

2011 ERC Pay Differential Survey

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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.



Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in July and August of 2011, on practices related to pay differentials. The survey reports trends in:

- Shift differentials
- Overtime practices
- On-call pay

All ERC members were invited to participate in the survey starting on July 19th, 2011 via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on August 26th, 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 67 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 (manufacturing and non-manufacturing) are not included due to quantity of data or insufficient sample.

Codes

The following codes are used throughout the survey to report the data.

- PMS-U Hourly production, maintenance, and service positions (Union)
- PMS-NU Hourly production, maintenance, and service positions (Non-Union)
- PMS (Lead) Hourly production, maintenance, and service positions that are leads or group leaders
- PMS (Supervisor) Production, maintenance, and service positions that are supervisors

Shift Differentials

The majority of employers surveyed provide shift differentials to their employees. Compensating a flat premium amount per hour was the most common practice among organizations that provide a pay differential. The most common pay differentials are for second and third shifts, especially on weekdays. Sixty-six percent of organizations provide pay differentials for weekday second shifts, and 55% provide pay differentials for weekday third shifts. Approximately a third of employers provide pay differentials for weekend second and third shifts. The average pay differential for weekday second and third shifts ranged from \$0.39 to \$0.77, while the average pay differential for weekend shifts ranged from \$0.54 to \$0.83.

Percent of organizations providing shift differentials

	All Organizations	Manufacturing	Non-Manufacturing
Weekday Shift – 2 nd Shift	66%	78%	42%
Weekday Shift – 3 rd Shift	55%	67%	32%
Weekend Shift – 1 st Shift	6%	7%	5%
Weekend Shift – 2 nd Shift	34%	41%	21%
Weekend Shift – 3 rd Shift	33%	37%	26%
Double Shift - Weekday	4%	4%	5%
Double Shift - Weekend	3%	2%	5%
Holiday Shift	15%	13%	21%

Percent of organizations providing specific types of shift differentials

All Organizations

	Flat premium amount/ hr.	% hourly base rate	Bonus or cash supplement	Other	N/A
Weekday Shift – 2 nd Shift	55%	10%	1%	1%	13%
Weekday Shift – 3 rd Shift	45%	9%	0%	0%	18%
Weekend Shift – 1 st Shift	4%	1%	0%	0%	27%
Weekend Shift – 2 nd Shift	27%	7%	0%	0%	21%
Weekend Shift – 3 rd Shift	27%	7%	1%	0%	21%
Double Shift - Weekday	0%	1%	1%	1%	28%
Double Shift - Weekend	0%	3%	1%	1%	28%
Holiday Shift	1%	10%	0%	3%	22%

Manufacturing

	Flat premium amount/ hr.	% hourly base rate	Bonus or cash supplement	Other	N/A
Weekday Shift – 2 nd Shift	65%	13%	2%	2%	9%
Weekday Shift – 3 rd Shift	52%	13%	0%	0%	15%
Weekend Shift – 1 st Shift	4%	2%	0%	0%	26%
Weekend Shift – 2 nd Shift	30%	11%	0%	0%	20%
Weekend Shift – 3 rd Shift	28%	11%	2%	0%	20%
Double Shift - Weekday	0%	0%	2%	0%	26%
Double Shift - Weekend	0%	2%	2%	0%	26%
Holiday Shift	2%	9%	0%	2%	24%

Non-Manufacturing

	Flat premium amount/ hr.	% hourly base rate	Bonus or cash supplement	Other	N/A
Weekday Shift – 2 nd Shift	37%	5%	0%	0%	21%
Weekday Shift – 3 rd Shift	32%	0%	0%	0%	21%
Weekend Shift – 1 st Shift	5%	0%	0%	0%	26%
Weekend Shift – 2 nd Shift	21%	0%	0%	0%	21%
Weekend Shift – 3 rd Shift	26%	0%	0%	0%	21%
Double Shift - Weekday	0%	5%	0%	5%	32%
Double Shift - Weekend	0%	5%	0%	5%	32%
Holiday Shift	0%	16%	0%	5%	16%

Average pay differential per hour among organizations that provide a flat premium amount per hour

All Organizations

	PMS- U	PMS-NU	PMS (Lead)	PMS (Supervisor)
Weekday Shift – 2 nd Shift	\$0.39	\$0.61	\$0.65	\$0.61
Weekday Shift – 3 rd Shift	\$0.48	\$0.73	\$0.77	\$0.67
Weekend Shift – 1 st Shift	n/a	n/a	n/a	n/a
Weekend Shift – 2 nd Shift	\$0.55	\$0.74	\$0.67	n/a
Weekend Shift – 3 rd Shift	\$0.54	\$0.78	\$0.83	n/a
Double Shift - Weekday	n/a	n/a	n/a	n/a
Double Shift - Weekend	n/a	n/a	n/a	n/a
Holiday Shift	n/a	n/a	n/a	n/a

Manufacturing

	PMS- U	PMS-NU	PMS (Lead)	PMS (Supervisor)
Weekday Shift – 2 nd Shift	\$0.36	\$0.56	\$0.62	\$0.51
Weekday Shift – 3 rd Shift	\$0.41	\$0.64	\$0.74	\$0.45
Weekend Shift – 1 st Shift	n/a	n/a	n/a	n/a
Weekend Shift – 2 nd Shift	\$0.33	\$0.63	\$0.61	n/a
Weekend Shift – 3 rd Shift	\$0.39	\$0.67	\$0.80	n/a
Double Shift - Weekday	n/a	n/a	n/a	n/a
Double Shift - Weekend	n/a	n/a	n/a	n/a
Holiday Shift	n/a	n/a	n/a	n/a

Average percent of pay differential among organizations that use a percent of hourly base rate as the differential

	PMS- U	PMS-NU	PMS (Lead)	PMS (Supervisor)
Weekday Shift – 2 nd Shift	n/a	7%	5%	n/a
Weekday Shift – 3 rd Shift	n/a	8%	7%	n/a
Weekend Shift – 1 st Shift	n/a	n/a	n/a	n/a
Weekend Shift – 2 nd Shift	n/a	6%	n/a	n/a
Weekend Shift – 3 rd Shift	n/a	7%	n/a	n/a
Double Shift - Weekday	n/a	n/a	n/a	n/a
Double Shift - Weekend	n/a	n/a	n/a	n/a
Holiday Shift	n/a	212%	175%	n/a

Days worked for production, maintenance, and service employees by shift (count of organizations)

	1st shift	2 nd shift	3 rd Shift
Monday – Thursday	2	5	1
Monday – Friday	22	19	7
Monday – Sunday	3	3	4
Tuesday – Saturday	1	1	1
Thursday – Sunday	1	1	1
Sunday – Thursday	0	0	3
Sunday – Friday	0	0	3
Sunday – Saturday	0	0	1
3 or 4 rotating days	1	0	1

Hours worked for production, maintenance, and service employees

First shift

	Count	Percent
6:00 a.m. – 2:30 p.m.	2	8%
6:00 a.m. – 4:30 p.m.	2	8%
6:30 a.m. – 3:00 p.m.	4	16%
6:45 a.m. – 2:45 p.m.	1	4%
7:00 a.m. – 3:00 p.m.	7	29%
7:00 a.m. – 3:30 p.m.	7	29%
7:00 a.m. – 7:00 p.m.	1	4%

Second shift

	Count	Percent
11:30 a.m. – 8:00 p.m.	1	4%
2:30 p.m. – 11:00 p.m.	1	4%
2:45 p.m. – 10:45 p.m.	2	8%
3:00 p.m. – 11:00 p.m.	8	30%
3:00 p.m. – 11:30 p.m.	6	23%
3:00 p.m. – 12:00 a.m.	1	4%
3:18 p.m. – 11:48 p.m.	1	4%
3:30 p.m. – 11:30 p.m.	1	4%
3:30 p.m. – 2:00 p.m.	1	4%
4:30 p.m. – 2:30 a.m.	1	4%
4:30 p.m. – 3:00 a.m.	2	8%
6:00 p.m. – 6:00 a.m.	1	4%

Third Shift

	Count	Percent
7:00 p.m. – 7:00 a.m.	1	5%
9:00 p.m. – 5:00 a.m.	1	5%
9:00 p.m. – 6:00 a.m.	1	5%
10:30 p.m. – 7:00 a.m.	3	16%
10:30 p.m. – 7:30 a.m.	1	5%
10:45 p.m. – 6:45 a.m.	1	5%
11:00 p.m. – 6:30 a.m.	1	5%
11:00 p.m. – 7:00 a.m.	8	42%
11:00 p.m. – 7:30 a.m.	1	5%
11:00 p.m. – 8:00 a.m.	1	5%

Average percent more that a lead or group leader is paid in terms of their hourly rate than a regular hourly employee

	Average Percent
All Organizations	19%
Manufacturing	22%
Non-Manufacturing	12%

Overtime Practices

Mandatory overtime is a common practice among employers, used by 66% of employers. When communicating overtime, most organizations try to communicate the need for overtime in advance with 39% communicating it within 1-2 days and 31% communicating it as soon as possible. On average, employees work between 6-9 hours of overtime in a given week, however, the number of days of overtime that employees work vary considerably with one and five days being the most common. Most employers limit the amount of hours employees can work in a week, reporting an average maximum amount of hours of 11-15 per day and 52-57 per week.

Percent of organizations that use mandatory overtime

	Mandatory overtime (as needed)	Only mandatory overtime	Do not use mandatory overtime
All Organizations	66%	2%	32%
Manufacturing	70%	2%	28%
Non-Manufacturing	58%	0%	42%

Percent of organizations that communicate the need for overtime in advance

	1 day	1-2 days	2 days	3-5 days	1 week	2 weeks	1 month	ASAP
All Organizations	17%	10%	12%	8%	19%	2%	2%	31%
Manufacturing	21%	14%	14%	5%	21%	0%	0%	24%
Non-Manufacturing	7%	0%	7%	13%	13%	7%	7%	46%

Percent of employees that work the following number of days of overtime each week

All Organizations

	1	2	3	4	5	6	7
PMS-U	42%	11%	16%	5%	21%	5%	0%
PMS-NU	36%	20%	18%	9%	16%	2%	0%
PMS (Lead)	32%	21%	12%	15%	15%	6%	0%
PMS (Supervisor)	19%	23%	10%	16%	26%	3%	3%

Manufacturing

	1	2	3	4	5	6	7
PMS-U	30%	10%	20%	0%	30%	10%	0%
PMS-NU	38%	16%	13%	8%	19%	3%	0%
PMS (Lead)	32%	18%	9%	14%	18%	7%	0%
PMS (Supervisor)	20%	20%	6%	16%	32%	4%	0%

Non-Manufacturing

	1	2	3	4	5	6	7
PMS-U	55%	11%	11%	11%	11%	0%	0%
PMS-NU	25%	38%	25%	13%	0%	0%	0%
PMS (Lead)	33%	33%	17%	17%	0%	0%	0%
PMS (Supervisor)	17%	33%	17%	17%	0%	0%	17%

Average number of hours that an employee works overtime in a week (when required or needed)

	All Organizations	Manufacturing	Non-Manufacturing
PMS-U	6.2	8.2	1.5
PMS-NU	8.2	8.3	7.7
PMS (Lead)	7.7	8.2	5.7
PMS (Supervisor)	9.3	9.4	8.8

Average maximum amount of hours that an employee can work in a day or week, including overtime

	Average maximum amount of hours per day	Average maximum amount of hours per week
PMS-U	15	n/a
PMS-NU	11	52
PMS (Lead)	12	57
PMS (Supervisor)	11	52

Average percent of annual overtime pay expressed as a percentage of gross earnings

	All Organizations	Manufacturing	Non-Manufacturing
PMS-U	24%	30%	n/a
PMS-NU	13%	10%	n/a
PMS (Lead)	14%	10%	n/a
PMS (Supervisor)	16%	20%	n/a

On-Call Pay

Most employers do not require or compensate employees to be on-call. More commonly, employees in maintenance and information technology functions are required and compensated for being on-call, however this was not a widespread practice among respondents. Overtime for time worked was generally the most common compensation practice for employees required to be on-call.

Percent of organizations that require and/or compensate employees in the following job functions to be on-call

	Require	Compensate
Accounting & Finance	3%	3%
Administrative & Clerical	1%	3%
Customer & Client Service	7%	4%
Engineering	4%	3%
Executives	10%	1%
Human Resources	4%	3%
Health & Medical Services	4%	6%
Information Technology (IT)	16%	6%
Maintenance	18%	22%
Marketing & Public Relations	0%	1%
Production	3%	9%
Research & Development	0%	1%
Sales	3%	3%
Social Services	4%	6%

Percent of organizations that compensate for required on-call employees

Please note that these percentages only include organizations that require employees to be on-call

	Percent
Accounting & Finance	50%
Administrative & Clerical	100%
Customer & Client Service	40%
Engineering	0%
Executives	0%
Human Resources	0%
Health & Medical Services	100%
Information Technology (IT)	27%
Maintenance	83%
Marketing & Public Relations	0%
Production	100%
Research & Development	0%
Sales	50%
Social Services	100%

Percent of organizations that compensate for required on-call employees in the following ways per function

Please note that these percentages only include organizations that require employees to be on-call

Accounting & Finance

	Percent
Flat premium amount for week on-call	0%
Flat premium amount for day on-call	0%
Flat premium amount for weekend on-call	0%
Overtime for time worked	50%
Overtime for travel time	50%
No additional compensation	50%

Administrative & Clerical

	Percent
Flat premium amount for week on-call	0%
Flat premium amount for day on-call	0%
Flat premium amount for weekend on-call	0%
Overtime for time worked	100%
Overtime for travel time	0%
No additional compensation	0%

Customer & Client Service

	Percent
Flat premium amount for week on-call	20%
Flat premium amount for day on-call	40%
Flat premium amount for weekend on-call	20%
Overtime for time worked	20%
Overtime for travel time	20%
No additional compensation	60%

Engineering

	Percent
Flat premium amount for week on-call	0%
Flat premium amount for day on-call	0%
Flat premium amount for weekend on-call	0%
Overtime for time worked	0%
Overtime for travel time	0%
No additional compensation	100%

Executives

	Percent
Flat premium amount for week on-call	0%
Flat premium amount for day on-call	0%
Flat premium amount for weekend on-call	0%
Overtime for time worked	0%
Overtime for travel time	0%
No additional compensation	100%

Human Resources

	Percent
Flat premium amount for week on-call	0%
Flat premium amount for day on-call	0%
Flat premium amount for weekend on-call	0%
Overtime for time worked	0%
Overtime for travel time	0%
No additional compensation	100%

Health & Medical Services

	Percent
Flat premium amount for week on-call	0%
Flat premium amount for day on-call	67%
Flat premium amount for weekend on-call	33%
Overtime for time worked	67%
Overtime for travel time	0%
No additional compensation	0%

Information Technology

	Percent
Flat premium amount for week on-call	9%
Flat premium amount for day on-call	0%
Flat premium amount for weekend on-call	0%
Overtime for time worked	37%
Overtime for travel time	0%
No additional compensation	73%

Maintenance

	Percent
Flat premium amount for week on-call	0%
Flat premium amount for day on-call	17%
Flat premium amount for weekend on-call	0%
Overtime for time worked	83%
Overtime for travel time	25%
No additional compensation	17%

Marketing & Public Relations

	Percent
Flat premium amount for week on-call	n/a
Flat premium amount for day on-call	n/a
Flat premium amount for weekend on-call	n/a
Overtime for time worked	n/a
Overtime for travel time	n/a
No additional compensation	n/a

Production

	Percent
Flat premium amount for week on-call	0%
Flat premium amount for day on-call	50%
Flat premium amount for weekend on-call	0%
Overtime for time worked	50%
Overtime for travel time	50%
No additional compensation	0%

Research & Development

	Percent
Flat premium amount for week on-call	n/a
Flat premium amount for day on-call	n/a
Flat premium amount for weekend on-call	n/a
Overtime for time worked	n/a
Overtime for travel time	n/a
No additional compensation	n/a

Sales

	Percent
Flat premium amount for week on-call	0%
Flat premium amount for day on-call	50%
Flat premium amount for weekend on-call	0%
Overtime for time worked	50%
Overtime for travel time	50%
No additional compensation	50%

Social Services

	Percent
Flat premium amount for week on-call	33%
Flat premium amount for day on-call	67%
Flat premium amount for weekend on-call	33%
Overtime for time worked	33%
Overtime for travel time	33%
No additional compensation	0%

Appendix A: Overtime Policies

Most organizations consider all hours worked over 40 hours as overtime and therefore paid time and a half. A few employers pay overtime after 8 hours worked in a day and some pay overtime on vacation, holidays, and weekends. In special cases, some organizations will pay double time for these days. Below is a transcript of respondents' overtime policies.

Manufacturing

- Overtime begins over 40 hours per week. Holiday & vacation count towards overtime. Double time on Sunday when it is the seventh working day that week.
- Overtime is paid 1.5 over 40 and double time on Sundays.
- No written policy, we take volunteers first, but if there is a job that needs a certain skill, it will be mandatory for that person to work.
- Paid time and a half over 40 hours a week.
- No formal policy.
- Employees are paid overtime if they work more than 40 hours per week. Actual hours vacation/sick time does not count.
- Time and a half after 40.0 hours worked. No double or triple time paid even for holidays or Sunday's.
- Overtime over 40 hours in a week. Overtime on Saturday. Double-time on Sunday.
- The Company reserves the right to require employees to work overtime as business demands.
- In Collective Bargaining Agreement.
- Per our Union contract: Time and one half shall be paid in excess of 8 hours worked in one day or 40 hours in any 1 week. In no case will employees be required to work more than 12 hours in any 1 day. Employees hired prior to October 23, 2009 shall be paid time and one half for all work on Saturday and double time shall be paid for all work on Sunday. Employees hired after October 23, 2009 will be paid time and one half for hours worked on Saturday and Sunday. Double time shall be paid for work performed on all holidays in addition to the holiday pay received. If an employee works 4 hours of overtime past their scheduled shift, the Company will provide \$8 for lunch.
- Generally, supervisors will attempt to limit overtime for non-exempt employees. All employees are expected to work longer than their normal workday when called upon to do so. This may be either on a volunteer or mandated basis subject to the needs of the company. All non-exempt employees will be paid time and one-half for all hours worked in excess of 40 hours per week in accordance with the provisions of the Fair Labor Standards Act. All overtime work for non-exempt employees must be approved and authorized by their supervisors in advance. Vacation time, personal time off, holidays not worked, and other leave of absence do not enter into overtime calculations for the work week in which they occur.
- Time and a half for weekly hours over forty.
- Work 40 hours before paid overtime.
- During busy periods, the company may require employees to work extended work hours. When overtime is required to meet our production needs we will attempt to plan overtime with consideration for employees and customers. Employees are eligible for overtime pay as follows: Non-Exempt employees will be paid at a rate of one and one-half times their

regular hourly rate for hours worked over 40 hours per week. Exempt employees are not normally eligible for overtime; they are expected to work as many hours as required to perform the duties of the position (extra hours, weekend or evening work). Thus, exempt employees have a little more flexibility in their schedules to come and go as necessary to accomplish work than non-exempt or hourly employees. All overtime must be pre-approved by the Supervisor or Department Head. Paid holidays, vacations, jury duty, short-term military duty and bereavement leave will be considered hours worked for the purpose of calculating overtime eligibility. In the event of other absences (medical, parental, personal, etc.) during the week, overtime pay at the rate of time and one-half, will be paid when the actual total hours worked has exceeded 40 hours. With Supervisor approval, overtime may be worked before the beginning of the shift instead of after. Overtime is considered a condition of employment and refusal to accept it when reasonable notice has been given may be cause for discipline.

- 1.5 x regular rate any hours worked over 40 hours. Vacation and Holidays count as timed worked towards overtime. Sick time does not.
- Overtime is paid for hours over 40 in a week. All Saturday work is overtime.
- Overtime is typically voluntary but at certain times of the year we will operate 9-hour shifts versus normal 8-hour. At times we offer voluntary Saturday overtime of 4 hours.
- Mandatory overtime follows our normal attendance policy.
- Any hours over 40 are time and a half.
- There's no real 'policy' we just make employees aware that overtime is available for those who want it and its first come first serve. When we have mandatory overtime we make it known as soon as possible.
- 1.5x hours worked over 40 in a week.
- Over 40 hours = 1 1/2 * hourly rate.
- There may be occasions when it is necessary to schedule employees to work overtime. We will attempt to give employees prior notice and employees will be expected to work overtime when asked, since it will only be requested when necessary. No employee is permitted to work overtime without the prior approval of his or her supervisor. Hourly employees are paid time and one-half for hours actually worked in excess of 40 hours per week. PTO days and Company Observed Holidays earn credit for eight hours worked in determining if the 40 hour requirement is fulfilled to receive overtime pay.
- Overtime at the rate of one and-one-half times the Standard Hourly Wage Rate shall be paid for hours worked: A. In excess of eight (8) hours in any workday; B. In excess of forty (40) hours in any workweek.
- Occasionally work loads and schedules may make it necessary for employees to work in excess of 40 hours per week. The Company will pay time and one-half to non-exempt employees for all hours worked in excess of forty hours per week. Time off in lieu of overtime pay from a previous pay period is not allowed under the Fair Labor Standards Act. Should an employee be assigned unscheduled overtime, the Company will make every effort to notify them within the first half of the workday. Where unscheduled weekend overtime is required, the Company will make every effort to provide one day's prior notice to employees required to work. All employees are expected to accept an overtime assignment, unless excused in advance by their supervisor. Employees should work overtime only with the approval of their supervisor. It is the employee's responsibility to secure their supervisor's approval for overtime worked. Double time will be paid to non-exempt employees for work performed on a shift beginning on a Sunday or a holiday. Sunday and holiday hours are classified as special hours and there shall be no duplication of overtime premium compensation.

- Non exempt employees will be paid 1.5x their regular hourly rate for hours worked in excess of 40 per week. Hours worked on the 7th consecutive work day will be paid at 2x hour rate. Hours worked on a holiday will be paid at 2x hour's rate.
- We are a seasonal company and overtime is based on customer demands. The schedule is posted on Thursday for the following week. If something special arises, we asked for volunteers to work on Saturdays.
- Generally follows FLSA regulations.
- As needed, must be pre-approved by manager.
- Any overtime must be authorized in advance by a supervisor.
- Daily - after 8 hours in a single day, weekly - after 40 hours in a week, i.e. daily OT can be achieved even if <40 hours are worked in the week.

Non-Manufacturing

- Overtime compensation is based on weekly hours worked.
- Anything over a 40 hour work week is time and a half.
- 1 & 1/2 times pay rate for any hours over 40 per week.
- Overtime is paid after 40 hours worked. Sick, vacation and other paid time off are included in the calculation of overtime.
- Overtime after 40 hours.
- Union staff receive time and one half after 8 hours per day.
- Overtime has to be authorized by top management. If authorized, the employee's can work for overtime pay.
- Union contracts have different policies. Non-Union does not have a policy.
- Overtime must be requested for and approved in advance.
- Hours worked over 40.
- 1.5 times hourly rate for hours worked over 40 in a scheduled work week.
- All overtime work must have prior supervisory approval. Hospital management shall endeavor to distribute overtime opportunities to all employees within a particular job classification as equitably as practical over a reasonable period of time. Each department is expected to keep records of overtime made available and the amount worked by employees in that area.
- Employees who are classified as NE under FLSA and are required to work OT are paid at the OT Rate. Immediate supervisor must approve in advance.

Appendix B: Methods of Assigning Overtime

The majority of employers assign overtime as needed. Employees who volunteer for overtime usually receive it, however overtime is sometimes assigned to individuals who have the necessary skills or the most seniority, especially in manufacturing organizations. Below is a transcript of responses provided by respondents pertaining to their methods of assigning overtime.

Manufacturing

- Need by machine.
- Based on job classification and seniority.
- Offered as equally as possible to all employees. If mandatory, employees can give their mandatory overtime to other employees that want more overtime.
- Manufacturing tries to announce the hours for the next week on Friday. Shipping has to go day-to-day with Wednesday and Thursday being the most likely.
- Depends on the projected orders.
- Based on work, skills, etc.
- Almost always voluntary.
- Assigned by department then by skill required for the work that is to be done .
- Voluntarily, unless entire department is working then mandatory.
- Voluntary.
- Seniority.
- The overtime is based on work load of machine/department. For Saturdays the first and second shift operators of the particular machine are asked first and then any back-ups to the machine are asked. If only one supervisor / lead is needed on a Saturday the supervisor or lead of the department working usually works unless they can not and then one of the other supervisors work but most of the time all of them work because all departments usually are working on Saturdays. The second shift supervisor usually always works OT and Sat. unless he is on vacation and then someone will fill in for him.
- Overtime offered (whether worked or un-worked) is tracked during the calendar year. Employees with the necessary job skills and the lowest overtime hours offered (YTD) are scheduled to work overtime when overtime is needed.
- In Collective Bargaining Agreement.
- Overtime will be offered to qualified employees with the least amount of overtime hours worked and/or refused within the department. In the case of equal hours, seniority will be the deciding factor. In the event that employees who were offered the overtime refuse the work, the Company then shall have the right to require the least senior qualified employees in the department on shift to perform the work up to a maximum of 2 employees per department. Employees may be required to work a maximum of 12 hours in a 24 hour period and may volunteer to work a double shift of up to 16 hours. All Sunday overtime is voluntary.
- It depends on department orders.
- All overtime is voluntary.
- As needed, per product line demand.
- Based on what machines need to be run.
- Voluntary and sometimes skill specific such as welders.

- Offered first to employees with experience in making the part or on the equipment needed to make the part.
- First we ask for volunteers.
- Assigned to departments that usually have a backlog.
- By Seniority generally.
- First come first serve.
- Current operator gets first crack. Then, skill and ability, with length of service as tie breaker.
- As needed.
- As required to complete jobs.
- If the overtime is needed for only one day or on a small scale - the supervisor will ask who would like to work the extra hours. If the overtime is needed in an entire work area, the supervisor will announce that the overtime is required.
- As needed.
- Verbal announcement and written posting by supervisor. Technicians are usually given OT first, as they can not only operate but fix the machine/equipment as well in the event it is needed.
- Based on who knows the specific assignment.
- Overtime is assigned via seniority within the department requiring overtime. If the most senior employee refuses, the next senior employee is asked, and so on. Non department specific overtime is based on a volunteer basis.
- As needed, volunteers sought when possible.
- As needed.
- Skill needed for work demand.
- Voluntary basis unless not enough volunteer, mandatory is then implemented.

Non-Manufacturing

- Overtime for hourly, non-exempt employees is authorized in advance.
- As needed.
- It is based on a monthly schedule.
- Employees travel to customer sites to work. Overtime is assigned to the employee who would normally handle that account. Volunteers by seniority after that.
- As needed based on department.
- By seniority.
- By department needs.
- Ranger department - depends when shift needs to be covered. Preferred spitting between senior person in area end of shift and senior person coming on next shift. Maintenance and service positions is given overtime based on seniority and overtime work that needs to be performed.
- If needed, staff is asked who can work which overtime shifts.
- Volunteers; 2nd by seniority on a rotating basis.
- Manager's discretion.
- Additional shifts are assigned by seniority based upon the quarterly union seniority listing.
- No specific practice other than the policy above.
- Overtime work is assigned as equally as possible among those employees who are capable of performing the work within a department or site.

Appendix C: On-Call Pay Policies

Most organizations that have on-call employees pay their employees a minimum of two hours of work and pay them time and a half. Below is a transcript of respondents' on-call pay policies.

Manufacturing

- If called in the employee is paid 2 hours of pay for the call in, will count towards OT hours
- Salaried IT associates are on-call on a rotating basis.
- If an employee is called in outside of their work shift they are paid a minimum of 4 hours.
- If called in employee is paid for time worked, if less than 2 hours or work, employee still receives 2 hours of pay.
- Employee is paid for a minimum of 2 hours at the hourly/shift rate he/she would normally be paid, if >8 hours/per day or >40 hours per week are worked, it would be OT as well.

Non-Manufacturing

- Only employees in designated departments receive call pay. They are paid \$2.00 to \$3.00 per hour for on-call time and time and one-half if they are called in with a minimum of 2 hours of pay received.

Respondent Demographics

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

	Percent
Industry	
Manufacturing	70%
Non-Manufacturing	30%
Organizational Size	
1-50	3%
51-200	67%
201-500	20%
Over 500	10%

2011 ERC Pay Differential Survey

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