

2013 ERC Holiday Practices Survey

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ERC
Where Great Workplaces Start.

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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 October and November of 2013, on practices related to holiday parties, gift-giving and other holiday practices. The survey reports trends in:

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

All ERC members were invited to participate in the survey starting on October 8th via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on November 15th. 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 162 participating organizations, only from Northeast Ohio. Qualitative data was coded where applicable or analyzed according to commonality or major themes, and all quantitative data was analyzed using statistical software to ensure data validity and reliability.

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

Holiday Parties

Parties & Budgets

Eighty-three percent of organizations are planning to host a holiday party for their employees in 2013, with most employers (79%) budgeting the same amount or more as last year for their party. In general, employers' practices appear to be fairly similar to those of last year. Among those employers budgeting more than last year, organizations are planning to budget 27% more for their holiday party, on average. No percentages were reported among organizations budgeting less in 2013 than in 2012.

Figure 1 | Percentage of organizations planning a holiday party for this year

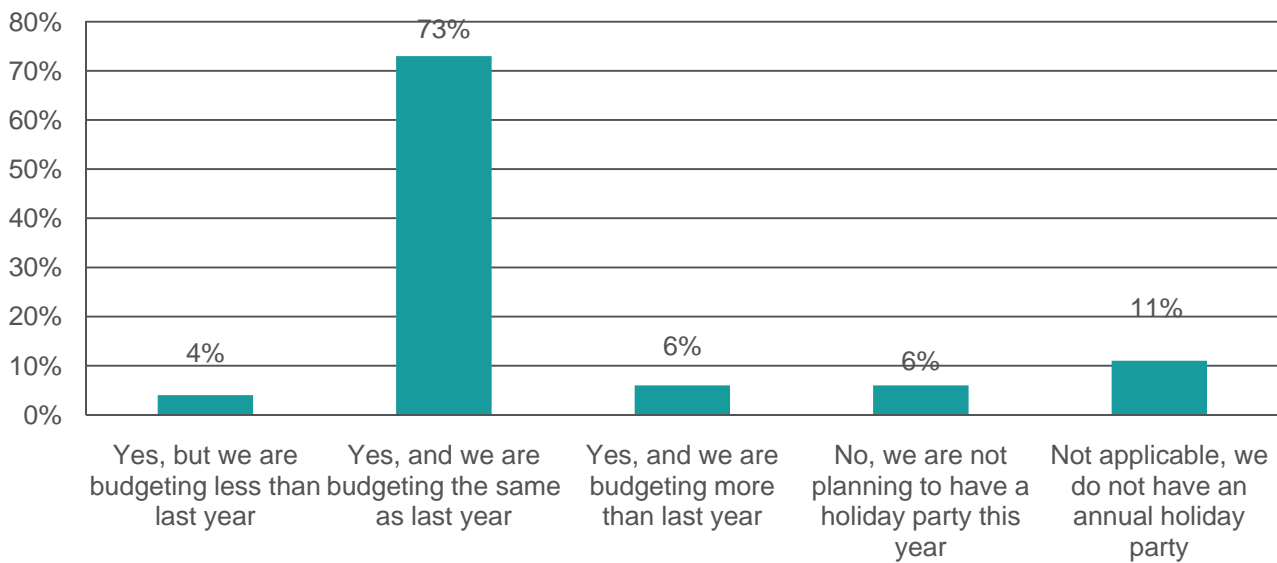
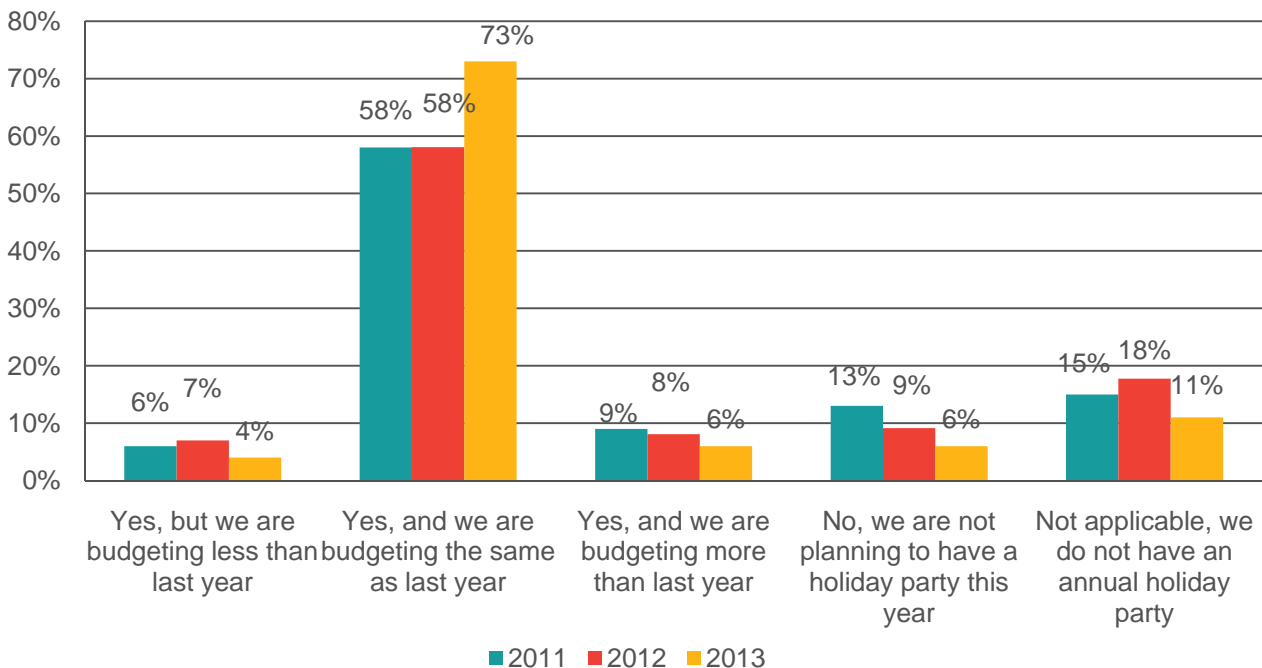


Figure 2 | Percentage of organizations planning a holiday party for this year: Comparison to 2011 & 2012



Holiday Party Practices

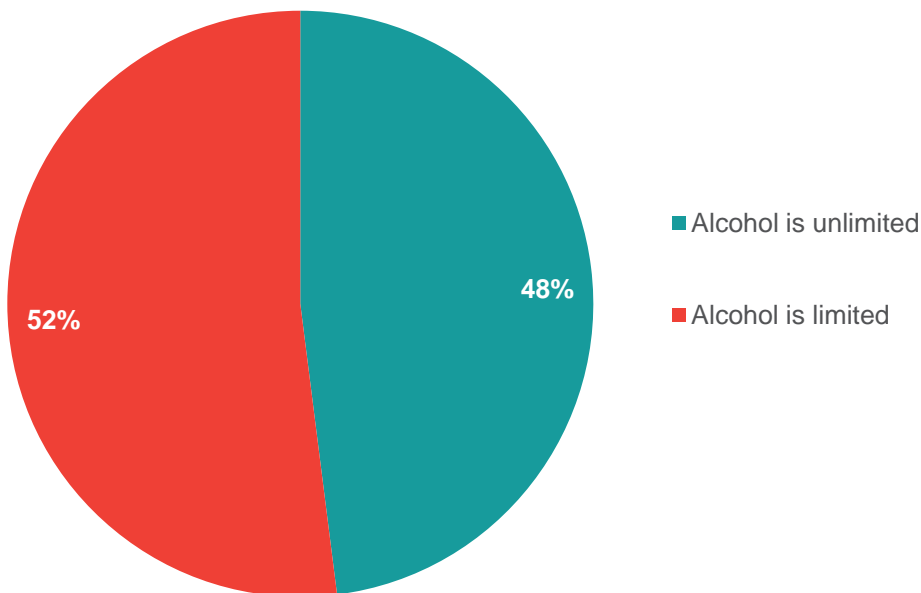
Most employers say that their holiday party is catered (71%) and that only employees are invited (68%). Organizations are evenly split on party locations, with 48% of employers indicating that their holiday parties will be held on the company premises and 51% saying that their holiday parties will be held at an external location. Slightly less than half (43%) of respondents indicate they do serve alcohol at their holiday party- a number that is consistent with 2012. For a full listing of locations and caterers cited by respondents, please refer to **Appendix C**.

Figure 3 | Percentage of organizations that have holiday parties that use the following party practices

	This Year	Last Year
Only employees are invited to the holiday party.	68%	62%
Employees & spouses/significant others are invited to the holiday party.	27%	30%
Employees, spouses/significant others & children are invited to the holiday party.	6%	4%
The holiday party is held on the company premises.	48%	44%
The holiday party is held at an external location (restaurant, hotel, etc.).	51%	49%
The holiday party is held at a coworkers' residence.	1%	2%
The holiday party is catered.	71%	64%
The holiday party includes entertainment.	23%	19%
Alcohol is served at the holiday party.	43%	43%
Transportation is provided to and from the holiday party.	4%	4%

**Includes only those organization reporting having holiday parties*

Figure 4 | Percentage of organizations that limit or do not limit alcohol consumption at their holiday parties among those that provide it



Timing & Logistics of Holiday Parties

Holiday Parties: Date

Respondents were asked to cite the specific day and time on which their holiday party is being held. The most common week for holiday parties in 2013 is the second week of December- mostly on Friday, December 13. The second most common week cited is the third week of December. This distribution is consistent with the weeks chosen in years past. While 40% of employers are holding their holiday parties on a Friday, a full 20% are holding them on a Saturday (up from last year). Parties on other weekdays are fairly evenly distributed.

Figure 5 | Week in which the holiday party is scheduled

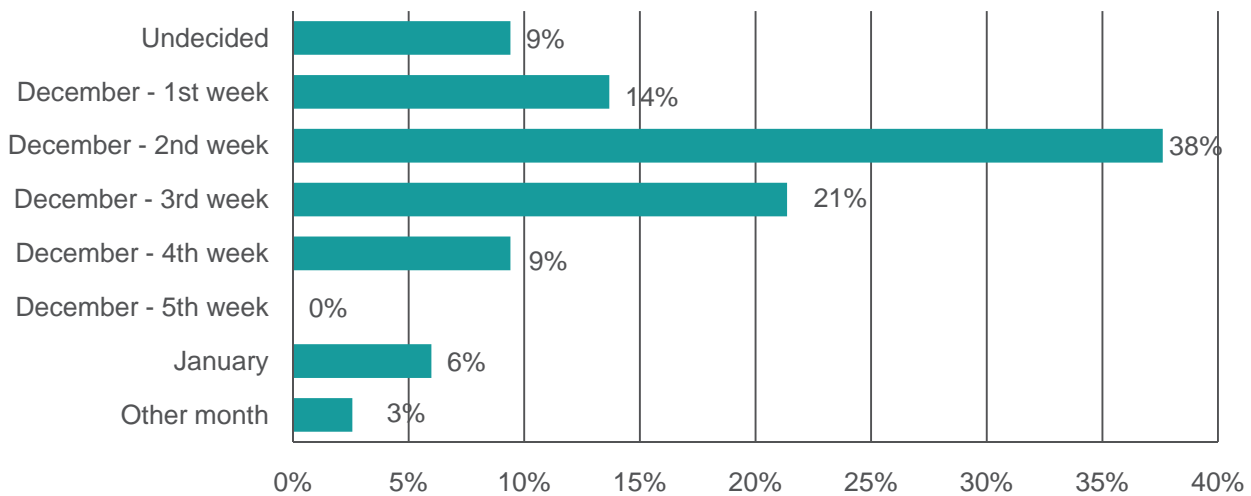


Figure 5.1 | Day of the week on which the holiday party is scheduled

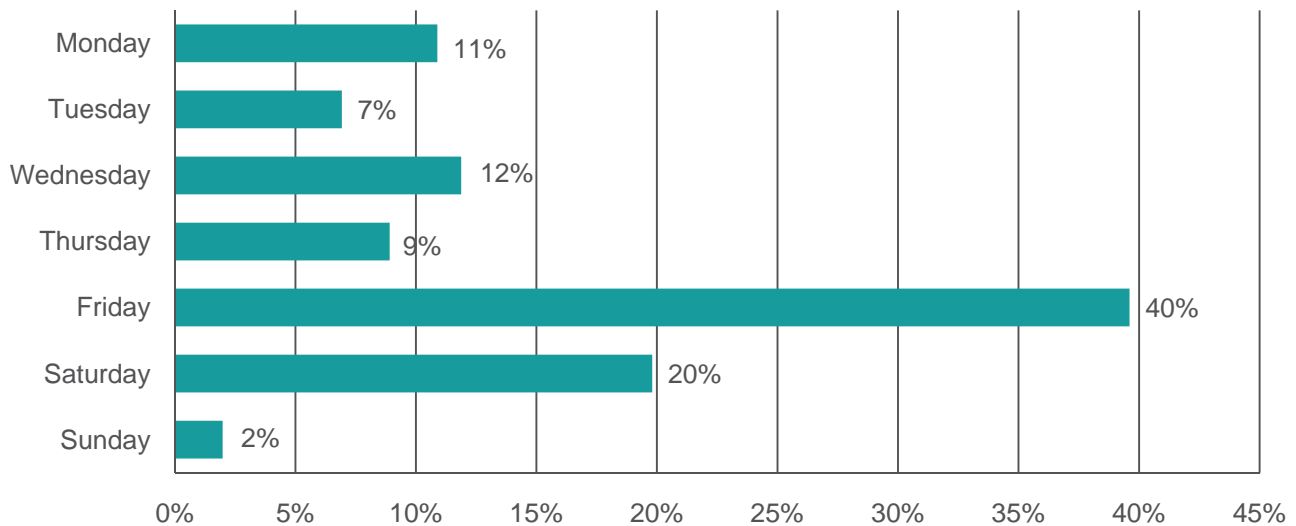


Figure 5.2 | Exact day on which the holiday party is scheduled in December

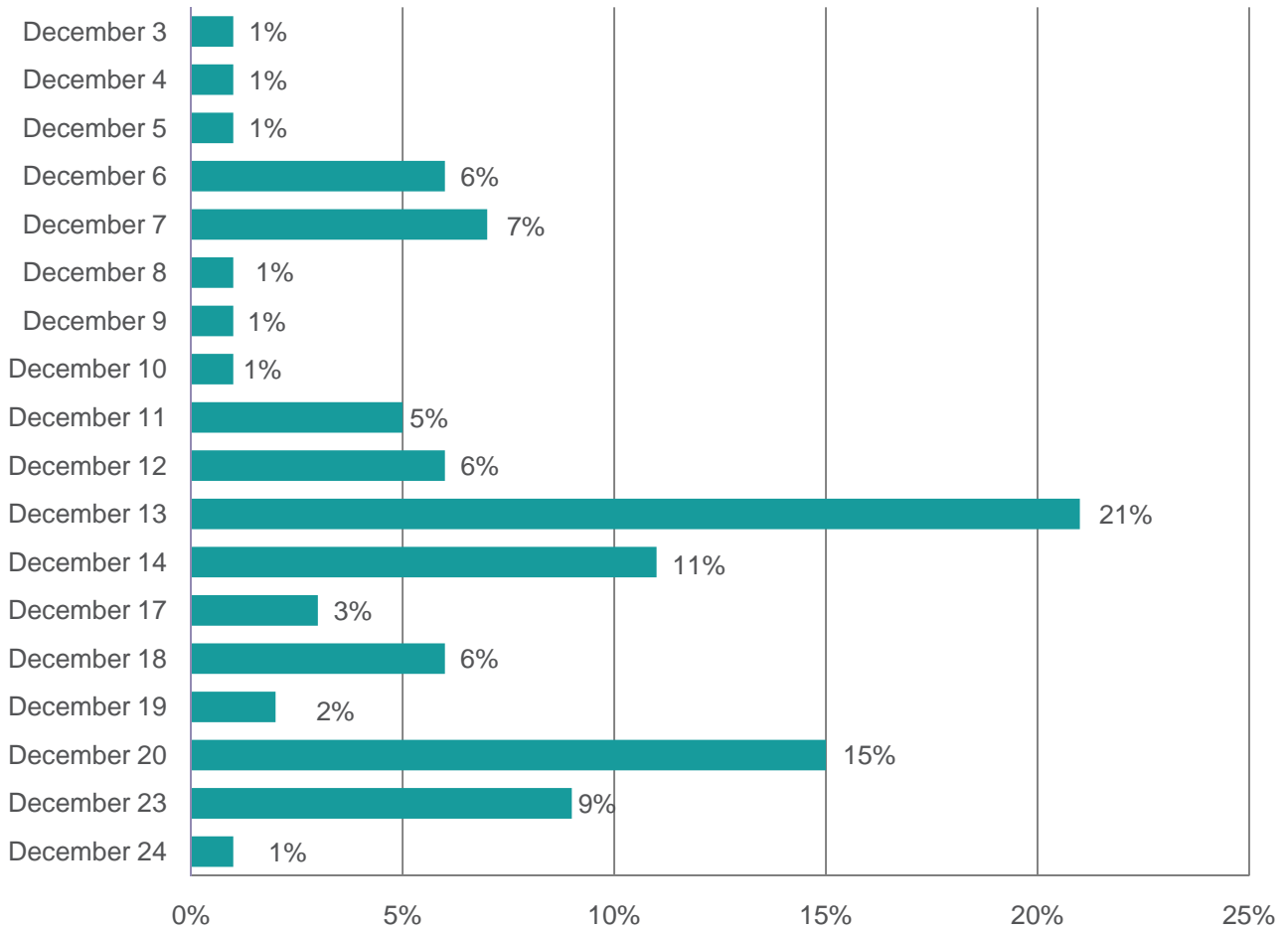
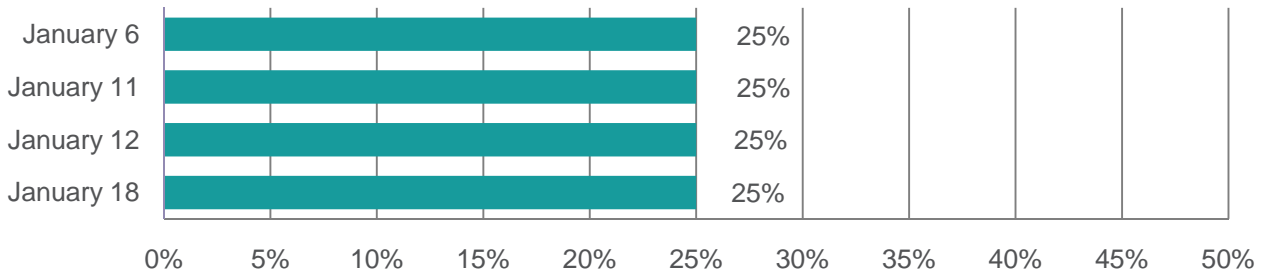


Figure 5.3 | Exact day on which the holiday party is scheduled in January



Holiday Party: Timing

In terms of timing, the majority of employers (59%) are having their 2013 holiday party during lunch. Evening parties are the second most common, provided by 36% of respondents. Only one holiday party is scheduled during the morning, although several respondents indicated they will be holding holiday parties for 2nd and 3rd shift workers during their designated “lunch” times. As in years past, luncheons are much more common when a holiday party is on a weekday. Evening parties are more common when the event is being held on a Saturday or Sunday.

Figure 5.4 | Holiday party times

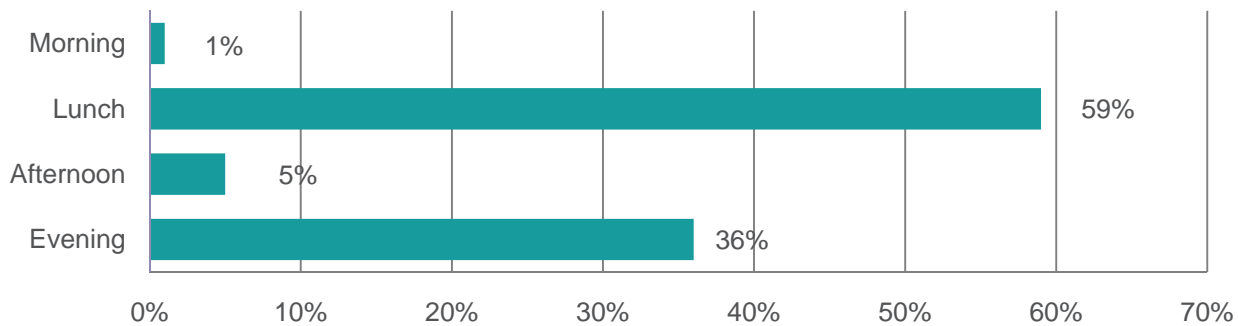


Figure 5.5 | Holiday party times by days of the week

	Morning	Lunch	Afternoon	Evening
Monday	0%	80%	10%	10%
Tuesday	0%	71%	0%	29%
Wednesday	0%	92%	0%	8%
Thursday	0%	67%	11%	22%
Friday	0%	70%	0%	30%
Saturday	0%	5%	0%	95%
Sunday	0%	0%	0%	100%

Figure 5.6 | Exact times of holiday parties

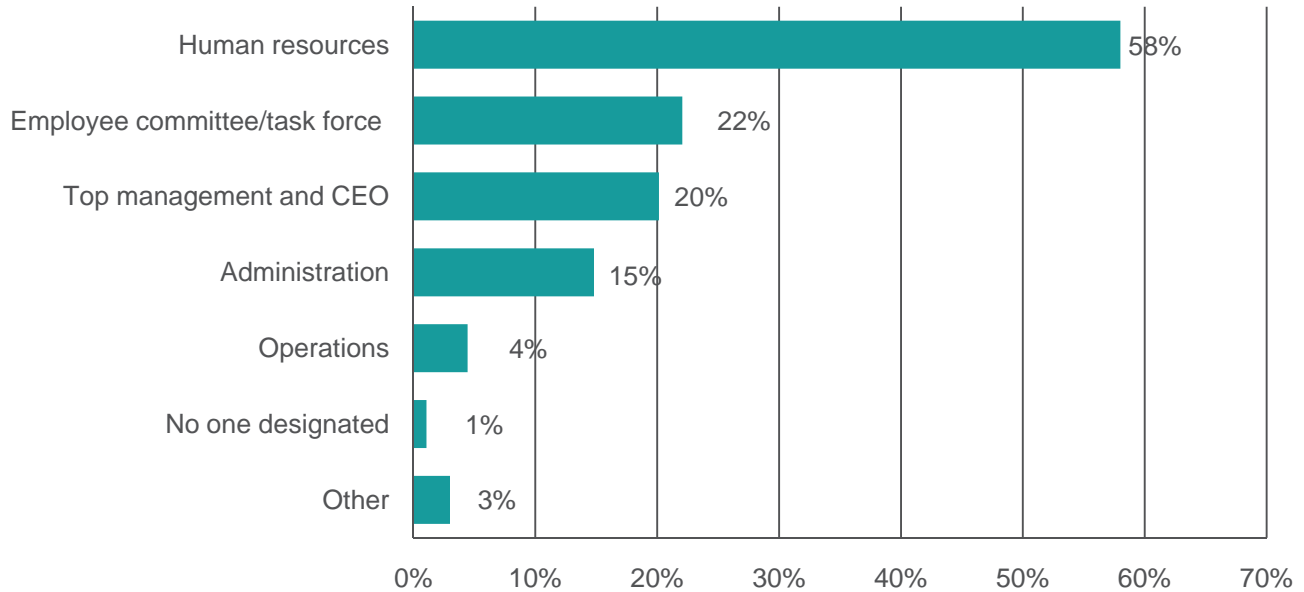
	Percent
Times for employers hosting parties in the morning	
10:30 AM	100%
Times for employers hosting parties at lunch	
11:00 AM	12%
11:30 AM	13%
12:00 PM	57%
12:30 PM	5%
1:00 PM	13%
Times for employers hosting parties in the afternoon	
2:00 PM	25%
2:30 PM	25%
3:00 PM	25%
3:30 PM	25%
Times for employers hosting parties in the evening	
4:00 PM	8%
5:00 PM	10%
5:30 PM	13%
6:00 PM	50%
6:30 PM	10%
7:00 PM	10%

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

Planning Responsibility

Most commonly, employers report that the Human Resources Department is responsible for planning holiday parties (58%). Some employers (22%) report that employee committees/task forces are involved in the planning. Similarly, in 20% of cases, top management and the CEO are involved in planning. Other individuals cited as responsible for planning holiday parties include office managers, event coordinators and marketing personnel.

Figure 6 | Individuals or functions responsible for planning holiday parties



Holiday Gifts & Service

Employee Gifts

Over half (58%) of organizations surveyed intend to provide employees with holiday gifts this year, and most (52%) are budgeting the same as last year for holiday gifts. Thirty-six percent of employers report they do not provide holiday gifts to employees. In terms of the types of holiday gifts provided to employees, gift cards are by far the most common option. Other employers provide cash, clothing items (e.g. a jacket or sweatshirt), logo item or a ham or turkey. For a full listing of holiday gifts cited by respondents, please refer to **Appendix E**.

Figure 7 | Percentage of organizations providing employees with holiday gifts

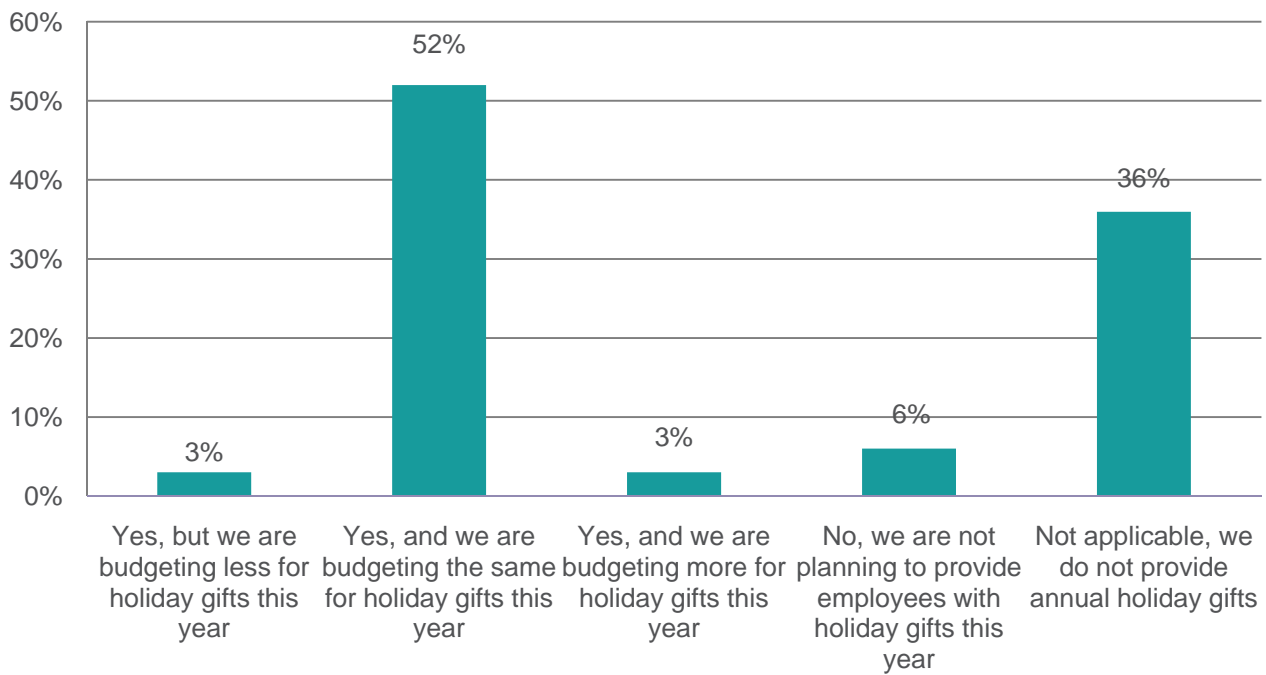
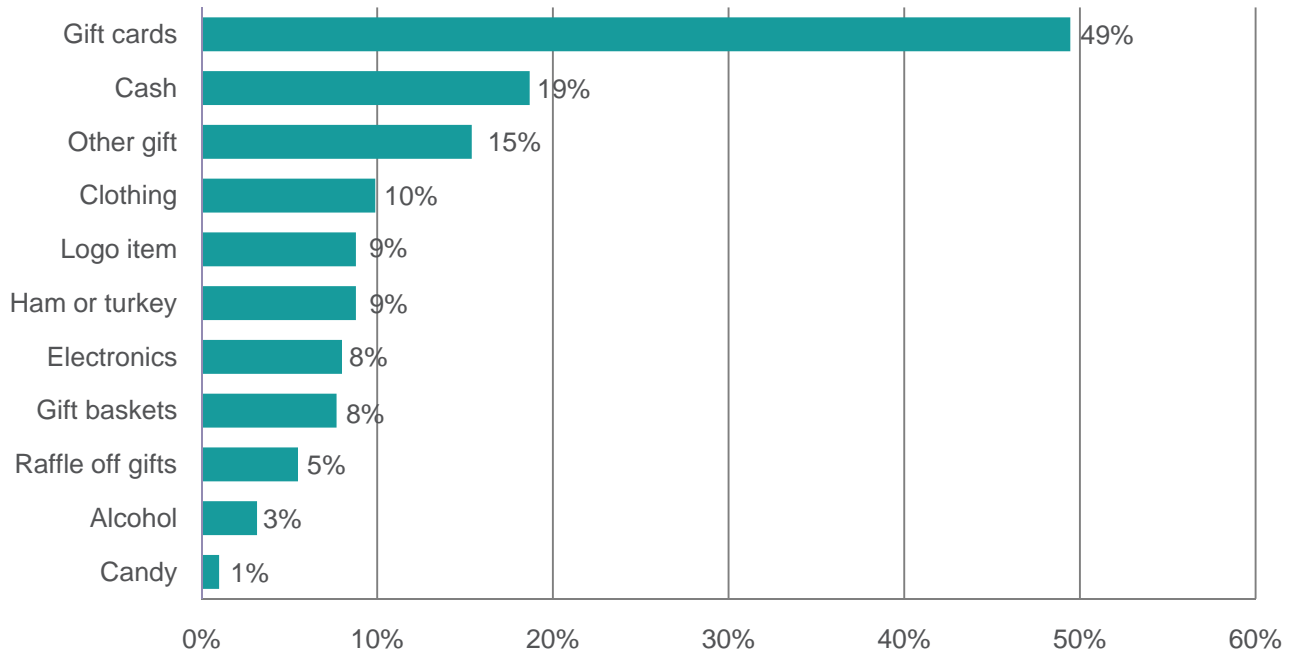


Figure 8 | Types of holiday gifts given to employees*

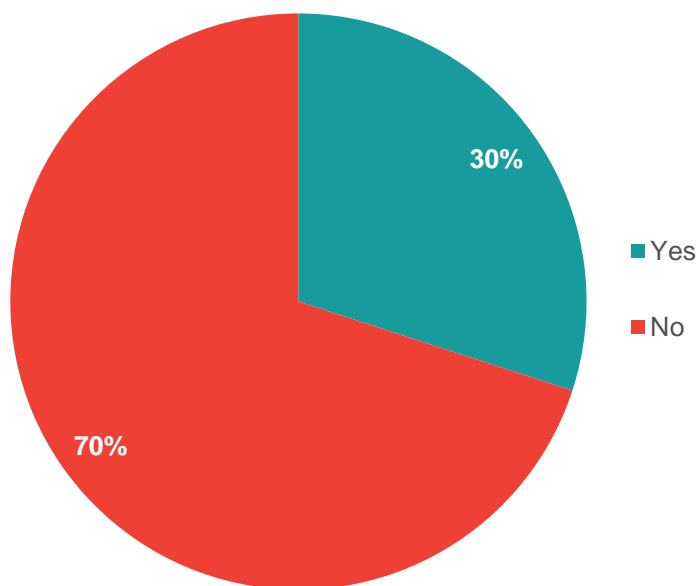


*Includes only those organization reporting providing employees with holiday gifts

Holiday Bonus

Thirty percent of organizations report providing a holiday bonus to employees. The average amount of the holiday bonus reported by respondents is up from again this year to \$819.71. The most common criteria for receiving a holiday bonus are employee performance and company profitability, although several employers reported that all employees receive this bonus. A full listing of the criteria cited by respondents can be found in **Appendix F**.

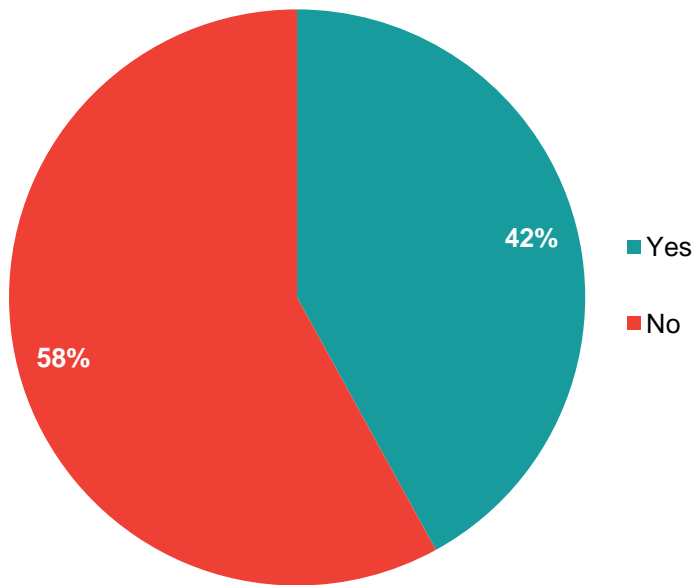
Figure 9 | Percentage of organizations that provide a holiday bonus



Community Service

Forty-two percent of employers coordinate holiday community service efforts. A full listing of the community efforts coordinated at responding organizations is provided in **Appendix G**. Among the most common efforts are monetary donations, participation in Adopt-a-Family and other similarly structured programs, and food drives. Several organizations note that their employees actively go out into the community to volunteer their time as well.

Figure 10 | Percentage of organizations that coordinate holiday community service efforts

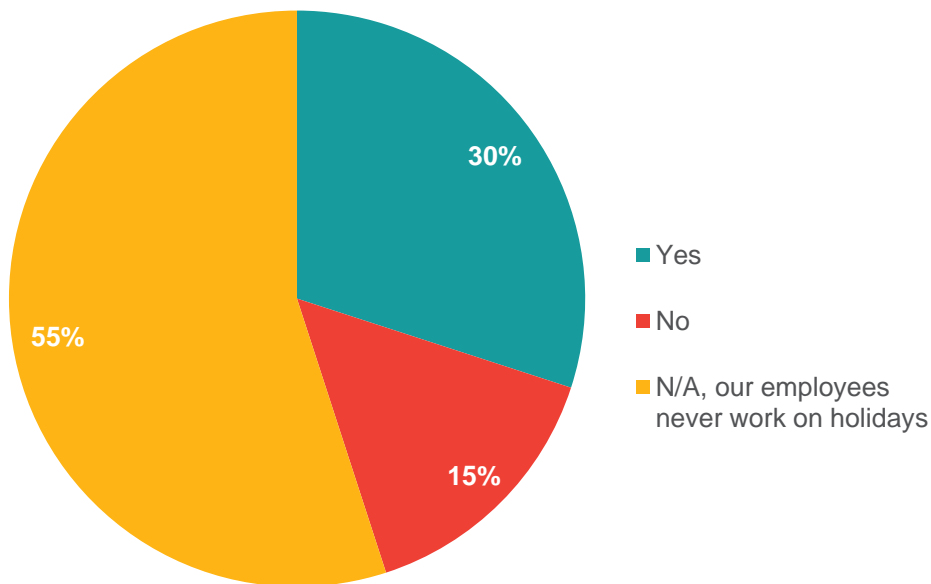


Holiday Pay Practices

Pay Differentials

The majority of organizations report that their employees are never asked to work on holidays, so offering a pay differential for holiday hours is not applicable. Of the remaining 45%, twice as many organizations pay a differential to non-exempt employees as do not pay a differential to this employee group. Additional policies around holiday pay practices can be found in **Appendix H**.

Figure 11 | Percentage of organizations that pay non-exempt employees a pay differential for working on a holiday



General Holiday Celebrations

Holidays “Celebrated” at the Workplace

Employers report celebrating a variety of other holidays at their workplaces by decorating or hosting parties and other related events outside in addition to Christmas. Some celebrate Halloween (36%), Thanksgiving (28%), and Independence Day (19%). Nearly all organizations allow employees to display holiday decorations in their workspaces, although 42% have some type of restriction on what these decorations entail. A strong majority of employers display holiday themed décor in common areas at the workplace as well.

Figure 12 | Percentage of organizations that celebrate the following holidays (e.g. decorating your workplace, or organization employee parties, events, luncheons, etc. that are related to the holiday)

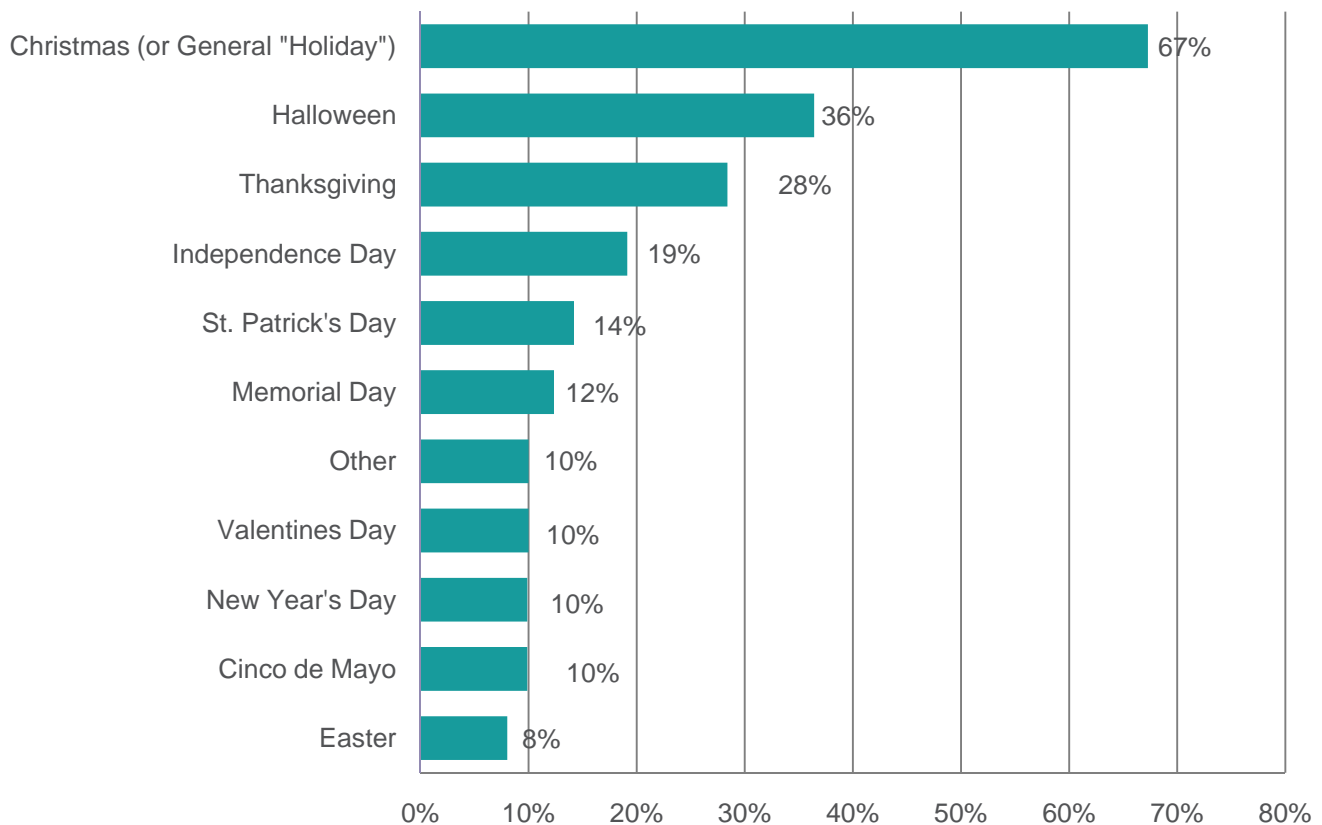


Figure 13 | Percentage of organizations that allow employees to display holiday themed decorations in their workspace

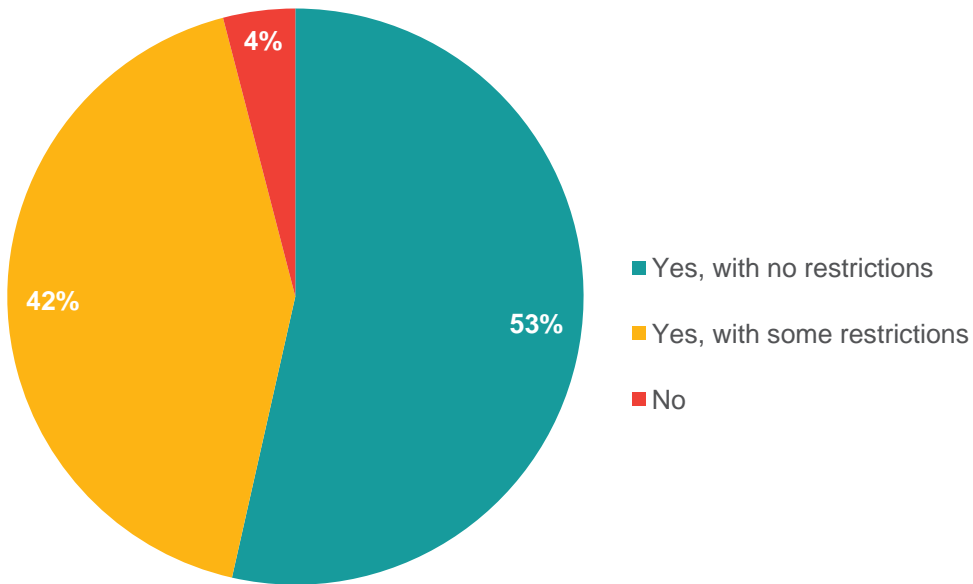
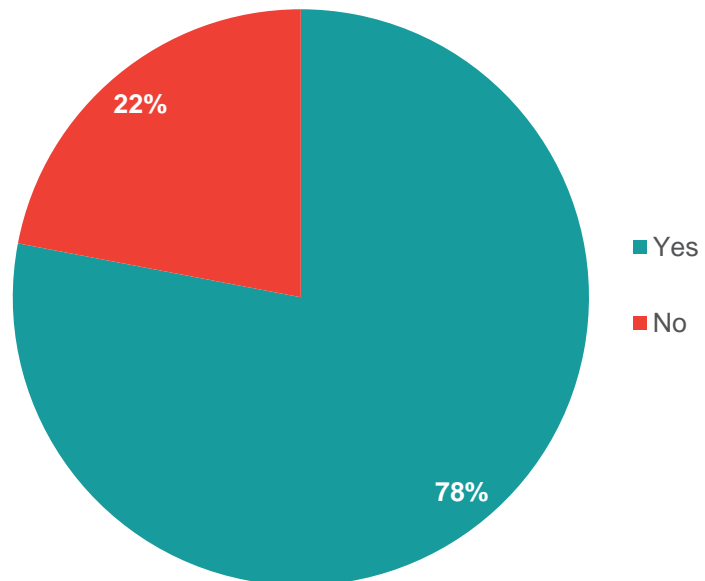


Figure 14 | Percentage of organizations that display holiday themed decorations in workplace common areas



Respondent Demographics

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

	Percent
Industry	
Manufacturing	55%
Non-Manufacturing	32%
Non-Profit	13%
Organizational Size	
1-50	30%
51-200	52%
201-500	13%
Over 500	5%

Participating Organizations

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

1 EDI Source
A Raymond Tinnerman
A-Brite Plating Copany
ABS Materials, Inc.
Accel Group, Inc.
ACO Polymer Products, Inc.
Akron Energy Systems, LLC
Alloy Bellows & Precision Welding, Inc.
Aluminum Line Products Co.
Anderson International Corp
Audimute Soundproofing
Avalon Foodservice, Inc.
Bardons & Oliver, Inc.
Bay Corporation
Benesch
Benjamin Rose
Berson-Sokol Agency
Bettcher Industries, Inc.
Bird Technologies
Boiler Specialists, Inc.
Bud Industries, Inc.
C&K Industrial Services
C.TRAC, Inc.
CardPak, Inc.
CareerBoard.com
CASNET
Cast Nylons Limited
Cavaliers Holdings LLC
Chemical Associates
ChemSpec USA, Inc.
Child Guidance & Family Solutions
ChromaScape, Inc.
Clark-Reliance Corp.
Cleveland Center for Eating Disorders
Cleveland Foodbank
Cleveland Wire Cloth
Clinical Specialties
Coastal Pet Products, Inc.
Congregation of St. Joseph
Cornerstone Capital Advisors
Cornwell Quality Tools Company
Cres Cor
Crossroads LCACS
CROWN Cork & Seal, Massillon
CSA Group
Custom Paper Tubes
Decko Products, Inc.
Dots
DRB Systems, Inc.
Dreison International, Inc.
Eaton
ECKART America
EGC Enterprises, Inc.
Empaco Equipment
Employee Benefits International
Enerco Group Inc
EnerSys
Excelas, LLC
EYE Lighting International
Fallsway equipment
Fencorp Properties, Inc.
Findaway World
Finish Line Binderies
Firefighters Community Credit Union
Fusion, Inc.
Gebauer Company
GLT Companies
Graco Ohio
Great Lakes Brewing Company
Hadrian, Inc.
Hattie Larlham
Health Journeys
ICI Metals, Inc.
ID Images, LLC
Interstate-McBee, LLC
Jergens, Inc.
JumpStart, Inc.
Kaufman Container Company
Kerr Lakeside, Inc.
Kichler Lighting
Lanly Company
Logos Energy
Main Street Gourmet
Majestic Steel USA
Malco Products, Inc.
Mayfield Collision Centers
MB Dynamics
Meister Media Worldwide
Merritt Woodwork
Myers Industries, Inc.
NACCO Materials Handling Group
NACS Inc.
National Safety Apparel, Inc.
NEOMED
Neundorfer, Inc.
Nook Industries, Inc.
NOPEC
NSL Analytical Services, Inc.
Ohio Broach & Machine Company
OhioGuidestone
Orbital research Inc.
Paladin Protective Systems, Inc.
Pearne & Gordon LLP

PMC Gage, Inc.
PolymerPlus, LLC
PRC Medical, LLC
Process Technology
Professional Travel, Inc.
Pyramyd Air Ltd
Pyrotek, Inc.
Robin Industries, Inc.
Saint Ignatius High School
Samsel Supply Company
SES, LLC
SESCO
Shaker Heights Public Library
Shaw Development, LLC
Sheet Metal Products
SIFCO Applied Surface Concepts, LLC
SIFCO Industries, Inc.
SSE
Stark Enterprises
State and Federal Communications, Inc.
State Industrial Products
Summit Ophthalmology
Sunpro
Superior Beverage Group
Tegrit Group
The Ahola Corporation
The Burton D Morgan Foundation

The H.P. Manufacturing Company, Inc.
The Holden Arboretum
The Hygenic Corporation
The Little Tikes Company
The Lube Stop, Inc
The M. K. Morse Company
The Master Products Company
The MF Cachat Company
The Union Club
TimeKeeping Systems, Inc.
TMG Performance Products
Tomlinson Industries
Towlift, Inc.
Transformer Engineering
TT electronics integrated manufacturing services
Tylok International, Inc.
United Disability Services
United Initiators
Universal Screen Arts
Viking Forge
Vincent Lighting Systems
Voss Industries, Inc.
Waltco Lift Corp.
Wheeler-Rex
Whitacre Engineering
Willoughby Supply
Xact Spec Industries, LLC

Appendix A: Industry & Organizational Size Breakouts

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

Yes, but we are budgeting less than last year

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

Yes, and we are budgeting the same as last year

	Percent
All Organizations	73%
Industry	
Manufacturing	73%
Non-Manufacturing	77%
Non-Profit	67%
Organizational Size	
1-50	74%
51-200	74%
201-500	71%
Over 500	63%

Yes, and we are budgeting more than last year

	Percent
All Organizations	6%
Industry	
Manufacturing	7%
Non-Manufacturing	6%
Non-Profit	0%
Organizational Size	
1-50	6%
51-200	5%
201-500	10%
Over 500	0%

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

	Percent
All Organizations	6%
Industry	
Manufacturing	5%
Non-Manufacturing	6%
Non-Profit	10%
Organizational Size	
1-50	6%
51-200	5%
201-500	5%
Over 500	13%

Not applicable, we do not have an annual holiday party

	Percent
All Organizations	11%
Industry	
Manufacturing	13%
Non-Manufacturing	6%
Non-Profit	19%
Organizational Size	
1-50	9%
51-200	12%
201-500	10%
Over 500	25%

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

	Average increase	Average decrease
All Organizations	27%	n/a
Industry		
Manufacturing	28%	n/a
Non-Manufacturing	29%	n/a
Non-Profit	3%	n/a
Organizational Size		
1-50	31%	n/a
51-200	31%	n/a
201-500	13%	n/a
Over 500	n/a	n/a

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

Please note that these percentages only include employers that are conducting holiday parties this year.

Only employees are invited to the holiday party.

	This Year	Last Year
All Organizations	68%	62%
Industry		
Manufacturing	74%	68%
Non-Manufacturing	57%	55%
Non-Profit	73%	53%
Organizational Size		
1-50	58%	55%
51-200	72%	64%
201-500	67%	56%
Over 500	100%	100%

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

	This Year	Last Year
All Organizations	27%	30%
Industry		
Manufacturing	20%	20%
Non-Manufacturing	35%	36%
Non-Profit	38%	53%
Organizational Size		
1-50	36%	33%
51-200	21%	26%
201-500	33%	39%
Over 500	20%	20%

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

	This Year	Last Year
All Organizations	6%	4%
Industry		
Manufacturing	5%	4%
Non-Manufacturing	7%	4%
Non-Profit	7%	7%
Organizational Size		
1-50	5%	5%
51-200	6%	3%
201-500	6%	6%
Over 500	20%	20%

The holiday party is held on the company premises.

	This Year	Last Year
All Organizations	48%	44%
Industry		
Manufacturing	53%	47%
Non-Manufacturing	37%	38%
Non-Profit	53%	47%
Organizational Size		
1-50	45%	43%
51-200	44%	40%
201-500	56%	44%
Over 500	100%	100%

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

	This Year	Last Year
All Organizations	51%	49%
Industry		
Manufacturing	46%	45%
Non-Manufacturing	61%	57%
Non-Profit	50%	47%
Organizational Size		
1-50	55%	50%
51-200	54%	50%
201-500	44%	50%
Over 500	20%	33%

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

	This Year	Last Year
All Organizations	1%	2%
Industry		
Manufacturing	0%	0%
Non-Manufacturing	2%	4%
Non-Profit	7%	7%
Organizational Size		
1-50	3%	5%
51-200	1%	1%
201-500	0%	0%
Over 500	0%	0%

The holiday party is catered.

	This Year	Last Year
All Organizations	71%	64%
Industry		
Manufacturing	74%	66%
Non-Manufacturing	65%	59%
Non-Profit	73%	75%
Organizational Size		
1-50	53%	48%
51-200	77%	68%
201-500	78%	78%
Over 500	100%	100%

The holiday party includes entertainment.

	This Year	Last Year
All Organizations	23%	19%
Industry		
Manufacturing	14%	11%
Non-Manufacturing	33%	26%
Non-Profit	38%	38%
Organizational Size		
1-50	17%	12%
51-200	23%	18%
201-500	39%	39%
Over 500	20%	20%

Alcohol is served at the holiday party.

	This Year	Last Year
All Organizations	43%	43%
Industry		
Manufacturing	34%	35%
Non-Manufacturing	59%	55%
Non-Profit	38%	44%
Organizational Size		
1-50	57%	56%
51-200	38%	38%
201-500	39%	44%
Over 500	0%	0%

Transportation is provided to and from the holiday party.

	This Year	Last Year
All Organizations	4%	4%
Industry		
Manufacturing	1%	1%
Non-Manufacturing	9%	9%
Non-Profit	0%	0%
Organizational Size		
1-50	5%	5%
51-200	4%	4%
201-500	0%	0%
Over 500	0%	0%

Figure 4a | If alcohol is served at your holiday party, is alcohol consumption limited or unlimited?

	Alcohol is unlimited	Alcohol is limited
All Organizations	48%	52%
Industry		
Manufacturing	41%	59%
Non-Manufacturing	57%	43%
Non-Profit	38%	63%
Organizational Size		
1-50	54%	46%
51-200	48%	52%
201-500	29%	71%
Over 500	0%	100%

Figure 5 | If your organization is having a holiday party, on what specific day and time is it being held?

Week

	Undecided	December 1 st Week	December 2 nd Week	December 3 rd Week	December 4 th Week	December 5 th Week	January	Other Months
All Organizations	9%	14%	38%	21%	9%	0%	6%	3%
Industry								
Manufacturing	8%	11%	31%	29%	12%	0%	8%	2%
Non-Manufacturing	11%	22%	43%	11%	5%	0%	3%	5%
Non-Profit	13%	7%	53%	13%	7%	0%	7%	0%
Organizational Size								
1-50	14%	16%	27%	27%	11%	0%	3%	3%
51-200	7%	10%	39%	20%	12%	0%	8%	3%
201-500	6%	24%	47%	18%	0%	0%	6%	0%
Over 500	25%	0%	75%	0%	0%	0%	0%	0%

Day of the week

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
All Organizations	11%	7%	12%	9%	40%	20%	2%
Industry							
Manufacturing	13%	7%	14%	9%	38%	18%	2%
Non-Manufacturing	9%	6%	6%	9%	50%	16%	3%
Non-Profit	8%	8%	15%	8%	23%	38%	0%
Organizational Size							
1-50	16%	6%	10%	13%	45%	6%	3%
51-200	10%	8%	12%	6%	37%	27%	0%
201-500	6%	6%	13%	13%	38%	19%	6%
Over 500	0%	0%	33%	0%	33%	33%	0%

Exact day of the week: December only

	Dec. 3	Dec. 4	Dec. 5	Dec. 6	Dec. 7	Dec. 8	Dec. 9	Dec. 10	Dec. 11	Dec. 12
All Organizations	1%	1%	1%	6%	7%	1%	1%	1%	5%	6%
Industry										
Manufacturing	0%	0%	0%	4%	9%	0%	2%	0%	4%	6%
Non-Manufacturing	3%	3%	3%	13%	3%	3%	0%	3%	3%	7%
Non-Profit	0%	0%	0%	0%	8%	0%	0%	0%	17%	8%
Organizational Size										
1-50	3%	0%	3%	7%	7%	3%	0%	0%	7%	7%
51-200	0%	2%	0%	4%	6%	0%	0%	2%	2%	6%
201-500	0%	0%	0%	13%	13%	0%	7%	0%	7%	7%
Over 500	0%	0%	0%	0%	0%	0%	0%	0%	33%	0%

Exact day of the week: December only (continued)

	Dec. 13	Dec. 14	Dec. 17	Dec. 18	Dec. 19	Dec. 20	Dec. 23	Dec. 24
All Organizations	21%	11%	3%	6%	2%	15%	9%	1%
Industry								
Manufacturing	19%	8%	4%	11%	4%	17%	11%	2%
Non-Manufacturing	27%	10%	0%	0%	0%	13%	7%	0%
Non-Profit	17%	25%	8%	0%	0%	8%	8%	0%
Organizational Size								
1-50	17%	0%	3%	3%	3%	23%	13%	0%
51-200	21%	17%	2%	9%	0%	15%	11%	2%
201-500	27%	7%	7%	7%	7%	0%	0%	0%
Over 500	33%	33%	0%	0%	0%	0%	0%	0%

Time of day

	Morning	Lunch	Afternoon	Evening
All Organizations	1%	59%	5%	36%
Industry				
Manufacturing	0%	69%	5%	26%
Non-Manufacturing	0%	44%	3%	53%
Non-Profit	7%	43%	7%	43%
Organizational Size				
1-50	0%	65%	0%	35%
51-200	2%	57%	8%	33%
201-500	0%	50%	0%	50%
Over 500	0%	50%	0%	50%

Exact time of day: Lunch

	11:00 AM	11:30 AM	12:00 PM	12:30 PM	1:00 PM
All Organizations	12%	13%	57%	5%	13%
Industry					
Manufacturing	12%	17%	52%	2%	17%
Non-Manufacturing	0%	0%	83%	8%	8%
Non-Profit	33%	17%	33%	17%	0%
Organizational Size					
1-50	0%	14%	62%	5%	19%
51-200	16%	13%	61%	3%	6%
201-500	14%	14%	29%	14%	29%
Over 500	100%	0%	0%	0%	0%

Exact time of day: Afternoon

	2:00 PM	2:30 PM	3:00 PM	3:30 PM
All Organizations	25%	25%	25%	25%
Industry				
Manufacturing	50%	0%	50%	0%
Non-Manufacturing	0%	100%	0%	0%
Non-Profit	0%	0%	0%	100%
Organizational Size				
1-50	0%	0%	0%	0%
51-200	25%	25%	25%	25%
201-500	0%	0%	0%	0%
Over 500	0%	0%	0%	0%

Exact time of day: Evening

	4:00 PM	5:00 PM	5:30 PM	6:00 PM	6:30 PM	7:00 PM
All Organizations	8%	10%	13%	50%	10%	10%
Industry						
Manufacturing	12%	6%	18%	35%	6%	24%
Non-Manufacturing	6%	12%	6%	59%	18%	0%
Non-Profit	0%	17%	17%	67%	0%	0%
Organizational Size						
1-50	8%	17%	8%	67%	0%	0%
51-200	5%	10%	15%	40%	15%	15%
201-500	14%	0%	14%	43%	14%	14%
Over 500	0%	0%	0%	100%	0%	0%

Figure 6a | Who is responsible for planning your organization's holiday party?**Operations**

	Percent
All Organizations	4%
Industry	
Manufacturing	1%
Non-Manufacturing	7%
Non-Profit	13%
Organizational Size	
1-50	12%
51-200	1%
201-500	0%
Over 500	0%

Employee committee/task force

	Percent
All Organizations	22%
Industry	
Manufacturing	20%
Non-Manufacturing	21%
Non-Profit	33%
Organizational Size	
1-50	19%
51-200	23%
201-500	22%
Over 500	40%

Top management and CEO

	Percent
All Organizations	20%
Industry	
Manufacturing	14%
Non-Manufacturing	28%
Non-Profit	27%
Organizational Size	
1-50	33%
51-200	15%
201-500	11%
Over 500	20%

Human resources

	Percent
All Organizations	58%
Industry	
Manufacturing	69%
Non-Manufacturing	43%
Non-Profit	47%
Organizational Size	
1-50	33%
51-200	68%
201-500	72%
Over 500	67%

Administration

	Percent
All Organizations	15%
Industry	
Manufacturing	14%
Non-Manufacturing	19%
Non-Profit	7%
Organizational Size	
1-50	18%
51-200	10%
201-500	28%
Over 500	20%

No one designated

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

Other

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

Figure 7a | If your organization historically has provided employees with holiday gifts, is your organization planning to do so this year?

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

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

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

	Percent
All Organizations	52%
Industry	
Manufacturing	58%
Non-Manufacturing	49%
Non-Profit	30%
Organizational Size	
1-50	40%
51-200	60%
201-500	52%
Over 500	25%

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

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

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

	Percent
All Organizations	6%
Industry	
Manufacturing	5%
Non-Manufacturing	8%
Non-Profit	10%
Organizational Size	
1-50	11%
51-200	2%
201-500	10%
Over 500	13%

Not applicable, we do not provide annual holiday gifts

	Percent
All Organizations	36%
Industry	
Manufacturing	32%
Non-Manufacturing	37%
Non-Profit	55%
Organizational Size	
1-50	40%
51-200	31%
201-500	38%
Over 500	63%

Figure 8a | If gifts are given to employees, what types of holiday gifts are given (i.e. cash, gift card, gift baskets, etc.)?

	Gift cards	Cash	Ham/turkey	Candy	Gift basket	Raffle gifts	Clothing	Logo item	Electronics	Other gift
All Organizations	49%	19%	9%	1%	8%	5%	10%	9%	8%	15%
Industry										
Manufacturing	54%	21%	9%	0%	9%	5%	9%	9%	7%	13%
Non-Manufacturing	43%	18%	11%	4%	4%	0%	14%	7%	7%	25%
Non-Profit	43%	0%	0%	0%	14%	29%	0%	14%	14%	0%
Organizational Size										
1-50	65%	17%	9%	0%	4%	0%	9%	4%	4%	4%
51-200	42%	13%	7%	2%	9%	9%	11%	13%	7%	16%
201-500	45%	55%	0%	0%	9%	0%	0%	0%	18%	27%
Over 500	100%	0%	100%	0%	0%	0%	50%	0%	0%	50%

Figure 9a | Does your organization provide a holiday bonus?

	Percent
All Organizations	30%
Industry	
Manufacturing	34%
Non-Manufacturing	33%
Non-Profit	5%
Organizational Size	
1-50	42%
51-200	28%
201-500	19%
Over 500	0%

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

	Average	Median
All Organizations	\$819.72	\$700.00
Industry		
Manufacturing	\$720.00	\$700.00
Non-Manufacturing	\$944.38	\$625.00
Non-Profit	n/a	n/a
Organizational Size		
1-50	\$904.58	\$750.00
51-200	\$430.00	\$500.00
201-500	n/a	n/a
Over 500	n/a	n/a

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

	Percent
All Organizations	42%
Industry	
Manufacturing	31%
Non-Manufacturing	56%
Non-Profit	50%
Organizational Size	
1-50	29%
51-200	40%
201-500	62%
Over 500	75%

Figure 11a | Do non-exempt employees at your organization receive a pay differential for working on a holiday?

Yes

	Percent
All Organizations	30%
Industry	
Manufacturing	33%
Non-Manufacturing	19%
Non-Profit	43%
Organizational Size	
1-50	15%
51-200	34%
201-500	33%
Over 500	63%

No

	Percent
All Organizations	15%
Industry	
Manufacturing	11%
Non-Manufacturing	25%
Non-Profit	10%
Organizational Size	
1-50	23%
51-200	13%
201-500	5%
Over 500	25%

N/A, our employees never work on holidays

	Percent
All Organizations	55%
Industry	
Manufacturing	56%
Non-Manufacturing	56%
Non-Profit	48%
Organizational Size	
1-50	63%
51-200	53%
201-500	62%
Over 500	13%

Figure 12a | Does your organization celebrate any of the following holidays?

Christmas (or general "Holiday")

	Percent
All Organizations	67%
Industry	
Manufacturing	63%
Non-Manufacturing	73%
Non-Profit	71%
Organizational Size	
1-50	71%
51-200	67%
201-500	57%
Over 500	75%

New Year's

	Percent
All Organizations	10%
Industry	
Manufacturing	10%
Non-Manufacturing	6%
Non-Profit	19%
Organizational Size	
1-50	17%
51-200	7%
201-500	0%
Over 500	25%

Thanksgiving

	Percent
All Organizations	28%
Industry	
Manufacturing	26%
Non-Manufacturing	29%
Non-Profit	38%
Organizational Size	
1-50	31%
51-200	28%
201-500	19%
Over 500	38%

Halloween

	Percent
All Organizations	36%
Industry	
Manufacturing	30%
Non-Manufacturing	48%
Non-Profit	33%
Organizational Size	
1-50	25%
51-200	41%
201-500	33%
Over 500	63%

Independence Day

	Percent
All Organizations	19%
Industry	
Manufacturing	15%
Non-Manufacturing	23%
Non-Profit	29%
Organizational Size	
1-50	31%
51-200	16%
201-500	0%
Over 500	25%

Cinco de Mayo

	Percent
All Organizations	10%
Industry	
Manufacturing	7%
Non-Manufacturing	15%
Non-Profit	10%
Organizational Size	
1-50	15%
51-200	9%
201-500	0%
Over 500	13%

Memorial Day

	Percent
All Organizations	12%
Industry	
Manufacturing	10%
Non-Manufacturing	13%
Non-Profit	19%
Organizational Size	
1-50	21%
51-200	11%
201-500	0%
Over 500	13%

Easter

	Percent
All Organizations	8%
Industry	
Manufacturing	6%
Non-Manufacturing	6%
Non-Profit	24%
Organizational Size	
1-50	2%
51-200	12%
201-500	0%
Over 500	25%

St. Patrick's Day

	Percent
All Organizations	14%
Industry	
Manufacturing	9%
Non-Manufacturing	21%
Non-Profit	19%
Organizational Size	
1-50	15%
51-200	16%
201-500	0%
Over 500	25%

Valentine's Day

	Percent
All Organizations	10%
Industry	
Manufacturing	6%
Non-Manufacturing	17%
Non-Profit	10%
Organizational Size	
1-50	10%
51-200	12%
201-500	0%
Over 500	13%

Other

	Percent
All Organizations	10%
Industry	
Manufacturing	6%
Non-Manufacturing	13%
Non-Profit	19%
Organizational Size	
1-50	17%
51-200	8%
201-500	5%
Over 500	0%

Figure 13a | Percentage of organizations that allow employees to display holiday themed decorations in their workspace

Yes, with no restrictions

	Percent
All Organizations	53%
Industry	
Manufacturing	49%
Non-Manufacturing	63%
Non-Profit	48%
Organizational Size	
1-50	62%
51-200	52%
201-500	48%
Over 500	38%

Yes, with some restrictions

	Percent
All Organizations	42%
Industry	
Manufacturing	45%
Non-Manufacturing	33%
Non-Profit	52%
Organizational Size	
1-50	34%
51-200	44%
201-500	52%
Over 500	50%

No

	Percent
All Organizations	4%
Industry	
Manufacturing	6%
Non-Manufacturing	4%
Non-Profit	0%
Organizational Size	
1-50	4%
51-200	5%
201-500	0%
Over 500	13%

Figure 14 | Percentage of organizations that display holiday themed decorations in workplace common areas

	Percent
All Organizations	78%
Industry	
Manufacturing	76%
Non-Manufacturing	82%
Non-Profit	81%
Organizational Size	
1-50	77%
51-200	76%
201-500	95%
Over 500	63%

Appendix B: Holiday & No Holiday Party Comparisons

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

Percentage of organizations that coordinate holiday community service efforts

	Orgs. not offering holiday party	Orgs. offering holiday party
All Organizations	19%	46%
Industry		
Manufacturing	27%	32%
Non-Manufacturing	0%	63%
Non-Profit	17%	64%
Organizational Size		
1-50	0%	34%
51-200	14%	46%
201-500	33%	67%
Over 500	67%	80%

Percentage of organizations that provide holiday gifts

	Orgs. not offering holiday party	Orgs. offering holiday party
All Organizations	38%	61%
Industry		
Manufacturing	43%	68%
Non-Manufacturing	33%	58%
Non-Profit	33%	36%
Organizational Size		
1-50	29%	53%
51-200	54%	69%
201-500	33%	56%
Over 500	0%	40%

Percentage of organizations that provide holiday bonuses

	Orgs. not offering holiday party	Orgs. offering holiday party
All Organizations	28%	30%
Industry		
Manufacturing	31%	34%
Non-Manufacturing	50%	30%
Non-Profit	0%	7%
Organizational Size		
1-50	43%	41%
51-200	31%	27%
201-500	0%	22%
Over 500	0%	0%

Appendix C: Venues and Caterers for Holiday Parties

The following are local venues cited by organizations as being used for their holiday parties in 2013.

- 100th Bomb Group (n=3)
- Bender's Restaurant
- Botanical Gardens
- Community Center
- Congress Lake
- Country Club
- Coworker's house
- Croatian Lodge Party Center
- Crowne Plaza Hotel (n=2)
- Dave and Busters
- Elk's Club
- Embassy Suites
- Encore Restaurant, Wyndham Hotel
- Firestone Country Club
- Flemings Restaurant
- Guy's Party Centre
- Hellreigel's
- Hilton Garden Inn
- Holiday Inn (n=3)
- Lakewood Country Club
- Landerhaven
- Solon Community Center
- Lockkeepers
- Maggiano's Little Italy (n=2)
- Medina Recreation Center
- National Slovenian Home
- Onsite
- Patrician Party Center
- Pickwick & Frolic
- Private Club
- Quick and Loans Arena: Hockey Game
- Sawmill Creek
- Skyland Pines
- Solon Freeway Lanes
- St. Michael's Woodside (n=2)
- St Noel's
- The Club at Key Center
- Towne Hall
- Whirlee Ball
- Windows on the River

The following are local caterers cited by organizations as being used for their holiday parties in 2013.

- 1 Bucci's
- Carrabba's
- Chicago Deli
- Cleats
- Congress Lake
- Croatian Lodge
- Crowne Plaza
- Dave and Busters
- Elk's Club
- Executive Caterers
- Firestone Country Club
- Guy's Party Centre
- Hilton Garden Inn
- Holiday Inn (n=3)
- In-house
- Lakewood Country Club
- Maple Heights Catering
- Marigold
- Moe's
- Patrician Party Center
- Pickwick & Frolic
- Private Club
- Quick and Loans Arena
- Sawmill Creek
- Shuhei Restaurant
- Solon Freeway Lane
- St Michael's Woodside
- The 100th Bomb Group
- The Club at Key Center
- Towne Hall
- Verba Catering
- Whirlee Ball's catering specialists
- Windows on the River

Appendix D:

Limitations on Alcohol Consumption

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

- 1 free drink provided by company
- 1 free drink per employee. Cash bar thereafter.
- 1 glass of wine per/person for a toast. There is a cash bar available
- 2 drink tickets (beer/wine) per attendee
- 2 drink tickets per employee
- 2 drink tickets per employee, any more than that, they have to pay for
- 2 drink tickets per employee; employee's name is pre-printed on the ticket to avoid sharing; management tends bar
- 2 drink tickets per guest
- 2 drink tickets per guest
- 2 drink tickets per person
- 2 drink tickets per person (and use wristbands)
- 2 drinks per employee
- 2 drinks per person
- 2 drinks per person
- 2 drinks per person
- 2 drinks per person
- 2 drinks per person
- 2 drinks per person
- 2 drinks per person, cash bar after that.
- 2 drinks per person, cash bar after that.
- 2 glasses of wine/beer per person.
- We give each employee two tickets upon entry to the party to trade for 2 drinks from the bar. Additional tickets are given out at the discretion of the owner throughout the event.
- Everyone is given 2 tickets and then it is a cash bar; it is monitored closely by senior management
- Each employee and guest receives a limited number of drink tickets. There is a cash bar option after their drink tickets are exhausted.
- We usually use a ticket system
- Last year we worked with our venue and used their drink tickets. We are considering an alcohol-free event this year.
- Bar open only for certain amount of time
- Based on condition of staff person or their guest
- Cash Bar
- It is limited to 3 choices of wine and 3 choices of beer during the duration of the party. There is no per person limitation.
- Limited brands and time, typically no shots
- Open bar through dinner; then cash bar.
- Timed
- We only buy a small amount and the party is short

Appendix E: Holiday Gifts

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

- \$100 cash, Ham, Jacket
- \$20 Speedway Gift Card
- \$25 Giant Eagle gift card
- \$25 gift card
- \$25 gift card to Giant Eagle
- \$25.00 gift card
- \$50 Giant Eagle Gift Cards
- \$50 gift card
- A cash gift is given to employees.
- A favor like candy, mug, picture frame, etc.
- A pedometer and headphones.
- Bath and Body Works, ornaments, blankets, or umbrellas
- Bonuses
- Cash
- Cash
- Cash
- Cash
- Cash
- Cash
- Cash
- Cash
- Cash
- Cash based on level and years of service
- Cash or gift cards
- Cash, gift cards
- Choice of 1 of 5 logo items instead (fleece jacket, tote bag, etc.)
- Christmas Cash Bonus Checks
- Christmas ornament
- Christmas ornaments, acrylic water cups
- Clothing and misc items with Company Logo - ex. flashlights, umbrellas, lunch bags, etc.
- Company logo items. We have given out pullover rain jackets, folding chairs, thermos, blankets, etc.
- Company logo merchandise (shirt, bag, jacket, etc.)
- Customer products that use our packaging
- Fleece jackets, golf shirts, gift cards.
- Gift Basket
- Gift Baskets
- Gift Baskets with Ohio products
- Gift baskets, electronics, gift cards, misc items, paid day off
- Gift baskets, gift cards
- Gift Baskets/Cards/Gifts are donated and raffled off
- Gift card
- Gift card
- Gift card

- Gift Card
- Gift Card
- Gift card - jackets/work oriented item
- Gift card / Bonuses
- Gift card giveaways, ham, bottles of wine, 6-packs of beer
- Gift card or cash.
- Gift card to giant eagle
- Gift cards
- Gift cards
- Gift cards
- Gift cards
- gift cards
- Gift cards
- Gift Cards
- Gift cards
- Gift cards
- Gift Cards
- Gift cards
- Gift Cards and company logo items
- Gift cards and gift baskets
- Gift cards for veterinary services, pet supplies and dining out.
- Gift cards or company wearables (fleece jacket w/ company logo)
- Gift cards, clothing options, ham certificates
- Gift cards, hams
- Gift Cards, TV's, Camera, Fire Pit, Gift Baskets
- Gift cards, TVs, iPod, iPad, cash, tools, appliances, small electronics
- gift certificates
- Gift coupons
- Gift Drawing of small items
- Gift with company logo. We also give service awards annually at the holiday party for employees with 5, 10, 15, 20, 25, 30, 35, 40 years of service. They received a catalog where they get to choose their own gift and we present it to them at the lunch.
- Gifts for all children under 13 years old.
- Grocery store gift card
- Ham and bottles of liquor
- Ham or turkey
- Ham/turkey
- Hams
- Holiday cards with gift cards to all active employees
- Holiday gifts are not given to all employees as has been past practice. Drawings for a limited number of gift cards are held at the holiday party. A few years back, in lieu of the holiday gifts, we began offering free continental breakfast to all employees during the regular school year.
- Holiday Hams
- Jackets
- Last year we gave out gift cards and leather jackets, this year we're looking at gift catalog services
- Logo company items, such as travel mugs, etc.
- Logo jackets
- Small candle lighters, computer pads, sticky note pads, etc

- Some large items for an Chinese auction and gift cards for all employees
- Some type of apparel; fleece vests, sweaters and sweatshirts
- Tablet
- There is a voluntary Secret Santa
- Tools, cameras, misc
- Visa Gift Cards
- We do a gift exchange, and throw in some BIG gifts - electronics, plane tickets, cash
- We do random drawing door prizes. Variety of gifts for drawing--gift cards, baskets, technology, etc.
- We have a lot of prizes for drawings (gifts that come in from vendors, a 50' TV, gift cards, iPods and an iPad). Then we also paid a 2 week holiday bonus in 2012 and budgeted for the same in 2013.

Appendix F:

Criteria for Receiving Holiday Bonus

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

- \$100 for every full year of employment
- Active payroll
- All employees
- All employees
- All non-bonus eligible employees
- Attendance, performance, length of service
- Based on type of employee, performance, reaching goals, etc.
- Based on years of service.
- Company performance -- on time delivery, sales, safety, quality.
- Company performance and profitability
- Company performance as a whole
- Company profitability
- Company profitability
- Company profitability
- Current employment/breathing
- December is based on a % of year to date earnings and June is based on number of hours worked the previous year.
- Discretionary
- Everyone receives a bonus
- Full time employees here for at least 1 year.
- Hours worked
- How well the company performs
- In the past has been based on salary. May think about performance too for this year.
- It is based into people's end of year performance
- It is based on the contributions of our members and the length of service and gross income of employee
- Length of service
- Length of service
- Must be an employee on the day it was given
- Non-exempt, non-professional staff
- Non-management
- Non-Union employees
- Percentage of Profit Sharing
- Performance
- Performance
- Performance and annual hours worked
- Performance and attendance
- Performance and profits

- Performance and seniority
- Performance bonus - quality, safety, attendance
- Performance, department
- Personnel performance, responsible, company profitability
- The percent of the incentive is tied to review scores.
- Total wages plus extra credit for each year of service
- Type of employee and performance
- We do a year-end bonus unrelated to holiday based on performance of individuals and the company.
- \$100 for every full year of employment
- Active payroll
- All employees receive a bonus
- All employees receive a bonus
- All non-bonus eligible employees
- Attendance, performance, length of service
- Based on type of employee, performance, reaching goals, etc.
- Based on years of service.
- Company performance -- on time delivery, sales, safety, quality.
- Company performance and profitability

Appendix G: Holiday Community Service Efforts

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

- A local giving tree for children and a shelter/food collection.
- Adopt a Child & Coats for Kids
- Adopt a family through Stark County Family Services, Purchasing gift for foster children at Pathway caring for Children
- Charity determined by company
- Christmas gift drive for Clients and Family Members
- Coat drive for children
- Collect food for the local food bank - gave 900 lbs last year!
- Donate food to Feed-a-Family, buy Christmas presents for children.
- Donate Toys for Tots
- Donations to 2 or 3 organizations
- Feeding a hungry Family
- Food bank
- food bank
- Food bank, local shelter donations
- Food donation to Hunger Center.
- Food Drive
- Food drive for Foodbank
- Food Drive for local parish Food Bank
- Food drive for the local food bank. Donate toys to Children's Hospital and Children's Services. Donate food for the homeless to a local church.
- Food drive, adopt a family
- Gifts for families of a local church
- Giving tree for our clients
- Giving Tree to local children- Hats and Mittens
- Habitat for Humanity, United Way campaign
- Hat and Glove Tree
- mittens for kids
- Provide grants to two non-profit community organizations. Staff buys needed clothing and food for one local organization
- Raffle for Hospice of the Western Reserve
- Salvation Army, Food Banks, Adopt a Family
- Second Harvest
- Serving Meals, wrapping gifts/giving gifts
- Thanksgiving food drive, given to a local food bank
- There is a food drive in November as well as a Coat/Hat/Mitten/Blanket drive to collect for the needy. Everything is donated to local food pantries and shelters.
- Toy collection for local needy families.
- Toy drive and/or warm clothing drive for neighborhood families in need.
- Toys for Tots
- Toys for Tots

- Toys for Tots, Turkey Bowl....looking into volunteering at a few venues for next year
- Turkeys to a shelter
- Ugly sweater contest with an entry fee with an equal match from the company. Employee entry fee goes to winner, Company match goes to charity.
- United way
- Usually the FoodBank
- Varies from year to year - have done Toys for Tots, Subzero Mission, Forbes House and others over the past several years.
- Volunteer day
- Volunteer with a community effort plus a food drive
- We adopt families during the holidays and run a gift collection for one of the local departments of job and family services.
- We ask employees for suggestions and have not done that yet this year. Last year we adopted a family.
- We college gifts for a nonprofit agency. This year it will be Access.
- We do adopt a family
- We donate leftover hams and turkeys
- We fundraise for local food banks and Toys for Tots.
- We generally choose a local charity and do something which aligns with our 'do social good' priority, and also collect food for a local food pantry
- We have an annual Christmas Food Drive that involves all employees and students. We deliver over 600 food and gift baskets to the local neighborhood.
- We have historically tried to work with a children's organization to provide holiday gifts. This year, we are also working with the Polar Express.
- We make a cash donation to Children Services for them to buy gifts to hand out to foster kids at their Christmas party. We also volunteer at the party (registration, food service, gift distribution, gift wrapping ahead of time)
- We sponsor a gift drive for Guidestone Foster Program.
- We sponsor families through WSEM and staff purchases gifts.
- We work with Adopt-a-Family to provide clothing, toys and personal items to a family in need.
- Westlake Senior Center
- WomenSafe
- Work with Salvation Army or Haven of Rest for family gifts, etc

Appendix H: Overlapping Holiday Time-Off Request Policies

The following are policies cited by organizations that are used when multiple employees ask to schedule time off over the same time period during the holidays in order to decide who gets to take the requested days off.

- A combination of seniority and past work schedules.
- All PTO requests are approved by management.
- All time off requests are honored.
- At the beginning of the year, we give all of our employees the opportunities to request time off for the entire year. For all vacation requests received before March 30th, time-off requests for the same time period are considered on a seniority basis. After that, requests are considered on a first-come, first-serve basis. We strongly encourage at least a 30 day notice for any time off requests.
- Based on company need
- Based on department need.
- Based on operational need, it is first come, first served.
- Based upon seniority
- Based upon seniority
- By seniority
- By the one that turned their request in first and by the workload during the time requested off.
- Date of request
- Department Manager
- Department manager - department must be covered, but generally no restrictions on multiple employees taking the same day off.
- Either seniority or by first come first serve
- Employees cannot request time off for holiday periods until 90 days before the holiday. All requests are considered at one time, and priority is determined by the past history of requests made by the employees involved.
- Employees that were not given time off during the holidays the previous year have 1st choice. Any remaining time is divided among the others requesting time off.
- Everyone's vacation is granted, however exempt employees that manage client cases must be available via email & phone
- Factory - who asks first; Office - seniority (pretty much)
- First booked/ supervisor decides how many people can be off in the area
- First come - first served
- First come first serve
- First come first serve
- First come first serve
- First come first serve
- First come first serve
- First come first serve basis
- First come first serve basis
- First come first serve but, previous year is also considered.
- First come first serve or sometimes mediate an agreement for both to have some time off.

- First come first serve then seniority
- First come first served
- First come first served, if there is a tie then seniority.
- First come- then seniority
- First come, first off
- First come, first serve
- First come, first serve
- First come, first serve
- First come, first serve
- First come, first serve
- First come, first serve depending upon workload within the specific department. If the workload is too great, neither employee is granted the time off.
- First come, first serve.
- First come, first serve.
- First come, first serve.
- First come, first serve. Each department has a maximum number of employees that can be off and we take requests first come, first serve. When the maximum amount is met, the day is closed from additional requests.
- First come, first served in each dept. with a limit on the number of employees permitted to take off.
- First come, first served.
- First come, first-served basis. Each floor is divided up into buddy teams, and if several members of the team are out, whoever request PTO first would receive it.
- First person to request
- First person to request the time off.
- First person who requests.
- First requested
- First requested - First honored.
- First requested and approved; guideline is that 50% of any given department has to be staffed
- First requested gets it
- First to ask basis
- First to ask, then by seniority if necessary.
- First to request then seniority
- First to request, first to be granted
- Full weeks given preference over individual days; seniority within dept.
- Generally first come. However we do consider alternating i.e. if employee A got Xmas week off this year, employee B would get it next year if there was a conflict.
- If requested by March 1 - then seniority; If requested after March 1 - then first come, first serve
- If the workload allows, all are permitted to take the time off.
- If there is a conflict based upon coverage of duties, the employees with the greater seniority has first choice of days.
- It is based on department need. First come, first serve if necessary.
- It usually is based on first come first serve. But we do make sure we have adequate coverage.
- It's typically based on who requested it first and what the needs of the organization are.
- Make sure scheduling covers the employees who are off
- Manager's discretion, but it is based on when the request was submitted.
- Managers are responsible for their department coverage
- Manager's discretion
- Managers/HR if extended time off

- Most people take off during the holidays. Considered a slow time.
- Most requests are able to be accommodated. If not, seniority would be a deciding factor.
- Must work the scheduled day before and the scheduled day after the holiday to receive holiday pay.
- No more than 20% of a department can be on vacation at the same time.
- Not a problem. We close from Christmas Eve to through New Year's Day (paid)...
- Not sure...whatever the boss negotiates
- Past practice: everyone gets to take requested time off; some sites just closed down as a result. For 2014: supervisors are responsible for denying vacation requests if necessary in order to provide coverage; all sites will remain open
- Performance and seniority
- Scheduled time off is restricted during holiday week.
- Seniority
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- Seniority and/or who asks first. Will try to work it out between the employees
- Seniority at the beginning of the year, 1st come 1st serve after that
- Seniority for hourly employees; first to request and get approved for salaried
- Seniority or whoever gets their request turned in first is priority, and then others as manpower allows
- Seniority up to March 1st then first come, first serve.
- Seniority, then first come first served
- Seniority; Department coverage
- Supervisor approves based on needs of the company
- Supervisor determines within his/her department based on need.
- Supervisor's discretion
- Supervisors manage requests
- Supervisors manage time-off requests for their own departments.
- The first person to apply
- The individual who requests it first.
- The standard practice is no more than two employees off at the same time; first come first serve, but if you had it off last year you can only have it off if no one else is requesting it
- The supervisor for each department determines the business needs when approving vacation.
- This is done by who submits request first.
- This is normally handled on a first-come, first-served basis
- Timing of requests, and need of that employee
- Usually not an issue; plant is shut down

- Usually, whoever requests the time first. In some departments, the mgr. has them take turns around Christmas/New Year's holidays (i.e. if Employee A had the week of Christmas off last year, Employee B would get that this year.)
- Vacation is granted on a first request basis. No more than two employees in a department are permitted to take vacation at the same time.
- Vacation is on a first come first serve basis; if requested at the same time - based on seniority.
- Varies by department, but in most cases managers rotate.
- We base the decision on adequate coverage for the position
- We consider seniority within the dept, who has the most time to use up and sometimes first come, first serve
- We don't give preference they can all take off. (Normally by holiday time most employees do not have any vacation time left)
- We expect 50% staff at all times and managers must over see.
- We generally try to accommodate everyone; however, whomever requests first will be given precedence
- We have never denied vacation requests even if there are multiple requests for the same day.
- We let them all who request take the time off
- We set a limit on # of employees off on any one day and first come first approved
- Whoever asks first and as long as we have coverage, no restrictions apply.
- Whoever asks first receives the time off
- Whoever put the request in first
- Whoever submits the request first. If their duties do not overlap or if there is a backup person to perform any duties that MUST be completed during the requested timeframe, more than one employee will be approved for that same time period during the holiday.
- Work load; seniority or who asks first
- Year-end holidays are a black out period for us based on the nature of our business.

2013 ERC Holiday Practices Survey

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