

2009 ERC/SBN Workplace Practices Survey



Conducted by:
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PARTICIPANT DEMOGRAPHICS

Total Number of Responses: 145

Manufacturing Responses: 78

Non-Manufacturing Responses: 67

Average employee size in NE Ohio for Manufacturing: 176

Average employee size in NE Ohio for Non-Manufacturing: 174

Average age of employees for Manufacturing: 44

Average age of employees for Non-Manufacturing: 43

Average annual sales for Manufacturing: \$71,375,636

Average annual sales for Non-Manufacturing: \$70,166,261

Counties represented: Cuyahoga, Geauga, Holmes, Lake, Lorain, Medina, Portage, Stark, Summit, Wayne, Williams

Type of business:

All Organizations

<u>Count</u>	<u>Response</u>	<u>Count</u>	<u>Response</u>
78	Manufacturing	2	Law
18	Distribution	2	Non-Profit - Other
8	Science/Chemical	1	Construction
6	Social Services	1	Heat Treating
5	Business/Professional Services	1	Heating
4	Technology/Software	1	HVAC
3	Health/Medical	1	Performing Arts
3	Real Estate	1	Publishing/Media
2	Financial Services	1	Retail
2	Insurance	1	Staffing Services

SURVEY RESULTS

1. In five words or less, what is the biggest challenge your company faces today?

Manufacturing

<u>Count</u>	<u>Response</u>	<u>Count</u>	<u>Response</u>
18	Poor economy	1	Healthcare costs
17	Increasing sales	1	Improving efficiency
9	Maintaining business/revenue	1	Keeping workforce employed
6	Hiring/retaining employees	1	Leadership
3	Maintaining cash flow	1	Maintaining competition
2	Government	1	Maintaining competitive benefits
2	Improving employee morale	1	Managing growth
2	Strategy	1	Succession planning
1	Controlling costs	1	Training
1	Customer's financial well-being	1	Turnover
1	Downsizing		

Non-Manufacturing

<u>Count</u>	<u>Response</u>	<u>Count</u>	<u>Response</u>
15	Poor economy	1	Controlling costs
9	Increasing sales	1	Finding other sources of revenue
7	Hiring/retaining employees	1	Healthcare costs
3	Improving employee morale	1	Maintaining competition
3	Maintaining business/revenue	1	Meeting customer requirements
2	Funding and sustainability	1	Not implementing layoffs
2	Maintaining cash flow	1	Stability
2	Managing growth	1	Survival
2	Reduction in business/work		

2. What is the most important position in your company?

Manufacturing

<u>Count</u>	<u>Response</u>	<u>Count</u>	<u>Response</u>
20	CEO	1	Engineering
19	All	1	General Manager
8	Sales	1	Human Resources
4	COO	1	Owner
2	Machinists	1	Research and Development
2	Supervisors	1	Technology VP/CIO
2	Vice President	1	Engineering
1	Customer Service	1	General Manager

Non-Manufacturing

<u>Count</u>	<u>Response</u>	<u>Count</u>	<u>Response</u>
16	CEO	1	Direct service workers
13	All	1	Information Technology
11	Sales	1	Leadership
3	Customer Service	1	Operations
2	Hourly workers	1	Technology VP/CIO
1	Attorneys	1	VP of Sales
1	COO	1	VP R&D and Engineering
1	Customers		

BENEFITS

3. Does your company have a 401(k) or 403(b) plan for employees?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	97.4%	Yes	98.5%
No	2.6%	No	1.5%
Responses	77	Responses	66

a) If yes, does your company match contributions?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	72.7%	Yes	74.2%
No	27.3%	No	25.8%
Responses	77	Responses	66

b) What is the match?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
<u>Up to 2%</u>	<u>Count</u>	<u>Up to 2%</u>	<u>Count</u>
25% up to 2%	1	100% up to 2%	1
50% up to 2%	1		
<u>Up to 3%</u>		<u>Up to 3%</u>	
Up to 3%	1	50% up to 3%	1
6% up to 3%	1	100% up to 3%	2
25% up to 3%	2		
50% up to 3%	2		
100% up to 3%	4		
<u>Up to 4%</u>		<u>Up to 4%</u>	
25% up to 4%	1	1% up to 4%	3
50% up to 4%	3	25% up to 4%	1
100% up to 4%	2	100% up to 4%	2
<u>Up to 5%</u>		<u>Up to 5%</u>	
3% up to 5%	1	1% up to 5%	1
20% up to 5%	1	50% up to 5%	3
50% up to 5%	1		
<u>Up to 6%</u>		<u>Up to 6%</u>	
1% up to 6%	1	3% up to 6%	2
2% up to 6%	1	25% up to 6%	7
25% up to 6%	9	50% up to 6%	7
40% up to 6%	1	100% up to 6%	2
50% up to 6%	3		
75% up to 6%	1		
100% up to 6%	1		

<u>Up to 7%</u>		<u>Up to 7%</u>	
30% up to 7%	1	.3 up to 7%	1
<u>Up to 8%</u>		<u>Up to 8%</u>	
		25% up to 8%	2
<u>Other:</u>		<u>Other:</u>	
3% match	3	3% match	5
4% match @ 6%	1	4% match	1
5% match	1	5% match	1
6% match	1	25% of 1% up to 1.5%	1
20% up to \$400.00	1	100% of first 3%	1
25% on first 6%	1		
50% up to \$1,000	1		
50% up to \$800	1		
0.5% on the first 6%	1		
100% of first 3%	2		
100% up to 10%	1		

4. Average percent of health insurance premiums paid by employees:

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Average Percent	22.0%	Average Percent	27.0%
Responses	74	Responses	62

a) What was the most recent percent increase in health insurance premiums to your organization?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Average Percent	10.5%	Average Percent	6.5%
Responses	66	Responses	58

5. Does your company offer Flexible Spending Accounts?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	58.7%	Yes	59.7%
No	41.3%	No	40.3%
Responses	75	Responses	67

6. Does your company offer Health Savings Plans?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	26.0%	Yes	37.3%
No	74.0%	No	62.7%
Responses	77	Responses	67

7. Does your company offer a flextime arrangement for employees?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	42.9%	Yes	46.3%
No	57.1%	No	53.7%
Responses	77	Responses	67

8. Does your company provide any type of childcare assistance (referrals, on-site care, etc.) and/or elder care?

Child Care

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	11.5%	Yes	17.9%
No	88.5%	No	82.1%
Responses	78	Responses	67

Elder Care

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	6.4%	Yes	13.4%
No	93.6%	No	86.6%
Responses	78	Responses	67

9. Does your company offer insurance to retirees?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	10.5%	Yes	19.0%
No	89.5%	No	81.0%
Responses	76	Responses	63

10. How many paid holidays are given to full-time employees each year?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Average Days	9.3	Average Days	8.9

11. Does your company have a Paid-Time-Off "bank" (instead of separation of vacation days, personal days, etc.)?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	16.7%	Yes	32.8%
No	83.3%	No	67.2%
Responses	78	Responses	67

COMPENSATION

12. What is the average percent base increase projected for hourly workers in 2009?
(i.e. 3.5%)

<p><i>Manufacturing</i></p> <p>Average Percent 2.6%</p>	<p><i>Non-Manufacturing</i></p> <p>Average Percent 3.0%</p>
<p><u>Percent Reporting No Increase</u></p>	
<p>Manufacturing 46.2%</p>	<p>Non-Manufacturing 41.8%</p>

13. What is the average percent base increase projected for salaried workers in 2009?
(i.e. 3.5%)

<p><i>Manufacturing</i></p> <p>Average Percent 2.8%</p>	<p><i>Non-Manufacturing</i></p> <p>Average Percent 2.9%</p>
<p><u>Percent Reporting No Increase</u></p>	
<p>Manufacturing 46.2%</p>	<p>Non-Manufacturing 44.8%</p>

14. Are cash bonuses provided to all employees?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
<u>Management</u>	<u>Percent</u>	<u>Non-Management</u>	<u>Percent</u>
Annually	55.1%	Annually	41.0%
Semi-Annually	3.8%	Semi-Annually	2.6%
Quarterly	7.7%	Quarterly	10.3%
Responses	78	Responses	67
<i>Non-Manufacturing</i>		<i>Non-Management</i>	
<u>Management</u>	<u>Percent</u>	<u>Non-Management</u>	<u>Percent</u>
Annually	56.7%	Annually	40.3%
Semi-Annually	7.5%	Semi-Annually	4.5%
Quarterly	10.4%	Quarterly	13.4%
Responses	78	Responses	67

15. Does your company provide ownership opportunities for non-management employees (e.g. stock options, phantom stock, etc.)?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	10.4%	Yes	15.6%
No	89.6%	No	84.4%
Responses	77	Responses	64

16. What is the minimum hourly rate paid to employees? (i.e. \$8.75)

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Average Rate	\$10.11	Average Rate	\$10.45

RECRUITING AND HIRING

17. Does your organization routinely use Internet job boards to find candidates for your open positions?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	74.0%	Yes	79.1%
No	26.0%	No	20.9%
Responses	77	Responses	67

18. Does your company's website have an Online Career Center?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	35.5%	Yes	49.3%
No	64.5%	No	50.7%
Responses	76	Responses	67

19. Does your website promote living and working in Northeast Ohio?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	11.7%	Yes	24.2%
No	88.3%	No	75.8%
Responses	77	Responses	66

20. What percentage of your recruiting budget is spent on classified advertisements?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Average Percent	16.0%	Average Percent	10.5%

21. What percentage of your recruiting budget is spent on on-line advertisements?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Average Percent	37.6%	Average Percent	30.4%

22. Does your company utilize pre-employment drug screening?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	94.9%	Yes	71.6%
No	5.1%	No	28.4%
Responses	78	Responses	67

23. Does your company perform reference checks prior to hiring?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	90.9%	Yes	98.5%
No	9.1%	No	1.5%
Responses	77	Responses	67

24. Does your company ensure that candidates for open positions complete job applications?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	97.4%	Yes	94.0%
No	2.6%	No	6.0%
Responses	77	Responses	67

25. Does your company utilize any type of psychological assessments (including personality profiles, skills tests, cognitive tests, etc.) during the selection phase of your recruiting process?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	55.8%	Yes	56.7%
No	44.2%	No	43.3%
Responses	77	Responses	67

WORKFORCE

26. What percentage of your workforce is temporary?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Average Percent	1.9%	Average Percent	2.6%

27. Are salaried exempt employees at your company required to keep track of hours they work?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	27.3%	Yes	29.9%
No	72.7%	No	70.1%
Responses	77	Responses	67

28. What percentage of your workforce are contingent workers (Part-Time, Job-Sharing, Telecommuting, Seasonal)?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Average Percent	3.2%	Average Percent	7.4%

29. What percentage of employees has been promoted over the past two years?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Average Percent	5.0%	Average Percent	7.1%

30. Does your company provide long-term service awards to employees?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	77.9%	Yes	69.7%
No	22.1%	No	30.3%
Responses	77	Responses	66

31. Has your company outsourced any jobs overseas in the last two years?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	11.7%	Yes	9.0%
No	88.3%	No	91.0%
Responses	77	Responses	67

32. Has an employee sued your organization in the past two years?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	27.6%	Yes	15.2%
No	72.4%	No	84.8%
Responses	76	Responses	66

33. Does your company anticipate any layoffs for 2009?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	67.5%	Yes	38.8%
No	32.5%	No	61.2%
Responses	77	Responses	67

34. Has there been any incident of violence in your workplace in the past two years?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	5.3%	Yes	3.1%
No	94.7%	No	96.9%
Responses	76	Responses	65

COMMUNICATION

35. Does your company have a mentorship program for new or existing employees?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	25.6%	Yes	30.3%
No	74.4%	No	69.7%
Responses	78	Responses	66

36. Would you say that everyone in your company knows the organization's mission statement?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	60.3%	Yes	59.7%
No	39.7%	No	40.3%
Responses	78	Responses	67

37. How often does your company meet with employees to review financial information, state of the company, or company policies?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
<u>Percent</u>		<u>Percent</u>	
12.8%	Annually	14.9%	Annually
6.4%	Semi-annually	13.4%	Semi-annually
55.1%	Quarterly	47.8%	Quarterly
19.2%	At least monthly	14.9%	At least monthly
6.4%	Never	9.0%	Never

38. Does your company have and distribute job descriptions to employees for their positions?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	76.6%	Yes	80.6%
No	23.4%	No	19.4%
Responses	77	Responses	67

39. Does each employee in your company receive an employee handbook?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	94.9%	Yes	92.5%
No	5.1%	No	7.5%
Responses	78	Responses	67

40. Which of the following methods does your organization use to communicate with employees?

	<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
Bulletin Boards	94.9%	5.1%	82.1%	17.9%
Email	91.0%	9.0%	94.1%	5.9%
In-House Publications Organization	44.9%	55.1%	50.7%	49.3%
Website/Internet	37.2%	62.8%	47.1%	52.9%
Pay Envelope Insert Staff/Department	66.7%	33.3%	32.4%	67.6%
Meetings	82.1%	17.9%	77.8%	22.2%
Town Hall Meetings	57.7%	42.3%	31.5%	68.5%
Video/DVD/CD-Rom	9.0%	91.0%	10.8%	89.2%
Voice-mail	23.1%	76.9%	28.0%	72.0%

41. Does your company have a strategic plan?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	80.3%	Yes	90.9%
No	19.7%	No	9.1%
Responses	76	Responses	66

TRAINING AND DEVELOPMENT

42. Does your company utilize web-based training as a part of your overall employee training and education programs?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	48.7%	Yes	58.2%
No	51.3%	No	41.8%
Responses	78	Responses	67

43. Does your company provide financial assistance to employees to upgrade their skills (e.g. tuition assistance, job-related training)?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	91.0%	Yes	84.8%
No	9.0%	No	15.2%
Responses	78	Responses	66

44. What percentage of your HR budget is defined for tuition assistance, job-related training, etc.?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Average Percent	9.4%	Average Percent	6.3%

SAFETY

45. Do you have a written safety program and procedures?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	92.2%	Yes	80.3%
No	7.8%	No	19.7%
Responses	77	Responses	66

46. Does your company pay for Personal Protective Equipment (PPE) (e.g. work boots, safety goggles)?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	96.2%	Yes	66.7%
No	3.8%	No	33.3%
Responses	78	Responses	63

47. Is your company in a group-rated workers' compensation program?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	71.4%	Yes	78.8%
No	28.6%	No	21.2%
Responses	77	Responses	66

48. Does your organization have a disaster recovery plan?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	57.9%	Yes	69.2%
No	42.1%	No	30.8%
Responses	76	Responses	65

OTHER

49. Does your company have a written diversity plan (i.e. recruiting initiatives, hiring processes, management training)?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	32.9%	Yes	37.9%
No	67.1%	No	62.1%
Responses	76	Responses	66

50. Does your company have business casual dress?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	98.7%	Yes	97.0%
No	1.3%	No	3.0%
Responses	78	Responses	66

51. Does your company randomly test for substance abuse?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	39.0%	Yes	31.8%
No	61.0%	No	68.2%
Responses	77	Responses	66

52. Does your company utilize a time clock system?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	91.0%	Yes	53.8%
No	9.0%	No	46.2%
Responses	78	Responses	65

53. Does your company utilize any type of human resources information system (i.e. performance appraisals, applicant tracking systems, collecting employee suggestions)?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	65.4%	Yes	71.6%
No	34.6%	No	28.4%
Responses	78	Responses	67

54. Does your organization employ any type of formal quality improvement process?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	71.4%	Yes	42.4%
No	28.6%	No	57.6%
Responses	77	Responses	66

55. Has your company received any awards for community involvement in the past two years?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	40.8%	Yes	45.3%
No	59.2%	No	54.7%
Responses	76	Responses	64

56. Does your company outsource payroll?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	72.7%	Yes	71.6%
No	27.3%	No	28.4%
Responses	77	Responses	67

57. Does your company have Employers Practice Liability Insurance?

<i>Manufacturing</i>		<i>Non-Manufacturing</i>	
Yes	80.6%	Yes	87.1%
No	19.4%	No	12.9%
Responses	72	Responses	62