

2013 ERC Inclement & Adverse Weather Practices Survey

December 2013

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.YourERC.com.



Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in November and December of 2013, on their inclement/adverse weather policies and practices. The survey reports several key trends among Northeast Ohio employers in terms of how they handle communication, employee absence and tardiness, and pay practices during inclement/adverse weather.

All ERC members were invited to participate in the survey starting on November 8th via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on December 13th. 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 119 participating organizations, only from Northeast Ohio. Qualitative data was coded where applicable or analyzed according to commonality or major themes, and all quantitative data was analyzed using statistical software to ensure data validity and reliability.

This report shows several frequencies and response distributions. Frequencies of data responses may not total 100% exactly in some cases due to rounding of decimals or the ability for participating organizations to select multiple response options. In some cases, breakouts are not included due to quantity of data or insufficient sample.

Key Findings

- Forty-two percent of employers have an inclement/adverse weather policy.
- Most respondents communicate organizational closures or delays via a phone tree and direct supervisors/managers are typically responsible for initiating this communication.
- Seventy-two percent of organizations allow exempt employees to work at home during inclement/adverse weather.
- A wide majority of employers forgive tardiness due to weather with no penalties (i.e. points, write-ups, etc) and usually don't set a particular length of time that is considered "acceptable". Instead, most employers make this determination on a case by case basis.
- Most employers consider absence excused during inclement weather regardless of exempt or non-exempt status. About one-third of employers determine whether an absence is excused/unexcused on a case by case basis.
- Although most employers treat absences for exempt and non-exempt employees almost exactly the same, they do differ in their pay practices for certain circumstances. If employees involuntarily leave work early, are late to work or tardy, or miss an entire day of work the two groups are typically treated more similarly than if the circumstances around the absence or tardiness is voluntary on the part of the individual employee. In general, non-exempt employees are only paid for hours worked and exempt employees are paid regardless of hours worked.

Inclement/Adverse Weather Policies

Policies

Forty-two percent of employers say they have an inclement/adverse weather policy, suggesting that most employers do not have a formal policy. A full listing of the policies cited is provided in **Appendix B**. Typically, discretion of top management or the CEO/President determines whether organizations stay open during inclement/adverse weather. Several organizations (20%) cite critical individuals or departments to whom company closures or delays do not apply. These individuals or departments include staff in information technology, customer service, operations and maintenance, production management, patient/client services, security, and top management. These personnel are typically required to work, even during inclement/adverse weather.

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

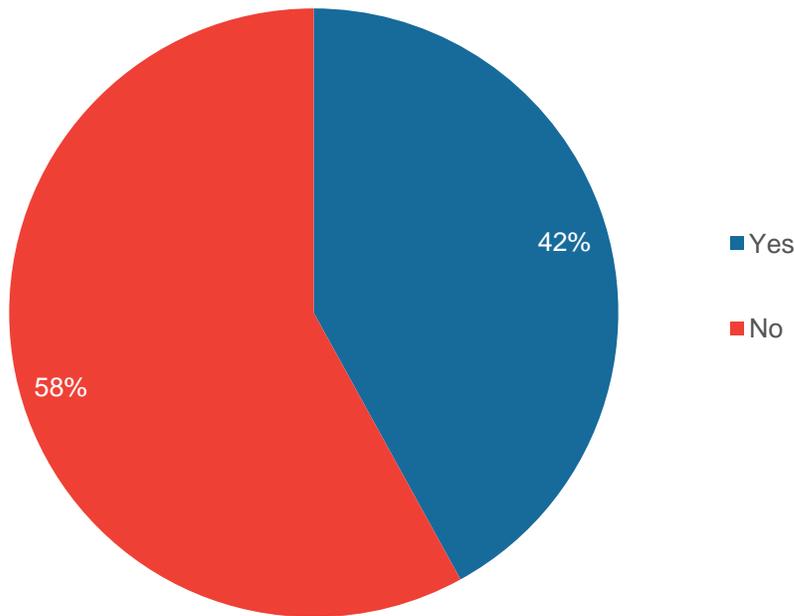


Figure 2 | What determines whether your organization stays open during inclement/adverse weather?

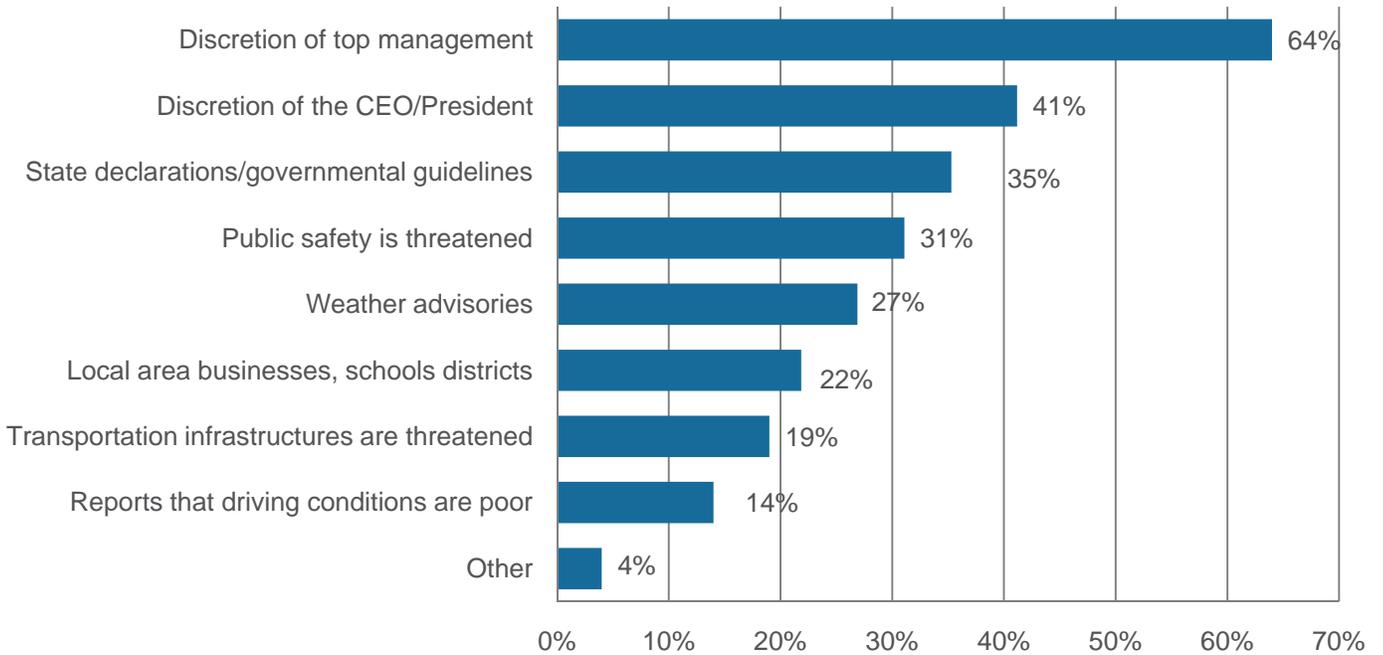
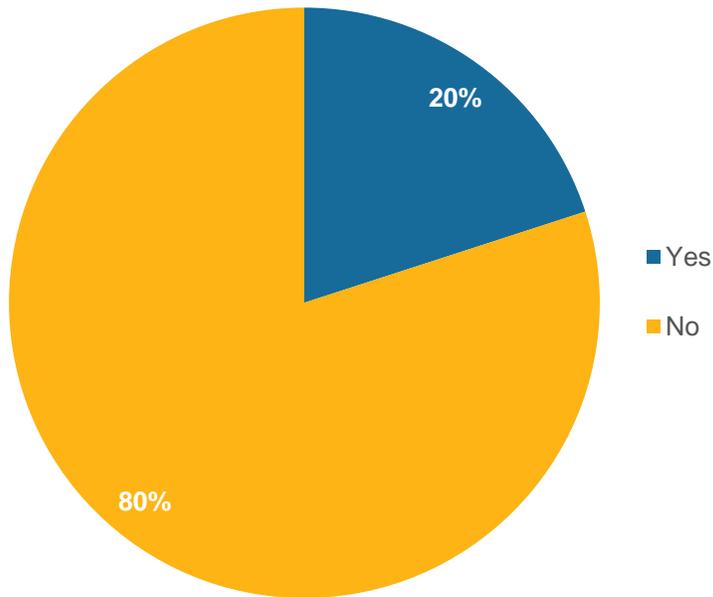


Figure 3 | Are there any critical individuals or departments for which organization-wide closures or delays do not apply?



Communication

The majority of respondents (55%) report that they communicate any closures or delays in start time due to inclement or adverse weather conditions by using a phone-tree. Texting/paging exceeded voicemails and hotlines for the first time with 20% of respondents using this method of communication to inform employees of closures or delays. Most organizations (47%) hold direct supervisors and managers responsible for communicating any company closure or delay to employees. Approximately 20% of employers rely solely on HR, while 22% use a combination of communication from HR and direct supervisors. Responses that fall under “other” (6%) refer to communications plans utilizing a combination of several top executives, supervisors, HR or even public relations staff members. A number of organizations indicate that while they have an established line of communication in place, they have never used it because their organization has never actually closed due to inclement/adverse weather.

Figure 4 | If your organization closes or delays its start time due to inclement or adverse weather conditions, how do you communicate this?

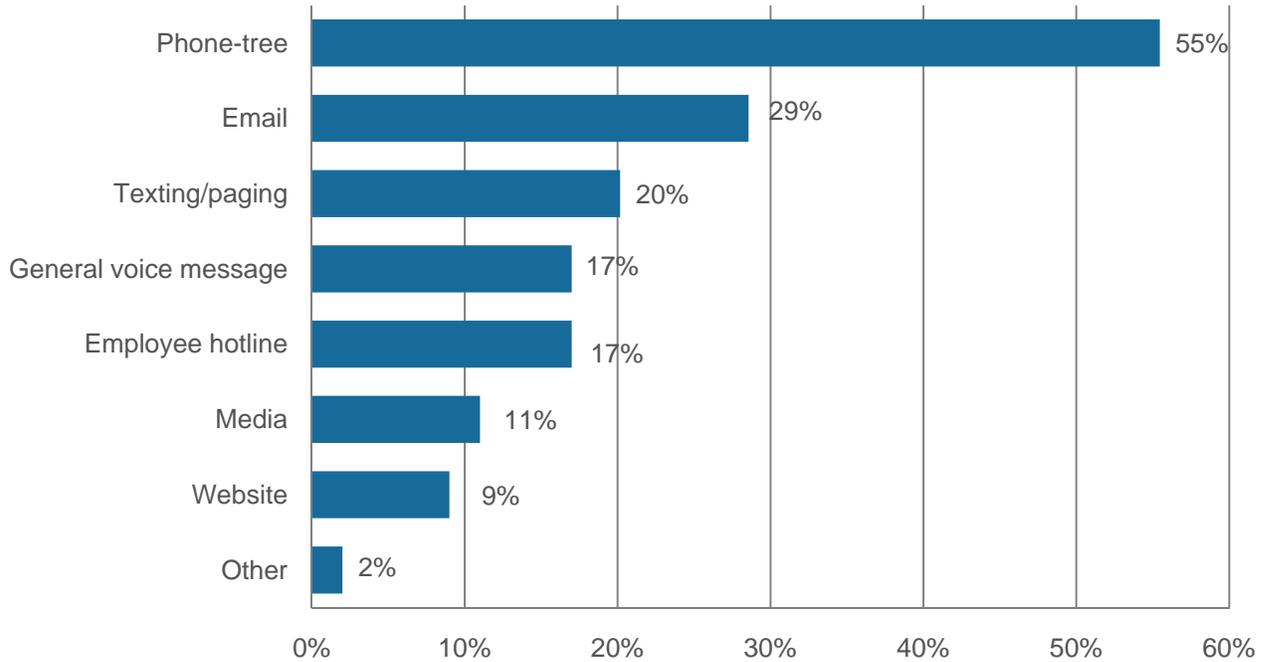
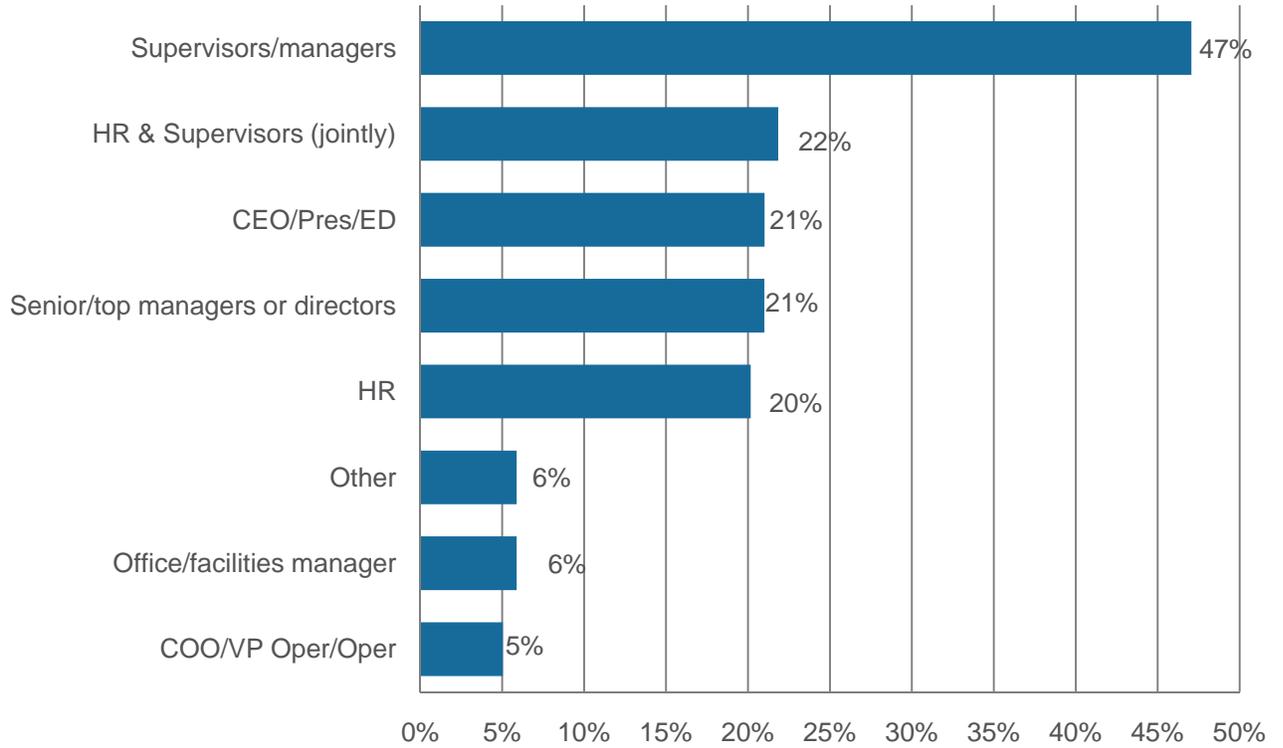


Figure 5 | Who is responsible for communicating the company closure or delay to employees (i.e. CEO, supervisors, etc.)?



Employee Absence

Absence & Tardiness Policies

Almost all employers handle absences due to weather conditions similarly for both exempt and non-exempt employees. Far more employers appear to consider these absences excused versus unexcused. However, just over one-third of employers indicate that they make a determination about the nature of absences as excused or unexcused on a case by case basis. A similar level of flexibility is seen with regard to tardiness with a widespread majority (84%) of employers forgiving tardiness due to inclement weather with no penalties such as points, write-ups, or discipline. When asked if there was a time limit within which tardiness was forgiven, nearly all employers said that this either varies based on the circumstances or that they never set a specific amount of time. Among those that do have a specific time limit, the most common time is one hour. However, even in these cases, most included exceptions for extenuating circumstances and reinforcing that employee safety is paramount over policy. For additional information about how organizations handle absences due to weather conditions, see **Appendix C**.

Figure 6 | During inclement/adverse weather, how does your organization handle absences (due to weather conditions) for the following groups of employees.

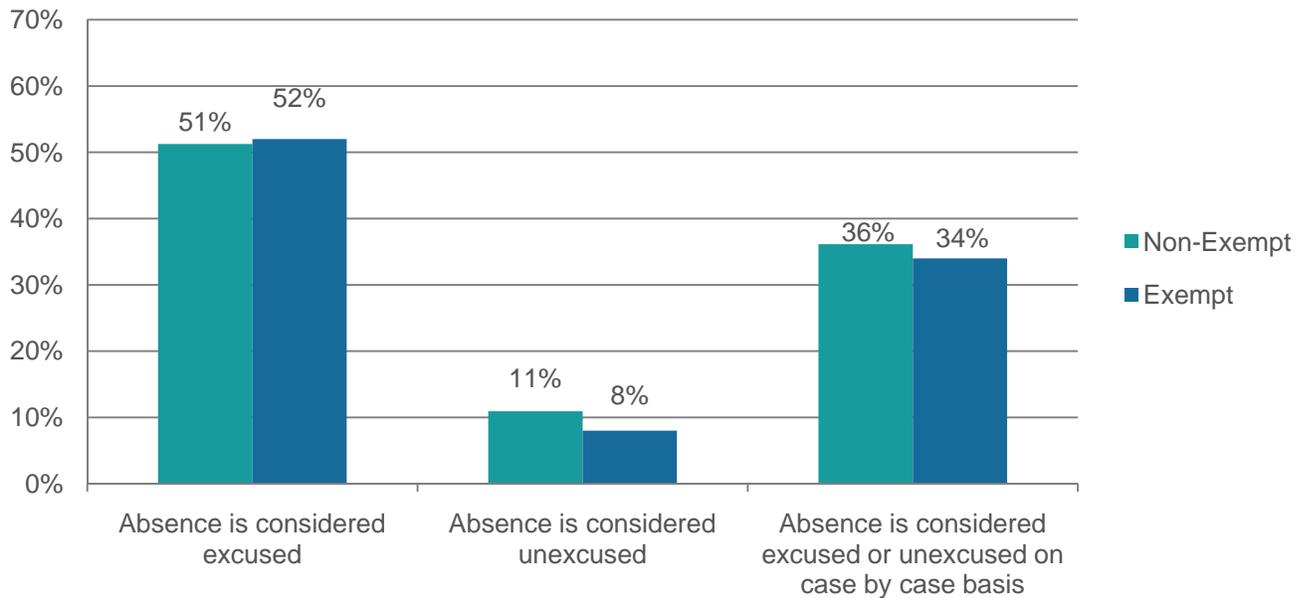


Figure 7 | During inclement/adverse weather, does your organization forgive tardiness with no penalties (points, write-ups, etc.)?

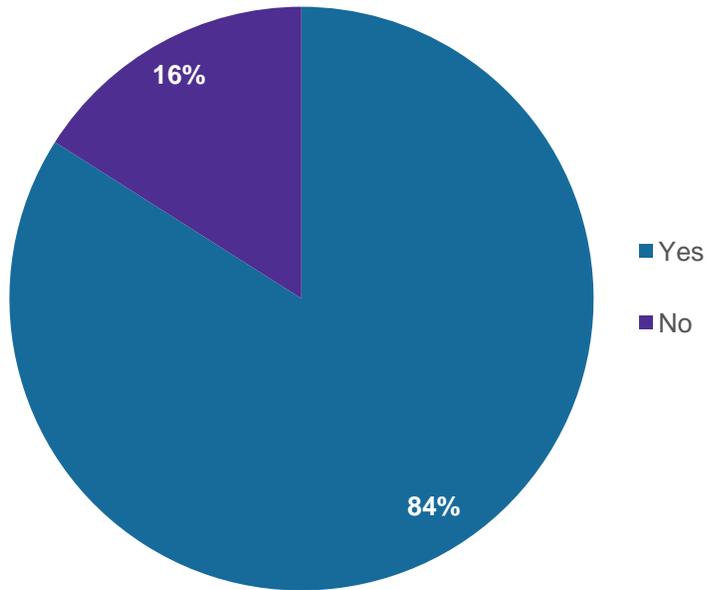
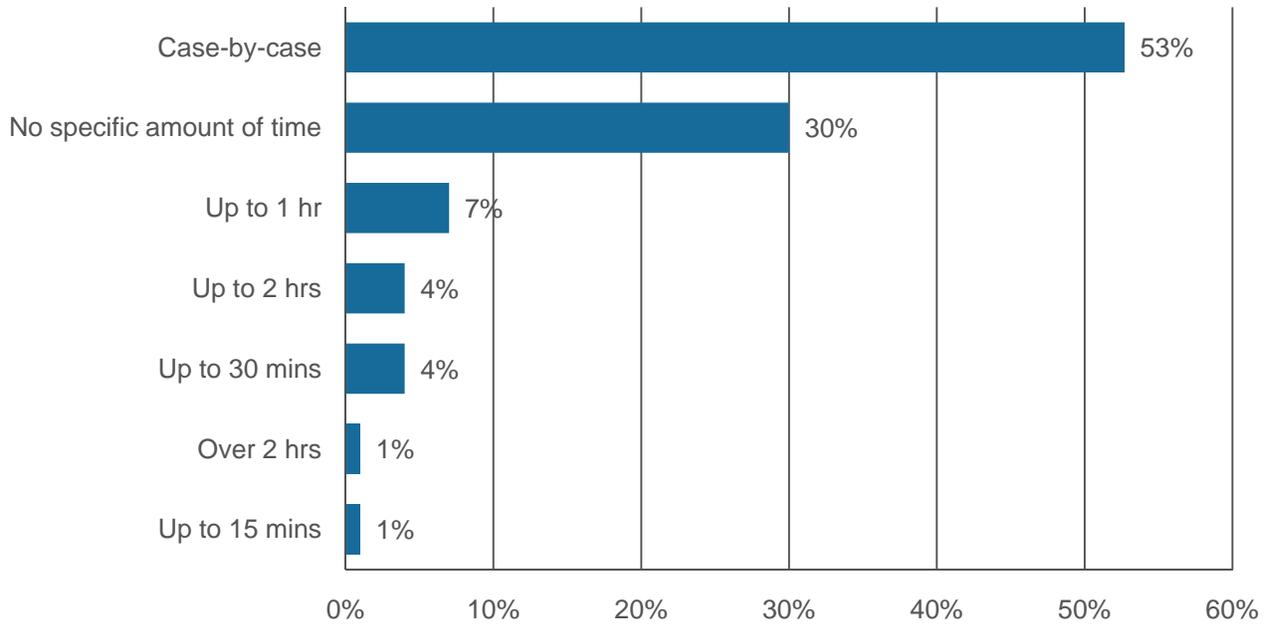


Figure 7.1 | If yes, please specify up to what time frame (i.e. 15 minutes, 1 hour, etc.)



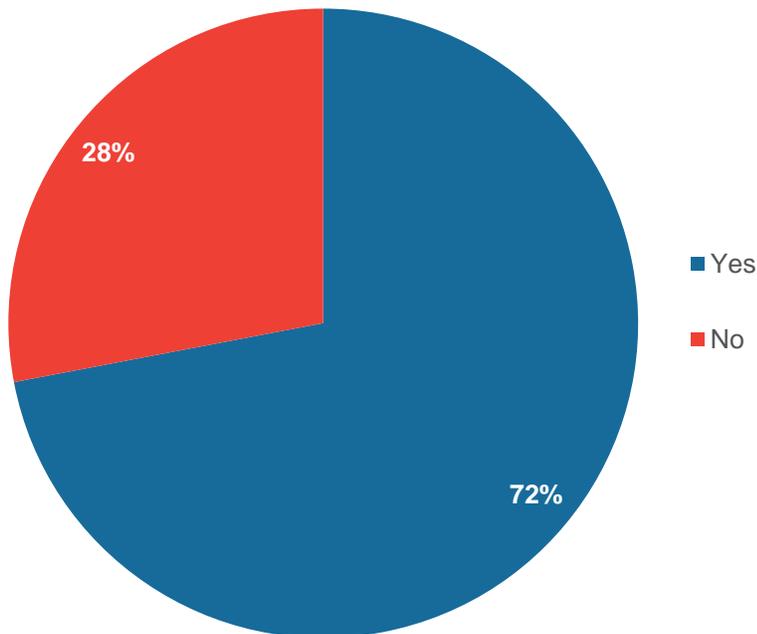
Work From Home

According to 72% of respondents, exempt employees are permitted to work at home with their supervisor's permission during inclement/adverse weather. Some organizations specify specific conditions that must be met in order for employees to work from home during inclement/adverse weather.

Conditions include the following:

- Having necessary resources (i.e. computer, network access, etc)
- Position relevance/nature of the job/job description
- Supervisor approval
- Distance from work (i.e. ability to get to work within a reasonable time frame)
- No critical meetings or deadlines (or ability to conduct/fulfill these remotely)
- Provide a report of work completed from home to supervisor

Figure 8 | During inclement/adverse weather, at their supervisor's discretion, are exempt employees permitted to work at home?



Pay Practices

Arrivals During Closure

If employees report to work during an organization-wide closure, most employers will either decide how much to pay the individual on a case-by-case basis or simply pay them for a full day of work. Although few organizations offer any type of “bonus” or “perk” to employees who come to work when most others do not, those that do typically provide these employees with lunch that day.

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

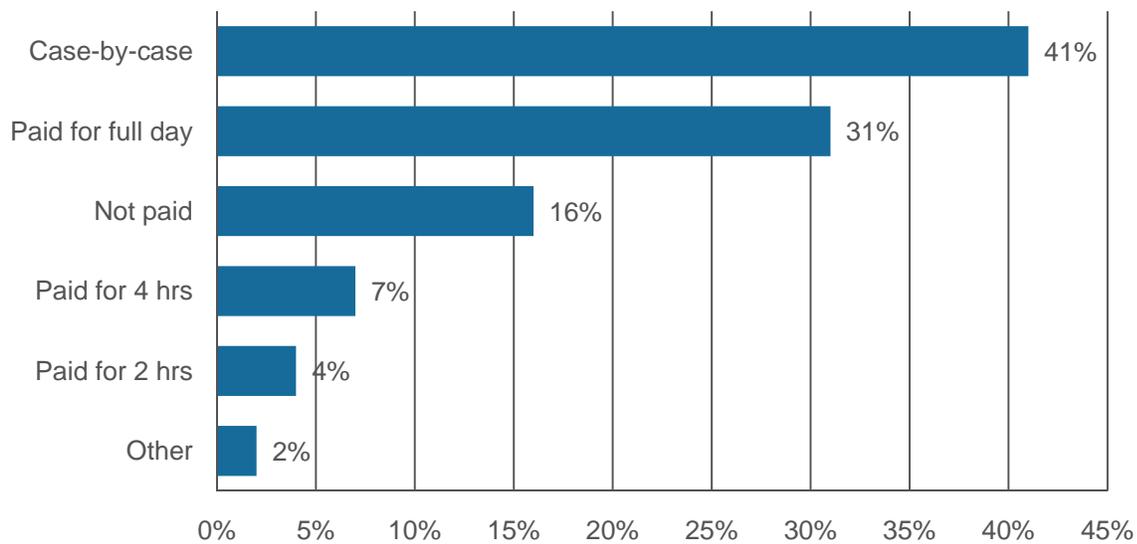
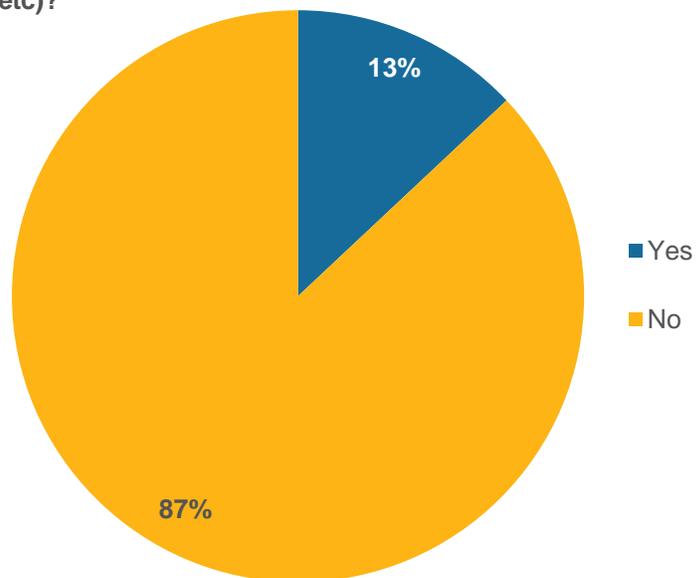


Figure 10 | During inclement/adverse weather conditions does your organization offer any type of “bonus” or “perk” to employees who “brave the weather” and come into the office when the majority of employees do not (i.e. gift card, lunch, etc)?



Non-Exempt vs. Exempt Employee Pay

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

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

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	64%	57%	43%
Paid for full day of work (pay comes out of employee's paid time off)	15%	14%	39%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	5%	3%
Paid for full day of work (employee has the option of using paid time off or making up time)	26%	21%	24%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	8%	12%	10%

Figure 12 | During inclement/adverse weather conditions, how are non-exempt employees paid when they involuntarily:

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	34%	32%	25%
Paid for full day of work (pay comes out of employee's paid time off)	7%	8%	19%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	5%	6%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	12%	13%	16%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	44%	40%	39%

Figure 13 | During inclement/adverse weather conditions, how are exempt employees paid when they voluntarily:

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	7%	3%	6%
Paid for full day of work (pay comes out of employee's paid time off)	14%	12%	38%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	9%	8%
Paid for full day of work (employee has the option of using paid time off or making up time)	26%	24%	24%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	36%	37%	24%

Figure 14 | During weather inclement/adverse conditions, how are exempt employees paid when they involuntarily:

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	2%	2%	3%
Paid for full day of work (pay comes out of employee's paid time off)	7%	8%	18%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	5%	5%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	13%	13%	15%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	63%	59%	57%

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

Respondent Demographics

One-hundred nineteen (119) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

	Percent
Industry	
Manufacturing	41%
Non-Manufacturing	35%
Non-Profit	24%
Organizational Size	
1-50	30%
51-200	53%
201-500	14%
Over 500	3%

Participating Organizations

Many thanks to the following organizations for their participation in this survey:

1 EDI Source
A Raymond Tinnerman
ABS Materials, Inc.
Accel Group, Inc.
Alcon Tool Company
Allen Aircraft Products
Alzheimer's Association
ASHTA Chemicals
Athens Foods
Bay Corporation
Benjamin Rose Institute on Aging
Boiler Specialists, Inc.
C.TRAC, Inc.
CASNET
Chapman & Chapman, Inc.
Chemical Associates
ChemSpec USA, Inc.
Clark-Reliance Corp.
Cleveland Heights-University Heights Public Library
Climax Metal Products Co
Congregation of St. Joseph
Cornwell Quality Tools Company
Corporate Screening Services, Inc.
County of Summit ADM Board
Cres Cor
Crossroads LCACS
CROWN Cork & Seal - Massillon
Custom Cleaning & Maintenance
Custom Products
Cuyahoga Arts & Culture
Cuyahoga County Board of Health
DRB Systems, Inc.
Eaton
Empaco Equipment Corporation
Euclid Heat Treating
Excelas LLC
EYE Lighting International
Firefighters Community Credit Union
First Catholic Slovak Ladies Association
FormFire
Gebauer Company
GLT Companies
Great Lakes Brewing Company
Hathaway Brown School
Health Journeys
Holden Arboretum
ID Images
InterDesign, Inc.
International Institute of Akron
Jewish Federation of Cleveland
JumpStart, Inc.
Kerr Lakeside, Inc.
Kurtz Bros., Inc.
Lazorpoint
Lincoln Electric
Lutheran Metropolitan Ministry
Main Street Gourmet
Majestic Steel USA
Marous Brothers Construction
Mature Services
MC Sign Company LLC
MCPC, Inc.
Meister Media Worldwide
Merritt Woodwork
Miles Farmers market
Myers Industries, Inc.
NACCO Materials Handling Group
NACS Inc.
National Safety Apparel, Inc.
NEOMED
Neundorfer, Inc.
NineSigma, Inc.
NSL Analytical Services, Inc.
Oakwood Laboratories
OhioGuidestone
Owens Corning - Medina Site
Paladin Protective Systems, Inc.
Parkwood LLC
Partners Home Supply
Pearne & Gordon LLP
PMC Gage, Inc.
Portage Learning Centers
Pressure Technology, Inc.
Prestan Products LLC
Robin Industries, Inc.
Saint Joseph Academy
Samsel Supply Company
Shaker Heights Public Library

Specialty Equipment Sales Co
Stark Enterprises
Sunpro
TES Engineering
The Ahola Corporation
The Burton D. Morgan Foundation
The Center for Community Solutions
The Centers for Families and Children
The Cleveland Museum of Art
The Finch Group
The Hygenic Corporation
The Master Products Company
The Reserves Network

The Union Club
TimeKeeping Systems, Inc.
Towlift
Transfer Express
TT electronics integrated manufacturing services
United Disability Services
United Initiators
Viking Forge Corp.
Waltco Lift Corp.
Wayne Homes
Wheeler-Rex
Willoughby Supply
Xact Spec Industries LLC

Appendix A: Industry & Organizational Size Breakouts

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

	Yes	No
All Organizations	42%	58%
Industry		
Manufacturing	35%	65%
Non-Manufacturing	21%	79%
Non-Profit	86%	14%
Organizational Size		
1-50	39%	61%
51-200	46%	54%
201-500	35%	65%
Over 500	33%	67%

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

Discretion of top management

	Percent
All Organizations	64%
Industry	
Manufacturing	67%
Non-Manufacturing	67%
Non-Profit	54%
Organizational Size	
1-50	56%
51-200	71%
201-500	65%
Over 500	0%

Discretion of the CEO/President

	Percent
All Organizations	41%
Industry	
Manufacturing	35%
Non-Manufacturing	40%
Non-Profit	54%
Organizational Size	
1-50	42%
51-200	41%
201-500	41%
Over 500	33%

State declarations/governmental guidelines

	Percent
All Organizations	35%
Industry	
Manufacturing	27%
Non-Manufacturing	36%
Non-Profit	50%
Organizational Size	
1-50	25%
51-200	37%
201-500	47%
Over 500	67%

Public safety is threatened

	Percent
All Organizations	31%
Industry	
Manufacturing	24%
Non-Manufacturing	29%
Non-Profit	46%
Organizational Size	
1-50	25%
51-200	33%
201-500	35%
Over 500	33%

Weather advisories

	Percent
All Organizations	27%
Industry	
Manufacturing	24%
Non-Manufacturing	10%
Non-Profit	57%
Organizational Size	
1-50	14%
51-200	35%
201-500	29%
Over 500	0%

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

	Percent
All Organizations	22%
Industry	
Manufacturing	4%
Non-Manufacturing	17%
Non-Profit	61%
Organizational Size	
1-50	25%
51-200	19%
201-500	24%
Over 500	33%

Transportation infrastructures are threatened

	Percent
All Organizations	19%
Industry	
Manufacturing	20%
Non-Manufacturing	10%
Non-Profit	32%
Organizational Size	
1-50	11%
51-200	22%
201-500	29%
Over 500	0%

Reports suggest that driving conditions are poor

	Percent
All Organizations	14%
Industry	
Manufacturing	14%
Non-Manufacturing	10%
Non-Profit	21%
Organizational Size	
1-50	11%
51-200	16%
201-500	18%
Over 500	0%

Other

	Percent
All Organizations	4%
Industry	
Manufacturing	6%
Non-Manufacturing	5%
Non-Profit	0%
Organizational Size	
1-50	3%
51-200	3%
201-500	12%
Over 500	0%

Figure 3a | Are there any critical individuals or departments for which organization-wide closures or delays do not apply?

	Yes	No
All Organizations	20%	80%
Industry		
Manufacturing	15%	85%
Non-Manufacturing	20%	80%
Non-Profit	30%	70%
Organizational Size		
1-50	11%	89%
51-200	23%	77%
201-500	25%	75%
Over 500	50%	50%

Figure 4a | If your organization closes or delays its start time due to inclement or adverse weather conditions, how do you communicate this?

Phone-tree

	Percent
All Organizations	55%
Industry	
Manufacturing	49%
Non-Manufacturing	45%
Non-Profit	82%
Organizational Size	
1-50	58%
51-200	59%
201-500	41%
Over 500	33%

Email

	Percent
All Organizations	29%
Industry	
Manufacturing	18%
Non-Manufacturing	33%
Non-Profit	39%
Organizational Size	
1-50	31%
51-200	27%
201-500	29%
Over 500	33%

Texting/paging

	Percent
All Organizations	20%
Industry	
Manufacturing	20%
Non-Manufacturing	17%
Non-Profit	25%
Organizational Size	
1-50	17%
51-200	24%
201-500	18%
Over 500	0%

General voice message

	Percent
All Organizations	17%
Industry	
Manufacturing	18%
Non-Manufacturing	5%
Non-Profit	32%
Organizational Size	
1-50	6%
51-200	19%
201-500	29%
Over 500	33%

Employee hotline

	Percent
All Organizations	11%
Industry	
Manufacturing	10%
Non-Manufacturing	12%
Non-Profit	11%
Organizational Size	
1-50	0%
51-200	16%
201-500	12%
Over 500	33%

Media

	Percent
All Organizations	11%
Industry	
Manufacturing	14%
Non-Manufacturing	0%
Non-Profit	21%
Organizational Size	
1-50	3%
51-200	16%
201-500	6%
Over 500	33%

Website

	Percent
All Organizations	9%
Industry	
Manufacturing	6%
Non-Manufacturing	5%
Non-Profit	21%
Organizational Size	
1-50	3%
51-200	11%
201-500	12%
Over 500	33%

Other

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

Figure 5a | Who is responsible for communicating the company closure or delay to employees (i.e. CEO, supervisors etc.)?

Direct Supervisors/Managers

	Percent
All Organizations	47%
Industry	
Manufacturing	47%
Non-Manufacturing	40%
Non-Profit	57%
Organizational Size	
1-50	47%
51-200	51%
201-500	35%
Over 500	33%

HR & Supervisors/Managers

	Percent
All Organizations	22%
Industry	
Manufacturing	33%
Non-Manufacturing	21%
Non-Profit	4%
Organizational Size	
1-50	6%
51-200	32%
201-500	24%
Over 500	0%

CEO/President/Executive Director

	Percent
All Organizations	21%
Industry	
Manufacturing	14%
Non-Manufacturing	17%
Non-Profit	39%
Organizational Size	
1-50	28%
51-200	16%
201-500	18%
Over 500	67%

Senior/Top Managers or Directors

	Percent
All Organizations	21%
Industry	
Manufacturing	14%
Non-Manufacturing	19%
Non-Profit	36%
Organizational Size	
1-50	17%
51-200	22%
201-500	24%
Over 500	33%

HR

	Percent
All Organizations	20%
Industry	
Manufacturing	24%
Non-Manufacturing	17%
Non-Profit	18%
Organizational Size	
1-50	6%
51-200	25%
201-500	29%
Over 500	33%

Office/Facilities Manager

	Percent
All Organizations	6%
Industry	
Manufacturing	2%
Non-Manufacturing	2%
Non-Profit	18%
Organizational Size	
1-50	11%
51-200	3%
201-500	0%
Over 500	33%

Other

	Percent
All Organizations	6%
Industry	
Manufacturing	0%
Non-Manufacturing	5%
Non-Profit	18%
Organizational Size	
1-50	0%
51-200	6%
201-500	18%
Over 500	0%

COO/VP Operations/Operations

	Percent
All Organizations	5%
Industry	
Manufacturing	4%
Non-Manufacturing	7%
Non-Profit	4%
Organizational Size	
1-50	6%
51-200	5%
201-500	0%
Over 500	33%

Figure 6a | During inclement/adverse weather, how does your organization handle absences (due to weather conditions) for the following groups of employees.

Non-exempt employees

	Absence is considered excused	Absence is considered unexcused	Absence is considered excused or unexcused on case by case basis
All Organizations	51%	11%	36%
Industry			
Manufacturing	53%	18%	33%
Non-Manufacturing	33%	10%	50%
Non-Profit	75%	0%	21%
Organizational Size			
1-50	53%	11%	36%
51-200	54%	8%	38%
201-500	41%	18%	29%
Over 500	33%	33%	33%

Exempt employees

	Absence is considered excused	Absence is considered unexcused	Absence is considered excused or unexcused on case by case basis
All Organizations	52%	8%	34%
Industry			
Manufacturing	47%	14%	29%
Non-Manufacturing	43%	2%	50%
Non-Profit	75%	7%	21%
Organizational Size			
1-50	58%	8%	36%
51-200	54%	6%	37%
201-500	35%	18%	24%
Over 500	33%	0%	33%

Figure 7a | During inclement/adverse weather, does your organization forgive tardiness with no penalties (points, write-ups, etc.)?

	Yes	No
All Organizations	84%	16%
Industry		
Manufacturing	71%	29%
Non-Manufacturing	95%	5%
Non-Profit	93%	7%
Organizational Size		
1-50	91%	9%
51-200	81%	19%
201-500	87%	13%
Over 500	67%	33%

Figure 7.1a | If yes, please specify up to what time frame (i.e. 15 minutes, 1 hour, etc.)

Case-by-case

	Percent
All Organizations	53%
Industry	
Manufacturing	54%
Non-Manufacturing	47%
Non-Profit	63%
Organizational Size	
1-50	35%
51-200	64%
201-500	55%
Over 500	0%

No specific amount of time

	Percent
All Organizations	30%
Industry	
Manufacturing	25%
Non-Manufacturing	41%
Non-Profit	13%
Organizational Size	
1-50	52%
51-200	21%
201-500	18%
Over 500	0%

Up to 1 hour

	Percent
All Organizations	7%
Industry	
Manufacturing	4%
Non-Manufacturing	9%
Non-Profit	6%
Organizational Size	
1-50	9%
51-200	8%
201-500	0%
Over 500	0%

Up to 2 hours

	Percent
All Organizations	4%
Industry	
Manufacturing	8%
Non-Manufacturing	0%
Non-Profit	6%
Organizational Size	
1-50	0%
51-200	5%
201-500	9%
Over 500	0%

Up to 30 minutes

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

Over 2 hours

	Percent
All Organizations	1%
Industry	
Manufacturing	0%
Non-Manufacturing	0%
Non-Profit	6%
Organizational Size	
1-50	0%
51-200	0%
201-500	0%
Over 500	100%

Up to 15 minutes

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

Figure 8a | During inclement/adverse weather, at their supervisor’s discretion, are exempt employees permitted to work at home?

	Yes	No
All Organizations	72%	28%
Industry		
Manufacturing	65%	35%
Non-Manufacturing	76%	24%
Non-Profit	78%	22%
Organizational Size		
1-50	67%	33%
51-200	74%	26%
201-500	69%	31%
Over 500	100%	0%

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

Case-by-case

	Percent
All Organizations	41%
Industry	
Manufacturing	43%
Non-Manufacturing	49%
Non-Profit	26%
Organizational Size	
1-50	38%
51-200	43%
201-500	31%
Over 500	100%

Paid for full day

	Percent
All Organizations	31%
Industry	
Manufacturing	15%
Non-Manufacturing	31%
Non-Profit	56%
Organizational Size	
1-50	44%
51-200	26%
201-500	25%
Over 500	0%

Not paid

	Percent
All Organizations	16%
Industry	
Manufacturing	24%
Non-Manufacturing	9%
Non-Profit	11%
Organizational Size	
1-50	13%
51-200	17%
201-500	19%
Over 500	0%

Paid for 4 hours

	Percent
All Organizations	7%
Industry	
Manufacturing	9%
Non-Manufacturing	9%
Non-Profit	4%
Organizational Size	
1-50	3%
51-200	10%
201-500	6%
Over 500	0%

Paid for 2 hours

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

Other

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

Figure 10a | During inclement/adverse weather conditions does your organization offer any type of “bonus” or “perk” to employees who “brave the weather” and come into the office when the majority of employees do not (i.e. gift card, lunch, etc)?

	Yes	No
All Organizations	17%	83%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	22%	78%
Non-Profit	4%	96%
Organizational Size		
1-50	10%	90%
51-200	17%	83%
201-500	32%	68%
Over 500	0%	100%

Figure 11a* | During inclement/adverse weather conditions, how are non-exempt employees paid when they voluntarily:

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	80%	73%	57%
Paid for full day of work (pay comes out of employee's paid time off)	10%	10%	29%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	4%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	27%	18%	20%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	8%	12%	10%

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	60%	55%	33%
Paid for full day of work (pay comes out of employee's paid time off)	12%	12%	48%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	7%	7%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	19%	17%	21%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	12%	14%	10%

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	43%	32%	32%
Paid for full day of work (pay comes out of employee's paid time off)	29%	25%	43%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	7%	4%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	36%	32%	36%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	4%	7%	11%

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

Figure 12a* | During inclement/adverse weather conditions, how are non-exempt employees paid when they involuntarily:

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	49%	47%	43%
Paid for full day of work (pay comes out of employee's paid time off)	8%	12%	20%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	6%	8%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	10%	14%	12%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	35%	31%	33%

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	33%	33%	19%
Paid for full day of work (pay comes out of employee's paid time off)	7%	7%	24%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	7%	7%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	12%	12%	21%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	43%	43%	31%

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	7%	4%	4%
Paid for full day of work (pay comes out of employee's paid time off)	4%	4%	11%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	0%	0%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	14%	11%	14%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	61%	54%	64%

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

Figure 13a* | During inclement/adverse weather conditions, how are exempt employees paid when they voluntarily:

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	8%	4%	6%
Paid for full day of work (pay comes out of employee's paid time off)	12%	8%	27%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	10%	10%
Paid for full day of work (employee has the option of using paid time off or making up time)	33%	31%	24%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	39%	41%	29%

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	5%	2%	5%
Paid for full day of work (pay comes out of employee's paid time off)	12%	12%	38%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	14%	14%	7%
Paid for full day of work (employee has the option of using paid time off or making up time)	21%	19%	24%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	43%	43%	26%

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	7%	4%	7%
Paid for full day of work (pay comes out of employee's paid time off)	21%	18%	57%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	0%	0%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	21%	21%	25%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	21%	21%	14%

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

Figure 14a* | During inclement/adverse weather conditions, how are exempt employees paid when they involuntarily:

Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	2%	2%	4%
Paid for full day of work (pay comes out of employee's paid time off)	6%	8%	20%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	6%	6%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	20%	22%	16%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	61%	55%	55%

Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	2%	2%	2%
Paid for full day of work (pay comes out of employee's paid time off)	7%	7%	17%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	7%	7%	5%
Paid for full day of work (employee has the option of using paid time off or making up time)	5%	5%	14%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	64%	64%	52%

Non-Profit

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	0%	0%	4%
Paid for full day of work (pay comes out of employee's paid time off)	7%	7%	18%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	0%	0%	4%
Paid for full day of work (employee has the option of using paid time off or making up time)	11%	11%	14%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	64%	57%	68%

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

Appendix B: Inclement & Adverse Weather Policies

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

Emergency Closing

[Company Name] considers the safety of employees as a priority when dealing with an emergency closing. The Company may be forced to close (or not open for business) in emergency situations that include, but are not limited to, inclement weather, power failure, computer failure, fire, natural gas leak, and other situations which create undesirable and/or unsafe conditions for employees.

As long as the workplace is open, employees are expected to make every effort to be at work on time and remain there throughout the workday. Only in the case where the workplace has been closed or where the employee's home or the workplace is under a Level 3 Snow Emergency will the employee be paid for the time off and it will not be considered an absence. If any employee is unsure as to whether the workplace is closed, they should call their supervisor, the Human Resources department or the Inclement Weather line at (xxx) xxx-xxxx.

Severe weather is to be expected during the winter months. Although driving may at times be difficult, when caution is exercised, the roads are normally passable. Except in the case of a Level III storm warning in either Medina County or the county of your residence, we are all expected to work our scheduled shift.

Inclement Weather

Due to the fact that many of our services are essential to the well being of those who use and require them, it is imperative that employees make every effort to report for work regardless of weather conditions. If the weather is particularly bad, however, and an employee's arrival at work is delayed, or if an employee cannot reach his/her office at all, the matter must be discussed with and resolved by the employee's immediate supervisor. Whether the employee's time off due to inclement weather will be paid as 'excused time' will depend on the circumstances.

Employee safety is our primary concern. The Inclement Weather Procedure is designed to ensure employees are not exposed unnecessarily to conditions that could impact safety. Any important weather announcements will be communicated through the [Company Name] telephone system and our website. To listen to announcements, call (xxx) xxx-xxxx and choose option 1 for special announcements. Delays or closings will be announced by 6:00 a.m. In the event the [Company Name] telephone system is down, [Company Name] will also send out a text message to your cell phone if you have provided a number; or contact you via your home phone if based on the information you provided for your emergency contact notification number. Ultimately, it is the employee's responsibility to contact the 'weather announcement' via the [Company Name] telephone system or your immediate manager, or Manager, Office and Administrative Services (xxx) xxx-xxxx.

When you call you will be prompted to make a selection from the menu. Press 1 to listen to Special Announcements. If there are no special announcements, that means the office is open for business as usual as of that time. We may be operating on a delay or the office may be closed entirely depending on how severe the conditions are expected to be. The message will provide the appropriate details. Please listen to the message in its entirety.

[Company Name] will determine closings and delays based upon the County Sheriff's Department level of emergency just before 6:00 am.

Snow emergency guidelines as defined by the County

Level 1: Roadways are hazardous with blowing and drifting snow. Roads are also icy. Drive cautiously.

Level 2: Roadways are hazardous with blowing and drifting snow. Only those that feel it is necessary to drive should be on the roadways. Contact your employer to see if you should report to work.

Level 3: All roadways are closed to non-emergency personnel. No one should be out during these conditions unless it is absolutely necessary to travel. All employees should contact their employer to see if they should report to work. Those traveling on the roadways may subject themselves to arrest.

- If the County is under a level 2; employees should determine for themselves if they are comfortable traveling to work and call off if they do not feel comfortable driving. Hourly and salary personnel will have the option to take either a scheduled PTO or an unscheduled PTO.

Salaried employees who are able to remote in through terminal services will be allowed to do so. If you choose to remote in you are required to fill out a Work from Home log sheet and submit to your manager at the end of business that day.

- If the County is under a level 3; [Company Name] offices will not be open.

All employees with a company provided cell have twinning on their cell phone. If they receive a call at the office, their cell phone will also ring. If you need help in setting this up please see [Employee Name] or send an email to support.

The [Company Name] initial message will be changed to indicate the office is closed due to weather conditions and a list of cell phones will be left on this message to direct customer to the appropriate party. That list will include Manager, Office and Administration, Sales, Technical Support, and Operations. Operations will develop a list of customers that need to be contacted regarding pickup and delivery.

Due to our commitment to meeting and exceeding the needs of our customers, [Company Name's] scheduled operations are rarely interrupted or closed due to weather concerns or issues. So, even in inclement weather conditions, employees should assume, unless they receive further notice, that operations will continue on a 'business as usual' basis.

The decision to curtail operations in any way can only be made by the President; it is not made on an ad-hoc or department-by-department basis. In such cases, employees will be notified as early as possible. Curtailment may involve delayed opening, early closure, or cancellation of all but essential business functions. Essential business functions will be determined at the time of curtailment. Employees impacted by the curtailment will be paid as if they had worked their normally-scheduled shift. Employees not scheduled to work (ex. Day off, vacation, sick) will be unaffected by the curtailment.

Employees who come in late, leave early, or are absent because of weather conditions when operations are functioning uninterrupted may either make up the lost time during the same workweek or, if that is not possible or allowable, charge the time lost against available vacation leave. If there is no vacation time available, then the time will be charged as unpaid.

Employees who are unable to come to work because of severe weather conditions should follow the standard call-off procedures for the company. Employees wishing to leave early because of weather conditions must request permission to do so from their direct supervisor. The decision to grant this request will be based upon work deadlines, available sick or vacation leave time, and on the approval of the President.

In severe weather conditions, any changes in work schedules at [Company Name] will be announced on the main office's Winter Advisory Mailbox.

Note: It is at the discretion of the Company to pay for Snow Days, power outages, and / or any downtime where you are excused to leave. Pre-scheduled days of absence (including but not limited to vacation, sick, sick leave, jury duty, bereavement days, etc.) will not apply and cannot be substituted.

Directions

1. Call Main Office (xxx) xxx-xxx
2. Dial extension xxxx at the prompt
3. Message will announce delay or closing

Severe Weather Policy

Severe weather is to be expected during the winter months. Although driving may be difficult at times, the roads are normally passable when caution is exercised. Except in cases of severe storms, we are all expected to work our regular hours. Time taken off due to poor weather conditions while the business remains open may be used as accrued vacation or personal floating holiday time. Absences not falling under those categories will be handled under the regular attendance policy and/or point systems.

Weather Related & Emergency Closing

1. When an emergency is declared by the Director, employees will be compensated for the time they were scheduled to work during the emergency period.
2. If an emergency is declared before the library opens, employees scheduled will be notified by their supervisor, or another supervisor, directly, not to report to work. Public announcements over television or radio are not sufficient.
3. An employee may be required to come to work even though the library is closed due to a weather-related or other emergency. The employee is entitled to one and one-half (1½) times his/her regular rate of pay for all hours actually worked. There will be no additional compensation or time-off as a result of the emergency.

4. If, after it has opened, the library is closed due to an emergency, all employees presently at work will be paid their regular pay, whether sent home or asked to remain in anticipation of reopening. Should the library reopen following an emergency closing, staff scheduled to work may be required to return.

5. An employee not scheduled to work because of scheduled ETO or continuing sick leave will be charged for the leave regardless of the declared emergency.

6. An employee who is absent, tardy or leaves work early on a day when weather conditions interfere with travel, but the library is open, will not be paid for the missed time.

The employee may, with approval of the supervisor, account for the time by charging it to ETO, compensatory time or, if necessary, to leave without pay. Inclement weather is not a valid use of sick leave.

It is the policy of the [Company Name] to require all employees to report for work, or remain at the work place, except when notified and/or excused by the County of Summit, or as declared by the Executive Director.

When the [Company Name] officially closes due to inclement weather or other emergency conditions, employees will be compensated for the number of hours for which they were scheduled to work but did not work during the weather emergency.

When a weather emergency is declared, the following shall apply:

Employees will be compensated for the number of hours for which they were scheduled to work but did not work during a weather emergency.

Employees not scheduled to work, because of any authorized leave or day off, will be charged for that leave regardless of the declared weather emergency. No additional time or compensation will be extended

Facility Closings:

Employees may obtain broadcast information regarding the organization's status on local news network television stations. Employees' immediate supervisor will attempt to notify them of facility closures two hours prior to their scheduled start time.

When the organization's facilities are officially closed for short periods due to emergency conditions, the time off from scheduled work will be paid and will not require the use of PTO for the time off. In cases where an emergency closing is not declared, employees must use PTO for any absence according to the attendance policy.

Only the President of the Company, or the President's local designate(s), has the authority to order an emergency closing of a facility, unless mandated by civil authorities.... In the event a local facility is not close because Company Management determines that severe conditions or that an emergency does not exist, any employees not appearing for work may be charged with a day (or days) of accrued vacation time.

6.3 – Emergency Closings

There may be times when emergencies, such as severe weather, fires, power failures, or earthquakes, disrupt normal business operations. It is the policy of the Company to remain open during most periods of inclement weather. However, the Company reserves the right to close the facility when circumstances warrant.

Employees may use available paid time off for hours missed due to a Company closure. In some cases, the Company may, at its discretion, pay employees for time lost due to a Company closing.

If an emergency closing is not authorized, employees are expected to make reasonable efforts to report to work. However, if they are unable to report to work, they are permitted to use any available paid time off they have, such as vacation or sick time. The normal Call Off Policy would apply.

In the event of severe weather during the work day, the ED will make a determination about closing the office. If the ED is absent, the Director of Administration will make this decision. Staff will be notified and a message will be put on the phone lines.

A decision to close the office prior to the work day will be made by the ED. Staff will be notified through the established phone tree. If the ED is absent, the Director of Administration will make this decision. All staff are required to have a copy of the phone tree (with home and cell phone contact information for all staff) available to them in the event of a weather emergency.

In the event of an assigned worksite closing due to a weather or emergency situation, the employee will notify their immediate supervisor or the Service Area Director within one (1) hour of the closure of the worksite to determine if reassignment is available. If reassignment is available, the employee will report to the assigned worksite.

If the appropriate Director and the Health Commissioner determine that reassignment is not available, or inadvisable due to the severity of weather conditions, or an emergency situation, the employee will be paid at their regular rate of pay for hours missed due to closure of the worksite.

If it is not possible to open or operate because of unusually severe weather, we will attempt to notify the media.

The safety of all employees is of the highest importance. No one should take unnecessary risks attempting to reach work on time if truly dangerous and hazardous conditions exist. However, inclement weather is not a reason to be late or absent. Decisions by the federal government, local schools, or other public agencies do not determine our Company policy. In general, it is company policy to remain open for business as usual regardless of weather conditions, unless unusual and extreme conditions require otherwise. It is the responsibility of all employees to get to work at their normal starting time unless they have heard an announcement on a Cleveland radio station or have called the plant and been informed that the Company will be closed for that day.

When the facility must be closed due to extreme weather or other emergency, the following guidelines for employee compensation will be in effect: (1) Non-Exempt employees will not be paid for a day for which management provides notification by public radio announcement of a facility closure; and (2) Non-Exempt employees, who report for work, will be paid for the time worked that day.

We make every effort to maintain normal work hours and schedules throughout the year. However, rarely, severe weather, power outages, and other extreme emergency conditions may require us to close our work facilities. Employee safety is the primary factor when considering any workplace closure.

If No Emergency Closing is Announced

Unless an emergency closing has been announced through the media or other communication, employees should report to work. However, every employee should determine whether he or she can safely travel to work. If the workplace is open but an employee decides it is unsafe to travel because of severe conditions, he or she may use vacation, personal leave, or unpaid leave.

Employee Responsibilities

Employees are responsible to notify their Managers as soon as possible (as required by the attendance policy) if they are unable to report to work due to a weather emergency. They should also provide contact numbers where they can be reached and keep management informed of their work status.

Compensation and Leave

Employee compensation during workplace closures will be paid according to the following guidelines, as allowed by law:

Full-time employees will be paid for their normally scheduled hours.

Part-time employees will be paid for their normally scheduled hours.

Employees on Leave when Emergency Closing Occurs: Employees on sick, vacation, or personal leave during an emergency closing will be charged for that leave as scheduled.

We have a phone chain using texting and call list for those who do not. Calls are made early in the day for a relay or call off.

The Head of School along with the Head of the Upper School and the Head of Finance and Administration make the decision if school will be closed. If we close we have a phone call set up through our phone system that calls everyone's home phone and/or cell phones to notify us that we will be closed. It is also announced through the TV stations, posted on our website and on our [Company Name] portal. If we are here and the weather turns bad, these same individuals determine when we will leave and calls and emails go out to the parents letting them know we will be closing early due to the weather.

Weather related and Emergency Closings

[Company name] is open to our members seven (7) days a week, 365 days a year from dawn to dusk and open to the general public from 9:00-5:00 every day of the year except Thanksgiving, Christmas Eve,

Christmas, New Year's Eve and New Year's Day. Our obligation to provide services to our members and guests must be balanced with the personal safety of visitors, members and [Company name] employees.

1. When an employee makes the decision to call off work, come in late or leave early due to weather-related reasons, but [Company Name] remains open, PTO will be charged to the employee's account or working with their supervisor, it may be possible to make the time up, if it is done if the same work week and the supervisor approves.

2. In the unusual event that the President / CEO, or his designee, decides, for weather-related or other reasons, not to open [Company Name] on any given work day, every reasonable effort will be made to contact employees, as early as possible (using our phone tree) . In this circumstance, if an employee was scheduled to work that day, they will be paid for the day. If an employee was not scheduled to work that day (PTO, work schedule, etc) they will not be paid as they were not scheduled to work and the decision to close does not impact their work schedule.

3. If, during the course of a day, unexpected weather conditions create a need to close, all employees will be paid for the remainder of the work day if they were scheduled to work the hours affected by the early closure

4. For emergency staff, who may still need to work on a day that has decided not to open or to close early, they will be given comp time for the hours they worked.

Criteria used to determine need for a closure may include the following:

- Road conditions: Snow, ice, flooding, etc.
- Weather conditions: Snow, wind speed, wind chill, etc.
- Loss of utilities.
- Warnings or cautions issued by government agencies, emergency management, etc.
- Risks to structures or buildings.
- Other local facility closures.

If the [Company Name] is off for inclement weather, we are off for the day, with pay. No makeups if on vacation.

Federation expects each employee to make reasonable efforts to report to work on a regular basis. At the same time, our foremost priority is the safety of our staff as related to your commute to the building.

This policy establishes guidelines for operations during periods of extreme weather and similar emergencies.

Definition: Inclement weather/ emergency closing procedure leave includes any of the following conditions: snow or hazardous weather conditions, power failures, mandatory or voluntary evacuation, a natural or man-made disaster, or flu pandemic.

In the case of inclement weather conditions, employees are expected to report to work; however, all employees are urged to use their own discretion in deciding whether they can commute to work safely.

Closing Notifications To Staff: [Company Name] will notify staff of any emergency closings or a late start to the workday through the automated phone system. Employees will receive a general notification message on the employee's home or cell phone by 6:30 a.m. If you do not get a message, it means Federation is open for business our regular hours.

No Emergency Closing. If no emergency closing has been declared, employees who fail to report to work due to inclement weather or other declared hazardous conditions will be provided with ½ workday allowance and required to use ½ vacation day for the balance of the day in which the employee does not report to work. No more than three (3) ½ workday allowances will be provided to an employee in a fiscal year. Any time exceeding the three ½ workdays allotment is required to be used as vacation time. Employees need to adhere to normal call-in procedures.

Late Start To Workday: If no emergency closing has been declared, employees who report to work due to inclement weather or hazardous conditions and arrive before 10 a.m. will be paid for a full day. Employees arriving after 10 a.m. can choose to either make-up the time within the same work week, or use vacation to make up the balance.

Make-Up Lost Time: Where possible within the work week, employees may make up the time in order to avoid charging time missed to employee's vacation bank.

Notification To Supervisors / Recording Time: Employees in both exempt and non-exempt positions are required to contact their supervisors to let them know your whereabouts and record their vacation increments in the electronic time and management system. Failure to do so may result in disciplinary action. Supervisors approving time cards are required to make certain weather-related time is recorded and approved according to policy.

Bad Weather

When there are weather conditions that would make coming to or staying at work difficult or dangerous, we will declare a bad weather day. If severe weather exists at the beginning of the workday, we will be closed; if it develops during the day, we will close and send staff members home. At our Cuyahoga County locations, we generally treat County government as our standard. If the Cuyahoga County administrative offices close, we close; if they stay open, typically so do we. However, in the case of 24-hour facilities, it may not be possible to release you from work since you may be needed to cover for staff who are unable to come in.

When a bad weather day occurs, you will receive your usual pay if you were scheduled to work. However, we expect you to minimize the impact on colleagues and program participants by rescheduling appointments, checking voice mail, and handling essential business by phone. If we are open for business but the closing of your child's school necessitates your staying at home, you will need to use vacation or a floating holiday to receive pay for the time away from the job.

Although [Company Name] will make every effort to remain open for business on scheduled workdays, there may be instances, such as severe weather, utility disruptions, etc., where conditions make it impossible to do so. The President/Chief Executive Officer or designee has the discretion to close an office for the day, close an office early or delay the opening of an office.

Field Project Directors should contact the VP for Workforce Development or Asst. VP of Workforce Operations to report local conditions; the VP for Workforce Development or Asst. VP of Workforce Operations will make the determination regarding closing the field office, and will notify the President/CEO. If the VP for Workforce Development and Asst. VP of Workforce Operations are unavailable, field Project Directors should contact the President/CEO directly.

Notification of Closing

- Public Notification

In the Akron area, the public may obtain broadcast information regarding Mature Services' status on WAKR 1590AM, WONE 97.5FM, WQMX 94.9FM, and WKYC Channel 3 News Cleveland. Local Project Directors should determine appropriate media to broadcast closing information in their areas.

Employee Notification

- On severe weather days, employees with voicemail should check for a message from the President/Chief Executive Officer, or designee, regarding Mature Services operations.
- In addition to voicemail, in the event of a closure, Mature Services will make every attempt to contact employees through departmental emergency phone lists.

Compensation for Closure Days

If the President/Chief Executive Officer or designee closes an office, regular Full-Time employees who are scheduled to work will be paid for a full workday. If an emergency closing extends beyond one day per event, full-time employees will take vacation time for emergency closure days beyond the first day.

All other employees, including Full-Time Home Health Aides, Full-Time Long Term Temporary Employees, Part-Time employees, and SCSEP Participants, will be paid only for hours worked. If an office is open and an employee cannot get to work, he/she can make up the time missed or use vacation time. [Company Name] will make every effort to help employees make up missed time.

When a SCSEP Work-Training Site is closed on a day that the SCSEP Participant would normally train, the participant may, with the Supervisor's approval, adjust the training schedule to make up the hours (in the same two-week pay period), or make arrangements with the local Project Director for alternate training that day.

Critical Functions

On emergency days, our main priority is the care and safety of our clients and our employees. Employees may be asked to perform tasks outside of their usual functions and on occasion, tasks in another department.

Inclement Weather Policy

[Company Name] is open for business unless there is a declared State of Emergency and we advise you not to report to work. There may also be times when we will delay opening due to weather conditions.

If you are an hourly associate and you arrive at work after your scheduled time on a day when we are experiencing bad weather, that time is charged to you as PTO if you have earned but unused time available to you. If you are an hourly employee, you will only be paid for your time off work if you have PTO available. [Company Name] attempts to accommodate individual needs by allowing the use of PTO

to cover these situations. Please allow yourself extra time to arrive to work in less than ideal weather conditions.

When potentially dangerous weather develops during the day and a decision is made by management to close, you will be compensated as if you had worked to the end of your regularly scheduled hours for that day. If, with management approval, you elect to leave prior to a decision being made by [Company Name] to close early, and you are an hourly associate, you will be required to use PTO you have earned but not used or the time will be counted as unpaid time off.

If you are working at a customer location, please follow the policies and procedures of the facility at which you are working.

Your safety is one of the primary concerns of [Company Name]. You should always use your common sense and best judgment when traveling to work in inclement weather.

Severe weather is to be expected during certain months of the year. Except in cases of severe storms, we are all expected to work our regular hours. Time taken off due to poor weather conditions while the business remains open is unpaid. If extreme weather conditions require closing of the building, you will be notified by your immediate supervisor.

In the event of an emergency (e.g., fire or chemical spill), [Company Name] has established specific procedures of operation. These procedures are part of our Safety Manual and will be discussed with you by your supervisor/manager upon employment. Please notify your supervisor/manager or other [Company Name] management of any emergencies or unusual circumstances, both at or outside of work.

In the event of a personal emergency outside of work, it is your responsibility to contact your supervisor/manager to inform him/her of the situation. If you are at work and an emergency occurs which requires you to leave work, you must inform your supervisor/manager prior to leaving or be subject to disciplinary action.

It is NSL's policy to continue operations during severe weather conditions to the maximum extent possible. Severe weather is to be expected during the winter months, although driving may be difficult at times, the roads are normally passable when caution is exercised.

In cases where the weather is too severe to operate or any other situation that may result in late openings, we will make every effort to notify employees.

If the decision is made to keep the business open, employees will be expected to report to work. However, your safety is of paramount importance. Each employee should exercise good judgment and use his/her own discretion to decide whether it is safe to travel to work. The decision as to whether or not the absence will be excused will be at management's discretion.

Should the decision be made to keep the business open, and later a decision made to close (during an employee's regular shift), employees who reported for the partial day will be paid for the full day.

If there is inclement weather, it is at the discretion of the CEO to close the building.

The Executive Director has the authority to declare a calamity day when the County Sheriff declares a road travel emergency for the County. Employees will be paid for any authorized calamity day. If weather conditions are severe enough that the employee deems their safety would be in jeopardy if they travel on the roads, they must follow the Reporting Off procedure and approval to take vacation, personal time or leave without pay will be granted.

If the company makes the decision to close, full-time regular employees scheduled to work that day, will be paid for the missed time and will not be expected to make up that time.

Decisions to close company will be made by management. Notification is as follows:

- If bad weather develops before your shift and company will not be open, you will be called by a manager. Please make sure that he /she has your current telephone number at which you may be reached. You will be called as early as possible.
 - If the inclement weather develops during your shift, all employees at the plant will be notified of the decision to close.
-

5.2 Emergency School Closing/Delay Policy

In the event that school must be closed or delayed due to inclement weather or other reason, each employee will be notified via the telephone through the “Alert Solutions” system. The Principal or his/her designate will also call local television and radio station; the media will specifically name [Company name]. The [Company name] website will also post this message. Delay notifications will be specifically identified as such, including the time of delay (ex: 2 hour delay). Delays apply to all employees.

Teaching faculty and other 10-month academic staff are not required to report to work when the school is closed.

Since many jobs are not student intensive, it is not unreasonable to expect some measure of productive work from certain employees on such days. Therefore administrative staff and other 11 and 12-month employees are expected to report to work unless the Alert Solutions message indicates both “school and offices are closed.” The safety of our school employees is a primary concern; therefore, employees are expected report once the roads are clear and passable. It is understood that employees reporting to work on such days would be working an abbreviated workday. Employees who do not report to work must take a vacation or personal day. Please remember that the maintenance staff who open the building may be delayed as well, so please do not arrive to the school prior to 8 am.

When the library opens for business, but then must be closed by reason of an emergency declared by the director or the senior person in charge, all employees on duty at the time of closing or scheduled to begin work later in the day, will be excused and paid for the full number of hours for which they were scheduled to work. In the event that only one building closes, staff may be reassigned to the other building for the duration of their scheduled shifts. All regularly scheduled hours worked, even if the library is closed, are

considered part of the normal work schedule. No additional hours off are given to employees who work when the library is closed.

Those away on sick leave, vacation or other authorized leave may not substitute emergency closing pay for the authorized leave pay. An employee who is absent, arrives late, or leaves work early on a day when weather conditions interfere with travel, but the library is open may, with approval of the supervisor, use vacation, personal leave, or if necessary, leave without pay. Inclement weather is not a valid use of sick leave.

In the event an emergency necessitates the delayed opening of a site or the closing of a site, the procedures as outlined in this policy are followed. The Executive Team will consult with the Safety Officer regarding staff and consumer health and safety. There may be instances when specific sites are closed for an emergency while other sites may remain open

[Company Name] Facility Closing Policy

In the event of weather or other conditions necessitating the closure of [Company Name] facilities, the following procedure will be followed:

- Messages will be recorded on the [Company Name] phone system. You can access this message in the following manner:
 - Call our main number (xxx) xxx-xxxx, and press extension xxx for any Closure Messages.

If [Company Name] is closed, you will hear a special message indicating closure or other instructions.

- If the area you live in is under an advisory which does not allow anyone to be on the roads except for purposes of returning home (i.e. Level 3), you will be excused from work if you would normally report during the period of the advisory. However, you are still expected to call off prior to the start of your shift or workday, as is usual procedure.
- If the County is under a severe advisory, the [Company Name] facility may be closed. In this particular instance, if the advisory is lifted or downgraded to a less severe advisory before you would normally report, [Company Name] may be open for your shift and you would be expected to come in or call off as is normal procedure. You should call the number listed above and check for any special messages before leaving for work to ensure that [Company Name] will re-open for your shift.
- Snow alert emergency advisories are issued by the counties and are broadcast over radio and TV stations in the area.

Note: The County Sheriff recently announced that the County has changed its advisory system and will be issuing advisory levels in plain language vs. the old "level" system in order to help avoid confusion between the different snow emergency levels. We are not aware that other counties have changed from the "level" advisories.

Basically we have 'progressive call sheets' and once the company is closed it is each employee's responsibility to call and check for updates. There is a message stating that the company is closed, if they get the normal greeting then they know to come to work.

The [Company Name] is dedicated to providing quality staffing to its customers. With that mission, it is vital to our success that offices be open, operational, and fully staffed. For that reason there are only limited times when offices are closed:

- Announced and scheduled holidays.
- Unscheduled closings brought about by local safety announcements notifying of mandatory evacuations, travel restrictions, etc.

Thus, it is expected that staff will report to their duties unless:

1. Local law authorities prohibit road travel due to safety issues;
2. VP/RVP has directed employees not to report to the office or to go home early.

Outside of the exceptions above, failure to report will be considered an absence and therefore the employee will be required to use a PTO day.

Full-time employees who are unable to work will have the time deducted from either their available vacation days or personal time in order to be paid. Non-exempt employees may choose to be excused for the day without pay.

Weather Closing Procedure and Pay Guidelines

There may be conditions that require a manager's judgment call. e.g.

Q: It's now a level 2 and getting worse: do we wait to go home until it's Level 3?

A: The manager will check 'up the line' and make an informed decision based on input and monitoring of local conditions

Q: The office is at Level 2 and will be open, but I live in a Level 3 area?

A: The employee must inform their manager immediately of the conditions; the manager makes an informed decision as described above, then the employee would be paid.

Bottom line: The manager makes the informed decision locally, based on as much objective data as possible. He or she proactively keeps all parties in the loop.

Emergency closings occur from time to time as a result of inclement weather, power failures, or other unforeseeable events. Each situation will be handled at [Company Name's] management's discretion.

We have an 800# they are to call to see if they are to report to work or not, if they ever question if the company is open or not due to weather, power outage etc.

Appendix C: Other Absence & Pay Practices

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

Other ways organizations handle absenteeism due to inclement/adverse weather

- Would not apply except in cases where Level III in place for Medina County or your county of residence and then would be an excused absence for everyone
- Absences are considered excused if [The Company] is closed. Absences are considered unexcused if [The Company] is open and an employee does not report.
- This is mostly determined by department/supervisors.
- Depending on which service area is affected by the weather, we may excuse cleaning teams due to their inability to safely get to the customer.
- Exempt and non-exempt office employees have laptops and can work from home if necessary.
- We are considering a change to this policy and will be dependent on length of time.
- We do not have an attendance or tardy policy.
- If we are closed for all employees, everyone gets normal pay. If we are open for staff and someone does not report, they must take vacation or personal days to get paid.
- If the organization releases employees early or delays start times due to the weather, the absence is excused. If an employee reports off due to weather conditions, but the company is otherwise open, the absence is usually considered unexcused; however, it could be excused depending on extenuating circumstances.
- Employee would need to use a personal or vacation day if time available.
- If the company is open, employees are expected to report for work. If an employee feels unsafe driving, they can request to use a vacation day or take an unpaid day off if they have not paid-time off. Only if they are a no call, no show is their absence considered unexcused.
- Must use it as a sick day, which means calling into the office

Other ways organizations handle pay during inclement/adverse weather

- The situations are all considered on a case by case basis. We have used each scenario at one time or another.
- If no PTO available, Non-Exempt Employees may choose to take time unpaid if missing entire day voluntarily or involuntarily.
- If non-exempt employees choose not to come in voluntarily, then they must use vacation or personal time in order to be paid. Leaving early or arriving late is just considered time lost. For involuntary instances, employees may again use vacation or personal time to cover the missed time. The same policy applies to Non-exempt employees.
- Employees use paid time off for any time that is voluntary.
- Our company consists of 25-35 employees so it depends on the day, weather, and other circumstances.
- Most of our team is non-exempt except for the front desk who is responsible for phones and visitors. If this person doesn't come in, the rest of the team can take care of the phones and guests for the day. Non-exempt team members can work from home so they are paid when they stay home and work due to inclement weather. Our non-exempt (front desk) team member only gets paid when she is in the office.
- If employee can work from home, he/she will be compensated. If they cannot, they can use paid time-off for compensation or simply not get paid.
- Our company has an 'unlimited paid time off policy'. As long as the job gets done we do not track sick or vacation or inclement weather time off. We hire committed professionals and don't have a need to babysit them. In the *rare* instance where there is a perceived abuse of time, we have a conversation to help the employee get back on track. If it persists, they usually leave.
- Exempt employees have to take vacation or personal time. If there is no time in their bank they will still get paid due to status. Non-Exempt employees will not receive pay if they do not choose to use their paid time off.
- Pay and Office Closing Procedures
[Company Name] will pay for an 8 hour day (or the balance that is affected) if the office is officially closed due to weather or conditions such as lack of heat or electricity that prevent us from serving our customers. If the office is open, and employee does not show up, he or she must use Paid Time Off if they want to be paid for that 8 hour period.

2013 ERC Inclement & Adverse Weather Practices Survey

Conducted by ERC

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