

# 2011 ERC Holiday Practices Survey

**November 2011**

**Conducted by ERC**

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## About ERC

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



## Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in October and November of 2011, on practices related to holiday parties, gift-giving, and other holiday practices. The survey reports trends in:

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

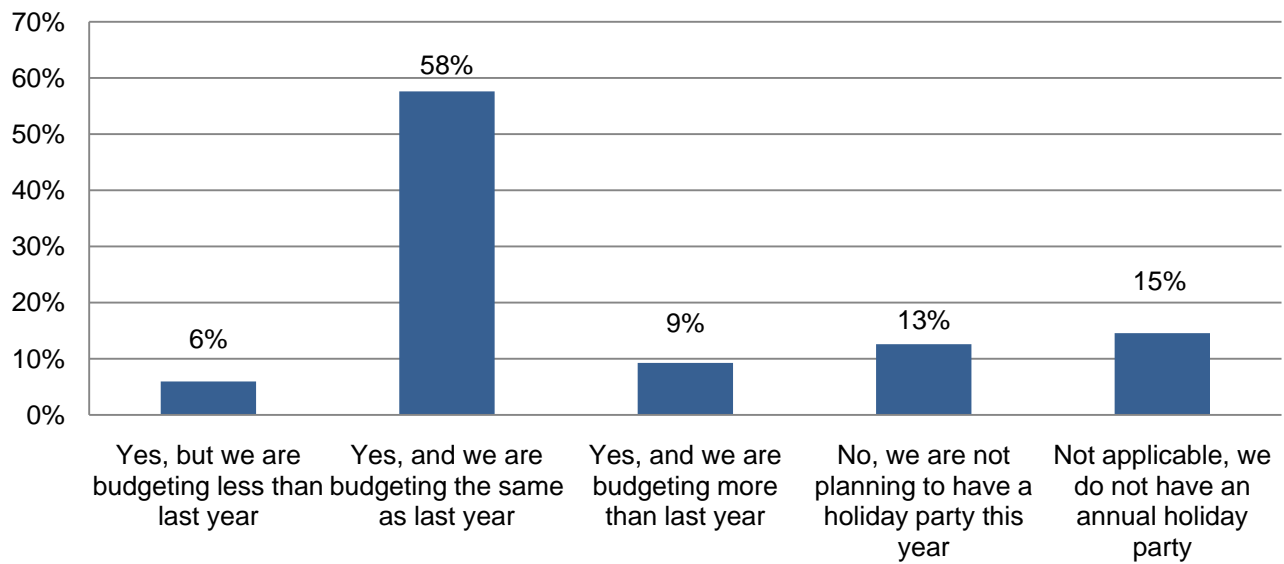
All ERC members were invited to participate in the survey starting on October 11th, 2011 via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on November 4th, 2011. In order to provide the most reliable and accurate information, data was cleaned and duplicate records were removed. Any outliers or invalid data were also eliminated, yielding a final data set of 152 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.

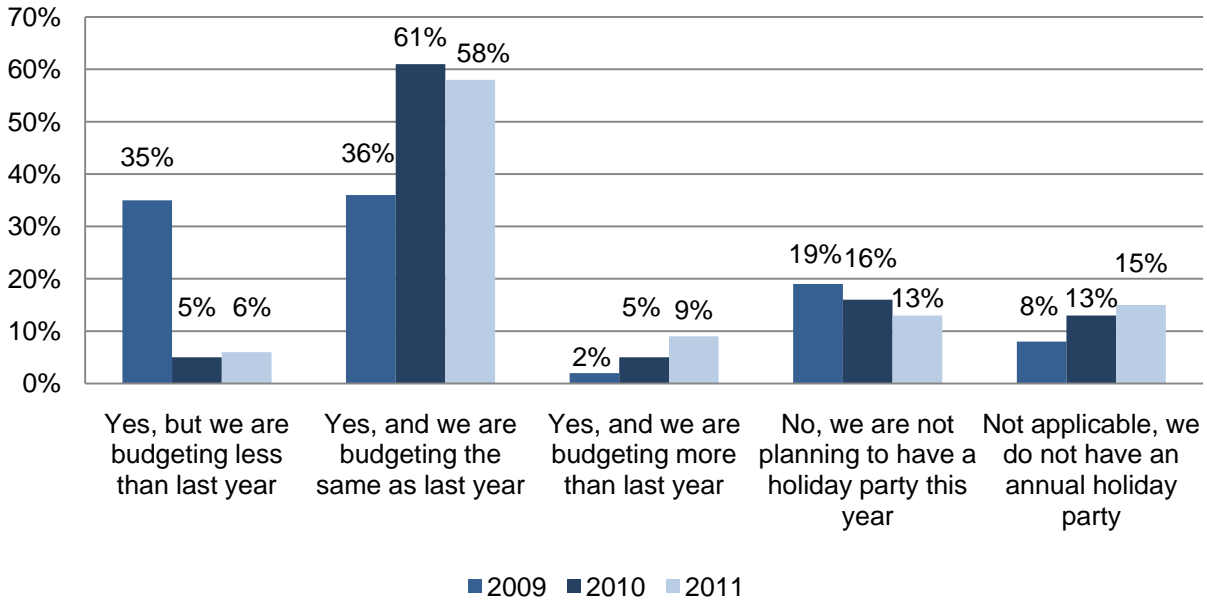
## Holiday Parties

Seventy-three percent of organizations are planning a holiday party for 2011, with the majority of employers (67%) budgeting the same amount or more as last year for their party. Employers' practices appear to be markedly similar to those of last year. Among those employers budgeting more than last year, organizations are planning to budget 32% more for their holiday party, on average. Among those employers budgeting less than last year, organizations are planning to budget 19% less for their holiday party, on average.

### Percentage of organizations planning a holiday party for this year



**Percentage of organizations planning a holiday party for this year: Comparison to 2009 & 2010**



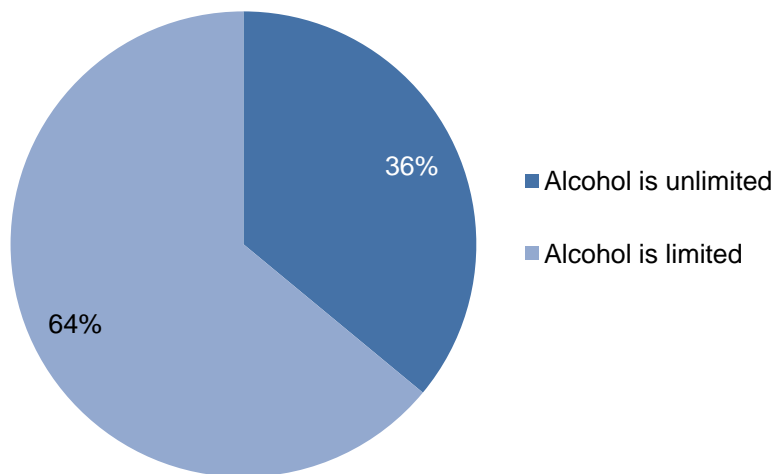
Most employers say that their holiday party is catered (72%) and that only employees are invited (69%). Organizations are fairly split on the locations of their parties, with 41% of employers indicating that their holiday parties will be held on the company premises and 52% saying that their holiday parties will be held at an external location. More employers, however, are holding their company holiday party at an external location versus the company premises. For a full listing of locations and caterers cited by respondents, please reference Appendix C.

**Percentage of organizations that have holiday parties that use the following holiday party practices**

	This Year	Last Year
Only employees are invited to the holiday party.	69%	67%
Employees and their spouses/significant others are invited to the holiday party.	30%	26%
Employees their spouses/significant others and children are invited to the holiday party.	3%	2%
The holiday party is held on the company premises.	41%	46%
The holiday party is held at an external location (restaurant, hotel, etc.).	52%	42%
The holiday party is held at a coworkers' residence.	1%	1%
The holiday party is catered.	72%	63%
The holiday party includes entertainment.	29%	26%
Alcohol is served at the holiday party.	40%	34%
Transportation is provided to and from the holiday party.	6%	6%

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

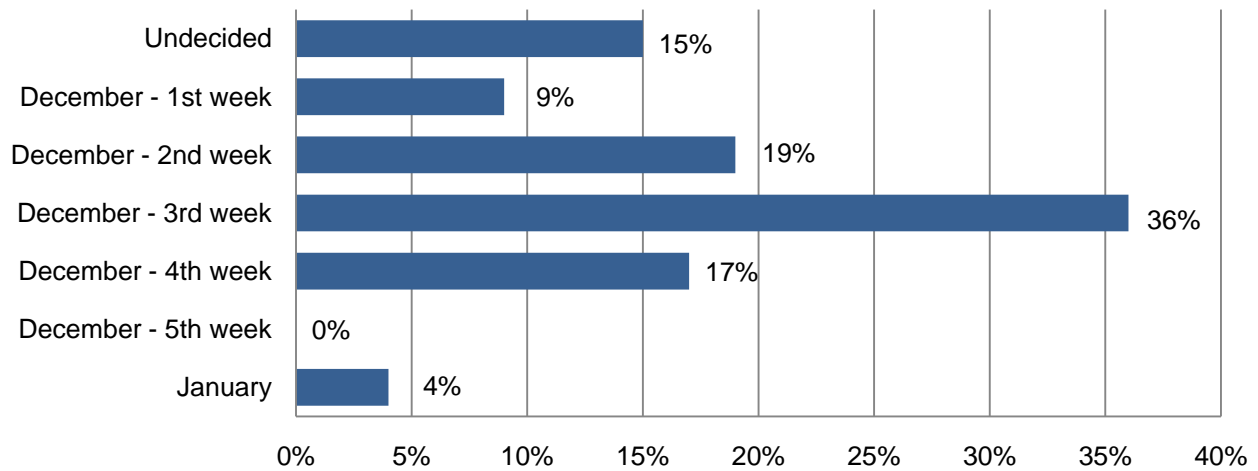
**Percentage of organizations that limit or do not limit alcohol consumption at their holiday parties among those that provide it**



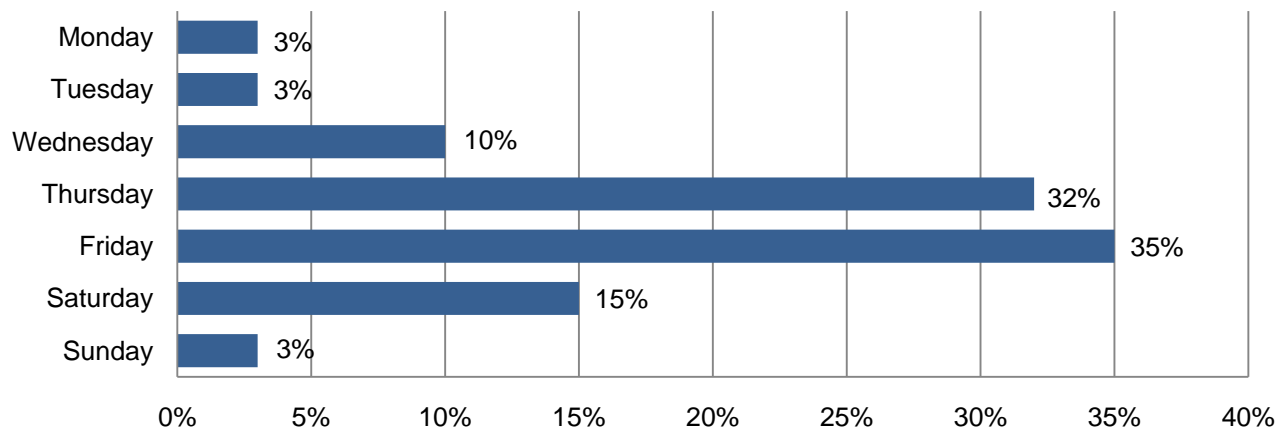
## Timing & Logistics of Holiday Parties

Respondents were asked to cite the specific day and time on which their holiday party is being held in the survey. The most common week that employers cite having a holiday party for 2011 is the third week of December. The second most common week cited was the second week of December. Most employers (35%) are holding their holiday parties on a Friday and 32% are having their holiday parties on Thursday. Fewer employers are having their holiday parties on a weekday. Additionally, the majority of employers (51%) are having their 2011 holiday party during lunch. Evening parties were the second most common, provided by 39% of respondents. Holiday parties scheduled during the afternoon or morning are fairly uncommon. Also of interest is the fact that luncheons are much more commonly held when a holiday party is on a weekday or Friday. Evening parties were more common when the event is being held on a Saturday.

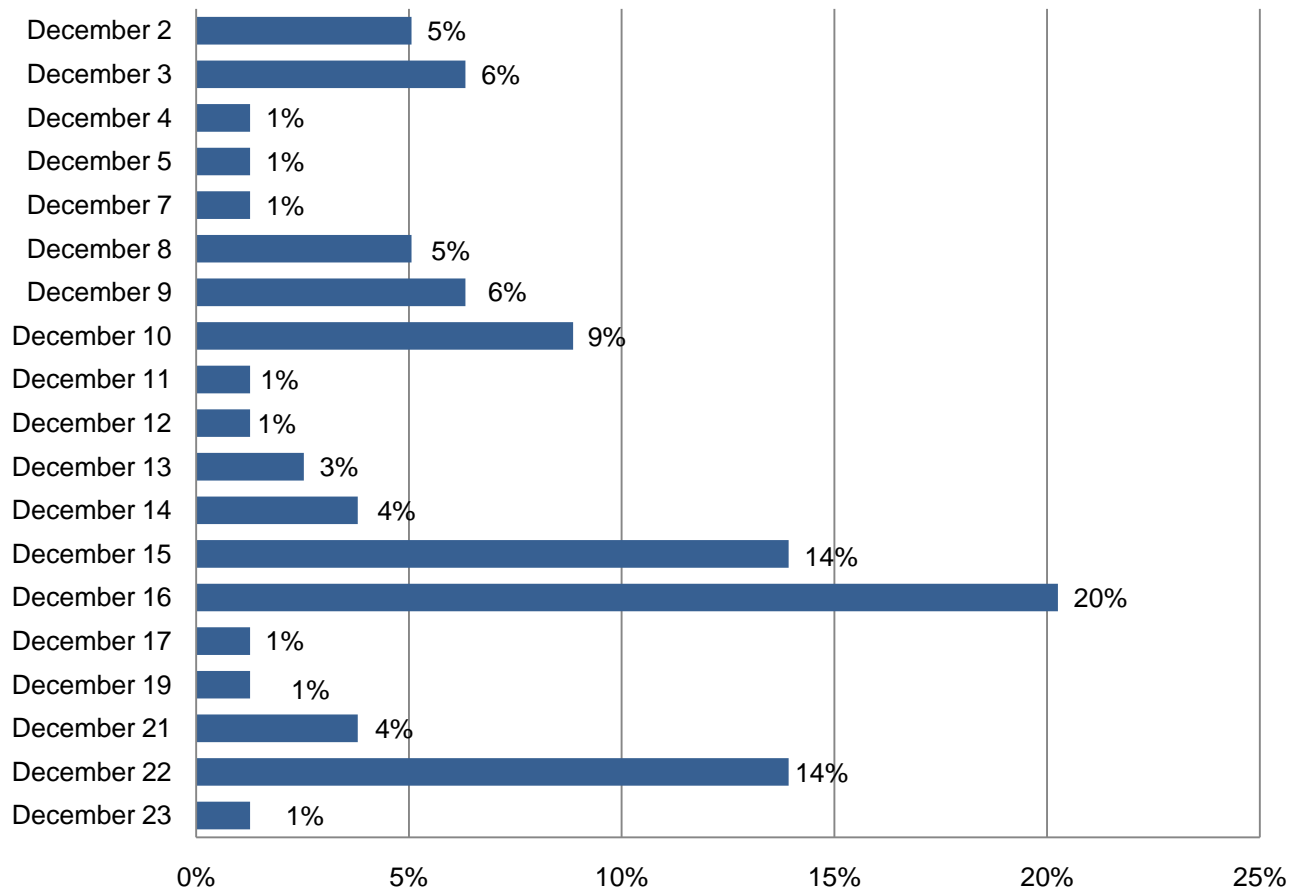
### Week in which the holiday party is scheduled



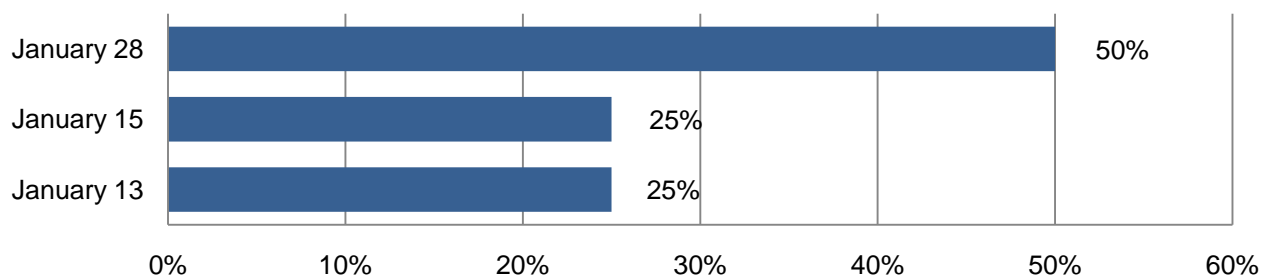
### Day of the week in which the holiday party is scheduled



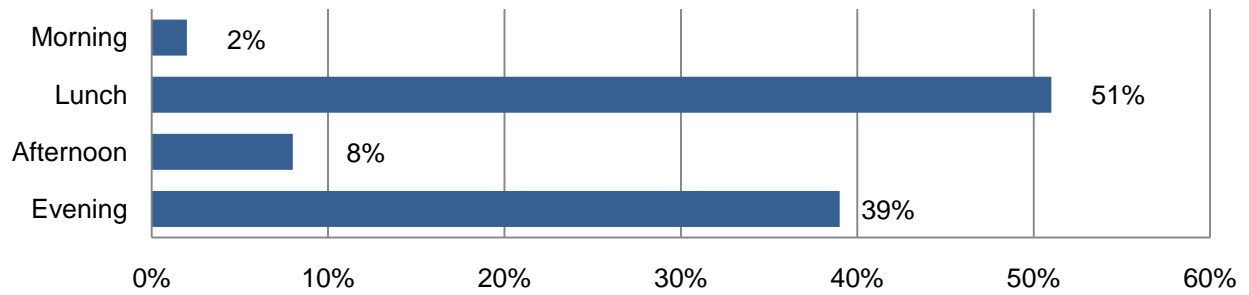
**Exact day in which the holiday party is scheduled in December**



**Exact day in which the holiday party is scheduled in January**



### Holiday party times



### Holiday party times by days of the week

	Morning	Lunch	Afternoon	Evening
Monday	0%	50%	0%	50%
Tuesday	0%	50%	0%	50%
Wednesday	0%	50%	0%	50%
Thursday	0%	55%	18%	27%
Friday	0%	67%	11%	22%
Saturday	8%	0%	0%	92%
Sunday	50%	0%	0%	50%

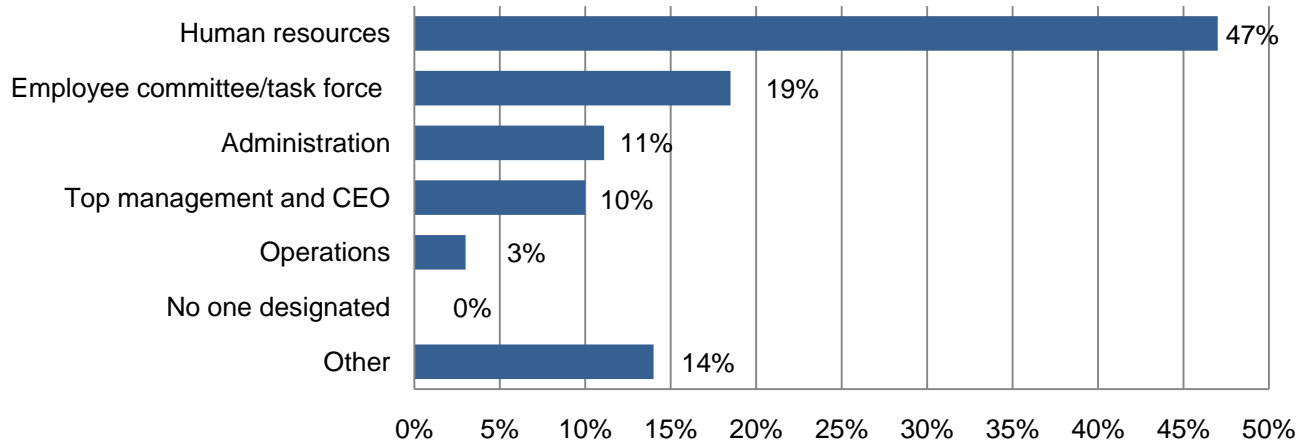
**Exact times of holiday parties**

	Percent
<b>Times for employers hosting parties in the morning</b>	
9:00 AM	100%
<b>Times for employers hosting parties at lunch</b>	
11:00 AM	5%
11:30 AM	7%
12:00 PM	70%
12:30 PM	5%
1:00 PM	9%
1:30 PM	5%
<b>Times for employers hosting parties in the afternoon</b>	
2:00 PM	67%
3:00 PM	33%
<b>Times for employers hosting parties in the evening</b>	
4:00 PM	16%
4:30 PM	3%
5:00 PM	11%
5:30 PM	13%
6:00 PM	47%
6:30 PM	3%
7:00 PM	5%
7:30 PM	3%

*\*Percentages reflect only those organizations having parties within these times.*

Most commonly, employers report that Human Resources is responsible for planning holiday parties. Some employers (19%) report that employee committees/task forces are involved in the planning. In some cases, top management and the CEO are involved. Other individuals cited as responsible for planning holiday parties include executive assistants, event coordinators, marketing personnel, and boards.

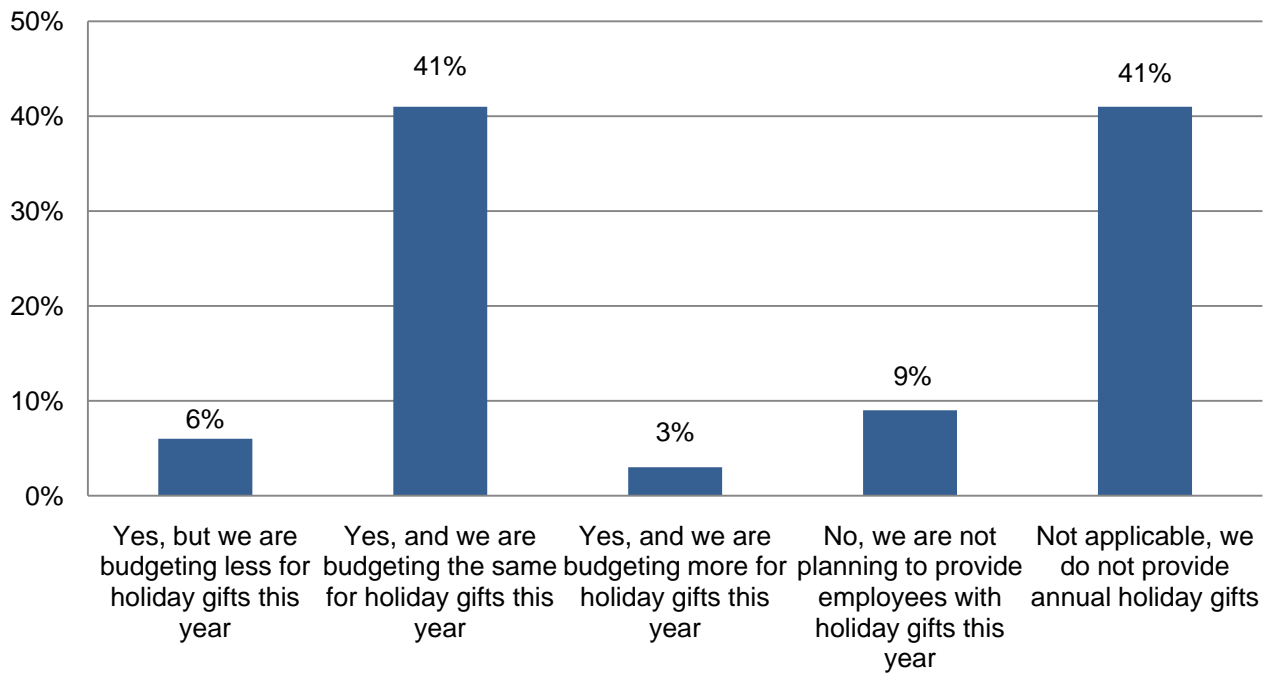
**Individuals or functions responsible for planning holiday parties**



## Holiday Gifts & Service

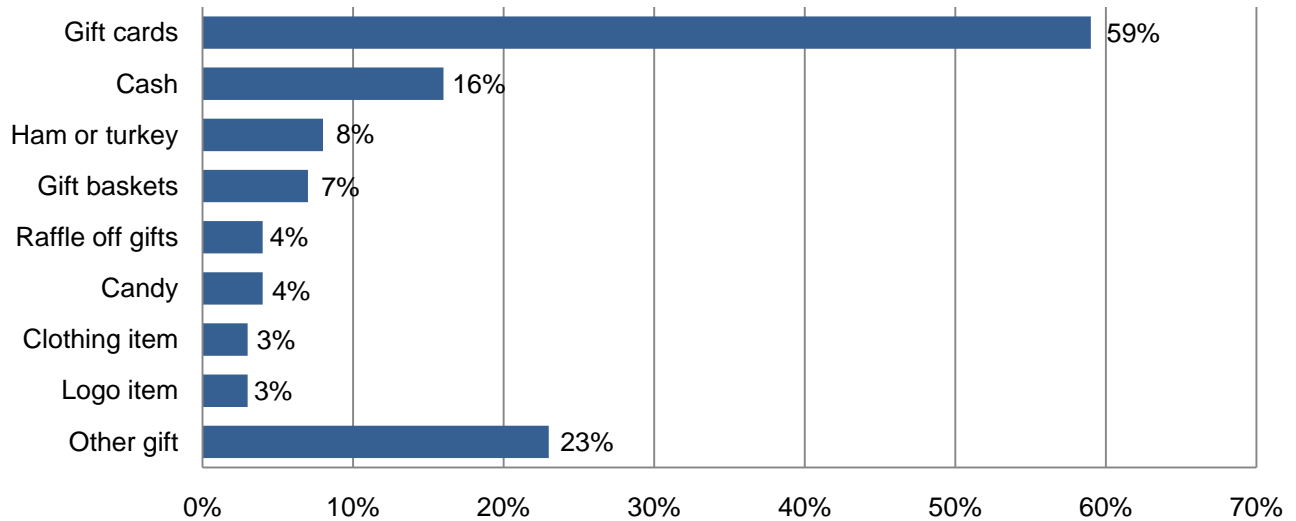
Half of organizations surveyed intend to provide employees with holiday gifts this year, and most are budgeting the same as last year for holiday gifts. The same percent (41%) of employers say they do not provide holiday gifts to employees. In terms of the types of holiday gifts provided to employees, employers report that gift cards are most common. Other employers provide cash, a ham or turkey (or sometimes both), a clothing/logo item, or raffle off gifts. For a full listing of holiday gifts cited by respondents, please reference Appendix E.

### Percentage of organizations providing employees with holiday gifts



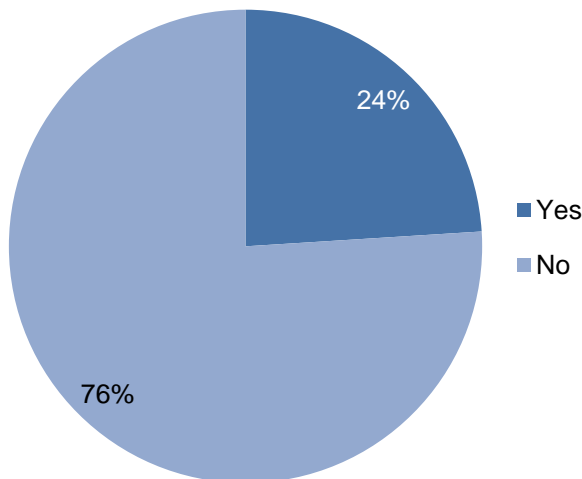
### Types of holiday gifts given to employees

\*Includes only those organization reporting providing employees with holiday gifts



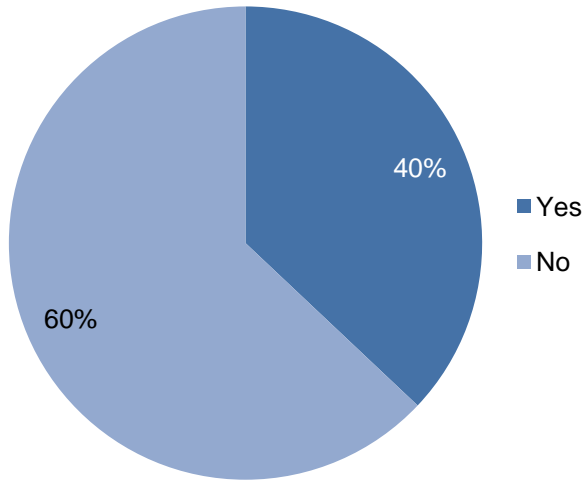
Twenty-four percent of organizations report providing a holiday bonus to employees. The average amount of the holiday bonus reported by respondents is \$477. The average percentage holiday bonus (as a percent of pay) was 4%. The most common criteria for receiving a holiday bonus are performance and company profitability, although several employers reported that all employees receive this bonus. A full listing of the criteria cited by respondents can be found in Appendix F.

### Percentage of organizations that provide a holiday bonus



Forty-percent of employers coordinate holiday community service efforts. A full listing of the community efforts coordinated at responding organizations is provided in Appendix G. Among the most common efforts are collections, donations, and participation in the Adopt-a-Family program.

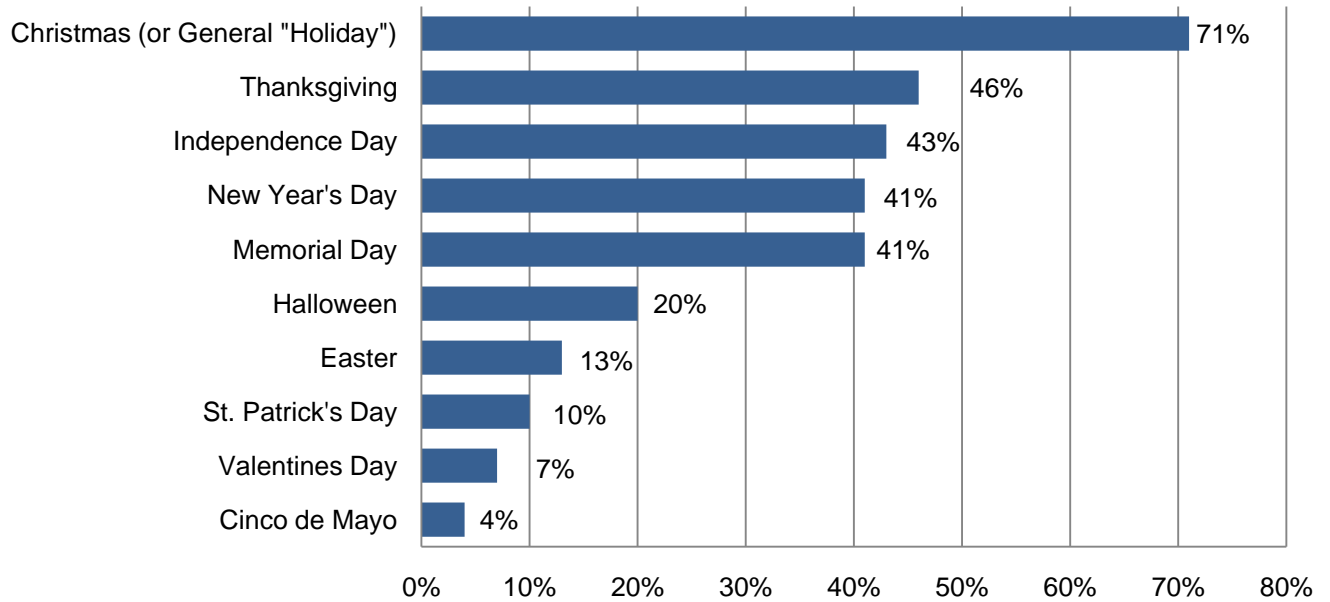
**Percentage of organizations that coordinate holiday community service efforts**



## General Holiday Celebrations

Employers report celebrating many other holidays at their workplaces besides Christmas. Several celebrate Thanksgiving (46%), Independence Day (43%), New Year's Day (41%), and Memorial Day (41%).

### Percentage of organizations that celebrate the following holidays



## Respondent Demographics

Below is a breakdown of the industries and sizes that respondents represent.

	Percent
<b>Industry</b>	
Manufacturing	52%
Non-Manufacturing	36%
Non-Profit	13%
<b>Organizational Size</b>	
1-50	19%
51-200	57%
201-500	18%
Over 500	7%

## Appendix A: Industry & Organizational Size Breakouts

Figure 1a | Is your organization planning to have a holiday party this year?

Yes, but we are budgeting less than last year

	Percent
<b>All Organizations</b>	6%
<b>Industry</b>	
Manufacturing	4%
Non-Manufacturing	6%
Non-Profit	16%
<b>Organizational Size</b>	
1-50	14%
51-200	4%
201-500	7%
Over 500	0%

Yes, and we are budgeting the same as last year

	Percent
<b>All Organizations</b>	58%
<b>Industry</b>	
Manufacturing	58%
Non-Manufacturing	57%
Non-Profit	53%
<b>Organizational Size</b>	
1-50	54%
51-200	64%
201-500	52%
Over 500	20%

**Yes, and we are budgeting more than last year**

	Percent
<b>All Organizations</b>	9%
<b>Industry</b>	
Manufacturing	10%
Non-Manufacturing	11%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	11%
51-200	11%
201-500	7%
Over 500	0%

**No, we are not planning to have a holiday party this year**

	Percent
<b>All Organizations</b>	13%
<b>Industry</b>	
Manufacturing	12%
Non-Manufacturing	15%
Non-Profit	11%
<b>Organizational Size</b>	
1-50	7%
51-200	14%
201-500	15%
Over 500	10%

**Not applicable, we do not have an annual holiday party**

	Percent
<b>All Organizations</b>	15%
<b>Industry</b>	
Manufacturing	16%
Non-Manufacturing	11%
Non-Profit	21%
<b>Organizational Size</b>	
1-50	14%
51-200	7%
201-500	19%
Over 500	70%

**Figure 2a | If your organization is having a holiday party but is budgeting more or less than last year, please specify by what percent you have increased or decreased your budget.**

	Average decrease	Average increase
<b>All Organizations</b>	19%	32%
<b>Industry</b>		
Manufacturing	25%	24%
Non-Manufacturing	15%	39%
Non-Profit	10%	n/a
<b>Organizational Size</b>		
1-50	13%	24%
51-200	35%	37%
201-500	20%	10%
Over 500	n/a	n/a

**Figure 3a | Please select all the holiday party practices that apply to your organization.**  
Please note that these percentages only include employers that are conducting holiday parties this year.

**Only employees are invited to the holiday party.**

	This Year	Last Year
<b>All Organizations</b>	69%	67%
<b>Industry</b>		
Manufacturing	75%	71%
Non-Manufacturing	60%	60%
Non-Profit	77%	77%
<b>Organizational Size</b>		
1-50	59%	55%
51-200	70%	68%
201-500	72%	72%
Over 500	100%	100%

**Employees and their spouses/significant others are invited to the holiday party.**

	This Year	Last Year
<b>All Organizations</b>	30%	26%
<b>Industry</b>		
Manufacturing	21%	16%
Non-Manufacturing	43%	38%
Non-Profit	23%	23%
<b>Organizational Size</b>		
1-50	41%	36%
51-200	26%	23%
201-500	33%	22%
Over 500	50%	50%

**Employees their spouses/significant others and children are invited to the holiday party.**

	This Year	Last Year
<b>All Organizations</b>	3%	2%
<b>Industry</b>		
Manufacturing	2%	2%
Non-Manufacturing	5%	3%
Non-Profit	0%	0%
<b>Organizational Size</b>		
1-50	0%	0%
51-200	3%	2%
201-500	0%	0%
Over 500	50%	50%

**The holiday party is held on the company premises.**

	This Year	Last Year
<b>All Organizations</b>	41%	46%
<b>Industry</b>		
Manufacturing	50%	55%
Non-Manufacturing	25%	33%
Non-Profit	54%	54%
<b>Organizational Size</b>		
1-50	36%	41%
51-200	39%	46%
201-500	39%	44%
Over 500	100%	100%

**The holiday party is held at an external location (restaurant hotel etc.).**

	This Year	Last Year
<b>All Organizations</b>	52%	42%
<b>Industry</b>		
Manufacturing	45%	30%
Non-Manufacturing	65%	55%
Non-Profit	39%	46%
<b>Organizational Size</b>		
1-50	59%	50%
51-200	52%	42%
201-500	56%	39%
Over 500	0%	0%

**The holiday party is held at a coworker's residence.**

	This Year	Last Year
<b>All Organizations</b>	1%	1%
<b>Industry</b>		
Manufacturing	0%	0%
Non-Manufacturing	3%	3%
Non-Profit	0%	0%
<b>Organizational Size</b>		
1-50	0%	0%
51-200	2%	2%
201-500	0%	0%
Over 500	0%	0%

**The holiday party is catered.**

	This Year	Last Year
<b>All Organizations</b>	72%	63%
<b>Industry</b>		
Manufacturing	75%	63%
Non-Manufacturing	70%	63%
Non-Profit	62%	62%
<b>Organizational Size</b>		
1-50	50%	50%
51-200	77%	65%
201-500	72%	61%
Over 500	100%	100%

**The holiday party includes entertainment.**

	This Year	Last Year
<b>All Organizations</b>	29%	26%
<b>Industry</b>		
Manufacturing	14%	9%
Non-Manufacturing	45%	43%
Non-Profit	39%	39%
<b>Organizational Size</b>		
1-50	27%	23%
51-200	26%	24%
201-500	39%	28%
Over 500	100%	100%

**Alcohol is served at the holiday party.**

	This Year	Last Year
<b>All Organizations</b>	40%	34%
<b>Industry</b>		
Manufacturing	30%	21%
Non-Manufacturing	58%	53%
Non-Profit	23%	23%
<b>Organizational Size</b>		
1-50	46%	41%
51-200	36%	32%
201-500	50%	33%
Over 500	50%	50%

**Transportation is provided to and from the holiday party.**

	This Year	Last Year
<b>All Organizations</b>	6%	6%
<b>Industry</b>		
Manufacturing	0%	0%
Non-Manufacturing	18%	15%
Non-Profit	0%	0%
<b>Organizational Size</b>		
1-50	5%	0%
51-200	6%	6%
201-500	0%	0%
Over 500	100%	100%

**Figure 4a | If your organization is having a holiday party, on what specific day and time is it being held?**

### Week

	Undecided	December 1 <sup>st</sup> Week	December 2 <sup>nd</sup> Week	December 3 <sup>rd</sup> Week	December 4 <sup>th</sup> Week	December 5 <sup>th</sup> Week	January
<b>All Organizations</b>	15%	9%	19%	36%	17%	0%	4%
<b>Industry</b>							
Manufacturing	15%	8%	13%	35%	27%	0%	2%
Non-Manufacturing	12%	12%	21%	42%	3%	0%	9%
Non-Profit	20%	10%	30%	30%	10%	0%	0%
<b>Organizational Size</b>							
1-50	37%	11%	21%	26%	5%	0%	0%
51-200	9%	9%	19%	33%	23%	0%	7%
201-500	13%	13%	13%	50%	13%	0%	0%
Over 500	0%	0%	50%	50%	0%	0%	0%

### Day of the week

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
<b>All Organizations</b>	3%	3%	10%	32%	35%	15%	3%
<b>Industry</b>							
Manufacturing	0%	5%	12%	36%	38%	10%	0%
Non-Manufacturing	0%	0%	11%	30%	33%	19%	7%
Non-Profit	25%	0%	0%	25%	25%	25%	0%
<b>Organizational Size</b>							
1-50	0%	8%	0%	25%	42%	17%	8%
51-200	2%	2%	15%	31%	33%	17%	0%
201-500	7%	0%	7%	29%	43%	7%	7%
Over 500	0%	0%	0%	50%	0%	50%	0%

**Exact day of the week**

	Dec. 2	Dec. 3	Dec. 4	Dec. 5	Dec. 7	Dec. 8	Dec. 9	Dec. 10
<b>All Organizations</b>	5%	6%	1%	1%	1%	5%	6%	9%
<b>Industry</b>								
Manufacturing	5%	5%	0%	0%	0%	5%	9%	5%
Non-Manufacturing	8%	8%	4%	0%	4%	4%	4%	12%
Non-Profit	0%	13%	0%	13%	0%	13%	0%	13%
<b>Organizational Size</b>								
1-50	0%	17%	8%	0%	0%	8%	17%	0%
51-200	6%	4%	0%	0%	2%	6%	4%	12%
201-500	7%	7%	0%	7%	0%	0%	7%	0%
Over 500	0%	0%	0%	0%	0%	0%	0%	50%

**Exact day of the week (continued)**

	Dec. 11	Dec. 12	Dec. 13	Dec. 14	Dec. 15	Dec. 16	Dec. 17	Dec. 19
<b>All Organizations</b>	1%	1%	3%	4%	14%	20%	1%	1%
<b>Industry</b>								
Manufacturing	0%	2%	5%	5%	7%	20%	2%	0%
Non-Manufacturing	4%	0%	0%	4%	27%	19%	0%	0%
Non-Profit	0%	0%	0%	0%	13%	25%	0%	13%
<b>Organizational Size</b>								
1-50	0%	0%	8%	0%	8%	25%	0%	0%
51-200	0%	2%	2%	4%	10%	18%	2%	2%
201-500	7%	0%	0%	7%	14%	29%	0%	0%
Over 500	0%	0%	0%	0%	50%	0%	0%	0%

**Exact day of the week (continued)**

	Dec. 21	Dec. 22	Dec. 23
<b>All Organizations</b>	4%	14%	1%
<b>Industry</b>			
Manufacturing	7%	23%	2%
Non-Manufacturing	0%	4%	0%
Non-Profit	0%	0%	0%
<b>Organizational Size</b>			
1-50	0%	8%	0%
51-200	6%	16%	2%
201-500	0%	14%	0%
Over 500	0%	0%	0%

**Time of day**

	Morning	Lunch	Afternoon	Evening
<b>All Organizations</b>	2%	51%	8%	39%
<b>Industry</b>				
Manufacturing	0%	66%	8%	26%
Non-Manufacturing	6%	32%	3%	59%
Non-Profit	0%	40%	30%	30%
<b>Organizational Size</b>				
1-50	5%	47%	11%	37%
51-200	0%	52%	9%	39%
201-500	0%	50%	6%	44%
Over 500	50%	0%	0%	50%

**Exact time of day: Lunch**

	11:00 AM	11:30 AM	12:00 PM	12:30 PM	1:00 PM	1:30 PM
<b>All Organizations</b>	5%	7%	70%	5%	9%	5%
<b>Industry</b>						
Manufacturing	7%	7%	71%	4%	11%	0%
Non-Manufacturing	0%	11%	78%	11%	0%	0%
Non-Profit	0%	0%	50%	0%	17%	33%
<b>Organizational Size</b>						
1-50	0%	0%	44%	11%	22%	22%
51-200	8%	8%	77%	0%	8%	0%
201-500	0%	14%	71%	14%	0%	0%
Over 500	n/a	n/a	n/a	n/a	n/a	n/a

**Exact time of day: Afternoon**

	2:00 PM	3:00 PM
<b>All Organizations</b>	67%	33%
<b>Industry</b>		
Manufacturing	75%	25%
Non-Manufacturing	100%	0%
Non-Profit	0%	100%
<b>Organizational Size</b>		
1-50	n/a	n/a
51-200	60%	40%
201-500	100%	0%
Over 500	n/a	n/a

**Exact time of day: Evening**

	4:00 PM	4:30 PM	5:00 PM	5:30 PM	6:00 PM	6:30 PM	7:00 PM	7:30 PM
<b>All Organizations</b>	16%	3%	11%	13%	47%	3%	5%	3%
<b>Industry</b>								
Manufacturing	8%	0%	0%	23%	54%	8%	8%	0%
Non-Manufacturing	24%	5%	14%	10%	38%	0%	5%	5%
Non-Profit	0%	0%	33%	0%	67%	0%	0%	0%
<b>Organizational Size</b>								
1-50	14%	0%	29%	0%	57%	0%	0%	0%
51-200	14%	0%	9%	23%	41%	5%	9%	0%
201-500	14%	14%	0%	0%	71%	0%	0%	0%
Over 500	50%	0%	0%	0%	0%	0%	0%	50%

**Figure 6a | If alcohol is served at your holiday party, is alcohol consumption limited or unlimited?**

	Alcohol is unlimited	Alcohol is limited
<b>All Organizations</b>	36%	64%
<b>Industry</b>		
Manufacturing	29%	71%
Non-Manufacturing	45%	55%
Non-Profit	29%	71%
<b>Organizational Size</b>		
1-50	43%	57%
51-200	36%	64%
201-500	20%	80%
Over 500	100%	0%

Figure 7a | Who is responsible for planning your organization's holiday party?

**Operations**

	Percent
<b>All Organizations</b>	3%
<b>Industry</b>	
Manufacturing	0%
Non-Manufacturing	6%
Non-Profit	11%
<b>Organizational Size</b>	
1-50	7%
51-200	4%
201-500	0%
Over 500	0%

**Employee committee/task force**

	Percent
<b>All Organizations</b>	19%
<b>Industry</b>	
Manufacturing	15%
Non-Manufacturing	20%
Non-Profit	26%
<b>Organizational Size</b>	
1-50	18%
51-200	25%
201-500	4%
Over 500	10%

## Top management and CEO

	Percent
<b>All Organizations</b>	10%
<b>Industry</b>	
Manufacturing	12%
Non-Manufacturing	9%
Non-Profit	5%
<b>Organizational Size</b>	
1-50	25%
51-200	8%
201-500	4%
Over 500	0%

## Human resources

	Percent
<b>All Organizations</b>	47%
<b>Industry</b>	
Manufacturing	51%
Non-Manufacturing	50%
Non-Profit	21%
<b>Organizational Size</b>	
1-50	29%
51-200	55%
201-500	52%
Over 500	10%

## Administration

	Percent
<b>All Organizations</b>	11%
<b>Industry</b>	
Manufacturing	13%
Non-Manufacturing	7%
Non-Profit	16%
<b>Organizational Size</b>	
1-50	14%
51-200	11%
201-500	11%
Over 500	10%

## No one designated

	Percent
<b>All Organizations</b>	0%
<b>Industry</b>	
Manufacturing	0%
Non-Manufacturing	0%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	0%
51-200	0%
201-500	0%
Over 500	0%

**Other**

	Percent
<b>All Organizations</b>	14%
<b>Industry</b>	
Manufacturing	12%
Non-Manufacturing	13%
Non-Profit	26%
<b>Organizational Size</b>	
1-50	25%
51-200	8%
201-500	26%
Over 500	0%

**Figure 8a | If your organization historically has provided employees with holiday gifts, is your organization planning to do so this year?**

**Yes, but we are budgeting less for holiday gifts this year**

	Percent
<b>All Organizations</b>	6%
<b>Industry</b>	
Manufacturing	7%
Non-Manufacturing	4%
Non-Profit	11%
<b>Organizational Size</b>	
1-50	11%
51-200	5%
201-500	8%
Over 500	0%

**Yes, and we are budgeting the same for holiday gifts this year**

	Percent
<b>All Organizations</b>	41%
<b>Industry</b>	
Manufacturing	45%
Non-Manufacturing	41%
Non-Profit	26%
<b>Organizational Size</b>	
1-50	32%
51-200	44%
201-500	50%
Over 500	20%

**Yes, and we are budgeting more for holiday gifts this year**

	Percent
<b>All Organizations</b>	3%
<b>Industry</b>	
Manufacturing	4%
Non-Manufacturing	4%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	4%
51-200	4%
201-500	4%
Over 500	0%

**No, we are not planning to provide employees with holiday gifts this year**

	Percent
<b>All Organizations</b>	9%
<b>Industry</b>	
Manufacturing	4%
Non-Manufacturing	17%
Non-Profit	11%
<b>Organizational Size</b>	
1-50	4%
51-200	11%
201-500	12%
Over 500	10%

**Not applicable, we do not provide annual holiday gifts**

	Percent
<b>All Organizations</b>	41%
<b>Industry</b>	
Manufacturing	41%
Non-Manufacturing	35%
Non-Profit	53%
<b>Organizational Size</b>	
1-50	50%
51-200	37%
201-500	27%
Over 500	70%

**Figure 9a | If gifts are given to employees, what types of holiday gifts are given (i.e. cash, gift card, gift baskets, etc.)?**

	Gift cards	Cash	Ham or turkey	Candy	Gift baskets	Raffle gifts	Clothing item	Logo item	Other gift
<b>All Organizations</b>	59%	16%	8%	4%	7%	4%	3%	3%	23%
<b>Industry</b>									
Manufacturing	62%	17%	14%	0%	5%	5%	5%	2%	26%
Non-Manufacturing	54%	19%	0%	4%	8%	4%	0%	4%	15%
Non-Profit	57%	0%	0%	29%	14%	0%	0%	0%	29%
<b>Organizational Size</b>									
1-50	46%	31%	0%	0%	8%	0%	0%	0%	15%
51-200	59%	11%	9%	7%	7%	5%	2%	5%	21%
201-500	63%	19%	13%	0%	6%	6%	6%	0%	38%
Over 500	100%	0%	0%	0%	0%	0%	0%	0%	0%

**Figure 10a | Does your organization provide a holiday bonus?**

	Percent
<b>All Organizations</b>	24%
<b>Industry</b>	
Manufacturing	30%
Non-Manufacturing	20%
Non-Profit	11%
<b>Organizational Size</b>	
1-50	29%
51-200	26%
201-500	23%
Over 500	0%

**Figure 11a | What is the average amount of a holiday bonus?**

	Average
<b>All Organizations</b>	\$477
<b>Industry</b>	
Manufacturing	\$483
Non-Manufacturing	\$470
Non-Profit	n/a
<b>Organizational Size</b>	
1-50	\$388
51-200	n/a
201-500	n/a
Over 500	n/a

**Figure 12a | Does your organization coordinate any holiday community service efforts?**

	Percent
<b>All Organizations</b>	40%
<b>Industry</b>	
Manufacturing	24%
Non-Manufacturing	60%
Non-Profit	42%
<b>Organizational Size</b>	
1-50	29%
51-200	37%
201-500	50%
Over 500	60%

Figure 13a | Does your organization celebrate any of the following holidays?

**Christmas (or general “Holiday”)**

	Percent
<b>All Organizations</b>	71%
<b>Industry</b>	
Manufacturing	73%
Non-Manufacturing	72%
Non-Profit	58%
<b>Organizational Size</b>	
1-50	71%
51-200	73%
201-500	67%
Over 500	60%

**New Year’s**

	Percent
<b>All Organizations</b>	41%
<b>Industry</b>	
Manufacturing	42%
Non-Manufacturing	39%
Non-Profit	42%
<b>Organizational Size</b>	
1-50	46%
51-200	38%
201-500	37%
Over 500	60%

## Thanksgiving

	Percent
<b>All Organizations</b>	46%
<b>Industry</b>	
Manufacturing	47%
Non-Manufacturing	44%
Non-Profit	42%
<b>Organizational Size</b>	
1-50	54%
51-200	42%
201-500	44%
Over 500	60%

## Halloween

	Percent
<b>All Organizations</b>	20%
<b>Industry</b>	
Manufacturing	19%
Non-Manufacturing	28%
Non-Profit	5%
<b>Organizational Size</b>	
1-50	14%
51-200	19%
201-500	33%
Over 500	10%

## Independence Day

	Percent
<b>All Organizations</b>	43%
<b>Industry</b>	
Manufacturing	42%
Non-Manufacturing	46%
Non-Profit	37%
<b>Organizational Size</b>	
1-50	46%
51-200	41%
201-500	44%
Over 500	50%

## Cinco de Mayo

	Percent
<b>All Organizations</b>	4%
<b>Industry</b>	
Manufacturing	0%
Non-Manufacturing	11%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	7%
51-200	4%
201-500	4%
Over 500	0%

## Memorial Day

	Percent
<b>All Organizations</b>	41%
<b>Industry</b>	
Manufacturing	42%
Non-Manufacturing	41%
Non-Profit	
<b>Organizational Size</b>	37%
1-50	46%
51-200	36%
201-500	41%
Over 500	60%

## Easter

	Percent
<b>All Organizations</b>	13%
<b>Industry</b>	
Manufacturing	18%
Non-Manufacturing	7%
Non-Profit	11%
<b>Organizational Size</b>	
1-50	4%
51-200	18%
201-500	15%
Over 500	0%

### St. Patrick's Day

	Percent
<b>All Organizations</b>	10%
<b>Industry</b>	
Manufacturing	9%
Non-Manufacturing	15%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	11%
51-200	11%
201-500	11%
Over 500	0%

### Valentine's Day

	Percent
<b>All Organizations</b>	7%
<b>Industry</b>	
Manufacturing	5%
Non-Manufacturing	11%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	7%
51-200	7%
201-500	7%
Over 500	0%

## Appendix B: Holiday & No Holiday Party Comparisons

The following are comparisons of holiday practices among those employers reporting having holiday parties and those not having holiday parties.

### Percentage of organizations that coordinate holiday community service efforts

	Orgs. not offering holiday party	Orgs. offering holiday party
<b>All Organizations</b>	29%	44%
<b>Industry</b>		
Manufacturing	11%	29%
Non-Manufacturing	54%	63%
Non-Profit	33%	46%
<b>Organizational Size</b>		
1-50	17%	32%
51-200	13%	44%
201-500	38%	56%
Over 500	63%	50%

### Percentage of organizations that provide holiday gifts

	Orgs. not offering holiday party	Orgs. offering holiday party
<b>All Organizations</b>	70%	42%
<b>Industry</b>		
Manufacturing	60%	38%
Non-Manufacturing	79%	43%
Non-Profit	83%	54%
<b>Organizational Size</b>		
1-50	83%	46%
51-200	77%	39%
201-500	44%	35%
Over 500	75%	100%

### Percentage of organizations that provide holiday bonuses

	Orgs. not offering holiday party	Orgs. offering holiday party
<b>All Organizations</b>	13%	27%
<b>Industry</b>		
Manufacturing	16%	34%
Non-Manufacturing	8%	24%
Non-Profit	17%	8%
<b>Organizational Size</b>		
1-50	17%	32%
51-200	19%	27%
201-500	13%	28%
Over 500	0%	0%

## Appendix C: Vendors and Caterers for Holiday Parties

The following are local vendors and caterers cited by organizations as being used for their holiday parties in 2011.

- 100th Bomb Group
- Angelina's Pizza
- Boston Market
- Cadillac Ranch
- California Pizza Kitchen
- Chicago Deli
- Clifton Club
- Corner Alley
- Country Club (3)
- Croatian Lodge
- Crowne Plaza Hotel (2)
- Embassy Suites, Independence
- Fieldcrest
- Firestone Country Club
- Great Lakes Science Center
- Hilton Garden Inn
- Holiday Inn
- J Bella Restaurant
- Jeckyll's Kitchen
- Jefferson Country Club
- Loretta Paginini
- Marigold
- Marriott East – Beachwood
- Occasions Party Center
- Panera
- Playhouse Square
- Restaurant (2)
- Sammy's (3)
- Sheraton Suites (2)
- Solon Community Center
- Solon Freeway Lanes
- Southpark Mall
- Spa Day at Ladies & Gentleman's, Legacy Village
- St. Michael's Woodside (2)
- St. Noel's
- Sterle's
- Stonewater Golf Club - Clubhouse
- The Galaxy
- Weymouth Country Club
- Windows on the River
- Winking Lizard (2)
- Wyndham

## Appendix D: Limitations on Alcohol Consumption

The following are limitations cited by organizations for alcohol consumption at their holiday parties. The widespread majority of employers that limit alcohol consumption at their holiday parties limit employees to 2 drinks on the company.

- 1 drink per person
- 1 drink ticket per person, cash bar after that (monitored)
- 1 glass of wine per employee
- 2 drink maximum
- 2 drink tickets
- 2 drink tickets
- 2 drink tickets; additional at their own cost
- 2 drinks are covered by the organization it is then a cash bar
- 2 drinks per employee
- 2 drinks per person
- 2 drinks per person
- 2 drinks per person
- 2 drinks per person
- 2 pre-paid beverages per guest
- 2 tickets each
- 2 tickets per employee
- 2 tickets per employee
- 2-drink limit; only beer/wine served
- 2 tickets per attendee – beer and wine only
- Wine (2 glasses); beer (2 bottles)
- Beer and wine only
- Three drink tickets
- No top shelf beverages and alcohol consumptions stop one hour before the event is over
- A certain # of tickets are handed out to each employee to 'purchase' drinks
- Tickets
- Tickets
- We will not be providing alcohol
- Wine and beer only
- Wine is provided and a cash bar

## Appendix E: Holiday Gifts

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

- \$100 cash to each non-management employee
- \$100 cash; \$50 Sears Card; Ham from Sam's Club
- \$25 Giant Eagle gift cards to each employee for Thanksgiving
- \$30 gift certificate from Honey Baked Ham Co.
- \$30.00 Visa Cards
- \$75 prepaid Visa card
- \$80 gift certificate for Honey Baked Ham
- A bank gift card.
- A drawing is held for the gifts; not every employee receives a gift. We give cash, gift cards, appliances, gift baskets, tools, and if profits are good, an automobile.
- A party favor such as a wine stopper, hot chocolate mix, or ornament
- Amazon.com gift cards
- An extra week of PTO
- Associates have a choice between a turkey and a fresh fruit basket
- Box of chocolates
- Cash
- Cash
- Cash
- cash
- Cash
- Cash
- Cash
- Cash, electronics
- Children under 14 get an age appropriate gift from the Science Center. Adults receive umbrellas and brownies from a local baker
- Chocolate, notebooks
- Clothing, blankets, coolers, etc.
- Company logo gift to employees with 5 or more years service
- Company logo hats; \$25 Gift Cards
- Entertainment book
- Flowers
- Gift basket or gift card
- Gift basket with coffee
- Gift baskets
- Gift card
- Gift card
- Gift card
- Gift card
- Gift card
- Gift card
- Gift card
- Gift card

- Gift card
- Gift card and basket
- Gift card to Honey Baked Ham and cash
- Gift cards
- Gift cards
- Gift cards
- Gift cards
- Gift cards
- Gift cards
- Gift cards
- Gift cards
- Gift cards
- Gift cards
- Gift cards for gas
- Gift cards for grocery store
- Gift cards 'paper turkeys'
- Gift cards to Giant Eagle
- Gift cards, baskets, etc.
- Gift catalogs where employees can choose merchandise
- Gift certificate
- Gift certificate
- Gift certificate for holiday turkey
- Gift certificate to local grocery store
- Gift certificates
- Ham or a bottle of liquor
- Honey Baked Ham
- Honey Baked Ham gift card
- In the past, hams, turkeys, gift cards
- I-pads, 52 inch LCD TVs, computers, gift cards, and electronics.
- Item with company logo
- Jackets
- Plants
- Raffle Prizes: I phone; x-box; big screen tv; gift cards;
- Random drawings
- Service awards for years of service
- Small gifts and gift cards (\$25), plus drawing for large gift (usually around \$350)
- The products that our company produces
- Various types of gift cards, ham or nuts
- Visa \$25 gift certificate
- We gift Heavenly Hams
- Wine

## Appendix F: Criteria for Receiving Holiday Bonus

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

- All employees receive a holiday bonus.
- Amount is based on Board of Director's decision as related to the company's performance during the previous 4 months of business
- Amount of bonus depends upon length of service and whether or not they are line staff or management, as performance expectations and requirements greatly differ
- Annual based on company profitability
- Annual incentives are paid out based on goal attainment
- Annual performance of the business
- Attendance and performance
- Based on hours worked, years of employment.
- Based on performance, attendance, attitude, length of service, etc.
- Company and employee performance
- Discretionary
- How well the company does and how well the employee does
- Discretionary/President's consideration
- Length of service
- Must have 1 year of service
- Must hit budgeted numbers to accrue each month
- No criteria
- Normal profit sharing check
- Percentage of pay
- Performance
- Performance
- Profit-sharing is also done - that is equal amount for all employees – top management is paid the same as all others - if worker hired midyear they would receive a 50% share.
- Set amount for first two years and after second year it is 10% of weeks pay and goes up every year by 10%
- Tenure/position
- The annual bonus is not tied to 'holiday'
- Type of employee – non-bonus eligible
- Years of service
- Years of service and grade
- You must be an employee (temp and full time benefits eligible qualify) as of the date the bonus is given. So you may have worked here 20 years or 1 day...you still receive it.

## Appendix G: Holiday Community Service Efforts

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

- Adopt a Family with the Littlest Heroes.
- Collection of items for the Battered Women's Shelter.
- Gift giving to underprivileged children.
- Opportunity for employees to volunteer to serve lunch at a local community kitchen.
- Different each year.
- Our company participates in 'Adopt-a-Family', and we buy clothing, grocery gift cards, personal supplies and toys for the 'adopted' family.
- Collect toys for children.
- The Salvation Army bell ringing and Create-A-Christmas for families.
- We provide Thanksgiving dinner boxes and/or Christmas dinner boxes to our local shelter. Employees have a list of items that are needed i.e. stuffing, green beans and we provide them in completed boxes to the shelter.
- Foods drive, clothing drive, Salvation Army partnership; there is an employee committee who spearheads this.
- Typically a charity event: Toys for Tots or other.
- Coats for Kids Campaign.
- We usually pick an organization to contribute food, money or gifts. This varies from year to year.
- Gift collection for needy families.
- In the last few years we have focused our holiday celebration to giving back to the community and our employees. We partner with HandsON Northeast Ohio to coordinate several volunteer projects for our employees to participate in. Usually the second Saturday in December we all meet at the facility for Breakfast and a kick off from our Executive team, then busses arrive to take employees to volunteer sites. Once the projects are completed we come back to the facility that has been transformed into a winter wonderland, for a catered lunch and shared times with employees and their families. It is very well received and at this point we have no reason to make and changes to it.
- We are adopting 1 classroom at an Akron school.
- We host a silent auction at the holiday party and proceeds go to community organization.
- We traditionally 'adopt' 2-3 local families in need. Provide holiday dinners and holiday gifts.
- Harvest for Hunger and other miscellaneous neighborhood organizations.
- We give extra hams and turkeys to organizations in need.
- Providence House donation - Giving Tree.
- Food baskets to local churches.
- Harvest for Hunger, United Way, and Adopt-a-Family.
- Usually food bank, gifts for poor, etc.
- Be a Santa to a Senior. Senior citizens in-need within our county are selected to receive gifts that will help them throughout the winter months. They are not frivolous ...just useful.
- Food and clothes drives in the past.
- Many of our programs have meals and other collections for our clients.
- Adopt-A-Family through Family and Children Services.
- Employees volunteer their time to local food banks.

- Participate in Adopt-a-Family through the Lake County Jobs and Family Services.
- We have giving trees for the Berea Children's Home and Providence House and host the Berea Children's Home holiday party by providing all the gifts for the kids and we send volunteers who organize and do crafts and face painting with the kids.
- Food drive or feed a family or angel tree.
- Giving Tree.
- Copper Kettle.
- Toys for Tots.
- Item collection drive for homeless and working poor.
- We work with the city of Richfield in providing gifts to those less fortunate during this time.
- Bake Sale and proceeds go to St. Jude Children's Hospital.
- We 'Adopt a Family'.
- Food and Toy Drive.
- Toy's for tots, haven of rest.
- Food bank.
- Adopt-A-Family.
- Toys for Tots.
- Salvation Army Bell Ringing.
- Collect toys for local charities.
- Mitten tree, donations to Salvation Army.
- Holiday gift basket donated by each department and raffled to employees. All proceeds go to Good Neighbors.
- Toys for Tots.
- Not finalized yet.
- Volunteering @ the Cleveland Food Bank.
- One such as toys for tots or food drive. Our United Way Campaign usually falls around then too.
- The past several years we have provided gifts to families at the Akron Battered Women's Shelter. We believe we will be helping Newborns in Need this year.
- In lieu of an internal gift exchange we have a collection of non-perishable food for the City Mission.
- Food drive.
- We have a giving tree that provides the staff with an opportunity to purchase a gift for a child(ren).
- Coats for Kids, Ronald McDonald House dinner, Salvation Army's Gifts for Vets.
- Donations to St. Augustine Hunger Center.
- Toys for Tots, Cleveland Food Bank.
- In the past we have done Toys for Tots.

## **2011 ERC Holiday Practices Survey**

Conducted by ERC

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