



**CATAPULT**

# 2020 NC Policies & Benefits Survey

**2020**

(866) 440-0302 > [letscatapult.org](https://letscatapult.org)

# 2020 North Carolina Policies & Benefits Survey

## Catapult Employers Association

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### **RALEIGH**

3150 Spring Forest Road  
Suite 116  
Raleigh, NC 27616  
919.878.9222

### **HIGH POINT**

4050 Premier Drive  
Suite 104  
High Point, NC 27265  
336.668.7746

### **CHARLOTTE**

3020 W. Arrowood Road  
Charlotte, NC 28273  
704.522.8011

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## **Survey Overview**

Catapult strives to collect and report data that is most relevant to employers throughout the state of North Carolina. This bi-annual North Carolina Policies and Benefits survey addresses a wide variety of topics. Some of them are very traditional and give insight into fundamental policies and practices that organizations have, including vacation, sick time, and PTO. Others have been added to reflect more modern-day practices like flexible scheduling, social and recreational activities, break room facilities, etc. It is our hope that participants find the survey results helpful and gain an understanding of what's happening in the current marketplace. Our goal is to provide data so that our members can make confident decisions about their workplaces and how to make them the most attractive to your current and future employees. We encourage you to review the table of contents for all the subjects covered.

## **Methodology**

This year's survey represents employer policies and benefit practices for the state of North Carolina. A very small number of employers are located in South Carolina and Virginia, along the North Carolina state border. Please see the statewide map to determine geographic region in which these may fall.

Respondents answered specific questions related to the following:

- Time Off  
*>>> including FMLA, sick time, vacation time, paid time off (PTO), holidays, parental leave, maternity leave, paternity leave, adoption, jury duty, bereavement leave*
- Pay Practices  
*>>> including overtime and premium pay, on-call practices, variable compensation, business travel and cell/data reimbursement*
- Workplace Culture  
*>>> including work environment, flexible/alternative schedules, dress code and gear, employee relationships, cell phone/internet/email use, social media, wellness, corporate/social responsibility, recognition, inclement weather*
- Recruitment & Staffing  
*>>> including staffing agency use, pre-employment assessments, physical and drug screening, background checking, relocation benefit, hiring/promotion practices, internship/co-op, professional employee development/training, performance appraisals, benefit statements*
- Termination  
*>>> including discipline/attendance, severance, exit interviews*

The online survey was conducted in late November through early January. Participation is not exclusive to members of Catapult. Requests for participation were sent via email and other electronic announcements. A total of 293 employers participated in the 2020 survey. This survey is conducted every two years. The next survey will open in 2022.

For questions or further clarification regarding this report or applied survey methodology, please contact Lauren Kauffman, Survey Technical Lead, at [lauren.kauffman@letscatapult.org](mailto:lauren.kauffman@letscatapult.org) or 919.431.6085. For more information directly related to specific policy/benefit needs, please contact Molly Hegeman, Chief Strategy Officer, at [molly.hegeman@letscatapult.org](mailto:molly.hegeman@letscatapult.org) or 919.713.5263.

**Reading the Report**

Up to 236 questions were asked in the survey as previously outlined. For many questions, respondents reported data across all employees. For applicable questions, respondents reported data for nonexempt and exempt employees separately and full-time and part-time employees separately.

All tables provide the question stem as was shown in the online instrument. Additional text may be provided before or after the question stem to differentiate a subset of the sample or a separate numeric variable. Nearly all tables provide data broken out by facility size (less than 100 employees, 100 to 250 employees, more than 250 employees). Facility size is the most common driver of differences in workplace policies and employee benefits. The “All Fac” column is also provided to show the collapsed overall total view.

Many questions in the report are presented as a series, where several dependent questions follow an initial gate question. Counts in tables belonging to dependent questions may not match counts in tables belonging to gate questions. This may be the case due to removal or erroneous values, data discrepancies and/or outliers. The degree of mismatch between counts is marginal in most cases.

Tables are presented in 3 formats, depending on question type. Respondents could have 1) selected a single response, 2) selected multiple responses, or 3) provided a numeric response.

Selection of a single response (pick one)

Response options are listed in the order displayed onscreen, including responses of ‘no’, ‘none’ and ‘not applicable’. The “All Fac” column provides the overall prevalence of each response option. The total row at the bottom provides the prevalence of each option by employee size. The total column count and total row count are always equal to each other as both data views ultimately add to 100%.

**(Example) Q1. Do you offer benefit X to employees?**

	< 100	100-250	> 250	All Fac
Yes, as a separate policy				
Yes, as part of insurance plan				
No				
<b>Total</b>	N (100.0%)	N (100.0%)	N (100.0%)	N (100.0%)

Selection of multiple responses (check all)

Response options are listed in the order displayed onscreen. Responses of ‘none’ and ‘not applicable’ may or may not be shown. The “All Fac” column provides the prevalence of each response option overall out of the total number of respondents possible to receive the question. This is denoted by (N=X) in the “All Fac” column header. No total row is provided. This is because column percents are based on the total number possible for each employee size. Each size denominator will differ and is provided in the table notes. Due to the selection of multiple responses, column percents may total greater than 100%.

**(Example) Q2. Who is eligible?**

	< 100	100-250	> 250	All Fac (N=X)
Spouse				
Children				
Other relatives				

Column percents may total greater than 100% due to multiple responses

Column percents based on total N possible for each EE size: X for < 100, X for 100-250, X for > 250

**Survey Overview**

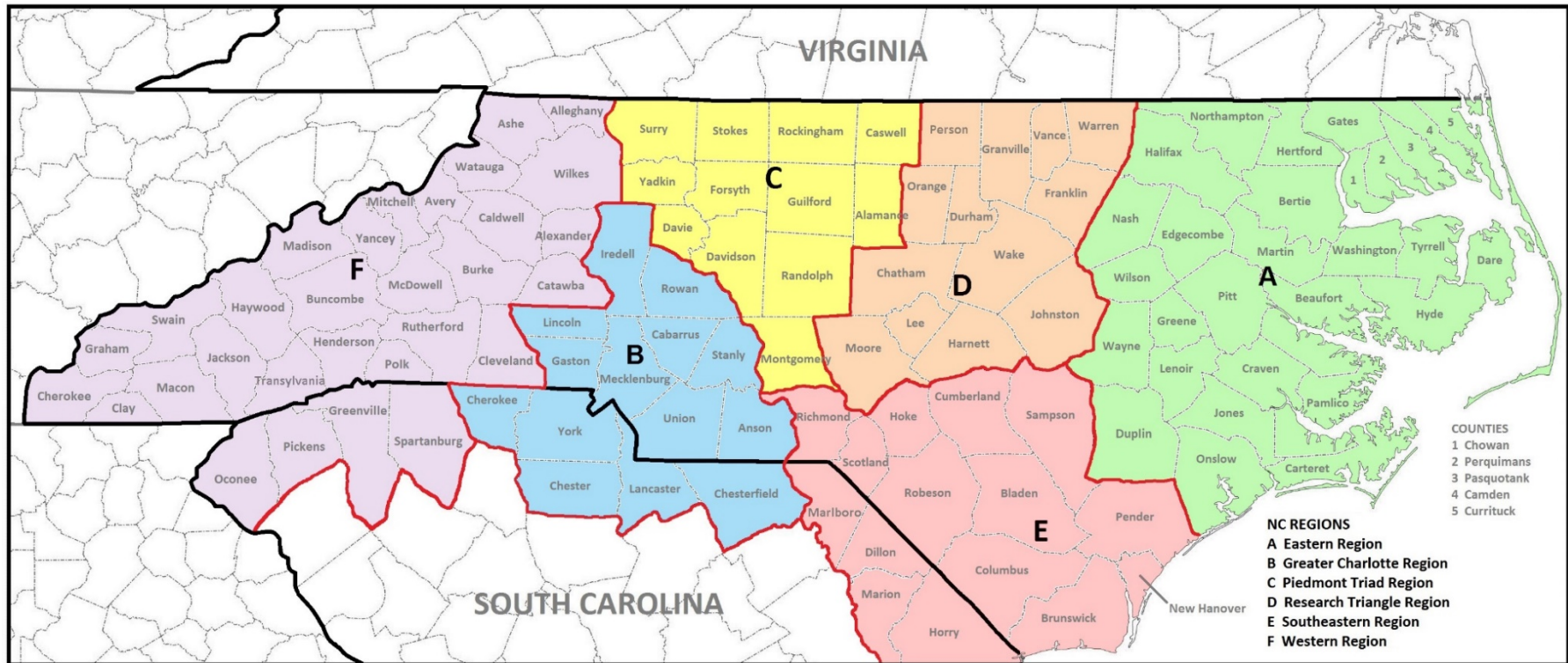
Entry of numeric response

Respondents reported various numeric data points (e.g. percents, dollar amounts, number of days, etc). Each numeric variable is presented in its own table. All results shown are averages, as denoted by the row label. An average is given for each employee size. The overall average and count are shown in the “All Fac” column. The total row provides the number of values associated with each employee size and overall.

**(Example) Q3. How many days are given for benefit X?**

	<b>&lt; 100</b>	<b>100-250</b>	<b>&gt; 250</b>	<b>All Fac</b>
Average number of days				
<b>Total</b>				

# Map of NC Geographic Regions



## **Participant List**

*2 Hounds Design*  
*Active Healthcare*  
*Advanced Energy*  
*Adwerx, Inc.*  
*Ag ProVision, LLC*  
*Alamance Chamber*  
*American Board of Pediatrics*  
*American Children's Home, Inc*  
*Apex Tool Group LLC*  
*Atlantic Telephone Membership Corporation*  
*Authoracare Collective*  
*Baebies, Inc.*  
*Baltek, Inc*  
*Bank of Oak Ridge*  
*Bavarian Nordic*  
*BFS Industries, LLC*  
*BioDelivery Sciences International*  
*Biscuitville, Inc.*  
*Blue Ridge Companies*  
*Blum Inc*  
*Boon Edam*  
*Brown Investment Properties*  
*Buehler Motor, Inc.*  
*Buhler Aeroglide*  
*Builders Mutual Insurance Company*  
*Cabarrus County Government*  
*Cambrex High Point*  
*Cape Fear Public Utility Authority*  
*CAPTRUST*  
*Carolina Industrial Equipment, Inc.*  
*Carolina Sunrock*  
*Carolina Urology Partners*  
*Carteret Community College*  
*Cary Cardiology, P.A.*  
*CEM Corporation*  
*CertainTeed Corp.*  
*CGR Products, Inc.*  
*ChannelAdvisor Corporation*  
*Charles & Colvard Ltd.*  
*Charlotte Center City Partners*  
*Charlotte Latin School*  
*Charlotte Regional Visitors Authority*  
*Chase-Logeman Corporation*  
*Children & Family Services Center*  
*Church Childcare Center, Inc*  
*City of Wilmington*  
*Clean Air Carolina*  
*Close HR Connections*  
*Cmed*  
*Colmmune, Inc.*  
*College Foundation, Inc.*  
*Concrete Supply Co.*  
*Coty*  
*Couch Oil Company of Durham Inc.*  
*Cozart Lumber and Supply Company*  
*CPI Security*  
*Credo*  
*CT Wilson Construction Co.*  
*Culp Elliott & Carpenter*  
*Culp, Inc.*  
*Cumberland County*  
*D.R. Allen & Son, Inc.*  
*DELTA Ivl Forensic Engineering*  
*Dermatology Group of the Carolinas*  
*DNA Group*  
*DNP Imagingcomm America Corp*  
*Downtown Raleigh Alliance*  
*DP Preiss Company, Inc.*  
*Durham County Government*  
*Durham Exchange Club Industries*  
*EarthKind, LLC*  
*Eisai, Inc.*  
*Electrical Technologies, Inc.*  
*ElectriCities of North Carolina, Inc.*



## **Participant List**

*Emco Wheaton Retail Corp.*  
*Epes Transport System, LLC*  
*Equipment Plus TFS*  
*ESP Associates, Inc.*  
*ETSI*  
*Fairystone Fabrics LLC*  
*Falcon Fastening Solutions*  
*Fayetteville Public Works Commission*  
*Fayetteville Technical Community College*  
*Flagship Healthcare Properties*  
*Ford's Produce*  
*Freight Handlers Inc*  
*French West Vaughan*  
*Friendship Baptist Church*  
*Fuji Silysia Chemical USA, Ltd.*  
*Gage Benefit Advisors, Inc.*  
*Galloway Ridge*  
*Galvan Industries*  
*Garfinkel Immigration Law Firm*  
*Girl Scouts NC Coastal Pines*  
*Girls on the Run International*  
*GKN Driveline*  
*Glen Raven, Inc.*  
*Global Bankers Insurance Group, LLC*  
*Globe Express Services*  
*Goodwill Industries of Central NC*  
*GoTriangle*  
*Goulston Technologies Inc*  
*Greene County Health Care*  
*Greenville Utilities Commission*  
*Groninger USA*  
*Guilford County*  
*HarperLove Adhesives Corporation*  
*HemoSonics*  
*Hipp Engineering & Consulting, Inc.*  
*Homestead Building Company*  
*Hospice & Palliative Care Charlotte Region*  
*Hospice of Stanly County, Inc.*  
*HUBER Technology, Inc.*  
*Humane Society of Charlotte*  
*Hyster-Yale Group*  
*Independent Insurance Agents of NC, Inc.*  
*Insteel Industries, Inc.*  
*Interactive Medical Systems Corp*  
*Inter-Faith Food Shuttle*  
*International Construction Equipment*  
*Investors Management Corporation*  
*J T Russell & Sons Inc*  
*Jackrabbit Technologies*  
*JDavis Architects, PLLC*  
*Jones & Cnossen Engineering, PLLC*  
*Joseph C. Woodard Printing Company*  
*Kao Specialties Americas LLC*  
*Kings Mountain International, Inc.*  
*Kuraray America Inc*  
*Landfall Council of Associations, Inc.*  
*LGFCU*  
*Lincoln Harris*  
*Lions Industries for the Blind, Inc.*  
*Local Government Federal Credit Union*  
*Locust Plastics, Inc.*  
*Longworth Industries*  
*Loparex, LLC*  
*Lotus Bakeries US Manufacturing LLC*  
*LS Cable & System USA, Inc.*  
*Lumbee Guaranty Bank*  
*M&F Bank*  
*M. G. Newell Corporation*  
*Mackay Communications, Inc.*  
*Main Street Insurance*  
*Mallard Creek Polymers*  
*Marken LLP*  
*Marshall's Locksmith Service Inc*  
*Mary Mack's, Inc.*

## **Participant List**

*Matlab*  
*McGee Corporation*  
*MCNC*  
*ME Devco NC Ltd*  
*MedThink, Inc.*  
*Michael Weinig, Inc*  
*Missionary Athletes International*  
*Moffat Pipe Inc.*  
*Morinaga*  
*Morrisette Paper Company, Inc.*  
*MPCompany LLP*  
*MSS Solutions*  
*Mt. Olive Pickle Company*  
*Murdock Webbing Company, Inc*  
*Mutual Drug Company*  
*NC Pork Council*  
*NC Rate Bureau*  
*NC Telehealth Network Association*  
*Nederman Corporation*  
*Neuro Community Care, LLC*  
*Noble Oil Services, Inc.*  
*North Carolina Bar Association*  
*North Carolina Board of Pharmacy*  
*North Carolina Board of Physical Therapy Examiners*  
*North Carolina Education Lottery*  
*North Carolina Medical Board*  
*North Carolina Nurses Association*  
*North Carolina State Ports Authority*  
*Noverant*  
*One Source Communications*  
*ONUG Communications, Inc.*  
*Orbis, Inc.*  
*Oxford University Press*  
*PandTL Inc.*  
*Party Reflections*  
*Pay Tel Communications, Inc.*  
*Pella Carolina, Inc*  
*Pepsi Bottling Ventures LLC*  
*PeraHealth*  
*Piedmont Electric Membership Corp*  
*Piedmont Hoist & Crane*  
*Piedmont Staffing Solutions Inc.*  
*Piedmont Triad Airport Authority*  
*Pinehurst Medical Clinic*  
*Pitt County Government HR*  
*Plybon & Associates, Inc.*  
*Positec Tool Corporation*  
*Precision BioSciences, Inc.*  
*Precision Fabrics Group*  
*ProFabrication, Inc.*  
*R+M Inc.*  
*Ramey Kemp Associates*  
*Ramsey Products Corporation*  
*Randolph Electric Membership Corporation*  
*RC Creations, LLC*  
*Real Estate Associates*  
*Recipharm Laboratories*  
*Relias LLC*  
*Replacements, Ltd*  
*Research Square AJE LLC*  
*RGD Project Management, Inc*  
*Rivers Agency, LLC*  
*Rutherford Electric Membership Corporation*  
*S&D Coffee and Tea*  
*S&ME*  
*Salem One, Inc.*  
*Sam's Xpress Car Wash*  
*SANS Technical Fibers, LLC*  
*Schmalz Inc*  
*SECU Family House of Winston-Salem*  
*Senior Services, Inc.*  
*SEPI, Inc*  
*Sequence, Inc.*  
*Shallco Inc*

## **Participant List**

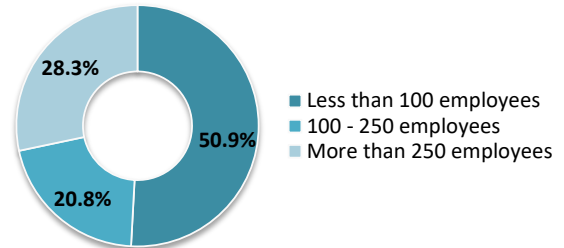
*Sherpa LLC*  
*SmallHD*  
*Smith Gardner, Inc.*  
*Smith Turf & Irrigation, LLC*  
*SOLID Surface Care, Inc*  
*Source Technologies*  
*South Atlantic Packaging*  
*South Atlantic Services, Inc.*  
*Southern Energy Management*  
*Spark Strategic Ideas, LLC*  
*SPC Mechanical*  
*St. Johns Packaging*  
*Stanley Black & Decker*  
*StepUp Ministry*  
*StrideBio*  
*Studio TK*  
*Sturdy Corporation*  
*Summit Design and Engineering Services*  
*Surf or Sound Realty*  
*Swagelok NC|ET*  
*Systems Electronics, Inc.*  
*Tanger Outlets*  
*Target RWE*  
*Tarheel Paper and Supply Co*  
*TCOM LP*  
*Team Penske*  
*Teguar Corporation*  
*The Arc of the Triangle*  
*The Carolinas Center for Medical Excellence*  
*The Center for Community Transitions, Inc.*  
*The Keith Corporation*  
*The Polymers Center of Excellence*  
*The Springs Company*  
*TowerCo Staffing Inc*  
*Town of Fuquay-Varina*  
*Town of Garner*  
*Town of Hillsborough, NC*  
*Town of Huntersville*  
*Town of Kernersville*  
*Town of Leland*  
*Town of Mooresville*  
*Transformation Church*  
*Transit Management of Charlotte, Inc.*  
*Triad Business Bank*  
*Triad Dental Studio*  
*Triangle Apartment Association*  
*Tri-Lift NC Inc*  
*Trimm. Inc.*  
*Tubular Textile Machinery*  
*United States Power Squadrons*  
*Veritas Collaborative, LLC*  
*Verona Pharma*  
*Viance LLC*  
*VIETRI*  
*Wake County Medical Society Community Health Foundation, Inc.*  
*Wake Emergency Physicians, PA*  
*WakeMed Health and Hospitals*  
*Walk West, Inc.*  
*Walker and Associates, Inc.*  
*Wallace Farm, Inc.*  
*Ward Vessel & Exchanger*  
*Weil-Mclain*  
*Wells Insurance*  
*Wilmington Health*  
*Wilson Economic Development Council*  
*WingSwept*  
*Wise AE Holdings*  
*WithersRavenel*  
*WorkSmart*  
*Yadkin Valley Telephone*  
*Yanjan USA LLC*

## Demographics

The 2020 North Carolina Policies & Benefits Survey provides survey results for 293 employers located throughout the state of North Carolina. The demographic profile of these employers is shown below.

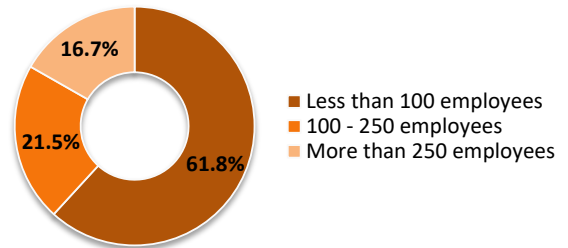
### Distribution of Employers by Organization Size (US Domestic)

Table D.1.		
	Count	% of Total
Less than 100 employees	149	50.9%
100 - 250 employees	61	20.8%
More than 250 employees	83	28.3%
<b>Total</b>	<b>293</b>	<b>100.0%</b>



### Distribution of Employers by Facility Size

Table D.2.		
	Count	% of Total
Less than 100 employees	283	58.5%
100 - 250 employees	107	22.1%
More than 250 employees	94	19.4%
<b>Total</b>	<b>484</b>	<b>100.0%</b>



Half (50%) of the organizations in this year's survey have only one location (meaning organization size and facility size are the same) while the other 50% are multi-location organizations where organization and facility sizes differ.

This year's sample is diverse regarding industry, with representation in all groups. Manufacturing makes up over one quarter of the total sample (29%). Professional/Business Services is the next largest group making up 16% of the total sample.

### Distribution of Employers by Industry Group

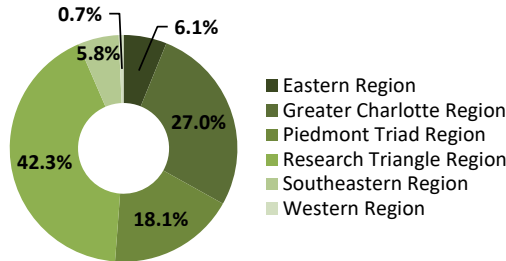
Table D.3.		
	Count	% of Total
Construction	15	5.1%
Durable Goods Manufacturing	50	17.1%
Education Services	9	3.1%
Financial (Banking, Insurance, Real Estate)	19	6.5%
Health Services	17	5.8%
Information (Communication/Broadcasting)	9	3.1%
Leisure/Hospitality Services	5	1.7%
Natural Resources/Mining	0	0.0%
Non-Durable Goods Manufacturing (including BioPharma)	36	12.3%
Professional/Business Services	48	16.4%
Public Administration	17	5.8%
Retail Trade	9	3.1%
Social Services	10	3.4%
Transportation/Warehousing	13	4.4%
Utilities	8	2.7%
Wholesale Trade	11	3.8%
Services, not elsewhere classified	17	5.8%
<b>Total</b>	<b>293</b>	<b>100.0%</b>

**Distribution of Employers by NC Region**

Table D.4.		
	Count	% of Total
Eastern Region	18	6.1%
Greater Charlotte Region	79	27.0%
Piedmont Triad Region	53	18.1%
Research Triangle Region	124	42.3%
Southeastern Region	17	5.8%
Western Region	2	0.7%
<b>Total</b>	<b>293</b>	<b>100.0%</b>

Respondents originally selected county for where reporting facility is located. Responses were re-coded into geographic region (see map on page 4).

As illustrated in the graph to the right, the majority of participants are located in either the Research Triangle region (42%) or Greater Charlotte area (27%). About 18% are located in the Piedmont Triad region and 12% in the Eastern and Southeastern regions. Only 1% is located in Western North Carolina.



**FMLA**

**Is your organization a covered employer for FMLA purposes?**

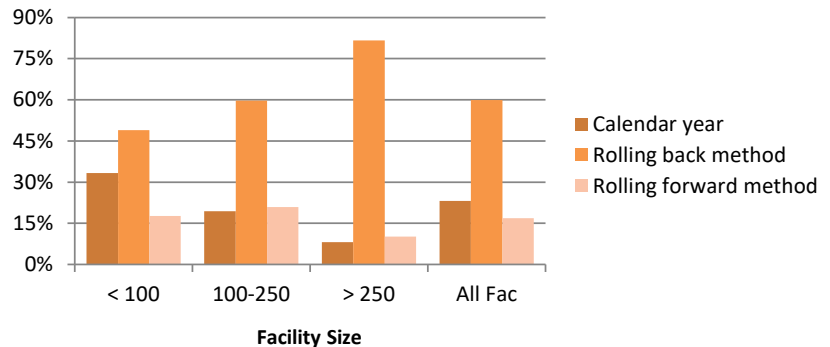
Table 1.1.				
	<100	100-250	>250	All Fac
Yes	96 (53.0%)	62 (98.4%)	49 (100.0%)	207 (70.6%)
No	85 (47.0%)	1 (1.6%)	0 (0.0%)	86 (29.4%)
<b>Total</b>	<b>181 (100.0%)</b>	<b>63 (100.0%)</b>	<b>49 (100.0%)</b>	<b>293 (100.0%)</b>

**Which method does your organization use to calculate their 12 months + 1250 hours for eligibility?**

Table 1.2.				
	<100	100-250	>250	All Fac
Calendar year	32 (33.3%)	12 (19.4%)	4 (8.2%)	48 (23.2%)
Rolling back method	47 (49.0%)	37 (59.7%)	40 (81.6%)	124 (59.9%)
Rolling forward method	17 (17.7%)	13 (21.0%)	5 (10.2%)	35 (16.9%)
<b>Total</b>	<b>96 (100.0%)</b>	<b>62 (100.0%)</b>	<b>49 (100.0%)</b>	<b>207 (100.0%)</b>

The rolling back method is the most commonly used across all facilities. Close to two thirds of employers, 60%, use the rolling back method to calculate their 12 months plus 1250 hours for eligibility. However, as illustrated in the graph to the right, both the calendar year and rolling forward method are slightly more prevalent in small to mid-size facilities with 250 employees or less compared to large facilities with greater than 250 employees.

**FMLA: method used to calculate 12 months + 1250 hours for eligibility**



## Time Off

### Does your organization provide paid FMLA?

	<100	100-250	>250	All Fac
Yes	7 (7.3%)	5 (8.1%)	6 (12.2%)	18 (8.7%)
No	89 (92.7%)	57 (91.9%)	43 (87.8%)	189 (91.3%)
<b>Total</b>	96 (100.0%)	62 (100.0%)	49 (100.0%)	207 (100.0%)

### For how long and at what percent of pay is the leave paid?

	<100	100-250	>250	All Fac
Length (in weeks)	8.6	8.4	8.0	8.3
Percent of pay (%)	73.1%	85.2%	90.8%	82.4%
<b>Total</b>	7	5	6	18

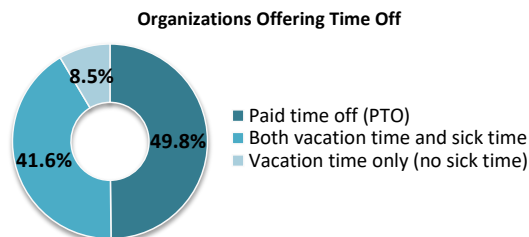
The majority of employers, 91%, do not provide paid leave while an employee is out on FMLA. The 18 employers that provide paid leave while an employee is out on FMLA pay, on average, 82% of the employee's salary for 8.3 weeks.

## Sick/Vacation/PTO

### Does your organization offer paid time off (PTO) or sick/vacation time?

	<100	100-250	>250	All Fac
Paid time off (PTO)	99 (54.7%)	25 (39.7%)	22 (44.9%)	146 (49.8%)
Both vacation time and sick time	69 (38.1%)	31 (49.2%)	22 (44.9%)	122 (41.6%)
Vacation time only (no sick time)	13 (7.2%)	7 (11.1%)	5 (10.2%)	25 (8.5%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

All employers offer some form of paid time off to employees. As shown in the graph to the right, most employers are offering paid time off or both vacation/sick time (50% and 42%, respectively). Another 9% of employers offer vacation time only and do not supplement with any paid sick time.



## Sick

### How does your organization handle an employee who must be away from work during work hours to attend to a personal matter unrelated to sickness or vacation?

	<100	100-250	>250	All Fac
Employee uses personal time	15 (20.5%)	8 (21.1%)	6 (22.2%)	29 (21.0%)
Employee uses vacation or sick time	45 (61.6%)	22 (57.9%)	12 (44.4%)	79 (57.2%)
Unpaid day/hours following FLSA regulations	10 (13.7%)	5 (13.2%)	6 (22.2%)	21 (15.2%)
Employee is paid regardless	0 (0.0%)	0 (0.0%)	1 (3.7%)	1 (0.7%)
Other	3 (4.1%)	3 (7.9%)	2 (7.4%)	8 (5.8%)
<b>Total</b>	73 (100.0%)	38 (100.0%)	27 (100.0%)	138 (100.0%)

'Other' responses for nonexempt employees included a choice of making up the time, flexing schedules, or a choice of options (i.e. using vacation or personal time).

## Time Off

Table 1.7. Exempt EEs				
	<100	100-250	>250	All Fac
Employee uses personal time	12 (15.4%)	7 (18.4%)	6 (22.2%)	25 (17.5%)
Employee uses vacation or sick time	42 (53.8%)	16 (42.1%)	15 (55.6%)	73 (51.0%)
Employee is paid regardless	22 (28.2%)	12 (31.6%)	5 (18.5%)	39 (27.3%)
Other	2 (2.6%)	3 (7.9%)	1 (3.7%)	6 (4.2%)
<b>Total</b>	<b>78 (100.0%)</b>	<b>38 (100.0%)</b>	<b>27 (100.0%)</b>	<b>143 (100.0%)</b>

'Other' responses for exempt employees included flexing schedules and a choice of options (i.e. using vacation or personal time).

Both nonexempt and exempt employees most often use vacation or sick time (57% and 51%, respectively) when they must be away from work during work hours to attend to a personal matter. About 21% of employers provide personal time to nonexempt employees while 15% require nonexempt employees to take an unpaid day/hours following FLSA regulations. Less than 1% of employers pay nonexempt employees regardless of time missed to attend to personal matters during work hours. In contrast, over 27% of employers pay exempt employees regardless of time missed to attend to personal matters during work hours while slightly fewer employers (18%) provide personal time to exempt employees.

### How does your organization handle an employee who needs time off due to being sick?

Table 1.8. Nonexempt EEs				
	<100	100-250	>250	All Fac
Employee uses sick time	47 (64.4%)	25 (65.8%)	16 (59.3%)	88 (63.8%)
Employee uses vacation or personal time	17 (23.3%)	8 (21.1%)	4 (14.8%)	29 (21.0%)
Unpaid day/hours following FLSA regulations	8 (11.0%)	4 (10.5%)	4 (14.8%)	16 (11.6%)
Employee is paid regardless	0 (0.0%)	0 (0.0%)	1 (3.7%)	1 (0.7%)
Other	1 (1.4%)	1 (2.6%)	2 (7.4%)	4 (2.9%)
<b>Total</b>	<b>73 (100.0%)</b>	<b>38 (100.0%)</b>	<b>27 (100.0%)</b>	<b>138 (100.0%)</b>

'Other' responses for nonexempt employees included the choice of various paid leave options.

Table 1.9. Exempt EEs				
	<100	100-250	>250	All Fac
Employee uses sick time	53 (67.9%)	23 (60.5%)	17 (63.0%)	93 (65.0%)
Employee uses vacation or personal time	11 (14.1%)	5 (13.2%)	4 (14.8%)	20 (14.0%)
Employee is paid regardless	13 (16.7%)	9 (23.7%)	4 (14.8%)	26 (18.2%)
Other	1 (1.3%)	1 (2.6%)	2 (7.4%)	4 (2.8%)
<b>Total</b>	<b>78 (100.0%)</b>	<b>38 (100.0%)</b>	<b>27 (100.0%)</b>	<b>143 (100.0%)</b>

'Other' responses for exempt employees included the choice of various paid leave options.

Both nonexempt and exempt employees most often use sick time when they need time off due to being sick (64% and 65%, respectively). About 21% of employers said nonexempt employees use vacation or personal time, while nearly 12% require nonexempt employees to take an unpaid day/hours following FLSA regulations. Less than 1% of employers pay nonexempt employees regardless. In contrast, about 18% of employers pay exempt employees regardless of needing time off due to being sick while fewer employers (14%) said exempt employees are required to use vacation or personal time.

## Time Off

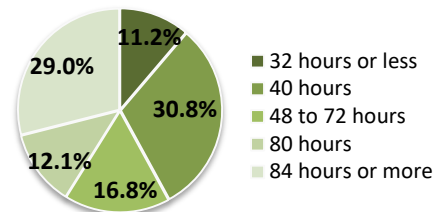
### How much paid sick time is provided to full-time employees per year?

	<100	100-250	>250	All Fac
Set amount	62 (89.9%)	27 (87.1%)	18 (81.8%)	107 (87.7%)
Varies by length of service	4 (5.8%)	3 (9.7%)	3 (13.6%)	10 (8.2%)
Unlimited	3 (4.3%)	1 (3.2%)	1 (4.5%)	5 (4.1%)
<b>Total</b>	<b>69 (100.0%)</b>	<b>31 (100.0%)</b>	<b>22 (100.0%)</b>	<b>122 (100.0%)</b>

### How much paid sick time is provided to full-time employees per year – number of hours?

	<100	100-250	>250	All Fac
Average number of hours	55.7	63.2	77.7	61.3
<b>Total</b>	<b>62</b>	<b>27</b>	<b>18</b>	<b>107</b>

Paid Sick Time: Average Number of Hours



The majority of employers (88%) provide a set amount of sick time to full-time employees each year while about 8% indicated the amount of sick time provided varies by length of service. Only 4% of employers provide an unlimited amount of sick time to employees. As the table and graph above show, the number of paid sick hours provided to employees are mixed. On average, employers provide 61.3 hours of paid sick time per year to full-time employees, ranging from 8 to 160 hours.

### How much paid sick time is provided to part-time employees per year?

	<100	100-250	>250	All Fac
Set amount	2 (4.4%)	0 (0.0%)	1 (5.9%)	3 (3.6%)
Varies based on number of hours worked	9 (20.0%)	6 (28.6%)	8 (47.1%)	23 (27.7%)
Varies by length of service	1 (2.2%)	0 (0.0%)	0 (0.0%)	1 (1.2%)
Unlimited	0 (0.0%)	1 (4.8%)	0 (0.0%)	1 (1.2%)
Not eligible	33 (73.3%)	14 (66.7%)	8 (47.1%)	55 (66.3%)
<b>Total</b>	<b>45 (100.0%)</b>	<b>21 (100.0%)</b>	<b>17 (100.0%)</b>	<b>83 (100.0%)</b>

About two-thirds of employers (66%) indicated that part-time employees are not eligible for any paid sick time while just over a quarter (28%) indicated that the amount of paid sick time provided to part-time employees per year varies based on the number of hours worked. Less than 4% of employers provide part-time employees with a set amount of paid sick time, averaging 48.7 hours per year.

### What is the eligibility requirement for using sick time?

	<100	100-250	>250	All Fac
Set number of days	25 (36.2%)	13 (41.9%)	3 (13.6%)	41 (33.6%)
No minimum/requirement (eligible upon hire)	44 (63.8%)	18 (58.1%)	19 (86.4%)	81 (66.4%)
<b>Total</b>	<b>69 (100.0%)</b>	<b>31 (100.0%)</b>	<b>22 (100.0%)</b>	<b>122 (100.0%)</b>

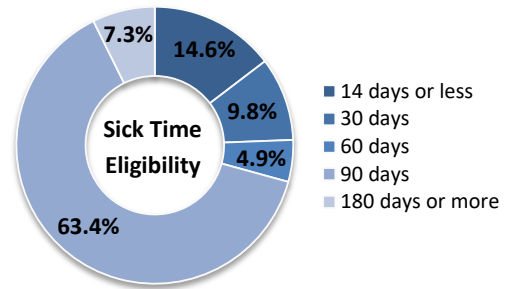
Approximately two thirds of employers (66%) have no minimum requirement for using sick time meaning employees are immediately eligible upon hire. In contrast, 34% of employers have an eligibility requirement for using sick time. On average, these employers have an eligibility requirement of 81.8 days.



## Time Off

### What is the eligibility requirement for using sick time – number of days?

	<100	100-250	>250	All Fac
Average number of days	88.4	67.2	90.0	81.8
<b>Total</b>	25	13	3	41



Nearly two thirds of employers (63%) have a 90 day eligibility requirement for using sick time while 29% of employers require 60 days or less. Only 7% of employers have an eligibility requirement of 180 days or more.

### Under what conditions does your organization permit employees to use sick time?

	<100	100-250	>250	All Fac
Doctor/dentist/specialist appointment	63 (91.3%)	29 (93.5%)	21 (95.5%)	113 (92.6%)
Employee illness or injury	68 (98.6%)	30 (96.8%)	22 (100.0%)	120 (98.4%)
Illness/injury of immediate family member	61 (88.4%)	30 (96.8%)	21 (95.5%)	112 (91.8%)
Other	8 (11.6%)	5 (16.1%)	4 (18.2%)	17 (13.9%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 69 for <100, 31 for 100-250, 22 for >250.

Most employers allow employees to use sick time for all of the conditions listed above. About 14% of employers indicated other conditions in which they permit employees to use sick time. These conditions include, but are not limited to, bereavement, personal reasons, COVID-related, and inclement weather.

### What happens to unused sick time?

	<100	100-250	>250	All Fac
Eliminated at year end	24 (42.1%)	8 (26.7%)	1 (4.5%)	33 (30.3%)
Partially paid at year end	0 (0.0%)	1 (3.3%)	2 (9.1%)	3 (2.8%)
Fully paid at year end	5 (8.8%)	3 (10.0%)	1 (4.5%)	9 (8.3%)
Partially carried over to following year	3 (5.3%)	2 (6.7%)	1 (4.5%)	6 (5.5%)
Fully carried over to following year	24 (42.1%)	14 (46.7%)	17 (77.3%)	55 (50.5%)
Partially paid and partially carried over to following year	1 (1.8%)	0 (0.0%)	0 (0.0%)	1 (0.9%)
Other	0 (0.0%)	2 (6.7%)	0 (0.0%)	2 (1.8%)
<b>Total</b>	57 (100.0%)	30 (100.0%)	22 (100.0%)	109 (100.0%)

4 organizations do not offer sick time to nonexempt employees and are excluded from the table above.

	<100	100-250	>250	All Fac
Eliminated at year end	34 (50.0%)	10 (32.3%)	3 (13.6%)	47 (38.8%)
Partially paid at year end	0 (0.0%)	0 (0.0%)	1 (4.5%)	1 (0.8%)
Fully paid at year end	2 (2.9%)	0 (0.0%)	0 (0.0%)	2 (1.7%)
Partially carried over to following year	3 (4.4%)	3 (9.7%)	1 (4.5%)	7 (5.8%)
Fully carried over to following year	27 (39.7%)	14 (45.2%)	17 (77.3%)	58 (47.9%)
Partially paid and partially carried over to following year	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Other	2 (2.9%)	4 (12.9%)	0 (0.0%)	6 (5.0%)
<b>Total</b>	68 (100.0%)	31 (100.0%)	22 (100.0%)	121 (100.0%)

## Time Off

The responses regarding what happens to unused sick time are mixed. Just over half of employers allow both nonexempt and exempt employees to partially or fully carry over unused sick time to the following year (56% and 54%, respectively), while about one third eliminate unused sick time at year end (30% and 39%, respectively). Unused sick time is more often partially paid or fully paid at year end for nonexempt employees than exempt employees though (11% for nonexempt compared to 3% for exempt employees).

### What happens to unused sick time – partially carried over to following year?

Table 1.18. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average # of hours	274.7	-	-	164.0
Total	3	2	1	6

Table 1.19. Exempt EEs				
	<100	100-250	>250	All Fac
Average # of hours	408.0	61.3	-	203.4
Total	3	3	1	7

The maximum number of sick hours partially carried over each year ranges from 16 to 720 for both nonexempt and exempt employees, averaging 164 hours for nonexempt employees and 203.4 hours for exempt employees. Overall, exempt employees are able to partially carry over more hours each year compared to nonexempt employees.

### What happens to unused sick time – fully carried over to following year?

Table 1.20. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average # of hours	427.2	370.0	366.5	409.0
Total	18	4	4	26

28 organizations indicated there is no maximum amount of sick time that can be carried over for nonexempt employees and are excluded from the table above.

Table 1.21. Exempt EEs				
	<100	100-250	>250	All Fac
Average # of hours	380.2	420.0	366.5	383.8
Total	21	4	4	29

29 organizations indicated there is no maximum amount of sick time that can be carried over for exempt employees and are excluded from the table above.

The maximum number of hours fully carried over each year ranges from 20 to 2000 for both nonexempt and exempt employees. Nonexempt employees average a maximum of 409 hours fully carried over per year while exempt employees average a maximum of 383.8 hours fully carried over per year. Overall, nonexempt employees are able to fully carry over more hours each year compared to exempt employees.

### Is there a limit to the amount of time an employee can keep in his/her sick bank?

Table 1.22.				
	<100	100-250	>250	All Fac
Yes	19 (52.8%)	6 (30.0%)	3 (15.0%)	28 (36.8%)
No limit	17 (47.2%)	14 (70.0%)	17 (85.0%)	48 (63.2%)
<b>Total</b>	36 (100.0%)	20 (100.0%)	20 (100.0%)	76 (100.0%)

46 organizations do not have a sick bank (eliminated at year end) and are excluded from the table above.

### What is the maximum amount allowed in sick bank?

Table 1.23.				
	<100	100-250	>250	All Fac
Average number of hours	344.6	269.3	386.7	333.0
<b>Total</b>	19	6	3	28

Close to two thirds of employers (63%) have no limit to the amount of time an employee can keep in his/her sick bank, while just over a third (37%) have a limit. Having no limit to the amount of time an employee can keep in his/her sick bank appears to be more prevalent in mid-size and large facilities (70% and 85%, respectively) compared to small facilities with less than 100 employees (47%). On average, employers with a limit allow employees to bank a maximum of 333 sick hours.

**Time Off**

**What is your organization's policy regarding unused sick days when an employee voluntarily terminates?**

<b>Table 1.24.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
No payment for unused days	60 (87.0%)	26 (83.9%)	9 (40.9%)	95 (77.9%)
Employee is paid in full for unused days – no restrictions	3 (4.3%)	1 (3.2%)	0 (0.0%)	4 (3.3%)
Employee is paid in full for unused days – only if proper notice is given	3 (4.3%)	0 (0.0%)	1 (4.5%)	4 (3.3%)
Employee is paid a portion of unused days	2 (2.9%)	1 (3.2%)	1 (4.5%)	4 (3.3%)
Unused days are credited toward length of service for retirement calculation	1 (1.4%)	3 (9.7%)	11 (50.0%)	15 (12.3%)
<b>Total</b>	<b>69 (100.0%)</b>	<b>31 (100.0%)</b>	<b>22 (100.0%)</b>	<b>122 (100.0%)</b>

**What is your organization's policy regarding unused sick days when an employee involuntarily terminates?**

<b>Table 1.25.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
No payment for unused days	65 (94.2%)	27 (87.1%)	12 (54.5%)	104 (85.2%)
Employee is paid in full for unused days	3 (4.3%)	1 (3.2%)	1 (4.5%)	5 (4.1%)
Employee is paid a portion of unused days	0 (0.0%)	0 (0.0%)	1 (4.5%)	1 (0.8%)
Unused days are credited toward length of service for retirement calculation	1 (1.4%)	3 (9.7%)	8 (36.4%)	12 (9.8%)
<b>Total</b>	<b>69 (100.0%)</b>	<b>31 (100.0%)</b>	<b>22 (100.0%)</b>	<b>122 (100.0%)</b>

**Vacation**

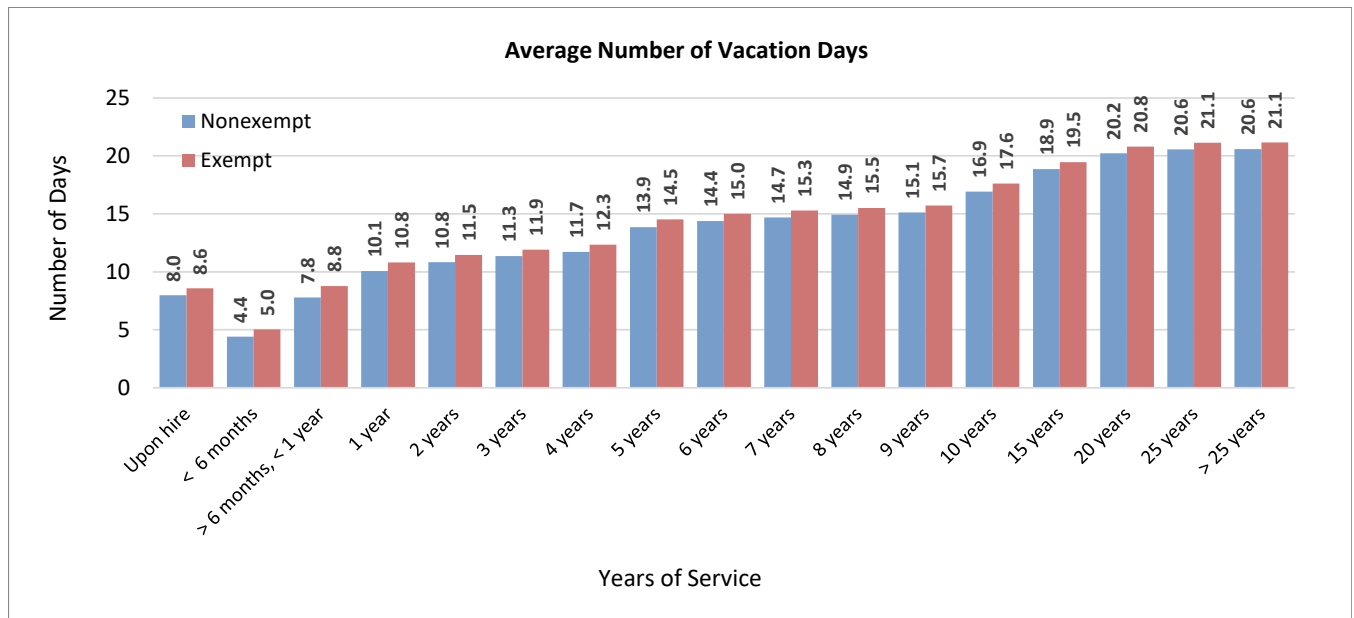
**By the following years of service, how many vacation days are provided to a full-time employee each year?**

<b>Table 1.26. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Upon hire (no waiting period)	7.7	8.5	8.2	8.0
Less than 6 months of service (if not given upon hire)	5.0	4.4	3.0	4.4
Over 6 months, under 1 year of service (if not given upon hire)	8.1	8.4	6.1	7.8
1 year of service	9.7	10.6	10.3	10.1
2 years of service	10.6	11.0	11.1	10.8
3 years of service	11.1	11.6	11.6	11.3
4 years of service	11.4	12.2	11.7	11.7
5 years of service	13.4	14.3	14.4	13.9
6 years of service	14.1	14.9	14.5	14.4
7 years of service	14.4	15.2	14.7	14.7
8 years of service	14.6	15.6	14.7	14.9
9 years of service	14.7	16.0	15.1	15.1
10 years of service	16.2	17.8	17.6	16.9
15 years of service	17.9	19.9	20.1	18.9
20 years of service	18.8	21.6	22.2	20.2
25 years of service	18.9	22.3	22.5	20.6
Over 25 years of service	18.9	22.3	22.5	20.6

135 organizations (71 for <100, 37 for 100-250, 27 for >250) provided number of vacation days for nonexempt employees. 3 organizations indicated nonexempt employees are not eligible for paid vacation and are excluded from the table above.

Table 1.27. Exempt EEs				
	<100	100-250	>250	All Fac
Upon hire (no waiting period)	8.4	8.8	9.0	8.6
Less than 6 months of service (if not given upon hire)	5.8	4.9	3.3	5.0
Over 6 months, under 1 year of service (if not given upon hire)	9.4	9.1	6.6	8.8
1 year of service	10.8	10.8	10.8	10.8
2 years of service	11.5	11.3	11.6	11.5
3 years of service	11.9	11.9	11.9	11.9
4 years of service	12.3	12.5	12.0	12.3
5 years of service	14.4	14.8	14.5	14.5
6 years of service	15.0	15.2	14.6	15.0
7 years of service	15.3	15.5	14.8	15.3
8 years of service	15.5	15.9	14.8	15.5
9 years of service	15.6	16.2	15.2	15.7
10 years of service	17.3	18.0	17.9	17.6
15 years of service	18.8	20.2	20.2	19.5
20 years of service	19.6	22.0	22.5	20.8
25 years of service	19.8	22.7	22.6	21.1
Over 25 years of service	19.9	22.7	22.6	21.1

143 organizations (78 for <100, 38 for 100-250, 27 for >250) provided number of vacation days for exempt employees.



**How much paid vacation time is provided to part-time employees each year?**

Table 1.28.				
	<100	100-250	>250	All Fac
Set amount	2 (4.2%)	0 (0.0%)	0 (0.0%)	2 (2.2%)
Amount varies based on number of hours worked	11 (22.9%)	5 (20.0%)	10 (52.6%)	26 (28.3%)
Not eligible	35 (72.9%)	20 (80.0%)	9 (47.4%)	64 (69.6%)
<b>Total</b>	<b>48 (100.0%)</b>	<b>25 (100.0%)</b>	<b>19 (100.0%)</b>	<b>92 (100.0%)</b>

## Time Off

More than two thirds of employers (70%) indicated that part-time employees are not eligible for paid vacation time. Another 28% indicated that the amount of paid vacation time part-time employees receive is based on the number of hours worked. Only 2% of employers provide part-time employees with a set amount of paid vacation time.

### What is the minimum amount of vacation time an employee may take consecutively?

Table 1.29. Nonexempt EEs				
	<100	100-250	>250	All Fac
Full day	4 (5.6%)	0 (0.0%)	1 (3.7%)	5 (3.7%)
Half day	24 (33.8%)	10 (27.0%)	7 (25.9%)	41 (30.4%)
Hourly increments	16 (22.5%)	11 (29.7%)	4 (14.8%)	31 (23.0%)
Less than 1 hour	6 (8.5%)	9 (24.3%)	4 (14.8%)	19 (14.1%)
No defined minimum	21 (29.6%)	7 (18.9%)	11 (40.7%)	39 (28.9%)
<b>Total</b>	<b>71 (100.0%)</b>	<b>37 (100.0%)</b>	<b>27 (100.0%)</b>	<b>135 (100.0%)</b>

Table 1.30. Exempt EEs				
	<100	100-250	>250	All Fac
Full day	7 (9.0%)	1 (2.6%)	2 (7.4%)	10 (7.0%)
Half day	29 (37.2%)	15 (39.5%)	8 (29.6%)	52 (36.4%)
Hourly increments	15 (19.2%)	8 (21.1%)	3 (11.1%)	26 (18.2%)
Less than 1 hour	4 (5.1%)	7 (18.4%)	3 (11.1%)	14 (9.8%)
No defined minimum	23 (29.5%)	7 (18.4%)	11 (40.7%)	41 (28.7%)
<b>Total</b>	<b>78 (100.0%)</b>	<b>38 (100.0%)</b>	<b>27 (100.0%)</b>	<b>143 (100.0%)</b>

Responses to the minimum amount of vacation time an employee may take consecutively are mixed. Over a quarter of employers (29%) indicated having no defined minimum while 30-36% of employers said nonexempt and exempt employees must take a minimum of a half day. Only 4% of employers require nonexempt employees to take a minimum of a full day while 23% allow nonexempt employees to use vacation in hourly increments. Similarly, 7% of employers require exempt employees to take a full day and 18% allow exempt employees to use vacation time in hourly increments.

### What is the maximum amount of vacation time an employee may take consecutively?

Table 1.31. Nonexempt EEs				
	<100	100-250	>250	All Fac
Set number of days	20 (28.2%)	6 (16.2%)	4 (14.8%)	30 (22.2%)
No defined maximum	51 (71.8%)	31 (83.8%)	23 (85.2%)	105 (77.8%)
<b>Total</b>	<b>71 (100.0%)</b>	<b>37 (100.0%)</b>	<b>27 (100.0%)</b>	<b>135 (100.0%)</b>

Table 1.32. Exempt EEs				
	<100	100-250	>250	All Fac
Set number of days	18 (23.1%)	6 (15.8%)	4 (14.8%)	28 (19.6%)
No defined maximum	60 (76.9%)	32 (84.2%)	23 (85.2%)	115 (80.4%)
<b>Total</b>	<b>78 (100.0%)</b>	<b>38 (100.0%)</b>	<b>27 (100.0%)</b>	<b>143 (100.0%)</b>

Most employers (78-80%) do not have a defined maximum amount of vacation time an employee may take consecutively. However, 22% of employers limit the number of consecutive vacation days a nonexempt employee may take while 20% do the same for exempt employees. Of the employers with a set limit, there is not a significant difference in the maximum number of consecutive vacation days nonexempt employees may take compared to exempt employees. Nonexempt employees are allowed, on average, a maximum of 9.2 consecutive days, while exempt employees are allowed 9.6 days.

**What is the maximum amount of vacation time an employee may take consecutively – number of days?**

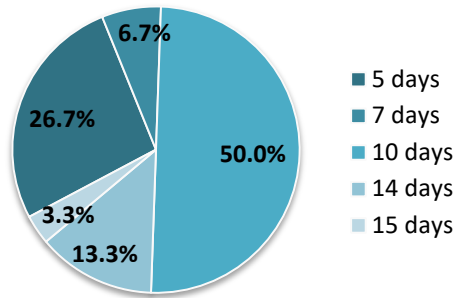
Table 1.33. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average # of days	8.9	9.8	9.8	9.2
<b>Total</b>	20	6	4	30

The maximum number of vacation days that a nonexempt employee can take consecutively ranges from 5 to 15 days.

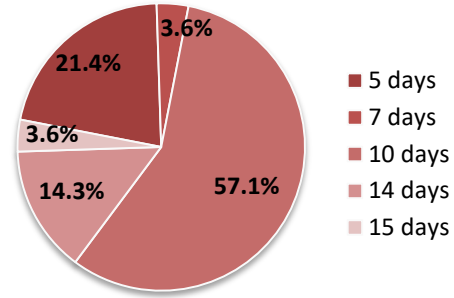
Table 1.34. Exempt EEs				
	<100	100-250	>250	All Fac
Average # of days	9.7	9.0	9.8	9.6
<b>Total</b>	18	6	4	28

The maximum number of vacation days that an exempt employee can take consecutively ranges from 5 to 15 days.

**Maximum Number of Consecutive Vacation Days for Nonexempt Employees**



**Maximum Number of Consecutive Vacation Days for Exempt Employees**



**How is vacation earned?**

Table 1.35.				
	<100	100-250	>250	All Fac
Accrued throughout the year	50 (61.0%)	24 (63.2%)	20 (74.1%)	94 (63.9%)
Lump sum provided at beginning of plan year	32 (39.0%)	14 (36.8%)	7 (25.9%)	53 (36.1%)
<b>Total</b>	82 (100.0%)	38 (100.0%)	27 (100.0%)	147 (100.0%)

The majority of employers (64%) indicated that employees accrue vacation throughout the year, compared to 36% that said vacation is provided as a lump sum at the beginning of the plan year. As seen in Table 1.35 above, the percent of facilities that accrue vacation throughout the year increases with facility size. In contrast, vacation provided as a lump sum at the beginning of the plan year is more often seen in smaller facilities compared to larger facilities.

**(If accrued throughout the year): Are employees allowed to use vacation before actually accrued?**

Table 1.36. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes	21 (50.0%)	11 (47.8%)	3 (15.0%)	35 (41.2%)
No	21 (50.0%)	12 (52.2%)	17 (85.0%)	50 (58.8%)
<b>Total</b>	42 (100.0%)	23 (100.0%)	20 (100.0%)	85 (100.0%)

Table 1.37. Exempt EEs				
	<100	100-250	>250	All Fac
Yes	29 (58.0%)	11 (45.8%)	3 (15.0%)	43 (45.7%)
No	21 (42.0%)	13 (54.2%)	17 (85.0%)	51 (54.3%)
<b>Total</b>	50 (100.0%)	24 (100.0%)	20 (100.0%)	94 (100.0%)

**Time Off**

About 41% - 46% of employers allow nonexempt and exempt employees to use vacation time before accrued. Of these employers, the majority (65-74%) require employees to pay back any used vacation when they leave if the vacation has not been accrued. About 26% of employers do not require nonexempt employees to pay back used vacation if not accrued, compared to 35% for exempt employees.

**(If can use vacation before accrued): Does your organization require employees to pay back any used vacation when they leave if the vacation has not been accrued?**

<b>Table 1.38. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	15 (71.4%)	9 (81.8%)	2 (66.7%)	26 (74.3%)
No	6 (28.6%)	2 (18.2%)	1 (33.3%)	9 (25.7%)
<b>Total</b>	<b>21 (100.0%)</b>	<b>11 (100.0%)</b>	<b>3 (100.0%)</b>	<b>35 (100.0%)</b>

<b>Table 1.39. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	18 (62.1%)	8 (72.7%)	2 (66.7%)	28 (65.1%)
No	11 (37.9%)	3 (27.3%)	1 (33.3%)	15 (34.9%)
<b>Total</b>	<b>29 (100.0%)</b>	<b>11 (100.0%)</b>	<b>3 (100.0%)</b>	<b>43 (100.0%)</b>

Less than half of employers (47%) allow nonexempt employees to take vacation time during their probationary period compared to 53% for exempt employees. While the difference is minimal, slightly more exempt employees may take vacation during their probationary period than nonexempt employees both overall and across all facilities.

**Does your organization allow employees to take vacation during probationary period?**

<b>Table 1.40. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	20 (36.4%)	16 (48.5%)	15 (71.4%)	51 (46.8%)
No	35 (63.6%)	17 (51.5%)	6 (28.6%)	58 (53.2%)
<b>Total</b>	<b>55 (100.0%)</b>	<b>33 (100.0%)</b>	<b>21 (100.0%)</b>	<b>109 (100.0%)</b>

26 organizations do not have a probationary period for nonexempt employees and are excluded from the table above.

3 organizations indicated that nonexempt employees are not eligible for paid vacation time and are excluded from the table above.

<b>Table 1.41. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	23 (41.8%)	19 (59.4%)	15 (75.0%)	57 (53.3%)
No	32 (58.2%)	13 (40.6%)	5 (25.0%)	50 (46.7%)
<b>Total</b>	<b>55 (100.0%)</b>	<b>32 (100.0%)</b>	<b>20 (100.0%)</b>	<b>107 (100.0%)</b>

36 organizations do not have a probationary period for exempt employees and are excluded from the table above.

**What happens to unused vacation time?**

<b>Table 1.42. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Eliminated at year end	22 (31.0%)	7 (18.9%)	6 (22.2%)	35 (25.9%)
Partially paid at year end	1 (1.4%)	3 (8.1%)	0 (0.0%)	4 (3.0%)
Fully paid at year end	3 (4.2%)	3 (8.1%)	1 (3.7%)	7 (5.2%)
Partially carried over to following year	21 (29.6%)	12 (32.4%)	5 (18.5%)	38 (28.1%)
Fully carried over to following year	9 (12.7%)	6 (16.2%)	9 (33.3%)	24 (17.8%)
Partially paid and partially carried over to following year	7 (9.9%)	3 (8.1%)	0 (0.0%)	10 (7.4%)
Other	8 (11.3%)	3 (8.1%)	6 (22.2%)	17 (12.6%)
<b>Total</b>	<b>71 (100.0%)</b>	<b>37 (100.0%)</b>	<b>27 (100.0%)</b>	<b>135 (100.0%)</b>

<b>Table 1.43. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Eliminated at year end	26 (33.3%)	11 (28.9%)	7 (25.9%)	44 (30.8%)
Partially paid at year end	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Fully paid at year end	1 (1.3%)	0 (0.0%)	0 (0.0%)	1 (0.7%)
Partially carried over to following year	27 (34.6%)	15 (39.5%)	5 (18.5%)	47 (32.9%)
Fully carried over to following year	14 (17.9%)	6 (15.8%)	9 (33.3%)	29 (20.3%)
Partially paid and partially carried over to following year	3 (3.8%)	3 (7.9%)	0 (0.0%)	6 (4.2%)
Other	7 (9.0%)	3 (7.9%)	6 (22.2%)	16 (11.2%)
<b>Total</b>	<b>78 (100.0%)</b>	<b>38 (100.0%)</b>	<b>27 (100.0%)</b>	<b>143 (100.0%)</b>

The responses regarding unused vacation time in the tables above are mixed. About half of employers (46-53%) allow nonexempt and exempt employees to partially or fully carry over unused vacation time to the following year while 26-31% eliminate unused vacation time at year end. However, about 8% of employers partially or fully pay out unused vacation time to nonexempt employees at year end, compared to less than 1% for exempt employees.

**What happens to unused vacation time – partially carried over to following year?**

<b>Table 1.44. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	121.9	138.7	75.2	121.0
<b>Total</b>	<b>21</b>	<b>12</b>	<b>5</b>	<b>38</b>

<b>Table 1.45. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	110.7	121.6	75.2	110.4
<b>Total</b>	<b>27</b>	<b>15</b>	<b>5</b>	<b>47</b>

The maximum number of unused vacation hours partially carried over each year ranges from 16 to 480 hours for nonexempt employees and 10 to 480 hours for exempt employees. The number of unused vacation hours partially carried over to the following year averages 121.0 hours for nonexempt employees and 110.4 hours for exempt employees. Similarly, the maximum number of unused vacation hours fully carried over each year ranges from 20 to 1000 hours for both nonexempt and exempt employees, averaging 228.2 hours for nonexempt and 224.5 hours for exempt employees.



**Time Off**

**What happens to unused vacation time – fully carried over to following year?**

<b>Table 1.46. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	114.4	270.0	330.1	228.2
<b>Total</b>	9	5	8	22

2 organizations indicated there is no maximum amount of vacation time that nonexempt employees can carry over and are excluded from the table above.

<b>Table 1.47. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	147.9	270.0	330.1	224.5
<b>Total</b>	14	5	8	27

2 organizations indicated there is no maximum amount of vacation time that exempt employees can carry over and are excluded from the table above.

Almost half of employers (43-48%) have a fixed amount of vacation time that a nonexempt or exempt employee can keep in his/her vacation bank. Another 21-26% of employers indicated that the vacation bank has a limit that varies by length of service, while 36% of employers have no limit to the amount of time an employee can keep in his/her vacation bank.

**Is there a limit to the amount of time an employee can keep in his/her vacation bank?**

<b>Table 1.48. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, fixed amount for all employees	14 (34.1%)	12 (60.0%)	9 (45.0%)	35 (43.2%)
Yes, varies by length of service	10 (24.4%)	3 (15.0%)	4 (20.0%)	17 (21.0%)
No limit	17 (41.5%)	5 (25.0%)	7 (35.0%)	29 (35.8%)
<b>Total</b>	41 (100.0%)	20 (100.0%)	20 (100.0%)	81 (100.0%)

20 organizations eliminate vacation time at year end/do not have a vacation bank for nonexempt employees and are excluded from the table above.

<b>Table 1.49. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, fixed amount for all employees	18 (43.9%)	13 (65.0%)	8 (40.0%)	39 (48.1%)
Yes, varies by length of service	12 (29.3%)	5 (25.0%)	4 (20.0%)	21 (25.9%)
No limit	17 (41.5%)	5 (25.0%)	7 (35.0%)	29 (35.8%)
<b>Total</b>	47 (100.0%)	23 (100.0%)	19 (100.0%)	89 (100.0%)

18 organizations eliminate vacation time at year end/do not have a vacation bank for exempt employees and are excluded from the table above.

**What is the maximum amount allowed in vacation bank?**

<b>Table 1.50. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	160.8	195.0	240.1	192.9
<b>Total</b>	14	12	9	35

<b>Table 1.51. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	162.8	186.2	265.1	191.6
<b>Total</b>	18	13	8	39

## Time Off

The maximum number of hours allowed in an employee's vacation bank ranges from 30 to 480 for both nonexempt and exempt employees. Overall, the maximum number of hours is about the same for both employee types, averaging 192.9 hours for nonexempt and 191.6 hours for exempt employees.

### What is your organization's policy regarding unused vacation days when an employee voluntarily terminates?

	<100	100-250	>250	All Fac
No payment for unused days	15 (18.3%)	3 (7.9%)	0 (0.0%)	18 (12.2%)
Employee is paid in full for unused days – no restrictions	33 (40.2%)	17 (44.7%)	14 (51.9%)	64 (43.5%)
Employee is paid in full for unused days – only if proper notice is given	24 (29.3%)	9 (23.7%)	6 (22.2%)	39 (26.5%)
Employee is paid a portion of unused days	10 (12.2%)	9 (23.7%)	7 (25.9%)	26 (17.7%)
Unused days are credited toward length of service for retirement calculation	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Total</b>	82 (100.0%)	38 (100.0%)	27 (100.0%)	147 (100.0%)

### What is your organization's policy regarding unused vacation days when an employee involuntarily terminates?

	<100	100-250	>250	All Fac
No payment for unused days	25 (30.5%)	13 (34.2%)	5 (18.5%)	43 (29.3%)
Employee is paid in full for unused days	46 (56.1%)	20 (52.6%)	17 (63.0%)	83 (56.5%)
Employee is paid a portion of unused days	11 (13.4%)	5 (13.2%)	5 (18.5%)	21 (14.3%)
Unused days are credited toward length of service for retirement calculation	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Total</b>	82 (100.0%)	38 (100.0%)	27 (100.0%)	147 (100.0%)

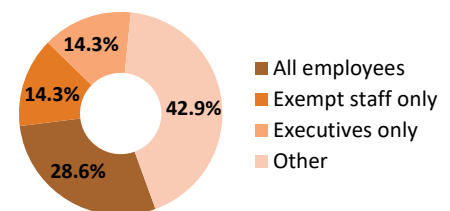
When an employee voluntarily terminates, most employers (70%) pay the employee in full for unused vacation days. About 44% of employers have no restrictions while 27% said the employee is paid in full only if proper notice is given. Only 12% of employers provide no payment for unused vacation days when an employee voluntarily terminates. When an employee involuntarily terminates, a much higher percent of employers (29%) provides no payment for unused days while about 57% pay the employee in full for unused vacation days.

## Unlimited Paid Time Off (PTO)

### Does your organization offer unlimited PTO to any employees?

	<100	100-250	>250	All Fac
Yes	6 (6.1%)	0 (0.0%)	1 (4.5%)	7 (4.8%)
No	93 (93.9%)	25 (100.0%)	21 (95.5%)	139 (95.2%)
<b>Total</b>	99 (100.0%)	25 (100.0%)	22 (100.0%)	146 (100.0%)

Unlimited PTO: Who is Eligible



Only 7 employers (5%) offer unlimited PTO to employees. All 10 employers (100%) have no required waiting period for employees to be eligible to use unlimited PTO. However, who is eligible varies across employers and is shown in the graph above. Less than one third of employers (29%) said all employees are eligible for unlimited PTO. The remaining 71% indicated that unlimited PTO is only offered to various select employee groups; this includes 14% that said only exempt staff are eligible, 14% that said only executives are eligible and 43% that indicated eligibility for some other select employee group.

**Time Off**

**Paid Time Off (PTO)**

**By the following years of service, how many paid days off are provided in a full-time employee's PTO bank each year?**

<b>Table 1.55. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Upon hire (no waiting period)	13.6	12.1	11.2	12.9
Less than 6 months of service (if not given upon hire)	6.9	8.1	10.4	7.5
Over 6 months, under 1 year of service (if not given upon hire)	9.6	12.2	13.0	10.5
1 year of service	14.2	13.9	14.2	14.1
2 years of service	15.1	14.3	15.3	14.9
3 years of service	16.1	15.1	15.6	15.8
4 years of service	16.5	15.2	16.1	16.2
5 years of service	18.7	17.3	18.9	18.5
6 years of service	19.6	17.5	19.0	19.1
7 years of service	20.0	17.6	19.5	19.5
8 years of service	20.3	17.6	19.6	19.7
9 years of service	20.5	17.7	19.7	19.9
10 years of service	22.1	19.5	21.6	21.5
15 years of service	23.3	21.5	22.9	22.9
20 years of service	24.2	22.4	23.5	23.7
25 years of service	24.3	22.7	23.8	24.0
Over 25 years of service	24.5	22.8	23.8	24.1

134 organizations (88 for <100, 25 for 100-250, 21 for >250) provided number of PTO days for nonexempt employees. 5 organizations indicated that nonexempt employees are not eligible for PTO and are excluded from the table above.

<b>Table 1.56. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Upon hire (no waiting period)	14.1	14.1	12.9	13.9
Less than 6 months of service (if not given upon hire)	7.9	9.4	12.3	8.7
Over 6 months, under 1 year of service (if not given upon hire)	10.7	13.4	14.1	11.6
1 year of service	15.1	14.8	15.3	15.1
2 years of service	15.9	15.2	16.3	15.8
3 years of service	16.8	16.1	17.1	16.7
4 years of service	17.2	16.1	17.6	17.1
5 years of service	19.3	18.3	20.3	19.3
6 years of service	20.1	18.5	20.4	19.9
7 years of service	20.6	18.6	21.1	20.3
8 years of service	20.8	18.6	21.2	20.5
9 years of service	21.0	18.8	21.3	20.6
10 years of service	22.8	20.8	23.6	22.5
15 years of service	23.9	22.5	25.0	23.8
20 years of service	24.6	23.7	25.4	24.6
25 years of service	24.5	24.1	25.5	24.6
Over 25 years of service	24.9	24.1	25.5	24.9

139 organizations (95 for <100, 24 for 100-250, 20 for >250) provided number of PTO days for exempt employees.

**How much PTO is provided to part-time employees each year?**

<b>Table 1.57.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Set amount	6 (8.6%)	1 (5.6%)	1 (6.7%)	8 (7.8%)
Amount varies based on number of hours worked	21 (30.0%)	8 (44.4%)	6 (40.0%)	35 (34.0%)
Not eligible	43 (61.4%)	9 (50.0%)	8 (53.3%)	60 (58.3%)
<b>Total</b>	<b>70 (100.0%)</b>	<b>18 (100.0%)</b>	<b>15 (100.0%)</b>	<b>103 (100.0%)</b>

About one third of employers (34%) indicated that the amount of PTO part-time employees receive is based on the number of hours worked while 58% said part-time employees are not eligible for PTO. Close to 8% of employers said all part-time employees receive a set amount of PTO. Of the eight employers offering a set amount, the average is 7.4 days.

**Does your organization require employees to specify a reason for using PTO?**

<b>Table 1.58.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	17 (17.2%)	2 (8.0%)	4 (18.2%)	23 (15.8%)
No	82 (82.8%)	23 (92.0%)	18 (81.8%)	123 (84.2%)
<b>Total</b>	<b>99 (100.0%)</b>	<b>25 (100.0%)</b>	<b>22 (100.0%)</b>	<b>146 (100.0%)</b>

**What is the minimum amount of PTO an employee may take consecutively?**

<b>Table 1.59. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Full day	1 (1.1%)	1 (4.0%)	0 (0.0%)	2 (1.5%)
Half day	16 (18.2%)	2 (8.0%)	4 (18.2%)	22 (16.3%)
Hourly increments	38 (43.2%)	7 (28.0%)	7 (31.8%)	52 (38.5%)
Less than 1 hour	8 (9.1%)	3 (12.0%)	5 (22.7%)	16 (11.9%)
No defined minimum	25 (28.4%)	12 (48.0%)	6 (27.3%)	43 (31.9%)
<b>Total</b>	<b>88 (100.0%)</b>	<b>25 (100.0%)</b>	<b>22 (100.0%)</b>	<b>135 (100.0%)</b>

<b>Table 1.60. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Full day	5 (5.2%)	1 (4.2%)	3 (14.3%)	9 (6.3%)
Half day	27 (27.8%)	7 (29.2%)	7 (33.3%)	41 (28.9%)
Hourly increments	29 (29.9%)	2 (8.3%)	5 (23.8%)	36 (25.4%)
Less than 1 hour	5 (5.2%)	1 (4.2%)	2 (9.5%)	8 (5.6%)
No defined minimum	31 (32.0%)	13 (54.2%)	4 (19.0%)	48 (33.8%)
<b>Total</b>	<b>97 (100.0%)</b>	<b>24 (100.0%)</b>	<b>21 (100.0%)</b>	<b>142 (100.0%)</b>

Responses to the minimum amount of PTO an employee may take consecutively are mixed. Close to one third of employers (32-34%) indicated having no defined minimum. About 16% indicated a half day minimum for nonexempt employees while 29% indicated the same for exempt employees. Less than 2% of employers require nonexempt employees to take a minimum of a full day while 39% allow nonexempt employees to use PTO in hourly increments. Likewise, 6% of employers require exempt employees to take a minimum of a full day while 25% allow exempt employees to use PTO in hourly increments.

**What is the maximum amount of PTO an employee may take consecutively?**

Table 1.61. Nonexempt EEs				
	<100	100-250	>250	All Fac
Set number of days	21 (23.9%)	8 (32.0%)	2 (9.1%)	31 (23.0%)
No defined maximum	67 (76.1%)	17 (68.0%)	20 (90.9%)	104 (77.0%)
<b>Total</b>	88 (100.0%)	25 (100.0%)	22 (100.0%)	135 (100.0%)

Table 1.62. Exempt EEs				
	<100	100-250	>250	All Fac
Set number of days	20 (20.6%)	7 (29.2%)	2 (9.5%)	29 (20.4%)
No defined maximum	77 (79.4%)	17 (70.8%)	19 (90.5%)	113 (79.6%)
<b>Total</b>	97 (100.0%)	24 (100.0%)	21 (100.0%)	142 (100.0%)

Most employers (77-80%) do not have a defined maximum amount of PTO an employee may take consecutively. However, a small number of employers (20-23%) have a defined maximum number of days shown in the tables below. There is not a significant difference in the maximum number of consecutive PTO days nonexempt employees may take compared to exempt employees. Nonexempt employees are allowed, on average, a maximum of 7.7 consecutive days, while exempt employees are allowed 7.9 days.

**What is the maximum amount of PTO an employee may take consecutively – number of days?**

Table 1.63. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average # of days	8.1	6.8	7.5	7.7
<b>Total</b>	21	8	2	31

The maximum number of PTO days that a nonexempt employee can take consecutively ranges from 3 to 10 days.

Table 1.64. Exempt EEs				
	<100	100-250	>250	All Fac
Average # of days	8.1	7.3	7.5	7.9
<b>Total</b>	20	7	2	29

The maximum number of PTO days that an exempt employee can take consecutively ranges from 5 to 10 days.

**How is PTO earned?**

Table 1.65.				
	<100	100-250	>250	All Fac
Accrued throughout the year	69 (69.7%)	19 (76.0%)	15 (68.2%)	103 (70.5%)
Lump sum provided at beginning of plan year	30 (30.3%)	6 (24.0%)	7 (31.8%)	43 (29.5%)
<b>Total</b>	99 (100.0%)	25 (100.0%)	22 (100.0%)	146 (100.0%)

**(If accrued throughout the year): Are employees allowed to use PTO before actually accrued?**

Table 1.66. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes	38 (59.4%)	6 (31.6%)	4 (26.7%)	48 (49.0%)
No	26 (40.6%)	13 (68.4%)	11 (73.3%)	50 (51.0%)
<b>Total</b>	64 (100.0%)	19 (100.0%)	15 (100.0%)	98 (100.0%)

Table 1.67. Exempt EEs				
	<100	100-250	>250	All Fac
Yes	43 (63.2%)	8 (42.1%)	4 (26.7%)	55 (53.9%)
No	25 (36.8%)	11 (57.9%)	11 (73.3%)	47 (46.1%)
<b>Total</b>	68 (100.0%)	19 (100.0%)	15 (100.0%)	102 (100.0%)

## Time Off

Just over half of employers (49-54%) allow nonexempt and exempt employees to use PTO before accrued. Of these employers, about 88% require nonexempt employees to pay back any used PTO when they leave if the PTO has not been accrued while 78% of employers require the same of exempt employees. In contrast, about 13% of employers do not require nonexempt employees to pay back used PTO if not accrued, compared to 22% for exempt employees.

**(If can use before accrued): Does your organization require employees to pay back any used PTO when they leave if the PTO has not been accrued?**

Table 1.68. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes	34 (89.5%)	5 (83.3%)	3 (75.0%)	42 (87.5%)
No	4 (10.5%)	1 (16.7%)	1 (25.0%)	6 (12.5%)
<b>Total</b>	<b>38 (100.0%)</b>	<b>6 (100.0%)</b>	<b>4 (100.0%)</b>	<b>48 (100.0%)</b>

Table 1.69. Exempt EEs				
	<100	100-250	>250	All Fac
Yes	35 (81.4%)	6 (75.0%)	2 (50.0%)	43 (78.2%)
No	8 (18.6%)	2 (25.0%)	2 (50.0%)	12 (21.8%)
<b>Total</b>	<b>43 (100.0%)</b>	<b>8 (100.0%)</b>	<b>4 (100.0%)</b>	<b>55 (100.0%)</b>

Close to half of employers allow nonexempt and exempt employees to take PTO during their probationary period (47% and 51%, respectively). While the difference is minimal, slightly more exempt employees may take PTO during their probationary period than nonexempt employees both overall and across all facilities.

**Does your organization allow employees to take PTO during probationary period?**

Table 1.70. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes	35 (46.1%)	9 (45.0%)	9 (52.9%)	53 (46.9%)
No	41 (53.9%)	11 (55.0%)	8 (47.1%)	60 (53.1%)
<b>Total</b>	<b>76 (100.0%)</b>	<b>20 (100.0%)</b>	<b>17 (100.0%)</b>	<b>113 (100.0%)</b>

22 organizations do not have a probationary period for nonexempt employees and are excluded from the table above.

Table 1.71. Exempt EEs				
	<100	100-250	>250	All Fac
Yes	39 (49.4%)	10 (52.6%)	10 (58.8%)	59 (51.3%)
No	40 (50.6%)	9 (47.4%)	7 (41.2%)	56 (48.7%)
<b>Total</b>	<b>79 (100.0%)</b>	<b>19 (100.0%)</b>	<b>17 (100.0%)</b>	<b>115 (100.0%)</b>

27 organizations do not have a probationary period for exempt employees and are excluded from the table above.

**What happens to unused PTO?**

<b>Table 1.72. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Eliminated at year end	17 (19.3%)	4 (16.0%)	3 (13.6%)	24 (17.8%)
Partially paid at year end	1 (1.1%)	1 (4.0%)	1 (4.5%)	3 (2.2%)
Fully paid at year end	2 (2.3%)	1 (4.0%)	2 (9.1%)	5 (3.7%)
Partially carried over to following year	48 (54.5%)	8 (32.0%)	5 (22.7%)	61 (45.2%)
Fully carried over to following year	8 (9.1%)	4 (16.0%)	8 (36.4%)	20 (14.8%)
Partially paid and partially carried over to following year	9 (10.2%)	5 (20.0%)	3 (13.6%)	17 (12.6%)
Other	3 (3.4%)	2 (8.0%)	0 (0.0%)	5 (3.7%)
<b>Total</b>	<b>88 (100.0%)</b>	<b>25 (100.0%)</b>	<b>22 (100.0%)</b>	<b>135 (100.0%)</b>

<b>Table 1.73. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Eliminated at year end	21 (21.6%)	4 (16.7%)	5 (23.8%)	30 (21.1%)
Partially paid at year end	1 (1.0%)	2 (8.3%)	0 (0.0%)	3 (2.1%)
Fully paid at year end	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Partially carried over to following year	52 (53.6%)	9 (37.5%)	6 (28.6%)	67 (47.2%)
Fully carried over to following year	10 (10.3%)	4 (16.7%)	8 (38.1%)	22 (15.5%)
Partially paid and partially carried over to following year	8 (8.2%)	4 (16.7%)	2 (9.5%)	14 (9.9%)
Other	5 (5.2%)	1 (4.2%)	0 (0.0%)	6 (4.2%)
<b>Total</b>	<b>97 (100.0%)</b>	<b>24 (100.0%)</b>	<b>21 (100.0%)</b>	<b>142 (100.0%)</b>

The responses regarding unused PTO in the tables above are mixed. Just over half of employers (60-63%) allow employees to partially or fully carry over unused PTO to the following year while about 18-21% eliminate unused PTO at year end for nonexempt and exempt employees. Unused PTO is more often partially or fully paid at year end for nonexempt employees (6%) than exempt employees (2%) though.

**What happens to unused PTO – partially carried over to following year?**

<b>Table 1.74. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	77.6	140.0	113.8	88.8
<b>Total</b>	<b>48</b>	<b>8</b>	<b>5</b>	<b>61</b>

<b>Table 1.75. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	77.8	128.9	104.2	87.0
<b>Total</b>	<b>52</b>	<b>9</b>	<b>6</b>	<b>67</b>

The maximum number of PTO hours partially carried over each year ranges from 15 to 400 hours for nonexempt employees and 15 to 480 hours for exempt employees. The average maximum number of hours partially carried to the following year is 88.8 hours for nonexempt employees and 87.0 hours for exempt employees.

**Time Off**

**What happens to unused PTO – fully carried over to following year?**

<b>Table 1.76. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	161.3	173.3	317.5	228.9
<b>Total</b>	8	3	8	19

1 organization indicated there is no maximum on the amount of PTO that nonexempt employees can carry over and is excluded from the table above.

<b>Table 1.77. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	161.0	173.3	317.5	222.4
<b>Total</b>	10	3	8	21

1 organization indicated there is no maximum on the amount of PTO that exempt employees can carry over and is excluded from the table above.

The maximum number of PTO hours fully carried over each year ranges from 40 to 520 hours for both nonexempt and exempt employees, averaging 228.9 hours for nonexempt and 222.4 hours for exempt employees. The maximum number of hours that can be fully carried over each year is significantly higher in large facilities with more than 250 employees compared to small and mid-size facilities with 250 employees or less.

Whether employers have a limit (or not) to the amount of time an employee can keep in his/her PTO bank is fairly evenly split with slightly fewer employers having no limit. About 57% of employers have a limit to the amount PTO a nonexempt or exempt employee can bank, while 43% of employers have no limit. As shown in the graph below, a much higher percent of small to mid-size facilities have no limit to the amount of PTO an employee can keep in his/her PTO bank compared to large facilities with more than 250 employees.

**Is there a limit to the amount of time an employee can keep in his/her PTO bank?**

<b>Table 1.78. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, fixed amount for all employees	18 (30.5%)	5 (26.3%)	11 (61.1%)	34 (35.4%)
Yes, varies by length of service	8 (13.6%)	2 (10.5%)	2 (11.1%)	12 (12.5%)
No limit	33 (55.9%)	12 (63.2%)	5 (27.8%)	50 (52.1%)
<b>Total</b>	59 (100.0%)	19 (100.0%)	18 (100.0%)	96 (100.0%)

16 organizations eliminate PTO at year end/do not have a PTO bank for nonexempt employees and are excluded from the table above.

<b>Table 1.79. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, fixed amount for all employees	20 (33.9%)	5 (26.3%)	10 (55.6%)	35 (36.5%)
Yes, varies by length of service	8 (13.6%)	2 (10.5%)	2 (11.1%)	12 (12.5%)
No limit	37 (62.7%)	12 (63.2%)	4 (22.2%)	53 (55.2%)
<b>Total</b>	65 (100.0%)	19 (100.0%)	16 (100.0%)	100 (100.0%)

18 organizations eliminate PTO at year end/do not have a PTO bank for exempt employees and are excluded from the table above.



## Time Off

### What is the maximum amount allowed in PTO bank?

Table 1.80. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average number of hours	181.1	232.0	254.9	212.5
<b>Total</b>	18	5	11	34

Table 1.81. Exempt EEs				
	<100	100-250	>250	All Fac
Average number of hours	178.5	232.0	275.6	213.9
<b>Total</b>	20	5	10	35

The maximum number of hours allowed in an employee's PTO bank ranges from 24 to 520 for both nonexempt and exempt employees. Overall, the maximum number of hours allowed in PTO bank is about the same for nonexempt and exempt employees, averaging 212.5 hours for nonexempt and 213.9 hours for exempt employees.

### What is your organization's policy regarding unused PTO when an employee voluntarily terminates?

Table 1.82.				
	<100	100-250	>250	All Fac
No payment for unused days	19 (19.2%)	5 (20.0%)	5 (22.7%)	29 (19.9%)
Employee is paid in full for unused days – no restrictions	23 (23.2%)	4 (16.0%)	5 (22.7%)	32 (21.9%)
Employee is paid in full for unused days – only if proper notice is given	42 (42.4%)	13 (52.0%)	7 (31.8%)	62 (42.5%)
Employee is paid a portion of unused days	15 (15.2%)	3 (12.0%)	5 (22.7%)	23 (15.8%)
Unused days are credited toward length of service for retirement calculation	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Total</b>	99 (100.0%)	25 (100.0%)	22 (100.0%)	146 (100.0%)

### What is your organization's policy regarding unused PTO when an employee involuntarily terminates?

Table 1.83.				
	<100	100-250	>250	All Fac
No payment for unused days	54 (54.5%)	16 (64.0%)	15 (68.2%)	85 (58.2%)
Employee is paid in full for unused days	36 (36.4%)	7 (28.0%)	6 (27.3%)	49 (33.6%)
Employee is paid a portion of unused days	9 (9.1%)	2 (8.0%)	1 (4.5%)	12 (8.2%)
Unused days are credited toward length of service for retirement calculation	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Total</b>	99 (100.0%)	25 (100.0%)	22 (100.0%)	146 (100.0%)

When an employee voluntarily terminates, almost two thirds of employers (64%) pay the employee in full for unused days. Another 16% pay the employee a portion of unused PTO days, while close to 20% of employers provide no payment for unused days when an employee voluntarily terminates. When an employee involuntarily terminates, a much higher percent of employers (58%) provide no payment for unused days while about 34% pay the employee in full for unused PTO days.

## Holidays

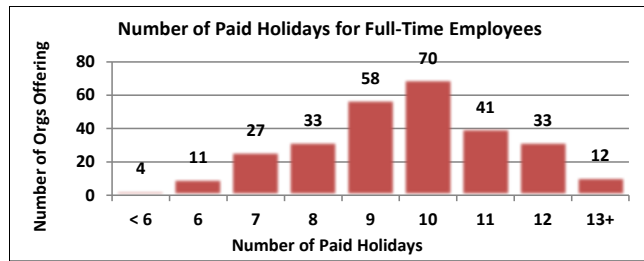
### How many paid holidays does your organization give employees per year?

Table 1.84. Full-Time Employees				
	<100	100-250	>250	All Fac
Average number of days	9.5	9.9	10.0	9.6
<b>Total</b>	178	63	48	289

4 organizations do not offer any paid holidays and are excluded from the table above.

## Time Off

Less than 2% of employers offer no paid holidays to employees. On average, full-time employees receive 9.6 paid holidays per year. The number offered ranges from 2 to 22 paid holidays. As shown in the graph to the right, most employers offer 9, 10, or 11 paid holidays to employees.



	<100	100-250	>250	All Fac
Average number of days	9.2	9.4	10.5	9.5
<b>Total</b>	73	25	24	122

75 organizations offer no paid holidays to part-time employees and are excluded from the table above. Number of paid holidays ranges from 1 to 22 holidays.

Of the 197 employers with part-time employees, 62% offer paid holidays to part-time employees while 38% offer no paid holidays. Of those employers offering paid holidays to part-time employees, nearly all (96%) offer the same number to both full- and part-time employees. On average, part-time employees receive 9.5 paid holidays per year.

### Which of the following paid holidays does your organization typically observe?

	<100	100-250	>250	All Fac (N=289)
New Year's Eve	31 (17.4%)	5 (7.9%)	6 (12.5%)	42 (14.5%)
New Year's Day	173 (97.2%)	61 (96.8%)	47 (97.9%)	281 (97.2%)
Martin Luther King Jr's Birthday	42 (23.6%)	24 (38.1%)	25 (52.1%)	91 (31.5%)
Presidents' Day	20 (11.2%)	5 (7.9%)	2 (4.2%)	27 (9.3%)
Good Friday	119 (66.9%)	38 (60.3%)	32 (66.7%)	189 (65.4%)
Easter Monday	13 (7.3%)	4 (6.3%)	3 (6.3%)	20 (6.9%)
Memorial Day	164 (92.1%)	62 (98.4%)	46 (95.8%)	272 (94.1%)
Juneteenth	5 (2.8%)	3 (4.8%)	0 (0.0%)	8 (2.8%)
Independence Day	172 (96.6%)	60 (95.2%)	46 (95.8%)	278 (96.2%)
Labor Day	166 (93.3%)	63 (100.0%)	45 (93.8%)	274 (94.8%)
Columbus Day	6 (3.4%)	0 (0.0%)	0 (0.0%)	6 (2.1%)
Veterans' Day	19 (10.7%)	9 (14.3%)	10 (20.8%)	38 (13.1%)
Thanksgiving Day	176 (98.9%)	63 (100.0%)	48 (100.0%)	287 (99.3%)
Day after Thanksgiving	144 (80.9%)	58 (92.1%)	35 (72.9%)	237 (82.0%)
Christmas Eve	125 (70.2%)	45 (71.4%)	35 (72.9%)	205 (70.9%)
Christmas Day	176 (98.9%)	63 (100.0%)	48 (100.0%)	287 (99.3%)
Day after Christmas	25 (14.0%)	11 (17.5%)	12 (25.0%)	48 (16.6%)
Other paid holiday	59 (33.1%)	21 (33.3%)	18 (37.5%)	98 (33.9%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 178 for <100, 63 for 100-250, 48 for >250.

The six most commonly observed holidays are Christmas Day (99%), Thanksgiving Day (99%), New Year's Day (97%), Independence Day (96%), Labor Day (95%), and Memorial Day (94%). The three least commonly observed holidays are Columbus Day (2%), Juneteenth (3%), and Easter Monday (7%). About 34% of employers offer one or more paid holidays not included above. These include, but are not limited to, birthdays, floating/personal days, extra day(s) before and/or after Christmas, and Easter Sunday.

## Time Off

**Do nonexempt employees receive pay when your organization is closed in observance of a holiday, and employees are not required to come to work?**

Table 1.87.				
	<100	100-250	>250	All Fac
Yes	145 (87.3%)	57 (90.5%)	45 (91.8%)	247 (88.8%)
No	21 (12.7%)	6 (9.5%)	4 (8.2%)	31 (11.2%)
<b>Total</b>	166 (100.0%)	63 (100.0%)	49 (100.0%)	278 (100.0%)

Most employers (89%) provide pay to nonexempt employees when the organization is closed in observance of a holiday and employees are not required to come to work. As shown below, the prevalence of nonexempt employees receiving holiday pay increases with larger employers. A slightly higher percent of large facilities with more than 250 employees (92%) provide holiday pay to nonexempt employees, compared to 87% of small facilities with less than 100 employees.

**If a nonexempt employee's regularly scheduled work day is longer than 8 hours, how many hours is the employee paid for a holiday?**

Table 1.88.				
	<100	100-250	>250	All Fac
Paid 8 hours only	62 (70.5%)	36 (78.3%)	18 (48.6%)	116 (67.8%)
Paid number of hours regularly scheduled to work (if scheduled for 10, then paid for 10)	26 (29.5%)	10 (21.7%)	19 (51.4%)	55 (32.2%)
<b>Total</b>	88 (100.0%)	46 (100.0%)	37 (100.0%)	171 (100.0%)

76 organizations said this question is not applicable and are excluded from the table above.

**If a nonexempt employee works a compressed schedule and a holiday falls on a non-work day, how does your organization handle holiday pay?**

Table 1.89.				
	<100	100-250	>250	All Fac
Pay 8 hours	38 (54.3%)	20 (57.1%)	16 (50.0%)	74 (54.0%)
Pay number of hours regularly scheduled to work	23 (32.9%)	11 (31.4%)	8 (25.0%)	42 (30.7%)
Require employee to take day off within pay period	4 (5.7%)	1 (2.9%)	7 (21.9%)	12 (8.8%)
Used anytime during the year at employee's discretion	5 (7.1%)	3 (8.6%)	1 (3.1%)	9 (6.6%)
<b>Total</b>	70 (100.0%)	35 (100.0%)	32 (100.0%)	137 (100.0%)

110 organizations said this question is not applicable and are excluded from the table above.

Close to one third of employers (31%) provide holiday pay to nonexempt employees for the number of hours the employee is regularly scheduled to work, while more than half of employers (54%) provide only 8 hours of holiday pay regardless of the number of hours scheduled to work.

**Are nonexempt employees ever scheduled to work on an observed holiday?**

Table 1.90.				
	<100	100-250	>250	All Fac
Yes	45 (27.1%)	38 (60.3%)	36 (73.5%)	119 (42.8%)
No	121 (72.9%)	25 (39.7%)	13 (26.5%)	159 (57.2%)
<b>Total</b>	166 (100.0%)	63 (100.0%)	49 (100.0%)	278 (100.0%)

Overall, less than half of employers (43%) schedule nonexempt employees to work on an observed holiday and is greatly influenced by facility size. More than twice the percent of large facilities with more than 250 employees schedule employees to work on observed holidays compared to small facilities with less than 100 employees (74% and 27%, respectively).

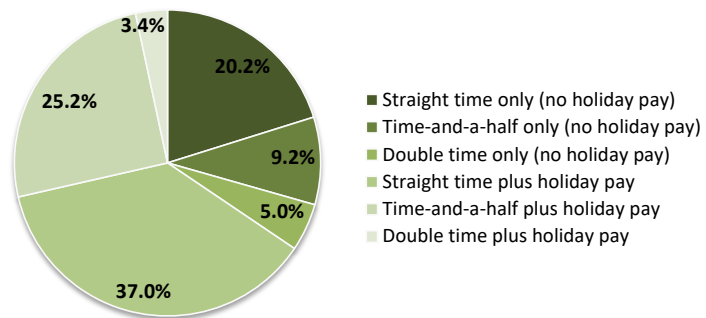
## Time Off

### How are nonexempt employees paid when required to work on an observed holiday?

	<100	100-250	>250	All Fac
Straight time only (no holiday pay)	13 (28.9%)	7 (18.4%)	4 (11.1%)	24 (20.2%)
Time-and-a-half only (no holiday pay)	2 (4.4%)	5 (13.2%)	4 (11.1%)	11 (9.2%)
Double time only (no holiday pay)	4 (8.9%)	2 (5.3%)	0 (0.0%)	6 (5.0%)
Straight time plus holiday pay	16 (35.6%)	14 (36.8%)	14 (38.9%)	44 (37.0%)
Time-and-a-half plus holiday pay	9 (20.0%)	10 (26.3%)	11 (30.6%)	30 (25.2%)
Double time plus holiday pay	1 (2.2%)	0 (0.0%)	3 (8.3%)	4 (3.4%)
<b>Total</b>	<b>45 (100.0%)</b>	<b>38 (100.0%)</b>	<b>36 (100.0%)</b>	<b>119 (100.0%)</b>

Responses for how nonexempt employees are paid when required to work on an observed holiday are mixed. Over one third of employers (37%) pay employees straight time plus holiday pay while another quarter (25%) pay time-and-a-half plus holiday pay. Only 3% of employers pay double time plus holiday pay. The remaining third of employers (35%) provide straight time, time-and-a-half, or double time only (no holiday pay).

Nonexempt Employee Pay When Required to Work on an Observed Holiday



### Parental Leave

Over two thirds of employers (69%) do not offer a separate policy for parental leave. In contrast, close to one third of employers (31%) do offer a separate policy. About 18% of employers offer a separate parental leave policy that provides the same benefit for all new parents while about 11% offer separate policies for maternity and paternity leave. Less than 3% of employers offer a separate policy for maternity leave only.

### Does your organization offer a separate policy for parental leave (for all new parents)?

	<100	100-250	>250	All Fac
Yes, one policy for parental leave that provides the same benefit for all	30 (16.6%)	10 (15.9%)	12 (24.5%)	52 (17.7%)
Yes, a separate policy for maternity leave only	6 (3.3%)	2 (3.2%)	0 (0.0%)	8 (2.7%)
Yes, separate policies for maternity and paternity leave	18 (9.9%)	8 (12.7%)	5 (10.2%)	31 (10.6%)
No, we do not offer any parental leave	127 (70.2%)	43 (68.3%)	32 (65.3%)	202 (68.9%)
<b>Total</b>	<b>181 (100.0%)</b>	<b>63 (100.0%)</b>	<b>49 (100.0%)</b>	<b>293 (100.0%)</b>

### Who is eligible for parental leave?

	<100	100-250	>250	All Fac
Both full-time and part-time employees	5 (21.7%)	4 (50.0%)	1 (14.3%)	10 (26.3%)
Full-time employees only	18 (78.3%)	4 (50.0%)	6 (85.7%)	28 (73.7%)
<b>Total</b>	<b>23 (100.0%)</b>	<b>8 (100.0%)</b>	<b>7 (100.0%)</b>	<b>38 (100.0%)</b>

14 organizations do not have any part-time employees and are excluded from the table above.

## Time Off

### When is an employee eligible for parental leave?

Table 1.94.				
	<100	100-250	>250	All Fac
At hire	11 (36.7%)	5 (50.0%)	4 (33.3%)	20 (38.5%)
1 month following hire date	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
3 months following hire date	1 (3.3%)	2 (20.0%)	1 (8.3%)	4 (7.7%)
6 months following hire date	3 (10.0%)	0 (0.0%)	1 (8.3%)	4 (7.7%)
12 months following hire date	14 (46.7%)	3 (30.0%)	4 (33.3%)	21 (40.4%)
Other	1 (3.3%)	0 (0.0%)	2 (16.7%)	3 (5.8%)
<b>Total</b>	<b>30 (100.0%)</b>	<b>10 (100.0%)</b>	<b>12 (100.0%)</b>	<b>52 (100.0%)</b>

When an employee becomes eligible for parental leave is split. About 40% of employers require 12 months of service before becoming eligible, while 39% indicated that employees are eligible for the parental leave benefit immediately upon hire. The remaining 21% of employers require 3 months, 6 months of service or some other eligibility requirement not listed.

### What does parental leave cover?

Table 1.95.				
	<100	100-250	>250	All Fac
Percent of pay for number of weeks	17 (56.7%)	7 (70.0%)	8 (66.7%)	32 (61.5%)
Number of weeks without pay	2 (6.7%)	2 (20.0%)	0 (0.0%)	4 (7.7%)
Flat dollar amount	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Combination of time off with and without pay	11 (36.7%)	1 (10.0%)	4 (33.3%)	16 (30.8%)
<b>Total</b>	<b>30 (100.0%)</b>	<b>10 (100.0%)</b>	<b>12 (100.0%)</b>	<b>52 (100.0%)</b>

About 62% of employers offering parental leave provide a percent of pay for number of weeks, while 8% of employers provide a number of weeks without pay. Another 31% of employers offer a separate parental leave policy that covers a combination of time off with and without pay. On average, employees receive either 99% of salary for 3.6 weeks or unpaid leave for 10 weeks.

### What does parental leave cover – percent of pay for number of weeks?

Table 1.96.				
	<100	100-250	>250	All Fac
Average percent of pay (%)	100.0%	100.0%	95.8%	99.0%
Up to average number of weeks	2.7	4.1	5.0	3.6
<b>Total</b>	<b>17</b>	<b>7</b>	<b>8</b>	<b>32</b>

### What does parental leave cover – number of weeks without pay?

Table 1.97.				
	<100	100-250	>250	All Fac
Average number of weeks without pay	-	-	-	10.0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>4</b>

## Time Off

### Maternity Leave

#### Who is eligible for maternity leave?

	<100	100-250	>250	All Fac
Both full-time and part-time employees	2 (10.5%)	3 (50.0%)	3 (75.0%)	8 (27.6%)
Full-time employees only	17 (89.5%)	3 (50.0%)	1 (25.0%)	21 (72.4%)
<b>Total</b>	19 (100.0%)	6 (100.0%)	4 (100.0%)	29 (100.0%)

10 organizations do not have any part-time employees and are excluded from the table above.

#### When is an employee eligible for maternity leave?

	<100	100-250	>250	All Fac
At hire	9 (37.5%)	5 (50.0%)	1 (20.0%)	15 (38.5%)
1 month following hire date	0 (0.0%)	1 (10.0%)	0 (0.0%)	1 (2.6%)
3 months following hire date	1 (4.2%)	1 (10.0%)	0 (0.0%)	2 (5.1%)
6 months following hire date	0 (0.0%)	1 (10.0%)	0 (0.0%)	1 (2.6%)
12 months following hire date	9 (37.5%)	1 (10.0%)	3 (60.0%)	13 (33.3%)
Other	5 (20.8%)	1 (10.0%)	1 (20.0%)	7 (17.9%)
<b>Total</b>	24 (100.0%)	10 (100.0%)	5 (100.0%)	39 (100.0%)

When an employee becomes eligible for maternity leave is split. About 33% of employers require 12 months of service before becoming eligible, while 39% indicated that employees are eligible for the maternity leave benefit immediately upon hire. The remaining 28% of employers require 1 month, 3 months, or 6 months of service, or some other eligibility requirement not listed.

#### What does maternity leave cover?

	<100	100-250	>250	All Fac
Percent of pay for number of weeks	9 (37.5%)	9 (90.0%)	5 (100.0%)	23 (59.0%)
Number of weeks without pay	4 (16.7%)	1 (10.0%)	0 (0.0%)	5 (12.8%)
Flat dollar amount	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Combination of time off with and without pay	11 (45.8%)	0 (0.0%)	0 (0.0%)	11 (28.2%)
<b>Total</b>	24 (100.0%)	10 (100.0%)	5 (100.0%)	39 (100.0%)

About 59% of employers offering maternity leave provide a percent of pay for number of weeks, while 13% of employers provide a number of weeks without pay. Another 28% of employers offer a separate maternity leave policy that covers a combination of time off with and without pay. On average, employees receive either 90% of salary for 6.3 weeks or unpaid leave for 9.2 weeks.

#### What does maternity leave cover – percent of pay for number of weeks?

	<100	100-250	>250	All Fac
Average percent of pay (%)	81.4%	96.2%	92.0%	89.5%
Up to average number of weeks	5.8	6.7	6.8	6.3
<b>Total</b>	9	9	5	23

## Time Off

### What does maternity leave cover – number of weeks without pay?

Table 1.102.				
	<100	100-250	>250	All Fac
Average number of weeks without pay	8.5	-	-	9.2
<b>Total</b>	4	1	0	5

## Paternity Leave

### Who is eligible for paternity leave?

Table 1.103.				
	<100	100-250	>250	All Fac
Both full-time and part-time employees	2 (15.4%)	1 (25.0%)	3 (75.0%)	6 (28.6%)
Full-time employees only	11 (84.6%)	3 (75.0%)	1 (25.0%)	15 (71.4%)
<b>Total</b>	13 (100.0%)	4 (100.0%)	4 (100.0%)	21 (100.0%)

10 organizations do not have any part-time employees and are excluded from the table above.

### When is an employee eligible for paternity leave?

Table 1.104.				
	<100	100-250	>250	All Fac
At hire	7 (38.9%)	5 (62.5%)	1 (20.0%)	13 (41.9%)
1 month following hire date	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
3 months following hire date	2 (11.1%)	0 (0.0%)	0 (0.0%)	2 (6.5%)
6 months following hire date	0 (0.0%)	1 (12.5%)	0 (0.0%)	1 (3.2%)
12 months following hire date	5 (27.8%)	1 (12.5%)	3 (60.0%)	9 (29.0%)
Other	4 (22.2%)	1 (12.5%)	1 (20.0%)	6 (19.4%)
<b>Total</b>	18 (100.0%)	8 (100.0%)	5 (100.0%)	31 (100.0%)

About 29% of employers require 12 months of service before becoming eligible for paternity leave, while 42% indicated that employees are eligible for the paternity leave benefit immediately upon hire. The remaining 29% of employers require 3 months or 6 months of service, or some other eligibility requirement not listed.

### What does paternity leave cover?

Table 1.105.				
	<100	100-250	>250	All Fac
Percent of pay for number of weeks	9 (50.0%)	7 (87.5%)	5 (100.0%)	21 (67.7%)
Number of weeks without pay	2 (11.1%)	1 (12.5%)	0 (0.0%)	3 (9.7%)
Flat dollar amount	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Combination of time off with and without pay	7 (38.9%)	0 (0.0%)	0 (0.0%)	7 (22.6%)
<b>Total</b>	18 (100.0%)	8 (100.0%)	5 (100.0%)	31 (100.0%)

About 68% of employers offering paternity leave provide a percent of pay for number of weeks, while 10% of employers provide a number of weeks without pay. Another 23% of employers offer a separate paternity leave policy that covers a combination of time off with and without pay. On average, employees receive either 98% of salary for 2.3 weeks or unpaid leave for 10 weeks.

**Time Off**

**What does paternity leave cover – percent of pay for number of weeks?**

Table 1.106.				
	<100	100-250	>250	All Fac
Average percent of pay (%)	100.0%	95.1%	100.0%	98.4%
Up to average number of weeks	1.9	2.7	2.4	2.3
<b>Total</b>	9	7	5	21

**What does paternity leave cover – number of weeks without pay?**

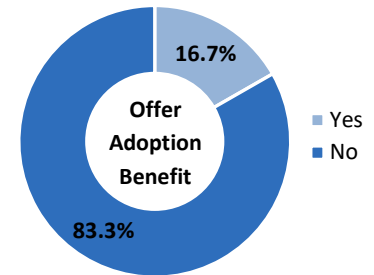
Table 1.107.				
	<100	100-250	>250	All Fac
Average number of weeks without pay	-	-	-	10.0
<b>Total</b>	2	1	0	3

**Adoption Benefit**

Only 17% of employers offer an adoption benefit to employees. Of the 49 employers offering an adoption benefit, all employers (100%) offer the benefit to both female and male employees.

**Does your organization offer an adoption benefit to employees?**

Table 1.108.				
	<100	100-250	>250	All Fac
Yes	24 (13.3%)	13 (20.6%)	12 (24.5%)	49 (16.7%)
No	157 (86.7%)	50 (79.4%)	37 (75.5%)	244 (83.3%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)



**Who is eligible for the adoption benefit?**

Table 1.109.				
	<100	100-250	>250	All Fac
Female employees	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Male employees	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Both female and male employees	24 (100.0%)	13 (100.0%)	12 (100.0%)	49 (100.0%)
<b>Total</b>	24 (100.0%)	13 (100.0%)	12 (100.0%)	49 (100.0%)

**What does the adoption benefit cover?**

Table 1.110.				
	<100	100-250	>250	All Fac
Percent of pay for number of weeks	14 (58.3%)	10 (76.9%)	6 (50.0%)	30 (61.2%)
Number of weeks without pay	1 (4.2%)	2 (15.4%)	0 (0.0%)	3 (6.1%)
Flat dollar amount	1 (4.2%)	1 (7.7%)	4 (33.3%)	6 (12.2%)
Combination of time off with and without pay	8 (33.3%)	0 (0.0%)	2 (16.7%)	10 (20.4%)
<b>Total</b>	24 (100.0%)	13 (100.0%)	12 (100.0%)	49 (100.0%)

About 61% of employers offering an adoption benefit provide a percent of pay for number of weeks, while 12% of employers provide a flat dollar benefit and 6% provide employees with a number of weeks without pay. Another 20% of employers offer an adoption benefit that covers a combination of time off with and without pay. On average, employees receive either 98.9% of salary for 3.8 weeks, unpaid leave for 8.7 weeks, or a \$7,917 benefit.



**Time Off**

**What does the adoption benefit cover – percent of pay for number of weeks?**

Table 1.111. Maximum Number of Paid Weeks				
	<100	100-250	>250	All Fac
Average percent of pay	100.0%	100.0%	94.4%	98.9%
Average number of weeks	3.0	3.1	6.8	3.8
<b>Total</b>	14	10	6	30

**What does the adoption benefit cover – number of weeks without pay?**

Table 1.112. Number of Weeks Without Pay				
	<100	100-250	>250	All Fac
Average number of weeks without pay	-	-	-	8.7
<b>Total</b>	1	2	0	3

**What does the adoption benefit cover – flat dollar amount?**

Table 1.113. Flat Dollar Amount				
	<100	100-250	>250	All Fac
Average dollar amount	-	-	\$8,125	\$7,917
<b>Total</b>	1	1	4	6

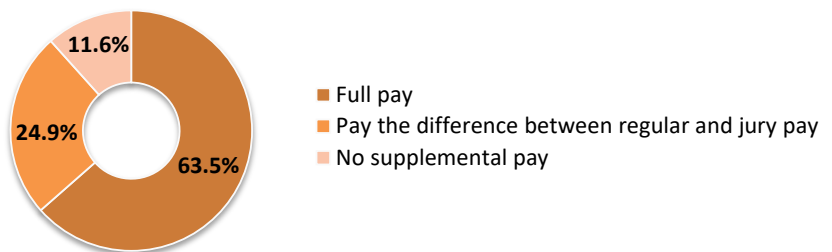
**Jury Duty**

**How does your organization pay employees on jury duty?**

Table 1.114.				
	<100	100-250	>250	All Fac
Full pay	105 (58.0%)	43 (68.3%)	38 (77.6%)	186 (63.5%)
Pay the difference between regular and jury pay	48 (26.5%)	14 (22.2%)	11 (22.4%)	73 (24.9%)
No supplemental pay	28 (15.5%)	6 (9.5%)	0 (0.0%)	34 (11.6%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

As shown to the right, close to two thirds of employers (64%) pay employees full pay while on jury duty. A smaller percent of small facilities with less than 100 employees provide full pay compared to large facilities with more than 250 employees. Another quarter (25%) pay the difference between regular and jury pay. Only 12% of employers provide no supplemental pay to employees.

**How Employees on Jury Duty Are Paid**



**What is the maximum number of paid days allowed for jury duty?**

Table 1.115.				
	<100	100-250	>250	All Fac
Set number of days	67 (43.8%)	26 (45.6%)	10 (20.4%)	103 (39.8%)
No maximum	86 (56.2%)	31 (54.4%)	39 (79.6%)	156 (60.2%)
<b>Total</b>	153 (100.0%)	57 (100.0%)	49 (100.0%)	259 (100.0%)

## Time Off

### What is the maximum number of paid days allowed for jury duty – number of days?

	<100	100-250	>250	All Fac
Average number of days	7.4	10.5	11.2	8.5
<b>Total</b>	67	26	10	103

The maximum number of paid days allowed for jury duty ranges from 1 to 30 days.

More than half of employers, 60%, indicated they have no maximum number of paid days allowed for jury duty, while 40% said they provide a set number of paid days. While the maximum number of paid days ranges from 1 to 30 days, on average, employers offering pay provide it for a maximum 8.5 days.

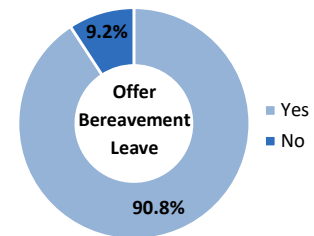
### Are employees required to return to work if serving a partial jury day?

	<100	100-250	>250	All Fac
Yes	123 (68.0%)	44 (69.8%)	35 (71.4%)	202 (68.9%)
No	58 (32.0%)	19 (30.2%)	14 (28.6%)	91 (31.1%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

## Bereavement Leave

### Does your organization offer bereavement leave?

	<100	100-250	>250	All Fac
Yes	164 (90.6%)	59 (93.7%)	43 (87.8%)	266 (90.8%)
No	17 (9.4%)	4 (6.3%)	6 (12.2%)	27 (9.2%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)



### To whom does bereavement apply?

	<100	100-250	>250	All Fac (N=266)
Child	160 (97.6%)	59 (100.0%)	43 (100.0%)	262 (98.5%)
Domestic partner	106 (64.6%)	36 (61.0%)	23 (53.5%)	165 (62.0%)
Extended family member (aunt, uncle, cousin, etc)	54 (32.9%)	16 (27.1%)	11 (25.6%)	81 (30.5%)
Foster	82 (50.0%)	31 (52.5%)	19 (44.2%)	132 (49.6%)
Grandchild	145 (88.4%)	51 (86.4%)	39 (90.7%)	235 (88.3%)
Grandparent	152 (92.7%)	54 (91.5%)	42 (97.7%)	248 (93.2%)
In-laws	145 (88.4%)	49 (83.1%)	40 (93.0%)	234 (88.0%)
Non-relative (friend, family member of friend, legal guardian, etc)	16 (9.8%)	5 (8.5%)	5 (11.6%)	26 (9.8%)
Parent	160 (97.6%)	59 (100.0%)	43 (100.0%)	262 (98.5%)
Sibling	154 (93.9%)	56 (94.9%)	42 (97.7%)	252 (94.7%)
Spouse	158 (96.3%)	59 (100.0%)	43 (100.0%)	260 (97.7%)
Stepbrother/stepdaughter	130 (79.3%)	50 (84.7%)	37 (86.0%)	217 (81.6%)
Stepchild	138 (84.1%)	54 (91.5%)	40 (93.0%)	232 (87.2%)
Stepparent	136 (82.9%)	54 (91.5%)	37 (86.0%)	227 (85.3%)
Other	11 (6.7%)	5 (8.5%)	5 (11.6%)	21 (7.9%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 164 for <100, 59 for 100-250, 43 for >250.

**What is the maximum number of paid days off allowed for bereavement per incident for full-time employees?**

Table 1.120. Average Number of Paid Days Off Per Incident				
	<100	100-250	>250	All Fac
Child	3.4	3.6	3.9	3.5
Domestic partner	3.4	4.1	4.3	3.7
Extended family member (aunt, uncle, cousin, etc)	2.2	2.9	1.9	2.3
Foster	3.2	3.7	3.2	3.3
Grandchild	3.1	3.2	3.1	3.1
Grandparent	3.0	3.2	3.0	3.1
In-laws	3.1	3.2	3.1	3.1
Non-relative (friend, family member of friend, legal guardian, etc)	2.2	4.0	1.8	2.5
Parent	3.3	3.6	3.4	3.4
Sibling	3.2	3.5	3.4	3.3
Spouse	3.2	3.5	3.4	3.3
Stepbrother/stepsister	3.2	3.3	3.2	3.2
Stepchild	3.2	3.3	3.9	3.4
Stepparent	3.2	3.3	3.3	3.2
Other	2.6	4.0	2.6	3.0

**Overtime & Premium Pay**

**When does your organization pay nonexempt employees for overtime?**

Table 2.1.				
	<100	100-250	>250	All Fac
Greater than 8 hours worked in a day	6 (3.6%)	3 (4.8%)	1 (2.0%)	10 (3.6%)
Greater than 40 hours worked in a week only	160 (96.4%)	60 (95.2%)	48 (98.0%)	268 (96.4%)
<b>Total</b>	166 (100.0%)	63 (100.0%)	49 (100.0%)	278 (100.0%)

**In addition to actual hours worked, overtime for nonexempt employees is calculated based on...**

Table 2.2.				
	<100	100-250	>250	All Fac (N=278)
Holidays	30 (18.1%)	8 (12.7%)	13 (26.5%)	51 (18.3%)
PTO/Vacation	23 (13.9%)	6 (9.5%)	8 (16.3%)	37 (13.3%)
Sick	9 (5.4%)	0 (0.0%)	2 (4.1%)	11 (4.0%)
Jury duty	10 (6.0%)	3 (4.8%)	4 (8.2%)	17 (6.1%)
Bereavement	10 (6.0%)	2 (3.2%)	3 (6.1%)	15 (5.4%)
Other	1 (0.6%)	1 (1.6%)	1 (2.0%)	3 (1.1%)
Actual hours worked only	135 (81.3%)	55 (87.3%)	36 (73.5%)	226 (81.3%)

'Actual hours worked only' was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 166 for <100, 63 for 100-250, 49 for >250.

As shown in Table 2.2 above, most employers, 81%, calculate overtime for nonexempt employees based on actual hours worked only. However, 18% of employers include holidays in the overtime calculation while 13% include PTO/vacation. Few employers calculate overtime based on sick, jury duty, bereavement, or other variables.

**Pay Practices**

**What does your organization pay nonexempt employees for overtime performed on Saturday and/or Sunday?**

<b>Table 2.3. Saturday</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Time-and-a-half	99 (99.0%)	41 (97.6%)	37 (100.0%)	177 (98.9%)
Double time	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Fixed dollar amount	1 (1.0%)	1 (2.4%)	0 (0.0%)	2 (1.1%)
<b>Total</b>	<b>100 (100.0%)</b>	<b>42 (100.0%)</b>	<b>37 (100.0%)</b>	<b>179 (100.0%)</b>

99 organizations indicated 'not applicable' and are excluded from the table above.

<b>Table 2.4. Sunday</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Time-and-a-half	86 (89.6%)	36 (85.7%)	31 (86.1%)	153 (87.9%)
Double time	8 (8.3%)	4 (9.5%)	5 (13.9%)	17 (9.8%)
Fixed dollar amount	2 (2.1%)	2 (4.8%)	0 (0.0%)	4 (2.3%)
<b>Total</b>	<b>96 (100.0%)</b>	<b>42 (100.0%)</b>	<b>36 (100.0%)</b>	<b>174 (100.0%)</b>

104 organizations indicated 'not applicable' and are excluded from the table above.

Almost all employers (99%) pay nonexempt employees time-and-a-half for overtime performed on a Saturday, while 88% pay the same for the overtime performed on a Sunday. While no employers pay double time for overtime performed a Saturday, close to 10% of employers pay double time for overtime performed on a Sunday. Few employers (1-2%) pay a fixed dollar amount for overtime performed on a Saturday or Sunday.

**What premium pay is given to nonexempt employees for the following?**

<b>Table 2.5. Second Shift</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Cents per hour	11 (33.3%)	10 (35.7%)	15 (57.7%)	36 (41.4%)
Percent per hour	2 (6.1%)	5 (17.9%)	0 (0.0%)	7 (8.0%)
Varies by position	2 (6.1%)	2 (7.1%)	2 (7.7%)	6 (6.9%)
No premium pay	18 (54.5%)	11 (39.3%)	9 (34.6%)	38 (43.7%)
<b>Total</b>	<b>33 (100.0%)</b>	<b>28 (100.0%)</b>	<b>26 (100.0%)</b>	<b>87 (100.0%)</b>

191 organizations indicated 'not applicable' and are excluded from the table above.

<b>Table 2.6. Second Shift</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average cents per hour	\$0.73	\$0.72	\$0.75	\$0.74
<b>Total</b>	<b>11</b>	<b>10</b>	<b>15</b>	<b>36</b>

<b>Table 2.7. Second Shift</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average percent per hour	-	8.0%	-	8.3%
<b>Total</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>7</b>

**Pay Practices**

Table 2.8. Third Shift				
	<100	100-250	>250	All Fac
Cents per hour	7 (26.9%)	13 (50.0%)	15 (53.6%)	35 (43.8%)
Percent per hour	1 (3.8%)	3 (11.5%)	1 (3.6%)	5 (6.3%)
Varies by position	1 (3.8%)	2 (7.7%)	4 (14.3%)	7 (8.8%)
No premium pay	17 (65.4%)	8 (30.8%)	8 (28.6%)	33 (41.3%)
<b>Total</b>	26 (100.0%)	26 (100.0%)	28 (100.0%)	80 (100.0%)

198 organizations indicated 'not applicable' and are excluded from the table above.

Table 2.9. Third Shift				
	<100	100-250	>250	All Fac
Average cents per hour	\$0.94	\$0.77	\$0.68	\$0.77
<b>Total</b>	7	13	15	35

Table 2.10. Third Shift				
	<100	100-250	>250	All Fac
Average percent per hour	-	10.0%	-	11.0%
<b>Total</b>	1	3	1	5

Table 2.11. 12 Hour Shift				
	<100	100-250	>250	All Fac
Cents per hour	1 (4.5%)	5 (27.8%)	2 (11.8%)	8 (14.0%)
Percent per hour	0 (0.0%)	1 (5.6%)	1 (5.9%)	2 (3.5%)
Varies by position	2 (9.1%)	0 (0.0%)	0 (0.0%)	2 (3.5%)
No premium pay	19 (86.4%)	12 (66.7%)	14 (82.4%)	45 (78.9%)
<b>Total</b>	22 (100.0%)	18 (100.0%)	17 (100.0%)	57 (100.0%)

221 organizations indicated 'not applicable' and are excluded from the table above.

Table 2.12. 12 Hour Shift				
	<100	100-250	>250	All Fac
Average cents per hour	-	\$0.97	-	\$0.80
<b>Total</b>	1	5	2	8

Table 2.13. 12 Hour Shift				
	<100	100-250	>250	All Fac
Average percent per hour	-	-	-	-
<b>Total</b>	0	1	1	2

Table 2.14. Saturday				
	<100	100-250	>250	All Fac
Cents per hour	0 (0.0%)	1 (4.5%)	3 (14.3%)	4 (4.8%)
Percent per hour	1 (2.5%)	1 (4.5%)	0 (0.0%)	2 (2.4%)
Varies by position	1 (2.5%)	1 (4.5%)	3 (14.3%)	5 (6.0%)
No premium pay	38 (95.0%)	19 (86.4%)	15 (71.4%)	72 (86.7%)
<b>Total</b>	40 (100.0%)	22 (100.0%)	21 (100.0%)	83 (100.0%)

195 organizations indicated 'not applicable' and are excluded from the table above.

**Pay Practices**

Table 2.15. Saturday				
	<100	100-250	>250	All Fac
Average cents per hour	-	-	\$1.27	\$1.33
<b>Total</b>	0	1	3	4

Table 2.16. Saturday				
	<100	100-250	>250	All Fac
Average percent per hour	-	-	-	-
<b>Total</b>	1	1	0	2

Table 2.17. Sunday				
	<100	100-250	>250	All Fac
Cents per hour	1 (2.8%)	1 (4.5%)	3 (14.3%)	5 (6.3%)
Percent per hour	1 (2.8%)	1 (4.5%)	0 (0.0%)	2 (2.5%)
Varies by position	1 (2.8%)	1 (4.5%)	3 (14.3%)	5 (6.3%)
No premium pay	33 (91.7%)	19 (86.4%)	15 (71.4%)	67 (84.8%)
<b>Total</b>	36 (100.0%)	22 (100.0%)	21 (100.0%)	79 (100.0%)

199 organizations indicated 'not applicable' and are excluded from the table above.

Table 2.18. Sunday				
	<100	100-250	>250	All Fac
Average cents per hour	-	-	\$1.43	\$1.46
<b>Total</b>	1	1	3	5

Table 2.19. Sunday				
	<100	100-250	>250	All Fac
Average percent per hour	-	-	-	-
<b>Total</b>	1	1	0	2

Table 2.20. Bilingual				
	<100	100-250	>250	All Fac
Cents per hour	1 (3.1%)	1 (5.9%)	1 (5.9%)	3 (4.5%)
Percent per hour	0 (0.0%)	0 (0.0%)	1 (5.9%)	1 (1.5%)
Varies by position	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
No premium pay	31 (96.9%)	16 (94.1%)	15 (88.2%)	62 (93.9%)
<b>Total</b>	32 (100.0%)	17 (100.0%)	17 (100.0%)	66 (100.0%)

212 organizations indicated 'not applicable' and are excluded from the table above.

Table 2.21. Bilingual				
	<100	100-250	>250	All Fac
Average cents per hour	-	-	-	\$0.68
<b>Total</b>	1	1	1	3

Table 2.22. Bilingual				
	<100	100-250	>250	All Fac
Average percent per hour	-	-	-	-
<b>Total</b>	0	0	1	1

**Pay Practices**

Table 2.23. Team Leader				
	<100	100-250	>250	All Fac
Cents per hour	4 (11.4%)	7 (33.3%)	3 (15.8%)	14 (18.7%)
Percent per hour	0 (0.0%)	0 (0.0%)	1 (5.3%)	1 (1.3%)
Varies by position	2 (5.7%)	1 (4.8%)	3 (15.8%)	6 (8.0%)
No premium pay	29 (82.9%)	13 (61.9%)	12 (63.2%)	54 (72.0%)
<b>Total</b>	35 (100.0%)	21 (100.0%)	19 (100.0%)	75 (100.0%)

212 organizations indicated 'not applicable' and are excluded from the table above.

Table 2.24. Team Leader				
	<100	100-250	>250	All Fac
Average cents per hour	\$1.38	\$1.07	\$1.10	\$1.16
<b>Total</b>	4	7	3	14

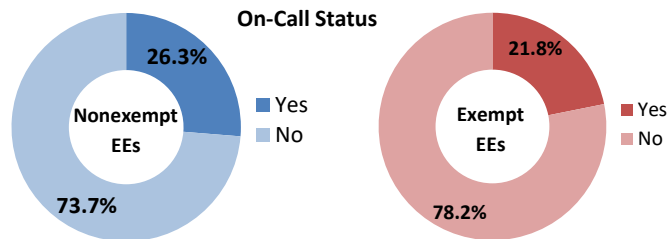
Table 2.25. Team Leader				
	<100	100-250	>250	All Fac
Average percent per hour	-	-	-	-
<b>Total</b>	0	0	1	1

**On-Call**

**Does your organization have on-call status?**

Table 2.26.				
	<100	100-250	>250	All Fac
Yes, for both nonexempt and exempt employees	14 (7.7%)	18 (28.6%)	10 (20.4%)	42 (14.3%)
Yes, for nonexempt employees only	17 (9.4%)	5 (7.9%)	13 (26.5%)	35 (11.9%)
Yes, for exempt employees only	15 (8.3%)	6 (9.5%)	1 (2.0%)	22 (7.5%)
No	135 (74.6%)	34 (54.0%)	25 (51.0%)	194 (66.2%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

Overall, only 34% of employers offer on-call status to employees, with slightly more offering it to nonexempt employees (26%) than exempt employees (22%). On-call status is more prevalent in large facilities with more than 250 employees than in small facilities with less than 100 employees.



Of the 77 employers with on-call status for nonexempt employees, only 13% do not provide additional compensation. 39% of these employers provide additional pay only if work is performed while 48% pay employees even if no work is performed. In contrast, 64% of employers do not provide additional compensation to exempt employees who are on-call.

**Does your organization provide additional compensation to an employee who is on-call (waiting to be engaged in work)?**

Table 2.27. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes, only if work is performed	12 (38.7%)	12 (52.2%)	6 (26.1%)	30 (39.0%)
Yes, even if no work is performed	15 (48.4%)	7 (30.4%)	15 (65.2%)	37 (48.1%)
No	4 (12.9%)	4 (17.4%)	2 (8.7%)	10 (13.0%)
<b>Total</b>	31 (100.0%)	23 (100.0%)	23 (100.0%)	77 (100.0%)

**Pay Practices**

<b>Table 2.28. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, only if work is performed	6 (20.7%)	2 (8.3%)	0 (0.0%)	8 (12.5%)
Yes, even if no work is performed	4 (13.8%)	4 (16.7%)	7 (63.6%)	15 (23.4%)
No	19 (65.5%)	18 (75.0%)	4 (36.4%)	41 (64.1%)
<b>Total</b>	<b>29 (100.0%)</b>	<b>24 (100.0%)</b>	<b>11 (100.0%)</b>	<b>64 (100.0%)</b>

**You indicated employees who are on-call receive additional compensation even if no work is performed. What is pay based on?**

<b>Table 2.29. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Pay is based on number of hours on-call	4 (26.7%)	1 (14.3%)	3 (20.0%)	8 (21.6%)
Pay is based on specified time period	2 (13.3%)	1 (14.3%)	2 (13.3%)	5 (13.5%)
Flat rate/dollar amount	8 (53.3%)	4 (57.1%)	10 (66.7%)	22 (59.5%)
Other	1 (6.7%)	1 (14.3%)	0 (0.0%)	2 (5.4%)
<b>Total</b>	<b>15 (100.0%)</b>	<b>7 (100.0%)</b>	<b>15 (100.0%)</b>	<b>37 (100.0%)</b>

<b>Table 2.30. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Pay is based on number of hours on-call	0 (0.0%)	0 (0.0%)	1 (14.3%)	1 (6.7%)
Pay is based on specified time period	1 (25.0%)	2 (50.0%)	3 (42.9%)	6 (40.0%)
Flat rate/dollar amount	2 (50.0%)	2 (50.0%)	3 (42.9%)	7 (46.7%)
Other	1 (25.0%)	0 (0.0%)	0 (0.0%)	1 (6.7%)
<b>Total</b>	<b>4 (100.0%)</b>	<b>4 (100.0%)</b>	<b>7 (100.0%)</b>	<b>15 (100.0%)</b>

Responses for how employers pay employees on-call even when no work is performed vary. Employers most often provide additional compensation for both nonexempt and exempt employees who are on-call as a flat rate/dollar amount (60% and 47%, respectively). However, employers provide pay based on a specified time period more often to exempt employees than nonexempt employees (40% compared to 14%) whereas pay based on the number of hours on-call is more often provided to nonexempt employees.

**When employees are called back into work after regular shift is completed, they receive...**

<b>Table 2.31. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Straight time	4 (12.9%)	2 (8.7%)	2 (8.7%)	8 (10.4%)
Time-and-a-half	6 (19.4%)	4 (17.4%)	5 (21.7%)	15 (19.5%)
Double time	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Depends on number of hours worked within pay period	21 (67.7%)	17 (73.9%)	16 (69.6%)	54 (70.1%)
<b>Total</b>	<b>31 (100.0%)</b>	<b>23 (100.0%)</b>	<b>23 (100.0%)</b>	<b>77 (100.0%)</b>

<b>Table 2.32. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Straight time	14 (48.3%)	17 (70.8%)	3 (27.3%)	34 (53.1%)
Time-and-a-half	1 (3.4%)	0 (0.0%)	1 (9.1%)	2 (3.1%)
Double time	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Depends on number of hours worked within pay period	14 (48.3%)	7 (29.2%)	7 (63.6%)	28 (43.8%)
<b>Total</b>	<b>29 (100.0%)</b>	<b>24 (100.0%)</b>	<b>11 (100.0%)</b>	<b>64 (100.0%)</b>

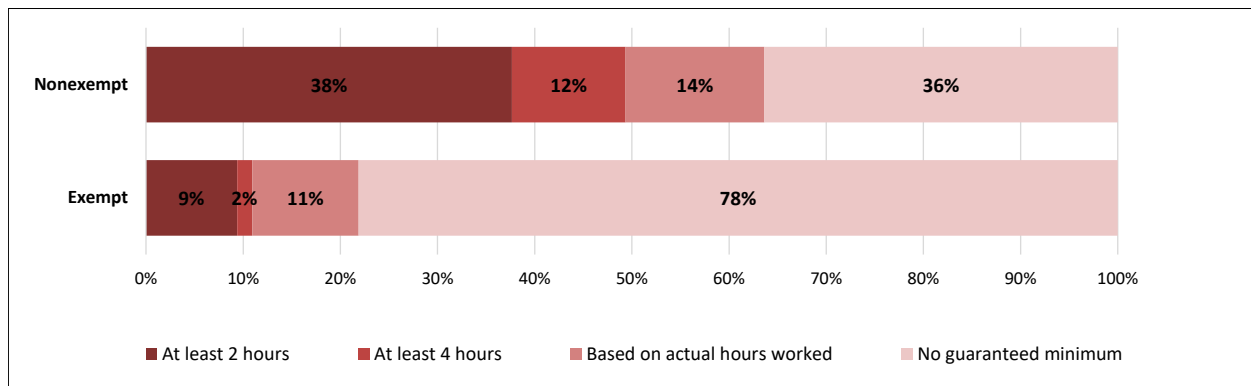


**Pay Practices**

**Does your organization guarantee employees a minimum number of hours if they are called back into work?**

Table 2.33. Nonexempt EEs				
	<100	100-250	>250	All Fac
At least 2 hours	10 (32.3%)	8 (34.8%)	11 (47.8%)	29 (37.7%)
At least 4 hours	3 (9.7%)	6 (26.1%)	0 (0.0%)	9 (11.7%)
Based on actual hours worked	5 (16.1%)	2 (8.7%)	4 (17.4%)	11 (14.3%)
No guaranteed minimum	13 (41.9%)	7 (30.4%)	8 (34.8%)	28 (36.4%)
<b>Total</b>	31 (100.0%)	23 (100.0%)	23 (100.0%)	77 (100.0%)

Table 2.34. Exempt EEs				
	<100	100-250	>250	All Fac
At least 2 hours	3 (10.3%)	0 (0.0%)	3 (27.3%)	6 (9.4%)
At least 4 hours	0 (0.0%)	1 (4.2%)	0 (0.0%)	1 (1.6%)
Based on actual hours worked	5 (17.2%)	1 (4.2%)	1 (9.1%)	7 (10.9%)
No guaranteed minimum	21 (72.4%)	22 (91.7%)	7 (63.6%)	50 (78.1%)
<b>Total</b>	29 (100.0%)	24 (100.0%)	11 (100.0%)	64 (100.0%)



**Variable Compensation**

A higher percent of employers offer exempt employees variable compensation compared to nonexempt employees (66% and 53%, respectively). The percent of employers offering variable compensation remains fairly steady across all facilities for nonexempt and exempt employees. Tables 2.35 – 2. below show the types of variable plans and what determines eligibility for payout both for nonexempt and exempt employees.

**Does your organization offer variable compensation (incentive/bonus) to employees?**

Table 2.35. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes	87 (52.4%)	36 (57.1%)	25 (51.0%)	148 (53.2%)
No	79 (47.6%)	27 (42.9%)	24 (49.0%)	130 (46.8%)
<b>Total</b>	166 (100.0%)	63 (100.0%)	49 (100.0%)	278 (100.0%)

Table 2.36. Exempt EEs				
	<100	100-250	>250	All Fac
Yes	112 (64.0%)	49 (77.8%)	28 (57.1%)	189 (65.9%)
No	63 (36.0%)	14 (22.2%)	21 (42.9%)	98 (34.1%)
<b>Total</b>	175 (100.0%)	63 (100.0%)	49 (100.0%)	287 (100.0%)

**Pay Practices**

**For each type of variable plan listed below, what determines eligibility for payout?**

<b>Table 2.37. Management Incentive Plan</b>				
	<b>Company Performance</b>	<b>Department Performance</b>	<b>Individual Goal</b>	<b>Discretionary</b>
Nonexempt EEs	36 (45.6%)	14 (17.7%)	21 (26.6%)	25 (31.6%)
Exempt EEs	63 (81.8%)	32 (41.6%)	37 (48.1%)	35 (45.5%)

69 organizations do not have a management incentive plan for nonexempt employees and are excluded above.  
71 organizations do not have a management incentive plan for exempt employees and are excluded above.

<b>Table 2.38. Annual Bonus</b>				
	<b>Company Performance</b>	<b>Department Performance</b>	<b>Individual Goal</b>	<b>Discretionary</b>
Nonexempt EEs	74 (58.7%)	21 (16.7%)	41 (32.5%)	61 (48.4%)
Exempt EEs	95 (80.5%)	35 (29.7%)	57 (48.3%)	78 (66.1%)

22 organizations do not have an annual bonus plan for nonexempt employees and are excluded above.  
30 organizations do not have an annual bonus plan for exempt employees and are excluded above.

<b>Table 2.39. Profit Sharing</b>				
	<b>Company Performance</b>	<b>Department Performance</b>	<b>Individual Goal</b>	<b>Discretionary</b>
Nonexempt EEs	28 (45.2%)	4 (6.5%)	6 (9.7%)	12 (19.4%)
Exempt EEs	33 (82.5%)	7 (17.5%)	6 (15.0%)	17 (42.5%)

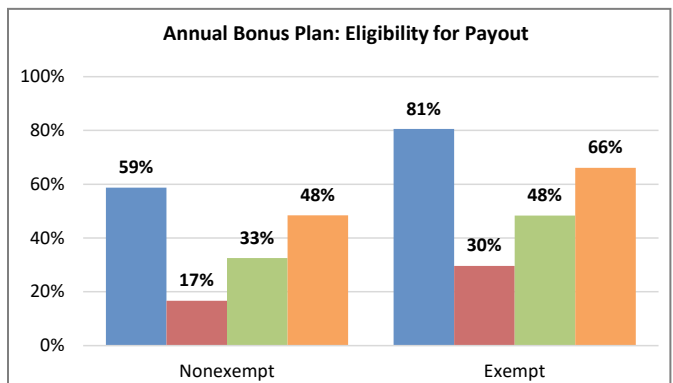
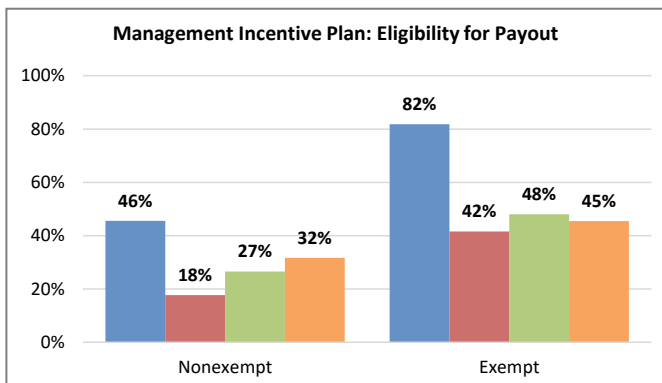
86 organizations do not have a profit sharing plan for nonexempt employees and are excluded above.  
108 organizations do not have a profit sharing plan for exempt employees and are excluded above.

<b>Table 2.40. Small Group/Team Incentive</b>				
	<b>Company Performance</b>	<b>Department Performance</b>	<b>Individual Goal</b>	<b>Discretionary</b>
Nonexempt EEs	7 (10.6%)	19 (28.8%)	11 (16.7%)	20 (30.3%)
Exempt EEs	6 (13.6%)	26 (59.1%)	12 (27.3%)	24 (54.5%)

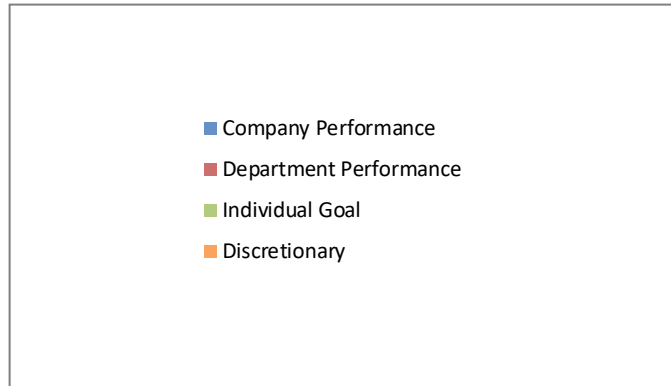
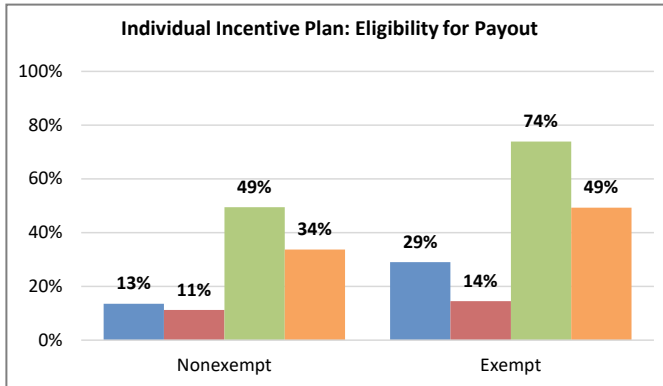
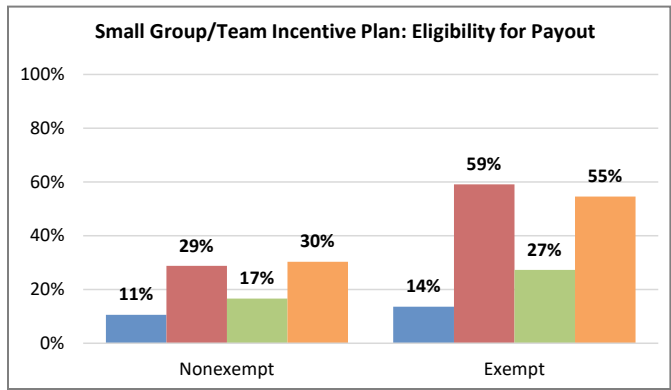
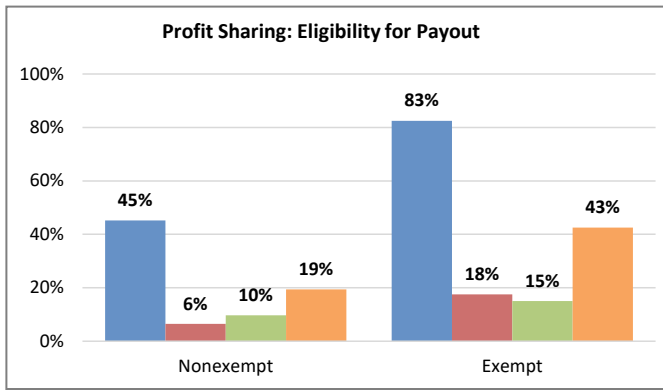
82 organizations do not have a small group/team incentive plan for nonexempt employees and are excluded above.  
104 organizations do not have a small group/team incentive plan for exempt employees and are excluded above.

<b>Table 2.41. Individual Incentive Plan</b>				
	<b>Company Performance</b>	<b>Department Performance</b>	<b>Individual Goal</b>	<b>Discretionary</b>
Nonexempt EEs	12 (13.5%)	10 (11.2%)	44 (49.4%)	30 (33.7%)
Exempt EEs	20 (29.0%)	10 (14.5%)	51 (73.9%)	34 (49.3%)

59 organizations do not have an individual incentive plan for nonexempt employees and are excluded above.  
79 organizations do not have an individual incentive plan for exempt employees and are excluded above.



**Pay Practices**



**Business Travel & Cell/Data Reimbursement**

For business travel, does your organization provide a company car?

	<100	100-250	>250	All Fac
Yes	56 (30.9%)	26 (41.3%)	20 (40.8%)	102 (34.8%)
No	125 (69.1%)	37 (58.7%)	29 (59.2%)	191 (65.2%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

For business travel, does your organization offer car rental reimbursement?

	<100	100-250	>250	All Fac
Yes, reimburse 100% (pay full cost)	86 (47.5%)	39 (61.9%)	23 (46.9%)	148 (50.5%)
Yes, put on company credit card	55 (30.4%)	12 (19.0%)	12 (24.5%)	79 (27.0%)
Yes, reimburse up to max dollar amount	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Other	2 (1.1%)	2 (3.2%)	2 (4.1%)	6 (2.0%)
Do not offer	38 (21.0%)	10 (15.9%)	12 (24.5%)	60 (20.5%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

More than three quarters of employers (79%) offer car rental reimbursement to employees for business travel. Over half (51%) reimburse the full car rental cost while 27% have employees charge the rental to a company credit card. Only 21% of employers do not offer car rental reimbursement.

**Pay Practices**

**For business travel, does your organization offer a car allowance (does not include use of company car)?**

<b>Table 2.44. Car Allowance</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, flat dollar amount per month	13 (7.2%)	5 (7.9%)	2 (4.1%)	20 (6.8%)
Other	15 (8.3%)	8 (12.7%)	7 (14.3%)	30 (10.2%)
Do not offer	153 (84.5%)	50 (79.4%)	40 (81.6%)	243 (82.9%)
<b>Total</b>	<b>181 (100.0%)</b>	<b>63 (100.0%)</b>	<b>49 (100.0%)</b>	<b>293 (100.0%)</b>

<b>Table 2.45. Car Allowance – Average Dollar Amount</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average dollar amount per month	\$486	\$506	-	\$480
<b>Total</b>	<b>13</b>	<b>5</b>	<b>2</b>	<b>20</b>

While most employers offer car rental reimbursement, few employers offer a car allowance to employees. Only 7% of employers offer an average car allowance of \$480 per month to employees. About 10% of employers provided ‘other’ responses for car allowance which vary quite a bit, but common responses include: 13 employers indicated the car allowance varies based on position, 5 employers indicated that only executives are eligible, and employers indicated that the car allowance varies based on region/location.

**For business travel, does your organization offer mileage reimbursement?**

<b>Table 2.46. Mileage Reimbursement</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, cents per mile per IRS rate	140 (77.3%)	50 (79.4%)	45 (91.8%)	235 (80.2%)
Yes, cents per mile	20 (11.0%)	7 (11.1%)	2 (4.1%)	29 (9.9%)
Other	4 (2.2%)	1 (1.6%)	2 (4.1%)	7 (2.4%)
Do not offer	17 (9.4%)	5 (7.9%)	0 (0.0%)	22 (7.5%)
<b>Total</b>	<b>181 (100.0%)</b>	<b>63 (100.0%)</b>	<b>49 (100.0%)</b>	<b>293 (100.0%)</b>

<b>Table 2.47. Mileage Reimbursement – Average Cents Per Mile</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average cents per mile	\$0.48	\$0.47	-	\$0.48
<b>Total</b>	<b>20</b>	<b>7</b>	<b>2</b>	<b>29</b>

The current 2020 IRS rate for mileage reimbursement is 57.5 cents per mile. The majority of employers (80%) reimburse the current IRS rate of 57.5 cents per mile. Of those employers not reimbursing the IRS rate of 57.5 cents per mile, about 83% reimburse less than 57.5 cents per mile and 17% of employers reimburse more than the standard IRS rate. The overall average mileage reimbursement (excluding those that follow the IRS rate) is 48 cents per mile which is lower than the current IRS rate. Reimbursement ranges from 29 cents to 68 cents per mile.

**Does your organization reimburse employees for cell phone/data usage (excludes company provided cell phones)?**

<b>Table 2.48.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, reimburse both nonexempt and exempt employees	35 (19.3%)	18 (28.6%)	13 (26.5%)	66 (22.5%)
Yes, reimburse nonexempt employees only	3 (1.7%)	0 (0.0%)	1 (2.0%)	4 (1.4%)
Yes, reimburse exempt employees only	37 (20.4%)	5 (7.9%)	4 (8.2%)	46 (15.7%)
No	106 (58.6%)	40 (63.5%)	31 (63.3%)	177 (60.4%)
<b>Total</b>	<b>181 (100.0%)</b>	<b>63 (100.0%)</b>	<b>49 (100.0%)</b>	<b>293 (100.0%)</b>

How does your organization determine cell phone/data reimbursement for employees?

Table 2.49. Nonexempt EEs				
	<100	100-250	>250	All Fac (N=70)
Depends on job duties	22 (57.9%)	12 (66.7%)	11 (78.6%)	45 (64.3%)
Depends on department	6 (15.8%)	4 (22.2%)	5 (35.7%)	15 (21.4%)
Depends on position level (mgmt/non-mgmt)	6 (15.8%)	4 (22.2%)	9 (64.3%)	19 (27.1%)
Depends on schedule (full-time/part-time)	4 (10.5%)	2 (11.1%)	2 (14.3%)	8 (11.4%)
On a case-by-case basis	18 (47.4%)	5 (27.8%)	4 (28.6%)	27 (38.6%)
All employees are reimbursed	7 (18.4%)	4 (22.2%)	0 (0.0%)	11 (15.7%)

All employees are reimbursed was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

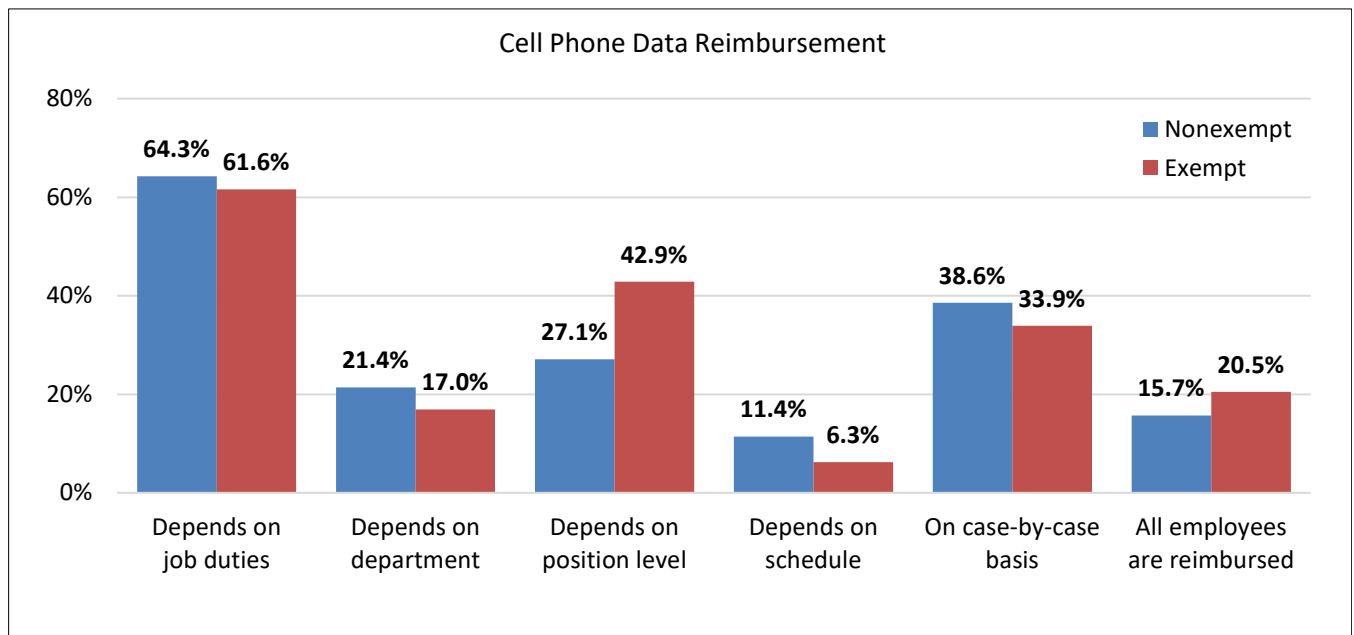
Column percents based on total N possible for each EE size: 38 for <100, 18 for 100-250, 14 for >250.

Table 2.50. Exempt EEs				
	<100	100-250	>250	All Fac (N=112)
Depends on job duties	40 (55.6%)	17 (73.9%)	12 (70.6%)	69 (61.6%)
Depends on department	9 (12.5%)	5 (21.7%)	5 (29.4%)	19 (17.0%)
Depends on position level (mgmt/non-mgmt)	29 (40.3%)	10 (43.5%)	9 (52.9%)	48 (42.9%)
Depends on schedule (full-time/part-time)	4 (5.6%)	1 (4.3%)	2 (11.8%)	7 (6.3%)
On a case-by-case basis	26 (36.1%)	7 (30.4%)	5 (29.4%)	38 (33.9%)
All employees are reimbursed	17 (23.6%)	4 (17.4%)	2 (11.8%)	23 (20.5%)

All employees are reimbursed was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 72 for <100, 23 for 100-250, 17 for >250.



How much does your organization reimburse for cell phone/data usage?

Table 2.51. Nonexempt EEs				
	<100	100-250	>250	All Fac
Pays for in total (full)	5 (13.2%)	4 (22.2%)	1 (7.1%)	10 (14.3%)
Pays portion as dollar amount	25 (65.8%)	12 (66.7%)	11 (78.6%)	48 (68.6%)
Pays portion as percent	2 (5.3%)	0 (0.0%)	0 (0.0%)	2 (2.9%)
Other reimbursement	6 (15.8%)	2 (11.1%)	2 (14.3%)	10 (14.3%)
<b>Total</b>	38 (100.0%)	18 (100.0%)	14 (100.0%)	70 (100.0%)

Table 2.52. Exempt EEs				
	<100	100-250	>250	All Fac
Pays for in total (full)	12 (16.7%)	7 (30.4%)	2 (11.8%)	21 (18.8%)
Pays portion as dollar amount	50 (69.4%)	14 (60.9%)	10 (58.8%)	74 (66.1%)
Pays portion as percent	3 (4.2%)	0 (0.0%)	0 (0.0%)	3 (2.7%)
Other reimbursement	7 (9.7%)	2 (8.7%)	5 (29.4%)	14 (12.5%)
<b>Total</b>	72 (100.0%)	23 (100.0%)	17 (100.0%)	112 (100.0%)

Less than half of employers (40%) reimburse nonexempt and exempt employees for cell phone/data usage. Reimbursement for employees is most often determined by job duties. For nonexempt employees, reimbursement is also often handled on a case-by-case basis. For exempt employees, reimbursement is also often determined by position level. About 14% pay the full cell phone/data usage cost for nonexempt employees while 19% of employers do the same for exempt employees.

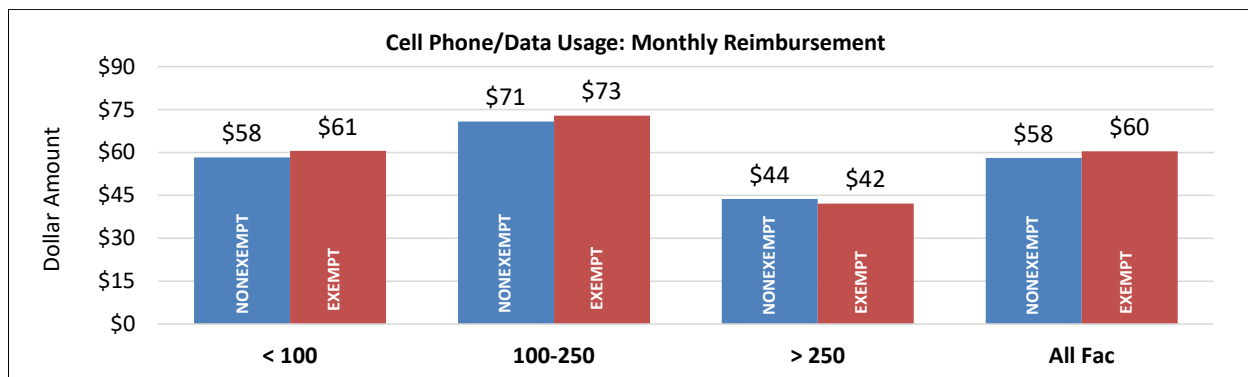
How much does your organization reimburse for cell phone/data usage - dollar amount?

Table 2.53. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average dollar amount per month	\$58	\$71	\$44	\$58
<b>Total</b>	25	12	11	48

Dollar amount reimbursed for nonexempt employees ranges from \$5 to \$190 per month.

Table 2.54. Exempt EEs				
	<100	100-250	>250	All Fac
Average dollar amount per month	\$61	\$73	\$42	\$60
<b>Total</b>	50	14	10	74

Dollar amount reimbursed for exempt employees ranges from \$5 to \$190 per month.



On average, employers reimburse \$58 per month for nonexempt and \$60 per month for exempt employees. As shown above, small to mid-size facilities reimburse slightly more per month compared to larger facilities for both nonexempt and exempt employees. Very few employers (less than 3%) reimburse cell phone/data usage as a percent of the total cost.

Work Environment

What food/beverage options does your organization offer to employees?

**Table 3.1.**

	<100	100-250	>250	All Fac (N=293)
Catered meals	50 (27.6%)	18 (28.6%)	13 (26.5%)	81 (27.6%)
Food/vending trucks	16 (8.8%)	10 (15.9%)	14 (28.6%)	40 (13.7%)
Free beverages (e.g. water, coffee, tea, soda, etc)	114 (63.0%)	39 (61.9%)	23 (46.9%)	176 (60.1%)
Free snacks (e.g. fruit, chips, popcorn, etc)	63 (34.8%)	10 (15.9%)	6 (12.2%)	79 (27.0%)
Onsite cafeteria where employee must pay	2 (1.1%)	4 (6.3%)	5 (10.2%)	11 (3.8%)
Onsite cafeteria with cost subsidized by employer	1 (0.6%)	3 (4.8%)	3 (6.1%)	7 (2.4%)
Vending machines (food or drink)	67 (37.0%)	44 (69.8%)	43 (87.8%)	154 (52.6%)
Other	19 (10.5%)	6 (9.5%)	2 (4.1%)	27 (9.2%)
None	23 (12.7%)	3 (4.8%)	2 (4.1%)	28 (9.6%)

None was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.

Only 10% of employers offer no food/beverage options to employees. In contrast, 90% of employers provide a variety of food/beverage options listed above. The two most common offerings are free beverages such as water, coffee, tea, soda, etc (60%) and vending machines for food or drink (53%). Over a quarter of employers (27-28%) also offer free snacks such as fruit, chips, popcorn, etc, and catered meals to employees.

Which of the following social/recreational activities does your organization provide to employees at your facility?

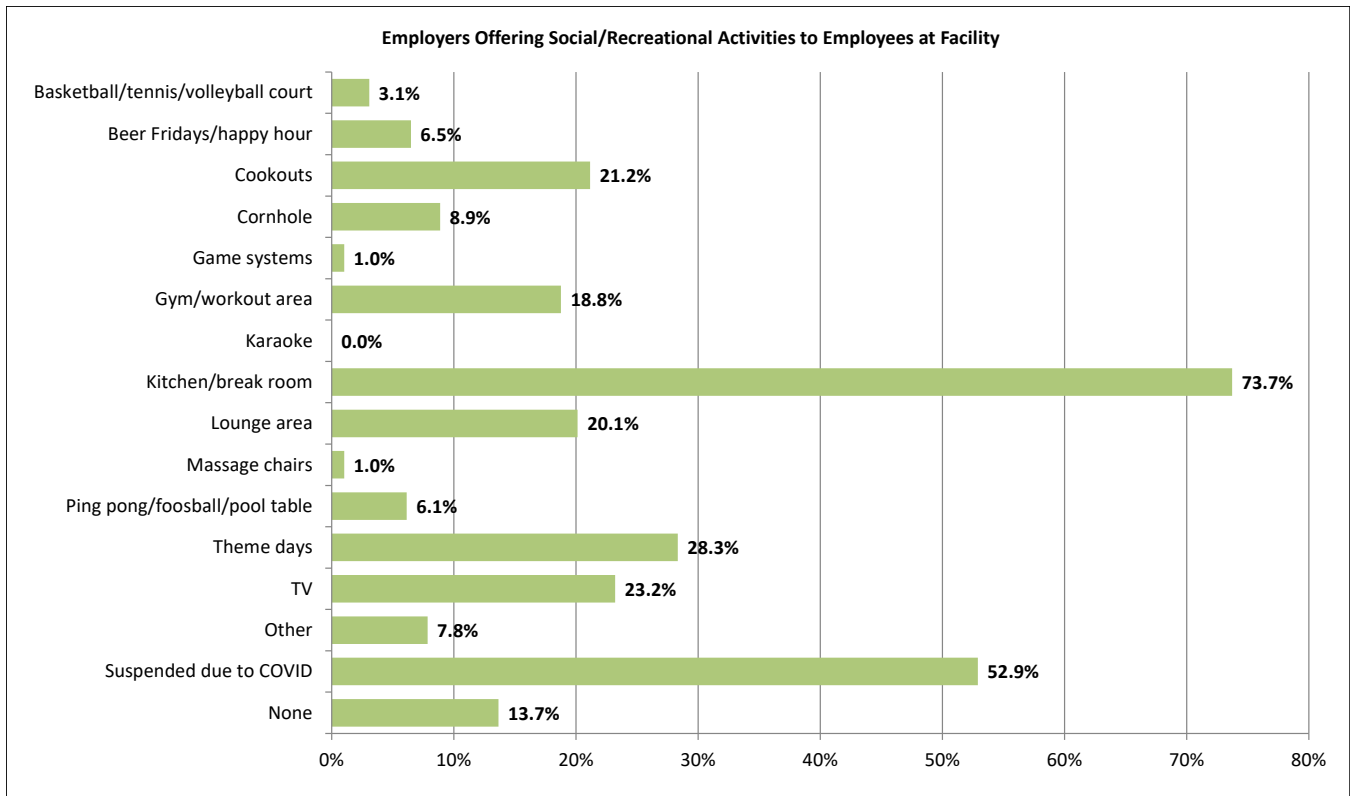
**Table 3.2.**

	<100	100-250	>250	All Fac (N=293)
Basketball/tennis/volleyball court	2 (1.1%)	3 (4.8%)	4 (8.2%)	9 (3.1%)
Beer Fridays/happy hour	15 (8.3%)	2 (3.2%)	2 (4.1%)	19 (6.5%)
Cookouts	35 (19.3%)	17 (27.0%)	10 (20.4%)	62 (21.2%)
Cornhole	15 (8.3%)	8 (12.7%)	3 (6.1%)	26 (8.9%)
Game systems	2 (1.1%)	0 (0.0%)	1 (2.0%)	3 (1.0%)
Gym/workout area	25 (13.8%)	12 (19.0%)	18 (36.7%)	55 (18.8%)
Karaoke	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Kitchen/break room	127 (70.2%)	49 (77.8%)	40 (81.6%)	216 (73.7%)
Lounge area	29 (16.0%)	14 (22.2%)	16 (32.7%)	59 (20.1%)
Massage chairs	1 (0.6%)	0 (0.0%)	2 (4.1%)	3 (1.0%)
Ping pong/foosball/pool table	12 (6.6%)	3 (4.8%)	3 (6.1%)	18 (6.1%)
Theme days (e.g. ACC tournament, Cinco de Mayo, Halloween, etc)	44 (24.3%)	20 (31.7%)	19 (38.8%)	83 (28.3%)
TV	41 (22.7%)	13 (20.6%)	14 (28.6%)	68 (23.2%)
Other	12 (6.6%)	5 (7.9%)	6 (12.2%)	23 (7.8%)
Social/recreational activities are currently suspended due to COVID	82 (45.3%)	38 (60.3%)	35 (71.4%)	155 (52.9%)
None	31 (17.1%)	6 (9.5%)	3 (6.1%)	40 (13.7%)

None was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.



Only 14% of employers do not provide any social/recreational activities to employees at their facility. Of the 86% that offer social/recreational activities, the five most common offerings are a kitchen/break room (74%), theme days (28%), TV (23%), cookouts (21%), and a lounge area (20%). Over half of employers (53%) have suspended social/recreational activities at their facilities due to COVID-19.

**Which of the following company sponsored social/recreational activities does your organization provide for employees outside of work?**

**Table 3.3.**

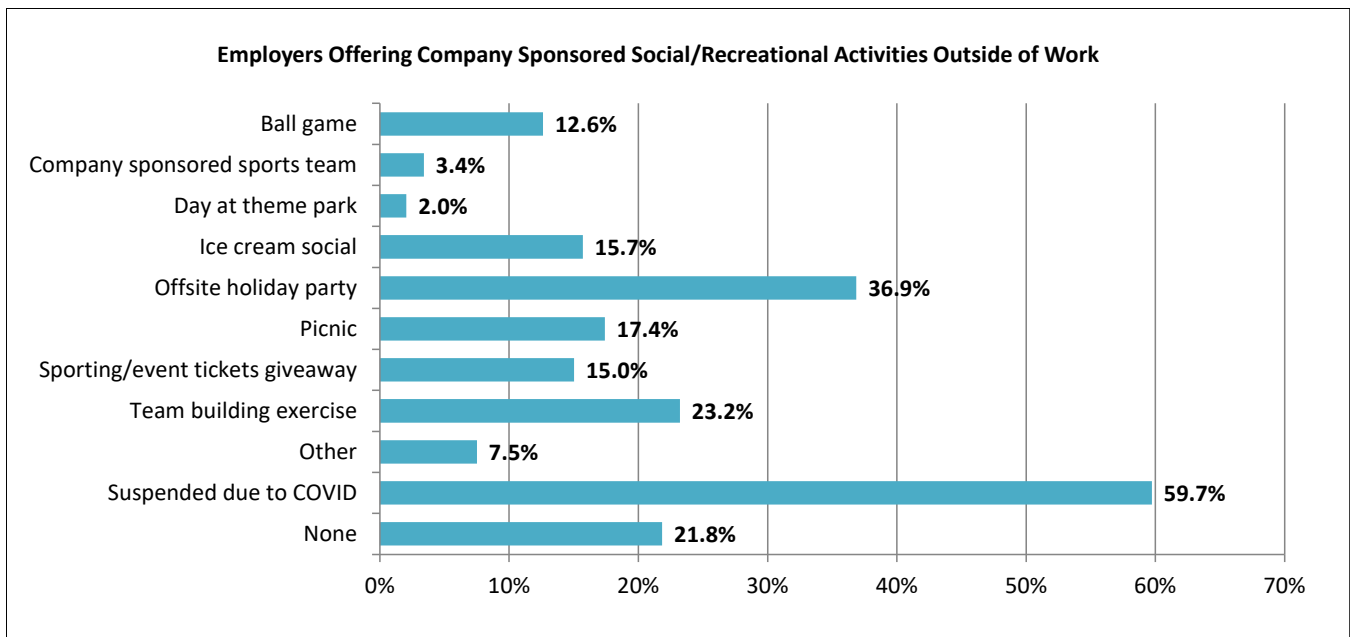
	<100	100-250	>250	All Fac (N=293)
Ball game (sponsored employee event)	19 (10.5%)	10 (15.9%)	8 (16.3%)	37 (12.6%)
Company sponsored sports team	5 (2.8%)	2 (3.2%)	3 (6.1%)	10 (3.4%)
Day at theme park	3 (1.7%)	0 (0.0%)	3 (6.1%)	6 (2.0%)
Ice cream social	22 (12.2%)	14 (22.2%)	10 (20.4%)	46 (15.7%)
Offsite holiday party	75 (41.4%)	19 (30.2%)	14 (28.6%)	108 (36.9%)
Picnic	22 (12.2%)	13 (20.6%)	16 (32.7%)	51 (17.4%)
Sporting/event tickets giveaway	22 (12.2%)	13 (20.6%)	9 (18.4%)	44 (15.0%)
Team building exercise (e.g. laser tag, funhouse)	45 (24.9%)	14 (22.2%)	9 (18.4%)	68 (23.2%)
Other	13 (7.2%)	4 (6.3%)	5 (10.2%)	22 (7.5%)
Company sponsored social/recreational activities are currently suspended due to COVID	94 (51.9%)	44 (69.8%)	37 (75.5%)	175 (59.7%)
None	48 (26.5%)	12 (19.0%)	4 (8.2%)	64 (21.8%)

None was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.





Less than a quarter of employers (22%) do not offer any company sponsored social/recreational activities to employees outside of work. Of the 78% that offer activities, the three most common offerings are offsite holiday parties (37%), team building exercises (23%), and picnics (17%). However, close to 60% of employers have temporarily suspended company sponsored social/recreational activities outside of work due to COVID-19.

**Who can participate in company sponsored social/recreational activities outside of work?**

**Table 3.4.**

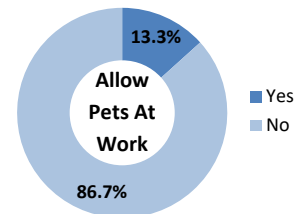
	<100	100-250	>250	All Fac
Employees only	48 (36.1%)	18 (35.3%)	16 (35.6%)	82 (35.8%)
Employees plus family members	85 (63.9%)	33 (64.7%)	29 (64.4%)	147 (64.2%)
<b>Total</b>	<b>133 (100.0%)</b>	<b>51 (100.0%)</b>	<b>45 (100.0%)</b>	<b>229 (100.0%)</b>

64 organizations indicated that they do not offer any company sponsored social/recreational activities outside of work and are excluded from the table above.

**Does your organization allow employees to bring their pets to work?**

**Table 3.5.**

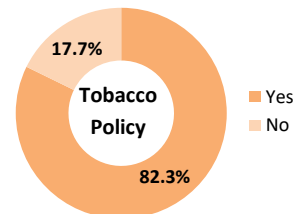
	<100	100-250	>250	All Fac
Yes	32 (17.7%)	5 (7.9%)	2 (4.1%)	39 (13.3%)
No	149 (82.3%)	58 (92.1%)	47 (95.9%)	254 (86.7%)
<b>Total</b>	<b>181 (100.0%)</b>	<b>63 (100.0%)</b>	<b>49 (100.0%)</b>	<b>293 (100.0%)</b>



**Does your organization have a tobacco policy?**

**Table 3.6.**

	<100	100-250	>250	All Fac
Yes	146 (80.7%)	52 (82.5%)	43 (87.8%)	241 (82.3%)
No	35 (19.3%)	11 (17.5%)	6 (12.2%)	52 (17.7%)
<b>Total</b>	<b>181 (100.0%)</b>	<b>63 (100.0%)</b>	<b>49 (100.0%)</b>	<b>293 (100.0%)</b>



## Workplace Culture

The majority of employers (82%) have a tobacco policy in place. Nearly all (98%) do not allow chewing tobacco, cigarettes/cigars, and/or e-cigarettes to be used indoors. More than half of employers (55%) allow the use of tobacco products in designated outside areas, while over a third (36%) do not allow the use of tobacco anywhere on the premises.

### Can chewing tobacco, cigarettes/cigars, and/or e-cigarettes be used indoors?

Table 3.7.				
	<100	100-250	>250	All Fac
Allowed anywhere in facility	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Only allowed in designated areas within facility	4 (2.7%)	0 (0.0%)	1 (2.3%)	5 (2.1%)
Allowed per management's discretion	1 (0.7%)	0 (0.0%)	0 (0.0%)	1 (0.4%)
Not allowed indoors at all	141 (96.6%)	52 (100.0%)	42 (97.7%)	235 (97.5%)
<b>Total</b>	146 (100.0%)	52 (100.0%)	43 (100.0%)	241 (100.0%)

### Can chewing tobacco, cigarettes/cigars, and/or e-cigarettes be used outdoors?

Table 3.8.				
	<100	100-250	>250	All Fac
Allowed anywhere outside of building	18 (12.3%)	1 (1.9%)	1 (2.3%)	20 (8.3%)
Only allowed in designated outside areas	77 (52.7%)	32 (61.5%)	23 (53.5%)	132 (54.8%)
Allowed per management's discretion	2 (1.4%)	1 (1.9%)	0 (0.0%)	3 (1.2%)
Not allowed anywhere on premises	49 (33.6%)	18 (34.6%)	19 (44.2%)	86 (35.7%)
<b>Total</b>	146 (100.0%)	52 (100.0%)	43 (100.0%)	241 (100.0%)

### Does your organization have a policy regarding weapons on company property?

Table 3.9.				
	<100	100-250	>250	All Fac
Yes	147 (81.2%)	54 (85.7%)	43 (87.8%)	244 (83.3%)
No	34 (18.8%)	9 (14.3%)	6 (12.2%)	49 (16.7%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

### (If have a weapons policy): Does your organization allow weapons...

Table 3.10.		
	Yes	No
Anywhere inside facility	3 (1.2%)	241 (98.8%)
Only to a certain point inside	2 (0.8%)	242 (99.2%)
Inside vehicles in company parking lot	55 (22.5%)	189 (77.5%)
Anywhere outside on company grounds	17 (7.0%)	227 (93.0%)
To be concealed/carried	16 (6.6%)	228 (93.4%)

Percents based on total N possible=244. Rows total 100%.

About 83% of employers have a policy regarding weapons on company property. Only 17% do not have a policy in place. Of those employers with a policy, very few allow weapons anywhere inside the facility or only to a certain point inside. However, nearly a quarter of employers allow weapons inside vehicles in the company parking lot, and about 7% of employers allow weapons anywhere outside on company grounds or to be concealed/carried.

**What course of action does your organization take if an employee engages in inappropriate behavior outside of the workplace?**

Table 3.11.				
	<100	100-250	>250	All Fac (N=293)
Depends on offense (misconduct versus criminal activity)	148 (81.8%)	57 (90.5%)	44 (89.8%)	249 (85.0%)
Employee is given a written warning	22 (12.2%)	5 (7.9%)	6 (12.2%)	33 (11.3%)
Employee is suspended	14 (7.7%)	4 (6.3%)	7 (14.3%)	25 (8.5%)
Employee is terminated	18 (9.9%)	3 (4.8%)	7 (14.3%)	28 (9.6%)
No action is taken	4 (2.2%)	1 (1.6%)	1 (2.0%)	6 (2.0%)
Other	4 (2.2%)	2 (3.2%)	2 (4.1%)	8 (2.7%)
Do not have a policy	23 (12.7%)	2 (3.2%)	4 (8.2%)	29 (9.9%)

Do not have a policy was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.

**Flexible/Alternative Schedules**

**Does your organization allow nonexempt employees to access their email and/or voicemail outside of their normal work schedule?**

Table 3.12.				
	<100	100-250	>250	All Fac
Yes	119 (71.7%)	36 (57.1%)	29 (59.2%)	184 (66.2%)
No	47 (28.3%)	27 (42.9%)	20 (40.8%)	94 (33.8%)
<b>Total</b>	166 (100.0%)	63 (100.0%)	49 (100.0%)	278 (100.0%)

**Does your organization have a policy and/or guidelines in place regarding nonexempt employees accessing their email/voicemail outside of their normal work schedule?**

Table 3.13.				
	<100	100-250	>250	All Fac
Yes	42 (35.3%)	11 (30.6%)	16 (55.2%)	69 (37.5%)
No	77 (64.7%)	25 (69.4%)	13 (44.8%)	115 (62.5%)
<b>Total</b>	119 (100.0%)	36 (100.0%)	29 (100.0%)	184 (100.0%)

**How are the employees required to track the time?**

Table 3.14.				
	<100	100-250	>250	All Fac
Employee is required to enter actual time worked	27 (64.3%)	7 (63.6%)	9 (56.3%)	43 (62.3%)
Employee includes this time with total time worked for the day	12 (28.6%)	4 (36.4%)	7 (43.8%)	23 (33.3%)
Other	3 (7.1%)	0 (0.0%)	0 (0.0%)	3 (4.3%)
<b>Total</b>	42 (100.0%)	11 (100.0%)	16 (100.0%)	69 (100.0%)

About two thirds of employers (66%) allow nonexempt employees to access their email and/or voicemail outside of their normal work schedule. Of the 184 employers allowing it, just over a third (38%) have a policy or guidelines in place. The majority of employers with a policy or guidelines indicated that employees are required to track their time and enter the actual time worked. Another 33% of employers have employees track and include this time with total time worked for the day.

**Does your organization offer flexible/alternative schedules to employees?**

Table 3.15.				
	<100	100-250	>250	All Fac
Yes, to both nonexempt and exempt employees	91 (50.3%)	37 (58.7%)	29 (59.2%)	157 (53.6%)
Yes, to nonexempt employees only	4 (2.2%)	2 (3.2%)	0 (0.0%)	6 (2.0%)
Yes, to exempt employees only	29 (16.0%)	10 (15.9%)	4 (8.2%)	43 (14.7%)
No	57 (31.5%)	14 (22.2%)	16 (32.7%)	87 (29.7%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

More employers offer flexible/alternative schedules to exempt employees than nonexempt employees (68% and 56%, respectively). About 30% of employers do not offer flexible/alternative schedules to employees. Of the 206 organizations offering this benefit to employees, 142 have both full- and part-time employees. Table 3.16 below shows that about three quarters of employers (75%) offer this benefit to both full- and part-time employees.

**You indicated that you offer flexible/alternative schedules to employees. Is this available to both full-time and part-time employees?**

Table 3.16.				
	<100	100-250	>250	All Fac
Yes	68 (81.9%)	23 (69.7%)	16 (61.5%)	107 (75.4%)
No	15 (18.1%)	10 (30.3%)	10 (38.5%)	35 (24.6%)
<b>Total</b>	83 (100.0%)	33 (100.0%)	26 (100.0%)	142 (100.0%)

**You indicated that you offer flexible/alternative schedules to employees. Are there any seasonal restrictions?**

Table 3.17.				
	<100	100-250	>250	All Fac
Yes, flexibility offered in summer only	4 (3.2%)	0 (0.0%)	1 (3.0%)	5 (2.4%)
No seasonal restrictions	80 (64.5%)	32 (65.3%)	18 (54.5%)	130 (63.1%)
Discretionary	28 (22.6%)	12 (24.5%)	11 (33.3%)	51 (24.8%)
Other	12 (9.7%)	5 (10.2%)	3 (9.1%)	20 (9.7%)
<b>Total</b>	124 (100.0%)	49 (100.0%)	33 (100.0%)	206 (100.0%)

**(If offer flexible/alternative schedule): For each flexible arrangement below, what determines eligibility for nonexempt employees? Is eligibility based on position, department, and/or individual request?**

Table 3.18. Nonexempt EEs				
	Position-based	Department-based	Individual-based	N/A
Compressed work week	46 (28.2%)	39 (23.9%)	48 (29.4%)	61 (37.4%)
Flexibility in schedule	76 (46.6%)	70 (42.9%)	92 (56.4%)	3 (1.8%)
Core hours must be covered, with flexibility outside of core	63 (38.7%)	57 (35.0%)	50 (30.7%)	33 (20.2%)
Job share	13 (8.0%)	12 (7.4%)	9 (5.5%)	119 (73.0%)
Work remotely	95 (58.3%)	52 (31.9%)	86 (52.8%)	21 (12.9%)

N/A was an exclusive response.

Percents based on total N possible=163.

Row percents may total greater than 100% due to multiple responses.

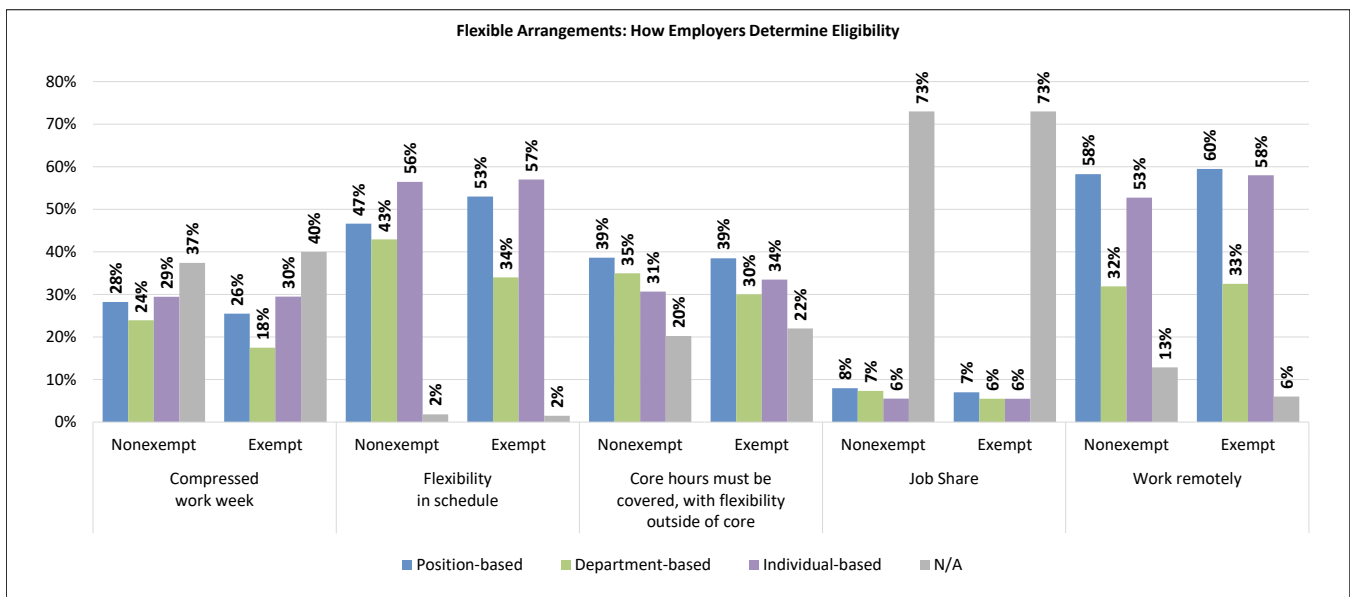
(If offer flexible/alternative schedule): For each flexible arrangement below, what determines eligibility for exempt employees? Is eligibility based on position, department, and/or individual request?

Table 3.19. Exempt EEs				
	Position-based	Department-based	Individual-based	N/A
Compressed work week	51 (25.5%)	35 (17.5%)	59 (29.5%)	80 (40.0%)
Flexibility in schedule	106 (53.0%)	68 (34.0%)	114 (57.0%)	3 (1.5%)
Core hours must be covered, with flexibility outside of core	77 (38.5%)	60 (30.0%)	67 (33.5%)	44 (22.0%)
Job share	14 (7.0%)	11 (5.5%)	11 (5.5%)	146 (73.0%)
Work remotely	119 (59.5%)	65 (32.5%)	116 (58.0%)	12 (6.0%)

N/A was an exclusive response.

Percents based on total N possible=200.

Row percents may total greater than 100% due to multiple responses.



While there is some variation in responses, there is no significant difference between nonexempt and exempt employees in how employers determine eligibility for most of the flexible arrangements above.

You indicated that employees can work remotely. Is there a limit to the amount of time an employee can work remotely?

Table 3.20. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes, limited to number of days per week	21 (25.9%)	8 (22.2%)	4 (16.0%)	33 (23.2%)
No limit	60 (74.1%)	28 (77.8%)	21 (84.0%)	109 (76.8%)
<b>Total</b>	81 (100.0%)	36 (100.0%)	25 (100.0%)	142 (100.0%)

Table 3.21. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average number of days per week	2.3	3.3	3.3	2.6
<b>Total</b>	21	8	4	33

The number of days per week ranges from 1 to 5 days.

Table 3.22. Exempt EEs				
	<100	100-250	>250	All Fac
Yes, limited to number of days per week	26 (23.2%)	8 (18.2%)	4 (12.5%)	38 (20.2%)
No limit	86 (76.8%)	36 (81.8%)	28 (87.5%)	150 (79.8%)
<b>Total</b>	112 (100.0%)	44 (100.0%)	32 (100.0%)	188 (100.0%)

Table 3.23. Exempt EEs				
	<100	100-250	>250	All Fac
Average number of days per week	2.4	3.1	2.8	2.6
<b>Total</b>	26	8	4	38

The number of days per week ranges from 1 to 5 days.

As shown in the tables above, there is no significant difference in the amount of time nonexempt and exempt employees can work remotely. On average, employers allow both nonexempt and exempt employees to work remotely 2.6 days per week. About 77-80% of employers have no limit on the number of days per week employees can work remotely.

**(If allow employees to work remotely): What expenses are covered for employees who work remotely?**

Table 3.24.				
	<100	100-250	>250	All Fac (N=192)
Installation	5 (4.3%)	3 (6.7%)	0 (0.0%)	8 (4.2%)
Internet connection	8 (7.0%)	4 (8.9%)	3 (9.4%)	15 (7.8%)
Mobile phone usage	22 (19.1%)	5 (11.1%)	7 (21.9%)	34 (17.7%)
Other	7 (6.1%)	3 (6.7%)	7 (21.9%)	17 (8.9%)
None	86 (74.8%)	34 (75.6%)	20 (62.5%)	140 (72.9%)

None was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 115 for <100, 45 for 100-250, 32 for >250.

**(If allow employees to work remotely): What equipment is provided to employees who work remotely?**

Table 3.25.				
	<100	100-250	>250	All Fac (N=192)
Computer/laptop	101 (87.8%)	43 (95.6%)	30 (93.8%)	174 (90.6%)
Fax	2 (1.7%)	4 (8.9%)	2 (6.3%)	8 (4.2%)
Phone/mobile phone	33 (28.7%)	15 (33.3%)	13 (40.6%)	61 (31.8%)
Printer	27 (23.5%)	13 (28.9%)	5 (15.6%)	45 (23.4%)
Other	16 (13.9%)	8 (17.8%)	4 (12.5%)	28 (14.6%)
None	11 (9.6%)	2 (4.4%)	1 (3.1%)	14 (7.3%)

None was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 115 for <100, 45 for 100-250, 32 for >250.

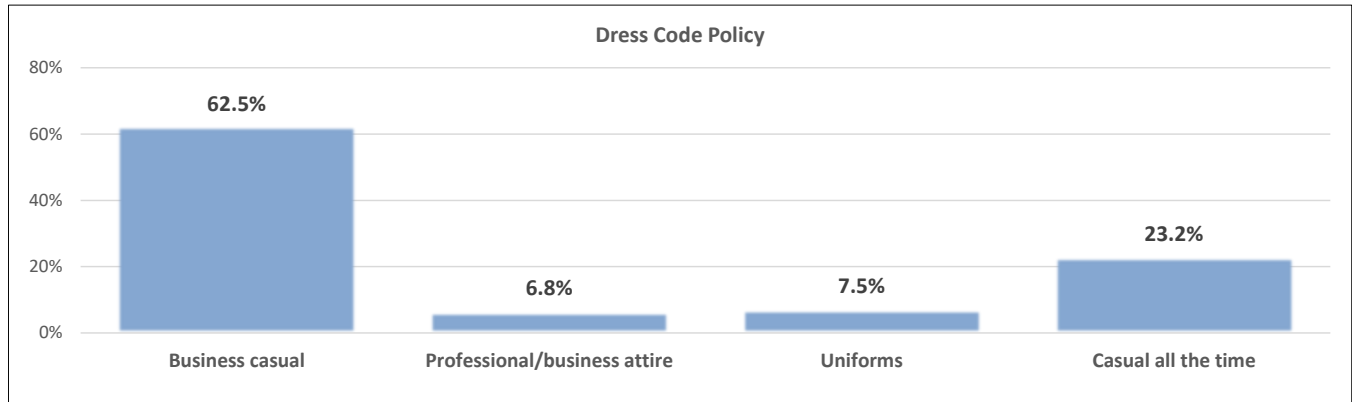
Close to three quarters of employers (73%) do not cover any expenses for employees who work remotely while 18% pay for mobile phone usage and 8% pay for internet connection. About 9% of employers cover other expenses of which almost all responses included office supplies. Only 7% of employers do not provide any equipment for employees who work remotely. Most employers provide employees with a computer/laptop (91%). Almost a third (32%) provide a phone/mobile phone to employees and almost a quarter (23%) provide a printer. About 15% of employers provide other equipment including computer monitors, headphones/headsets, and keyboards/mouse.

Dress Code & Gear

What is your company’s typical dress code policy?

**Table 3.26.**

	<100	100-250	>250	All Fac
Business casual	113 (62.4%)	37 (58.7%)	33 (67.3%)	183 (62.5%)
Professional/business attire	11 (6.1%)	3 (4.8%)	6 (12.2%)	20 (6.8%)
Uniforms	10 (5.5%)	6 (9.5%)	6 (12.2%)	22 (7.5%)
Casual all the time	47 (26.0%)	17 (27.0%)	4 (8.2%)	68 (23.2%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)



Does your organization allow employees to wear jeans to work?

**Table 3.27.**

	<100	100-250	>250	All Fac
Allowed at management's discretion (random)	61 (45.5%)	23 (50.0%)	19 (42.2%)	103 (45.8%)
Allowed certain number of days per week	62 (46.3%)	19 (41.3%)	21 (46.7%)	102 (45.3%)
No	11 (8.2%)	4 (8.7%)	5 (11.1%)	20 (8.9%)
<b>Total</b>	134 (100.0%)	46 (100.0%)	45 (100.0%)	225 (100.0%)

**Table 3.28. Jeans**

	<100	100-250	>250	All Fac
Average number of days per week	2.4	2.8	2.4	2.5
<b>Total</b>	62	19	21	102

Close to two thirds (63%) of employers have a business casual dress code policy while nearly a quarter (23%) allow casual dress all the time. Another 7% have a professional/business attire dress code and 8% of employers require uniforms. Most employers that do not have a casual dress code allow employees to wear jeans to work at management’s discretion (46%) or a certain number of days per week (45%). On average, employees can wear jeans to work 2.5 days per week.

Does your organization provide uniforms to any employees?

**Table 3.29.**

	<100	100-250	>250	All Fac
Yes	9 (90.0%)	5 (83.3%)	5 (83.3%)	19 (86.4%)
No	1 (10.0%)	1 (16.7%)	1 (16.7%)	3 (13.6%)
<b>Total</b>	10 (100.0%)	6 (100.0%)	6 (100.0%)	22 (100.0%)

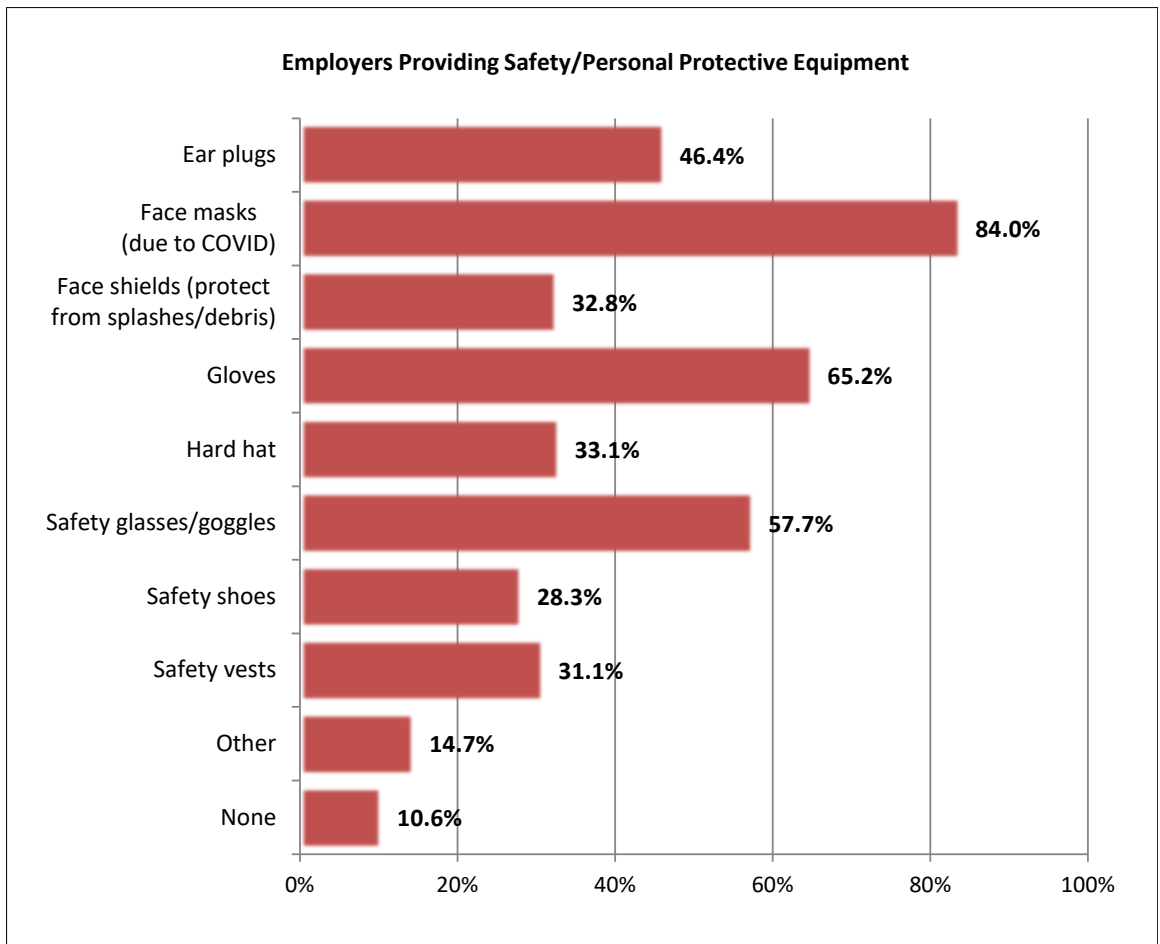
Which of the following safety/personal protective equipment does your organization provide to employees?

**Table 3.30.**

	<100	100-250	>250	All Fac (N=293)
Ear plugs	62 (34.3%)	38 (60.3%)	36 (73.5%)	136 (46.4%)
Face masks (due to COVID)	143 (79.0%)	58 (92.1%)	45 (91.8%)	246 (84.0%)
Face shields (protect from splashes/debris)	38 (21.0%)	25 (39.7%)	33 (67.3%)	96 (32.8%)
Gloves	99 (54.7%)	51 (81.0%)	41 (83.7%)	191 (65.2%)
Hard hat	44 (24.3%)	24 (38.1%)	29 (59.2%)	97 (33.1%)
Safety glasses/goggles	83 (45.9%)	42 (66.7%)	44 (89.8%)	169 (57.7%)
Safety shoes	38 (21.0%)	22 (34.9%)	23 (46.9%)	83 (28.3%)
Safety vests	39 (21.5%)	21 (33.3%)	31 (63.3%)	91 (31.1%)
Other	20 (11.0%)	11 (17.5%)	12 (24.5%)	43 (14.7%)
None	27 (14.9%)	3 (4.8%)	1 (2.0%)	31 (10.6%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.



About 66% of employers provide employees with various safety/personal protective equipment. Safety/personal protective equipment most commonly provided includes safety glasses/goggles (92%), gloves (87%) and ear plugs (73%). Other equipment not listed above that is provided by multiple employers includes respirators, welding gear, lab coats and harnesses.



Employee Relationships

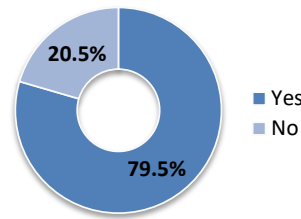
Are any relatives of employees eligible for hire?

**Table 3.31.**

	<100	100-250	>250	All Fac
Yes	131 (72.4%)	56 (88.9%)	46 (93.9%)	233 (79.5%)
No	50 (27.6%)	7 (11.1%)	3 (6.1%)	60 (20.5%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

About 80% of employers said that relatives of employees are eligible for hire. Of these 233 employers, 85% said that spouses, children and other relatives are all eligible for hire. Almost 5% of employers will hire spouses and children but not other relatives. Similarly, 4% of employers indicated that children and other relatives are eligible for hire but not spouses, and another 4% will hire other relatives only but not spouses or children.

Relatives of Employees Eligible for Hire



Which relatives are eligible for hire?

**Table 3.32.**

	<100	100-250	>250	All Fac (N=233)
Spouse	115 (51.3%)	53 (54.6%)	43 (50.0%)	211 (51.8%)
Children	125 (55.8%)	52 (53.6%)	44 (51.2%)	221 (54.3%)
Other relatives	122 (54.5%)	54 (55.7%)	44 (51.2%)	220 (54.1%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 131 for <100, 56 for 100-250, 46 for >250.

Does your organization allow employees who are related to work in the same department/division?

**Table 3.33.**

	<100	100-250	>250	All Fac
Yes	21 (16.0%)	1 (1.8%)	3 (6.5%)	25 (10.7%)
Yes, but not in a direct reporting relationship	76 (58.0%)	41 (73.2%)	32 (69.6%)	149 (63.9%)
No	34 (26.0%)	14 (25.0%)	11 (23.9%)	59 (25.3%)
<b>Total</b>	131 (100.0%)	56 (100.0%)	46 (100.0%)	233 (100.0%)

Does your organization allow employees who are in a dating relationship to work in the same department/division?

**Table 3.34.**

	<100	100-250	>250	All Fac
Yes	19 (10.5%)	3 (4.8%)	6 (12.2%)	28 (9.6%)
Yes, but not in a direct reporting relationship	91 (50.3%)	47 (74.6%)	33 (67.3%)	171 (58.4%)
No	71 (39.2%)	13 (20.6%)	10 (20.4%)	94 (32.1%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

About two thirds of employers (64%) indicated that employees who are related can work in the same department/division as long as they are not in a direct reporting relationship. Similarly, 58% of employers said that employees who are in a dating relationship may work in the same department/division but not in a direct reporting relationship. About one quarter to one third of employers do not allow employees who are related or employees in who are in dating relationships to work in the same department/division.

Cell Phone/Internet/Email Use

Which of the following can employees access during work hours for personal use?

	<100	100-250	>250	All Fac
All employees are allowed access	93 (51.4%)	26 (41.3%)	16 (32.7%)	135 (46.1%)
Access depends on job role	34 (18.8%)	16 (25.4%)	15 (30.6%)	65 (22.2%)
Only during breaks/lunch	44 (24.3%)	19 (30.2%)	13 (26.5%)	76 (25.9%)
Other	3 (1.7%)	0 (0.0%)	2 (4.1%)	5 (1.7%)
Not allowed	7 (3.9%)	2 (3.2%)	3 (6.1%)	12 (4.1%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

	<100	100-250	>250	All Fac
All employees are allowed access	63 (34.8%)	18 (28.6%)	8 (16.3%)	89 (30.4%)
Access depends on job role	37 (20.4%)	14 (22.2%)	11 (22.4%)	62 (21.2%)
Only during breaks/lunch	54 (29.8%)	22 (34.9%)	17 (34.7%)	93 (31.7%)
Other	4 (2.2%)	1 (1.6%)	0 (0.0%)	5 (1.7%)
Not allowed	23 (12.7%)	8 (12.7%)	13 (26.5%)	44 (15.0%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

	<100	100-250	>250	All Fac
All employees are allowed access	51 (28.2%)	13 (20.6%)	8 (16.3%)	72 (24.6%)
Access depends on job role	39 (21.5%)	14 (22.2%)	7 (14.3%)	60 (20.5%)
Only during breaks/lunch	12 (6.6%)	7 (11.1%)	3 (6.1%)	22 (7.5%)
Other	7 (3.9%)	2 (3.2%)	0 (0.0%)	9 (3.1%)
Not allowed	72 (39.8%)	27 (42.9%)	31 (63.3%)	130 (44.4%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

Does your organization actively monitor an employee's use of any of the following?

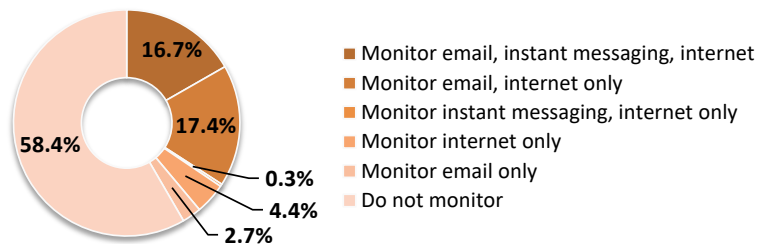
	<100	100-250	>250	All Fac (N=293)
Email	53 (29.3%)	29 (46.0%)	26 (53.1%)	108 (36.9%)
Instant messaging	20 (11.0%)	14 (22.2%)	16 (32.7%)	50 (17.1%)
Internet	54 (29.8%)	31 (49.2%)	29 (59.2%)	114 (38.9%)
Do not monitor	122 (67.4%)	31 (49.2%)	18 (36.7%)	171 (58.4%)

Do not monitor was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250

More than half of employers (58%) do not monitor employee use of email, instant messaging or internet. In contrast, 17% of employers actively monitor the use of all three and another 17% monitor both email and internet use. Less than 5% of employers monitor internet use only and less than 3% of employers monitor email use only.



Social Media

Does your organization have a policy regarding social media in the workplace?

**Table 3.39.**

	<100	100-250	>250	All Fac
Yes, have a formal policy in place	87 (48.1%)	39 (61.9%)	33 (67.3%)	159 (54.3%)
Yes, have an informal policy/guidelines in place	37 (20.4%)	14 (22.2%)	5 (10.2%)	56 (19.1%)
No formal policy or guidelines	57 (31.5%)	10 (15.9%)	11 (22.4%)	78 (26.6%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

About three quarters of employers, 73%, have a formal policy or informal policy/guidelines in place regarding social media in the workplace. The majority of employers (93%) state in their policy/guidelines that all other policies such as harassment, trade secrets, bullying, etc also apply to employees’ social media activity.

In your social media policy/guidelines, does your organization state that all other policies such as harassment, trade secrets, bullying, etc, also apply to employees' social media activity?

**Table 3.40.**

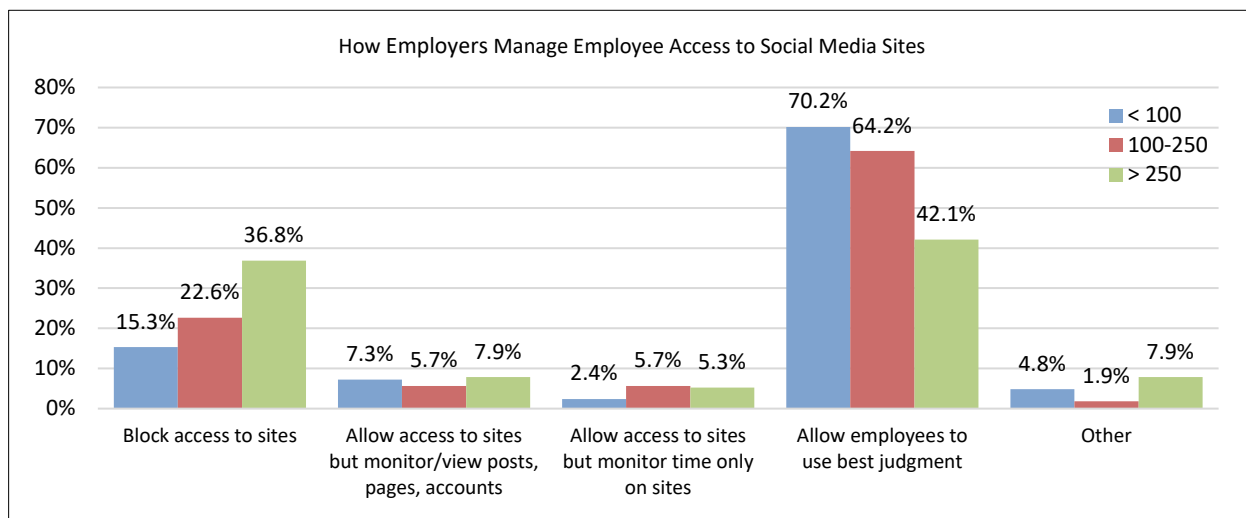
	<100	100-250	>250	All Fac
Yes	111 (89.5%)	51 (96.2%)	37 (97.4%)	199 (92.6%)
No	13 (10.5%)	2 (3.8%)	1 (2.6%)	16 (7.4%)
<b>Total</b>	124 (100.0%)	53 (100.0%)	38 (100.0%)	215 (100.0%)

How does your organization manage employee access to social media sites?

**Table 3.41.**

	<100	100-250	>250	All Fac
Block access to sites	19 (15.3%)	12 (22.6%)	14 (36.8%)	45 (20.9%)
Allow access to sites but monitor/view posts, pages, accounts	9 (7.3%)	3 (5.7%)	3 (7.9%)	15 (7.0%)
Allow access to sites but monitor time only on sites	3 (2.4%)	3 (5.7%)	2 (5.3%)	8 (3.7%)
Allow employees to use best judgment	87 (70.2%)	34 (64.2%)	16 (42.1%)	137 (63.7%)
Other	6 (4.8%)	1 (1.9%)	3 (7.9%)	10 (4.7%)
<b>Total</b>	124 (100.0%)	53 (100.0%)	38 (100.0%)	215 (100.0%)

The most common way employers manage access to social media sites is to allow employees to use their best judgement (64%). Only 21% block employee access to social media sites.



**What social media sites does your organization utilize?**

**Table 3.42.**

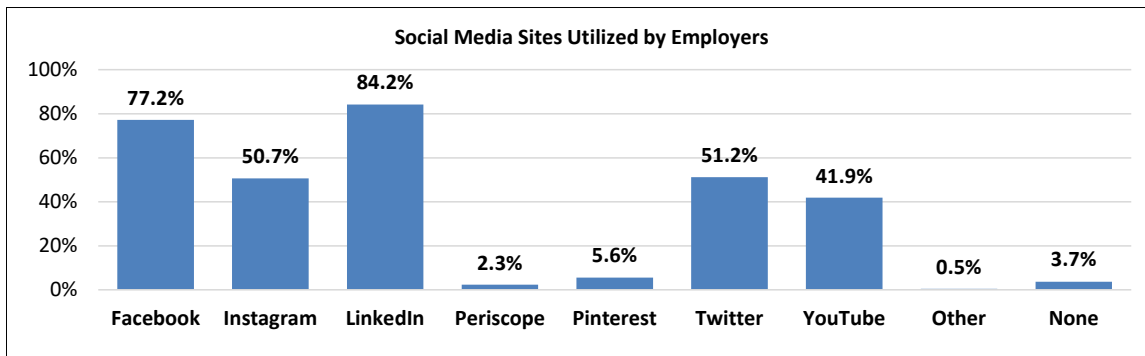
	<100	100-250	>250	All Fac (N=215)
Facebook	88 (71.0%)	43 (81.1%)	35 (92.1%)	166 (77.2%)
Instagram	59 (47.6%)	28 (52.8%)	22 (57.9%)	109 (50.7%)
LinkedIn	104 (83.9%)	46 (86.8%)	31 (81.6%)	181 (84.2%)
Periscope	3 (2.4%)	2 (3.8%)	0 (0.0%)	5 (2.3%)
Pinterest	7 (5.6%)	2 (3.8%)	3 (7.9%)	12 (5.6%)
Twitter	59 (47.6%)	32 (60.4%)	19 (50.0%)	110 (51.2%)
YouTube	45 (36.3%)	25 (47.2%)	20 (52.6%)	90 (41.9%)
Other	1 (0.8%)	0 (0.0%)	0 (0.0%)	1 (0.5%)
None	6 (4.8%)	2 (3.8%)	0 (0.0%)	8 (3.7%)

None was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 124 for <100, 53 for 100-250, 38 for >250.

The two most frequently used social media sites by employers are LinkedIn (84%) and Facebook (77%). However, Twitter, Instagram, and YouTube are all often used as well. Less than 4% of employers do not utilize any social media sites.



**Does your organization have a policy on the usage of social media to screen job candidates?**

**Table 3.43.**

	<100	100-250	>250	All Fac
Yes, formal policy in place	4 (3.2%)	3 (5.7%)	0 (0.0%)	7 (3.3%)
Yes, informal policy/guidelines	29 (23.4%)	9 (17.0%)	4 (10.5%)	42 (19.5%)
No	91 (73.4%)	41 (77.4%)	34 (89.5%)	166 (77.2%)
<b>Total</b>	124 (100.0%)	53 (100.0%)	38 (100.0%)	215 (100.0%)

**Does your organization's policy/guidelines allow or prevent employees to use social media to screen job candidates?**

**Table 3.44.**

	<100	100-250	>250	All Fac
Allows use of social media	24 (72.7%)	8 (66.7%)	2 (50.0%)	34 (69.4%)
Prevents use of social media	9 (27.3%)	4 (33.3%)	2 (50.0%)	15 (30.6%)
<b>Total</b>	33 (100.0%)	12 (100.0%)	4 (100.0%)	49 (100.0%)

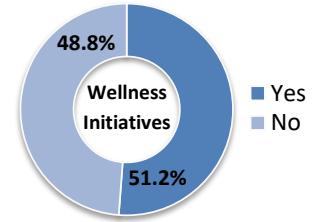
The majority of employers (77%) do not have a policy on the usage of social media to screen job candidates. Only 3% of employers have a formal policy in place while about 20% have an informal policy/guidelines. Of the 49 employers with a policy and/or guidelines in place, over two thirds (69%) allow the use of social media to screen job candidates.

Wellness

Does your organization have any wellness initiatives in place?

**Table 3.45.**

	<100	100-250	>250	All Fac
Yes	69 (38.1%)	41 (65.1%)	40 (81.6%)	150 (51.2%)
No	112 (61.9%)	22 (34.9%)	9 (18.4%)	143 (48.8%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)



The number of employers that have any wellness initiatives in place is fairly evenly split. About 51% of employers have wellness initiatives in place while 49% do not. Facility size seems to have a significant impact on wellness as a much higher percent of mid-size and large facilities with 100 employees or more have wellness initiatives in place compared to small facilities with less than 100 employees (65% of mid-size and 82% of large facilities offer wellness initiatives compared to only 38% of small facilities).

What are the motivators for your organization in addressing employee wellness?

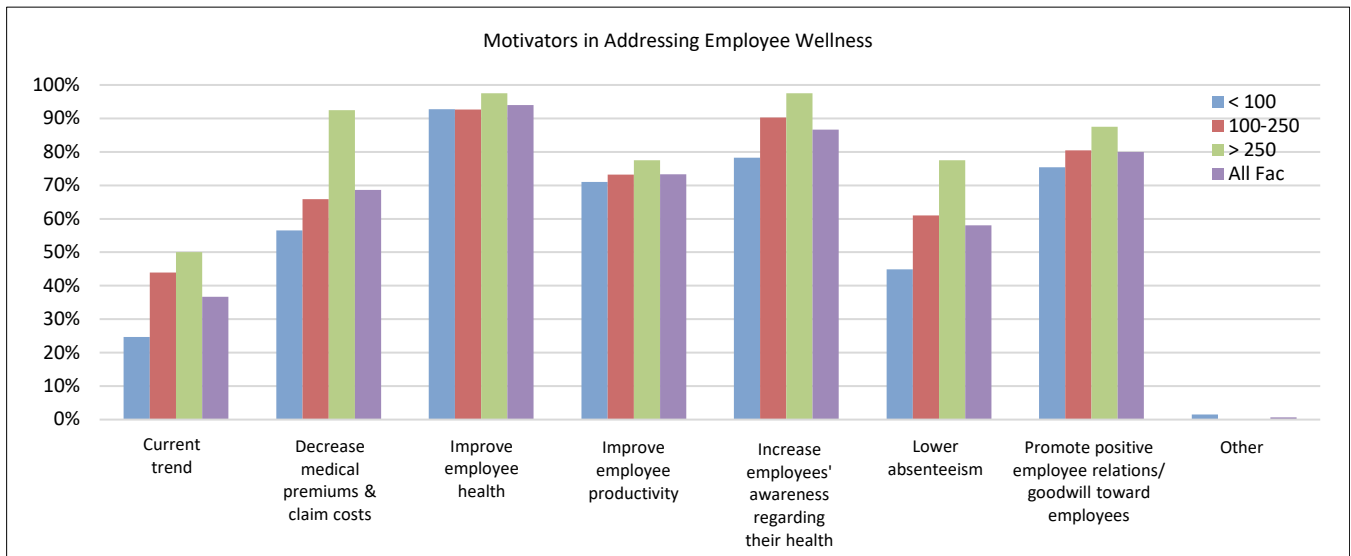
**Table 3.46.**

	<100	100-250	>250	All Fac (N=150)
Current trend	17 (24.6%)	18 (43.9%)	20 (50.0%)	55 (36.7%)
Decrease medical premiums and claims costs	39 (56.5%)	27 (65.9%)	37 (92.5%)	103 (68.7%)
Improve employee health	64 (92.8%)	38 (92.7%)	39 (97.5%)	141 (94.0%)
Improve employee productivity	49 (71.0%)	30 (73.2%)	31 (77.5%)	110 (73.3%)
Increase employees' awareness regarding their health	54 (78.3%)	37 (90.2%)	39 (97.5%)	130 (86.7%)
Lower absenteeism	31 (44.9%)	25 (61.0%)	31 (77.5%)	87 (58.0%)
Promote positive employee relations/goodwill toward employees	52 (75.4%)	33 (80.5%)	35 (87.5%)	120 (80.0%)
Other	1 (1.4%)	0 (0.0%)	0 (0.0%)	1 (0.7%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 69 for <100, 41 for 100-250, 40 for >250.

There are several reasons employers are motivated to address employee wellness and the top reasons are focused on the health and wellness of each employee. Most employers are motivated to improve employee health (94%) and then increase employees' awareness regarding their health (87%). These are followed by promoting positive employee relations and goodwill towards employees (80%).



What wellness initiatives does your organization offer?

**Table 3.47.**

	<100	100-250	>250	All Fac (N=150)
Balance balls	5 (7.2%)	4 (9.8%)	5 (12.5%)	14 (9.3%)
Cessation programs	19 (27.5%)	24 (58.5%)	30 (75.0%)	73 (48.7%)
Diet and nutrition education	39 (56.5%)	25 (61.0%)	31 (77.5%)	95 (63.3%)
Fitbit related	9 (13.0%)	6 (14.6%)	11 (27.5%)	26 (17.3%)
Flu shots	45 (65.2%)	35 (85.4%)	37 (92.5%)	117 (78.0%)
Health risk assessments	26 (37.7%)	23 (56.1%)	33 (82.5%)	82 (54.7%)
Locker/shower facilities	17 (24.6%)	12 (29.3%)	18 (45.0%)	47 (31.3%)
Lunch and Learns	33 (47.8%)	26 (63.4%)	23 (57.5%)	82 (54.7%)
Onsite massage/meditation	9 (13.0%)	6 (14.6%)	4 (10.0%)	19 (12.7%)
Onsite yoga/exercise classes	5 (7.2%)	10 (24.4%)	10 (25.0%)	25 (16.7%)
Physical fitness facilities or discounts to services	28 (40.6%)	23 (56.1%)	30 (75.0%)	81 (54.0%)
Sponsored events (e.g. walk-a-thons, health fair)	14 (20.3%)	17 (41.5%)	24 (60.0%)	55 (36.7%)
Standing desks	43 (62.3%)	28 (68.3%)	29 (72.5%)	100 (66.7%)
Wellness coaching	21 (30.4%)	18 (43.9%)	25 (62.5%)	64 (42.7%)
Wellness contests/competitions	28 (40.6%)	21 (51.2%)	32 (80.0%)	81 (54.0%)
Other	9 (13.0%)	5 (12.2%)	8 (20.0%)	22 (14.7%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 69 for <100, 41 for 100-250, 40 for >250.



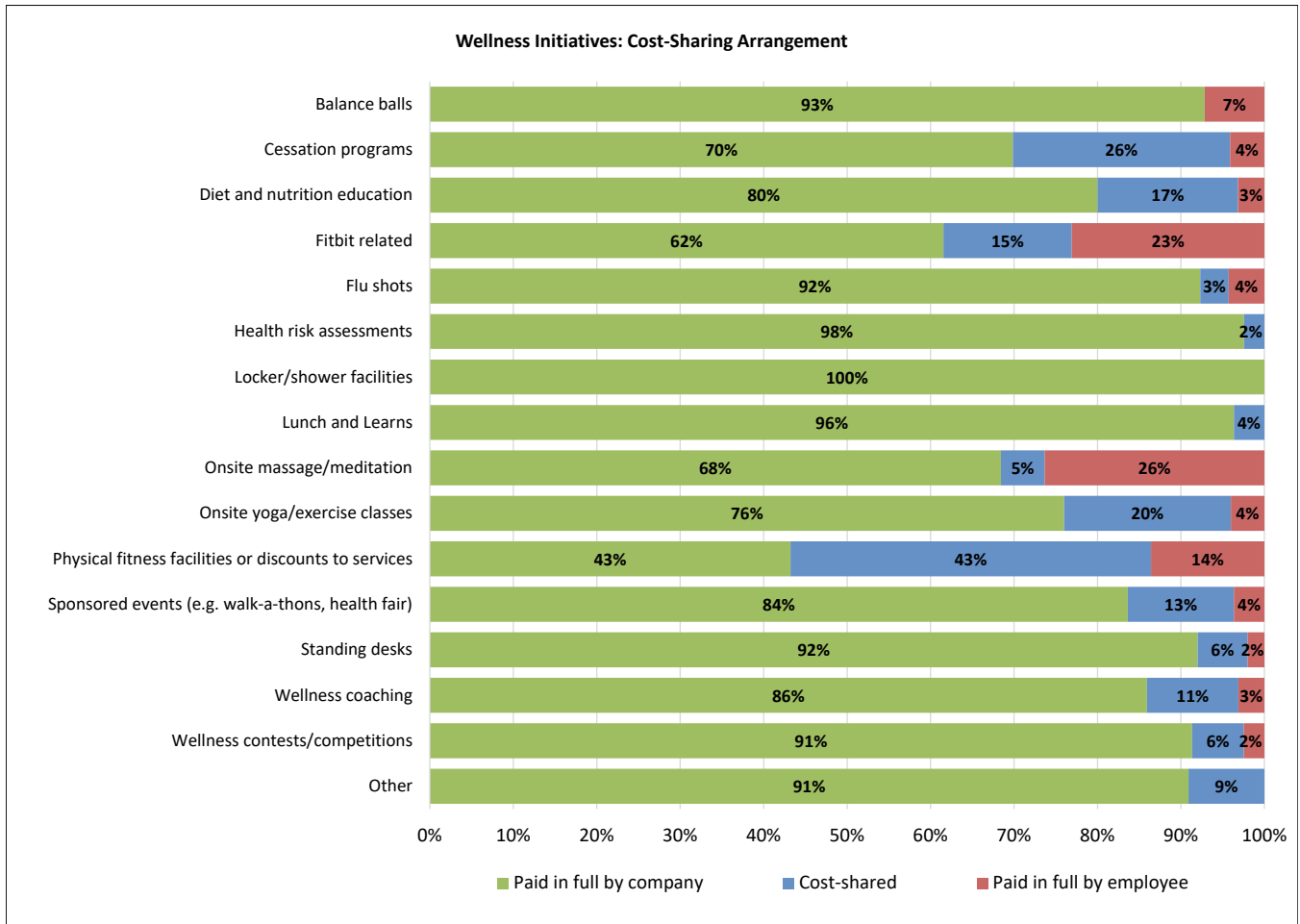
The table and graph above show the percent of employers offering various wellness initiatives. The three most common wellness initiatives offered by employers are flu shots (78%), standing desks (67%), and diet and nutrition education (63%).

For the wellness initiatives your organization offers, is each...

**Table 3.48.**

	Paid in full by company	Cost-shared	Paid in full by employee
Balance balls	13 (92.9%)	0 (0.0%)	1 (7.1%)
Cessation programs	51 (69.9%)	19 (26.0%)	3 (4.1%)
Diet and nutrition education	76 (80.0%)	16 (16.8%)	3 (3.2%)
Fitbit related	16 (61.5%)	4 (15.4%)	6 (23.1%)
Flu shots	108 (92.3%)	4 (3.4%)	5 (4.3%)
Health risk assessments	80 (97.6%)	2 (2.4%)	0 (0.0%)
Locker/shower facilities	47 (100.0%)	0 (0.0%)	0 (0.0%)
Lunch and Learns	79 (96.3%)	3 (3.7%)	0 (0.0%)
Onsite massage/meditation	13 (68.4%)	1 (5.3%)	5 (26.3%)
Onsite yoga/exercise classes	19 (76.0%)	5 (20.0%)	1 (4.0%)
Physical fitness facilities or discounts to services	35 (43.2%)	35 (43.2%)	11 (13.6%)
Sponsored events (e.g. walk-a-thons, health fair)	46 (83.6%)	7 (12.7%)	2 (3.6%)
Standing desks	92 (92.0%)	6 (6.0%)	2 (2.0%)
Wellness coaching	55 (85.9%)	7 (10.9%)	2 (3.1%)
Wellness contests/competitions	74 (91.4%)	5 (6.2%)	2 (2.5%)
Other	20 (90.9%)	2 (9.1%)	0 (0.0%)

Rows total 100%.



**Who is eligible to participate in the majority of your organization's wellness initiatives?**

**Table 3.49.**

	<100	100-250	>250	All Fac (N=150)
Child(ren)	7 (10.1%)	6 (14.6%)	2 (5.0%)	15 (10.0%)
Domestic partner	5 (7.2%)	3 (7.3%)	1 (2.5%)	9 (6.0%)
Full-time employees	68 (98.6%)	41 (100.0%)	39 (97.5%)	148 (98.7%)
Part-time employees	34 (49.3%)	20 (48.8%)	18 (45.0%)	72 (48.0%)
Retired employees	1 (1.4%)	0 (0.0%)	2 (5.0%)	3 (2.0%)
Spouse	15 (21.7%)	11 (26.8%)	6 (15.0%)	32 (21.3%)
Temporary employees	8 (11.6%)	8 (19.5%)	5 (12.5%)	21 (14.0%)
Other	2 (2.9%)	2 (4.9%)	4 (10.0%)	8 (5.3%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 69 for <100, 41 for 100-250, 40 for >250.

**What incentive(s) does your organization offer for participating in wellness activities?**

**Table 3.50.**

	<100	100-250	>250	All Fac (N=150)
Additional time off	5 (7.2%)	1 (2.4%)	5 (12.5%)	11 (7.3%)
Eligible for prize drawing	16 (23.2%)	14 (34.1%)	20 (50.0%)	50 (33.3%)
HSA/HRA contribution	6 (8.7%)	5 (12.2%)	12 (30.0%)	23 (15.3%)
Nominal cash award/gift card	19 (27.5%)	14 (34.1%)	15 (37.5%)	48 (32.0%)
Reduced healthcare premium or credit toward premium	18 (26.1%)	17 (41.5%)	25 (62.5%)	60 (40.0%)
Other	4 (5.8%)	2 (4.9%)	1 (2.5%)	7 (4.7%)
No incentive	24 (34.8%)	8 (19.5%)	2 (5.0%)	34 (22.7%)

No incentive was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 69 for <100, 41 for 100-250, 40 for >250.

**You indicated offering a reduced healthcare premium or credit toward premium. What is the impact on healthcare premiums?**

**Table 3.51.**

	<100	100-250	>250	All Fac
Percent discount	5 (27.8%)	3 (17.6%)	2 (8.0%)	10 (16.7%)
Monthly credit	8 (44.4%)	11 (64.7%)	18 (72.0%)	37 (61.7%)
Other	5 (27.8%)	3 (17.6%)	5 (20.0%)	13 (21.7%)
<b>Total</b>	18 (100.0%)	17 (100.0%)	25 (100.0%)	60 (100.0%)

**Table 3.52. Percent discount**

	<100	100-250	>250	All Fac
Average percent	22.0%	35.0%	-	30.7%
<b>Total</b>	5	3	2	10

Percent discount ranges from 5% to 80%.



**Workplace Culture**

Table 3.53. Monthly credit				
	<100	100-250	>250	All Fac
Average dollar amount	\$44	\$72	\$91	\$75
<b>Total</b>	8	11	18	37

Monthly credit amount ranges from \$15 to \$325.

About 40% of employers offer reduced healthcare premiums or credit toward premiums for participating in wellness activities. These employers give, on average, a 30.7% discount off healthcare premiums or a \$75 monthly credit toward premiums.

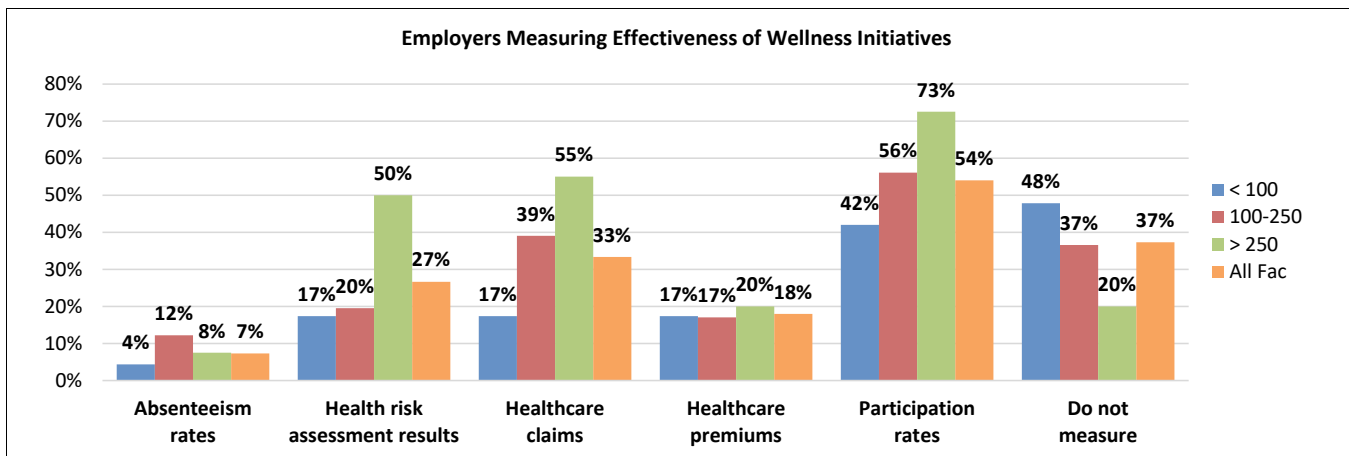
**How does your organization measure the effectiveness of your wellness initiatives?**

Table 3.54.				
	<100	100-250	>250	All Fac (N=150)
Absenteeism rates	3 (4.3%)	5 (12.2%)	3 (7.5%)	11 (7.3%)
Health risk assessment results	12 (17.4%)	8 (19.5%)	20 (50.0%)	40 (26.7%)
Healthcare claims	12 (17.4%)	16 (39.0%)	22 (55.0%)	50 (33.3%)
Healthcare premiums	12 (17.4%)	7 (17.1%)	8 (20.0%)	27 (18.0%)
Participation rates	29 (42.0%)	23 (56.1%)	29 (72.5%)	81 (54.0%)
Do not measure	33 (47.8%)	15 (36.6%)	8 (20.0%)	56 (37.3%)

No incentive was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 69 for <100, 41 for 100-250, 40 for >250.



Over one third of employers (38%) do not measure the effectiveness of wellness initiatives. Just over half of employers (54%) use participation rates to measure the effectiveness of wellness initiatives, followed by 33% of employers that use healthcare claims and 27% that use health risk assessment results. Few employers (7%) use absenteeism rates to measure the effectiveness of wellness initiatives.

**Corporate/Social Responsibility**

**Does your organization have a formal corporate/social responsibility policy or statement?**

Table 3.55.				
	<100	100-250	>250	All Fac
Yes	45 (24.9%)	27 (42.9%)	22 (44.9%)	94 (32.1%)
No	136 (75.1%)	36 (57.1%)	27 (55.1%)	199 (67.9%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

**Does your organization endorse/support a specific charitable cause?**

Table 3.56.				
	<100	100-250	>250	All Fac
Yes	52 (28.7%)	22 (34.9%)	27 (55.1%)	101 (34.5%)
No	129 (71.3%)	41 (65.1%)	22 (44.9%)	192 (65.5%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

**How are employees allowed to participate in charitable events/volunteer opportunities during work hours?**

Table 3.57.				
	<100	100-250	>250	All Fac (N=293)
Employees may participate and time away is paid	62 (34.3%)	23 (36.5%)	23 (46.9%)	108 (36.9%)
Employees may participate and use vacation/PTO	72 (39.8%)	30 (47.6%)	16 (32.7%)	118 (40.3%)
Employees may participate and time away is unpaid	30 (16.6%)	15 (23.8%)	7 (14.3%)	52 (17.7%)
Employees may participate on personal time only (outside of work hours)	48 (26.5%)	15 (23.8%)	16 (32.7%)	79 (27.0%)

Employees may participate on personal time only (outside of work hours) was an exclusive response.  
 Column percents may total greater than 100% due to multiple responses.  
 Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.

**Are employees allowed to select their own charitable cause?**

Table 3.58.				
	<100	100-250	>250	All Fac
Yes	140 (77.3%)	55 (87.3%)	38 (77.6%)	233 (79.5%)
No	41 (22.7%)	8 (12.7%)	11 (22.4%)	60 (20.5%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

**Separate from the 4 hours per year granted by NC law "Leave for Parent Involvement in Schools", how many paid hours off does your organization provide employees to pursue charitable efforts?**

Table 3.59.				
	<100	100-250	>250	All Fac
Average number of hours	11.2	12.3	9.7	11.1
<b>Total</b>	49	16	19	84

209 organizations do not provide any additional paid hours off and are excluded from the table above.  
 Number of paid hours ranges from 1 to 40 hours.

**Does your organization match employees' charitable contributions?**

Table 3.60.				
	<100	100-250	>250	All Fac
Yes	22 (12.2%)	11 (17.5%)	10 (20.4%)	43 (14.7%)
No	159 (87.8%)	52 (82.5%)	39 (79.6%)	250 (85.3%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

**Does your organization allow employees to vote during the work day?**

**Table 3.61.**

	<100	100-250	>250	All Fac (N=293)
Employees may vote and time away is paid	73 (40.3%)	17 (27.0%)	9 (18.4%)	99 (33.8%)
Employees may vote and use vacation/PTO	52 (28.7%)	26 (41.3%)	20 (40.8%)	98 (33.4%)
Employees may vote and time away is unpaid	33 (18.2%)	14 (22.2%)	15 (30.6%)	62 (21.2%)
Employees may vote on personal time only (outside of work hours)	41 (22.7%)	17 (27.0%)	16 (32.7%)	74 (25.3%)

Employees may vote on personal time only (outside of work hours) was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.

Responses for how employers allow employees to vote during their work day are mixed. About one third of employers (34%) allow employees to vote and their time away is paid while 21% do not pay employees for their time away. Another 33% of employers require employees to use vacation/PTO to vote during their work day whereas 25% of employers do not allow employees to vote during their work day.

**Which of the following environmentally conscious initiatives does your organization have in place?**

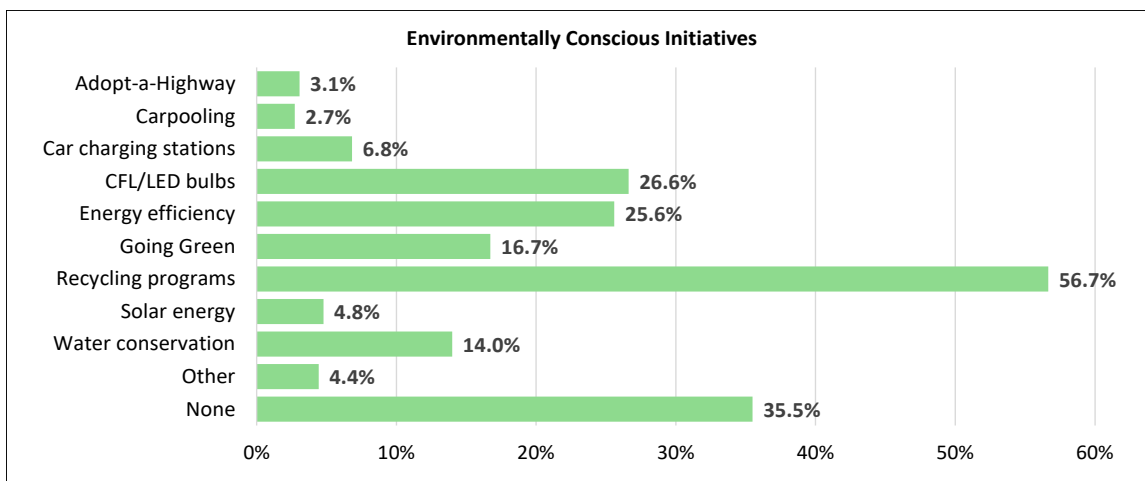
**Table 3.62.**

	<100	100-250	>250	All Fac (N=293)
Adopt-a-Highway	2 (1.1%)	4 (6.3%)	3 (6.1%)	9 (3.1%)
Carpooling	3 (1.7%)	2 (3.2%)	3 (6.1%)	8 (2.7%)
Car charging stations	10 (5.5%)	2 (3.2%)	8 (16.3%)	20 (6.8%)
CFL/LED bulbs	39 (21.5%)	20 (31.7%)	19 (38.8%)	78 (26.6%)
Energy efficiency	34 (18.8%)	23 (36.5%)	18 (36.7%)	75 (25.6%)
Going Green	21 (11.6%)	12 (19.0%)	16 (32.7%)	49 (16.7%)
Recycling programs	87 (48.1%)	44 (69.8%)	35 (71.4%)	166 (56.7%)
Solar energy	7 (3.9%)	3 (4.8%)	4 (8.2%)	14 (4.8%)
Water conservation	15 (8.3%)	13 (20.6%)	13 (26.5%)	41 (14.0%)
Other	8 (4.4%)	2 (3.2%)	3 (6.1%)	13 (4.4%)
None	83 (45.9%)	12 (19.0%)	9 (18.4%)	104 (35.5%)

None was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.



Recognition

Does your organization sponsor service recognition events, programs, or awards for employees?

**Table 3.63.**

	<100	100-250	>250	All Fac
Yes	105 (58.0%)	49 (77.8%)	45 (91.8%)	199 (67.9%)
No	76 (42.0%)	14 (22.2%)	4 (8.2%)	94 (32.1%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

(If sponsor service recognition events, programs, awards): What types of service programs/awards does your organization give?

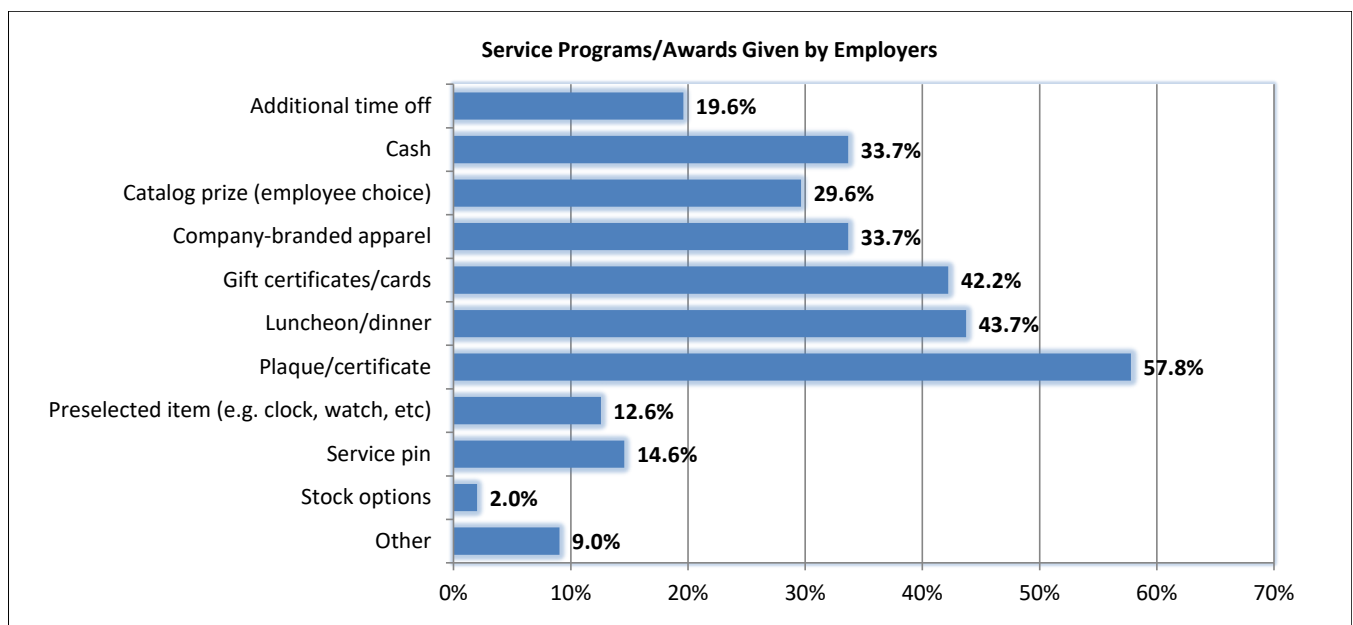
**Table 3.64.**

	<100	100-250	>250	All Fac (N=199)
Additional time off	26 (24.8%)	5 (10.2%)	8 (17.8%)	39 (19.6%)
Cash	41 (39.0%)	18 (36.7%)	8 (17.8%)	67 (33.7%)
Catalog prize (employee choice)	21 (20.0%)	15 (30.6%)	23 (51.1%)	59 (29.6%)
Company-branded apparel	34 (32.4%)	19 (38.8%)	14 (31.1%)	67 (33.7%)
Gift certificates/cards	49 (46.7%)	21 (42.9%)	14 (31.1%)	84 (42.2%)
Luncheon/dinner	44 (41.9%)	22 (44.9%)	21 (46.7%)	87 (43.7%)
Plaque/certificate	60 (57.1%)	27 (55.1%)	28 (62.2%)	115 (57.8%)
Preselected item (clock, watch, etc)	13 (12.4%)	5 (10.2%)	7 (15.6%)	25 (12.6%)
Service pin	4 (3.8%)	9 (18.4%)	16 (35.6%)	29 (14.6%)
Stock options	1 (1.0%)	1 (2.0%)	2 (4.4%)	4 (2.0%)
Other	10 (9.5%)	5 (10.2%)	3 (6.7%)	18 (9.0%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 105 for <100, 49 for 100-250, 45 for >250.

Overall, about two thirds of employers sponsor service recognition events, programs, or awards for employees. These events, programs and awards are much more prevalent among larger facilities compared to smaller facilities. The top five service programs and/or awards given by employers include plaques/certificates (58%), luncheons/dinners (44%), gift certificates/cards (42%), cash (34%), and company-branded apparel (34%).



**What other recognition initiatives (non-service, non-seniority) does your organization use?**

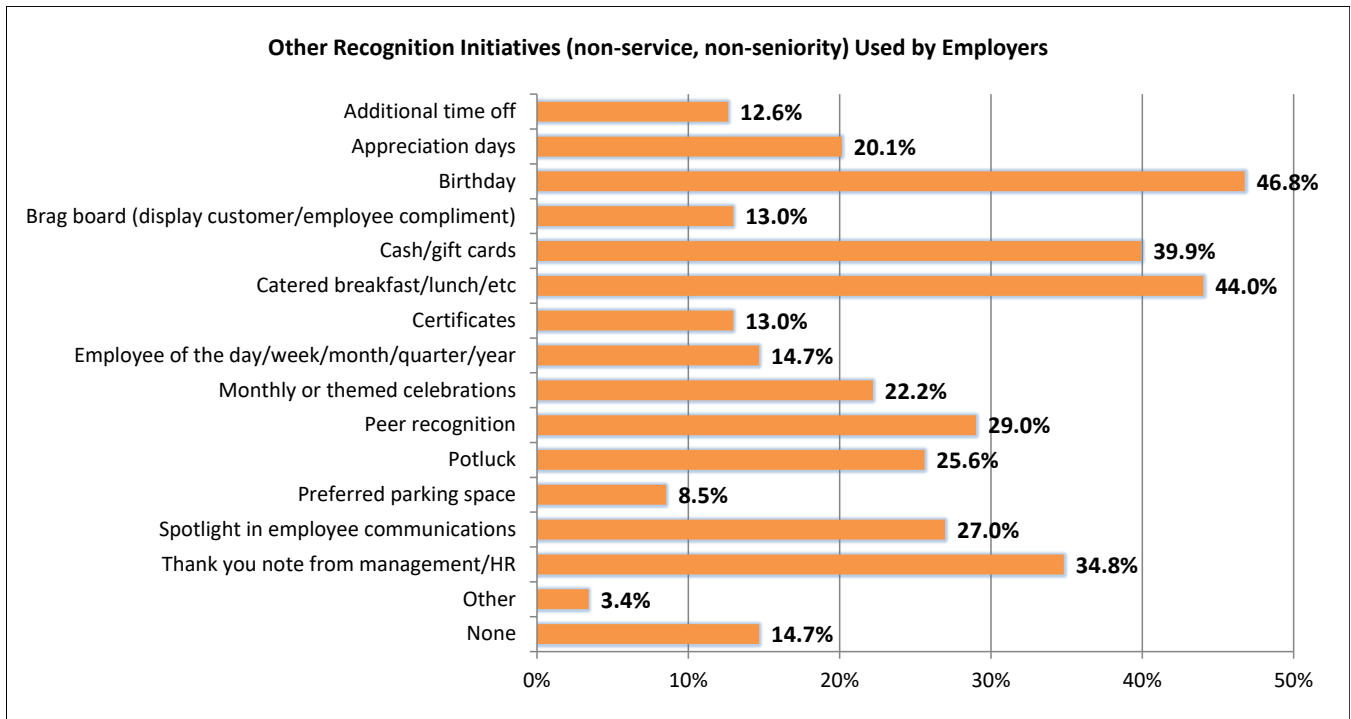
**Table 3.65.**

	<100	100-250	>250	All Fac (N=293)
Additional time off	25 (13.8%)	8 (12.7%)	4 (8.2%)	37 (12.6%)
Appreciation days	28 (15.5%)	17 (27.0%)	14 (28.6%)	59 (20.1%)
Birthday	90 (49.7%)	25 (39.7%)	22 (44.9%)	137 (46.8%)
Brag board (display customer/employee compliment)	15 (8.3%)	9 (14.3%)	14 (28.6%)	38 (13.0%)
Cash/gift cards	73 (40.3%)	25 (39.7%)	19 (38.8%)	117 (39.9%)
Catered breakfast/lunch/etc	77 (42.5%)	27 (42.9%)	25 (51.0%)	129 (44.0%)
Certificates	19 (10.5%)	13 (20.6%)	6 (12.2%)	38 (13.0%)
Employee of the day/week/month/quarter/year	15 (8.3%)	17 (27.0%)	11 (22.4%)	43 (14.7%)
Monthly or themed celebrations	35 (19.3%)	16 (25.4%)	14 (28.6%)	65 (22.2%)
Peer recognition	40 (22.1%)	23 (36.5%)	22 (44.9%)	85 (29.0%)
Potluck	45 (24.9%)	19 (30.2%)	11 (22.4%)	75 (25.6%)
Preferred parking space	7 (3.9%)	9 (14.3%)	9 (18.4%)	25 (8.5%)
Spotlight in employee communications	25 (13.8%)	26 (41.3%)	28 (57.1%)	79 (27.0%)
Thank you note from management/HR	54 (29.8%)	26 (41.3%)	22 (44.9%)	102 (34.8%)
Other	4 (2.2%)	1 (1.6%)	5 (10.2%)	10 (3.4%)
None	30 (16.6%)	6 (9.5%)	7 (14.3%)	43 (14.7%)

None was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.



Most employers (85%) use non-service, non-seniority recognition initiatives. Responses are fairly evenly mixed. The five most common recognition initiatives used by employers are birthdays (47%), catered breakfast/lunch/etc (44%), cash/gift cards (40%), thank you notes from management/HR (35%), and peer recognition (29%).

**Which of the following incentive plans or rewards are offered for "good attendance"?**

**Table 3.66.**

	<100	100-250	>250	All Fac (N=35)
Additional time off	2 (12.5%)	2 (18.2%)	0 (0.0%)	4 (11.4%)
Certificate/plaque	3 (18.8%)	3 (27.3%)	1 (12.5%)	7 (20.0%)
Gift/gift certificate	1 (6.3%)	2 (18.2%)	2 (25.0%)	5 (14.3%)
Lunch or other celebration	1 (6.3%)	2 (18.2%)	2 (25.0%)	5 (14.3%)
Monetary award	8 (50.0%)	7 (63.6%)	4 (50.0%)	19 (54.3%)
Other	5 (31.3%)	1 (9.1%)	2 (25.0%)	8 (22.9%)

258 organizations do not offer any incentive plans or rewards for "good attendance" and are excluded from the table above.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 16 for <100, 11 for 100-250, 8 for >250.

Only 12% of employers offer incentive plans or rewards for good attendance compared to 88% that do not offer anything. Of the few employers providing incentive plans or rewards for good attendance, more than half (54%) offer monetary awards to employees. About 20% offer certificates/plaques, 14% offer gifts/gift certificates and 14% provide lunches or other celebrations. About 11% of employers provide employees with additional time off for good attendance.

***Inclement Weather***

**When your organization closes due to inclement weather, how are nonexempt employees paid?**

**Table 3.67.**

	<100	100-250	>250	All Fac
Employee is paid full day as if worked	67 (40.4%)	18 (28.6%)	15 (30.6%)	100 (36.0%)
Employee has option to use time off or take unpaid time	47 (28.3%)	27 (42.9%)	26 (53.1%)	100 (36.0%)
Employee is not paid	17 (10.2%)	6 (9.5%)	1 (2.0%)	24 (8.6%)
Other	15 (9.0%)	4 (6.3%)	5 (10.2%)	24 (8.6%)
Never close	20 (12.0%)	8 (12.7%)	2 (4.1%)	30 (10.8%)
<b>Total</b>	166 (100.0%)	63 (100.0%)	49 (100.0%)	278 (100.0%)

**When your organization closes due to inclement weather, how are exempt employees paid?**

**Table 3.68.**

	<100	100-250	>250	All Fac
Employee is paid full day as if worked	116 (66.3%)	37 (58.7%)	32 (65.3%)	185 (64.5%)
Employee uses time off	21 (12.0%)	12 (19.0%)	10 (20.4%)	43 (15.0%)
Other	20 (11.4%)	7 (11.1%)	6 (12.2%)	33 (11.5%)
Never close	18 (10.3%)	7 (11.1%)	1 (2.0%)	26 (9.1%)
<b>Total</b>	175 (100.0%)	63 (100.0%)	49 (100.0%)	287 (100.0%)

Only 9-11% of employers never close operations due to inclement weather. How employees are paid when the employer closes due to inclement weather varies though between nonexempt and exempt employees. About 36% of nonexempt employees have the option to use time off or take unpaid time while 36% of employers pay nonexempt employees for the full day as if worked. Only 9% provide no pay to nonexempt employees. In contrast, the majority of exempt employees (65%) are paid for the full day as if worked. Only 15% of employers require exempt employees to use time off.

During inclement weather, your organization makes the decision to remain open. If a nonexempt employee is unable to come to work, how is the employee paid?

Table 3.69.				
	<100	100-250	>250	All Fac (N=278)
Employee is paid full day as if worked	6 (3.6%)	2 (3.2%)	2 (4.1%)	10 (3.6%)
Employee is paid for actual time worked only (remotely)	66 (39.8%)	25 (39.7%)	17 (34.7%)	108 (38.8%)
Employee uses time off	105 (63.3%)	54 (85.7%)	42 (85.7%)	201 (72.3%)
Employee takes unpaid day	64 (38.6%)	29 (46.0%)	23 (46.9%)	116 (41.7%)
Other	17 (10.2%)	4 (6.3%)	3 (6.1%)	24 (8.6%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 166 for <100, 63 for 100-250, 49 for >250.

During inclement weather, your organization makes the decision to remain open. If an exempt employee is unable to come to work, how is the employee paid?

Table 3.70.				
	<100	100-250	>250	All Fac (N=287)
Employee is paid full day as if worked	34 (19.4%)	17 (27.0%)	12 (24.5%)	63 (22.0%)
Employee works remotely	107 (61.1%)	40 (63.5%)	35 (71.4%)	182 (63.4%)
Employee uses time off	82 (46.9%)	32 (50.8%)	36 (73.5%)	150 (52.3%)
Other	14 (8.0%)	3 (4.8%)	3 (6.1%)	20 (7.0%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 175 for <100, 63 for 100-250, 49 for >250.

### Agency

Overall, employers use outside staffing agencies more often for nonexempt employees to fill temporary positions (45%) compared to permanent positions (32%). In contrast, employers use outside staffing agencies more often for exempt employees to fill permanent positions (44%) compared to temporary positions (25%).

If your organization uses outside staffing agencies to fill any of your positions on a permanent basis, how is the fee handled?

Table 4.1. Nonexempt EEs				
	<100	100-250	>250	All Fac
Pay a percent of salary	30 (18.1%)	18 (28.6%)	8 (16.3%)	56 (20.1%)
Pay flat rate/fee	3 (1.8%)	3 (4.8%)	1 (2.0%)	7 (2.5%)
Other	17 (10.2%)	6 (9.5%)	4 (8.2%)	27 (9.7%)
Do not use	116 (69.9%)	36 (57.1%)	36 (73.5%)	188 (67.6%)
<b>Total</b>	166 (100.0%)	63 (100.0%)	49 (100.0%)	278 (100.0%)

Table 4.2. Exempt EEs				
	<100	100-250	>250	All Fac
Pay a percent of salary	49 (28.0%)	28 (44.4%)	17 (34.7%)	94 (32.8%)
Pay flat rate/fee	1 (0.6%)	0 (0.0%)	1 (2.0%)	2 (0.7%)
Other	19 (10.9%)	9 (14.3%)	2 (4.1%)	30 (10.5%)
Do not use	106 (60.6%)	26 (41.3%)	29 (59.2%)	161 (56.1%)
<b>Total</b>	175 (100.0%)	63 (100.0%)	49 (100.0%)	287 (100.0%)

**Recruitment & Staffing**

Table 4.3. Nonexempt EEs, Permanent				
	<100	100-250	>250	All Fac
Average % of salary	21.3%	20.3%	20.9%	20.9%
<b>Total</b>	30	18	8	56

Percent of salary ranges from 10% to 40%.

Table 4.4. Exempt EEs, Permanent				
	<100	100-250	>250	All Fac
Average % of salary	20.7%	22.0%	21.3%	21.2%
<b>Total</b>	49	28	17	94

Percent of salary ranges from 5% to 40%.

Table 4.5. Nonexempt EEs, Permanent				
	<100	100-250	>250	All Fac
Average amount	\$852	\$1,347	-	\$945
<b>Total</b>	3	3	1	7

Table 4.6. Exempt EEs, Permanent				
	<100	100-250	>250	All Fac
Average amount	-	-	-	-
<b>Total</b>	1	0	1	2

When filling permanent positions, about 20% of employers pay a percent of salary for nonexempt positions, compared to 33% for exempt. On average, employers pay a 21% fee for both nonexempt and exempt positions filled on a permanent basis. Very few employers pay a flat rate/fee when filling positions on a permanent basis.

**If your organization uses outside staffing agencies to fill any of your positions on a temporary basis, how is the fee handled?**

Table 4.7. Nonexempt EEs				
	<100	100-250	>250	All Fac
Pay a percent of salary	31 (18.7%)	22 (34.9%)	12 (24.5%)	65 (23.4%)
Pay flat rate/fee	4 (2.4%)	4 (6.3%)	2 (4.1%)	10 (3.6%)
Other	27 (16.3%)	13 (20.6%)	11 (22.4%)	51 (18.3%)
Do not use	104 (62.7%)	24 (38.1%)	24 (49.0%)	152 (54.7%)
<b>Total</b>	166 (100.0%)	63 (100.0%)	49 (100.0%)	278 (100.0%)

Table 4.8. Exempt EEs				
	<100	100-250	>250	All Fac
Pay a percent of salary	19 (10.9%)	13 (20.6%)	6 (12.2%)	38 (13.2%)
Pay flat rate/fee	1 (0.6%)	2 (3.2%)	2 (4.1%)	5 (1.7%)
Other	17 (9.7%)	8 (12.7%)	5 (10.2%)	30 (10.5%)
Do not use	138 (78.9%)	40 (63.5%)	36 (73.5%)	214 (74.6%)
<b>Total</b>	175 (100.0%)	63 (100.0%)	49 (100.0%)	287 (100.0%)

Table 4.9. Nonexempt EEs, Temporary				
	<100	100-250	>250	All Fac
Average % of salary	31.4%	28.0%	27.4%	29.5%
<b>Total</b>	31	22	12	65

Percent of salary ranges from 1.5% to 63%.

Table 4.10. Exempt EEs, Temporary				
	<100	100-250	>250	All Fac
Average % of salary	28.9%	25.1%	30.7%	27.9%
<b>Total</b>	19	13	6	38

Percent of salary ranges from 10% to 63%.

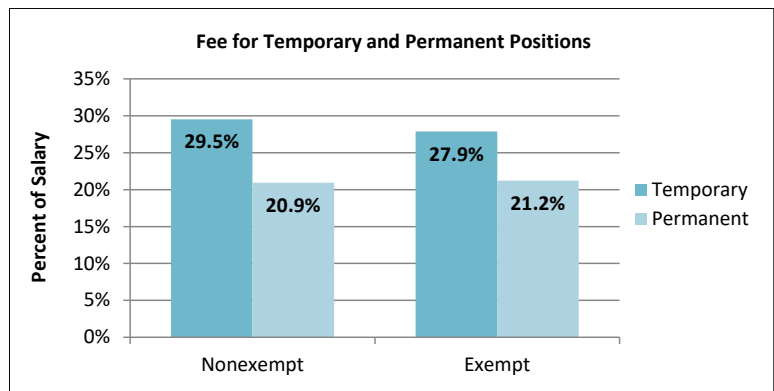
Table 4.11. Nonexempt EEs, Temporary				
	<100	100-250	>250	All Fac
Average amount	\$23	\$37	-	\$27
<b>Total</b>	4	4	2	10

Table 4.12. Exempt EEs, Temporary				
	<100	100-250	>250	All Fac
Average amount	-	-	-	\$27
<b>Total</b>	1	2	2	5



## Recruitment & Staffing

As outlined in the tables on the previous page and illustrated in the graph to the right, employers pay a higher percent of salary to fill temporary positions compared to permanent positions for both nonexempt and exempt employees. However, there is minimal difference in the percent of salary between nonexempt and exempt employees. On average, employers pay a 28-29% fee when using outside staffing agencies to fill temporary positions and a 21% fee when filling exempt and nonexempt positions on a permanent basis.



## Assessments

Overall, less than one third of employers (30%) conduct pre-employment skill and aptitude testing. Over two thirds of employers (70%) do not conduct pre-employment skill and aptitude testing.

### Does your organization conduct pre-employment skill and aptitude testing?

	<100	100-250	>250	All Fac
Yes	57 (31.5%)	14 (22.2%)	18 (36.7%)	89 (30.4%)
No	124 (68.5%)	49 (77.8%)	31 (63.3%)	204 (69.6%)
<b>Total</b>	<b>181 (100.0%)</b>	<b>63 (100.0%)</b>	<b>49 (100.0%)</b>	<b>293 (100.0%)</b>

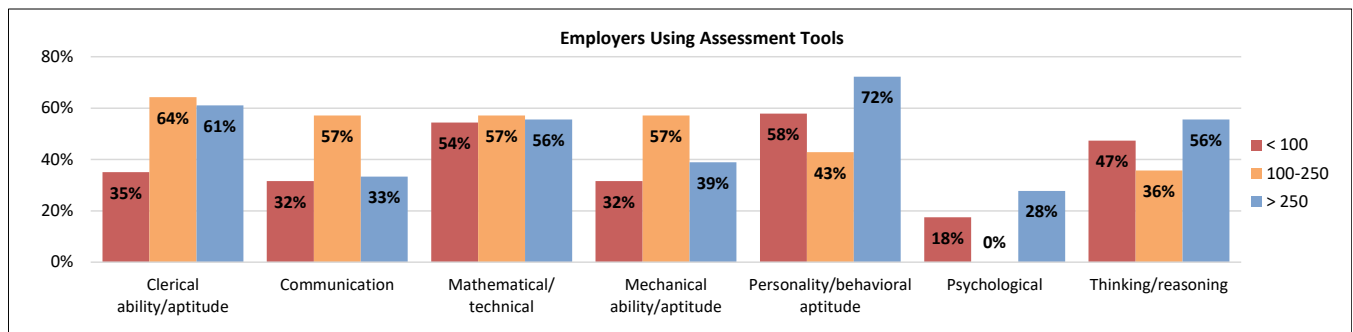
### What types of assessment tools does your organization use?

	<100	100-250	>250	All Fac (N=89)
Clerical ability/aptitude	20 (35.1%)	9 (64.3%)	11 (61.1%)	40 (44.9%)
Communication	18 (31.6%)	8 (57.1%)	6 (33.3%)	32 (36.0%)
Mathematical/technical	31 (54.4%)	8 (57.1%)	10 (55.6%)	49 (55.1%)
Mechanical ability/aptitude	18 (31.6%)	8 (57.1%)	7 (38.9%)	33 (37.1%)
Personality/behavioral aptitude	33 (57.9%)	6 (42.9%)	13 (72.2%)	52 (58.4%)
Psychological	10 (17.5%)	0 (0.0%)	5 (27.8%)	15 (16.9%)
Thinking/reasoning	27 (47.4%)	5 (35.7%)	10 (55.6%)	42 (47.2%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 57 for <100, 14 for 100-250, 18 for >250.

The three most common types of assessment tools used across all employers are personality/behavioral aptitude (58%), mathematical/technical (55%) and thinking/reasoning (47%). The least common type used is psychological (17%).



**How are the assessments designed and administered?**

Table 4.15.				
	<100	100-250	>250	All Fac (N=89)
Designed internally	16 (28.1%)	5 (35.7%)	5 (27.8%)	26 (29.2%)
Designed by a third party	45 (78.9%)	9 (64.3%)	16 (88.9%)	70 (78.7%)
Administered in paper form	13 (22.8%)	4 (28.6%)	4 (22.2%)	21 (23.6%)
Administered online	49 (86.0%)	11 (78.6%)	17 (94.4%)	77 (86.5%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 57 for <100, 14 for 100-250, 18 for >250.

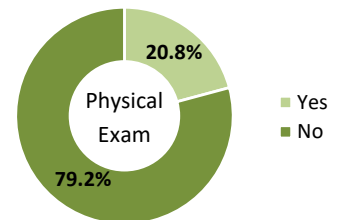
While how assessments are designed and administered varies by employer, assessments are most often designed by a third party (79%) and administered online (87%). Fewer employers design assessments internally (29%) and administer in paper form (24%).

**Physical & Drug Screening**

More than three quarters of employers (79%) do not require pre-employment physical examinations; however, 70% of employers do conduct drug testing. Both pre-employment physical examinations and drug testing are more prevalent in mid-size and large facilities than in small facilities with less than 100 employees.

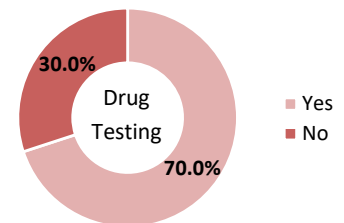
**Does your organization require pre-employment physical examinations after an employee has been offered a job?**

Table 4.16.				
	<100	100-250	>250	All Fac
Yes	26 (14.4%)	16 (25.4%)	19 (38.8%)	61 (20.8%)
No	155 (85.6%)	47 (74.6%)	30 (61.2%)	232 (79.2%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)



**Does your organization conduct drug testing?**

Table 4.17.				
	<100	100-250	>250	All Fac
Yes	108 (59.7%)	53 (84.1%)	44 (89.8%)	205 (70.0%)
No	73 (40.3%)	10 (15.9%)	5 (10.2%)	88 (30.0%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)



**When does your organization conduct drug testing?**

Table 4.18.				
	<100	100-250	>250	All Fac (N=205)
For reasonable suspicion of being impaired	74 (68.5%)	46 (86.8%)	40 (90.9%)	160 (78.0%)
Post-accident	64 (59.3%)	39 (73.6%)	38 (86.4%)	141 (68.8%)
Pre-employment	97 (89.8%)	49 (92.5%)	44 (100.0%)	190 (92.7%)
Random	39 (36.1%)	30 (56.6%)	28 (63.6%)	97 (47.3%)

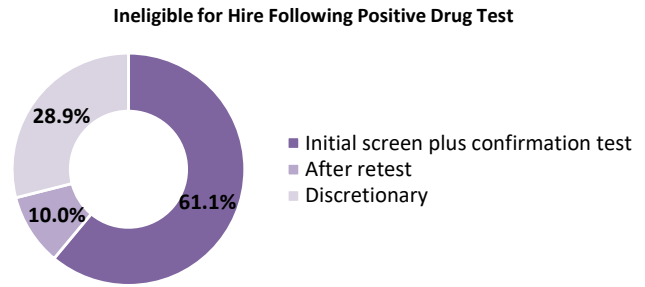
Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 108 for <100, 53 for 100-250, 44 for >250.

**When is an applicant ineligible for hire following a positive drug test?**

Table 4.19.				
	<100	100-250	>250	All Fac
Initial screen plus confirmation test	48 (49.5%)	37 (75.5%)	31 (70.5%)	116 (61.1%)
After retest	15 (15.5%)	1 (2.0%)	3 (6.8%)	19 (10.0%)
Discretionary	34 (35.1%)	11 (22.4%)	10 (22.7%)	55 (28.9%)
<b>Total</b>	97 (100.0%)	49 (100.0%)	44 (100.0%)	190 (100.0%)

Approximately 93% of employers conduct pre-employment drug testing. Just under two thirds of these organizations (61%) indicated that an applicant with a positive drug test is ineligible for hire following the initial screen plus a confirmation test. Another 10% of employers said an applicant with a positive drug test is ineligible for hire after retest. The remaining 29% of employers indicated that applicant eligibility for hire following a positive drug test is discretionary.



**If an employee has a positive result from a random drug test, what happens to the employee?**

Table 4.20.				
	<100	100-250	>250	All Fac
Employee is granted leave, allowed to rehabilitate and return with medical clearance and agreement to ongoing testing	7 (17.9%)	6 (20.0%)	5 (17.9%)	18 (18.6%)
Terminated from employment	9 (23.1%)	15 (50.0%)	12 (42.9%)	36 (37.1%)
Handled on a case-by-case basis	23 (59.0%)	9 (30.0%)	11 (39.3%)	43 (44.3%)
Other	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
<b>Total</b>	39 (100.0%)	30 (100.0%)	28 (100.0%)	97 (100.0%)

About 47% of employers conduct random drug testing. Responses to what happens to an employee when he/she has a positive result from a random drug test are mixed. About 37% indicated that the employee is terminated from employment while 44% of employers said they handle positive results from a random drug test on a case-by-case basis. Another 19% of employers indicated that the employee is granted leave, allowed to rehabilitate and return with medical clearance and agreement to ongoing testing.

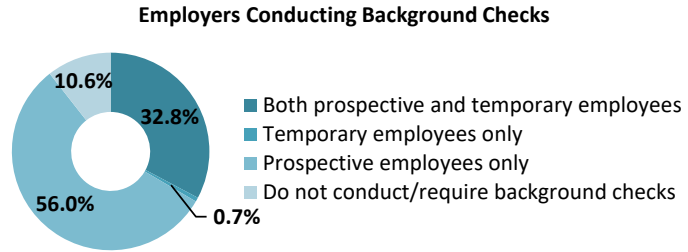
**If an employee comes forward and identifies a problem with drug or alcohol abuse, what happens to the employee?**

Table 4.21.				
	<100	100-250	>250	All Fac
Employee is granted leave, allowed to rehabilitate and return with medical clearance and agreement to ongoing testing	80 (44.2%)	30 (47.6%)	26 (53.1%)	136 (46.4%)
Employee is referred to an EAP/Rehab facility	67 (37.0%)	27 (42.9%)	21 (42.9%)	115 (39.2%)
Terminated from employment	5 (2.8%)	3 (4.8%)	0 (0.0%)	8 (2.7%)
Other	29 (16.0%)	3 (4.8%)	2 (4.1%)	34 (11.6%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

**Recruitment & Staffing**

**Background Checking**

Only 11% of employers do not conduct and/or require background checks. Just over half of employers conduct/require background checks on prospective employees only compared to less than 1% for temporary employees only. About one third of employers conduct/require background checks on both prospective and temporary employees.



**For whom does your organization conduct/require background checks?**

**Table 4.22.**

	<100	100-250	>250	All Fac (N=293)
Prospective employees	153 (84.5%)	61 (96.8%)	46 (93.9%)	260 (88.7%)
Temporary agency employees	51 (28.2%)	29 (46.0%)	18 (36.7%)	98 (33.4%)
Do not conduct/require	26 (14.4%)	2 (3.2%)	3 (6.1%)	31 (10.6%)

Do not conduct/require was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.

**What information does your organization request in a background check?**

**Table 4.23.**

	<100	100-250	>250	All Fac (N=262)
Criminal background	154 (99.4%)	59 (96.7%)	46 (100.0%)	259 (98.9%)
Driving record	88 (56.8%)	36 (59.0%)	35 (76.1%)	159 (60.7%)
Education verification	51 (32.9%)	31 (50.8%)	26 (56.5%)	108 (41.2%)
Employment verification	58 (37.4%)	34 (55.7%)	31 (67.4%)	123 (46.9%)
Personal references	43 (27.7%)	17 (27.9%)	15 (32.6%)	75 (28.6%)
Professional licensing/certification	29 (18.7%)	17 (27.9%)	22 (47.8%)	68 (26.0%)
Professional references	41 (26.5%)	24 (39.3%)	24 (52.2%)	89 (34.0%)
Financial credit checks - all employees	19 (12.3%)	6 (9.8%)	2 (4.3%)	27 (10.3%)
Financial credit checks - certain positions only	41 (26.5%)	21 (34.4%)	26 (56.5%)	88 (33.6%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 155 for <100, 61 for 100-250, 46 for >250.

**How are references conducted?**

**Table 4.24.**

	<100	100-250	>250	All Fac
In house	58 (37.4%)	19 (31.1%)	17 (37.0%)	94 (35.9%)
Third party service	97 (62.6%)	42 (68.9%)	29 (63.0%)	168 (64.1%)
<b>Total</b>	155 (100.0%)	61 (100.0%)	46 (100.0%)	262 (100.0%)

Almost all employers (99%) request criminal background in background checks. Other common information collected in background checks includes driving records (61%), employment verification (47%), and education verification (41%). Nearly two thirds of employers conduct references using third party services (64%) versus in house (36%).

## Recruitment & Staffing

### How does your organization respond to requests for reference information?

Table 4.25.				
	<100	100-250	>250	All Fac (N=293)
Provides dates of employment	171 (94.5%)	61 (96.8%)	47 (95.9%)	279 (95.2%)
Provides eligibility for rehire	77 (42.5%)	19 (30.2%)	19 (38.8%)	115 (39.2%)
Provide reason for termination	24 (13.3%)	4 (6.3%)	7 (14.3%)	35 (11.9%)
Provide professional references	35 (19.3%)	8 (12.7%)	5 (10.2%)	48 (16.4%)
No information provided	4 (2.2%)	1 (1.6%)	2 (4.1%)	7 (2.4%)

No information provided was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.

Less than 3% of employers do not provide any reference information upon request. Almost all employers (95%) provide dates of employment. About 39% of employers provide eligibility for rehire while only 16% provide professional references and 12% provide reason for termination.

## Relocation

### Are employees eligible for relocation benefits?

Table 4.26.				
	<100	100-250	>250	All Fac
Both nonexempt and exempt employees	17 (9.4%)	13 (20.6%)	5 (10.2%)	35 (11.9%)
Nonexempt employees only	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Exempt employees only	35 (19.3%)	19 (30.2%)	29 (59.2%)	83 (28.3%)
Do not offer relocation benefit	129 (71.3%)	31 (49.2%)	15 (30.6%)	175 (59.7%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

More than half of employers (60%) do not provide relocation benefits to employees. About 40% of employers offer relocation benefits to exempt employees, compared to only 12% to nonexempt employees. Approximately half of employers offering relocation offer the benefits to both new hires and transfers/promotions for both nonexempt and exempt employees (49% and 52%, respectively).

### Who is eligible for relocation benefits?

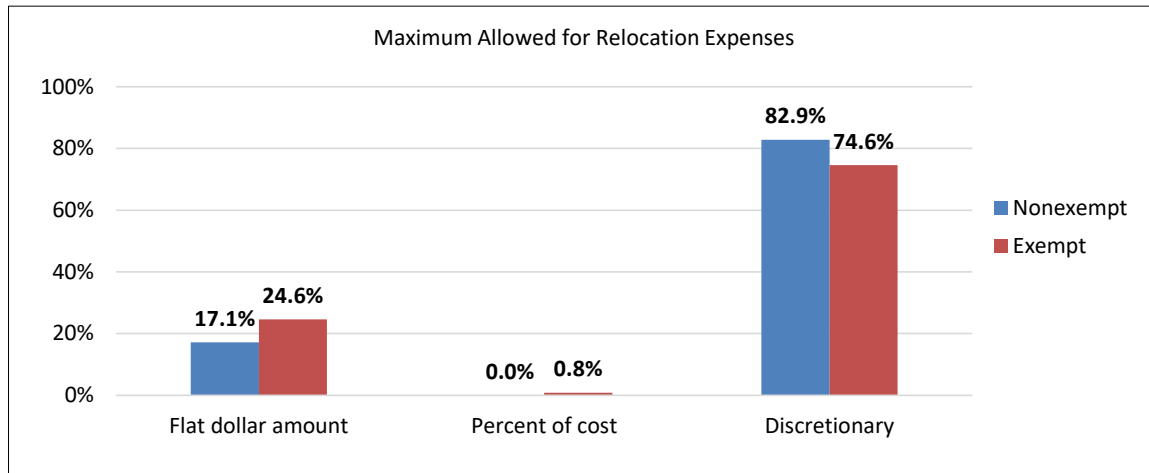
Table 4.27. Nonexempt EEs				
	<100	100-250	>250	All Fac
New hires	7 (41.2%)	4 (30.8%)	2 (40.0%)	13 (37.1%)
Transfers/promotions	2 (11.8%)	3 (23.1%)	0 (0.0%)	5 (14.3%)
Both new hires and transfers/promotions	8 (47.1%)	6 (46.2%)	3 (60.0%)	17 (48.6%)
<b>Total</b>	17 (100.0%)	13 (100.0%)	5 (100.0%)	35 (100.0%)

Table 4.28. Exempt EEs				
	<100	100-250	>250	All Fac
New hires	27 (51.9%)	10 (31.3%)	16 (47.1%)	53 (44.9%)
Transfers/promotions	2 (3.8%)	1 (3.1%)	1 (2.9%)	4 (3.4%)
Both new hires and transfers/promotions	23 (44.2%)	21 (65.6%)	17 (50.0%)	61 (51.7%)
<b>Total</b>	52 (100.0%)	32 (100.0%)	34 (100.0%)	118 (100.0%)

**What is the maximum amount allowed for relocation expenses?**

Table 4.29. Nonexempt EEs				
	<100	100-250	>250	All Fac
Flat dollar amount	4 (23.5%)	2 (15.4%)	0 (0.0%)	6 (17.1%)
Percent of cost	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Discretionary	13 (76.5%)	11 (84.6%)	5 (100.0%)	29 (82.9%)
<b>Total</b>	17 (100.0%)	13 (100.0%)	5 (100.0%)	35 (100.0%)

Table 4.30. Exempt EEs				
	<100	100-250	>250	All Fac
Flat dollar amount	13 (25.0%)	6 (18.8%)	10 (29.4%)	29 (24.6%)
Percent of cost	0 (0.0%)	0 (0.0%)	1 (2.9%)	1 (0.8%)
Discretionary	39 (75.0%)	26 (81.3%)	23 (67.6%)	88 (74.6%)
<b>Total</b>	52 (100.0%)	32 (100.0%)	34 (100.0%)	118 (100.0%)



Most employers indicated that the maximum amount allowed for relocation expenses is discretionary (83% for nonexempt, 75% for exempt employees). A small number of employers also offer the maximum as a flat dollar amount (17% for nonexempt, 25% for exempt employees). The overall maximum dollar amount allowed for relocation expenses is significantly higher for exempt employees compared to nonexempt employees (\$11,672 versus \$3,833).

**What is the maximum amount allowed for relocation expenses – flat dollar amount?**

Table 4.31. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average amount	\$4,375	-	-	\$3,833
<b>Total</b>	4	2	0	6

Maximum dollar amount ranges from \$500 to \$5,000.

Table 4.32. Exempt EEs				
	<100	100-250	>250	All Fac
Average amount	\$5,346	\$16,667	\$16,900	\$11,672
<b>Total</b>	13	6	10	29

Maximum dollar amount ranges from \$500 to \$40,000.

**What is the maximum amount allowed for relocation expenses – percent of cost?**

Table 4.33. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average percent	-	-	-	-
<b>Total</b>	0	0	0	0

Table 4.34. Exempt EEs				
	<100	100-250	>250	All Fac
Average percent	-	-	-	-
<b>Total</b>	0	0	1	1

**What expenses are included in household moving?**

Table 4.35. Nonexempt EEs				
	<100	100-250	>250	All Fac (N=35)
Packing	7 (41.2%)	6 (46.2%)	3 (60.0%)	16 (45.7%)
Moving	12 (70.6%)	8 (61.5%)	4 (80.0%)	24 (68.6%)
Unpacking	7 (41.2%)	3 (23.1%)	1 (20.0%)	11 (31.4%)
Storage	7 (41.2%)	2 (15.4%)	1 (20.0%)	10 (28.6%)
None of the above	5 (29.4%)	5 (38.5%)	1 (20.0%)	11 (31.4%)

None of the above was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

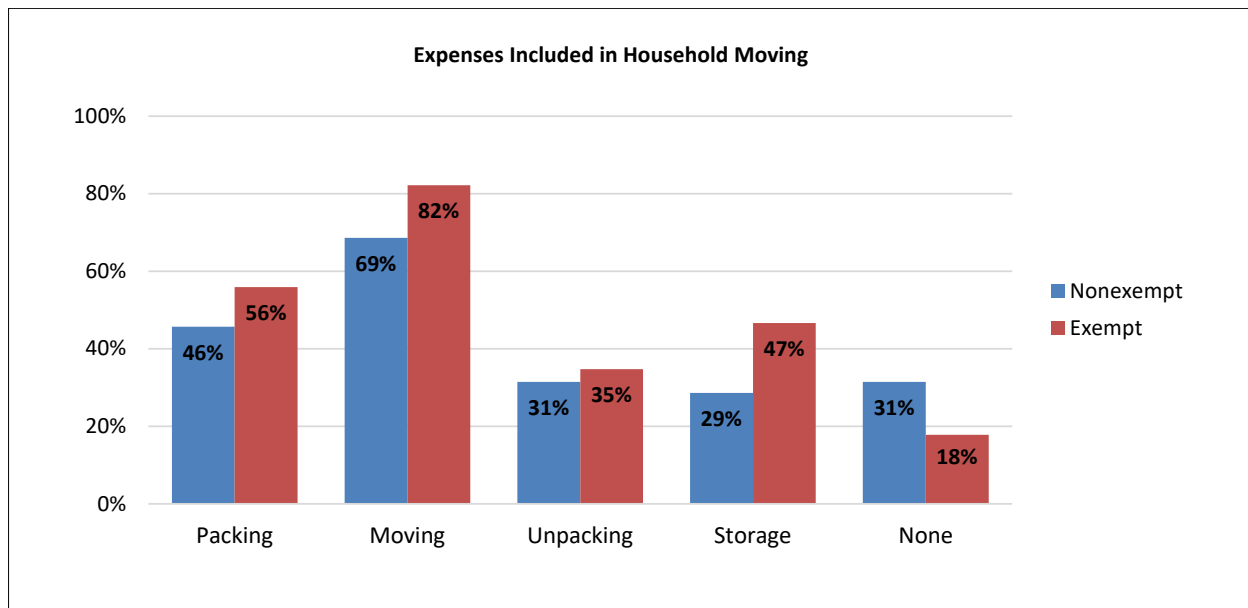
Column percents based on total N possible for each EE size: 17 for <100, 13 for 100-250, 5 for >250.

Table 4.36. Exempt EEs				
	<100	100-250	>250	All Fac (N=118)
Packing	25 (48.1%)	19 (59.4%)	22 (64.7%)	66 (55.9%)
Moving	39 (75.0%)	27 (84.4%)	31 (91.2%)	97 (82.2%)
Unpacking	16 (30.8%)	12 (37.5%)	13 (38.2%)	41 (34.7%)
Storage	20 (38.5%)	16 (50.0%)	19 (55.9%)	55 (46.6%)
None of the above	13 (25.0%)	5 (15.6%)	3 (8.8%)	21 (17.8%)

None of the above was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 52 for <100, 32 for 100-250, 34 for >250.



The majority of employers offering relocation benefits include moving costs as a part of household moving expenses (69% for nonexempt, 82% for exempt employees). About half of employers (46-56%) include packing as a household moving expense, while about a third of employers (31-35%) include unpacking as a moving expense for nonexempt and exempt employees. Nearly half of employers (47%) cover storage costs for exempt employees, whereas only 29% cover the same for nonexempt employees. However, about a third of employers (31%) do not cover household moving expenses for nonexempt employees, while 20% do not cover these costs for exempt employees.

**What other expenses are covered?**

<b>Table 4.37. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac (N=35)</b>
Moving cars	6 (35.3%)	2 (15.4%)	3 (60.0%)	11 (31.4%)
Per diem allowance	5 (29.4%)	1 (7.7%)	4 (80.0%)	10 (28.6%)
Real estate expenses (e.g. closing costs, commissions)	1 (5.9%)	0 (0.0%)	1 (20.0%)	2 (5.7%)
Travel expenses (e.g. meals, lodging)	8 (47.1%)	4 (30.8%)	1 (20.0%)	13 (37.1%)
Other out-of-pocket expenses	5 (29.4%)	2 (15.4%)	0 (0.0%)	7 (20.0%)
None	7 (41.2%)	8 (61.5%)	1 (20.0%)	16 (45.7%)

None was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 17 for <100, 13 for 100-250, 5 for >250.

<b>Table 4.38. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac (N=118)</b>
Moving cars	14 (26.9%)	12 (37.5%)	17 (50.0%)	43 (36.4%)
Per diem allowance	11 (21.2%)	8 (25.0%)	13 (38.2%)	32 (27.1%)
Real estate expenses (e.g. closing costs, commissions)	8 (15.4%)	6 (18.8%)	10 (29.4%)	24 (20.3%)
Travel expenses (e.g. meals, lodging)	26 (50.0%)	19 (59.4%)	21 (61.8%)	66 (55.9%)
Other out-of-pocket expenses	14 (26.9%)	7 (21.9%)	10 (29.4%)	31 (26.3%)
None	21 (40.4%)	10 (31.3%)	7 (20.6%)	38 (32.2%)

None was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 52 for <100, 32 for 100-250, 34 for >250.

Excluding household moving, travel expenses and moving cars are the two most commonly covered relocation expenses. About 37% of employers cover travel expenses and 31% include moving cars for nonexempt employees compared to 56% paying travel expenses and 36% moving cars for exempt employees.

**Does your organization pay for storage of household goods?**

<b>Table 4.39. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, for number of days	1 (5.9%)	2 (15.4%)	1 (20.0%)	4 (11.4%)
Yes, no maximum number of days	1 (5.9%)	0 (0.0%)	0 (0.0%)	1 (2.9%)
No	15 (88.2%)	11 (84.6%)	4 (80.0%)	30 (85.7%)
<b>Total</b>	<b>17 (100.0%)</b>	<b>13 (100.0%)</b>	<b>5 (100.0%)</b>	<b>35 (100.0%)</b>

<b>Table 4.40. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, for number of days	6 (11.5%)	10 (31.3%)	11 (32.4%)	27 (22.9%)
Yes, no maximum number of days	4 (7.7%)	2 (6.3%)	2 (5.9%)	8 (6.8%)
No	42 (80.8%)	20 (62.5%)	21 (61.8%)	83 (70.3%)
<b>Total</b>	<b>52 (100.0%)</b>	<b>32 (100.0%)</b>	<b>34 (100.0%)</b>	<b>118 (100.0%)</b>



**Recruitment & Staffing**

**Does your organization pay for storage of household goods – number of days?**

<b>Table 4.41. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of days	-	-	-	37.5
<b>Total</b>	1	2	1	4

Maximum number of days ranges from 30 to 60 days.

<b>Table 4.42. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of days	34.0	46.0	54.5	46.8
<b>Total</b>	6	10	11	27

Maximum number of days ranges from 10 to 180 days.

Most employers do not pay for the storage of household goods. On average, the few employers paying for storage pay for a maximum of 37.5 days for nonexempt employees and 46.8 days for exempt employees. Likewise, few employers provide a temporary corporate housing allowance. Only 20% provide an allowance for nonexempt employees compared to 36% for exempt employees.

**Does your organization provide any temporary corporate housing allowance?**

<b>Table 4.43. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, for number of days	2 (11.8%)	2 (15.4%)	0 (0.0%)	4 (11.4%)
Yes, no maximum number of days	2 (11.8%)	1 (7.7%)	0 (0.0%)	3 (8.6%)
No	13 (76.5%)	10 (76.9%)	5 (100.0%)	28 (80.0%)
<b>Total</b>	17 (100.0%)	13 (100.0%)	5 (100.0%)	35 (100.0%)

<b>Table 4.44. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, for number of days	7 (13.5%)	12 (37.5%)	9 (26.5%)	28 (23.7%)
Yes, no maximum number of days	7 (13.5%)	4 (12.5%)	3 (8.8%)	14 (11.9%)
No	38 (73.1%)	16 (50.0%)	22 (64.7%)	76 (64.4%)
<b>Total</b>	52 (100.0%)	32 (100.0%)	34 (100.0%)	118 (100.0%)

**Does your organization provide any temporary corporate housing allowance – number of days?**

<b>Table 4.45. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of days	-	-	-	22.0
<b>Total</b>	2	2	0	4

Maximum number of days ranges from 14 to 30 days.

<b>Table 4.46. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of days	43.0	55.7	38.2	46.9
<b>Total</b>	7	12	9	28

Maximum number of days ranges from 10 to 90 days.

**Does your organization use a third party relocation company?**

Table 4.47. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes	1 (5.9%)	2 (15.4%)	2 (40.0%)	5 (14.3%)
No	16 (94.1%)	11 (84.6%)	3 (60.0%)	30 (85.7%)
<b>Total</b>	17 (100.0%)	13 (100.0%)	5 (100.0%)	35 (100.0%)

Table 4.48. Exempt EEs				
	<100	100-250	>250	All Fac
Yes	7 (13.5%)	8 (25.0%)	12 (35.3%)	27 (22.9%)
No	45 (86.5%)	24 (75.0%)	22 (64.7%)	91 (77.1%)
<b>Total</b>	52 (100.0%)	32 (100.0%)	34 (100.0%)	118 (100.0%)

**Does your organization provide real estate assistance?**

Table 4.49. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes	2 (11.8%)	1 (7.7%)	1 (20.0%)	4 (11.4%)
No	15 (88.2%)	12 (92.3%)	4 (80.0%)	31 (88.6%)
<b>Total</b>	17 (100.0%)	13 (100.0%)	5 (100.0%)	35 (100.0%)

Table 4.50. Exempt EEs				
	<100	100-250	>250	All Fac
Yes	8 (15.4%)	7 (21.9%)	10 (29.4%)	25 (21.2%)
No	44 (84.6%)	25 (78.1%)	24 (70.6%)	93 (78.8%)
<b>Total</b>	52 (100.0%)	32 (100.0%)	34 (100.0%)	118 (100.0%)

**Does your organization provide house hunting trips to relocating employees?**

Table 4.51. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes, a maximum number of days	3 (17.6%)	0 (0.0%)	1 (20.0%)	4 (11.4%)
Yes, a maximum number of trips	2 (11.8%)	3 (23.1%)	0 (0.0%)	5 (14.3%)
Other	2 (11.8%)	0 (0.0%)	0 (0.0%)	2 (5.7%)
No	10 (58.8%)	10 (76.9%)	4 (80.0%)	24 (68.6%)
<b>Total</b>	17 (100.0%)	13 (100.0%)	5 (100.0%)	35 (100.0%)

Table 4.52. Exempt EEs				
	<100	100-250	>250	All Fac
Yes, a maximum number of days	5 (9.6%)	1 (3.1%)	3 (8.8%)	9 (7.6%)
Yes, a maximum number of trips	11 (21.2%)	11 (34.4%)	11 (32.4%)	33 (28.0%)
Other	5 (9.6%)	2 (6.3%)	6 (17.6%)	13 (11.0%)
No	31 (59.6%)	18 (56.3%)	14 (41.2%)	63 (53.4%)
<b>Total</b>	52 (100.0%)	32 (100.0%)	34 (100.0%)	118 (100.0%)

More employers provide house hunting trips for exempt employees (47%) compared to nonexempt employees (31%). While employers are fairly evenly split between offering a maximum number of days versus trips to nonexempt employees, exempt employees are more often provided a maximum number of trips versus days. On average, nonexempt employees receive fewer days than exempt employees for house hunting trips (3.8 days compared to 10.2 days). However, there is no significant difference in the maximum number of house hunting trips provided to nonexempt and exempt employees.

**Recruitment & Staffing**

**Does your organization provide house hunting trips to relocating employees – number of days?**

<b>Table 4.53. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of days	2.7	-	-	3.8
<b>Total</b>	3	0	1	4

Maximum number of days ranges from 1 to 7 days.

<b>Table 4.54. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of days	15.0	-	5.0	10.2
<b>Total</b>	5	1	3	9

Maximum number of days ranges from 1 to 60 days.

**Does your organization provide house hunting trips to relocating employees – number of trips?**

<b>Table 4.55. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of trips	-	1.7	-	1.4
<b>Total</b>	2	3	0	5

Maximum number of trips ranges from 1 to 2 trips.

<b>Table 4.56. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of trips	1.5	1.8	1.9	1.8
<b>Total</b>	11	11	11	33

Maximum number of trips ranges from 1 to 3 trips.

**Is there a minimum service requirement an employee must meet to satisfy terms of relocation package?**

<b>Table 4.57.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	26 (50.0%)	22 (68.8%)	20 (58.8%)	68 (57.6%)
No	26 (50.0%)	10 (31.3%)	14 (41.2%)	50 (42.4%)
<b>Total</b>	52 (100.0%)	32 (100.0%)	34 (100.0%)	118 (100.0%)

**If yes, how many months?**

<b>Table 4.58. Minimum Service Requirement</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of months	15.7	14.7	16.0	15.4
<b>Total</b>	26	22	20	68

Minimum service requirement ranges from 1 month to 36 months.

**Does your organization provide job search assistance to the trailing spouse?**

<b>Table 4.59.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	2 (3.8%)	3 (9.4%)	0 (0.0%)	5 (4.2%)
No	50 (96.2%)	29 (90.6%)	34 (100.0%)	113 (95.8%)
<b>Total</b>	52 (100.0%)	32 (100.0%)	34 (100.0%)	118 (100.0%)

Hiring/Promotion

Does your organization offer a sign-on bonus?

Table 4.60.				
	<100	100-250	>250	All Fac
Yes, to both nonexempt and exempt employees	14 (7.7%)	7 (11.1%)	12 (24.5%)	33 (11.3%)
Yes, to nonexempt employees only	3 (1.7%)	0 (0.0%)	0 (0.0%)	3 (1.0%)
Yes, to exempt employees only	22 (12.2%)	17 (27.0%)	14 (28.6%)	53 (18.1%)
No, do not offer sign-on bonus	142 (78.5%)	39 (61.9%)	23 (46.9%)	204 (69.6%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

To whom does your organization offer a sign-on bonus?

Table 4.61. Nonexempt EEs				
	<100	100-250	>250	All Fac
All new hires	1 (5.9%)	0 (0.0%)	0 (0.0%)	1 (2.8%)
Only as market conditions require	16 (94.1%)	7 (100.0%)	12 (100.0%)	35 (97.2%)
<b>Total</b>	17 (100.0%)	7 (100.0%)	12 (100.0%)	36 (100.0%)

Table 4.62. Exempt EEs				
	<100	100-250	>250	All Fac
All new hires	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Only as market conditions require	36 (100.0%)	24 (100.0%)	26 (100.0%)	86 (100.0%)
<b>Total</b>	36 (100.0%)	24 (100.0%)	26 (100.0%)	86 (100.0%)

What is the sign-on bonus paid as?

Table 4.63. Nonexempt EEs				
	<100	100-250	>250	All Fac
Dollar amount	3 (17.6%)	2 (28.6%)	2 (16.7%)	7 (19.4%)
Percent of pay	0 (0.0%)	1 (14.3%)	0 (0.0%)	1 (2.8%)
Varies by position	14 (82.4%)	4 (57.1%)	10 (83.3%)	28 (77.8%)
<b>Total</b>	17 (100.0%)	7 (100.0%)	12 (100.0%)	36 (100.0%)

Table 4.64. Exempt EEs				
	<100	100-250	>250	All Fac
Dollar amount	5 (13.9%)	5 (20.8%)	2 (7.7%)	12 (14.0%)
Percent of pay	0 (0.0%)	1 (4.2%)	0 (0.0%)	1 (1.2%)
Varies by position	31 (86.1%)	18 (75.0%)	24 (92.3%)	73 (84.9%)
<b>Total</b>	36 (100.0%)	24 (100.0%)	26 (100.0%)	86 (100.0%)

What is the sign-on bonus paid as – dollar amount?

Table 4.65. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average dollar amount	\$1,333	-	-	\$1,571
<b>Total</b>	3	2	2	7

Sign-on bonus ranges from \$500 to \$2,500.

**Recruitment & Staffing**

Table 4.66. Exempt EEs				
	<100	100-250	>250	All Fac
Average dollar amount	\$3,300	\$8,000	\$4,000	\$5,375
<b>Total</b>	5	5	2	12

Sign-on bonus ranges from \$500 to \$15,000.

The majority of employers (78-85%) indicated that sign-on bonuses vary by position for both nonexempt and exempt employees. Less than a quarter of employers pay sign-on bonuses as a flat dollar amount. On average, employers pay a significantly higher sign-on bonus to exempt employees than nonexempt employees (\$5,375 for exempt employees compared to \$1,571 for nonexempt employees).

**How long must an employee work for your organization following receipt of sign-on bonus to avoid repayment?**

Table 4.67. Nonexempt EEs				
	<100	100-250	>250	All Fac
A number of months is required	11 (64.7%)	5 (71.4%)	8 (66.7%)	24 (66.7%)
No time requirement	6 (35.3%)	2 (28.6%)	4 (33.3%)	12 (33.3%)
<b>Total</b>	17 (100.0%)	7 (100.0%)	12 (100.0%)	36 (100.0%)

Table 4.68. Exempt EEs				
	<100	100-250	>250	All Fac
A number of months is required	23 (63.9%)	18 (75.0%)	22 (84.6%)	63 (73.3%)
No time requirement	13 (36.1%)	6 (25.0%)	4 (15.4%)	23 (26.7%)
<b>Total</b>	36 (100.0%)	24 (100.0%)	26 (100.0%)	86 (100.0%)

Table 4.69. Nonexempt EEs				
	<100	100-250	>250	All Fac
Average number of months	11.2	12.6	12.4	11.9
<b>Total</b>	11	5	8	24

Number of months ranges from 3 to 24 months.

Table 4.70. Exempt EEs				
	<100	100-250	>250	All Fac
Average number of months	12.9	13.0	14.6	13.5
<b>Total</b>	23	18	22	63

Number of months ranges from 2 to 36 months.

About two thirds of employers (67%) have a minimum time requirement for nonexempt employees to avoid repayment of sign-on bonuses, while close to three quarters of employers (73%) have a minimum time requirement for exempt employees. On average, employers require nonexempt employees to work 11.9 months and exempt employees to work 13.5 months following receipt of sign-on bonus to avoid repayment.

**Does your organization offer an employee referral bonus?**

Table 4.71.				
	<100	100-250	>250	All Fac
Yes, all jobs	70 (38.7%)	23 (36.5%)	19 (38.8%)	112 (38.2%)
Yes, only hard to fill/critical jobs	16 (8.8%)	10 (15.9%)	8 (16.3%)	34 (11.6%)
No	95 (52.5%)	30 (47.6%)	22 (44.9%)	147 (50.2%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

**What is your organization's referral bonus payout?**

Table 4.72.				
	<100	100-250	>250	All Fac
Paid as a dollar amount	64 (74.4%)	24 (72.7%)	18 (66.7%)	106 (72.6%)
Varies by position	19 (22.1%)	9 (27.3%)	9 (33.3%)	37 (25.3%)
Other reward	3 (3.5%)	0 (0.0%)	0 (0.0%)	3 (2.1%)
<b>Total</b>	86 (100.0%)	33 (100.0%)	27 (100.0%)	146 (100.0%)

Table 4.73.				
	<100	100-250	>250	All Fac
Average dollar amount	\$552	\$555	\$858	\$605
<b>Total</b>	64	24	18	106

Referral bonus payout ranges from \$50 to \$2,500.

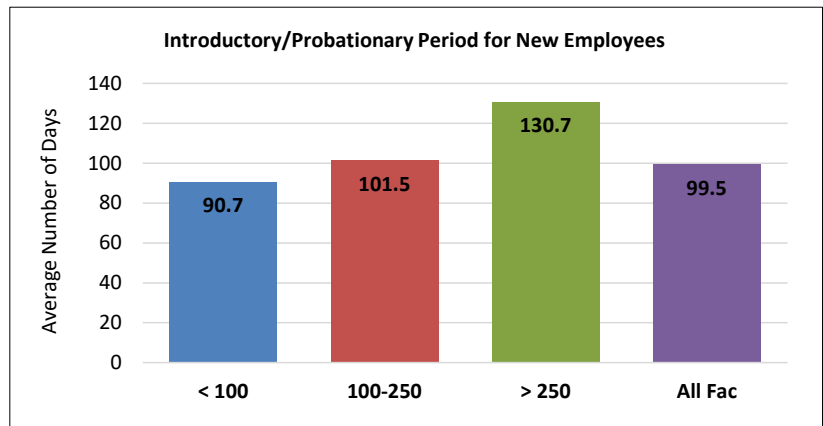
About half of employers (50%) offer employee referral bonuses. About 38% offer referral bonuses for all jobs while 12% only offer them for hard to fill/critical jobs. Most employers (73%) pay employee referral bonuses as a set dollar amount for all jobs, averaging \$605. About a quarter indicated that referral bonus payouts vary by position while about 2% of employers offer some other reward.

**What is your organization's introductory/probationary period for new employees?**

Table 4.74.				
	<100	100-250	>250	All Fac
Average number of days	90.7	101.5	130.7	99.5
<b>Total</b>	147	53	38	238

55 organizations have no introductory/probationary period and are excluded from the table above.

Over three quarters of employers (81%) have an introductory/probationary period for new employees while 19% do not. The overall average introductory/probationary period for new employees is 99.5 days, although period length does differ by facility size. About three quarters of employers (77%) have an introductory/probationary period of 90 days. About 10% have a shorter introductory/probationary period of either 30 or 60 days while close to 13% of employers have a period greater than 90 days.



**Recruitment & Staffing**

Almost all employers (96%) offer new employee orientation and/or an onboarding process. About 80% of employers offer both new employee orientation and onboarding. Another 13% of employers offer new employee orientation only while 3% only offer an onboarding process. Less than 4% of employers have neither a new employee orientation or onboarding process in place.

**How long is your organization’s new employee orientation (paperwork, review of policies, etc)?**

<b>Table 4.75. New Employee Orientation</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Number of hours	102 (56.4%)	32 (50.8%)	22 (44.9%)	156 (53.2%)
Number of days	62 (34.3%)	29 (46.0%)	26 (53.1%)	117 (39.9%)
N/A - not offered	17 (9.4%)	2 (3.2%)	1 (2.0%)	20 (6.8%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

<b>Table 4.76. New Employee Orientation</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	3.4	4.8	4.5	3.8
<b>Total</b>	102	32	22	156

<b>Table 4.77. New Employee Orientation</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of days	14.9	3.3	3.6	9.5
<b>Total</b>	62	29	26	117

**How long is your organization’s new employee onboarding process?**

<b>Table 4.78. Onboarding Process</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Number of hours	52 (28.7%)	13 (20.6%)	13 (26.5%)	78 (26.6%)
Number of days	98 (54.1%)	41 (65.1%)	26 (53.1%)	165 (56.3%)
N/A - not offered	31 (17.1%)	9 (14.3%)	10 (20.4%)	50 (17.1%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

<b>Table 4.79. Onboarding Process</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of hours	3.1	3.8	7.2	3.9
<b>Total</b>	52	13	13	78

Number of hours ranges from 0.5 to 6 hours.

<b>Table 4.80. Onboarding Process</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of days	22.2	12.3	26.2	20.4
<b>Total</b>	98	41	26	165

Number of days ranges from 1 to 365 days.

New employee orientation is more often offered as a number of hours versus days whereas onboarding is typically offered as a number of days versus hours. New employee orientation varies in length lasting, on average, 3.8 hours to 9.5 days while onboarding ranges from 3.9 hours to 20.4 days.

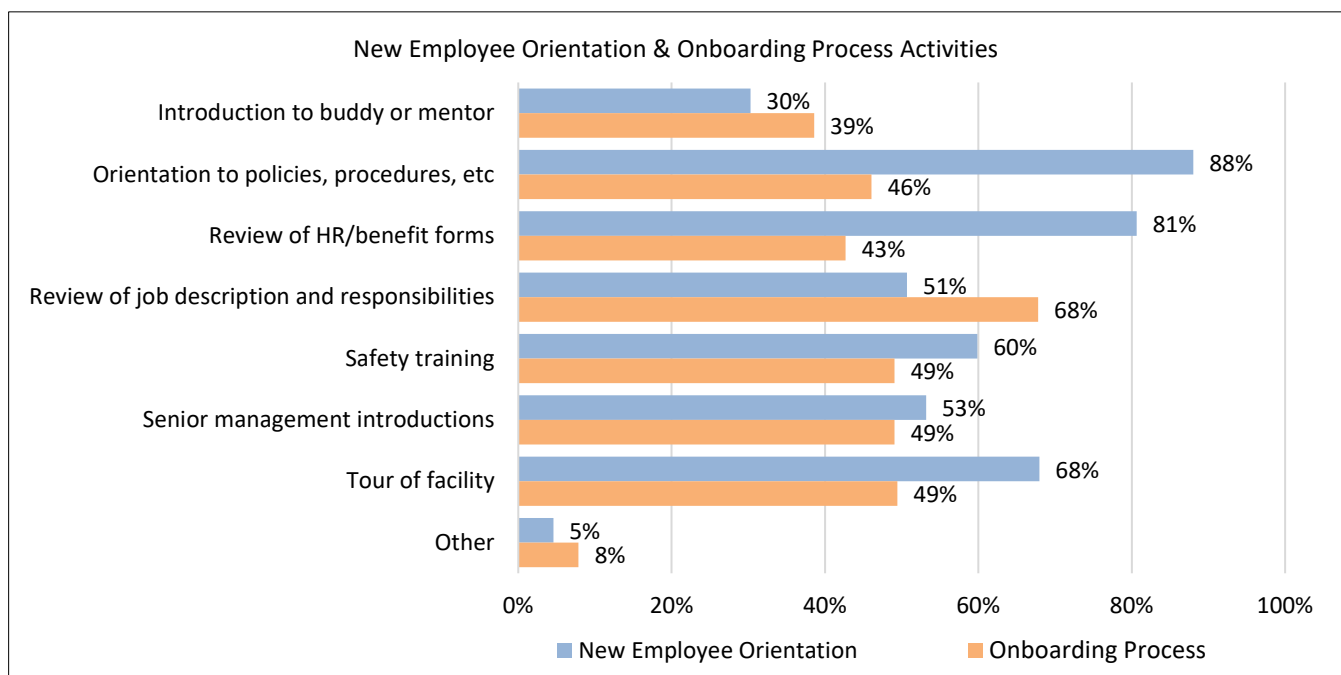
**What types of activities are covered in your new employee orientation and/or onboarding process?**

Table 4.81. New Employee Orientation				
	<100	100-250	>250	All Fac (N=284)
Introduction to buddy or mentor	92 (35.0%)	31 (29.5%)	15 (16.7%)	138 (30.1%)
Orientation to policies, procedures, etc	233 (88.6%)	96 (91.4%)	85 (94.4%)	414 (90.4%)
Review of HR/benefit forms	223 (84.8%)	89 (84.8%)	85 (94.4%)	397 (86.7%)
Review of job description and responsibilities	157 (59.7%)	53 (50.5%)	37 (41.1%)	247 (53.9%)
Safety training	123 (46.8%)	75 (71.4%)	65 (72.2%)	263 (57.4%)
Senior management introductions	157 (59.7%)	56 (53.3%)	46 (51.1%)	259 (56.6%)
Tour of facility	195 (74.1%)	76 (72.4%)	57 (63.3%)	328 (71.6%)
Other	16 (6.1%)	10 (9.5%)	9 (10.0%)	35 (7.6%)

9 organizations do not offer new employee orientation and are excluded from the table above.  
 Column percents may total greater than 100% due to multiple responses.  
 Column percents based on total N possible for each EE size: 174 for <100, 62 for 100-250, 48 for >250.

Table 4.82. Onboarding Process				
	<100	100-250	>250	All Fac (N=267)
Introduction to buddy or mentor	67 (41.4%)	18 (29.0%)	18 (41.9%)	103 (38.6%)
Orientation to policies, procedures, etc	80 (49.4%)	24 (38.7%)	19 (44.2%)	123 (46.1%)
Review of HR/benefit forms	71 (43.8%)	26 (41.9%)	17 (39.5%)	114 (42.7%)
Review of job description and responsibilities	103 (63.6%)	44 (71.0%)	34 (79.1%)	181 (67.8%)
Safety training	76 (46.9%)	35 (56.5%)	20 (46.5%)	131 (49.1%)
Senior management introductions	83 (51.2%)	27 (43.5%)	21 (48.8%)	131 (49.1%)
Tour of facility	77 (47.5%)	29 (46.8%)	26 (60.5%)	132 (49.4%)
Other	13 (8.0%)	5 (8.1%)	3 (7.0%)	21 (7.9%)

26 organizations do not offer an onboarding process and are excluded from the table above.  
 Column percents may total greater than 100% due to multiple responses.  
 Column percents based on total N possible for each EE size: 162 for <100, 62 for 100-250, 43 for >250.





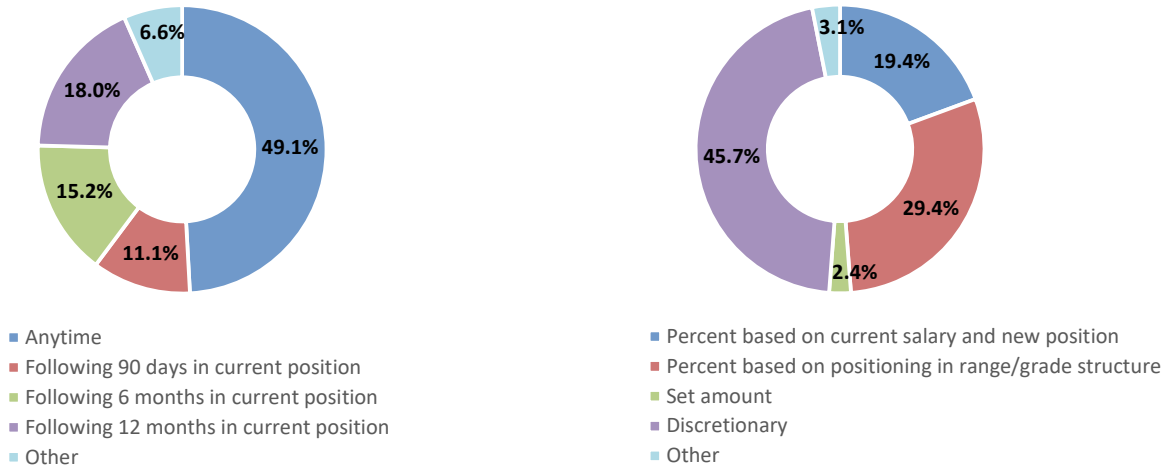
**Do employees have the opportunity to be promoted and/or moved into other positions?**

Table 4.83.				
	<100	100-250	>250	All Fac
Yes	177 (97.8%)	63 (100.0%)	49 (100.0%)	289 (98.6%)
No	4 (2.2%)	0 (0.0%)	0 (0.0%)	4 (1.4%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

Almost all employers (99%) provide employees the opportunity to be promoted and/or moved into other positions. Of those, about half indicated that employees are eligible for promotions at any given time. About 18% said employees are eligible after 12 months, 15% following 6 months and 11% following 90 days in current position.

**When are employees eligible for a promotion?**

Table 4.84.				
	<100	100-250	>250	All Fac
Anytime	98 (55.4%)	30 (47.6%)	14 (28.6%)	142 (49.1%)
Following 90 days in current position	13 (7.3%)	9 (14.3%)	10 (20.4%)	32 (11.1%)
Following 6 months in current position	20 (11.3%)	12 (19.0%)	12 (24.5%)	44 (15.2%)
Following 12 months in current position	33 (18.6%)	8 (12.7%)	11 (22.4%)	52 (18.0%)
Other	13 (7.3%)	4 (6.3%)	2 (4.1%)	19 (6.6%)
<b>Total</b>	177 (100.0%)	63 (100.0%)	49 (100.0%)	289 (100.0%)



**How are promotional increases determined for employees?**

Table 4.85.				
	<100	100-250	>250	All Fac
Percent based on current salary and new position	29 (16.4%)	21 (33.3%)	6 (12.2%)	56 (19.4%)
Percent based on positioning in range/grade structure	43 (24.3%)	20 (31.7%)	22 (44.9%)	85 (29.4%)
Set amount	3 (1.7%)	2 (3.2%)	2 (4.1%)	7 (2.4%)
Discretionary	99 (55.9%)	16 (25.4%)	17 (34.7%)	132 (45.7%)
Other	3 (1.7%)	4 (6.3%)	2 (4.1%)	9 (3.1%)
<b>Total</b>	177 (100.0%)	63 (100.0%)	49 (100.0%)	289 (100.0%)

Almost half of employers, 46%, indicated that promotional increases for employees are discretionary. About 29% said promotional increases are determined as a percent based on positioning in range/grade structure while 19% said they are a percent based on current salary and new position.

Internship/Co-op

Does your organization offer internships/co-ops?

**Table 4.86.**

	<100	100-250	>250	All Fac
Yes	86 (47.5%)	43 (68.3%)	36 (73.5%)	165 (56.3%)
No	95 (52.5%)	20 (31.7%)	13 (26.5%)	128 (43.7%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

What type(s) of internship/co-op is offered?

**Table 4.87.**

	<100	100-250	>250	All Fac (N=165)
University-approved internship/co-op program (credit given)	48 (55.8%)	24 (55.8%)	21 (58.3%)	93 (56.4%)
University-approved internship/co-op program (no credit given)	31 (36.0%)	13 (30.2%)	17 (47.2%)	61 (37.0%)
Not university affiliated	48 (55.8%)	20 (46.5%)	17 (47.2%)	85 (51.5%)
Other	3 (3.5%)	0 (0.0%)	2 (5.6%)	5 (3.0%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 86 for <100, 43 for 100-250, 36 for >250.

When does your organization offer internships/co-ops?

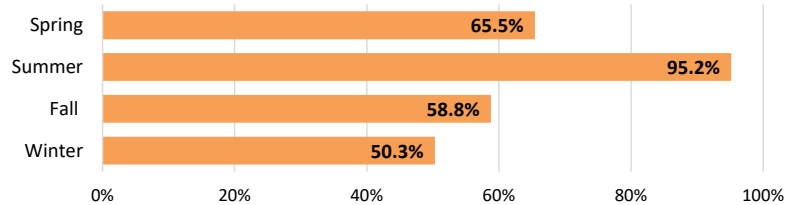
**Table 4.88.**

	<100	100-250	>250	All Fac (N=165)
Spring	54 (62.8%)	25 (58.1%)	29 (80.6%)	108 (65.5%)
Summer	81 (94.2%)	41 (95.3%)	35 (97.2%)	157 (95.2%)
Fall	50 (58.1%)	22 (51.2%)	25 (69.4%)	97 (58.8%)
Winter	41 (47.7%)	18 (41.9%)	24 (66.7%)	83 (50.3%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 86 for <100, 43 for 100-250, 36 for >250.

Internships and or/co-ops are offered throughout the year. About half of employers, 50%, offer internships and/or co-ops year round (all four seasons). In contrast, about 33% of employers only offer them in the summertime.



How does your organization compensate the student/intern?

**Table 4.89.**

	<100	100-250	>250	All Fac (N=165)
Paid - solely funded by company	48 (55.8%)	28 (65.1%)	23 (63.9%)	99 (60.0%)
Paid - jointly funded by company and school	4 (4.7%)	4 (9.3%)	0 (0.0%)	8 (4.8%)
Paid stipend	7 (8.1%)	1 (2.3%)	2 (5.6%)	10 (6.1%)
Paid hourly	48 (55.8%)	21 (48.8%)	25 (69.4%)	94 (57.0%)
Unpaid	14 (16.3%)	7 (16.3%)	10 (27.8%)	31 (18.8%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 86 for <100, 43 for 100-250, 36 for >250.

Professional Development & Training

When does your organization have career/professional development conversations with employees?

**Table 4.90.**

	<100	100-250	>250	All Fac (N=293)
When initiated by employee	119 (65.7%)	44 (69.8%)	36 (73.5%)	199 (67.9%)
When initiated by manager	110 (60.8%)	41 (65.1%)	31 (63.3%)	182 (62.1%)
When initiated by HR	58 (32.0%)	28 (44.4%)	22 (44.9%)	108 (36.9%)
During performance / annual review	150 (82.9%)	54 (85.7%)	44 (89.8%)	248 (84.6%)
Succession planning initiatives	48 (26.5%)	24 (38.1%)	18 (36.7%)	90 (30.7%)
When vacancy occurs	57 (31.5%)	23 (36.5%)	19 (38.8%)	99 (33.8%)
Other	8 (4.4%)	3 (4.8%)	2 (4.1%)	13 (4.4%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.

How often does your organization have career/professional development conversations with employees?

**Table 4.91.**

	<100	100-250	>250	All Fac (N=293)
Monthly	9 (5.0%)	2 (3.2%)	6 (12.2%)	17 (5.8%)
Quarterly	31 (17.1%)	10 (15.9%)	11 (22.4%)	52 (17.7%)
Annually	105 (58.0%)	44 (69.8%)	33 (67.3%)	182 (62.1%)
When employee initiates	95 (52.5%)	33 (52.4%)	28 (57.1%)	156 (53.2%)
Other	25 (13.8%)	9 (14.3%)	9 (18.4%)	43 (14.7%)

Column percents may total greater than 100% due to multiple responses.

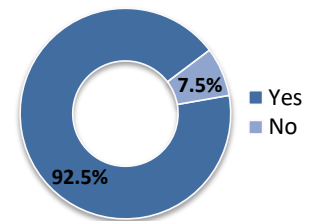
Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.

The majority of employers (85%) have career/professional development conversations with employees during their performance/annual review. About two thirds of employers will also have these conversations when initiated by the employee and/or the manager.

Does your organization offer training opportunities to employees?

**Table 4.92.**

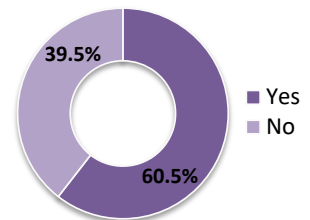
	<100	100-250	>250	All Fac
Yes	163 (90.1%)	61 (96.8%)	47 (95.9%)	271 (92.5%)
No	18 (9.9%)	2 (3.2%)	2 (4.1%)	22 (7.5%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)



Does your organization consider training to be part of your overall benefits/total reward package?

**Table 4.93.**

	<100	100-250	>250	All Fac
Yes	92 (56.4%)	37 (60.7%)	35 (74.5%)	164 (60.5%)
No	71 (43.6%)	24 (39.3%)	12 (25.5%)	107 (39.5%)
<b>Total</b>	163 (100.0%)	61 (100.0%)	47 (100.0%)	271 (100.0%)



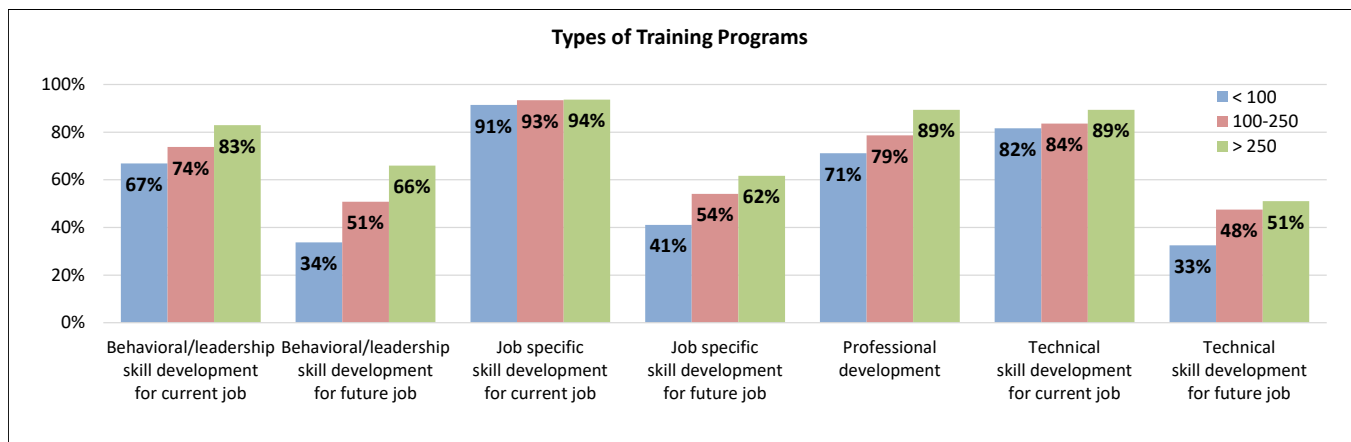
Nearly all employers (93%) offer training opportunities to employees. About 61% of employers consider training to be part of their overall benefits/total reward package.

What types of programs does your organization make available to employees?

Table 4.94.				
	<100	100-250	>250	All Fac (N=271)
Behavioral/leadership skill development for <i>current</i> job	109 (66.9%)	45 (73.8%)	39 (83.0%)	193 (71.2%)
Behavioral/leadership skill development for <i>future</i> job	55 (33.7%)	31 (50.8%)	31 (66.0%)	117 (43.2%)
Job specific skill development for <i>current</i> job	149 (91.4%)	57 (93.4%)	44 (93.6%)	250 (92.3%)
Job specific skill development for <i>future</i> job	67 (41.1%)	33 (54.1%)	29 (61.7%)	129 (47.6%)
Professional development	116 (71.2%)	48 (78.7%)	42 (89.4%)	206 (76.0%)
Technical skill development for <i>current</i> job	133 (81.6%)	51 (83.6%)	42 (89.4%)	226 (83.4%)
Technical skill development for <i>future</i> job	53 (32.5%)	29 (47.5%)	24 (51.1%)	106 (39.1%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 163 for <100, 61 for 100-250, 47 for >250.



On average, how many hours of training does your organization provide annually for the following?

Table 4.95. Employees				
	<100	100-250	>250	All Fac
Set number of hours	8 (4.9%)	1 (1.6%)	2 (4.3%)	11 (4.1%)
No hours provided	13 (8.0%)	2 (3.3%)	2 (4.3%)	17 (6.3%)
No defined maximum	142 (87.1%)	58 (95.1%)	43 (91.5%)	243 (89.7%)
<b>Total</b>	163 (100.0%)	61 (100.0%)	47 (100.0%)	271 (100.0%)

Table 4.96. Managers/supervisors				
	<100	100-250	>250	All Fac
Set number of hours	6 (3.7%)	1 (1.6%)	3 (6.4%)	10 (3.7%)
No hours provided	14 (8.6%)	2 (3.3%)	0 (0.0%)	16 (5.9%)
No defined maximum	143 (87.7%)	58 (95.1%)	44 (93.6%)	245 (90.4%)
<b>Total</b>	163 (100.0%)	61 (100.0%)	47 (100.0%)	271 (100.0%)

Table 4.97. Leadership team				
	<100	100-250	>250	All Fac
Set number of hours	4 (2.5%)	1 (1.6%)	3 (6.4%)	8 (3.0%)
No hours provided	14 (8.6%)	2 (3.3%)	0 (0.0%)	16 (5.9%)
No defined maximum	145 (89.0%)	58 (95.1%)	44 (93.6%)	247 (91.1%)
<b>Total</b>	163 (100.0%)	61 (100.0%)	47 (100.0%)	271 (100.0%)

**Recruitment & Staffing**

Table 4.98. Employees				
	<100	100-250	>250	All Fac
Average number of hours	18.0	-	-	19.5
<b>Total</b>	8	1	2	11

Number of hours ranges from 4 to 40 hours.

Table 4.99. Managers/supervisors				
	<100	100-250	>250	All Fac
Average number of hours	21.0	-	8.7	19.2
<b>Total</b>	6	1	3	10

Number of hours ranges from 4 to 40 hours.

Table 4.100. Leadership team				
	<100	100-250	>250	All Fac
Average number of hours	16.5	-	14.0	18.5
<b>Total</b>	4	1	3	8

Number of hours ranges from 4 to 40 hours.

Most employers (90-91%) offering training opportunities to employees do not have a defined maximum number of hours provided. In contrast, about 6% of employers do not provide any training hours to employees, managers/supervisors, and/or the leadership team. Of those employers providing a set number of training hours, on average, employees are offered 19.5 hours of training, managers/supervisors are offered 19.2 hours of training and the leadership team is offered 18.5 hours of training each year.

**Which of the following training formats does your organization provide?**

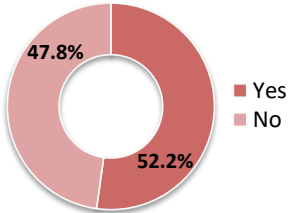
Table 4.101.				
	<100	100-250	>250	All Fac (N=271)
External access to training vendors	125 (76.7%)	48 (78.7%)	38 (80.9%)	211 (77.9%)
Gamification programs	2 (1.2%)	5 (8.2%)	7 (14.9%)	14 (5.2%)
In-house training	125 (76.7%)	56 (91.8%)	46 (97.9%)	227 (83.8%)
Online training (e-learning, videos)	140 (85.9%)	57 (93.4%)	45 (95.7%)	242 (89.3%)
Recorded or live webinars	121 (74.2%)	52 (85.2%)	37 (78.7%)	210 (77.5%)
Structured employee onboarding process	56 (34.4%)	31 (50.8%)	20 (42.6%)	107 (39.5%)
Other	5 (3.1%)	0 (0.0%)	2 (4.3%)	7 (2.6%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 163 for <100, 61 for 100-250, 47 for >250.

**Does your organization offer a tuition reimbursement program?**

Table 4.102.				
	<100	100-250	>250	All Fac
Yes	73 (40.3%)	39 (61.9%)	41 (83.7%)	153 (52.2%)
No	108 (59.7%)	24 (38.1%)	8 (16.3%)	140 (47.8%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)



Just over half of employers (52%) offer a tuition reimbursement program. These programs appear to be more prevalent among mid-size and large employers. About 84% of facilities with more than 250 employees offer tuition reimbursement compared to only 40% of facilities with less than 100 employees.

**What is the length of service to be eligible for tuition reimbursement?**

Table 4.103.				
	<100	100-250	>250	All Fac
1 month of service	0 (0.0%)	1 (2.6%)	0 (0.0%)	1 (0.7%)
3 months of service	3 (4.1%)	6 (15.4%)	0 (0.0%)	9 (5.9%)
6 months of service	12 (16.4%)	4 (10.3%)	9 (22.0%)	25 (16.3%)
12 months of service	38 (52.1%)	17 (43.6%)	18 (43.9%)	73 (47.7%)
No minimum	16 (21.9%)	11 (28.2%)	13 (31.7%)	40 (26.1%)
Other length of service	4 (5.5%)	0 (0.0%)	1 (2.4%)	5 (3.3%)
<b>Total</b>	73 (100.0%)	39 (100.0%)	41 (100.0%)	153 (100.0%)

About 48% of employers require 12 months of service to be eligible for tuition reimbursement while 16% require 6 months of service. In contrast, 26% of employers have no minimum requirement for eligibility. About 3% of organizations selected 'other' length of service of which most said it is discretionary.

**Does your organization cap tuition reimbursement at \$5,250 (IRS exclusion from taxable wages)?**

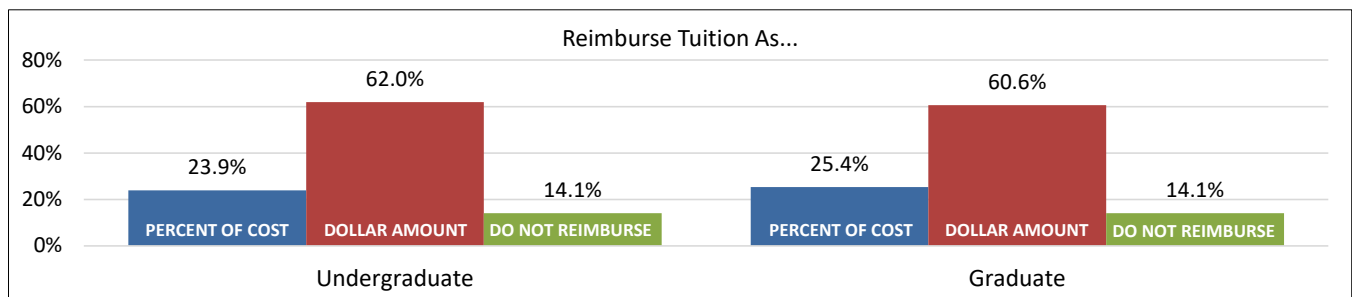
Table 4.104.				
	<100	100-250	>250	All Fac
Yes	40 (54.8%)	25 (64.1%)	17 (41.5%)	82 (53.6%)
No	33 (45.2%)	14 (35.9%)	24 (58.5%)	71 (46.4%)
<b>Total</b>	73 (100.0%)	39 (100.0%)	41 (100.0%)	153 (100.0%)

**What is the maximum reimbursement amount employees receive per year if they meet the criteria for payment?**

Table 4.105. Undergraduate Tuition				
	<100	100-250	>250	All Fac
Percent	12 (36.4%)	3 (21.4%)	2 (8.3%)	17 (23.9%)
Dollar amount per year	12 (36.4%)	11 (78.6%)	21 (87.5%)	44 (62.0%)
Do not reimburse	9 (27.3%)	0 (0.0%)	1 (4.2%)	10 (14.1%)
<b>Total</b>	33 (100.0%)	14 (100.0%)	24 (100.0%)	71 (100.0%)

Table 4.106. Graduate Tuition				
	<100	100-250	>250	All Fac
Percent	13 (39.4%)	3 (21.4%)	2 (8.3%)	18 (25.4%)
Dollar amount per year	11 (33.3%)	10 (71.4%)	22 (91.7%)	43 (60.6%)
Do not reimburse	9 (27.3%)	1 (7.1%)	0 (0.0%)	10 (14.1%)
<b>Total</b>	33 (100.0%)	14 (100.0%)	24 (100.0%)	71 (100.0%)

More than half of employers (54%) cap tuition reimbursement at \$5,250, the IRS exclusion from taxable wages. Of those that do not cap tuition reimbursement, about 86% reimburse undergraduate and/or graduate tuition. Close to two thirds of employers reimburse tuition as a dollar amount per year, while about a quarter reimburse tuition as a percent of cost.



**Recruitment & Staffing**

<b>Table 4.107. Undergraduate Tuition: Percent Reimbursed</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average percent	68.3%	-	-	84.2%
Up to average maximum dollar amount	\$3,833	-	-	\$4,708
<b>Total</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>6</b>

11 organizations have no maximum reimbursement amount and are excluded from the average dollar amount above.

<b>Table 4.108. Undergraduate Tuition: Dollar Amount Reimbursed</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average dollar amount	\$10,457	\$3,682	\$2,263	\$4,235
<b>Total</b>	<b>7</b>	<b>11</b>	<b>19</b>	<b>37</b>

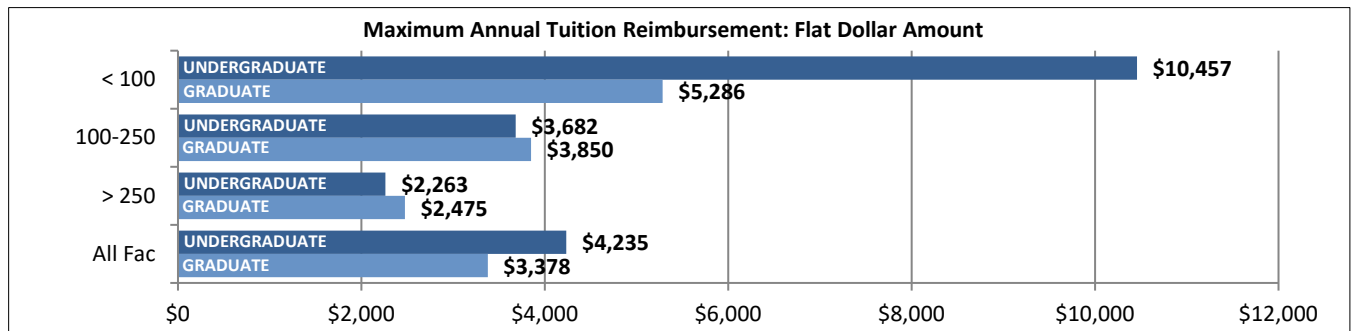
7 organizations have no maximum reimbursement amount and are excluded from the average dollar amount above.

<b>Table 4.109. Graduate Tuition: Percent Reimbursed</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average percent	63.8%	-	-	79.3%
Up to average maximum dollar amount	\$8,125	-	-	\$7,036
<b>Total</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>7</b>

11 organizations have no maximum reimbursement amount and are excluded from the average dollar amount above.

<b>Table 4.110. Graduate Tuition: Dollar Amount Reimbursed</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average dollar amount	\$5,286	\$3,850	\$2,475	\$3,378
<b>Total</b>	<b>7</b>	<b>10</b>	<b>20</b>	<b>37</b>

6 organizations have no maximum reimbursement amount and are excluded from the average dollar amount above.



**How long must an employee work for your organization following receipt of reimbursement to avoid repayment?**

<b>Table 4.111.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
A number of years is required	43 (58.9%)	24 (61.5%)	28 (68.3%)	95 (62.1%)
No time requirement	30 (41.1%)	15 (38.5%)	13 (31.7%)	58 (37.9%)
<b>Total</b>	<b>73 (100.0%)</b>	<b>39 (100.0%)</b>	<b>41 (100.0%)</b>	<b>153 (100.0%)</b>

<b>Table 4.112.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of years	1.8	1.6	1.8	1.8
<b>Total</b>	<b>43</b>	<b>24</b>	<b>28</b>	<b>95</b>

Number of years ranges from 0.5 to 5 years.

**Performance Appraisals**

**Does your organization conduct formal performance appraisals with employees?**

Table 4.113.				
	<100	100-250	>250	All Fac
Yes, with both nonexempt and exempt employees	129 (71.3%)	55 (87.3%)	47 (95.9%)	231 (78.8%)
Yes, with nonexempt employees only	6 (3.3%)	0 (0.0%)	1 (2.0%)	7 (2.4%)
Yes, with exempt employees only	13 (7.2%)	1 (1.6%)	0 (0.0%)	14 (4.8%)
No	33 (18.2%)	7 (11.1%)	1 (2.0%)	41 (14.0%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

**What is your organization's typical performance appraisal cycle?**

Table 4.114.				
	<100	100-250	>250	All Fac
Monthly	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Quarterly	10 (6.8%)	2 (3.6%)	1 (2.1%)	13 (5.2%)
Every 6 months	20 (13.5%)	5 (8.9%)	8 (16.7%)	33 (13.1%)
12 months - calendar year	43 (29.1%)	19 (33.9%)	9 (18.8%)	71 (28.2%)
12 months - on anniversary date	36 (24.3%)	10 (17.9%)	13 (27.1%)	59 (23.4%)
12 months - one common date, but not January 1st	32 (21.6%)	18 (32.1%)	14 (29.2%)	64 (25.4%)
Other	7 (4.7%)	2 (3.6%)	3 (6.3%)	12 (4.8%)
<b>Total</b>	148 (100.0%)	56 (100.0%)	48 (100.0%)	252 (100.0%)

Only 14% of employers do not conduct formal performance appraisals with employees. In contrast, 86% of employers do conduct formal performance appraisals, of which the majority conduct once a year. Only 13% of employers conduct them every six months and about 5% conduct performance appraisals on a quarterly basis.

**Do employees have the opportunity to complete a self-evaluation as part of the process?**

Table 4.115. Nonexempt EEs				
	<100	100-250	>250	All Fac
Yes	103 (76.3%)	40 (72.7%)	30 (62.5%)	173 (72.7%)
No	32 (23.7%)	15 (27.3%)	18 (37.5%)	65 (27.3%)
<b>Total</b>	135 (100.0%)	55 (100.0%)	48 (100.0%)	238 (100.0%)

Table 4.116. Exempt EEs				
	<100	100-250	>250	All Fac
Yes	116 (81.7%)	47 (83.9%)	34 (72.3%)	197 (80.4%)
No	26 (18.3%)	9 (16.1%)	13 (27.7%)	48 (19.6%)
<b>Total</b>	142 (100.0%)	56 (100.0%)	47 (100.0%)	245 (100.0%)

Close to three quarters of both nonexempt and exempt employees have the opportunity to complete a self-evaluation as part of the performance appraisal process (73% for nonexempt, 80% for exempt). Similarly, about two thirds of employers include an individual development plan as part of the performance evaluation process (63% for nonexempt, 70% for exempt).



**Recruitment & Staffing**

**Does your organization include an individual development plan as part of the performance evaluation process?**

<b>Table 4.117. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	91 (67.4%)	37 (67.3%)	23 (47.9%)	151 (63.4%)
No	44 (32.6%)	18 (32.7%)	25 (52.1%)	87 (36.6%)
<b>Total</b>	<b>135 (100.0%)</b>	<b>55 (100.0%)</b>	<b>48 (100.0%)</b>	<b>238 (100.0%)</b>

<b>Table 4.118. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	100 (70.4%)	41 (73.2%)	30 (63.8%)	171 (69.8%)
No	42 (29.6%)	15 (26.8%)	17 (36.2%)	74 (30.2%)
<b>Total</b>	<b>142 (100.0%)</b>	<b>56 (100.0%)</b>	<b>47 (100.0%)</b>	<b>245 (100.0%)</b>

**What rating scale/system does your organization use to evaluate employee performance?**

<b>Table 4.119. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Numeric 3 point scale	3 (2.2%)	3 (5.5%)	7 (14.6%)	13 (5.5%)
Numeric 4 point scale	5 (3.7%)	3 (5.5%)	5 (10.4%)	13 (5.5%)
Numeric 5 point scale	30 (22.2%)	8 (14.5%)	11 (22.9%)	49 (20.6%)
Numeric point scale – other	4 (3.0%)	0 (0.0%)	0 (0.0%)	4 (1.7%)
Qualitative 3 point	22 (16.3%)	6 (10.9%)	5 (10.4%)	33 (13.9%)
Qualitative 4 point	8 (5.9%)	6 (10.9%)	4 (8.3%)	18 (7.6%)
Qualitative 5 point	27 (20.0%)	14 (25.5%)	8 (16.7%)	49 (20.6%)
Other scale not covered above	12 (8.9%)	5 (9.1%)	5 (10.4%)	22 (9.2%)
No ratings	24 (17.8%)	10 (18.2%)	3 (6.3%)	37 (15.5%)
<b>Total</b>	<b>135 (100.0%)</b>	<b>55 (100.0%)</b>	<b>48 (100.0%)</b>	<b>238 (100.0%)</b>

<b>Table 4.120. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Numeric 3 point scale	3 (2.1%)	3 (5.4%)	6 (12.8%)	12 (4.9%)
Numeric 4 point scale	7 (4.9%)	3 (5.4%)	4 (8.5%)	14 (5.7%)
Numeric 5 point scale	31 (21.8%)	7 (12.5%)	11 (23.4%)	49 (20.0%)
Numeric point scale - other	4 (2.8%)	0 (0.0%)	0 (0.0%)	4 (1.6%)
Qualitative 3 point	20 (14.1%)	5 (8.9%)	4 (8.5%)	29 (11.8%)
Qualitative 4 point	9 (6.3%)	7 (12.5%)	4 (8.5%)	20 (8.2%)
Qualitative 5 point	27 (19.0%)	13 (23.2%)	10 (21.3%)	50 (20.4%)
Other scale not covered above	15 (10.6%)	7 (12.5%)	5 (10.6%)	27 (11.0%)
No ratings	26 (18.3%)	11 (19.6%)	3 (6.4%)	40 (16.3%)
<b>Total</b>	<b>142 (100.0%)</b>	<b>56 (100.0%)</b>	<b>47 (100.0%)</b>	<b>245 (100.0%)</b>

Employers use a variety of rating scales/systems to evaluate employee performance, and responses were pretty evenly mixed. Overall, about a third of employers use a numeric point scale while around 40% of employers use a qualitative point scale. In contrast, about 16% of employers have no ratings.

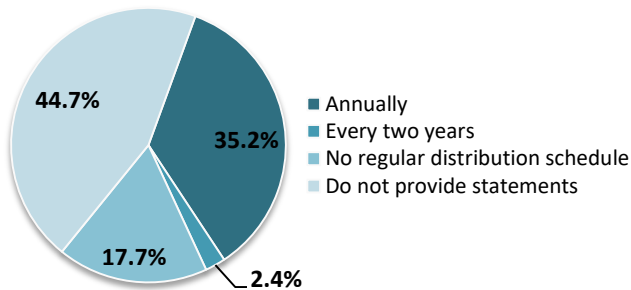
**Benefit Statements**

How often does your organization distribute total compensation/total reward statements?

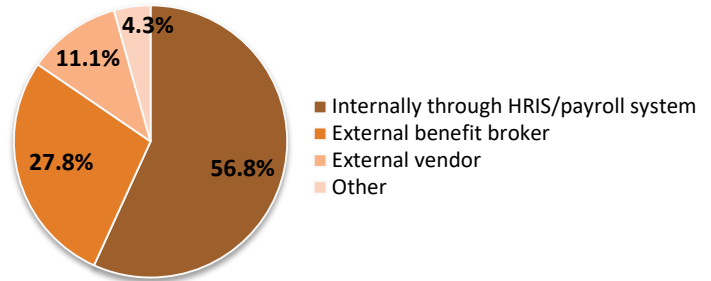
Table 4.121.				
	<100	100-250	>250	All Fac
Annually	59 (32.6%)	23 (36.5%)	21 (42.9%)	103 (35.2%)
Every two years	2 (1.1%)	4 (6.3%)	1 (2.0%)	7 (2.4%)
No regular distribution schedule	36 (19.9%)	9 (14.3%)	7 (14.3%)	52 (17.7%)
Do not provide statements	84 (46.4%)	27 (42.9%)	20 (40.8%)	131 (44.7%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

Close to half of employers (45%) do not distribute total compensation/total reward statement, while about 35% distribute them annually. Another 18% of employers have no regular distribution schedule. Less than 3% of employers distribute compensation/total reward statements every two years.

**Distribution of Benefit Statements**



**Generation of Benefit Statements**



How does your organization generate benefit statements?

Table 4.122.				
	<100	100-250	>250	All Fac
Internally through HRIS/payroll system	47 (48.5%)	26 (72.2%)	19 (65.5%)	92 (56.8%)
External benefit broker	34 (35.1%)	6 (16.7%)	5 (17.2%)	45 (27.8%)
External vendor	10 (10.3%)	4 (11.1%)	4 (13.8%)	18 (11.1%)
Other	6 (6.2%)	0 (0.0%)	1 (3.4%)	7 (4.3%)
<b>Total</b>	97 (100.0%)	36 (100.0%)	29 (100.0%)	162 (100.0%)

More than half of employers (57%) generate benefit statements internally through the HRIS/payroll system while just over one quarter (28%) use an external benefit broker. Only 11% of employers use an external vendor to generate benefit statements.

**Discipline/Attendance**

Does your organization have a formal progressive discipline policy?

Table 5.1.				
	<100	100-250	>250	All Fac
Yes	138 (76.2%)	54 (85.7%)	46 (93.9%)	238 (81.2%)
No	43 (23.8%)	9 (14.3%)	3 (6.1%)	55 (18.8%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

**Termination**

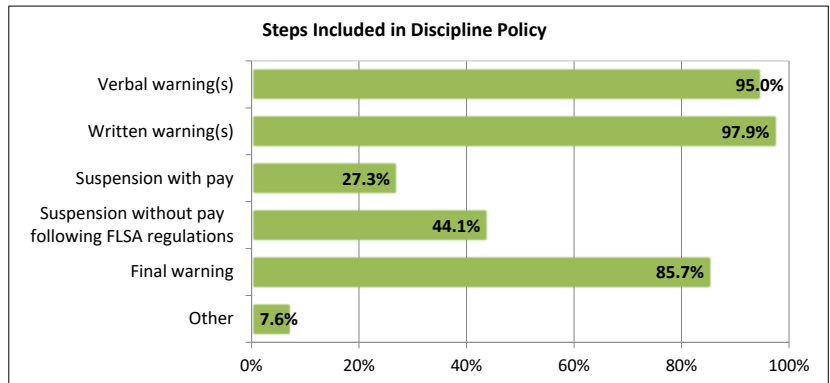
**What steps are included in your organization's discipline policy?**

<b>Table 5.2.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac (N=238)</b>
Verbal warning(s)	131 (94.9%)	54 (100.0%)	41 (89.1%)	226 (95.0%)
Written warning(s)	134 (97.1%)	53 (98.1%)	46 (100.0%)	233 (97.9%)
Suspension with pay	29 (21.0%)	17 (31.5%)	19 (41.3%)	65 (27.3%)
Suspension without pay following FLSA regulations	49 (35.5%)	24 (44.4%)	32 (69.6%)	105 (44.1%)
Final warning	116 (84.1%)	48 (88.9%)	40 (87.0%)	204 (85.7%)
Other	11 (8.0%)	5 (9.3%)	2 (4.3%)	18 (7.6%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 138 for <100, 54 for 100-250, 46 for >250.

Nearly all employers said written warnings (98%), verbal warnings (95%) and final warnings (86%) are steps included in their discipline policies. Less than half (44%) include suspension without pay following FLSA regulations, while 27% of employers include suspension with pay. Even fewer employers, 8%, selected 'other' steps, which included, but are not limited to, performance improvement plans, coaching, probation, reduction in pay, discretionary action, and termination.



**Are there a set number of days your organization allows an employee to be absent prior to disciplinary action?**

<b>Table 5.3. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	42 (32.3%)	25 (46.3%)	16 (34.8%)	83 (36.1%)
No	88 (67.7%)	29 (53.7%)	30 (65.2%)	147 (63.9%)
<b>Total</b>	130 (100.0%)	54 (100.0%)	46 (100.0%)	230 (100.0%)

<b>Table 5.4. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes	37 (27.4%)	14 (25.9%)	14 (30.4%)	65 (27.7%)
No	98 (72.6%)	40 (74.1%)	32 (69.6%)	170 (72.3%)
<b>Total</b>	135 (100.0%)	54 (100.0%)	46 (100.0%)	235 (100.0%)

<b>Table 5.5. Nonexempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of days	3.2	4.5	3.0	3.6
<b>Total</b>	42	25	16	83

Number of days allowed ranges from 1 to 30 days.

<b>Table 5.6. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Average number of days	2.9	4.6	2.9	3.3
<b>Total</b>	37	14	14	65

Number of days allowed ranges from 1 to 30 days.

## Termination

Overall, about one third of employers have a set number of days they allow employees to be absent prior to disciplinary action. There is little difference in the number of days organizations allow nonexempt and exempt employees to be absent prior to disciplinary action. Organizations allow exempt and nonexempt employees to be absent an average of 3.3 to 3.6 days prior to disciplinary action.

### Are there a set number of instances your organization allows an employee to be tardy prior to disciplinary action?

	<100	100-250	>250	All Fac
Yes	26 (20.0%)	17 (31.5%)	11 (23.9%)	54 (23.5%)
No	104 (80.0%)	37 (68.5%)	35 (76.1%)	176 (76.5%)
<b>Total</b>	130 (100.0%)	54 (100.0%)	46 (100.0%)	230 (100.0%)

	<100	100-250	>250	All Fac
Yes	14 (10.4%)	3 (5.6%)	8 (17.4%)	25 (10.6%)
No	121 (89.6%)	51 (94.4%)	38 (82.6%)	210 (89.4%)
<b>Total</b>	135 (100.0%)	54 (100.0%)	46 (100.0%)	235 (100.0%)

	<100	100-250	>250	All Fac
Average number of instances	5.2	5.7	4.2	5.1
<b>Total</b>	26	17	11	54

Number of instances allowed ranges from 1 to 19.

	<100	100-250	>250	All Fac
Average number of instances	3.7	4.3	4.8	4.1
<b>Total</b>	14	3	8	25

Number of instances allowed ranges from 1 to 8.

About 24% of employers have a set number of instances that nonexempt employees can be tardy prior to disciplinary action. In contrast, only 11% of employers have a set number of instances for exempt employees. Nonexempt employees are allowed 5.1 instances, on average, prior to disciplinary action, compared to 4.1 instances for exempt employees.

### When is an employee required to produce a physician's note for clearance before returning to work?

	<100	100-250	>250	All Fac
After 1 day	2 (1.5%)	5 (9.3%)	2 (4.3%)	9 (3.9%)
After 3 continuous business days	61 (46.9%)	30 (55.6%)	24 (52.2%)	115 (50.0%)
After 5 continuous business days	8 (6.2%)	3 (5.6%)	0 (0.0%)	11 (4.8%)
Manager's discretion	21 (16.2%)	7 (13.0%)	6 (13.0%)	34 (14.8%)
No requirement	27 (20.8%)	4 (7.4%)	6 (13.0%)	37 (16.1%)
Other	11 (8.5%)	5 (9.3%)	8 (17.4%)	24 (10.4%)
<b>Total</b>	130 (100.0%)	54 (100.0%)	46 (100.0%)	230 (100.0%)

Employees are most often required to produce a physician's note for clearance before returning to work after 3 continuous business days (50% for nonexempt employees, 45% for exempt employees). In contrast, about 16-20% of employers have no requirement. Very few employers require employees to get a physician's note after 1 day or after 5 continuous business days.

**Termination**

<b>Table 5.12. Exempt EEs</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
After 1 day	1 (0.7%)	4 (7.4%)	2 (4.3%)	7 (3.0%)
After 3 continuous business days	57 (42.2%)	28 (51.9%)	21 (45.7%)	106 (45.1%)
After 5 continuous business days	8 (5.9%)	4 (7.4%)	1 (2.2%)	13 (5.5%)
Manager's discretion	22 (16.3%)	9 (16.7%)	7 (15.2%)	38 (16.2%)
No requirement	35 (25.9%)	4 (7.4%)	7 (15.2%)	46 (19.6%)
Other	12 (8.9%)	5 (9.3%)	8 (17.4%)	25 (10.6%)
<b>Total</b>	<b>135 (100.0%)</b>	<b>54 (100.0%)</b>	<b>46 (100.0%)</b>	<b>235 (100.0%)</b>

**Does your organization offer employees the opportunity to resign in lieu of termination?**

<b>Table 5.13.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac</b>
Yes, all the time	14 (7.7%)	6 (9.5%)	4 (8.2%)	24 (8.2%)
Yes, in specific situations	122 (67.4%)	47 (74.6%)	36 (73.5%)	205 (70.0%)
No	45 (24.9%)	10 (15.9%)	9 (18.4%)	64 (21.8%)
<b>Total</b>	<b>181 (100.0%)</b>	<b>63 (100.0%)</b>	<b>49 (100.0%)</b>	<b>293 (100.0%)</b>

**Who is responsible for decisions regarding termination of employees?**

<b>Table 5.14.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac (N=293)</b>
HR	112 (61.9%)	57 (90.5%)	45 (91.8%)	214 (73.0%)
Manager	125 (69.1%)	53 (84.1%)	37 (75.5%)	215 (73.4%)
Senior manager/executive	127 (70.2%)	42 (66.7%)	32 (65.3%)	201 (68.6%)
CEO/owner	107 (59.1%)	28 (44.4%)	11 (22.4%)	146 (49.8%)
Other	7 (3.9%)	2 (3.2%)	9 (18.4%)	18 (6.1%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.

About 26% of employers indicated that HR, managers, senior managers/executives and CEOs/owners are all involved in decisions regarding the termination of employees. Another 22% indicated that termination decisions are made by everyone except the CEO/owner. Only 6% of employers allow these decisions to be made by only one of the above groups.

**Who is involved in the communication of termination to an employee?**

<b>Table 5.15.</b>				
	<b>&lt;100</b>	<b>100-250</b>	<b>&gt;250</b>	<b>All Fac (N=293)</b>
HR	137 (75.7%)	58 (92.1%)	45 (91.8%)	240 (81.9%)
Manager	129 (71.3%)	58 (92.1%)	35 (71.4%)	222 (75.8%)
Senior manager/executive	83 (45.9%)	16 (25.4%)	18 (36.7%)	117 (39.9%)
CEO/owner	49 (27.1%)	6 (9.5%)	3 (6.1%)	58 (19.8%)
Other	4 (2.2%)	2 (3.2%)	3 (6.1%)	9 (3.1%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.

While 69% of employers include senior managers/executives in termination decisions, only 40% involve them in the communication of termination to an employee. Similarly, 50% of employers include the CEO/owner in termination decisions but only 20% involve them in the communication of termination. The majority of employers include HR and the manager in both the decision and communication of termination.

**Termination**

**Severance**

**Does your organization have a formal severance policy?**

Table 5.16.				
	<100	100-250	>250	All Fac
Yes, for both nonexempt and exempt employees	28 (15.5%)	12 (19.0%)	15 (30.6%)	55 (18.8%)
Yes, for nonexempt employees only	1 (0.6%)	0 (0.0%)	0 (0.0%)	1 (0.3%)
Yes, for exempt employees only	6 (3.3%)	6 (9.5%)	6 (12.2%)	18 (6.1%)
No	146 (80.7%)	45 (71.4%)	28 (57.1%)	219 (74.7%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)

**How many weeks of pay is an employee eligible for in your organization's severance policy?**

Table 5.17. Nonexempt EEs				
	<100	100-250	>250	All Fac
Stand alone number of weeks	5 (17.2%)	2 (16.7%)	1 (6.7%)	8 (14.3%)
A number of weeks per number of years of service	14 (48.3%)	10 (83.3%)	7 (46.7%)	31 (55.4%)
Discretionary	10 (34.5%)	0 (0.0%)	7 (46.7%)	17 (30.4%)
<b>Total</b>	29 (100.0%)	12 (100.0%)	15 (100.0%)	56 (100.0%)

Table 5.18. Exempt EEs				
	<100	100-250	>250	All Fac
Stand alone number of weeks	6 (17.6%)	2 (11.1%)	1 (4.8%)	9 (12.3%)
A number of weeks per number of years of service	17 (50.0%)	12 (66.7%)	12 (57.1%)	41 (56.2%)
Discretionary	11 (32.4%)	4 (22.2%)	8 (38.1%)	23 (31.5%)
<b>Total</b>	34 (100.0%)	18 (100.0%)	21 (100.0%)	73 (100.0%)

Table 5.19. Stand Alone Number of Weeks, Nonexempt EEs				
	<100	100-250	>250	Total
Average number of weeks	4.8	-	-	4.4
<b>Total</b>	6	0	2	8

Number of stand alone weeks ranges from 1 to 8 weeks.

Table 5.20. Stand Alone Number of Weeks, Exempt EEs				
	<100	100-250	>250	Total
Average number of weeks	4.8	-	-	4.3
<b>Total</b>	5	0	2	7

Number of stand alone weeks ranges from 1 to 8 weeks.

Table 5.21. Number of Weeks per 1 Year of Service, Nonexempt EEs				
	<100	100-250	>250	Total
Average number of weeks	1.3	1.6	1.4	1.5
<b>Total</b>	11	16	8	35

Number of weeks per 1 year of service ranges from 1 to 2 weeks.

Table 5.22. Number of Weeks per 1 Year of Service, Exempt EEs				
	<100	100-250	>250	Total
Average number of weeks	1.5	1.8	1.4	1.6
<b>Total</b>	13	17	8	38

Number of weeks per 1 year of service ranges from 1 to 4 weeks.

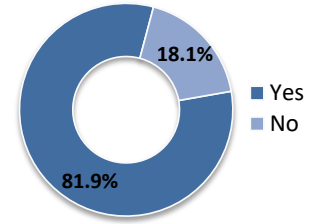
## Termination

### Exit Interview

#### Does your organization conduct exit interviews?

**Table 5.23.**

	<100	100-250	>250	All Fac
Yes	144 (79.6%)	54 (85.7%)	42 (85.7%)	240 (81.9%)
No	37 (20.4%)	9 (14.3%)	7 (14.3%)	53 (18.1%)
<b>Total</b>	181 (100.0%)	63 (100.0%)	49 (100.0%)	293 (100.0%)



#### Are exit interviews required?

**Table 5.24.**

	<100	100-250	>250	All Fac
Yes, required for all voluntary terminations	42 (29.2%)	16 (29.6%)	12 (28.6%)	70 (29.2%)
Yes, required for some terminations	3 (2.1%)	2 (3.7%)	1 (2.4%)	6 (2.5%)
No, not required/mandated but encouraged	99 (68.8%)	36 (66.7%)	29 (69.0%)	164 (68.3%)
<b>Total</b>	144 (100.0%)	54 (100.0%)	42 (100.0%)	240 (100.0%)

The majority of employers, 82%, conduct exit interviews. Of those, 29% require exit interviews for all voluntary terminations while 68% said that exit interviews are not required but encouraged. Less than 3% require exit interviews for some terminations. Most often, exit interviews are conducted in person/face-to-face; however, about 43% of employers also conduct them via telephone. About 24% also conduct exit interviews via written survey and 18% via web survey.

#### How does your organization conduct the exit interview?

**Table 5.25.**

	<100	100-250	>250	All Fac (N=240)
In person/face to face	128 (88.9%)	41 (75.9%)	36 (85.7%)	205 (85.4%)
Via telephone	58 (40.3%)	24 (44.4%)	20 (47.6%)	102 (42.5%)
Via web survey	14 (9.7%)	17 (31.5%)	12 (28.6%)	43 (17.9%)
Via written survey	35 (24.3%)	15 (27.8%)	7 (16.7%)	57 (23.8%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 144 for <100, 54 for 100-250, 42 for >250.

#### Who administers the exit interview?

**Table 5.26.**

	<100	100-250	>250	All Fac (N=240)
HR	123 (85.4%)	52 (96.3%)	40 (95.2%)	215 (89.6%)
Manager	32 (22.2%)	4 (7.4%)	5 (11.9%)	41 (17.1%)
Third party	3 (2.1%)	1 (1.9%)	2 (4.8%)	6 (2.5%)
Other	7 (4.9%)	0 (0.0%)	2 (4.8%)	9 (3.8%)

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 144 for <100, 54 for 100-250, 42 for >250.

**Additional Employer Input**

**Additional Employer Input**

**What is included in your diversity and inclusion policy?**

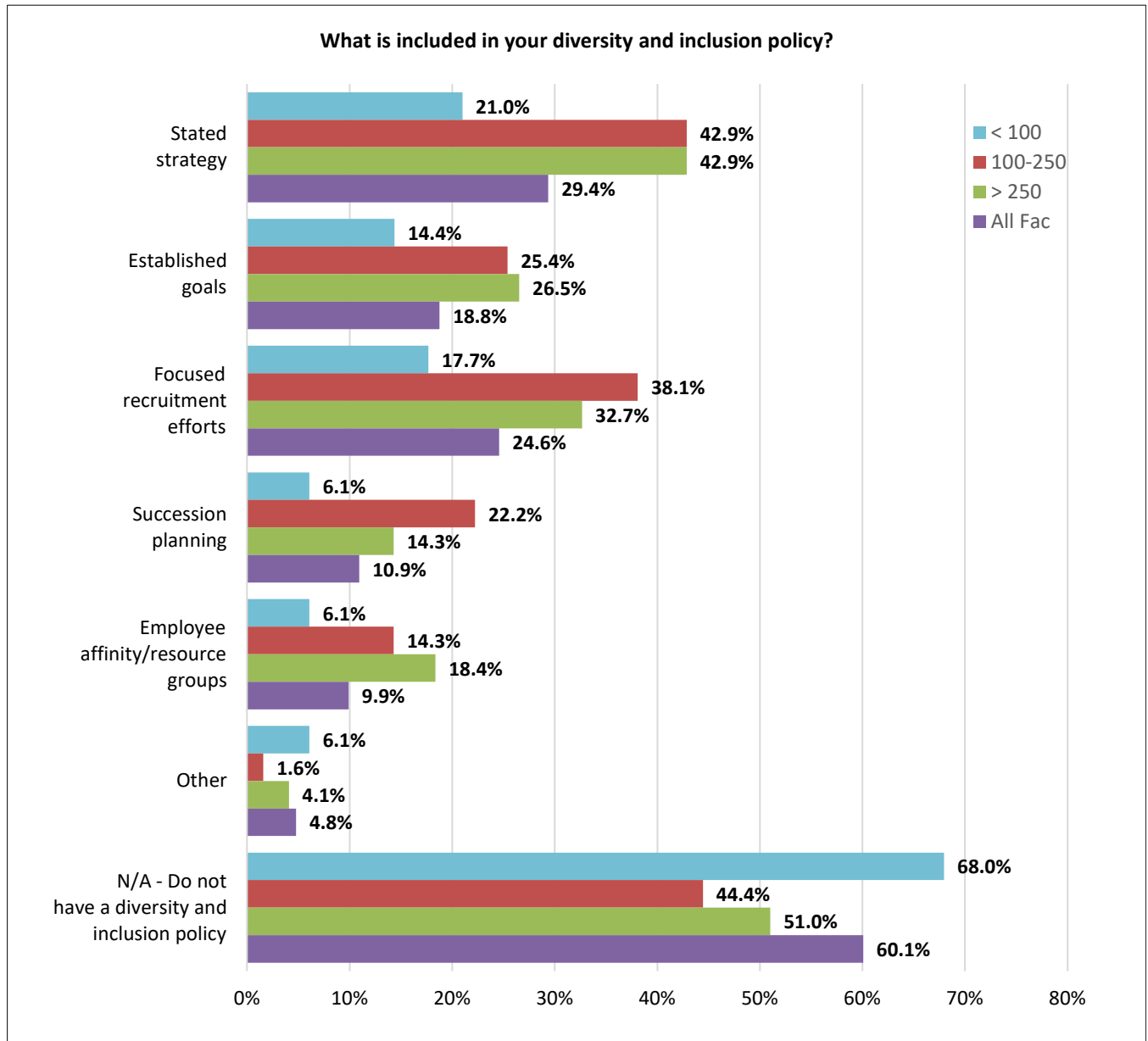
**Table 6.1.**

	<100	100-250	>250	All Fac
Stated strategy	38 (21.0%)	27 (42.9%)	21 (42.9%)	86 (29.4%)
Established goals	26 (14.4%)	16 (25.4%)	13 (26.5%)	55 (18.8%)
Focused recruitment efforts	32 (17.7%)	24 (38.1%)	16 (32.7%)	72 (24.6%)
Succession planning	11 (6.1%)	14 (22.2%)	7 (14.3%)	32 (10.9%)
Employee affinity/resource groups	11 (6.1%)	9 (14.3%)	9 (18.4%)	29 (9.9%)
Other	11 (6.1%)	1 (1.6%)	2 (4.1%)	14 (4.8%)
N/A - Do not have a diversity and inclusion policy	123 (68.0%)	28 (44.4%)	25 (51.0%)	176 (60.1%)

N/A was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.





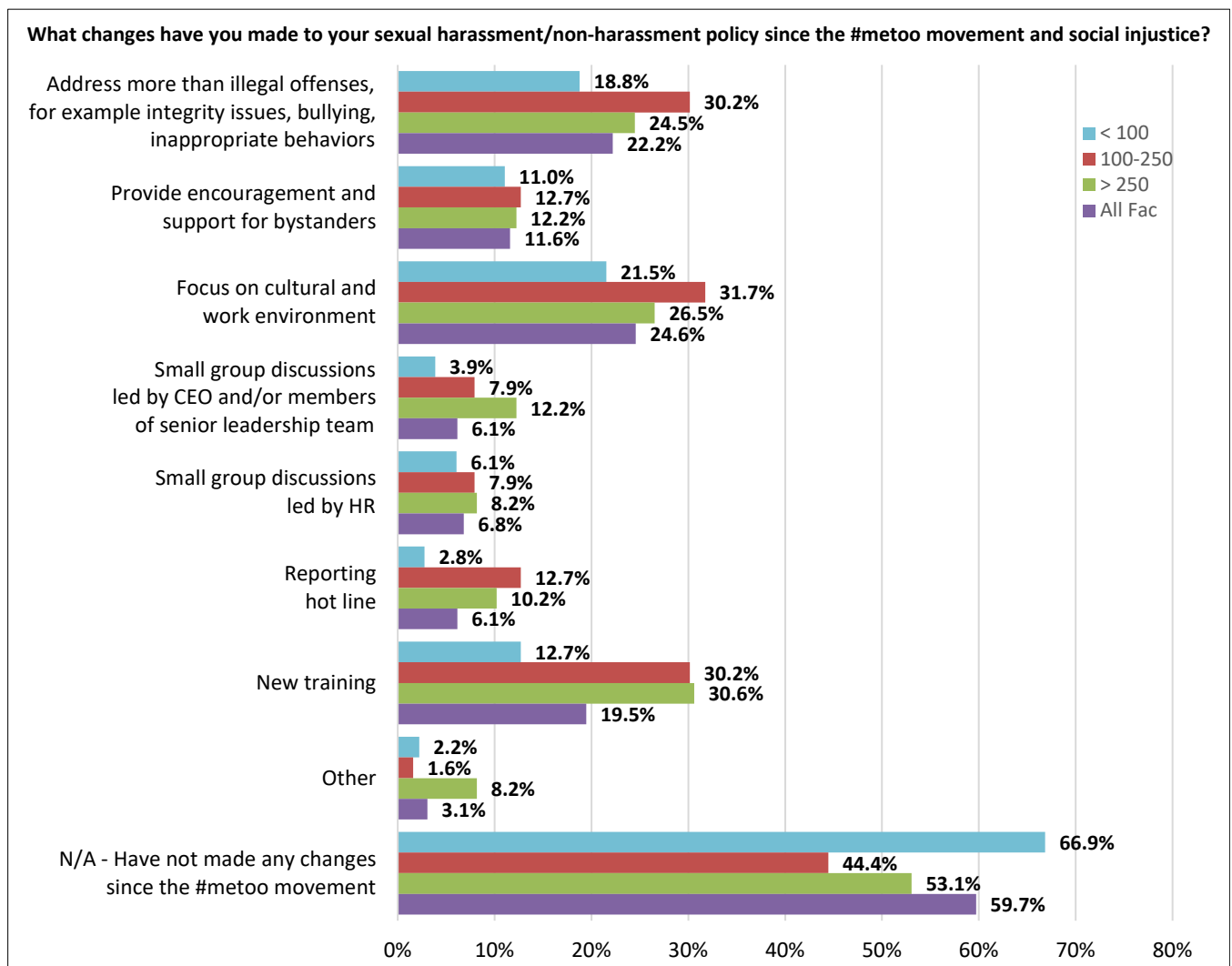
**What changes have you made to your sexual harassment/non-harassment policy since the #metoo movement and social injustice?**

Table 6.2.				
	<100	100-250	>250	All Fac
Address more than illegal offenses, for example integrity issues, bullying, inappropriate behaviors	34 (18.8%)	19 (30.2%)	12 (24.5%)	65 (22.2%)
Provide encouragement and support for bystanders	20 (11.0%)	8 (12.7%)	6 (12.2%)	34 (11.6%)
Focus on cultural and work environment	39 (21.5%)	20 (31.7%)	13 (26.5%)	72 (24.6%)
Small group discussions led by CEO and/or members of senior leadership team	7 (3.9%)	5 (7.9%)	6 (12.2%)	18 (6.1%)
Small group discussions led by HR	11 (6.1%)	5 (7.9%)	4 (8.2%)	20 (6.8%)
Reporting hot line	5 (2.8%)	8 (12.7%)	5 (10.2%)	18 (6.1%)
New training	23 (12.7%)	19 (30.2%)	15 (30.6%)	57 (19.5%)
Other	4 (2.2%)	1 (1.6%)	4 (8.2%)	9 (3.1%)
N/A - Have not made any changes since the #metoo movement and social injustice	121 (66.9%)	28 (44.4%)	26 (53.1%)	175 (59.7%)

N/A was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.



How do you communicate your overall value proposition to your employees and/or prospective employees?

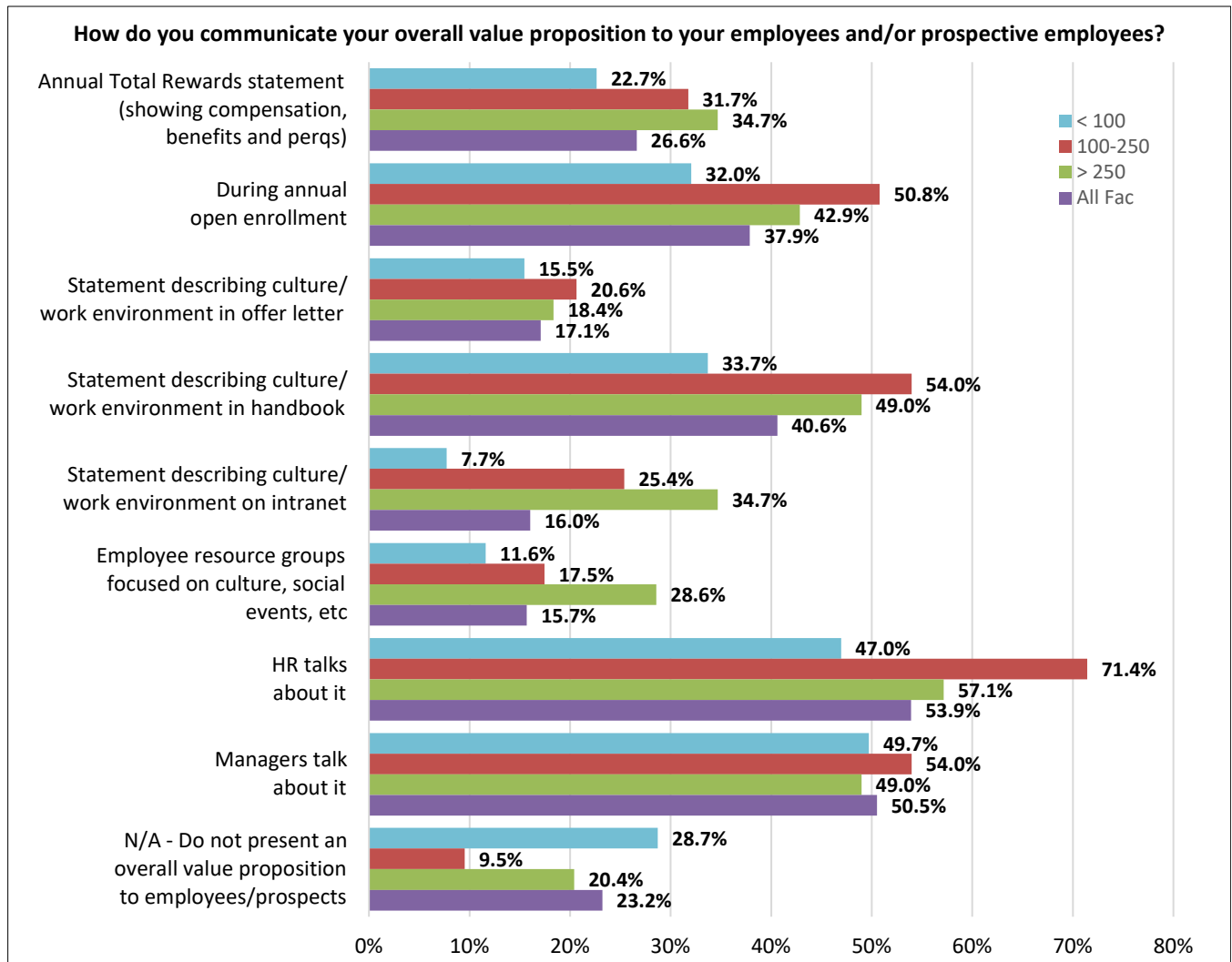
**Table 6.3.**

	<100	100-250	>250	All Fac
Annual Total Rewards statement (showing compensation, benefits and perqs)	41 (22.7%)	20 (31.7%)	17 (34.7%)	78 (26.6%)
During annual open enrollment	58 (32.0%)	32 (50.8%)	21 (42.9%)	111 (37.9%)
Statement describing culture/work environment in offer letter	28 (15.5%)	13 (20.6%)	9 (18.4%)	50 (17.1%)
Statement describing culture/work environment in handbook	61 (33.7%)	34 (54.0%)	24 (49.0%)	119 (40.6%)
Statement describing culture/work environment on intranet	14 (7.7%)	16 (25.4%)	17 (34.7%)	47 (16.0%)
Employee resource groups focused on culture, social events, etc	21 (11.6%)	11 (17.5%)	14 (28.6%)	46 (15.7%)
HR talks about it	85 (47.0%)	45 (71.4%)	28 (57.1%)	158 (53.9%)
Managers talk about it	90 (49.7%)	34 (54.0%)	24 (49.0%)	148 (50.5%)
N/A - Do not present an overall value proposition to employees/prospects	52 (28.7%)	6 (9.5%)	10 (20.4%)	68 (23.2%)

N/A was an exclusive response.

Column percents may total greater than 100% due to multiple responses.

Column percents based on total N possible for each EE size: 181 for <100, 63 for 100-250, 49 for >250.





# 2020 North Carolina Policies & Benefits Survey

**Catapult Employers Association**

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**March 2021**