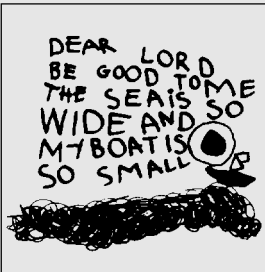


Reestablishing
the Value of
Families:

A Guide for Public Policy

Winter 2000
Report #1



Children's Defense Fund

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Children's Defense
Fund - MN

200 University
Avenue W., Suite 210
St. Paul, MN 55103

651/227-6121

website: [http://
www.cdf-mn.org](http://www.cdf-mn.org)

Parental Leave in Minnesota: A Survey of Employers

It has been thirteen years since Minnesota's parental leave law was passed, seven years since the federal Family Leave Medical Leave Act (FMLA) became law. Both laws require employers to offer unpaid leave to employees who have worked for them for a year or more, at least half-time under the state law, 1250 hours under the federal law. Minnesota's law requires up to six weeks of unpaid leave for the parents of newborn or adopted children employed by firms with twenty or more employees. The federal law requires up to twelve weeks' leave for parents working in firms of fifty or more.¹

There is not a great deal of information available on the impact of parental leave options on either employers or employees, except for a large-scale survey on the implementation of the federal law, conducted in 1996 on behalf of the national Commission on Family and Medical Leave. A limited amount of ongoing information is also collected by the state Department of Economic Security as part of its biannual benefits survey, and the federal government collects limited information through the Census.

To learn more about the recent impact of the two laws, the Children's Defense Fund of Minnesota (CDF-MN) surveyed employers in the fall of 1999 regarding their perceptions and experiences with parental leave. Of particular interest was learning more about the parental leave options offered by Minnesota employers, how often these options were used by employees, and employers' perceptions of parental leave policies. Because whether or not leave is paid was identified as an important issue in the Commission's employee survey (discussed

¹ The federal law also mandates leave for reasons other than maternity or paternity, including leave in the event of one's own illness or to care for an ill spouse, parent or child. The state law allows time off for school-related events.

below), questions were included about compensating employees on leave. Employers were also given an opportunity to comment generally regarding their experiences and recommendations for change.

The major findings from the survey are summarized below:

- The majority (83%) of employers who offer parental leave reported no management problems resulting from its provision. Almost one-third indicated that offering parental leave provides benefits, both for employers and employees. Those with paid parental leave programs were most positive about the benefits of their program. While only a few employers indicated a great deal of enthusiasm for the laws, there was also little dissatisfaction expressed.
- The state and federal law tend to establish the ceiling for the parental leave options offered by employers. Few employers go beyond the minimums required in law, although exceptions are found across employer type and size.
- Employees' leave-taking also closely parallels the law: Employers report that most new mothers (88%) take twelve weeks or less. Most new fathers take less than one week.
- Larger employers are more likely to offer some form of leave (paid or unpaid) than smaller employers.
- Across employers of all sizes, there is a great range in leave options offered. While 4% of respondents offer paid parental leave, twenty percent offered no

leave options for new parents. Among those allowing employees to use sick or vacation time, or temporary disability insurance, there was a wide range in the extent to which these benefits were available.

- In many companies, especially those with 20 or fewer employees, decisions regarding an employee's ability to take leave, the length of leave, use of other benefits and the nature of his or her transition back to work, are made on a case by case basis, usually by the owner. Even in companies covered by the state or federal law, decisions about other issues related to the leave are often made on case by case basis.
- Parental leave is a relatively small part of the personnel-related issues facing employers. Unlike health care coverage, retirement or sick time, not all employees need parental leave and of those who do need it, they need it only infrequently over the course of their working life. In our survey, the majority of employers reported no employees needing to take leave related to the birth or adoption of a child in the prior year. Only one in three had a female employee who gave birth or adopted a child.
- Employers indicated that the primary reason for the lack of paid, as compared to unpaid, leave was cost. Many employers, regardless of whether leave is paid or unpaid, also expressed concern about covering the workloads of employees on leave.
- Many employers, especially small ones, are leery of further government involvement in personnel decisions, apprehensive of additional mandates. However, several indicated they would welcome government financial assistance in helping to provide paid parental leave.

These findings are generally supported by those found in the Commission's study and the information collected in the state's Employee Benefits report. The CDF-MN study updates this information, providing more Minnesota-specific data, especially on employers' perceptions.

Section 1 below briefly describes the survey sample and process used to collect the information; additional data on the survey sample is in the appendix. Section 2 presents the survey findings. Section 3 discusses the findings in light of other studies in this area. Section 4 concludes the paper. A separate paper, *A Proposal for Expanding Parental Leave Options in Minnesota*, is also available from the CDF-MN.

Section 1: The Survey

The results summarized below are based on the results of a random sample of members of ten Chamber of Commerce associations across the state. One hundred eighty-five employers responded, representing a wide range of industries and geographic areas.

Survey respondents ranged in size from very small employers (less than four employees) to some of the largest employers in the state. Fifty-eight percent of the respondents employed 20 or fewer employees, and so do not fall under either the state or federal law. Ten percent employ 21-49 employees, falling under only the state law, and 32% fall under both the federal and state law, because they employ fifty or more people. In all, the total number of employees employed by the firms responding to the survey was over 64,000. Five large, and one very large employer, account for nearly 55,000 of that total. For most of the questions reported below, answers are given in terms of number and/or proportion of firms responding, not by employee totals.

The survey was designed based on issues identified through research. Input was also received from Chamber of Commerce staff and industry analysts. A

copy of the survey is available from CDF-MN.

The survey was conducted in the fall of 1999. Employers were asked to respond based on their experiences in 1998, in order to gather a complete year's worth of data. See appendix for more information on the survey sample.

Section 2: The Findings

1) Thirty percent of the respondents (51 out of 171) reported that one or more female employees gave birth to or adopted a child in 1998. Forty-one (24%) respondents reported that one or more male employees had a partner who gave birth or adopted. **Given the overlap in firms reporting both male and female employees having children, about two out of every five employers reported one or more employees (men or women) who would have been likely to need some form of parental leave in the prior year.** (See Chart 1)

Not unexpectedly, firms with higher proportions of female employees reported more employees giving birth than those with lower proportions of female employees. **Most of these employees worked in larger firms; 13% of smaller firms (less than 21 employees) have female employees who gave birth or adopted a child. A similar pattern exists for male employees.**

2) Respondents estimated that approximately one-tenth of the women [22/201] giving birth to or adopting a child did not return to employment. Proportionately more of the mothers who did not return to work were employed in smaller firms.

3) **The length of leaves taken by new mothers varies widely; however, over half (56%) take less than twelve weeks, 88% took twelve weeks or less.** Women in larger firms tend to take slightly longer leaves. No mother took less than one week. (See Table 1)

Fathers tend to take much shorter leaves. Most took less than one week. (See Table 2)

4) **Thirteen employers responding to the survey indicated that a collective bargaining agreement determined their parental leave policies.** All of those providing more detail (12/12) indicated that they offered some form of parental leave, including paid leave, use of sick time and/or temporary disability insurance coverage.

Chart 1: Employers Reporting a Male or Female Employee Having or Adopting a Child in the Prior Year

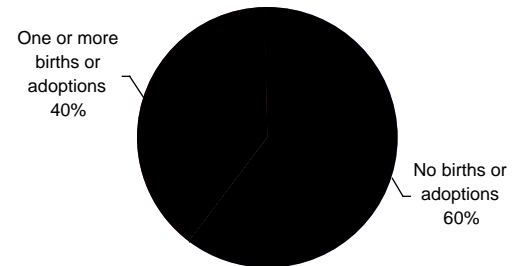


Table 1: Mothers' Leave Length by Employer Size

Employer size	<21	21-49	50+	Total	Percent
Less than one week					0%
1-2 weeks	1			1	1.5%
3-6 weeks	3		13	16	23.5%
7-11 weeks	4	2	15	21	30.8%
12 weeks	2	2	18	22	32.4%
13 weeks-6 months	1	1	4	6	8.8%
7 months-1 year			1	1	1.5%
One year or more	1			1	1.5%

Table 2: Fathers' Leave Length by Employer Size

Employer size	<21	21-49	50+	Total	Percent
Less than one week	4	2	16	22	56.4%
1-2 weeks	3	1	8	3	30.8%
3-6 weeks	0	0	4	4	10.3%
7-11 weeks					0%
12 weeks			1	1	2.6%
13 weeks-6 months					0%
7 months-1 year					0%

5) **Eighty percent of respondents (117/146) said they offered some form of parental leave (paid or unpaid). Employers required to offer leave under the state and federal law were more likely to offer leave than those not falling under either law.** The proportions by firm size are shown in Chart 2.

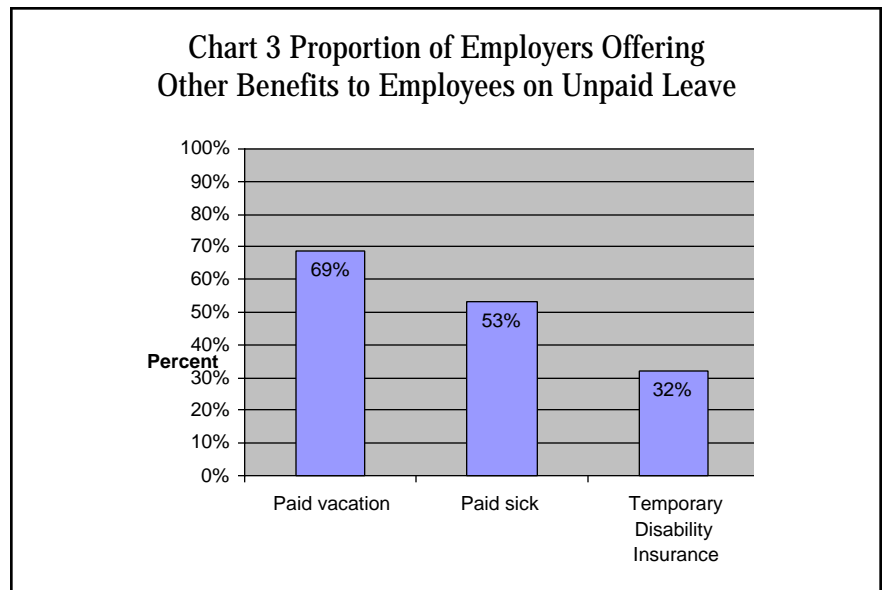
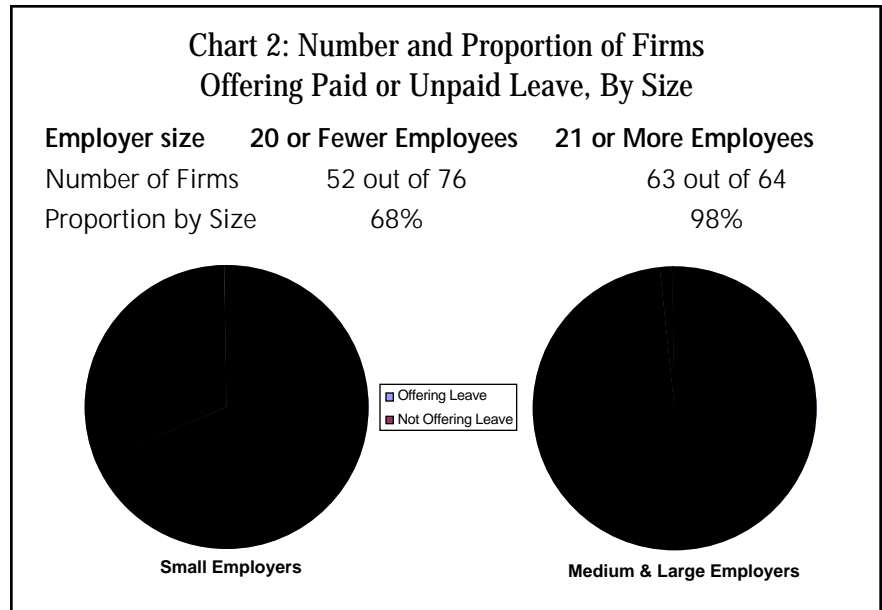
Larger employers also tend to offer longer leaves than smaller employers. Most small employers offer six to 12 weeks leaves, while the most common leave length for employers with 21 or more employees is 12 weeks. However, there are variations at all sizes. Sixteen Percent of employers with 50 or more employees indicated they allow employees to take longer than the federally required maximum.

Some employers indicated that leave length was negotiated, based on their personnel needs. Others indicated leave length took into account the needs of the employees.

6) **Six employers (4%) said they offered paid parental leave.** That is, paid benefits specifically for parental leave. This is higher than the 2% found in the DES survey, but is partially accounted for by the fact that our sample included two branch offices of the same employer who offers paid parental leave. In the last year, two companies offering paid parental leave reported employees use the benefit.

7) **Many employers who do not offer paid parental leave allow their employees to use accrued sick time or vacation time and/or temporary disability insurance (TDI).** A combination of paid sick and paid vacation time is the most common offering, followed by paid sick, paid vacation and temporary disability. However, **one-fourth of all employers (mostly small employers) offer no wage replacement while their employees are on parental leave.**

There is an extremely wide range in the extent of other benefits offered to



employees taking parental leave. For those allowing employees to use sick time, for instance, the amount of time employees may use ranged from two days to twenty-six weeks. Several respondents noted that a doctor's approval was necessary, and allowed different time periods depending on whether the mother had a normal delivery or Caesarean. Ability to take paid vacation also varied widely across respondents, from as little as three days to twelve weeks, limited by the actual amount accrued. Of those offering temporary disability insurance, employees pay for it or it is jointly financed by the employer and employee in 42% of the cases.

8) Decisions regarding the type and length of leave employees may take is often made on a case-by-case basis.

Most often, it is the company owner, manager, executive director or administrator who makes the decision. The human resources manager was listed as the sole decision maker by only one respondent. Decisions were made on a case by case basis more often in firms with twenty or less employees compared to larger companies.

Case-by-Case Decisions

Twenty or fewer employees 45.0%
 More than twenty employees 27.4%

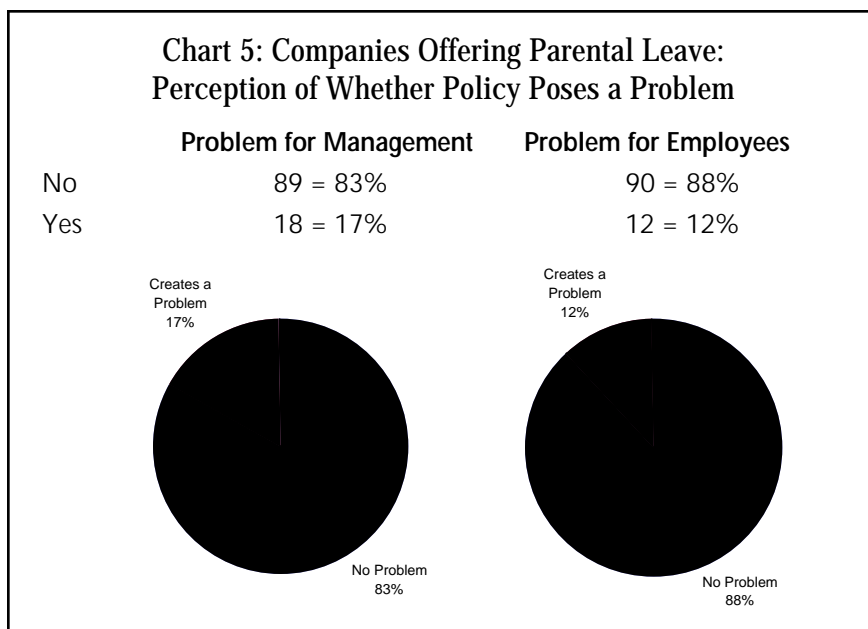
9) Twenty companies offer some sort of transition period to ease employees' return to work. Options include part-time hours for a limited period, although some employers only allowed employees who had accrued personal leave to use this option. Other employers indicated returning parents could use the employers' already flexible work schedule. Like other parental leave related benefits, respondents indicated that whether or not an employee could transition back to work was made on a case by case basis.

10) Eighteen respondents indicated that they had different parental leave policies for mothers and fathers. Most frequently, fathers were not allowed to

use their paid sick leave or short term disability for parental leave.

11) Most employers who offer some form of benefits for parental leave put some constraints on which employees can use the benefit. Most commonly, only those employees who work full-time or some other minimum percent of time can use the benefit. Several respondents require employees to have been with the firm a certain length of time. Most employers require some combination of these employee characteristics for use of the benefit. For example, some of those who require at least 50% part-time employment require employees to have worked at least a year, while others require one month, three months or six months.

12) The vast majority of respondents offering some form of parental leave (83%) indicated that their parental leave policies do not pose a problem



for management. (See Chart 5) By far, the most commonly cited reason for those indicating a problem was finding coverage for employees while they were gone.

Twelve respondents thought that the policies posed a problem for their employees. Having to cover other

employees' workloads was cited by three respondents. Two noted that returning employees might have a lot of catch-up work to do.

13) **A higher proportion of respondents (30% of those with paid or unpaid leave) indicated that their company's parental leave policies were a benefit for management, compared to those indicating they posed a problem.** (See Table 3) Reasons included increased employee loyalty ("very evident," lower turnover, employee recruiting advantages and a "happier workplace." One employer noted that financial savings had been realized in departments that did not replace leave-takers with temporary help. Those offering paid parental leave were most likely to say it provided benefits to management (50%).

Those who believe their parental leave policies benefit management are also likely to believe those same policies benefit their employees (85%). The most commonly cited benefit was to increase employees' time with their families without fear of losing their job, allowing them to "adjust to life change" without being "pressure[d] into returning to work until they are ready."

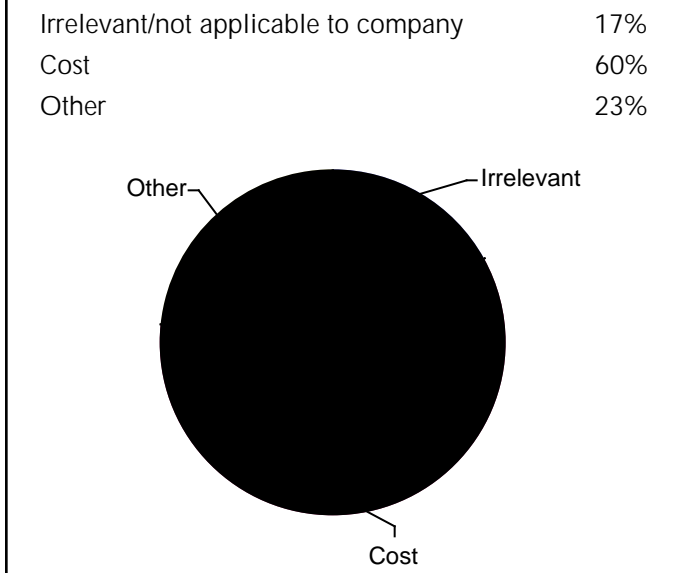
14) Sixty-two percent of respondents (66/107) stated that there were specific reasons why they did not offer paid parental leave. **The most common reason (60%) offered by employers of all sizes for why they do not offer some form of paid parental leave was cost.** (See Chart 6) Some responses were quite vehement (e.g., "COST! We are a small company and cannot afford to pay people who are not working"). Increased costs cited by several respondents included not only the cost of the leave but also the costs of providing coverage for employees while they were on leave.

The other common reason was irrelevance (17%). That is, respondents felt that future requests for parental leave were unlikely to occur, given the size of the company, the age of its employ-

Table 3: Companies Offering Parental Leave: Perception of Whether Policy Provides a Benefit

Type of Leave Offered	Benefit for Management	Benefit for Employees
Unpaid	28%	30%
Paid	50%	63%

Chart 6: Reasons For Not Offering Paid Parental Leave (41 responses)



ees, and/or the lack of requests for parental leave in their firm in the past. A few noted that they felt their policies were adequate now. One respondent felt that parental leaves "would be out of control if fully paid."

15) **Fifteen respondents (20%) indicated that there were specific incentives that would encourage them to offer paid parental leave. Of those responding, government assistance was mentioned most often.** Two respondents indicated they are in the process of re-examining their parental leave policies to "support families."

16) The final two survey questions asked for general comments or issues with the current law that the Legislature should address. Some of the respondents answered in terms of paid leave (which is not current law), stating again the difficulty of providing paid

leave, especially for small employers (e.g., “As a small business I don’t know that we could afford to offer paid leave”). One asked, “Could we receive any tax incentives if we instituted a parental leave policy?”

Some urged that the status quo be maintained or that any changes which were made not be mandated. Two suggested that the state adopt the fed-

eral requirements so that there would be greater consistency and simplification. One suggested that all employers be required to meet the parental leave law requirements, not just larger employers. One felt the law should be “modified down.” Five respondents made it clear that government should not be involved (e.g., “Leave it up to individual employers. Stay out of it.”

Finally, some had positive things to say about the law (e.g., “It works fine in areas where everyone has the same job. That’s been our experience.”)

Section 3: Discussion of the Findings

When the findings from the CDF-MN survey are combined with those from the Commission on Leave’s study and the Department of Economic Security’s 1998 employee benefits survey, some interesting trends are seen, discussed below.²

Parental Leave Relative to Other Employee Benefits

The results of all three studies indicate that, relative to other personnel issues, parental leave is not a major issue for most employers. The CDF-MN survey found that slightly less than one in three employers reported a female employee giving birth or adopting a child in the prior year. The national Commission on

Leave also found a low rate of all employees taking parental leave: .4% of all employees covered by the federal law. Rather, most employees who took FMLA took it to deal with their own health issues.

Parental leave options, beyond those mandated by law, are also less commonly offered than some other benefits. DES, for instance, reports that companies are more likely to offer some form of child care benefit than to offer time off beyond the legally required amounts for maternity or paternity; and more firms offer time off to care for a family member than offer paternity leave beyond the minimum required. Paid leave allowances are more commonly offered to attend funerals or for jury duty than for parenting.

In terms of costs, parental leave is a small part of the total personnel picture. Retirement, health and dental insurance,

² The Commission on Family and Medical Leave’s 1996 report to Congress, “A Workable Balance,” was an extensive study of the impact of the federal act on employers and employees. The Commission decided to conduct its own surveys because of a lack of existing data regarding some of the key concerns people had about the law. To answer those questions, the Commission’s researchers interviewed 1,206 employers and 2,352 employees in 1995. Because the federal Family and Medical Leave Act covers more than just parental leave, parental leave results make up just a portion of the report. Similarly, the state’s Employee Benefit survey (which included 1,933 responding employers in 1998) covers more employee benefits than just parental leave. The state Department of Economic Security’s report is, “1998 Minnesota Employee Benefit Survey,” September 1999.

regular vacation and sick time make up most of the employee benefit costs.

Looking to the future, parental leave will likely become an even smaller piece of the personnel pie. Decreasing birth rates and the aging baby boom generation will shift the demands on employee benefits. That is, as the baby boom generation faces increasing pressure to care for its elderly parents and faces its own age-related health and retirement issues, leave for these reasons will likely become more common. Data from the Commission on Leave indicates that this shift is already occurring. When employees were asked if they anticipated needing to take family medical leave in the next five years, 39% of those who thought they would need leave anticipated needing it to care for an ill parent, and 30% anticipated leave-taking for their own health, compared to 22% to care for a newborn, adopted or foster child. Of course, parental leave will still remain a significant issue to those families facing the birth or adoption of a child.

Impact of the Law

All three studies indicate that the law has had an impact on employer behavior. The Commission found that two-thirds of covered work sites had changed their policies in order to comply with the Act. Both CDF-MN and the Commission also found a difference in the proportion of employers offering twelve weeks of family leave, based on whether or not they were required to do so by law.

The results of both the CDF-MN study and the DES study also suggest that the laws also establish the maximums for most employers. DES found only 15% of employers offering longer maternity leaves than required by law, 8% longer paternity leaves. Likewise, CDF-MN found 16% of large employers (50 or more employees) offering longer leaves than required. Paid parental leave (which is not required in either state or federal law) was reported by only 2% of employers in the DES survey and 4% in the CDF-MN survey. Still, some employers of all sizes are choosing to offer more to new parents than is required by law.

Cost Issues

Both the Commission and CDF-MN found that employers are most concerned about the cost of parental leave. Employers considering the prospect of paid or unpaid parental leave (many of whom do not currently offer any kind of leave) were concerned about both the cost of having an employee gone on leave as well as the costs of paying paid leave in the CDF-MN study. The Commission found that employers who had actual experience with the FMLA found that increased costs were not a major problem. Most reported no increase in administrative, hiring/training or other costs. Those employers who were not covered by the federal law, and therefore were not forced to comply with its requirements, were more concerned about the potential costs of the law than those who were covered by it.

Some employers in both the Commission and the CDF-MN study even reported cost savings. In the Commission study, for instance, 5% of employers with 50-99 employees, 4% of employers with 100-259 employees, and 11% for employers of 251-500 employees reported savings from retaining employees, thereby reducing hiring and training costs.

Benefits for Management and Employees

While most employer respondents in both the Commission's survey and the CDF-MN survey were fairly neutral in whether or not their parental leave policies posed problems or provided benefits for management, the general response was positive by those willing to comment. The Commission found a higher rate of satisfaction with the effect of the law on business productivity, profitability, employee productivity, employee absences and turnover among those FMLA-covered employers who had actual experience with employees taken leave under the law, than those who were covered by the law but had not had any actual experience with employees taking FMLA leave. The CDF-MN survey found satisfied employers offering

leave commenting most positively about the effects of their policies on employee turnover rates, employee loyalty and recruitment.

Respondents in both the CDF-MN survey and the Commission survey noted that, for employees, the law provided more opportunity to care for themselves or their families without fear of losing their jobs.

Although many respondents in the CDF-MN commented that they did not want to see the Legislature increase the current parental leave requirements ("Don't increase the mandated minimum length of time. The current law and such are adequate from a small employer's perspective") only one respondent suggested that the current law be scaled back ("modified down").

Coverage Issue

Coverage of a leave-taking employee's work was cited as an issue by many of the respondents in the CDF-MN survey. The Commission's study provides some additional insight on this issue because it asked additional questions relating to employee coverage. Across all sectors of employment, the Commission found that work sites used a combination of methods to cover for absent employees, including other employees (69%), temporary replacements (37%), permanent replacement (9%), putting work on hold (33%) and having the employee work at home (20%). The methods used to cover the work depend on the business type (e.g., retail, services, etc.) and the education of the worker, with more highly educated workers less likely to be replaced while on leave. Smaller employers are also more likely to put work on hold.

The Commission asked non-leave-taking employees about their attitudes toward the burden posed to them by leave-taking employees. The majority did not feel it posed an "unfair burden" on co-workers and most agreed that "every employee should be able to have up to 12 weeks of unpaid leave in a year from work for family and medical leave problems."

These results suggest that there is an understanding and acceptance of the potential inconveniences posed by parental leave taking employees by many co-workers, although dissenting responses by employees in the Commission study and comments from a few employers in the CDF-MN survey indicate that pockets of resentment toward leave-taking parents exist at some work sites.

Employer Decision-Making

Both the Commission and CDF-MN found that decisions regarding additional leave options beyond those required are often made "depending on circumstances." Almost half of all small employers and a fourth of all larger employers in the CDF-MN survey leave the decision up to an owner, branch manager, executive director, etc. Without additional data, it is difficult to know the implications of these decision-making policies on individual employees in terms of issues of equity and fairness.

Wage Replacement

Both the CDF-MN survey and the state employee benefit survey show that few employees have paid parental leave available to them. However, many employees can use paid sick leave, vacation time, and/or temporary disability insurance to provide some income while they are on leave, reducing the number of new parents taking leave without any wage replacement. As a result, in the Commission's study, approximately 47% of parental leave-takers at non-covered work sites had unpaid leaves, and 31% at covered work sites had no compensation while on leave from their employer. These findings are consistent with the CDF-MN results.

The Commission data indicate that affordability is a major issue for those who did not take leave, even if they were eligible and worked for a covered employer. "Couldn't afford" was the most common reason given by those who needed parental leave but did not take it.

The Commission's data shows the availability of paid or partially paid leave is not distributed evenly across workers. Those with less education, lower income and paid hourly (rather than salaried) are more likely to have unpaid leaves. Forty nine percent of workers from families with annual incomes took unpaid leave (for all FMLA reasons) compared to 21% of those with incomes of \$75,000 or more. Similarly, 11% of salaried employees took unpaid leaves compared to 43% of hourly paid employees.

The Commission also collected data on how people taking leave made up for lost wages. The most common method was to limit extras (76%), followed by using savings earmarked for leave (44%),

other savings (41%), cutting leave short (40%), putting off paying bills (39%), borrowing money (25%) and public assistance (9%). However, the rate at which workers can use these various methods depends on their economic circumstances. Workers with family incomes less than \$20,000 relied on public assistance at the rate of 21%, compared to 1.5% for workers with incomes between \$50,000 and \$75,000. This group of workers, who were most likely to have unpaid leave, turned to public assistance, even though they also used the other methods of replacing wages as other more well-off workers. However, people who relied on public assistance were the least likely to return to work.

Section 4: Conclusion

A full discussion of parental leave issues should occur within the broader context of the changing work force, labor supply issues and child and family development. This survey focused on employers, concluding that the effect of the current laws is generally neutral to positive for most employers who fall under their requirements. The results indicate that the options currently offered to employees vary widely but are generally deter-

mined by what is required by law. Regarding expansion of the current law, employers are most concerned about potential costs. Perceptions of the benefits and problems of parental leave vary greatly, but of those employers offering paid or unpaid leave, the employers with the most generous parental leave policies were the most satisfied with the effect of those policies on management and employees.

Appendix: Survey Sample Information

Ten Chamber of Commerce associations across the state participated in the survey, representing rural, small metropolitan and large suburban metropolitan areas (Anoka, Austin, Blooming Prairie, Cambridge, Duluth, Eden Prairie, New Prague, Staples, Stillwater, Suburban Twin Cities), as well as two Twin Cities employers. A random sample from the memberships of each of the Chambers was selected. A survey and cover letter was mailed to each employer. Follow-up phone calls and faxes were made to increase response rates, and surveys faxed or re-sent, if indicated. Businesses could either fax or send back their

responses. Confidentiality was guaranteed.

One hundred eighty-five surveys were returned (29%). This response rate compares favorably to the 42% response rate obtained by the Department of Economic Security, considering that CDF-MN is not a governmental or business-related agency. It was also higher than business experts had predicted.

A wide variety of business and government employers responded to the survey. As Table 4 shows, the CDF-MN sample is fairly representative of the

business mix in the state, although it is more highly weighted in the service industry and less weighted in the construction, trade and agriculture/forestry/fishing industries. For comparison purposes, the industry mix in the DES survey is also shown.

The CDF-MN survey also gathered data on the size of the responding firms and the estimated percent female employees. This information was used both to compare the CDF-MN sample with the state and to cross-tab survey responses by firm size and percent female employees to see if differences existed based on these firm characteristics.

The CDF-MN sample, like the other studies in this area, is more heavily weighted by large employers. While there are far more small (83%) than medium or large-size firms in the state, the majority of Minnesotans (64%) work for employers with 50 or more employees.

The CDF-MN sample is spread fairly evenly across female and male employee-dominated employers, but is somewhat more highly weighted by employers with higher proportions of female employees.

Not all respondents answered all of the questions. Some indicated that they did not keep personnel records related to these issues; for some the questions were not relevant because they did not have employees who were likely to use parental leave. Others left answers blank with no explanation. As a result, there are often different sample sizes for each question. The relevant number of respondents was used to calculate proportions, as determined appropriate for each question.

Table 4: CDF-MN Response Rate Proportions by Industry, Compared to Actual Statewide Rates and Department of Economic Security Survey Respondents

	State	CDF-MN	DES Survey
Agriculture, Forestry & Fishing	2.5%	1.1%	13.6%
Construction	9.5	2.3	10.3
Manufacturing	6.3	6.9	13.3
Transportation, Communication & Utilities	4.6	6.9	6.0
Trade	29.7	14.4	17.9
Finance, Insurance, Real Estate	9.8	14.9	8.5
Services	33.4	48.8	12.7
Government	4.7	4.6	13.9

Table 5: CDF-MN Survey Respondents by Employer Size

Number of Employees	# Employers	Percent
0-20	100	57.8%
21-49	18	10.4%
50+	55	31.8%

Table 6: CDF-MN Survey Respondents by Proportion of Female Employees

Percent Female Employees	# Firms	Sample Proportion
0-20%	31	18.9%
20-40%	26	15.4%
40-60%	36	21.9%
60-80%	31	18.3%
80-100%	40	25.4%

CDF-MN wishes to thank the employers who took time to fill out the survey and the ten Chamber of Commerce staff who assisted us in this project. Kimberly Farris was the research assistant for the project, funded by the University of Minnesota Center for Urban and Regional Affairs. The report was written by Marcie Jefferys, Director of Fiscal Policy, as part of the Alternative Budget Project, funded by a grant from the McKnight Foundation.

