

ERC Inclement & Adverse Weather Practices Survey

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Conducted by ERC

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Overview

In November of 2010, ERC conducted a survey of organizations in Northeast Ohio on their inclement/adverse weather policies and practices. The results show several key trends among Northeast Ohio employers in terms of how they handle communication, employee absence and tardiness, and pay practices during inclement/adverse weather.

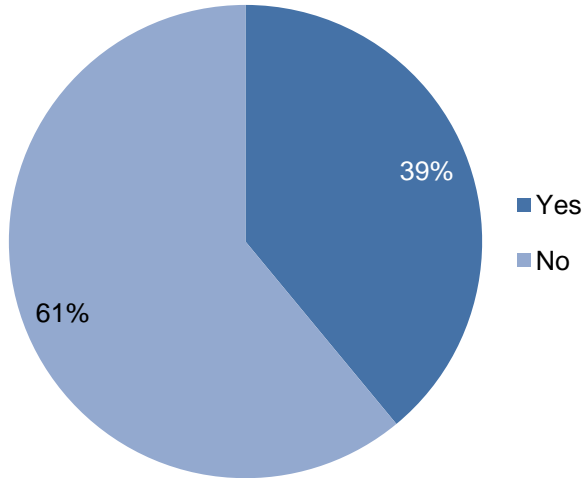
Key Findings

- Thirty-nine percent of employers have an inclement/adverse weather policy.
- Most respondents communicate organizational closures or delays via a phone tree, and usually supervisors/managers are responsible for communicating this.
- Sixty-eight percent of organizations allow exempt employees to work at home during inclement/adverse weather.
- Most employers consider absence excused during inclement weather, however, several consider absence excused/unexcused on a case by case basis.
- The majority of employers forgive tardiness with no penalties (points, write-ups, etc.).
- Employers differ in their pay practices for exempt and non-exempt employees in circumstances where employees leave work early, are late to work or tardy, or miss an entire day of work. Generally, non-exempt employees are only paid for hours worked and exempt employees are paid regardless of hours worked.

Inclement/Adverse Weather Policies

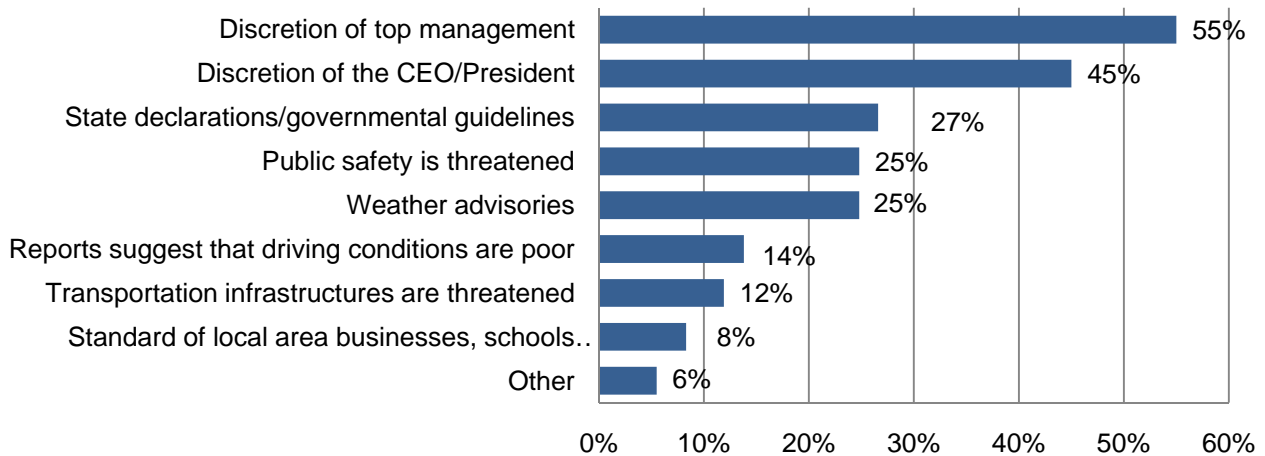
Thirty-nine percent of employers say they have an inclement/adverse weather policy, suggesting that most employers do not have a formal policy. A full listing of the policies cited by respondents is provided in Appendix B.

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



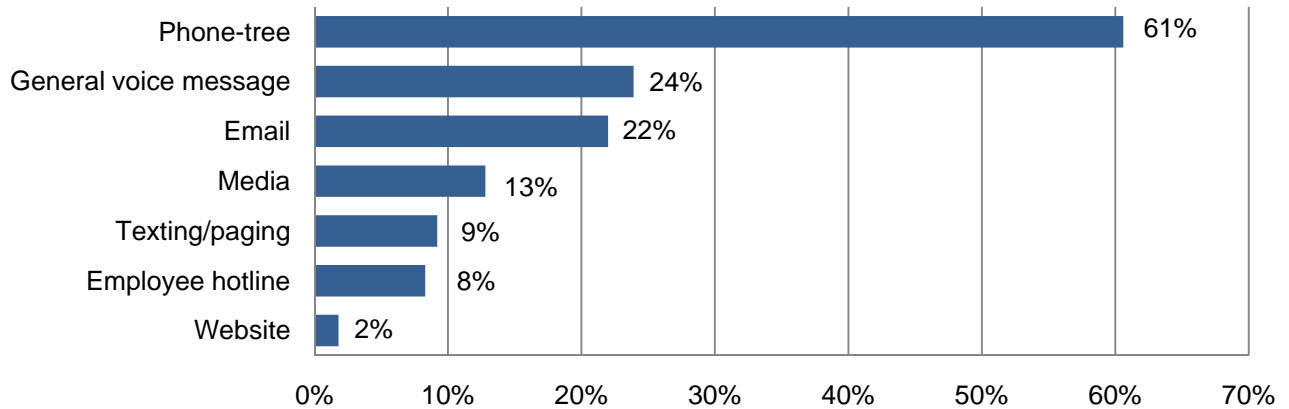
Typically, discretion of top management or the CEO/President determines whether organizations stay open during inclement/adverse weather. Fewer organizations report that state declarations, governmental guidelines, public safety, weather advisories, and driving condition reports influence their decision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

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



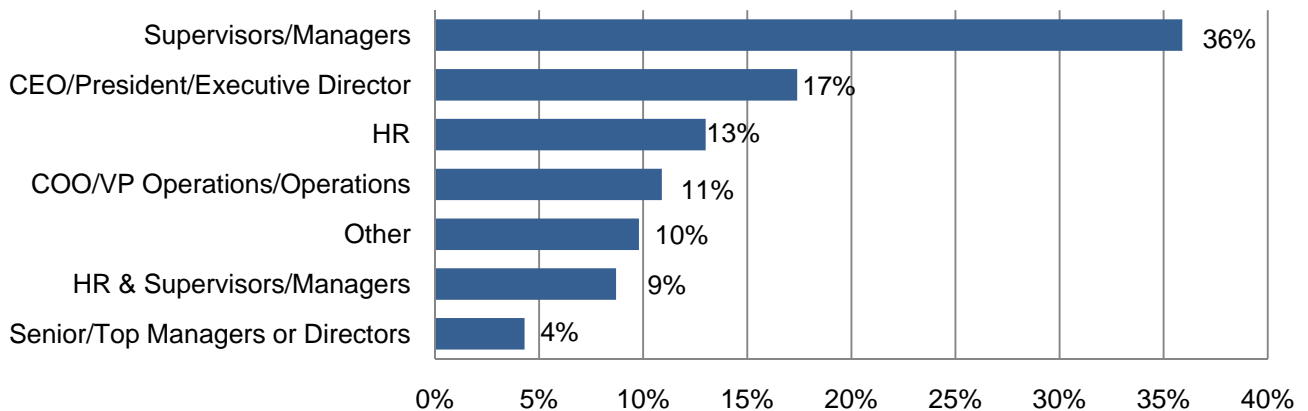
The majority of respondents (61%) report that they communicate any closures or delays in start time due to inclement or adverse weather conditions by using a phone-tree. Some, however, use a general voice message (24%) or email (22%).

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



Most organizations hold supervisors and managers responsible for communicating any company closure or delay to employees. In some cases (17%), the CEO, President, or Executive Director is responsible. Approximately 22% of employers involve HR in the communication process.

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

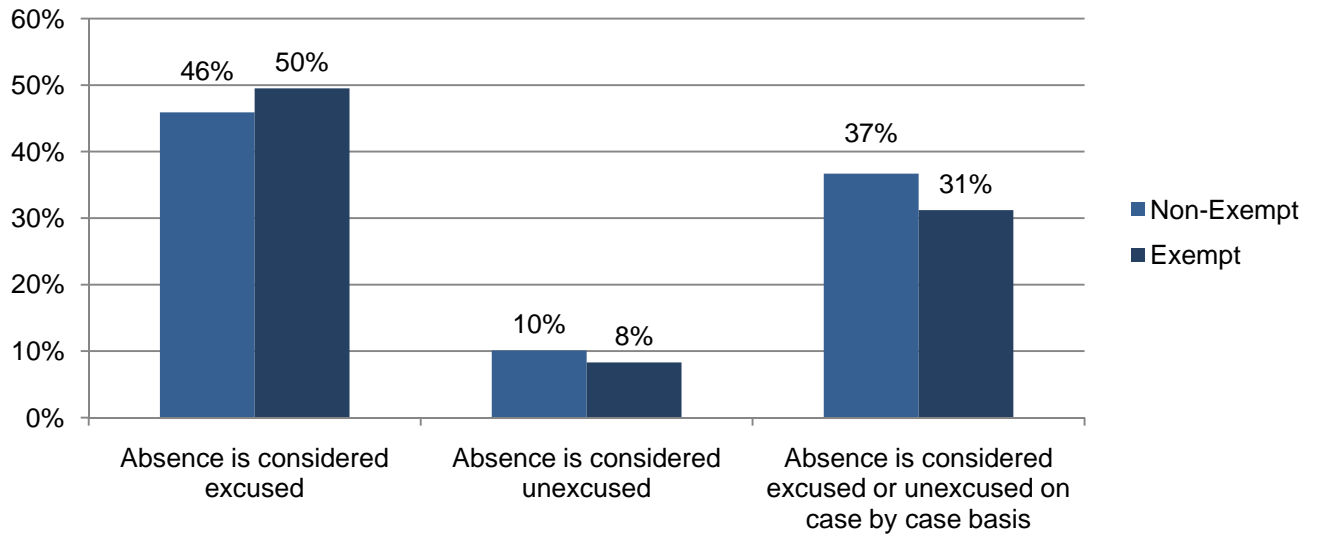


Some organizations cite critical individuals or departments in which company closures or delays do not apply. These individuals or departments commonly include staff in information technology, call centers, operations and maintenance, production management, patient/client services, laboratory, and top management. These personnel are typically required to work, even during inclement/adverse weather.

Employee Absence

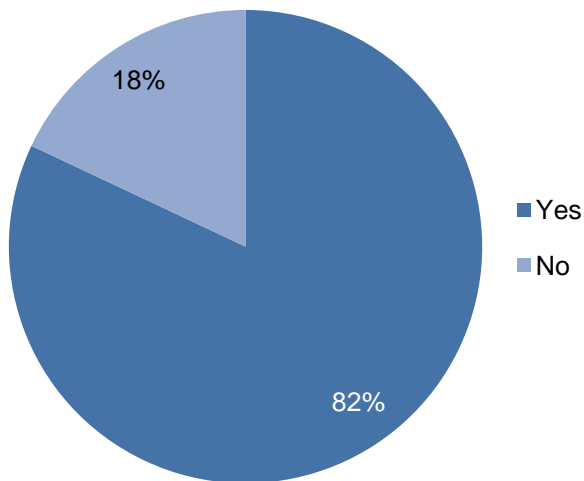
Most employers handle absences due to weather conditions similarly for exempt and non-exempt employees. More employers appear to consider these absences excused versus unexcused. Several employers, however, say they consider these absences excused or unexcused on a case by case basis.

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



Similarly, the widespread majority of employers forgive tardiness with no penalties such as points, write-ups, or discipline during inclement/adverse weather.

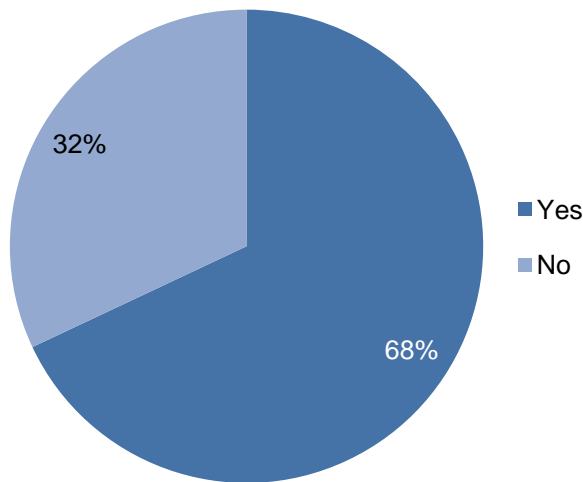
Figure 6 | During inclement/adverse weather, does your organization forgive tardiness with no penalties (points, write-ups, etc.)?



When asked if there was a time limit in which tardiness was forgiven, nearly all employers said this depends or varies based on circumstances, and that this was determined or reviewed on a case by case basis. A few employers cited that there was either no time limit or that they had no policy and only four respondents cited a specific timeframe (typically 1-2 hours).

According to 68% of respondents, exempt employees are permitted to work at home with their supervisor's discretion during inclement/adverse weather.

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



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

- Position relevance/nature of the job/job description
- Access to a computer
- Exemption status
- Distance to work
- Having necessary resources (access to company system, etc.)
- Personal circumstances
- No critical meetings or deadlines
- Available work

Pay Practices

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

Figure 8 | During inclement/adverse weather conditions, how are non-exempt employees paid when they voluntarily:

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	69%	63%	49%
Paid for full day of work (pay comes out of employee's paid time off)	12%	10%	30%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	4%	6%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	25%	30%	18%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	6%	6%	5%

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

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

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	39%	40%	33%
Paid for full day of work (pay comes out of employee's paid time off)	6%	6%	19%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	4%	5%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	13%	17%	14%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	34%	29%	28%

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

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

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	11%	9%	11%
Paid for full day of work (pay comes out of employee's paid time off)	16%	16%	32%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	12%	12%	7%
Paid for full day of work (employee has the option of using paid time off or making up time)	24%	25%	24%
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)	36%	36%	26%

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

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

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	6%	6%	6%
Paid for full day of work (pay comes out of employee's paid time off)	9%	9%	16%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	8%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	13%	14%	19%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	58%	57%	48%

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

Respondent Demographics

One-hundred and nine (109) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

	Percent
Industry	
Manufacturing	49%
Non-Manufacturing	34%
Non-Profit	17%
Organizational Size	
1-50	19%
51-200	65%
201-500	11%
Over 500	5%

Appendix A: Industry & Organizational Size Breakouts

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

	Yes	No
All Organizations	39%	61%
Industry		
Manufacturing	31%	69%
Non-Manufacturing	36%	64%
Non-Profit	77%	24%
Organizational Size		
1-50	25%	75%
51-200	41%	59%
201-500	42%	58%
Over 500	80%	20%

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

Discretion of top management

	Percent
All Organizations	55%
Industry	
Manufacturing	60%
Non-Manufacturing	64%
Non-Profit	28%
Organizational Size	
1-50	50%
51-200	56%
201-500	75%
Over 500	40%

Discretion of the CEO/President

	Percent
All Organizations	45%
Industry	
Manufacturing	36%
Non-Manufacturing	44%
Non-Profit	67%
Organizational Size	
1-50	45%
51-200	46%
201-500	25%
Over 500	60%

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

	Percent
All Organizations	8%
Industry	
Manufacturing	6%
Non-Manufacturing	3%
Non-Profit	28%
Organizational Size	
1-50	5%
51-200	9%
201-500	17%
Over 500	0%

State declarations/governmental guidelines

	Percent
All Organizations	27%
Industry	
Manufacturing	26%
Non-Manufacturing	22%
Non-Profit	39%
Organizational Size	
1-50	15%
51-200	29%
201-500	25%
Over 500	60%

Weather advisories

	Percent
All Organizations	25%
Industry	
Manufacturing	19%
Non-Manufacturing	36%
Non-Profit	22%
Organizational Size	
1-50	15%
51-200	29%
201-500	25%
Over 500	20%

Transportation infrastructures are threatened

	Percent
All Organizations	12%
Industry	
Manufacturing	11%
Non-Manufacturing	11%
Non-Profit	17%
Organizational Size	
1-50	15%
51-200	13%
201-500	8%
Over 500	0%

Public safety is threatened

	Percent
All Organizations	25%
Industry	
Manufacturing	19%
Non-Manufacturing	36%
Non-Profit	22%
Organizational Size	
1-50	30%
51-200	23%
201-500	25%
Over 500	40%

Reports suggest that driving conditions are poor

	Percent
All Organizations	14%
Industry	
Manufacturing	11%
Non-Manufacturing	19%
Non-Profit	11%
Organizational Size	
1-50	5%
51-200	14%
201-500	33%
Over 500	0%

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

Phone-tree

	Percent
All Organizations	61%
Industry	
Manufacturing	55%
Non-Manufacturing	56%
Non-Profit	83%
Organizational Size	
1-50	75%
51-200	60%
201-500	33%
Over 500	60%

Email

	Percent
All Organizations	22%
Industry	
Manufacturing	15%
Non-Manufacturing	31%
Non-Profit	28%
Organizational Size	
1-50	15%
51-200	19%
201-500	58%
Over 500	20%

Employee hotline

	Percent
All Organizations	8%
Industry	
Manufacturing	9%
Non-Manufacturing	8%
Non-Profit	6%
Organizational Size	
1-50	5%
51-200	7%
201-500	25%
Over 500	0%

General voice message

	Percent
All Organizations	24%
Industry	
Manufacturing	28%
Non-Manufacturing	17%
Non-Profit	28%
Organizational Size	
1-50	20%
51-200	21%
201-500	42%
Over 500	40%

Media

	Percent
All Organizations	13%
Industry	
Manufacturing	13%
Non-Manufacturing	8%
Non-Profit	22%
Organizational Size	
1-50	0%
51-200	14%
201-500	17%
Over 500	40%

Texting/paging

	Percent
All Organizations	9%
Industry	
Manufacturing	2%
Non-Manufacturing	14%
Non-Profit	22%
Organizational Size	
1-50	20%
51-200	6%
201-500	8%
Over 500	20%

Website

	Percent
All Organizations	2%
Industry	
Manufacturing	0%
Non-Manufacturing	3%
Non-Profit	6%
Organizational Size	
1-50	5%
51-200	1%
201-500	0%
Over 500	0%

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

Supervisors/Managers

	Percent
All Organizations	36%
Industry	
Manufacturing	43%
Non-Manufacturing	23%
Non-Profit	41%
Organizational Size	
1-50	40%
51-200	36%
201-500	27%
Over 500	40%

HR & Supervisors/Managers

	Percent
All Organizations	9%
Industry	
Manufacturing	14%
Non-Manufacturing	3%
Non-Profit	6%
Organizational Size	
1-50	5%
51-200	7%
201-500	18%
Over 500	20%

HR

	Percent
All Organizations	13%
Industry	
Manufacturing	14%
Non-Manufacturing	20%
Non-Profit	0%
Organizational Size	
1-50	5%
51-200	13%
201-500	27%
Over 500	20%

COO/VP Operations/Operations

	Percent
All Organizations	11%
Industry	
Manufacturing	9%
Non-Manufacturing	17%
Non-Profit	6%
Organizational Size	
1-50	10%
51-200	13%
201-500	9%
Over 500	0%

CEO/President/Executive Director

	Percent
All Organizations	17%
Industry	
Manufacturing	9%
Non-Manufacturing	17%
Non-Profit	35%
Organizational Size	
1-50	30%
51-200	15%
201-500	9%
Over 500	0%

Senior/Top Managers or Directors

	Percent
All Organizations	4%
Industry	
Manufacturing	2%
Non-Manufacturing	7%
Non-Profit	6%
Organizational Size	
1-50	0%
51-200	7%
201-500	0%
Over 500	0%

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

Non-exempt employees

	Absence is considered excused	Absence is considered unexcused	Absence is considered excused or unexcused on case by case basis
All Organizations	46%	10%	37%
Industry			
Manufacturing	45%	11%	38%
Non-Manufacturing	50%	8%	39%
Non-Profit	44%	6%	28%
Organizational Size			
1-50	60%	10%	15%
51-200	44%	10%	40%
201-500	58%	0%	42%
Over 500	0%	20%	60%

Exempt employees

	Absence is considered excused	Absence is considered unexcused	Absence is considered excused or unexcused on case by case basis
All Organizations	50%	8%	31%
Industry			
Manufacturing	53%	9%	30%
Non-Manufacturing	50%	6%	33%
Non-Profit	44%	6%	28%
Organizational Size			
1-50	65%	5%	10%
51-200	49%	9%	34%
201-500	58%	0%	42%
Over 500	0%	20%	40%

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

	Yes	No
All Organizations	82%	18%
Industry		
Manufacturing	75%	25%
Non-Manufacturing	92%	8%
Non-Profit	89%	11%
Organizational Size		
1-50	100%	0%
51-200	79%	21%
201-500	91%	9%
Over 500	60%	40%

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

	Yes	No
All Organizations	68%	32%
Industry		
Manufacturing	61%	39%
Non-Manufacturing	75%	25%
Non-Profit	78%	22%
Organizational Size		
1-50	84%	16%
51-200	67%	33%
201-500	67%	33%
Over 500	40%	60%

Figure 8a | During inclement/adverse weather conditions, how are non-exempt employees paid when they voluntarily:

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	85%	79%	64%
Paid for full day of work (pay comes out of employee's paid time off)	4%	2%	17%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	2%	6%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	19%	26%	17%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	4%	4%	4%

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

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	64%	61%	42%
Paid for full day of work (pay comes out of employee's paid time off)	22%	19%	44%
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%	0%
Paid for full day of work (employee has the option of using paid time off or making up time)	22%	25%	11%
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)	11%	11%	8%

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

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	39%	28%	22%
Paid for full day of work (pay comes out of employee's paid time off)	17%	17%	44%
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%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	50%	56%	39%
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)	0%	0%	0%

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

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

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	53%	55%	43%
Paid for full day of work (pay comes out of employee's paid time off)	4%	4%	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)	2%	4%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	11%	21%	11%
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)	25%	17%	19%

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

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	31%	33%	28%
Paid for full day of work (pay comes out of employee's paid time off)	8%	8%	25%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	8%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	14%	14%	14%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	42%	39%	31%

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

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	22%	17%	17%
Paid for full day of work (pay comes out of employee's paid time off)	11%	11%	22%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	0%	0%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	17%	17%	22%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	50%	50%	56%

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

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

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	17%	15%	17%
Paid for full day of work (pay comes out of employee's paid time off)	11%	11%	25%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	11%	11%	8%
Paid for full day of work (employee has the option of using paid time off or making up time)	25%	26%	25%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	36%	36%	30%

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

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	6%	6%	8%
Paid for full day of work (pay comes out of employee's paid time off)	19%	19%	44%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	17%	17%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	22%	22%	17%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	42%	42%	28%

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

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	6%	0%	0%
Paid for full day of work (pay comes out of employee's paid time off)	22%	22%	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)	6%	6%	11%
Paid for full day of work (employee has the option of using paid time off or making up time)	28%	28%	39%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	28%	28%	11%

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

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

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	9%	9%	9%
Paid for full day of work (pay comes out of employee's paid time off)	11%	11%	19%
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)	15%	17%	17%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	53%	51%	42%

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

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	6%	6%	6%
Paid for full day of work (pay comes out of employee's paid time off)	8%	8%	17%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	14%	14%	8%
Paid for full day of work (employee has the option of using paid time off or making up time)	8%	8%	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)	61%	61%	50%

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

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	0%	0%	0%
Paid for full day of work (pay comes out of employee's paid time off)	6%	6%	6%
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%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	17%	17%	22%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	72%	72%	67%

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

Appendix B: Inclement & Adverse Weather Policies

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

- Many employees work within a 5-10 mile radius of work area, this really is not an issue, but for those who do not, call offs are taken as normal. Must state reason for call off. If a person is under a disciplinary action for call-offs or tardies, this will not count against them as long as proper procedures are met, but it is still a call off.
- If the company is open and an individual cannot come into work, they must use a personal day or vacation day in order to get paid.
- Inclement Weather/Early Closings:
Emergency closings affect only those working or scheduled to work at the time of the closing. All employees are expected to be on duty unless the President, or his/her designee, deem an emergency and close the facility. If an employee feels it is impossible to get to work and we have not closed, the employee shall take that day as a vacation or personal day if appropriate. There are procedures in place for communicating any decisions regarding closings to staff:
 1. If an emergency Agency Closing occurs before the Agency opens in the morning, the President will contact the Office Management Administrator and inform her the Agency is officially closed. The effort as outlined by the communication tree and Office Coordinators in the Disaster Plan will commence.
 2. President will also alert WKYC iAlert system, which will be broadcast on the following media outlets:
 - Television: WKYC-TV, Channel 3, WOIO-TV, WVIX/PBS, MY 43
 - Radio: WTAM 1100 AM, WMBX Mix 106.5 FM, WMJI Magic 105.7 FM, WGAR My Country 99.5 FM, WAKS Kiss 96.5 FM, WMMS 100.7 FM, WHLO 640 AM, WKDD 98.1 FM, Radio Free Ohio 1350 AM, WCPN ideastream 90.3, WCRF 103.3 FM, WCLV 104.9 FM, WeatherPlus Time Warner Digital 522, WOW & Comcast 208.
 - You may also check the website link for a listing of cancellations: http://www.wkyc.com/weather/severe_weather/cancellations_closings
 3. If the Emergency Agency Closing occurs after the Agency has already opened, the processed described in #1 will occur AND the Office Coordinators will contact clients with remaining appointments for the day and notify them of the Agency closing.
- Provide up to 16 hours of paid leave to non-exempt employees if there is a facility closure due to inclement weather.
- We plan to be open each working day and would only close for a very severe weather condition.
- The company shuts down all operations when the Governor of Ohio closes all roads and mandates all to stay home.

- In the event of extreme weather conditions, the Company may allow a grace period without the assessment of points.
- The Company will be open and operating on all three shifts. A 'liberal' leave and attendance policy will be in effect for both salaried and hourly employees in the event of adverse weather and road conditions.
- Under certain circumstances, such as inclement weather, it may be necessary to close down the facility.
- Decision to Delay Opening: Under all but the most severe weather situations employees should assume the organization is open for normal working hours and should adjust their schedules to allow for additional travel time to arrive at their regular starting time. However, personal judgment may occasionally dictate a delay in departure for work due to safety concerns or localized severe weather conditions. The decision to not open the organization or delay the regular starting time will be made by the Plant Manager, Human Resources, or a designee. The following steps will be taken to notify employees:
 - Telephone calls will be made to Department Managers
 - Local radio and / or television stations will be notified if necessary
 - Phone mail will be utilized to provide specific emergency instructions. The weather emergency phone number is 1-800-562-5663. It will have a routine greeting most of the time, but in rare, severe weather circumstances will provide specific instructions.
- Decision to Close Early: The decision to dismiss employees early due to emergency weather conditions will be made by the Plant Manager & Staff. Supervisors will be notified of the decision and will relay the information to employees. If time permits, a posting on the bulletin boards will be made. Prior to a general decision to release employees early, individual employees may need to review specific personal safety concerns or family responsibility issues with their department manager for resolution. These same guidelines will also apply to general building emergencies (i.e., power failure, building damage, etc.).
- Informal policy, administered by HR and local GM.
- We are a homecare and hospice organization with patients throughout the communities we serve. The organization never closes. Each employee is to decide for themselves if conditions are too severe in their area to come to the office. We expect the nursing staff to call their patients to ascertain needs and are prepared to assist with whatever is the case. Use of county emergency staff and or procedures is employed.
- Inclement weather may cause difficulties with transportation to work. Given the nature of hospice work, it is important that the employee will make every reasonable effort to report to work. The needs of patients and families continue even in such circumstances. When staff is unable to come to work or miss part of the day due to inclement weather, they should advise the organization as soon as

possible. Depending upon the circumstances, staff may use paid time off, make up the missed time during that same pay period, or take the time off as unpaid.

- We send people home early to avoid rush hour and darkness in the event of a bad storm
- In the event that snow, ice, or other inclement weather presents hazardous conditions, the Executive Director may declare an inclement weather day for which employees who are scheduled to work will receive leave with pay. Conditions pertaining to inclement days are as follows: All employees will be notified as early as possible of the inclement weather day. Persons reporting to work on inclement weather days will not be entitled to receive extra pay or compensatory time off but will be permitted to return home and receive leave with pay for such days. Employees not scheduled to work on such days, e.g. part time employees, persons scheduled for vacation, or those who are on sick leave, etc., will not be permitted to receive leave with pay for such days.
- If weather conditions are unsafe for driving, the office may be closed or have a delayed opening at the discretion of the President. If the office is open and the employee feels it is too dangerous to drive to work, the employee may use their PTO for the day.
- If there is inclement weather, the organization will only close if emergency personnel have instructed us to do so.
- If the business is closed due to inclement weather and you were scheduled to work, it is a paid shift. If the County government offices are close, we are closed.
- Although the Agency will make every effort to remain open for business on scheduled workdays, there may be instances, such as severe weather, utility disruptions, etc., where conditions make it impossible to do so. The President/Chief Executive Officer or designee has the discretion to close an office for the day, close an office early or delay the opening of an office.
- All employees are able to work from home. In the event they feel it is unsafe to attempt commute, they can opt to work from home via VPN.
- Use your discretion about whether it's safe to travel from where you live. If you need to take a snow day, you can take leave or make up the time over the following two weeks.
- Difficult weather conditions are to be expected during the winter months. Except in cases of severe storms, employees are expected to work their regularly scheduled work hours. Time taken off due to poor weather conditions while the practice remains open is to be used as PTO or is an unpaid, unscheduled absence.
- If severe weather conditions require closing the practice, this decision is made only by the practice CEO or Medical Director and you would be notified by your Manager. In such an extreme case, you would not be required to use PTO nor would your absence be counted as an unpaid, unscheduled day off.
- In these situations, time off from scheduled work will be paid for full-time employees. A full-time employee will be paid for 4 hours of pay if the closing is prior to completion of the first 4 hours that are

scheduled. The full-time employee will be paid for 8 hours if the closing is after the first 4 hours of work. When the decision to close is made before the workday has begun, time off from scheduled work will be unpaid. However, with supervisory approval, employees may use available paid leave time, such as unused vacation benefits.

- In cases where an emergency closing is not authorized, employees who fail to report for work will not be paid for the time off. Employees may request available paid leave time such as unused vacation benefits.
- At times, emergencies such as severe weather, fires, power failures, or earthquakes, can disrupt company operations. In extreme cases, these circumstances may require the closing of a work facility.
- When the decision to close is made AFTER the workday has begun, employees will receive official notification from their immediate supervisor. In these situations, if the employee has worked less than 4 hours, the employee will be paid for 4 hours. If the employee has worked more than 4 hours, they will be paid for a full day. When the decision to close is made BEFORE the workday has begun, time off from scheduled work will be unpaid. However, with supervisory approval, employees may use available paid leave time, such as unused vacation benefits.
- If situations occur before the normal workday begins which may require the closing of a work facility, announcements may be made on local radio and television stations. Also, personnel may contact their supervisors for information concerning closures. Alternatively, personnel may be called and informed by their supervisor that the workplace will be closed. If notification of closure is not received by one hour prior to the time to begin work, personnel will report for work as scheduled. Time that is missed when an employee is unable to arrive for work on time due to severe weather will be made up only in situations of operational necessity as determined by the immediate supervisor. For nonexempt employees, pay will be at the regular rate.
- If employees do not feel it is safe to drive to work we allow them to notify their supervisor of the situation and do not count it against their attendance. If they are at work and there is a severe weather advisory we notify the employees and allow them to leave early.
- Snow Emergency Roadway Condition Levels: In snowy weather, County Sheriff's Departments issue travel advisories as shown below. During heavy snows, employees are urged to call the appropriate local hotline numbers for hourly updates on Condition Levels.
 - Level I: Roadway Advisory. The roads are hazardous and icy with blowing and drifting snow. Motorists are advised to drive cautiously.
 - Level II: Roadway Warning. The roads are more hazardous and icy with blowing and drifting snow. Motorists are advised to drive very cautiously.

- Level III: Roadway Closure. The County Sheriff's Department and the Highway Patrol have closed roadways to all motorists except for emergency travel. Citations may be issued to motorists for non-emergency travel.

It is imperative that employees follow legal cautionary notices for travel to work. Lateness occurrences will not be levied against employees who are delayed in their travel time due to inclement weather conditions as our primary goal is for safety. Inclement weather does not automatically provide an excused absence unless a weather emergency has been declared by the Human Resources Director.

- At times, emergencies such as severe weather, fires, power failures or earthquakes can disrupt Museum operations. In extreme cases, these circumstances may require the closing of the Museum.
- When operations are officially closed due to emergency conditions, time off from scheduled work will be paid. If an employee has previously scheduled vacation or personal time off, it will be used as such. Employees in essential operational positions may be asked to work on a day when operations are officially closed. In this event, those employees will be paid for hours worked and will receive an additional day off with pay, to be taken within a reasonable period of time. When operations have not been officially closed, employees who fail to report for work will not be paid for the time off. Employees may request available paid leave time such as earned but unused vacation benefits or personal days.
- Our organization will be closed to staff, volunteers and visitors when Akron Public Schools cancels classes due to inclement weather conditions. Staff and volunteers should not report to work and all meetings or events scheduled for that day will be cancelled. Our organization's main phone line, 330-836-5533, will have a recorded message by 8:00am alerting callers that the institution is closed. Closure information will be posted on our organization's website as well as on WKYC, NBC Channel. This policy applies to all buildings on the property. Please communicate this policy to all staff, volunteers and guests.
- Our organization is located in downtown Cleveland. When Cleveland public schools are closed due to weather, our office is closed
- Employees who are not able to travel to the organization on days with extreme inclement weather, on which these days the organization remains open, must use vacation time or personal days to be paid for his or her leave. Any employee unable to report to work must notify by the beginning of the employee's shift a.) his or her Immediate Supervisor; and b.) the Human Resources Office by calling the sick line.
- The organization is open to our members seven (7) days a week from dawn to dusk and open to the general public from 9:00-5:00 every day of the year except Thanksgiving, Christmas and New Year's Day. Our obligation to provide services to our members and guests must be balanced with the personal safety of the organization's employees and visitors.

- When an employee makes the decision to call off work for weather-related reasons, but the organization remains open, a day of PTO will be charged to the employee's account.
- In the unusual event that the President & CEO, or his designee, decides, for weather-related reasons, not to open Holden on any given work day, every reasonable effort will be made to contact employees, as early as possible. In this circumstance, employees will be charged a day of PTO.
- If a non-exempt employee arrives at work to find the organization closed, he/she must contact a Holden police officer to advise him/her of their arrival. It is recommended that the employee call his/her supervisor from the organization to discuss the situation. It may be mutually decided that the individual will remain at work for the entire day or a set period of time, or that he/she should return home immediately. If the employee chooses to return home, he/she will receive two (2) hours of pay for reporting to work. If it is agreed that the employee remains on-site to perform work, he/she will be paid for actual hours worked.
- If, during the course of a day, unexpected weather conditions create a need to close the organization, all employees will be paid for the remainder of the work day.
- The company has a phone number that has a recorded message as to the operation of the company. We also have a 'phone tree' that is handled by supervisors.
- State declarations
- You are expected to come to work regardless of the weather. If the Company decides the weather is so severe that you should not come to work, your supervisor will notify you. If you are told not to come in at all or to come in late or leave early because of the weather, you will be paid only for the hours worked. Employees must use earned PTO if they want to be paid for lost time due to weather.
- Severe weather may occur during the winter months. Although driving may at times be difficult, when caution is exercised, the roads are normally passable. Except in cases of severe storms, we are all expected to work our regular hours. However, if an employee believes his or her personal safety is threatened by driving conditions, he or she should stay home and report off work. Time taken off due to poor weather conditions may be used as a vacation/personal day, or is unpaid. Please submit a Time Away From Work form to your supervisor. If severe weather affects company operations, you will be notified as soon as possible. Current information on weather related or other delays in the organization's work schedules is available by calling the company's toll free phone number and pressing the #9 to be connected to the employee information mailbox. Information and instructions may also be announced over local radio stations WQKT (104.5 FM) and WKLM (95.3 FM). In the event severe weather completely shuts down operations, this time off may be used as a vacation/personal day or is unpaid. Please submit a Time Away From Work form to your supervisor or manager.

- We have a phone number to call about inclement weather. We have delayed the start of work up to two hours based on inclement weather.
- We let employees leave early if weather becomes severe. Start times are relaxed if severe weather occurs in early AM. Employees also have the option to use vacation time if they chose not to come to work for weather reasons. Closing our office completely for an entire day is not done.

Appendix C: Other Absence & Pay Practices

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

Other ways organizations handle absenteeism due to inclement/adverse weather

- Employees may be able to use a call in vacation for the missed day
- If staff leave work during bad weather (and we have not deemed policy in effect) they take vacation time
- If Hourly employees have already reported to work and sent home they are compensated for (4) hour pay due to weather.
- Employees take PTO if driving is precarious and they choose to stay home. There is no excused/unexcused
- Absence requires use of a personal or vacation day
- Hourly employees - considered excused for all employees of the class if conditions warrant
- If we remain open & EE elects not to come in, EE uses PTO. If we close, the absence would be excused.
- Absences are not tracked. If the President/Chief Executive Officer or designee closes an office, Trainees and regular Full-Time employees, who are scheduled to work, will be paid for a full workday. All other employees including Full-Time Home Health Aides, Full-Time Long Term Temporary Employees and Part-Time employees will be paid only for hours worked. If an office is open and an employee cannot get to work, he/she can make up the time missed or use vacation time. The Agency will make every effort to help employees make up missed time. If an emergency closing extends beyond one day per event, employees will take vacation time for emergency closure days beyond the first day.
- We have fewer than 50 employees, so individuals use their discretion as to their ability to travel in the conditions. Some managers will make the decision to allow their employees to leave early or come in late.
- No attendance policy infractions apply in a situation like above. Exempt employees are required to utilize benefit time accruals to cover their absence, and Non-Exempt employees may do the same, or may elect to take the time off as unpaid.
- When operations are officially closed due to emergency conditions, time off from scheduled work will be paid. If an employee has previously scheduled vacation or personal time off, it will be used as such.

- Employees in essential operational positions may be asked to work on a day when operations are officially closed. In this event, those employees will be paid for hours worked and will receive an additional day off with pay, to be taken within a reasonable period of time.
- When operations have not been officially closed, employees who fail to report for work will not be paid for the time off. Employees may request available paid leave time such as earned but unused vacation benefits or personal days.
- Employees could apply PTO time towards the absence.
- We have a very flexible operation. Employees are able to work from home.
- The employee's are required to use vacation or personal time. So non-exempt and exempt employees are paid unless they do not have any vacation or personal time available.
- If the company is open, all employees are expected to report to work.
- Absence is excused if the organization has provided a message about the adverse weather. We often have employees who personally feel most of winter in inclement and choose to call off the day of the poor weather. Those individual absences are considered unexcused.
- If the office is not 'officially' closed, employees are expected to be at work.

Other ways organizations handle pay due to inclement/adverse weather

- We have hourly production staff that must make rates whereas our salary office staff can work from home therefore there is more flexibility to meet company requirements
- We don't count hours so we focus on work done.
- Hourly employees receive a minimum of (4) hours pay if they arrive to work and are sent home due to weather conditions.
- Missing time due to inclement weather is counted as vacation or personal time. If the company has to shut down due to power outage or other reason, employees are paid a half day if before noon, full day if after
- Pay practices are based on full-time vs. part-time status. If the President/Chief Executive Officer or designee closes an office, Trainees and regular Full-Time employees, who are scheduled to work, will be paid for a full workday. All other employees including Full-Time Home Health Aides, Full-Time Long Term Temporary Employees and Part-Time employees will be paid only for hours worked. If an office is open and an employee cannot get to work, he/she can make up the time missed or use vacation time. The Agency will make every effort to help employees make up missed time. If an emergency closing extends beyond one day per event, employees will take vacation time for emergency closure days beyond the first day.
- When the decision to close is made before the workday has begun, time off from scheduled work will be unpaid, or employees can use PTO.

- When operations are officially closed due to emergency conditions, time off from scheduled work will be paid. If an employee has previously scheduled vacation or personal time off, it will be used as such. Employees in essential operational positions may be asked to work on a day when operations are officially closed. In this event, those employees will be paid for hours worked and will receive an additional day off with pay, to be taken within a reasonable period of time. When operations have not been officially closed, employees who fail to report for work will not be paid for the time off. Employees may request available paid leave time such as earned but unused vacation benefits or personal days.
- There really isn't an opportunity for most to make up time. If they miss out on the hours of operation then they would either not get paid or pull from their PTO in order to receive money.
- The organization is very flexible on these matters. No one would be penalized for leaving early or arriving late.
- Non-exempt who involuntarily miss work are paid on a situational basis, that is mgt will consider the situation and make the decision to pay or not.
- Exempt employees work so many hours they always are over 40.
- If an exempt employee leaves work early or comes in late and it is less than 4.0 hours they get paid for the entire day but if the missed time is over 4.0 hours they must use vacation time.

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

- They receive 100% pay regardless of status
- If no calls went out to let them know, or if they went out with little notice before they would have attempted to come into work then travel time will be paid using expense form and mileage formula.
- No pay
- Same as those notified by voice mail of closure
- Paid for 2 hrs.
- Paid for full day.
- They are not paid
- Paid only for hours worked.
- If we did not utilize the iAlert broadcasting system in a timely manner, then union employees must receive 4 hours of pay. All other hourly employees would not be compensated. Exempt employees would be paid if they worked any time during that week. This is subject to change depending upon the actual circumstances.
- Paid for full day, no PTO used
- They are paid for the whole day. We would have tried to notify them ahead of time.
- Paid.

- Hourly employees are not paid if the plant is closed. Non Exempt and Exempt are paid if they arrive and the plant is closed.
- Full pay--no PTO taken away
- Exempt salaried employee is paid regardless. Non-exempt would need supervisor approval for extra time.
- If the company has to shut down due to power outage or other reason, employees are paid a half day if before noon, full day if after
- Pay for full day
- Employees receive regular pay.
- Case by case
- They are not paid at all.
- Non-exempt – Unpaid; Exempt - Paid
- Paid for 2 hours if not notified in advance.
- Paid for the full day.
- Not paid
- Exempt are usually paid for the full day. Non-exempt, depending on how much work time is lost, may receive partial pay.
- Regular pay just as others
- They receive a full day's pay. Do not have to use PTO or make up.
- Not paid
- They are expected to return home and work from home. They will not be penalized for the time lost in travel.
- Has never happened; however we would consider some type of pay if it occurred.
- Not paid when the plant is closed due to mother nature
- Employee will receive 4 hours of pay if the workday has begun. When the decision is made before the workday begins, time off from scheduled work is unpaid or requires use of paid time off.
- If the employee has worked less than 4 hours, the employee will be paid for 4 hours. If the employee has worked more than 4 hours, they will be paid for a full day.
- Paid
- No pay.
- Non-exempt paid for 1/2 day. Exempt - paid for entire day.
- It would depend on some factors.
- All employees have access to the building and would be welcome to come in to work if they'd like.
- They are paid for the day and it does not come out of their PTO balances.

- Non-exempt is paid for 2 hours if they decide to return home. Otherwise, pay for time worked >2 hours. Exempt is paid regardless and expected to make up work.
- If not the fault of the employee, four hours of pay are given.
- Paid for the day, but expected to work at home
- Paid for hours worked.
- Employees will always be notified if the organization closes. But it never has!
- Paid 4 hours report-in pay
- Not paid
- We pay non-exempt employees for two hours if we cannot operate and we did not notify employees in advance.
- They get full pay
- Same as above
- They would be paid for 4.0 hours if it can be proved they were here. That is a difficult situation which fortunately has not happened. It has happened where the supervisor was late and the 1st shift employees could not get in the building until a manager or supervisor did arrive at work. In that case the employees punch in times was adjusted back to the time they were suppose to start their shift.

About ERC

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



ERC Inclement & Adverse Weather Practices Survey

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