

# 2013 ERC/ Smart Business Workplace Practices Survey

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**Conducted by ERC**

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Where Great Workplaces Start.

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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.yourERC.com](http://www.yourERC.com).

# ERC

Where Great Workplaces Start.

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## Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted during April and May 2013, 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 6th. 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 122 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
53	Hiring/retaining employees	2	Funding
9	Healthcare costs	1	Business management
6	Competition	1	Client retention
6	Economic conditions	1	Customer demands
6	Increasing sales	1	Employee attendance
4	Government	1	Investing
3	Product development	1	Paying competitive wages
3	Talent & performance management	1	Succession planning
2	Cash flow	1	Sustainability
2	Changing marketplace	1	Quality control
2	Controlling costs		

### Manufacturing

Count	Response	Count	Response
23	Hiring/retaining employees	1	Changing marketplace
4	Economic conditions	1	Employee attendance
4	Healthcare costs	1	Funding
3	Competition	1	Increasing sales
2	Product development	1	Succession planning
1	Cash flow	1	Talent & performance management

### Non-Manufacturing

Count	Response	Count	Response
30	Hiring/retaining employees	1	Changing marketplace
5	Healthcare costs	1	Client retention
5	Increasing sales	1	Customer demands
4	Competition	1	Funding
4	Government	1	Investing
2	Controlling costs	1	Paying competitive wages
2	Economic conditions	1	Product development
2	Talent & performance management	1	Sustainability
1	Cash flow	1	Quality control

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

**All Organizations**

Count	Response	Count	Response
22	All positions	2	Therapists
13	Sales	1	Account Managers
9	President/CEO	1	Chemist
4	Engineers	1	Development Director
4	Customer Service	1	First-Line Supervisors
4	Management/Leadership	1	Information Technologies
4	Service Technicians	1	Machinists
3	Business Development	1	Partners
3	Front-Line Employees	1	Product Developers
2	Direct Care Providers	1	Property Managers
2	Lawyers	1	Quality Control
2	Program Directors	1	Retail
2	Research & Development	1	Software Designers
2	Skilled Operators	1	Tax Manager

**Manufacturing**

Count	Response	Count	Response
12	All Positions	1	Machinists
6	Sales	1	Management/Leadership
3	President/CEO	1	Quality Control
2	Customer Service	1	Research & Development
2	Engineers	1	Service Technicians
1	Front-Line Employees	1	Skilled Operators

**Non-Manufacturing**

Count	Response	Count	Response
10	All Positions	1	Chemist
7	Sales	1	Development Director
6	President/CEO	1	First-Line Supervisor
3	Business Development	1	Information Technologies
2	Engineers	1	Management/Leadership
3	Service Technicians	1	Partners
2	Customer Service	1	Product Developers
2	Direct Care Providers	1	Property Managers
2	Front-Line Employees	1	Research & Development
2	Lawyers	1	Retail
2	Program Directors	1	Skilled Operators
2	Project Manager	1	Software Developer
2	Therapists	1	Tax Manager
1	Account Managers		

## Benefits

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	95.9%	95.7%	96.0%
No	4.1%	4.3%	4.0%
Responses	121	46	75

**4. If yes, does your company match contributions?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	75.4%	75.6%	75.3%
No	24.6%	24.4%	24.7%
Responses	118	45	73



**5. What is the match? ( \_\_\_\_ % up to \_\_\_\_%)**

	Count
<b>Up to 1%</b>	
100% up to 1%, then 80% of next 5%	1
<b>Up to 2%</b>	
50% up to 2%	1
100% up to 2%	3
100% up to 2%, then 50% of next 4%	1
<b>Up to 3%</b>	
0.5% up to 3%	1
1% up to 3%	1
1.5% up to 3%	1
100% up to 3%	5
100% up to 3%, then 50% of next 2%	8
100% up to 3%, then 50% of next 3%	1
<b>Up to 4%</b>	
1% up to 4%	1
3% up to 4%	1
25% up to 4%	1
50% up to 4%	4
100% up to 4%	4
<b>Up to 5%</b>	
4% up to 5%	1
25% up to 5%	1
40% up to 5%	1
50% up to 5%	1
100% up to 5%	4
<b>Up to 6%</b>	
0.5% up to 6%	1
1% up to 6%	1
20% up to 6%	1
25% up to 6%	7

	Count
25% up to 6%, plus a profit based lump sum	1
33% up to 6%	1
35% up to 6%	1
50% up to 6%	12
100% up to 6%	3
<b>Up to 7%</b>	
30% up to 7%	1
<b>Up to 10%</b>	
25% up to 10%	1
60% up to 10%	1
<b>Up to Specific Dollar Amounts</b>	
50% with a \$600 max	1
100% of first \$500, plus yearend match of 25% above employee contribution of \$500	1
100% up to \$2,000	1
<b>Other</b>	
Discretionary annual contribution based on profits	1
Company provides 100% of contribution to 401a plan	1
Fully funded pension plan that places 10% of your salary every paycheck	1
Max match is 3.5% if employee contributes 6%	1
30% match on the first 3% deferral, then 15% match up to 15% deferral	1
50% up to 8% deferral	1
60% of deferrals, up to 8% of compensation	1
Safe Harbor- automatic 3%	1
Safe harbor- automatic 5%, then matches 75% of employee contributions up to 10%	1

**6. Has your company's 401(k) contribution changed since 2008 and if so how?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	30.6%	39.5%	25.0%
No	69.4%	60.5%	75.0%
Responses	111	43	68

**6a. If yes, please specify how it has changed:**

- Increased
- Moved to a safe harbor plan; reallocated small, insignificant profit sharing into greater match on deferred contributions.
- Stopped employer match for 2 years during economic downturn. Reinstated the match last year, but only half of what it was prior. We hope to restore the other half this year.
- Employer match was not available.
- Was 50% with a \$300 max
- We have matched @ 100% for 7 years in a row
- It's a safe harbor plan. Employees do not need to contribute. Employer contributes 4%.
- We suspended our safe harbor 401K in 2008. We did not bring that plan back, but we did start matching contributions in August of 2012.
- Match was reduced.
- Match was 100% up to 2%
- We eliminated the match in 2010. We are currently considering reviving it.
- We've actually upgraded our plan to offer more investment options and web access to personal account info.
- The match was reinstated 2 years ago
- Company contributions are immediately vested.
- We used to just put in 2% whether or not someone contributed - now it's a match
- 50% up to 6%
- Removed the match, no longer a safe harbor plan
- Varies year to year
- Match was eliminated until April 2013
- New provider.
- Used to match 50% up to 10%. Implemented a safe harbor match (QACA design)
- Company used to match 1/2% up to 5%
- We put a freeze on the company match.
- Lowered match from 6% to 5%
- Temporarily suspended and then reactivated
- Moved to a Safe Harbor plan
- Reinstated in 2011
- The company was purchased in 2009 and the new parent company made new provisions in the match
- Was 50% match, then dropped to 25% match , then back up to 50% match
- Used to be flat 50% up to 6%
- From a profit sharing to a true 401(k) plan
- Ceased match in 2009.
- Reduced match from 100% to 50% and added 4 year vesting

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	26.7%	25.3%	27.7%
Responses	116	46	70

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	8.1%	8.2%	8.1%
Responses	108	41	67

**9. Does your company offer Flexible Spending Accounts?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	52.9%	47.8%	56.0%
No	47.1%	52.2%	44.0%
Responses	121	46	75

**10. Does your company offer Health Savings Plans?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	41.8%	40.4%	42.7%
No	58.2%	59.6%	57.3%
Responses	122	47	75

**11. Has your company decided to ‘pay’ or ‘play’ when the new Affordable Care Act (ACA) rules start taking effect in 2014?**

	All Organizations	Manufacturing	Non-Manufacturing
Pay, we will stop offering medical insurance to our employees & pay the penalties	0.0%	0.0%	0.0%
Play, we will continue to offer medical insurance to our employees	66.4%	57.4%	72.0%
Unsure, we have not decided yet	33.6%	42.6%	28.0%
Responses	122	47	75

**12. Does your company offer any of the following flexible work options to your employees?**

	All Organizations	Manufacturing	Non-Manufacturing
Compressed work weeks	14.8%	17.0%	13.3%
Flextime	44.3%	36.2%	49.3%
Job-sharing	4.1%	0.0%	6.7%
Part-time options	44.3%	34.0%	50.7%
Telecommuting	17.2%	4.3%	25.3%
Work-from-home	32.0%	17.0%	41.3%
Responses	122	47	75

**Other flexible work options offered:** PRN positions; Shifts; There are no formal options in place. Flextime is based on individual's position and schedule; Summer Hours Program

**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	9.0%	2.1%	13.3%
No	91.0%	97.9%	86.7%
Responses	122	47	75

**Elder care**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	7.4%	2.1%	10.7%
No	92.6%	97.9%	89.3%
Responses	122	47	75

**14. Does your company offer insurance for retirees?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	11.8%	2.2%	17.6%
No	88.2%	97.8%	82.4%
Responses	119	45	74

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

	All Organizations	Manufacturing	Non-Manufacturing
Average # of Days	8.8	9.3	8.5
Responses	118	47	71

**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	32.2%	23.4%	37.8%
No	67.8%	76.6%	62.2%
Responses	121	47	74

**17. Does your company allow employees to buy and sell additional vacation or PTO days?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	11.5%	12.8%	10.7%
No	88.5%	87.2%	89.3%
Responses	122	47	75

**17a. If yes, please specify up to how many days?**

- 5 days
- 5 days
- 5 days
- 20 days
- Up to 50% before July 1 and then anything remaining at the end of the year. Must use 12 days of PTO, we will buy back the remainder.
- Employees are allowed to sell back their 'excess' (over three weeks or more) vacation time at one week increments.
- One week per year.
- Employees can sell a Maximum of 2 days per year
- 1 week after 2 years and 3 weeks after 5 years
- They may sell back up to five days at the end of each calendar year. They may not buy additional vacation time however.

## Compensation

**18. What is the average percent base increase projected for hourly workers in 2013? (i.e. 3.5%)**

**Including organizations projecting no increases**

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	2.6%	2.8%	2.4%
Responses	110	42	68

**Including only organizations projecting increases**

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	2.8%	2.8%	2.8%
Responses	101	42	59

**19. What is the average percent base increase projected for salaried workers in 2013? (i.e. 3.5%)**

**Including organizations projecting no increases**

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	2.7%	2.8%	2.6%
Responses	113	43	70

**Including only organizations projecting increases**

	All Organizations	Manufacturing	Non-Manufacturing
Average Increase	2.9%	2.8%	2.9%
Responses	104	42	62

**20. How often does your company provide cash bonuses to employees in each of the following groups?**

**Management**

	All Organizations	Manufacturing	Non-Manufacturing
Annually	63.1%	70.2%	58.7%
Semi-annually	6.6%	4.3%	8.0%
Quarterly	5.7%	2.1%	8.0%
Responses	122	47	75

**Non-management**

	All Organizations	Manufacturing	Non-Manufacturing
Annually	58.2%	63.8%	54.7%
Semi-annually	2.5%	2.1%	2.7%
Quarterly	9.8%	4.3%	13.3%
Responses	122	47	75

**21. What is the average bonus (in dollars)?**

	All Organizations	Manufacturing	Non-Manufacturing
Average Bonus (\$)	\$2,803	\$3,521	\$2,332
Responses	58	23	35

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	6.7%	10.9%	4.1%
No	93.3%	89.1%	95.9%
Responses	119	46	73

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Rate	\$11.43	\$11.17	\$11.60
Responses	111	45	66

## Recruiting & Hiring

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	84.2%	85.1%	83.6%
No	15.8%	14.9%	16.4%
Responses	120	47	73

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	47.9%	40.0%	52.7%
No	52.1%	60.0%	47.3%
Responses	119	45	74

**26. 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	50.0%	47.8%	51.4%
No	50.0%	52.2%	48.6%
Responses	120	46	74

**26a. If yes, which of the following social networking tools are used?**

	All Organizations	Manufacturing	Non-Manufacturing
LinkedIn	90.9%	85.7%	94.1%
Facebook	45.5%	42.9%	47.1%
Twitter	21.8%	9.5%	29.4%
Responses	55	21	34

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	65.3%	87.2%	51.4%
No	34.7%	12.8%	48.6%
Responses	121	47	74



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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	89.3%	83.0%	93.2%
No	10.7%	17.0%	6.8%
Responses	121	47	74

**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	52.9%	57.4%	50.0%
No	47.1%	42.6%	50.0%
Responses	121	47	74

## Workforce

**30. What percentage of your workforce is temporary?**

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	3.6%	4.1%	3.2%
Responses	112	46	66

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	33.3%	25.5%	38.4%
No	66.7%	74.5%	61.6%
Responses	120	47	73

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	8.6%	1.5%	13.1%
Responses	112	44	68

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	6.9%	6.5%	7.2%
Responses	101	39	62

**34. Does your company have any succession plans in place for your top managers?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	33.3%	40.9%	28.8%
No	66.7%	59.1%	71.2%
Responses	117	44	73

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	67.2%	76.1%	61.6%
No	32.8%	23.9%	38.4%
Responses	119	46	73

**36. What percentage of employees left your company voluntarily in 2012 (i.e. voluntary turnover)?**

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	9.8%	10.4%	9.5%
Responses	108	41	67

**37. Has your company engaged in either of the following practices in the past two years?**

	All Organizations	Manufacturing	Non-Manufacturing
Outsourcing jobs overseas	2.5%	4.3%	1.3%
Onshoring jobs to the U.S.	1.6%	2.1%	1.3%
Responses	122	47	75

**38. Has an employee sued your company in the past two years?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	15.1%	10.9%	17.8%
No	84.9%	89.1%	82.2%
Responses	119	46	73

**39. Does your company anticipate any layoffs for 2013?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	15.1%	13.3%	16.2%
No	84.9%	86.7%	83.8%
Responses	119	45	74

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	3.3%	4.3%	2.7%
No	96.7%	95.7%	97.3%
Responses	121	47	74

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	19.0%	25.5%	14.9%
No	81.0%	74.5%	85.1%
Responses	121	47	74

## Communication

**42. 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	17.4%	12.8%	20.3%
Quarterly	42.1%	53.2%	35.1%
Semi-annually	11.6%	8.5%	13.5%
Annually	18.2%	14.9%	20.3%
Never	10.7%	10.6%	10.8%
Responses	121	47	74

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	77.7%	76.6%	78.4%
No	22.3%	23.4%	21.6%
Responses	121	47	74

**44. Does each employee in your company receive an employee handbook?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	92.6%	95.7%	90.5%
No	7.4%	4.3%	9.5%
Responses	121	47	74

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

	All Organizations	Manufacturing	Non-Manufacturing
Bulletin boards	76.2%	89.4%	68.0%
E-mail	95.9%	95.7%	96.0%
In-house publications (i.e. newsletters, magazines)	45.1%	40.4%	48.0%
Website and/or intranet	50.0%	38.3%	57.3%
Pay envelope inserts	25.4%	34.0%	20.0%
Staff/departmental meetings	82.0%	80.9%	82.7%
"Town Hall" meetings	50.8%	55.3%	48.0%
Video/DVD/CD-ROM	6.6%	2.1%	9.3%
Voice mail	16.4%	12.8%	18.7%
Social media	7.4%	0.0%	12.0%
Responses	122	47	75

**Other methods to communication with employees:** Hallway time; In person - one on one.

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

	All Organizations	Manufacturing	Non-Manufacturing
Email newsletters	58.2%	46.8%	65.3%
External company-branded publications	41.0%	34.0%	45.3%
Social media	44.3%	31.9%	52.0%
Meet 'n Greets (bringing groups of clients in for open houses/informational mtgs)	37.7%	34.0%	40.0%
Videos -- either online or DVDs sent to clients	15.6%	14.9%	16.0%
Website or client/vendor-dedicated microsite	53.3%	44.7%	58.7%
Articles (whitepapers, case studies, thought leadership pieces)	37.7%	27.7%	44.0%
Company-related books	4.9%	8.5%	2.7%
Blogs	22.1%	19.1%	24.0%
Apps	5.7%	2.1%	8.0%
Responses	122	47	75

**Other methods to communication with clients, customers and vendors:** Customer/client visits; Trade Shows; Customer site visits; PR releases in local newspapers; Phone; Signage in-store.

**47. Does your company have a strategic plan?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	87.3%	86.7%	87.7%
No	12.7%	13.3%	12.3%
Responses	118	45	73

## Training & Development

**48. 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	70.6%	65.2%	74.0%
No	29.4%	34.8%	26.0%
Responses	119	46	73

**49. 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	77.7%	89.4%	70.3%
No	22.3%	10.6%	29.7%
Responses	121	47	74

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	28.6%	17.8%	35.1%
No	71.4%	82.2%	64.9%
Responses	119	45	74

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	33.3%	21.7%	40.5%
No	66.7%	78.3%	59.5%
Responses	120	46	74

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	5.0%	5.3%	4.9%
Responses	58	20	38

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

	All Organizations	Manufacturing	Non-Manufacturing
Average Percent	2.7%	2.9%	2.6%
Responses	58	20	38

**54. On average, how many hours of training does a new-hire receive in his/her first 90 days of employment at your company?**

	All Organizations	Manufacturing	Non-Manufacturing
Average Hours	75.6	76.2	75.2
Responses	84	31	53

## Safety

**55. Do you have a written safety program and procedures?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	80.5%	87.0%	76.4%
No	19.5%	13.0%	23.6%
Responses	118	46	72

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	67.9%	95.7%	48.5%
No	32.1%	4.3%	51.5%
Responses	112	46	66

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	77.8%	80.0%	76.4%
No	22.2%	20.0%	23.6%
Responses	117	45	72

**58. Does your company require drug testing for employees after an accident?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	64.1%	85.1%	50.0%
No	35.9%	14.9%	50.0%
Responses	117	47	70

**59. Does your company have a disaster recovery plan?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	68.3%	54.3%	77.0%
No	31.7%	45.7%	23.0%
Responses	120	46	74

**60. Does your company have a policy explicitly prohibiting firearms and/or other weapons from the workplace?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes, both firearms & other weapons	77.5%	80.4%	75.7%
Yes, firearms only	10.8%	6.5%	13.5%
Yes, other weapons only	0.8%	0.0%	1.4%
No	10.8%	13.0%	9.5%
Responses	120	46	74

## Other

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	25.8%	13.0%	33.8%
No	74.2%	87.0%	66.2%
Responses	120	46	74

**62. Does your company randomly test for substance abuse?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	27.3%	34.0%	23.0%
No	72.7%	66.0%	77.0%
Responses	121	47	74

**62a. If yes, what types of employees are included (e.g. exempt/non-exempt)?**

	All Organizations	Manufacturing	Non-Manufacturing
All employees	71%	65%	79%
Exempt employees only	n/a	n/a	n/a
Non-exempt employees only	n/a	n/a	n/a
Job specific	29%	29%	29%
Responses	31	17	14

**63. Does your company utilize a time clock system?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	70.2%	93.6%	55.4%
No	29.8%	6.4%	44.6%
Responses	121	47	74

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	54.2%	55.3%	53.4%
No	45.8%	44.7%	46.6%
Responses	120	47	73

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	50.4%	78.3%	32.9%
No	49.6%	21.7%	67.1%
Responses	119	46	73

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	40.8%	30.4%	47.3%
No	59.2%	69.6%	52.7%
Responses	120	46	74

**67. Does your company outsource payroll?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	70.2%	72.3%	68.9%
No	29.8%	27.7%	31.1%
Responses	121	47	74



**68. Does your company have Employers Practice Liability Insurance?**

	All Organizations	Manufacturing	Non-Manufacturing
Yes	81.4%	83.3%	80.3%
No	18.6%	16.7%	19.7%
Responses	113	42	71

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

	All Organizations	Manufacturing	Non-Manufacturing
Yes	24.3%	6.8%	35.2%
No	75.7%	93.2%	64.8%
Responses	115	44	71

**70. In what other ways does your company promote living and working in Northeast Ohio?**

- Interest pieces via social media covering the city, sports, etc.
- NEO is great website is mentioned during orientation.
- Partnerships with local TV and established businesses in Northeast Ohio.
- We make donations to organizations that provide assistance to those in need and reside in Northeast Ohio.
- Our non-profit agency resettles up to 500 refugees from several countries per year in the Akron area. We work to provide housing, English-language skills, medical support and find jobs for the refugees in Northeast Ohio while allowing them to maintain their own cultural heritage. By advertising local fairs, craft shows and community functions.
- The mission of our company is to promote living and working in Northeast Ohio by starting an entrepreneurial business. [Company name] provides assistance to help nurture the companies and enable them to become successful.
- It's written in our career website and advertising.
- [Company name] is a strong supporter of United Way. We are a member of Best Benefits and urge our employees to use membership benefits for discounted events in Northeast Ohio.
- Extremely active in local community and schools, as well as Lorain County.
- Our Foundation's mission is 'To strengthen the free enterprise system by investing in organizations and institutions that foster the entrepreneurial spirit.' We support many organizations that help start, develop and grow entrepreneurship and small businesses.
- Community Involvement.
- We employ nationwide employees.
- Global workforce.

## Respondent Demographics

One hundred twenty-two (122) organizations in Northeast Ohio participated in the survey; breakdowns of various demographics are provided below.

	All Organizations	Manufacturing	Non-Manufacturing
Total number of responses	122	47	75
Average company size in NEO	512	107	750
Average age of employees in NEO	43.6	46.5	41.8
Average annual sales	\$321,215,658	\$681,412,903	\$73,079,778

**Counties represented:** Cuyahoga, Erie, Geauga, Geauga, Lake, Lorain, Medina, Montgomery, Portage, Stark, Summit, Wayne

### Type of Business

Count	Response	Count	Response
47	Manufacturing	3	Professional/Trade Association
13	Professional Services	2	Museum
8	Health/Medical	2	Sports/Entertainment
7	Financial Services	1	Construction
6	Distribution	1	Economic Development
5	Law	1	Education
5	Social Services	1	Government
5	Technology/Software	1	Media
4	Cleaning/Waste Management	1	Research & Development
4	Non-Profit	1	Transportation
4	Wholesale/Retail		

## Participant List

A Raymond Tinnerman  
 Accel Group, Inc  
 Akro-Mils  
 Aluminum Line Products Co.  
 American Roll Formed Products  
 ASM International  
 Associated Estates  
 BakerHostetler  
 BAY CORPORATION  
 BCG & Company  
 Bellefaire  
 Boiler Specialists, Inc.  
 Briteskies  
 Buckeye Container  
 C&K Industrial Services  
 C.TRAC Inc.  
 CAD Audio, LLC  
 CareerBoard.com  
 Catholic Cemeteries Association  
 Cavaliers Holdings LLC  
 CFNA  
 Chapman & Chapman, Inc.  
 Chemical Associates  
 ChromaScape  
 Cleveland Center for Eating Disorders  
 Cleveland Clinic  
 Cornerstone Capital Advisors  
 Cornwell Quality Tools Company  
 Cuyahoga Community College  
 D&S Automotive  
 DRB Systems, Inc.  
 Duramax Marine, LLC  
 ECKART America  
 Empaco Equipment Corporation  
 Enerco Group Inc  
 Fallsway Equipment Co  
 FormFire  
 ForTec Medical  
 Freeman Manufacturing & Supply Co.  
 GLT Products  
 Goodwill Industries of Lorain County Inc.  
 Great Lakes Brewing Co.  
 Greater Cleveland Partnership  
 Group Transportation Services  
 Guidestone  
 Health Journeys Inc  
 ICI Metals, Inc.  
 International Data Management  
 International Institute of Akron  
 International Insurance Group  
 JTC Contracting Inc.  
 JumpStart, Inc.  
 Kaiser Permanente Foundation, Health Plan  
 Kappus Company  
 Kerr Lakeside Inc.  
 Kurtz Bros., Inc.  
 Lake County Council on Aging  
 LifeShare Community Blood Services  
 Litigation Management, Inc.  
 Logan Clutch corporation  
 Majestic Steel USA  
 Maloney + Novotny LLC  
 Mazzella Companies  
 MB Dynamics  
 Medical Service Company  
 Meister Media Worldwide  
 Miles Farmers Market  
 Multi-Wing America  
 NAS Recruitment Communications  
 National Association of College Stores  
 National Machine Company  
 National Safety Apparel, Inc  
 National Telephone Supply  
 NineSigma, Inc.  
 NOPEC  
 NSL Analytical Services, Inc.  
 Oakwood Laboratories, LLC  
 Paragon Capital Group LLC  
 Pearne & Gordon LLP  
 Portage Country Club  
 Postle Industries  
 Precision Metalforming Association  
 Process Technology  
 Radix Wire  
 Ranpak Corp  
 Robert Brown  
 Rock and Roll Hall of Fame and Museum  
 Ross Environmental Services, Inc.  
 SES LLC  
 SIFCO Forge Group  
 SSP  
 Sunpro  
 SupplyOne Cleveland, Inc.  
 Tap Packaging Solutions  
 Tegrit Group  
 The Burton D. Morgan Foundation  
 The Dyson Corporation  
 The Holden Arboretum  
 The Lanly Company  
 The M F Cachat Company  
 The Malish Corporation  
 The Master Products Company  
 The Reserves Network  
 The Tranzonic Companies

Thompson Hine LLP  
TimeKeeping Systems, Inc.  
TMG Performance Products, dba Corsa  
Performance Exhausts  
TOA Technologies, Inc.  
Transfer Express  
Transformer Engineering  
TSTO Corporation  
Unicontrol Inc.

United Disability Services  
Visiting Nurse Association Of Ohio  
Volunteers of America  
Waltco Lift Corp.  
Waxman Consumer Products Group Inc.  
Weltman, Weinberg & Reis LPA  
Willoughby Supply  
Wrayco LLC

## 2013 ERC/Smart Business Workplace Practices Survey

### Conducted by ERC

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