

ERC Holiday Practices Survey

November 2010

Conducted by ERC

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Overview

In October and November of 2010, ERC conducted a survey of organizations in Northeast Ohio to explore holiday party practices and other holiday-related workplace issues including gift-giving, bonuses, and community service among Northeast Ohio employers. The results show several key trends among Northeast Ohio employers in terms of their holiday practices for 2010.

Key Findings

- Seventy-one percent of employers are planning a holiday party this year, with most (61%) budgeting the same as last year.
- Employers report that their holiday party practices are nearly identical to those of last year, with most employers indicating that their parties are catered and that only employees are invited to the holiday party.
- The most popular week for hosting a holiday party, according to employers, is the third week of December.
- Most employers (42%) host their holiday parties on a Friday. In addition, luncheon parties were most common among respondents.
- Fifty-one percent of respondents plan to provide employees with holiday gifts in 2010.
- Thirty-two percent of organizations coordinate holiday community service efforts.

Holiday Parties

Seventy-one percent of organizations are planning a holiday party for 2010, with the majority of employers (61%) budgeting the same amount as last year for it.

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

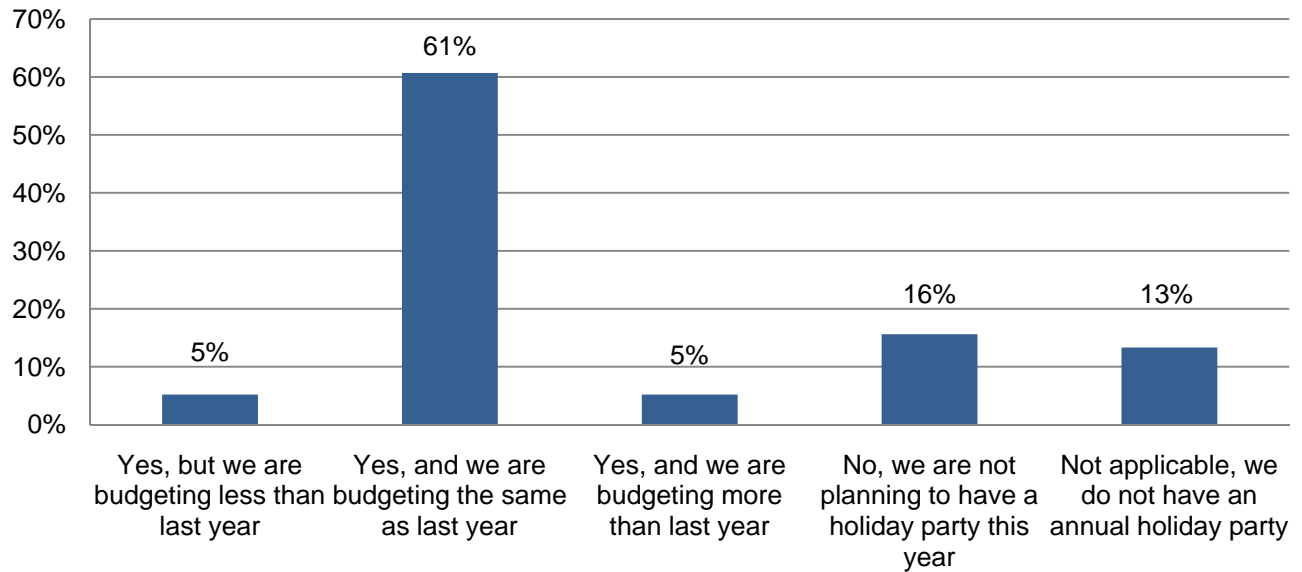
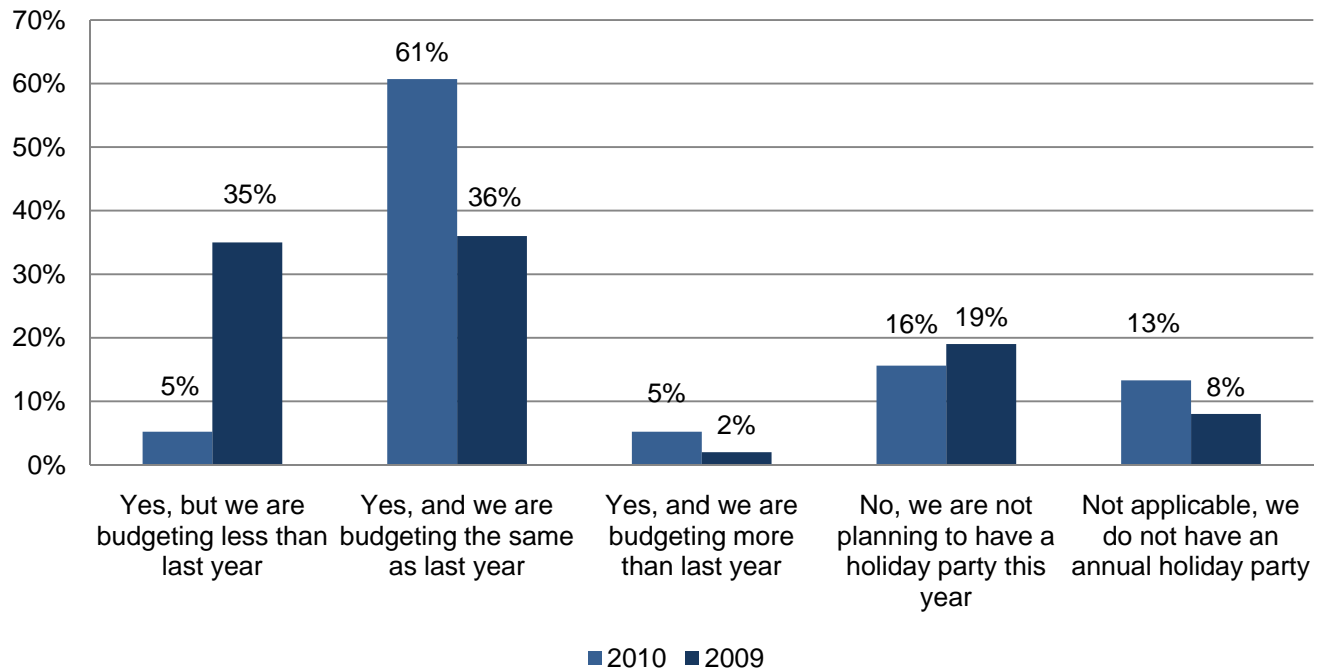


Figure 2 | Comparison to 2009



Employers' practices appear to be markedly similar to those of last year. Most say that the holiday party is catered (72%) and that only employees are invited (67%). Organizations are fairly split on the locations of their parties, with 52% of employers indicating that their holiday parties will be held on the company premises and 46% saying that their holiday parties will be held at an external location. For a full listing of locations and caterers cited by respondents, please reference Appendix C.

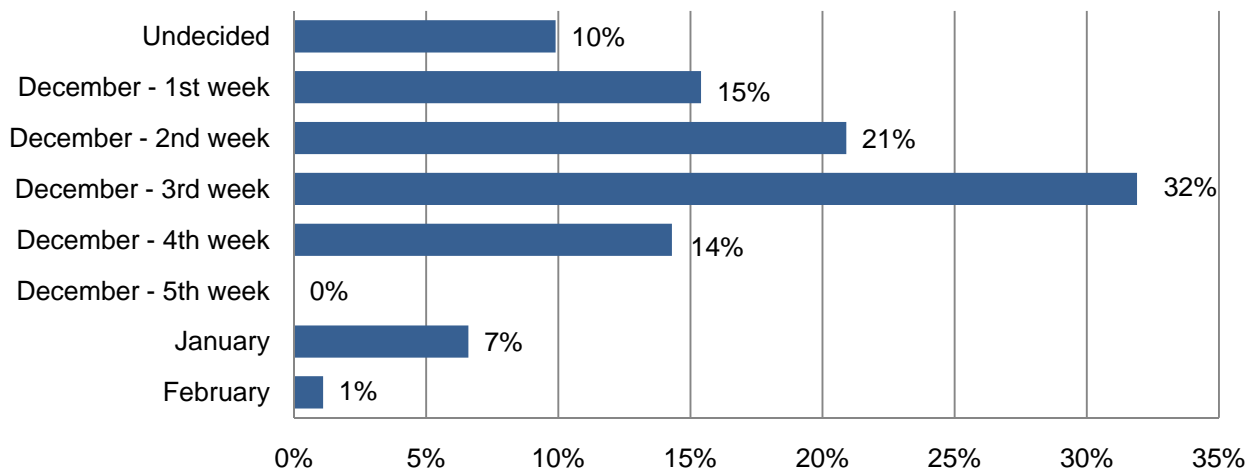
Figure 3 | Please select all the holiday party practices that apply to your organization.

| | This Year | Last Year |
|---|-----------|-----------|
| Only employees are invited to the holiday party. | 67% | 63% |
| Employees and their spouses/significant others are invited to the holiday party. | 26% | 25% |
| Employees their spouses/significant others and children are invited to the holiday party. | 8% | 6% |
| The holiday party is held on the company premises. | 52% | 53% |
| The holiday party is held at an external location (restaurant hotel etc.) | 46% | 38% |
| The holiday party is held at a coworkers' residence. | 0% | 0% |
| The holiday party is catered. | 72% | 68% |
| The holiday party includes entertainment. | 31% | 27% |
| Alcohol is served at the holiday party. | 38% | 34% |
| Transportation is provided to and from the holiday party. | 2% | 2% |

Timing & Logistics of Holiday Parties

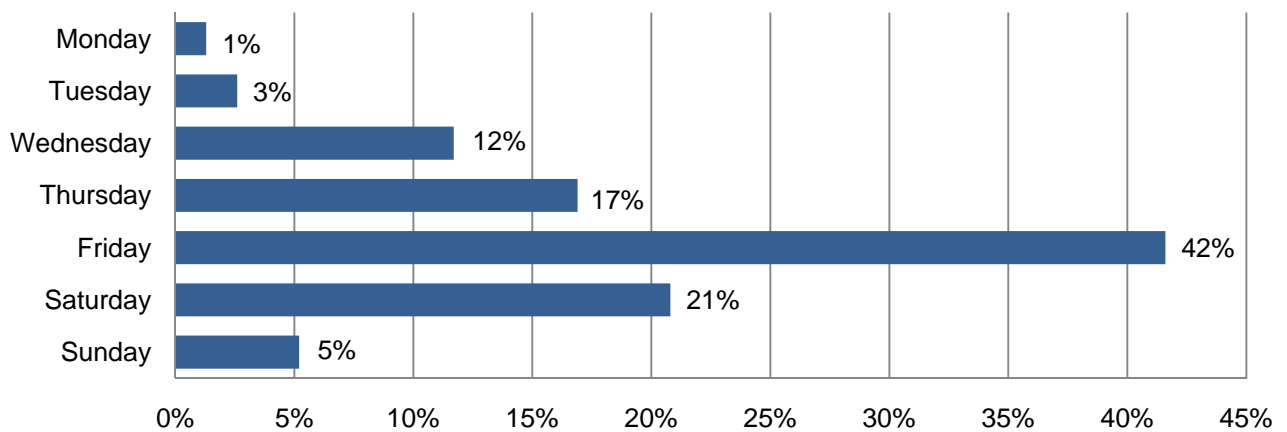
Respondents were asked to cite the specific day and time on which their holiday party is being held. The most common week that employers cite having a holiday party for 2010 is the third week of December. The second most common week cited was the second week of December. This year, more employers also cited having holiday parties in January and February.

Figure 4 | Week in which holiday party is scheduled



In addition, most employers (42%) are holding their holiday parties on a Friday and 21% are having their holiday parties on Saturday. Fewer employers are having their holiday parties on a weekday.

Figure 5 | Day of the week in which the holiday party is scheduled



The most common day organizations are having their holiday parties in December is December 17th. December 3rd, 10th, 11th, and 23rd were also among the most common days on which employers are hosting their holiday parties.

Figure 6 | Exact day in which the holiday party is scheduled in December

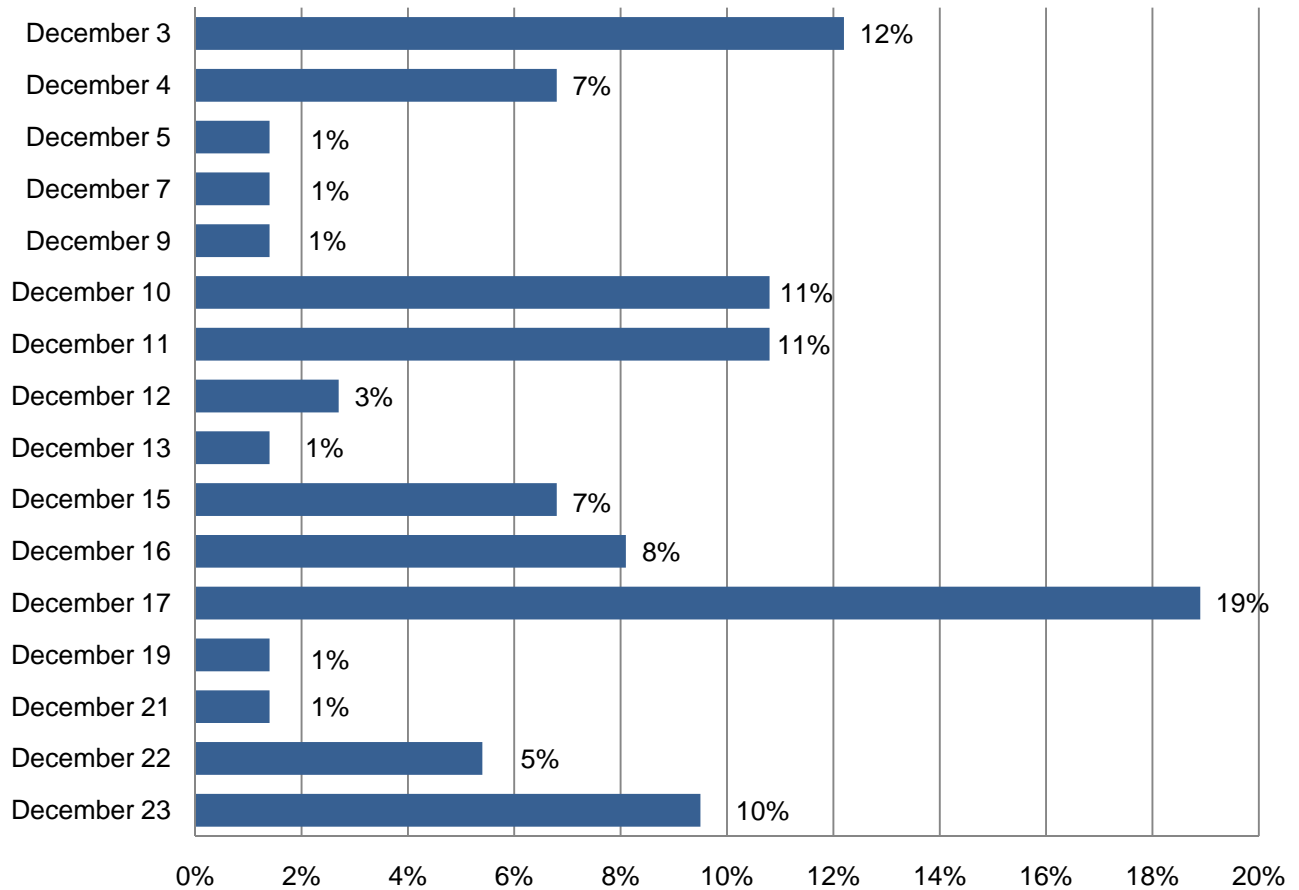
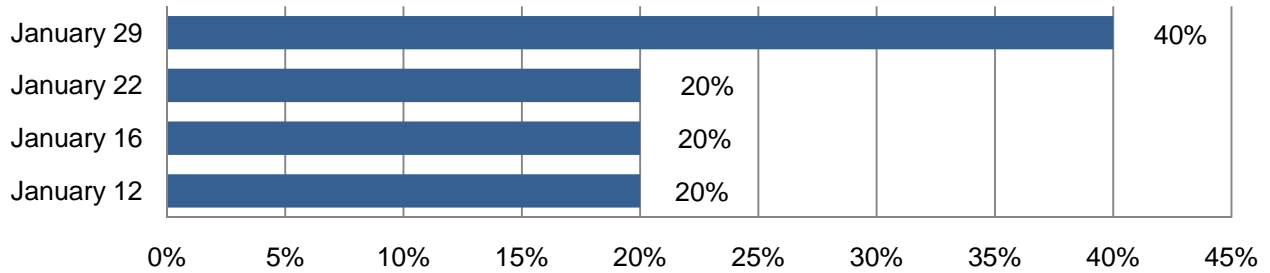
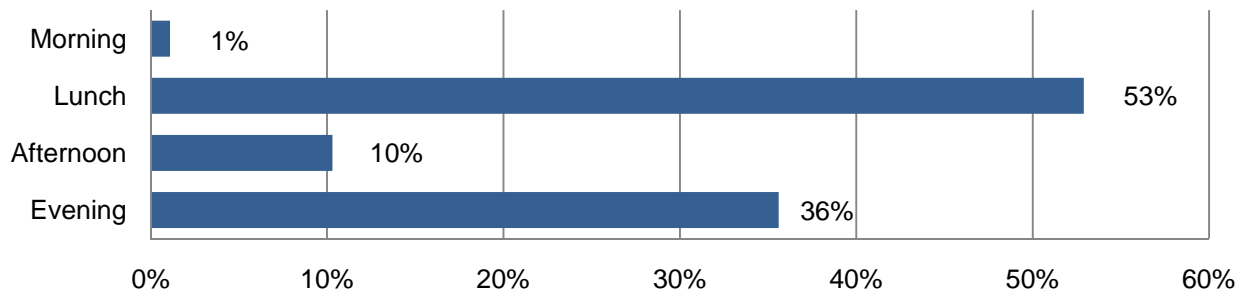


Figure 7 | Exact day in which the holiday party is scheduled in January



The majority of employers (53%) reported having their 2010 holiday party during lunch. Evening parties were the second most common, provided by 36% of respondents. Holiday parties scheduled during the afternoon or morning are fairly uncommon.

Figure 8 | Holiday party times



Also of interest is the fact that luncheons are 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.

Figure 9 | Holiday party times by days of the week

| | Lunch | Afternoon | Evening |
|-----------|-------|-----------|---------|
| Monday | 0% | 0% | 0% |
| Tuesday | 50% | 0% | 50% |
| Wednesday | 78% | 22% | 0% |
| Thursday | 69% | 23% | 8% |
| Friday | 59% | 13% | 28% |
| Saturday | 0% | 0% | 94% |
| Sunday | 50% | 0% | 50% |

The following table shows trends in times for employers hosting holiday parties in the morning, at lunch, in the afternoon, and in the evening. Noon and 6:00 PM are generally the most common times in which organizations host their parties.

Figure 10 | Exact times of holiday parties

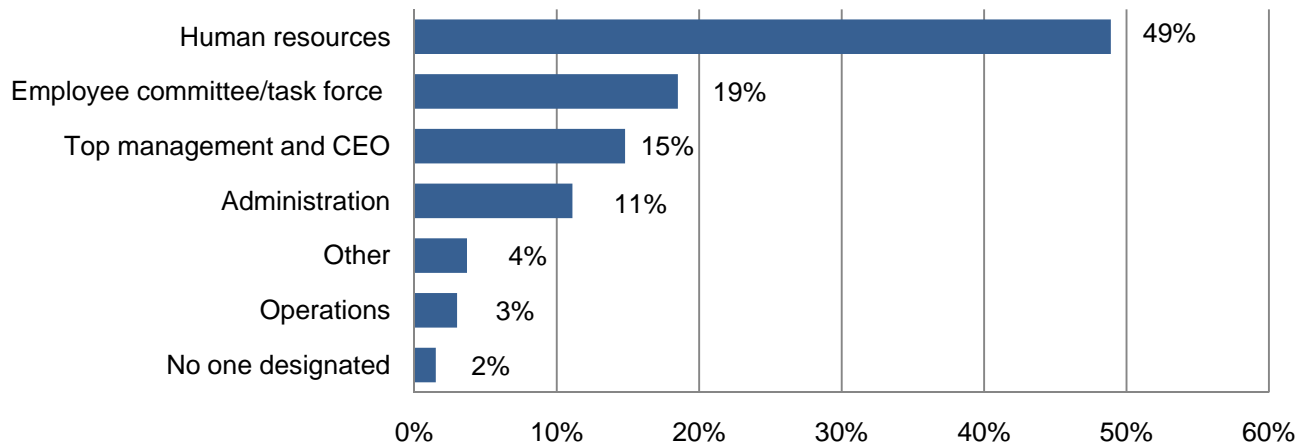
| | Percent |
|---|---------|
| Times for employers hosting parties in the morning | |
| 9:00 AM | 100% |
| Times for employers hosting parties at lunch | |
| 11:00 AM | 7% |
| 11:30 AM | 2% |
| 12:00 PM | 80% |
| 12:30 PM | 2% |
| 1:00 PM | 7% |
| 1:30 PM | 2% |
| Times for employers hosting parties in the afternoon | |
| 2:00 PM | 44% |
| 3:00 PM | 44% |
| 4:00 PM* | 11% |
| Times for employers hosting parties in the evening | |
| 4:00 PM | 3% |
| 4:30 PM | 3% |
| 5:00 PM | 13% |
| 5:30 PM | 10% |
| 6:00 PM | 40% |
| 6:30 PM | 13% |
| 7:00 PM | 13% |
| 8:00 PM | 3% |

*Denotes holiday parties only occurring in late afternoon, and not into the evening.

**Percentages within each of the times categories may not add up to 100% due to rounding of decimals.

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 administrative assistants, executive assistants, and marketing personnel.

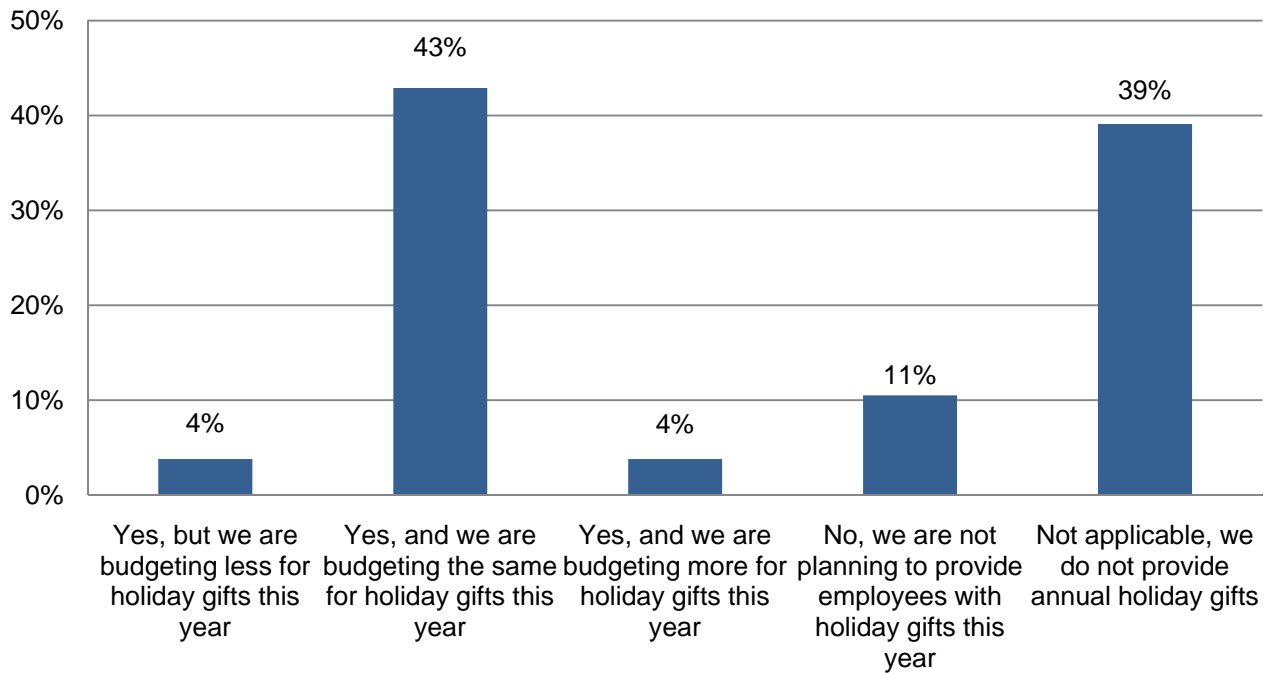
Figure 11 | Who is responsible for planning your organization's holiday party?



Holiday Gifts & Service

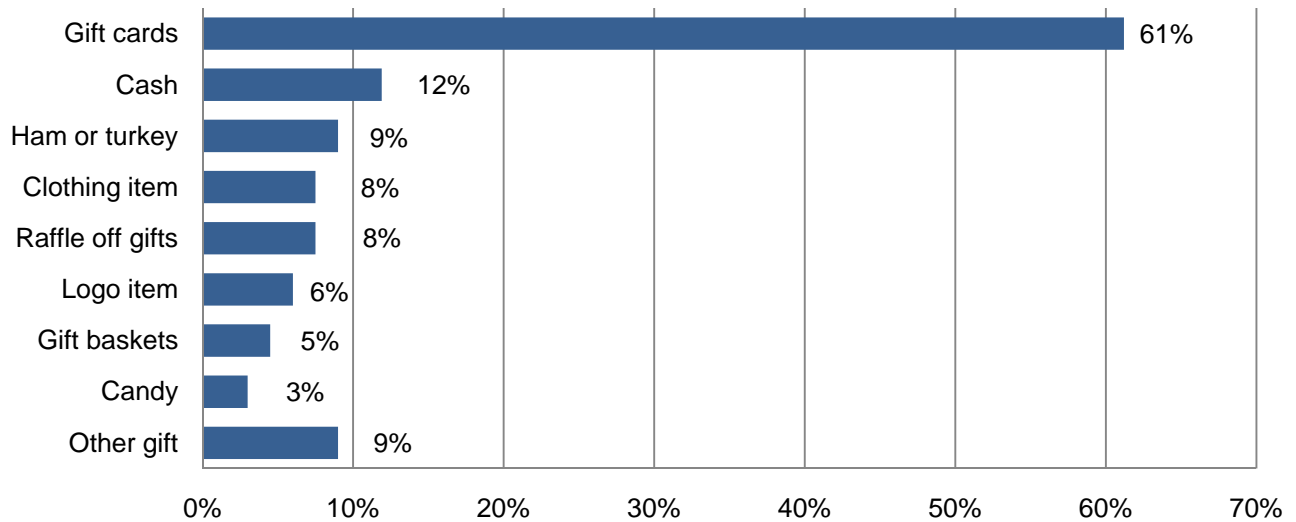
Fifty-one percent of organizations intend to provide employees with holiday gifts this year, and most are budgeting the same as last year for holiday gifts. Thirty-nine percent of employers say they do not provide holiday gifts to employees.

Figure 12 | If your organization historically has provided employees with holiday gifts, is your organization planning to do so this year?



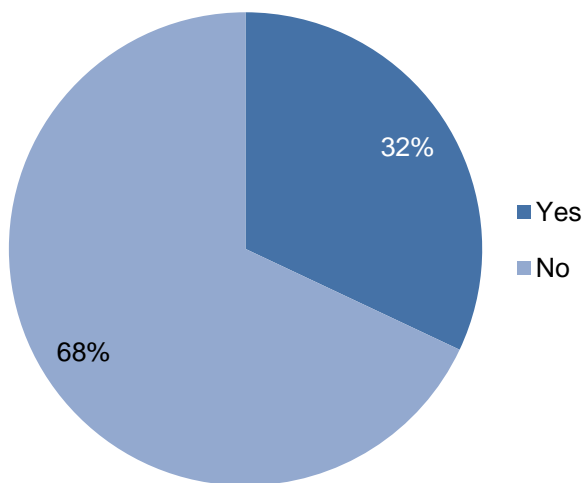
In terms of the types of holiday gifts provided to employees, employers report that gift cards are most common. Other employers provide cash, a ham or turkey (or sometimes both), or a clothing/logo item, or raffle off gifts.

Figure 13 | If gifts are given to employees, what types of holiday gifts are given (i.e. cash, gift card, gift baskets, etc.)?



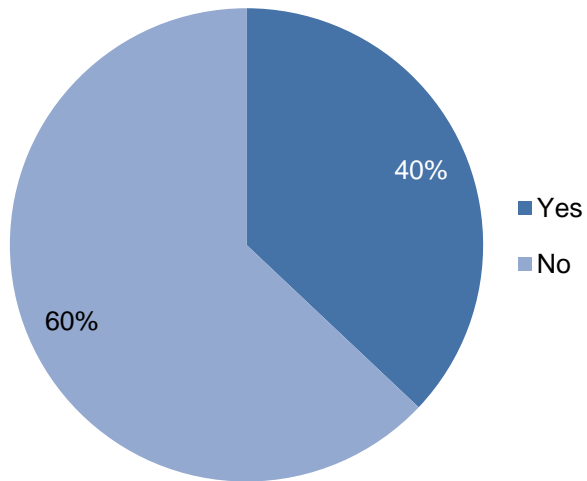
Thirty-two percent of organizations report providing a holiday bonus to employees. The average amount of the holiday bonus reported by respondents is \$712. The most common criteria for receiving a holiday bonus are performance and company profitability, although several employers reported that all employees receive this bonus. A full listing of the criteria cited by respondents can be found in Appendix D.

Figure 14 | Does your organization 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 E. Among the most common efforts are food drives, donations, and participation in the Adopt-a-Family program.

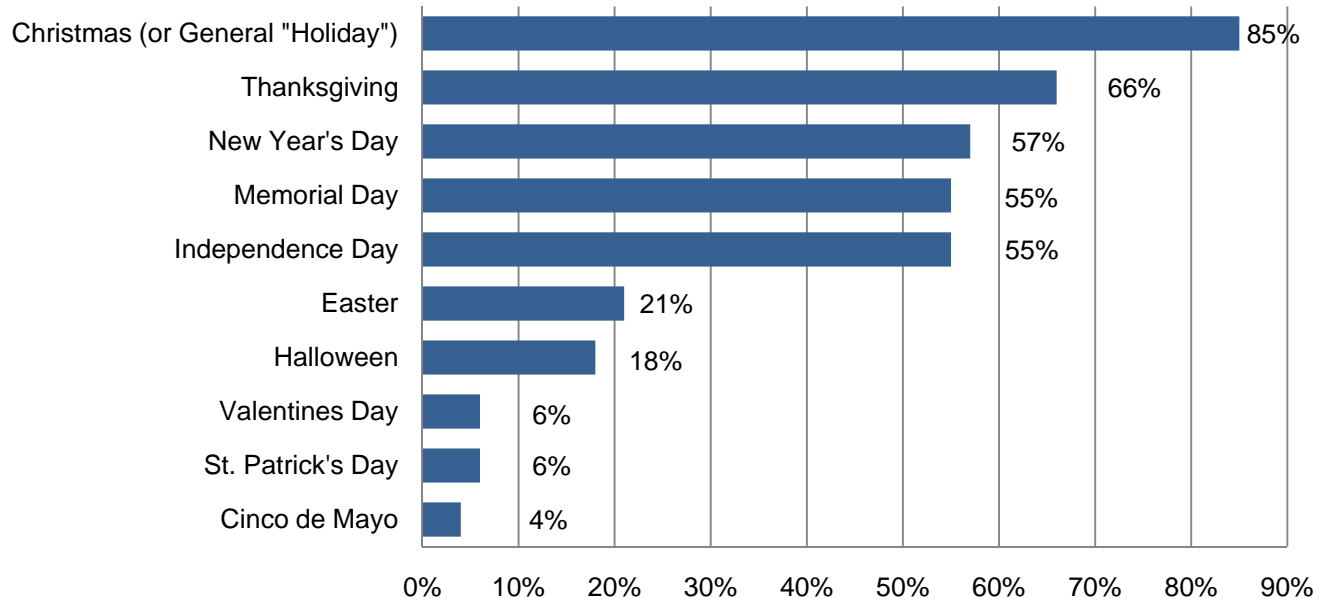
Figure 15 | Does your organization coordinate any holiday community service efforts?



General Holiday Celebrations

Employers report celebrating many other holidays at their workplaces besides Christmas. Several celebrate Thanksgiving (66%), New Year's Day (57%), Memorial Day (55%), and Independence Day (55%).

Figure 16 | Does your organization celebrate any of the following holidays?



Respondent Demographics

One-hundred and thirty-six (136) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

| | Percent |
|----------------------------|---------|
| Industry | |
| Manufacturing | 51% |
| Non-Manufacturing | 34% |
| Non-Profit | 15% |
| Organizational Size | |
| 1-50 | 16% |
| 51-200 | 63% |
| 201-500 | 16% |
| Over 500 | 5% |

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 |
|----------------------------|---------|
| All Organizations | 5% |
| Industry | |
| Manufacturing | 4% |
| Non-Manufacturing | 5% |
| Non-Profit | 10% |
| Organizational Size | |
| 1-50 | 10% |
| 51-200 | 5% |
| 201-500 | 5% |
| Over 500 | 0% |

Yes, and we are budgeting the same as last year

| | Percent |
|----------------------------|---------|
| All Organizations | 61% |
| Industry | |
| Manufacturing | 62% |
| Non-Manufacturing | 66% |
| Non-Profit | 45% |
| Organizational Size | |
| 1-50 | 62% |
| 51-200 | 60% |
| 201-500 | 67% |
| Over 500 | 33% |

Yes, and we are budgeting more than last year

| | Percent |
|----------------------------|---------|
| All Organizations | 5% |
| Industry | |
| Manufacturing | 4% |
| Non-Manufacturing | 7% |
| Non-Profit | 5% |
| Organizational Size | |
| 1-50 | 0% |
| 51-200 | 5% |
| 201-500 | 10% |
| Over 500 | 17% |

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

| | Percent |
|----------------------------|---------|
| All Organizations | 16% |
| Industry | |
| Manufacturing | 16% |
| Non-Manufacturing | 18% |
| Non-Profit | 10% |
| Organizational Size | |
| 1-50 | 19% |
| 51-200 | 17% |
| 201-500 | 10% |
| Over 500 | 17% |

Not applicable, we do not have an annual holiday party

| | Percent |
|----------------------------|---------|
| All Organizations | 13% |
| Industry | |
| Manufacturing | 13% |
| Non-Manufacturing | 5% |
| Non-Profit | 30% |
| Organizational Size | |
| 1-50 | 10% |
| 51-200 | 13% |
| 201-500 | 10% |
| Over 500 | 33% |

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 |
|----------------------------|------------------|------------------|
| All Organizations | 17% | 50% |
| Industry | | |
| Manufacturing | 18% | 15% |
| Non-Manufacturing | 18% | 46% |
| Non-Profit | 15% | 100% |
| Organizational Size | | |
| 1-50 | 10% | n/a |
| 51-200 | 16% | 75% |
| 201-500 | 25% | 15% |
| Over 500 | n/a | 12% |

Figure 3a | Please select all the holiday party practices that apply to your organization.

Only employees are invited to the holiday party.

| | This Year | Last Year |
|----------------------------|-----------|-----------|
| All Organizations | 67% | 63% |
| Industry | | |
| Manufacturing | 74% | 71% |
| Non-Manufacturing | 56% | 47% |
| Non-Profit | 67% | 67% |
| Organizational Size | | |
| 1-50 | 53% | 53% |
| 51-200 | 69% | 64% |
| 201-500 | 65% | 59% |
| Over 500 | 67% | 67% |

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

| | This Year | Last Year |
|----------------------------|-----------|-----------|
| All Organizations | 26% | 25% |
| Industry | | |
| Manufacturing | 16% | 16% |
| Non-Manufacturing | 38% | 38% |
| Non-Profit | 25% | 17% |
| Organizational Size | | |
| 1-50 | 33% | 27% |
| 51-200 | 26% | 24% |
| 201-500 | 18% | 24% |
| Over 500 | 33% | 33% |

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

| | This Year | Last Year |
|----------------------------|-----------|-----------|
| All Organizations | 8% | 6% |
| Industry | | |
| Manufacturing | 10% | 10% |
| Non-Manufacturing | 9% | 3% |
| Non-Profit | 0% | 0% |
| Organizational Size | | |
| 1-50 | 7% | 7% |
| 51-200 | 9% | 5% |
| 201-500 | 12% | 12% |
| Over 500 | 0% | 0% |

The holiday party is held on the company premises.

| | This Year | Last Year |
|----------------------------|-----------|-----------|
| All Organizations | 52% | 53% |
| Industry | | |
| Manufacturing | 59% | 57% |
| Non-Manufacturing | 35% | 44% |
| Non-Profit | 75% | 67% |
| Organizational Size | | |
| 1-50 | 53% | 53% |
| 51-200 | 50% | 50% |
| 201-500 | 53% | 53% |
| Over 500 | 100% | 100% |

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

| | This Year | Last Year |
|----------------------------|-----------|-----------|
| All Organizations | 46% | 38% |
| Industry | | |
| Manufacturing | 39% | 39% |
| Non-Manufacturing | 62% | 44% |
| Non-Profit | 25% | 17% |
| Organizational Size | | |
| 1-50 | 33% | 27% |
| 51-200 | 52% | 43% |
| 201-500 | 41% | 41% |
| Over 500 | 0% | 0% |

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

| | This Year | Last Year |
|----------------------------|-----------|-----------|
| All Organizations | 0% | 0% |
| Industry | | |
| Manufacturing | 0% | 0% |
| Non-Manufacturing | 0% | 0% |
| Non-Profit | 0% | 0% |
| Organizational Size | | |
| 1-50 | 0% | 0% |
| 51-200 | 0% | 0% |
| 201-500 | 0% | 0% |
| Over 500 | 0% | 0% |

The holiday party is catered.

| | This Year | Last Year |
|----------------------------|-----------|-----------|
| All Organizations | 72% | 68% |
| Industry | | |
| Manufacturing | 78% | 76% |
| Non-Manufacturing | 65% | 59% |
| Non-Profit | 67% | 58% |
| Organizational Size | | |
| 1-50 | 67% | 60% |
| 51-200 | 74% | 69% |
| 201-500 | 71% | 71% |
| Over 500 | 67% | 67% |

The holiday party includes entertainment.

| | This Year | Last Year |
|----------------------------|-----------|-----------|
| All Organizations | 31% | 27% |
| Industry | | |
| Manufacturing | 22% | 20% |
| Non-Manufacturing | 38% | 32% |
| Non-Profit | 42% | 33% |
| Organizational Size | | |
| 1-50 | 7% | 7% |
| 51-200 | 35% | 28% |
| 201-500 | 41% | 41% |
| Over 500 | 33% | 33% |

Alcohol is served at the holiday party.

| | This Year | Last Year |
|----------------------------|-----------|-----------|
| All Organizations | 38% | 34% |
| Industry | | |
| Manufacturing | 29% | 31% |
| Non-Manufacturing | 50% | 41% |
| Non-Profit | 33% | 25% |
| Organizational Size | | |
| 1-50 | 27% | 33% |
| 51-200 | 43% | 36% |
| 201-500 | 29% | 29% |
| Over 500 | 33% | 33% |

Transportation is provided to and from the holiday party.

| | This Year | Last Year |
|----------------------------|-----------|-----------|
| All Organizations | 2% | 2% |
| Industry | | |
| Manufacturing | 0% | 2% |
| Non-Manufacturing | 6% | 3% |
| Non-Profit | 0% | 0% |
| Organizational Size | | |
| 1-50 | 0% | 0% |
| 51-200 | 0% | 2% |
| 201-500 | 6% | 0% |
| Over 500 | 33% | 33% |

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

Week

| | Undecided | December 1 st Week | December 2 nd Week | December 3 rd Week | December 4 th Week | December 5 th Week | January | February |
|----------------------------|-----------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|---------|----------|
| All Organizations | 10% | 15% | 21% | 32% | 14% | 0% | 7% | 1% |
| Industry | | | | | | | | |
| Manufacturing | 7% | 9% | 20% | 33% | 24% | 0% | 4% | 2% |
| Non-Manufacturing | 15% | 24% | 24% | 24% | 6% | 0% | 6% | 0% |
| Non-Profit | 8% | 17% | 17% | 50% | 0% | 0% | 8% | 0% |
| Organizational Size | | | | | | | | |
| 1-50 | 13% | 13% | 13% | 33% | 20% | 0% | 7% | 0% |
| 51-200 | 9% | 19% | 20% | 33% | 13% | 0% | 4% | 2% |
| 201-500 | 6% | 13% | 31% | 25% | 13% | 0% | 13% | 0% |
| Over 500 | 33% | 0% | 33% | 33% | 0% | 0% | 0% | 0% |

Day of the week

| | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|----------------------------|--------|---------|-----------|----------|--------|----------|--------|
| All Organizations | 1% | 3% | 12% | 17% | 42% | 21% | 5% |
| Industry | | | | | | | |
| Manufacturing | 0% | 2% | 17% | 24% | 33% | 17% | 7% |
| Non-Manufacturing | 4% | 4% | 4% | 4% | 56% | 24% | 4% |
| Non-Profit | 0% | 0% | 10% | 20% | 40% | 30% | 0% |
| Organizational Size | | | | | | | |
| 1-50 | 8% | 0% | 17% | 17% | 33% | 25% | 0% |
| 51-200 | 0% | 2% | 14% | 10% | 45% | 20% | 8% |
| 201-500 | 0% | 8% | 0% | 25% | 50% | 17% | 0% |
| Over 500 | 0% | 0% | 0% | 50% | 0% | 50% | 0% |

Exact day of the week

| | Dec. 3 | Dec. 4 | Dec. 5 | Dec. 7 | Dec. 9 | Dec. 10 |
|----------------------------|--------|--------|--------|--------|--------|---------|
| All Organizations | 12% | 7% | 1% | 1% | 1% | 11% |
| Industry | | | | | | |
| Manufacturing | 5% | 5% | 0% | 2% | 0% | 12% |
| Non-Manufacturing | 25% | 8% | 4% | 0% | 0% | 13% |
| Non-Profit | 11% | 11% | 0% | 0% | 11% | 0% |
| Organizational Size | | | | | | |
| 1-50 | 8% | 8% | 0% | 0% | 0% | 0% |
| 51-200 | 13% | 8% | 2% | 0% | 0% | 13% |
| 201-500 | 20% | 0% | 0% | 10% | 10% | 20% |
| Over 500 | 0% | 0% | 0% | 0% | 0% | 0% |

Exact day of the week

| | Dec. 13 | Dec. 15 | Dec. 16 | Dec. 17 | Dec. 19 | Dec. 21 | Dec. 22 | Dec. 23 |
|----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|
| All Organizations | 1% | 7% | 8% | 19% | 1% | 1% | 5% | 10% |
| Industry | | | | | | | | |
| Manufacturing | 0% | 7% | 12% | 17% | 2% | 0% | 10% | 15% |
| Non-Manufacturing | 4% | 4% | 0% | 17% | 0% | 4% | 0% | 4% |
| Non-Profit | 0% | 11% | 11% | 33% | 0% | 0% | 0% | 0% |
| Organizational Size | | | | | | | | |
| 1-50 | 8% | 8% | 0% | 25% | 0% | 0% | 8% | 17% |
| 51-200 | 0% | 8% | 8% | 21% | 2% | 2% | 6% | 4% |
| 201-500 | 0% | 0% | 0% | 10% | 0% | 0% | 0% | 20% |
| Over 500 | 0% | 0% | 50% | 0% | 0% | 0% | 0% | 0% |

Time of day

| | Morning | Lunch | Afternoon | Evening |
|----------------------------|---------|-------|-----------|---------|
| All Organizations | 1% | 53% | 10% | 36% |
| Industry | | | | |
| Manufacturing | 2% | 61% | 12% | 26% |
| Non-Manufacturing | 0% | 45% | 3% | 52% |
| Non-Profit | 0% | 50% | 25% | 25% |
| Organizational Size | | | | |
| 1-50 | 0% | 71% | 0% | 29% |
| 51-200 | 2% | 50% | 10% | 39% |
| 201-500 | 0% | 40% | 27% | 33% |
| Over 500 | 0% | 67% | 0% | 33% |

Exact time of day: Lunch

| | 11:00 AM | 11:30 AM | 12:00 PM | 12:30 PM | 1:00 PM | 1.30 PM |
|----------------------------|----------|----------|----------|----------|---------|---------|
| All Organizations | 7% | 2% | 80% | 2% | 7% | 2% |
| Industry | | | | | | |
| Manufacturing | 4% | 0% | 84% | 4% | 4% | 4% |
| Non-Manufacturing | 0% | 8% | 85% | 0% | 8% | 0% |
| Non-Profit | 33% | 0% | 50% | 0% | 17% | 0% |
| Organizational Size | | | | | | |
| 1-50 | 0% | 0% | 100% | 0% | 0% | 0% |
| 51-200 | 0% | 4% | 80% | 0% | 12% | 4% |
| 201-500 | 33% | 0% | 50% | 17% | 0% | 0% |
| Over 500 | 0% | 0% | 100% | 0% | 0% | 0% |

Exact time of day: Afternoon

| | 2:00 PM | 3:00 PM | 4:00 PM |
|----------------------------|---------|---------|---------|
| All Organizations | 44% | 44% | 11% |
| Industry | | | |
| Manufacturing | 80% | 20% | 0% |
| Non-Manufacturing | 0% | 0% | 100% |
| Non-Profit | 0% | 100% | 0% |
| Organizational Size | | | |
| 1-50 | 0% | 0% | 0% |
| 51-200 | 40% | 60% | 0% |
| 201-500 | 50% | 25% | 25% |
| Over 500 | 0% | 0% | 0% |

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 | 8:00 PM |
|----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|
| All Organizations | 3% | 3% | 13% | 10% | 40% | 13% | 13% | 3% |
| Industry | | | | | | | | |
| Manufacturing | 9% | 0% | 18% | 9% | 45% | 9% | 0% | 9% |
| Non-Manufacturing | 0% | 7% | 0% | 13% | 40% | 13% | 27% | 0% |
| Non-Profit | 0% | 0% | 67% | 0% | 33% | 0% | 0% | 0% |
| Organizational Size | | | | | | | | |
| 1-50 | 0% | 0% | 0% | 0% | 33% | 0% | 67% | 0% |
| 51-200 | 5% | 5% | 15% | 15% | 35% | 15% | 5% | 5% |
| 201-500 | 0% | 0% | 20% | 0% | 80% | 0% | 0% | 0% |
| Over 500 | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% |

Figure 5a | Who is responsible for planning your organization's holiday party?

Operations

| | Percent |
|----------------------------|---------|
| All Organizations | 3% |
| Industry | |
| Manufacturing | 2% |
| Non-Manufacturing | 7% |
| Non-Profit | 0% |
| Organizational Size | |
| 1-50 | 5% |
| 51-200 | 2% |
| 201-500 | 0% |
| Over 500 | 0% |

Employee committee/task force

| | Percent |
|----------------------------|---------|
| All Organizations | 19% |
| Industry | |
| Manufacturing | 15% |
| Non-Manufacturing | 22% |
| Non-Profit | 25% |
| Organizational Size | |
| 1-50 | 9% |
| 51-200 | 23% |
| 201-500 | 14% |
| Over 500 | 0% |

Top management and CEO

| | Percent |
|----------------------------|---------|
| All Organizations | 15% |
| Industry | |
| Manufacturing | 15% |
| Non-Manufacturing | 20% |
| Non-Profit | 5% |
| Organizational Size | |
| 1-50 | 27% |
| 51-200 | 15% |
| 201-500 | 10% |
| Over 500 | 0% |

Human resources

| | Percent |
|----------------------------|---------|
| All Organizations | 49% |
| Industry | |
| Manufacturing | 57% |
| Non-Manufacturing | 40% |
| Non-Profit | 40% |
| Organizational Size | |
| 1-50 | 27% |
| 51-200 | 51% |
| 201-500 | 62% |
| Over 500 | 60% |

Administration

| | Percent |
|----------------------------|---------|
| All Organizations | 11% |
| Industry | |
| Manufacturing | 12% |
| Non-Manufacturing | 11% |
| Non-Profit | 10% |
| Organizational Size | |
| 1-50 | 14% |
| 51-200 | 11% |
| 201-500 | 14% |
| Over 500 | 0% |

No one designated

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

Figure 6a | 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 |
|----------------------------|---------|
| All Organizations | 4% |
| Industry | |
| Manufacturing | 2% |
| Non-Manufacturing | 5% |
| Non-Profit | 11% |
| Organizational Size | |
| 1-50 | 0% |
| 51-200 | 4% |
| 201-500 | 10% |
| Over 500 | 0% |

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

| | Percent |
|----------------------------|---------|
| All Organizations | 43% |
| Industry | |
| Manufacturing | 52% |
| Non-Manufacturing | 36% |
| Non-Profit | 26% |
| Organizational Size | |
| 1-50 | 27% |
| 51-200 | 50% |
| 201-500 | 48% |
| Over 500 | 17% |

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

| | Percent |
|----------------------------|---------|
| All Organizations | 4% |
| Industry | |
| Manufacturing | 6% |
| Non-Manufacturing | 2% |
| Non-Profit | 0% |
| Organizational Size | |
| 1-50 | 9% |
| 51-200 | 3% |
| 201-500 | 5% |
| Over 500 | 0% |

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

| | Percent |
|----------------------------|---------|
| All Organizations | 11% |
| Industry | |
| Manufacturing | 12% |
| Non-Manufacturing | 14% |
| Non-Profit | 0% |
| Organizational Size | |
| 1-50 | 18% |
| 51-200 | 10% |
| 201-500 | 5% |
| Over 500 | 17% |

Not applicable, we do not provide annual holiday gifts

| | Percent |
|----------------------------|---------|
| All Organizations | 39% |
| Industry | |
| Manufacturing | 29% |
| Non-Manufacturing | 43% |
| Non-Profit | 63% |
| Organizational Size | |
| 1-50 | 46% |
| 51-200 | 34% |
| 201-500 | 33% |
| Over 500 | 67% |

Figure 7a | 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 |
|----------------------------|------------|------|---------------|-------|--------------|--------------|---------------|-----------|------------|
| All Organizations | 61% | 12% | 9% | 3% | 5% | 8% | 8% | 6% | 9% |
| Industry | | | | | | | | | |
| Manufacturing | 63% | 13% | 13% | 0% | 0% | 10% | 8% | 8% | 10% |
| Non-Manufacturing | 58% | 5% | 5% | 5% | 16% | 0% | 5% | 5% | 11% |
| Non-Profit | 71% | 14% | 0% | 14% | 0% | 14% | 14% | 0% | 0% |
| Organizational Size | | | | | | | | | |
| 1-50 | 25% | 25% | 25% | 0% | 0% | 0% | 0% | 13% | 0% |
| 51-200 | 69% | 7% | 9% | 2% | 7% | 11% | 9% | 4% | 7% |
| 201-500 | 62% | 23% | 0% | 8% | 0% | 0% | 8% | 8% | 15% |
| Over 500 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% |

Figure 8a | Does your organization provide a holiday bonus?

| | Percent |
|----------------------------|---------|
| All Organizations | 32% |
| Industry | |
| Manufacturing | 39% |
| Non-Manufacturing | 33% |
| Non-Profit | 0% |
| Organizational Size | |
| 1-50 | 46% |
| 51-200 | 30% |
| 201-500 | 40% |
| Over 500 | 0% |

Figure 9a | What is the average amount of a holiday bonus?

| | Average |
|----------------------------|---------|
| All Organizations | \$712 |
| Industry | |
| Manufacturing | \$860 |
| Non-Manufacturing | \$483 |
| Non-Profit | n/a |
| Organizational Size | |
| 1-50 | \$566 |
| 51-200 | \$1069 |
| 201-500 | \$150 |
| Over 500 | n/a |

Figure 10a | Does your organization coordinate any holiday community service efforts?

| | Percent |
|----------------------------|---------|
| All Organizations | 40% |
| Industry | |
| Manufacturing | 31% |
| Non-Manufacturing | 53% |
| Non-Profit | 37% |
| Organizational Size | |
| 1-50 | 23% |
| 51-200 | 37% |
| 201-500 | 57% |
| Over 500 | 67% |

Figure 11a | Does your organization celebrate any of the following holidays?

Christmas (or general “Holiday”)

| | Percent |
|----------------------------|---------|
| All Organizations | 85% |
| Industry | |
| Manufacturing | 83% |
| Non-Manufacturing | 89% |
| Non-Profit | 85% |
| Organizational Size | |
| 1-50 | 91% |
| 51-200 | 84% |
| 201-500 | 81% |
| Over 500 | 100% |

New Year's

| | Percent |
|----------------------------|---------|
| All Organizations | 57% |
| Industry | |
| Manufacturing | 59% |
| Non-Manufacturing | 51% |
| Non-Profit | 60% |
| Organizational Size | |
| 1-50 | 68% |
| 51-200 | 57% |
| 201-500 | 48% |
| Over 500 | 67% |

Thanksgiving

| | Percent |
|----------------------------|---------|
| All Organizations | 66% |
| Industry | |
| Manufacturing | 70% |
| Non-Manufacturing | 64% |
| Non-Profit | 60% |
| Organizational Size | |
| 1-50 | 77% |
| 51-200 | 65% |
| 201-500 | 62% |
| Over 500 | 83% |

Halloween

| | Percent |
|----------------------------|---------|
| All Organizations | 18% |
| Industry | |
| Manufacturing | 16% |
| Non-Manufacturing | 27% |
| Non-Profit | 5% |
| Organizational Size | |
| 1-50 | 5% |
| 51-200 | 17% |
| 201-500 | 29% |
| Over 500 | 33% |

Independence Day

| | Percent |
|----------------------------|---------|
| All Organizations | 55% |
| Industry | |
| Manufacturing | 57% |
| Non-Manufacturing | 51% |
| Non-Profit | 60% |
| Organizational Size | |
| 1-50 | 77% |
| 51-200 | 53% |
| 201-500 | 43% |
| Over 500 | 67% |

Cinco de Mayo

| | Percent |
|----------------------------|---------|
| All Organizations | 4% |
| Industry | |
| Manufacturing | 3% |
| Non-Manufacturing | 7% |
| Non-Profit | 0% |
| Organizational Size | |
| 1-50 | 0% |
| 51-200 | 5% |
| 201-500 | 5% |
| Over 500 | 0% |

Memorial Day

| | Percent |
|----------------------------|---------|
| All Organizations | 55% |
| Industry | |
| Manufacturing | 58% |
| Non-Manufacturing | 49% |
| Non-Profit | 60% |
| Organizational Size | |
| 1-50 | 77% |
| 51-200 | 53% |
| 201-500 | 43% |
| Over 500 | 67% |

Easter

| | Percent |
|----------------------------|---------|
| All Organizations | 21% |
| Industry | |
| Manufacturing | 30% |
| Non-Manufacturing | 16% |
| Non-Profit | 0% |
| Organizational Size | |
| 1-50 | 18% |
| 51-200 | 23% |
| 201-500 | 19% |
| Over 500 | 17% |

St. Patrick's Day

| | Percent |
|----------------------------|---------|
| All Organizations | 6% |
| Industry | |
| Manufacturing | 3% |
| Non-Manufacturing | 11% |
| Non-Profit | 5% |
| Organizational Size | |
| 1-50 | 0% |
| 51-200 | 7% |
| 201-500 | 5% |
| Over 500 | 17% |

Valentine's Day

| | Percent |
|----------------------------|---------|
| All Organizations | 6% |
| Industry | |
| Manufacturing | 1% |
| Non-Manufacturing | 13% |
| Non-Profit | 5% |
| Organizational Size | |
| 1-50 | 0% |
| 51-200 | 7% |
| 201-500 | 5% |
| Over 500 | 17% |

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.

Figure 1b | Organizations that coordinate holiday community service efforts

| | Orgs. not offering holiday party | Orgs. offering holiday party |
|----------------------------|----------------------------------|------------------------------|
| All Organizations | 31% | 43% |
| Industry | | |
| Manufacturing | 30% | 32% |
| Non-Manufacturing | 40% | 56% |
| Non-Profit | 25% | 46% |
| Organizational Size | | |
| 1-50 | 0% | 27% |
| 51-200 | 36% | 38% |
| 201-500 | 50% | 59% |
| Over 500 | 33% | 100% |

Figure 2b | Organizations that provide holiday gifts

| | Orgs. not offering holiday party | Orgs. offering holiday party |
|----------------------------|----------------------------------|------------------------------|
| All Organizations | 37% | 56% |
| Industry | | |
| Manufacturing | 35% | 69% |
| Non-Manufacturing | 22% | 50% |
| Non-Profit | 50% | 27% |
| Organizational Size | | |
| 1-50 | 33% | 40% |
| 51-200 | 42% | 63% |
| 201-500 | 50% | 65% |
| Over 500 | 0% | 33% |

Figure 3b | Organizations that provide holiday bonuses

| | Orgs. not offering holiday party | Orgs. offering holiday party |
|----------------------------|----------------------------------|------------------------------|
| All Organizations | 27% | 34% |
| Industry | | |
| Manufacturing | 35% | 41% |
| Non-Manufacturing | 25% | 35% |
| Non-Profit | 0% | 0% |
| Organizational Size | | |
| 1-50 | 50% | 47% |
| 51-200 | 29% | 30% |
| 201-500 | 0% | 47% |
| 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 2010.

- 100th Bomb Group
- Amish Door
- Bowling Alley
- Century Grill at Grandview
- Country Club
- Croatian Lodge
- Crown Plaza in Independence
- Dave & Busters
- Double Tree Hotel on Rockside Rd.
- Family Style Restaurant
- Firestone Country Club
- Glenmoor Country Club
- Guys Party Center
- Hilton Garden Inn Twinsburg
- Holiday Inn
- Holiday Grille
- Hotel
- IX Center Ballroom
- J Bella
- Local restaurant
- Maplewood Career Center
- Marriott Cleveland East
- Party Hall
- Pazzos Grand Ballroom
- Pine Ridge Country Club
- Playhouse Square
- Red Tail Golf Club
- Rustic Hills Country Club
- Sammy's At Legacy Village
- Slovenian Home
- Solon Freeway Lanes
- St. Michael's Woodside Party Center

- The Winking Lizard
- Verba's Catering
- Windows on the River

Appendix D: Criteria for Receiving Holiday Bonus

The following are criteria cited by organizations as being used to determine who receives the holiday bonus.

- Percent of pay based on company profitability for all employees
- All employees
- All associates and based on seniority
- All current/active employees
- All employees
- All employees
- All employees
- All employees
- All employees. Amount varies by the profitability of the company as well as the individual's performance
- Based on EBIT
- Based on number of years of service
- Being with the company for more than 1 year
- Christmas bonus based on a base and length of service
- Full time, length of service, and attendance
- Company-wide performance with pre-established criteria
- Contributions in the past year
- Earnings to date & years of service
- Employee and company performance
- Employee performance
- Performance and attendance
- Full-time employees receive \$200; Part-time employees receive \$100
- Full time and part time
- Full time, employed for at least 1 year
- Full-time employees = \$200; Part-time employees = \$100
- If a bonus is to be given at the year end, it will be based on a percentage x the employee's earnings over the preceding 12 months x a factor for job performance.
- It is based on performance
- It is only for the managers of departments
- Length of service & salary
- Length of service and position
- Longevity

- Employees receive their annual bonus in the beginning of December, which is based on company performance
- Performance and Length of Service
- Performance based
- Performance based
- Performance/profitability
- Profit and performance
- Tenure
- Type of employee
- Years of service
- Performance
- All employees receive year-end incentive which is paid out before the holiday - amount is determined based on pay grade and goal attainment.

Appendix E: Holiday Community Service Efforts

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

- Giving tree and food drive
- Food drive
- We collect food for the local food bank and also do a gift giving program (i.e. Salvation Army)
- Each Thanksgiving we organize a canned-food drive. We also participate in the Salvation Army Giving Tree activity each Christmas.
- Collect gloves, scarves, hats for local charities. Collect money for local foster kids, sponsor a family for Christmas.
- Fundraiser for Rainbow Babies and Children's hospital
- Employees donate cash and items for Thanksgiving baskets for local families. Employees purchase gifts and toys for local families for Christmas. Baskets and items are delivered by employees.
- Salvation Army giving tree
- Women's and Children's Campus Project through the YWCA
- We are donating to the African children's choir and adopting several families in the community to provide them with Christmas meal/gifts
- Contributions to Cleveland Foodbank
- Food drive with inner-city school
- The employees participate in 'Adopt-a-Family.' Everyone who wants to participate purchases various items of clothing and household items for the adopted family.
- We collect Toys for Tots and for the Cleveland Food Bank
- Cleveland Food Bank Donation
- We have an annual Christmas Bake Sale where all proceeds are donated to our corporate charity which has been St. Jude Children's Hospital.
- We adopt approximately 60 children who are in custody of the county and purchase holiday gifts for them based on their wish list.
- Food Drive; Salvation Army Gift for Families; Big Brothers and Sisters
- Donation of food to St. Augustine Hunger Center
- Our program is called "Bay Shares at Christmas Time." Employees donate and company matches. Goes to senior center in Westlake in order to help those in need. Total giving is around \$500-\$600 per year.
- Giving Tree
- Thanksgiving Food Drive at Euclid Hunger Center
- Food drive with Thanksgiving
- Food Bank

- Adopt a family for the holidays, charitable donation to enter party, fundraisers for charity at party
- A food drive.
- Collect money to purchase clothes for Children & Family Services.
- Mitten tree, harvest for hunger
- Coats, canned goods
- Food baskets to homeless shelters
- Cloth and food drive
- We run an annual fundraiser from just before Thanksgiving through Christmas for local food banks in Cleveland & Columbus. We donate cash and canned/boxed goods. Typically a couple of CSI employees will make the delivery in a CSI van so that they can see the good they are doing in person.
- We are planning to coordinate a community service event this year
- Every year, the companies help local children to celebrate the holidays through our Caring Tree program. Associates can pick a tag bearing the name and holiday wishes of a child who is in foster care through Lorain County Children's Services.
- Toys for Tots and Food Drives
- Employees help at their church efforts
- The charities vary. Last year it was Toys for Tots, may be the same this year.
- Have in the past. No decision made yet for this year.
- Adopt a Family - City of Westlake
- This year (a first) we are participating in a Yuletide Hunger program (donation of canned goods & non-perishable food items)
- Battered Women's Shelter giving tree
- Haven of Rest canned good drive and clothing, etc.
- Given a family for Christmas?
- We typically pick one of the following organizations: Coats for Kids, Toys for Tots, Angel Tree to participate in during the holiday season.
- We provide gifts for a women and children's shelter
- Donation items to needy
- We give gifts to clients kids in our Community Re-entry program. We provide Thanksgiving dinner for youth and their families through our After School Program and we feed many homeless men at our shelter at 2100 Lakeside everyday.
- Food drives and donate to families in need or to a local church that has a program for helping the less fortunate
- Food for St Augustine Hunger Center
- Adopt a family

- Food Drive
- Collect toys/money to donate to a charity
- Volunteering through United Way or Salvation Army
- We sponsor a family every year with Lifeline and buy all of their Christmas presents.

About ERC

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ERC Holiday Practices Survey

Conducted by ERC

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