

*ERC & Crain's Cleveland Business*  
**2017 Workplace  
Practices Survey**

**June 2017**

**Conducted by ERC**

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# About Us

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).



# Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in April and March of 2017, on a variety of workplace practices. This survey was conducted in partnership with Crain's Cleveland Business Magazine. The survey reports trends in:

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

Northeast Ohio organizations were invited to participate in the survey in April via email invitation and other promotions, and participated in the survey throughout the month. The survey officially closed on May 5, 2017. 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 116 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. In some cases, breakouts are not included due to quantity of data or insufficient sample.

# Business Climate

Figure 1 | Biggest challenges companies are facing today (# of organizations)

Challenge	Count
Hiring & retention of talent	50
Managing organizational growth	12
Changes in marketplace/industry	10
Generating revenue/controlling costs	7
Employee engagement	6
Accountability & inclusion	4
Competition	4
Compliance with government regulations	4
Healthcare	4
Succession planning	3
Future strategy	2
Training	2
Light/seasonal workload	2
Diversity & inclusion	2
Fund raising/Grant renewals	2

**Other responses:**

- Addressing the needs of the wider community
- Keeping up with technology
- Creating a positive company culture
- Heavy workload

Figure 2 | Greatest strengths of companies today (# of organizations)

Strength	Count
Employees	27
Quality of product/service provided	25
Knowledge & Experience	12
Company culture	10
Innovation	8
Flexibility/agility	8
Reputation/history	6

Strength	Count
Customer/client relationships	6
Growth opportunities	5
Mission/vision	4
Structure	3
Benefits package	3
Efficiency	2

**Other responses:**

- Employee owned
- Financially strong
- Grounded onboarding & training programs

**Figure 3 | Most critical positions to organizations' success (# of organizations)**

Position	Count
All/several positions	27
Executive/leadership team	15
Sales	13
Skilled labor	12
Technical staff	7
Client/customer facing staff	7
Business Development	5
Engineering	4
Supervisors	2
Attorney	2
Board of Directors	2

# Benefits

Figure 4 | Companies with a 401(k) or 403(b) plan for employees

	Percent
<b>All Organizations</b>	95%
<b>Industry</b>	
Manufacturing	95%
Non-Manufacturing	98%
Non-Profit	86%
<b>Organizational Size</b>	
1-50	88%
51-200	97%
Over 200	95%

Figure 4a | If yes, does your company match contributions?

	Percent
<b>All Organizations</b>	83%
<b>Industry</b>	
Manufacturing	83%
Non-Manufacturing	89%
Non-Profit	58%
<b>Organizational Size</b>	
1-50	76%
51-200	88%
Over 200	74%



Figure 5 | Contribution matches (\_\_\_\_ % up to \_\_\_\_ %)

Contribution matches	Count
<b>Up to 2%</b>	
100% up to 2%	1
50% up to 2%	1
<b>Up to 3%</b>	
100% up to 3%	7
100% up to 3% (with Safe Harbor)	6
25% up to 3%	1
<b>Up to 4%</b>	
100% up to 4%	3
100% up to 4% (with Safe Harbor)	1
100% up to 4.5%	1
50% up to 4%	8
<b>Up to 5%</b>	
100% up to 5%	5
100% up to 3%, then 50% up to 5%	6
50% up to 5%	2
50% up to 5% with additional 2% annual	1
25% up to 5%	2
<b>Up to 6%</b>	
100% up to 6%	9
100% up to 3%, then 50% up to 6%	3
100% up to 1%, then 50% up to 6%	3
50% up to 6%	8
36% up to 6%	1
33% up to 6%	1
25% up to 6%	5
<b>Up to 7%</b>	
30% up to 7%	1
<b>Up to 9%</b>	
100% up to 9%	1
<b>Up to 10%</b>	

75% up to 10%	1
50% up to 10%	1
<b>Up to 15%</b>	1
30% up to 15%	1
15% up to legal limits set for employee contributions	1
<b>Up to 20%</b>	
20% up to 20%	1
<b>Up to a specific dollar amount</b>	
100% of 1 <sup>st</sup> \$500, then \$0.25 on the dollar	1
Up to \$2,000	

Figure 6 | Companies with 401(k) contributions that have changed since 2008

	Percent
<b>All Organizations</b>	33%
<b>Industry</b>	
Manufacturing	37%
Non-Manufacturing	31%
Non-Profit	20%
<b>Organizational Size</b>	
1-50	25%
51-200	34%
Over 200	39%

Figure 6a | If yes, please specify how it has changed:

- Company used to match 25%
- Previously, company had a simple IRA
- We withdrew the match in 2011 and then reinstated in 2013
- Employee must defer 3%, in order to get the full Employer 9%. If employee defers nothing, employee will still receive 6% employer contribution.
- Used to be 50% up to 10%
- They have increased
- We terminated our pension plan and added a profit sharing contribution based on age and service (old pension plan cash balance contribution) in addition to employee cont. and employer match. We also added a 2 year safe harbor vesting and eliminated the discrimination testing. Also changed the definition of compensation to include bonus, OT and double time.
- Implemented 401K post 2008

- Implemented matching.
- Do not match anymore
- Increased
- From 50% up to 4% to 100% on the first 1% then 50% of the next 5%
- Increase of company match from 15% to 30%
- It has dropped. We are building back up now.
- Increased the match
- We have a safe harbor contribution based on our profitability.
- Up to last year, it was 50% up to 3% (1.5% max)
- Employer match has increased.
- Employer match suspended in 2017.
- We had to eliminate the match in 2009 but we have slowly brought it back up to pre-2009 levels
- 100% match up to 10%; now we have a safe harbor plan; 100% match up to 6% and 4% in profit sharing
- New company
- Safe Harbor -- improved company match
- Eliminated and returned in 2017
- It was 25% up to 4%
- Froze 401k match
- Acquired by another company. From 6% to 5%
- We have a Safe Harbor Plan that pays 3% of eligible annual earnings each year, along with a Discretionary Profit Sharing Plan.
- They started contributing in 2013
- It was 30% of the first 7%
- Reduced.
- Use to be an IRA. Matching contribution was only 3%
- During the downturn, the Company stopped the match for a couple years.

Figure 7 | Average percent of health insurance premium paid by employees

	Average %
<b>All Organizations</b>	27%
<b>Industry</b>	
Manufacturing	26%
Non-Manufacturing	29%
Non-Profit	19%
<b>Organizational Size</b>	
1-50	28%
51-200	26%
Over 200	26%

Figure 8 | Average percent increase in company's health insurance premium

	Average %
<b>All Organizations</b>	8.62%
<b>Industry</b>	
Manufacturing	8.71%
Non-Manufacturing	8.55%
Non-Profit	8.42%
<b>Organizational Size</b>	
1-50	11.60%
51-200	7.96%
Over 200	6.50%

Figure 9 | Companies offering Flexible Spending Accounts

	Percent
<b>All Organizations</b>	54%
<b>Industry</b>	
Manufacturing	44%
Non-Manufacturing	56%
Non-Profit	86%
<b>Organizational Size</b>	
1-50	28%
51-200	56%
Over 200	76%

Figure 10 | Companies offering Health Savings Plans

	Percent
<b>All Organizations</b>	53%
<b>Industry</b>	
Manufacturing	54%
Non-Manufacturing	52%
Non-Profit	50%
<b>Organizational Size</b>	
1-50	54%
51-200	54%
Over 200	48%

**Figure 11 | Companies that have made any significant changes to the healthcare benefits plans being offered to your employees as a direct result of the Affordable Care Act (ACA)**

	Percent
<b>All Organizations</b>	17%
<b>Industry</b>	
Manufacturing	15%
Non-Manufacturing	21%
Non-Profit	14%
<b>Organizational Size</b>	
1-50	24%
51-200	12%
Over 200	24%

**Figure 11a | If yes, please specify the changes:**

- Higher deductibles
- We have change deductibles, out-of-pocket maximums as well as % paid benefits.
- We introduced an HRA plan to help cover the cost of a high deductible plan.
- Raised employer contribution to premium.
- Spousal statement on medical insurance.
- Moved from a fully-insured health plan to a level-funded plan to be in compliance with ACA.
- Had to change insurance company and lessen the plan to continue affordability.
- Switched carriers in 2015 and 2016. Also eliminated one of three plan options in 2014.
- Switched to a HDHP and added HSA. We pay 100% of the premium but could not justify ACA rising costs, so switched to a HDHP and fund an HSA for the employees to help with deductible. We still pay 100% of the premium.
- We have increased the portion of the monthly premium from 10% to 30%.
- We added a high deductible plan in 2016
- To be in compliance and also offered matching HSA dollars.
- Do not cover spouses
- Did away with PPO plan for all employees
- Higher out of pocket costs to keep premiums down.
- Had to go to a higher deductible to keep premiums down.
- Employee payments to plan
- Higher deductible plan offering.

**Figure 12 | Companies offering flexible work options to their employees**  
**All Organizations**

	Percent
Compressed work weeks	14%
Flextime	53%
Job-sharing	5%
Part-time options	47%
Telecommuting	19%
Work from home options	44%

#### Industry

	Manufacturing	Non-Manufacturing	Non-Profit
Compressed work weeks	18%	7%	21%
Flextime	44%	59%	71%
Job-sharing	0%	7%	21%
Part-time options	35%	55%	71%
Telecommuting	11%	30%	21%
Work from home options	37%	55%	43%

#### Organizational Size

	1-50	51-200	Over 200
Compressed work weeks	8%	16%	14%
Flextime	44%	56%	55%
Job-sharing	8%	3%	9%
Part-time options	44%	50%	41%
Telecommuting	16%	18%	27%
Work from home options	52%	44%	36%

#### Other flexible work options offered:

- We offer 'unlimited' PTO, within reason. We have no bank of time off.
- Depends on the position
- Alternate work schedules
- Where possible we do provide flextime; not full time work from home, but some positions do work from home for a day or two on a requested basis

Figure 13 | Companies providing any type of childcare assistance (referrals, on-site care, etc.)

	Percent
<b>All Organizations</b>	4%
<b>Industry</b>	
Manufacturing	2%
Non-Manufacturing	5%
Non-Profit	14%
<b>Organizational Size</b>	
1-50	4%
51-200	1%
Over 200	14%

Figure 14 | Companies providing any type of elder care assistance (referrals, on-site care, etc.)

	Percent
<b>All Organizations</b>	4%
<b>Industry</b>	
Manufacturing	2%
Non-Manufacturing	5%
Non-Profit	14%
<b>Organizational Size</b>	
1-50	4%
51-200	1%
Over 200	14%

Figure 15 | Companies offering insurance for retirees

	Percent
<b>All Organizations</b>	6%
<b>Industry</b>	
Manufacturing	4%
Non-Manufacturing	8%
Non-Profit	10%
<b>Organizational Size</b>	
1-50	5%
51-200	7%
Over 200	6%

Figure 16 | Average number of paid holidays given to full-time employees each year

Average # of days	
All Organizations	9.1
Industry	
Manufacturing	9.2
Non-Manufacturing	8.6
Non-Profit	10.1
Organizational Size	
1-50	8.9
51-200	9.1
Over 200	9.3

Figure 17 | Companies with a Paid-Time-Off "bank" (instead of separation of vacation days, personal days, etc.)

Percent	
All Organizations	35%
Industry	
Manufacturing	25%
Non-Manufacturing	48%
Non-Profit	29%
Organizational Size	
1-50	40%
51-200	30%
Over 200	43%

Figure 18 | Companies allowing employees to buy and sell additional vacation or PTO days

Percent	
All Organizations	10%
Industry	
Manufacturing	7%
Non-Manufacturing	14%
Non-Profit	7%
Organizational Size	
1-50	16%
51-200	6%
Over 200	14%



Figure 18a | If yes, please specify up to how many days?

- 5 days
- 5 days
- 5 days
- 5 days
- 50% of their annual award
- All as soon as earned for hourly. At the end of year for salary
- Buy up to 40 hours of PTO annually
- Employees are able to buy up to 10 days or 80 hours of vacation.
- In the case of employees with three or more weeks of vacation, 2 weeks of vacation must be taken each year or be forfeited. An employee has the option of requesting to be paid for all or part of their remaining vacation time in one week increments. For example, an employee who has three weeks of vacation has the option of 'cashing-in' 1 week of vacation time. The employee must request this option in writing to Human Resources during the month of June. The Company has the option to accept or decline this request for paid vacation time on a case-by-case basis. The employee will be paid at the discretion of the Company over a period of time with normal paychecks. This "cashing-in" for vacation will be reviewed by management each year and may not be offered to employees in any given year. Employees would then be required to use their vacation time in the same vacation period.
- Sell up to 20 days per year
- Up to 7 days

## Compensation

Figure 19 | Average percent base increase projected for hourly workers in 2017? (i.e. 3.5%)

	Average % increase
All Organizations	2.79%
Industry	
Manufacturing	2.88%
Non-Manufacturing	2.73%
Non-Profit	2.60%
Organizational Size	
1-50	2.69%
51-200	2.85%
Over 200	2.71%

Figure 20 | Average percent base increase projected for salaried workers in 2017? (i.e. 3.5%)

Average % increase	
<b>All Organizations</b>	2.91%
<b>Industry</b>	
Manufacturing	2.97%
Non-Manufacturing	2.92%
Non-Profit	2.67%
<b>Organizational Size</b>	
1-50	3.03%
51-200	2.91%
Over 200	2.80%

Figure 21 | Frequency with which companies provide cash bonuses to different employee groups  
Management

	Annually	Semi-Annually	Quarterly
<b>All Organizations</b>	52%	8%	10%
<b>Industry</b>			
Manufacturing	58%	9%	9%
Non-Manufacturing	50%	9%	14%
Non-Profit	36%	0%	0%
<b>Organizational Size</b>			
1-50	52%	16%	8%
51-200	51%	7%	10%
Over 200	55%	0%	9%

**Non-management**

	Annually	Semi-Annually	Quarterly
<b>All Organizations</b>	38%	7%	11%
<b>Industry</b>			
Manufacturing	37%	9%	12%
Non-Manufacturing	45%	7%	14%
Non-Profit	21%	0%	0%
<b>Organizational Size</b>			
1-50	48%	16%	16%
51-200	37%	4%	10%
Over 200	32%	5%	9%

Figure 22 | Average bonus amount (in dollars)

	Average \$
<b>All Organizations</b>	\$3,959
<b>Industry</b>	
Manufacturing	\$4,900
Non-Manufacturing	\$2,241
Non-Profit	\$6,883
<b>Organizational Size</b>	
1-50	\$2,971
51-200	\$3,847
Over 200	\$5,968

Figure 23 | Companies providing ownership opportunities for non-management employees (e.g. stock options, phantom stock, etc.)

	Percent
<b>All Organizations</b>	7%
<b>Industry</b>	
Manufacturing	9%
Non-Manufacturing	5%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	0%
51-200	6%
Over 200	15%

Figure 24 | Minimum hourly rate paid to employees (i.e. \$8.75)

	Average \$
<b>All Organizations</b>	\$11.51
<b>Industry</b>	
Manufacturing	\$11.51
Non-Manufacturing	\$11.85
Non-Profit	\$10.55
<b>Organizational Size</b>	
1-50	\$12.21
51-200	\$11.44
Over 200	\$10.98

**Figure 25 | Companies with measures in place related to guaranteeing “equal pay for equal work” between male and female employees**

**Written compensation philosophy that includes language around equal pay for equal work**

	Percent
<b>All Organizations</b>	23%
<b>Industry</b>	
Manufacturing	21%
Non-Manufacturing	25%
Non-Profit	29%
<b>Organizational Size</b>	
1-50	20%
51-200	21%
Over 200	36%

**Perform internal compensation audit to check that equal pay for equal work is being carried out**

	Percent
<b>All Organizations</b>	35%
<b>Industry</b>	
Manufacturing	25%
Non-Manufacturing	45%
Non-Profit	43%
<b>Organizational Size</b>	
1-50	28%
51-200	34%
Over 200	45%

## Promote equal pay for equal work in job postings

	Percent
<b>All Organizations</b>	12%
<b>Industry</b>	
Manufacturing	12%
Non-Manufacturing	14%
Non-Profit	7%
<b>Organizational Size</b>	
1-50	12%
51-200	10%
Over 200	18%

## Other measures used by companies to ensure "equal pay for equal work":

- We always pay people based on the job not the gender
- Pay grades and compensation program
- Annual HR audits
- We just pay fairly for the effort provided regardless if male or female
- We are owned by and the workforce is 75% women - it's not a problem with us
- Policy in handbook
- AAP (Affirmative Action Plan)

## Recruiting & Hiring

Figure 26 | Companies routinely using Internet job boards to find candidates for open positions

	Percent
<b>All Organizations</b>	83%
<b>Industry</b>	
Manufacturing	80%
Non-Manufacturing	86%
Non-Profit	85%
<b>Organizational Size</b>	
1-50	68%
51-200	85%
Over 200	95%

Figure 27 | Company websites with an Online Career Center

	Percent
<b>All Organizations</b>	52%
<b>Industry</b>	
Manufacturing	44%
Non-Manufacturing	57%
Non-Profit	71%
<b>Organizational Size</b>	
1-50	28%
51-200	57%
Over 200	67%

Figure 28 | Companies using social networking tools (i.e. LinkedIn, Facebook, Twitter, etc.) to find candidates for open positions

	Percent
<b>All Organizations</b>	74%
<b>Industry</b>	
Manufacturing	67%
Non-Manufacturing	81%
Non-Profit	79%
<b>Organizational Size</b>	
1-50	63%
51-200	78%
Over 200	76%

Figure 28a | If yes, which of the following social networking tools are used?\*

	# of Organizations
LinkedIn	76
Facebook	31
Twitter	17
Pinterest	1
Glassdoor	1

**\*Note:** Because organizations could select multiple tools, the sum of the table above will exceed the survey sample size of 116 organizations.

Figure 29 | Companies utilizing pre-employment drug screening

	Percent
<b>All Organizations</b>	78%
<b>Industry</b>	
Manufacturing	91%
Non-Manufacturing	66%
Non-Profit	64%
<b>Organizational Size</b>	
1-50	64%
51-200	79%
Over 200	90%

Figure 30 | Companies performing reference checks prior to hiring

	Percent
<b>All Organizations</b>	84%
<b>Industry</b>	
Manufacturing	83%
Non-Manufacturing	81%
Non-Profit	93%
<b>Organizational Size</b>	
1-50	80%
51-200	80%
Over 200	100%

Figure 31 | Companies utilizing any type of psychological assessments (including personality profiles, skills tests, cognitive tests, etc.) during the selection phase of the recruiting process

	Percent
<b>All Organizations</b>	49%
<b>Industry</b>	
Manufacturing	42%
Non-Manufacturing	64%
Non-Profit	29%
<b>Organizational Size</b>	
1-50	40%
51-200	49%
Over 200	57%

# Workforce

Figure 32 | Average percentage of company's workforce that is temporary

	Average %
All Organizations	6%
<b>Industry</b>	
Manufacturing	7%
Non-Manufacturing	5%
Non-Profit	3%
<b>Organizational Size</b>	
1-50	8%
51-200	6%
Over 200	4%

Figure 33 | Companies requiring exempt employees to keep track of hours they work

	Percent
All Organizations	28%
<b>Industry</b>	
Manufacturing	15%
Non-Manufacturing	35%
Non-Profit	54%
<b>Organizational Size</b>	
1-50	36%
51-200	25%
Over 200	26%



Figure 34 | Average percentage of company's workforce that are contingent workers (Part-Time, Job-Sharing, Telecommuting, Seasonal)

	Average %
All Organizations	8%
Industry	
Manufacturing	3%
Non-Manufacturing	10%
Non-Profit	16%
Organizational Size	
1-50	9%
51-200	6%
Over 200	13%

Figure 35 | Average percentage of employees that have been promoted over the past two years

	Average %
All Organizations	8%
Industry	
Manufacturing	7%
Non-Manufacturing	9%
Non-Profit	8%
Organizational Size	
1-50	8%
51-200	8%
Over 200	7%

Figure 36 | Companies with a succession plans in place for top managers

	Percent
All Organizations	39%
Industry	
Manufacturing	41%
Non-Manufacturing	38%
Non-Profit	38%
Organizational Size	
1-50	40%
51-200	37%
Over 200	47%

Figure 37 | Companies providing long-term service awards to their employees

	Percent
<b>All Organizations</b>	64%
<b>Industry</b>	
Manufacturing	65%
Non-Manufacturing	60%
Non-Profit	69%
<b>Organizational Size</b>	
1-50	42%
51-200	66%
Over 200	84%

Figure 38 | Average percentage of employees that left companies voluntarily in 2016 (i.e. voluntary turnover)?

	Average %
<b>All Organizations</b>	11%
<b>Industry</b>	
Manufacturing	10%
Non-Manufacturing	13%
Non-Profit	12%
<b>Organizational Size</b>	
1-50	8%
51-200	13%
Over 200	12%

Figure 39 | Companies outsourcing jobs overseas in the past two years

	Percent
<b>All Organizations</b>	5%
<b>Industry</b>	
Manufacturing	5%
Non-Manufacturing	7%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	4%
51-200	4%
Over 200	9%

Figure 40 | Companies on-shoring jobs to the U.S.

	Percent
<b>All Organizations</b>	1%
<b>Industry</b>	
Manufacturing	2%
Non-Manufacturing	0%
Non-Profit	0%
<b>Organizational Size</b>	
1-50	0%
51-200	0%
Over 200	5%

Figure 41 | Companies at which an employee has sued the organization in the past two years

	Percent
<b>All Organizations</b>	16%
<b>Industry</b>	
Manufacturing	13%
Non-Manufacturing	14%
Non-Profit	33%
<b>Organizational Size</b>	
1-50	12%
51-200	11%
Over 200	37%

Figure 42 | Companies anticipating any layoffs in 2017

	Percent
<b>All Organizations</b>	10%
<b>Industry</b>	
Manufacturing	7%
Non-Manufacturing	12%
Non-Profit	15%
<b>Organizational Size</b>	
1-50	0%
51-200	14%
Over 200	11%

Figure 43 | Companies at which an incident of violence has occurred in the past two years

	Percent
All Organizations	4%
Industry	
Manufacturing	2%
Non-Manufacturing	5%
Non-Profit	8%
Organizational Size	
1-50	0%
51-200	3%
Over 200	11%

Figure 44 | Companies at which an incident of bullying has occurred in the past year

	Percent
All Organizations	17%
Industry	
Manufacturing	19%
Non-Manufacturing	12%
Non-Profit	23%
Organizational Size	
1-50	16%
51-200	12%
Over 200	35%

## Communication

Figure 45 | Frequency with which companies meet with employees to review financial information, state of the company, or company policies

### All Organizations

	Percent
At least monthly	17%
Quarterly	35%
Semi-annually	13%
Annually	23%
Never	13%

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
At least monthly	17%	14%	23%
Quarterly	35%	36%	31%
Semi-annually	17%	12%	0%
Annually	20%	24%	31%
Never	11%	14%	15%

**Organizational Size**

	1-50	51-200	Over 200
At least monthly	28%	14%	11%
Quarterly	24%	38%	37%
Semi-annually	12%	12%	16%
Annually	24%	22%	26%
Never	12%	14%	11%

**Figure 46 | Companies that have and distribute job descriptions to employees for their positions**

	Percent
<b>All Organizations</b>	83%
<b>Industry</b>	
Manufacturing	85%
Non-Manufacturing	78%
Non-Profit	92%
<b>Organizational Size</b>	
1-50	76%
51-200	86%
Over 200	84%

Figure 47 | Companies at which each employee receives an employee handbook

	Percent
All Organizations	93%
<b>Industry</b>	
Manufacturing	91%
Non-Manufacturing	95%
Non-Profit	92%
<b>Organizational Size</b>	
1-50	88%
51-200	95%
Over 200	89%

Figure 48 | Companies using the following method(s) to communicate with their employees

## All Organizations

	Percent
Bulletin boards	76%
E-mail	90%
In-house publications (i.e. newsletters, magazines)	38%
Organization's website and/or intranet	46%
Pay envelope inserts	23%
Staff/departmental meetings	77%
"Town Hall" meetings	45%
Video/DVD/CD-ROM	11%
Voice mail	10%
Social media	19%
Other	11%

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Bulletin boards	86%	64%	71%
E-mail	86%	95%	86%
In-house publications (i.e. newsletters, magazines)	28%	43%	64%
Organization's website and/or intranet	35%	52%	71%
Pay envelope inserts	35%	7%	29%
Staff/departmental meetings	74%	82%	79%
"Town Hall" meetings	47%	45%	36%
Video/DVD/CD-ROM	11%	9%	21%
Voice mail	11%	7%	21%
Social media	16%	20%	29%
Other	11%	14%	7%

**Organizational Size**

	1-50	51-200	Over 200
Bulletin boards	64%	78%	82%
E-mail	92%	93%	77%
In-house publications (i.e. newsletters, magazines)	32%	35%	55%
Organization's website and/or intranet	16%	53%	59%
Pay envelope inserts	28%	25%	14%
Staff/departmental meetings	88%	78%	64%
"Town Hall" meetings	32%	46%	59%
Video/DVD/CD-ROM	4%	15%	9%
Voice mail	8%	12%	9%
Social media	20%	22%	9%
Other	4%	15%	9%

**Other methods of communication with employees:**

- Biweekly company meetings when paychecks are distributed
- Closed circuit TV
- Electronic posting on screen by time clock
- Flat screens in all facilities
- Intranet

- Mailbox
- Monthly meetings
- Monthly meetings
- Phone-tree for emergency closings
- Polycom and zoom conferencing
- Quarterly employee meetings
- Skype
- Yammer

**Figure 49 | Methods used to communicate with clients, customers, and vendors**

	Percent
Email newsletters	60%
External company-branded publications	42%
Social media	58%
Meet 'n Greet (bringing groups of clients in for open houses/ informational meetings)	42%
Videos – online or DVDs sent to clients	27%
Website or client/vendor-dedicated microsite	51%
Articles (whitepapers, case studies, thought leadership pieces)	30%
Company-related books	8%
Blogs	23%
Apps	7%
Other	4%



**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Email newsletters	49%	68%	79%
External company-branded publications	37%	39%	71%
Social media	53%	59%	79%
Meet 'n Greets (bringing groups of clients in for open houses/ informational meetings)	37%	41%	64%
Videos – online or DVDs sent to clients	28%	23%	36%
Website or client/vendor-dedicated microsite	49%	57%	43%
Articles (whitepapers, case studies, thought leadership pieces)	30%	27%	43%
Company-related books	9%	5%	14%
Blogs	19%	32%	14%
Apps	9%	5%	7%
Other	5%	5%	0%

**Organizational Size**

	1-50	51-200	Over 200
Email newsletters	68%	59%	55%
External company-branded publications	24%	49%	41%
Social media	64%	57%	55%
Meet 'n Greets (bringing groups of clients in for open houses/ informational meetings)	32%	43%	50%
Videos – online or DVDs sent to clients	24%	29%	23%
Website or client/vendor-dedicated microsite	56%	54%	36%
Articles (whitepapers, case studies, thought leadership pieces)	36%	28%	32%
Company-related books	4%	6%	18%
Blogs	36%	21%	18%
Apps	8%	6%	9%
Other	12%	1%	5%

**Other methods of communication with clients, customers and vendors:**

- Face to face conferences and trade shows
- Association presentations / Industry presentations
- Kiosk, conventions, formal on-site meetings
- Meeting face to face and various social functions
- Phone conversations

Figure 50 | Companies with a strategic plan in place

	Percent
<b>All Organizations</b>	82%
<b>Industry</b>	
Manufacturing	80%
Non-Manufacturing	81%
Non-Profit	92%
<b>Organizational Size</b>	
1-50	68%
51-200	85%
Over 200	89%

## Training & Development

Figure 51 | Companies utilizing web-based training (i.e. webinars, e-learning, etc.) as a part of their overall employee training and education programs

	Percent
<b>All Organizations</b>	68%
<b>Industry</b>	
Manufacturing	60%
Non-Manufacturing	71%
Non-Profit	85%
<b>Organizational Size</b>	
1-50	76%
51-200	62%
Over 200	78%

**Figure 52 | Companies providing financial assistance to employees to upgrade their skills (e.g. tuition assistance, job-related training)**

	Percent
<b>All Organizations</b>	80%
<b>Industry</b>	
Manufacturing	83%
Non-Manufacturing	76%
Non-Profit	77%
<b>Organizational Size</b>	
1-50	68%
51-200	82%
Over 200	89%

**Figure 53 | Companies with a mentorship program for new and/or existing employees**

	Yes, for new employees	Yes, for existing employees	Yes, for both new & existing employees	No, no mentorship program
<b>All Organizations</b>	14%	2%	19%	65%
<b>Industry</b>				
Manufacturing	15%	4%	11%	70%
Non-Manufacturing	10%	0%	33%	57%
Non-Profit	23%	0%	8%	69%
<b>Organizational Size</b>				
1-50	12%	0%	32%	56%
51-200	11%	3%	14%	72%
Over 200	28%	0%	22%	50%

Figure 54 | Companies with a career development program or initiative for employees

	Percent
<b>All Organizations</b>	36%
<b>Industry</b>	
Manufacturing	28%
Non-Manufacturing	43%
Non-Profit	46%
<b>Organizational Size</b>	
1-50	28%
51-200	33%
Over 200	53%

Figure 55 | Average percentage of company's HR budget defined for tuition assistance, job-related training, etc.

	Average %
<b>All Organizations</b>	8%
<b>Industry</b>	
Manufacturing	8%
Non-Manufacturing	7%
Non-Profit	13%
<b>Organizational Size</b>	
1-50	6%
51-200	7%
Over 200	17%

Figure 56 | Average percent of payroll defined for training and development

	Average %
<b>All Organizations</b>	6%
<b>Industry</b>	
Manufacturing	6%
Non-Manufacturing	7%
Non-Profit	5%
<b>Organizational Size</b>	
1-50	6%
51-200	5%
Over 200	10%

Figure 57 | Average number of hours of training new-hires receive in the first 90 days of employment

Average # of hours	
All Organizations	67.0
Industry	
Manufacturing	67.9
Non-Manufacturing	74.5
Non-Profit	37.4
Organizational Size	
1-50	63.5
51-200	69.6
Over 200	62.8

## Safety

Figure 58 | Companies with a written safety program and procedures in place

Percent	
All Organizations	89%
Industry	
Manufacturing	94%
Non-Manufacturing	81%
Non-Profit	92%
Organizational Size	
1-50	80%
51-200	89%
Over 200	100%

**Figure 59 | Companies that pay for Personal Protective Equipment (PPE) (e.g. work boots, safety goggles) for their employees**

	Percent
<b>All Organizations</b>	78%
<b>Industry</b>	
Manufacturing	98%
Non-Manufacturing	55%
Non-Profit	75%
<b>Organizational Size</b>	
1-50	67%
51-200	78%
Over 200	95%

**Figure 60 | Companies in a group-rated workers' compensation program**

	Percent
<b>All Organizations</b>	89%
<b>Industry</b>	
Manufacturing	85%
Non-Manufacturing	93%
Non-Profit	92%
<b>Organizational Size</b>	
1-50	100%
51-200	89%
Over 200	72%

**Figure 61 | Companies requiring drug testing for employees after an accident**

	Percent
<b>All Organizations</b>	74%
<b>Industry</b>	
Manufacturing	86%
Non-Manufacturing	58%
Non-Profit	77%
<b>Organizational Size</b>	
1-50	75%
51-200	73%
Over 200	78%

Figure 62 | Companies with a disaster recovery plan in place

	Percent
All Organizations	71%
<b>Industry</b>	
Manufacturing	70%
Non-Manufacturing	73%
Non-Profit	69%
<b>Organizational Size</b>	
1-50	54%
51-200	74%
Over 200	83%

Figure 63 | Companies with a policy explicitly prohibiting firearms and/or other weapons from the workplace

**All Organizations**

	Percent
Yes, both firearms & other weapons	88%
Yes, firearms only	7%
Yes, other weapons only	0%
No	6%

**Industry**

	Manufacturing	Non-Manufacturing	Non-Profit
Yes, both firearms & other weapons	89%	88%	85%
Yes, firearms only	4%	7%	15%
Yes, other weapons only	0%	0%	0%
No	8%	5%	0%

**Organizational Size**

	1-50	51-200	Over 200
Yes, both firearms & other weapons	68%	95%	89%
Yes, firearms only	8%	5%	11%
Yes, other weapons only	0%	0%	0%
No	24%	0%	0%

## Other

**Figure 64 | Companies with a written diversity plan (i.e. recruiting initiatives, hiring processes, management training)**

	Percent
<b>All Organizations</b>	32%
<b>Industry</b>	
Manufacturing	29%
Non-Manufacturing	27%
Non-Profit	62%
<b>Organizational Size</b>	
1-50	32%
51-200	29%
Over 200	44%

**Figure 65 | Companies that randomly test for substance abuse**

	Percent
<b>All Organizations</b>	29%
<b>Industry</b>	
Manufacturing	35%
Non-Manufacturing	24%
Non-Profit	23%
<b>Organizational Size</b>	
1-50	12%
51-200	31%
Over 200	44%

**Figure 65a | If yes, what types of employees are included (e.g. exempt/non-exempt)?**

Challenge	Percent
All employees	65%
Job specific	15%
Non-exempt employees only	3%



Figure 66 | Companies utilizing a time clock system

	Percent
<b>All Organizations</b>	79%
<b>Industry</b>	
Manufacturing	94%
Non-Manufacturing	59%
Non-Profit	77%
<b>Organizational Size</b>	
1-50	64%
51-200	83%
Over 200	84%

Figure 67 | Companies utilizing any type of human resources information system (HRIS)

	Percent
<b>All Organizations</b>	61%
<b>Industry</b>	
Manufacturing	58%
Non-Manufacturing	66%
Non-Profit	54%
<b>Organizational Size</b>	
1-50	24%
51-200	68%
Over 200	84%

Figure 68 | Companies utilizing any type of formal quality improvement process

	Percent
<b>All Organizations</b>	59%
<b>Industry</b>	
Manufacturing	79%
Non-Manufacturing	46%
Non-Profit	15%
<b>Organizational Size</b>	
1-50	44%
51-200	63%
Over 200	63%

Figure 69 | Companies that received any awards for community involvement in the past two years

	Percent
<b>All Organizations</b>	41%
<b>Industry</b>	
Manufacturing	31%
Non-Manufacturing	48%
Non-Profit	67%
<b>Organizational Size</b>	
1-50	32%
51-200	38%
Over 200	67%

Figure 70 | Companies that outsource payroll

	Percent
<b>All Organizations</b>	59%
<b>Industry</b>	
Manufacturing	64%
Non-Manufacturing	62%
Non-Profit	31%
<b>Organizational Size</b>	
1-50	80%
51-200	55%
Over 200	47%

Figure 71 | Companies that have Employers Practice Liability Insurance

	Percent
<b>All Organizations</b>	85%
<b>Industry</b>	
Manufacturing	90%
Non-Manufacturing	82%
Non-Profit	80%
<b>Organizational Size</b>	
1-50	74%
51-200	86%
Over 200	100%

Figure 72 | Companies whose website promotes living and working in Northeast Ohio

	Percent
All Organizations	21%
<b>Industry</b>	
Manufacturing	10%
Non-Manufacturing	22%
Non-Profit	67%
<b>Organizational Size</b>	
1-50	13%
51-200	19%
Over 200	41%

Figure 73 | Other ways companies promote living and working in Northeast Ohio

- [Company's] offerings attract and retain highly qualified employees, who are committed to excellence in the workplace and in Northeast Ohio. The company is proud of its low turnover rate which keeps employees in the area and the employee's commitment also leads to the growth of the company. [Company] has completed a 22,000 sq. ft. expansion in [Local Suburb] this year. [Company] actively supports the National Kidney Foundation with a golf outing and participation in the Dining with the Stars annual event. The [Local Suburb] Food Bank is another giving program in which employees matched donations and provided food. [Company] builds a stronger community by partnering with local organizations such as Dress for Success, Towards Employment, El Barrio and the outreach at the Veterans Career Expo to help employ people in the community they serve.
- Provide affordable housing for low-mid income level individuals.
- Programs such as HIP-C that promote health and wellness for people living in Cuyahoga County
- We actively promote our awards received as a top workplace in NE Ohio. We also highlighted the area on our new website.
- We actively publicize our locations and love for the region
- We are a regional chamber of commerce so everything we do promotes NE Ohio.
- Community events
- Consistently promote living and working in Northeast Ohio in the design of new buildings and the redesign of existing buildings. Also in master planning.
- We pay well and routinely have outings to local restaurants and other businesses to reward our employees.
- We serve and are owned by 210 Northeast Ohio communities so our entire focus is about reducing the cost of utilities to our communities and their residents and small businesses.
- We hire from within Northeast Ohio and conduct business with other companies within Northeast Ohio.

# Respondent Demographics

One hundred and sixteen (116) organizations in Northeast Ohio participated in this survey; breakdowns of various demographics are provided below.

	Percent
<b>Industry</b>	
Manufacturing	50%
Non-Manufacturing	38%
Non-Profit	12%
<b>Organizational Size</b>	
1-50	22%
51-200	59%
Over 200	19%

	Average	Median
Company size in NEO	169 employees	93 employees
Age of employees in NEO	47 years old	45 years old
Company annual sales	\$94,384,970	\$23,600,000

County	Percent
Cuyahoga	57%
Lake	13%
Summit	9%
Geauga	6%
Lorain	4%
Medina	3%
Portage	3%
Ashtabula	2%
Stark	2%
Wayne	2%

# Participant List

*Thank you to the following organizations for their participation in & support of this ERC survey!*

A-Brite Plating	Greater Cleveland Partnership
Accurate Metal Sawing	HW & Co.
Akron Polymer Products	ICI Metals, Inc.
Aluminum Line Products Company	ID Images, LLC
Anderson International Corp	IMS Company
ASHTA Chemicals, Inc.	Intigral, Inc.
Barbco, Inc.	Jennings
Bay Corporation	JumpStart Inc.
Blue Chip Consulting Group	K&M International, Inc. dba Wild Republic
Bud Industries	Kerr Lakeside, Inc.
CASNET	Lake County Educational Service Center
Chapman and Chapman, Inc.	Laszeray Technology
Clark-Reliance Corporation	LayerZero Power Systems, Inc.
Cleveland Foundation	Lumitex, Inc.
Cleveland Housing Network	Makovich & Pusti Architects, Inc.
Cleveland Metroparks	Maloney + Novotny, LLC
Congregation of St. Joseph	Mandel Jewish Community Center
Cornwell Quality Tools Company	Mar-Bal, Inc.
Corporate Screening Services, Inc.	Marous Brothers Construction
Custom Products	Medical Service Company
Custom Rubber Corp.	Meister Media Worldwide
Cuyahoga County Board of Health	Melin Tool Company
Dakota Software	MJM Industries
De Nora Tech, LLC	Momentive Performance Materials
Dengensha America Corp.	Morrison Products, Inc.
Earnest Machine	Motorcars, Inc.
EGC Enterprises	Neff-Perkins Company
Embrace Pet Insurance	New Avenues to Independence
Empaco Equipment Corporation	NN, Inc. (formerly Whirlaway Corporation)
Enerco Group, Inc.	Noble-Davis Consulting, Inc.
Energy Focus, Inc.	NOPEC
Etna Products, Inc.	NSL Analytical Service, Inc.
Euro USA, Inc.	One Wish, LLC
Event Source	OurPets Company
ExactCare Pharmacy	Parkwood LLC
Excelas, LLC	Pearne & Gordon LLP
EYE Lighting International of North America, Inc.	Portage County Learning Centers
Forest City Companies, Inc.	Process Technology
FormFire	Robin Industries, Inc.
Freeman Mfg. & Supply Co.	Rock and Roll Hall of Fame
Fusion Incorporated	Ross Environmental Services
Gerber Poultry, Inc.	Saint Ignatius High School
Global Body & Equipment	Samsel Supply Co.
GLT Companies	SD Myers
Goodwill Industries of Lorain County	SES, LLC
Gotta Groove Records, Inc.	Software Answers, Inc.

SSP Fittings Corp.  
State and Federal Communications, Inc.  
State Industrial Products  
Swagelok  
Talan Products, Inc.  
Tangent Company, LLC  
Tap Packaging Solutions  
Terex MHPS Corporation  
The Ahola Corporation  
The Malish Corporation  
The Step2 Company, LLC  
Thompson Hine LLP

Transfer Express  
Trelleborg Sealing Profiles US, Inc.  
Unique Paving Materials Corp.  
United Consumer Financial Services  
United Initiators  
Waltco Lift Corp.  
Weaver Industries  
Willoughby Supply Company  
Willoughby-Eastlake Public Library  
Winter Equipment Company, Inc.  
Zion Industries, Inc.

*ERC & Crain's Cleveland Business*

# 2017 Workplace Practices Survey

## Conducted by ERC

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