

# 2015 ERC Inclement & Adverse Weather Practices Survey

December 2015

**Conducted by ERC**  
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**ERC**<sup>™</sup>  
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# Table of Contents

About ERC	3
Introduction & Methodology	4
Key Findings	4
Inclement/Adverse Weather Policies	5
Employee Absence	9
Pay Practices	12
Respondent Demographics	17
Participating Organizations	18
Appendix A: Industry & Organizational Size Breakouts	19
Appendix B: Inclement & Adverse Weather Policies	44
Appendix C: Other Absence & Pay Practices	58

## 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](http://www.YourERC.com).



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# Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in November and December of 2015, on their inclement/adverse weather policies and practices. The survey reports several key trends among Northeast Ohio employers in terms of how they handle communication, employee absence and tardiness, and pay practices during inclement/adverse weather.

All ERC members were invited to participate in the survey starting on November 3 via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on December 11. 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 98 participating organizations, only from Northeast Ohio. Qualitative data was coded where applicable or analyzed according to commonality or major themes, and all quantitative data was analyzed using statistical software to ensure data validity and reliability.

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

## Key Findings

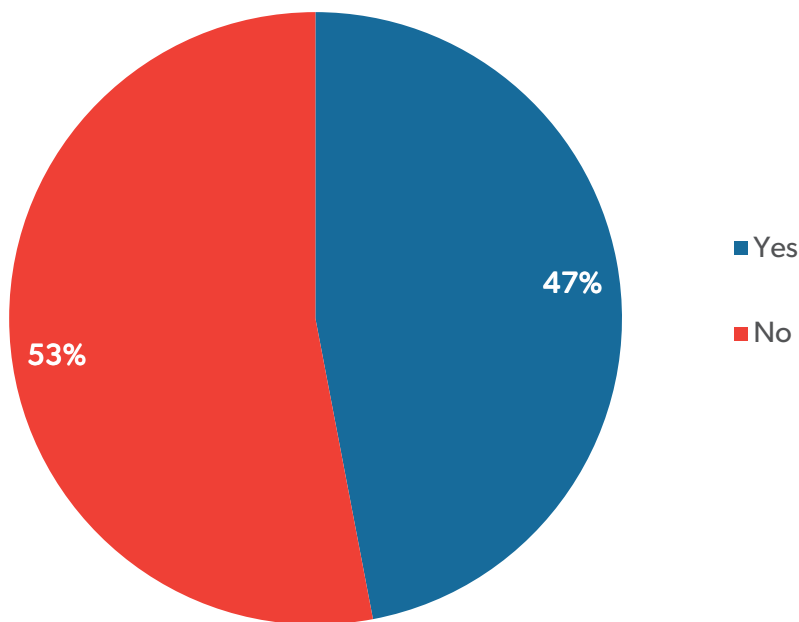
- Nearly half (47%) of employers have an inclement/adverse weather policy.
- Organizational closures or delays are still communicated most frequently by either phone tree or email, with texting coming in as a strong third option. This decision is typically made by top management and/or the CEO/President, but some combination of HR along with direct supervisors/managers are responsible for initiating this communication, regardless of the communication method selected.
- Three-quarters of organizations allow exempt employees to work at home during inclement/adverse weather and only a portion of these employers have specific requirements in order to do so. Typically all that is necessary are the resources and ability to be productive based on the nature of the position and work that needs to get done.
- The vast majority of employers forgive tardiness due to weather with no penalties (i.e. points, write-ups, etc.) and consider absences during inclement weather "excused" with only a few exceptions. Any potential for penalties assessed due to weather related tardiness or absences is often considered on a case-by-case basis and are typically waived altogether depending on the situation at hand. However, it is important to note that certain industries tend to have more specific policies for the sake of patient care or other safety related concerns.
- Although most employers treat absences for exempt and non-exempt employees almost exactly the same in terms of discipline, they do differ somewhat in their pay practices. In cases of voluntary tardiness or absence, non-exempt employees are more likely to be paid only for the hours worked while exempt employees are more likely to be paid for a full day regardless of the total number of hours worked. However, if employees involuntarily leave work early, are late to work, or miss an entire day, the two groups are treated more similarly than if the circumstances are voluntary on the part of the individual employee.

# Inclement/Adverse Weather Policies

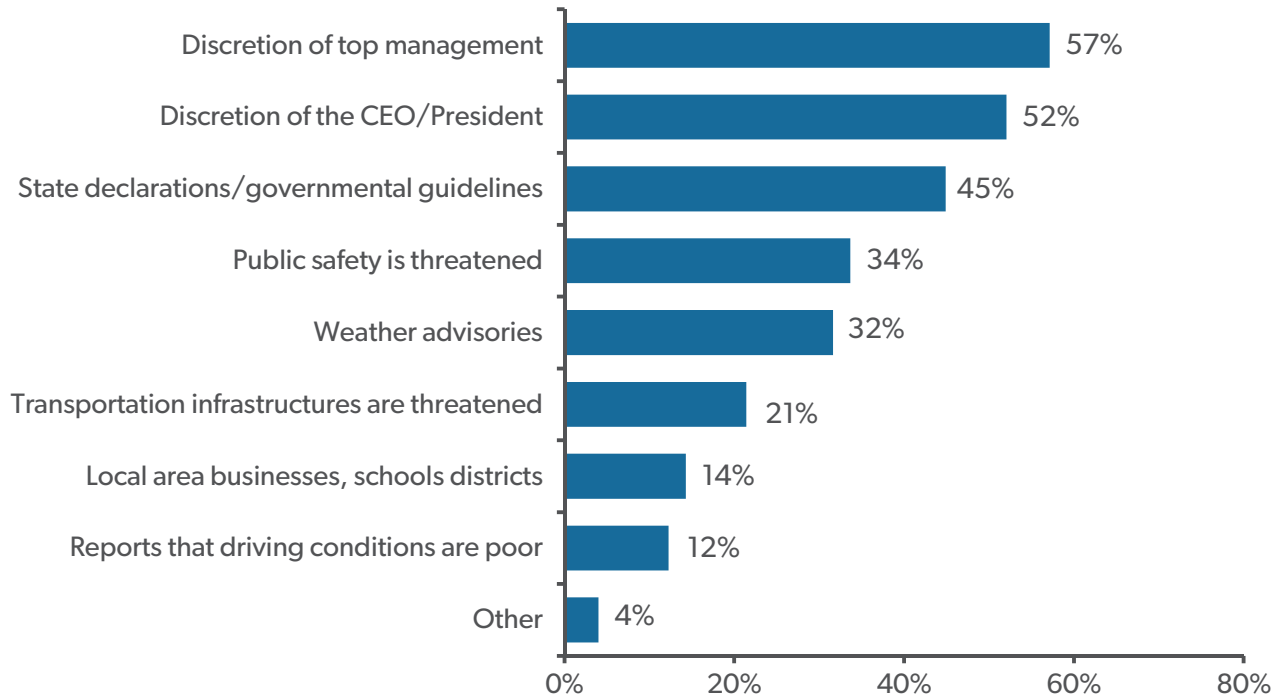
## Policies

Forty-seven percent of employers say they have an inclement/adverse weather policy in place. This percentage is up by nearly 10% over the 2014 results and suggests that more employers may be choosing to implement a more formalized set of guidelines than in previous years. A full listing of the policies cited is provided in **Appendix B**. Typically, discretion of top management or the CEO/President determines whether organizations stay open during inclement/adverse weather. Several organizations (18%) cite critical individuals or departments to whom company closures or delays do not apply. These individuals or departments include staff in operations and maintenance, patient/client services, security, crisis management, IT, and some top management. In rare cases, these personnel can work remotely, but the majority are required to physically get to their workplace - with some even providing cots and/or food on-site in cases of extreme emergency.

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

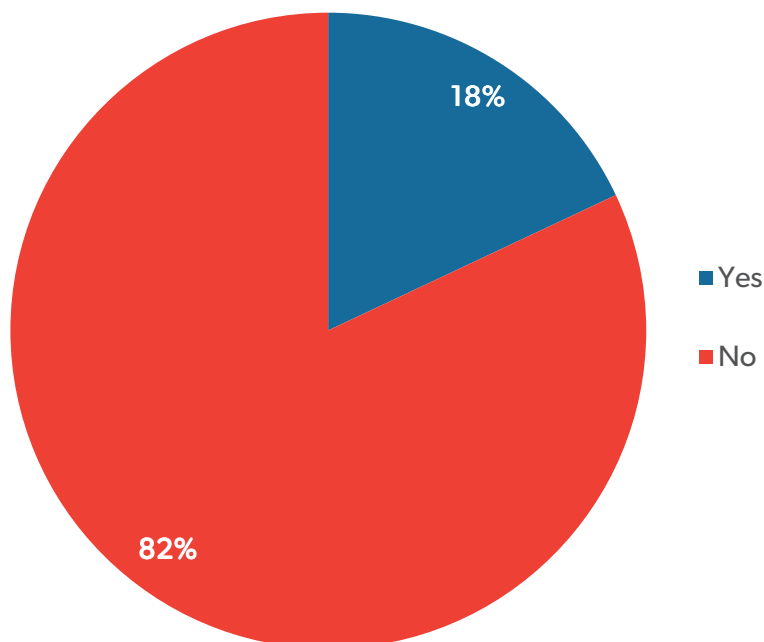


**Figure 2 | What determines whether your organization stays open during inclement/adverse weather?**



**Other determinants include:** The landlord/property owner may also be part of the decision making process; Plant Manager; I-alert; Staff may have local conditions that do not impact the office location; this is taken into account for individual staff safety concerns

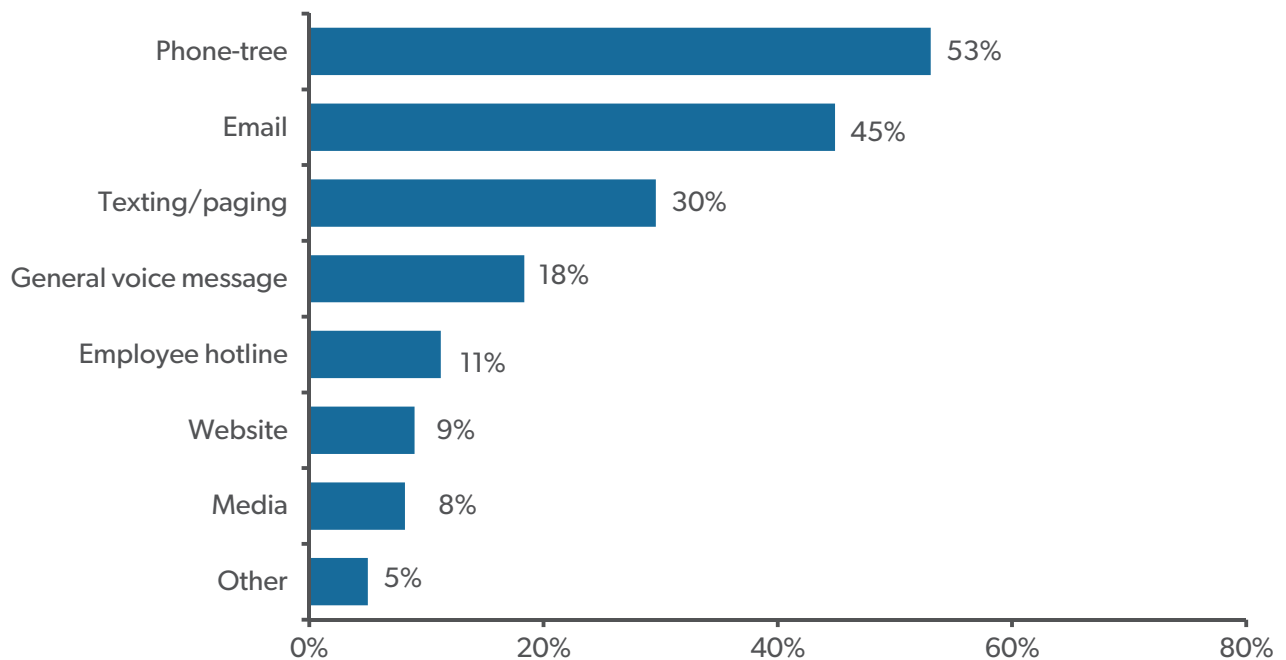
**Figure 3 | Are there any critical individuals or departments for which organization-wide closures or delays do not apply?**



## Communication

Phone-trees, email messages, and texting (or paging) remain the top three mechanisms by which organizations communicate any closures or delays in start time due to inclement or adverse weather conditions. Half of organizations (50%) hold direct supervisors and managers responsible for communicating any company closure or delay to employees. HR also plays a strong role in this communications process, with 29% of respondents using a combination of HR & supervisory staff and 27% of respondents solely using HR. Several organizations indicate that they have yet to establish a line of communication for this purpose, as their organization has never fully closed due to inclement/adverse weather.

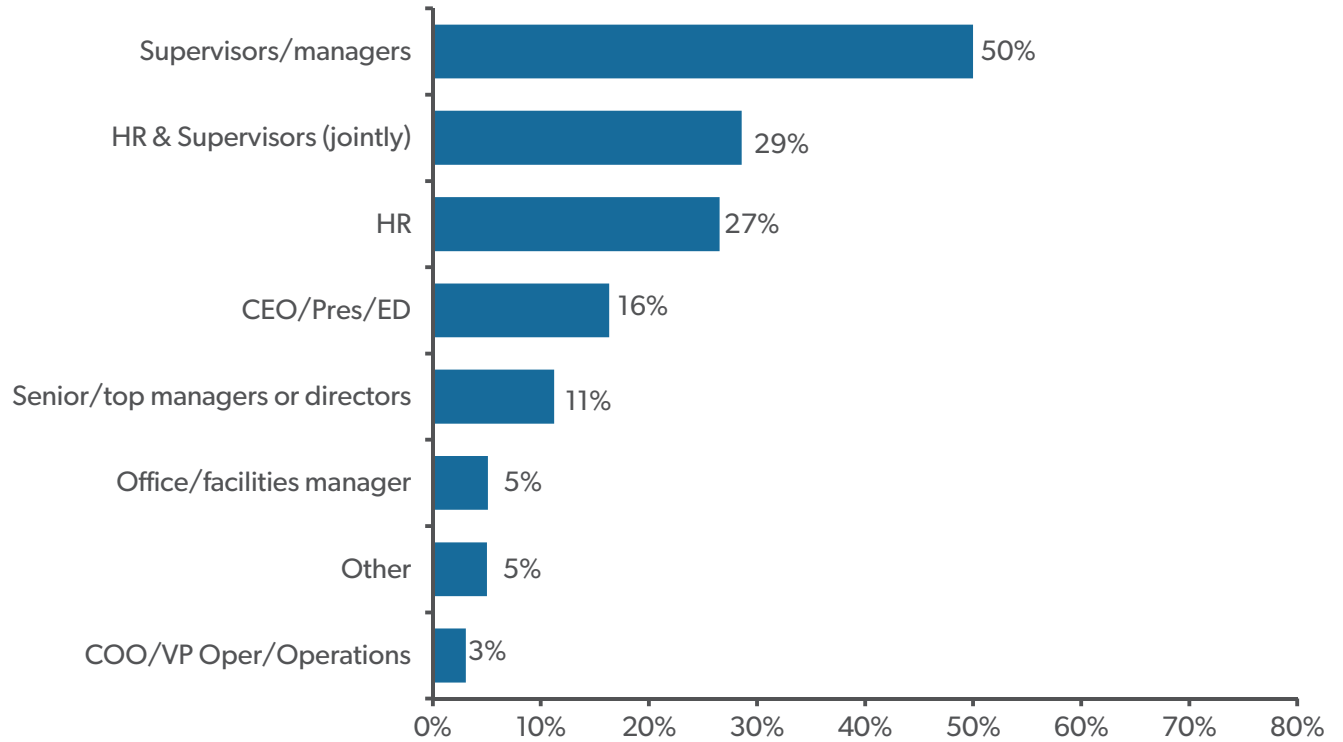
**Figure 4 | If your organization closes or delays its start time due to inclement or adverse weather conditions, how do you communicate this?**



**Other methods of communication include:** Employee Portal; WARN system automatically sends out phone calls, texts and email until a response is received from the employee; In-person meeting, verbal notification



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



**Other individuals responsible include:** Everyone; IT Department Robo Call; Calling Tree; All employees participate via phone tree; Security Manager and COO. Message send via web based notification system.

# Employee Absence

## Absence & Tardiness Policies

Most employers handle absences due to weather conditions fairly similarly for both exempt and non-exempt employees. In general, far more employers report that they consider these absences excused than consider them unexcused. However, just over one-third of employers indicate that they make a determination about the nature of absences as excused or unexcused on a case-by-case basis. A similar level of flexibility is seen with regard to tardiness as a widespread majority (91%) of employers continues to forgive tardiness due to inclement weather with no penalties. When asked if there was a time limit within which tardiness was forgiven, about three-quarters of employers said that this either varies based on the circumstances, that they never set a specific amount of time, or that they don't have a policy that would have included penalties for tardiness from the start. Among those that do have a specific time limit, the most common time is up to one hour. For additional information about how organizations handle absences due to weather conditions, see **Appendix C**.

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

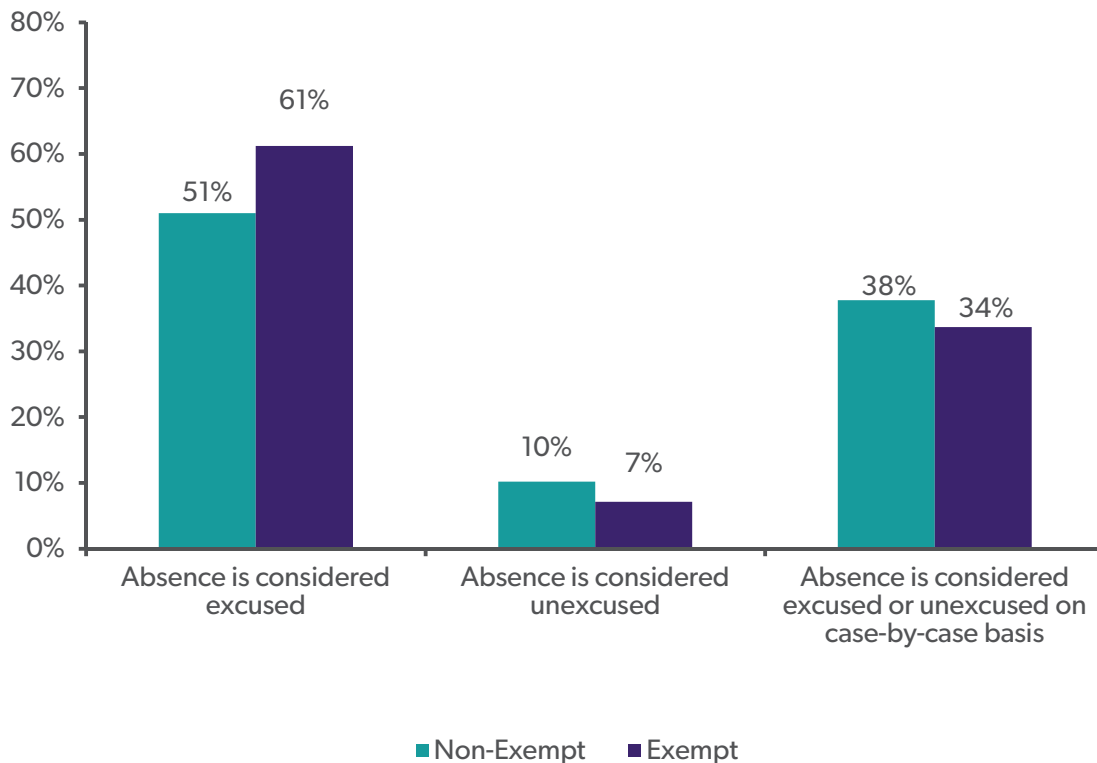


Figure 7 | During inclement/adverse weather, does your organization forgive tardiness with no penalties (points, write-ups, etc.)?

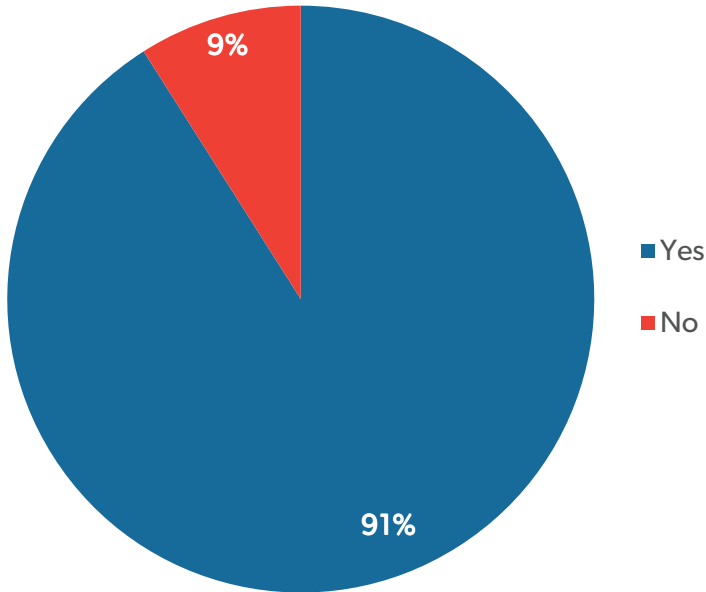
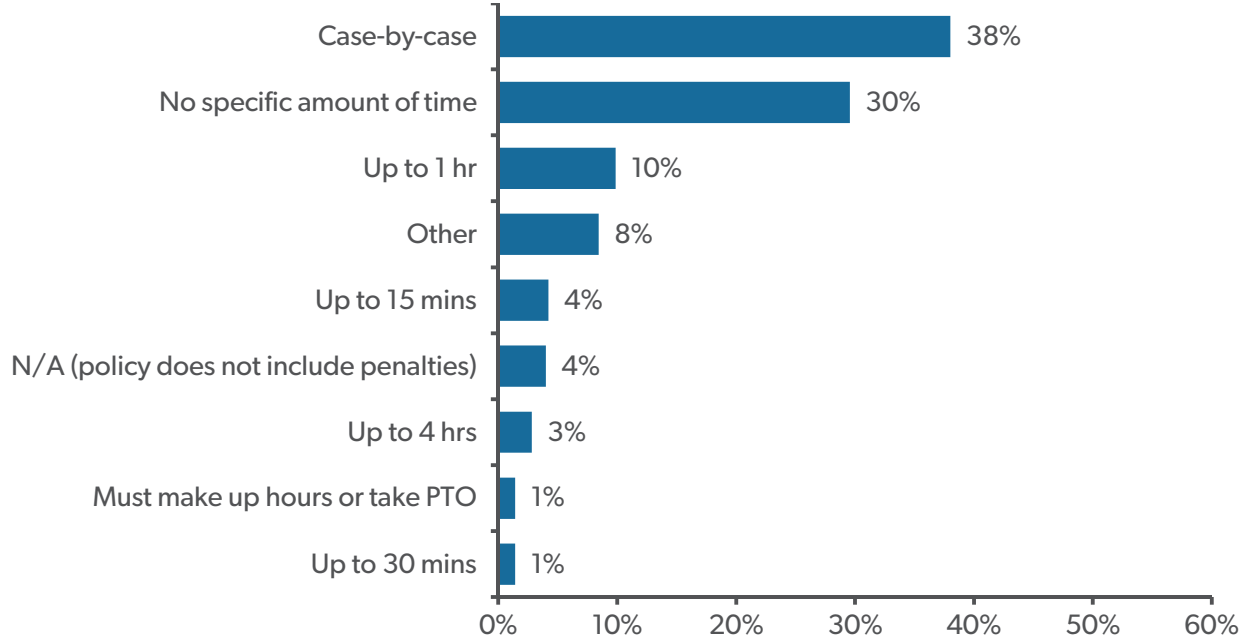


Figure 7.1 | If yes, please specify up to what time frame (i.e. 15 minutes, 1 hour, etc.)



**Other time frames noted include:** Depends upon direction provided re: delayed start. Beyond that they would take PTO.; Best effort to make it in - no penalty.; Manager's discretion.; We judge based on level of emergency by county.; If you report then tardiness/points are forgiven.; Hourly employees - In the event the employee is tardy due to inclement weather sufficient to close the schools in the employee's school district, no points will be assessed or incentive days lost under the absence control policy if the employee works a minimum of 3 hours of their shift.

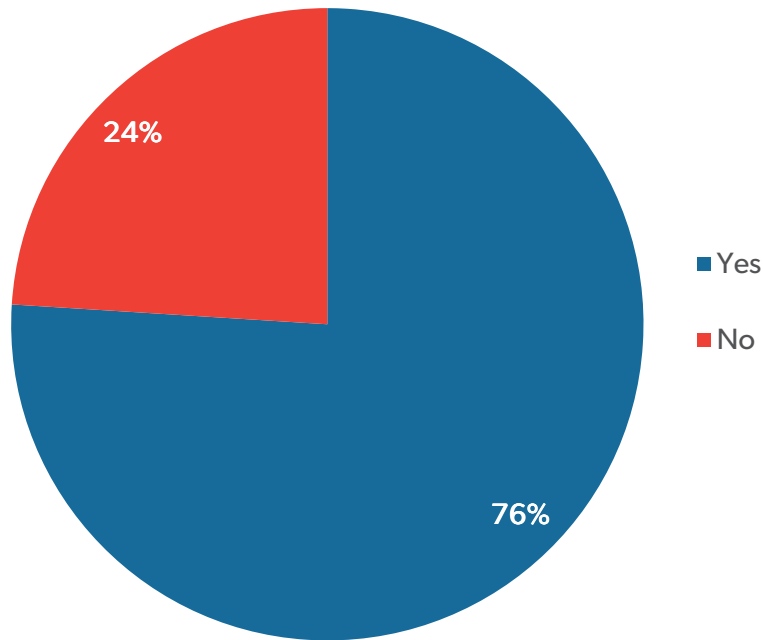
## Work From Home

According to 76% of respondents, exempt employees are permitted to work at home with their supervisor's permission during inclement/adverse weather. Less than one-third of the organizations that allow work from home noted specific conditions that must be met in order for employees to do so during inclement/adverse weather. In general, the main requirements focus on the ability of the necessary work to get done off-site and/or supervisor approval.

Conditions include the following:

- Having necessary resources (i.e. computer, network access, etc)
- Nature of the job (especially "non-clinical" if in a healthcare setting)
- Supervisor approval
- Provide a report of work completed from home to supervisor
- Exempt vs. non-exempt status (exempt typically allowed, non-exempt typically not allowed or has more rigorous tracking requirements)

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



# Pay Practices

## Arrivals During Closure

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

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

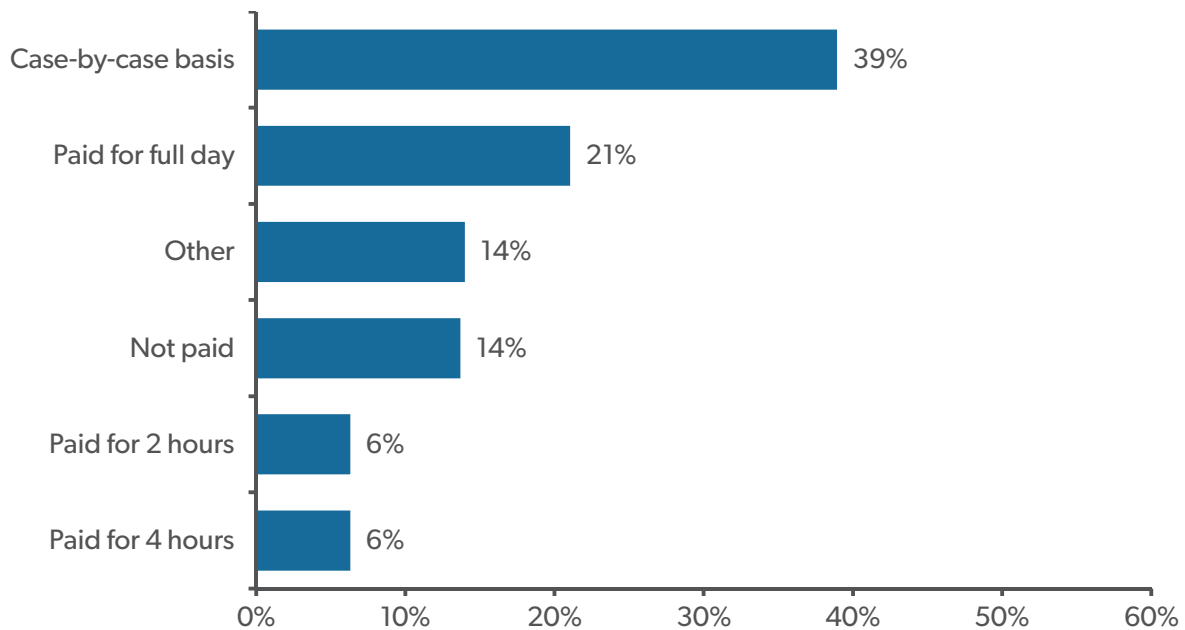
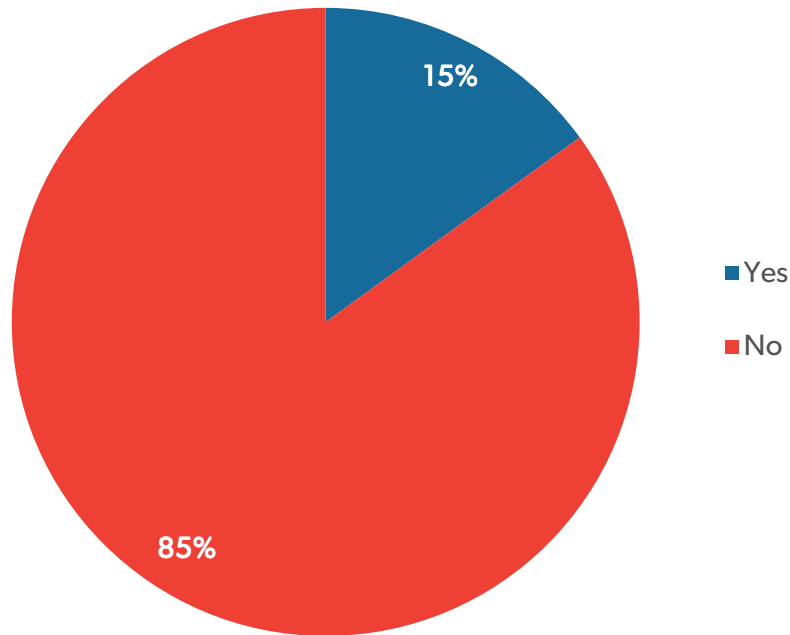


Figure 10 | During inclement/adverse weather conditions does your organization offer any type of “bonus” or “perk” to employees who “brave the weather” and come into the office when the majority of employees do not (i.e. gift card, lunch, etc)?



**“Perks” include:** Lunch or similar; In the past we have bought employees lunch and in some cases sent them home early (paid time); We might bring in lunch - if we were able to find someone who would deliver!; lunch; \$50 extra per day; Sometimes we have given out gift cards to those who have made it in; Lunch - pizza or similar; Usually provide lunch; lunch; We try to feed them if the delivery can get through. Lunch; In addition to office closing pay, they get paid the hours they worked, which turns into overtime in most cases.; lunch is normally provided as well as leaving early for the day if the bad weather persists; lunch (has only happened once; not an actual 'policy')"

## Non-Exempt vs. Exempt Employee Pay

The following section details the pay practices employers use for their employees depending on the voluntary or involuntary nature of the decisions they make regarding attendance during inclement/adverse weather. For the purposes of this section, "voluntarily" refers to decisions made by the employee (i.e. deciding to stay home for safety purposes, but without a formal declaration from the government or other entity about weather conditions). "Involuntarily" refers to decisions made by the organization, a supervisor, or other individual such as a company closure or delayed start time or a circumstance out of the employee's control (i.e. car accident, traffic, etc).<sup>\*</sup> For additional information about how organizations handle pay due to weather conditions, see **Appendix C**.

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

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	61%	58%	48%
Paid for full day of work (pay comes out of employee's paid time off)	18%	15%	34%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	5%	5%	1%
Paid for full day of work (employee has the option of using paid time off or making up time)	21%	20%	23%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	5%	8%	6%

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

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	36%	37%	33%
Paid for full day of work (pay comes out of employee's paid time off)	10%	7%	17%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	3%	3%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	10%	9%	12%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	41%	39%	41%

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

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	12%	11%	11%
Paid for full day of work (pay comes out of employee's paid time off)	12%	12%	30%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	7%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	21%	21%	27%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	34%	35%	21%



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

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	5%	5%	6%
Paid for full day of work (pay comes out of employee's paid time off)	5%	5%	9%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	7%	7%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	6%	6%	13%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	64%	63%	59%

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

# Respondent Demographics

Ninety-eight (98) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

	Percent
<b>Industry</b>	
Manufacturing	55%
Non-Manufacturing	32%
Non-Profit	13%
<b>Organizational Size</b>	
1-50	32%
51-200	46%
201-500	19%
Over 500	3%

# Participating Organizations

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

Akron Energy Systems, LLC	Graco, Inc.	Pearne & Gordon, LLP
Bay Corporation	Greater Cleveland Food Bank	PMC Gage, Inc.
Bettcher Industries, Inc.	Hose Master, LLC	Port of Cleveland
Briteskies	ICI Metals, Inc.	Quaker Mfg. Corp
C.TRAC, Inc.	ID Images	Ranpak Corp
CASNET	Intellirod Spine	RBB Systems
Century Federal Credit Union	Intigral, Inc.	Rhenium Alloys, Inc.
Chapman & Chapman, Inc.	Iten Industries	Robin Industries, Inc.
Clark-Reliance Corporation	Jet, Inc.	Ross Environmental Services, Inc.
Cleveland Metroparks	Johnsonite	Software Answers, Inc.
Clinical Specialties	Kaufman Container Company	Specialty Equipment Sales Co.
Congregation of St. Joseph	Kaydon Corporation	SSP Fittings Corp
Corporate Screening Services, Inc.	Kerr Lakeside, Inc.	State Industrial Products
Cres Cor	Kinetico Incorporated	Sutter O'Connell
CSA Group	King's Medical Group	Tangent Company, LLC
Custom Products	Lanly Company	The Center for Community Solutions
Cuyahoga Arts & Culture	LayerZero Power Systems, Inc.	The Cleveland Orchestra
Cuyahoga County Board of Health	Lintern Corporation	The Mid-America Management Corporation
Delta Systems, Inc.	Lumitex, Inc.	Thompson Hine, LLP
DRB Systems, LLC	Lutheran Metropolitan Ministry	Towlift
Duramax Marine, LLC	MAGNET	Transfer Express
Earnest Machine	Main Street Gourmet	TT Electronics Integrated
EBO Group, Inc.	Majestic Steel USA	Manufacturing Services
ECKART America	Malco Products, Inc.	United Initiators
EGC Enterprises	Maloney + Novotny, LLC	Vincent Lighting Systems
Empaco Equipment Corporation	MB Dynamics	Weltman, Weinberg & Reis Co.; L.P.A.
EnerSys	Meister Media Worldwide	Wheeler-Rex
Event Source	MJM Industries	Winter Equipment Company, Inc.
Five Lakes Professional Services	National Automotive Experts	Xact Spec Industries
FrontLine Service	National Telephone Supply Company	
GLT Companies	Noble-Davis Consulting, Inc.	
GMP Friction Products	Oakwood Laboratories, LLC	
Zion Industries, Inc.	One Health Organization	
	Park Place Technologies	

# Appendix A: Industry & Organizational Size Breakouts

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

	Yes	No
<b>All Organizations</b>	47%	53%
<b>Industry</b>		
Manufacturing	48%	52%
Non-Manufacturing	42%	58%
Non-Profit	54%	46%
<b>Organizational Size</b>		
1-50	39%	61%
51-200	40%	60%
201-500	74%	26%
Over 500	67%	33%

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

## Discretion of top management

	Percent
<b>All Organizations</b>	57%
<b>Industry</b>	
Manufacturing	52%
Non-Manufacturing	68%
Non-Profit	54%
<b>Organizational Size</b>	
1-50	58%
51-200	58%
201-500	58%
Over 500	33%

**Discretion of the CEO/President**

	Percent
<b>All Organizations</b>	52%
<b>Industry</b>	
Manufacturing	54%
Non-Manufacturing	45%
Non-Profit	62%
<b>Organizational Size</b>	
1-50	55%
51-200	47%
201-500	58%
Over 500	67%

**State declarations/governmental guidelines**

	Percent
<b>All Organizations</b>	45%
<b>Industry</b>	
Manufacturing	43%
Non-Manufacturing	42%
Non-Profit	62%
<b>Organizational Size</b>	
1-50	42%
51-200	44%
201-500	58%
Over 500	0%

**Public safety is threatened**

	Percent
<b>All Organizations</b>	34%
<b>Industry</b>	
Manufacturing	31%
Non-Manufacturing	29%
Non-Profit	54%
<b>Organizational Size</b>	
1-50	42%
51-200	33%
201-500	26%
Over 500	0%

**Weather advisories**

	Percent
<b>All Organizations</b>	32%
<b>Industry</b>	
Manufacturing	26%
Non-Manufacturing	32%
Non-Profit	54%
<b>Organizational Size</b>	
1-50	39%
51-200	33%
201-500	16%
Over 500	33%

**Transportation infrastructures are threatened**

	Percent
<b>All Organizations</b>	21%
<b>Industry</b>	
Manufacturing	19%
Non-Manufacturing	23%
Non-Profit	31%
<b>Organizational Size</b>	
1-50	23%
51-200	22%
201-500	21%
Over 500	0%

**Local area businesses, schools districts, or government agencies**

	Percent
<b>All Organizations</b>	14%
<b>Industry</b>	
Manufacturing	9%
Non-Manufacturing	16%
Non-Profit	31%
<b>Organizational Size</b>	
1-50	19%
51-200	11%
201-500	11%
Over 500	33%

Reports suggest that driving conditions are poor

	Percent
<b>All Organizations</b>	12%
<b>Industry</b>	
Manufacturing	11%
Non-Manufacturing	13%
Non-Profit	15%
<b>Organizational Size</b>	
1-50	23%
51-200	7%
201-500	11%
Over 500	0%

Other

	Percent
<b>All Organizations</b>	4%
<b>Industry</b>	
Manufacturing	2%
Non-Manufacturing	0%
Non-Profit	23%
<b>Organizational Size</b>	
1-50	3%
51-200	7%
201-500	0%
Over 500	0%

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

	Yes	No
<b>All Organizations</b>	18%	82%
<b>Industry</b>		
Manufacturing	14%	86%
Non-Manufacturing	16%	84%
Non-Profit	38%	62%
<b>Organizational Size</b>		
1-50	10%	90%
51-200	16%	84%
201-500	25%	75%
Over 500	100%	0%

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

Phone-tree

	Percent
<b>All Organizations</b>	53%
<b>Industry</b>	
Manufacturing	52%
Non-Manufacturing	45%
Non-Profit	77%
<b>Organizational Size</b>	
1-50	58%
51-200	53%
201-500	47%
Over 500	33%



Email

	Percent
<b>All Organizations</b>	45%
<b>Industry</b>	
Manufacturing	35%
Non-Manufacturing	61%
Non-Profit	46%
<b>Organizational Size</b>	
1-50	55%
51-200	38%
201-500	42%
Over 500	67%

Texting/paging

	Percent
<b>All Organizations</b>	30%
<b>Industry</b>	
Manufacturing	26%
Non-Manufacturing	29%
Non-Profit	46%
<b>Organizational Size</b>	
1-50	45%
51-200	22%
201-500	21%
Over 500	33%

General voice message

	Percent
<b>All Organizations</b>	18%
<b>Industry</b>	
Manufacturing	15%
Non-Manufacturing	19%
Non-Profit	31%
<b>Organizational Size</b>	
1-50	6%
51-200	22%
201-500	21%
Over 500	67%

**Employee hotline**

	Percent
<b>All Organizations</b>	11%
<b>Industry</b>	
Manufacturing	9%
Non-Manufacturing	10%
Non-Profit	23%
<b>Organizational Size</b>	
1-50	3%
51-200	11%
201-500	16%
Over 500	67%

**Website**

	Percent
<b>All Organizations</b>	9%
<b>Industry</b>	
Manufacturing	9%
Non-Manufacturing	13%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	10%
51-200	9%
201-500	11%
Over 500	0%

**Media**

	Percent
<b>All Organizations</b>	8%
<b>Industry</b>	
Manufacturing	15%
Non-Manufacturing	0%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	0%
51-200	11%
201-500	16%
Over 500	0%

Other

	Percent
<b>All Organizations</b>	5%
<b>Industry</b>	
Manufacturing	4%
Non-Manufacturing	6%
Non-Profit	8%
<b>Organizational Size</b>	
1-50	6%
51-200	2%
201-500	5%
Over 500	33%

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

Direct Supervisors/Managers

	Percent
<b>All Organizations</b>	50%
<b>Industry</b>	
Manufacturing	44%
Non-Manufacturing	52%
Non-Profit	69%
<b>Organizational Size</b>	
1-50	65%
51-200	44%
201-500	37%
Over 500	67%

**HR & Supervisors/Managers**

	Percent
<b>All Organizations</b>	29%
<b>Industry</b>	
Manufacturing	31%
Non-Manufacturing	26%
Non-Profit	23%
<b>Organizational Size</b>	
1-50	13%
51-200	33%
201-500	47%
Over 500	0%

**HR**

	Percent
<b>All Organizations</b>	27%
<b>Industry</b>	
Manufacturing	31%
Non-Manufacturing	29%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	19%
51-200	31%
201-500	26%
Over 500	33%

**CEO/President/Executive Director**

	Percent
<b>All Organizations</b>	16%
<b>Industry</b>	
Manufacturing	11%
Non-Manufacturing	16%
Non-Profit	38%
<b>Organizational Size</b>	
1-50	23%
51-200	13%
201-500	11%
Over 500	33%

**Senior/Top Managers or Directors**

	Percent
<b>All Organizations</b>	11%
<b>Industry</b>	
Manufacturing	11%
Non-Manufacturing	3%
Non-Profit	31%
<b>Organizational Size</b>	
1-50	10%
51-200	16%
201-500	5%
Over 500	0%

**Office/Facilities Manager**

	Percent
<b>All Organizations</b>	5%
<b>Industry</b>	
Manufacturing	2%
Non-Manufacturing	6%
Non-Profit	15%
<b>Organizational Size</b>	
1-50	13%
51-200	0%
201-500	5%
Over 500	0%

**Other**

	Percent
<b>All Organizations</b>	5%
<b>Industry</b>	
Manufacturing	2%
Non-Manufacturing	6%
Non-Profit	15%
<b>Organizational Size</b>	
1-50	3%
51-200	7%
201-500	0%
Over 500	33%

COO/VP Operations/Operations

	Percent
<b>All Organizations</b>	3%
<b>Industry</b>	
Manufacturing	2%
Non-Manufacturing	6%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	3%
51-200	2%
201-500	5%
Over 500	0%

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

Non-exempt employees

	Absence is considered excused	Absence is considered unexcused	Absence is considered excused or unexcused on case-by-case basis
<b>All Organizations</b>	51%	10%	38%
<b>Industry</b>			
Manufacturing	39%	11%	44%
Non-Manufacturing	55%	10%	32%
Non-Profit	92%	8%	23%
<b>Organizational Size</b>			
1-50	48%	13%	35%
51-200	56%	7%	42%
201-500	47%	16%	21%
Over 500	33%	0%	100%

Exempt employees

	Absence is considered excused	Absence is considered unexcused	Absence is considered excused or unexcused on case-by-case basis
<b>All Organizations</b>	61%	7%	34%
<b>Industry</b>			
Manufacturing	54%	6%	44%
Non-Manufacturing	58%	10%	26%
Non-Profit	100%	8%	8%
<b>Organizational Size</b>			
1-50	58%	13%	32%
51-200	62%	4%	36%
201-500	68%	5%	26%
Over 500	33%	0%	67%

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

	Yes	No
<b>All Organizations</b>	91%	9%
<b>Industry</b>		
Manufacturing	87%	13%
Non-Manufacturing	94%	6%
Non-Profit	100%	0%
<b>Organizational Size</b>		
1-50	87%	13%
51-200	91%	9%
201-500	94%	6%
Over 500	100%	0%

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

Case-by-case

	Percent
<b>All Organizations</b>	38%
<b>Industry</b>	
Manufacturing	43%
Non-Manufacturing	33%
Non-Profit	29%
<b>Organizational Size</b>	
1-50	39%
51-200	34%
201-500	38%
Over 500	67%

No specific amount of time

	Percent
<b>All Organizations</b>	30%
<b>Industry</b>	
Manufacturing	15%
Non-Manufacturing	46%
Non-Profit	57%
<b>Organizational Size</b>	
1-50	26%
51-200	28%
201-500	38%
Over 500	33%



Up to 1 hour

	Percent
<b>All Organizations</b>	10%
<b>Industry</b>	
Manufacturing	18%
Non-Manufacturing	0%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	9%
51-200	9%
201-500	15%
Over 500	0%

Other

	Percent
<b>All Organizations</b>	8%
<b>Industry</b>	
Manufacturing	13%
Non-Manufacturing	0%
Non-Profit	14%
<b>Organizational Size</b>	
1-50	13%
51-200	6%
201-500	8%
Over 500	0%

N/A (policy does not include penalties)

	Percent
<b>All Organizations</b>	4%
<b>Industry</b>	
Manufacturing	3%
Non-Manufacturing	8%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	4%
51-200	6%
201-500	0%
Over 500	0%

**Up to 15 minutes**

	Percent
<b>All Organizations</b>	4%
<b>Industry</b>	
Manufacturing	3%
Non-Manufacturing	8%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	0%
51-200	9%
201-500	0%
Over 500	0%

**Up to 4 hours**

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

**No limit, but must make up hours or take PTO**

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

Up to 30 minutes

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

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

	Yes	No
<b>All Organizations</b>	76%	24%
<b>Industry</b>		
Manufacturing	62%	38%
Non-Manufacturing	90%	10%
Non-Profit	100%	0%
<b>Organizational Size</b>		
1-50	74%	26%
51-200	80%	20%
201-500	72%	28%
Over 500	67%	33%

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

Case-by-case

	Percent
<b>All Organizations</b>	39%
<b>Industry</b>	
Manufacturing	43%
Non-Manufacturing	39%
Non-Profit	23%
<b>Organizational Size</b>	
1-50	52%
51-200	34%
201-500	29%
Over 500	33%

Paid for full day

	Percent
<b>All Organizations</b>	21%
<b>Industry</b>	
Manufacturing	14%
Non-Manufacturing	23%
Non-Profit	46%
<b>Organizational Size</b>	
1-50	32%
51-200	23%
201-500	0%
Over 500	0%

**Not paid**

	Percent
<b>All Organizations</b>	14%
<b>Industry</b>	
Manufacturing	14%
Non-Manufacturing	10%
Non-Profit	23%
<b>Organizational Size</b>	
1-50	0%
51-200	14%
201-500	35%
Over 500	33%

**Other**

	Percent
<b>All Organizations</b>	14%
<b>Industry</b>	
Manufacturing	14%
Non-Manufacturing	16%
Non-Profit	8%
<b>Organizational Size</b>	
1-50	13%
51-200	16%
201-500	6%
Over 500	33%

**Paid for 2 hours**

	Percent
<b>All Organizations</b>	6%
<b>Industry</b>	
Manufacturing	6%
Non-Manufacturing	10%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	3%
51-200	5%
201-500	18%
Over 500	0%

**Paid for 4 hours**

	Percent
<b>All Organizations</b>	6%
<b>Industry</b>	
Manufacturing	10%
Non-Manufacturing	3%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	0%
51-200	9%
201-500	12%
Over 500	0%

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

	Yes	No
<b>All Organizations</b>	15%	85%
<b>Industry</b>		
Manufacturing	11%	89%
Non-Manufacturing	26%	74%
Non-Profit	8%	92%
<b>Organizational Size</b>		
1-50	13%	87%
51-200	16%	84%
201-500	21%	79%
Over 500	0%	100%

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

### Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	72%	69%	57%
Paid for full day of work (pay comes out of employee's paid time off)	13%	9%	26%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	4%	4%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	17%	17%	19%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	7%	11%	11%

### Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	48%	45%	39%
Paid for full day of work (pay comes out of employee's paid time off)	16%	16%	35%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	6%	6%	0%
Paid for full day of work (employee has the option of using paid time off or making up time)	29%	29%	32%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	3%	6%	0%

**Non-Profit**

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	46%	46%	31%
Paid for full day of work (pay comes out of employee's paid time off)	46%	38%	62%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	8%	0%
Paid for full day of work (employee has the option of using paid time off or making up time)	23%	15%	23%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	0%	0%	0%

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

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

**Manufacturing**

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	41%	41%	37%
Paid for full day of work (pay comes out of employee's paid time off)	13%	9%	17%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	0%	0%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	6%	6%	9%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	35%	33%	37%



**Non-Manufacturing**

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	29%	32%	26%
Paid for full day of work (pay comes out of employee's paid time off)	3%	3%	16%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	6%	6%	3%
Paid for full day of work (employee has the option of using paid time off or making up time)	16%	16%	19%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	42%	39%	39%

**Non-Profit**

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	31%	31%	31%
Paid for full day of work (pay comes out of employee's paid time off)	15%	8%	23%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	8%	0%
Paid for full day of work (employee has the option of using paid time off or making up time)	15%	8%	8%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	62%	62%	62%

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

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

### Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	11%	11%	11%
Paid for full day of work (pay comes out of employee's paid time off)	9%	9%	17%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	4%	2%	6%
Paid for full day of work (employee has the option of using paid time off or making up time)	22%	22%	28%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	41%	41%	31%

### Non-Manufacturing

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	13%	10%	10%
Paid for full day of work (pay comes out of employee's paid time off)	10%	10%	39%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	16%	16%	10%
Paid for full day of work (employee has the option of using paid time off or making up time)	19%	19%	23%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	26%	29%	10%

**Non-Profit**

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	15%	15%	15%
Paid for full day of work (pay comes out of employee's paid time off)	31%	31%	62%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	8%	8%	0%
Paid for full day of work (employee has the option of using paid time off or making up time)	23%	23%	31%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	23%	23%	8%

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

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

**Manufacturing**

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	4%	4%	6%
Paid for full day of work (pay comes out of employee's paid time off)	7%	7%	9%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	0%	0%	2%
Paid for full day of work (employee has the option of using paid time off or making up time)	7%	7%	13%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	69%	67%	65%

**Non-Manufacturing**

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	3%	3%	3%
Paid for full day of work (pay comes out of employee's paid time off)	0%	0%	6%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	13%	13%	10%
Paid for full day of work (employee has the option of using paid time off or making up time)	6%	6%	16%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	52%	52%	45%

**Non-Profit**

	Leave work early	Are late to work or tardy	Miss an entire day of work
Only paid for hours worked	15%	15%	15%
Paid for full day of work (pay comes out of employee's paid time off)	8%	8%	15%
Paid for full day of work (pay does not come out of employee's paid time off, but employee must make up time not worked)	23%	23%	15%
Paid for full day of work (employee has the option of using paid time off or making up time)	0%	0%	8%
Paid for full day of work (pay does not come out of employee's paid time off; employees do not need to make up time not worked)	77%	77%	69%

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

# Appendix B: Inclement & Adverse Weather Policies

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

Use good judgment. It's better to be late than reckless. No formal document.

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

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

[Company] will determine closings and delays based upon the County Sheriff's Department level of emergency.

Snow emergency guidelines as defined by County

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

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

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

If County is under a level 2; employees should determine for themselves if they are comfortable traveling to work and call off if they do not feel comfortable driving. Hourly and salary personnel will have the option to take either a scheduled PTO or an unscheduled PTO. Salaried employees who are able to remote in through terminal services will be allowed to do so. If you choose to remote in you are required to fill out a Work from Home log sheet and submit to your manager at the end of business that day.

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

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

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

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

#### **Inclement Weather or Emergencies**

[Company] generally does not cease operations due to inclement weather or other emergency situations. In his or her sole discretion, though, the Chief Executive Officer may decide to close certain facilities and/or cancel certain programs due to inclement weather or other emergency situations. In such instances, the Chief Executive Officer will determine if or where employees assigned to such facility and/or program should report to work and how they will be compensated if they do not report to work.

Each Department Chief/Executive Director shall be solely responsible for making the determination as to whether to suspend progressive discipline due to tardiness resulting from significant inclement weather or other emergency situation.

#### **Severe Weather and Emergencies**

[Company] facilities operate 24 hours a day, 7 days a week. In the case of severe weather, you should make every effort to come to work as scheduled.

Each location has established procedures for addressing severe weather and other emergency events. These may involve situations where a weather emergency is declared and employees are not required to report to work. Each Center has established a process to communicate emergency closures to employees. Be sure to familiarize yourself with the procedures in place at your location.

You are responsible to report to work for your normal schedule regardless of weather, unless your Center is officially closed. If you are unable to safely report to work due to the weather, and have not been notified that your Center is closed, the missed time will either be unpaid or will be debited against vacation or sick time accruals. If the Center at which you work is open, missing a shift due to weather counts as an incident of absence under the attendance policy.

In the rare event that a Center closes due to severe weather, the following guidelines will be observed:

- Non-exempt employees who are sent home early will be paid straight time for the balance of their scheduled shift.
- Non-exempt employees who are directed to not report to work during an emergency situation will be paid straight time for their scheduled hours.
- In the above situations, employees will not be required to utilize vacation or sick time to cover the wages. Payment of scheduled hours not worked will not count as "hours worked" for purposes of determining overtime.
- Non-exempt employees, who are asked to work extra shifts, remain on site, or who are called in to cover for absent employees will be paid double time. This applies only to employees who are asked or directed to report to work.
- Exempt employees will be paid their usual salaries with no deduction from vacation or sick time banks.

#### Severe Weather

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

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

#### Plant Closing Policy

It is the policy to remain open during most periods of inclement weather, however, where extraordinary circumstances warrant, the company reserves the right to close the facility. Thus, employees are encouraged to call xxx.xxx.xxxx1 and press "5" during periods of adverse weather to find out if the facility is open or closed on a given day. Employees are also encouraged to sign up their mobile phone number with the I.T. Department to receive text alerts on plant closings.

Regardless of whether the facility being open or closed, it is each employee's decision as to whether you will show up for work during such weather. If an employee elects not to work on a given day, we request the courtesy of a phone call to your manager or supervisor advising as to your status for the day. The company will adhere to the Department of Labor's Fair Labor Standards Act in order to dictate pay requirements for weather-related absences, which will include the following:

#### Facility Closed

If the facility is announced to be closed on a given day, all salary exempt employees will receive their regular pay for the day of closure. For all hourly employees, the absence is excused without pay. You may elect to use available vacation or health time.

#### Facility Open

If the facility remains open on an adverse weather day, employees who report to work will receive their normal pay for the day, i.e. salary exempt employees will receive their regular salary and hourly employees will be paid for their hours worked. If a salary exempt employee elects not to report to work on a facility open day, notify your manager or supervisor that you will be working from home for the day and you will receive your regular salary for the day. The employee agrees to be accessible by phone or modem within a reasonable time period during the agreed upon work schedule. If an hourly employee elects not to report to work on a facility open day, the employee can elect to 1) use any accrued vacation or health time or 2) the employee will not be paid for the day. With respect to option #2, the company will adhere to the policy found in section 4.6 of the Employee Handbook.

In the event of a weather emergency, the sales office and all departments in the manufacturing facility will operate all shifts unless specifically notified by your immediate supervisor that operations have been suspended.

#### **Severe Weather**

**Severe weather is to be expected during the winter months. Although driving may at times be difficult, when caution is exercised, the roads are normally passable. Use your discretion.**

**The Company call-off policy remains in effect for this circumstance.**

**Except in cases of severe storms, we are all expected to work our regular hours. Time taken off due to poor weather conditions, while the business remains open, shall be covered by the use of personal time or be unpaid.**

POLICY NAME: Adverse Weather Conditions Policy

#### **POLICY STATEMENT (WHAT)**

It is the policy of the Company to remain open during most periods of inclement weather; however, where extraordinary circumstances warrant, the Company reserves the right to close the facility. Regardless of whether the facility is open or closed, it is each employee's decision whether to report to work during such weather. If an employee elects not to work on a given day, we request the courtesy of a phone call to your manager or supervisor advising your status for the day.

#### **RATIONALE (WHY)**

The Company recognizes that adverse weather conditions may arise that could affect its operations. This policy explains what will happen if the facility is closed due to bad weather conditions, or is open during adverse weather.

#### **GUIDELINES & PROCEDURES**

(1) If the facility is closed due to adverse weather, all exempt and non-exempt level employees will receive their regular pay for the day of closure.

(2) If the facility remains open on an adverse weather day, employees who report to work will receive their normal pay for the day, i.e., exempt staff will receive their regular salary and hourly employees will be paid at their base rate plus overtime for any hours worked in excess of 40 hours per week. If an employee decides not to report to work on a day the facility is open due to travel concerns, the employee can elect to 1) use accrued paid time off (vacation, personal, or alternate holiday) for the missed day or 2) the employee will not be paid for the day, and the day will count as an unexcused absence.



**Severe weather is to be expected during the winter months. Although driving may at times be difficult, when caution is exercised, the roads are normally passable. Except in cases of severe storms, we are all expected to work our regular hours. Please use your own judgment in determining whether travel is safe. Time taken off due to poor weather conditions is unpaid.**

If weather conditions require closing operations, the direct dial number for all employees to receive emergency updates or company closings is xxx-xxx-xxxx this will advise of any updates. If there is not a special message indicating any delay or closing, we expect that you will use good judgment in deciding whether to come to work during extreme weather conditions.

[Company] has established special procedures to be followed in the event of inclement weather or other emergencies (e.g., a snowstorm, hurricane, power failure, etc.). If [Company] is closed, you will be paid your normal salary. If there is a delayed opening and you report for work as required, you will be paid for the entire day. However, if you are non-exempt and report for work more than one-half hour later than the scheduled starting time on such day, you will be paid for only your actual hours worked.

**On occasion, the company may be forced to close for the day or a partial day. Such occasions would be power outages, inclement weather, flood, etc. Employees will be paid for hours worked up to the closing. If employees worked 3 hours or less they will be paid for 3 hours. Employees who are called and told not to report to work will be paid for 3 hours. Employees who are absent, for whatever reason, will not be paid.**

#### SNOW DAYS, EMERGENCY CONDITIONS AND POWER FAILURES

Unless you are notified to the contrary, the Company will always be open during inclement weather. If you do not report to work, or your shift is cancelled, you will not be paid. If you are late, you may or may not be paid for the time missed based upon the situation. In making this determination, the severity of the weather, and how late you are will be considered. During the worst conditions, most employees still report on time.

Should the Company decide to close due to severe weather conditions or power failures, employees who are at work and are released at that time will be paid for the time worked, or four hours, whichever is greater. If subsequent shifts are cancelled, employees on those shifts will be notified, if possible, not to report to work. If the weather is bad and you have doubts about the plant being closed, it is suggested that you call your supervisor, particularly if you have no telephone or have been unavailable to be reached by telephone. If your shift is cancelled, and unless you are further notified, you will be expected to report to work at the scheduled time of your next regular work day.

It is not the intention of the Company to allow economic loss to our employees. In the event of emergency, every effort will be made to reschedule the lost work time.

**If the CEO or his designee determines that conditions pose a significant safety risk to staff, RSC will be closed. The CEO will notify Planning Team by phone or text by 6:30 a.m. and communication will be made to their respective staff by 7 a.m. using our phone tree emergency call process. We will typically close due to bad weather or have a delayed start or**

send staff members home if there is a weather storm warning at a Level 2 or Level 3 for County. However, in the case of 24-hour facilities you will need to speak with your Supervisor.

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

There may be days when the weather prohibits safe travel from home to work. These days include, but may not be limited to, threats of tornados, flooding, snow, and ice. Contingencies for working from home will be explored.

These days may be approved as PTO by the President & CEO on a case-by-case basis. Announcements of PTO for inclement weather will be made as soon as possible with the intent to announce it by 7 a.m.

If the decision to close is made AFTER the workday has begun, employees will receive official notification from their immediate supervisor. In these situations, if the non-exempt employee has worked less than 4 hours, the employee will be paid for 4 hours. If the non-exempt employee has worked more than 4 hours, he or she will be paid for a full day. When the decision to close is made BEFORE the workday has begun, time off from scheduled work will be unpaid. However, with supervisory approval, employees may use available paid leave time, such as unused vacation benefits.

If situations occur before the normal workday begins which may require the closing of a work facility, announcements may be made on local radio and television stations. Also, personnel may contact their supervisors for information concerning closures. Alternatively, personnel may be called and informed by their supervisor that the workplace will be closed. If notification of closure is not received by one hour prior to the time to begin work, personnel will report for work as scheduled.

Time that is missed when an employee is unable to arrive for work on time due to severe weather will be made up only in situations of operational necessity as determined by the immediate supervisor.

Listen to the local radio stations for any travel advisories by the Sheriff's Department. If you can travel then we will be open for work.

## 1.0 PURPOSE

1.1 To provide procedures for [Company] and the associate regarding reporting to work, use of leave and compensation procedures when severe weather circumstances impact [Company's] ability to operate some or all parts of its business.

1.2 This policy supersedes all previous inclement weather policies.

## 2.0 SCOPE

2.1 This policy applies to all [Company] associates.

## 3.0 DEFINITIONS

3.1 "Essential Position" is defined on a case-by-case basis based on operational needs at the time of inclement weather.

3.2 "Inclement Weather" is defined as severe weather that has the potential to impact [Company] business operations and presents a hazard to our associates as determined by the RES Vice President of Administration and the Director of Human Resources. Some examples include blizzards, tornados, earthquakes and floods.

3.3 "Severe Weather" is defined as weather that poses risks to life, property or requires the intervention of authorities. For example: high winds; heavy rainfall and flooding; blizzards; ice storms; tornados.

3.4 Weather Condition Classifications are as follows:

3.4.1 "Level 1" is defined as roadways are hazardous, drive with extreme caution.

3.4.2 "Level 2" is defined as roadways are extremely hazardous with blowing and drifting snow and/or flooding. Only those who feel it is necessary to drive should be out on the roadways. Employees should comply with workplace policies or contact their employer.

3.4.3 "Level 3" is defined as must roadways are closed and extremely hazardous/flooded. Employees should comply with workplace policies or contact their employer. Violators may be cited.

## 4.0 POLICY STATEMENT

4.1 [Company] will make every effort to remain open for business on scheduled workdays. In extreme cases, inclement weather may require the closing or the partial closing of the facility/business. In all cases, associate safety will be the primary consideration.

## 5.0 [Company] CLOSING PROCEDURES

5.1 [Company] will evaluate the severe weather conditions, as well as follow the guidance of the travel advisories issued by the Ohio State Highway Patrol, Ohio Department of Transportation, and/or local law enforcement agencies and weather condition classifications in determining the potential closure of parts or all of its business. The VP of Administration and the Director of Human Resources will evaluate the severity of the situation and make a decision that is in the best interest of our associates and customers.

5.1.1 [Company] will typically continue all business operations during Level 1 and Level 2 Weather Condition classifications.

5.1.2 [Company] may close all or parts of its business operations during a level 3 Weather Condition classification.  
5.1.2.1 Associates in essential positions may be asked to work on a day when business operations are officially closed.

5.1.2.2 Supervisors may approve requests from associates to temporarily work from home, if doing so allows completion of work assignments

5.2 Associates may obtain broadcast information regarding [Company] status on WEOL 930 AM, Fox8 News, and on WKYC Channel 5's I-alert system. In addition, an "All User" email will be sent out notifying associates which parts of the business will be closed due to inclement weather. Associates who do not have access to email can contact the [Company] Weather Alert Hotline at xxx-xxx-xxxx. The message will indicate whether any of the [Company] Group companies will be running normal operations or if a delay, partial closing or companywide closing is in effect. Please note that when using the [Company] Weather Alert Hotline, it is an unmonitored mailbox and messages will NOT be reviewed. Associates using the hotline number can hang up after the Weather Alert message has ended.

## 6.0 PROCEDURAL COMMUNICATIONS

6.1 The [Company] Director of Human Resources will keep Management Team and all [Company] associates apprised of continued operations or closings when weather conditions are questionable by "All User" emails and the [Company] Weather Alert Hotline at xxx-xxx-xxxx.

## 7.0 COMPENSATION PROCEDURES

### 7.1 Continuing Operations

7.1.1 Non-exempt and exempt associates who elect not to report to work during continued operations will not receive compensation.

7.1.1.1 Associates may request available paid leave time such as unused vacation benefits in accordance with the Associate Handbook.

7.1.1.2 Exempt associates who have exhausted vacation benefits will receive reductions from their weekly pay for whole day absences.

### 7.2 Closing of Operations

7.2.1 Non-exempt associates will not be compensated for wages lost due to plant/business closures for inclement weather.

7.2.1.1 Associates may request available paid leave time such as unused vacation benefits in accordance with the [Company] Associate Handbook.

7.2.2 In accordance with the Fair Labor Standards Act (FLSA), [Company] will continue to pay the weekly salary for an exempt associate during a closure.

## 8.0 ATTENDANCE RECORDING PROCEDURES

8.1 Absences designated as "inclement weather" by the [Company] Vice President of Administration and the [Company] Director of Human Resources will be considered excused absences.

8.2 Associates in essential positions that are asked to work on a day that business operations are officially closed will not be penalized for lateness occurrences if they are delayed in their travel time due to inclement weather conditions. [Company's] primary goal is the safety of our associates.

8.3 Associates who are adversely affected by inclement weather and are unable to report to work must notify their immediate supervisor of their absence. Supervisors will be responsible for reporting weather-related absences to the department manager. Department managers are responsible for reporting these absences to the respective VP. VPs are responsible for keeping the Director of Human Resources informed of weather-related absences. In order to service our internal and external customers, weather-related absences must be effectively communicated throughout the organization.

## 9.0 RESPONSIBILITIES

9.1 The implementation of this policy will be reviewed by the [Company] Human Resource Director annually to determine effectiveness and consistency of application. Any recommendations for changes will be submitted to Management Team for approval and implementation.

When the Managing Partner determines that it is unsafe to drive in, the office will close.

Because of the time sensitivity of much of our client work, the Firm makes every effort to remain open during normal business hours. However, on occasion, emergency circumstances may require the physical closing of an office and working in Business Continuity mode. These circumstances include unusually severe weather conditions, natural disasters, civil unrest, power outages and government-mandated closings. This policy generally describes the procedures relative to working in Business Continuity mode.

### Determination of Emergency Conditions

The local Office Administrator in conjunction with the Office Partner-in-Charge will decide when an emergency condition exists that warrants physically closing the office and operating in Business Continuity Mode for the entire day or for a partial day during normal business hours. Once a decision has been made, the Office Administrator will communicate the decision to the Business Continuity Manager who will inform the Chief Operating Officer of the decision. Once decisions have been made, the Office Administrator will communicate a message to ALL office personnel via the Emergency Communication System.

### Pay Practice

When a decision is made to physically close the office and operate in Business Continuity mode, all staff will be required to be available to work remotely, if needed. In the event an employee is not available to work, the employee will be required to use a vacation day, personal day or take the time unpaid. Depending on the situation, the following pay practices will apply:

#### Office is Physically Closed for the Entire Day: Working in Business Continuity Mode

- Full time staff that are available to work will be paid regular pay for the hours worked that day. These staff members will enter into his or her time card the appropriate hours

worked. If the hours total less than his or her normally scheduled hours the difference will be coded and paid as Business Continuity time by the time card approver.

- Full time staff who had prescheduled vacation or personal time for that day will code his or her time as previously planned (vacation or personal).
- Part-time staff (working less than 30 hours per week) will receive pay for hours worked during Business Continuity mode. If the part-time employee is unable to work, no pay will be given.
- Full time or part time staff that are not available to work will be required to use personal time, vacation time or take the time unpaid. Normal vacation and personal time approvals apply.

#### Office is Physically Closed for a Portion of the Day: Working in Business Continuity Mode

- Full time staff that are scheduled and available to work remotely before or after the office closes will be paid regular pay for the hours worked that day. These staff members will enter into his or her time card the appropriate hours worked. If the hours total less than his or her normally scheduled hours the difference will be coded and paid as Business Continuity time by the time card approver.
- Full time staff who had prescheduled vacation or personal time for that day will code his or her time as previously planned (vacation or personal).
- Part-time staff (working less than 30 hours per week) that are scheduled and available to work remotely before or after the office closes will receive pay for hours worked during Business Continuity mode. Part-time staff are paid only for hours worked.
- Full time or part time staff that are not available to work will be required to use personal time, vacation time or take the time unpaid. Normal vacation and personal time approvals apply.

#### Office is Physically Closed for a Portion of the Day: Not working in Business Continuity Mode

- In the event of a partial day closure, full time staff will be paid regular pay for hours worked and for the time the office is closed in which they would normally be scheduled to work.
- Office closure pay for partial days will be granted only in instances where the employee reports to the office for work on that day.
- Part-time staff will only be paid for those hours he or she worked.
- Full time or part time staff that do not report to the office to work will be required to use personal time, vacation time or take the time unpaid for the entire day. Normal vacation and personal time approvals apply.

**Note:** With the exception of working in a declared Business Continuity mode, all non-exempt employees must receive prior approval from his or her manager before working from home or while out of the office. Also, all exempt employees should use discretion and let his or her manager know prior to working from home or another location, during normal business hours.

Brief: Management uses local reports to start a chain between each department to notify employees.

You are expected to come to work regardless of the weather. If your Supervisor or the office decides the weather is so severe that you should not come to work, he or she will notify you. If your Supervisor or the office tells you not to come in at all, to come in late, or to leave early

**due to bad weather conditions, you will be paid only for the hours worked in that day - unless you utilize PTO for unworked hours.**

Absence or tardiness due to inclement weather will be excused as long as [Company] recognizes the condition as severe. However, not all weather related absences or late arrivals are automatically excused and each will be reviewed on a case-by-case basis if the majority of the staff arrives on time. Safety always comes first so please use appropriate judgment.

If [Company] must close an office as a result of a severe weather condition, the Employee Emergency Hot Line will be updated with pertinent information relating to the office closing. Employees may elect to use PTO to cover for their scheduled work hours during which the office was closed, or may elect to have that time reflected as unpaid time, without repercussions from the Firm's Attendance Policy. If the office is open and an employee chooses not to report to work or if travel is prohibited by local government officials due to inclement weather, PTO time will be applied. All offices will be advised of closing by a message left on the Employee Emergency Hot Line at 800-xxx-xxx-xxxx.

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

#### Severe Weather and Emergency Conditions

##### Overview

All employees are expected to report to work unless major highways/roadways have been closed due to extreme weather or you have been instructed to stay home via communication from the Managing Director. Quite often, bad weather conditions are localized in one area and, simply by leaving early or waiting an hour, employees may be able to safely arrive at work without incident. Under no condition does extended drive time constitute a reason not to arrive at the appropriate location.

Because of the nature of our business, it is possible that the client location is open, while [Company's] office is closed, and vice versa. If the client location is open, employees are expected to report to work at the client site. In the event that a client location is open and an employee is concerned about personal safety and chooses to not travel during inclement weather, the following procedures must be followed:

The employee must receive permission from both the client and their Support/Delivery Manager to work remotely that day.

If working remotely is not an option, then the employee must receive approval to use PTO for that day.

In the event that a client location is closed for any portion of the day, the following procedures must be followed:

Those hours can be made up during other days of the week.

These hours can be utilized by working remotely for the client.

Those hours can be taken as PTO hours (with approval).

With approval, those hours can be taken as Non-Billable hours.

## 2015 ERC Inclement & Adverse Weather Practices Survey

The most important factor in these scenarios is the clear and concise communication between all parties involved. It is the direct responsibility of each employee to initiate the communication with their client and their project manager/delivery manager. If you cannot reach your Delivery Manager or Director it is then acceptable to contact any Director for guidance or approval.

**If an individual determines that they should stay off the roads, they must send an email to at least two people to let the office know if they will be taking the day off or working from home. If the weather is getting progressively worse as the day goes on, an individual may use their judgment to leave the office early.**

It is part of our Attendance Policy. The text and reads as follows:

### I. SEVERE WEATHER

#### OBJECTIVE

[Company] will make every effort to maintain normal work hours and provide service to our members even during inclement weather. It is understood, however that this is not always possible when the safety of our employees and/or members is at risk.

From time to time, the [Company] may elect to close offices due to extremely hazardous weather conditions or other emergency conditions. We will make every effort to contact you through our emergency call tree. You may also call the [Company] Emergency Weather Line at XXX-XXX-XXXX to receive further instruction. Essential personnel will be advised by their immediate supervisor where they will need to report, if necessary. Essential personnel and workers who have been provided with the ability to work remotely should work their full standard schedule, or if unable should contact their supervisor. Non-essential personnel, who do not have the ability to work remotely will be advised not to report to work and be granted a paid administrative leave for that day. Essential personnel is defined as all Upper Level Management, Directors, Managers, and as specifically assigned.

To provide guidelines and define the expectations for [Company] employee's during inclement weather.

#### PROVISIONS

The determination whether to close a branch or office will be made by either the landlord of that particular location or the President & CEO of [Company].

**It is the policy of [Company] to remain open during most periods of inclement weather. However, when extraordinary circumstances warrant, the company reserves the right to close the facility. Therefore, employees are encouraged to call into [Company's] main number, xxx-xxx-xxxx during periods of such inclement weather to find out if the facility will be closed. In addition, an employee can log into the company website at [www.sdmyers.com/emergencycommunications](http://www.sdmyers.com/emergencycommunications) for information concerning work status for that day.**

#### Facility Closed

**If the facility is announced to be closed on a given day, all exempt level staff will receive their regular pay for the day of closure. For hourly employees on a day of closure, an employee will**



receive an amount equal to the typical number of hours he or she would have worked on that day.

#### **Facility Open**

If the facility remains open on an adverse weather day, employees who report to work will receive their normal pay for the day. However, it is each employee's decision as to whether he or she will show up for work during such weather. If an employee elects not to work on a given day, management requires the employee to provide notification prior to the start of his or her scheduled shift. If an employee elects not to report to work on a facility open day, the employee will not be paid unless he or she chooses to use a vacation day.

In the event the Company must close for the day due to severe weather or emergencies, the Company will make every reasonable effort to notify you. Non-exempt employees will be paid for the day and up to a maximum of three days unless otherwise provided by law.

If weather conditions are so severe that you are unable to travel to work, contact your immediate supervisor. Employees will be paid for the day when these instances arise and travel restrictions can be independently confirmed. Once the travel restriction has been removed, you are expected to report for the remainder of your shift if there are 2 or more hours remaining.

#### **L. NATURAL DISASTER PROCEDURE/POLICY**

It is the philosophy of [Company] to always consider the safety and wellbeing of our employees, their families and property. If you live or work in an area where the Local, State or Federal authorities have asked you to evacuate your home, they have a good reason to make such a request and [Company] would urge you to comply immediately. Your local authorities will provide you with the accurate information specific to an event in your area.

If you are unable to report to work after a State of Emergency has been declared, the following is a list of employee responsibilities, after you and your family have reached safety and communication is available:

- Immediately contact [Company] corporate office at 1-800-xxx-xxxx ext. xxxx or e-mail [Name@Company.com].
- Be prepared to provide your location and any current contact information.
- Provide information on how to contact other family members you may wish for us to notify of your safety that were not affected by this specific event.
- Employees are required to call in daily to advise us of your well being, use the 800 # shown above.
- Continuation of pay will be granted to those employees who have complied with all of the above requests for a period to be determined based on the evacuation order.

#### **M. INCLEMENT WEATHER POLICY**

Hose Master is committed to providing high quality service in all types of weather. The purpose of the Inclement Weather Policy is to inform Hose Master Employees of their responsibilities and options during adverse weather conditions.

As a service organization, [Company's] policy is to remain open during normal business hours. When weather conditions arise that require temporarily modifying any location service or function, the determination will be made by the Executive Vice President, or a designee only.

While it is recognized that every employee may encounter different circumstances in their daily commute to and from work, employees are expected to make every effort to report for work during instances of adverse weather conditions. Employees who are unable to report for work on time because of adverse weather conditions must contact their supervisor for leave approval.

For the purposes of this policy, the term "inclement weather" is an event of nature that adversely impacts the safety of employees and citizens. Typically such situations are the result of unusual severe weather, ice storms, blizzards, floods or extreme wind conditions.

#### 209 SEVERE WEATHER

To effectively care for our patients and keep our commitments to referral sources, [Company] will make every effort to maintain normal work hours even during inclement weather. All employees will be expected to make reasonable efforts to get to work. Employees who are unable to make it to work will record an unexcused absence and must use PTO time, if available. If PTO time is not available, time off will be unpaid.

When weather worsens during the day, [Company] managers may choose to allow employees in their departments to leave early. Hourly, non-exempt employees who are released from work must use PTO time or, if no PTO time is available, take time off without pay. Salaried, exempt employees will be paid in accordance with the Fair Labor Standards Act.

When the Company makes a decision to officially close an office early as the result of inclement weather or for any other reason, the Company will pay all regular FT and PT employees scheduled to work on the day of the closure for a full day\* of work. \*Full day of work is defined as the employee's regular schedule on that day. We will not adjust (reduce) PTO hours for those who are scheduled off with PTO on the day of an early office closure. The adjustment is only available for those who are working when we decide to close the office early. We will pay our temporary employees only for actual time worked. Staff essential to ensuring quality patient care may be required to stay even after the office closes. Essential staff typically includes staff participating in on-call (i.e. Intake, Pharmacy, and IT).

President/Executive Director makes the determination regarding closure due to inclement weather either the night before or early in the morning and initiates emergency phone tree operation. All employees have a copy of the phone tree and know who they need to call in such a situation.

# Appendix C:

## Other Absence & Pay Practices

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

### Other ways organizations handle absenteeism due to inclement/adverse weather

- If there is a state declared level 3 emergency in a county where and employee lives, absence will be excused if our [Company] is open.
- Wherever possible, employees are encouraged to plan ahead when inclement weather is forecasted and plan on working from home (many employees have this ability, but not all)
- If the office is open but someone chooses not to come to work due to the conditions they are excused but must use PTO for pay.
- Employee can use PTO
- Vacation time or personal time can be used.
- Salary employee is at the discretion of the department head. Hourly employees - In the event the employee is tardy due to inclement weather sufficient to close the schools in the employee's school district, no points will be assessed or incentive days lost under the absence control policy if the employee works a minimum of 3 hours of their shift. If the facility is closed, no pay and no points.
- If the organization has not shut down for the day, then all employees are expected to come to work.

### Other ways organizations handle pay due to inclement/adverse weather

- Salary exempt gets paid for entire day if they are at work during any portion of the day. All others are paid for hours worked.
- All full-time employees are salary paid, so time missed is still paid
- In such instances, the Chief Executive Officer will determine if or where employees assigned to such facility and/or program should report to work and how they will be compensated if they do not report to work.
- Part Time, Non-exempt employees would only be paid hours worked if voluntarily / involuntarily are not present.

- We have no non-exempt staff. If we did, policies would be the same.
- It depends on individual situations and how many hours were worked.

**Other numbers of hours organizations pay employees if they report to work and the organization is closed upon their arrival due to inclement/adverse weather**

- In such instances, the Chief Executive Officer will determine if or where employees assigned to such facility and/or program should report to work and how they will be compensated if they do not report to work.
- Paid normal as indicated
- Exempt paid full day, non-exempt paid 2 hours

# 2015 ERC Inclement & Adverse Weather Practices Survey

## Conducted by ERC

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