

2007 ERC Online Career Center Study

A study conducted by the Employers Resource Council (ERC)

December 2007



Additional statistics provided by Careerboard.com



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A Must Read

We are pleased to present one of the most comprehensive reports ever produced by ERC. This is our third Online Career Center study collaborating with CareerBoard.com, with the information not only interesting but a call to action.

A few highlights of the study:

- We surveyed 3,440 websites compared to 1,763 in 2005,
- The Careerboard.com survey of job seekers suggests that more individuals are interested in staying in NE Ohio,
- Great ideas and suggestions designed to improve your Online Career Center, and
- A fascinating look at new innovative recruiting techniques in the marketplace today.

If you are involved in recruiting talent for your organization either directly or indirectly this is a must read. The data is substantial, interesting and supports the need to design, implement and maintain an excellent Online Career Center if your organization is interested in attracting top performers.

Thank you to our incredible ERC Research team and CareerCoard.com for their collaboration on this state-of-the-art study!

Patrick T. Perry
President

Methodology

Between May 15th and July 16th, 2007, ERC conducted a study of randomly selected web sites to examine the effectiveness of Online Career Centers. A sample of 3,449 web sites was observed, representing the following groups:

- ERC Membership (Northeast Ohio organizations)
- 2006 NorthCoast 99 Winners
- 2006 Fortune's 100 Fastest Growing Companies
- 2007 Fortune's 100 Best Companies to Work For
- 2007 Fortune's Fastest Growing Small Businesses
- 2006 Inc. 500 Fastest-Growing Private Companies
- 2007 Fortune 500 List
- 2007 CollegeGrad.com's 545 Top Entry-Level Employers
- Forbes Platinum 400
- 101 Best & Brightest Companies to Work For in Chicago
- 182 Best & Brightest Companies to Work For in Western & Southeast Michigan
- SHRM 50 Best Small & Medium Companies to Work For
- Working Mother Magazine's Top 100 Employers for Working Moms

This year, the study's sample size was doubled in order to get a wider comparison of data. About 1,400 sites were studied back in 2005. Many of the same lists (such as the Forbes and Fortune lists) were used again in the 2007 study. Several new lists were added that would not only broaden the research base but would also provide different demographics as well.

In addition, ERC and Careerboard.com surveyed 1,622 registered individual users from Cincinnati, Cleveland, Columbus, Detroit, Indianapolis, Louisville, and Toledo to get a better understanding of their expectations and impressions of online recruiting techniques from the perspective of the job seeker.

The following questions were applied to each web site observed in the study:

1. Is there a Career Center on the website?
2. Is the Career Center accessible from the homepage?

3. How many clicks from the homepage does it take to reach the Career Center?
4. Which of the following does the Career Center include?
 - Description of the organization's culture
 - Description of the organization's benefits
 - Description of the organization's commitment to diversity
 - Statement of equal employment opportunity
 - Highlight of the region(s) in which the organization is located
 - College recruiting information (targeted toward graduates)
 - Internship/Co-Op information (targeted toward current students)
 - Employee testimonials and/or profiles
 - Description of career opportunities within organization
 - Job descriptions for open positions
 - Online application
 - Pre-Screening/Evaluation questions
 - Alumni information (May include stories of past employees, contact information, and/or information on how past employees can refer candidates for employment)
 - Virtual Tour of Facilities
5. Do you have the ability to search for open jobs? If yes, by what methods are you able to search?
 - By location
 - By job title
 - By job skills/company division
 - By salary
 - By posting date
 - By schedule (full-time/part-time)
6. Can you sign up to be notified of relevant future openings?
7. Do you have the ability to e-mail job openings/position descriptions to a friend?
8. Do you have the ability to submit an unsolicited resume? If so, how?
 - Email? Online Submittal? Hard Copy (fax/mail/in-person)?
9. Is there a privacy policy that pertains to information that is submitted online?
10. Are any special awards and/or recognition presented to the organization listed on the site?

The study was completely funded by ERC and conducted by a research team consisting of ERC staff members. A listing of each web site observed is included at the end of this report, starting on page 32.

What is an Online Career Center?

An Online Career Center should answer two basic questions:

1. Why should I work here?
2. How do I apply?

The term “Online Career Center” can refer to any section of an organization’s website that is designed to answer one or both of the above questions.

Why is ERC Conducting this Study Again?

Through this study, ERC hopes to communicate how well Northeast Ohio organizations are using their websites, what steps they can take to use their websites to improve their ability attract great talent, and how they can better market our region as a great place to work.

We are also interested in how or if Northeast Ohio organizations have improved since our previous studies in 2003 and 2005, and how they compare to the websites of organizations in other areas of the nation. By explaining how the area of online recruiting has evolved and where it’s headed in the future, and by sharing what other organizations are doing and what job candidates themselves say they want to see in Career Centers, we hope the results of this study help organizations develop a stronger and more effective approach to online recruiting.

We also hope this study helps employers and job seekers make stronger connections.

Although Northeast Ohio employers have consistently reported that their biggest challenge is finding and keeping qualified people (ERC/SBN Workplace Practices Survey, 2007), there seems to be a prevailing perception that our region has a weak job market.

For years, ERC, and many other local organizations have worked hard to point out the benefits of living and working in Northeast Ohio, and to highlight the career opportunities available in this region. Despite our best efforts, there still appears to be a disconnect between jobs and job seekers. Employers still struggle to find great people but the perception of our region doesn't seem to change.

We hope that this study helps shed some light on the expectations of job seekers and the ways in which employers can respond accordingly with information and tools easily accessible from their corporate websites. If our region's employers collectively improve how they highlight career opportunities within their organizations, perceptions about our local job market may shift, and more talented job seekers will get connected to interesting and challenging careers that will help them and Northeast Ohio continue to grow.

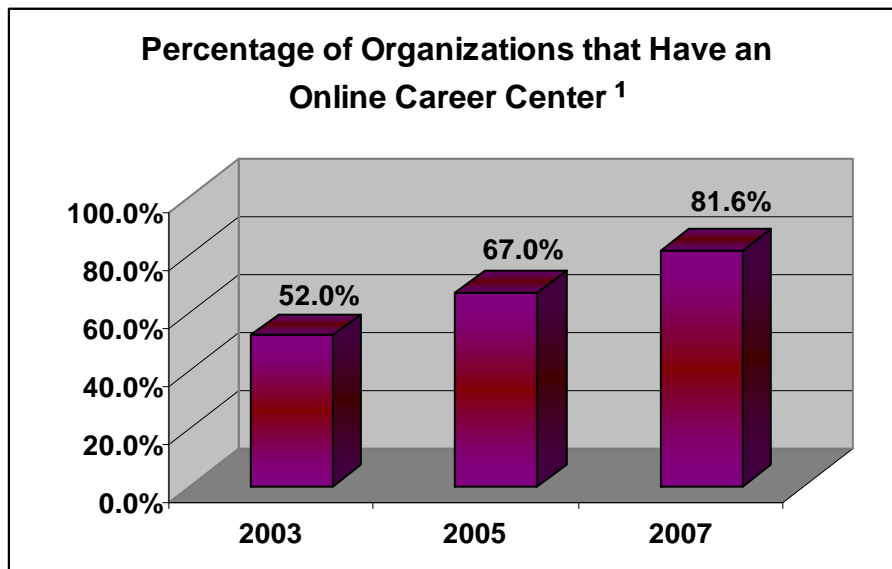
ERC Online Career Center Study Results

1. Is there a Career Center on the web site?

| | Total | Count | Career Center (%) |
|-------------------------|-------|-------|-------------------|
| All Websites | 3,449 | 2,815 | 81.6% |
| Industry Type | | | |
| Manufacturing | 843 | 690 | 81.8% |
| Non-Manufacturing | 2,606 | 2,125 | 81.5% |
| Company Size | | | |
| 1-50 | 760 | 577 | 75.9% |
| 51-150 | 759 | 572 | 75.3% |
| 151-500 | 528 | 420 | 79.5% |
| 501-10,000 | 781 | 677 | 86.6% |
| 10,000 + | 621 | 569 | 91.6% |
| Special Groups | | | |
| ERC Membership | 1,353 | 1,052 | 77.7% |
| NorthCoast 99 | 99 | 84 | 84.8% |
| Fastest Growing Comp. | 100 | 89 | 89.0% |
| 100 Best to Work For | 100 | 88 | 88.0% |
| Growing Small Business | 100 | 82 | 82.0% |
| Inc. 500 | 500 | 356 | 71.2% |
| Fortune 500 | 500 | 444 | 88.8% |
| Entry-Level Employers | 545 | 486 | 89.1% |
| Platinum 400 | 400 | 360 | 90.0% |
| Best Brightest Chicago | 60 | 48 | 80.0% |
| Best Brightest Michigan | 182 | 143 | 78.5% |
| SHRM List | 50 | 39 | 78.0% |
| Working Mothers | 100 | 83 | 83.0% |



Are you in the one-fifth of organizations that still does not have a Career Center on their website? **74%** of job seekers visit employers' websites most of the time when conducting a job search. That number jumps to **92.4%** when a job seeker has a higher interest level.



¹ The statistics presented in this graph exclude sites where just an HR contact was listed.

2. Is the Career Center accessible from the homepage?

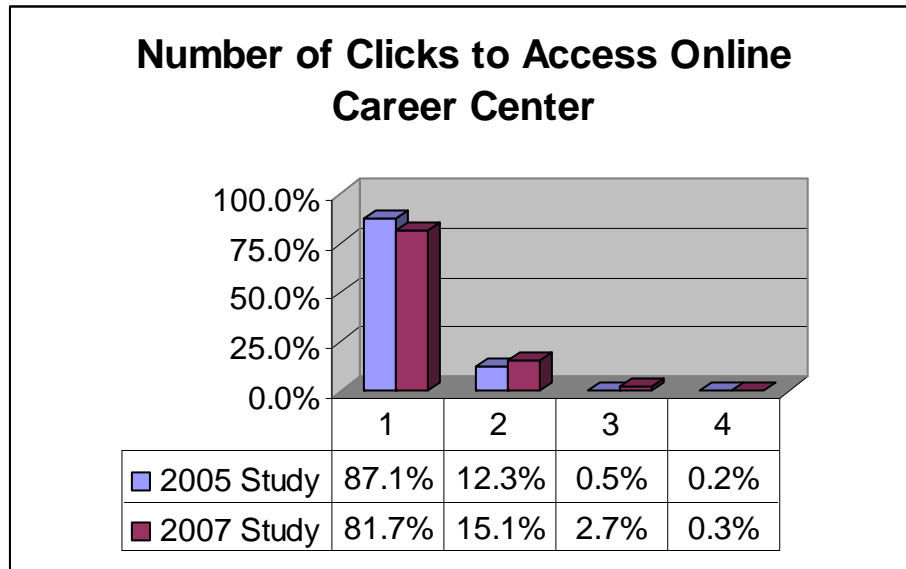
| | Total Sites with Career Centers | Accessible from Homepage | Access from Homepage (%) |
|-------------------------|---------------------------------|--------------------------|--------------------------|
| All Websites | 2,815 | 2,591 | 92.4% |
| Industry Type | | | |
| Manufacturing | 690 | 632 | 91.5% |
| Non-Manufacturing | 2,125 | 1,959 | 92.1% |
| Company Size | | | |
| 1-50 | 577 | 538 | 93.2% |
| 51-150 | 572 | 524 | 91.6% |
| 151-500 | 420 | 382 | 86.8% |
| 501-10,000 | 677 | 626 | 92.4% |
| 10,000 + | 569 | 521 | 91.5% |
| Special Groups | | | |
| ERC Membership | 1,052 | 980 | 93.1% |
| NorthCoast 99 | 84 | 79 | 94.0% |
| Fastest Growing Comp. | 89 | 84 | 94.3% |
| 100 Best to Work For | 88 | 83 | 94.3% |
| Growing Small Business | 82 | 74 | 90.2% |
| Inc. 500 | 356 | 324 | 91.0% |
| Fortune 500 | 444 | 408 | 91.8% |
| Entry-Level Employers | 486 | 432 | 88.8% |
| Platinum 400 | 360 | 336 | 93.3% |
| Best Brightest Chicago | 48 | 45 | 93.7% |
| Best Brightest Michigan | 143 | 134 | 93.7% |
| SHRM List | 39 | 37 | 94.8% |
| Working Mothers | 83 | 77 | 92.7% |



Make the Career Center easy to find! Although organizations have greatly improved accessibility of their career pages, over 25% of job seekers are still rarely or never impressed with a company's career section. When the #1 challenge facing employers in Northeast Ohio is the attraction and retention of great employees, a Career Center should be a priority. Make it easy to find and make it stand out!

3. How many clicks from the homepage does it take to reach the Career Center?

| | Count | 1 | 2 | 3 | 4 | Average Clicks |
|-------------------------|-------|-------|-------|------|------|----------------|
| All Websites | 2,815 | 81.7% | 15.1% | 2.7% | 0.3% | 1.21 |
| Industry Type | | | | | | |
| Manufacturing | 690 | 82.3% | 13.7% | 3.4% | 0.4% | 1.22 |
| Non-Manufacturing | 2,125 | 81.5% | 15.6% | 2.4% | 0.3% | 1.21 |
| Company Size | | | | | | |
| 1-50 | 577 | 81.6% | 14.7% | 2.7% | 0.8% | 1.22 |
| 51-150 | 572 | 81.4% | 15.9% | 2.0% | 0.5% | 1.21 |
| 151-500 | 420 | 80.7% | 15.0% | 4.2% | 0.0% | 1.23 |
| 501-10,000 | 677 | 81.8% | 15.9% | 1.9% | 0.2% | 1.20 |
| 10,000 + | 569 | 82.6% | 14.0% | 3.1% | 0.1% | 1.20 |
| Special Groups | | | | | | |
| ERC Membership | 1,052 | 82.8% | 13.8% | 2.7% | 0.4% | 1.20 |
| NorthCoast 99 | 84 | 82.1% | 14.2% | 3.5% | 0.0% | 1.21 |
| Fastest Growing Comp. | 89 | 79.7% | 20.2% | 0.0% | 0.0% | 1.20 |
| 100 Best to Work For | 88 | 87.5% | 10.2% | 2.2% | 0.0% | 1.14 |
| Growing Small Business | 82 | 79.2% | 15.8% | 4.8% | 0.0% | 1.25 |
| Inc. 500 | 356 | 79.7% | 17.6% | 1.9% | 0.5% | 1.23 |
| Fortune 500 | 444 | 83.1% | 13.7% | 2.9% | 0.2% | 1.20 |
| Entry-Level Employers | 486 | 81.0% | 15.4% | 3.2% | 0.2% | 1.22 |
| Platinum 400 | 360 | 84.4% | 13.6% | 1.3% | 0.5% | 1.18 |
| Best Brightest Chicago | 48 | 81.2% | 16.6% | 2.0% | 0.0% | 1.20 |
| Best Brightest Michigan | 143 | 80.4% | 16.7% | 2.7% | 0.0% | 1.22 |
| SHRM List | 39 | 79.4% | 17.9% | 2.5% | 0.0% | 1.38 |
| Working Mothers | 83 | 87.9% | 8.4% | 3.6% | 0.0% | 1.15 |



One-Click is Ideal

Surprisingly, the average amount of clicks needed to reach a Career Center increased slightly from 2005 to 2007. On about 15% of the websites studied, it took two (2) clicks to reach the Career Center, compared to about 12% in 2003. This could, in part, be due to an expanded sample size; however, it is difficult to identify any one reason. The bottom line that is 97% of the

Career Centers we studied could be reached in 2 clicks or less; emphasizing the importance of quick and easy access.

Placement

To increase ease of access, many employers place a link to their Career Center conspicuously on their homepage. Those links may be labeled, “careers”, “employment opportunities”, or “working at xyz company.” Some may even have creative catch phrases or employee testimonials that lead into the career pages. However, we observed many sites in which links were buried or hidden, which made it more difficult to find career information regardless of the small number of clicks required to access the Career Center.

For example, we found links located in sections or tabs labeled “contact us”, “about us”, or “history”. Many sites also place their links at the bottom of the page, making it difficult to spot when you first visit the website. Potential job candidates may get frustrated and leave the site if it takes too long to find a Career Center or any career related information.

Unique Domain Names and Extensions

Many organizations have begun to implement new types of Career Centers in the form of separate unique domain names and extensions.

While most corporate homepages will redirect a job seeker to another page within that same domain name (i.e. www.thecoca-colacompany.com will redirect a job seeker to www.thecoca-colacompany.com/careers or www.google.com will redirect a job seeker to www.google.com/intl/en/jobs/), some have created entirely new websites for the express purpose of displaying career opportunities and collecting information about job seekers. For example:

- The homepage for Sterling Jewelers is www.sterlingjewelers.com, but their career site is www.sterlingcareers.com.
- The homepage for Quicken Loans is www.quickenloans.com, but their career site is www.quickenloanscareers.com.

In addition, many use unique domain extensions like .jobs to redirect job seekers to the Career Centers on their corporate websites. For example:

- www.progressive.jobs will redirect a job seeker to jobs.progressive.com
- www.cnn.jobs will redirect a job seeker to www.turner.com/careers
- www.starbucks.jobs is a stand-alone website that also includes links to the Starbucks Career Center at www.starbucks.com/careers
- www.adobe.jobs will redirect a job seeker to www.adobe.com/aboutadobe/careeropp/index.html

The benefits to establishing a unique domain name or extension to showcase career information include increased exposure through higher search engine optimization, multiple easy methods for job seekers to find career information, and a platform on which to build an employment branding strategy that can be separate (or integrated with) the overall corporate branding strategy.

4. Which of the following does the Career Center include?

| | Count | Description of Organization's Culture | Description of Organization's Benefits | Description of Organization's Commitment to Diversity | Equal Employment Opportunity Statement |
|-------------------------|-------|---------------------------------------|--|---|--|
| All Websites | 2,815 | 63.9% | 62.3% | 41.8% | 51.1% |
| Industry Type | | | | | |
| Manufacturing | 690 | 61.5% | 64.0% | 40.5% | 51.4% |
| Non-Manufacturing | 2,125 | 64.6% | 61.7% | 42.2% | 51.1% |
| Company Size | | | | | |
| 1-50 | 577 | 62.3% | 62.2% | 41.9% | 50.7% |
| 51-150 | 572 | 64.8% | 62.9% | 38.1% | 50.1% |
| 151-500 | 420 | 60.4% | 61.9% | 39.0% | 50.7% |
| 501-10,000 | 677 | 65.4% | 61.0% | 42.6% | 48.7% |
| 10,000 + | 569 | 65.2% | 63.7% | 46.5% | 55.8% |
| Special Groups | | | | | |
| ERC Membership | 1,052 | 62.7% | 61.9% | 39.8% | 49.7% |
| NorthCoast 99 | 84 | 77.9% | 51.1% | 58.1% | 35.7% |
| Fastest Growing Comp. | 89 | 61.7% | 61.7% | 40.4% | 49.4% |
| 100 Best to Work For | 88 | 64.7% | 69.3% | 46.5% | 55.6% |
| Growing Small Business | 82 | 65.8% | 70.7% | 41.4% | 56.0% |
| Inc. 500 | 356 | 64.8% | 62.3% | 38.7% | 51.6% |
| Fortune 500 | 444 | 65.0% | 65.0% | 48.8% | 54.9% |
| Entry-Level Employers | 486 | 66.4% | 60.4% | 10.6% | 51.6% |
| Platinum 400 | 360 | 67.5% | 61.1% | 43.6% | 53.0% |
| Best Brightest Chicago | 48 | 56.2% | 70.8% | 43.7% | 50.0% |
| Best Brightest Michigan | 143 | 62.2% | 63.6% | 40.5% | 39.8% |
| SHRM List | 39 | 58.9% | 46.1% | 35.8% | 56.4% |
| Working Mothers | 83 | 74.6% | 74.6% | 49.3% | 62.6% |

Culture Counts

Nearly 94% of job seekers in the ERC/Careerboard.com survey want organizations to promote their corporate culture so they can understand the environment in which they would work. However, only about 64% of Career Centers that we observed included a description of an organization's culture, and only 32% of job seekers believe that employers effectively use their website to promote their culture and what it would be like to work for them. A description of corporate culture may be the defining factor for a job seeker considering applying for an open position.

On the other hand, in addition to written descriptions of workplace culture, some organizations go as far as to include video clips, panoramic room scans and virtual tours, employee testimonials, and other forms of communication that relay what the environment at the organization is like.

The Benefits of Benefits

About 62% of the Career Centers we observed included information about the benefits offered to employees, and only about 38% of job seekers felt that employers usually promote their benefits effectively.

While it's obvious that job seekers are very interested in the benefits packages that employers offer (99% of job seekers in our survey said that benefits are important to them), some employers may question whether or not posting benefits information is a good idea from an external and internal perspective.

Some employers may be concerned that by publicly listing their employee benefits they may lose a competitive advantage as other competitors could review their information and either copy their approach or create richer packages. From an internal perspective, it may also be challenging, especially in organizations where multiple benefits packages are offered to different groups of employees based on variables like position and tenure.

The bottom line is that one way or another, job seekers are going to probe for answers to questions about benefits. Employers need to ask themselves is if they would rather job seekers had the opportunity to learn about another organization's benefits first because they posted a description in their Online Career Center and your organization did not?

4. Which of the following does the Career Center include? (*continued*)

| | Count | Highlights of the Region | College Recruiting Information | Internship or Co-op Information | Employee Testimonials or Profiles |
|-------------------------|-------|--------------------------|--------------------------------|---------------------------------|-----------------------------------|
| All Websites | 2,725 | 32.9% | 33.4% | 32.4% | 30.5% |
| Industry Type | | | | | |
| Manufacturing | 662 | 30.0% | 35.3% | 32.1% | 32.0% |
| Non-Manufacturing | 2,063 | 33.8% | 32.8% | 32.4% | 30.0% |
| Company Size | | | | | |
| 1-50 | 577 | 35.3% | 33.2% | 27.9% | 29.4% |
| 51-150 | 569 | 29.8% | 26.8% | 23.5% | 27.5% |
| 151-500 | 414 | 32.1% | 32.3% | 29.4% | 31.8% |
| 501-10,000 | 650 | 34.3% | 35.0% | 32.1% | 29.0% |
| 10,000 + | 515 | 32.4% | 39.8% | 49.9% | 35.7% |
| Special Groups | | | | | |
| ERC Membership | 1,050 | 33.6% | 31.6% | 27.2% | 29.6% |
| NorthCoast 99 | 84 | 32.1% | 39.2% | 20.2% | 33.3% |
| Fastest Growing Comp. | 84 | 26.1% | 39.2% | 30.9% | 30.9% |
| 100 Best to Work For | 86 | 29.0% | 36.0% | 37.2% | 29.0% |
| Growing Small Business | 82 | 37.8% | 30.4% | 26.8% | 28.0% |
| Inc. 500 | 356 | 28.0% | 30.6% | 25.5% | 29.2% |
| Fortune 500 | 434 | 29.9% | 38.7% | 46.5% | 30.8% |
| Entry-Level Employers | 450 | 35.1% | 36.8% | 39.5% | 30.8% |
| Platinum 400 | 332 | 27.1% | 36.4% | 38.5% | 34.3% |
| Best Brightest Chicago | 48 | 33.3% | 22.9% | 25.0% | 20.8% |
| Best Brightest Michigan | 143 | 34.2% | 25.8% | 29.3% | 33.5% |
| SHRM List | 39 | 33.3% | 25.6% | 43.5% | 30.7% |
| Working Mothers | 78 | 39.7% | 41.0% | 47.4% | 35.8% |

Location, Location, Location

When ERC conducted its first Online Career Center Study in 2003, only about 18% of all the Career Centers we observed included any information promoting the regions in which employers were located as great places to live or work. In 2007, that percentage jumped to about 33%!

That should be good news in that more Northeast Ohio employers are promoting the region as a great place to live and work, which should hopefully have a positive effect on the perception of the region. The bad news is that we're not alone. The same proportion of organizations throughout the country and in neighboring cities such as Chicago and Detroit are presenting similar arguments about their cities and regions.

While Northeast Ohio appears to be keeping up with the rest of the country in regards to using corporate Career Centers to promote its region, a significant opportunity still exists for the region

to pull ahead of the rest of the country in how it collectively brands and promotes itself to job seekers and businesses alike.

As a result of the 2003 Online Career Center Study, ERC created a website that highlights Northeast Ohio as a great place to work, and since then has encouraged local employers to link to this site for free. It provides information on not only living and working in Northeast Ohio, but also gives information on dining, entertainment, recreation, and the culture of the area. The site consistently receives the largest number of hits on the ERC website (with an average of 35,000 hits a month) and ERC continues to encourage employers to include a link to the site in their Career Centers: <http://www.neoisgreat.com>.

Brain Gain

In 2003, only about 19% of all Career Centers observed by ERC included any information targeted towards college graduates and about 24% described internship or co-op opportunities. In 2007, nearly a third of all Career Centers included this type of information, suggesting a significant shift over the last four years.

As more baby-boomers approach retirement and regions like Northeast Ohio struggle to attract and retain talented people, we may see even more coordinated online recruiting strategies aimed at college students and graduates in the future. A recent study released by Bullhorn² examines some of the more online recruiting strategies aimed at recruiting younger workers and college graduates that are gaining popularity. About 68% of the staffing and recruiting industry professionals surveyed said they used some form of online social network like MySpace.com, LinkedIn.com, Facebook.com, or ZoomInfo.com to source candidates. Nearly 70% at least occasionally use online blogs, and about 80% use online job boards.

Some companies are even going as far as to host job fairs and conduct interviews in an online virtual environment. For example, in the summer of 2007, companies such as Hewlett-Packard, Microsoft, Verizon, and Sodexo participated in a virtual job fair hosted by TMP Worldwide Advertising & Communications through the online virtual community called *Second Life* (www.secondlife.com). Subscribers to Second Life create online characters known as “avatars” and navigate through a virtual world while interacting with the virtual identities of other

² Making the Most of the New Tools: How online resources impact placement ratios, time-to-fill and profitability, August 2007,

subscribers. Despite the fact that avatars aren't required to be true to life (often names and physical appearances aren't accurate) some employers are venturing into this new arena because it's more cost effective than holding an actual job fair and it allows more opportunities for employees at different levels of an organization to participate in the recruiting process.

The newest generation entering the workforce has spent a good portion of its young adult life on the internet, in chat rooms, and connecting with other peers on social networking sites.

Employers trying to attract this audience may want to consider better utilizing some of these online mediums with which this group is comfortable and familiar. In addition, Northeast Ohio is an excellent place in which to launch a strategy that incorporates many of these methods due to the significant number of colleges and universities located within the region.

4. Which of the following does the Career Center include? (continued)

| | Count | Career Opportunities Within Organization | Job Descriptions for Open Positions | Online Job Application | Pre-Screening or Evaluation Questions |
|-------------------------|-------|--|-------------------------------------|------------------------|---------------------------------------|
| All Websites | 2,725 | 63.8% | 81.6% | 59.3% | 19.5% |
| Industry Type | | | | | |
| Manufacturing | 662 | 66.0% | 79.6% | 59.3% | 19.7% |
| Non-Manufacturing | 2,063 | 63.2% | 82.2% | 59.3% | 19.4% |
| Company Size | | | | | |
| 1-50 | 577 | 60.4% | 79.8% | 59.2% | 18.0% |
| 51-150 | 569 | 62.0% | 78.9% | 54.8% | 16.5% |
| 151-500 | 414 | 62.5% | 75.8% | 56.7% | 21.0% |
| 501-10,000 | 650 | 64.1% | 85.2% | 60.6% | 18.3% |
| 10,000 + | 515 | 70.4% | 86.6% | 65.0% | 25.0% |
| Special Groups | | | | | |
| ERC Membership | 1,050 | 62.0% | 78.8% | 58.2% | 19.4% |
| NorthCoast 99 | 84 | 87.5% | 87.6% | 52.3% | 23.8% |
| Fastest Growing Comp. | 84 | 73.8% | 79.7% | 48.8% | 19.0% |
| 100 Best to Work For | 86 | 66.2% | 79.0% | 55.8% | 17.4% |
| Growing Small Business | 82 | 69.5% | 81.7% | 56.0% | 23.1% |
| Inc. 500 | 356 | 56.7% | 77.5% | 55.0% | 15.7% |
| Fortune 500 | 434 | 64.9% | 81.1% | 63.1% | 21.4% |
| Entry-Level Employers | 450 | 66.4% | 85.3% | 63.7% | 22.0% |
| Platinum 400 | 332 | 66.5% | 85.2% | 61.7% | 21.9% |
| Best Brightest Chicago | 48 | 64.5% | 87.5% | 52.0% | 12.5% |
| Best Brightest Michigan | 143 | 65.0% | 79.7% | 52.4% | 12.5% |
| SHRM List | 39 | 61.5% | 79.4% | 58.9% | 25.6% |
| Working Mothers | 78 | 80.7% | 93.5% | 67.9% | 28.2% |

Describe Career Advancement Opportunities

Nearly two-thirds of the Career Centers we observed described career paths, answering questions regarding the direction a job could take and whether or not there is opportunity for advancement within the organization. Based on the results of ERC’s annual Top Performer Survey³, top performing employees want to work in organizations where there are opportunities for advancement and frequently rank those opportunities as one of the most important things they look for in a job.

Online Applications

About 90% of job seekers said that being able to apply online was important to their job search. A little over 59% of the Career Centers we observed offered an online application, a significant jump from 37% in 2003, but about the same proportion as we observed in 2005.

4. Which of the following does the Career Center include? (continued)

| | Count | Alumni Information | Virtual Tour of Facilities |
|-------------------------|-------|--------------------|----------------------------|
| All Websites | 2,725 | 32.0% | 4.2% |
| Industry Type | | | |
| Manufacturing | 662 | 35.6% | 4.2% |
| Non-Manufacturing | 2,063 | 30.9% | 4.3% |
| Company Size | | | |
| 1-50 | 577 | 28.5% | 3.9% |
| 51-150 | 569 | 30.0% | 9.3% |
| 151-500 | 414 | 30.4% | 5.3% |
| 501-10,000 | 650 | 32.7% | 4.4% |
| 10,000 + | 515 | 38.6% | 5.2% |
| Special Groups | | | |
| ERC Membership | 1,050 | 29.6% | 3.7% |
| NorthCoast 99 | 84 | 23.8% | 4.7% |
| Fastest Growing Comp. | 84 | 36.9% | 4.7% |
| 100 Best to Work For | 86 | 37.2% | 2.3% |
| Growing Small Business | 82 | 34.1% | 3.6% |
| Inc. 500 | 356 | 32.0% | 4.4% |
| Fortune 500 | 434 | 38.2% | 3.9% |
| Entry-Level Employers | 450 | 32.0% | 5.3% |
| Platinum 400 | 332 | 34.6% | 6.0% |
| Best Brightest Chicago | 48 | 33.3% | 2.0% |
| Best Brightest Michigan | 143 | 25.8% | 6.2% |
| SHRM List | 39 | 30.7% | 5.1% |
| Working Mothers | 78 | 38.4% | 1.2% |



Is your organization sharing as much information as possible about its policies, practices and culture with job seekers? Market yourself to job seekers and help them make an informed decision.

³ 2007 ERC Top Performer Survey (www.northcoast99.com/reports/tps.asp)

An Innovative Approach: Alumni Sections

A surprising number of Career Centers included information about and for alumni. These sections included opportunities for former employees to network with each other, current employees, and job seekers. Some sites even highlighted where alumni now work including current titles and contact information.

In 2003 and 2005, less than 1% of the Career Centers we observed included an alumni section. In 2007, this number skyrocketed to 32%. Some of this could be attributed to a larger sample size which included more organizations recognized for innovations in recruiting and retention. However, being that employers consistently report that employee referrals are their greatest source for new hires⁴, it is reasonable that employers would create more opportunities for employees (and former employees) to interact and network with each other and job seekers through their Career Centers.

5. Do you have the ability to search for open jobs?

| | Count | Yes |
|-------------------------|-------|-------|
| All Websites | 2,725 | 71.3% |
| Industry Type | | |
| Manufacturing | 662 | 71.4% |
| Non-Manufacturing | 2,063 | 71.3% |
| Company Size | | |
| 1-50 | 577 | 68.6% |
| 51-150 | 569 | 65.5% |
| 151-500 | 414 | 70.7% |
| 501-10,000 | 650 | 75.0% |
| 10,000 + | 515 | 76.6% |
| Special Groups | | |
| ERC Membership | 1,050 | 69.1% |
| NorthCoast 99 | 84 | 80.9% |
| Fastest Growing Comp. | 84 | 76.1% |
| 100 Best to Work For | 86 | 68.6% |
| Growing Small Business | 82 | 67.0% |
| Inc. 500 | 356 | 67.1% |
| Fortune 500 | 434 | 69.1% |
| Entry-Level Employers | 450 | 72.6% |
| Platinum 400 | 332 | 72.8% |
| Best Brightest Chicago | 48 | 75.0% |
| Best Brightest Michigan | 143 | 68.5% |
| SHRM List | 39 | 82.0% |
| Working Mothers | 78 | 78.2% |



There was a 13.5% increase in Career Centers that allow job searches from 2005 to 2007. At that rate, by 2012, nearly all organizations will offer this to job seekers.

⁴ 2007 NorthCoast 99 Winners Report (www.northcoast99.com/reports/summary.asp)

5b. If the company has a job search, by what methods can you search?

| | Count | Location | Job Title | Skills | Salary | Date Posted | FT/PT |
|-------------------------|-------|----------|-----------|--------|--------|-------------|-------|
| All Websites | 1945 | 75.0% | 83.4% | 65.1% | 27.5% | 35.0% | 50.2% |
| Industry Type | | | | | | | |
| Manufacturing | 473 | 74.4% | 82.4% | 66.3% | 29.1% | 31.9% | 48.8% |
| Non-Manufacturing | 1472 | 75.2% | 83.6% | 64.8% | 26.9% | 36.0% | 50.6% |
| Company Size | | | | | | | |
| 1-50 | 396 | 75.5% | 80.5% | 66.4% | 30.5% | 34.0% | 46.7% |
| 51-150 | 373 | 69.9% | 81.2% | 63.0% | 26.2% | 28.6% | 47.4% |
| 151-500 | 293 | 73.7% | 85.3% | 62.1% | 26.6% | 34.1% | 52.9% |
| 501-10,000 | 488 | 75.6% | 85.8% | 65.1% | 26.8% | 38.9% | 50.2% |
| 10,000 + | 395 | 79.7% | 83.7% | 68.3% | 27.0% | 37.7% | 54.4% |
| Special Groups | | | | | | | |
| ERC Membership | 726 | 74.1% | 82.2% | 65.0% | 28.5% | 33.6% | 49.8% |
| NorthCoast 99 | 68 | 60.2% | 70.5% | 58.8% | 30.8% | 33.8% | 45.5% |
| Fastest Growing Comp. | 64 | 70.3% | 85.9% | 68.7% | 21.8% | 29.6% | 42.1% |
| 100 Best to Work For | 59 | 76.2% | 79.6% | 67.7% | 28.8% | 33.8% | 59.3% |
| Growing Small Business | 55 | 70.9% | 87.2% | 56.3% | 29.0% | 30.9% | 47.2% |
| Inc. 500 | 239 | 72.3% | 84.1% | 59.8% | 26.7% | 30.9% | 44.7% |
| Fortune 500 | 300 | 79.0% | 84.6% | 65.0% | 27.3% | 39.6% | 58.0% |
| Entry-Level Employers | 327 | 77.9% | 85.3% | 70.9% | 31.4% | 41.8% | 49.5% |
| Platinum 400 | 242 | 78.9% | 83.8% | 62.8% | 24.7% | 37.6% | 55.3% |
| Best Brightest Chicago | 36 | 66.6% | 69.4% | 61.1% | 27.7% | 30.5% | 38.8% |
| Best Brightest Michigan | 98 | 74.4% | 84.6% | 68.3% | 31.6% | 38.7% | 53.0% |
| SHRM List | 32 | 81.2% | 87.5% | 71.8% | 15.6% | 18.7% | 28.1% |
| Working Mothers | 61 | 75.4% | 83.6% | 68.8% | 26.2% | 32.7% | 50.8% |

6. Can you be notified in the future of relevant opportunities?

An Innovative Approach: Future Notifications

Notifying candidates about future openings can be a great feature of a Career Center, especially if the job seeker doesn't find exactly what he or she is looking for the first time around. While many active job seekers probably won't stop their job search to wait to hear about future opportunities with a particular company, the passive job seeker might, especially when an organization has a great reputation as a market leader or a great place to work. Plus, even those active job seekers who won't wait around may still appreciate the notification and could forward it along to other friends or colleagues who may be interested.

| | Count | Yes |
|-------------------------|-------|-------|
| All Websites | 2,725 | 15.1% |
| Industry Type | | |
| Manufacturing | 662 | 15.5% |
| Non-Manufacturing | 2,063 | 14.9% |
| Company Size | | |
| 1-50 | 577 | 15.5% |
| 51-150 | 569 | 13.5% |
| 151-500 | 414 | 13.2% |
| 501-10,000 | 650 | 15.6% |
| 10,000 + | 515 | 17.0% |
| Special Groups | | |
| ERC Membership | 1,050 | 14.1% |
| NorthCoast 99 | 84 | 19.0% |
| Fastest Growing Comp. | 84 | 15.4% |
| 100 Best to Work For | 86 | 11.6% |
| Growing Small Business | 82 | 17.0% |
| Inc. 500 | 356 | 14.3% |
| Fortune 500 | 434 | 15.2% |
| Entry-Level Employers | 450 | 14.8% |
| Platinum 400 | 332 | 18.3% |
| Best Brightest Chicago | 48 | 12.5% |
| Best Brightest Michigan | 143 | 11.1% |
| SHRM List | 39 | 12.8% |
| Working Mothers | 78 | 19.2% |

7. Can you e-mail job openings/position descriptions to a friend?

E-Mail to a Friend

As mentioned earlier in this report, most employers report that referrals are their most successful source of job candidates. Giving job seekers the option to e-mail job descriptions or open positions to a friend is an excellent way to increase the reach of a referral sources. About 23% of the Career Centers we observed had this option, compared to about 19% in 2003 and 34% in 2005.

| | Count | Yes |
|-------------------------|-------|-------|
| All Websites | 2,725 | 22.7% |
| Industry Type | | |
| Manufacturing | 662 | 24.4% |
| Non-Manufacturing | 2,063 | 22.2% |
| Company Size | | |
| 1-50 | 577 | 19.7% |
| 51-150 | 569 | 18.2% |
| 151-500 | 414 | 21.2% |
| 501-10,000 | 650 | 25.3% |
| 10,000 + | 515 | 28.9% |
| Special Groups | | |
| ERC Membership | 1,050 | 21.4% |
| NorthCoast 99 | 84 | 23.8% |
| Fastest Growing Comp. | 84 | 26.1% |
| 100 Best to Work For | 86 | 25.5% |
| Growing Small Business | 82 | 24.3% |
| Inc. 500 | 356 | 19.3% |
| Fortune 500 | 434 | 26.4% |
| Entry-Level Employers | 450 | 24.0% |
| Platinum 400 | 332 | 26.2% |
| Best Brightest Chicago | 48 | 16.6% |
| Best Brightest Michigan | 143 | 16.7% |
| SHRM List | 39 | 25.6% |
| Working Mothers | 78 | 38.4% |

8. Do you have the ability to submit an unsolicited resume? ⁵

| | Count | Yes | Email | Upload | Fax/ Mail |
|-------------------------|-------|-------|-------|--------|-----------|
| All Websites | 3,449 | 57.2% | 38.3% | 30.7% | 17.9% |
| Industry Type | | | | | |
| Manufacturing | 843 | 60.9% | 41.2% | 31.9% | 18.1% |
| Non-Manufacturing | 2,606 | 55.9% | 37.3% | 30.4% | 17.8% |
| Company Size | | | | | |
| 1-50 | 760 | 54.8% | 35.0% | 29.0% | 17.2% |
| 51-150 | 759 | 54.8% | 36.4% | 26.2% | 18.9% |
| 151-500 | 528 | 55.8% | 37.6% | 28.9% | 17.8% |
| 501-10,000 | 781 | 59.0% | 39.9% | 33.5% | 18.1% |
| 10,000 + | 621 | 61.8% | 42.9% | 36.5% | 17.2% |
| Special Groups | | | | | |
| ERC Membership | 1,353 | 56.3% | 37.2% | 29.1% | 17.8% |
| NorthCoast 99 | 99 | 61.6% | 36.3% | 35.3% | 13.1% |
| Fastest Growing Comp. | 100 | 61.0% | 46.0% | 32.0% | 24.0% |
| 100 Best to Work For | 100 | 56.0% | 37.0% | 33.0% | 21.0% |
| Growing Small Business | 100 | 57.0% | 42.0% | 30.0% | 17.0% |
| Inc. 500 | 500 | 52.8% | 34.8% | 27.2% | 18.0% |
| Fortune 500 | 500 | 60.2% | 41.6% | 36.8% | 16.6% |
| Entry-Level Employers | 545 | 57.6% | 37.7% | 31.7% | 15.5% |
| Platinum 400 | 400 | 61.0% | 40.2% | 35.2% | 20.0% |
| Best Brightest Chicago | 60 | 58.3% | 38.3% | 25.0% | 18.3% |
| Best Brightest Michigan | 182 | 55.4% | 39.5% | 28.0% | 12.6% |
| SHRM List | 50 | 60.0% | 38.0% | 36.0% | 24.0% |
| Working Mothers | 100 | 65.0% | 47.0% | 37.0% | 18.0% |

⁵ Questions 8-10 included all observed websites; not just those with Career Centers.

9. Is there a privacy policy that pertains to information that is submitted online?

| | Count | Yes |
|-------------------------|-------|-------|
| All Websites | 3,449 | 63.6% |
| Industry Type | | |
| Manufacturing | 843 | 63.8% |
| Non-Manufacturing | 2,606 | 63.5% |
| Company Size | | |
| 1-50 | 760 | 63.0% |
| 51-150 | 759 | 59.5% |
| 151-500 | 528 | 62.1% |
| 501-10,000 | 781 | 67.4% |
| 10,000 + | 621 | 65.7% |
| Special Groups | | |
| ERC Membership | 1,354 | 61.1% |
| NorthCoast 99 | 99 | 59.5% |
| Fastest Growing Comp. | 100 | 69.0% |
| 100 Best to Work For | 100 | 72.0% |
| Growing Small Business | 100 | 65.0% |
| Inc. 500 | 500 | 63.8% |
| Fortune 500 | 500 | 64.4% |
| Entry-Level Employers | 545 | 62.3% |
| Platinum 400 | 400 | 66.2% |
| Best Brightest Chicago | 101 | 39.6% |
| Best Brightest Michigan | 182 | 60.9% |
| SHRM List | 50 | 64.0% |
| Working Mothers | 100 | 67.0% |



Nearly 64% of employers post a privacy notice for applicants and visitors to the site that states all personal information will be kept in confidential and not given to a third party. This number is up from 60% in 2005. More employers are making job seekers aware that their personal information is valuable and ERC anticipates that this trend may continue with increased concerns about information security.

10. Are any special awards/recognition presented to the organization listed on the site?

Show Off Your Stuff!

Over 60% of the organizations included in our study were selected from a list of award winners and honorees. However, only 24% of the Career Centers we observed included any information promoting any awards of honors!

Participants in ERC’s annual Top Performer Survey consistently rate employer reputation, success, and stability as important factors that they look for in a job. For award-winning companies, an Online Career Center is a great showcase in which to promote their recognition.

| | Count | Yes |
|-------------------------|-------|-------|
| All Websites | 3,449 | 23.9% |
| Industry Type | | |
| Manufacturing | 843 | 21.7% |
| Non-Manufacturing | 2,606 | 24.6% |
| Company Size | | |
| 1-50 | 760 | 25.9% |
| 51-150 | 759 | 20.0% |
| 151-500 | 528 | 23.6% |
| 501-10,000 | 781 | 23.9% |
| 10,000 + | 621 | 26.5% |
| Special Groups | | |
| ERC Membership | 1,354 | 23.0% |
| NorthCoast 99 | 99 | 24.2% |
| Fastest Growing Comp. | 100 | 18.0% |
| 100 Best to Work For | 100 | 27.0% |
| Growing Small Business | 100 | 25.0% |
| Inc. 500 | 500 | 22.0% |
| Fortune 500 | 500 | 24.0% |
| Entry-Level Employers | 545 | 25.5% |
| Platinum 400 | 400 | 22.5% |
| Best Brightest Chicago | 101 | 15.8% |
| Best Brightest Michigan | 182 | 27.4% |
| SHRM List | 50 | 20.0% |
| Working Mothers | 100 | 29.0% |

Online Advantage: 12 online recruiting practices to put in place – NOW!

Are you still debating whether or not to build an Online Career Center on your corporate website? Do you already have an Online Career Center on your site but you aren't certain how effectively it aids your recruiting efforts? The following section illustrates 12 initiatives your organization can implement to gain a competitive advantage online.

1. Have an Online Career Center!

No matter the size of your organization, you must have a solid presence online for candidates. All the data suggests that top performers rely heavily on finding and applying for jobs online. The easiest way to frustrate and alienate job seekers who visit your website is to not include any information about why someone would want to work at your company and how they can apply for a job. Plus, if your peers have Online Career Centers on their websites, you immediately give job seekers a reason to leave your site and learn about career opportunities on theirs.

2. Display your Online Career Center prominently on your homepage.

Make sure that you don't bury links to your Career Center in sections like "About Us" or "Contact Us" or hide them in the page footer next to your site's terms of use or copyright information. Organizations who force users to search for their Career Center and/or make them click more than one time before viewing any information about working for their company not only frustrate potential job candidates, but also increase the probability that job seekers won't find the Career Center at all, and will leave their website to look for a job somewhere else – possibly with competitors.

3. Allow users access to critical information!

Provide easy access for job seekers to learn more about working for your company as quickly and easily as possible. Try to avoid making them take surveys or login to your site. Most candidates surveyed indicate that they won't have the patience to sit through questionnaires and create passwords so they'll probably leave your site and visit another site that gives them the freedom to learn about working somewhere else without having to submit any personal information. If you do collect information, make sure you include a privacy statement to reassure site users that their information will be kept in confidence. By not acknowledging the value of personal information that candidates submit, you create a

much more cynical and untrusting site user who will more than likely not apply for a job at your organization.

4. DESCRIBE your Corporate Culture.

Tell job seekers what it's like to work at your organization. **94%** of job seekers say it's important that employers promote their corporate culture on their website. The absence of descriptive information about your workplace will encourage job seekers to leave your site sooner, it won't provide them with any additional information that inspires them to apply for a job, and it will increase the chances they won't come back.

5. Allow job seekers to apply for a job through your website.

89% of job seekers say it's important to have the ability to apply for jobs online. Employers that don't post listings of open positions and job descriptions, don't allow users to search for jobs, don't describe career development opportunities, and don't allow users to apply for positions online are sending a very discouraging message to job seekers. If you don't already, you should consider accepting online job applications and resume submissions, allowing job seekers to send an e-mail to an HR or recruiting contact, or even simply providing an address and contact information where a resume and/or application can be mailed. Simply put – if job seekers can't apply for a job through tools or based on information from your website, they probably won't apply!

6. Let job seekers know that you received their application.

98% of job seekers say it's important that they receive notification from a company when applying for a job online; yet, a third of job seekers report that they rarely or never receive a notification that their application or resume was received. If you fail to afford online applicants the same respect and responsiveness you would any other candidate, they will most certainly be attracted to another employer who does.

7. Promote your location and company as great places to live and work.

Promote your diverse and positive workplace environment, the benefits your employees receive, and what a wonderful place the region in which you are located is to live. Top talent is attracted to top organizations. With candidates visiting your website from locations around the world, the ability to effectively, positively, and attractively brand your workplace

and your region as rewarding and exceptional experiences can significantly differentiate your organization from your competition.

Awards and honors given to the company should be posted conspicuously where any visitor to the site sees that the company is the best place to work. There are reasons that companies receive honors and awards, meaning they offer something that other companies do not yet have. If your business stands out among its peers and competitors, than why hesitate in listing those awards, letting job seekers know that there are more reasons to work for your organization.

8. Include employee testimonials or profiles.

The 2007 NorthCoast 99 Winners (organizations recognized as the best places to work for top talent in Northeast Ohio) noted that employee referrals are their number one most effective source for new hires. If a potential job candidate can't learn more about your company from one of your employees (even if it is on your website) you can be confident that they'll learn more about a competitor's company from one of theirs. Employee profiles and testimonials in your Career Center can serve as a virtual networking tool that helps candidates feel more connected to the employment experience at your organization and encourages them to apply for a position.

9. Promote employment to college students or recent graduates.

Northeast Ohio is rich with institutions of higher learning and the pool of eager students and recent graduates looking for jobs in this area is significant. If you have an internship program and/or have opportunities for recent graduates, promote these on your online career center.

10. Keep your Online Career Center current.

The last thing a job seeker wants to do is apply for a job that has already been filled, send a resume to a former address, have an e-mail bounce back, leave a voice mail for the wrong person, and learn that what they read about your organization's workplace on your website was false. Making it difficult for job seekers to get an accurate picture of who you are and how they can contribute to your organization won't help you build a strong relationship with a job candidate just as it surely won't help you maintain a strong relationship with an employee.

11. Establish a company intranet.

It has been noted several times throughout this study that employee referrals are the most popular and successful ways of bringing in a new candidate. A company intranet can compliment an effective Career Center by providing current employees better access to info about job opportunities and easier ways to make more effective referrals. In conjunction with an intranet, an extranet can also be made available. This allows an external user (such as a job seeker), limited access to certain areas on the intranet but gives full access to the job opportunities posted.

12. Consider using a third party.

Don't have the time or resources to do this yourself? There are many third party providers that can assist you in developing and managing Career Centers. Plus, many specialize in integrating those Career Centers into existing company intranets, human resource information systems, and applicant tracking systems.

Careerboard.com Survey of Current Job Seekers

The following results are derived from a survey of 1,622 CareerBoard.com registered individual users from Cincinnati, Cleveland, Columbus, Detroit, Indianapolis, Louisville, and Toledo, conducted in July 2007. It was administered to have a better understanding of what job seekers are experiencing throughout their job search. It evaluated not only what they want; but how well employers are doing at promoting the region, the culture, and the experience they would have working with that organization.

1. Age

| | 2007 | 2005 | Percent Change |
|-------|-------|-------|----------------|
| 18-24 | 4.1% | 5.9% | - 1.8% |
| 25-34 | 17.6% | 16.7% | +0.9% |
| 35-44 | 24.7% | 26.2% | - 1.5% |
| 45-54 | 34.8% | 37.6% | - 2.8% |
| 55+ | 19.0% | 13.6% | +5.4% |

2. Sex

| | 2007 | 2005 | Percent Change |
|--------|-------|-------|----------------|
| Male | 46.3% | 47.2% | - 0.9% |
| Female | 53.7% | 52.8% | +0.9% |

3. Employment Status

| | 2007 | 2005 | Percent Change |
|------------|-------|-------|----------------|
| Employed | 61.8% | 61.0% | +0.8% |
| Unemployed | 38.2% | 39.0% | - 0.9% |

4. Desired Level of Income

| | 2007 | 2005 | Percent Change |
|--------------|-------|-------|----------------|
| \$10k-\$30k | 12.4% | 15.8% | - 3.4% |
| \$30k-\$50k | 38.8% | 42.9% | - 4.9% |
| \$50k-\$70k | 26.5% | 23.9% | +2.6% |
| \$70k-\$90k | 11.8% | 9.7% | +2.1% |
| \$90k-\$100k | 3.9% | 2.3% | +1.6% |
| \$100k+ | 6.6% | 5.3% | +1.3% |

5. Type of Position Currently Being Sought

| | 2007 | 2005 | Percent Change |
|------------|-------|-------|----------------|
| Full Time | 93.1% | 77.0% | +16.1% |
| Part Time | 4.8% | 9.7% | - 4.9% |
| Contract | 1.6% | 6.1% | - 4.5% |
| Seasonal | 0.0% | 1.6% | - 1.6% |
| Temporary | 0.2% | 3.8% | - 3.6% |
| Internship | 0.3% | 1.9% | - 1.6% |

6. Degree of Interest in Relocation

| | 2007 | 2005 | Percent Change |
|----------------------|-------|-------|----------------|
| Extremely Interested | 10.5% | 11.1% | - 0.6% |
| Somewhat Interested | 35.3% | 37.1% | - 1.8% |
| Not Interested | 54.8% | 51.8% | +3.0% |

7. When looking for a job, how often do you visit an employer's web site to learn more about the company?

| | 2007 | 2005 | Percent Change |
|-----------------------------|-------|-------|----------------|
| Always | 47.2% | 46.6% | +0.6% |
| Most of the Time | 26.8% | 34.5% | - 7.7% |
| Only if High Interest Level | 18.4% | n/a | +18.4% |
| Half the time | 3.8% | 14.3% | - 10.5% |
| Rarely | 3.3% | 4.3% | - 1.0% |
| Never | 0.6% | 0.3% | +0.3% |

8. How important is it to you for a company to have a corporate career center?

| | 2007 | 2005 | Percent Change |
|---------------------|-------|-------|----------------|
| Extremely Important | 24.9% | 20.3% | +4.6% |
| Somewhat Important | 50.4% | 53.7% | - 3.3% |
| Not Important | 24.7% | 26.0% | - 1.3% |

9. When visiting an employer's web site, how often are you impressed with their career section?

| | 2007 | 2005 | Percent Change |
|------------------|-------|-------|----------------|
| Always | 3.7% | 3.3% | +0.4% |
| Most of the Time | 22.9% | 21.9% | +1.0% |
| Half the Time | 48.1% | 48.5% | - 0.4% |
| Rarely | 23.8% | 25.4% | - 1.6% |
| Never | 1.5% | 1.0% | +0.5% |

10. When visiting an employer's web site, how often is it easy to post your resume and/or apply to opening?

| | 2007 | 2005 | Percent Change |
|----------------|-------|-------|----------------|
| Always Easy | 4.3% | 2.8% | +1.5% |
| Usually Easy | 39.1% | 38.8% | +0.3% |
| Sometimes Easy | 39.7% | 43.3% | - 3.6% |
| Rarely Easy | 15.4% | 13.7% | - 1.7% |
| Never Easy | 1.5% | 1.3% | - 0.2% |

11. How important is it that you are able to apply for jobs on a company's website?

| | 2007 | 2005 | Percent Change |
|---------------------|-------|-------|----------------|
| Extremely Important | 54.8% | 48.3% | +6.5% |
| Somewhat Important | 34.5% | 39.9% | - 5.4% |
| Not Important | 10.7% | 11.8% | - 1.1% |

12. When applying to a job on an employer's web site, how often do you receive a notification that they received your resume/application?

| | 2007 | 2005 | Percent Change |
|---------------|-------|-------|----------------|
| Always | 10.5% | 8.1% | +2.4% |
| Usually | 35.5% | 31.0% | +4.5% |
| Half the Time | 27.5% | 28.2% | - 0.7% |
| Rarely | 23.6% | 27.0% | - 3.4% |
| Never | 3.0% | 5.8% | - 2.8% |

13. How important is it that you receive notification from a company when you apply online?

| | 2007 | 2005 | Percent Change |
|---------------------|-------|-------|----------------|
| Extremely Important | 83.5% | 80.2% | +3.3% |
| Somewhat Important | 15.1% | 18.4% | - 3.3% |
| Not Important | 1.4% | 1.4% | +0.0% |

14. Do area employers effectively use their website to promote their culture and what it would be like to work for them?

| | 2007 | 2005 | Percent Change |
|-----|-------|-------|----------------|
| Yes | 32.3% | 30.7% | +1.6% |
| No | 67.7% | 69.3% | - 1.6% |

15. How important is it to you that employers promote their corporate culture on their website?

| | 2007 | 2005 | Percent Change |
|---------------------|-------|-------|----------------|
| Extremely Important | 50.2% | 48.8% | +8.6% |
| Somewhat Important | 43.7% | 45.6% | - 1.9% |
| Not Important | 6.1% | 5.5% | +0.6% |

16. Do you believe area employers use their websites effectively to promote the region as a great place to live and work?

| | 2007 | 2005 | Percent Change |
|---------------|-------|-------|----------------|
| Always | 3.0% | 2.0% | +1.0% |
| Usually | 18.9% | 19.2% | - 0.3% |
| Half the Time | 30.3% | 28.1% | +2.2% |

| | | | |
|--------|-------|-------|-------|
| Rarely | 42.2% | 44.2% | -2.0% |
| Never | 5.6% | 6.4% | -0.8% |

17. Do you think area employers do a good job of promoting diversity and showing that they have a diverse workforce of various ages, races, religions, etc.?

| | 2007 | 2005 | Percent Change |
|-----|-------|-------|----------------|
| Yes | 36.9% | 37.5% | -0.6% |
| No | 63.1% | 62.5% | +0.6% |

18. How important is it to you to have a diverse work environment?

| | 2007 | 2005 | Percent Change |
|---------------------|-------|-------|----------------|
| Extremely Important | 37.7% | 32.7% | +5.0% |
| Somewhat Important | 44.5% | 49.3% | -4.8% |
| Not Important | 17.9% | 18.0% | -0.1% |

19. Do you believe area employers use their websites to effectively promote the types of benefits to employees at their organization?

| | 2007 | 2005 | Percent Change |
|---------------|-------|-------|----------------|
| Always | 4.7% | 4.3% | +0.4% |
| Usually | 37.7% | 35.4% | +2.3% |
| Half the Time | 33.5% | 37.9% | -4.4% |
| Rarely | 22.0% | 20.5% | +1.5% |
| Never | 2.1% | 2.0% | +0.1% |

20. How important are the types of benefits offered to you?

| | 2007 | 2005 | Percent Change |
|---------------------|-------|-------|----------------|
| Extremely Important | 80.5% | 76.2% | +4.3% |
| Somewhat Important | 18.6% | 22.6% | -4.0% |
| Not Important | 0.9% | 1.2% | -0.3% |

Company Names of Sites Observed in the Study

| | | |
|---------------------------------|------------------------------------|---------------------------------|
| @properties | ACRT Inc | Agile360 |
| 1 Source Consulting | ACS- Learning | Agilent Technologies |
| 21st Century Systems | Actcom Security Solutions | Agiltron |
| 21st Mortgage Corporation | Actron Manufacturing Co | Agilysys |
| 2Wire | Actuant | AGL Resources |
| 3M | Acuity Brands | Ahola Corporation |
| 3SG Corp | ACUITY | AI Root Co |
| 4 Your Car Connection | Acxiom | Air Control Products |
| 5Linx Enterprises | Ad-Base Systems | Air Liquide America |
| 84 Lumber | Adecco | Air Products & Chemicals |
| A Roo Company, LLC | Administaff | Air Services of Cleveland, Inc. |
| A.G. Edwards | AdminServer | Airborne Health |
| A.R.E. Accessories, LLC | Adobe Systems | Airfoil Technology |
| AAA Miami Valley | ADP, Inc | Airgas |
| Aaron Rents | ADR Investigation & Protection | Aitken Products Inc |
| Abacus 247 | Advance Auto Parts | AK Steel Holding |
| Abaxis | Advance Payroll Funding Ltd. | Akron Children's Hospital |
| ABB, Inc. | Advanced Equities Financial | Akron General Medical Center |
| Abbott Laboratories | Advanced Micro Devices | Akron Paint & Varnish |
| ABCO Fire Protection Inc | Advanced Planning Services | Akron Rubber Development Labs |
| Abercrombie & Fitch | Advantium, Inc. | Akron Thermal LP |
| Able Roofing | Advisory Board | Albar Precious Metal Refining |
| AbsoluteHire | Advocare Inc | Albemarle |
| Academic Financial Services | Aero Instruments | Albert Kahn Associates Inc. |
| Accenture | Aerocontrolex Group Inc | Albridge Solutions |
| Access Systems | Aeropostale | Alcatel-Lucent |
| Accounting Management Solutions | Aerospace Corporation | Alcoa |
| Accumed | Aerospace Testing Alliance | Alcon Laboratories |
| Accuride Corporation | Aerotek | ALCOS |
| Ace Holding Co. | Aetna | Alere Medical |
| ACE Ltd | Aexcel Corporation | Aleris International |
| Acme United | Affiliated Computer Svcs. | Alert Stamping & Mfg Co |
| Aco Polymer Products Inc | Affinity Consultants, Inc. | Alexander Group |
| Acordia of Ohio LLC | Affinity Plus Federal Credit Union | All Fund Mortgage |
| Acoustics By Design, Inc. | AFLAC | All Teriors Floor Covering |
| Acquity Group | AGCO | Allconnect |
| Acree Daily Corporation | Agentek | Alleghany |

Company Names of Sites Observed in the Study (continued)

| | | |
|-----------------------------------|-----------------------------------|---------------------------------|
| Allegheny Technologies | American Airlines | Ameriprise Financial |
| Allegiant Air | American Apparel | Ameriquest Mortgage Company |
| Allegis Group | American Axle & Manufacturing | AmerisourceBergen |
| Allen Aircraft Products Inc | American Brazing Corporation | Amerisure Mutual Insurance |
| Alliance Data Systems | American Capital Strategies | Ameritemps/Accurate Personnel |
| Allied Construction Products | American Century Invest. | Ameritrust Mortgage |
| Allied Motion Technologies | American Comm. Mutual Insurance | Ametek |
| Allied Trade Group | American Eagle Outfitters | Amgen |
| Allied Waste Industries | American Electric Power | Amica Mutual Insurance |
| Alloy Bellows & Precision Welding | American Express | Ampac Flexibles |
| Alloy Engineering Co | American Family Ins. Grp. | Amphenol |
| Allscripts Healthcare Solution | American Fidelity Assur. | AMR |
| Allstate | American Finl Group | Amrep |
| Alltel | American Heart Association | AMRESKO, Inc |
| Alpha Freight Systems | American Intl. Group | Amtrust Bank |
| Alpha Phi Alpha Homes | American Legal Search | Amx Corp. |
| Alpha Technologies Services, Inc | American Medical Alert | Anadarko Petroleum |
| Alpine Natural Springs | American Medical Response | Analog Devices |
| Alston & Bird | American Metal Treating Co | Analytical Graphics |
| Altair Engineering, Inc. | American National Bank | Anchor Manufacturing Group Inc. |
| Altercare of Ohio, Inc. | American Physicians Assurance Co. | Ancillary Care Management |
| Alterian, Inc. | American Power Conversion (APC) | Andrews Software, Inc |
| Alternative Energy Store | American Red Cross | Andy J. Egan Company, Inc. |
| Altterra Real Estate Advisors | American Roll Formed Products | Anheuser-Busch |
| Altria Group | American Sentry Guard | Animal Hospital Inc. |
| Aluminum Line Products Company | American Standard | Anixter International |
| Alzheimer's Association | American Tank & Fabricating | Anjani Etech Solutions |
| AM Leonard | American Tele Systems Inc | AnnTaylor Stores |
| Amazon.com | American Title Services, Inc. | ANSYS |
| Ambac Financial Group | American Vanguard | Antares Management Solutions |
| Ambassadors Group | American Yacht Institute | Anthem Blue Cross and Shield |
| Ambient Weather | America's Body Co Inc | Anthony & Sylvan Pools |
| Amdocs | Americhip | Antone's North Belmont Invest. |
| Amedisys | Amerigas Propane | Aon |
| Amerada Hess | Amerigroup | Apache |
| Ameren | Amerilink | Apex Engineering & Compliance |
| American Academy of Pediatrics | AmerInns Corp | Apex Systems |

Company Names of Sites Observed in the Study (continued)

| | | |
|------------------------------|----------------------------------|---------------------------------|
| Apex Welding Inc | Arthur Products Co | Atys United States |
| Apple | Artista Financial | AudioPack Technologies, Inc. |
| Apple American Group | Artomation | Audit Bureau of Circulations |
| Appletree Answering Services | Arup | Augere Construction Company |
| Applewood Centers, Inc. | ArvinMeritor | Austin Powder Company |
| Applied Industrial | Arzel Zoning Technology | Autobase |
| Applied Materials | Asbury Automotive Group | Autodesk |
| Applied Signal Technology | Ascentium | Autoliv |
| APSCO Inc | Ashland | Automated Packaging Systems |
| AptarGroup | Ashta Chemicals Inc | Automatic Data |
| Aqua Medi Spa | Ashtabula County Medical Center | Automation Technologies |
| Aramark | ASM International | AutoNation |
| Arbor Networks | Asset Protection Associates | Auto-Owners Insurance |
| ARCADIS | Associated Enterprises | AutoZone |
| Arch Capital Group | Associated Estates Realty Corp | Avalon Foodservice, Inc. |
| Arch Chemicals | Associated Springs - Hyson Prod. | Avaya |
| Archangel Promotions | Assurance Agency, Ltd. | Avery Dennison |
| Archer Daniels | Assurant | Avis Budget Group |
| Archer>Malmo Inc. | Astra Products, Ltd. | Avista |
| ArcticShield | AstraZeneca | Avnet |
| Area Temps | Astro Manufacturing & Design | Avon Bearings Corp |
| ARES International Security | Astrup Co | Avon Oaks Caring Community |
| AREVA | ASV | Avon Products |
| Argon ST | Asynchrony Solutions | Avondale Partners |
| Argonne National Laboratory | AT&T | Avtron Manufacturing Co |
| Argo-Tech Corp | ATEK Medical | AW Faber Castell USA, Inc. |
| Argotek | Athena Technologies | Axiom Legal |
| Arkinetics | Athenahealth | Axsys Technologies |
| Armor Holdings | Athens Pastries & Frozen Foods | B.I.N. Sales and Marketing Inc. |
| Arnco Corporation | Athersys, Inc | B.W. Rogers Co |
| Arnold & Porter LLP | Atlas Marketing Group | Babin Building Solutions |
| Aronson & Company | Atmos Energy | Backcountry.com |
| A-Roo Company LLC | AtomicBox.com | Badger Mining Corp. |
| Arras Group | Attic Technologies | BAE Systems |
| Arrow Electronics | Attorney Kenneth Molnar | Bailey Manufacturing Co |
| Arrow Strategies | Atwell-Hicks, LLC | Bain |
| Art Van Furniture, Inc. | ATX Communications | Baker & Hostetler LLP |

Company Names of Sites Observed in the Study (continued)

| | | |
|------------------------------|--|--------------------------------|
| Baker Hughes | Beacon Hill Staffing Group | Beverage Machine & Fabricators |
| Baker McMillen Co | Beacon Services, Inc. | BF Goodrich Aerospace |
| Baldwin Gilman, LLC | Bear Stearns | BF Goodrich Aerospace |
| Ball | BearingPoint | BF Goodrich Aerospace |
| Banco Popular North America | Beaumont Hospitals | BFG Supply Co. |
| Bandwidth.com | Beazer Homes USA | BGS Associates, LLC |
| Bank of America Corp. | Bechtel Group | Big Communications |
| Bank of New York Co. | Bechtel Plant Machinery | Big Dog Holdings |
| BannerElk Trading Co. | Bechtel-Bettis | Big Lots |
| Baptist Health Care | Beckett Air Inc | Binary Consulting |
| Baptist Health South Florida | Becton Dickinson | Bingham McCutchen |
| Bar Processing Corp | Bed Bath & Beyond | Biomec Inc |
| Barberton Citizens Hospital | Beene Garter, LLP | Bioplastics Co |
| Barberton Chamber of Comm. | Beers & Cutler | Bio-Reference Labs |
| Barclay Rolls | Belcan Corporation | Bird Electronic Corp |
| Bardons & Oliver Inc | Belden CDT | Birnbaum Interpreting Services |
| Barnes & Noble | Bell Helicopter Textron | Birner Dental Management Svcs. |
| Barnes Group Inc. | Bell-Corley Construction | Bisco Industries |
| Barr Pharmaceuticals | Bellefaire | BizChair.com |
| Barrick Gold | Bemis | BJ Services |
| Barr's Insurance | Ben Rudick & Son | BJ's Restaurants |
| Bart Larsen Trucking | Ben Venue Laboratories Inc | BJ's Wholesale Club |
| Barth Industries | Benchmark Electronics | Black & Decker |
| Barton Malow Company | Bendix Commercial Vehicle Systems | Black & Veatch |
| Battelle | Benefit Designs, Inc. | Blackbaud |
| Battle Creek Health System | Benesch, Friedlander, Coplan & Aronoff | BlackRock |
| Baudville, Inc. | Benjamin Rose Institute | Blair Rubber |
| Baxter International | Bentley Pharmaceuticals | Blind & Son LLC |
| Bay Corporation | Berea Childrens Home | Blockbuster |
| Bayer Corp. | Berkshire Hathaway | Blood Systems Laboratories |
| Bayer HealthCare | Berry Petroleum | Bloomingdale's |
| Bayside Solutions | Best Buy | Blue Canopy |
| BB&T Corp. | Best Sand | Blue Cross & Blue Shield |
| BBP Partners | BestNest | Blue Tech |
| BDO Seidman LLP | Bettcher Amherst Metal Stamping | BlueLinx Holdings |
| bd's mongolian barbeque | Bettcher Industries Inc | BMO Capital Markets, U.S. |
| BEA Systems | Better Plumbers & Home Improvement | BNSF Railway Company |
| | | Bain |
| | | Baker & Hostetler LLP |

Company Names of Sites Observed in the Study (continued)

| | | |
|-------------------------------------|-----------------------------------|---------------------------------|
| Beverage Machine & Fabricators | Boeing | Bristol-Myers Squibb |
| BF Goodrich Aerospace | Bohler Engineering | Brittany Stamping LLC |
| BFG Supply Co. | Boise Cascade Holdings | Britton-Gallagher & Associates |
| BGS Associates, LLC | BOK Financial | Brockman, Coats, Gedelian & Co. |
| Big Communications | Bolt Technology | Brogan & Partners |
| Big Dog Holdings | BonSecours Richmond Health Sys. | Brokaw Inc. |
| Big Lots | Bonne Bell Inc | Bronson Healthcare Group Inc. |
| Binary Consulting | Booyah Networks | Brooklyn Industries |
| Bingham McCutchen | Booz Allen Hamilton | Brookside Country Club |
| Biomec Inc | Borgess Health | Brown Shoe |
| Bioplastics Co | BorgWarner | Brown-Forman |
| Bio-Reference Labs | Boscov's | Brulant Inc |
| Bird Electronic Corp | Bose | Brunswick |
| Birnbaum Interpreting Services | Bostik, Inc. | Brunswick Companies |
| Birner Dental Management Services | Boston Consulting Grp. | BSI Financial Services Inc |
| Bisco Industries | Boston Scientific | Buck Engineering |
| BizChair.com | Bostwick Design Partnership, Inc. | Buckeye Container |
| BJ Services | Bound Tree Medical | Buckeye Power Sales - Twinsburg |
| BJ's Restaurants | Bowden Manufacturing | Buck's Fabricating |
| BJ's Wholesale Club | Boy Scouts of America | Bud Industries Inc |
| Black & Decker | BP | Budco |
| Black & Veatch | Braden Sutphin Ink Co | Budget Blinds |
| Blackbaud | Bradstreet & Company | Budzar Industries Inc |
| BlackRock | Brady | Buffalo River Services |
| Blair Rubber | Branch Banking and Trust | Building Materials |
| Blind & Son LLC | Brand Connections | Bunge |
| Blockbuster | BrandMuscle, Inc. | Burlington No. Santa Fe |
| Blood Systems Laboratories | Brandstetter Carroll Zofcin Inc. | Burns & McDonnell Engineering |
| Bloomingdale's | Brantley Management | Burt & Associates |
| Blue Canopy | Brechbuhler Truck Sales LLC | Bury+Partners |
| Blue Cross & Blue Shield of Florida | Bridge Worldwide | Business Strategy, Inc. |
| Blue Tech | Bridgeline Software | Business Technologies Services |
| BlueLinx Holdings | Brigham Exploration | Business Vitals |
| BMO Capital Markets, U.S. | Bright Horizons | Business.com |
| BNSF Railway Company | Brightpoint | Butech Inc. |
| Bodybuilding.com | Brinker International | BuyCostumes.com |
| Boehm Pressed Steel Co | Brink's | BuyOnlineNow.com |

Company Names of Sites Observed in the Study (continued)

| | | |
|------------------------------------|---------------------------------|---------------------------------|
| Byrne Electrical Specialists, Inc. | Carlisle Cos | Century Bank |
| C & K Manufacturing & Sales Co | Carlisle Engineered Products | Century Federal Credit Union |
| C A Litzler Co | Carlson Companies | Century Gaming |
| C&A Holding Co. | CarMax | Century Resources |
| C&B Services | Carol Stream Public Library | CenturyTel |
| C. R. O'Neil & Co. | Carpenter Technology | Cenveo |
| C.H. Robinson Worldwide | Carrizo Oil & Gas | Cenweld Corp |
| Cablevision Systems | CarterBaldwin Executive Search | Cephalon |
| Cabot | Cascade Health Services | Cerebral Palsy Inc. |
| CACI International | Cascades Technologies | Cerimele Meyer & Wray |
| Calfee Halter & Griswold | Case Western Reserve University | Cerner |
| Call Inc. | CaseStack | Certified Angus Beef LLC |
| Calnet | Casey's General Store | CGI-AMS |
| Calpine | CashEdge | CH Robinson Worldwide |
| Calypso Technology | Caterpillar | CH2M Hill |
| Cam Commerce Solutions | Catholic Charities Services | Chalfant Manufacturing Co |
| Cambridge Financial Services, Inc. | Cavaliers Operating Company | Chalfant Sewing Fabricators |
| Cameo Leasing | CBS | Champion Personnel System Inc |
| Cameron International | CCA Industries | Channel Products Inc |
| Campbell & Associates Inc. | CDI | Charles & Colvard |
| Campbell Soup | CDM | Charles Schwab |
| Candela | CDW | Charming Shoppes |
| CandyRific | CEC Consultants Inc | Charter Communications |
| Canon | Cedarwood Development Inc | Charter One Bank |
| Canon USA | Ceiba Technologies | Charter Steel - Cleveland, Inc. |
| Canterbury Golf Club | Celanese | Chas E Phipps Co |
| Cape Fox | Celgene | ChaseCom |
| Capgemini | Cell-O-Core Co | Chassis Plans |
| Capital Fire Protection Co. | Cemex | Chef's Garden, The |
| Capital One Financial | Cenergy Corp. | Chemical Associates of Illinois |
| Cardinal Health | Centennial Contractors Ent. | Chesapeake Energy |
| CardPak Inc | Center For Health Affairs | Chevron |
| CareerBoard.com | CenterPoint Energy | Chevron Inc |
| Caremark Rx | Centers for New Horizons | Chevron Phillips Chemical |
| Cargill | Centex | Chicago Mercantile Exchange |
| Cargo-Master, Inc. | Central Garden & Pet | Chick Master Incubator Co |
| Carius Tool Co | Century 21 Belden Realty | Chico's FAS |

Company Names of Sites Observed in the Study (continued)

| | | |
|-----------------------------------|------------------------------------|------------------------------------|
| Chilcote Co | Civilian Marksmanship Program | Cleveland Scholarship Programs |
| Child Guidance & Family Solutions | Civilian Personnel Mgmt Service | Cleveland Skin Pathology Lab, Inc. |
| Children's Place Retail Stores | CJW Medical Center | Cleveland Steel Container Corp. n |
| Children's Healthcare of Atlanta | Claire's Stores | Cleveland Track Material Inc |
| Children's Home Society | Clamco Corp | Cleveland Wire Cloth & Mfg Co |
| Children's Hospital Boston | Clark Construction Company | Cleveland-Cliffs |
| Children's Memorial Hospital | Clark Reliance Corp | Clinical Data |
| Children's Place | Clark Retirement Community | Clipper Belt Lacer Company/Flexco |
| Chiquita Brands Intl. | Clayton & McKervey, P.C. | Clorox |
| Chr. Hansen, Inc. | Clean Harbors | Clorox Products Manufacturing |
| Christian Voice of Central Ohio | Clear Capital | Clovis |
| Christmas Lights, Etc. | Clear Channel Communications | CLS Facility Services |
| Christopher Tool | Clear! Blue | CMI EFCO |
| CHS | Clevaflex / LPC Acquisitions, LLC | CMS Energy |
| Chubb | Cleveland Clinic & Hospitals | CMS Forex |
| Church & Dwight | Cleveland Browns Football Co LLC | CMYK Associates |
| Cigna | Cleveland Coca-Cola Bottling | CNA Insurance |
| CIMA Plastics Group | Cleveland Corporate Services, Inc. | CNI Industries |
| Cimarex Energy | Cleveland Die & Mfg | Convention and Visitors Bureau |
| Cincinnati Financial | Cleveland Foundation | Coach |
| Cinecraft Productions | Cleveland Gear Co | CoAdna Photonics, Inc |
| Cintas | Cleveland Glass Block | Coast Distribution System |
| Circuit City Stores | Cleveland Hard Facing Inc | Coast to Coast Tickets |
| Cirrus Concept Consulting | Cleveland Hearing & Speech Ctr. | Coastal Empire Exteriors |
| Cisco Systems | Cleveland Housing Network, Inc. | Cobra Plastics |
| CIT Group | Cleveland Indians Baseball | Coca-Cola |
| Citigroup | Cleveland Institute of Art | Coca-Cola Enterprises |
| Citizen Schools | Cleveland Institute of Music | CodeCorrect |
| Citizens' Academy | Cleveland Medical Devices | Coe Manufacturing Co |
| Citizens Communication Corp. | Cleveland Metroparks | Cognizant Technology Solutions |
| City Architecture, Inc. | Cleveland Motion Controls Inc | Cohen & Company Ltd |
| City Mission | Cleveland Museum of Art | Cole Vision Corporation |
| City of Akron | Cleveland Museum of Nat.History | Cole's Quality Foods, Inc. |
| City of Cleveland | Cleveland Music School Stlmnt. | Coleys Inc. |
| City of Salem | Cleveland Peterbilt LLC | Colgate-Palmolive |
| City of Sandusky | Cleveland Punch & Die Co | CollabraSpace |
| City Year | Cleveland Range | Collegiate Pacific |

Company Names of Sites Observed in the Study (continued)

| | | |
|-----------------------------------|---------------------------------|------------------------------------|
| Colliers International | Comprehensive Therapeutics | Convergys |
| Collins & Aikman | CompuCredit | Conversent Communications |
| Colonial BancGroup | Computer and Engineering Svcs. | Convio |
| Colonial Machine Co | Computer Associates | Con-Way |
| Colormatrix Corporation | Computer Consultants of America | Conway MacKenzie & Dunleavy |
| Columbia National Group, Inc. | Computer Quest Unlimited | Co-op Services Credit Union |
| Columbus Comm. Clinical Oncology | Computer Sciences | Copley Township |
| Columbus Equipment Co. | Computer Systems Company, Inc. | Copper & Brass Sales Inc |
| Column Technologies | Compuware Corporation | Core Molding Technologies |
| Comcast | comScore Networks | Core Systems, LLC |
| ComDoc | Comtech Telecommunications | CoreLogic Systems |
| Comerica | ConAgra Foods | Corn Products Intl |
| Commerce Bancorp | Conair Group | Cornell University |
| Commerce Benefits Group | Concentra Medical Centers | Cornerstone Capital Advisors |
| Commerce One Financial | Concept Communities, Inc. | Corning |
| Commercial Capital Bancorp | Concert Group Logistics | Cornwell Quality Tools Co |
| Commercial Metal Forming | Concordia Care | Corporate Executive Board |
| Commercial Metals | Concur Technologies | Corporate Research International |
| Commercial Movers Inc | Conexant Systems | Corporate Screening Services |
| Commercial Savings Bank | Conferon Inc | Correct Building Products |
| Commercial Traffic Co | Conn-Selmer, Inc. | Corrections Corp |
| Commodity Sourcing Group | ConocoPhillips | Corrpro Companies Inc |
| Communispace | Conseco | Corus Bankshares |
| Community Assessment & Treatment | Consolidated Edison | Corus Home Realty |
| Community Care Network | Consolidated Graphics | Corvel Corporation |
| Community Financial | Constant Contact | Cosi, Inc. |
| Community Health Sys | Constellation Brands | Costco Wholesale |
| Community Interface Services | Constellation Energy | Counsel On Call |
| Community Resource Services (CRS) | Consultis of Milwaukee | Country Pure Foods, Inc. |
| Comp1 Managed Care | ConsumerPowerline | Countrywide Financial |
| Compass Bancshares | Consumers Credit Union | Courtyard Marriott- Dayton Univ. |
| Compass Group | Consumers Energy | Covance |
| CompHealth Grand Rapids | Container Store | Covelli Enterprises |
| Compleat Rehab & Sports Therapy | Continental Airlines | Coventry Health Care |
| Compliant | Continental Automotive Systems | CPR, Inc. |
| CompManagement, Inc | Contours Express | CR Bard |
| Component Repair Technologies | Convergenz | Crane Plastics Manufacturing, Ltd. |

Company Names of Sites Observed in the Study (continued)

| | | |
|--------------------------------------|--------------------------------|-----------------------------------|
| Creative Information Technology | Cypress Semiconductor | DEI Services |
| Creative Millwork of Ohio Inc. | Cytec Industries | Delaware County Bank & Trust Co |
| Credit Suisse Securities LLP | D.R. Horton | Dell |
| CREDO Petroleum | Daewoo Equipment Corporation | Deloitte & Touche USA |
| Creo Design | DailyCandy | Delphi |
| Cres Cor | DaimlerChrysler | Delphi Financial |
| Crimson Cup, Inc. | Dan T Moore Co | Delta Air Lines |
| Croix Connect | Dana | Delta Staffing |
| Crowe Chizek and Company LLC | Danaher | Delta Systems Inc |
| Crown Cork & Seal | Daniel R Shirkey Company | Demag Cranes & Components Co. |
| Crown Partners | Darden Restaurants | DeMaria Building Company, Inc. |
| CSA Group | DAS Construction | Dental Care Partners |
| CSI Infusion & Network Services | DAS Construction | Department of Financial Inst. |
| CSM Group | Data Now Corporation | Detroit Diesel |
| CSX | DataCert | Detroit Conv. & Visitors Bureau |
| CT Consultants, Inc. | DataSynapse | Deutsche Bank |
| CTRAC Computer Services Inc | Datavantage Corporation | Developers Diversified Realty Co. |
| Cumberland Pharmaceuticals | Davey Kent, Inc. | Devon Energy |
| Cummins | David Weekley Homes | Dewberry |
| Curtiss Wright Flow Control | Davis & Young | DFCU Financial |
| Custom Materials Inc | Davis Dental Laboratory | DHSoft |
| Custom Paper Tubes Inc | DaVita | Diamond Wireless |
| Custom Products Corp | Day-Glo Color Corp | DiamondCluster International |
| CustomInk.com | DBM | Dick's Sporting Goods |
| Cutting Dynamics | DBTS | Diebold Incorporated |
| Cuy. County Alc & Drug Addiction Brd | Dealer Tire | Digineer |
| Cuyahoga Community College | Dealers Lumber | Digital Federal Credit Union |
| Cuyahoga County Public Library | Dean Foods | Digital Lifestyle Outfitters |
| Cuyahoga Cty Brd Mental Retard | DecisionPath Consulting | Digital River |
| Cuyahoga Molded Plastics Corp. | Deckers Outdoor | DigitalGrit Inc. |
| CVS | DECO Security Services | Dillard's |
| CW Ohio | DeepGreen Financial | Dino Palmieri Salon, Inc |
| Cxtec | Deere | Diodes |
| CyberAccess | Defense Contract Audit Agency | Diorio Paving Inc. |
| Cynergies Solutions, Inc | Defense Finance & Accounting | DIRECTV Group |
| Cynergy Data | Degussa Construction Chemicals | Discovery Communications Inc. |
| Cynthia Kay and Company Media Prod. | Degussa Initiators | Distribution Technologies Inc. |

Company Names of Sites Observed in the Study (continued)

| | | |
|------------------------------|-----------------------------------|--------------------------------|
| Diversified Mortgage | Duvin, Cahn & Hutton | Edison International |
| Dix & Eaton Incorporated | DVK Construction | Ed's Heating & Cooling Inc. |
| Dixon Schwabl Advertising | Dynamic Materials | Education Alternatives |
| DLC | Dynamic Restoration | Education Loan Servicing |
| DO Summers Co | Dynetics | Education Management Corp. |
| Docutek Imaging Solutions | E*TRADE Financial | Educational Outfitters |
| Dogfish Head Craft Brewery | E. & J. Gallo Winery | Edward Jones |
| Dole Food | E.W. Grobbel Sons, Inc. | eFashion Solutions |
| Dollar General | EagleOne Logistics | EFJ |
| DollarDays International | Earnest Machine Products Co | Eforcity |
| Dolphin Quest | EASC/Dodd Brokerage Agency | EGC Enterprises |
| Dominion Resources | EASE@work | EGL |
| Domino's Pizza | East Liverpool Chamber of Comm. | Eileen Fisher |
| Donamarc Water Systems Co. | East Manufacturing Corp | El Paso |
| Donley's Inc. | Easter Seals - Michigan, Inc. | Elder AG & Turf Equipment |
| Dorado | Eastern Fin. Florida Credit Union | Electralloy |
| Dorcy International | Eastman Chemical | Electric Cord Sets, Inc. |
| DOTS, Inc. | Eastman Kodak | Electronic Data Resources |
| Dover | Eat'n Park Hospitality Group | Electronic Data Systems |
| Dow Chemical | Eaton | Eli Lilly |
| Dow Corning | eBay | Eliokem |
| DOW Networks | Eberhard Manufacturing Co | Elite Technology |
| Downing Enterprises, Inc. | Ebix | Eliza Jennings Group |
| DRB Systems | e-Business Express, Inc. | Elkcorp |
| Dreison International Inc | EBY Company | Ellis & Associates |
| Dress Barn | Echostar Communications | Elster Perfection |
| Dreyer's Grand Ice Cream Inc | ECI | Elyria Manufacturing Corp |
| DriveCam | Eckart America L P | EMA Design Automation |
| Drs. Hill and Thomas Co. | Eckerd Youth Alternatives | EMC |
| DSR Management | Ecodyne MRM Inc | Emcor Group |
| DTE Energy | Ecolab | Emerald Health Network, Inc. |
| Duck Creek Technologies | EconOffice Products & Supplies | Emerald Hospitality Associates |
| Duke Energy | Edge Petroleum | Emerson Electric |
| Dupli-Systems Incorporated | Edge Products | EMH Regional Healthcare Sys. |
| DuPont | Edge Seal Technologies Inc | EMP Management Group |
| DuPont Vespel | Edgepark Medical Supplies | Empire Die Casting Co |
| Duramax Marine LLC | Edible Arrangements International | Empire Plow Co |

Company Names of Sites Observed in the Study (continued)

| | | |
|----------------------------------|----------------------------------|---------------------------------|
| Employees Only | eResearch Technology | Exhibit Design Consultants |
| Enbridge Energy Partners | ERICO International | Expeditors Intl. of Washington |
| Encore Wire | Ericson Manufacturing Co | Experion Systems |
| Enerco Group, Inc. | Erie Business Center | Express Scripts |
| Energen | Erie Insurance Group | Exxon Mobil |
| Energizer | Ernst & Young | Eye Lighting International Of |
| Energy East | Escalon Medical | Fair Isaac |
| Energy Partners | ESCO Turbine Technologies Cleve. | Fairmount Minerals LTD |
| Energy Transfer Equity | ESPN | Fairview Hospital |
| Energys, Inc. | ESRI | Family Christian Stores |
| Engelhard Corp | Estée Lauder | Family Dollar Stores |
| English Nanny & Governess School | Esterle Mold & Machine Co., Inc. | Family Heritage Life Insurance |
| Enkotec Company, Inc | eTelecare Global Solutions | Fannie Mae |
| eNom | Etkin Equities | FANUC Robotics America, Inc |
| Enpac Corporation | Etna Products Inc | Farbman Group |
| ENSCO International | E-Trade Financial | Farmers & Mechanics Bank |
| ENSR, an AECOM company | Euclid Heat Treating Co Inc | Farmers Insurance Group |
| Ensynch | Euclid Hitachi Heavy Equipment | Fastenal |
| Entergy | Euclid Hospital | Fasteners For Retail Inc |
| Enterprise Corporation | Euro RSCG Worldwide | Fathom Interactive Solutions |
| Enterprise GP Holdings | Euronet Worldwide | FCI Automotive |
| Enterprise Information Services | Europa Sports Products | FD Johnson Company |
| Enterprise Rent-A-Car | Europe Express Group of Comp. | Federal Bureau of Investigation |
| EnviroChemical, Inc. | EVault | Federal Deposit Insurance Corp. |
| ENVIRON International | Even Cut Abrasive Co | Federal Reserve Bank of Cleve. |
| Environmental Wall Systems | Evergreen Homes | Federal Reserve Bank of N.Y. |
| EnviroScience Inc. | Everything Furniture | Federal-Mogul |
| EOG Resources | Evolve Manufacturing Tech. | Federated Department Stores |
| Epam Systems | EW Scripps | FedEx |
| Epic Systems | ExactTarget | FedEx Custom Critical |
| Epicor Software | Exaktime | Feralloy Corp/Cleveland |
| Epocrates | Ex-Cel Manufacturing, Inc. | Ferfolia Funeral Home Inc |
| ePrize | Excel Mining Systems, Inc. | Fermi National Accelerator Lab. |
| Epsilon Management Corporation | Excello Engineered Systems | Ferrante Winery & Ristorante |
| Equity Consultants | Executive Arrangements, Inc. | Ferriot Inc |
| Equity Office | Exec. Caterers At Landerhaven | Ferro Corp |
| ER Advanced Ceramics Inc | Exelon | Ferry Cap & Set Screw Co |

Company Names of Sites Observed in the Study (continued)

| | | |
|--------------------------------------|--------------------------------|----------------------------------|
| FGP International | Flowserve Corporation | Friedman Industries |
| Fiberod | Floyd Browne | Frontier Oil |
| Fidelity Investments | Fluid Regulators Corp | Frost & Sullivan |
| Fidelity National Financial | Fluor | Fujitec America Inc - Cincinnati |
| Fifth Third Bancorp | FMC Foodtech, Inc. | Fund for Pub. Interest Research |
| Financial Planners of Greater Cleve. | FMC Technologies | Fuserashi Interntl Technology |
| Findley Davies, Inc. | FONA International, Inc. | Fusion Inc |
| Finish Line | Food Service Marketing | Future Network USA |
| Fire Dex Inc | Foot Locker | FX Solutions |
| First American Corp. | Footbridge | FXCM |
| First Baptist Church of Aurora | Foote, Cone & Belding | G & D Cardtech |
| First Catholic Slovak | Ford Motor | G & S Metal Products Co |
| First Communications | Foresight Techonology Group | G.E. Advanced Materials Quartz |
| First Data | Forest City Companies Inc. | Gabriel Performance Products |
| First Horizon National | Forest Corporation | Gain Capital Group |
| First Investors | Forest Labs | Galehouse Companies, Inc. |
| First National Bank | Forex Capital Markets | Gallagher Benefit Services, Inc. |
| First Step Adolescent Services | Formtech Enterprises Inc | Gallo Displays |
| FirstComp | Fortec Medical, Inc. | Game Manufacturers Association |
| FirstEnergy | Fortin Ironworks, Inc. | GameStop |
| FirstMerit Bank, N.A. | Fortune Brands | Gannett |
| Fiserv | Foseco Metallurgical, Inc | Gap |
| Fishbeck, Thompson, Carr & Huber | Four Seasons Hotels | Garden City Hospital |
| Fishbowl Marketing | FourSquare Financial Group | Gardner Denver |
| Five Point Capital | Fox International | Garick Corp. |
| Flagstar Bank | FPL Group | Garland Industries Inc. |
| Flaming River Industries, Inc. | Francis Marketing, Inc. | Garmin |
| Flatirons Solutions | Franklin & Seidelmann LLC | Gas House - Propane Inc |
| Flex Technologies, Inc. | Franklin Resources | Gateway Mortgage Group |
| Flight Options LLC | Frantz Medical Development Ltd | GBS Corp |
| Flood Co | Frantz Ward LLP | GC&E Systems Group |
| Florida Highway Patrol | Fred Marvin Associates | GDH Consulting |
| Florida Power & Light | Freddie Mac | GE Healthcare Financial Services |
| Florida Rock | Freedom Media Group of Ohio | GearTec Inc |
| Flourish Inc | Freeman Manufacturing & Supply | Gebauer |
| Flow Dry Technology Ltd. | Freeport Copper | GED Integrated Solutions |
| Flowers Foods | Freeport-McMoRan Cpr. & Gld | GEICO Direct |

Company Names of Sites Observed in the Study (continued)

| | | |
|---------------------------------|----------------------------------|-------------------------------------|
| Geological Inst. of America | Global Partners | Great Lakes Construction |
| Genentech | Global Performance | Great Lakes Publishing Co. |
| General Die Casters | GLT Products | Great Lakes Science Center |
| General Dynamics | GMR Marketing | Greater Akron Chamber |
| General Electric | Godfrey & Wing, Inc. | Greater Cleveland Partnership |
| General Growth Properties, Inc. | Gold Kist | Greeley and Hansen |
| General Mills | Golden Age Ctrs of Great. Cleve. | Green Mountain Coffee Roasters |
| General Motors | Goldman Sachs Group | Greenbrier Cos. |
| General Parts, Inc. | Goldsmith & Eggleton | Greenleaf Book Group |
| Genilogix | Goodman Networks | Greenway Medical Technologies |
| Genlyte Group | Goodrich | Greif |
| Genuine Parts | Goodrich Landing Gear | Griffin Hospital |
| Genworth Financial | Goodrich Petroleum | Griffin, Kubik, Stephens & Thompson |
| Genzyme | Goodyear Tire & Rubber | Grimco |
| GeoLearning | Google | Group 1 Automotive |
| GeoMet | Gordon Advisors, P.C. | Group Transportation Services, Inc. |
| Geopfert Company, The | Gould & Lamb | Group9 |
| GeoResources | Gould Electronics Inc | Grove City Church of the Nazarene |
| George J Howe | Gould Instrument Systems Inc | G-TECH Professional Staffing |
| Georgia Department of Audits | GPA Technologies | Guarantee Specialties |
| Georgia-Pacific | Grace Software Marketing Co. | Guardian Life of America |
| Germain Motor Company | Graco | Guardian Title Company |
| Germaine Lawrence | Graco Children's Products | Guidant |
| Getty Images | Graftech Inc. | Gunton Corp |
| Ghafari Associates, LLC | Grainger | Gurwin Jewish Geriatric Center |
| Giant International Enterprises | Grand Circle Corp. | Guy Brown Products |
| Gibraltar Strip Steel Inc | Grand Rapids Community Found. | Gymco Sports |
| Gilead Sciences | Granite Construction | GZA GeoEnvironmental |
| Gimmel Group | Graniterock | H P Manufacturing Co Inc |
| Girl Scouts | Grant Prideco | H&R Block |
| Glastic Corporation | Grant Thornton LLP | H. Leff Electric Co |
| GlaxoSmithkline | Graphic Publications | H.C. Starck |
| Glenmoor CC | Graphite Sales Inc | H.J. Heinz |
| Global Forex Trading | Grassroots Campaigns | H2Cool |
| Global Imaging Systems | Graves Lumber Co. | H2H Solutions |
| Global Lighting Technologies | Graybar Electric | Hadlock Plastics Corp. |
| Global Market Insite | Great Lakes Cheese Co., Inc | Hadrian Inc |

Company Names of Sites Observed in the Study (continued)

| | | |
|-----------------------------------|----------------------------------|---------------------------------|
| Haley & Aldrich | HDR | Hilton Hotels |
| Halliburton | Headsets.com | Hinkley Lighting Inc |
| Halo Group | Headwaters | Hire Expectations |
| Hal-Tec Engineering Inc. | Health Market Science | HireRight |
| Halvorsen Co | Health Net | HireStrategy |
| Hamilton Parker | Healthspace Cleveland | Hitachi Medical Systems |
| Handleman Company | HealthTrans | Hi-Tech Pharmacal |
| Handl-It Inc | Heidtman Steel Products | HMI Industries Inc |
| Hands On Atlanta | Helix Energy Solutions Group | HMT Associates |
| Hankook Tire Co Lts | Helmerich & Payne | HNTB |
| Hannaford Brothers | Helpbringer Mortgage Services | Hodge Foundry |
| Hansen Natural | Helpline of Delaware/Morrow Cty | Holcomb's Educational Resource |
| Hantz Group | Help-U-Sell | Holden Arboretum |
| Harbor Industries | Henderson Chevrolet | Holder Construction Co. |
| Harbour Capital Corporation | Henkel Consumer Adhesives | Holland Hospital |
| Harley Ellis Devereaux | Henkel Loctite Corp | Holly |
| Harley-Davidson | Hennion & Walsh | Holmbury Inc |
| Harman International | Henry Schein | HOM Furniture |
| Harold Zeigler Auto Group | Hephzibah Children's Association | Home Decor Products |
| Harrah's Entertainment | Herbruck Alder & Company | Home Depot |
| Harris | Heritage Group | Home Savings & Loan Company |
| Harsco | Herman Miller | Home Team Resource Group |
| Harte-Hanks | Hershey | HomeBanc Mortgage |
| Hartford Financial Services | Hertz Global Holdings | Honda Motor |
| Hartland & Co | Hess | Honda R&D |
| Hartmann & Forbes | Hewlett-Packard | Honeywell Intl. |
| Harvard University | Hexagram | Hope College |
| Harvest Home Realty | Hexion Specialty Chemicals | Hopkins Airport Limousine Svcs. |
| Harwick Standard Distrib Corp | HF Group, The | Horizons Inc |
| Hathaway Brown School | Hi TecMetal Group | Hormel Foods |
| Hattie Larlham | High Performance Technologies | Horsburgh & Scott Co |
| Hauppauge Digital | High Tech Performance Trailers | Hose Master Inc |
| Hayes Lemmerz International, Inc. | High Wire Networks | Hospice of Marion County, Inc. |
| HB Fuller | Hilb Rogal & Hobbs, Inc. | Hospice of Medina County |
| HCA | Hillcrest Hospital | Hospice of the Western Reserve |
| HCC Insurance | Hillmed Group of Companies | Host Hotels & Resorts |
| HCR-ManorCare | Hilti Inc | HostMySite.com |

Company Names of Sites Observed in the Study (continued)

| | | |
|--------------------------------------|------------------------------|-----------------------------------|
| Hovnanian Enterprises | iBiquity Digital | InfoCision Management Corp. |
| Howard, Wershbale & Co. | IBM Corp. | Infogix |
| Howmet Tempcraft Inc | ICAT Logistics | Infoglide Software |
| HRsmart | ICF Consulting | Infonxx |
| HSBC Bank | ICI Paints | InfoReliance |
| HSN Catalog Services, Inc. | iCIMS | Information Innovators |
| HT Concepts | iCrossing | Infoscitex |
| Hub Group | ICS Garland | Ingersoll-Rand |
| HUB International Insurance Svcs | Ideastream 90.3 WCPN | Ingles Markets |
| Hubbell Ohio Brass Co | Identity Marketing & PR | Ingram Micro |
| Hudson & Keyse | IDEX | Innis Maggiore Group |
| Hudson City Bancorp | IER Industries Inc | Innovative Solutions & Support |
| Huffer Hill Consulting LLC | IKEA North America | Innovative Solutions Consulting |
| Hukill Chemical Corp | iLight Technologies | Innovex Inc |
| Human Arc | Illinois Tool Works | INOVA Health System |
| Human Capital | Image One Uniforms | In-O-Vate Technologies |
| Humana | Image Solutions | Inservco Inc |
| Humantech, Inc. | Imagine This | Insight |
| Hungerford, Aldrin, Nichols & Carter | Imation | Insomniac Games Inc. |
| Hunt & Cook | IMG | Insurance Systems |
| Hunter Manufacturing Co | Immediate-Care | Insurance.com |
| Huntingdon Life Sciences | Immucor | InsureMe |
| Huntington Bank | Impact Design-Build | Integrated Development and Mfg |
| Huntsman | Imperial Electric Co | Integrated Hydraulics |
| Huron Hospital | IMS Company | Integrated Management Svcs |
| Hy Ko Products Company | Incenta Fdrl Crdt Union | Integrated Marketing Technologies |
| Hy Production Inc | Independence Excavating Inc | Integrated Process Technologies |
| Hy Tek Material Handling | Independent Bank | Integrity Applications |
| Hyatt Hotels | Induslogic | Integrays Energy Group |
| Hygenic Corp | Industrial Control Repair | Intel |
| Hyland Software, Inc. | Industrial Nut Corp | Intellect Technical Solutions |
| Hy-Level Industries | Industrial Steel & Wire | Intelligent Software Solutions |
| Hyperion | Industrial Video and Control | Interactive Technology Solutions |
| Hypertherm, Inc. | IndyMac Bancorp | InterCare Comm. Health Network |
| HZW Environmental Consultants, Inc. | Energy Automotive Systems | InterContinental New Orleans |
| I Schumann & Co | Infinigy Engineering | InterDesign |
| IAC/InterActiveCorp | Infinity Health Services | Interfast USA |

Company Names of Sites Observed in the Study (continued)

| | | |
|------------------------------------|----------------------------------|-------------------------------|
| Internal Revenue Service | Jack in the Box | Joy Mining Machinery |
| International Flavors & Fragrances | Jackson Nat'l Life Insurance | JPMorgan Chase |
| International Paper | Jaco Manufacturing Co | JRB Attachments |
| International Truck & Engine | Jacobs Engineering Grp. | JS MultiCapital Corporation |
| Internet Transaction Solutions | Janik & Dorman | JT Packard |
| Interpublic Group | Japan Airlines - American | JTM Products Spray Cure Co |
| Interstate McBee | JARC | JTS Associates |
| Interstate Chemical Co., Inc. | Jarden | Judson at University Circle |
| Intl Flavors & Frags | Jarrett Logistics Systems | Jupitermedia |
| Intl Game Technology | Javitch Block & Rathbone | Just Marketing International |
| Intl. Business Machines | Jazwinski Fin. Services Inc. | K&L Travel Inc. |
| Intuit | JB Design/Corsa Performance | Kahler Slater |
| Intuit Real Estate Solutions | JCB Partners | Kahn Kleinman, LPA |
| Invacare Corp | JELD-WEN | Kaizen Technologies |
| Invensys Foxboro | Jenne Distributors, Inc. | Kalcor Coatings Co |
| inVentiv Health | Jennings Center for Older Adults | Kaleidoscope |
| Invisible Fence of NEO | Jergens Inc | Karg Corp |
| Iotech Inc | Jet Inc | Karlsberger Companies |
| IPG Photonics | Jet Stream International | Kastner Westman & Wilkins LLC |
| IPower | JFK Medical Center | Kaufman Container |
| iPrints Inc. / On Target Printing | Jive Software | KB Home |
| Iron Mountain | JLG Industries | Kearney & Company |
| ISO | JLT Mobile Computers | Keithley Instruments Inc |
| ITAC Solutions | JM Family Enterprises | Kellogg |
| ITC <i>Transmission</i> | JM Smucker | Kelly Services |
| Iten Industries | Jobing.com | KellyMitchell |
| ITT | Joe W Diemert, Jr & Assoc | Kendale Industries Inc |
| ITW Anchor Fasteners Inc | John Deere | Kendall Electric, Inc. |
| ITW Auto Sleeve | John Wiley & Sons | Kenexa |
| J. Arnold & Associates | Johnson & Johnson | Kennametal |
| J.C. Penney | Johnson Controls | Kennedy & Coe |
| J.D. Power and Associates | Johnston McLamb | Kent Adhesive Products Co |
| J.G. Wentworth | Jones Apparel Group | Kent Corp |
| J.H. Univ. App Physics Lab | Jones Lang LaSalle | Kent Display Systems |
| J.P. Morgan Chase & Co. | Jos. A. Bank Clothiers | Kent State University |
| J.Y. Legner Associates | Joslyn Hi Voltage Corp | Kerr Lakeside Inc |
| j2 Global Communications | Joy Global | Ketera Technologies |

Company Names of Sites Observed in the Study (continued)

| | | |
|-----------------------------------|----------------------------------|-----------------------------------|
| KeyCorp | Kraft Foods Inc. | Laserscope |
| KeySource Medical | Kroger | LatiNode Communications |
| KeySpan | K-Tron International | Laurel Lake |
| Keystone Financial Management | Kurtz Bros Inc | Laurelwood Hospital |
| Kiawah Island Golf Resort | Kurtzman Carson Consultants | Law Weathers & Richardson PC |
| KidsPeace | L.A. Splash Magazines | LBL Lithographers |
| Kiewit | L.A. Szarka CFP & Associates | LCA-Vision |
| Kimball International | L-3 Communications | LD Carlson |
| Kimberly-Clark | LaBarge | LD Kichler Co |
| Kimley-Horn & Assoc. | Labatt Food Service | Leader Promotions |
| Kinder Morgan | LabCorp | Lear |
| Kindred Healthcare | Labor Ready | Lear Romec Division-Crane Co |
| Kindt-Collins Co | Laboratory Corp Amer | Lee Hecht Harrison |
| Kinetic Technologies LLC | Laclede Group | Legg Mason |
| Kinetico Incorporated | Lacomedia Dinner Theatre | Leggett & Platt |
| King Management Group | Ladies & Gentlemen Salon and Spa | Leggette, Brashears & Graham |
| King's Medical Group | LaFrance | Lego Systems Inc. |
| Kingston of Vermilion | Laird Technologies | Lehigh Valley Hospital & Health |
| Kirkland & Ellis | Lake Erie Design Co | Lehman Brothers Holdings |
| Kirkwood Industries Inc | Lake Hospital System | Leighton Group |
| Kirtland Capital Partners | Lake Metroparks | Leisure Living Management, Inc. |
| Kirtland Country Club | Lake View Cemetery Association | Lennar |
| KLA-Tencor | Laketrans | Leo Yassnoff JCC |
| Klein Associates | Lakewood Country Club | Lesco Inc |
| Kleinfelder | Lakewood Hospital | Leucadia National |
| KMG Chemicals | Lakewood Public Library | Level 3 Communications |
| KNL Enterprises | Lam Research | Leviathan |
| Knott Brake Company | Laminate US | Lexico |
| Kobelco Stewart Bolling Inc | Lamson & Sessions Co | Lexmark International |
| Koch Industries | LanceSoft | Libeg, Gargano, Bell & Associates |
| Kohl's | Land O'Lakes | Liberty Electronics |
| Koinonia Homes | Landis Gardner, Citco Operations | Liberty Global |
| Konica Minolta Business Solutions | Landmark Plastic Corp | Liberty Media |
| Koptis Organization | Landrum Human Resources Cos. | Liberty Mutual Ins. Group |
| Koyo Corporation of USA | Landstar System | Libra Industries, Incorporated |
| KPMG | Lanier | Life EMS Ambulance |
| Kraft Fluid Systems Inc | Lanly Co | Life Line Screening |

Company Names of Sites Observed in the Study (continued)

| | | |
|-----------------------------------|----------------------------------|--------------------------------|
| LifeBanc | Lorain Cnty Comm. Action Agency | Marathon Oil |
| LifeCell | Lorain County Community College | Marc Glassman, Inc. |
| LifePoint Hospitals | Lorain Public Library System | Marc Truant & Associates |
| LifeScan | L'Oreal USA | Marconi Services |
| Lifeway Foods | Los Alamos National Laboratories | Marcus Thomas, LLC |
| LightWedge | Lowe's Cos | Maria Heckaman & Associates |
| Limelight Networks | Lubriquip Inc-Div Of IDEX Corp | Marine Mechanical Corporation |
| Limited Brands | Luby's | MarineMax |
| Linc, Malachin & Dennis Inc. | Lucent Technologies | Markel |
| Lincoln Electric | Lufkin Industries | MarketerNet |
| Lincoln National | Lu-Jean Feng Clinic | Marketing Informatics |
| Lincoln Plating | Lumen Legal | Marlabs |
| Lindberg Heat Treating | Lumitex Inc | Marlite |
| Linde Gas LLC | Lutheran Hospital | Marous Brothers Construction |
| Linden Industries Inc | Lutron Electronics | Marriott International |
| Lindey's Restaurant | Lyondell Chemical | Marriott Vacation Club Int'l |
| Linear Technology | M & S Flooring Inc | Marsh & McLennan |
| Lintern Corp | M&T Bank | Marsh USA, Inc. |
| Liquidnet Holdings | M.A. Mortenson Company | Marsh, Berry & Co |
| Lighthouse Products Inc | M.C. Dean Building Intelligence | Marshall & Ilsley |
| Lithonia Lighting | M5 Networks | Martin Marietta Mats |
| Litigation Management, Inc. | Mack Industries Inc | Martindale Electric Co |
| Little & Co. | Magic American Corp | Mary Frances Accessories |
| Little Tikes | Magnet Inc | Marymount Hospital |
| Liz Claiborne | Magni Power Co | Masco |
| LJ Crane, Rigging & Heavy Hauling | Magnum Logistics | Massachusetts General Hospital |
| LM Engineering, Inc. | Main Street Gourmet | Mass. Mutual Life Insurance |
| Lockheed Martin | Mainthia Technologies | Master Consulting Group |
| Loews | Majestic Properties | Master Key Consulting |
| Logistics Management Solutions | Majestic Steel USA, Inc | Master Mfg/Master Caster Co |
| Logoworks | Majestic Transportation | Master Products Co |
| LoJack | Manchester Tool Co | Matheson Tri-Gas |
| Long Business Systems, Inc. | Manhard Consulting | MATRIX Resources Inc. |
| Long Wave | Manhattan Associates | Mattel |
| Longs Drug Stores | Manpower | Mattress Firm |
| LoopNet | Mansfield Blanking Division | Maverick Innovative Solutions |
| Lorain County Chamber of Commerce | Mantaline Corporation | Maverick Tube |

Company Names of Sites Observed in the Study (continued)

| | | |
|--------------------------------|-------------------------------|----------------------------------|
| Maxil Technology Solutions | MedInitiatives | Meyer Products Inc. |
| MaxPack | MediNotes | MFS Investment Management |
| MaxStream | Medtronic | MGM Mirage |
| Mayfran International Inc | Meehan Architects | Mich. St Univ. Fed. Credit Union |
| Mayo Clinic | Meister Media Worldwide | Michael Benza & Assoc., Inc. |
| Mazanec Raskin & Ryder | Mellon Financial Corp. | Michael Day Enterprises |
| Mazzella Lifting Technologies | Member First Mortgage | Michael Matrka Inc |
| MB Dynamics Inc | MemberHealth | Michigan Automotive Compressor |
| MCA Sign Company | MEMC Electronic Mats | Michigan Medical PC |
| McAfee Tool And Die Co | Memorial Health | Michigan Spring & Stamping |
| McCafferty Auto Group | Men's Wearhouse | Micron Technology |
| McDermott Intl | Mental Health Services | MicroPact Engineering |
| McDonald's | Mentor Graphics | MicroPoise Measurement System |
| McFadyen Consulting | Mercantile Bank of Michigan | MICROS Systems |
| McGean Rohco Inc | Mercer County State Bank | Microsoft |
| McGladrey & Pullen LLP | Mercer HR Consulting | Mid-Ohio Forklifts Inc. |
| McGowan & Company Inc. | Mercer Staffing | Midwest Electric |
| McGraw Wentworth | Merchants' Credit Guide | Midwest Express Inc. |
| McGraw-Hill Cos | Merck | MidWest Financial Credit Union |
| McKee Foods | Mercury Insurance | Mighty Leaf Tea |
| McKeough Land Co. | Mercy General Health Partners | Mikron Infrared |
| McKesson | Mercy Health System | MILA |
| McMurry Inc. | Meredith | Milhouse Engineering and Const. |
| McSteen & Associates | Meridian Bioscience | Mill Rose Co |
| MDC Holdings | Merit Brass Co | Mill Steel Company |
| MDU Resources | Meritage Homes | Millcraft Group |
| Meaden & Moore | Meritech Inc. | Millennium Electronics, Inc. |
| Meadowbrook Insurance Group | Merlin Technical Solutions | Miller Johnson PLC |
| MeadWestvaco | Merrill Lynch | Millers Rental & Sales Company |
| Medco Health Solutions | Mervyn's | Milliken |
| Media Storm | Metal Fabricating Corp | Millisor & Nobil |
| Medical Mutual of Ohio | Metaldyne | Millward Brown |
| Medical Service Companies | Metaullics Systems | Millwood, Inc |
| Medidata Solutions | Method Products | Miner Fleet Management Group |
| Medi-Dyn | Methodist Hospital Sys. | MiPro Consulting, LLC |
| Medina Blanking, Inc. | MetLife | Mirant |
| Medina County District Library | Mexican Restaurants | Mirka Abrasives |

Company Names of Sites Observed in the Study (continued)

| | | |
|---------------------------------|-----------------------------------|----------------------------------|
| Miro Consulting | Mount Union College | National Instruments |
| MIT Lincoln Laboratory | Mountain Chevrolet Buick | National Interstate Insurance Co |
| MITRE | Mr. Gasket Inc. | National Machine Company |
| Mitretek Systems Inc. | MRK Technologies Ltd | National Oilwell Varco |
| Mobile Hyperbaric Centers | MSC Industrial Direct | National Packaging Services |
| Mobility Works | MSW Group, PLC | National Paper & Packaging Co |
| Moebius Partners Ent. Solutions | MTD Products, Inc. | National Safety Apparel |
| Moen Incorporated | MTL Insurance Company | National Security Agency |
| Mohawk Industries | Mueller Industries | National Telephone Supply Co |
| Moldflow | Multi-Color | NationalLease |
| Molecular Devices | Murphy Oil | Nationwide |
| Molex | Musical Arts Association | Nationwide Credit Services |
| Molina Healthcare | Mutual of Omaha Ins. | NAVAIR |
| Molson Coors Brewing | MWH | Naval Financial Mgmt Career Ctr. |
| Monode Marking Products Inc. | MXenergy | Naval Surface Warfare Center |
| Monsanto | Myers Industries Inc | Naval Undersea Warfare Center |
| Mont Blanc Gourmet | Myers University | Navigant Consulting |
| Montana Products | Myers-Holum | NAVSEA Warfare Centers |
| Montgomery Watson Harza | Mylan Labs | NBC |
| Moody's | Myriad Development | NBTY |
| Moog | NACCO Industries Inc | NCR |
| MOOG FLO-TORK | Nacel Open Door | NDI |
| Moore Stephens Apple | NACS, Inc. | Nebraska Book Company |
| MoreVisibility | Nanofilm, Ltd. | Nemeth Burwell, P.C. |
| Morgan Electro Ceramics | NAPCO Security Group | NEOUCOM |
| Morgan Stanley | NAS Recruitment Communications | Nestle-Solon |
| Morgenthaler | NASA - JFK Space Center | Netarx Inc. |
| Morningstar Inc. | Nash-Finch | Netflix |
| Morris Financial Group, Inc. | Nassief Ford Mercury Inc. | NetGenics, Inc |
| Morrison Products Inc | Nat'l Association of State PIRGs | NetQoS |
| Mortgage One Banc | National Borax Corporation | NetShops |
| Mortgagebot | Nat'l Center Safety Initiatives | Netsmart Technologies |
| Mosaic | National Church Residences | Network Appliance |
| Mosholder Realty | National City Corp. | Network Liquidators |
| Mosley Building Corporation | Nat'l Credit Union Administration | Neundorfer Inc |
| MostChoice | National Fuel Gas | New Avenues to Independence |
| Motorola | National Futures Association | New Channel Direct |

Company Names of Sites Observed in the Study (continued)

| | | |
|----------------------------------|-------------------------------------|---------------------------------|
| New Directions, Inc. | North East Ohio Health Services | NYE Financial |
| New England Center for Children | North Star Resource Group | OAI-Ohio Aerospace Institute |
| New Jersey Resources | Northeast Delta Dental | Oak Ridge Ite. for Sci and Ed |
| New Media Strategies | Northeast Ohio Eye Surgeons | Oakwood Corporate Housing |
| New York Life Insurance | Northeast Ohio Regional Sewer Dist. | Oakwood Healthcare, Inc. |
| NY St. Dpmt of Environment Consv | Northeast Utilities | Oakwood Laboratories LLC |
| NewAgeSys | Northern Savings & Loan | Occidental Petroleum |
| Neway Stamping & Mfg Co Inc | Northern States Metals | OCE Groupware Technology, Inc. |
| Newcastle Construction | Northern Trust Corp. | Odesus |
| Newegg.com | Northlake Steel Corp | Odyssey Re Holdings |
| Newell Rubbermaid | Northrop Grumman | OEC Corp |
| NewMarket | Northwest Airlines | OEConnection LLC |
| Newmont Mining | Northwest Community Hospital | OEM/Miller |
| Newry Corp | Northwestern Memorial Healthcare | Office Concepts |
| News Corp. | Northwestern Mutual | Office Depot |
| Nextance | Noteworthy Medical Systems | OfficeMax |
| nFusion Group | Notre Dame College | Oglebay Norton Co |
| NGAS Resources | Nova Chemicals Corporation | Ohio Blow Pipe Co., Inc |
| Niche Retail | Nova Machine Products | Ohio Boys Town |
| Nicor | NovaCare Rehabilitation | Ohio Broach & Machine Co |
| NightHawk Radiology Services | Novae | Ohio College of Podiatric Med. |
| NIKE | Novar Controls | Ohio District - LCMS |
| Niles Building Products | Novartis Pharmaceuticals | Ohio Educational Credit Union |
| Nimlok Grand Rapids | NovaStar Mortgage, Inc. | Ohio Gratings Inc. |
| NiSource | Novellus Systems | Ohio Library Council |
| Nissan | Novogradac & Company LLP | Ohio Motorists Association |
| Nixon Peabody | Novum Pharmaceutical Research Svs. | Ohio Moulding Corp |
| NJ CURE | NRG Energy | Ohio Municipal Advisory Council |
| Nobility Homes | NSL Analytical Services, Inc. | Ohio Screw Products Inc |
| NORCO Computer Systems Inc. | NStar | Ohio State Home Services |
| Nord Center, The | NTH Consultants, Ltd. | Ohio Turnpike Commission |
| Nordson Corporation | Nucor | OhioHealth |
| Nordstrom | Nucraft Furniture Company | Oil States International |
| Norfolk Southern | Nugget Market | Old Dominion Freight |
| Norman Noble Inc. | NutriScience Technologies, Inc. | Old Trail School |
| Normandy Manor of Rocky River | Nutro Corporation | Olympic Steel Inc. |
| North Coast ExecuSearch | NVR | Omega Pultrusions |

Company Names of Sites Observed in the Study (continued)

| | | |
|----------------------------------|----------------------------------|-----------------------------------|
| OMG Americas Inc | Pacer International | Paycom |
| Omni Community Credit Union | Pacific Columns | Paylocity |
| Omnicare | Pacific Gas & Electric | PCC Airfoils, Inc (SMP) |
| Omnicom Group | Pacific Life | PCGCampbell |
| Omniture | Pacific Park | PCL Construction |
| OmniVision Technologies | Pacific Service Credit Union | PCO |
| ONEOK | PacifiCorp | Peabody Energy |
| OneWayFurniture.com | Paisley Consulting | Peace Corps |
| Online Resources | Pallotta Ford | Peak 10 |
| OpenPages | Palomar Medical Technologies | Pearson Education |
| Operating Tax Systems | Panhandle Royalty | Pease & Associates, Inc. |
| Optelecom-NKF | Pantry | Peerlis LLC |
| Oracle | Par Industries Inc | Peet's Coffee & Tea |
| Orbit International | Paradigm Infotech | Pella |
| Orbital Research Inc | Paragon Plastic Sheet | Pengwyn |
| Orchard, Hiltz & McCliment-Hitch | Parallel Petroleum | Penn Care |
| Oregon Telecom | Paramount Stamping & Welding | Penn National Gaming |
| O'Reilly Automotive | Paran Management Company | Penn Virginia |
| Oriana House Inc | Parker Hannifin | Pennsylvania Crusher Corp |
| Orion Energy Services | Parker Mortgage Inc | Pennsylvania Dept. of Public Wel. |
| Orrco Incorporated | Parkside Church | Pennsylvania Dept. of Trans. |
| Osborn International | Parkwood Corporation | Penske Truck Leasing |
| Oshkosh Truck | Parlux Fragrances | Pentair Water Treatment |
| Osram Sylvania | Parma Community General Hospital | Penton Media |
| Oster Homes | Parsons | Peoples State Bank |
| Oswald Companies | Partners In Plastics | Pepco Holdings |
| Otterbase | Parts Associates Inc | Pepperl & Fuchs Inc |
| Our Pet's Company | Partsearch Technologies | Pepsi Bottling Group |
| Outsource Partners International | PartsSource | PepsiCo |
| Overseas Packing Inc | Patagonia | Performance Food Group |
| Overseas Shipholding Group | PatchLink | Performance Technologies |
| Owens & Minor | Pathfinder Search Partners | Performix Technologies Limited |
| Owens Corning | Patio Enclosures Inc | Perkins Coie |
| Owens-Illinois | Patrick Douglas Inc. | Permco Manufacturing Inc |
| Oxford Global Resources | Patterson Cos | Perry Welding Service Inc |
| Oxford Industries | Patterson-UTI Energy | Perspective Solutions Group |
| Paccar | Paychex | Perspectus Architecture |

Company Names of Sites Observed in the Study (continued)

| | | |
|--------------------------------------|----------------------------------|-----------------------------------|
| Peter Kiewit Sons' | Plunkett & Cooney, P.C. | Premix Inc |
| Petitti Garden Centers | PMC Precision Machine Controls | Presrite Corp |
| Petsmart | PNC Financial Services | Pressworks |
| Pfizer | Pneumatic Scale Corporation | Prestige Delivery Systems |
| PG&E Corp. | Polo Ralph Lauren | PricewaterhouseCoopers |
| PHD USA | Polychem | Prima Communications, Inc. |
| Phelps Dodge | Polymer Packaging | Primacy Relocation |
| Philadelphia Consol | Polymeric Inc | Primary Capital Advisors |
| Philip Morris | Polyone | Primary Care Assoc. of NE Ohio |
| Philips Medical Systems | Pomerene Hospital | Prime Instruments Inc |
| Phillip Services/Copper | Pool | PrimeEnergy |
| Phillips-Van Heusen | Portage Precision Polymers, Inc. | PrimeMedical Supply |
| Phoenix Products Inc | Porter Hills Retirement Comm. | Primescape Solutions |
| PI & I Motor Express | Portfolio Recovery Associates | Prince & Izant Co |
| Piedmont Natural Gas | Potbelly Sandwich Works | Princeton Consultants |
| Pilgrim's Pride | Power-Pack Conveyor Co | Principal Financial |
| Pillsbury Winthrop Shaw Pittman LLP | PowerSports Network | Printing Concepts, Inc. |
| Pine Rest Christian Mental Health | PPD | Priority Health |
| Pinnacle Construction Group | PPG Industries | Priority Leasing |
| Pinnacle Group Worldwide | PPL | Private Eyes |
| Pinnacle Technical Resources | PRADCO | Pro Fab Industries Inc |
| Pinnacle West | Pratt & Whitney | Pro Health Care |
| Pinnacol Assurance | Praxair | Procter & Gamble |
| Pioneer Financial Services | Precision Castparts | Procuri |
| Pioneer Natural Res | Precision Gear Co | Professional Placement Resources |
| Pioneer Solutions LLC | Precision Metalsmiths Inc | Professional Planning Consultants |
| Pipe Line Development Co | Precision Staffing | Professional Receivables Control |
| Pitney Bowes | Precision Wealth Management | Professional Risk Management |
| Pizzuti Companies | Preferred Lease | Professional Service Industries |
| PK Wadsworth Heating & Cooling | Preferred Rubber Compounding | Professional Veterinary Products |
| Plains All Amer. Pipeline | Preformed Line Products Co | Programmer's Paradise |
| Planned Parenthood of Greater Cleve. | Premier Environmental Services | Progress Energy |
| Plante & Moran | Premier Farnell Corp | Progressive |
| Plantronics Inc. | Premier Lending Group | Progressive AE |
| Platinum Solutions | Premier Manufacturing Corp | Promopeddler |
| Playhouse Square Foundation | Premier Residential Group Inc | Protomold |
| Playtex Products Inc. | PremierGarage | Providence Alaska Medical Center |

Company Names of Sites Observed in the Study (continued)

| | | |
|--------------------------------|----------------------------------|----------------------------------|
| Providus | RadioShack | RenewData |
| Prudential Financial | Radix Wire Company | Renovation by MyHome |
| PSC Metals, Inc. | Ralcorp Holdings | Republic Bancorp |
| Psychiatric Solutions | Randstad | Research Federal Credit Union |
| Pub Svc Enterprise | Range Resources | Research Organics Inc |
| Publix Super Markets | Ranpak Corp | Reserve Transportation Services |
| Pulte Homes | Raven Industries | Reserves Network |
| Purcell Systems | Raymond James Finl | Resolve Corporation |
| Pyronics Inc | Raytheon | Resources Connection |
| Q-Lab Corporation | RB & W | Respironics |
| Quad/Graphics | RBB Systems, Inc. | Responsive Database Services |
| Qualcomm | RCS Corporation | Resulte Universal |
| Qualified Pension/PSC | RDI Diamonds | Resurgence Financial |
| Quality Systems | ReachView Technologies | Return Path |
| Qual-Med Supply, Inc. | Real Living Inc | Revenue Group |
| Quanex | RealNetworks | Reynolds American |
| QuantumDirect | Realogy | Reynolds, Smith and Hills, Inc. |
| Quatech, Inc. | RealtyTrac | RhinoCorps |
| Quest Diagnostics | Recovery Resources | Rhoades McKee PC |
| Questar | Recreational Equip. (REI) | Ribelin Sales Inc. |
| Quicken Loans | Red Hat | Ricerca |
| Quiksilver | Red Peacock International | Richard Flagel Realty |
| QuikTrip | Red Seal Electric Co | Richland Development Corp |
| QVC | REDICO | Right Management Consultants |
| Qwest Communications | Refrigeration Sales Corp | RigNet |
| R W Beckett Corporation | Regal Financial Group | Riker Products, Inc. |
| R&L Construction | Regal-Beloit | Rimage |
| R.E. Warner & Associates, Inc. | Regency Finance Co. | Rite Aid |
| R.R. Donnelley & Sons | Regional Income Tax Agency | RMA Land Construction |
| Rabjohns Financial Group | Regions Financial | RMI Environmental Services |
| RaceTrac Petroleum | Rehab Professionals of Cleveland | RMW Industries Inc |
| Rackley Solutions | Relay | RN Latiano Agency/NW Mutual |
| Rackspace Managed Hosting | Reliance Steel & Alum. | Robert Half Intl |
| RADCom, Inc. | Reliant Energy | Robert W. Baird |
| Radiance Technologies | Reliv International | Robertson Equipment Company |
| Radiant Systems | Remax Premier Properties | Robin Industries Inc |
| Radiometer America Inc | Remedy Sleep Disorders | Robinson Health Affiliates, Inc. |

Company Names of Sites Observed in the Study (continued)

| | | |
|----------------------------------|-----------------------------------|---------------------------------|
| Rock And Roll Hall Of Fame | Ruppert Nurseries | SanDisk |
| RockBottomGolf.com | Rush Enterprises | Sands Regent |
| Rockford Construction Company | Russell Investment Grp. | Sandusky Distributing Co Inc |
| Rock-Tenn | Rust Records | Sanmina-SCI |
| Rockwell Automation | Ryan & Company | Sara Lee |
| Rockwell Collins | Ryder System | SAS Institute |
| Rocky Mountain Chocolate Factory | Ryerson | Satcom Resources |
| Rocky River Chamber of Commerce | Ryland Group | Sauer-Danfoss |
| Rocky River Public Library | S & A Consulting Group LLP | SAW Inc |
| Rodale | S & Z Tool & Die Co., Inc | Sawyer Technical Materials Inc |
| Roehe & Wright Builders | S D Myers Inc | SCANA |
| Roetzel & Andress LPA | S&C Holdco 3 | ScanSource |
| Rohm & Haas | S. G Morris Co. | Schaeffler Group USA Inc. |
| Roll-Kraft | S.A. Robotics | Schaller Anderson |
| Rolls-Royce North America | S.C. Johnson & Son | Schantz Organ Co |
| Root Learning Inc. | S.P.I. Dynamics | Schawk, Inc. |
| Roper Industries | S4 | Scher Group |
| Rose Metal Industries, LLC | Saber | Schering-Plough |
| Rosetta Stone | Safeco | Schick Technologies |
| ROSS Environmental Services | Safety Sign Co | Schleuniger Inc. |
| Ross Stores | Safeway | Schlumberger |
| Rossborough Supply Company | Sage Products Inc. | Schneller, Inc |
| Rotary Power | SageQuest LLC | Schnitzer Steel |
| Rotek Incorporated | Sager Company | SchoolDude.com |
| Rovisys | Sageworks | SchoolNet |
| Royal Appliance Dirt Devil | SAIC | Schreiber Foods |
| Royal Plastics Inc | Saicon Consultants | Schumacher Homes Operations |
| Royale Energy | Saint Gobain Crystals & Detectors | SCI Real Estate Investments |
| RPC | Saint Mary's Health Care | Science Apps. Intl Corp. (SAIC) |
| RPM International Inc. | Saint-Gobain Performance Plastics | Scientific Games |
| RR Donnelley & Sons | Salary.com | Scioto Country Club, Inc. |
| RSM McGladrey | Salem Chamber Of Commerce | Score! Educational Centers |
| Rubbermaid | Salvation Army Harbor Light Cplx | Scotts Miracle-Gro |
| Ruby Tuesday | Sammy's / City Life, Inc. | Scovil Hanna Corporation |
| Ruddick | Samuel Steel Pickling Co | Scripps Health |
| Ruhlin Company, The | San Antonio City Public Service | ScriptLogic |
| Runzheimer International | Sandia National Laboratories | Scriptype Publishing |

Company Names of Sites Observed in the Study (continued)

| | | |
|-----------------------------------|-------------------------------|-------------------------------|
| SDC Homes & Neighborhoods | Shoney's | Smithers Groups |
| SDI Networks | Shuffle Master | Smithers-Oasis |
| Seaboard | Shure, Incorporated | Smithfield Foods |
| SEACOR Holdings | Shutterfly | Smooth Corp. |
| Sealed Air | Sidump'r Trailers | SMS.ac |
| Seaman Retirement Planning | Siemens Building Technologies | Smurfit-Stone Container |
| SeamlessWeb | Siemens Medical Solutions | Snap-On Solutions |
| Search Masters, Inc | Sifco Industries Inc | Sodexo |
| Sears Holdings | Sigma-Aldrich | Soft-lite LLC |
| Sears, Roebuck and Co. | Signature Wine Cellars | Software Architects |
| Seaway Bolt & Specials Corp | Sikich, LLP | Solebury International |
| SECO/Warwick | Silver State Helicopters | Solectron |
| Secure Computing | Silver State Mortgage | Sonic Automotive |
| SecureWorks | Simon Roofing | Sonic Solutions |
| Securify | Sirius Solutions | Sorbothane, Inc. |
| Segue Electronics | Six Flags Worlds of Adventure | Soundwich Inc |
| SEI Investments | Skechers USA | SourceOne Healthcare Tech. |
| Seibert-Keck Insur Agency Inc | Skidmore-Wilhelm Mfg Co | South Pointe Hospital |
| Select Sires Inc | SkillsNET | Southern |
| Selective Insurance | SkinStore.com | Southern Company |
| Selman & Company | Skoda, Minotti & Co. | Southern Copper |
| Sempra Energy | Sky Bank | Southern States |
| Sequent Inc. | Sky Insurance | Southwest Airlines |
| Service Express, Inc. | SkyWest | Southwest General Health Ctr |
| SFS Intec, Inc. | Slabe Machine Products Co | Southwestern Energy |
| Shaker Hts. Public Library | SLM | Sovereign Bancorp |
| Shared P.E.T Imaging | SLR Contracting & Service | Sovereign Circuits |
| Sharn Veterinary | Sly Inc | Sovereign Specialty Chemicals |
| Sharper Impressions Painting Inc. | SM Consulting | SP Systems |
| Shaw Group | SM&A | Spanish American Committee |
| Shaw Industries | Smart & Final | Sparrow Health System |
| Shearer's Foods Inc. | Smart Business Network | Spartech |
| Shell Oil | Smart Carpet | Specialty Bottle |
| Sherwin-Williams | Smarter Living | Specialty Heat Treating, Inc. |
| Shewas | SmartPak | Specialty Lubricants Corp |
| Shiffler Equipment Sales, Inc. | Smith & Oby | Speck Products |
| Shincor Silicones Inc | Smith International | Specrete-IP Incorporated |

Company Names of Sites Observed in the Study (continued)

| | | |
|------------------------------------|--------------------------------|--------------------------------|
| Spectranetics | Standard Pacific | Stream Companies |
| Spectrum Health Hospitals | Stanley | Stride Tool Inc |
| Spectrum of Supportive Services | Stanley Assembly Technologies | Strollo Architects |
| Spectrum Surgical Instruments | Stantec Consulting | Structural Group |
| Spencer Products Co | Staples | Struers Inc. |
| Spherion Corporation | Star Extruded Shapes Inc | Stryker |
| Spheris | Star Precision Products, Inc. | StubHub |
| Spiegelberg | Starbucks | Study Island |
| Spieth Bell McCurdy & Newell | StarMine | Summa Health System |
| Spiral Technology | Starwood Hotels & Rsrts. | Summers Leasing Systems, LLC |
| Spirent Communications | State Farm Insurance Cos | Summers Rubber Company |
| Spirit AeroSystems | State Industrial Products Inc. | Summit Energy |
| Spring Communications | State St. Corp. | Summit Mortgage |
| Spring Engineering & Manufacturing | Station Casinos | Sun Hydraulics |
| Sprint Nextel | Steak N' Shake | Sun Microsystems |
| Sprint Services Co. | Steel Dynamics | SunGard Data Systems |
| SPS Technologies Inc | Steel Equipment Specialists | Sunlight Saunas |
| SPX | Steere Enterprises Inc | SunLink Health Systems |
| Squire Sanders & Dempsey LLP | STERIS Corporation | Sunoco |
| SRA International | Sterling Die Operation/Coltec | SUNRX |
| SSP Fittings Corp | Sterling Jewelers Inc. | SunTrust Banks |
| St Anthony Messenger Press | Stew Leonard's | Superior Beverage Group |
| St. Clair County | STG International | Supervalu |
| St. Edward High School | Sticker Corporation | Supply Side LLC |
| St. Ives | Stirrings | SurePayroll |
| St. John Health | Stock Building Supply | Swagelok Company |
| St. Joseph Academy | Stock Equipment Co | SWIFT |
| St. Jude Medical | Stockamp & Associates | Swift Energy |
| St. Mary Land & Exploration | Stolle Machinery Company, LLC | Swift Transportation |
| St. Vincent Charity Hospital | Stonehenge Partners, Inc. | Swiger Coil Systems Inc |
| St. Vincent- St. Mary High School | Storm Smart Building Systems | Sword & Shield Enterprise Sec. |
| Stafast Products Inc | Stout Risius Ross, Inc. | Symyx Technologies |
| Staffing Solutions | Strang Management Group | Synnex |
| StaffPro America, Inc. | Stratasys | Synovus Financial |
| Stahlin Enclosures | Strategic Business Systems | Sysco |
| Stan Hywet Hall And Garden | Strategic Staffing Solutions | SysMind |
| StanCorp Financial | Stratix | Systemax |

Company Names of Sites Observed in the Study (continued)

| | | |
|-----------------------------------|-----------------------------------|-------------------------------|
| T Rowe Price | Tenneco | The Experts |
| TAC Americas | Tennessee Valley Authority | The Gates Group LLC |
| Talan Products Inc | TEPPCO Partners | The Go Daddy Group |
| TalentTrack | Teradyne | The Great American Hanger Co. |
| TALX | Terex | The Heartland Payroll Company |
| Tangoe | Terry's Tire Town | The Human Resource Group, Inc |
| Target | TES Engineering | The Image Group |
| Taubman Centers, Inc. | Tesoro | The Insitu Group |
| Taycor Financial | Tetra Tech EM, Inc. | The Integer Group |
| TC Service Co. | TETRA Technologies | The Kennedy Group |
| TD Ameritrade Holding | Texas Instruments | The Kitchen Guild |
| TDI | Texas National Chemical | The Ladders |
| TDIndustries | Textron | The Learning Annex |
| TE CO | Textron Fastening Systems | The Lubrizol Corporation |
| Teach For America | TGC Homes | The M.F. Cachat Company |
| Team NEO | The Active Network | The Macaluso Group |
| Tech Data | The Ad Group | The Mail Room |
| TechDemocracy | The Allied Power Group | The Malish Corporation |
| Techlink Northwest | The Alpha Group Agency, Inc. | The Marketing Store |
| TechLink Systems | The Astra Group | The Marketing Team |
| TechNet Resources | The Austin Company | The MathWorks |
| Technical Consumer Products, Inc. | The Babcock & Wilcox Company | The Merrick Group |
| Technical Information Mgmt Servcs | The Bingham | The MetroHealth System |
| Technical Machine Products | The Brattle Group | The Miller Spreader Co. |
| TechniGraphics | The Brewer Garrett Company | The MK Morse Co. |
| Technisource | The Brokers Group | The Mortgage Zone, Inc. |
| Technology Research | The Busey Group | The Nailco Group |
| TechSea International | The Callos Companies | The Ohio Society of CPA's |
| Tegam Inc | The Campbell Group | The Old Spaghetti Factory |
| TEKSystems | The Ctr for Community Solutions | The Pepperjam Network |
| Tektronix | The Ctr for Families and Children | The Phoenix Companies Inc. |
| Teledyne Brown Engineering | The Children's Hospital | The Planet |
| Teledyne Technologies | The Children's Hospital for Rehab | The Press of Ohio |
| Telesis | The Cleveland Foodbank, Inc. | The Rains Group, Inc. |
| TeleTech Holdings | The Coral Company | The Rehmann Group |
| Temple-Inland | The Cutting Edge | The Reiser Group |
| Tenet Healthcare | The Daimler Group, Inc. | The Review Newspapers |

Company Names of Sites Observed in the Study (continued)

| | | |
|----------------------------------|----------------------------------|----------------------------------|
| The Right Thing Inc. | Timken | Trelleborg Building Systems US |
| The Robbins Company | Tinnerman Palnut Engin. Products | Trelleborg Wheel Systems |
| The Shamrock Companies | TJX Cos | Tremco Inc |
| The Stonehenge Company | TLContact, Inc. | Triad Hospitals |
| The Taylor Companies | TLT-Babcock Inc | Triad Metal Products Co |
| The Timberland Co. | T-Mobile | Triage Consulting Group |
| The Townsend Group | TMP Worldwide | Triangle Associates, Inc. |
| The University Of Akron | TMW Systems Inc | Tri-Auto Enterprises |
| The Vanguard Group | Todd Associates, Inc. | Tribune |
| The Vindicator | Todd's Enviroscares, Inc. | Trihealth |
| The Wexford Group International | Toll Brothers | Trillium Staffing Solutions |
| ThePlatform | Tomlinson Industries | Tri-Source Title Agency Inc. |
| ThermaFab Alloy Inc | TOR Minerals Intl. | TruGreen ChemLawn |
| Thermo Electron Corporation | Toro | Truline Industries, Inc |
| Things Remembered | Torque Transmission | TruSeal Technologies, Inc |
| Think Ink | Total Beverage Solution | TRW Automotive Holdings |
| Thinkronize | Total Quality Logistics | TTM Technologies |
| Thinsolutions | Totally Tickets | Turbine Engine Components Tech. |
| Thomas & Betts Corporation | Toward Independence Inc | Turner Broadcasting System |
| Thomas Associates | Towards Employment | Turner Construction |
| Thompson Hine LLP | Towers Perrin | Tusca II |
| Thomson West | Towlift Inc | Tuthill Corporation |
| Thor Industries | Toyota Motor | Twin Rivers Technologies |
| ThoughtWorks Ltd. | Toys "R" Us | TXU |
| ThoughtWorks, Inc. | Traffic System, Inc. | Tyler Elevator Products |
| Thralow | TrainingPro | Tylok International Inc |
| Three D Metals, Inc. | Transcon Inc | Tyson Foods |
| Three Springs | Transfer Express, Inc. | U.S. Air Force |
| Threshold Data Technology Inc. | Transformer Engineering | U.S. Army |
| Thresholds | TransNational Bankcard | U.S. Army Corps of Engineers |
| Thrivent Financial for Lutherans | TransPerfect Translations | U.S. Bancorp |
| TIAA-CREF | Transtar Industries Inc | U.S. Bureau of Reclamation |
| TIC Properties | Travel Analytics, Inc. | U.S. Comptroller of the Currency |
| Ticketmaster | Travelers Cos. | U.S. Customs & Border Protection |
| TicketsNow | Traveline Hospitality Collection | U.S. Department of Agriculture |
| Time Warner | Trebor Holding Inc | U.S. Department of Justice |
| Timekeeping Systems Inc | TREK Diagnostic Systems | U.S. Department of Labor |

Company Names of Sites Observed in the Study (continued)

| | | |
|----------------------------------|--------------------------------|---------------------------------------|
| U.S. Department of State | UnitedHealth Group | Valv-Trol Company |
| U.S. Lime & Minerals | Univar | Van Wyk Risk & Financial Management |
| U.S. Marines | Universal Accounting Center | Vanguard |
| U.S. Patent and Trademark Office | Universal Metal Products Inc | Vantage Financial Group, Inc. |
| U.S. Steel | Universal Screen Arts, Inc | Vantage Hospitality |
| UAL | Universal Screw Machines | Vapor Bus International |
| UBS Investment Bank | Universal Security Inst. | Varian Medical Systems |
| UGI | Universal Stainless & Alloy | Variant Partners |
| UHY Advisors MI. Inc. | University CompCare | Varnum, Riddering, Schmidt & Howlett |
| UHY LLP/UHY Advisors | University Hospitals Of Cleve. | Vec Technology |
| Ulmer & Berne LLP | University Instructors | Ventana Medical Systems |
| Ultimate Software | Unum Group | Ventech Solutions |
| Umpqua Bank | UPS | Venture Lighting International |
| Undercar Express | Urban Innovations Ltd. | VeriCenter |
| UNETA | Urban Institute | VeriStor Systems |
| UniControl | Urban Outfitters | Verizon Communications |
| Unidine | URS | Verosity Technology Partners |
| Unilever NV | Ursuline College | VerticalResponse |
| Union Bank of California | US Airways Group | VF |
| Union Metal Corporation | US Cotton LLC | Viacom |
| Union Pacific | US Endoscopy Group, Inc. | ViaSat |
| Unisys | US Molding Machinery Co. | Vibrant Media |
| United Auto Group | US Network | Victor Gelb Inc |
| United Bank Card | US Xpress Enterprises | Video Gaming Technologies |
| United Cerebral Palsy Assoc | USAA | Viecore |
| United Consulting | USDA Forest Service | Village of Highland Hills |
| United Disability Services | USG | Village Super Market |
| United Healthcare | U-Store-It | Vincent Lighting Systems Co |
| United Midwest Savings Bank | VAALCO Energy | Vincentian Sisters of Charity |
| United Natural Foods | Valassis | Vineyard National Bancorp |
| United Parcel Service | Valero Energy | Vineyard Vines |
| United Security Mgmt Service | Valley Healthcare Systems | VIP Restoration, Inc. |
| United Stationers | Valley National Gases | Virchow, Krause & Company, LLP |
| United Stationers Supply Co | Valmont Industries | Virgin Media |
| United Technologies | Valspar | Virtual Hold Technology |
| United Way of Lake County, Inc. | Valtronic USA Inc | Vis. Nurse Assoc. Healthcare Partners |
| United Way Services | ValueClick | Visicu |

Company Names of Sites Observed in the Study (continued)

| | | |
|----------------------------------|-------------------------------|--|
| Vision Service Plan | Waltco Truck Equipment Co | Weston, Inc. |
| Visionary Solutions | Walter & Haverfield PLL | Westport Axle/Capital Invest |
| Visiting Nurse Assc. of SE Mich. | Warner Norcross & Judd LLP | Weyerhaeuser |
| Visiting Nurse Service Inc | Washington Group Int'l | Wharton-Smith Construction Grp |
| Visi-Trak Worldwide, LLC | Washington Mutual | Wheeler Boyce Co |
| Visteon | Washington Post | Wheeler Manufacturing Div Of |
| Visual Apex | Wasserstrom | Wheels, Inc. |
| Visual Business Solutions | Waste Management | Whirlaway Corporation |
| Vital Images | Watsco | Whirlpool |
| VitalSmarts | Watson Wyatt Worldwide | White House Custom Colour |
| Vita-Mix Corp | Watteredge Uniflex Inc | WhitePages.com |
| Vitco Inc | Waxman Industries Inc | Whitworth-Borta of Ohio |
| VMI Americas | WCI Steel | Whole Foods Market |
| Vocon Design, Inc. | Weatherchem Corp | Whole Health Management |
| Vogt Williams & Bowen | Weathertite Windows | Wiles, Boyle, Burkholder & Eringardner |
| Volk Optical, Inc. | Weaver Leather | Will Burt Co |
| Volkswagen of America, Inc. | Websense | WILLCARE |
| Volunteer Energy Services Inc | Wegmans Food Markets | Williams |
| Vosges Haut-Chocolat | WellCorp | Willis Group Holdings |
| Voss Industries Inc | Wellman Products Group | Willow Hill Industries, LLC |
| VRC Inc | Wellpartner | Wilshire Bancorp |
| Vurv Technology | Wellpoint | Windquest Companies, Inc. |
| VW Credit, Inc. | Wells Fargo | Winn-Dixie Stores |
| W P Hickman Systems Inc | Welocalize | Winter Equipment Co Inc |
| W W Williams Co. | Weltman Weinberg & Reis Co | Wire Products Company Inc |
| W.L. Gore & Associates | Wendel Energy Services | Wireless Toyz |
| W.R. Berkley | Wesco International | WIS International |
| W.W. Grainger | Wescom Credit Union | Wisconsin Public Service Corporation |
| Wachovia Corp. | West Monroe Partners | Wiseco Piston Inc |
| WACO Scaffolding & Equipment | West Virginia Univ. Hospitals | Wm. Wrigley Jr. |
| Wade-Trim Group, Inc. | Western & Southern Financial | Wolcott Systems Group |
| WaferTech | Western Digital | Wolseley |
| WageWorks | Western Refining | Wolverine World Wide |
| Walbridge Aldinger | Western Res. Agency on Aging | Workstage, LLC |
| Walgreen | Western Union | World Almanac Education |
| Wal-Mart Stores | Westinghouse Electric | World Data Products |
| Walt Disney | Westlake Chemical | World Fuel Services |

Company Names of Sites Observed in the Study (continued)

| | |
|--|-----------------------------------|
| World Telecom Group | YMCA of Greater Cleveland |
| Worthington Precision Metals | Yoder Brothers Inc |
| WPP Group | Young Audiences of Northeast Ohio |
| WR Berkley | Youngstown Crab Company |
| Wright Tool Co | Youngstown Tool & Die |
| Wunderman | Younga Trucking |
| Wyeth | YRC Worldwide |
| Wyman-Gordon | Yum Brands |
| Xaloy | YWCA Of Cleveland |
| Xcel Energy | YXLON International Inc. |
| Xede Consulting Group | Zagar Incorporated |
| Xerox | Zale |
| Xilinx | Zappos.com |
| XIM Products Inc. | ZapTel |
| XOS Technologies | Zencos |
| Xoxide | Zenith National Ins |
| XPress | Zentech Manufacturing |
| XTO Energy | Zimmer Holdings |
| Xtrasource Inc | Zion Industries Inc |
| Yahoo | Zions Bancorp |
| Yale-New Haven Hospital | Zircoa Inc. |
| Yellow Book USA | ZirMed |
| Yeo & Yeo, CPAs & Business Consultants | |