

2011 ERC/Smart Business Workplace Practices Survey

August 2011

Conducted by ERC

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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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Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted from March through May, on a variety of workplace practices. This survey was conducted in partnership with Smart Business Magazine. The survey reports trends in:

- Benefits
- Compensation
- Recruiting and hiring
- Workforce
- Communication
- Training and development
- Safety

All ERC members were invited to participate in the survey in early March via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on May 20th. In order to provide the most reliable and accurate information, data was cleaned and duplicate records were removed. Any outliers or invalid data were also eliminated, yielding a final data set of 108 participating organizations, only from Northeast Ohio. Qualitative data was coded where applicable or analyzed according to commonality or major themes, and all quantitative data was analyzed using statistical software to ensure data validity and reliability.

This report shows several frequencies and response distributions. Frequencies of data responses may not total 100% exactly in some cases due to rounding of decimals or the ability for participating organizations to select multiple response options.

General

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

All Organizations

Count	Response	Count	Response
33	Hiring/retaining employees	3	Talent and performance management
10	Managing growth	2	Financial stability
9	Economic conditions	2	Foreign competition
7	Controlling costs	2	Strategic planning
7	Increasing sales	1	Aging workforce
5	Funding	1	Culture change
4	Healthcare costs	1	Legal/regulatory landscape
3	Competition	1	Protecting market share
3	Customer demands	1	Succession planning

Manufacturing

Count	Response	Count	Response
15	Hiring/retaining employees	1	Aging workforce
5	Managing growth	1	Competition
4	Controlling costs	1	Culture change
4	Economic conditions	1	Legal/regulatory landscape
4	Healthcare costs	1	Protecting market share
3	Increasing sales	1	Strategic planning
2	Customer demands	1	Succession planning
2	Foreign competition	1	Talent and performance management

Non-Manufacturing

Count	Response	Count	Response
18	Hiring/retaining employees	2	Competition
5	Economic conditions	2	Financial stability
5	Funding	2	Talent and performance management
5	Managing growth	1	Customer demands
4	Increasing sales	1	Strategic planning
3	Controlling costs		

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

All Organizations

Count	Response	Count	Response
28	All positions	1	Fund Development/Grant Writer
25	President/CEO	1	Top Management
7	Sales	1	Librarian
3	Customer Service	1	Managing Director
2	Chemist/Scientist	1	Manufacturing Manager
2	Chief Operating Officer	1	Operations
2	Direct Care	1	Owner
2	General Manager	1	Phlebotomist
2	Receptionist	1	Plant Production Workers
1	Account Manager	1	Project Manager
1	Controller	1	Service Technician
1	Chief Technology Officer	1	Shareholder
1	Engineer	1	Software Development Manager
1	Executive Director	1	Timekeepers
1	Front-Line Workers	1	VP of Sales

Manufacturing

Count	Response	Count	Response
15	All Positions	1	General Manager
13	President/CEO	1	Top Management
3	Sales	1	Managing Director
1	Account Manager	1	Manufacturing Manager
1	Controller	1	Operations
1	Chief Operating Officer	1	Owner
1	Customer Service	1	Plant Production Workers
1	Engineer	1	Receptionist
1	Front-Line Workers	1	Service Technician

Non-Manufacturing

Count	Response	Count	Response
13	All Positions	1	General Manager
12	President/CEO	1	Librarian
4	Sales	1	Phlebotomist
2	Chemist/Scientist	1	Project Manager
2	Direct Care	1	Receptionist
2	Customer Service	1	Shareholder
1	Chief Operating Officer	1	Software Development Manager
1	Chief Technology Officer	1	Timekeepers
1	Executive Director	1	VP of Sales
1	Fund Development/Grant Writer	1	General Manager

Benefits

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	95.4%	94.3%	96.4%
No	4.6%	5.7%	3.6%
Responses	108	53	55

5. If yes, does your company match contributions?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	75.5%	74.5%	76.4%
No	24.5%	25.5%	23.6%
Responses	106	51	55

6. What is the match? (____ % up to ____%)

	Count
Up to 1%	
100% up to 1% then 50% on next 5%	1
Up to 2%	
100% up to 2%	1
100% up to 2% and 50% on next 6%	1
50% up to 2%	3
50% up to 2.5%	1
Up to 3%	
100% up to 3%	2
100% up to 3% and 50% on next 2%	3
50% up to 3% (1.5% max)	1
Up to 4%	
100% up to 4%	4
50% up to 4%	1
25% up to 4%	1

	Count
3% up to 4%	1
1% up to 4%	1
Up to 5%	
100% up to 5%	4
80% up to 5%	1
50% up to 5%	1
25% up to 5%	1
4% up to 5%	1
Up to 6%	
100% up to 6%	1
50% up to 6%	11
40% up to 6%	1
25% up to 6%	6
10% up to 6%	1
2% up to 6%	1
Up to 7%	
50% up to 7%	2
30% up to 7%	2
Up to 8%	
25% up to 8%	2
Up to 10%	
60% up to 10%	1
50% up to 10%	1
25% up to 10%	1
Up to 13%	
30% up to 13%	1
Up to Specific Dollar Amounts	
100% match up to \$2000	1

	Count
40% up to \$5000	1
50% up to \$1000	1
50% up to \$900	1
100% match up to \$2000	1
Other	
1.5%	1
2%	1
3%	4
4%	1
5%	1
5% on 6%	1
3% - 6%	1
first 3% is 199% matched; next 2% is 50% matched	1

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	21.6%	22.4%	20.8%
Responses	94	48	46

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	10.0%	10.4%	9.7%
Responses	91	42	49

9. Does your company offer Flexible Spending Accounts?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	59.4%	56.9%	61.8%
No	40.6%	43.1%	38.2%
Responses	106	51	55

10. Does your company offer Health Savings Plans?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	34.6%	35.8%	33.3%
No	65.4%	64.2%	66.7%
Responses	107	53	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	44.3%	31.4%	56.4%
No	55.7%	68.6%	43.6%
Responses	106	51	55

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

Child care

	All Organizations	Manufacturing	Non-Manufacturing
Yes	11.1%	7.5%	14.5%
No	88.9%	92.5%	85.5%
Responses	108	53	55

Elder care

	All Organizations	Manufacturing	Non-Manufacturing
Yes	9.3%	5.7%	12.7%
No	90.7%	94.3%	87.3%
Responses	108	53	55

13. Does your company offer insurance for retirees?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	12.6%	12.0%	13.2%
No	87.4%	88.0%	86.8%
Responses	103	50	53

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Number	9.2	9.3	9.1
Responses	104	53	51

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	20.6%	17.0%	24.1%
No	79.4%	83.0%	75.9%
Responses	107	53	54

Compensation

16. What is the average percent base increase projected for hourly workers in 2011? (i.e. 3.5%)

Including organizations projecting no increases

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	2.4%	2.5%	2.3%
Responses	95	49	46

Including only organizations projecting increases

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	2.8%	3.0%	2.6%
Responses	82	42	40

17. What is the average percent base increase projected for salaried workers in 2011? (i.e. 3.5%)

Including organizations projecting no increases

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	2.5%	2.5%	2.5%
Responses	100	47	53

Including only organizations projecting increases

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	3.0%	3.1%	2.9%
Responses	85	38	47

18. Are cash bonuses provided to all employees?

Management

	All Organizations	Manufacturing	Non-Manufacturing
Annually	66.7%	69.8%	63.6%
Semi-annually	3.7%	3.8%	3.6%
Quarterly	4.6%	5.7%	3.6%
Responses	108	53	55

Non-management

	All Organizations	Manufacturing	Non-Manufacturing
Annually	49.1%	49.1%	49.1%
Semi-annually	3.7%	3.8%	3.6%
Quarterly	7.4%	11.3%	3.6%
Responses	108	53	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	\$3,011	\$3,419	\$2,658
Responses	41	19	22

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	7.5%	7.7%	7.3%
No	92.5%	92.3%	92.7%
Responses	107	52	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Rate	10.75	10.72	10.78
Responses	94	50	44

Recruiting & Hiring

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	77.8%	75.5%	80.0%
No	22.2%	24.5%	20.0%
Responses	108	53	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	46.7%	34.0%	59.3%
No	53.3%	66.0%	40.7%
Responses	107	53	54

24. Does your company use social networking tools (i.e. LinkedIn, Facebook, Twitter, etc.) to find candidates for open positions?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	38.1%	20.0%	54.5%
No	61.9%	80.0%	45.5%
Responses	105	50	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	18.4%	3.9%	32.7%
No	81.6%	96.1%	67.3%
Responses	103	51	52

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	3.4%	3.4%	3.3%
Responses	61	27	34

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	33.7%	27.2%	39.2%
Responses	66	30	36

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	73.1%	94.3%	52.7%
No	26.9%	5.7%	47.3%
Responses	108	53	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	90.6%	84.9%	96.2%
No	9.4%	15.1%	3.8%
Responses	106	53	53

30. 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	50.9%	51.9%	50.0%
No	49.1%	48.1%	50.0%
Responses	106	52	54

Workforce

31. What percentage of your workforce is temporary?

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	3.0%	4.4%	1.8%
Responses	104	50	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	28.7%	30.2%	27.3%
No	71.3%	69.8%	72.7%
Responses	108	53	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	4.6%	3.3%	6.0%
Responses	97	49	48

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	6.0%	4.2%	7.8%
Responses	92	46	46

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	66.4%	69.8%	63.0%
No	33.6%	30.2%	37.0%
Responses	107	53	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	6.7%	10.0%	3.7%
No	93.3%	90.0%	96.3%
Responses	104	50	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	15.7%	14.0%	17.3%
No	84.3%	86.0%	82.7%
Responses	102	50	52

38. Does your company anticipate any layoffs for 2011?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	5.6%	3.8%	7.4%
No	94.4%	96.2%	92.6%
Responses	107	53	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	1.9%	2.0%	1.9%
No	98.1%	98.0%	98.1%
Responses	103	51	52

40. Has there been any incident of bullying in your workplace in the past year?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	10.3%	11.3%	9.3%
No	89.7%	88.7%	90.7%
Responses	107	53	54

Communication

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

	All Organizations	Manufacturing	Non-Manufacturing
At least monthly	12.0%	15.1%	9.1%
Quarterly	47.2%	41.5%	52.7%
Semi-annually	13.0%	11.3%	14.5%
Annually	20.4%	24.5%	16.4%
Never	7.4%	7.5%	7.3%
Responses	108	53	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	77.8%	75.5%	80.0%
No	22.2%	24.5%	20.0%
Responses	108	53	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	88.9%	88.7%	89.1%
No	11.1%	11.3%	10.9%
Responses	108	53	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Bulletin boards	81.5%	92.5%	70.9%
E-mail	90.7%	84.9%	96.4%
In-house publications (i.e. newsletters, magazines)	49.1%	49.1%	49.1%
Website and/or intranet	46.3%	30.2%	61.8%
Pay envelope inserts	40.7%	54.7%	27.3%
Staff/departmental meetings	78.7%	71.7%	85.5%
"Town Hall" meetings	42.6%	39.6%	45.5%
Video/DVD/CD-ROM	12.0%	15.1%	9.1%

	All Organizations	Manufacturing	Non-Manufacturing
Voice mail	26.9%	34.0%	20.0%
Social media	7.4%	3.8%	10.9%
Responses	108	53	55

45. Does your company have a strategic plan?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	82.2%	77.6%	86.5%
No	17.8%	22.4%	13.5%
Responses	101	49	52

Training & Development

46. Does your company utilize web-based training (i.e. webinars, e-learning, etc.) as a part of your overall employee training and education programs?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	71.0%	63.5%	78.2%
No	29.0%	36.5%	21.8%
Responses	107	52	55

47. 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	90.7%	92.5%	89.1%
No	9.3%	7.5%	10.9%
Responses	108	53	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	24.1%	22.6%	25.5%
No	75.9%	77.4%	74.5%
Responses	108	53	55

49. Does your company have a career development program or initiative for employees?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	26.9%	26.4%	27.3%
No	73.1%	73.6%	72.7%
Responses	108	53	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	7.6%	7.3%	7.8%
Responses	45	22	23

51. What percentage of payroll is defined for training and development?

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	4.9%	2.9%	6.5%
Responses	42	19	23

Safety

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	82.4%	92.5%	72.7%
No	17.6%	7.5%	27.3%
Responses	108	53	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	69.8%	96.2%	44.4%
No	30.2%	3.8%	55.6%
Responses	106	52	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	73.8%	69.8%	77.8%
No	26.2%	30.2%	22.2%
Responses	107	53	54

55. Does your organization have a disaster recovery plan?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	68.9%	62.7%	75.0%
No	31.1%	37.3%	25.0%
Responses	103	51	52

Other

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	31.8%	30.2%	33.3%
No	68.2%	69.8%	66.7%
Responses	107	53	54

57. Does your company randomly test for substance abuse?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	32.7%	41.5%	24.1%
No	67.3%	58.5%	75.9%
Responses	107	53	54

58. Does your company utilize a time clock system?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	64.2%	88.7%	39.6%
No	35.8%	11.3%	60.4%
Responses	106	53	53

59. Does your company utilize any type of human resources information system (HRIS)?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	54.3%	56.0%	52.7%
No	45.7%	44.0%	47.3%
Responses	105	50	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	58.5%	72.5%	45.5%
No	41.5%	27.5%	54.5%
Responses	106	51	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	36.2%	31.4%	40.7%
No	63.8%	68.6%	59.3%
Responses	105	51	54

62. Does your company outsource payroll?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	66.7%	73.6%	60.0%
No	33.3%	26.4%	40.0%
Responses	108	53	55

63. Does your company have Employers Practice Liability Insurance?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	92.6%	92.9%	92.5%
No	7.4%	7.1%	7.5%
Responses	95	42	53

64. Does your organization have any succession plans in place for your top managers?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	45.2%	48.0%	42.6%
No	54.8%	52.0%	57.4%
Responses	104	50	54

65. What percent of employees left your organization voluntarily in 2010 (voluntary turnover)?

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	5.9%	4.2%	7.4%
Responses	91	44	47

Respondent Demographics

	All Organizations	Manufacturing	Non-Manufacturing
Total number of responses	108	53	55
Average company size in NEO	136	143	129
Average age of employees in NEO	44	45	43
Average annual sales	\$106,910,804	\$150,894,715	\$44,726,655

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

Type of business

Count	Response	Count	Response
53	Manufacturing	3	Health/Medical
10	Non-Profit	2	Media
6	Financial Services	2	Retail/Wholesale
5	Distribution	1	Government
5	Insurance/Real Estate	1	Law
5	Technology/Software	1	Other For-Profit
4	Research/Development	1	Payroll
4	Social Services	1	Staffing
3	Construction	1	Transportation

Participant List

Aclara RF Systems
 Adoption Network Cleveland
 Alcon Tool Company
 Allen Aircraft Products, Inc.
 Anchor Manufacturing Group
 Ashtabula County Medical Center
 ASM International
 Automation Plastics
 BCG & Company
 Boiler Specialists Inc.
 C&K Industrial Service
 C.TRAC information solutions
 Cast Nylons Limited
 Catholic Charities Health & Human Services
 Century Federal Credit Union
 Chapman & Chapman, Inc.
 Child Guidance & Family Solutions
 Clamco
 Cleveland Hearing & Speech Center
 Cleveland Housing Network
 Clinical Research Management
 Coastal Pet Products, Inc.
 ColorMatrix Corporation
 Cornwell Quality Tools Company
 Cres Cor
 Dealer Tire, LLC
 DuPont Vespel Parts & shapes, Inc.
 Embrace Pet Insurance
 Enerco Group Inc
 FFR-DSI, Inc.
 Firefighters Community Credit Union
 GLT Companies
 Gold Key Processing, Inc.
 Graco, Inc
 Harley-Davidson Dealer Systems
 Hartland & Co.
 HELP Foundation Inc
 Hose Master LLC
 Hospice of the Western Reserve
 Hughes Corp DBA: Weschler Instruments
 ideastream
 IER Fujikura, Inc
 InterDesign, Inc.
 Interlake Steamship Co.
 J.L. Moore, Inc.
 JobServe USA Corporation
 Joy Mining Machinery
 Kerr Lakeside Inc.
 Kichler Lighting
 Kobelco Stewart Bolling, Inc.
 Lake County Council on Aging
 Lifeshare Community Blood Services
 Logan Clutch Corporation
 Lumitex, Inc.
 Majestic Steel USA
 Malco Products Inc
 Mature Services, Inc.
 Meister Media Worldwide
 Melin Tool Company
 Multi-Wing America
 National Safety Apparel, Inc.
 Neff-Perkins Company
 Neundorfer, Inc.
 Novolyte Technologies
 NSL Analytical Services, Inc.
 O.R.C.A,
 Oakwood Laboratories, LLC
 Oswald Companies
 OurPet's Company
 PCC Airfoils, LLC
 PRC Medical, LLC
 Preformed Line Products Company
 Process Technology
 Quality Electrodynamics, LLC
 Radix Wire Company
 Ranpak Corp.
 RBB Systems Inc.
 Research Organics, Inc.
 Rhenium Alloys, Inc.
 Ricerca Biosciences, LLC
 Scovil Hanna Corporation
 Selman & Company
 Shaker Heights Public Library
 Stanley Assembly Technologies
 Strang Corporation
 Sunpro
 SupplyOne Cleveland, Inc.
 Szarka Financial Management
 Talan Products, Inc.
 The Ahola Corporation
 The Brewer-Garrett Company
 The Burton D. Morgan Foundation
 The Master Products Company
 The Robbins Company
 Thompson Hlne LLP
 TimeKeeping Systems, Inc.
 TOA Technologies, Inc.
 Towlift, Inc
 Trelleborg Sealing Profiles
 United Way of Greater Cleveland
 USG Interiors, Inc.
 Virtual Hold Technology

Volk Optical Inc.
Waxman Consumer Products Group Inc.
Weston

Wire Products Company, Inc.
Zion Industries, Inc

2011 ERC/Smart Business Workplace Practices Survey

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