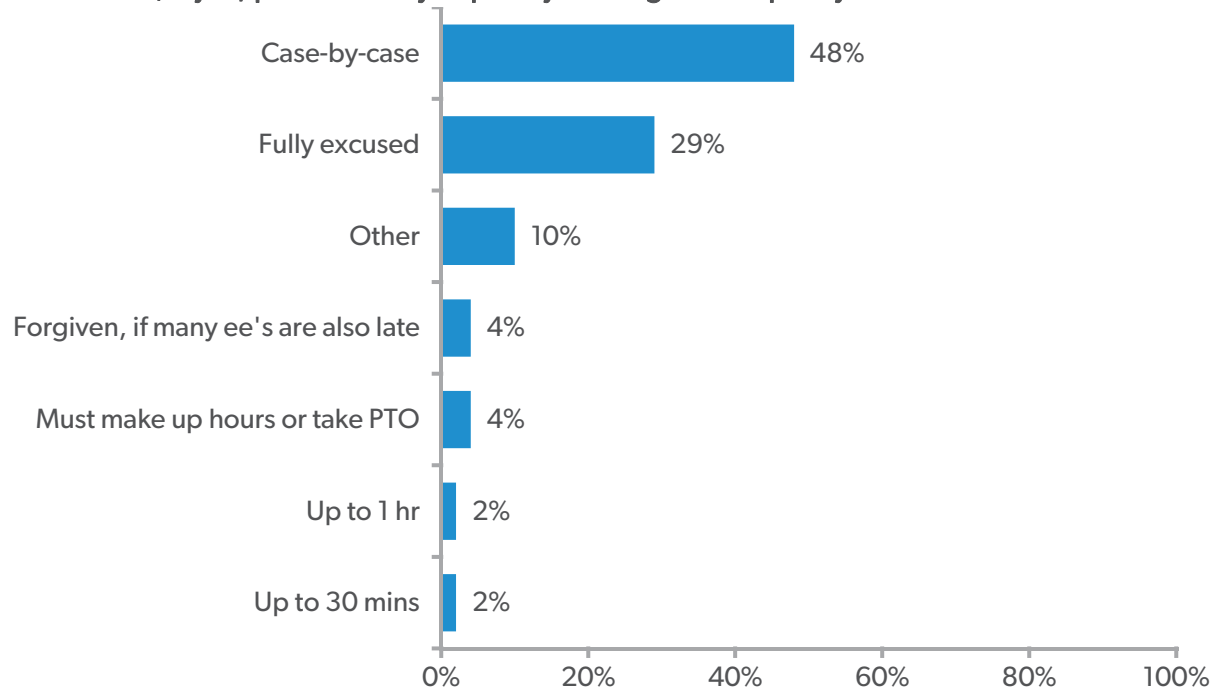


FIGURE 7a | If yes, please briefly explain your forgiveness policy



Other scenarios noted include:

- We will document the tardy, but not issue discipline.
- If employee arrives before 10 a.m., there is no penalty.
- Tardiness on days with inclement weather is excused if the employee calls in.
- If the local schools are closed and an employee is late there isn't a penalty.

Work from home

According to 76% of respondents, exempt employees are permitted to work at home with their supervisor's permission during inclement weather. About one-quarter of the organizations that allow work from home noted *no* specific conditions that must be met in order for employees to do so during inclement weather. The top condition noted was simply that the employee have the "necessary resources" to complete their work from home.

FIGURE 8 | Organizations at which exempt employees are permitted to work at home during inclement weather (at supervisor's discretion)

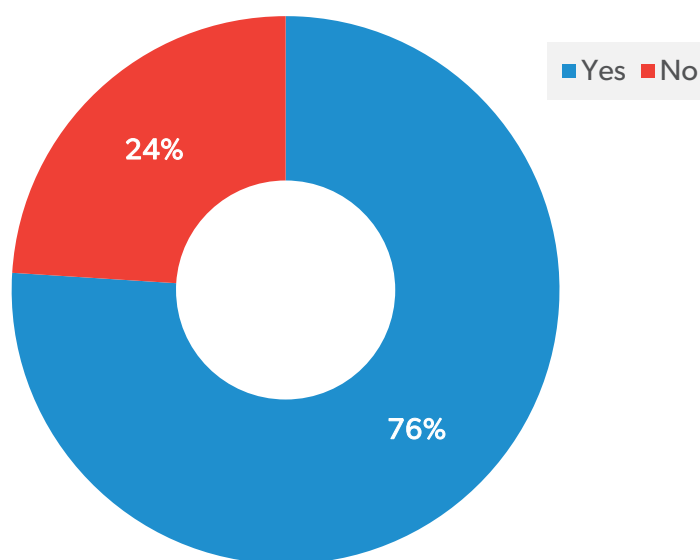
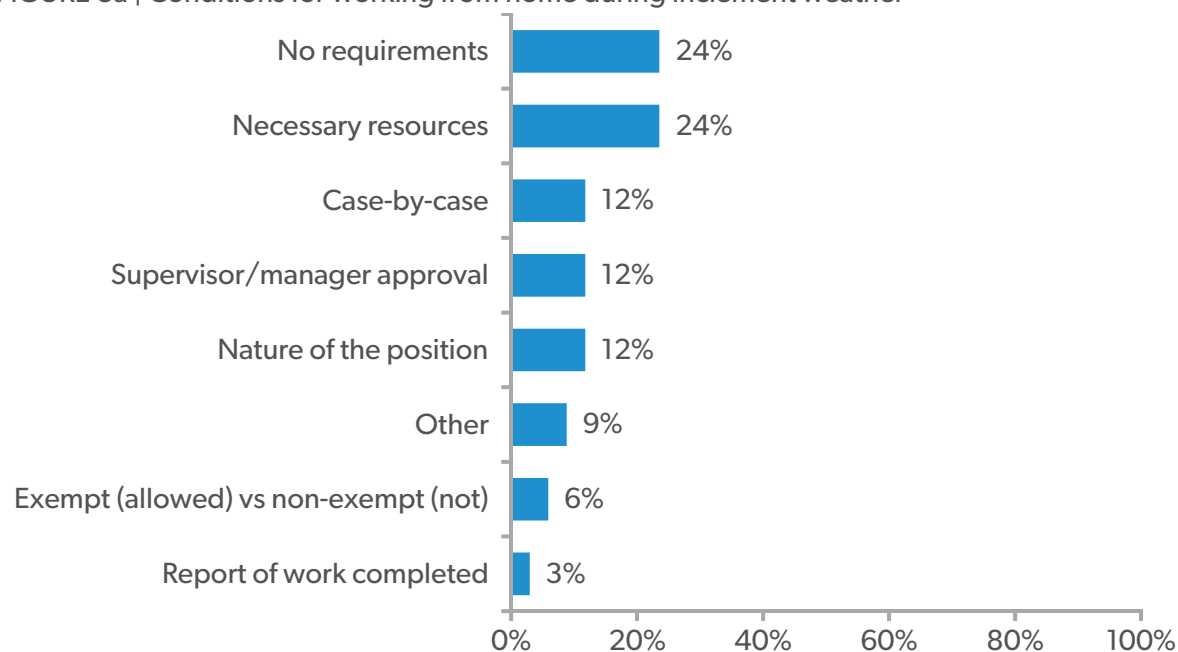


FIGURE 8a | Conditions for working from home during inclement weather



Other conditions:

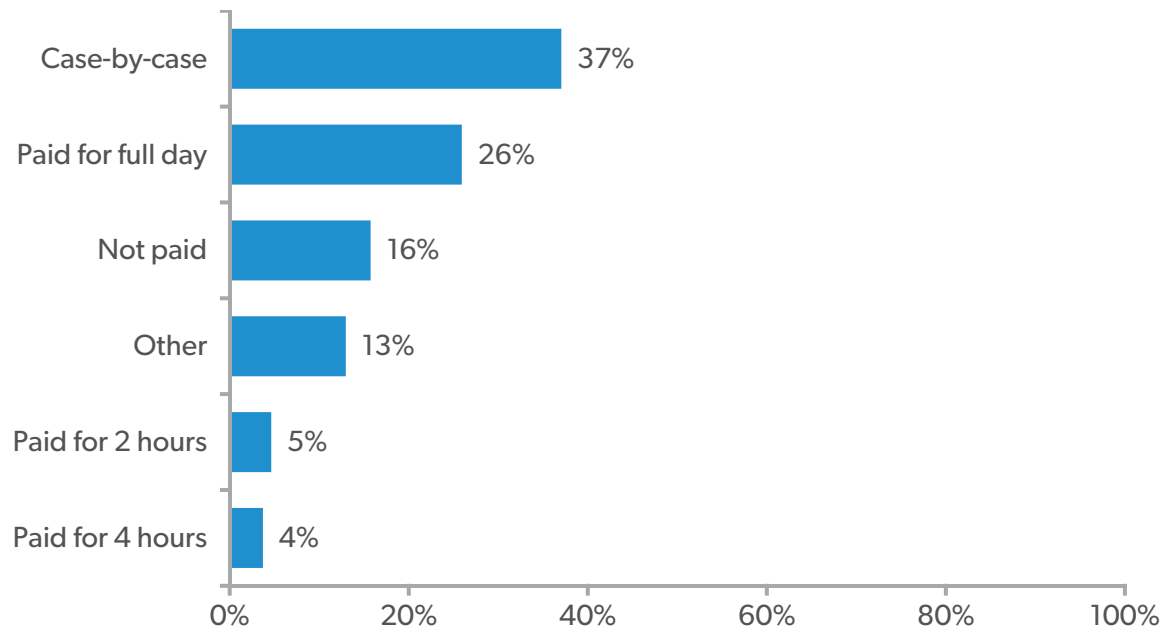
- If they feel unsafe driving
- Must work the same hours as if in office.

PAY PRACTICES

Arrivals during closure

If employees report to work during an organization-wide closure, most employers will either determine the amount of pay on a case-by-case basis or simply pay them for a full day of work. Only a few organizations offer any type of “bonus” or “perk” to employees who come to work when most others do not, most commonly in the form of a company provided lunch that day.

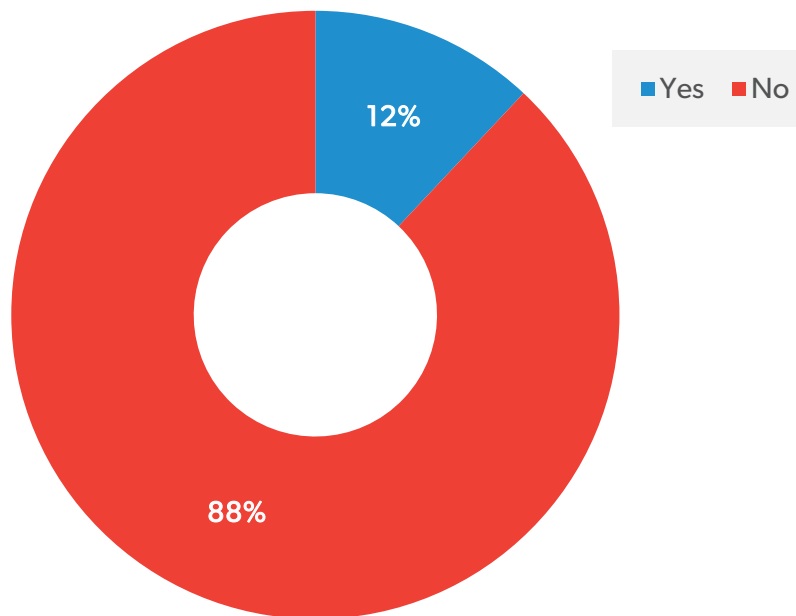
FIGURE 9 | How employees are paid if they report to work and the organization is closed upon their arrival due to inclement weather



Other pay structures noted:

- Management discretion - PTO - Make time up
- Paid for time there; option to use sick, PTO for balance of time
- We currently have 100% salaried employees so we generally pay our folks either way.
- Employee is responsible for checking our web site or with their immediate supervisor before leaving the house.
- May be offered to make up time during the remainder of the week or use PTO to cover hours missed.
- Hasn't occurred, but hourly are guaranteed 2 hour reporting pay unless the “CallEmAll” went out. If so, they probably wouldn't receive any pay.

FIGURE 10 | Organizations offering 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) during inclement weather



“Perks” include:

- Usually a lunch
- Depends on circumstances, but may provide lunch or gift cards
- Discretion of owners
- \$50 per shift
- Only sometimes, we will give a gift card to those who made it in.
- Provide lunch and possibly a gift card
- At company's discretion - bring in lunch or similar.
- Gift card
- Example: Hurricane Harvey, employees who came to work, we provided meals and snacks etc.
- Lunch is provided on that day.
- Lunch
- Maybe lunch! Not consistent but we have done this.
- If only a small handful of staff make it in we often buy lunch as a thank you but we try hard not create rewards from 'braving the weather' because safety of our employees is very important to us and we don't want to create an impression of providing rewards for taking unnecessary risks.
- We usually try to provide lunch.

Non-exempt vs. exempt employee pay

The following section details the pay practices employers use for their employees depending on the voluntary or involuntary nature of the decisions they make regarding attendance during inclement weather. For the purposes of this section, "voluntarily" refers to decisions made by the employee (i.e. deciding to stay home for safety purposes, but without a formal declaration from the government or other entity about weather conditions). "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).*

For additional information about how organizations handle pay due to weather conditions, see [Appendix C](#).

FIGURE 11 | During inclement 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	55%	50%	43%
Paid for full day of work (pay comes out of employee's paid time off)	15%	13%	28%
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%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	22%	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)	7%	8%	3%

Figure 12 | During inclement 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	37%	37%	28%
Paid for full day of work (pay comes out of employee's paid time off)	10%	8%	18%
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)	10%	44%	12%
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)	30%	28%	27%

FIGURE 13 | During inclement 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	8%	9%	9%
Paid for full day of work (pay comes out of employee's paid time off)	22%	19%	33%
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)	13%	13%	11%
Paid for full day of work (employee has the option of using paid time off or making up time)	14%	15%	20%
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%	32%	18%

Figure 14 | During weather inclement 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	8%	9%	8%
Paid for full day of work (pay comes out of employee's paid time off)	12%	9%	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)	9%	9%	8%
Paid for full day of work (employee has the option of using paid time off or making up time)	8%	10%	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)	47%	47%	42%

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

RESPONDENT DEMOGRAPHICS

FIGURE 15 | Industry types and organizational sizes of the 130 respondents

	Percent
Industry	
Manufacturing	53%
Non-Manufacturing	31%
Non-Profit	16%
Organizational Size	
1-50	31%
51-200	45%
201-500	17%
Over 500	7%

PARTICIPATING ORGANIZATIONS

THANK YOU TO THE FOLLOWING ORGANIZATIONS FOR THEIR PARTICIPATION!

A Raymond Tinnerman
Accurate Metal Sawing
Akron General Visiting
Nurse Service
Aluminum Line Products
Company
Bay Corporation
Beverage Machine &
Fabricators
BR Knez Construction
Burton D. Morgan
Foundation
CAD Audio
Capstone Equity Partners
CardinalCommerce
CASNET
City of Cleveland
City of Green
City Plating
Clark-Reliance Corporation
Clear Process Solutions
Cleveland Eye Clinic
Coltene
Congregation of St. Joseph
Corporate Screening
Services, Inc.
Crossroads LCACS
Crown Cork and Seal
Custom Products
Cuyahoga Soil & Water
Conservation District
DS Benefits Group
Empaco Equipment
Corporation
Enerco Group, Inc.
Energizer
Energy Focus, Inc.
ENPAC, LLC
Excelas, LLC
Fencorp Properties, Inc.
Fire-Dex
Firefighters Community
Credit Union

Five Star Trucking
FormFire, LLC
Freeman Mfg. & Supply Co.
FrontLine Service
Fusion Incorporated
Gebauer Company
GED Integrated Solutions
Gerber Poultry
GLT Companies
Gotta Groove Records
Greater Cleveland
Partnership
Hinkley Lighting
ICI Metals, Inc.
Intigral, Inc.
JumpStart, Inc.
K&M International, Inc. *dba*
Wild Republic
Kahiki
Kaufman Container
Company
Kerr Lakeside, Inc.
KYOCERA SGS Precision Tools
L.A.N.D. studio, Inc.
Lanly Company
Laszeray Technology
Lintern Corporation
Main Street Gourmet
Majestic Steel USA
Maloney + Novotny, LLC
Mar-Bal, Inc.
MatPlus
MB Dynamics, Inc.
MC Sign Company
MedData
Meister Media Worldwide
Meyer Products
MJM Industries
Multi-Wing America
National Telephone Supply
Nations Lending Corporation
New Innovations
NewPort Tank Containers

NN, Inc. (Whirlaway)
Noble-Davis Consulting, Inc.
NOPEC
Northeast Ohio Regional
Sewer District
Ohio Catholic Federal
Credit Union
OMNOVA Solutions
OSG USA, Inc.
Parkwood, LLC
Pearne & Gordon LLP
Process Technology
Ranpak Corp
RBB Systems
Redwood Living
Robin Industries, Inc.
Samsel Supply Co.
Solon Specialty Wire
Specialty Equipment Sales
Co (SESCO)
St. Edward High School
Staffing Solutions
Enterprises
The Center for Health Affairs
The Dyson Corporation
The Hiram House
Thompson Hine
Tomlinson Industries
TPC Wire and Cable
Transfer Express
Vitamix
Western Reserve Historical
Society
Will-Burt
Willoughby-Eastlake Public
Library
Winter Equipment
Company Inc.
Wire Holdings, LLC *dba*
Radix Wire

APPENDIX A: INDUSTRY TYPE & ORGNIZATIONAL SIZE BREAKOUTS

TABLE 1a | Organizations with an inclement/adverse weather policy in place

	Percent
All Organizations	44%
Industry	
Manufacturing	38%
Non-Manufacturing	39%
Non-Profit	67%
Organizational Size	
1-50	24%
51-200	50%
201-500	42%
Over 500	88%

TABLE 2a | Determinants of whether organizations are open or closed during inclement weather
Discretion of top management

	Percent
All Organizations	62%
Industry	
Manufacturing	66%
Non-Manufacturing	62%
Non-Profit	56%
Organizational Size	
1-50	47%
51-200	67%
201-500	68%
Over 500	88%

Discretion of the CEO/President

	Percent
All Organizations	48%
Industry	
Manufacturing	47%
Non-Manufacturing	44%
Non-Profit	56%
Organizational Size	
1-50	68%
51-200	45%
201-500	32%
Over 500	13%

State declarations/governmental guidelines

	Percent
All Organizations	46%
Industry	
Manufacturing	46%
Non-Manufacturing	53%
Non-Profit	33%
Organizational Size	
1-50	35%
51-200	47%
201-500	58%
Over 500	50%

Public safety is threatened

	Percent
All Organizations	40%
Industry	
Manufacturing	42%
Non-Manufacturing	41%
Non-Profit	28%
Organizational Size	
1-50	35%
51-200	43%
201-500	32%
Over 500	50%

Weather advisories

	Percent
All Organizations	28%
Industry	
Manufacturing	32%
Non-Manufacturing	29%
Non-Profit	22%
Organizational Size	
1-50	32%
51-200	31%
201-500	21%
Over 500	38%

Transportation infrastructures are threatened

	Percent
All Organizations	20%
Industry	
Manufacturing	19%
Non-Manufacturing	29%
Non-Profit	17%
Organizational Size	
1-50	18%
51-200	22%
201-500	26%
Over 500	25%

Local area businesses, schools districts, or government agencies

	Percent
All Organizations	11%
Industry	
Manufacturing	14%
Non-Manufacturing	15%
Non-Profit	6%
Organizational Size	
1-50	12%
51-200	10%
201-500	16%
Over 500	25%

Reports suggest that driving conditions are poor

	Percent
All Organizations	14%
Industry	
Manufacturing	15%
Non-Manufacturing	15%
Non-Profit	11%
Organizational Size	
1-50	26%
51-200	8%
201-500	11%
Over 500	13%

Other

	Percent
All Organizations	8%
Industry	
Manufacturing	7%
Non-Manufacturing	15%
Non-Profit	0%
Organizational Size	
1-50	9%
51-200	4%
201-500	11%
Over 500	25%

TABLE 3a | Organizations with critical individuals or departments for which organization-wide closures or delays do not apply

	Percent
All Organizations	20%
Industry	
Manufacturing	11%
Non-Manufacturing	27%
Non-Profit	28%
Organizational Size	
1-50	13%
51-200	17%
201-500	28%
Over 500	38%

TABLE 4a | How organizations communicate closures or delays in start time due to inclement weather**Phone-tree**

	Percent
All Organizations	44%
Industry	
Manufacturing	46%
Non-Manufacturing	38%
Non-Profit	56%
Organizational Size	
1-50	47%
51-200	45%
201-500	53%
Over 500	25%

Email

	Percent
All Organizations	42%
Industry	
Manufacturing	36%
Non-Manufacturing	59%
Non-Profit	39%
Organizational Size	
1-50	50%
51-200	41%
201-500	37%
Over 500	38%

Texting/paging

	Percent
All Organizations	48%
Industry	
Manufacturing	47%
Non-Manufacturing	47%
Non-Profit	56%
Organizational Size	
1-50	68%
51-200	41%
201-500	42%
Over 500	38%

General voice message

	Percent
All Organizations	15%
Industry	
Manufacturing	20%
Non-Manufacturing	9%
Non-Profit	11%
Organizational Size	
1-50	9%
51-200	20%
201-500	5%
Over 500	38%

Employee hotline

	Percent
All Organizations	12%
Industry	
Manufacturing	17%
Non-Manufacturing	12%
Non-Profit	0%
Organizational Size	
1-50	3%
51-200	14%
201-500	11%
Over 500	50%

Website

	Percent
All Organizations	7%
Industry	
Manufacturing	5%
Non-Manufacturing	9%
Non-Profit	6%
Organizational Size	
1-50	3%
51-200	4%
201-500	5%
Over 500	38%

Media

	Percent
All Organizations	8%
Industry	
Manufacturing	7%
Non-Manufacturing	6%
Non-Profit	6%
Organizational Size	
1-50	0%
51-200	6%
201-500	11%
Over 500	25%

Other

	Percent
All Organizations	3%
Industry	
Manufacturing	0%
Non-Manufacturing	6%
Non-Profit	6%
Organizational Size	
1-50	0%
51-200	2%
201-500	0%
Over 500	25%

TABLE 5a | Individual(s) responsible for communicating closures or delays to employees

Direct Supervisors/Managers

	Percent
All Organizations	50%
Industry	
Manufacturing	54%
Non-Manufacturing	44%
Non-Profit	56%
Organizational Size	
1-50	59%
51-200	49%
201-500	53%
Over 500	38%

HR & Supervisors/Managers

	Percent
All Organizations	21%
Industry	
Manufacturing	25%
Non-Manufacturing	18%
Non-Profit	6%
Organizational Size	
1-50	9%
51-200	16%
201-500	42%
Over 500	38%

HR

	Percent
All Organizations	28%
Industry	
Manufacturing	29%
Non-Manufacturing	32%
Non-Profit	22%
Organizational Size	
1-50	9%
51-200	45%
201-500	16%
Over 500	38%

CEO/President/Executive Director

	Percent
All Organizations	25%
Industry	
Manufacturing	15%
Non-Manufacturing	35%
Non-Profit	44%
Organizational Size	
1-50	41%
51-200	22%
201-500	11%
Over 500	13%

Senior/Top Managers or Directors

	Percent
All Organizations	15%
Industry	
Manufacturing	15%
Non-Manufacturing	12%
Non-Profit	22%
Organizational Size	
1-50	9%
51-200	14%
201-500	21%
Over 500	38%

Office/Facilities Manager

	Percent
All Organizations	6%
Industry	
Manufacturing	2%
Non-Manufacturing	9%
Non-Profit	11%
Organizational Size	
1-50	9%
51-200	4%
201-500	0%
Over 500	13%

Other

	Percent
All Organizations	2%
Industry	
Manufacturing	2%
Non-Manufacturing	3%
Non-Profit	6%
Organizational Size	
1-50	0%
51-200	4%
201-500	0%
Over 500	13%

COO/VP Operations/Operations

	Percent
All Organizations	4%
Industry	
Manufacturing	0%
Non-Manufacturing	6%
Non-Profit	6%
Organizational Size	
1-50	0%
51-200	4%
201-500	0%
Over 500	13%

TABLE 6a | How organizations handle absences (due to weather conditions) during inclement weather (by employee group)

Non-exempt employees

	Absence is considered excused	Absence is considered unexcused	Absence is considered excused or unexcused on case-by-case basis
All Organizations	53%	8%	35%
Industry			
Manufacturing	49%	10%	42%
Non-Manufacturing	50%	9%	35%
Non-Profit	61%	0%	17%
Organizational Size			
1-50	62%	9%	21%
51-200	51%	6%	39%
201-500	21%	16%	63%
Over 500	88%	0%	13%

Exempt employees

	Absence is considered excused	Absence is considered unexcused	Absence is considered excused or unexcused on case-by-case basis
All Organizations	55%	7%	33%
Industry			
Manufacturing	53%	10%	37%
Non-Manufacturing	50%	6%	41%
Non-Profit	67%	0%	11%
Organizational Size			
1-50	62%	9%	21%
51-200	57%	4%	35%
201-500	21%	16%	63%
Over 500	88%	0%	13%

TABLE 7a | Organizations that forgive tardiness with no penalties (points, write-ups, etc.) during inclement weather

	Percent
All Organizations	89%
Industry	
Manufacturing	91%
Non-Manufacturing	94%
Non-Profit	92%
Organizational Size	
1-50	95%
51-200	92%
201-500	85%
Over 500	100%

TABLE 7a.1 | If yes, please briefly explain your forgiveness policy

Case-by-case

	Percent
All Organizations	48%
Industry	
Manufacturing	43%
Non-Manufacturing	38%
Non-Profit	80%
Organizational Size	
1-50	63%
51-200	36%
201-500	63%
Over 500	33%

Fully excused

	Percent
All Organizations	29%
Industry	
Manufacturing	36%
Non-Manufacturing	38%
Non-Profit	0%
Organizational Size	
1-50	38%
51-200	36%
201-500	13%
Over 500	33%

Up to 1 hour

	Percent
All Organizations	2%
Industry	
Manufacturing	0%
Non-Manufacturing	13%
Non-Profit	0%
Organizational Size	
1-50	0%
51-200	5%
201-500	0%
Over 500	0%

Other

	Percent
All Organizations	10%
Industry	
Manufacturing	11%
Non-Manufacturing	13%
Non-Profit	0%
Organizational Size	
1-50	0%
51-200	14%
201-500	13%
Over 500	0%

Forgiven, if many ee's are also late

	Percent
All Organizations	4%
Industry	
Manufacturing	7%
Non-Manufacturing	0%
Non-Profit	0%
Organizational Size	
1-50	0%
51-200	0%
201-500	13%
Over 500	33%

Must make up hours or take PTO

	Percent
All Organizations	4%
Industry	
Manufacturing	0%
Non-Manufacturing	0%
Non-Profit	20%
Organizational Size	
1-50	0%
51-200	5%
201-500	0%
Over 500	0%

Up to 30 minutes

	Percent
All Organizations	2%
Industry	
Manufacturing	4%
Non-Manufacturing	0%
Non-Profit	0%
Organizational Size	
1-50	0%
51-200	5%
201-500	0%
Over 500	0%

TABLE 8a | Organizations at which exempt employees are permitted to work at home during inclement weather (at supervisor's discretion)

	Percent
All Organizations	76%
Industry	
Manufacturing	71%
Non-Manufacturing	82%
Non-Profit	82%
Organizational Size	
1-50	58%
51-200	83%
201-500	84%
Over 500	88%

TABLE 8a | Conditions for working from home during inclement weather

Necessary resources

	Percent
All Organizations	24%
Industry	
Manufacturing	29%
Non-Manufacturing	11%
Non-Profit	40%
Organizational Size	
1-50	14%
51-200	31%
201-500	20%
Over 500	33%

Nature of the position

	Percent
All Organizations	12%
Industry	
Manufacturing	6%
Non-Manufacturing	22%
Non-Profit	20%
Organizational Size	
1-50	0%
51-200	6%
201-500	20%
Over 500	67%

Supervisor/manager approval

	Percent
All Organizations	12%
Industry	
Manufacturing	12%
Non-Manufacturing	11%
Non-Profit	0%
Organizational Size	
1-50	14%
51-200	13%
201-500	0%
Over 500	0%

Report of work completed

	Percent
All Organizations	3%
Industry	
Manufacturing	6%
Non-Manufacturing	0%
Non-Profit	0%
Organizational Size	
1-50	14%
51-200	0%
201-500	0%
Over 500	0%

Exempt (allowed) vs. non-exempt (not allowed)

	Percent
All Organizations	6%
Industry	
Manufacturing	12%
Non-Manufacturing	0%
Non-Profit	0%
Organizational Size	
1-50	0%
51-200	13%
201-500	0%
Over 500	0%

Case-by-case

	Percent
All Organizations	12%
Industry	
Manufacturing	12%
Non-Manufacturing	11%
Non-Profit	20%
Organizational Size	
1-50	29%
51-200	0%
201-500	40%
Over 500	0%

No requirements

	Percent
All Organizations	24%
Industry	
Manufacturing	18%
Non-Manufacturing	33%
Non-Profit	0%
Organizational Size	
1-50	29%
51-200	19%
201-500	20%
Over 500	0%

Other

	Percent
All Organizations	9%
Industry	
Manufacturing	6%
Non-Manufacturing	11%
Non-Profit	20%
Organizational Size	
1-50	0%
51-200	19%
201-500	0%
Over 500	0%

TABLE 9a | How employees are paid if they report to work and the organization is closed upon their arrival due to inclement weather

Case-by-case

	Percent
All Organizations	37%
Industry	
Manufacturing	42%
Non-Manufacturing	34%
Non-Profit	33%
Organizational Size	
1-50	42%
51-200	38%
201-500	38%
Over 500	25%

Paid for full day

	Percent
All Organizations	26%
Industry	
Manufacturing	11%
Non-Manufacturing	44%
Non-Profit	39%
Organizational Size	
1-50	27%
51-200	30%
201-500	6%
Over 500	38%

Not paid

	Percent
All Organizations	16%
Industry	
Manufacturing	20%
Non-Manufacturing	9%
Non-Profit	17%
Organizational Size	
1-50	15%
51-200	13%
201-500	19%
Over 500	25%

Other

	Percent
All Organizations	13%
Industry	
Manufacturing	15%
Non-Manufacturing	13%
Non-Profit	11%
Organizational Size	
1-50	12%
51-200	15%
201-500	13%
Over 500	13%

Paid for 2 hours

	Percent
All Organizations	5%
Industry	
Manufacturing	7%
Non-Manufacturing	0%
Non-Profit	0%
Organizational Size	
1-50	0%
51-200	4%
201-500	13%
Over 500	0%

Paid for 4 hours

	Percent
All Organizations	4%
Industry	
Manufacturing	5%
Non-Manufacturing	0%
Non-Profit	0%
Organizational Size	
1-50	3%
51-200	0%
201-500	13%
Over 500	0%

TABLE 10a | Organizations offering 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) during inclement weather

	Percent
All Organizations	12%
Industry	
Manufacturing	10%
Non-Manufacturing	21%
Non-Profit	6%
Organizational Size	
1-50	12%
51-200	6%
201-500	26%
Over 500	25%

APPENDIX B: INCLEMENT & ADVERSE WEATHER POLICIES

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

- Facility will close if Level 3 snow emergency declared in [County Name]. Employee absence excused if Level 3 snow emergency in their own county or county they must travel through to get to work.
- **BUILDING CLOSING/ADVERSE WEATHER CONDITIONS**
 As a practical matter, [Company Name] must be open each business day without regard to weather. When our local weather is bad, it is easy to forget that our customers depend on us for support and service around the world. Please appreciate that every employee is needed every business day to make [Company Name] operate efficiently.
 In the event of adverse weather conditions, the following policies will apply equally to ALL EMPLOYEES:
 1. Employees are expected to make a good faith effort to come to work each day. To be paid for working, you are expected to arrive at work.
 2. In the event management determines to close [Company Name] early, all employees who arrive to work that day will be paid for the entire day.
 3. While at work, if you become uncomfortable with the weather conditions and decide to leave, you must do the following:
 - a. Whether salaried exempt or hourly non-exempt, you must inform your manager or director.
 - b. If you are an hourly non-exempt employee, you must clock out before leaving. Your pay will be adjusted accordingly.
 - c. Whether you are salaried exempt or hourly non-exempt and you have PTO remaining, you may use that if you leave. Otherwise, you will be excused to leave but not paid.
 4. If you decide not to come to work and have earned PTO, you may use them without prior notice, but only for weather emergencies. If you do not have earned PTO, you will not be paid for the time away from work.
- **Emergency Closings:** There may be times when emergencies, such as severe weather, fires, power failures, or earthquakes, disrupt normal business operations. It is the policy of the Company to remain open during most periods of inclement weather.
- Employees may refer to local advisories to help determine if they should report to work in severe weather. If the city/county in which the Company's facility is located issues an advisory that restricts roads to emergency vehicles, the Company's facility will close. The Company reserves the right to close the facility at other times when circumstances warrant. Employees may use available paid time off for hours missed due to a Company closure. In some cases, the Company may, at its sole discretion, pay employees for time lost due to a Company closing.
- If an emergency closing is not authorized, employees are expected to make reasonable efforts to report to work. However, if they are unable to report to work, they are required to

follow the Call Off Instructions and use any available paid time off they have, such as vacation or sick time.

- We follow Cuyahoga County's policy.
- If an employee chooses not to report to work during inclement weather, they must use PTO or take the day unpaid; however it does not count towards the allowable 'unpaid days' policy. They must call off prior to their shift as usual. If we are closing or starting late, employees may call an HR number to confirm.
- If there is inclement weather, [Company Name] will only close if emergency personnel have instructed us to do so. However, at all times employees should exercise caution and avoid driving if uncomfortable doing so. Employees who do not appear for work when the facility is open, regardless of the weather conditions, will not receive pay for their time absent, unless otherwise covered by PTO or provided by applicable law
- Severe Weather Days: Absences due to weather or other related [Company Name] directed shutdowns will not be charged against an employee's attendance record. In the case of a [Company Name] directed shutdown hourly employees will not be paid. Employees who have earned, unused vacation may request vacation pay for a [Company Name] directed, unpaid shutdown day.
- We are a retail financial institution and only close our door for business if the local government closes the roads.
- The [Company Name] maintains the policy to open its libraries whenever possible. On days of severely inclement weather, the Library is concerned with the safety of its employees and patrons. On days of severely inclement weather, the Library is concerned with the safety of its employees and patrons. In the event that the Library remains open and an employee believes it is unsafe to travel to work, he/she shall be required to notify his/her supervisor and to use his/her accumulated time-off benefits in the following order: personal, vacation, sick. In extreme cases, the Director may direct the closing of all or some facilities of the [Company Name]. If an individual facility is at risk to the safety of the employees and patrons, the Building Manager, with approval of the Director, may determine to close the facility. In such cases, employees may be transferred to another facility, sent home on-call or sent home for the remainder of the work day. Employees will be paid for all hours scheduled on a day when the facility is closed for any portion of the day for inclement weather or any other 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 ways that are different from the options provided in the survey instrument.

Other ways organizations handle absenteeism due to inclement/adverse weather

- Employees work from home.
- Absence is considered excused however employees are expected to work from home as much as possible.
- We do not pay employees but they are able to use their PTO time.
- Absences are not addressed in the severe weather policy but generally are addressed on a case by case basis.
- If an employee chooses not to come to work when the office is open, they must take annual leave.
- If the facility is open and colleagues do not show up for work or do not work from home then the time away is coded as PTO. If the facility is closed than it is an excused absence.
- We have never shut down due to weather. Someone will always make it in.
- Most of our staff can work remotely.
- It depends. If there is a weather advisory or state wide statement it is excused.
- If the facility is not closed, but a level 3 advisory is issued in a specific area for an employee, s/he would be excused. Other absences (severe traffic accidents, etc.) would also be reviewed and evaluated on case by case basis.
- If employees decide to leave prior to our office closures due to not having daycare or their area is particularly affected, it is excused but they use PTO. When office is closed, everyone is paid.
- Dependent if the employee can work from home.
- Employees can work from home
- Employees use PTO
- We do not consider excused or unexcused absences. We only consider scheduled or unscheduled absences. The employee can take PTO, they are required to take PTO if they have it earned for a weather related day they do not make it into work. Some employees can work from home if their jobs are not customer facing.
- All of our employees have the option to work from home as long as the weather does not impact their ability to access the internet to connect to our remote hosting environment. If they lose power/internet access then the employee takes a PTO day and it's considered an excused absence.

- Additional personal days have been provided to all employees for use at their discretion in deciding on safety to travel.
- Generally, we are always open, only in cases of very severe situations would we actually close.....but if we did, this would be our practice.
- If the organization remains open, employees who do not make it to work may use sick/vacation time. Those who do not have this time available are unpaid. We don't track excused vs non excused absences.
- If an employee determines it to be unsafe to go to work when the building is open, they can use personal or vacation time.
- IF employee arrives before 10 a.m. due to weather conditions, but the office has not closed, they are paid for a full day. After 10 a.m., there is a time deduction. If the employee chooses not to come to work on a day in which the office remains open, employee is required to take 1/2 day of vacation.

Other ways organizations handle pay due to inclement/adverse weather

- Current policy does not address the payment of employees in above circumstances.
- All full-time employees are salary-paid, so the time missed is still paid.
- Management discretion
- Always per the FLSA.
- Non-exempt employees who chose to stay at home can take personal time for the day or make it up another way.
- We are flexible but consistent
- Our organization never 'closes'. Employees are required to use PTO if they elect not to come in, to leave early, or come in late. Nonunion employees have the option to make up the missed time during the same pay period.
- Exempt employees do not literally have to make up time, however, they are expected to work from home if not able to be here.
- Full-time non-exempt employees are paid as if it were a paid holiday. Part-time non-exempt employees are only paid for hours worked.

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