

ABSTRACT

FALKENBERG, K. A. A survey of midwest employee recreation programs conducted outdoors. M.S. in Recreation, 1986. 110 pp. (Dr. P. Trokan).

This study surveyed a purposive sampling of midwest employee recreation programs conducted outdoors by employers located in the states of Illinois, Minnesota, and Wisconsin. A 10-item questionnaire was completed and returned by 36 (61%) of 59 administrators. The questionnaire gathered information pertaining to the percentage of employees participating in the recreation program, use of community facilities, and background information regarding outdoor recreation areas if owned by the responding companies. The participants of the on-site interview were questionnaire respondents who had an outdoor recreation program and encouraged an on-site interview (N = 9). The 25-item on-site interview gathered information pertaining to the program administration, activities, and services. All of the outdoor recreation programs studied: (1) did not require the employees to participate, (2) were open to families of employees, and (3) had at least one softball league. A majority of the outdoor recreation programs studied: (1) were open to friends of employees, (2) had blocks of time set aside for departments to recreate together, (3) had a governing body, (4) had employee clubs, and (5) had programs that varied with the season.

A Survey of
Midwest Employee Recreation Programs
Conducted Outdoors

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to
The Graduate Faculty
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In Partial Fulfillment
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by
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CHAPTER 1
INTRODUCTION

Need for the Study

Although there has been considerable research directed towards employee recreation, the majority of this research has focused on employee fitness programs conducted indoors (Haskell & Blair, 1980; Horne, 1975; Megalli, 1978; Schinto, 1977; Wanzel, 1977). Relatively little research has been directed towards employee recreation programs conducted outdoors ("An Inside Look," Diehl & Eastwood, 1940).

It was the intention of this investigator to utilize this study as a means to provide a record of outdoor programs conducted by employee recreation programs in the Midwest.

Purpose

The purpose of this study was to survey Midwest employee recreation programs conducted outdoors. The Midwest employee recreation programs were selected from the states of Illinois, Minnesota, and Wisconsin. The study identified program administration, activities, and services.

Assumptions

Assumptions of this study were:

1. Questionnaire was a reliable instrument;

2. On-site interview was a reliable instrument;
3. Returned questionnaires were representative of the population of Midwest employee recreation programs;
4. Questionnaire was answered truthfully by all respondents; and
5. On-site interview was answered truthfully by all respondents.

Delimitations

Delimitations of this study were:

1. Employers surveyed were located in Illinois, Minnesota, and Wisconsin;
2. Questionnaires were sent to a purposive sampling of those employers having employee recreation programs;
3. Aspects of the program studied included administration, activities, and services.

Limitations

Limitations of this study were:

1. Employers that returned the questionnaire;
2. Employers' ability to interpret the questionnaire;
3. Questionnaire may or may not have been completed by the administrator of the employee recreation program.

Definition of Terms

Activities: outdoor pursuits undertaken by employees which were sponsored directly or indirectly by the employer.

Administration: supervision body of the employee recreation program.

Employer: business which has an employee recreation program.

Employee Parks: outdoor recreation areas owned by the employer, unless otherwise stated.

Employee Recreation: leisure activities and services for employees related to employees' place of employment.

Midwest: the states of Illinois, Minnesota, and Wisconsin.

National Employee Services and Recreation Association (NESRA): clearing house for dissemination of information and ideas on employee recreation for member companies in the United States and Canada (Wilson, Wanzel, Gillespie & Roberts, 1979).

Purposive Sampling: that type of sampling in which the researcher handpicks the cases to be included in the sample on the basis of the researcher's judgment of their typicality (Cohen & Manion, 1980, p. 77).

Wellness: living to one's optimal capacity in all areas of life.

CHAPTER II
REVIEW OF RELATED LITERATURE

Introduction

As technology developed in this nation, people began to notice declining muscle tone, obesity, and heart disease striking friends and relatives with increasing regularity.

Slowly the people of this nation were shown how they had become a sitting society, straying from a heritage that required labor-intensive productivity for survival. Soon, though, it was realized that sedentary living had drastic consequences on the length and quality of a person's life (Paffenbarger & Hale, 1975; Gorman, 1977).

With this realization, industry and business began providing employee recreation programs with increasing regularity. It is estimated that by 1990, 25% of all United States corporations will provide employee recreation programs (Tuthill, 1979). Allen (1982) found that over 1,000 corporations are spending more than \$2 billion annually on employee recreation programs. Debats (1981) estimated that over 50,000 firms in the United States, ranging from small businesses to Fortune 500 companies, offer employee recreation programs.

The reason for this increase in employee recreation programming can be seen in the benefits provided by such programs. Employee recreation programs serve to demonstrate

employers' social responsibility. By perceiving authentic caring and concern for their well being, employees may increase their morale, organizational attachment, and loyalty; turnover and absenteeism may decrease (Hiner, 1974).

A survey, including 51 Fortune 500 industries west of the Mississippi River, revealed that Chief Executive Officers view improved employer - employee relations and socialization among co-workers as the most important benefit acquired through employee recreation programs (Phelps & Roys, 1983).

Benefits have also been realized through the reduction in the high cost of health care, underwritten by corporations in the form of insurance premiums which most companies subsidize for employees in group insurance plans. The reduction of the health care costs have been mainly attributed to the implementation of wellness programs. Lockheed Corporation estimates a \$1 million savings in life insurance premiums over a five-year period through the use of a wellness program. The Canada Life Assurance Company reports nearly \$37,000 in total health cost savings during the first year of its wellness program. The New York Telephone Company claimed a \$2.7 million savings in reduced absenteeism and treatment costs in 1980 though the use of its wellness program (Bekey, 1983).

In 1982 Americans spent \$300 billion, about 9% of the Gross National Product (GNP), on health costs, and the costs

are rising. If present trends continue, health care expenditures will account for 20% of the GNP by the year 2000 (Sparks, 1983). Preventative medicine, then, is becoming the focus of corporate interest in the health field, and wellness promotion is an important part of any comprehensive plan.

Wellness Promotion in Business and Industry

Wellness programs have been promoted in business and industry because (1) people want to change to a leisure-oriented lifestyle that includes the concept of wellness, (2) because work is a significant part of peoples' lives, it is important to optimize the work experience, and (3) because wellness programs demonstrate employers' social responsibility (Howe, 1983).

Because wellness programs deal with individuals' needs, it is likely that workers will associate their own welfare with that of the company (Whitehill and Takezawa, 1969). Whitehill and Takezawa (1969) also reveal that wellness promotion closes the social and psychological gap of impersonality created by large-scale, complex organizations. Business and industry also promote wellness because it (1) reduces insurance and worker's compensation costs, (2) raises productivity and lowers absenteeism, and (3) assists in recruitment and retention (Bekey, 1983).

Development of wellness promotion includes an effort to involve family members. Companies realize that their well-

ness program must have reinforcement at home to make their efforts meaningful. Company efforts to gain family support range from nonsmoking poster contests for employees' children to many firms' free or low cost recreation access for spouses and dependent children (Bekey, 1983).

Wellness Programs in Business and Industry

The following examples are companies in the United States that currently conduct employee wellness programs. These programs stress the importance of living to one's optimal capacity in all areas of life.

Kimberly-Clark Corporation (Neenah, Wisconsin)

The Kimberly-Clark Corporation opened a \$2.5 million sports facility in 1977. The complex, which is opened to an estimated 10,500 current and retired employees and their spouses, has a no-charge policy.

The wellness program offers medical screening, a recreation facility, and health education classes. A posted cafeteria menu list calorie and cholesterol levels; a newsletter, titled "Wellness," gives monthly health tips; and a company-wide Employee Assistance Program refers drug and alcohol abusers to community service programs (Bekey, 1983).

Mattel Corporation

The Mattel Corporation has a Health Enhancement Program (HEP) which attempts to enlarge choices, not dictate them.

A wider variety of foods have been offered at the cafeteria since the HEP plan was initiated in March 1981. Wellness workshops stress action and a positive outlook; becoming aware of eating habits, setting reasonable weight-loss goals, and enjoying the better health gained by weight loss rather than feeling deprived. The HEP plan also offers twice-weekly aerobic classes which are designed to encourage people to initiate new activities on their own (Bekey, 1983).

The new facility includes a physician and an exercise physiologist. Half of Mattel's 2,000 employees have undergone medical screening and 200 have attended workshops (Bekey, 1983).

ROLM Corporation (Santa Clara, California)

The ROLM Corporation, an entrepreneurial telecommunications equipment manufacturer, built a \$1.3 million recreation center in 1979. The facility contains a regulation-size gymnasium, racquetball courts, swimming pool, weight rooms, pro shop, lounge, Jacuzzi, sauna, and locker rooms (Bekey, 1983).

Eight, 8-week fitness programs are held before work, during lunch, and after work to accommodate varying shifts. The ROLM Corporation introduced a more holistic program including detailed health risk profiles and classes in stress control, nutrition, and smoking cessation. ROLM also

hosts an annual health awareness week along with heart and lung association representatives as part of its wellness promotion (Bekey, 1983).

Sentry Insurance Company (Stevens Point, Wisconsin)

The Sentry Insurance Company built a \$1 million fitness and recreation facility in 1978. The facility, called Sentry Insurance - World Sports Center, includes an 18-hole golf course, six indoor and outdoor tennis courts, racquet ball courts, fishing lakes, beach, picnic area, and softball diamonds (Wisniewski, 1983).

The company also has a fitness center, which is part of the new world headquarters. The fitness center includes a gymnasium, weight room, and indoor swimming pool. Family involvement is encouraged through nutritional cooking classes and a Saturday family fitness program (Bekey, 1983).

Wellness promotion is conducted through stress management, weight control, and smoking cessation programs. The wellness program also includes monthly health education classes such as cardiopulmonary resuscitation, time management, and first aid (Bekey, 1983).

Wesley Medical Center (Wichita, Kansas)

Wesley Medical Center initiated the Wesley Employee Long Life (WELL) Club in 1980 as a health promotion program. The WELL Club has increased in size due to the variety of activities available to its members (Howell, 1983).

The aquatics program includes stroke clinics, water volleyball leagues, swimming lessons, lap swimming, and exercise classes at two different levels. Wellness classes offered include nutrition, stress management, and exercise. The club also offers classes to meet the needs of special populations such as prenatal/postnatal nutrition and exercise, men's weight control, and wellness for older people (Howell, 1983).

To gain membership to the WELL Club an individual must pass a Lifestyle-Health Audit. The audit includes a two-part examination. The first part of the exam includes cardiovascular, endurance, flexibility, percent body fat, and muscular strength tests. The second part of the exam includes an analysis of the individual's blood composition. If the person passes both parts of the health audit he/she is assigned a personal fitness advisor. This fitness advisor is an exercise physiologist, cardiac nurse, or recreational therapist who establishes goals and monitors the progress of the individual (Howell, 1983).

This comprehensive program also includes outdoor activities. The WELL Club created Adventure Wellness to present challenges, offer self-satisfaction, and expand the horizons of the participants. The participant is taken away from the city to experience such activities as canoeing in a river, cross-country and down hill skiing, and bicycling. Club members conduct the Adventure Wellness program because they

believe that there is more to health than exercise, managing stress, and a correct diet (Howell, 1983).

Employee Parks

The following examples are companies in the United States and Canada that have developed their own private parks which are maintained and professionally operated for the use and enjoyment of their employees.

Control Data Corporation (Minneapolis, Minnesota)

In 1966 the Control Data Corporation purchased a 570-acre tract of land located along the St. Croix River. The area was developed into an employee park which opened in 1973. The park includes a 42-site campground with water and electricity, sports fields, picnic areas, and hiking trails ("An Inside Look," 1980).

The Control Data Employee Recreational Foundation purchased the park from the corporation in 1975 with income generated through its vending machines, aluminum cans, and company-produced waste paper. The Foundation is currently looking into the possible addition of a sanitary dump and a 21-unit extension to the campground ("An Inside Look," 1980).

Dofasco Incorporated (Hamilton, Ontario, Canada)

This steel manufacturing company built its own park, which opened in 1978, because facilities provided by the

city were insufficient for their employees' needs. The 50-acre facility serves 11,500 people through its one-quarter mile all-weather track, lighted 18-hole mini putting green, four lighted tennis courts, three baseball diamonds, and two lighted softball fields. Employee fees for individual programs help support each program in the park which was entirely constructed at company expense ("An Inside Look," 1980).

Fluor Corporation (Irvine, California)

The Fluor Corporation also built an employee park because of limited municipal facilities. The \$1.6 million 32-acre multi-use park serves 4,000 employees. The park has softball, soccer, and flag football fields, a fitness trail, a shuffleboard area, a horseshoe pit, a childrens' play area, and a picnic facility. A separate recreation building contains a swimming pool, gymnasium, and meeting space for more than 20 special interest clubs (Stinson, 1980).

The Hughs Aircraft Company (California)

The Hughs Aircraft Company has an employee association which has been operating the 10-acre company park for 21 years. Facilities at the park include a tennis court, two volleyball courts, a basketball court, two softball diamonds, barbeque and horseshoe pits, restrooms and showers, a meeting room, a playground area, and garden plots ("An Inside Look," 1980).

It is estimated that 400 people use the park each weekday and 750 to 2,500 people use it on weekends depending on scheduled activities. The park is open weekday evenings, lunch hours, and on weekends ("An Inside Look," 1980).

Johnson Wax Company (Racine, Wisconsin)

The Johnson Wax Company operates its Armstrong Park through the Johnson Wax Mutual Benefit Association. The park has playing fields, recreation shelters, picnic areas, miniature golf, a pitch and putt golf and driving range, basketball courts, softball fields, touch football fields, tennis courts, an archery range, and horseshoe pits. The facility also has an outdoor ice rink for winter activities such as ice skating, hockey, and broomball (Wilsman, 1977).

The company also has vacation hideaways in the United States and Canada for employees and their families. The secluded Canadian retreat called Mulvena Lodge can be reached only by sea plane (Wilsman, 1977). The Lighthouse Resort, which was constructed in 1950, is located on Fende Lake, near Minocqua, Wisconsin. The 17 lakeside cabins can be rented by employees and their families for less than \$100 a week (Winsiewski, 1983). The cabins come completely furnished and include linens, blankets, cooking utensils, and a motorized boat.

The Johnson Wax Company also reserves resorts in eight other areas of the country for employees living in those

areas. The company does not charge for the use of these field resorts for persons living in the region they serve. However, the anticipated cost of using the field resort is considered taxable income and is added to the users' W-2 tax forms (Wisiewski, 1983).

Rockwell International (El Segundo, California)

Rockwell International has four parks ranging in size from 11 to 17 acres each to serve its 25,000 employees. Each park has a gymnasium, tennis and basketball courts, jogging trails, softball diamonds, lockers, showers, and saunas ("An Inside Look," 1980).

The parks are open to employees, retirees, and their dependents. Each park has a recreation coordinator who conducts employee fitness activities, sports programs, and hobby clubs ("An Inside Look," 1980).

State Farm Insurance Company (Bloomington, Illinois)

The State Farm Insurance Company has owned and operated a 45-acre wooded recreation area called G.J. Mecherle Memorial Park since 1948. The park, which serves State Farm employees, their families, and their guests, features such facilities as a wading pool and playground for children; a fishing lake stocked with bass, bluegill, catfish, and crappies; and a tennis court facility that includes five all-weather courts, three rubico surface courts, two clay

courts, and two paddle tennis courts ("An Inside Look," 1980).

The park also has a clubhouse with dressing rooms, lockers, and towels; a picnic area with tables, benches, and grills; and an outdoor games area with volleyball, shuffleboard, badminton, and t-ball ("An Inside Look," 1980).

Sunstrand Company (Rockford, Illinois)

The Sunstrand Company is another company that built its own park because of the limited municipal facilities available in their community. The 13-acre park was opened in 1958. Facilities at the park include two outdoor pavilions, 20 separate picnic areas with charcoal pits, picnic tables and cooking shelters, two volleyball courts, eight horseshoe pits, and a baseball diamond ("A Look Inside," 1980).

3M Company (St. Paul, Minnesota)

The 3M Company owns a 483-acre park located in Lake Elmo, Minnesota, which is seven miles east of the 3M Center. This park, called Tartan Park, features such facilities as an 18-hole golf course, four lighted baseball fields, two picnic pavilions, a five-star field archery range, downhill skiing and snow tubing hills, and ice skating arena, cross-country ski trails, jogging trails, 12 tennis courts, a radio-controlled model airplane field, an astronomy observatory, and an operating station for a short-wave radio club (Kostka, 1978).

The program is currently expanding to include a nature center. The high level of interest by 3M employees in this project has been directed towards the development of long-range goals and preliminary work (Kistka, 1978).

Summary

The review of related literature detailed wellness promotion (Howe, 1983), examples of wellness programs (Bekey, 1983), and examples of employee parks in business and industry ("An Inside Look," 1980). This chapter detailed the different approaches that wellness programs use to help each employee live up to his or her optimal capacity in all areas of life. The review of related literature also examined employee parks, several of which were developed because of limited municipal facilities available in their community (Stinson, 1980).

Although much has been written on employee recreation and wellness, little has been devoted specifically to employee recreation programs conducted outdoors.

CHAPTER III

METHODS

Procedures

The questionnaires (Appendix A) were mailed on March 21, 1985, to administrators (Appendix B). Each questionnaire was accompanied by a cover letter (Appendix C) and a self-addressed stamped envelope.

Follow-up letters (Appendix D), questionnaires (Appendix A), and self-addressed stamped envelopes were mailed on April 5, 1985, to those administrators who had not returned their first questionnaire.

A thank you letter (Appendix E) with the results of the questionnaire (Appendix F) was mailed on April 25, 1985, to the questionnaire respondents (Appendix G).

A visitation request form (Appendix H) was mailed on April 19, 1985 to those employers that indicated, on the returned questionnaire, that they were interested in an on-site interview. Each visitation request form was accompanied by a cover letter (Appendix I), an outline of the detailed information requested during the on-site interview (Appendix J), and a self-addressed envelope.

The on-site interviews (Appendix K) were conducted between June 10 and June 19, 1985 (Appendix L). A thank you letter (Appendix M) with the results of the on-site inter-

view (Appendix N) was mailed on July 18, 1985, to those employers that participated in the on-site interview.

Selection of Sample

The purposive sampling of programs for the questionnaire was taken from the most recent (1983) membership roster of the National Employee Services and Recreation Association.

The participants of the on-site interview were questionnaire respondents who had an outdoor recreation program and encouraged an on-site interview.

Development of Instrumentation

A 10 item questionnaire was developed (Appendix A). The instrument gathered information pertaining to percentage of employees participating in the recreation program, use of community facilities, and background information regarding outdoor recreation areas if owned by the companies responding to the questionnaire.

A three-part, 25 item questionnaire was developed for the on-site interview. The interview was divided into: Part I, Administration, items 1 through 14, which gathered information describing employer and program participants; Part II, Activities, items 15 through 22, which examined activities conducted; and Part III, Services, Items 23 through 25, which gathered data on the services provided through the program.

The mailed questionnaire and the on-site interview were evaluated by three recreation professionals. Their suggestions were incorporated into the revisions of the mailed questionnaire and the on-site interview.

Statistical Treatment of Data

The descriptive measure of percentage was employed to present the data.

CHAPTER IV
RESULTS AND DISCUSSION

Questionnaire Results and Discussion

The questionnaire (Appendix A) was mailed to 59 administrators (Appendix B). It was completed and returned by 36 (61%) of the administrators (Appendix G). Results of the questionnaire revealed that 15 (42%) of the respondents spent less than 25% of their time planning, organizing and/or conducting employee recreation programs (Table 1). It was interesting to note that 27 (75%) of the respondents had a four-year degree. This appears to indicate an employer preference for a formally educated administrator.

The questionnaire also revealed that five (14%) of the employers had less than 20% of their employees participating in the recreation program. Eight (22%) of the employers had between 20% and 40% of their employees participating in the recreation program. Twelve (33%) of the employers had between 40% and 60% of their employees participating in the recreation program. Four (11%) of the employers had between 60% and 80% of their employees participating in the recreation program. Seven (19%) of the employers had between 80% and 100% of their employees participating in the recreation program (Table 2).

TABLE 1

Percentage of time involved in planning, organizing and/or
conducting employee recreation programs

(N = 36)

<u>Percentage of time</u>	<u>Number</u>	<u>Percent</u>
less than 25%	15	42
between 25% and 50%	6	17
between 50% and 75%	4	11
between 75% and 100%	3	8
100%	8	22

TABLE 2

Percentage of employees participating in recreation program

(N = 36)

<u>Percentage of employees</u>	<u>Number</u>	<u>Percent</u>
less than 20%	5	14
between 20% and 40%	8	22
between 40% and 60%	12	33
between 60% and 80%	4	11
between 80% and 100%	7	19

Community facilities were used by 28 (78%) of the respondent companies. The top three community facilities used were city public parks (64%), public golf courses (39%), and health clubs (25%) (Table 3). The use of community facilities by a majority of companies suggests the interest by the employer to use existing public facilities rather than building facilities for private use by the employees. The top three activities conducted at the community facilities by the company recreation program(s) were ice hockey (14%), racquetball (14%), and swimming (11%) (Table 4).

A total of 11 (31%) of the 36 responding companies owned an outdoor recreation area available for employee use. Six (55%) of the 11 outdoor recreation areas were between 1 and 10 acres in size. One (9%) of the 11 outdoor recreation areas was between 11 and 50 acres. Four (36%) of the 11 outdoor recreation areas were over 100 acres (Table 5).

The number of years the outdoor recreation areas had been in existence varied from 3 (27%) which had been in existence from 1 to 5 years, 1 (9%) which had been in existence between 6 and 10 years, and 7 (64%) which had been in existence over 10 years (Table 6). The majority of the outdoor recreation areas had been in existence for over 10 years. This suggests the lasting value of the outdoor recreation area to employer and employee alike.

Permission was given by 9 (82%) of the 11 responding companies owning an outdoor recreation area to make an

TABLE 3

Employer use of community facilities for employee recreation program(s)

(N = 28)

<u>Community Facility</u>	<u>Number</u>	<u>Percent</u>
city public parks	18	64
public golf courses	11	39
health clubs	7	25
high schools	6	21
bowling alleys	6	21
grade schools	4	14
ice hockey rinks	4	14
county parks	3	11
public recreation centers	3	11
other(s)	3	11
YMCA	2	7
churches	1	4
YWCA	1	4

TABLE 4

Employee recreation program(s) conducted at community facilities

(N = 28)

<u>Activity</u>	<u>Number</u>	<u>Percent</u>
ice hockey	4	14
racquetball	4	14
swimming	3	11
aerobic classes	2	7
broomball	2	7
other(s)	2	7
soccer	2	7
weight lifting	2	7
archery	1	4
curling	1	4
football	1	4
indoor jogging	1	4
outdoor jogging	1	4
roller skating	1	4
table tennis	1	4

TABLE 5
 Size of outdoor recreation area
 (N = 11)

<u>Size</u>	<u>Number</u>	<u>Percent</u>
less than 1 acre	0	0
1 to 10 acres	6	55
11 to 50 acres	1	9
51 to 100 acres	0	0
over 100 acres	4	36

TABLE 6
 Number of years outdoor recreation area has been in
 existence

(N = 11)

<u>Number of years</u>	<u>Number</u>	<u>Percent</u>
less than 1 year	0	0
1 to 5 years	3	27
6 to 10 years	1	9
over 10 years	7	64

On-Site Interview Results and Discussion

TABLE 7

Employee classification by males and females

(N = 9)

<u>Site #</u>	<u>Percent males</u>	<u>Percent females</u>
1	60	40
2	66	34
3	70	30
4	no response	no response
5	56	44
6	70	30
7	60	40
8	no response	no response
9	70	30

TABLE 8

Employee classification by blue collar - white collar

(N = 9)

<u>Site #</u>	<u>Percent blue collar</u>	<u>Percent white collar</u>
1	80	20
2	40	60
3	65	35
4	5	95
5	22	78
6	40	60
7	40	60
8	no response	no response
9	9	91

TABLE 9

Average yearly budget for outdoor recreation areas and programs

(N = 9)

<u>Site #</u>	<u>Budget</u>
1	\$1,000,000
2	\$200,000
3	\$65,000
4	\$600
5	\$200
6	\$24,000
7	\$25,000
8	\$230,000
9	\$234,000

TABLE 10
 Outdoor recreation area funding source(s)
 (N = 9)

<u>Site #</u>	<u>Funding Source(s):</u>	
	<u>primary</u>	<u>secondary</u>
1	parent company	none
2	parent company	participant fee
3	nonappropriated & appropriated	none
4	corporate budget	none
5	vending machines	none
6	vending machines	recycled paper participant fee
7	company budget	none
8	recycled paper vending machines	land lease recycled cans store lease
9	vending machines	participant fee membership dues product sales ticket sales

TABLE 11

Estimated number of participants in outdoor recreation
programs

(N = 9)

<u>Site #</u>	<u>Number of participants</u>
1	75,000
2	1,250
3	24,000
4	480 (men's softball) 250 (women's softball)
5	90
6	1,650
7	5,000
8	9,200 picnickers 2,000 campers 662 boat launches 70 conferences
9	60,000 picnickers 8,000 golf 4,000 softball

TABLE 12
Recreation programs organized into clubs

(N = 9)

<u>Site #</u>	<u>Club name</u>
1	employee's club
2	cross country ski club down hill ski club snowmobile club athletic club motorcycle club bicycle club
3	none
4	running club down hill ski club horseback riding club
5	modelers' club rugby club soccer club tennis club bicycle club garden club
6	garden club tennis club golf club modelers' club
7	none
8	canoe club orienteering club cross-country ski club boating club
9	golf club tennis club

TABLE 13

Recreation programs organized into leagues

(N = 9)

<u>Site #</u>	<u>League name</u>
1	softball league golf league tennis league racquetball league
2	softball league golf league tennis league football league volleyball league
3	softball league golf league tennis league football league soccer league
4	softball league golf league volleyball league
5	softball league golf league
6	softball league
7	softball league
8	softball league golf league tennis league football league soccer league broomball league trap shooting league
9	softball league football league

TABLE 14

Activities offered at outdoor recreation areas

(N = 9)

<u>Site #</u>	<u>Activities</u>
1	softball, golf, tennis, racquetball, swimming, jogging, picnic, fishing
2	softball, golf, tennis, racquetball, football, volleyball, basketball
3	softball, golf, tennis, football, soccer, swimming, horseshoes, volleyball, sailing, charter boat fishing, outdoor concerts, exercise course
4	softball, volleyball
5	softball
6	softball, volleyball, horseshoes, gardening, jogging
7	softball, volleyball, tether ball, camping
8	softball, swimming, horseshoes, volleyball, basketball, boating, camping, hiking, tennis, cross country skiing
9	softball, golf, tennis, football, bocceball, archery, astronomy, ham radio, cross country skiing, volleyball, snowmobiling

TABLE 15

Equipment available for employee use at outdoor recreation
area

(N = 9)

<u>Site #</u>	<u>Equipment</u>
1	rental golf clubs rental golf carts rental tennis racquets
2	all equipment supplied
3	all equipment supplied
4	none
5	all equipment supplied
6	grills softball equipment horseshoes volleyball equipment
7	playground equipment volleyball equipment softball equipment
8	softball equipment horseshoes volleyball equipment basketballs cross country skis
9	softballs for leagues footballs volleyballs rental golf clubs rental golf carts

TABLE 16

Services provided at outdoor recreation areas

(N = 9)

<u>Site #</u>	<u>Services</u>
1	locker rooms showers towels hygenic supplies
2	locker rooms showers towels uniforms hygenic supplies
3	locker rooms showers towels
4	none
5	none
6	security portable restrooms
7	showers
8	showers ice on weekends
9	locker rooms showers towels hygenic supplies sauna officials catering for div- isional picnics

appointment to visit the company-owned outdoor recreation area to gather more detailed information.

All nine of the responding employers who gave permission to visit their company-owned outdoor recreation area were interviewed. A three-part, 25 question, on-site interview (Appendix K) was developed for this study. The on-site interview investigated: (1) administration of the outdoor recreation area, (2) activities conducted at the outdoor recreation area, and (3) services provided at the outdoor recreation area.

Company names were omitted to maintain the privacy of the source of the information. Each company's outdoor recreation program was referred to as a site number in this paper.

Site Number One

This employer was located in a city with a population of 22,970. The city had two industrial parks. The major industries were food processors, paper mills, furniture and related wood products, insurance, printing, precision controls for prime movers, needlecraft, fireplaces, auto distributing centers, and fishing tackle. Manufacturing industries employed 14.1% of the people in the city who were 16 years of age and older. The median family income in 1979 was \$19,721. The community had 7.3% civilian labor force unemployment in 1981.

The city had an elected city council and mayor form of government. The city was incorporated in 1858. A major attraction to the area was its strategic location along a river. The city became the "Gateway to the Pineries" and the supply point for the lumbering industry in the state.

This employer had 120 employees at this employer's recreation site, 30 of whom worked full time in the employee recreation program. It was revealed that 60% of the employees were males (Table 7). White collar workers accounted for 20% of the employees (Table 8).

The outdoor recreation area, which was purchased in 1982, was offered to the employees on a voluntary basis. The employees were not required to participate in the programs. The outdoor recreation area operated on a \$1,000,000 average yearly budget (Table 9). The primary funding source was the parent company (Table 10). The outdoor recreation area was governed by the management staff. The funds for the outdoor recreation area were allocated as follows: 30% personnel, 40% maintenance, 20% equipment, and 10% other.

The estimated annual number of participants in the outdoor recreation programs at site number one was 75,000 (Table 11). Outdoor recreation programs were conducted between five and eight months each year. Time was not set aside for specific departments to recreate together. The facilities were open to families of employees and friends of employees.

The parent company's Employee's Club was the only activity that was formed into a club (Table 12). Activities organized by the employee recreation program into leagues included softball, golf, tennis, and racquetball (Table 13). The investigator found that the outdoor recreation programs varied with the season. An example would be the employee picnic which had a special program for children.

The interview revealed that the Employee Club Chairperson determined what activities would be offered at the outdoor recreation area. This decision was made by a vote of the Employee Club officers.

Some of the activities offered at the outdoor recreation area were softball, golf, and tennis (Table 14). Equipment available for employee use included rental golf clubs, rental golf carts, and rental tennis racquets (Table 15).

The interview also revealed that the management determined what type of services would be offered at the outdoor recreation area. This decision was based on need and level of usage.

Services provided at the outdoor recreation area included locker rooms, showers, towels, and hygienic supplies (Table 16).

Site Number Two

This employer was located in a city with a population of 85,725. The city had two industrial parks. The community had the second largest industrial center in the state. Industries here have had an international reputation for craftsmanship. Products manufactured in the city included tractors and farm equipment, heavy construction equipment, automobile equipment and accessories, waxes and polishes, many types of cleaning products, lithographed products of all types, electrical motors and appliances, leather, radiators, cans, machine tools, electrical equipment, furniture, luggage, food, iron, steel, brass, aluminum, and malleable castings. Manufacturing industries employed 46% of the people in the city who were 16 years of age and older. The median family income in 1979 was \$21,828. The community had 6.7% civilian labor force unemployment in 1979.

The city had an elected city council and mayor form of government. The city's public and private school systems had a nationally respected reputation for their progressive methods in both educational techniques and facilities. The city had one of the finest orthopedic educational centers in the country.

This employer had 2,500 employees at this site, three of whom worked full time in the employee recreation program. It was revealed that 66% of the employees were males (Table

7). White collar workers accounted for 60% of the employees (Table 8).

The outdoor recreation area, which was purchased in 1957, was offered to the employees on a voluntary basis. The employees were not required to participate in the programs. The outdoor recreation area operated on a \$200,000 average yearly budget (Table 9). The primary funding source was the parent company with additional funding coming from participant fees (Table 10). The outdoor recreation area was governed by the Mutual Benefit Association of the company. The company did not respond to the question concerning the allocation of funds for the outdoor recreation area.

The estimated annual number of participants in the outdoor recreation programs at site number two was 1,250 (Table 11). Outdoor recreation programs were conducted between 9 and 12 months each year. Time was set aside for specific departments to recreate together. The facilities were open to families and friends of employees.

Activities organized into clubs at the outdoor recreation area were archery, cross country skiing, down hill skiing, snowmobiling, athletics, motorcycling, and bicycling (Table 12). Activities organized into leagues at the outdoor recreation area were softball, golf, tennis, football, and volleyball (Table 13). The investigator found that the outdoor recreation programs varied with the season. The outdoor recreation program had a special

program which gave recreational instructions to employees' dependents under 18 years of age.

The interview revealed that the company's Mutual Benefit Association Recreation Committee determined what activities would be offered at the outdoor recreation area. This decision was made by a vote by members of the Mutual Benefit Association Recreation Committee.

Some of the activities offered at the outdoor recreation area were softball, golf, and tennis (Table 14). All equipment necessary to participate in any activity offered at the outdoor recreation area was supplied by the employer (Table 15).

The interview also revealed that the Mutual Benefit Association Committee determined what type of services would be offered at the outdoor recreation area. This decision was made by a vote of the members of the Mutual Benefit Association Committee.

Services provided at the outdoor recreation area were locker rooms, showers, towels, uniforms, and hygienic supplies (Table 16).

Site Number Three

This employer was located in a city with a population of 38,774. Manufacturing Industries employed 31.4% of the people in the city who were 16 years of age and older.

The median family income in 1979 was \$16,850. The community had 5.3% civilian labor force unemployment in 1979.

This employer had 20,000 employees at this site, 400 of whom worked full time in the employee recreation program. It was revealed that 70% of the employees were males (Table 7). White collar workers accounted for 35% of the employees (Table 8).

The outdoor recreation area, which was purchased in 1916, was offered to the employees on a voluntary basis. The employees were not required to participate in the programs. The outdoor recreation area operated on a \$65,000 average yearly budget (Table 9). The primary funding source was appropriated and non-appropriated funds (Table 10). The outdoor recreation area was governed by the Recreation Council and Director of Recreation Services. The funds for the outdoor recreation area were allocated as follows: 30% personnel, 35% maintenance, 20% equipment, and 15% other.

The estimated annual number of participants in the outdoor recreation programs at site number three was 24,000 (Table 11). Outdoor recreation programs were conducted between 9 and 12 months each year. Time was set aside for specific departments to recreate together. The facilities were open to families and friends of employees.

Activities were not organized into clubs at this outdoor recreation area (Table 12). Activities organized into leagues at this outdoor recreation area included

softball, golf, tennis, football, and soccer (Table 13). This researcher found that the outdoor recreation programs varied with the season. The outdoor recreation program had special running and basketball programs for various age groups.

The interview revealed that the Athletic Officer determined what activities would be offered at the outdoor recreation area. This decision was based upon a survey and recommendations by the Recreation Committee.

Some of the activities offered at the outdoor recreation area were softball, golf, and tennis (Table 14). All equipment necessary to participate in any activity offered at the outdoor recreation area was supplied by the employer (Table 15).

The interview also revealed that the Commanding Officer determined what type of services would be offered at the outdoor recreation area. This decision was made by considering recommendations made by the Recreation Department and the Recreation Services Committee.

Services provided at the outdoor recreation area included locker rooms, showers, and towels (Table 16).

Site Number Four

This employer was located in a city with a population of 30,778. Several national and international companies were headquartered in the city. The major industries were

research and development laboratories, book warehouses, van lines, publishing companies, producers of work gloves, electrical parts, screws and bolts, and medical supplies. Manufacturing industries employed 19% of the people in the city who were 16 years of age and older. The median family income in 1979 was \$42,297. The community had a 2.4% civilian labor force unemployment rate in 1979.

The city had an elected city council and mayor form of government. Commercial and industrial establishments accounted for 51% of the city revenue. The commercial and industrial sectors provided an estimated 25,000 jobs within the city.

The city is known as the speed skating capital of the world. Olympic and world champions have trained on the city's indoor ice rinks.

This employer had 4,000 employees at this site, one of whom worked full time in the employee recreation program. The company did not respond to the question asking for the number of male and female employees (Table 7). White collar workers accounted for 95% of the employees (Table 8).

The outdoor recreation area, which was purchased in 1982, was offered to the employees on a voluntary basis. The employees were not required to participate in the programs. The outdoor recreation area operated on a \$600 average yearly budget (Table 9). The primary funding source was the corporate budget (Table 10). The outdoor

recreation area had no governing body. The funds for the outdoor recreation area were allocated as follows: 20% personnel and 80% maintenance.

The estimated annual number of participants in the outdoor recreation programs at site number four was 480 in men's softball and 250 in women's softball (Table 11). Outdoor recreation programs were conducted between five and eight months each year. Time was not set aside for specific departments to recreate together. The facilities were open to families but not to friends of employees.

Activities organized into clubs at the outdoor recreation area were running, down hill skiing, and horseback riding (Table 12). Activities organized into leagues at the outdoor recreation area included softball, golf, and volleyball (Table 13). The investigator found that the outdoor recreation programs did not vary with the season. The outdoor recreation program did not have special activities for various age groups.

The interview revealed that interested employees determined what activities would be offered at the outdoor recreation area. This decision was made by interested employees generating participation in a new activity.

Activities offered at the outdoor recreation area were softball and volleyball (Table 14). Equipment was not supplied by the employer to the employees (Table 15).

The interview also revealed that the Operating Department determined what type of services would be offered at the outdoor recreation area. This decision was made by a group decision.

No services were provided by the employer to the employees at the outdoor recreation area (Table 16).

Site Number Five

This employer was located in a city with a population of 55,210. The city is considered a premier research center in the midwest with research laboratories, corporate headquarters, and high technology businesses. The major industries were research and development, electrical software, cereal, and plastic disposal products. Manufacturing industries employed 23.1% of the people in the city 16 years of age and older. The median family income in 1979 was \$36,685. The community had a 1.9% civilian labor force unemployment rate in 1979.

The city had an elected city council and mayor form of government. The city is the oldest in the county. It was first settled in 1831 and incorporated in 1857.

This employer had 1,500 employees at this site, none of whom were full time employees in the employee recreation program. It was revealed that 56% of the employees were males (Table 7). White collar workers accounted for 78% of the employees (Table 8).

The outdoor recreation area, which was purchased in 1984, was offered to the employees on a voluntary basis. The employees were not required to participate in the program. The outdoor recreation area operated on a \$200 average yearly budget (Table 9). The primary funding source was vending machine income (Table 10). The outdoor recreation area was governed by a Club Board of Directors. The funds for the outdoor recreation area were allocated as follows: 50% equipment and 50% other.

The estimated annual number of participants in the outdoor recreation program at site number five was 90 (Table 11). Outdoor recreation programs were conducted between one and four months each year. Time was set aside for specific departments to recreate together. The facilities were open to families of employees but not to friends of employees.

Activities organized into clubs at the outdoor recreation area included machine modeling, rugby, soccer, tennis, bicycling, and gardening (Table 12). Activities organized into leagues at the outdoor recreation area included softball and golf (Table 13). The investigator found that the outdoor recreation programs did not vary with the season. The outdoor recreation program did not have special activities for various age groups.

The interview revealed that interested employees determined what activities would be offered at the outdoor

recreation area. This decision was made by interested employees generating participation in a new activity.

The only activity offered at the outdoor recreation area was softball (Table 14). All equipment necessary to participate in softball was supplied by the employer (Table 15).

The interview also revealed that the vice-president of the company determined what type of services would be offered at the outdoor recreation area. This decision was made based upon suggestions by employees and upper management.

No services were provided by the employer to the employees at the outdoor recreation area (Table 16).

Site Number Six

This employer was located in a city with a population of 22,970. Manufacturing industries employed 24.1% of the people in the city who were 16 years of age and older. The median family income in 1979 was \$26,623. The community had a 3.2% civilian labor force unemployment rate in 1979.

This employer had 7,000 employees at this site, five of whom were employed full time in the employee recreation program. It was revealed that 70% of the employees were males (Table 7). White collar workers accounted for 60% of the employees (Table 8).

The outdoor recreation area, which was purchased in 1972, was offered to the employees on a voluntary basis. The employees were not required to participate in the programs. The outdoor recreation area operated on a \$24,000 average yearly budget (Table 9). The primary funding source was vending machine income with additional funding coming from recycled paper and participant fees (Table 10). The outdoor recreation area did not have a governing body. The funds for the outdoor recreation area were allocated as follows: 60% personnel, 20% maintenance, 10% equipment, and 10% other.

The estimated annual number of participants in the outdoor recreation programs at site number six was 1,650 (Table 11). Outdoor recreation programs were conducted between five and eight months each year. Time was not set aside for specific departments to recreate together. The picnic area was open to families and friends of employees.

Activities organized into clubs at the outdoor recreation area included gardening, tennis, machine modeling, and golf (Table 12). The only activity organized into a league at the outdoor recreation area was softball (Table 13). The investigator found that the outdoor recreation program did vary with the season. The outdoor recreation area did not have special activities for various age groups.

The interview revealed that the Employee Services Representative determined what activities would be offered at the outdoor recreation area. This decision was based upon space considerations and facilities.

Some of the activities offered at the outdoor recreation area were softball, volleyball, and horseshoes (Table 14). Equipment available for employee use included grills, softball equipment, horseshoes, and volleyball equipment (Table 15).

The interview also revealed the Employee Services Representative determined what type of services would be offered at the outdoor recreation area. This decision was based upon budget and safety factors.

Services provided at the outdoor recreation area included security and portable restrooms (Table 16).

Site Number Seven

This employer was located in a city with a population of 370,951. The community had two industrial sites. The major industries were tape and abrasive products, terminal products, environmental systems, communications, retail, data processing equipment, cargo freight, and media. Manufacturing industries employed 17.7% of the people in the city who were 16 years of age and older. The median family income in 1979 was \$19,737. The community had a 4% civilian labor force unemployment rate in April of 1985.

The city had an elected city council and mayor form of government. Because of a number of lakes within the city it has been nicknamed the "City of Lakes."

This employer had 7,000 employees at this site, two of whom worked full time in the employee recreation program. It was revealed that 60% of the employees were males (Table 7). White collar workers accounted for 60% of the employees (Table 8).

The outdoor recreation area, which was purchased in 1973, was offered to the employees on a voluntary basis. They were not required to participate in the programs. The outdoor recreation area operated on a \$25,000 average yearly budget (Table 9). The primary funding source was the company budget (Table 10). The outdoor recreation area was governed by the Board of Directors of the Employee Park. The funds for the outdoor recreation area were allocated as follows: 50% personnel, 25% maintenance, and 25% equipment.

The estimated annual number of participants in the outdoor recreation programs at site number seven was 5,000 (Table 11). Outdoor recreation programs were conducted between five and eight months each year. Time was set aside for specific departments to recreate together. The facilities were open to families and friends of employees.

No activities were organized into clubs at the outdoor recreation area (Table 12). The only activity that was organized into a league was softball (Table 13). The

Investigator found that the outdoor recreation programs varied with the season. The outdoor recreation area did not have special activities for various age groups.

The interview revealed that the Board of Directors determined what activities would be offered at the outdoor recreation area. This decision was made by a vote by members of the Board of Directors.

Activities offered at the outdoor recreation area included softball, volleyball, tether ball, and camping (Table 14). Equipment available for employee use included playground equipment, volleyball equipment, and softball equipment (Table 15).

The interview also revealed that the management determined what type of services would be provided at the outdoor recreation area. This decision was based upon proposals and budget considerations.

The only service provided to the employees by the employer at the outdoor recreation area was showers (Table 16).

Site Number Eight

This employer was located in a city with a population of 83,710. The city had two industrial sites. The major industries were computers, electronics, transportation, refrigerators, air cleaners and filters, outdoor power equipment, aerospace tooling, and agricultural products.

Manufacturing industries employed 22.8% of the people in the city who were 16 years of age and older. The median family income in 1979 was \$29,571. The community had 4.5% civilian labor force unemployment in 1979.

This employer had 20,000 employees at this site, 15 of whom worked full time in the employee recreation program. The company did not respond to the questions asking for the number of employees who were male, female, white collar employees, and blue collar employees (Tables 7 and 8).

The outdoor recreation area, which was purchased in 1970, was offered to the employees on a voluntary basis. The employees were not required to participate in the programs. The outdoor recreation area operated on a \$230,000 average yearly budget (Table 9). The primary funding sources were recycled paper and vending machine profits with additional funding coming from land lease, recycled cans, and store lease profits (Table 10). The outdoor recreation area was governed by the Board of Directors of the Employee Recreation Foundation. The funds for the outdoor recreation area were allocated as follows: 25% personnel, 15% maintenance, 20% equipment, and 40% other.

The estimated annual number of participants at site number seven was 2,000 campers, 662 boat launches, 9,200 picnickers, and 70 conferences (Table 11). Outdoor recreation programs were conducted between 9 and 12 months each year. Time was set aside for specific departments to

recreate together. The facilities were open to families and friends of employees.

Activities organized into clubs at the outdoor recreation area included canoeing, orienteering, cross country skiing, and boating (Table 12). Activities organized into leagues at the outdoor recreation area were softball, golf, tennis, football, soccer, broomball, and trap shooting (Table 13). The investigator found that the outdoor recreation programs varied with the season. The outdoor recreation program had a playground available for use by children.

The interview revealed that the Board of Directors of the Employee Recreation Foundation determined what type of activities would be offered at the outdoor recreation area. This decision was made by a vote by members of the Board of Directors of the Employee Recreation Foundation.

Some of the activities offered at the outdoor recreation area were softball, swimming, and horseshoes (Table 14). Equipment available for employee use included softball equipment, horseshoes, volleyball equipment, basketballs, and cross country skis (Table 15).

The interview also revealed that the manager of the employee services network determined what services would be offered at the outdoor recreation area. This decision was based upon employee input and recommendations made to the Board of Directors of the Employee Recreation Foundation.

Services provided at the outdoor recreation area included showers and ice on weekends (Table 16).

Site Number Nine

This employer was located in a city with a population of 270,230. The city had seven industrial sites. Manufacturing industries employed 20.8% of the people in the city who were 16 years of age and older. The median family income in 1983 was \$23,517. The community had a 5.3% civilian labor force employment rate in February of 1984.

The city had an elected city council and mayor form of government. The city was recognized as an All-America City for 1983 - 84.

This employer had 17,000 employees at this site, 72 of whom worked full time in the employee recreation program. It was revealed that 70% of the employees were males (Table 7). White collar workers accounted for 91% of the employees (Table 8).

The outdoor recreation area, which was purchased in 1959, was offered to the employees on a voluntary basis. The employees were not required to participate in the programs. The outdoor recreation area operated on a \$234,000 average yearly budget (Table 9). The primary funding source was vending machine profits with additional funding coming from participant fees, membership dues, product sales, and ticket sales (Table 10). The outdoor recreation area was

governed by the Board of Directors of the Employee Club Foundation. The company did not respond to the question which asked where the funds for the outdoor recreation area were spent.

The estimated annual number of participants in the outdoor recreation programs at site number nine was 60,000 picnickers, 4,000 softball players, and 8,000 golfers (Table 11). Outdoor recreation programs were conducted between 9 and 12 months each year. Time was set aside for specific departments to recreate together. The facilities were open to families and friends of employees. Family members could participate in couples' leagues but not competitive sports activities. Friends of employees were allowed on the golf course only.

Activities organized into clubs at the outdoor recreation area included golf and tennis (Table 12). Activities organized into leagues at the outdoor recreation area included softball and football (Table 13). The investigator found that the outdoor recreation program varied with the season. The outdoor recreation program was found to have a special retirees' golf league.

The interview revealed that the Employee Club Foundation Board of Directors determined what activities would be offered at the outdoor recreation area. This decision was made by a vote by members of the Employee Club Foundation Board of Directors.

Some of the activities offered at the outdoor recreation area included softball, golf, and tennis (Table 14). Equipment available for employee use at the outdoor recreation area included softballs for leagues, footballs, volleyballs, rental golf clubs, and rental golf carts (Table 15).

The interview also revealed that the club administrator determined what type of services would be provided at the outdoor recreation area. This decision was based upon interest, demand, and available space.

Services provided at the outdoor recreation area included locker rooms, showers, towels, hygienic supplies, sauna, officials, and catering for divisional picnics (Table 16).

CHAPTER V
CONCLUSIONS

Summary

This study surveyed selected employee recreation programs conducted outdoors in the states of Illinois, Minnesota, and Wisconsin. Data was collected through the use of a mailed questionnaire (Appendix A) and an on-site interview (Appendix K).

A ten-item, mailed questionnaire gathered information pertaining to employee participation, use of community facilities, and background information regarding outdoor recreation areas if owned by the companies responding to the questionnaire. The 25-item, on-site interview gathered information describing the outdoor recreation area administration, activities conducted at the outdoor recreation area, and services provided through the outdoor recreation area programs.

Conclusions

Through analysis of the data collected, the following conclusions are based upon this study of Midwest employee recreation programs conducted outdoors:

1. Employees were not required to participate in the outdoor recreation area program(s).

2. All outdoor recreation areas studied were found to be open to families of employees.

3. All of the outdoor recreation areas studied had at least one softball league.

4. A majority of the outdoor recreation areas were open to friends of employees.

5. A majority of the outdoor recreation areas studied had blocks of time set aside for departments to recreate together.

6. A majority of the outdoor recreation areas had a governing body.

7. A majority of the outdoor recreation areas had employee clubs.

8. A majority of the outdoor recreation programs varied with the season.

Recommendations for Future Studies

1. Conduct a historical study of the development of employee recreation programs conducted outdoors.

2. Conduct a similar study addressing a different area of employee recreation.

3. Study specific problems related to employee recreation programs conducted outdoors.

4. Conduct a study pertaining to cost factors involved in employee recreation programs conducted outdoors.

5. Conduct a similar study encompassing a greater number of sites.

6. Study specific problems related to the maintenance associated with outdoor recreation areas for employees.

7. Conduct a similar study addressing employee recreation programs conducted in a foreign country.

8. Conduct a study to develop a Directory of Employee Outdoor Recreation Programs, listing agencies and/or contact person.

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APPENDIX A
QUESTIONNAIRE

A SURVEY OF EMPLOYEE RECREATION PROGRAMS

** please have questionnaire completed by **
** Administrator of Employee Recreation Program **

Name _____

Position _____

Company _____

Address _____

_____ (city)

_____ (state)

_____ (zip code)

////////////////////////////////////

1. What percentage of your time is involved in planning, organizing, and/or conducting employee recreation programs?
 less than 25%
 between 25% and 50%
 between 75% and 100%
 100%
2. Do you have a four year degree?
 yes
 no
3. Please estimate the percentage of employees participating in the recreation program:
 less than 20%
 between 20% and 40%
 between 40% and 60%
 between 60% and 80%
 between 80% and 100%

(2)

4. Does the company use community facilities for its recreation program(s)?
 ___ yes (if yes, please check those community facilities used by the company):
 ___ bowling alleys
 ___ churches
 ___ city public parks
 ___ county parks
 ___ grade schools
 ___ health clubs
 ___ high schools
 ___ ice hockey rinks
 ___ public golf courses
 ___ public recreation centers
 ___ YMCA
 ___ YWCA
 ___ other(s)
 ___ no (if no, SKIP TO question number 6)
5. What activities are conducted at community facilities by the company recreation program(s)?
 ___ aerobic classes
 ___ archery
 ___ broomball
 ___ curling
 ___ football
 ___ ice hockey
 ___ indoor jogging
 ___ outdoor jogging
 ___ racquetball
 ___ roller skating
 ___ soccer
 ___ swimming
 ___ table tennis
 ___ weight lifting
 ___ other(s)
6. Does the company own an outdoor recreation area for employee use?
 ___ yes
 ___ no (if no, please SKIP TO question number 10)
7. Please indicate the size of the outdoor recreation area:
 ___ less than 1 acre
 ___ 1 to 10 acres
 ___ 11 to 50 acres
 ___ 51 to 100 acres
 ___ over 100 acres

(3)

8. How long has the outdoor recreation area been in existence?
- less than 1 year
 1 to 5 years
 6 to 10 years
 over 10 years
9. If possible, could I please make an appointment to visit the outdoor recreation area to gather more detailed information?
- yes (if yes, contact person is _____)
 no
10. Do you desire a summary of the results?
- yes
 no

Thank you for your cooperation. Please return the questionnaire by April 5, 1985 to:

KEVIN FALKENBERG
DEPARTMENT OF RECREATION AND PARKS
UNIVERSITY OF WI - LA CROSSE
128 WITTICH HALL
LA CROSSE, WI 54601

APPENDIX B

ADMINISTRATORS

ILLINOIS

Mr. Joseph Sendelbach
OSI Industries, Inc.
1225 Corporate Blvd.
P.O. Box 60507 - 2018
Aurora, IL 60507

Mr. David Phillips
Wheeling Park District
1000 N. Milwaukee Ave.
Wheeling, IL 60090

Mr. Michael Klein
AGS Computers, Inc.
1301 W. 22nd St.
Oak Brook, IL 60520

Mr. Michael Jordan
American Airlines
Recreation Association
P.O. Box 66040
Chicago, IL 60666

Mr. Ardelle Moon
Bankers Life & Casualty
4444 W. Lawrence Ave.
Chicago, IL 60630

G. Wieland
Bell Communications Technical
Education Center
6200 Route 53
Lisle, IL 60604

Ms. Edna Jones
Chicago Title & Trust Co.
111 W. Washington Blvd.
Chicago IL 60602

Ms. Christine Walker
Consolidated Foods Corp.
3 First National Plaza
Chicago, IL 60602

Mr. Michael Hickman
First National Bank of Chicago
2 First National Plaza
Chicago, IL 60670

Mr. David Skeffington
City of Lake Forest
220 E. Deerpath
Lake Forest, IL 60045

Ms. Mary Kay Kulka
AAA - Chicago Motor Club
66 E. South Water St.
Chicago, IL 60601

Ms. Mary Huber
Allstate Insurance Co.
Allstate Plaza F3
Northbrook, IL 60062

Ms. Rachelle Richmond
Bank of America NT & SA
233 S. Wacker Dr.
Chicago, IL 60606

Ms. Cathy Baniewicz
Beatrice Foods Co.
Two N. LaSalle St.
Chicago, IL 60602

Mr. Edward Jana
Cardwell - Westinghouse
333 S. Michigan Ave.
Chicago, IL 60604

Mr. Fred King
Chicago Transit Authority
Merchandise Mart (Rm 7190)
Chicago, IL 60654

Ms. Ervistine McFolling
Federal Reserve Bank of
Chicago: Employee Acct.
230 S. LaSalle St.
Chicago, IL 60690

Mr. Robert Halaska
Health Care Service Corp.
233 N. Michigan Ave.
Chicago, IL 60601

Ms. Julie Campbell
Keebler Co.
One Hollow Tree Ln.
Elmhurst, IL 60126

Mr. Edward Pacana
McDonald's Corp.
One McDonald's Plaza
Oak Brook, IL 60520

Ms. Marianne Pennell
Time Inc.
541 N. Fairbanks Ct.
Chicago, IL 60611

Ms. Donna Shepherd
Marriott's Great America
P.O. Box 1776
Gurnee, IL 60031

Ms. Barbara Hulsey
Standard Oil Co.
Amoco Research Center
P.O. Box 400
Naperville, IL 60566

Mr. Richard Broadhurst
U.S. Navy
Recreation Services Dept.
Great Lakes, IL 60088

WISCONSIN

Mr. Jerome Judziewicz
Allen - Bradley Co.
1201 S. Second St.
Milwaukee, WI 53204

Ms. Connie Smoczynk
Kimberly - Clark Corp.
Health Services Center
Neenah, WI 54956

Mr. James Letkiewicz
Marshall & Ilsley Bank, M & I
770 N. Water St.
Milwaukee, WI 53202

Ms. Miriam Hammond
St. Joseph's Hospital
5000 W. Chambers St.
Milwaukee, WI: 53210

Mr. Joseph Kopinski
Wisconsin Electric Power Co.
231 W. Michigan St.
Milwaukee, WI 53203

Mr. James C. Malone
Johnson Wax
1525 Howe St.
Racine, WI 53403

Mr. Jack Jarvis
Kohler Co.
Kohler Memorial Dr.
Kohler, WI 53044

Dr. Ronald Cook
Sentry Insurance
Physical Fitness Center
1800 N. Point Rd.
Stevens Point, WI 54406

Ms. Linda Jackson
Walker Manufacturing
1201 Michigan Blvd.
Racine, WI 53402

Mr. Gerald Aschenbrenner
Wisconsin Gas Co.
626 E. Wisconsin Ave.
Milwaukee, WI 53201

MINNESOTA

Ms. Doris Bauer
AT&T Employee Activity Club
Metro Square Bldg.
Suite 262
Minneapolis, MN 55101

Ms. Susan McFarlane
Blue Cross/Blue Shield
Employee Club
P.O. Box 43179
St. Paul, MN 55122

Mr. Joseph Hauglie
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8100 34th Ave. South
P.O. Box HQS02L
Bloomington, MN 55420

Ms. Lauren Dillard
Federal Reserve Bank
250 Marquette Ave.
Minneapolis, MN 55480

Mr. Ralph Ferrara
General Mills, Inc.
Employee Club
9200 Wayzata Blvd.
Minneapolis, MN 55440

Ms. Dianne Stryzewski
IDS
3300 IDS Tower
Minneapolis, MN 55402

Ms. Wendy Nelson
Medtronic
3055 Old Highway 8
Box 1435
Minneapolis, MN 55440

Ms. Luella J. Hohelsel
Northern States Power Co.
414 Nicollet Mall
Minneapolis, MN 55401

Mr Ronald Farrow
Pepsi Cola Co.
1300 E. Cliff Rd.
Minneapolis, MN 55337

Ms. Pamela Struntz
B. Dalton Bookseller
7505 Metros Bldg.
Edina, MN 55435

Ms. Molly Woodruff
Champion International
P.O. Box 43260
St. Paul, MN 55164

Ms. Michelle Beuning
Data Card Corp.
11111 Bren Road West
P.O. Box 9355
Minnetonka, MN 55343

Mr. Michael Kerns
First National Bank
332 Minnesota St.
St. Paul, MN 55101

Robert Crunstedt
Honeywell, Inc.
P.O. Box 524
MN12 - 1110
Minneapolis, MN 55440

Ms. Linda Bleedorn
J.C. Penney
1105 Xenium Ln.
Plymouth, MN 55441

Ms. Norma Alick
National Car Rental
7700 France Ave., South
Edina, MN 55435

Mr. Robert Reed
Northwest Airlines
Minneapolis/St. Paul
International Airport
St. Paul, MN 55111

Ms. Marge Angell
Pillsbury Co.
Pillsbury Center
MS 1827
Minneapolis, MN 55402

Mr. Taylor Ask
Republic Airlines, Inc.
7500 Airline Dr.
Minneapolis, MN 55450

Mr. John J. Niehaus
Sperry Univac
3333 Pilot Knob Rd.
Eagan, MN 55164

Mr. Edward Bruno
3M Co.
3M Center - 224 -2W
St. Paul, MN 55114

Mr. George Hagemann
Univ. of Minn. Hospital
420 Delaware St., S.E.
Minneapolis, MN 55455

Mr. David Carlson
Soo Line
235 Soo Line Bldg.
105 S. 5th St.
Minneapolis, MN 55440

Ms. Joann Bjostad
St Paul Dispatch
Pioneer Press
Employee Club
55 E. 4th St.
St. Paul, MN 55440

Mr. John Haltiner
Whirlpool Corp.
850 Arcade St.
P.O. Box 43380
St. Paul, MN 55164

APPENDIX C

QUESTIONNAIRE COVER LETTER

University of Wisconsin-La Crosse
Department of Recreation and Parks
128 Wittich Hall
La Crosse, WI 54601

I am contacting you with regard to a study I am conducting on employee recreation programs.

As the area of employee services and recreation has grown, a need has developed to provide a record of employee recreation programs as well as insight and ideas for future programs. In order to achieve these goals I am asking for your assistance in providing the information indicated on the enclosed questionnaire. Your input in this project will provide valuable information in the area of employee services and recreation.

Individual and company names WILL NOT be used in direct connection with the data gathered. Individual and company names will appear in the appendix of the study, with NO reference to the data.

I would appreciate your taking a few minutes to answer the questionnaire. Please mail it back no later than April 5, 1985 in the enclosed self-addressed stamped envelope.

Thank you for your participation and response at your earliest convenience.

Sincerely,

Kevin Falkenberg
Graduate Assistant
Department of Recreation and Parks

Patrick Troken, Ph.D.
Assistant Professor
Thesis Committee Chairperson
Department of Recreation and Parks

APPENDIX D

QUESTIONNAIRE FOLLOW-UP LETTER

University of Wisconsin-La Crosse
Department of Recreation and Parks
128 Wittich Hall
La Crosse, WI 54601

YOUR ASSISTANCE IS NEEDED! The questionnaire I mailed to you in late March may have been misplaced so I have enclosed another copy for your convenience.

If you are hesitant about completing a questionnaire asking for individual and company names, let me address that issue briefly. Individual and company names **WILL NOT** be used in direct connection with the data gathered. Individual and company names will appear in the appendix of the study, with **NO** reference to the data.

A HIGH RESPONSE RATE IS ESSENTIAL TO THE SUCCESS OF THIS STUDY. YOUR participation can make the difference. With it many long hours of work will have been well spent.

I would appreciate your taking a few minutes to answer the questionnaire if you have not already done so. Please mail it back no later than April 19, 1985 in the enclosed self addressed stamped envelope.

If you desire a summary of the results please indicate so at the end of the questionnaire.

Thank you for your participation and response at your earliest convenience.

Sincerely,

Kevin Falkenberg
Graduate Assistant
Department of Recreation and Parks

Patrick Trokan, Ph.D.
Assistant Professor
Thesis Committee Chairperson
Department of Recreation and Parks

APPENDIX E
QUESTIONNAIRE THANK YOU LETTER

University of Wisconsin-La Crosse
Department of Recreation and Parks
128 Wittich Hall
La Crosse, WI 54601

THANK YOU for completing the SURVEY OF EMPLOYEE RECREATION PROGRAMS I mailed to you. Your participation in this study is greatly appreciated.

In your response you indicated that you would like to receive a summary of the results. The enclosed summary details the findings of this study.

Again, THANK YOU for your interest and participation in this research.

Sincerely,

Kevin Falkenberg
Graduate Assistant
Department of Recreation and Parks

APPENDIX F
QUESTIONNAIRE RESULTS

A SURVEY OF EMPLOYEE RECREATION PROGRAMS

SUMMARY OF RESULTS (N = 36)

////////////////////////////////////

1. Percentage of time involved in planning, organizing, and/or conducting employee recreation programs:
15 (42%) less than 25%
6 (17%) between 25% and 50%
4 (11%) between 50% and 75%
3 (8%) between 75% and 100%
8 (22%) 100%
2. Respondents with a four year degree:
27 (75%) yes
9 (25%) no
3. Estimated percentage of employees participating in the recreation program:
5 (14%) less than 20%
8 (22%) between 20% and 40%
12 (33%) between 40% and 60%
4 (11%) between 60% and 80%
7 (19%) between 80% and 100%
4. Company use of community facilities for its recreation program(s):
28 (78%) yes (if yes, please check those community facilities used by the company):
18 (64%) city public parks
11 (39%) public golf courses
7 (25%) health clubs
6 (21%) high schools
6 (21%) bowling alleys
4 (14%) grade schools
4 (14%) ice hockey rinks
3 (11%) county parks
3 (11%) public recreation centers
3 (11%) other(s)
2 (7%) YMCA
1 (4%) churches
1 (4%) YWCA
8 (22%) no (if no, SKIP TO question number 6)

5. Activities conducted at community facilities by the company recreation program(s):
- 4 (14%) ice hockey
 - 4 (14%) racquetball
 - 3 (11%) swimming
 - 2 (7%) aerobic classes
 - 2 (7%) broomball
 - 2 (7%) other(s)
 - 2 (7%) soccer
 - 2 (7%) weight lifting
 - 1 (4%) archery
 - 1 (4%) curling
 - 1 (4%) football
 - 1 (4%) indoor jogging
 - 1 (4%) outdoor jogging
 - 1 (4%) roller skating
 - 1 (4%) table tennis
6. Outdoor recreation area owned by company for use:
- 11 (31%) yes
 - 25 (69%) no (if no, please SKIP TO question 10)
7. Size of outdoor recreation area:
- 0 (0%) less than 1 acre
 - 6 (55%) 1 to 10 acres
 - 1 (9%) 11 to 50 acres
 - 0 (0%) 51 to 100 acres
 - 4 (36%) over 100 acres
8. Number of years the outdoor recreation area has been in existence:
- 0 (0%) less than 1 year
 - 3 (27%) 1 to 5 years
 - 1 (9%) 6 to 10 years
 - 7 (64%) over 10 years
9. Permission given to make an appointment to visit company owned outdoor recreation area to gather detailed information:
- 9 (82%) yes
 - 2 (18%) no
10. Respondents desiring a summary of the results:
- 24 (67%) yes
 - 12 (33%) no

APPENDIX G

QUESTIONNAIRE RESPONDENTS

ILLINOIS

Mr. Joseph Sendelbach
OSI Industries, Inc.
1225 Corporate Blvd.
P.O. Box 60507 - 2018
Aurora, IL 60507

Ms. Mary Kay Kulka
AAA - Chicago Motor Club
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Ms. Rachelle Richmond
Bank of America NT&SA
233 S. Wacker Dr.
Chicago, IL 60606

G. Wieland
Bell Communications Technical
Education Center
6200 Route 53
Lisle, IL 60532

Mr. Michael Hickman
First National Bank of Chicago
2 First National Plaza
Chicago, IL 60670

Ms. Julie Campbell
Keebler Co.
One Hollow Tree Ln.
Elmhurst, IL 60126

Ms. Barbara J. Hulsey
Standard Oil Co.
Amoco Research Center
P.O. Box 400
Naperville, IL 60566

Mr. David Skeffington
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222 E. Deerpath
Lake Forest, IL 60045

Ms. Mary Huber
Allstate Insurance Co.
Allstate Plaza F3
Northbrook, IL 60062

Ms. Cathy Baniewicz
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Chicago, IL 60602

Mr. Edward Jana
Cardwell - Westinghouse
332 S. Michigan Ave.
Chicago, IL 60604

Mr. Robert Halaska
Health Care Service Corp.
233 N. Michigan Ave.
Chicago, IL 60601

Ms. Donna Shepherd
Marriott's Great America
P.O. Box 1776
Gurnee, IL 60031

Mr. Richard Broadhurst
U.S. Navy
Recreation Services Dept.
Bldg. 160 Naval Base
Great Lakes, IL 60088

WISCONSIN

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1525 Howe St.
Racine, WI 53404

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Kimberly - Clark Corp.
Health Services Center
2100 Wichester
Neenah, WI 54956

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Sentry Insurance
Physical Fitness Center
1800 North Point Rd.
Stevens Point, WI 54406

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Wisconsin Electric Power Co.
231 W. Michigan St.
Milwaukee, WI 53203

Mr. James Letkiewicz
Marshall & Ilsley Bank, M&I
777 N. Water St.
Milwaukee, WI 53210

Ms. Miriam Hammond
St. Joseph's Hospital
5000 W. Chambers St.
Milwaukee, WI 53210

Mr. Gerald Aschenbrenner
Wisconsin Gas Co.
626 E. Wisconsin Ave.
Milwaukee, WI 53201

MINNESOTA

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AT&T Employee Activity Club
Metro Square Bldg.
Suite 262
Minneapolis, MN 55101

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Federal Reserve Bank
250 Marquette Ave.
Minneapolis, MN 55480

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General Mills, Inc.
Employee Club
9200 Wayzata Blvd.
Minneapolis, MN 55440

Ms. Norma Alick
National Car Rental
7700 France Ave., South
Edina, MN 55401

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Northwest Orient Airlines
Minneapolis/St. Paul
International Airport
St. Paul, MN 55111

Mr. Joseph Hauglie
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P.O. Box HQ502L
Bloomington, MN 55420

Mr. Michael Kerns
First National Bank
332 Minnesota St.
St. Paul, MN 55101

Ms. Diane Stryzewski
IDS
P.O. Box 524
MN 12 - 1110
Minneapolis, MN 55440

Ms. Luella Hohelsel
Northern States Power Co.
414 Nicollet Mall
Minneapolis, MN 55401

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Pillsbury Co.
Pillsbury Center
MS 1827
Minneapolis, MN 55402

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Soo Line
235 Soo Line Bldg.
105 S. 5th St.
Minneapolis, MN 55440

Mr. Edward Bruno
3M Co.
3M Center - 224 -2W
St. Paul, MN 55114

Mr. John Niehaus
Sperry Univac
3333 Pilot Knob Rd.
Eagan, MN 55164

Mr. George Hagemann
Univ. of Minn. Hospital
420 Delaware St. S.E.
Minneapolis, MN 55455

APPENDIX H

ON-SITE INTERVIEW REQUEST FORM

ON-SITE INTERVIEW REQUEST FORM

Contact Person _____

Position _____

Office Location & Number _____

Ph# _____ Ext. _____

I will be in the _____ area
 on _____ . If possible, could I
 please meet with you on _____ at _____
 to gather more detailed information regarding the outdoor
 recreation area. If this is NOT a favorable time for you to
 meet with me please list more favorable time(s) below

DATE:

TIME:

1st choice _____

2nd choice _____

3rd choice _____

Thank you for your interest and cooperation. Please
 mail this form back by April 30, 1985 in the enclosed self
 addressed stamped envelope along with a company map
 detailing the best route to your location to:

KEVIN FALKENBERG
 DEPARTMENT OF RECREATION AND PARKS
 UNIVERSITY OF WI - LA CROSSE
 LA CROSSE, WI 54601

APPENDIX I

ON-SITE INTERVIEW REQUEST FORM COVER LETTER

University of Wisconsin - La Crosse
Department of Recreation and Parks
128 Wittich Hall
La Crosse, WI 54601

THANK YOU for completing the SURVEY OF EMPLOYEE RECREATION PROGRAMS I recently mailed to you. Your participation in this study is greatly appreciated.

In your response you indicated that an outdoor recreation area owned by the company is available for employee use. You also indicated that it would be possible for me to make an appointment with you to visit the outdoor recreation area to gather more detailed information.

The enclosed on-site interview request form lists the date and time that I would like to meet with you. The other enclosure is an outline of the detailed information that I am interested in.

Please complete the visitation form and mail it back no later than April 30, 1985 in the enclosed self addressed stamped envelope along with a company map detailing the best route to your location.

I will call you to make final arrangements and to conform the visitation date and time. THANKS AGAIN.

Sincerely,

Kevin Falkenberg
Graduate Assistant
Department of Recreation and Parks

APPENDIX J
OUTLINE OF DETAILED INFORMATION REQUESTED
DURING THE ON-SITE INTERVIEW

OUTLINE OF DETAILED INFORMATION REQUESTED
DURING THE ON-SITE INTERVIEW

I. ADMINISTRATION

A. Background Information

- % employees: blue collar, white collar, male, female
- yearly budget
- funding source(s): primary, additional
- governing body of program

B. Participation

- # months per year outdoor recreation programs conducted
- clubs, leagues
- special activities for various age groups

II. ACTIVITIES

- activities and equipment offered to the employee at the outdoor recreation area

III SERVICES

- services provided to the employee at the outdoor recreation area

APPENDIX K

ON-SITE INTERVIEW

ON-SITE INTERVIEW

1. ADMINISTRATION

A. Background Information

1. How many employees work at this site? _____
2. How many full time employees work in the employee recreation program? _____
3. What percentage of employees are in the following categories?
_____ % blue collar workers
_____ % white collar workers
_____ % males
_____ % females
4. Is the employee recreation program
_____ required?
_____ voluntary?
5. When was the outdoor recreation area purchased?
(Year): _____
6. What is the average yearly budget for the outdoor recreation area and its programs? _____
7. How is the outdoor recreation area and its programs funded?
primary source _____
additional source(s) _____

8. Does the outdoor recreation area have a governing body?
_____ yes (if yes, what is the name of the governing body?) _____
_____ no

(2)

9. Allocation of funds (approximate percentage of the annual budget for the outdoor recreation area):
- _____ % personnel
 _____ % maintenance of facilities
 _____ % equipment
 _____ % other
8. Participation
10. Please estimate the annual number of participants in the outdoor recreation program(s): _____
11. How many months per year are outdoor recreation programs conducted?
- _____ 1 to 4 months
 _____ 5 to 8 months
 _____ 9 to 12 months
12. Are there blocks of time set aside for specific departments to recreate together?
- _____ yes
 _____ no
13. Are the facilities open to families of the employees?
- _____ yes
 _____ no
14. Are the facilities open to friends of the employees?
- _____ yes (if yes, please define "friends"): _____
 _____ no
11. ACTIVITIES
15. Are any of the outdoor recreation programs organized into clubs?
- _____ yes (if yes, please list the programs(s): _____

 _____ no
16. Are any of the outdoor recreation programs organized into leagues?
- _____ yes (if yes, please list the programs(s): _____

 _____ no

(3)

17. Do the outdoor recreation programs vary with the season?
 _____ yes
 _____ no
18. Does the outdoor recreation area have special activities for various age groups?
 _____ yes (if yes, please specify): _____

 _____ no
19. Who determines what type of activities will be offered at the outdoor recreation area?
 (Position): _____
20. How is this decision made? _____

21. What activities are offered at the outdoor recreation area?

22. What equipment is available for employee use at the outdoor recreation area?

111. SERVICES
23. Who determines what type of services will be provided at the outdoor recreation area?
 (Position): _____
24. How is this decision made? _____

25. What services are provided at the outdoor recreation area?
 _____ hygienic supplies
 _____ locker rooms
 _____ showers
 _____ towels
 _____ uniforms
 _____ whirlpool
 other(s): _____

APPENDIX L

ON-SITE INTERVIEW DATES

ON-SITE INTERVIEW DATES

<u>Site No.</u>	<u>Date of On-Site Interview</u>
1	June 10, 1985
2	June 11, 1985
3	June 12, 1985
4	June 12, 1985
5	June 13, 1985
6	June 17, 1985
7	June 18, 1985
8	June 18, 1985
9	June 19, 1985

APPENDIX M

ON-SITE INTERVIEW THANK YOU LETTER

University of Wisconsin - La Crosse
Department of Recreation and Parks
128 Wittich Hall
La Crosse, WI 54601

Thank you for meeting with me and supplying all of the valuable data for my study. YOUR participation is GREATLY appreciated.

I enjoyed talking with you about the employee recreation program at your site. The quality of the program and its staff made the visit very enjoyable.

The enclosed summary of results details the information gathered at each site I visited. In front of each answer is a number. The number represents the name of one of the sites I visited. Your site number is _____. Your site number is the same for each answer of every question.

Company names have been omitted in the summary of results to maintain privacy of the source of the information. THANKS AGAIN for your participation.

Sincerely,

Kevin Falkenberg
Graduate Assistant
Department of Recreation and Parks

APPENDIX N

ON-SITE INTERVIEW RESULTS

ON-SITE INTERVIEW RESULTS

(N = 9)

////////////////////////////////////
1. ADMINISTRATION

A. Background Information

1. Number of employees that work at this site:

#1) 120	#2) 2,500	#3) 20,000
#4) 4,000	#5) 1,500	#6) 7,000
#7) 7,000	#8) 20,000	#9) 17,000

2. Number of full-time employees that work in the employee recreation program:

#1) 30	#2) 3	#3) 400
#4) 1	#5) 0	#6) 5
#7) 2	#8) 15	#9) 72

3. Percentage of employees in the following Categories:

#1) 80% blue collar 20% white collar 60% male 40% female	#2) 40% blue collar 60% white collar 66% male 34% female
#3) 65% blue collar 35% white collar 70% male 30% female	#4) 5% blue collar 95% white collar no response, m no response, f
#5) 22% blue collar 78% white collar 56% male 44% female	#6) 40% blue collar 60% white collar 70% male 30% female
#7) 40% blue collar 60% white collar 60% male 40% female	#8) no response, b/c no response, w/c no response, m no response, f

(2)

#9) 9% blue collar
 91% white collar
 70% male
 30% female

4. Employee recreation program is:

#1) voluntary	#2) voluntary	#3) voluntary
#4) voluntary	#5) voluntary	#6) voluntary
#7) voluntary	#8) voluntary	#9) voluntary

5. The outdoor recreation area was purchased in:

#1) 1982	#2) 1957	#3) 1916
#4) 1982	#5) 1984	#6) 1972
#7) 1973	#8) 1970	#9) 1959

6. The average yearly budget for the outdoor recreation area and its programs is:

#1) \$1,000,000	#2) \$200,000	#3) \$65,000
#4) \$600	#5) \$200	#6) \$24,000
#7) \$25,000	#8) \$230,000	#9) \$234,000

7. Outdoor recreation area funding source(s):

#1) PRIMARY: Parent Company	#2) PRIMARY: Parent Company
ADDITIONAL: None	ADDITIONAL: Participant Fee
#3) PRIMARY: Non-appropriated Appropriated	#4) PRIMARY: Corporate Budget
ADDITIONAL: None	ADDITIONAL: None
#5) PRIMARY: Vending Machines	#6) PRIMARY: Vending Machines
ADDITIONAL: None	ADDITIONAL: Recycled Paper Participant Fee

(3)

- | | |
|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <p>#7) PRIMARY:
Company Budget</p> <p>ADDITIONAL:
None</p> | <p>#8) PRIMARY:
Recycled Paper
Vending Machines</p> <p>ADDITIONAL:
Land Lease
Recycled Cans
Store Lease</p> |
|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
- #9) PRIMARY:
Vending Machines
- ADDITIONAL:
Participant Fee
Membership Dues
Product Sales
Ticket Sales

8. Governing body of the outdoor recreation area:

- #1) Management Staff
- #2) Mutual Benefit Association
- #3) Recreation Council and Director of Recreation Services
- #4) None
- #5) Club Board of Directors
- #6) None
- #7) Board of Directors of Employee Park
- #8) Board of Directors of Employee Recreation Foundation
- #9) Board of Directors of Employee Club Foundation

9. Allocation of funds (approximate percentage of the annual budget for the outdoor recreation area):

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>#1) 30% Personnel
40% Maintenance
20% Equipment
10% Other</p> <p>#3) 30% Personnel
35% Maintenance
20% Equipment
15% Other</p> | <p>#2) No Response
No Response
No Response
No Response</p> <p>#4) 20% Personnel
80% Maintenance
0% Equipment
0% Other</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|

(4)

- | | |
|-------------------------------------------------------------------|--------------------------------------------------------------------|
| #5) 0% Personnel
0% Maintenance
50% Equipment
50% Other | #6) 60% Personnel
20% Maintenance
10% Equipment
10% Other |
| #7) 50% Personnel
25% Maintenance
25% Equipment
0% Other | #8) 25% Personnel
15% Maintenance
20% Equipment
40% Other |
| #9) No Response
No Response
No Response
No Response | |

B. Participation

10. Estimated annual number of participants in the outdoor recreation program(s):
- | | |
|-------------------------------------------------------|------------------------------------------------------------------------------|
| #1) 75,000 | #2) 1,250 |
| #3) 24,000 | #4) 480 m softball
250 w softball |
| #5) 90 | #6) 1,650 |
| #7) 5,000 | #8) 2,000 campers
662 boat launches
9,200 picnickers
70 conferences |
| #9) 60,000 picnickers
4,000 softball
8,000 golf | |
11. Number of months per year outdoor recreation programs are conducted:
- | | |
|--------------------|--------------------|
| #1) 5 to 8 months | #2) 9 to 12 months |
| #3) 9 to 12 months | #4) 5 to 8 months |
| #5) 1 to 4 months | #6) 5 to 8 months |
| #7) 5 to 8 months | #8) 9 to 12 months |
| #9) 9 to 12 months | |

(6)

II. ACTIVITIES

15. Are any of the outdoor recreation programs organized into clubs? (if yes, listing of clubs follows answer)
- #1) yes, employee's club
 - #2) yes, archery club, cross country ski club, down hill ski club, snowmobile club, athletic club, motorcycle club, bicycle club
 - #3) no
 - #4) yes, running club, down hill ski club, horseback riding club
 - #5) yes, modelers club, rugby club, soccer club, tennis club, bicycle club, garden club
 - #6) yes, garden club, tennis club, modelers' club, golf club
 - #7) no
 - #8) yes, canoe club, orienteering club, cross country ski club, boating club
 - #9) yes, golf club, tennis club
16. Are any of the outdoor recreation programs organized into leagues?
- #1) yes, softball league, golf league, tennis league, racquetball league
 - #2) yes, softball league, golf league, tennis league, football league, volleyball league
 - #3) yes, softball league, golf league, tennis league, football league, soccer league
 - #4) yes, softball league, golf league, volleyball league
 - #5) yes, softball league, golf league

(7)

#6) yes, softball league

#7) yes, softball league

#8) yes, softball league, golf league, tennis league, football league, soccer league, broomball league, trap shooting league

#9) yes, softball league, football league

17. Do the outdoor recreation programs vary with the season?

#1) yes

#2) yes

#3) yes

#4) no

#5) no

#6) yes

#7) yes

#8) yes

#9) yes

18. Does the outdoor recreation program have special activities for various age groups? (if yes, the program(s) are listed after the answer)

#1) yes, special program for children at employee picnic

#2) yes, instructions for dependents under 18 years old

#3) yes, running and basketball for various age groups

#4) no

#5) no

#6) no

#7) no

#8) yes, playground for children

#9) yes, retirees' golf league

(8)

19. Who determines what type of activities will be offered at the outdoor recreation area?
- #1) Employee Club Chairperson
 - #2) Mutual Benefit Association Recreation Committee
 - #3) Athletic Officer
 - #4) Interested Employee(s)
 - #5) Interested Employee(s)
 - #6) Employee Services Representative
 - #7) Board of Directors
 - #8) Board of Directors of the Employee Recreation Foundation
 - #9) Employee Club Foundation Board of Directors
20. How the decision is made (regarding the type of activities offered at the outdoor recreation area):
- #1) vote by Employee Club Officers
 - #2) vote by Mutual Benefit Association Recreation Committee
 - #3) survey and recommendations by Recreation Council
 - #4) interested employee(s) generate participation
 - #5) interested employee(s) generate participation
 - #6) space considerations and facilities
 - #7) vote by Board of Directors
 - #8) vote by Board of Directors of the Employee Recreation Foundation

(9)

#9) vote by Employee Club Foundation Board
of Directors

21. Activities offered at the outdoor recreation
area:

- #1) softball, golf, tennis, racquetball,
swimming, jogging, picnic, fishing
- #2) softball, golf, tennis, racquetball,
football, volleyball, basketball
- #3) softball, golf, tennis, football, soccer,
horseshoes, volleyball, sailing, charter
boat fishing, outdoor concerts, exercise
course, swimming
- #4) softball, volleyball
- #5) softball
- #6) softball, volleyball, horseshoes, garden-
ing, jogging
- #7) softball, volleyball, tether ball, camp-
ing
- #8) softball, swimming, horseshoes, volley-
ball, basketball, boating, camping, hik-
ing, tennis, cross country skiing
- #9) softball, golf, tennis, football, bocci-
ball, archery, astronomy, ham radio,
cross country skiing, volleyball, snow-
mobiling

22. Equipment available for employee use at the
outdoor recreation area:

- #1) rental golf clubs, rental golf carts,
rental tennis racquets
- #2) all equipment supplied
- #3) all equipment supplied
- #4) none

(10)

- #5) all equipment supplied
- #6) grills, softball equipment, horseshoes, volleyball equipment
- #7) playground equipment, volleyball equipment, softball equipment
- #8) softball equipment, horseshoes, volleyball equipment, basketballs, cross country skis
- #9) softballs for leagues, footballs, volleyballs, rental golf clubs, rental golf carts

III. SERVICES

- 23. Who determines what type of services will be provided at the outdoor recreation area?
 - #1) Management
 - #2) Mutual Benefit Association Committee
 - #3) Commanding Officer
 - #4) Operating Department
 - #5) Vice-President
 - #6) Employee Services Representative
 - #7) Management
 - #8) Manager of Employee Services Network
 - #9) Club Administrator

- 24. How the decision is made (regarding the type of services provided at the outdoor recreation area):
 - #1) based on need and level of usage
 - #2) vote by Mutual Benefit Association Committee

(11)

- #3) recommendations by Recreation Department and Recreation Services Committee
- #4) group decision
- #5) employees make suggestions and upper management makes decision
- #6) budget and safety factors
- #7) proposals, budget considerations
- #8) employee input, then recommendation made to the Foundation Board of Directors
- #9) interest, demand, available space

25. Services provided at the outdoor recreation area:

- #1) locker rooms, showers, towels, hygenic supplies
- #2) locker rooms, showers, towels, uniforms, hygenic supplies
- #3) locker rooms, showers, towels
- #4) none
- #5) none
- #6) security, portable restrooms
- #7) showers
- #8) showers, ice on weekends
- #9) locker rooms, showers, towels, hygenic supplies, sauna, officials, catering for divisional picnics