



June 27, 2003

Dear Friends,

The workplace has changed dramatically over the past two decades. More women, single parents and dual income families are working than ever before. With these changes come new concerns - child care, work schedules, maternity leave and elder care -- as employees increasingly struggle to balance their work and family lives.

Across the country, employers are realizing they need to address these issues and others raised by the increasingly diverse work force if they are to attract and retain the best employees. Many are implementing "family friendly" policies and programs, ranging from flex-time to on-site child care.

With this in mind, we wanted to know what kinds of "family friendly" policies and programs were in place here in Northeast Ohio; so a survey of area employers was undertaken in the Fall of 2002. In this report you will find the results of this survey, including information on:

- what types of work/family benefits are offered here or are under consideration;
- what the employer attitudes are toward work/family programming;
- what obstacles employers face in offering such programs; and
- how Northeast Ohio employers stack up against those across the U.S.

This information will serve as a "starting point" for addressing these issues. In the near future Starting Point will convene area employers to discuss the next steps in furthering family friendly policies and benefits in our region.

We would like to thank Lois Goodman, the Work/Family Survey Director, for her tireless work on this project. Our appreciation also goes to the Treu-Mart Fund, the Greater Cleveland Growth Association, the Maxine Goodman Levin College of Urban Affairs at Cleveland State University and the 400 employers who responded to the survey. They have all contributed to making this report possible.

Sincerely,

Billie Osborne-Fears
Executive Director
Starting Point

TABLE OF CONTENTS

	<u>Page Number</u>
EXECUTIVE SUMMARY	i
INTRODUCTION	1
SAMPLING METHODOLOGY	2 - 4
RANKED RESPONSES TO WORK AND FAMILY OPTIONS	5 - 7
COMPARISON TO NATIONAL SURVEYS	8 - 11
DISCUSSION	12 - 22
● WORK AND FAMILY OPTIONS	
● INTEREST AND OBSTACLES	
● CONCLUSIONS	
PROFILE OF RESPONDENTS	23 - 26
APPENDIX A: QUESTIONNAIRE	27 - 31
APPENDIX B: FREQUENCIES	32 - 59
APPENDIX C: CROSS TABULATIONS	60 - 71



The 2002 Northeast Ohio Work and Family Survey

Executive Summary

I. Background

Reinvigorating the economy continues to be a priority for Northeast Ohio.

While progress is underway, there are clearly areas that demand new attention. One is the ability of Northeast Ohio employers to attract and retain the “best and brightest” employees in the face of a dwindling pool of qualified workers. The “brain drain” continues, as too many skilled workers—including those born, raised and educated here—continue to leave northeast Ohio. The population loss in the important 20 to 44 age group is greater than the loss in any other age segment.

At the same time, there has been a dramatic attitude shift among employees. Today’s workers increasingly cite the ability to successfully balance work and family life as important in choosing an employer—more important than job security, working conditions or relationships with co-workers and supervisors.

Other factors point to the significance of work and family issues to employers and employees alike. There have been dramatic changes in the work force population over the past two

decades. More women, single parents and dual career couples are working than ever before. Consequently, absenteeism due to family issues is rising.

Research shows child care problems are the most significant indicators of absenteeism and unproductive time at work—totaling an annual cost of \$3 billion, according to the U. S. Bureau of Labor Statistics. This does not include the loss of productivity among employees whose attention is diverted by other family concerns.

All of these factors are causing Human Resource professionals to rethink policies and benefits so employees can better meet the often conflicting demands of jobs and spouses or children.

With these pressing issues as background, Starting Point, in partnership with the Greater Cleveland Growth Association and the Maxine Goodman Levin College of Urban Affairs at Cleveland State University, set out to determine what kinds of family friendly policies are in place in Northeast Ohio businesses and institutions.

In the summer of 2002, under the direction of Work/Family Survey Director Lois Goodman, a survey was developed and distributed, with the help of the Maxine Goodman Levin College of Urban Affairs at Cleveland State University, to 4,090 employers in Cuyahoga, Ashtabula, Lake and Geauga counties. As the first such survey to be conducted in this region, it is expected to serve as a benchmark for employers, planners and service providers; and, importantly, to begin a planning process aimed at helping businesses develop family friendly workplaces.

The survey looked at the types of family friendly policies offered in Northeast Ohio, the interest employers have in work/family programming and the obstacles employers perceive in providing family-oriented services and benefits.

The findings from this survey were then compared with national studies to gain a sense of where Cleveland employers stand in relation to others across the country.

II. Survey Findings

Four hundred employers responded to the 2002 Northeast Ohio Work and Family Survey; representing a wide spectrum of industries; including manufacturing, health care, education, government, retail, wholesale, etc.

Eighty-seven percent of their employees were between the ages of 25 and 45; sixty-three percent of employers reported their work forces were more than 50 percent female.

A. WORK AND FAMILY OPTIONS OFFERED BY NORTHEAST OHIO EMPLOYERS

Employers were asked which of 40 “family friendly” options they offered their employees. The options ranged from relatively low cost programs like part-time jobs with no benefits to more extensive programs like child care in the workplace.

Currently the majority offer only two of the 40 options: part-time jobs without benefits

(74.6%), and 7 to 12 weeks of maternity or adoption leave (51.5%), which is mandated by law. Less than a third of the survey respondents give financial support during the leave.

Work scheduling alternatives were common offerings. Nearly half offer flex-time (49 percent); between 30 and 40 percent have a cafeteria benefit plan, an employee assistance plan or dependent care assistance; and 20-30 percent offer a four day work week or telecommuting. The 29 other options were only found in a small fraction of the workplaces surveyed.

Employers with 100 employees or more have significantly more “family friendly” benefits than those with fewer employees. Over half offer Employee Assistance Programs (64%), Dependent Care Assistance Plans (59%) and/or Flex-time (55%). Forty-one percent give paid time for maternity leave.

However, only a small percentage of employers not giving these benefits, are considering improving policies or adding “family friendly” services.

1. Work Alternatives

Many employers in this region are allowing employees more control over when and where they work—and include part-time work, flex-time, shorter work weeks, telecommuting or job sharing. However, few other employers are considering doing so.

PROGRAM/BENEFIT	EMPLOYERS OFFERING (%)	CONSIDERING (%)
Part time jobs, no benefits	75	2
Flex-time (choice of start/end time)	49	4
Part-time jobs with pro-rated benefits	39	5
Compressed work week (Ex. four 10 hour days)	25	6
Flex-place (Telecommuting)	20	5
Job sharing (2 employees share 1 job)	17	7
Part time jobs with full benefits	17	1

2. Maternity/Adoption/New Parent Programs

The Family and Medical Leave Act of 1993 requires public agencies and private sector employers of 50 or more to provide up to 12 weeks of unpaid, job-protected leave for certain family and medical reasons. Over half the employers surveyed offer these programs and many others, including those not mandated by law, show interest in doing so. However, few want to give any paid time during the leave.

PROGRAM/BENEFIT	EMPLOYERS OFFERING (%)	CONSIDERING (%)
Seven to 12 week maternity/adoption unpaid leave	52	21
Up to 6 weeks maternity/adoption unpaid leave	46	35
Maternity/adoption leave with some pay	31	2
13 plus weeks maternity/adoption leave	11	45
On-site lactation room	9	Less than 1
Prenatal education and monitoring	8	Less than 1

3. Work/Family Benefits

One third of the workplaces—mostly larger organizations—offer formal plans aimed at helping employees with their individual needs. These plans include Cafeteria Benefit Plans, which allow workers to choose some benefits; Dependent Care Assistance Plans, which allow employees to exclude up to

\$5,000 from taxable income for dependent care; and Employee Assistance Programs, which offer help to employees with personal problems. Relatively few organizations give financial help for child care.

PROGRAM/BENEFIT	EMPLOYERS OFFERING (%)	CONSIDERING (%)
Cafeteria Benefit Plan	38	6
Employee Assistance Program	35	4
Dependent Care Assistance Plan	33	4
Vouchers/discounts for child care	5	Less than 1

4. Employee Training, Education

Management training is a staple of many organizations. However, only 17 percent of the respondents train supervisors to manage the work/family needs of their employees, which has proven critical to the success of work/family programs. A similar percentage offer work/family seminars or educational materials.

PROGRAM/BENEFIT	EMPLOYERS OFFERING (%)	CONSIDERING (%)
Booklets, brochures, flyers	18	5
Supervisory training in managing work/family needs	17	6
Seminars on work/family topics	16	7

5. Child/Elder Care Assistance

Although studies show child care problems are a leading cause of absenteeism and lack of productivity, relatively few employers help employees locate child care, deal with child care problems or have child care in or near their facilities. Twice as many larger employers offer child/elder care resource and referral services as smaller organizations, but only 14 percent have a child care center in or near their workplace. Few other employers express interest in offering any of these programs

PROGRAM/BENEFIT	EMPLOYERS OFFERING (%)	CONSIDERING (%)
Child Care Resource and Referral	16	1
Elder care Resource and Referral	16	Less than 1
Teen Resource and Referral	11	Less than 1
Child care center at or near workplace	2.50	2
Other Child Care Programs	Less than 2	Less than 2

B. EMPLOYER ATTITUDES TOWARD WORK/FAMILY PROGRAMS

There appears to be a disconnect between the perceptions of area employers on the importance of programs designed to help employees balance work and family needs and the work/family programs they actually do offer.

Eighty-five percent said they need to be concerned about the work/family needs of their employees. Companies employing the most women had the highest rate of positive responses—92 percent.

Nearly three-quarters stated that programs aimed at helping employees balance work and family responsibilities have an impact on recruitment and retention.

When asked how well they were meeting the work/family needs of their employees, more than half (54 %) thought their efforts were adequate; 12 percent thought they were “very adequate”; and 17 percent answered “less than adequate.” The balance didn’t know how well they were doing.

Overall knowledge about tax credits offered for child care initiatives was low—31 percent knew about tax credits for the Dependent Care Assistance Plan, 24 percent were aware of credits for child care subsidies and 22 percent knew there were credits for investing in child care centers on or off-site.

C. OBSTACLES TO PROVIDING WORK/FAMILY PROGRAMS

Why don’t employers in this region offer more “family friendly” programs when nearly 75 percent understand the benefits? Respondents cited numerous obstacles. The most frequently identified were costs, liability concerns and current business conditions—all of which were mentioned by a majority of respondents.

Concerns over fairness to all employees and unfamiliarity with work family programs were noted by over one-quarter of those surveyed, along with lack of evidence of their benefits and lack of commitment from top management. Others cited obstacles not listed in the survey, including the small size of the organization; added administrative burdens; and the increased cost of medical insurance.

OBSTACLE	CITED BY EMPLOYERS (%)
Cost of services	70
Legal Liability Concerns	54
Current Business Conditions	51
Concern that All Employees Be Treated the Same	30
Unfamiliarity with Work/Family Options	27
Uncertain of Value of Work/Family Services	26
Lack of Commitment from Top Management	26
Business Should Not Be Involved in Family Matters	17
Uncertainty about Employee Needs	17

III. Comparisons: “Family Friendly” Programs in Northeast Ohio and the U.S.

Results of the Northeast Ohio Work and Family Survey were compared to the 2001 Society of Human Resources Management Benefits Survey which asked many of the same questions of companies across the United States. Both studies surveyed companies and organizations with one to 5000 plus employees.

Employers here lagged well behind this survey in every category, some by substantial margins. A high proportion of employers across the country offer a Dependent Care Assistance Plan (69%) and/or an Employee Assistance Plan (67%). In Northeast Ohio, only about a third of the employers offer these programs.

Even more dramatic results were seen in the 2000 Bright Horizons Survey of Work/Life Initiatives, which looked at 456 Dun & Bradstreet companies in the U.S. In this study, the Dependent Care Assistance Plan and Employee Assistance Plan were provided by over 80 percent of the employers. Over forty percent offered telecommuting, job sharing, child and elder care resource and referral services.

An older nationwide study of employers with over 100 employees, the 1998 Families and Work Institute Business Work/Life Study, showed similar results.

BENEFIT	HR MANAGEMENT	NE OHIO
Flex-Time	58	49
Flex Place	37	21
Job Sharing	25	17
Dependent Care Assist. Plan	69	33
Child care Resource/Referral	20	16
Elder care Resource/Referral	19	16
On-site Child Care	5	2,5
Backup/Emergency/Child Care	13	0
Scholarship/Educational Assistance	20	11
Prenatal Program	32	8
On-site Lactation Room	16	9
Employee Assistance Plan	67	35

IV. Conclusions

There is no question employers in Ashtabula, Cuyahoga, Geauga and Lake counties are not keeping up with their counterparts nationally in supporting the needs of working families.

The practices implemented most often here tend to have little or no cost (Ex. part-time jobs without benefits, flexible work schedules), or are mandated by law (Ex. maternity/adoption leave). Other programs popular elsewhere, like Employee Assistance Plans, Cafeteria Benefit Plans and Dependent Care Assistance Plans, are offered by only a third of organizations here. Also of concern is the fact that few of the employers surveyed plan to expand “family friendly” services.

These are more than interesting statistics. Northeast Ohio competes nationally for its work force. Already we face a “brain drain”. If employers are to attract and keep educated, skilled workers, they need to rethink their commitment to helping employees balance their work and family lives.

Today’s employees want more than a pay-check. Surveys show 70 percent of young men and 63 percent of young women are willing to give up some pay for a better family life. Quality of life is increasingly important. U.S workers spend 10 percent more time on the job than they did a decade ago. For women and dual-income families, especially, there is little time left for family obligations. Employers in other parts of the country are making the effort to meet their needs. This region must, too.

Employers, planners and service providers can all play significant roles in helping Northeast Ohio become the best place for young families to work and live. The region’s economic future—and that of its employers—may well depend on the emergence of “family friendly” policies and programs.

INTRODUCTION

Starting Point for Child Care and Early Education is a community based child care resource and referral agency serving Ashtabula, Cuyahoga, Geauga and Lake counties in Ohio. It is the central planning and advocacy organization for early childhood education in this area. One of its goals is to assist employers in implementing family friendly workplaces.

There have been dramatic changes in our labor force. More women, single parents and dual career couples now constitute a substantial part of the labor force. These workers need innovative Human Resources policies and benefits. It is important to identify these new needs and discuss how they are currently being addressed. Awareness of work/family issues and their importance to workers could be a key to attracting and keeping talented, skilled employees in our region.

In partnership with the Greater Cleveland Growth Association, the Maxine Goodman Levin College of Urban Affairs at Cleveland State University and with funding from the Treu-Mart Fund, Starting Point conducted a survey of organizations in its four county service area to identify work/family policy trends in the local workplace. Since this is the first survey of its kind in this region, it provides a benchmark for businesses, planners and service providers. It will also support a planning process at Starting Point aimed at creating the most effective ways to help businesses to develop more family friendly workplaces.

Lois K. Goodman
Survey Director

SAMPLING METHODOLOGY

Starting Point engaged Mark Salling, Ph.D., Director of Northern Ohio Data and Information Services at the Maxine Goodman Levin College of Urban Affairs at Cleveland State University, to assist with the survey. The survey was sent to a sample of businesses and organizations in Ashtabula, Cuyahoga, Geauga, and Lake counties from two source databases in two waves of distribution.

The objective was to select larger employers who may be more likely to have more extensive employee benefit programs, but also to include a sufficient number of employers from across all counties and sizes to draw reasonable inferences about their work and family benefits and goals. Without a geographic stratification, smaller counties would have insufficient sample sizes.

A target of 400-450 returns was established. This sample size would permit sufficient cross-sections by size of firm and county.

Thus, the objective on returns was as follows:

- 100 small employers across the region;
- 100 each of medium-sized and large employers in Cuyahoga and Lake counties;
- 50 – 60 medium-to-large employers in both Ashtabula and Geauga counties; and
- 150 large firms and an additional 50 – 100 smaller ones in Cuyahoga County.

The first sample was drawn from the “ES202” database, which is developed by the State of Ohio from administrative records for unemployment compensation requirements. The database includes addresses, standard industry classification (SIC) codes, and number of employees. Data from 2000 and 2001 were used to identify businesses and organizations based on the county and the number of employees. It was assumed that the return rate would be approximately ten percent (10%). Thus 4,500 addresses were selected from the ES202 database.

The following sample was selected from the ES202 database in order to achieve the target objectives:

- All 521 firms of 10 employees or more in Ashtabula County;
- All 569 firms of 10 or more employees in Geauga County; and
- The top 1,000 employers in each of Lake and Cuyahoga counties.

NOTE: In Cuyahoga the 1,000th largest has 105 employees. In Lake the 1,000th has 17.

- An additional 500 of the largest employers from Cuyahoga County.

This resulted in 3,090 mailed surveys. To reach the objective of 4,500 employers, another 1,410 surveys were sent to firms with fewer than 10 employees. This sample was randomly selected from the entire region. However, most were in Cuyahoga County due to its relative dominance in number of establishments.

A follow-up postcard reminder was sent two weeks after the survey was mailed. After several weeks, approximately 310 surveys had been returned, short of the objective of 400 to 450 returns.

To increase the number of returned surveys the Greater Cleveland Growth Association (GCGA) provided an additional sample from its database of businesses in the region. It was expected that the GCGA database would be more current and might include some employers not found in the ES202 database. Thus a second wave of mailings was performed. Another 90 or more responses were sought using a mailing of 1,000 surveys from the GCGA database.

Since the first wave covered all employers in Geauga and Ashtabula counties with 10 employees or more, it was decided not to sample further in these two counties. Because the initial mailing also covered the largest 1,000 Lake County employers and the largest 1,500 from Cuyahoga County, it was decided to focus on the next largest employers in both of these counties - those in Lake County with less than 17 employees and those in Cuyahoga County with less than 105 employees.

In order to limit the possibility of reaching the same firms from the GCGA that were also on the ES202 database, a mailing list with the following specifications was obtained from GCGA:

- The largest 300 employers from Lake County, with less than 17 employees; and
- The largest 800 employers in Cuyahoga County with less than 105 employees.

Since the first wave was randomly sampled from organizations with less than 105 employees in Cuyahoga County; in order to get some smaller firms in the county it was necessary to cull such duplicates before mailing to the GCGA list.

Some of the larger employers were also called and urged to participate, though this had a minimal affect on the resulting response rate.

Four hundred responses were eventually achieved. Their distribution by county is provided in the following table.

Table 1: Universe and Sample Distributions by County

	UNIVERSE (from CBP)		SAMPLE	
	Number	Percent	Number	Percent
Ashtabula	2,235	4.5%	49	12.3%
Cuyahoga	38,698	77.7%	224	56.3%
Geauga	2,417	4.9%	44	11.1%
Lake	6,424	12.9%	81	20.4%
Total	49,774	100%	398	100.10%

(2 unknown)

Universe counts are based on 1977 County Business Patterns (CBP) from the U.S. Bureau of the Census. The county distribution demonstrates success in the over-sampling of smaller counties.

RANKED RESPONSES TO WORK AND FAMILY OPTIONS

The survey lists 40 options employers might offer to help their employees balance work and family responsibilities. Following is a list of those options, ranked in order of the percentage of respondents who said they provide the option. Next is a list of options ranked according to the percentage of respondents who said they are considering implementing them.

WORK AND FAMILY OPTIONS
Ranked by Percentage of Respondents That Provide Them

Option	Percent
Part-time jobs with no benefits	74.61%
7 to 12 weeks maternity/adoption leave	51.50%
Flex-time	49.48%
Up to 6 weeks maternity/adoption leave	46.00%
Part-time jobs with prorated benefits	38.95%
Cafeteria benefit plan	37.85%
Employee Assistance Program	35.49%
Dependent Care Assistance Plan	33.16%
Paid time during maternity/adoption leave	30.69%
Compressed work week	25.26%
Flex-place	20.63%
Work/family booklet, brochures or fliers	17.75%
Job sharing	17.37%
Supervisory training for managing work/family needs	17.10%
Part-time jobs with full benefits	16.89%
Child care resource and referral	16.33%
Seminars on work/family subjects	16.19%
Elder care resource and referral	16.03%
Scholarship/educational assistance	11.66%
13+ weeks maternity/adoption leave	11.25%
Teenage resource and referral	10.54%
Corporate charitable contributions to child care facilities	9.30%
On-site lactation room	9.07%
Prenatal education and monitoring	8.01%
Vouchers or discounts for child care	4.58%
Child care center at or near workplace	2.50%
Reimbursement for adoption expenses	2.05%
Child care subsidy	1.79%
Participate in consortium child care center	1.28%
Network for family child care homes	0.51%
Before or after school child care	0.51%
Holiday program for school age children	0.51%
Weekend child care program	0.26%
In home sick or back-up child care	0.26%
Intergenerational day care center	0.25%
Summer camp program	0.25%
Teenage after school program	0.25%
Teenage summer program	0.25%
Sick child care center	0%
Back-up/emergency child care	0%

CONSIDERED OPTIONS
Ranked by Percentage of Respondents Considering Them

Option	Percent
13 + weeks maternity/adoption leave	45.00%
Up to 6 weeks maternity/adoption leave	35.50%
7 to 12 weeks maternity/adoption leave	21.00%
Seminars on work/family subjects	7.05%
Job sharing	6.58%
Cafeteria benefit plan	6.14%
Compressed work week	6.05%
Supervisory training for managing work/family needs	5.96%
Part-time jobs with prorated benefits	4.74%
Flex-place	4.70%
Work/family booklet, brochures or fliers	4.70%
Dependent Care Assistance Plan	4.08%
Flex-time	3.65%
Employee Assistance Program	3.63%
Paid time during maternity/adoption leave	2.12%
Child care center at or near workplace	2.05%
Participate in consortium child care center	2.05%
Before or after school child care	2.04%
Intergenerational day care center	1.79%
Part-time jobs with no benefits	1.57%
Teenage summer program	1.55%
Scholarship/educational assistance	1.55%
Child care resource and referral	1.28%
Part-time jobs with full benefits	1.07%
Corporate charitable contributions to child care facilities	1.03%
Sick child care center	1.02%
In home sick or back-up child care	1.02%
Summer camp program	1.02%
Network for family child care homes	0.77%
Back-up/emergency child care	0.77%
Teenage resource and referral	0.77%
Weekend child care program	0.77%
Vouchers or discounts for child care	0.76%
Elder care resource and referral	0.76%
Teenage after school program	0.52%
Child care subsidy	0.51%
Reimbursement for adoption expenses	0.26%
Holiday program for school age children	0.26%
Prenatal education and monitoring	0.26%
On-site lactation room	0.26%

COMPARISONS TO NATIONAL SURVEYS

To draw conclusions about our region's response to the work/family needs of its workforce, it is necessary to compare the Northeast Ohio survey results to national surveys. The three national surveys selected were:

- 2001 Society of Human Resources Management Benefits Survey;
- 2000 Bright Horizons Survey of Work/Life Initiatives; and
- 1998 The Families and Work Institute Business Work-Life Study.

While these surveys studied many of the same subjects, there are differences in survey items. Also some items use wording that is different enough to prevent comparison. Comparisons were only done with those items that were the same in the two surveys being compared.

The 2001 and 2000 surveys questioned employers of all sizes. The 1998 survey was limited to employers with 100 or more employees. We re-ran our responses to include only those respondents with 100 or more employees so we could make an accurate comparison to that survey.

The four Ohio counties surveyed measured poorly when compared to the three national surveys. In most categories, national implementation of work/family options exceeds our regional response.

SOCIETY OF HUMAN RESOURCES MANAGEMENT SURVEY

The Society of Human Resources Management conducted a 2001 Benefits Survey. It was a national study with 750 respondents that included firms with 1- 99 employees to those with 5000+ employees. Family friendly benefits were one of eight categories of benefits examined in the survey. Among the two dozen family-friendly benefits examined, Dependent Care Assistance Plans (DCAPs) continue to be the most prevalent benefit – offered by 7 in 10 employers nationally.

The next most popular family-friendly benefit is flextime, offered by 6 in 10 employers. Another alternative work schedule that continues to gain support is telecommuting or flex-place, now offered by more than one-third of employers.

Some of the benefits that the Society surveyed are the same ones that were included in the survey of Ashtabula, Cuyahoga, Geauga and Lake counties. Following is a comparison of the national results to the four county results.

Table 2

Benefit	Society of Human Resources Management National Survey	4 Counties Survey
Flex-time	58%	49%
Flex-place	37%	21%
Job sharing	25%	17%
Compressed work week	31%	25%
Dependent Care Assistance Plan	69%	33%
Child care subsidy	4%	2%
Reimbursement for adoption	16%	2%
Child care resource and referral	20%	16%
Elder care resource and referral	19%	16%
Child care center on-site	5%	2.5%
Emergency/sick child care	13%	0%
Scholarship/educational assist.	20%	11%
Prenatal program	32%	8%
On-site lactation room	16%	9%
Employee Assistance Plan	67%	35%

BRIGHT HORIZONS SURVEY OF WORK/LIFE INITIATIVES

Bright Horizons Family Solutions with William M. Mercer, a global human resources consulting firm, conducted this survey in 2000. They conduct a survey every two years that examines the prevalence and purpose of corporate investments in work/life programs. A total of 456 companies listed on the Dun & Bradstreet roster responded. We compared the options they measured that are the same as ones measured in our survey of Ashtabula, Cuyahoga, Geauga and Lake counties.

Table 3

Benefit	Bright Horizons Survey	4 Counties Survey
Flex-time	45%	49%
Flex-place	44%	21%
Job sharing	40%	17%
Compressed work week	50%	25%
Part-time jobs with no benefits	50%	75%
Part-time jobs with some benefits	65%	56%
Dependent Care Assistance Plan	82%	33%
Child care resource and referral	43%	16%
Elder care resource and referral	43%	16%
Child care center on-site	11%	2.5%
Back-up/emergency child care	13%	0%
Employee Assistance Program	84%	35%

The most common reasons that companies in this survey gave for investing in work/life programs were:

- To retain employees 71%
- Enhance morale 53%
- Recruitment 47%

THE FAMILIES AND WORK INSTITUTE BUSINESS WORK-LIFE STUDY

In 1998, The Families and Work Institute conducted its Business Work-Life Study (BWLS), one of the first national studies on how U.S. companies were responding to the work-life needs of the nation's changing workforce. It surveyed a representative sample of 1,057 for-profit and not-for-profit companies with 100 or more employees.

We re-ran our survey responses to include only those organizations with 100 or more employees and compared the options we surveyed to those that are the same in the BWLS with the following results.

Table 4

Benefit	BWLS	4 Counties Survey
Flex-time	68%	55%
Flex-place	55%	24%
Job sharing	37.5%	28%
13 weeks or more maternity leave	33%	15%
Paid time for maternity leave	53%	41%
Supervisory training for managing work/family	43%	22%
Seminars on work/family subjects	25%	24%
Dependent Care Assistance Plan	50%	59%
Charitable contributions to child care facilities	9%	13%
Child care resource and referral	36%	30%
Elder care resource and referral	23%	30%
Child care center at or near workplace	9%	14%
Sick child care	5%	0%
Back-up/emergency child care	4%	0%
Holiday program for school age children	6%	4%
Teenage resource and referral	1%	21%
Scholarship/educational assistance	24%	20%
On-site lactation room	37%	10%
Employee Assistance Program	56%	64%

DISCUSSION

Employers in Ashtabula, Cuyahoga, Geauga and Lake Counties are trailing behind national trends in implementing policies and practices to support the needs of working families. Those practices that have been implemented tend to have little or no cost such as part-time jobs without any benefits or flexible work schedules. Financial assistance, with few exceptions, is limited to cafeteria benefit plans and Dependent Care Assistance Plans, which are the least expensive options.

Maternity/adoption leaves are frequently provided since they are mandated by federal law for many companies. Local employers tend to grant the legally stipulated, unpaid leave time and do not go beyond that. Less than a third of the survey respondents give any financial support during the leave which greatly limits the number of employees who request leave because few workers can afford 12 weeks without pay.

All of the rest of the 40 work and family options listed in the survey are rarely found in our four county area. When compared to national surveys, it is clear that this region has not kept up with the national pace in implementing family friendly workplaces. Workers in Northeastern Ohio will find less to assist them in balancing work and family needs than they could find in many other parts of the U.S.

Across the country, implementation of work and family options has occurred when senior management feels strongly about their importance, if unions pursue options in contract negotiations and if there is a need to recruit and retain a qualified segment of the workforce. For instance, shortages of nurses have encouraged hospitals and long term care facilities to initiate child care programs. It is hoped that the results of this survey will help our region's employers to initiate programs to compete for 21st Century workers.

WORK AND FAMILY OPTIONS

Alternative Work Schedules

Locally, the most frequently offered option is part-time jobs with no benefit coverage. Seventy-five percent of respondents said they provide this option. While part-time job opportunities can be helpful for working families, they are more helpful if benefits are included. Thirty-nine percent of respondents provide prorated benefits with part-time jobs and 17 percent provide full benefits. The total of the responses exceeded 100 percent, so we can assume that some employers have more than one part-time/benefit option for their workforce. The next most frequently reported alternative work schedule practice was flex-time, an option that permits employees to schedule the workday by selecting arrival and departure times within specific limits.

There is generally a core time when all employees must be present each day. Forty-nine percent of respondents provide this option. Ten years ago, about 30 percent of the national workforce used this option. Today, close to 60 percent of the nation's employers offer flex-time.

A compressed workweek follows as the next most prevalent option. It allows employees to complete the basic bi-weekly requirement of 80 hours in less than 10 full workdays. The most common schedule is 10 hours per day, 4 days per week. Twenty-five percent of respondents provide this option.

Twenty percent of respondents provide flex-place, also called telecommuting. Employees can work at home by maintaining an electronic link to their employers' offices. Widespread computer usage has contributed to the growth of this option. Workers in the U.S. using flex-place have more than doubled in the last 10 years. More than one third of employers nationally offer this option.

Job sharing involves two workers who share the responsibilities of one full-time job or share separate but related assignments. Seventeen percent of respondents provide this option. Next to part-time jobs with full benefits, it is the least used of the work schedule options in this survey.

Maternity/Adoption Leave

Leave for maternity/adoption purposes is the most frequently provided option after alternative work schedules. Within that option, 51.5 percent of respondents provide 7 to 12 weeks of leave, 46 percent provide up to 6 weeks and 11 percent provide 13 weeks or more. Obviously, a few respondents answered "provide" in more than one category. The responses were re-run to eliminate duplications with the following results.

Table 5

Maternity/adoption leave	Number of employers
Provide 13 weeks or more	45
Provide 7 to 12 weeks	179
Provide up to 6 weeks	101
Considering providing leave	54
Not considering leave	21
Total	400

The Family and Medical Leave Act of 1993 (FMLA) requires private sector employers of 50 or more employees and public agencies to provide up to 12 weeks of unpaid, job-protected leave for certain family and medical reasons. Employees are eligible if they have worked for a covered employer for

at least one year and if there are at least 50 employees within 75 miles. Leave is allowed for a new child by birth or adoption; the need to care for an ill spouse, child or parent; or if an employee is too sick to perform his or her job.

The respondents were asked if they provided any paid time during the leave, which means financial support from the organization in addition to the use of the employee's sick and/or vacation time. One hundred sixteen or 31 percent said they do provide some paid leave time. The number of employees who request family leave has been limited because few workers can afford 12 weeks off without pay.

On September 23, 2002 California's governor signed the nation's first law requiring employers to give workers paid time off to care for newborns or sick family members, a move that could promote similar efforts elsewhere. At least 27 other states have introduced similar bills. Ohio is not one of them. Beginning in July 2004, California workers can take up to six weeks of leave and be paid 55 percent of their salary. The program will be entirely financed by employees themselves. Most private sector workers will pay into the state's insurance program for disabled workers to finance the leaves.

Financial Assistance

One hundred forty-eight survey respondents, or 38 percent, say they provide a cafeteria benefit plan, which is a flexible benefit program that allows employers to offer a choice in benefits. Under such a plan, employees receive a core set of benefits and the use of flexible credits to purchase more core benefits or other optional benefits. This plan responds to workforce diversity while controlling benefit costs.

The Dependent Care Assistance Plan (DCAP) can be an optional benefit within a cafeteria plan. Thirty-three percent or 130 respondents, currently offer this option. Under this plan, an employee can exclude from taxable income, up to \$5000 per year to pay for dependent care. Dependents are children up to age 14 and any legal dependent who is physically or mentally incapable of caring for him/herself. The employers save federal withholding, social security and unemployment tax on the excluded amount. Cafeteria plans and DCAPs are the financial options most frequently selected by respondents for supporting working families. Large organizations are more likely to offer this benefit than small ones. Nationally, seven of 10 employers offer DCAPs. It is the most prevalent benefit for assisting working families with dependent care.

The next most frequently implemented financial option in this survey, corporate charitable contributions to child care facilities, indirectly assists workers. Thirty-six organizations representing 9 percent make such contributions. The remaining financial assistance options listed in the survey, which provide the most direct assistance to employees, have scant usage. Vouchers or discounts paid to childcare providers are used by four and a half percent of respondents; reimbursement for adoption expenses by two percent and child care subsidies paid to employees by one and eighty one hundredths percent.

Health and Wellness

Slightly more than one third of respondents, 35 percent have an Employee Assistance Program (EAP). The employer establishes this program internally or on a contract basis with outside providers, to assist employees with a variety of personal and family issues. Today, quite a few EAPs also offer resource and referral services. One hundred thirty-seven of the survey respondents have an EAP, and 50 firms have both EAPS and child care resource and referral. Nationally, more than two thirds of employers have EAPs.

The other options in the health and wellness category are not frequently provided in this region. Nine percent of respondents have an on-site lactation room for nursing mothers. Currently, eleven states have laws on the books requiring businesses to establish a place for women to pump breast milk. Ohio is not one of them. Prenatal services were introduced as a way to cut health care expenditures, particularly those related to high-risk pregnancies. Eight percent of respondents provide prenatal education and monitoring.

Information

Many organizations provide general supervisory training for managers, particularly new managers. Only 66 or 17 percent of respondents include training for managing the work/family needs of employees in their supervisory training. In addition to support from top management, we know that work/family initiatives must be supported and encouraged by front-line supervisors and other managers; so workers will feel free to take advantage of them. Research has shown that the best work/family benefit programs do not succeed if supervisors are not trained in their usage.

Other ways to communicate information to employees include distributing work/family booklets, brochures or flyers. Seventeen and seventy-five one hundredths percent of respondents report that they do this. Sixteen percent present seminars on work/family subjects for their employees. These seminars are usually held on-site during the lunch hour and are voluntary.

Dependent Care

Direct service programs for the children of employees are the least offered options in the survey. Not unexpectedly, organizations are more likely to provide low or no-cost options, such as a DCAP. Employer sponsored care for young children or teenagers is rare in the four county area surveyed; notwithstanding the fact that in 2002, The National Child Care Association found that 85 percent of fathers and over 50 percent of mothers of pre-school children are in the labor force.

Our responses were highest for child care resource and referral, which 64 organizations or 16.33 percent provide. Elder care resource and referral follows, offered by 63 employers or 16.03 percent. The R&R companies that provide resource and referral services to employers usually offer the full gamut of child care, elder care and teenage information. Forty-one or 10.54 percent of respondents provide teenage resource and referral. Since child care resource and referral ranks highest among the survey's possible dependent care options, we looked at which industries were providing the most. Together, these industries comprise 70 percent of the total 16.38 percent that offer this option.

The industries in the survey that most frequently provide child care resource and referral are:

Table 6

Industry	Number of employers
Service	22
Manufacturing	11
Health care	8
Education	4

A group of dependent care options is offered by two or .51 percent of respondents. These options are a network of family child care homes, before or after school care, and holiday programs for school age children. We believe these are offered by the same two respondents that provide extensive dependent care benefits for their employees as a result of union negotiations.

One other option, a weekend child care program for working employees, also received a .51 percent rate of usage. These likely represent the weekend programs that some accounting firms provide during the tax season so employees can come in to work without worrying about child care arrangements.

In-home sick or back-up child care is provided by one organization. This means that the employer subsidizes the cost of in-home care for a child who is sick or unable to attend regular child care. One employer sponsors a summer camp program for children of employees.

None of the firms surveyed provides a sick or emergency/back-up child care center where employees can take their mildly ill children or children whose regular child care arrangements have broken down. Nationally, 13 percent of employers have emergency/back-up child care; it is one of the fastest growing options in the country. A number of the surveyed organizations did mention that they are flexible when employees' children are ill or need back-up care and allow the parent to bring the child to work with them. Small organizations are most likely to do this.

Programs for Teenagers

One of the programs in the teenage category has already been mentioned, teenage resource and referral which is provided by 41 employers or 10.54 percent. Scholarship/educational assistance is offered by 11.66 percent of respondents. The two remaining options, after school programs and summer programs, are each offered by one respondent.

Respondents were invited to tell us about other work/family benefits they offer that do not appear in the survey list, or that require explanation. Most of the companies that chose "Other" describe themselves as organizations that don't have formal work/family programs but are as flexible as possible with employees whenever work/family conflicts occur. They try to be helpful on an individual basis. Many small companies feel they can't afford the expense of work/family programs yet some small employers seem to have used their size to their advantage by providing options that larger companies find difficult.

Examples are:

- "Post maternity leave, employees may bring baby to work for a few weeks during the transition."
- "Because we are a small company, we are allowed 3 months at home on maternity leave with partial wages and we also are allowed to take off and be home with our children when they are ill with full pay."
- "Emergency loan fund for employees experiencing unexpected difficulties."
- "Summer jobs for children of employees who are at least 16 years old, if there is enough work."
- "Paid family leave program – up to 22 days per year, paid leave to care for immediate family members."

INTEREST AND OBSTACLES

Respondents overwhelmingly believe that they should be concerned about the work/family needs of their employees. Eighty-five percent responded "yes" when asked that question. We looked further to see if the percentage of females in the workforce influenced the answers to the question and found that as the percentage of women in the employee population increased, the percentage of positive responses increased correspondingly. Companies with employees populations over 60

percent female had the highest rate of positive responses - 92 percent. Not surprisingly, family issues are still viewed as predominately women's concerns, so the more women that are employed by an organization, the more concern there is with family issues.

Organizations were asked how adequately they believed they are meeting the work/family needs of their employees. Most believe that they are doing so adequately (54%), while another 12 percent think they are very adequate in their efforts. Sixty-four firms, or 17 percent believe they are less than adequate, with another 17 percent answering that they were not sure how they were doing. We cross tabulated by industry to look at who believes they are responding well to this issue. When the categories of "very adequately" and "adequately" are combined, the following percentages emerge:

Table 7

Industry	Very adequately/adequately
Service	77%
Retail	75%
Real Estate	70%
Education	63%
Health Care	63%
Insurance (only two respondents)	50%

Those who most frequently responded "Less than adequately" are:

Table 8

Industry	Less than adequately
Finance/Banking (only three respondents)	100%
Manufacturing	24%

More companies said they were not sure how they are doing than believe they are very adequately meeting needs, which could reflect the lack of a mechanism for getting feedback from employees about how well their work/family needs are being met.

The very positive response to the preceding question about meeting needs, compared to the conservative number of companies who said they provide options to support work/family needs, raises new questions. Compared to national surveys, our survey participants usually offer work/family options at rates below the national averages. Are our local standards for meeting work/family needs below those of other parts of the county or do local employers perceive fewer needs and therefore feel they are performing adequately? There is also the possibility that perceptions do not match reality.

Seventy-two percent of respondents believed that programs designed to help balance work and family responsibilities have great impact or some impact on recruiting and retention. Only 22 percent felt there was little or no impact, and the rest weren't sure.

Survey respondents were asked if they were informed about the tax credits available for providing child care support in three different ways. The greatest number of them (31%) are familiar with tax credits related to the Dependent Care Assistance Plan, followed by 24 percent who are informed about credit for child care subsidies and lastly, 22 percent who know about the credit for investment in existing or start-up child care centers, on or off-site.

Overall, the knowledge about available tax credits for child care initiatives is low. Fifty percent of the respondents were not aware of any of the options. We wondered if the lack of information could be related to the size of the organization, assuming that larger firms have larger, and possibly more sophisticated, Human Resources staffs.

The highest number of "yes" responses for all three tax credits comes from organizations with 501 to 1500 employees. Most employers with 1501 to 5000 employees said they were not sure if they were informed, and employers in this survey with more than 5000 employees were too few to be significant. The number of "no" responses, was highest for employees with 100 or less employees. About 57 percent of these employers answered negatively for each tax option; so there are some indications that knowledge of tax credits is related to the size of the organization.

A November 19, 2002 news release from the National Women's Law Center says that over half the states - 28 - have enacted employer tax credits for child care but the credits have been notably ineffective in encouraging employers to provide child care assistance to their employees. Ohio does have employer tax credits for this purpose, but only eight companies in Ohio have claimed the credit. Tax year 2002 will be the first year that employers may also claim a federal credit for providing assistance with child care. Information about its usage is not yet available.

In an attempt to find out what obstacles prevent employers from providing work/family programs, we asked respondents to grade ten possible obstacles on a scale of one to five with one being "not an obstacle" and five being a "major obstacle". By combining grades four and five, we can look at the percentage of respondents identifying each perceived obstacle in ranked order.

Table 9

Obstacle	Percent that identify
Cost of services	70.30%
Legal liability concerns	53.96%
Current business conditions	50.55%
Feel that all employees must be treated the same	30.31%
Concern that employees without children will object	28.77%
Unfamiliarity with work/family options	27.27%
Lack of evidence that work/family services provide benefits to the company	26.52%
Lack of commitment from top management	26.04%
Belief the business should not be involved in family matters	17.46%
Uncertain about employee needs	17.04%

Clearly, the most frequently identified obstacles are cost, liability concerns and current business conditions. Cost will always be a deterrent unless a cost/benefit analysis is performed. For example, since almost three-quarters of the respondents believe that work/family programs have some or a great impact on recruiting and retention, the cost of not having work/family programs, related to attracting and keeping skilled employees, should be determined.

Legal liability has been a stumbling block for decades. This is a litigious society; anyone can be sued. No matter what a company does, there is usually a risk of liability. Statistically, childcare is one of the smallest risks a company can have. Anyone who wants more information on this subject should read the 1989 report by the Child Care Liability Task Force of the U.S. Department of Labor, which was prepared to dispel unrealistic liability fears about corporate child care.

Respondents were asked if they have other obstacles that were not listed in the survey.

The three obstacles most commonly cited are beliefs that:

- the company size is too small to warrant such programs;
- an additional administrative burden would be created; and
- the increased cost of medical insurance has curtailed other benefits.

The sections on Interest and Obstacles did reveal that most respondents believe they should be concerned about work and family issues and those issues have an impact related to recruitment and retention of employees. However, it was not unanimous.

One employer told us that:

"Only large companies (monopolies) can afford this liberal concoction. I'm not in business to pay for other families' responsibilities. That's socialism."

More typical responses were:

“We try to be flexible, work with our people that have special needs and concerns. We go the extra mile.”

“We work with the employees if somebody needs time off or needs to adjust their schedule. We try to help them out. As long as nobody abuses the system, we will let them take care of their personal issues.”

CONCLUSIONS

The number of employers who responded that they provide work and family options is low. Only two of the forty options in the questionnaire are used by more than 50 percent of respondents- part-time jobs with no benefits and maternity leave, which is mandated by federal law for many employers. The rest of the options are provided by a handful, if any, respondents.

It is important to know if this response is typical of employers throughout the United States, so our survey results were compared to three national surveys. In the two most recent surveys that were completed in 2001 and 2000, employers in the four Ohio counties measured poorly compared to employers nationally. The Ohio counties had less participation than the whole country in every similar category that appeared in the Society of Human Resources Management 2001 survey. When compared to the Bright Horizons 2000 survey, the counties have less participation in every category but two - part-time jobs with no benefits and flex-time.

The Business Work-Life Study was done in 1998, so the four county results were compared to national responses from four years ago. Nevertheless, the counties still show less participation in 13 of the 19 categories that are the same in both surveys. It is probably accurate to conclude that employers in Ashtabula, Cuyahoga, Geauga and Lake counties offer less support to employees' work and family needs than do employers nationwide.

This would be just another interesting statistic if we did not have to compete nationally for our workforce. Cleveland's Mayor Jane Campbell has pledged to land eight new high tech companies each year as part of a plan to re-invigorate the city's economy. Of particular interest are companies involved in medicine, polymers and information technology; who would contribute to making this area a high tech center.

Other parts of this country have similar aspirations. All of us will compete for the educated and skilled workers who will be needed to make these dreams a reality. In a January 2003 poll by the Northeast Ohio Barometer of Economic Attitudes, respondents expressed significant concern about the region's ability to attract businesses and retain its young people. Less than one third surveyed thought Northeastern Ohio did well in these areas.

Are we prepared to offer today's best and brightest what they want? The Employment Policy Foundation said in *The American Workplace Report 2001: Building America's Workforce for the 21st Century* that balancing work and family will be more important than ever for businesses if they hope to avoid a critical shortage of skilled workers in coming years. With surveys that show 70 percent of young men and 63 percent of young women willing to give up pay for more time with their families, new policies are needed that reflect the realities and preferences of the 21st century workforce. It seems that a good quality of life is catching up to higher pay as a goal for young workers.

U.S. workers spend 10 percent more time on the job today than they did a decade ago. As a result, single parents and two-income couples are increasingly desperate for any product that will simplify their lives. Companies will be expected to help employees balance their time at work with their family lives. The demand for on-site child care, extended parental leave and other family-oriented benefits can only grow.

We know that family friendly work environments contribute to attracting and retaining talented workers, which is crucial to the economic development of our region. Employers, planners and service providers can all play significant roles in helping to make Northeastern Ohio the best place for young families to live and work.

Starting Point will use the data gathered in this survey to plan how it can help businesses achieve family friendly workplaces. With its wealth of information about work and family issues and options, its knowledge of best practices in its four county service area, and its network throughout Ohio, Starting Point intends to be the "starting point" for organizations that want to become more competitive by enhancing their ability to attract and retain qualified employees.

It is hoped that the survey data will encourage and stimulate forums where work/family issues and their relationship to work force development will be discussed. Opportunities for educating employers about these issues will be explored by the three survey sponsors, Starting Point, the Maxine Goodman Levin College of Urban Affairs and the Greater Cleveland Growth Association.

PROFILE OF RESPONDENTS

Service, health care, and manufacturing organizations have the highest representation among the survey respondents. The nature of the survey, which includes health and service related benefits, may account for the high response rate from those sectors. Targeting larger employers resulted in obtaining a disproportionate number of manufacturing firms. Smaller retail firms are under-represented. Table 1 compares the universe of industry types in the four county survey area to the survey sample. Universe counts are based on 1997 County Business Patterns (CBP) from the U. S. Bureau of the Census.

Table 10: Universe and Sample Distributions by Major Industry Type
(Source: 1997 CBP)

Industry	Universe		Sample	
	Number	Percent	Number	Percent
Agriculture/Forestry	891	1.79%	7	1.89%
Mining	650	0.13%	0	
Construction	4,295	8.63%	26	7.01%
Manufacturing	3,986	8.01%	73	19.68%
Transportation/Public Utilities	1,790	3.60%	10	2.70%
Wholesale Trade	4,594	9.23%	28	7.55%
Retail Trade	10,954	22.01%	34	9.16%
Finance/Insurance/Real Estate	5,485	11.02%	19	5.12%
Service	17,517	35.19%	172	46.36%
Unclassified*	1,970	0.40%	2	0.54%
	49,774	100.00%	371	100.00%
Public Administration			25	
			396	

Frequency Missing = 4

*This group includes establishments that cannot be classified in any other industry.

The distribution of returns by county demonstrates over success in sampling smaller counties. Table 2 compares the universe of employers in the four county area to the survey sample. The 1997 Census Bureau information is used.

Table 11: Universe and sample distributions by county (Source: 1997 CBP)

County	Universe		Sample	
	Number	Percent	Number	Percent
Ashtabula	2,235	4.5%	49	12.3%
Cuyahoga	38,698	77.7%	224	56.3%
Geauga	2,417	4.9%	44	11.1%
Lake	6,424	12.9%	81	20.4%
Total	49,774	100.00%	398	100.00%

(2 unknown)

Most respondents, 89 percent, have their corporate headquarters in northeastern Ohio and 35 percent have more than one employment site in the four county region.

Ninety percent of respondents have 500 or less employees, with 60 percent employing 100 or less in the four counties sampled. The total number of employees that the respondents have in the United States is 84 percent with 500 or less employees and 55 percent with 100 or less. Table 12 gives the number of employees survey participants have in the four counties using numbers from the ES 202 database, which was used to determine the survey sample. There are slight differences between the database and employee sizes as reported by the respondents. Also, some respondents did not report their size.

Table 12: Number of respondents' employees in the four counties sampled (Source: ES202)

Number of employees	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Less than 26	106	26.50%	106	26.50%
26-50	54	13.50%	160	40.00%
51-100	82	20.50%	242	60.50%
101-150	38	9.50%	280	70.00%
151-250	46	11.50%	326	81.50%
251-500	30	7.50%	356	89.00%
501-1500	30	7.50%	386	96.50%
1500-5000	10	2.50%	396	99.00%
more than 5000	4	1.00%	400	100.00%

Table 13 shows the universe of employers by employment size in the four county area. Fifty-one percent in that area have between one and four employees. Ninety-seven percent have less than 100 employees. There are 137 employers with 500 or more employees, and our sample includes over 40 of those. Only three percent of the region's firms have more than 50 employees.

The survey results will reflect more larger employers than smaller ones when compared to the universe.

Table 13: Number of establishments by employment size class (Source: 1997 CBP)

Number of Employees	Number of Establishments	Percent	Cumulative Percent
1 – 4	25,422	51.10%	51.10%
5 – 9	9,980	20.10%	71.10%
10 – 19	6,611	13.30%	84.40%
20 – 49	4,533	9.10%	93.50%
50 – 99	1,752	3.50%	97.00%
100 – 249	1,077	2.20%	99.20%
250 – 499	262	0.50%	99.70%
500 – 999	84	0.20%	99.90%
1000 or more	53	0.10%	100.00%

Fifty percent of respondents have a workforce that is at least 50 percent female. The U.S. Bureau of the Census, Census 2000, reports the following information on females in the labor force in the four counties surveyed.

Table 14: Females in labor force, over age 16 (Source: 2000 Census)

County	Employed Labor Force	Employed Females in Labor Force	Percent Females in Labor Force
Ashtabula	46,701	21,949	46%
Cuyahoga	634,419	311,317	49%
Geauga	45,124	20,084	44%
Lake	118,749	56,252	47%

The largest number of respondents are in the category of more than a 60 percent female workforce, 139 or 36 percent are in this category. It is likely that organizations with large numbers of female employees have a heightened interest in work/family issues and in participating in this survey.

Although the survey did not ask for information about the children of women in the workforce, that information is available for the four counties in the 2000 Census. It is interesting to note, because the issues about balancing work and family responsibilities are influenced by the number of children who have working mothers.

Table 15: Number of children of women in the workforce (Source: 2000 Census)

	Ashtabula	Cuyahoga	Geauga	Lake
Under 6 years old	4,313	58,772	3,207	9,888
6 to 17 years old	11,808	150,865	11,061	27,251
Total	16,121	209,637	14,268	37,251

Table 16: Universe of children 17 years and under (Source: 2000 Census)

	Ashtabula	Cuyahoga	Geauga	Lake
Under 6 years old	7,596	102,936	7,319	16,170
6 to 17 years old	17,954	223,404	17,932	37,166
Total	25,550	326,340	25,251	53,336

In all of the counties surveyed, the majority of children who are 17 years and under have working mothers. The percentages are 63 percent in Ashtabula County, 64 percent in Cuyahoga County, 56 percent in Geauga County and 69 percent in Lake County. If we look only at the children who are six years old and under, the percentages who have working mothers are: Ashtabula 57 percent, Cuyahoga 57 percent, Geauga 44 percent and Lake 61 percent.

The highest percentage of workers among the employers surveyed were in the 36 to 45 year category, almost 60 percent of the responding organizations. The next highest category is 25 to 35 years with 29 percent of the respondents. Planners can note that child bearing years for women are up to about 45 years of age. It appears that 90 percent of employees in the workforces of respondents are in their child bearing years.

APPENDIX A

WORK AND FAMILY SURVEY

June 27, 2002

Dear Human Resources Director,

Our region's labor force has changed dramatically. More women, more single parents and more dual career couples are working than ever before, resulting in the need for diversified Human Resources policies and benefits. Starting Point, in partnership with The Greater Cleveland Growth Association, the Maxine Goodman Levin College of Urban Affairs at Cleveland State University, and funding from the Treu-Mart Fund, is conducting a study of businesses in northeastern Ohio to identify work/family policy trends in the local workplace. This is the first study of its kind in our region.

Starting Point is the community based child care resource and referral agency serving Ashtabula, Cuyahoga, Geauga and Lake counties. It is the central planning and advocacy organization for early childhood education in this area. The agency's mission is to link families to programs and services that meet their early care/education and related needs and to strengthen the community's capacity to respond to those needs. One of its goals is to assist employers in implementing family friendly workplaces.

Information gathered in this survey will identify work/family benefits that are currently being offered by employers in our area and interest in those benefits not already offered. It will provide a benchmark for businesses, planners and service providers. We will be able to disseminate information regarding local trends and practices in work/family issues.

A recent Plain Dealer article reported that young adults are leaving our region at a fast pace. The population loss in the 20 to 44 age group is greater than the loss in any other age segment. Family friendly work environments contribute to attracting and retaining talented and skilled employees, which is crucial to the economic development of our region.

We are asking for your participation in a survey. Your assistance is critical to the completeness and accuracy of this study. All information that you provide will be treated as confidential. Results will be presented in a summary format and will not identify individual employers by name. In appreciation of your participation, survey results will be provided to you at no cost if you indicate your desire to receive them.

Please complete the attached questionnaire and return by July 31, 2002 to:

Sharon Bliss
Maxine Goodman Levin College of Urban Affairs
Cleveland State University
Cleveland, Ohio 44115

You can also return it by fax to (216) 687-5068 or access it at <http://www.workandfamily.net/> and complete it on line.

Should you have any questions about the survey, please feel free to call the Survey Coordinator, Lois Goodman, at 216-283-6661. We greatly appreciate your help..

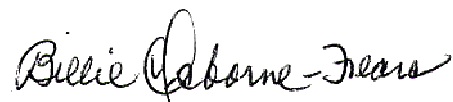
Sincerely,



Daniel E. Berry
Vice President
Greater Cleveland Growth Association



Michael Schwartz
President
Cleveland State University



Billie Osborne-Fears
Executive Director
Starting Point

WORK AND FAMILY SURVEY

PLEASE PROVIDE ANSWERS TO THE FOLLOWING QUESTIONS.

I. ORGANIZATION PROFILE

Please answer the following questions by filling in the square that represents your response.

1. Which best describes your organization's industry?

- | | | |
|--|--|---|
| <input type="checkbox"/> Agriculture/Forestry | <input type="checkbox"/> Finance/Banking | <input type="checkbox"/> Real Estate |
| <input type="checkbox"/> Communications | <input type="checkbox"/> Government | <input type="checkbox"/> Retail |
| <input type="checkbox"/> Computer/Data Processing | <input type="checkbox"/> Health Care | <input type="checkbox"/> Service |
| <input type="checkbox"/> Construction | <input type="checkbox"/> Insurance | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Education | <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Public Utility |
| <input type="checkbox"/> Other, please specify _____ | | |

2. In which county/counties are you located?

- Ashtabula Cuyahoga Geauga Lake

3. Are your corporate headquarters located outside NE Ohio?

- Located in NE Ohio
 If not in NE Ohio, please specify location _____

4. Does your organization have more than one employment site in the four county region?

- Yes No

5. What is the total number of your employees located in Ashtabula, Cuyahoga, Lake, and Geauga Counties?

- | | | |
|--------------------------------------|--|---|
| <input type="checkbox"/> 100 or less | <input type="checkbox"/> 501 – 1500 | <input type="checkbox"/> 10,001 – 50,000 |
| <input type="checkbox"/> 101 – 250 | <input type="checkbox"/> 1501 – 5000 | <input type="checkbox"/> more than 50,000 |
| <input type="checkbox"/> 251 – 500 | <input type="checkbox"/> 5001 – 10,000 | |

6. What is the total number of your employees located in the United States

- | | | |
|-------------------------------------|--------------------------------------|--|
| <input type="checkbox"/> 25 or less | <input type="checkbox"/> 101 - 250 | <input type="checkbox"/> 1,501 - 5,000 |
| <input type="checkbox"/> 26 – 50 | <input type="checkbox"/> 251 - 500 | <input type="checkbox"/> more than 5,001 |
| <input type="checkbox"/> 51 - 100 | <input type="checkbox"/> 501 – 1,500 | |

7. Roughly, what percentage of your total employee population is female?

- | | |
|--|--|
| <input type="checkbox"/> Less than 20% | <input type="checkbox"/> 41 – 50% |
| <input type="checkbox"/> 21 – 30% | <input type="checkbox"/> 51 – 60% |
| <input type="checkbox"/> 31 – 40% | <input type="checkbox"/> more than 60% |

8. What is the average age of your total employee population?

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> Under 25 yrs. | <input type="checkbox"/> 36 – 45 yrs. |
| <input type="checkbox"/> 25 – 35 yrs. | <input type="checkbox"/> Over 45 yrs. |

9. What is the name and address of your organization? _____

10. May we use the name of your organization as a participant in this survey? **Your survey information will remain confidential.**

- Yes No

11. Would you like to receive a summary of the survey results?

- Yes No

WORK AND FAMILY SURVEY

II. WORK & FAMILY OPTIONS

Please indicate which of the following options your organization presently provides, which options your organization has no plans to provide, or which options your organization is considering. Answer each option as it applies to the majority of employees in your organization.

A. Alternative Work Schedules

	Provide	Do Not Provide	Considering
1. Part-time jobs with no benefit coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Part-time jobs with prorated benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Part-time jobs with full benefit coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Job sharing [2 employees share one full time job]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Flex-time [choice in starting and ending times]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Flex-place [portion of job performed at home]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Compressed work week [e.g., four 10 hour days]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Maternity / Adoption Leaves

1. Length			
a. Up to 6 weeks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. 7 to 12 weeks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. 13 weeks or more	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is any of this time paid? "Paid" means financial support from the organization in addition to use of sick and/or vacation time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. Information

1. Supervisory training for managing work/family needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Work/family booklet, brochures, or flyers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Seminars on work/family subjects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. Financial Assistance

1. Cafeteria benefit plan [can select from a list of benefits]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Dependent Care Assistance Plan [pre tax flexible spending account]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Vouchers or discounts for child care [paid to provider]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Child care subsidy [paid to employee]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Reimbursement for adoption expenses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Corporate charitable contributions to child care facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E. Dependent Care

1. Child care resource and referral	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Elder care resource and referral	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Child care center [at or near workplace]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Participate in consortium child care center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Intergenerational day care center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Network of family child care homes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Sick child care center [at or near workplace]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Back-up/emergency child care center [at or near workplace]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. In-home sick or back-up child care service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Before or after school program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Holiday program for school-age children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Weekend child care program for working employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Summer camp program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

WORK AND FAMILY SURVEY

F. Programs for Teenagers [13 years to 18 years]

	Provide	Do Not Provide	Considering
1. Information and referral	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. After school program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Summer program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Scholarship/Educational assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

G. Health and Wellness

1. Prenatal education and monitoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. On-site lactation room [for nursing mothers]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Employee Assistance Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

H. Other

Please use this space or another page to tell us about your work/family programs that do not appear in our list of options or that require explanation.

III. INTEREST

Please indicate your interest or intentions to provide more work/family services.

1. Does your organization feel that it should be concerned with the work/family needs of its employees?

Yes No

2. In your opinion, how adequately is your company meeting the work/family needs of its employees?

Less than adequately Adequately Very adequately Not sure

3. To what degree do you feel that programs designed to balance work/family responsibilities have an impact on recruiting and retention of employees?

No impact Little impact Some impact Great impact Not sure

4. Is your organization informed about the tax benefits related to providing childcare support in the following ways?

	Yes	No	Not Sure
a. Credit for investment in existing or start-up childcare centers, on or off-site.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Credit for child care subsidies for employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Dependent Care Assistance Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV. POTENTIAL OBSTACLES

Please fill in the appropriate box which best indicates the extent you believe your company finds the following to be obstacles to employer involvement in work/family issues.

	Not an obstacle	1	2	3	4	5	Major obstacle
1. Perceived expense of services		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Current business conditions		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. Legal liability concerns		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Concern that employees without children will object		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Uncertain about employees needs		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. Unfamiliarity with work/family options		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. Feel that all employees must be treated the same		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
8. Lack of commitment from top management		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9. Lack of evidence that work/family services provide benefits to the company		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. Belief that business should not be involved in family matters		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11. Other, please specify _____		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

APPENDIX B

FREQUENCIES

Frequencies are the actual responses to each question on the survey. They are reported by the number of responses, the percentage of response, cumulative frequencies and cumulative percentages. The number of participants who did not respond to a question is indicated as “frequency missing”.

Responses to some of the questions in **Section II Work & Family Options, E. Dependent Care and F. Programs for Teenagers**, did not appear to be plausible to the survey analysts. Phone calls were made to the respondents who had answered affirmatively to the questionable items, to check the accuracy of their responses. In many cases, it was found that the questions had been misinterpreted. For each of those questions, the original response numbers are reported and followed by an account of the erroneous responses.

Section I. Organization Profile**Question 1: Which best describe your organization's industry?****Table 17**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>
Agriculture/Forestry	7	1.75%	7
Computer/Data Processing	1	0.25%	8
Construction	26	6.50%	34
Education	24	6.00%	58
Finance/Banking	5	1.25%	63
Government	27	6.75%	90
Health Care	67	16.75%	157
Insurance	1	0.25%	158
Manufacturing	74	18.50%	232
Real Estate	11	2.75%	243
Retail	34	8.50%	277
Service	80	20.00%	357
Transportation	9	2.25%	366
Public Utility	1	0.25%	367
Wholesale Trade	28	7.00%	395
Other	5	1.25%	400

Frequency Missing = 0

Section I. Organization Profile

Question 2: *In which county/counties are you located?*

Table 18

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>
Ashtabula	49	12.31%	49
Cuyahoga	224	56.28%	273
Geauga	44	11.06%	317
Lake	81	20.35%	398

Frequency Missing = 2

Section I. Organization Profile

Question 3: *Are your corporate headquarters located outside NE Ohio?*

Table 19

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>
Located in NE Ohio	346	88.95%	346
Not in NE Ohio	43	11.05%	389

Frequency Missing = 11

Other Headquarter Locations in the United States

California	3	New York	1
Colorado	1	North Carolina	1
Connecticut	3	Ohio, Central	8
Illinois	1	Ohio, Northwest	1
Maryland	1	Ohio, South	2
Massachusetts	1	Pennsylvania	4
Michigan	5	Texas	1
Minnesota	1	Washington	1
Nebraska	1	Washington D.C.	1
New Jersey	3		

Other Headquarters Outside of the United States

Canada	1	Italy	1
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Section I. Organization Profile

Question 4 : *Does your organization have more than one employment site in the four county region?*

Table 20

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>
Yes	140	35.35%	396
No	256	64.65%	256

Frequency Missing = 4

Section I. Organization Profile

Question 5 : *What is the total number of your employees located in Ashtabula, Cuyahoga, Lake and Geauga Counties?*

Table 21

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
100 or less	238	59.95%	238	59.95%
101 - 250	86	21.66%	324	81.61%
251 - 500	32	8.06%	356	89.67%
501 - 1,500	26	6.55%	382	96.22%
1,501 - 5,000	10	2.52%	392	98.74%
5,001 - 10,000	2	0.50%	394	99.24%
10,001 - 50,000	2	0.50%	396	99.75%
more than 50,000	1	0.25%	397	100.00%

Frequency Missing = 3

Section I. Organization Profile**Question 6 :** *What is the total number of your employees located in the United States?***Table 22**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
25 or less	80	20.57%	80	20.57%
26 - 50	65	16.71%	145	37.28%
51 - 100	67	17.22%	212	54.50%
101 - 250	81	20.82%	293	75.32%
251 - 500	33	8.48%	326	83.80%
501 - 1,500	23	5.91%	349	89.72%
1,501 - 5,000	21	5.40%	370	95.12%
More than 5,001	19	4.88%	389	100.00%

Frequency Missing = 11**Section I. Organization Profile****Question 7 :** *Roughly, what percentage of your total employee population is female?***Table 23**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Less than 20%	81	20.77%	81	20.77%
21 - 30%	36	9.23%	117	30.00%
31 - 40%	26	6.67%	143	36.67%
41 - 50%	51	13.08%	194	49.74%
51 - 60%	57	14.62%	251	64.36%
More than 60%	139	35.64%	390	100.00%

Frequency Missing = 10

Section I. Organization Profile**Question 8 :** *What is the average age of your total employee population?***Table 24**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Under 25 yrs.	7	1.84%	7	1.84%
25 - 35 yrs.	109	28.68%	116	30.53%
36 - 45 yrs.	224	58.95%	340	89.47%
Over 45 yrs.	40	10.53%	380	100.00%

Frequency Missing = 20**Section II. Work & Family Options**

Please indicate which of the following options your organization presently provides, which options your organization has no plans to provide, or which options your organizations is considering.

Answer each option as it applies to the majority of employees in your organization .

A. Alternative Work Schedules**Question A1.** *Part-time jobs with no benefit coverage***Table 25**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	285	74.61%	285	74.61%
Considering	6	1.57%	291	76.18%
Do Not Provide	91	23.82%	382	100.00%

Frequency Missing = 18**A. Alternative Work Schedules****Question A2.** *Part-time jobs with prorated benefits***Table 26**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	148	38.95%	148	38.95%
Considering	18	4.74%	166	43.68%
Do Not Provide	214	56.32%	380	100.00%

Frequency Missing = 20

A. Alternative Work Schedules**Question A3. Part-time jobs with full benefit coverage****Table 27**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	63	16.89%	63	16.89%
Considering	4	1.07%	87	17.96%
Do Not Provide	306	82.04%	373	100.00%

Frequency Missing = 27**A. Alternative Work Schedules****Question A4. Job sharing [2 employees share one full time job]****Table 28**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	66	17.37%	66	17.37%
Considering	25	6.58%	91	23.95%
Do Not Provide	289	76.05%	380	100.00%

Frequency Missing = 20**A. Alternative Work Schedules****Question A5. Flex-time [choice in starting and ending times]****Table 29**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	190	49.48%	190	49.48%
Considering	14	3.65%	204	53.13%
Do Not Provide	180	46.88%	384	100.00%

Frequency Missing = 16

A. Alternative Work Schedules**Question A6. Flex-place [portion of job performed at home]****Table 30**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	79	20.63%	79	20.63%
Considering	18	4.70%	97	25.33%
Do Not Provide	286	74.67%	383	100.00%

Frequency Missing = 17**A. Alternative Work Schedules****Question A7. Compressed work week [e.g., four 10 hour days]****Table 31**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	96	25.26%	96	25.26%
Considering	23	6.05%	119	31.32%
Do Not Provide	261	68.68%	380	100.00%

Frequency Missing = 20**B. Maternity/Adoption Leaves****Question B1a. Length of Leaves, up to 6 weeks****Table 32**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	184	46.00%	184	46.00%
Considering	142	35.50%	326	81.50%
Do Not Provide	74	18.50%	400	100.00%

B. Maternity/Adoption Leaves**Question B1b.** *Length of Leaves, 7 to 12 weeks***Table 33**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	206	51.50%	206	51.50%
Considering	84	21.00%	290	72.50%
Do Not Provide	110	27.50%	400	100.00%

B. Maternity/Adoption Leaves**Question B1c.** *Length of Leaves, 13 weeks or more***Table 34**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	45	11.25%	45	11.25%
Considering	180	45.00%	225	56.25%
Do Not Provide	175	43.75%	400	100.00%

B. Maternity/Adoption Leaves**Question B2.** *Is any of this time paid? "Paid" means financial support from the organization in addition to use of sick and/or vacation time.***Table 35**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	116	30.69%	116	30.69%
Considering	8	2.12%	124	32.80%
Do Not Provide	254	67.20%	378	100.00%

Frequency Missing = 14

C. Information**Question C1. Supervisory training for managing work/family needs****Table 36**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	66	17.10%	66	17.10%
Considering	23	5.96%	89	23.06%
Do Not Provide	297	76.94%	386	100.00%

Frequency Missing = 14**C. Information****Question C2. Work/family booklet, brochures, or flyers****Table 37**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	68	17.75%	68	17.75%
Considering	18	4.70%	86	22.45%
Do Not Provide	297	77.50%	383	100.00%

Frequency Missing = 17**C. Information****Question C3. Seminars on work/family subjects****Table 38**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	62	16.19%	62	16.19%
Considering	27	7.05%	89	23.24%
Do Not Provide	294	76.76%	383	100.00%

Frequency Missing = 17

D. Financial Assistance**Question D1.** Cafeteria benefit plan [can select from a list of benefits]**Table 39**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	148	37.85%	148	37.85%
Considering	24	6.14%	172	43.99%
Do Not Provide	219	56.01%	391	100.00%

Frequency Missing = 9**D. Financial Assistance****Question D2.** Dependent Care Assistance Plan [pre tax flexible spending account]**Table 40**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	130	33.16%	130	33.16%
Considering	16	4.08%	146	37.24%
Do Not Provide	246	62.76%	392	100.00%

Frequency Missing = 8**D. Financial Assistance****Question D3.** Vouchers or discounts for child care [paid to provider]**Table 41**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	18	4.58%	18	4.58%
Considering	3	0.76%	21	5.34%
Do Not Provide	372	94.66%	393	100.00%

Frequency Missing = 7

D. Financial Assistance**Question D4. Child care subsidy [paid to employee]****Table 42**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	7	1.79%	7	1.79%
Considering	2	0.51%	9	2.30%
Do Not Provide	383	97.70%	392	100.00%

Frequency Missing = 8**D. Financial Assistance****Question D5. Reimbursement for adoption expenses****Table 43**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	8	2.05%	8	2.05%
Considering	1	0.26%	9	2.31%
Do Not Provide	381	97.69%	390	100.00%

Frequency Missing = 10**D. Financial Assistance****Question D6. Corporate charitable contributions to child care facilities****Table 44**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	36	9.30%	36	9.30%
Considering	4	1.03%	40	10.34%
Do Not Provide	347	89.66%	387	100.00%

Frequency Missing = 13

E. Dependent Care

Question E1. Child care resource and referral

Table 45

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	64	16.33%	64	16.33%
Considering	5	1.28%	69	17.60%
Do Not Provide	323	82.40%	392	100.00%

Frequency Missing = 8

E. Dependent Care

Question E2. Elder care resource and referral

Table 46

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	63	16.03%	63	16.03%
Considering	3	0.76%	66	16.79%
Do Not Provide	327	83.21%	393	100.00%

Frequency Missing = 7

E. Dependent Care

Question E3. Child care center [at or near workplace]

Table 47

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	35	8.95%	35	8.95%
Considering	8	2.05%	43	11.00%
Do Not Provide	348	89.00%	391	100.00%

Frequency Missing = 9

25 of the **35** respondents who said they provide child care centers at or near the workplace are:

- Child care centers serving the community
- Schools that also provide pre-school education options to their districts
- Organizations that operate child care centers, primarily for the community, to provide revenue for their own organizations

10 or **2.5%** of the respondents are employers that provide child care centers primarily for their own employees.

E. Dependent Care

Question E4. Participate in consortium child care center

Table 48

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	5	1.28%	5	1.28%
Considering	8	2.05%	13	3.32%
Do Not Provide	378	96.68%	391	100.00%

Frequency Missing = 9

E. Dependent Care

Question E5. Intergenerational day care center

Table 49

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	1	0.26%	1	0.26%
Considering	7	1.79%	8	2.04%
Do Not Provide	384	97.96%	392	100.00%

Frequency Missing = 8

E. Dependent Care

Question E6. Network of family child care homes

Table 50

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	2	0.51%	2	0.51%
Considering	3	0.77%	5	1.28%
Do Not Provide	387	98.72%	392	100.00%

Frequency Missing = 8

E. Dependent Care

Question E7. Sick child care center [at or near workplace]

Table 51

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	3	0.77%	3	0.77%
Considering	4	1.02%	7	1.79%
Do Not Provide	385	98.21%	392	100.00%

Frequency Missing = 8

None of the 3 respondents who answered "Provide" operate a sick child care center. They do allow, on occasion, an employee to bring a mildly ill child to work with them.

E. Dependent Care

Question E8. Back-up/emergency child care center [at or near workplace]

Table 52

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	6	1.53%	6	1.53%
Considering	3	0.77%	9	2.30%
Do Not Provide	383	97.70%	392	100.00%

Frequency Missing = 8

None of the 6 respondents who answered "Provide" operate a back-up/emergency child care center. They do allow, on occasion, an employee whose child care arrangements have broken down, to bring the child to work with them.

E. Dependent Care

Question E9. In-home sick or back-up child care service

Table 53

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Frequency</u>	<u>Percent</u>
Provide	1	0.26%	1	0.26%
Considering	4	1.02%	5	1.28%
Do Not Provide	387	98.72%	392	100.00%

Frequency Missing = 8

E. Dependent Care

Question E10. Before or after school program

Table 54

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	18	4.59%	18	4.59%
Considering	8	2.04%	26	6.63%
Do Not Provide	366	93.37%	392	100.00%

Frequency Missing = 8

16 of the respondents who said they provide before or after school care are:

- Public schools that offer this program for their districts
- Private schools that offer it for their constituents
- Organizations that offer the program, primarily to the community, to produce revenue for their own organization. They may also accommodate children of their employees

2 or .51% of the respondents are employers that provide before or after school programs, primarily for their own employee's children.

E. Dependent Care

Question E11. Holiday program for school-age children

Table 55

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	17	4.36%	17	4.36%
Considering	1	0.26%	18	4.62%
Do Not Provide	372	95.38%	390	100.00%

Frequency Missing = 10

15 of the organizations who said they provide holiday programs for school age children are:

- Schools that provide the program for their districts
- Cities that provide the program for their residents
- Organizations that offer the program, primarily to the community, to produce revenue for their own organization
- Organizations who give a holiday party for employees children

2 or .51% of the respondents are employers that provide holiday programs, primarily for their own employee's children.

E. Dependent Care

Question E12. Weekend child care program for working employees

Table 56

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	2	0.51%	2	0.51%
Considering	3	0.77%	5	1.28%
Do Not Provide	387	98.72%	392	100.00%

Frequency Missing = 8

E. Dependent Care

Question E13. Summer camp program

Table 57

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	23	5.88%	23	5.88%
Considering	4	1.02%	27	6.91%
Do Not Provide	364	93.09%	391	100.00%

Frequency Missing = 9

22 of the respondents who said they provide a summer camp program are:

- Schools that offer the programs in their districts
- Cities that provide the program for their residents
- Child care centers
- Organizations in the camping business

1 or .25% of the respondents is an employer that provides a summer camp program, primarily for its own employee's children.

F. Programs for Teenagers [13 years to 18 years]

Question F1. Information and referral

Table 58

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	41	10.54%	41	10.54%
Considering	3	0.77%	44	11.31%
Do Not Provide	345	88.69%	389	100.00%

Frequency Missing = 11

F. Programs for Teenagers [13 years to 18 years]

Question F2. After school program

Table 59

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	23	5.93%	23	5.93%
Considering	2	0.52%	25	6.44%
Do Not Provide	363	93.56%	388	100.00%

Frequency Missing = 12

22 of the respondents who said they provide after school programs for teenagers are:

- Public or private schools who provide a program for their students
- Businesses that employ teenagers after school
- Organizations that use teenage volunteers after school
- Businesses that offer classes for a fee after school

1 or **.25%** of the respondents is an employer that provides a teenage after school program, primarily for its own employee's children.

F. Programs for Teenagers [13 years to 18 years]

Question F3. Summer Program

Table 60

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	32	8.25%	32	8.25%
Considering	6	1.55%	38	9.79%
Do Not Provide	350	90.21%	388	100.00%

Frequency Missing = 12

31 of the respondents who said they provide summer programs for teenagers are:

- Cities and schools that provide summer programs for the community
- Businesses that employ teenagers during the summer
- Organizations in the summer camp business
- Organizations that use teenage volunteers during the summer

1 or .25% of the respondents is an employer that provides a teenage summer program, primarily for its employees children.

F. Programs for Teenagers [13 years to 18 years]

Question F4. Scholarship/Educational Assistance

Table 61

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	45	11.66%	45	11.66%
Considering	6	1.55%	51	13.21%
Do Not Provide	335	86.79%	386	100.00%

Frequency Missing = 14

G. Health and Wellness**Question G1. Prenatal education and monitoring****Table 62**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	31	8.01%	31	8.01%
Considering	1	0.26%	32	8.27%
Do Not Provide	355	91.73%	387	100.00%

Frequency Missing = 13**G. Health and Wellness****Question G2. On-site lactation room [for nursing mothers]****Table 63**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	35	9.07%	35	9.07%
Considering	6	1.55%	41	10.62%
Do Not Provide	345	89.38%	386	100.00%

Frequency Missing = 14**G. Health and Wellness****Question G3. Employee Assistance Program****Table 64**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Provide	137	35.49%	137	35.49%
Considering	14	3.63%	151	39.12%
Do Not Provide	235	60.88%	386	100.00%

Frequency Missing = 14

Section III. Interest

Question 1: *Does your organization feel that it should be concerned with the work/family needs of its employees?*

Table 65

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Yes	321	84.92%	378	100.00%
No	57	15.08%	57	15.08%

Frequency Missing = 22

Question 2: *In your opinion, how adequately is your company meeting the work/family needs of its employees?*

Table 66

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Very adequately	48	12.47%	48	12.47%
Adequately	209	54.29%	257	66.75%
Less than adequately	64	16.62%	321	83.38%
Not sure	64	16.62%	385	100.00%

Frequency Missing = 15

Question 3: *To what degree do you feel that programs designed to balance work/family responsibilities have an impact on recruiting and retention of employees?*

Table 67

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
Great impact	97	25.00%	97	25.00%
Some impact	182	46.91%	279	71.91%
Little impact	61	15.72%	340	87.63%
No impact	22	5.67%	362	93.30%
Not sure	26	6.70%	388	100.00%

Frequency Missing = 12

Section III. Interest

Question 4: *Is your organization informed about the tax benefits related to providing child care support in the following ways?*

a: *credit for investment is existing or start-up childcare centers, on or off-site.*

Table 68

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
No	195	52.14%	195	52.14%
Not sure	97	25.94%	292	78.07%
Yes	82	21.93%	374	100.00%

Frequency Missing = 26

Question 4: *Is your organization informed about the tax benefits related to providing child care support in the following ways?*

b: *credit for child care subsidies for employees.*

Table 69

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
No	191	50.93%	191	50.93%
Not sure	95	25.33%	286	76.27%
Yes	89	23.73%	375	100.00%

Frequency Missing = 25

Question 4: *Is your organization informed about the tax benefits related to providing child care support in the following ways?*

c: *Dependent Care Assistant Plan*

Table 70

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
No	180	48.13%	180	48.13%
Not sure	79	21.12%	259	69.25%
Yes	115	30.75%	374	100.00%

Frequency Missing = 26

Section IV. Potential Obstacles

Please fill in the appropriate box which best indicates the extent you believe your company finds the following to be obstacles to employer involvement in work/family issues.

Question 1: Perceived expense of services**Table 71**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
1 - Not an obstacle	20	5.45%	20	5.45%
2	19	5.18%	39	10.63%
3	70	19.07%	109	29.70%
4	102	27.79%	211	57.49%
5 - Major obstacle	156	42.51%	367	100.00%

Frequency Missing = 33

Section IV. Potential Obstacles**Question 2: Current business conditions****Table 72**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
1 - Not an obstacle	42	11.54%	42	11.54%
2	29	7.97%	71	19.51%
3	109	29.95%	180	49.45%
4	72	19.78%	252	69.23%
5 - Major obstacle	112	30.77%	364	100.00%

Frequency Missing = 36

Section IV. Potential Obstacles**Question 3:** *Legal liability concerns***Table 73**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
1 - Not an obstacle	35	9.54%	35	9.54%
2	38	10.35%	73	19.89%
3	96	26.16%	169	46.05%
4	87	23.71%	256	69.75%
5 - Major obstacle	111	30.25%	367	100.00%

Frequency Missing = 33**Section IV. Potential Obstacles****Question 4:** *Concern that employees without children will object***Table 74**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
1 - Not an obstacle	99	27.12%	99	27.12%
2	70	19.18%	169	46.30%
3	91	24.93%	260	71.23%
4	76	20.82%	336	92.05%
5 - Major obstacle	29	7.95%	365	100.00%

Frequency Missing = 35

Section IV. Potential Obstacles**Question 5: Uncertain about employees needs****Table 75**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
1 - Not an obstacle	63	17.31%	63	17.31%
2	91	25.00%	154	42.31%
3	148	40.66%	302	82.97%
4	44	12.09%	346	95.05%
5 - Major obstacle	18	4.95%	364	100.00%

Section IV. Potential Obstacles**Question 6: Unfamiliarity with work/family options****Table 76**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
1 - Not an obstacle	69	19.01%	69	19.01%
2	69	19.01%	138	38.02%
3	126	34.71%	264	72.73%
4	64	17.63%	328	90.36%
5 - Major obstacle	35	9.64%	363	100.00%

Frequency Missing = 37

Section IV. Potential Obstacles**Question 7:** *Feel that all employees must be treated the same***Table 77**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
1 - Not an obstacle	75	20.55%	75	20.55%
2	56	15.34%	131	35.89%
3	124	33.97%	255	69.86%
4	51	13.97%	306	83.84%
5 - Major obstacle	59	16.16%	365	100.00%

Frequency Missing = 35**Section IV. Potential Obstacles****Question 8:** *Lack of commitment from top management***Table 78**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
1 - Not an obstacle	102	28.25%	102	28.25%
2	75	20.78%	177	49.03%
3	90	24.93%	267	73.96%
4	49	13.57%	316	87.53%
5 - Major obstacle	45	12.47%	361	100.00%

Frequency Missing = 39

Section IV. Potential Obstacles**Question 9:** *Lack of evidence that work/family services provide benefits to the company***Table 79**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
1 - Not an obstacle	75	20.72%	75	20.72%
2	63	17.40%	138	38.12%
3	128	35.36%	266	73.48%
4	61	16.85%	327	90.33%
5 - Major obstacle	35	9.67%	362	100.00%

Frequency Missing = 38**Section IV. Potential Obstacles****Question 10:** *Belief that business should not be involved in family matters***Table 80**

<u>Value Label</u>	<u>Frequency</u>	<u>Percent</u>	<u>Cumulative Frequency</u>	<u>Cumulative Percent</u>
1 - Not an obstacle	110	30.47%	110	30.47%
2	80	22.16%	190	52.63%
3	108	29.92%	298	82.55%
4	38	10.53%	336	93.07%
5 - Major obstacle	25	6.93%	361	100.00%

Frequency Missing = 39

APPENDIX C

CROSS TABULATIONS

Cross tabulations were run with the following survey items.

1. Child care resource and referral, with
Employee assistance program
2. Percentage of female employees, with
Does your organization feel that it should be concerned with the work/family needs of its employees?
3. Total employees in Ashtabula, Cuyahoga, Geauga, and Lake Counties, with
Is your organization informed about tax benefits related to providing child care support?
 - a. Credit for investment in child care centers
 - b. Credit for child care subsidies for employees
 - c. Dependent Care Assistance Plan
4. Average age of employee population, with
To what degree do you feel programs designed to balance work/family responsibilities have an impact on recruiting and retention of employees?
5. Total number of employees in the United States, with
Dependent Care Assistance Plan
6. Type of industry, with
In your opinion, how adequately is your company meeting the work/family needs of its employees?
7. Type of industry, with
Child care resource and referral

Cross Tabulation 1

Section II Question E1: Child care resource and referral (R&R)

With

Section II Question G3: Employee assistance program (EAP)

Table 81

	Provide EAP	Consider EAP	Do Not Provide EAP
Provide R&R	50 78.13%	1 1.56%	13 20.31%
Considering R&R	3 75.00%	0 0.00%	1 25.00%
No R&R	83 26.27%	13 4.11%	220 69.62%

Frequency Missing = 16

50 of the **64** respondents who offer child care resource and referral have EAPs. Another **83** have an EAP but do not provide R&R. Many vendors that provide EAPs to organizations offer R&R options. It was expected that more firms with EAPs would select an R&R option. **70%** of the organizations surveyed do not offer an EAP or R&R.

Cross Tabulation 2

Section I Question 7: Percentage of female employees

With

Section III Question 1: Does your organization feel that it should be concerned with the work/family needs of its employees?

Table 82

% of Females	No	Yes
Less than 20%	23 30.26%	53 69.74%
21 - 30%	5 14.29%	30 85.71%
31 - 40%	3 12.00%	22 88.00%
41 - 50%	8 16.67%	40 83.33%
51 - 60%	6 11.11%	48 88.89%
More than 60%	11 8.33%	121 91.67%

Frequency Missing = 30

As expected, the higher the percentage of females in an organization's workforce, the higher the positive response to concern about work/family needs. Of the 121 respondents (**32.70%**) that have a workforce that is more than **60%** female, **91.67%** believe they should be concerned about work/family needs.

Cross Tabulation 3a

Section I Question 5: Total employees in Ashtabula, Cuyahoga, Geauga and Lake Counties
With

Section III Question 4: Is your organization informed about tax benefits related to providing child care support?

A: Credit for investment in child care centers

Table 83

% of Employees	No	Not Sure	Yes
100 or Less	131 58.48%	45 20.09%	48 21.43%
101 - 250	40 57.28%	21 26.92%	17 21.79%
251 - 500	11 36.67%	13 43.33%	6 20.00%
501 - 1,500	9 37.50%	7 29.17%	8 33.33%
1,501 - 5,000	1 10.00%	8 80.00%	1 10.00%
More than 5,000	1 20.00%	3 60.00%	1 20.00%

Frequency Missing = 29

The purpose of this comparison is to see if larger organizations, that probably have larger Human Resources Departments, are more knowledgeable than small organizations about child care tax credits. **60%** of the firms in this survey have **100** or less employees. Respondents with **100** or less employees up to those with **500** employees gave similar responses. About **20%** of them know about the tax credits for child care centers. In the **501 to 1500** employees category, **33%** of the respondents have the knowledge. The firms in this category responded "**yes**" more frequently than is indicated in the size distribution, they represent just over **6%** of all the organizations surveyed. Employers with **1500+** employees have too few responses to be significant.

Cross Tabulation 3b

Section I Question 5: Total employees in Ashtabula, Cuyahoga, Geauga and Lake Counties
With

Section III Question 4: Is your organization informed about tax benefits related to providing child care support?

B: Credit for child care subsidies for employees

Table 84

% of Employees	No	Not Sure	Yes
100 or Less	128 57.14%	45 20.09%	51 22.77%
101 - 250	39 50.00%	20 25.64%	19 24.36%
251 - 500	11 35.48%	13 41.94%	7 22.58%
501 - 1,500	9 37.50%	6 25.00%	9 37.50%
1,501 - 5,000	1 10.00%	8 80.00%	1 10.00%
More than 5,000	1 20.00%	3 60.00%	1 20.00%

Frequency Missing = 28

Again, organizations with **100** or less employees up to organizations with **500** employees responded similarly. About **23%** are aware of the tax credit for child care subsidies. **37%** of the firms with **501 -1500** employees said they are aware of this tax credit.

Cross Tabulation 3c

Section I Question 5: Total employees in Ashtabula, Cuyahoga, Geauga and Lake Counties
With

Section III Question 4: Is your organization informed about tax benefits related to providing child care support?

C: Dependent Care Assistance Plan

Table 85

% of Employees	No	Not Sure	Yes
100 or Less	126 56.25%	41 18.30%	57 25.45%
101 - 250	33 42.31%	14 17.95%	31 39.74%
251 - 500	10 32.26%	10 32.26%	11 35.48%
501 - 1,500	7 30.43%	4 17.39%	12 52.17%
1,501 - 5,000	1 10.00%	7 70.00%	2 20.00%
More than 5,000	1 20.00%	3 60.00%	1 20.00%

Frequency Missing = 29

There is more knowledge about this option than the previous two tax credit options surveyed. **25%** of employers with **100** or less workers are informed about it. Firms with **101 - 500** workers range in positive responses from **35%** to **40%**, while organizations with **501 - 1500** employees said that **52.17%** of them are knowledgeable. The high number of "unsure" responses in the **1501 - 5000** employee category might relate to specialization or poor communication in large Human Resources departments. The DCAP is the most prevalent family-friendly benefit offered by employers, according to a recent national study.

Although in all three options surveyed, there are some increases in knowledge of child care tax benefits based on the number of employees, size does not seem to be a major determinate. It's clear in this survey, that the vast majority of respondents have little knowledge of the available tax benefits related to providing child care support.

Cross Tabulation 4

Section I Question 8: Average age of employee population
With

Section III Question 3: To what degree do you feel that programs designed to balance work/family responsibilities have an impact on recruiting and retention of employees?

Table 86

Average Age	Great Impact	Some Impact	Little Impact	No Impact	Not Sure
Under 25 yrs.	1 16.67%	3 50.00%	1 16.67%	1 16.67%	0 0.00%
25 - 35 yrs.	31 28.97%	47 43.93%	19 17.76%	2 1.87%	8 7.48%
36 - 45 yrs.	46 21.10%	111 50.92%	31 14.22%	15 6.88%	15 6.88%
Over 45 yrs.	13 33.33%	13 33.33%	8 20.50%	3 7.69%	2 5.13%

Frequency Missing = 30

The question being looked at here is if the recruiting and retention experiences of firms, relative to work/family concerns, is related to the age of their employee population. Combining the categories of "**Great Impact**" with "**Some Impact**" creates an almost perfect response curve. Sixty-seven percent (**67%**) of organizations with an average age of under 25 years say it does, and **67%** of firms with an average age of over **45** years say the same thing. Organizations with an average of **25 - 35** years have a **73%** positive response, while **36 - 45** years is a **72%** positive response. The differences are not large but probably reflect the concerns of people ages **25 - 45** years who are most likely to be married and/or have young children. Whatever the average age of the workforce, most employers surveyed believe that work and family programs do have an impact on their recruiting and retention.

Cross Tabulation 5

Section I Question 6: Total number of employees in the United States
 With
Section II Question D2: Dependent Care Assistance Plan (DCAP)

Table 87

Total Employees	Provide	Consider	Do Not Provide
25 or Less	3 3.90%	3 3.90%	71 92.21%
26 - 50	7 10.77%	2 3.08%	56 86.15%
51 - 100	17 25.37%	2 2.99%	48 71.64%
101 - 250	32 40.51%	5 6.33%	42 53.16%
251 - 500	18 54.55%	3 9.09%	12 36.36%
501 - 1500	14 60.87%	1 4.35%	8 34.78%
1501 - 5000	19 90.48%	0 0.00%	2 9.52%
More than 5000	15 83.33%	0 0.00%	3 16.67%

Frequency = 17

Because the DCAP is the most commonly offered work/family benefit in the country, we used it to look at the relationship between the total size of an organization and whether it offers its employees support for dependent care needs. Employees typically offer the same benefits to all employees, no matter where their work site is located geographically and a small employer in the four county area surveyed could be a large employer nationwide.

The results dramatically relate the total size of the organization to providing a DCAP. The table moves from high percentages in small firms that do not provide a DCAP: **92%** of firms with **25 or less** employees, **86%** of **26-50** employees, **72%** for **51 - 100** employees to high percentages in larger firms that do provide a DCAP: **41%** with **101 - 250** employees, **55%** for **251 - 500** employees, **60%** for **501 - 1500** employees, **90%** for **1501 - 5000** employees and **83%** for **over 5000** employees.

If the most common dependent care benefit for working families is not provided, it is likely that other dependent care options are not provided. So it seems that large organizations provide more support for dependent care than small organizations. Small firms may have informal ways of supporting the dependent care needs of their employees but most likely do not have formal benefit options.

Cross Tabulation 6

Section I Question 1: Type of Industry
With

Section III Question 2: In your opinion, how adequately is your company meeting the work/family needs of its employees?

Table 88

Industry	Very Adequately	Adequately	Less Than Adequately	Not Sure
Agriculture	0 0.00%	4 50.00%	1 12.50%	3 37.50%
Construction	6 24.00%	12 48.00%	3 12.00%	4 16.00%
Education	1 5.26%	11 57.89%	3 15.79%	4 21.05%
Finance/Banking	0 0.00%	0 0.00%	3 100.00%	0 0.00%
Government	1 5.00%	12 60.00%	5 25.00%	2 10.00%
Health Care	4 8.16%	27 55.10%	11 22.45%	7 14.29%
Insurance	1 50.00%	0 0.00%	1 50.00%	0 0.00%
Manufacturing	6 9.09%	32 48.48%	16 24.24%	12 18.18%
Real Estate	3 30.00%	4 40.00%	1 10.00%	2 20.00%
Retail	2 6.25%	22 68.75%	3 9.38%	5 15.63%
Service	12 14.29%	53 63.10%	9 10.71%	10 11.90%
Transportation	2 22.22%	3 33.33%	1 11.11%	3 33.33%
Public Utility	0 0.00%	0 0.00%	0 0.00%	1 100.00%
Wholesale Trade	3 10.71%	15 53.57%	4 14.29%	6 21.43%
Other	0 0.00%	0 0.00%	0 0.00%	2 100.00%

Frequency Missing = 42

Cross Tabulation 6

(Continued)

Section I Question 1: Type of Industry
With

Section III Question 2: In your opinion, how adequately is your company meeting the work/family needs of its employees?

Overall, the majority of companies (54%) answered that they believe they are "**adequately**" meeting the work/family needs of their employees. However, more believe that they are "**less than adequate**" than believe that they are "very adequate".

In the "**very adequate**" category, Insurance had the highest response rate (**50%**) with one of two insurance firms giving that response, the other insurance firm responded "**less than adequately**". Aside from that industry, the next highest response to "very adequately" is from Real Estate (**30%**) and Construction (**24%**). Since Construction does not typically have a high percentage of female employees, perhaps industries with more males in the workforce perceive fewer work/family needs and thus feel very adequately served.

Combining the two adequate categories, the Service industry ranks highest (**77%**) followed by Retail (**75%**). Education and Health Care, industries that traditionally employ high percentages of females both responded **63%** to the combined categories. The "**less than adequate**" category was highest for Finance/Banking (**100%**), but there were only three responses from this industry. It is followed by Manufacturing at **24%**.

More industries reported that they were "**not sure**" than reported that they were "**less than adequate**". This could reflect a reluctance to say that a company is not adequate or lack of a mechanism to get employee feedback on the subject of work/family needs.

Cross Tabulation 7**Section I Question 1: Type of Industry**
With**Section II Question E1: Child care resource and referral****Table 89**

Industry	Provide	Considering	Do Not Provide
Agriculture	1 12.50%	0 0.00%	7 87.50%
Construction	0 0.00%	0 0.00%	26 100.00%
Education	4 21.05%	0 0.00%	15 78.95%
Finance/Banking	2 50.00%	0 0.00%	2 50.00%
Government	2 9.52%	0 0.00%	19 90.48%
Health Care	8 17.02%	2 4.26%	37 78.72%
Insurance	2 100.00%	0 0.00%	0 0.00%
Manufacturing	11 15.96%	1 1.45%	57 82.61%
Real Estate	3 27.27%	1 9.09%	7 63.64%
Retail	1 2.94%	0 0.00%	33 97.06%
Service	22 26.19%	1 1.19%	61 72.62%
Transportation	0 0.00%	0 0.00%	9 100.00%
Public Utility	0 0.00%	0 0.00%	1 100.00%
Wholesale Trade	3 10.71%	0 0.00%	25 89.29%
Other	0 0.00%	0 0.00%	2 100.00%

Frequency Missing = 35

Cross Tabulation 7

(Continued)

Section I Question 1: Type of Industry

With

Section II Question E1: Child care resource and referral

In this survey of four counties, child care resource and referral is the most frequently provided dependent care option in the list of options that appears in Section IIQE. **16%** of respondents offer this benefit. That option is compared to type of industry to see where dependent care is most frequently offered.

Those industries that greatly exceed the **16%** average have few survey respondents. Insurance is **100%** with two out of two saying they provide it. Finance/Banking is **50%** with two out of four providing it.

The other industries that exceed **16%** are Real Estate at **27%**, Service at **26%**, Education at **21%** and Health Care at 17%. All of these are industries that employ many women.

Manufacturing is at the **16%** average. The lowest response rate to providing child care resource and referral is in Construction and Transportation. Both have zero respondents that provide this option. Retail follows with **3%**.

The industries with low percentages in this tabulation may provide other kinds of work/family supports, such as alternative work schedules; however, it is likely that they do not offer much in the way of dependent care.