

# PERSONNEL NOTEBOOK

For Your Most Important Resource -The Human Resource

Prepared BY:

## HUMAN RESOURCE ASSOCIATES

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## POLICIES, PRACTICES AND PERSONAL OPINIONS

### PART I WORKFORCE SURVEYS OF HR PROFESSIONALS

Most of us are familiar with employee surveys wherein we formally ask *employees* about their opinions, attitudes and expectations.

But occasionally we will find it worthwhile to look at the surveys that tell us what *companies* have to say. The comparisons may give us some insight into how other companies are dealing with some of the same problems we face.

The following single question surveys are from all companies, all industries and have been conducted nationwide by such companies as Watson Wyatt, Workforce Management, M. Lee Smith Publishers (HR Hero), and Commerce Clearing house (CCH).

They are divided into 3 groups:

#### I Company Policies

The policies and rules hard wired into company operations

#### II Company Practices

How companies react and deal with employment issues

#### III Personal Opinions

The personal opinions and observations from HR professionals.

(Note: The “Don’t Know” and “No Opinion” responses are not shown in the percentages.)

#### I COMPANY POLICIES

##### Time, Attendance and Leave policies

##### **How do your hourly, non-exempt employees track their hours?**

Written time sheets	43%
Time clock	38%
Time clocks on their computers	9%
Other	3%
We don’t track it unless they’re absent	3%

##### **Do you track the hours worked by salaried, exempt employees?**

No, only entire days	33%
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Yes, same as non-exempts	24%
Only chunks of time (several hours)	18%
We don't keep track of exempts time	11%
Other	11%

(Note FLSA forbids tracking hours for exempts. Tracking days is OK)

**Do your employees have any flexibility in their work scheduled (i.e. working 9 to 6 instead of 8 to 5)?**

Yes, but just for a few positions	46%
No	21%
Yes, for many positions	19%
Yes, for almost all positions	12%

**For disciplinary purposes, Do you treat unexcused absences differently from excused absences? Or do you have some form of No-Fault or Leave Pool system that treats all unscheduled absences the same (except FMLA)?**

Excused/unexcused treated differently	57%
Use No-Fault / Leave Pool system	39%

**If you use a No-Fault or Leave Pool System How many unscheduled absences in one year will bring corrective action?**

6 to 10 days	29%
1 to 5 days	24%
No formal limit-depends on situation	24%
No formal limit-but less than 10	9%
No formal limit-but 10 or more	4%
21 or more	1%

**If you use an excused / unexcused system, how many UNEXCUSED absences in one year will bring corrective action?**

1 to 5 days	39%
No formal-limit-depends on situation	23%
6 to 10 days	17%
No formal limit-but less than 10	10%

11 to 20 days	4%
No formal limit-but 10 or more	4%

**For the typical employee, how many TARDIES in one month will bring corrective action?**

No formal limit-depends on situation	30%
1 to 3	24%
4 to 6	23%
No formal limit-but 4 or more	8%
No formal limit-but less than 4	6%
11 or more	15%

**Do you have a job abandonment policy? (3 consecutive days of unexcused ((or not called in)) absences is a resignation)**

Yes, after 3 days	54%
Yes, after 2 days	15%
No Policy	13%
Yes, 1 day	5%
Other	4%

**Do you have a sick leave bank where employees can contribute unused sick days that can be used by co-workers?**

No	83%
Yes	15%

**When employees are out sick, do you require a doctor's note to verify their illness?**

Yes, if its 3 to5 consecutive days	59%
Only if they're on FMLA leave	40%
Only if they've had a lot of absences	19%
Only for ADA absences	13%
Yes, if its 2 consecutive days	7%
Other	6%
If they miss 6 consecutive days	5%
Do not require doctors note ever	3%
Always require a doctor's note	3%

<b>Is Friday after Thanksgiving a paid holiday?</b>	
Yes	67%
No	33%
<b>Do you grant leave to employees who have been crime victims (or who are family members of a crime victim) to attend court proceedings?</b>	
Yes	60%
No	19%
<b>Do you have a donor-leave policy for employees who donate organs?</b>	
No	94%
Yes, for specific procedures only	6%
<b>Is Martin Luther King Jr. Day a paid holiday at your organization?</b>	
No	68%
Yes	32%
<b>Do you have a holiday party in December?</b>	
Yes	79%
No, for budgetary reasons	16%
No, we give time off instead	5%
<b><u>Administrative policies</u></b>	
<b>Does your organization conduct drug tests?</b>	
Yes	67%
No	33%
<b>What is your organization's policy on supervisors dating a direct report?</b>	
Prohibited	46%
Discouraged but not prohibited	32%
We haven't addressed it	15%
OK, if no problems	4%
<b>Do you allow football (sports) betting pools at work?</b>	
No, but they occur anyway	39%
Yes	36%

No	25%
<b>Do you allow fundraisers at work?</b>	
Yes	42%
Yes, but with limitations	33%
No, but they occur anyway	17%
No	6%
<b>Do you have a formal telecommuting program?</b>	
No	79%
Yes	21%
<b>Do you promote employee wellness programs?</b>	
Yes, safety / accident prevention	26%
Yes, on-site exercise facilities	17%
Yes, wellness information classes	16%
Other	15%
Yes, subsidize health club membership	14%
<b>Do you offer training or continuing education reimbursement for employee?</b>	
Yes	83%
No	17%
<b>Is HR represented on your senior management team?</b>	
Yes	65%
No	35%

## II PRACTICES

<b>Have you ever given a seriously ill employee more leave time than he was entitled to?</b>	
Yes, many times	50%
Never	28%
Yes, once	22%
<b>In the past 12 months, have you hired people who were previously retired but returned to the workforce?</b>	

Yes	52%
No	48%

**Which of these attendance problems are major headaches at your organization?**

Tardiness	44%
Excessive sick leave	40%
Excessive absences overall	38%
Leaving work early	17%

**How difficult is it for your organization to keep track of employees that are on leave under FMLA, Workers Compensation or ADA?**

Somewhat difficult, time consuming	43%
Not difficult, good process / software	35%
Difficult, no good process set up	22%

**What is the most frequent reason for your employees FMLA leave?**

Employee's serious health condition	47%
New child (or adoption/foster care)	44%
Care for family member	9%

**What are your worst problems with documentation by supervisors?**

Misconduct / discipline	51%
Performance evaluations	32%
Attendance and leave	14%
Other	1%

**Have you obtained any form of HR certification (PHR, SPHR, CCP, etc.)?**

Yes	54%
No	24%
No, but plan to start this year	22%

**How do you most frequently obtain information about HR practices?**

Internet	34%
Newsletters and magazines	30%
Directly from associations	17%

Books	9%
Peers	5%
Conferences	4%

**Do you plan to outsource any HR functions this year/**

Yes	48%
No	46%

**Do you plan to update technology in the coming 12 months?**

Yes, computer systems	54%
No	24%
Yes, phone systems	14%
Yes, security systems	6%
Yes, video conferencing equipment	6%

In Part II of Policies, Practices and Opinions we will take a look at the personal opinions and observations of HR professionals. *If you had to do it over, would you still choose HR as a profession?*

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