

ERC Employee Relations Survey

August 2010

Conducted by ERC

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Overview

In July of 2010, ERC conducted a survey on organizations in Northeast Ohio to explore employee relations practices among Northeast Ohio employers specifically related to handbooks and policies; feedback, suggestions, and communication; and retention. The results show several key trends among Northeast Ohio employers in terms of their employee relations practices. This survey was co-sponsored by ERC's Preferred Partner, Millisor + Nobil.

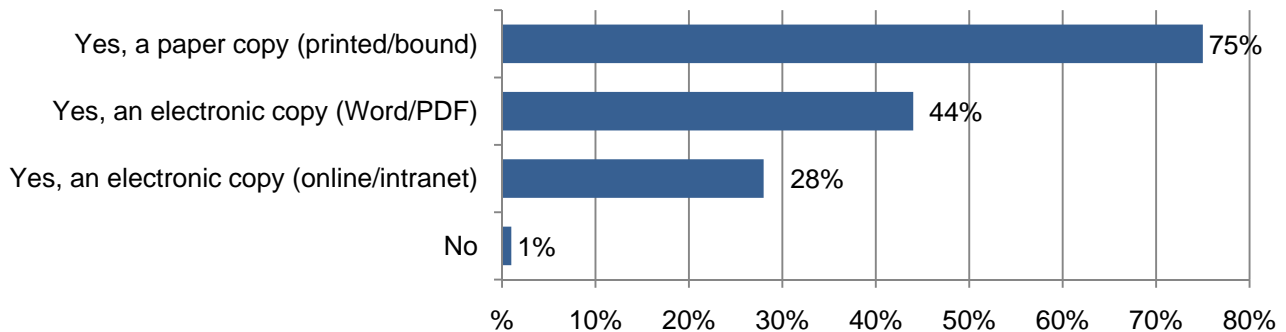
Key findings in the survey

- Most organizations provide employees with a paper (printed/bound) copy of their employee handbook.
- Many employee handbooks include a mission statement, letter from the CEO, and a statement of the core values.
- Almost all organizations require employees to acknowledge that they have read and received the handbook.
- The most common written policies deal with harassment, jury duty, substance abuse, and military leave.
- Most employers utilize a progressive discipline policy.
- Policy violations are most commonly reported to HR representatives and immediate supervisors or managers.
- The most common methods for collecting employee feedback are exit interviews/surveys, employee opinion/satisfaction surveys, and post-training surveys/evaluations.
- Employees most commonly communicate suggestions through face-to-face meetings, suggestion boxes, and face-to-face interviews.
- Most organizations report having an intranet site which contains a variety of HR-related information.
- The majority of organizations offer length of service awards to recognize employees.

Handbooks and Policies

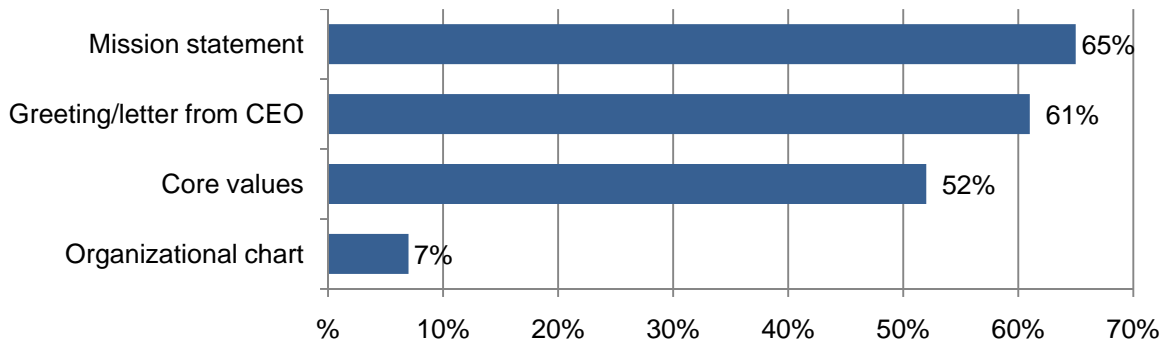
Nearly all respondents (99%) have an employee handbook. Of these, seventy-five percent (75%) have a paper copy of the handbook and forty-four percent (44%) have an electronic copy in a Word or PDF version. Fewer employers (28%) have an electronic copy of their handbook online or on their intranet. Manufacturing organizations are more likely to have a paper copy of the handbook than non-manufacturing and non-profit organizations. More large employers (500+ employees) report having electronic handbooks.

Figure 1 | Does your organization have an employee handbook?



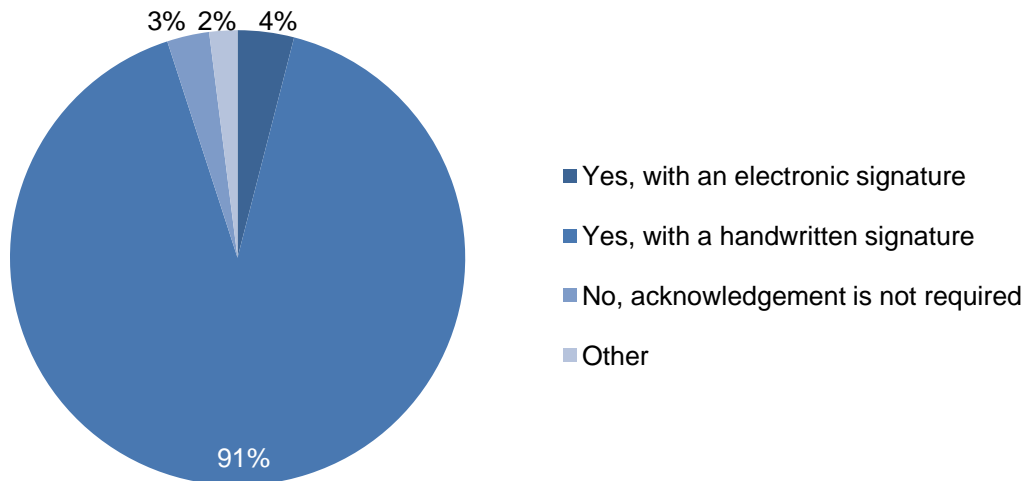
Most employee handbooks include mission statements (65%), a greeting or letter from the CEO (61%), and statement of the core values (52%). Few organizations (7%) include an organizational chart in the employee handbook. More non-profit organizations tend to include a mission statement when compared to manufacturing and non-manufacturing organizations. In addition, large organizations (500+ employees) are more likely to include core values and an organizational chart in their handbook.

Figure 2 | Does your organization's employee handbook include any of the following?



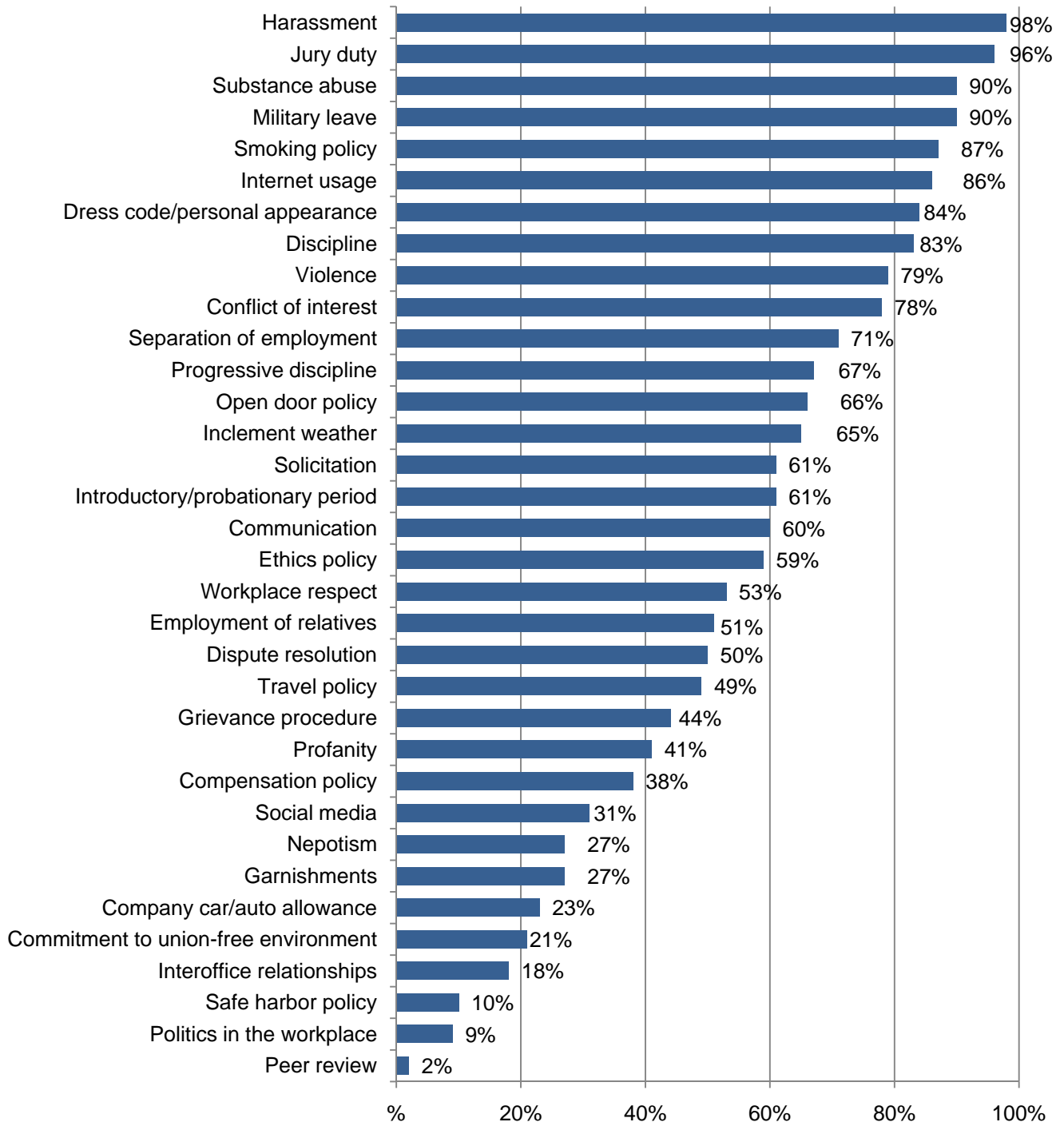
The vast majority of organizations require employees to sign, with a handwritten signature, an acknowledgement that they have received and/or read their employee handbook (91%). Large organizations (500+ employees) tend to be the most likely to offer an electronic signature option.

Figure 3 | Are employees required to sign an acknowledgement that they have received and/or read the employee handbook?



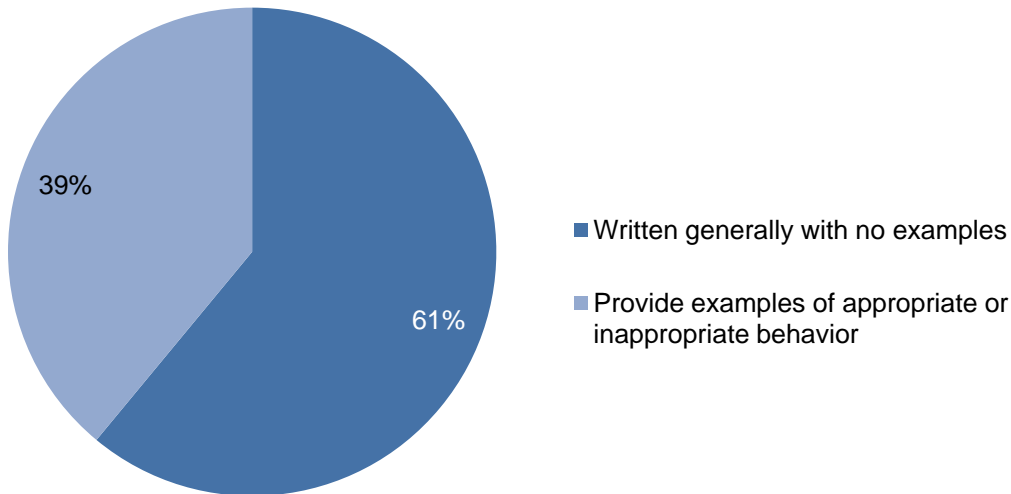
The most common written policies organizations have pertain to harassment (98%), jury duty (96%), substance abuse (90%), and military leave (90%). Few organizations have written policies on safe harbor (10%), politics (9%), or peer review (2%). For a breakdown of policies by industry and size, please see Appendix A.

Figure 4 | Does your organization have any of the following written policies?



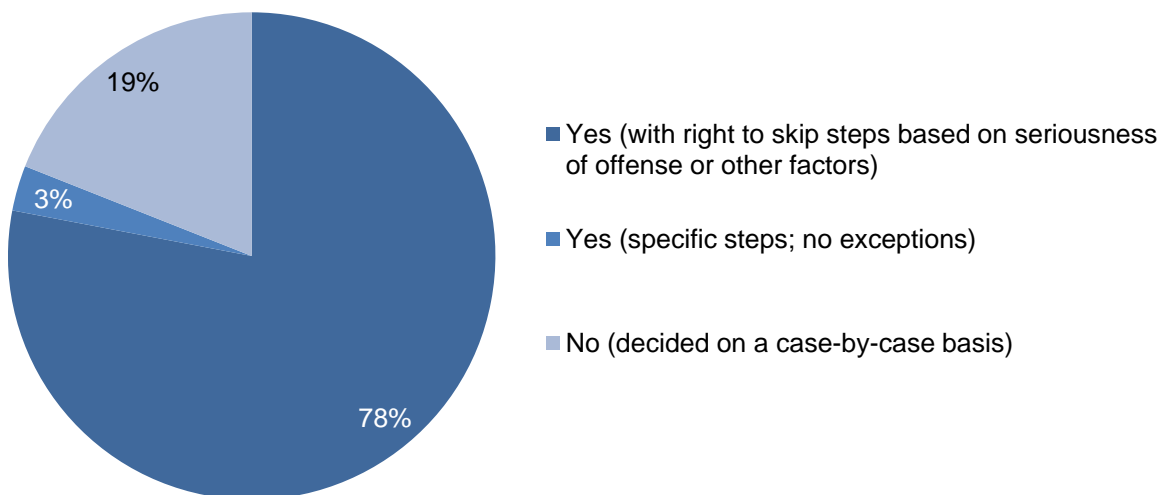
Most organizations (61%) write their policies involving employee conduct in a general manner, providing no examples of appropriate or inappropriate behavior, while some (39%) provide examples of what behavior is and isn't appropriate. Small organizations (1-50 employees) are more likely to write general policies and large employers (500+ employees) are more likely to provide examples of behavior in their policies.

Figure 5 | Are policies involving employee conduct typically written in a general manner or does your organization provide examples of appropriate or inappropriate behavior?



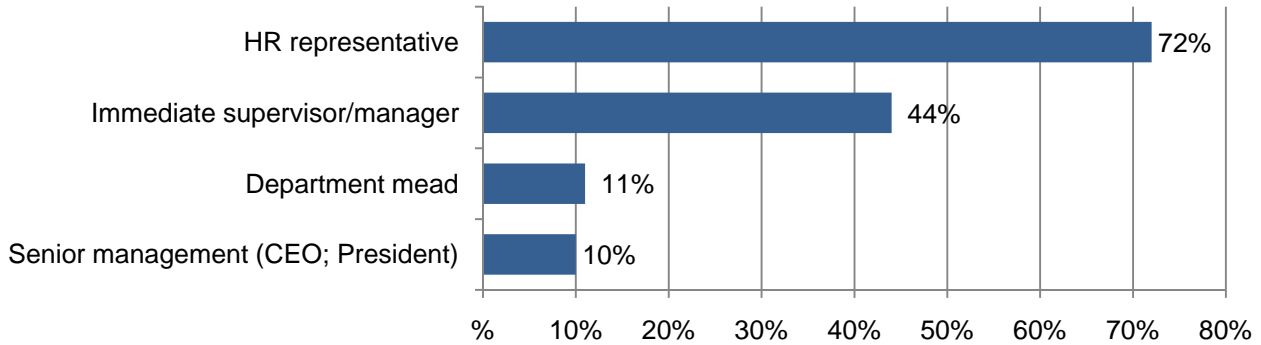
Most organizations follow a progressive discipline policy or procedure (81%). Seventy-eight percent (78%) of employees have this policy with the right to skip steps based on the seriousness of the offense or other factors. Non-manufacturing and small organizations (1-50 employees) are the most likely to not have a progressive discipline policy and tend to determine discipline on a case-by-case basis.

Figure 6 | Does your organization follow a progressive discipline policy or procedure?



Violation of organizational policies is most often reported to a representative in HR (72%). The immediate supervisor or manager is also sometimes involved in receiving reports of policy violations (44%). In small organizations, violations are more likely to be reported to the immediate supervisor or senior management when compared to larger organizations, where violations are typically reported to an HR representative.

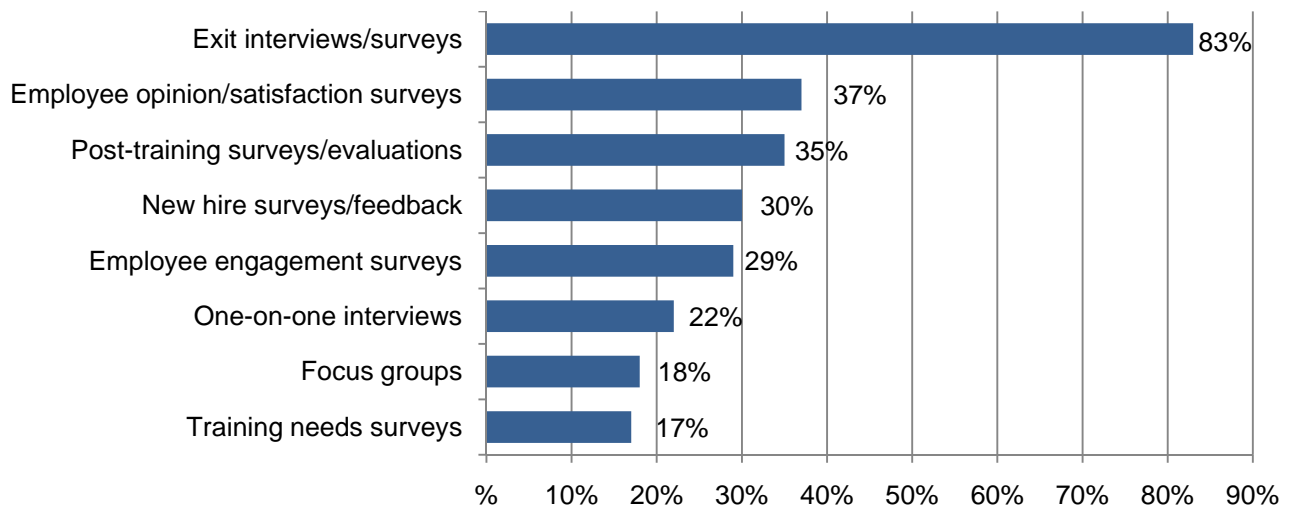
Figure 7 | To whom are violations of organizational policies typically reported?



Feedback, Suggestions, and Communication

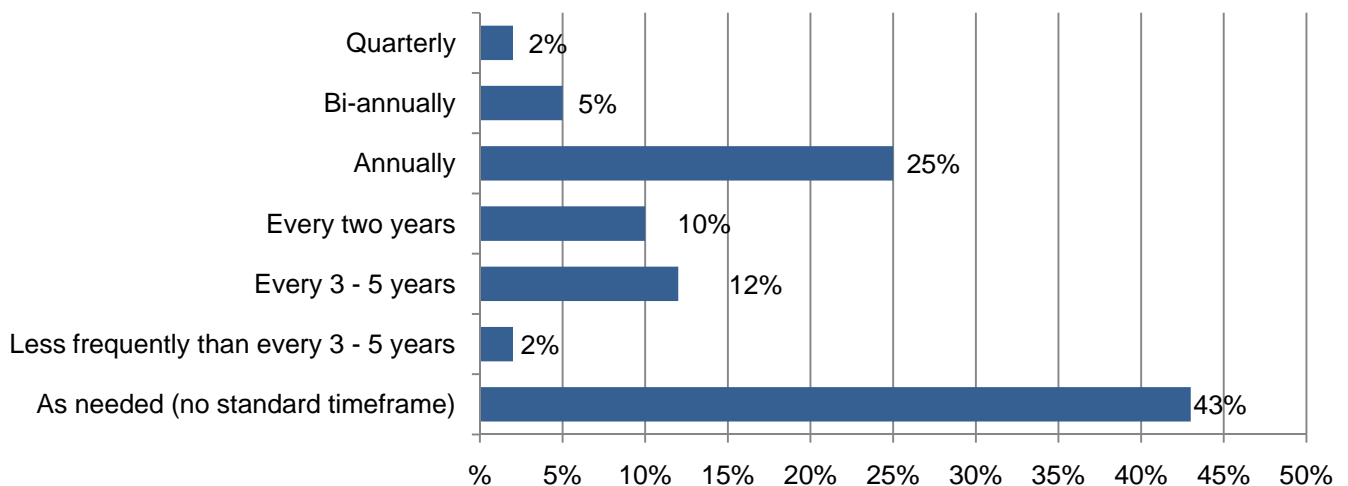
Employers most commonly collect employee feedback using exit interviews and exit surveys (83%). Other common methods of collecting feedback include employee opinion/satisfaction surveys (37%), post-training surveys/evaluations (35%), and new hire surveys/feedback (30%). Larger organizations (200+ employees) tend to collect feedback via employee surveys, while smaller organizations tend to collect feedback via interviews.

Figure 8 | Does your organization collect employee feedback using any of the following methods?



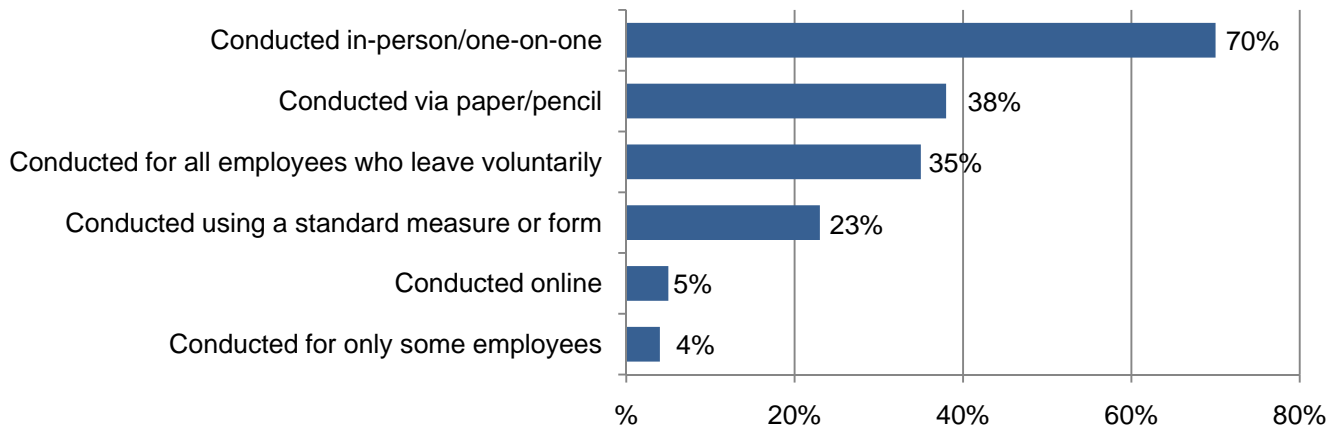
Of the organizations who conduct employee engagement or opinion/satisfaction surveys, most conduct these surveys on an as-needed basis (43%). Several also conduct them annually (25%).

Figure 9 | If your organization conducts employee engagement or opinion/satisfaction surveys, how often are they conducted?



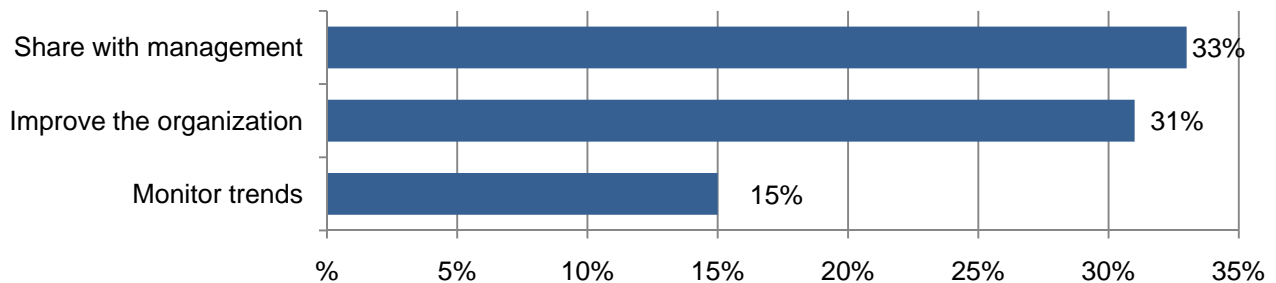
Of the organizations who conduct exit interviews or exit surveys, the majority conduct in-person one-on-one exit interviews or surveys (70%). Some conduct paper/pencil exit interviews or surveys (38%). Thirty-five percent (35%) of employers conduct exit interviews or surveys for all employees who voluntarily leave the organization. Large organizations (500+ employees) are most likely to use online exit interviews/surveys.

Figure 10 | If your organization conducts exit interviews/surveys, do any of the following apply?



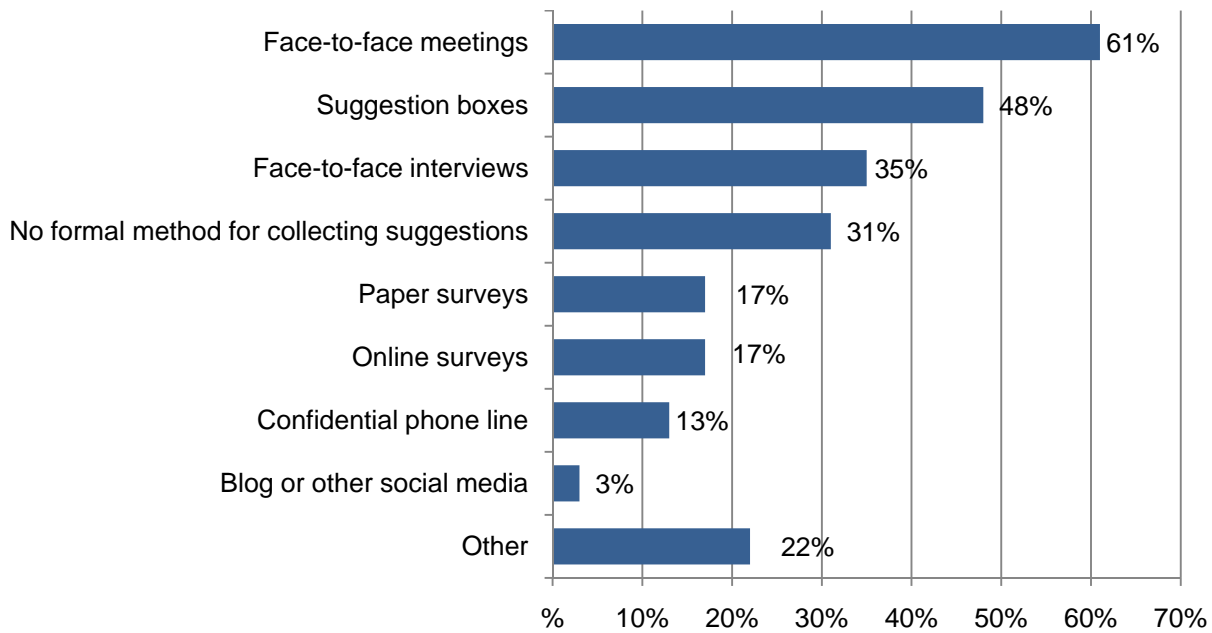
The majority of organizations share data collected from employee surveys and/or exit interviews with management (33%). Several organizations (31%) also report using this information to improve their organization, while others use the information to monitor trends (15%). The responses of all participants are summarized in Appendix B.

Figure 11 | How does your organization use the data collected in employee surveys and/or exit interviews (if used)?



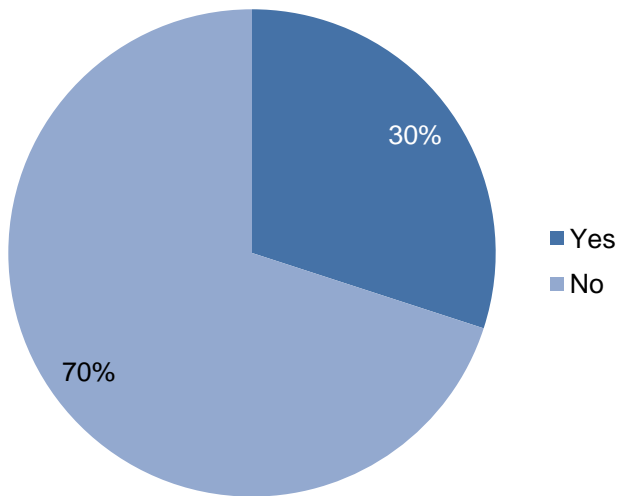
Organizations provide their employees with a variety of ways to communicate suggestions. Face-to-face meetings (61%), suggestion boxes (48%), and face-to-face interviews (35%) are the most common methods for communicating suggestions. Other methods of communicating suggestions cited by employers include email, team meetings, and an open-door policy. Large organizations (500+ employees) are most likely to use a confidential phone line or online surveys to gather information on suggestions than other sizes of organizations, while small organizations tend to use face-to-face meetings and suggestion boxes.

Figure 12 | In which of the following ways can employees communicate suggestions?



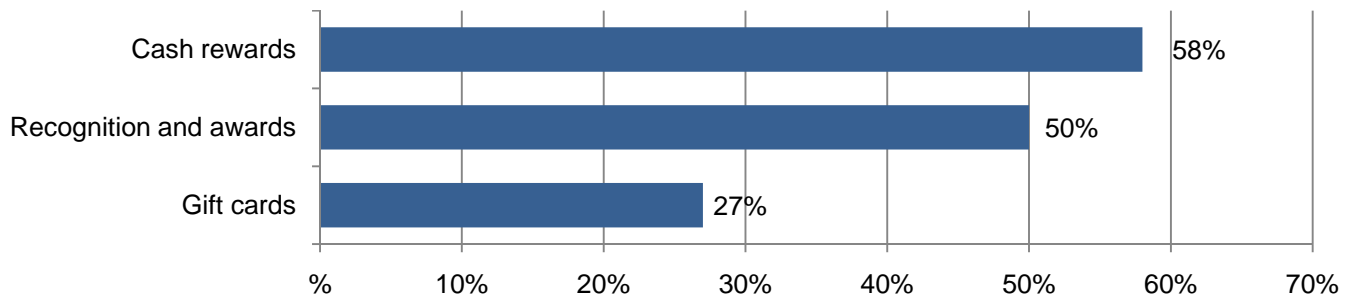
Some organizations (30%) reward employees for providing suggestions. Non-profit organizations are the least likely to provide rewards for ideas or suggestions.

Figure 13 | Are employees rewarded for providing suggestions?



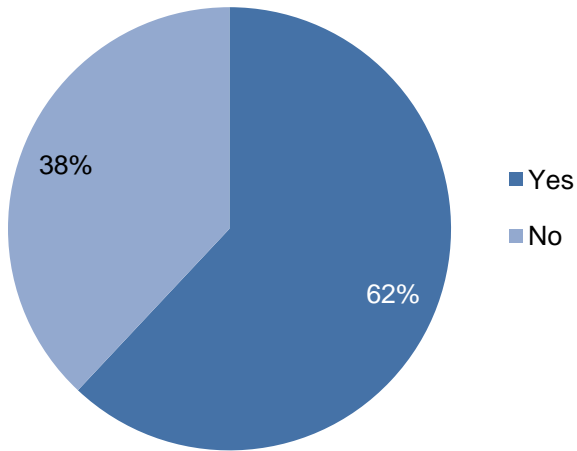
Of the organizations that reward employees for providing suggestions, 58% do so using cash rewards. Fifty percent reward employees using recognition or awards and 27% use gift cards. Moderately large (201-500 employees) are most likely to provide cash rewards or recognition and awards for employee suggestions.

Figure 14 | How are employees rewarded for providing suggestions?



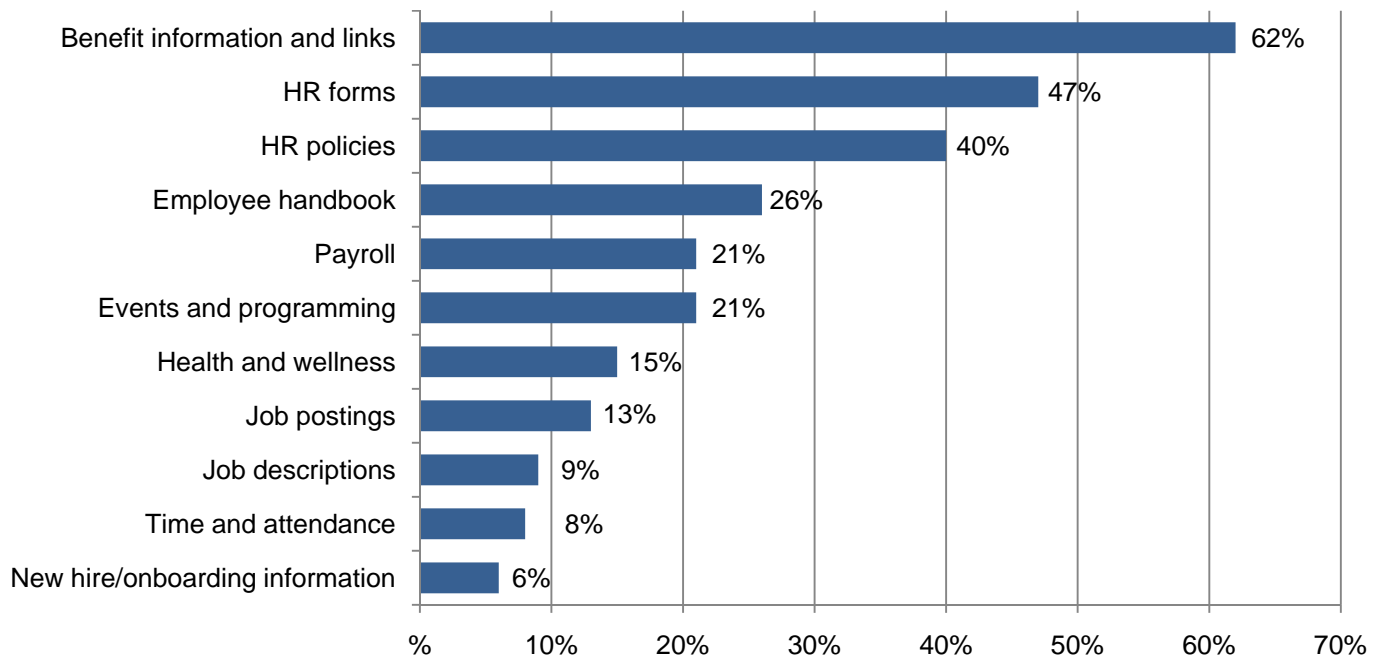
Most organizations (62%) report having an intranet site. Manufacturing organizations are the least likely to have an intranet site. Large organizations (500+ employees) are more likely than smaller organizations to have an intranet site.

Figure 15 | Does your organization have an intranet site?



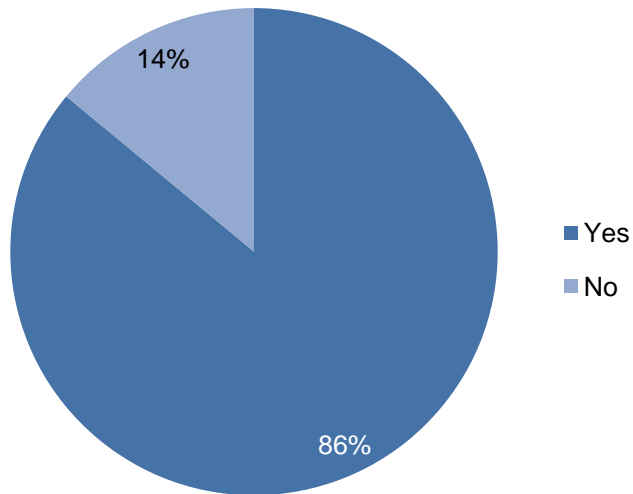
Of the organizations that have intranet websites, the most commonly included HR information is benefit information and links to benefit information (62%), HR forms (47%), and HR policies (40%). Further description of what employers include on their intranet sites is reported in Appendix C.

Figure 16 | Please specify what HR information is included on the intranet.



The majority of respondents (86%) report that they provide opportunities for upper management to meet one-on-one with lower-level employees. Non-profit organizations were slightly less likely to provide opportunities to meet one-on-one with lower-level employees.

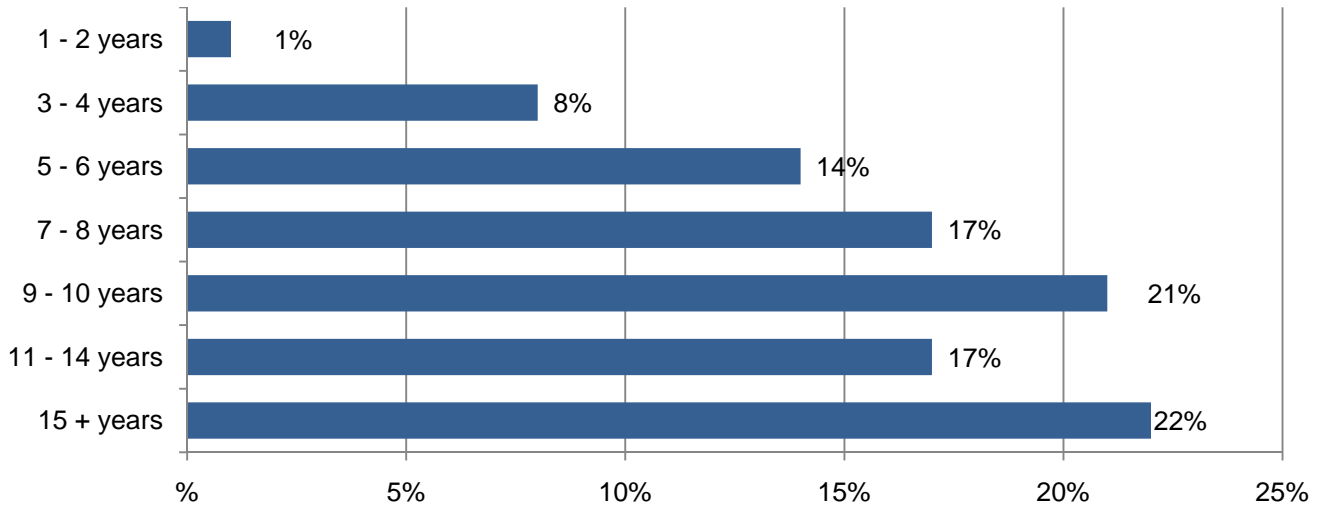
Figure 17 | Do you provide opportunities for upper management to meet one-on-one with lower-level employees?



Retention

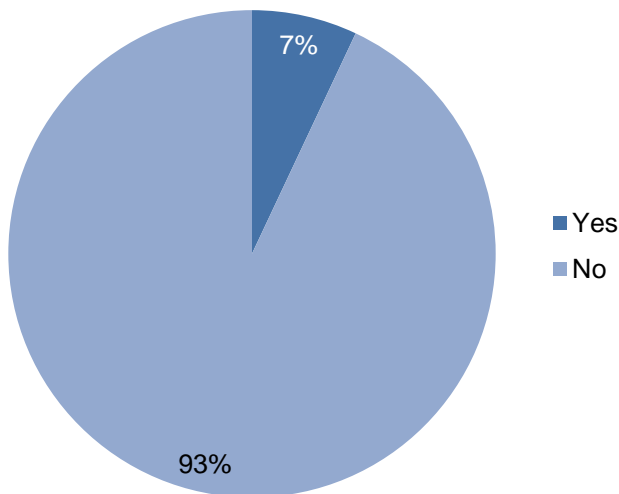
Across all respondents, the average tenure of employees is 10 years. Sixty percent of organizations report their average tenure to be 9 or more years. Manufacturing organizations tend to report higher average tenure than non-manufacturing and non-profit organizations.

Figure 18 | What is the average tenure of your organization’s employees (in years)?



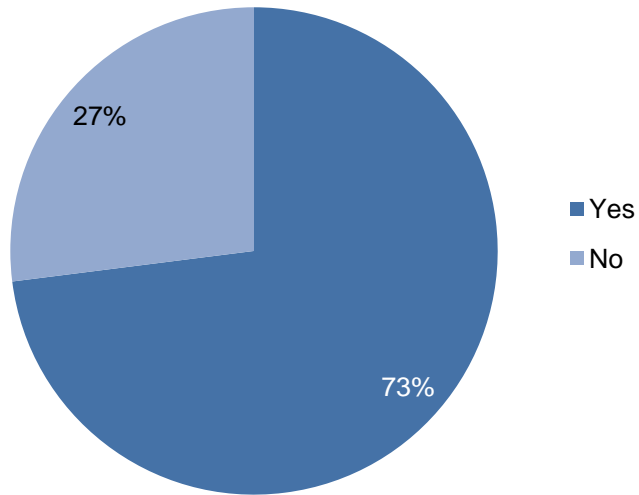
Most organizations (93%) report that they do not offer retention bonuses. Of the organizations who do offer these bonuses, the amount of the bonus is typically based on length of service.

Figure 19 | Does your organization offer retention bonuses?



The majority of employers (73%) report offering length of service awards to recognize tenure with the organization. Descriptions of how organizations determine these awards are listed in Appendix D.

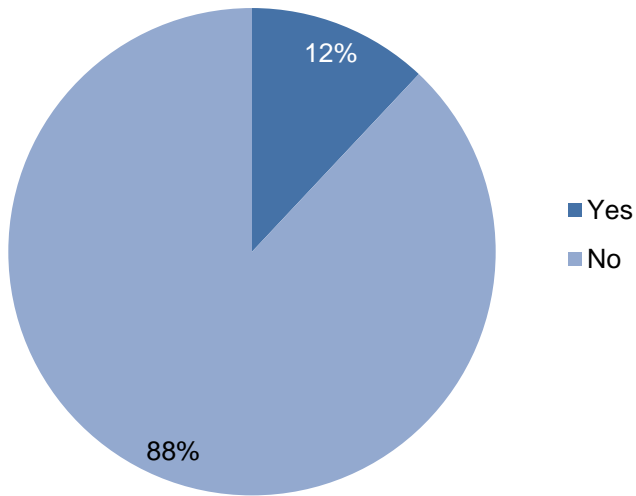
Figure 20 | Does your organization offer length of service awards to recognize tenure with the organization?



Union Affiliation

The majority of employers (88%) do not have any unionized employees. Only 12% of respondents indicate that they had unionized staff. The average percentage of staff reported to be unionized among respondents is 36%.

Figure 21 | Does your organization have any unionized employees?



Respondent Demographics

One-hundred and five (105) organizations in Northeast Ohio participated in the survey; a breakdown of the industries and sizes they represent is provided below.

Figure 25 | Respondent demographics by industry and organizational size

	Percent
Industry	
Manufacturing	52%
Non-Manufacturing	29%
Non-Profit	19%
Organizational Size	
1-50	17%
51-200	59%
201-500	12%
Over 500	12%

Appendix A: Industry and Organizational Size Breakouts

Due to the quantity of differences in survey responses by industry and organizational size, the following breakouts are provided for each question.

Figure 1a | Does your organization have an employee handbook?

	Yes, a paper copy (Printed/bounded)	Yes, an electronic copy (Word/PDF)	Yes, An electronic copy (online/intranet)	No
All Organizations	75%	44%	28%	1%
Industry				
Manufacturing	91%	35%	17%	2%
Non-Manufacturing	57%	57%	43%	0%
Non-Profit	65%	50%	35%	0%
Organizational Size				
1-50	78%	39%	17%	0%
51-200	79%	46%	25%	0%
201-500	75%	33%	25%	0%
Over 500	62%	54%	62%	8%

Figure 2a | Does your organization's employee handbook include any of the following?

	Mission statement	Greeting/letter from CEO	Core values	Organizational chart
All Organizations	65%	61%	52%	7%
Industry				
Manufacturing	63%	67%	56%	2%
Non-Manufacturing	63%	57%	53%	10%
Non-Profit	75%	55%	45%	15%
Organizational Size				
1-50	61%	56%	50%	6%
51-200	66%	67%	53%	2%
201-500	58%	58%	42%	8%
Over 500	77%	46%	69%	31%

Figure 3a | Are employees required to sign an acknowledgement that they have received and/or read the employee handbook?

	Yes, with an handwritten signature	Yes, with an electronic signature	No, acknowledgement is not required	Other
All Organizations	91%	4%	3%	2%
Industry				
Manufacturing	91%	0%	5%	4%
Non-Manufacturing	90%	10%	0%	0%
Non-Profit	95%	5%	0%	0%
Organizational Size				
1-50	100%	0%	0%	0%
51-200	92%	3%	3%	2%
201-500	84%	0%	8%	8%
Over 500	83%	17%	0%	0%

Figure 4a | Does your organization have any of the following written policies?

Commitment to union-free environment

	Yes	No
All Organizations	21%	79%
Industry		
Manufacturing	35%	65%
Non-Manufacturing	7%	93%
Non-Profit	5%	95%
Organizational Size		
1-50	6%	94%
51-200	25%	75%
201-500	33%	67%
Over 500	15%	85%

Communication

	Yes	No
All Organizations	60%	40%
Industry		
Manufacturing	65%	35%
Non-Manufacturing	60%	40%
Non-Profit	50%	50%
Organizational Size		
1-50	61%	39%
51-200	66%	34%
201-500	58%	42%
Over 500	38%	62%

Company car/auto allowance

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	24%	76%
Non-Manufacturing	20%	80%
Non-Profit	25%	75%
Organizational Size		
1-50	28%	72%
51-200	18%	82%
201-500	8%	92%
Over 500	54%	46%

Compensation policy

	Yes	No
All Organizations	38%	62%
Industry		
Manufacturing	37%	63%
Non-Manufacturing	30%	70%
Non-Profit	55%	45%
Organizational Size		
1-50	28%	72%
51-200	38%	62%
201-500	50%	50%
Over 500	46%	54%

Conflict of interest

	Yes	No
All Organizations	78%	22%
Industry		
Manufacturing	74%	26%
Non-Manufacturing	83%	17%
Non-Profit	85%	15%
Organizational Size		
1-50	67%	33%
51-200	75%	25%
201-500	92%	8%
Over 500	100%	0%

Discipline

	Yes	No
All Organizations	83%	17%
Industry		
Manufacturing	93%	7%
Non-Manufacturing	70%	30%
Non-Profit	80%	20%
Organizational Size		
1-50	83%	17%
51-200	87%	13%
201-500	92%	8%
Over 500	62%	38%

Dispute resolution

	Yes	No
All Organizations	50%	50%
Industry		
Manufacturing	48%	52%
Non-Manufacturing	50%	50%
Non-Profit	55%	45%
Organizational Size		
1-50	61%	39%
51-200	54%	46%
201-500	42%	58%
Over 500	23%	77%

Dress code/personal appearance

	Yes	No
All Organizations	84%	16%
Industry		
Manufacturing	82%	18%
Non-Manufacturing	87%	13%
Non-Profit	90%	10%
Organizational Size		
1-50	94%	6%
51-200	84%	16%
201-500	75%	25%
Over 500	85%	15%

Employment of relatives

	Yes	No
All Organizations	51%	49%
Industry		
Manufacturing	52%	48%
Non-Manufacturing	37%	63%
Non-Profit	70%	30%
Organizational Size		
1-50	28%	72%
51-200	48%	53%
201-500	67%	33%
Over 500	85%	15%

Ethics policy

	Yes	No
All Organizations	59%	41%
Industry		
Manufacturing	52%	48%
Non-Manufacturing	60%	40%
Non-Profit	80%	20%
Organizational Size		
1-50	44%	56%
51-200	54%	46%
201-500	75%	25%
Over 500	92%	8%

Garnishments

	Yes	No
All Organizations	27%	73%
Industry		
Manufacturing	28%	72%
Non-Manufacturing	27%	73%
Non-Profit	25%	75%
Organizational Size		
1-50	33%	67%
51-200	25%	75%
201-500	33%	67%
Over 500	23%	77%

Grievance procedure

	Yes	No
All Organizations	44%	56%
Industry		
Manufacturing	43%	57%
Non-Manufacturing	30%	70%
Non-Profit	70%	30%
Organizational Size		
1-50	50%	50%
51-200	46%	54%
201-500	25%	75%
Over 500	46%	54%

Harassment

	Yes	No
All Organizations	98%	2%
Industry		
Manufacturing	100%	0%
Non-Manufacturing	97%	3%
Non-Profit	100%	0%
Organizational Size		
1-50	100%	0%
51-200	100%	0%
201-500	100%	0%
Over 500	92%	8%

Inclement weather

	Yes	No
All Organizations	65%	35%
Industry		
Manufacturing	63%	37%
Non-Manufacturing	63%	37%
Non-Profit	75%	25%
Organizational Size		
1-50	67%	33%
51-200	69%	31%
201-500	50%	50%
Over 500	62%	38%

Internet usage

	Yes	No
All Organizations	86%	14%
Industry		
Manufacturing	85%	15%
Non-Manufacturing	87%	13%
Non-Profit	90%	10%
Organizational Size		
1-50	83%	17%
51-200	87%	13%
201-500	92%	8%
Over 500	85%	15%

Interoffice relationships

	Yes	No
All Organizations	18%	82%
Industry		
Manufacturing	19%	81%
Non-Manufacturing	7%	93%
Non-Profit	35%	65%
Organizational Size		
1-50	6%	94%
51-200	20%	80%
201-500	25%	75%
Over 500	23%	77%

Introductory/probationary period

	Yes	No
All Organizations	61%	39%
Industry		
Manufacturing	67%	33%
Non-Manufacturing	47%	53%
Non-Profit	70%	30%
Organizational Size		
1-50	72%	28%
51-200	57%	43%
201-500	67%	33%
Over 500	62%	38%

Jury duty

	Yes	No
All Organizations	96%	4%
Industry		
Manufacturing	96%	4%
Non-Manufacturing	96%	4%
Non-Profit	100%	0%
Organizational Size		
1-50	94%	6%
51-200	97%	3%
201-500	100%	0%
Over 500	100%	0%

Military leave

	Yes	No
All Organizations	90%	10%
Industry		
Manufacturing	89%	11%
Non-Manufacturing	93%	7%
Non-Profit	90%	10%
Organizational Size		
1-50	72%	28%
51-200	95%	5%
201-500	92%	8%
Over 500	92%	8%

Nepotism

	Yes	No
All Organizations	27%	73%
Industry		
Manufacturing	22%	78%
Non-Manufacturing	20%	80%
Non-Profit	50%	50%
Organizational Size		
1-50	11%	89%
51-200	20%	80%
201-500	42%	58%
Over 500	69%	31%

Open door policy

	Yes	No
All Organizations	66%	34%
Industry		
Manufacturing	74%	26%
Non-Manufacturing	73%	27%
Non-Profit	35%	65%
Organizational Size		
1-50	50%	50%
51-200	67%	33%
201-500	92%	8%
Over 500	62%	38%

Peer review

	Yes	No
All Organizations	2%	98%
Industry		
Manufacturing	0%	100%
Non-Manufacturing	7%	93%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	3%	97%
201-500	0%	100%
Over 500	0%	100%

Politics in the workplace

	Yes	No
All Organizations	9%	91%
Industry		
Manufacturing	6%	94%
Non-Manufacturing	10%	90%
Non-Profit	15%	85%
Organizational Size		
1-50	6%	94%
51-200	10%	90%
201-500	8%	92%
Over 500	8%	92%

Profanity

	Yes	No
All Organizations	41%	59%
Industry		
Manufacturing	50%	50%
Non-Manufacturing	30%	70%
Non-Profit	35%	65%
Organizational Size		
1-50	33%	67%
51-200	48%	52%
201-500	33%	67%
Over 500	31%	69%

Progressive discipline

	Yes	No
All Organizations	67%	33%
Industry		
Manufacturing	76%	24%
Non-Manufacturing	50%	50%
Non-Profit	70%	30%
Organizational Size		
1-50	56%	44%
51-200	72%	28%
201-500	67%	33%
Over 500	62%	38%

Safe harbor policy

	Yes	No
All Organizations	10%	90%
Industry		
Manufacturing	15%	85%
Non-Manufacturing	7%	93%
Non-Profit	0%	100%
Organizational Size		
1-50	6%	94%
51-200	10%	90%
201-500	8%	92%
Over 500	15%	85%

Separation of employment

	Yes	No
All Organizations	71%	29%
Industry		
Manufacturing	72%	28%
Non-Manufacturing	63%	37%
Non-Profit	80%	20%
Organizational Size		
1-50	72%	28%
51-200	72%	28%
201-500	67%	33%
Over 500	69%	31%

Smoking policy

	Yes	No
All Organizations	87%	13%
Industry		
Manufacturing	93%	7%
Non-Manufacturing	83%	17%
Non-Profit	80%	20%
Organizational Size		
1-50	78%	22%
51-200	87%	13%
201-500	92%	8%
Over 500	100%	0%

Social media

	Yes	No
All Organizations	31%	69%
Industry		
Manufacturing	30%	70%
Non-Manufacturing	30%	70%
Non-Profit	40%	60%
Organizational Size		
1-50	22%	78%
51-200	30%	70%
201-500	42%	58%
Over 500	46%	54%

Solicitation

	Yes	No
All Organizations	61%	39%
Industry		
Manufacturing	70%	30%
Non-Manufacturing	57%	43%
Non-Profit	45%	55%
Organizational Size		
1-50	44%	56%
51-200	64%	36%
201-500	83%	17%
Over 500	54%	46%

Substance abuse

	Yes	No
All Organizations	90%	10%
Industry		
Manufacturing	93%	7%
Non-Manufacturing	83%	17%
Non-Profit	95%	5%
Organizational Size		
1-50	94%	6%
51-200	89%	11%
201-500	100%	0%
Over 500	85%	15%

Travel policy

	Yes	No
All Organizations	49%	51%
Industry		
Manufacturing	44%	56%
Non-Manufacturing	50%	50%
Non-Profit	60%	40%
Organizational Size		
1-50	56%	44%
51-200	41%	59%
201-500	50%	50%
Over 500	77%	23%

Violence

	Yes	No
All Organizations	79%	21%
Industry		
Manufacturing	87%	13%
Non-Manufacturing	70%	30%
Non-Profit	75%	25%
Organizational Size		
1-50	67%	33%
51-200	84%	16%
201-500	83%	17%
Over 500	77%	23%

Workplace respect

	Yes	No
All Organizations	53%	47%
Industry		
Manufacturing	59%	41%
Non-Manufacturing	47%	53%
Non-Profit	45%	55%
Organizational Size		
1-50	33%	67%
51-200	61%	39%
201-500	42%	58%
Over 500	54%	46%

Figure 5a | Are policies involving employee conduct typically written in a general manner or does your organization provide examples of appropriate or inappropriate behavior?

	Written generally with no examples	Provide examples of appropriate or inappropriate behavior
All Organizations	61%	39%
Industry		
Manufacturing	61%	39%
Non-Manufacturing	63%	37%
Non-Profit	55%	45%
Organizational Size		
1-50	78%	22%
51-200	57%	43%
201-500	67%	33%
Over 500	46%	54%

Figure 6a | Does your organization follow a progressive discipline policy or procedure?

	Yes (with right to skip steps based on seriousness)	Yes (specific steps; no exceptions)	No (decided on case-by-case basis)
All Organizations	78%	3%	19%
Industry			
Manufacturing	83%	6%	11%
Non-Manufacturing	67%	0%	33%
Non-Profit	80%	0%	20%
Organizational Size			
1-50	72%	0%	28%
51-200	78%	5%	17%
201-500	75%	0%	25%
Over 500	85%	0%	15%

Figure 7a | To whom are violations of organizational policies typically reported?

	HR representative	Immediate supervisor/manager	Department head	Senior management
All Organizations	72%	44%	11%	10%
Industry				
Manufacturing	72%	46%	9%	7%
Non-Manufacturing	73%	37%	13%	7%
Non-Profit	70%	50%	10%	20%
Organizational Size				
1-50	39%	72%	0%	17%
51-200	75%	41%	13%	8%
201-500	92%	17%	83%	8%
Over 500	85%	46%	15%	8%

Figure 8a | Does your organization collect employee feedback using any of the following methods?

Employee engagement surveys

	Yes	No
All Organizations	29%	71%
Industry		
Manufacturing	30%	70%
Non-Manufacturing	33%	67%
Non-Profit	20%	80%
Organizational Size		
1-50	22%	78%
51-200	25%	75%
201-500	42%	58%
Over 500	46%	54%

Employee opinion/satisfaction surveys

	Yes	No
All Organizations	37%	63%
Industry		
Manufacturing	30%	70%
Non-Manufacturing	33%	67%
Non-Profit	20%	80%
Organizational Size		
1-50	22%	78%
51-200	25%	75%
201-500	42%	58%
Over 500	46%	54%

Exit interviews/surveys

	Yes	No
All Organizations	83%	17%
Industry		
Manufacturing	85%	15%
Non-Manufacturing	83%	17%
Non-Profit	80%	20%
Organizational Size		
1-50	78%	22%
51-200	80%	20%
201-500	92%	8%
Over 500	100%	0%

Focus groups

	Yes	No
All Organizations	18%	82%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	10%	90%
Non-Profit	35%	65%
Organizational Size		
1-50	94%	6%
51-200	79%	21%
201-500	100%	0%
Over 500	61%	39%

New-hire surveys/feedback

	Yes	No
All Organizations	30%	70%
Industry		
Manufacturing	28%	72%
Non-Manufacturing	33%	67%
Non-Profit	30%	70%
Organizational Size		
1-50	22%	78%
51-200	20%	80%
201-500	58%	42%
Over 500	62%	38%

One-on-one interviews

	Yes	No
All Organizations	22%	78%
Industry		
Manufacturing	26%	74%
Non-Manufacturing	17%	83%
Non-Profit	20%	80%
Organizational Size		
1-50	28%	72%
51-200	23%	77%
201-500	17%	83%
Over 500	15%	85%

Post-training surveys/evaluations

	Yes	No
All Organizations	35%	65%
Industry		
Manufacturing	30%	70%
Non-Manufacturing	40%	60%
Non-Profit	45%	55%
Organizational Size		
1-50	28%	72%
51-200	30%	70%
201-500	33%	67%
Over 500	77%	23%

Training needs surveys

	Yes	No
All Organizations	17%	83%
Industry		
Manufacturing	15%	85%
Non-Manufacturing	23%	77%
Non-Profit	15%	85%
Organizational Size		
1-50	11%	89%
51-200	18%	82%
201-500	8%	92%
Over 500	31%	69%

Figure 9a | If your organization conducts employee engagement or opinion/satisfaction surveys, how often are they conducted?

	Quarterly	Bi-annually	Annually	Every two years	Every 3-5 years	< Every 5 years	As needed
All Organizations	2%	5%	25%	10%	12%	2%	43%
Industry							
Manufacturing	0%	6%	22%	3%	19%	3%	44%
Non-Manufacturing	6%	6%	22%	17%	6%	0%	39%
Non-Profit	0%	0%	40%	20%	0%	0%	50%
Organizational Size							
1-50	0%	9%	0%	9%	0%	0%	82%
51-200	3%	0%	32%	10%	10%	3%	42%
201-500	0%	13%	25%	0%	25%	0%	25%
Over 500	0%	10%	30%	20%	20%	0%	20%

Figure 10a | If your organization conducts exit interviews/surveys, do any of the following apply?

Conduct paper exit interviews/surveys

	Yes	No
All Organizations	38%	62%
Industry		
Manufacturing	44%	56%
Non-Manufacturing	37%	63%
Non-Profit	25%	75%
Organizational Size		
1-50	28%	72%
51-200	44%	56%
201-500	17%	83%
Over 500	46%	54%

Conduct online exit interviews/surveys

	Yes	No
All Organizations	5%	95%
Industry		
Manufacturing	2%	98%
Non-Manufacturing	10%	90%
Non-Profit	5%	95%
Organizational Size		
1-50	0%	100%
51-200	2%	98%
201-500	0%	100%
Over 500	31%	69%

Conduct in-person one-on-one exit interviews/surveys

	Yes	No
All Organizations	70%	30%
Industry		
Manufacturing	78%	22%
Non-Manufacturing	53%	47%
Non-Profit	75%	25%
Organizational Size		
1-50	61%	39%
51-200	69%	31%
201-500	92%	8%
Over 500	69%	31%

Conduct exit interviews/surveys using a standard measure or form

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	19%	81%
Non-Manufacturing	30%	70%
Non-Profit	25%	75%
Organizational Size		
1-50	11%	89%
51-200	28%	72%
201-500	17%	83%
Over 500	23%	77%

Conduct exit interviews/surveys for all employees who leave voluntarily

	Yes	No
All Organizations	35%	65%
Industry		
Manufacturing	30%	70%
Non-Manufacturing	40%	60%
Non-Profit	45%	55%
Organizational Size		
1-50	6%	94%
51-200	44%	56%
201-500	25%	75%
Over 500	46%	54%

Conduct exit interviews/surveys for only some employees

	Yes	No
All Organizations	4%	96%
Industry		
Manufacturing	6%	94%
Non-Manufacturing	3%	97%
Non-Profit	0%	100%
Organizational Size		
1-50	6%	94%
51-200	2%	98%
201-500	17%	83%
Over 500	0%	100%

Figure 11a | How does your organization use the data collected in employee surveys and/or exit interviews (if used)?

	Monitor trends	Improve the organization	Share with management
All Organizations	15%	31%	33%
Industry			
Manufacturing	17%	34%	32%
Non-Manufacturing	17%	33%	33%
Non-Profit	5%	20%	35%
Organizational Size			
1-50	0%	50%	22%
51-200	20%	20%	37%
201-500	25%	50%	33%
Over 500	0%	39%	31%

Figure 12a | In which of the following ways can employees communicate suggestions?

Blog or other social media

	Yes	No
All Organizations	3%	97%
Industry		
Manufacturing	0%	100%
Non-Manufacturing	7%	93%
Non-Profit	5%	95%
Organizational Size		
1-50	0%	100%
51-200	2%	98%
201-500	8%	92%
Over 500	8%	92%

Confidential phone line

	Yes	No
All Organizations	13%	87%
Industry		
Manufacturing	13%	87%
Non-Manufacturing	17%	83%
Non-Profit	10%	90%
Organizational Size		
1-50	0%	100%
51-200	12%	88%
201-500	8%	92%
Over 500	46%	54%

Face-to-face interviews

	Yes	No
All Organizations	35%	65%
Industry		
Manufacturing	39%	61%
Non-Manufacturing	30%	70%
Non-Profit	35%	65%
Organizational Size		
1-50	33%	67%
51-200	38%	62%
201-500	17%	83%
Over 500	46%	54%

Face-to-face meetings

	Yes	No
All Organizations	61%	39%
Industry		
Manufacturing	61%	39%
Non-Manufacturing	60%	40%
Non-Profit	65%	35%
Organizational Size		
1-50	67%	33%
51-200	59%	41%
201-500	42%	58%
Over 500	85%	15%

Online surveys

	Yes	No
All Organizations	17%	83%
Industry		
Manufacturing	9%	91%
Non-Manufacturing	27%	73%
Non-Profit	25%	75%
Organizational Size		
1-50	11%	89%
51-200	10%	90%
201-500	25%	75%
Over 500	54%	46%

Paper surveys

	Yes	No
All Organizations	17%	83%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	17%	83%
Non-Profit	20%	80%
Organizational Size		
1-50	11%	89%
51-200	15%	85%
201-500	25%	75%
Over 500	31%	69%

Suggestion boxes

	Yes	No
All Organizations	48%	52%
Industry		
Manufacturing	54%	46%
Non-Manufacturing	40%	60%
Non-Profit	45%	55%
Organizational Size		
1-50	44%	56%
51-200	51%	49%
201-500	50%	50%
Over 500	39%	61%

No formal method for collecting suggestions

	Yes	No
All Organizations	31%	69%
Industry		
Manufacturing	26%	74%
Non-Manufacturing	40%	60%
Non-Profit	30%	70%
Organizational Size		
1-50	33%	67%
51-200	30%	70%
201-500	42%	58%
Over 500	23%	77%

Other

	Yes	No
All Organizations	22%	78%
Industry		
Manufacturing	19%	81%
Non-Manufacturing	23%	77%
Non-Profit	30%	70%
Organizational Size		
1-50	28%	72%
51-200	18%	82%
201-500	42%	58%
Over 500	15%	85%

Figure 13a | Are employees rewarded for providing suggestions?

	Yes	No
All Organizations	30%	70%
Industry		
Manufacturing	32%	68%
Non-Manufacturing	32%	68%
Non-Profit	24%	76%
Organizational Size		
1-50	47%	53%
51-200	24%	76%
201-500	25%	75%
Over 500	46%	54%

Figure 14a | How are employees rewarded for providing suggestions?

	Cash rewards	Gift cards	Awards and recognition
All Organizations	58%	27%	50%
Industry			
Manufacturing	67%	33%	47%
Non-Manufacturing	57%	29%	43%
Non-Profit	25%	0%	75%
Organizational Size			
1-50	63%	25%	63%
51-200	50%	42%	25%
201-500	100%	0%	100%
Over 500	60%	0%	80%

Figure 15a | Does your organization have an intranet site?

	Yes	No
All Organizations	62%	38%
Industry		
Manufacturing	57%	43%
Non-Manufacturing	71%	29%
Non-Profit	60%	40%
Organizational Size		
1-50	39%	61%
51-200	61%	39%
201-500	67%	33%
Over 500	92%	8%

Figure 16a | Please specify what HR information is included on the intranet.

Benefit information and links

	Yes	No
All Organizations	62%	38%
Industry		
Manufacturing	54%	46%
Non-Manufacturing	74%	26%
Non-Profit	60%	40%
Organizational Size		
1-50	20%	80%
51-200	61%	39%
201-500	56%	44%
Over 500	70%	30%

Events and programming

	Yes	No
All Organizations	21%	79%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	21%	79%
Non-Profit	30%	70%
Organizational Size		
1-50	20%	80%
51-200	19%	81%
201-500	14%	86%
Over 500	30%	70%

Handbook

	Yes	No
All Organizations	26%	74%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	32%	68%
Non-Profit	40%	60%
Organizational Size		
1-50	40%	60%
51-200	23%	77%
201-500	43%	57%
Over 500	20%	80%

Health and wellness

	Yes	No
All Organizations	15%	85%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	26%	74%
Non-Profit	20%	80%
Organizational Size		
1-50	0%	100%
51-200	16%	84%
201-500	14%	86%
Over 500	20%	80%

HR forms

	Yes	No
All Organizations	47%	53%
Industry		
Manufacturing	38%	62%
Non-Manufacturing	58%	42%
Non-Profit	50%	50%
Organizational Size		
1-50	80%	20%
51-200	52%	48%
201-500	43%	57%
Over 500	20%	80%

HR policies

	Yes	No
All Organizations	40%	60%
Industry		
Manufacturing	46%	54%
Non-Manufacturing	32%	68%
Non-Profit	40%	60%
Organizational Size		
1-50	80%	20%
51-200	29%	71%
201-500	29%	71%
Over 500	60%	40%

Job descriptions

	Yes	No
All Organizations	9%	91%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	11%	89%
Non-Profit	20%	80%
Organizational Size		
1-50	0%	100%
51-200	7%	93%
201-500	0%	100%
Over 500	30%	70%

Job postings

	Yes	No
All Organizations	13%	87%
Industry		
Manufacturing	13%	87%
Non-Manufacturing	11%	89%
Non-Profit	20%	80%
Organizational Size		
1-50	20%	80%
51-200	10%	90%
201-500	14%	86%
Over 500	20%	80%

New hire/on-boarding information

	Yes	No
All Organizations	6%	94%
Industry		
Manufacturing	0%	100%
Non-Manufacturing	5%	95%
Non-Profit	20%	80%
Organizational Size		
1-50	0%	100%
51-200	3%	97%
201-500	0%	100%
Over 500	20%	80%

Payroll

	Yes	No
All Organizations	21%	79%
Industry		
Manufacturing	17%	83%
Non-Manufacturing	21%	79%
Non-Profit	30%	70%
Organizational Size		
1-50	20%	80%
51-200	16%	84%
201-500	29%	71%
Over 500	30%	70%

Time and attendance

	Yes	No
All Organizations	8%	92%
Industry		
Manufacturing	8%	92%
Non-Manufacturing	0%	100%
Non-Profit	20%	80%
Organizational Size		
1-50	20%	80%
51-200	10%	90%
201-500	0%	100%
Over 500	0%	100%

Figure 17a | Do you provide opportunities for upper management to meet one-on-one with lower-level employees?

	Yes	No
All Organizations	86%	14%
Industry		
Manufacturing	89%	11%
Non-Manufacturing	90%	10%
Non-Profit	75%	25%
Organizational Size		
1-50	90%	11%
51-200	83%	17%
201-500	83%	17%
Over 500	100%	0%

Figure 18a | What is the average tenure of your organization’s employees (in years)?

	Average Years
All Organizations	10
Industry	
Manufacturing	12
Non-Manufacturing	9
Non-Profit	7
Organizational Size	
1-50	10
51-200	10
201-500	11
Over 500	10

Figure 18b | What is the average tenure of your organization’s employees (in years)?

	1-2 years	3-4 years	5-6 years	7-8 years	9 -10 years	11-14 years	15 + years
All Organizations	1%	8%	14%	17%	21%	17%	22%
Industry							
Manufacturing	0%	2%	11%	13%	19%	21%	34%
Non-Manufacturing	0%	15%	8%	27%	23%	19%	8%
Non-Profit	7%	14%	36%	14%	21%	0%	8%
Organizational Size							
1-50	0%	6%	31%	13%	13%	12%	25%
51-200	2%	8%	6%	20%	24%	22%	18%
201-500	0%	9%	9%	27%	9%	18%	28%
Over 500	0%	10%	30%	0%	30%	0%	30%

Figure 19a | Does your organization offer retention bonuses?

	Yes	No
All Organizations	7%	93%
Industry		
Manufacturing	6%	94%
Non-Manufacturing	10%	90%
Non-Profit	5%	95%
Organizational Size		
1-50	6%	94%
51-200	7%	93%
201-500	8%	92%
Over 500	8%	92%

Figure 20a | Does your organization offer length of service awards to recognize tenure with the organization?

	Yes	No
All Organizations	73%	27%
Industry		
Manufacturing	76%	24%
Non-Manufacturing	63%	37%
Non-Profit	80%	20%
Organizational Size		
1-50	50%	50%
51-200	74%	26%
201-500	100%	0%
Over 500	77%	23%

Figure 21a | Does your organization have any unionized employees?

	Yes	No
All Organizations	12%	89%
Industry		
Manufacturing	9%	91%
Non-Manufacturing	7%	93%
Non-Profit	25%	75%
Organizational Size		
1-50	0%	100%
51-200	8%	92%
201-500	8%	92%
Over 500	46%	54%

Figure 21b | What is the percentage of employees of employees that are unionized at your organization?

	Average Percent
All Organizations	36%
Industry	
Manufacturing	28%
Non-Manufacturing	27%
Non-Profit	49%
Organizational Size	
1-50	n/a
51-200	40%
201-500	58%
Over 500	30%

Appendix B: Employee Surveys and Exit Interviews

The following are how employers use the information obtained from employee surveys and exit interviews.

- We review the interviews for common themes to notify us if something or someone needs to be evaluated for improvement.
- We use the data collected to make improvements to the organization as well as the manager/department.
- If there are areas of concern, human resources reviews with the department head/supervisor.
- We create summaries for business heads to look at.
- We identify areas for improvement.
- We use this information as feedback to divisions as suggestions for improvement and process changes.
- Employee surveys are used to improve office efficiency or reveal areas that need attention.
- We share concerns with the management team and use this info to make necessary improvements.
- This is used for information gathering and creating strategies for improvement.
- This information is reviewed with HR, direct Supervisor and the Supervisor's Manager if necessary.
- We do not use this information in any formal way.
- We use this information to see if there are any patterns or repeated major areas of concern.
- The Executive Director reviews summaries of all annual interviews.
- This information is reviewed by CEO to identify problem areas/opportunities for improvement.
- We review this information to look for consistent patterns. This is reviewed with management if trends are seen.
- We report this information to the CEO.
- Suggestions for improvement are communicated to upper management.
- We have not utilized data because of low turnover numbers.
- We identify issues that the organization is not aware of, or identify what are problems that are a 'big deal' to employees that are not on management's radar screen.
- Any issues that are discovered are discussed with appropriate manager for correction.
- This information is shared with supervisors.
- We review the data/info and meet with upper management to determine course of action.
- From surveys, we establish and modify policies (benefit plan design; reward and recognition programs, etc)
- Review it with the manager.
- It's communicated to the HR Director
- Review between HR and local Sr. Management
- Often do not find out that employee has quit / left until long gone. Thus very few exit interviews are done.
- Take into consideration and discussed with Supervisor
- Information is reviewed, and if necessary, the information is used to improve policies and make changes in employment practices.

- It is reviewed for trends.
- We look for general trends and may consider change in procedures/practices.
- This info is kept confidential; however, if valuable information is discovered, that is shared with supervisor or CEO.
- We use this as suggestions for improving the workplace.
- We share it with the management team for continuous improvement.
- We use this information to inform decisions on training needs, services offered to employees, organization-wide employees issues that need addressed and to keep open communication flowing within our organization.
- We share this information with management to improve the employee experience.
- The data is forwarded to immediate supervisor, department head & CEO for review.
- Information is gathered in HR and passed on if applicable to the Department head or COO
- We send it to their immediate supervisor and on an as needed basis to others it may be relevant to. We use the data to make positive changes when their suggestions for improvement are recognized as something we should do. We also use the data to let managers know what they are doing well and should continue doing well.
- It depends on the information whether it is discussed by the management team
- We use this information to look for process improvement, specific leadership topics, policy violations that had not been reported.
- This information is submitted to president and department manager.
- We use this information to determine what, if any, action needs be taken to maintain effective employee relations.
- The feedback is given to the CEO, management staff, and HR. Try and correct any trends in comments.
- Reviewed by management team to if there are suggestions that may be implemented.
- We using this information to assess organization and management effectiveness. We then act on the recommendations.
- We use interviews to understand if there are any underlying issues with the reason for resignation that need to be addressed (ensure there were no discriminatory issues). We learn how to better prepare for a replacement for the position. Any other concerns in general about the company that can be addressed.
- We implement ways to improve based on some of the feedback
- For awareness purposes, this information is shared with the CEO and COO.
- This information is discussed with immediate supervisor
- We validate the information provided and investigate, if needed, to make improvements or address issues that are contrary to our company's overall practices.
- It did not in the past but with new leadership we will use the exit interviews as a tool to improve the organization; situations will be investigated and management will come to a resolution for improvement.
- We use this to see if we need to make any changes or improvements.

- We review and take this information under advisement.
- Used to evaluate policies, procedures, staffing needs, etc.
- It is placed in their personnel file.
- We look for comments and/or ideas that could/should be addressed.
- We use the info to improve on the position and assist the newly hired employee in that position.
- HR does the exit interviews and distributes summary to CEO and Department Director and supervisor.
- We use this info to better serve the employees in the future.
- This information is used as part of our continuous improvement plan.
- This information is reported to directors.
- We compile the exit interviews and share relative information with managers. We also share the information with senior management.
- For surveys: actions created to address items in survey and taken into consideration for some management decisions. Exit interviews: feedback is shared with site leader and direct supervisor as needed. "
- This info is shared with employee's manager and shared with management team to determine if changes are warranted.
- These surveys are used to monitor organizational culture and employee morale.
- We use the info as a means for improvement and change, if necessary.
- Feedback is given to management.
- Copies are forwarded for management review purposes.
- We look for any continual complaints of similar nature (or) any serious reasons for an employee wanting to leave.

Appendix C: HR Info Included on Organizational Intranet Sites

The following are HR information included on organizational intranet sites as cited by respondents.

- All HR policies and procedures, benefits, and on boarding.
- New policies, job descriptions, HR forms etc.
- Employee handbook, union contract, training classes, training sign up, all HR forms, benefits information including plans, rates, access to healthy lifestyles and each carrier, internal employment application, referral bonus policy and forms, access to personal account where employees can view pay, paid time off accruals, tax exemptions etc, and can make changes to address, tax exemptions, marital status etc.
- Benefit info, policy manual, links to benefit vendors' websites, intraoffice forms
- Benefits & policy information
- Recruitment info; benefit outline; starting salary info; handbook; list of members and their primary functions.
- Hiring information, wellness.
- Personnel code, forms, policies, employees data--training, performance, conflict declarations, health/wellness education, management articles, recognition, new employees, orientation
- Handbook, benefit information, wellness program information, employee directories, payroll information, mentoring program information, business card order form
- Policies (not entire handbook at this time)
- Benefit information and forms
- Benefits, wellness
- HR calendar with current events. Benefits topics.
- Handbook, policies, forms, links to vendors, e.g. TPA and 401(k) administrator, links to resources such as our EAP.
- Forms, basic benefit information
- All forms, policies, benefit info
- Policies, procedures, standard work
- Benefits information and vendor links, employee announcements, corporate and local company news, wellness information, local company-sponsored events
- Website has employment page where interested persons can get info as well as application
- Medical, Dental, 401K info, copy of handbook
- Our employee handbook, forms, benefit information, PTO information, secure access to pay stubs, training information and press releases
- Safety, continuous improvement events
- General announcements posted; links to benefit provider's websites; electronic versions of handbooks
- Policies, paydays/holidays, forms, on-line training, on-line performance review

- All HR forms, Policy & Procedure Manual
- Employee benefits, new employee orientation, employee professional development offerings (by HR) links to job descriptions
- ER, payroll, benefits, training, etc.
- Longevity, birthdays, benefit Information, tax information, payroll
- Various HR change forms, tuition reimbursement policy and forms, PTO policy and request forms, attendance forms and we use a calendar to list employees' birthdays, anniversaries and other events for the month.
- The HR page on our Intranet rocks! It has literally everything you'd want to know. There are links to our benefit providers and all the forms someone needs to use. Our contact info is provided there, the holiday schedule, pictures of all the fun events we have, family notes indicating who experienced a gain or loss in their families recently, info on all our benefits, policies, and procedures, etc.
- Shared documents.
- Safety and health Policies, OSHA information, employee handbook, open positions
- Benefits, events, company information, time & attendance, I-pay statements, e-mail access, personal information and dependent information
- Handbook, evaluation forms, benefits info, hr related forms
- Policies, postings, forms, benefits information, links to vendors, discounts.
- Varies by location. Various items such as policies, job postings, company financial data, contact info, etc.
- Tax forms, direct deposit forms, HR policies and procedures, medical emergency forms, benefit information
- Forms, contact information, newsletters
- Handbook, personnel policies, HR forms, benefit information, holiday schedule, organizational chart, archives, expectations, legal and ethical standards
- Corporate HR information
- Handbook, benefits information and vendor links, payroll information and payroll vendor link, continuing education information
- Benefit contact information, holidays, employee handbook, health and safety procedures, incident reporting forms and procedures, OSHA logs, forms, insurance and 401K information and enrollment forms
- Forms, newsletters, calendars, directory
- Standard forms (W-4, Direct Deposit etc.), benefits info and forms, EE event photos
- Timesheets, expense reports, policy manual, professional development plan
- Access to EAP website, VisionCare and Health Care sites, COBRA Notice, plan summaries for all health insurance options, supervisor and employee guides to HR Online and Timecards Online, harassment and HIPPA policies and trainings, employee handbook and electronic signature form, retirement plan and

401(k) notices and enrollment forms, past employee engagement survey results, and benefits deferral and payroll forms.

- All sections of HR have their own home page
- Policies, procedures, instructional manuals, benefits, payroll and employee relations
- Policy and procedure manual, corporate compliance, job postings, job descriptions, benefits
- HR vision statement and values, benefits, retirement, open positions, policies, org chart, HR contact information, forms, arrivals and departures listing, job descriptions, HR process documentation, health and wellness, service award site, and discount page site.
- Corporate and local policies, benefits information, performance process
- Handbook, forms and policies, benefits newsletters, benefits calendar
- Links to our payroll and HR provider
- Right now only open job positions. In the future, we hope to include our handbook and other forms the employees may need for HR related issues.

Appendix D: Length of Service Awards

The following are descriptions of organizations' length of service award practices.

- We recognize at 5 year increments at a dinner event. During the dinner, the employee is allowed to bring their spouse/guest. All the executive staff participates as well as the employee's manager. They receive a cash reward of \$50/yr. So when someone reaches their 5 year anniversary-they are given a \$250 check. We have the service award dinners annually.
- Starting at 5-year anniversary, employee receives awards and recognition that year and every 5 years thereafter. Award/celebration includes a gift card (value = \$10 for every year of employment) + a cake and card signed by all employees.
- Five years and every five after that, employees receive \$10/year service for a gift of their choosing.
- 5 years - \$50; 10 years - \$150; 15 years - \$200; 20 years - \$250
- 5 years - \$30; 10 years - \$50; 15 years - \$75; 20 years - \$100; 25 years - \$150; 30 years - \$200; 35 years - \$250
- Employee is awarded a Mile Stone Award after 25 years of service.
- When an employee retires he/she receives a gift certificate for the number of years worked, rounded up and doubled, plus a plaque and a paper weight.
- Every 5 years employees are eligible for a service award. Approximately \$14.00 per year of service for items in a gift catalog.
- They receive plaques at 5, 10, 15, 20, 25, 30, 35 and 40 years.
- An award is presented every 5 years.
- This varies by location. The awards have a monetary value, but we do not provide cash or gift cards, there is a specific service award program for monetary awards.
- Recognition for 20, 30, 40 years of service. A company jacket is given for 20 years' service; cash amounts are given for 30, 40 years' service, usually around \$50.00.
- Every 5 years, and the value varies. Employees are provided options, but they can choose a lower level, if they wish.
- 5 years - \$50; 10 years - \$100; 15 years - \$150; 20 years - \$200; 25 years - \$250
- 5 years – certificate; 10 yrs - plaque and pin; 15 yrs - plaque - sapphire inserted in pin; 20 yrs - plaque - 2nd sapphire inserted in pin; 25 yrs - plaque - diamond inserted in pin; 30 yrs - men - ring – plaque women - diamond necklace – plaque; 35 yrs - men diamond inserted in ring – plaque women - diamond earrings – plaque; 40 yrs - men 2nd diamond in ring – plaque no woman has met this level (yet); 45 yrs - men 3 diamond in ring plaque no woman has met this level (yet).
- **Anniversary Cost**

5	\$44.45
10	\$59.25

15	\$88.88
20	\$118.50
25	\$177.75
30	\$237.00
35	\$355.50
40	\$474.05
45	\$592.55
50	\$888.80
55	\$1,185.03

- 5 year increments, award value varies from \$100+ (restricted gift selection from award vendor)
- 5-10-15-20-15, etc.; Employee chooses from various gifts \$50-100.
- 1 yr - \$55; 10 yr - \$80; 15 yr - \$110; 20 yr - \$155; 25 yr - \$210; 30 yr - \$280; 35 yr - \$400; 40 yr - \$550
- 5, 10, 15, 20 years and so on are rewarded. Longest YOS is currently 45 years. Pins are awarded each years with a different stone depending on YOS. For any landmark year 25 and up also receive a Chamber of Commerce gift certificate in the same amount as the YOS.
- 5 yrs. \$100; 10 yrs. \$200; 15 yrs. \$300; 20 yrs. \$500; 30 yrs. \$1000.
- 1 yr = \$35.00; 5 yr = \$50.00; 10 yr = \$75.00; 15 yr = \$100.00; 20 yr = \$150.00; 25 yr = \$250.00; 30 yr = \$350.00

About ERC

ERC is Northeast Ohio's largest organization dedicated to HR and workplace programs, practices, training and consulting. ERC membership provides employers access to an incredible amount of information, expertise, and cost savings that supports the attraction, retention, and development of great employees. We also host the nationally recognized NorthCoast 99 program and sponsor the ERC Health insurance program. For more information about ERC, please visit www.ercnet.org.



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