

2012 ERC/Smart Business Workplace Practices Survey

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Conducted by ERC

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



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 April through May 2012, 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 April via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on May 18th. 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 100 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	2	Succession planning
6	Funding	2	Talent and performance management
5	Healthcare costs	1	Communication
5	Managing growth	1	Culture change
4	Competition	1	Employee attendance
4	Controlling costs	1	Foreign competition
4	Economic conditions	1	Innovation
3	Customer demands	1	Inventory control
3	Financial stability	1	Maintaining services
2	Aging workforce	1	Maximizing efficiency
2	Cash flow	1	Product development
2	Increasing sales	1	Strategic planning
2	Integrating technology	1	Structure
2	Paying competitive wages	1	Vendor quality

Manufacturing

Count	Response	Count	Response
16	Hiring/retaining employees	1	Employee attendance
4	Controlling costs	1	Foreign competition
4	Healthcare costs	1	Funding
3	Financial stability	1	Innovation
3	Managing growth	1	Integrating technology
2	Aging workforce	1	Inventory control
2	Competition	1	Strategic planning
2	Customer demands	1	Succession planning
1	Economic conditions	1	Vendor quality

Non-Manufacturing

Count	Response	Count	Response
17	Hiring/retaining employees	1	Communication
5	Funding	1	Culture change
4	Controlling costs	1	Customer demands
3	Economic conditions	1	Integrating technology
2	Competition	1	Maintaining services
2	Increasing sales	1	Maximizing efficiency
2	Managing growth	1	Product development
2	Paying competitive wages	1	Structure
2	Talent and performance management	1	Succession planning

2. Which position, if any, is the most critical to your organization's success?

All Organizations

Count	Response	Count	Response
20	All positions	1	Chemist
16	President/CEO	1	Classroom staff
7	Sales	1	Client Services Director
5	Engineers	1	Direct Care
3	Machinists	1	Driver
2	Chief Operating Officer	1	Front-Line Workers
2	General Manager	1	Information Technologies
2	Project Manager	1	Lawyers
2	Receptionist	1	Principals
2	Software Designer	1	Skilled Operators
1	Account Executive	1	Trainer
1	Business Development Managers	1	Trustees
1	Business Executives	1	VP of Sales

Manufacturing

Count	Response	Count	Response
14	All Positions	2	Chief Operating Officer
6	President/CEO	1	Business Executives
4	Engineers	1	Front-Line Workers
3	Machinists	1	Skilled Operators
3	Sales		

Non-Manufacturing

Count	Response	Count	Response
10	President/CEO	1	Driver
6	All Positions	1	Engineers
4	Sales	1	Front-Line Employees
2	General Manager	1	Information Technologies
2	Project Manager	1	Lawyer
2	Software Designer	1	Principals
1	Account Executive	1	Tax Accountants
1	Business Development Managers	1	Trainer
1	Chemist	1	Trustees
1	Client Services Director	1	VP of Sales
1	Direct Care		

Benefits

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	90.8%	95.3%	87.3%
No	9.2%	4.7%	12.7%
Responses	98	43	55

5. If yes, does your company match contributions?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	68.4%	72.1%	65.4%
No	31.6%	27.9%	34.6%
Responses	95	43	52

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

	Count
Up to 1%	
100% up to 1% and 50% on the next 5%	1
Up to 2%	
2% up to 2%	1
50% up to 2%	1
Up to 3%	
1.5% up to 3.0%	1
3% up to 3%	1
50% up to 3%	2
100% up to 3%	3
100% up to 3% and 50% on the next 2%	7
Up to 4%	
2% up to 4%	2
2% up to 4%	1
10% up to 4%	1
25% up to 4%	4

	Count
Up to 5%	
.5% up to 5%	1
2% up to 5%	1
25% up to 5%	1
50% up to 5%	1
80% up to 5%	1
100% up to 5%	2
Up to 6%	
1% up to 6%	1
1.5% up to 6%	1
2% up to 6%	1
10% up to 6%	1
25% up to 6%	4
50% up to 6%	6
80% up to 6%	1
100% up to 6%	2
Up to 7%	
30% up to 7%	1
50% up to 7%	1
Up to 8%	
6% up to 8%	1
Up to Specific Dollar Amounts	
50% up to \$600	1
50% up to \$900	1
50% up to \$1000	1
50% of 10% up to \$1500	1
100% up to \$2000	1
Other	
1%	1
3% of the first 25% of deferrals	1

	Count
Safe Harbor - automatic 3% contribution	6
Safe Harbor - automatic 3%, then match employee contributions up to next 3%	1
50% up to 2.5%	1
50% up to 6% deferral	1

7. Has your company’s 401(k) contribution changed since 2008 and if so how?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	69.2%	64.3%	73.5%
No	30.8%	35.7%	26.5%
Responses	91	42	49

7a. If yes, please specify how it has changed:

- Moved to a safe harbor plan 1/1/12.
- Suspended employer match in 2009.
- We have added a Roth option.
- We have extended eligibility to our part-time-non-standard (fee-for-service) staff (although not eligible for match).
- We had a matching contribution and because of the economy, we discontinued the company match.
- Match increased from \$300 to \$600.
- Went to a Safe Harbor Plan.
- We used to have a match but had to stop at the end of 2010. We hope to get in the position again that we will be able to match.
- Cancelled the plan.
- The maximum company contribution was increased by \$100.
- In 2010 and 2011 we were able to provide a year-end discretionary match of 4.5% equating to a dollar-for-dollar match those two years.
- Maximum match percentage went from 5% to 7% in 2012.
- It used to be 2% flat contribution regardless of contribution.
- 01/01/2009 went to Safe Harbor Plan. Prior plan was 50% first 6%.
- Match was stopped.
- Company used to match 100% up to 10%.
- Prior to the company being sold, we had a company match of .75 on the dollar up to 4% and a discretionary additional % each year given. Average discretionary was 4%.

7a. If yes, please specify how it has changed (*continued*)

- The Company suspended the match for 1 1/2 years. It was re-instated in 2010.
- We discontinued the defined pension plan for all employees. Some are grandfathered in, but others only receive the 401K benefit.
- Changed to safe harbor matching formula. Was 50% match, up to 10%. Now 100% of first 1 % and 80% of next 5%. This increased the matching amount for about 40% of our workforce.
- Removed company match.
- Re-instituted matching.
- We went from doing our match annually to monthly.
- Added safe harbor match.
- We are just establishing a 401(k) plan effective May 1, 2012. Prior to that we had 401(a) and 403(b) plans.
- Match reduced.
- No matching contribution for several years; just recently reinstated.

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	24.9%	23.8%	25.9%
Responses	96	44	52

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	10.1%	9.2%	11.0%
Responses	85	39	46

10. Does your company offer Flexible Spending Accounts?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	53.5%	55.6%	51.9%
No	46.5%	44.4%	48.1%
Responses	99	45	54

11. Does your company offer Health Savings Plans?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	44.4%	35.6%	51.9%
No	55.6%	64.4%	48.1%
Responses	99	45	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	52.6%	37.2%	64.8%
No	47.4%	62.8%	35.2%
Responses	97	43	54

13. 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	7.0%	8.9%	5.5%
No	93.0%	91.1%	94.5%
Responses	100	45	55

Elder care

	All Organizations	Manufacturing	Non-Manufacturing
Yes	6.0%	4.4%	7.3%
No	94.0%	95.6%	92.7%
Responses	100	45	55

14. Does your company offer insurance for retirees?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	8.3%	13.6%	3.8%
No	91.7%	86.4%	96.2%
Responses	96	44	52

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Number	9.1	9.7	8.6
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	32.0%	22.2%	40.0%
No	68.0%	77.8%	60.0%
Responses	100	45	55

Compensation

17. What is the average percent base increase projected for hourly workers in 2012? (i.e. 3.5%)

Including organizations projecting no increases

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	2.6%	2.8%	2.5%
Responses	93	43	50

Including only organizations projecting increases

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	3.0%	3.0%	3.0%
Responses	81	40	41

18. What is the average percent base increase projected for salaried workers in 2012? (i.e. 3.5%)

Including organizations projecting no increases

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	2.7%	2.9%	2.5%
Responses	93	43	50

Including only organizations projecting increases

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	3.1%	3.1%	3.2%
Responses	80	40	40

19. Are cash bonuses provided to all employees?

Management

	All Organizations	Manufacturing	Non-Manufacturing
Annually	64.0%	86.7%	45.5%
Semi-annually	2.0%	0.0%	3.6%
Quarterly	9.0%	2.2%	14.5%
Responses	100	45	55

Non-management

	All Organizations	Manufacturing	Non-Manufacturing
Annually	50.0%	60.0%	41.8%
Semi-annually	4.0%	2.2%	5.5%
Quarterly	10.0%	13.3%	7.3%
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	\$3,740	\$4,492	\$2,989
Responses	43	20	23

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	13.1%	15.6%	11.1%
No	86.9%	84.4%	88.9%
Responses	99	45	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Rate	\$11.02	\$10.79	\$11.21
Responses	96	45	51

Recruiting & Hiring

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	85.0%	82.2%	87.3%
No	15.0%	17.8%	12.7%
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	47.0%	35.6%	56.4%
No	53.0%	64.4%	43.6%
Responses	100	45	55

25. 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	51.5%	48.9%	53.7%
No	48.5%	51.1%	46.3%
Responses	99	45	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	17.3%	13.6%	20.4%
No	82.7%	86.4%	79.6%
Responses	98	44	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	68.7%	91.1%	50.0%
No	31.3%	8.9%	50.0%
Responses	99	45	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	90.9%	88.9%	92.6%
No	9.1%	11.1%	7.4%
Responses	99	45	54

29. 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	57.0%	57.8%	56.4%
No	43.0%	42.2%	43.6%
Responses	100	45	55

Workforce

30. What percentage of your workforce is temporary?

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	3.4%	5.2%	2.0%
Responses	97	44	53

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	33.3%	22.7%	41.8%
No	66.7%	77.3%	58.2%
Responses	99	44	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	7.7%	1.3%	12.8%
Responses	88	39	49

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	6.6%	4.6%	8.3%
Responses	80	36	44

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	71.0%	77.8%	65.5%
No	29.0%	22.2%	34.5%
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	5.1%	6.8%	3.6%
No	94.9%	93.2%	96.4%
Responses	99	44	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	16.1%	14.6%	17.3%
No	83.9%	85.4%	82.7%
Responses	93	41	52

37. Does your company anticipate any layoffs for 2012?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	10.3%	7.0%	13.0%
No	89.7%	93.0%	87.0%
Responses	97	43	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	3.0%	4.4%	1.8%
No	97.0%	95.6%	98.2%
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	14.0%	15.6%	12.7%
No	86.0%	84.4%	87.3%
Responses	100	45	55

Communication

40. 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	19.0%	17.8%	20.0%
Quarterly	34.0%	37.8%	30.9%
Semi-annually	14.0%	13.3%	14.5%
Annually	20.0%	17.8%	21.8%
Never	13.0%	13.3%	12.7%
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	84.0%	80.0%	87.3%
No	16.0%	20.0%	12.7%
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	91.0%	95.6%	87.3%
No	9.0%	4.4%	12.7%
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Bulletin boards	85.0%	97.8%	74.5%
E-mail	95.0%	97.8%	92.7%
In-house publications (i.e. newsletters, magazines)	52.0%	66.7%	40.0%
Website and/or intranet	54.0%	51.1%	56.4%
Pay envelope inserts	35.0%	46.7%	25.5%
Staff/departmental meetings	80.0%	77.8%	81.8%
"Town Hall" meetings	47.0%	57.8%	38.2%
Video/DVD/CD-ROM	12.0%	11.1%	12.7%
Voice mail	27.0%	20.0%	32.7%

	All Organizations	Manufacturing	Non-Manufacturing
Social media	9.0%	8.9%	9.1%
Responses	100	45	55

44. Which of the following methods does your organization use to communicate with clients, customers and vendors?

	All Organizations	Manufacturing	Non-Manufacturing
Email newsletters	53.0%	42.2%	61.8%
External company-branded publications	43.0%	48.9%	38.2%
Social media	36.0%	28.9%	41.8%
Meet 'n Greet (bringing groups of clients in for open houses/informational mtgs)	44.0%	42.2%	45.5%
Videos -- either online or DVDs sent to clients	16.0%	20.0%	12.7%
Website or client/vendor-dedicated microsite	57.0%	51.1%	61.8%
Articles (whitepapers, case studies, thought leadership pieces)	23.0%	17.8%	27.3%
Company-related books	7.0%	6.7%	7.3%
Blogs	15.0%	8.9%	20.0%
Apps	8.0%	4.4%	10.9%
Responses	100	45	55

45. Does your company have a strategic plan?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	81.9%	87.8%	77.4%
No	18.1%	12.2%	22.6%
Responses	94	41	53

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	66.7%	68.9%	64.8%
No	33.3%	31.1%	35.2%
Responses	99	44	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	80.0%	95.6%	67.3%
No	20.0%	4.4%	32.7%
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	25.0%	24.4%	25.5%
No	75.0%	75.6%	74.5%
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	33.3%	31.1%	35.2%
No	66.7%	68.9%	64.8%
Responses	99	45	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	7.8%	7.2%	8.1%
Responses	48	15	33

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	3.6%	2.8%	3.9%
Responses	39	10	29

Safety

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	85.7%	93.3%	79.2%
No	14.3%	6.7%	20.8%
Responses	98	45	53

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	72.9%	100.0%	49.0%
No	27.1%	0.0%	51.0%
Responses	96	45	51

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	74.5%	61.4%	85.2%
No	25.5%	38.6%	14.8%
Responses	98	44	54

55. Does your organization have a disaster recovery plan?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	69.7%	68.9%	70.4%
No	30.3%	31.1%	29.6%
Responses	99	45	54

Other

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	27.6%	25.0%	29.6%
No	72.4%	75.0%	70.4%
Responses	98	44	54

57. Does your company randomly test for substance abuse?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	31.3%	35.6%	27.8%
No	68.7%	64.4%	72.2%
Responses	99	45	54

58. Does your company utilize a time clock system?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	73.0%	97.8%	52.7%
No	27.0%	2.2%	47.3%
Responses	100	45	55

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	59.6%	68.9%	51.9%
No	40.4%	31.1%	48.1%
Responses	99	45	54

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	57.4%	75.0%	42.0%
No	42.6%	25.0%	58.0%
Responses	94	44	50

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	33.7%	25.0%	40.7%
No	66.3%	75.0%	59.3%
Responses	98	44	54

62. Does your company outsource payroll?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	74.7%	77.3%	72.7%
No	25.3%	22.7%	27.3%
Responses	99	44	55

63. Does your company have Employers Practice Liability Insurance?

	All Organizations	Manufacturing	Non-Manufacturing
Yes	85.7%	78.0%	92.0%
No	14.3%	22.0%	8.0%
Responses	91	41	50

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	41.5%	36.4%	46.0%
No	58.5%	63.6%	54.0%
Responses	94	44	50

65. What percent of employees left your organization voluntarily in 2012 (voluntary turnover)?

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	8.6%	6.7%	10.0%
Responses	85	37	48

Respondent Demographics

	All Organizations	Manufacturing	Non-Manufacturing
Total number of responses	100	45	55
Average company size in NEO	143	171	121
Average age of employees in NEO	43.7	44.4	43.2
Average annual sales	\$58,514,233	\$55,502,972	\$61,713,699

Counties represented: Cuyahoga, Erie, Geauga, Lake, Lorain, Medina, Portage, Summit, Trumbull

Type of business

Count	Response	Count	Response
45	Manufacturing	2	Cleaning/Waste Management
6	Professional Services	2	Government
5	Distribution	2	Law
5	Non-Profit	2	Staffing
5	Technology/Software	1	Construction
4	Financial Services	1	Engineering
4	Health/Medical	1	Holding Company
4	Research/Development	1	Media
4	Social Services	1	Sports/Entertainment
4	Wholesale/Retail	1	Transportation

Participant List

Aclara
 Akro-Mils
 Alliance Staffing Solutions
 Aluminum Line Products Company
 Athens Foods, Inc.
 Automated Packaging Systems
 Automation Plastics
 Bainbridge Township
 Bruml Capital Corporation
 C&K Industrial Services
 C.TRAC
 CareerBoard.com
 Cavaliers Holdings LLC
 Century Federal Credit Union
 Chapman & Chapman, Inc.
 Chemical Associates of Illinois, Inc.
 Child Guidance & Family Solutions
 ChromaScape, Inc.
 Clark-Reliance Corp.
 Cleveland Housing Network
 Cleveland Metroparks
 Cornerstone Capital Advisors
 Cornwell Quality Tools Company
 Cres Cor
 Custom Cleaning and Maintenance
 DayGlo Color Corp.
 Delta Systems, Inc.
 DRB Systems, Inc.
 Duramax Marine, LLC
 Eaton
 Education Alternatives
 Enerco Group Inc
 Enforcer eCoaching
 Excelas, LLC
 Fastener Industries, Inc.
 GLT Products
 Greater Cleveland Partnership
 Harley-Davidson Dealer Systems
 Health Journeys
 HELP Foundation, Inc.
 High Line Corporation dba CASNET
 Hose Master LLC
 InterDesign, Inc.
 J.L. Moore, Inc.
 Joy Mining Machinery
 Kappus Company
 Kaufman Container Company
 Kerr Lakeside Inc.
 Kobelco Stewart Bolling, Inc.
 Lake County Council on Aging
 Libra Industries
 Logos Energy
 Maloney + Novotny LLC
 Mature Services, Inc.
 Mayfran International
 MedData, Inc.
 Meister Media Worldwide
 Multi-Wing America
 NACCO INDUSTRIES INC
 National Machine Co.
 National Safety Apparel, Inc.
 NineSigma, Inc
 NSL Analytical Services, Inc.
 Pearne & Gordon LLP
 Process Technology
 Radici Plastics USA
 Radix Wire Company
 Ricerca Biosciences, LLC
 Rotek Incorporated
 Senior Transportation Connection
 SIFCO Industries
 Software Answers, Inc.
 SSP Fittings Corp
 Stop'nGo of Medina
 Stride Tool, Inc.
 SupplyOne Cleveland, Inc.
 Tangent Company
 Tap Packaging Solutions
 The Ahola Corporation
 The Brewer-Garrett Company
 The H. P. Manufacturing Company, Inc.
 The Holden Arboretum
 The M F Cachat Company
 The Master Products Company
 The Reserves Network
 Thompson Hine LLP
 Time Keeping Systems, Inc.
 TOA Technologies, Inc.
 Tomlinson Industries
 Transfer Express
 Transformer Engineering
 Tyliner, Inc. dba W.S. Tyler
 Tylok International, Inc.
 Unicontrol, Inc.
 United Cerebral Palsy of Greater Cleveland
 US Endoscopy
 USG Interiors
 Vincent Lighting Systems
 Waxman Consumer Products Group, Inc.
 Whirlaway Corporation

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Conducted by ERC

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

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

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