

2010 ERC/ Smart Business Workplace Practices Survey

August 2010

Conducted by ERC
6700 Beta Drive, Suite 300, Mayfield Village, OH 44143
440/684-9700 | 440/684-9760 (fax)
www.ercnet.org



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Overview

From March through May of 2010, ERC and Smart Business Magazine conducted a survey on organizations in Northeast Ohio to explore general workplace practices among Northeast Ohio employers spanning benefits, compensation, recruiting and hiring, workforce, communication, training and development, safety, and other practices. The results show several key trends among Northeast Ohio employers.

Key findings in the survey

- Hiring and retaining employees is the second most prominent challenge faced by organizations in Northeast Ohio. For the second year in a row, organizations cited that the poor economy is their greatest challenge.
- “Managing growth” was the third most frequently cited challenge.
- Only 9.8% of organizations are anticipating layoffs for the coming year, the lowest number in ten years.
- The average increase in health insurance premiums is 9.0%, an increase of 1.7% from last year.
- The average base pay increases projected for hourly and salaried workers are quite similar, being 2.7% and 2.6%, respectively.
- The percent of companies having a strategic plan continues to rise with 91.0% of organizations reporting having a strategic plan (the highest percentage in eight years).
- More organizations (32.0%) have mentorship programs in place, the highest percent in the past six years.
- In 2010, 62.9% of organizations are using web-based training, an increase of 34.9% since 2003.
- The percentage of recruiting budgets spent on both classified advertisements and online advertisements declined for the second year in a row.

Respondent Demographics

	All Organizations	Manufacturing	Non-Manufacturing
Total number of responses	126	56	70
Average company size in NEO	135	138	133
Average age of employees in NEO	43	45	42
Average annual sales	\$57,436,474	\$61,943,744	\$53,615,092

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

Type of business

Count	Industry	Count	Industry
56	Manufacturing	2	Education Services
13	Non-Profit - Other	2	Law
9	Distribution	1	Construction
6	Retail/Wholesale	1	Government
6	Technology/Software	1	Hospitality
5	Business/Professional Services	1	Media
5	Insurance	1	Real Estate
4	Research/Development	1	Social Services
4	Specialty Contractor	1	Staffing
3	Financial Services	1	Utility
3	Health/Medical		

Survey Results

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

a.) Manufacturing

Count	Response	Count	Response
8	Hiring/Retaining employees	1	Attendance
7	Poor economy	1	Customer's financial well-being
4	Managing growth	1	Delivery
3	Foreign competition	1	Healthcare costs
3	Increasing sales	1	Increasing business
3	Unpredictable market	1	Leadership
2	Competition	1	Maintaining business/revenue
2	Controlling costs	1	Maintaining cash flow
2	Government	1	Motivating employees
2	Improving employee morale	1	Succession planning
2	Increasing/Maintaining sales	1	Training and development

b.) Non-Manufacturing

Count	Response	Count	Response
11	Poor economy	1	Healthcare costs
6	Controlling costs	1	Increasing business
6	Funding and sustainability	1	Increasing sales
6	Hiring/Retaining employees	1	Increasing/maintaining sales
6	Maintaining business/revenue	1	Lending
6	Managing growth	1	Poor wages
3	Competition	1	Succession planning
3	Doing more with less	1	Training and development
2	Government	1	Turnover
2	Maintaining cash flow	1	Workers' comp
2	Unpredictable market	1	Workload
1	Declining product demands		

c.) All organizations

Count	Response	Count	Response
18	Poor economy	2	Improving employee morale
14	Hiring/retaining employees	2	Increasing business
10	Managing growth	2	Succession planning
8	Controlling costs	2	Training and development
7	Maintaining business/revenue	1	Attendance
6	Funding and sustainability	1	Customer's financial well-being
5	Competition	1	Declining product demands
5	Unpredictable market	1	Delivery
4	Government	1	Leadership
4	Increasing sales	1	Lending
3	Doing more with less	1	Motivating employees
3	Foreign competition	1	Poor wages
3	Increasing/Maintaining sales	1	Turnover
3	Maintaining cash flow	1	Workers' comp
2	Healthcare costs	1	Workload

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

a.) Manufacturing

Count	Response	Count	Response
22	CEO	1	Managing Director
12	All	1	Mechanic
5	Sales	1	Operations Manager
1	COO	1	Owner
1	Customer Service	1	Receptionist
1	General Manager	1	Sales Manager
1	Hourly Employees		

b.) Non-Manufacturing

Count	Response	Count	Response
17	All	1	Customer Service
14	CEO	1	Development
10	Sales	1	Engineering
2	Direct Care	1	Leadership
2	General Manager	1	Marketing
2	Operations	1	Service Technician
1	Chemist	1	Software Design
1	COO	1	Territory Manager

c.) All Organizations

Count	Response	Count	Response
36	CEO	1	Leadership
29	All	1	Managing Director
15	Sales	1	Marketing
3	General Manager	1	Mechanic
2	COO	1	Operations Manager
2	Customer Service	1	Owner
2	Direct Care	1	Receptionist
2	Operations	1	Sales Manager
1	Chemist	1	Service Technician
1	Development	1	Software Design
1	Engineering	1	Territory Manager
1	Hourly Employees		

Benefits

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	96.8%	98.2%	95.7%
No	3.2%	1.8%	4.3%
Responses	124	55	69

a.) If yes, does your company match contributions?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	71.4%	81.8%	62.5%
No	28.6%	18.2%	37.5%
Responses	119	55	64

b.) What is the match?

	All Organizations	Manufacturing	Non-Manufacturing
Up to 1%			
25% up to 1%	1	1	0
Up to 2%			
1% up to 2%	0	0	0
2% up to 2%	1	1	0
25% up to 2%			
Up to 3%			
2% up to 3%	1	0	1
3% up to 3%	1	1	0
50% up to 3%	2	1	1
100% up to 3%	1	0	1
Up to 4%			
3% up to 4%	1	1	0
25% up to 4%	1	1	0
50% up to 4%	2	2	0
100% up to 4%	5	2	3
Up to 5%			
3% up to 5%	0	0	0
4% up to 5%	1	0	1
25% up to 5%	1	1	0

	All Organizations	Manufacturing	Non-Manufacturing
50% up to 5%	2	0	2
80% up to 5%	1	0	1
100% up to 5%	2	1	1
Up to 6%			
1.5% up to 6%	1	0	1
3% up to 6%	1	0	1
25% up to 6%	8	7	1
33% up to 6%	1	1	0
50% up to 6%	14	6	8
100% up to 6%	1	1	0
Up to 7%			
5% up to 7%	1	0	1
30% up to 7%	2	1	1
Up to 8%			
15% up to 8%	1	0	1
Other			
Suspended	4	2	2
Discretionary	3	1	2
1% up to 2.5%	1	1	0
3% automatic and 3% match	1	0	1
3% match	2	1	1
4% match	1	1	0
5% match	1	0	1
6% up to 40%	1	1	0
6% up to 50%	1	0	1
7% last years' income	1	1	0
25% up to 67%	2	1	1
50% on first \$800	1	1	0
50% on first 2%	1	0	1
100% on first \$2000	1	0	1
100% on first \$300	1	0	1
100% on first 2%	1	1	0
100% on first 3%	4	3	1
100% on first 3%	2	1	1
100% on first 4%	1	0	1
100% up to first 3%	1	0	1

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	27.0%	26.0%	28.0%
Responses	125	56	69

a.) What was the most recent percent increase in health insurance premium for your company?

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	9.0%	10.0%	8.0%
Responses	125	56	69

5. Does your company offer Flexible Spending Accounts?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	61.2%	60.0%	62.1%
No	38.8%	40.0%	37.9%
Responses	121	55	66

6. Does your company offer Health Savings Plans?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	30.0%	25.0%	33.8%
No	70.0%	75.0%	66.2%
Responses	120	52	68

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	48.0%	38.9%	55.1%
No	52.0%	61.1%	44.9%
Responses	123	54	69

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

a.) Child care

	All Organizations	Manufacturing	Non-Manufacturing
Yes	12.8%	7.1%	17.4%
No	87.2%	92.9%	82.6%
Responses	125	56	69

b.) Elder care

	All Organizations	Manufacturing	Non-Manufacturing
Yes	8.0%	5.4%	10.1%
No	92.0%	94.6%	89.9%
Responses	125	56	69

9. Does your company offer insurance to retirees?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	11.8%	7.5%	15.2%
No	88.2%	92.5%	84.8%
Responses	119	53	66

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Days	9.4	9.7	9.1
Responses	125	56	69

11. Does your company have a paid time-off bank (instead of separation of vacation days personal days etc.)?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	21.8%	21.4%	22.1%
No	78.2%	78.6%	77.9%
Responses	124	56	68

Compensation

12. What is the average percent base increase projected for hourly workers in 2010? (i.e., 3.5%)

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	2.7%	2.6%	2.8%
Percent Reporting No Increase	27.6%	21.4%	33.3%

13. What is the average percent base increase projected for salaried workers in 2010?

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	2.6%	2.7%	2.5%
Percent Reporting No Increase	28.3%	25.0%	31.9%

14. Are cash bonuses provided to all employees?

a.) Management

	All Organizations	Manufacturing	Non-Manufacturing
Annually	57.6%	64.3%	52.2%
Semi-Annually	3.2%	3.6%	2.9%
Quarterly	9.6%	8.9%	10.1%
Responses	125	56	69

b.) Non-Management

	All Organizations	Manufacturing	Non-Manufacturing
Annually	38.4%	41.1%	36.2%
Semi-Annually	4.8%	3.6%	5.8%
Quarterly	12.8%	5.8%	13.0%
Responses	125	56	69

15. What is the average bonus (in dollars)?

	All Organizations	Manufacturing	Non-Manufacturing
Average Bonus	\$3,439	\$3,909	\$3,067
Responses	52	23	29

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	9.7%	3.6%	14.7%
No	90.3%	96.4%	85.3%
Responses	124	56	68

17. What is the minimum hourly rate paid to employees? (e.g., \$8.75)

	All Organizations	Manufacturing	Non-Manufacturing
Average Pay	\$10.96	\$10.60	\$11.26
Responses	117	54	63

Recruiting and Hiring

18. Does your company routinely use Internet job boards to find candidates for your open positions?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	71.5%	66.1%	76.1%
No	28.5%	33.9%	23.9%
Responses	123	56	67

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	47.2%	35.7%	56.7%
No	52.8%	64.3%	43.3%
Responses	123	56	67

20. Does your company's website promote living and working in Northeast Ohio?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	27.1%	17.3%	34.8%
No	72.9%	82.7%	65.2%
Responses	118	52	66

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	12.5%	15.9%	10.7%
Responses	125	56	69

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	28.5%	19.3%	33.4%
Responses	125	56	69

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	74.6%	92.6%	60.3%
No	25.4%	7.4%	39.7%
Responses	122	54	69

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	92.6%	87.0%	97.1%
No	7.4%	13.0%	2.9%
Responses	122	54	68

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	95.8%	96.2%	95.5%
No	4.2%	3.8%	4.5%
Responses	120	53	67

26. 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?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	49.2%	51.9%	47.1%
No	50.8%	48.1%	52.9%
Responses	122	54	68

Workforce

27. What percent of your workforce is temporary?

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	3.3%	2.2%	4.1%
Responses	125	56	69

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	30.9%	24.1%	36.2%
No	69.1%	75.9%	63.8%
Responses	121	54	69

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	8.7%	3.2%	12.9%
Responses	125	56	69

30. What percentage of employees have been promoted over the past two years?

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	6.1%	4.2%	7.5%
Responses	125	56	69

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	68.9%	81.8%	58.2%
No	31.1%	18.2%	41.8%
Responses	122	55	67

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	8.1%	8.9%	7.4%
No	91.9%	91.1%	92.6%
Responses	114	51	63

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	16.5%	20.4%	13.4%
No	83.5%	79.6%	86.6%
Responses	121	54	67

34. Does your company anticipate any layoffs for 2010?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	9.8%	8.9%	10.6%
No	90.2%	91.1%	89.4%
Responses	122	56	66

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	8.1%	8.9%	7.4%
No	91.9%	91.1%	92.6%
Responses	124	56	68

Communication

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	32.0%	25.0%	37.7%
No	68.0%	75.0%	62.3%
Responses	125	56	69

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	58.2%	52.7%	62.7%
No	41.8%	47.3%	37.3%
Responses	122	55	67

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

	All Organizations	Manufacturing	Non-Manufacturing
Annually	13.6%	14.3%	13.0%
Semi-Annually	44.0%	50.0%	39.1%
Quarterly	12.8%	7.1%	17.4%
At least monthly	24.0%	19.6%	27.5%
Never	5.6%	8.9%	2.9%

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	84.4%	78.2%	89.6%
No	15.6%	21.8%	10.4%
Responses	122	55	67

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	91.0%	92.7%	91.3%
No	8.1%	7.3%	8.7%
Responses	124	55	69

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

	All Organizations	Manufacturing	Non-Manufacturing
Bulletin boards	84.0%	94.6%	75.4%
Email	92.8%	92.9%	92.8%
In-house publications	57.6%	53.6%	60.9%
Org website/internet	51.2%	46.4%	55.1%
Pay envelope insert	43.2%	55.4%	33.3%
Staff/dept. meetings	87.2%	85.7%	88.4%
Town hall meetings	44.0%	51.8%	37.7%
Video/DVD/CD-Rom	8.8%	8.9%	8.7%
Voice-mail	36.0%	41.1%	31.9%

42. Does your company have a strategic plan?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	91.0%	87.0%	94.1%
No	9.0%	13.0%	5.9%
Responses	122	54	68

Training and Development

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	62.9%	56.4%	68.1%
No	37.1%	43.6%	31.9%
Responses	124	55	69

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	81.5%	89.3%	75.0%
No	18.5%	10.7%	25.0%
Responses	124	56	68

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	10.0%	9.7%	10.3%
Responses	125	56	69

Safety

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	83.9%	96.4%	73.9%
No	16.1%	3.6%	26.1%
Responses	124	55	69

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	74.8%	96.4%	56.7%
No	25.2%	3.6%	43.3%
Responses	123	56	67

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	74.8%	72.7%	76.5%
No	25.2%	27.3%	23.5%
Responses	123	55	68

49. Does your organization have a disaster recovery plan?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	69.7%	69.1%	70.1%
No	30.3%	30.9%	29.9%
Responses	122	55	67

Other

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	29.8%	27.8%	31.3%
No	70.2%	72.2%	68.7%
Responses	121	54	67

51. Does your company have business casual dress?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	95.2%	96.4%	94.1%
No	4.8%	3.6%	5.9%
Responses	124	56	68

52. Does your company randomly test for substance abuse?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	33.3%	42.9%	25.4%
No	66.7%	57.1%	74.6%
Responses	123	56	67

53. Does your company utilize a time clock system?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	63.7%	80.4%	50.0%
No	36.3%	19.6%	50.0%
Responses	124	56	68

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	69.7%	60.0%	77.6%
No	30.3%	40.0%	22.4%
Responses	122	55	67

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	56.2%	74.1%	41.8%
No	43.8%	25.9%	58.2%
Responses	121	54	67

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	40.3%	37.0%	43.1%
No	59.7%	63.0%	56.9%
Responses	119	54	65

57. Does your company outsource payroll?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	74.0%	72.7%	75.0%
No	26.0%	27.3%	25.0%
Responses	123	55	68

58. Does your company have Employers Practice Liability Insurance?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	85.6%	82.7%	87.9%
No	14.4%	17.3%	12.1%
Responses	118	52	66

Participant List

Accutech Films, Inc.
Achievement Centers for Children
Aclara RF Systems
Akron Energy Systems, LLC
Aladdinslights
Alloy Bellows & Precision Welding, Inc.
Anchor Manufacturing Group
Anthony & Sylvan Pools
Associated Estates Realty Corporation
Bescast, Inc.
Blind & Sons
Boiler Specialists, Inc.
C.TRAC information solutions
CAD Audio, LLC
Catholic Charities Health & Human Services
Century Federal Credit Union
Chemical Associates of Illinois, Inc.
Chesterfield Companies
Child Guidance & Family Solutions
Clark-Reliance Corp.
Cleveland Hearing & Speech Center
Cleveland Metroparks
Climax Metal Products Co.
Cornwell Quality Tools Company
Dealer Tire, LLC
DRB Systems
Duramax Marine, LLC
Earnest Machine Products
Echogen Power Systems
Education Alternatives
EGC
Embrace Pet Insurance
Enerco Group Inc
Excel Polymers LLC
Fallsway Equipment Co., Inc.
Family Heritage
FFR-DSI
Formtech Enterprises, Inc.
Gardiner Trane
GLT Companies
GMP Friction Products
Gold Key Processing, Inc.
Goodwill Industries of Greater Cleveland and East
Central Ohio
Great Lakes Petroleum
HELP Foundation Inc
Hughes Corp DBA Weschler Instruments
Hyland Software, Inc.
InterDesign, Inc.
Interstate-McBee
Jet, Inc.

JobServe USA Corporation
Joy Mining Machinery
Kaydon Corporation
Kobelco Stewart Bolling, Inc.
Kurtz Bros., Inc.
Lake County Council on Aging
Lexi-Comp, Inc.
Libra Industries
Logan Clutch Corporation
Lutheran Metropolitan Ministry
Majestic Steel USA
Maloney + Novotny LLC
Mantline Corporation
MC Sign Company, LLC
MCPc, Inc.
Meister Media Worldwide
Millisor & Nobil
Myers Industries, Inc.
National Interstate Insurance Company
National Safety Apparel, Inc.
New Avenues to Independence
Norandex Building Materials Distribution
Northern Ohio Hemophilia Foundation
NSL Analytical Services, Inc.
Oakwood Laboratories, L.L.C.
Orbital Research Inc
Oswald Companies
OverDrive, Inc.
Pease & Associates, Inc.
Polychem Corporation
PRC Medical
Precision Metalforming Association
Preformed Line Products
Q Lab Corporation
Radix Wire Company
Ranpak Corp
RBB Systems, Inc
Recovery Resources
Refrigeration Sales Corp.
Ricerca Biosciences LLC
Saint-Gobain
SES LLC
Specialty Equipment Sales Co.
Spectrum Surgical Instruments Corp.
SSP Fittings Corp
Stop'n Go of Medina Inc.
Strang Corporation
Stride Tool Inc.
SupplyOne Cleveland, Inc.
Szarka Financial Management
TECT Power

The Ahola Corporation
The Burton D. Morgan Foundation
The H P Manufacturing Company Inc
The Holden Arboretum
The Master Products Company
The Mill-Rose Company
The Ross companies
Thompson Hine LLP
Towlift, Inc
Trelleborg Sealing Profiles U.S. Inc.
United Cerebral Palsy of Greater Cleveland
United Initiators, Inc.

United Way of Greater Cleveland
USG Interiors, Inc.
Virtual Hold Technology
Volk Optical Inc
Waltco Lift Corp.
Waxman Consumer Products Group Inc.
Weaver Leather
Wellington Technologies, Inc.
Wellman Products Group
Wingspan Care Group
Wiseco Piston Co., Inc.
Zion Industries, Inc.

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.

2010 ERC/Smart Business Workplace Practices Survey

Conducted by ERC

6700 Beta Drive, Suite 300, Mayfield Village, OH 44143

440/684-9700 | 440/684-9760 (fax)

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