

2013 ERC FMLA Practices Survey

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About Us

[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.



*Thank you to CareWorks USA, an ERC partner, for assisting in the design and distribution of this survey.**

CareWorksUSA

[CareWorks USA](#) is one of the nation's fastest growing providers of FMLA Administration and Absence Management Services. Our

outcome based programs are customized to ensure your FMLA and Absence Management programs are administered according to your organization's values, philosophies and policies. We offer a streamlined, cost effective approach to ensure consistent claims handling and regulatory compliance both on a state and federal level. Through our technologically advanced software and our administrative and medical expertise, our Family Medical Leave administration services provide a comprehensive package of services for employers. For more information about CareWorks, please visit www.careworksusa.com/fmla.

**Please note: no participant information was shared with any partners, sponsors or other third parties.*

Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in May-July of 2013, on FMLA practices. The survey was conducted in partnership with CareWorks USA, ERC's Preferred Partner for FMLA Administration Services. The survey reports trends in:

- FMLA administration
- FMLA certification and notice
- FMLA usage
- FMLA challenges

All ERC members were invited to participate in the survey starting on May 28th, 2013 via email invitation and other promotions, and participated in the survey throughout the next month. The survey officially closed on July 3rd, 2013. 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 120 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.

FMLA Administration

Summary of Key Findings

Most employers (82%) centralize the administration of FMLA in-house, leaving only 6% of employers to outsource FMLA administration to a third party. The most common ways that employers track FMLA are using timesheets/attendance cards, Excel, and payroll systems. In terms of how organizations calculate FMLA, the majority of respondents (56%) use a rolling 12 month period measured backwards while about one-third (32%) use a rolling 12 month period measured forward. Less than half of respondents train their supervisors and managers on FMLA (40%).

In terms of how benefits, paid leave, and pay are handled, most employers run FMLA concurrently with a variety of other benefits, most commonly including short term disability, workers compensation, and other paid/unpaid medical leave. Sixty percent of organizations require use of PTO/vacation time when employees are on FMLA leave. In addition, 34% normally pay employees out on FMLA leave for a company holiday. The vast majority of employers report that they never or only sometimes receive complaints from employees who do not want to count their time as FMLA. For employees who don't qualify for FMLA, most employers (71%) have a leave of absence policy that employees can use.

Figures & Tables

Figure 1 | Percentage of organizations that administer Family and Medical Leave (FMLA) in the following ways

	In-house; centralized*	In-house; decentralized**	Outsourced to third party
All Organizations	82%	12%	6%
Industry	77%	17%	6%
Manufacturing	92%	8%	0%
Non-Manufacturing	79%	7%	14%
Non-Profit	97%	0%	3%
Organizational Size	85%	10%	4%
1-100	41%	41%	18%
101-500	82%	12%	6%
Over 500	77%	17%	6%

* = Handled at one location

** = Handled at more than one location

Figure 2 | Percentage of organizations that track FMLA using one of the following methods**Payroll**

	Percent
All Organizations	31%
Industry	
Manufacturing	35%
Non-Manufacturing	38%
Non-Profit	14%
Organizational Size	
1-100	31%
101-500	34%
Over 500	18%

Timesheets/attendance cards

	Percent
All Organizations	49%
Industry	
Manufacturing	50%
Non-Manufacturing	43%
Non-Profit	57%
Organizational Size	
1-100	51%
101-500	50%
Over 500	41%

Excel

	Percent
All Organizations	35%
Industry	
Manufacturing	40%
Non-Manufacturing	35%
Non-Profit	25%
Organizational Size	
1-100	37%
101-500	35%
Over 500	29%

Outsource to a third party

	Percent
All Organizations	6%
Industry	
Manufacturing	6%
Non-Manufacturing	0%
Non-Profit	14%
Organizational Size	
1-100	3%
101-500	4%
Over 500	18%

Other methods

	Percent
All Organizations	15%
Industry	
Manufacturing	12%
Non-Manufacturing	18%
Non-Profit	18%
Organizational Size	
1-100	9%
101-500	15%
Over 500	29%

Figure 2a | Percentage of organizations that track FMLA using the following systems*
(Only includes organizations tracking FMLA using other methods)

	Percent
HRIS Software	33%
Kronos	11%
Other HR Software	28%
Manual	28%

**Industry and size breakouts not reported due to quantity of data and no significant differences*

Figure 3 | Percentage of organizations that use the following methods to track FMLA

	Calendar method	Fixed year method	Rolling 12 month period measured forward	Rolling 12 month period measured backwards
All Organizations	10%	2%	32%	56%
Industry				
Manufacturing	12%	0%	35%	54%
Non-Manufacturing	10%	3%	31%	56%
Non-Profit	7%	4%	30%	59%
Organizational Size				
1-100	18%	3%	32%	47%
101-500	7%	1%	36%	55%
Over 500	6%	0%	18%	76%

Figure 4 | Percentage of organizations that provide FMLA training to supervisors and managers

	Percent
All Organizations	40%
Industry	
Manufacturing	37%
Non-Manufacturing	44%
Non-Profit	43%
Organizational Size	
1-100	26%
101-500	43%
Over 500	59%

Figure 5 | Percentage of organizations that run FMLA concurrently with the following benefits

Workers Compensation

	Percent
All Organizations	66%
Industry	
Manufacturing	63%
Non-Manufacturing	58%
Non-Profit	82%
Organizational Size	
1-100	60%
101-500	66%
Over 500	76%

Short Term Disability

	Percent
All Organizations	77%
Industry	
Manufacturing	87%
Non-Manufacturing	75%
Non-Profit	61%
Organizational Size	
1-100	63%
101-500	84%
Over 500	76%

Long Term Disability

	Percent
All Organizations	33%
Industry	
Manufacturing	27%
Non-Manufacturing	33%
Non-Profit	46%
Organizational Size	
1-100	31%
101-500	37%
Over 500	24%

Unpaid sick days

	Percent
All Organizations	28%
Industry	
Manufacturing	12%
Non-Manufacturing	38%
Non-Profit	43%
Organizational Size	
1-100	11%
101-500	35%
Over 500	29%

Other paid/unpaid medical leave and require use of this leave

	Percent
All Organizations	34%
Industry	
Manufacturing	21%
Non-Manufacturing	40%
Non-Profit	50%
Organizational Size	
1-100	31%
101-500	35%
Over 500	35%

PTO/Vacation time

	Percent
All Organizations	64%
Industry	
Manufacturing	50%
Non-Manufacturing	78%
Non-Profit	71%
Organizational Size	
1-100	60%
101-500	65%
Over 500	71%

Do not coordinate FMLA with any other benefits

	Percent
All Organizations	4%
Industry	
Manufacturing	8%
Non-Manufacturing	3%
Non-Profit	0%
Organizational Size	
1-100	11%
101-500	0%
Over 500	6%

Other type of benefit not listed

	Percent
All Organizations	2%
Industry	
Manufacturing	0%
Non-Manufacturing	3%
Non-Profit	4%
Organizational Size	
1-100	0%
101-500	1%
Over 500	6%

Other Benefits: *We have a self-insured, informal STD plan; Short Term Health Bank*

Figure 6 | Percentage of organizations that require or allow use of the following types of time off while on FMLA

Paid leave (if available)

	Require use	Allow use	Not applicable
All Organizations	51%	32%	17%
Industry			
Manufacturing	32%	47%	21%
Non-Manufacturing	58%	28%	14%
Non-Profit	74%	11%	15%
Organizational Size			
1-100	47%	30%	23%
101-500	50%	33%	17%
Over 500	63%	31%	6%

PTO/Vacation time

	Require use	Allow use	Not applicable
All Organizations	60%	36%	3%
Industry			
Manufacturing	46%	48%	6%
Non-Manufacturing	65%	32%	3%
Non-Profit	81%	19%	0%
Organizational Size			
1-100	61%	36%	3%
101-500	59%	38%	3%
Over 500	65%	29%	6%

Figure 7 | Percentage of organizations that have a company policy to normally pay employees out on FMLA leave for a company holiday

	Percent
All Organizations	34%
Industry	
Manufacturing	31%
Non-Manufacturing	21%
Non-Profit	59%
Organizational Size	
1-100	35%
101-500	31%
Over 500	41%

Figure 8 | Percentage of organizations that have a leave of absence policy that employees can use if they do not qualify for FMLA

	Percent
All Organizations	71%
Industry	
Manufacturing	67%
Non-Manufacturing	73%
Non-Profit	78%
Organizational Size	
1-100	54%
101-500	75%
Over 500	94%

Figure 9 | Frequency with which organizations receive complaints from employees who do not want to count their time as FMLA

	Most of the time	Half of the time	Sometimes	Never
All Organizations	2%	4%	38%	57%
Industry				
Manufacturing	0%	2%	38%	60%
Non-Manufacturing	0%	8%	35%	58%
Non-Profit	7%	4%	39%	50%
Organizational Size				
1-100	0%	3%	26%	71%
101-500	3%	1%	40%	56%
Over 500	0%	18%	53%	29%

FMLA Certification & Notice

Summary of Key Findings

To determine whether an employee's request for FMLA qualifies as a serious health condition, the widespread majority of employers (92%) always request medical certification/documentation and verify the reason given by the employee. Conversely, employers rarely, if ever, directly contact employees' health care providers during the certification process, use a nurse case manager or clinical resource to review FMLA certifications, or request a second or third medical opinion before granting FMLA leave. While employers generally do not solely use supervisory or HR judgment/knowledge to determine qualifications for FMLA, about half of the respondents do note that they consult HR as an internal resource half the time. Seventy-six percent of employers accept and approve FMLA based on only an employee's verbal or written reason for requesting leave in less than half of their cases.

The majority of organizations (84%) require fitness for duty certification. Additionally, respondents typically require recertification or updated medical documentation only if an employee exceeds approved frequency or duration (47%); however, some employers require this information annually (18%), every 6 months in conjunction with absence (13%), or when they are notified of a change in treatment (16%).

The most common amount of notice given for use of intermittent FMLA leave is either the day of the absence before the shift begins or one day prior. Additionally, the average number of required days notice and the average days notice for FMLA leave typically varies depending on the condition under which leave is being taken. More notice is typically given and required for pregnancy/maternity leave, whereas less notice is typically given and required for serious health conditions, catastrophic events, and care of a family member.

Figures & Tables

Figure 10 | Percentage of organizations that outsource their FMLA and coordinate FMLA with their EAP program

	Yes	No	Do not outsource	Do not have an EAP
All Organizations	3%	4%	90%	3%
Industry				
Manufacturing	6%	0%	90%	4%
Non-Manufacturing	0%	5%	92%	3%
Non-Profit	0%	12%	85%	4%
Organizational Size				
1-100	3%	0%	94%	3%
101-500	2%	6%	89%	3%
Over 500	6%	6%	82%	6%

Figure 11 | Frequency with which organizations do the following to determine whether an employee’s request for FMLA qualifies as a serious health condition

Request medical certification/documentation and verify reason given by employee

	Always	Most of the time	Half of the time	Sometimes	Never
All Organizations	92%	5%	0%	1%	3%
Industry					
Manufacturing	85%	8%	0%	2%	6%
Non-Manufacturing	97%	3%	0%	0%	0%
Non-Profit	96%	4%	0%	0%	0%
Organizational Size					
1-100	94%	3%	0%	0%	3%
101-500	91%	6%	0%	0%	3%
Over 500	88%	6%	0%	6%	0%

Directly contact employees’ health care providers during the certification process

	Always	Most of the time	Half of the time	Sometimes	Never
All Organizations	5%	3%	3%	60%	29%
Industry					
Manufacturing	2%	2%	2%	60%	34%
Non-Manufacturing	8%	5%	3%	59%	26%
Non-Profit	7%	0%	4%	63%	26%
Organizational Size					
1-100	0%	0%	3%	62%	35%
101-500	8%	3%	2%	62%	26%
Over 500	6%	6%	6%	53%	29%

Use a nurse case manager or clinical resource to review FMLA certifications

	Always	Most of the time	Half of the time	Sometimes	Never
All Organizations	4%	1%	0%	6%	89%
Industry					
Manufacturing	2%	0%	0%	6%	92%
Non-Manufacturing	3%	0%	0%	8%	90%
Non-Profit	12%	4%	0%	4%	81%
Organizational Size					
1-100	0%	0%	0%	9%	91%
101-500	5%	2%	0%	6%	88%
Over 500	13%	0%	0%	0%	88%

Request a second or third medical opinion before granting FMLA leave

	Always	Most of the time	Half of the time	Sometimes	Never
All Organizations	0%	0%	0%	26%	74%
Industry					
Manufacturing	0%	0%	0%	29%	71%
Non-Manufacturing	0%	0%	0%	21%	79%
Non-Profit	0%	0%	0%	31%	69%
Organizational Size					
1-100	0%	0%	0%	18%	82%
101-500	0%	0%	0%	28%	72%
Over 500	0%	0%	0%	38%	63%

Use supervisors' judgment or knowledge of the reason for leave

	Always	Most of the time	Half of the time	Sometimes	Never
All Organizations	2%	9%	4%	19%	66%
Industry					
Manufacturing	0%	10%	4%	28%	58%
Non-Manufacturing	0%	8%	5%	11%	76%
Non-Profit	7%	7%	4%	15%	67%
Organizational Size					
1-100	6%	12%	3%	24%	56%
101-500	0%	8%	6%	17%	69%
Over 500	0%	6%	0%	18%	76%

Use HR's judgment and/or knowledge of the reason for leave

	Always	Most of the time	Half of the time	Sometimes	Never
All Organizations	33%	16%	2%	21%	28%
Industry					
Manufacturing	32%	16%	2%	28%	22%
Non-Manufacturing	26%	15%	3%	15%	41%
Non-Profit	44%	19%	0%	15%	22%
Organizational Size					
1-100	29%	18%	3%	21%	29%
101-500	35%	15%	2%	18%	29%
Over 500	29%	18%	0%	29%	24%

Accept employees' verbal/written reason for requesting leave and approve the request under FMLA

	Always	Most of the time	Half of the time	Sometimes	Never
All Organizations	5%	17%	1%	11%	65%
Industry					
Manufacturing	6%	18%	2%	16%	58%
Non-Manufacturing	5%	15%	0%	8%	72%
Non-Profit	4%	19%	0%	8%	69%
Organizational Size					
1-100	12%	27%	0%	12%	48%
101-500	3%	15%	2%	9%	71%
Over 500	0%	6%	0%	18%	76%

Figure 12 | Percentage of organizations that require fitness for duty certification

	Percent
All Organizations	84%
Industry	
Manufacturing	79%
Non-Manufacturing	82%
Non-Profit	96%
Organizational Size	
1-100	85%
101-500	87%
Over 500	71%

Figure 13 | Frequency with which organizations require recertification or updated medical documentation of long-term, chronic serious health conditions

Only when notified of a change in condition or treatment

	Percent
All Organizations	16%
Industry	
Manufacturing	18%
Non-Manufacturing	13%
Non-Profit	18%
Organizational Size	
1-100	16%
101-500	21%
Over 500	0%

If an employee exceeds approved frequency or duration

	Percent
All Organizations	47%
Industry	
Manufacturing	42%
Non-Manufacturing	59%
Non-Profit	39%
Organizational Size	
1-100	56%
101-500	43%
Over 500	47%

Every 6 months in conjunction with absence

	Percent
All Organizations	13%
Industry	
Manufacturing	16%
Non-Manufacturing	8%
Non-Profit	14%
Organizational Size	
1-100	9%
101-500	12%
Over 500	24%

Annually

	Percent
All Organizations	18%
Industry	
Manufacturing	14%
Non-Manufacturing	18%
Non-Profit	25%
Organizational Size	
1-100	13%
101-500	18%
Over 500	29%

Never require recertification or updated medical documentation

	Percent
All Organizations	6%
Industry	
Manufacturing	10%
Non-Manufacturing	3%
Non-Profit	4%
Organizational Size	
1-100	6%
101-500	7%
Over 500	0%

Figure 14 | Percentage of organizations reporting the following amounts of notice are “most common” for use of intermittent FMLA leave

	One day prior	Day of absence before shift begins	During work shift	One day following absence	Other
All Organizations	30%	35%	5%	5%	25%
Industry					
Manufacturing	27%	39%	6%	10%	18%
Non-Manufacturing	29%	37%	5%	0%	29%
Non-Profit	37%	26%	4%	4%	30%
Organizational Size					
1-100	42%	26%	0%	0%	32%
101-500	26%	36%	5%	8%	26%
Over 500	24%	47%	18%	6%	6%

Figure 14a | Other amounts of notice cited by organizations
(Only includes organizations that cited “other” amount of notice)

	ASAP	Less than 1 week	1-2 weeks	More than 2 weeks	Varies
All Organizations	32%	8%	8%	8%	44%
Industry					
Manufacturing	40%	20%	20%	0%	20%
Non-Manufacturing	45%	9%	9%	9%	27%
Non-Profit	11%	0%	0%	11%	78%
Organizational Size					
1-100	50%	0%	0%	13%	38%
101-500	25%	13%	13%	6%	44%
Over 500	0%	0%	0%	0%	100%

Figure 15 | Average # of required and average days notice that employees give before taking FMLA leave for pregnancy/maternity leave

	Average # of required days notice	Average # of days notice
All Organizations	26	69
Industry		
Manufacturing	24	61
Non-Manufacturing	27	79
Non-Profit	29	71
Organizational Size		
1-100	29	54
101-500	25	75
Over 500	23	68

Figure 15a | Percentage of organizations reporting each of the following required and average days notice that employees give before taking FMLA leave for pregnancy/maternity leave *

Required number of days	Percent	Average number of days	Percent
0 days	13%	0 days	1%
1 day	1%	5 days	1%
5 days	1%	14 days	2%
7 days	3%	15 days	1%
14 days	5%	30 days	39%
15 days	1%	60 days	16%
30 days	68%	75 days	1%
60 days	5%	90 days	16%
90 days	1%	100 days	3%
		120 days	9%
		140 days	1%
		150 days	4%
		180 days	4%
		200 days	1%
		210 days	1%

**Industry and size breakouts not reported due to quantity of data and no significant differences*

Figure 16 | Average # of required and average days notice that employees give before taking FMLA leave for a serious health condition (acute)

	Average # of required days notice	Average # of days notice
All Organizations	14	9
Industry		
Manufacturing	12	9
Non-Manufacturing	13	7
Non-Profit	19	12
Organizational Size		
1-100	12	7
101-500	15	9
Over 500	13	10

Figure 16a | Percentage of organizations reporting each of the following required and average days notice that employees give before taking FMLA leave for a serious health condition (acute)*

Required number of days	Percent	Average number of days	Percent
0 days	27%	0 days	15%
1 day	8%	1 day	19%
2 days	1%	2 days	4%
5 days	4%	3 days	6%
7 days	10%	5 days	9%
14 days	8%	7 days	9%
15 days	3%	10 days	5%
30 days	38%	12 days	1%
		14 days	9%
		15 days	10%
		20 days	1%
		30 days	10%
		45 days	1%

**Industry and size breakouts not reported due to quantity of data and no significant differences*

Figure 17 | Average # of required and average days notice that employees give before taking FMLA leave for a serious health condition (chronic)

	Average # of required days notice	Average # of days notice
All Organizations	16	10
Industry		
Manufacturing	13	9
Non-Manufacturing	15	8
Non-Profit	21	14
Organizational Size		
1-100	14	9
101-500	16	9
Over 500	18	13

Figure 17a | Percentage of organizations reporting each of the following required and average days notice that employees give before taking FMLA leave for a serious health condition (chronic)*

Required number of days	Percent	Average number of days	Percent
0 days	25%	0 days	11%
1 day	4%	1 day	13%
3 days	1%	2 days	3%
5 days	6%	3 days	4%
7 days	7%	4 days	1%
10 days	1%	5 days	11%
14 days	7%	6 days	1%
15 days	6%	7 days	14%
30 days	43%	10 days	7%
		14 days	9%
		15 days	14%
		30 days	12%

**Industry and size breakouts not reported due to quantity of data and no significant differences*

Figure 18 | Average # of required and average days notice that employees give before taking FMLA leave for a catastrophic event

	Average # of required days notice	Average # of days notice
All Organizations	6	1
Industry		
Manufacturing	5	1
Non-Manufacturing	8	n/a
Non-Profit	6	1
Organizational Size		
1-100	7	1
101-500	7	n/a
Over 500	2	3

Figure 18a | Percentage of organizations reporting each of the following required and average days notice that employees give before taking FMLA leave for a catastrophic event*

Required number of days	Percent	Average number of days	Percent
0 days	58%	0 days	65%
1 day	15%	1 day	28%
2 days	3%	2 days	3%
5 days	2%	5 days	1%
7 days	2%	7 days	1%
14 days	3%	30 days	1%
30 days	18%		

**Industry and size breakouts not reported due to quantity of data and no significant differences*

Figure 19 | Average # of required and average days notice that employees give before taking FMLA leave for the care of a family member

	Average # of required days notice	Average # of days notice
All Organizations	16	10
Industry		
Manufacturing	14	9
Non-Manufacturing	15	8
Non-Profit	22	14
Organizational Size		
1-100	16	9
101-500	17	10
Over 500	14	11

Figure 19a | Percentage of organizations reporting each of the following required and average days notice that employees give before taking FMLA leave for the care of a family member*

Required number of days	Percent	Average number of days	Percent
0 days	24%	0 days	12%
1 day	3%	1 day	8%
3 days	3%	2 days	1%
5 days	6%	3 days	4%
7 days	6%	4 days	1%
10 days	1%	5 days	21%
14 days	9%	7 days	17%
15 days	4%	10 days	5%
30 days	44%	14 days	9%
		15 days	5%
		20 days	3%
		26 days	1%
		30 days	14%

**Industry and size breakouts not reported due to quantity of data and no significant differences*

FMLA Usage

Summary of Key Findings

Two-thirds of employers surveyed report that on average, 1-10% of their employees took FMLA leave in the last 12 months. The majority of respondents (73%) indicated that they denied no FMLA claims in the last 12 months with 24% denying 10% or fewer claims. On average 18% of total FMLA absences were due to pregnancy/maternity leave, 29% were due to acute serious health conditions, 22% were due to chronic serious health conditions, 5% were due to catastrophic events, and 20% were due to care of a family member.

Employers vary in how they administer intermittent FMLA. The average minimum increment of time that employers require employees to take intermittent FMLA is 67 minutes, with the most common increments of time ranging between 31-60 minutes (34%), 11-15 minutes (28%), and 16-30 minutes (14%). According to respondents, the average duration of episodes (in hours) for serious health conditions which occur less than one full workday is 3 hours. The most commonly cited duration of episodes was 4 hours, reported by 54% of organizations. With regard to shift-workers that use intermittent leave, the majority of organizations surveyed (73%) allow employees to rejoin mid-shift versus requiring the entire shift as leave (9%).

On average, only 24% of employees who took FMLA in the past year exhausted their allotment. Even fewer (5%) reported that employees who took FMLA in the past year needed to extend their leave under the ADA.

Figures & Tables

Figure 20 | Percentage of employees that took FMLA leave in the last 12 months

	0%	1-10%	11-20%	21-28%	29-40%	More than 40%	Do not track
All Organizations	4%	67%	22%	3%	1%	0%	3%
Industry							
Manufacturing	4%	63%	25%	6%	0%	0%	2%
Non-Manufacturing	5%	79%	10%	3%	0%	0%	3%
Non-Profit	4%	56%	33%	0%	4%	0%	4%
Organizational Size							
1-100	15%	67%	15%	0%	0%	0%	3%
101-500	0%	72%	24%	1%	1%	0%	1%
Over 500	0%	44%	31%	19%	0%	0%	6%

Figure 21 | Percentage of FMLA claims denied in the last 12 months

	0%	1-10%	11-20%	21-28%	29-40%	More than 40%	Do not track
All Organizations	73%	24%	2%	0%	0%	0%	1%
Industry							
Manufacturing	75%	25%	0%	0%	0%	0%	0%
Non-Manufacturing	74%	21%	3%	0%	0%	0%	3%
Non-Profit	68%	29%	4%	0%	0%	0%	0%
Organizational Size							
1-100	91%	6%	0%	0%	0%	0%	3%
101-500	75%	24%	1%	0%	0%	0%	0%
Over 500	29%	65%	6%	0%	0%	0%	0%

Figure 22 | Average percentage of FMLA leave absences due to pregnancy/maternity leave

	Average
All Organizations	18%
Industry	
Manufacturing	12%
Non-Manufacturing	22%
Non-Profit	24%
Organizational Size	
1-100	14%
101-500	20%
Over 500	16%

Figure 22a | Percentage of FMLA leave absences due to pregnancy/maternity leave

	0%	1-10%	11-20%	21-30%	31-40%	More than 40%
All Organizations	20%	43%	13%	7%	1%	16%
Industry						
Manufacturing	30%	46%	11%	8%	0%	5%
Non-Manufacturing	21%	36%	11%	7%	4%	21%
Non-Profit	0%	48%	19%	5%	0%	29%
Organizational Size						
1-100	39%	22%	17%	11%	6%	6%
101-500	19%	44%	11%	6%	0%	20%
Over 500	0%	64%	14%	7%	0%	14%

Figure 23 | Average percentage of FMLA leave absences due to serious health condition (acute)

	Average
All Organizations	29%
Industry	
Manufacturing	26%
Non-Manufacturing	31%
Non-Profit	33%
Organizational Size	
1-100	39%
101-500	24%
Over 500	30%

Figure 23a | Percentage of FMLA leave absences due to serious health condition (acute)

	0%	1-10%	11-20%	21-30%	31-40%	More than 40%
All Organizations	6%	37%	9%	13%	6%	29%
Industry						
Manufacturing	12%	35%	9%	14%	2%	28%
Non-Manufacturing	0%	41%	7%	19%	4%	30%
Non-Profit	0%	37%	11%	5%	16%	32%
Organizational Size						
1-100	14%	32%	5%	5%	5%	41%
101-500	4%	44%	8%	15%	6%	23%
Over 500	0%	20%	20%	20%	7%	33%

Figure 24 | Average percentage of FMLA leave absences due to serious health condition (chronic)

	Average
All Organizations	22%
Industry	
Manufacturing	24%
Non-Manufacturing	19%
Non-Profit	19%
Organizational Size	
1-100	18%
101-500	21%
Over 500	30%

Figure 24a | Percentage of FMLA leave absences due to serious health condition (chronic)

	0%	1-10%	11-20%	21-30%	31-40%	More than 40%
All Organizations	17%	29%	14%	15%	6%	18%
Industry						
Manufacturing	23%	20%	10%	18%	8%	23%
Non-Manufacturing	17%	35%	17%	13%	9%	9%
Non-Profit	0%	47%	20%	13%	0%	20%
Organizational Size						
1-100	37%	37%	5%	0%	5%	16%
101-500	13%	35%	13%	15%	4%	20%
Over 500	0%	0%	31%	38%	15%	15%

Figure 25 | Average percentage of FMLA leave absences due to catastrophic event

	Average
All Organizations	5%
Industry	
Manufacturing	4%
Non-Manufacturing	8%
Non-Profit	3%
Organizational Size	
1-100	n/a
101-500	6%
Over 500	5%

Figure 25a | Percentage of FMLA leave absences due to catastrophic event

	0%	1-10%	11-20%	21-30%	31-40%	More than 40%
All Organizations	43%	54%	0%	0%	2%	2%
Industry						
Manufacturing	43%	53%	0%	0%	3%	0%
Non-Manufacturing	50%	44%	0%	0%	0%	6%
Non-Profit	30%	70%	0%	0%	0%	0%
Organizational Size						
1-100	89%	11%	0%	0%	0%	0%
101-500	43%	51%	0%	0%	3%	3%
Over 500	8%	92%	0%	0%	0%	0%

Figure 26 | Average percentage of FMLA leave absences due to care of a family member

	Average
All Organizations	20%
Industry	
Manufacturing	24%
Non-Manufacturing	17%
Non-Profit	17%
Organizational Size	
1-100	17%
101-500	21%
Over 500	22%

Figure 26a | Percentage of FMLA leave absences due to care of a family member

	0%	1-10%	11-20%	21-30%	31-40%	More than 40%
All Organizations	17%	36%	8%	14%	13%	13%
Industry						
Manufacturing	21%	21%	16%	13%	11%	18%
Non-Manufacturing	23%	41%	0%	18%	9%	9%
Non-Profit	0%	61%	0%	11%	22%	6%
Organizational Size						
1-100	31%	31%	6%	13%	13%	6%
101-500	16%	37%	2%	16%	12%	16%
Over 500	0%	38%	31%	8%	15%	8%

Figure 27 | Average minimum increment that employees can take FMLA (in minutes)

	Average
All Organizations	67
Industry	
Manufacturing	63
Non-Manufacturing	90
Non-Profit	47
Organizational Size	
1-100	73
101-500	73
Over 500	36

Figure 27a | Number of minutes in which employees can take FMLA

	5 min or less	6-10 min	11-15 min	16-30 min	31-60 min	61-120 min	121-240 min	Over 240 min
All Organizations	4%	5%	28%	14%	34%	3%	10%	3%
Industry								
Manufacturing	0%	9%	24%	18%	33%	4%	9%	2%
Non-Manufacturing	3%	3%	31%	9%	29%	3%	20%	3%
Non-Profit	11%	0%	30%	15%	41%	0%	0%	4%
Organizational Size								
1-100	0%	7%	32%	11%	36%	0%	11%	4%
101-500	5%	5%	21%	17%	33%	3%	13%	3%
Over 500	6%	0%	50%	6%	31%	6%	0%	0%

Figure 28 | Average duration of episodes which occur less than one full workday, for serious health conditions (in hours)

	Average
All Organizations	3
Industry	
Manufacturing	4
Non-Manufacturing	3
Non-Profit	3
Organizational Size	
1-100	4
101-500	3
Over 500	4

Figure 28a | Duration of episodes (number of hours)

	1 hour or less	2 hours	3 hours	4 hours	5-7 hours	8 hours	11 hours
All Organizations	15%	13%	10%	54%	2%	5%	1%
Industry							
Manufacturing	6%	17%	6%	60%	3%	6%	3%
Non-Manufacturing	21%	11%	7%	57%	4%	0%	0%
Non-Profit	21%	11%	21%	37%	0%	11%	0%
Organizational Size							
1-100	19%	13%	6%	44%	6%	13%	0%
101-500	16%	12%	10%	56%	2%	4%	0%
Over 500	6%	19%	13%	56%	0%	0%	6%

Figure 29 | Percentage of organizations that allow shift-workers to rejoin mid-shift or require entire shift as leave

	Rejoin mid-shift	Require entire shift as leave	Varies
All Organizations	73%	9%	18%
Industry			
Manufacturing	77%	7%	16%
Non-Manufacturing	67%	11%	22%
Non-Profit	74%	11%	16%
Organizational Size			
1-100	55%	20%	25%
101-500	71%	8%	21%
Over 500	100%	0%	0%

Variations specified:

- Schedule so as not to disrupt normal business operations
- Depends on job function, hourly can join if shift not covered, salaried workers have more flexibility and usually no back-up
- FMLA leave is only offered in 1/2 day increments
- If an employee calls off for FMLA they would be calling off for the entire shift, if they have requested say 2 hours for FMLA and it can be accommodated then they can rejoin their shift.
- Depending on the duration of the time missed
- Rejoin as soon as possible
- Situation specific
- Depends on if it is for a follow up appt
- Flexible work hours to make up hours during the same day, if possible
- Depends on the amount of time needed

Figure 30 | Average percent of employees who took FMLA in the past year who exhausted their allotment

	Average
All Organizations	24%
Industry	
Manufacturing	23%
Non-Manufacturing	29%
Non-Profit	19%
Organizational Size	
1-100	27%
101-500	25%
Over 500	16%

Figure 30a | Percent of employees who took FMLA in the past year who exhausted their allotment

	0%	1-10%	11-20%	21-30%	31-40%	41-50%	51-90%	100%
All Organizations	24%	37%	6%	7%	1%	9%	5%	11%
Industry								
Manufacturing	27%	35%	8%	6%	2%	6%	6%	10%
Non-Manufacturing	28%	36%	0%	6%	0%	11%	0%	19%
Non-Profit	14%	45%	9%	9%	0%	14%	9%	0%
Organizational Size								
1-100	45%	17%	7%	0%	0%	10%	3%	17%
101-500	17%	44%	3%	9%	2%	9%	5%	11%
Over 500	14%	50%	14%	7%	0%	7%	7%	0%

Figure 31 | Average percent of employees who took FMLA in the past year who needed to extend their leave under ADA

	Average
All Organizations	5%
Industry	
Manufacturing	4%
Non-Manufacturing	3%
Non-Profit	9%
Organizational Size	
1-100	2%
101-500	6%
Over 500	4%

Figure 31a | Percent of employees who took FMLA in the past year who needed to extend their leave under ADA

	0%	1-10%	11-20%	21-30%	31-40%	More than 40%
All Organizations	70%	20%	5%	2%	0%	4%
Industry						
Manufacturing	74%	15%	6%	2%	0%	2%
Non-Manufacturing	73%	18%	6%	0%	0%	3%
Non-Profit	55%	32%	0%	5%	0%	9%
Organizational Size						
1-100	82%	7%	7%	4%	0%	0%
101-500	68%	20%	3%	2%	0%	7%
Over 500	50%	43%	7%	0%	0%	0%

FMLA Challenges

Summary of Key Findings

Just under half (48%) of organizations believe they are capturing all the situations at their organizations that should be designated as FMLA. While employers are faced with many varied challenges when administering FMLA, the most common challenges cited in the survey were tracking, compliance, and determining the overall costs associated with FMLA absences.

The majority of employers surveyed are either very satisfied (10%), satisfied (42%) or somewhat satisfied (38%) with their current FMLA administration process. Despite this overwhelming majority, 42% of respondents would consider outsourcing the administration of FMLA if it would save their organization money/improve its bottom line.

Figures & Tables

Figure 32 | Percentage of organizations who believe they are capturing all situations at their organization which should be designated as FMLA

	Average
All Organizations	48%
Industry	
Manufacturing	39%
Non-Manufacturing	57%
Non-Profit	54%
Organizational Size	
1-100	48%
101-500	53%
Over 500	29%

Figure 33 | Percentage of organizations whose biggest challenge with FMLA is one of the following Meeting paperwork timeframes designated by DOL

	Percent
All Organizations	8%
Industry	
Manufacturing	15%
Non-Manufacturing	3%
Non-Profit	4%
Organizational Size	
1-100	15%
101-500	3%
Over 500	19%

Tracking

	Percent
All Organizations	40%
Industry	
Manufacturing	42%
Non-Manufacturing	38%
Non-Profit	37%
Organizational Size	
1-100	38%
101-500	38%
Over 500	50%

Determining the overall costs associated with FMLA absences

	Percent
All Organizations	17%
Industry	
Manufacturing	10%
Non-Manufacturing	28%
Non-Profit	15%
Organizational Size	
1-100	18%
101-500	21%
Over 500	0%

Determining what constitutes a serious health condition

	Percent
All Organizations	12%
Industry	
Manufacturing	15%
Non-Manufacturing	5%
Non-Profit	15%
Organizational Size	
1-100	9%
101-500	13%
Over 500	13%

Overall compliance

	Percent
All Organizations	23%
Industry	
Manufacturing	17%
Non-Manufacturing	26%
Non-Profit	30%
Organizational Size	
1-100	21%
101-500	25%
Over 500	19%

Figure 34 | Percentage of organizations that are satisfied with their current FMLA administration process

	Very satisfied	Satisfied	Somewhat satisfied	Unsatisfied	Very unsatisfied
All Organizations	10%	42%	38%	7%	3%
Industry					
Manufacturing	8%	38%	42%	8%	4%
Non-Manufacturing	8%	47%	37%	8%	0%
Non-Profit	19%	41%	30%	4%	7%
Organizational Size					
1-100	9%	30%	48%	12%	0%
101-500	12%	50%	31%	3%	4%
Over 500	6%	31%	44%	13%	6%

Figure 35 | Percentage of organizations who would consider outsourcing the administration of FMLA if it would save their organization money/improve their bottom line

	Percent
All Organizations	42%
Industry	
Manufacturing	42%
Non-Manufacturing	41%
Non-Profit	44%
Organizational Size	
1-100	41%
101-500	38%
Over 500	63%

Respondent Demographics

Below is a breakdown of the industries and sizes that the 120 respondents represent.

	Percent
Industry	
Manufacturing	43%
Non-Manufacturing	33%
Entertainment	3%
Financial Services	10%
Food Industry	3%
Healthcare (non-hospital)	5%
Media	3%
Retail	10%
Service	43%
Technology	15%
Transportation	10%
Non-Profit	23%
Education	14%
Financial Services	4%
Government	21%
Healthcare (non-hospital)	25%
Hospital	4%
Media	4%
Retail	4%
Service	25%
Organizational Size	
1-100	29%
101-500	57%
Over 500	14%

Participating Organizations

Thank you to the following organizations for their participation!

A Raymond Tinnerman	Ideastream
A-Brite Plating Company	Integrated Marketing Technologies, Inc.
ABS materials	InterDesign
Akro-Mils	International Institute of Akron
Akron Zoological Park	Jewish Federation of Cleveland
Aluminum Line Products	Joy Global
AmeriMark Direct	JumpStart, Inc.
Anchor Manufacturing Group	Kappus Company
Automated Packaging Systems	Kerr Lakeside, Inc.
Benjamin Rose Institute on Aging	Lake County Council on Aging
Bravo Wellness	LifeShare Community Blood Services
C&K Industrial Services	Lubrizol Corporation
C.TRAC, Inc.	Main Street Gourmet
CASNET	Majestic Steel USA
Catholic Charities Corporation	Malco Products, Inc.
Cavaliers Holdings, LLC	Marous Brothers Construction
Chesterfield Companies	MCPc, Inc.
Child Guidance & Family Solutions	Meister Media Worldwide
City of Brooklyn	National Association of College Stores
City of Strongsville	National Safety Apparel, Inc.
ClarkDietrich Building Systems	Nook Industries, Inc
Clark-Reliance Corp.	NSL Analytical Services, Inc.
Cleveland Heights-University Heights Public Library	OSG-Sterling Die, Inc.
Cleveland Metroparks	OverDrive, Inc.
Coastal Pet Products, Inc.	Goodwill Industries of Lorain County, Inc.
College Now Greater Cleveland	Park Place Technologies
Comfort Systems USA	PCC Airfoils, LLC
Cornwell Quality Tools Company	Pearne & Gordon LLP
Cres Cor	Process Technology
Crossroads LCACA	Pyrotek Inc.
CROWN Cork and Seal - Massillon Plant	Radix Wire
Cuyahoga County Board of Health	Ritrama, Inc.
CW Financial, LLC	Rockwell Automation - Twinsburg
DRB Systems, Inc.	Rotek Incorporated
EGC Enterprises, Inc.	Safeguard Properties
EYE Lighting International	Schwebel Baking Company
FedEx Custom Critical	SD Myers, Inc.
Firefighters Community Credit Union	STACI Corporation
Fleetmatics	Stop'n Go of Medina, Inc.
ForTec Medical	Strang Corporation
Freeman Mfg. & Supply Co.	Sunpro
Gallo	Tangent Company, LLC
GLT Companies	Tap Packaging Solutions
GrafTech International Holdings, Inc.	Tegrit Group
Grand River Rubber & Plastics Co.	The Anderson-DuBose Company
Group Transportation Services	The Arlington Bank
Guidestone Ohio	The Center for Health Affairs
Holden Arboretum	The Centers for Families and Children
HP Manufacturing	The Cleveland Museum of Art

The Hygenic Corporation
The Lanly Company
The Little Tikes Company
The MetroHealth System
The National Telephone Supply Company
The Reserves Network
TMG Performance Products
Towlift, Inc.
Transformer Engineering
TT Electronics Integrated Manufacturing Services
U. S. Cotton
United Disability Services
United Labor Agency
Universal Screen Arts
Voss Industries, Inc.
Wayne County Public Library
Weltman, Weinberg & Reis Co, LPA
Whirlaway Corporation
Willoughby Supply
Wrayco, LLC
Zion Industries, Inc.

2013 ERC FMLA Practices Survey

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