

2008 NORTHCOAST 99

WINNERS' REPORT



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Thank you to our winners for a decade of... Workplace Revolutions

We are proud to have celebrated a decade of "Workplace Revolutions." Thank you so much for being one of those revolutionary workplaces and making a difference for your employees and Northeast Ohio.

ERC is proud to host this event and are so very grateful to our wonderful sponsors who year after year support NorthCoast 99. It is an honor to put on this program and event for you. Also, special thanks to Inside Business Magazine for the incredible media coverage, Dix & Eaton for imagining and designing the 2008 NorthCoast 99 lithograph award and to Cinecraft Productions for providing exceptional technical, video and event production.

We hope you enjoy this report and appreciate any feedback you may have. As we look to 2009, we challenge all of our NorthCoast 99 winners to take their workplaces to the next level. Northeast Ohio needs you to continue your leadership by example.

Again, congratulations!

Patrick T. Perry, President of ERC



What is NorthCoast 99

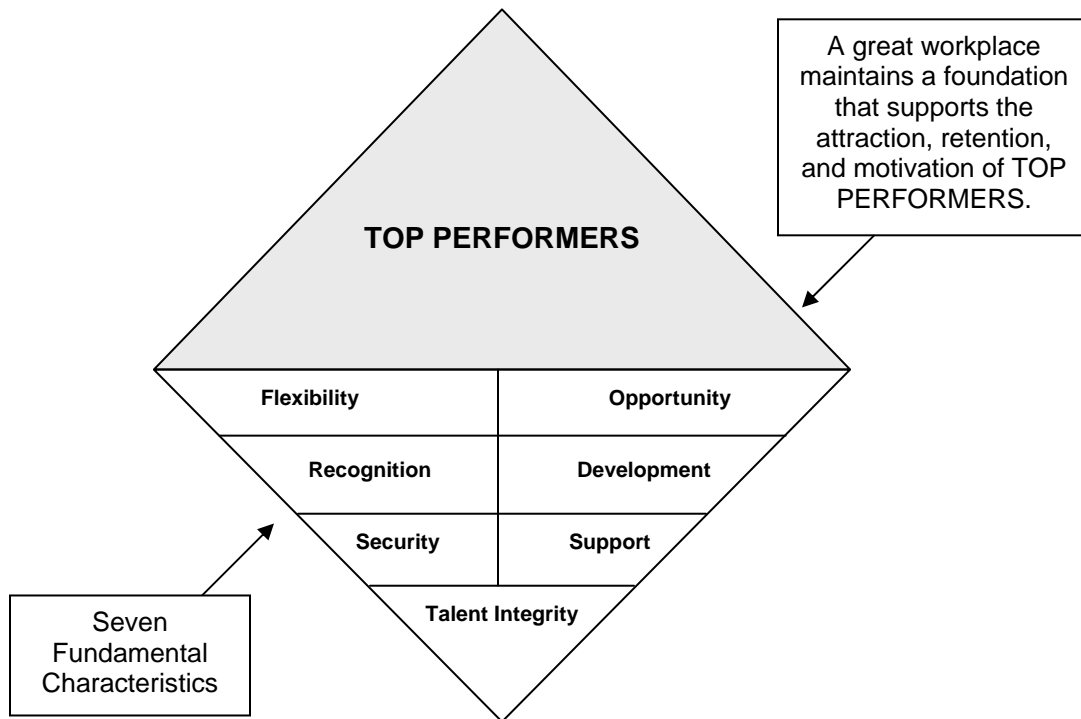
NorthCoast 99 is an annual recognition program that honors 99 great workplaces for top talent in Northeast Ohio. The program was developed and is presented by ERC, Northeast Ohio's largest employers association. Since 1999, hundreds of organizations have been nominated and applied for the award, and the program has recognized over 300 organizations for their ability to maintain **great workplaces** that support the attraction, retention, and motivation of Top Performers.

Several past winners have also been recognized through other national programs such as the *Fortune* 100 Best Places to Work and *Working Mothers* 100 Best Companies for Working Mothers.

The program has been recognized in local and national publications, and the September Awards Dinner has become one of the region's most anticipated annual events. In 2002, best-selling business author, Tom Peters, keynoted the annual event and later said that it was "...the best event I've attended in 20 years." Renowned college basketball analyst and public speaker, Dick Vitale, delivered the keynote address at the 2003 Awards Dinner. In 2005, attendees enjoyed a performance by actors representing employees in their organizations and a surprise rendition of "What you've done for me" by Gospel According to John. The feedback from the crowd was astounding; In 2006, a modified "Wizard of Oz" theatrical performance congratulated attendees for having the heart, wisdom and courage necessary to build a great workplace. Last year, attendees were awed by illusions and card tricks performed by a nationally renowned magician, Rick Smith Jr., and were commended for the "magic" they perform in their own workplaces using the cards they hold.

What is a Great Workplace?

Great workplaces excel in the attraction, retention, and motivation of Top Performers by maintaining a foundation of organizational policies and practices that are designed to support the fundamental needs of great talent. The NorthCoast 99 specifically examines policies and practices that address **Seven Fundamental Workplace Characteristics**: *Flexibility, Opportunity, Recognition, Development, Security, Support, and Talent Integrity*.



SEVEN FUNDAMENTAL CHARACTERISTICS OF A GREAT WORKPLACE

Flexibility: Top Performers want the flexibility necessary to properly address concerns inside and outside of the workplace.

Examples: Flexible work schedules, vacation time, holidays, bereavement leave, paid time off, sick-time...

Opportunity: Top Performers want the opportunity to advance within the organization and utilize their abilities to impact the organization and the community. They want challenging and interesting work and the opportunity to be engaged in the success of the organization.

Examples: Promotions from within, succession planning, suggestion systems, employee surveys, community service...

Recognition: Top Performers want to feel appreciated. They want to be adequately compensated and rewarded for their efforts and their accomplishments.

Examples: Pay for performance, bonus plans, incentive pay, internal and external equity, well-aligned compensation philosophy, public and peer recognition programs...

Development: Top Performers want opportunities to further their professional and personal development, and advance their skills. They want feedback about their performance and about how they can improve.

Examples: Training and development programs, training needs assessments, performance appraisals, tuition reimbursement, coaching...

Security: Top Performers want to work in a healthy and safe environment free from accidents, violence, harassment, layoffs, and discrimination.

Examples: Emergency/Safety training, wellness programs, workplace violence and harassment training and policies, cultural awareness training, job security...

Support: Top Performers want benefits that help support their physical and mental health and help them address other issues in their lives outside the workplace.

Examples: Medical, dental, vision insurance; Short-term and long-term care, adoption assistance, child care, elder care, wellness programs, convenience services...

Talent Integrity: Top Performers want to work in an environment where they can relate to, get along with, and be challenged by their co-workers. They want to be surrounded by other employees who are equally as motivated and competent.

Examples: Hiring assessments, behavioral interviewing, exit interviews, succession planning, recruiting methods, turnover, performance appraisals...

The Importance of Top Performers

Top Performers fuel the economy! Workplaces that excel in the attraction, retention, and motivation of Top Performers have a competitive advantage in the marketplace. This competitive advantage helps organizations become more innovative and successful. Successful organizations grow and create opportunities for new jobs. Ultimately, an economy filled with great workplaces will attract great talent, be more successful, grow, and create new jobs!



REGIONAL ECONOMIC DEVELOPMENT MODEL

Our economy needs more great workplaces! If more organizations in Northeast Ohio work to refine and improve their ability to attract and retain the best talent, it will increase the probability that more Top Performers will seek job opportunities in our region. In turn, by employing great talent, organizations will have a higher probability of being more successful, growing, and creating even more jobs.

Examples of Winners' Impact on Our Economy

In 2007 alone NorthCoast 99 winners hired a total of **31,656** employees! Of those employees, **22,138** of them were native to Northeast Ohio. In addition, over **1,419** were hired from regions outside of Northeast Ohio!

Winners also hired a total of **6,049** interns from schools in Northeast Ohio in 2007. In addition, over **1,228** interns were hired from schools outside our region!

What NorthCoast 99 Winners Have in Common

Past winners of the award have several things in common. These commonalities are the foundation for beginning to improve the quality of workplaces in Northeast Ohio.

- **Passion** - The employees are passionate about their jobs and passionate about the success of the organization. Managers at winning organizations have been characterized as "WorkPlace Zealots".
- **Straight Talk** - Winners are extremely focused on communicating frequently, honestly, and openly with their employees. Anything and everything from strategic plans, financial information, and the status of the business is typically shared with most, if not all, employees.
- **HR is a Strategic and Business Partner** - The Human Resource function is an integral part of decision-making and has a direct influence on business policy and strategy. HR initiatives are, in large part, organization initiatives that are given support within all levels of the organization.
- **Breakdown Bureaucracy and Politics** - Information travels smoothly within the organization and decision-making is relatively fast and simple. Teamwork is encouraged and individuals are trusted and empowered to make decisions that will help further the success of the organization.
- **Everyone is a Customer** - Organizations work to promote their strengths and culture through all interactions with clients and non-clients alike. High levels of customer service and a commitment to the organization's mission and vision are communicated whenever possible.
- **Never Satisfied** - Winners are always looking for ways to improve. Feedback and ideas are solicited from both internal and external sources and winners strive to obtain the most talented people possible. They are constantly trying to increase the value of their products and services while better meeting the needs of their employees.
- **Embrace Technology** - Winners use technology to increase efficiencies in the ways in which they conduct business, in communications, and in creating a more productive environment for their employees.
- **Community Involvement** – NorthCoast 99 winners make significant contributions in the community through financial support, but more importantly through time. Employees appreciate top management's involvement and often characterize organization wide community efforts as great "team-building" opportunities.
- **Empowered Employees** – The number one reason employees nominate their organization is because of their commitment to promoting a work/life balance. Employees are encouraged to take responsibility not only for the success of the organization, but for personal success and satisfaction outside the workplace. Winners seek ways to ensure that employees feel like business owners!
- **Top Talent Rules!** – Most importantly, winners understand the importance of attracting and retaining great employees to their organizations and to our regional economy. They understand that in order maintain a great workplace and to be successful, they need to understand the needs of Top Performers and build a foundation of organizational practices that meet those needs.

The Role of ERC

ERC uses the data and information obtained through this program to assist local organizations in developing programs that help them attract, retain, and motivate great employees. Best practices data are communicated and applied through speaking engagements, consulting projects, research, and training.

By helping organizations implement workplace best practices, ERC is helping to create a competitive advantage for area employers, allowing them to develop great jobs and attract and retain even better talent to the region. In this way, the NorthCoast 99 serves as a model for economic development.

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Where Great Workplaces Start.

Preface

Conducted by the Employers Resource Council (ERC), NorthCoast 99 has annually recognized great workplaces in Northeast Ohio since 1999. Every year, these organizations have demonstrated their ability to attract, retain, and motivate great talent and have been recognized by their employees as terrific workplaces.

Methodology

Applications

After all nominations were received, a link to the application was sent to a main contact within the Human Resource department at all organizations that were nominated. The applications consisted of over 100 comprehensive and detailed questions regarding the organization's workplace policies and practices. All questions applied to the period between Jan 1, 2007 and Jan 1, 2008, and all applicants were required to submit their completed application forms and additional materials by May 2, 2008.

Top Performer Survey

Each organization was also asked to identify **five (5)** of their Top Performers and have them complete a 10-minute online survey that asked them to select the two most important job attributes from eleven (11) workplace characteristics and rate their agreement on a 6-point scale for 69 items related to their workplace and certain demographic characteristics. Of the five Top Performers, **three (3)** were non-management level employees.

Evaluation

In addition to basic organizational and demographic data, the application asked a series of questions grouped into eight categories related to human resources and organizational practices. Organizations were evaluated in the areas of Benefits; Communication; Compensation; Recruiting, Selection and Retention; Service & Social Responsibility; Training and Development; Workforce Planning; and Workplace Health and Safety.

The questions in the application were then weighted based on the Top Performers' responses to the Top Performer Survey. Each organization that completed an application received an overall score. Overall scores were ranked in order from highest to lowest and the top organizations were designated as the 2008 NorthCoast 99 winners.

Special Category Award Winners

All winning organizations were also eligible to receive one of seven (7) special awards that recognize the organizations that demonstrated the most unique and innovative workplace practices and systems within each Special Category. The seven Special Categories are:

- Compensation & Benefits
- Communication
- Service & Social Responsibility
- Recruitment & Selection
- Training & Development
- Workforce Planning
- Workplace Health & Safety

Finalists were selected from within each category based on objective and subjective evaluations. Winners for each category were selected from those finalists.

Diamond Award Winners

All winning organizations were also eligible to receive one of **three (3)** *Diamond Awards* that recognize the organizations that best demonstrate the most unique and innovative approaches to attracting, retaining, and motivating **Top Performers** in relation to the *Seven Fundamental Workplace Characteristics*.

Winners were selected based on objective and subjective evaluation.

Introduction

The NorthCoast 99 Application continued to run online this year and many questions were also added, including a new section on Workforce Planning and an enhancement to the Service & Social Responsibility Section.

Substantial changes were also made to the Top Performer Survey. Participants were asked to select the top two job attributes that are most important to them when looking for a job and rate on a scale of 1-6, measuring their level of agreement, 69 items related to employee engagement. Similarly, the participation of 937 individuals added reliability and helps generalize the results to the larger population.

This report provides a snapshot of the 99 winners and how they responded as a group to the questions in the application. It also includes brief descriptions of this year's Special Category Winners, Diamond Winners and some of the unique workplace policies and practices that demonstrated their excellence.

For more information on the NorthCoast 99 program and ERC please visit www.ercnet.org or www.northcoast99.org.

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2008 NorthCoast 99 Winners

First Time Winners

Alliance Community Hospital
Apple Growth Partners
Automotive Events
Ciuni & Panichi, Inc.
Cox Communications, Cleveland
Developers Diversified Realty
Fieldstone Farm Therapeutic Riding Center
Moreland Partners
PR Newswire
The Millcraft Group
The Ross companies
Therapy Partners
Time Warner Cable Northeast Ohio Division

Two Time Winners

Barnes Wendling CPAs Inc.
Champion Personnel System, Inc.
Cohen & Company
Gilbane Building Company
Grant Thornton LLP
Hattie Larlham
Hinkley Lighting Inc.
Lachina Publishing Services, Inc.
Medical Service Company
Professional Receivables Control, Inc.
Recovery Resources, Inc.
State Industrial Products
The Carmon Group, Inc.
The Timken Company

Three Time Winners

AdvoCare, Inc.
Aero-Instruments
Akron Children's Hospital
Child Guidance & Family Solutions
Cintas Corporation
Cleveland Clinic Hospitals
ComDoc Inc
CSA Group
Diebold, Incorporated
Eliza Jennings Senior Care Network
HCR ManorCare
Jennings Center for Older Adults
Kent State University
Newry Corp

Skoda, Minotti, & Co.
Squire, Sanders & Dempsey L.L.P.
St. John West Shore Hospital
TREK Diagnostic Systems
US Endoscopy

Four Time Winners

Avtron Manufacturing
Baker & Hostetler LLP
Brockman, Coats, Gedelian & Co.
Deloitte & Touche LLP
EMP Management Group
GrafTech International Holdings Inc.
KPMG LLP
Lorain County Community College
Plasticolors, Inc.
Pomerene Hospital
The M.F. Cachat Company

Five Time Winners

Altercare of Ohio, Inc.
Ashtabula County Medical Center
Brulant
Eaton Corporation
Foundation Software
Howard, Wershbaile & Co.
Hyland Software, Inc.
Intuit Real Estate Solutions
Judson at University Circle
Kingston of Vermilion
Liggett Stashower
Medical Mutual of Ohio
OEConnection LLC
Quest Diagnostics Incorporated
R.E. Warner & Associates, Inc.
Summa Health System
The MetroHealth System
University Hospitals

Six Time Winners

Akron General Medical Center
Anchor Manufacturing Group, Inc.
Benesch, Friedlander, Coplan & Aronoff
LLP
Cuyahoga Community College
Detroit Diesel

Olympic Steel
Robinson Memorial Hospital
Southwest General Health Center
The Cleveland Foundation
Vocon.
Weaver Leather

Seven Time Winners

FedEx Custom Critical
Human Arc
InfoCision Management Corporation
Lake Hospital System
Malone Advertising
MWH
Parma Community General Hospital
The Lubrizol Corporation
Whole Health Management

Eight Time Winners

Applied Industrial Technologies
Ben Venue Laboratories, Inc.

EMH Regional Healthcare System
NovaCare Rehabilitation
Sterling Jewelers, Inc.
The Reserves Network
The Shamrock Companies
Transfer Express, Inc

Nine Time Winners

AmTrust Bank
Antares Management Solutions
Avery Dennison
CardPak
Federal Reserve Bank of Cleveland
Garland Industries
Hathaway Brown School

Ten Time Winners

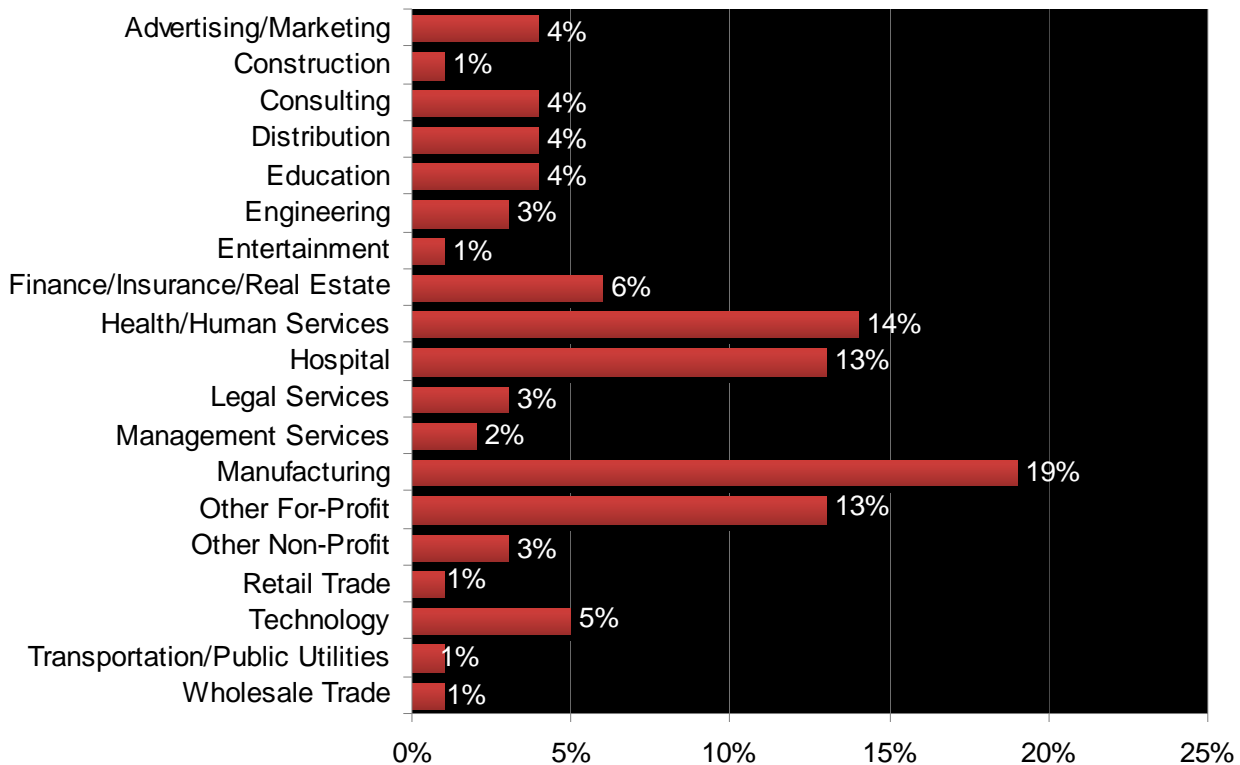
ADP, Inc.
Shearer's Foods, Inc.
Zircoa Inc.

Demographics of NorthCoast 99 Winners

Median Number of Years in Business:	54
Median Number of Full-Time Equivalent Employees:	239
Minimum Number of Full-Time Equivalent Employees:	15
Maximum Number of Full-Time Equivalent Employees:	32,009
Median Number of HR Professionals on Staff:	4
Percent of Winners that were profitable in 2007:	79%
Percent of Winners that launched a new product/service in 2007:	78%
Percent of Winners that use local vendors for HR services:	84%
Percent of Winners recognized as a great workplace:	78%
Percent of Winners recognized for their community service:	65%
Percent of Winners recognized for their training and development:	27%

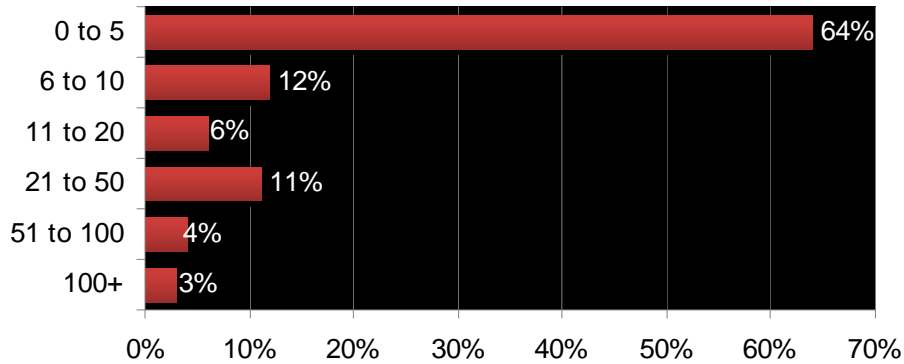
Industry

NorthCoast 99 organizations can be found across 19 different industries. The majority of North Coast 99 winners are in the manufacturing, health/human services, hospital, and non-profit industries.



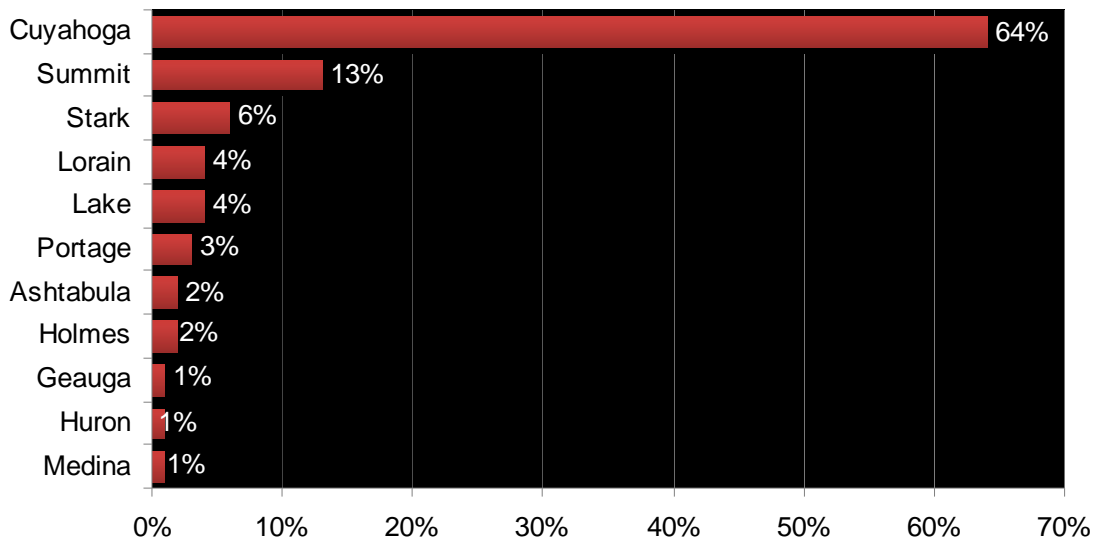
Number of HR Professionals

Although NorthCoast 99 winners have some of the most innovative workplace and HR practices, most of their HR departments only have between 0-5 individuals, suggesting that the most innovative workplaces may not always have the largest departments associated with creating them.



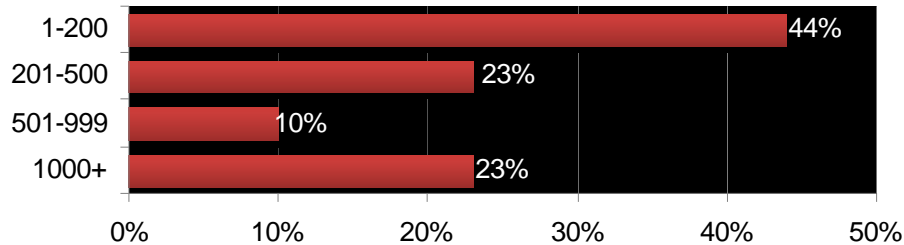
County

NorthCoast 99 winners are predominantly from Cuyahoga County, though they spread themselves across 11 different counties in Northeast Ohio. Thirteen percent are from Summit County.



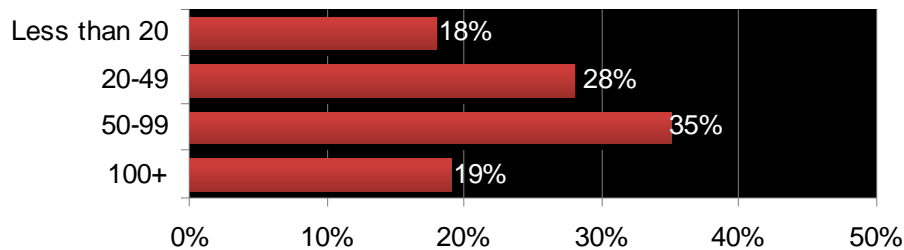
Number of Employees (in NEO)

Most NorthCoast 99 organizations only have between 1-200 employees in Northeast Ohio. Only about a quarter of NorthCoast 99 organizations have over 1000 employees in Northeast Ohio.



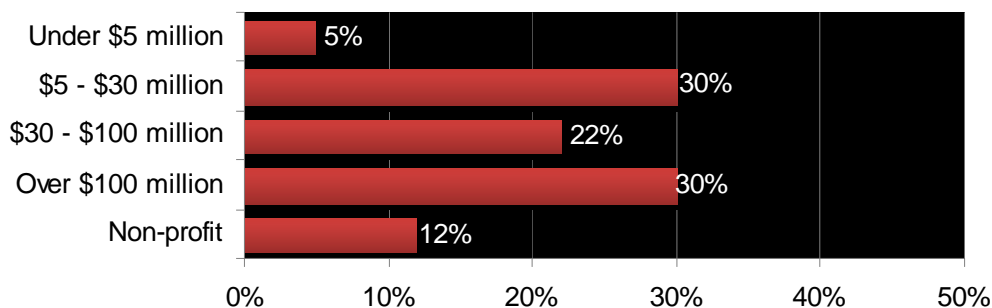
Years in Business

Over 50% of NorthCoast 99 winners have been in business for over 50 years, suggesting that the organizations are stable and strong. Nonetheless, each year including 2008, there are young organizations that make the winners list. Nearly 20% of NorthCoast 99 winning organizations are less than 20 years old.



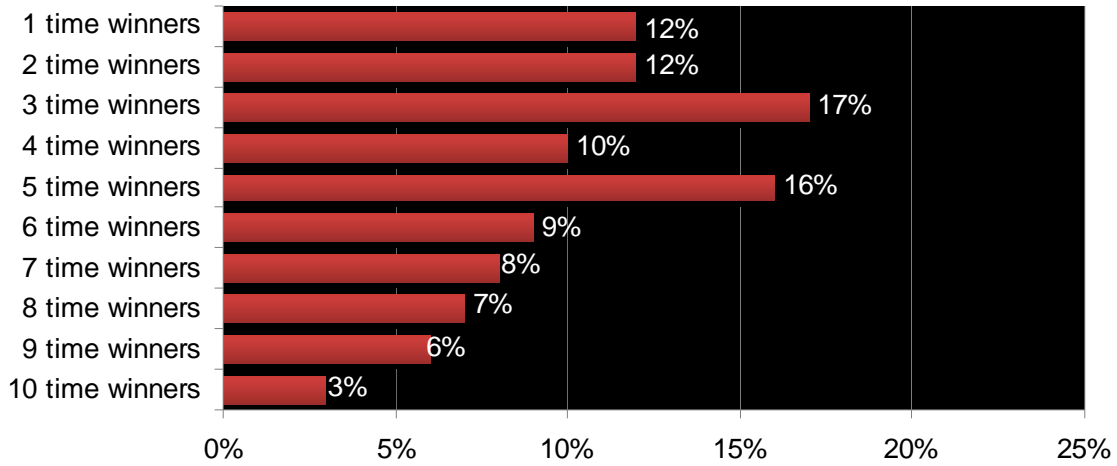
Annual Revenue

Most NorthCoast 99 organizations bring in over 5 million dollars in revenue. Twelve percent of the winners are non-profit organizations.



Previous Winners

Three percent of the winners in 2008 have one the award 10 years in a row and 6% of the winners in 2008 have won the award 9 years in a row. Twelve percent of these organizations were one-time winners. This suggests that the majority of NorthCoast 99 winning organizations have won the award previously, yet a handful of new winners continue to make the list each year.



Winner Trends: Revolutionizing the Workplace for 10 Years

Over the past 10 years, NorthCoast 99 workplaces have evolved into workplaces that are supporting the attraction, retention, and motivation of employees in Northeast Ohio. They've been consistent with best practices. They've innovated. They've excelled at attracting and retaining top performers in Northeast Ohio.

Benefits

NorthCoast 99 winners notoriously provide the best benefits in Northeast Ohio and have revolutionized what a winning benefits package looks like. Over the past 10 years, they've expanded their benefits packages to provide utmost support, convenience, and savings for their top performers. Their extensive benefits packages contribute to why they are employers of choice in the region.

- Competitive benefits have expanded to include wellness, financial, and retirement planning education, onsite convenience services, and support programs.
- The percentage of NorthCoast 99 winners providing financial planning to their employees has increased by 37% in the past five years.
- The percentage of NorthCoast 99 winners offering a match for employee contributions has grown by 18% in the past five years.
- The percentage of NorthCoast 99 winners providing subsidized elder care and child care services grew by 24% in the past five years.
- The percentage of NorthCoast 99 winners offering long-term care insurance has increased by 23% in the past five years.
- Use of flexible work hours, telecommuting, and compressed workweeks has increased by over 20% in the past five years.
- The percentage of NorthCoast 99 winners offering paternity leave to their employees increased by 18% in the past 5 years.
- The percentage of NorthCoast 99 winners providing at least one alternative treatment option to their employees increased by 30% in the last five years.
- The percentage of NorthCoast 99 winners offering adoption assistance to their employees increased by 24% in the last five years.

Communication

NorthCoast 99 winners have enhanced what it means to communicate effectively with employees in the workplace. Ten years ago, it was enough to post announcements on a bulletin board and revise an employee handbook, but NorthCoast 99 winners have transformed communication channels to include intranets, blogs, and webcasts. They have also enhanced leadership presence and communication in the workplace. Ten years later, communication for NorthCoast 99 winners is a truly interpersonal art.

- The means by which NorthCoast 99 winners are communicating with their employees have shifted from meetings, bulletin boards, and handbooks to intranets, blogs, videoconferencing, and webcasts.
- For the past ten years, over 95% of NorthCoast 99 winners consistently communicate financial information, business strategy, and the mission/vision to all employees.
- The percentage of NorthCoast 99 winners that recognize and reward employees that volunteer increased by 18% in the past five years.
- The percentage of NorthCoast 99 winners that have an employee suggestion system in place rose 25% in the last five years.
- The percentage of NorthCoast 99 winners that conduct employee surveys and share the results of these surveys with employees rose 15% in the past five years.

Compensation

Compensation remains one of the most important attributes that top performers look for in jobs, and NorthCoast 99 winners have responded accordingly. Even when local economic conditions have suffered, NorthCoast 99 winners have consistently given annual base salary increases of at least 1.5% more than the average adjustments provided by other Northeast Ohio employers. They also recognize the importance of providing employees opportunities to earn more pay based on their performance. In addition, NorthCoast 99 winners use exceptional due diligence when formulating their competitive compensation systems. Every single NorthCoast 99 winner in 2008 used some form of formalized procedure to develop their compensation system.

- For the past ten years, NorthCoast 99 winners have provided annual base salary increases at least 1.5 - 2% above the local average base salary increase.
- For the past ten years, one-third of NorthCoast 99 winners consistently have paid above market rates to their employees.
- The percent of NorthCoast 99 winners that review their compensation structures annually rose 10% in the last 10 years.

- For the past 10 years, over 90% of NorthCoast 99 winners have a compensation system that rewards performance.
- The percentage of NorthCoast 99 winners that provide an individual performance bonus rose 23% in the past five years.

Recruitment & Selection

NorthCoast 99 winners have impacted the Northeast Ohio economy quite positively over the past 10 years with their hiring. Employee referrals have been a timeless sourcing method for the last 10 years, which organizations feel is one of their most effective methods. They have contributed to the following trends:

- The percent of employees being promoted internally in NorthCoast 99 winning organizations has doubled in the past 10 years.
- Over 20,000 unemployed employees were hired in the past five years.
- Over 100,000 employees were hired from Northeast Ohio.
- Over 10 years, employee referrals remain the most widely used and most effective sourcing method for recruiting top performers.
- The percentage of NorthCoast 99 winners that offer new hire orientations rose 6% in the last five years. Now all NorthCoast 99 winners effectively orient new hires into their organizations.

Social Responsibility & Diversity

NorthCoast 99 winners have leadership that takes an active role in promoting and participating in socially responsible activities and recognize their employees for their efforts in the community.

- Leadership is taking a more active role in participating in and promoting social responsibility.
- The percent of NorthCoast 99 winners that recognize their employees for community service rose 27% in just the past five years.
- Diversity initiatives are being used to achieve a competitive advantage.

Training & Development

Over the past 10 years, NorthCoast 99 winners have continued to place greater emphasis on employee development, implementing training needs assessments, career development programs, and succession plans – to name just a few programs in place by these organizations. Each year, top performers are more interested in career advancement, particularly young top performers, and NorthCoast 99 winners have responded.

- The percentage of NorthCoast 99 winners having mentorship programs has doubled during since 2003, with growth by over 30%.
- The percentage of NorthCoast 99 winners having career development programs has grown by over 50% (from 39% to 96%) during the past 10 years.
- The percentage of NorthCoast 99 winners having written and documented succession plans grew by 31% in the past five years.
- Nearly 90% of NorthCoast 99 winners continue to offer tuition reimbursement programs to their employees.
- The percentage of NorthCoast 99 winners that are recognized for their educational achievements rose 20% in the past five years.

Workplace Health & Safety

Over the past 10 years, NorthCoast 99 winners have made tremendous progress in the development of their workplace health and safety practices, particularly in terms of safety and wellness programs. On average, the percentage of winners offering these programs has increased by 30%.

- The percentage of NorthCoast 99 winners having written safety programs has grown by over 30% in the past five years.
- The percentage of NorthCoast 99 winners having at least one wellness program in place rose 30% in the past five years.
- The percentage of NorthCoast 99 winners that offer wellness incentives to employees rose 32% in the past five years.
- The percentage of NorthCoast 99 winners offering a smoking cessation initiative rose 33% in the past five years
- The percentage of NorthCoast 99 winners that hold an annual health fair rose 17% in just the past five years.

A Look at Innovation in the Workplace Over the Past 10 Years

In addition to recognizing workplaces that excel in the attraction and retention of top performers, the NorthCoast 99 program has sought to find and recognize the most innovative approaches to workplace practices that are signs of risk-taking. Over time, organizations in Northeast Ohio have risen to the challenge posed to them each year to come up with the most innovative way of attracting and retaining top performers in several categories.

In 1999-2000...

- Organizations innovated **benefits** practices in the workplace with fitness centers, 401K plans, and new tuition reimbursement programs
- Organizations innovated **communication** practices in the workplace with monthly newsletters, annual reports, and magazines.
- Organizations innovated **community service** practices in the workplace by donating products to the community and providing scholarship opportunities for their community's high school students.
- Organizations innovated **compensation** practices in the workplace providing high starting wages, a competitive wage structure, and above average merit increases of 7% for employees.
- Organizations innovated **recruitment and retention** practices in the workplace by creating a fun environment for employees through various activities designed to retain employees.
- Organizations innovated **training and development** practices in the workplace through "train the trainer" programs, new hire orientations, and on-site libraries
- Organizations innovated **workplace health & safety** practices in the workplace, organizations innovated the workplace with low rates of injury and strong policies against violence and harassment.

In 2003-2004...

- Organizations innovated **benefits** practices in the workplace by offering fertility services, acupuncture, mental health services, and employee assistance program, a life and survivor insurance program, a 401K, and a wellness program.
- Organizations innovated **communication** practices in the workplace by providing televisions in the lunchroom, conducting town-hall meetings, producing videos, and initiating in-person meetings between management and employees.
- Organizations innovated **community service** practices in the workplace by offering paid time off to employees to provide service to the community, having a community service committee, and having a mission statement supporting community service.

- Organizations innovated **compensation** practices in the workplace with increases of 5% and use of bonuses as a primary pay for performance mechanism.
- Organizations innovated **diversity** practices in the workplace using community organizations to recruit and place minority candidates, going beyond legal requirements.
- Organizations innovated **recruitment** practices in the workplace using enhanced technological advertising including online job boards and online career centers.
- Organizations innovated **training and development** practices in the workplace by allowing their employees to spend a significant number of hours in training, beginning an emerging leaders program, and making large monetary training investments.
- Organizations innovated **workplace health and safety** practices in the workplace by designing wellness committees, smoking cessation programs, and fitness programs.

Ten years later, in 2008...

- Organizations are innovating **benefits** practices in the workplace by providing 15 paid holidays, quarterly massages, discounted/subsidized life screenings, subsidized childcare, and employees discounts on products/services on cars, trips, and technology.
- Organizations are innovating **compensation** practices in the workplace with no “one-size-fits-all” performance pay plans, multiple plans to meet the needs of their workforce, average bonuses of 13%, and large rewards like big screen TVs, digital cameras, and all expense paid trips.
- Organizations are innovating **communication** practices by enhancing leadership’s presence and communication in the workplace using bus-tours, one-on-one chats with executives, executive team video casts, and other formal and informal interactions.
- Organizations are innovating **recruitment** practices by using their internal and external networks - utilizing their own employee referrals to a greater degree as well a network of alumni, community contacts, and local colleges and universities. Hiring managers and team members engage new hires with gift baskets, congratulating and welcoming them into the organization. Management training programs and creative internship programs also have become new innovative practices.
- Organizations are innovating **service and social responsibility** practices to not only serve their communities through non-compensated services and designing special programs for the community, but are also initiating environmentally friendly practices with solar energy panels, decreasing emissions, planting trees, decreasing usage of paper, using only recycled paper, decreasing usage of gas, water, and waste, and recycling of cardboard, old equipment, wood, furniture, and scrap metal.

- Organizations are innovating **training and development** practices by using a multifaceted approach including onsite universities with classrooms, technology, trainers, and textbooks, career development programs, mentoring, customized individual business development plans, leadership development, assessments, coaching, and cross-functional team projects.
- Organizations are innovating **workforce planning** practices by creating performance assessments that distinguish between levels of talent, providing a blended assessment of results, behaviors, strengths, skills, developmental goals and career interests. Organizations are trending training needs, forecasting staffing needs based on budgeted volumes and anticipated growth, providing advanced technical training to enhance leadership and technical expertise within the organization, screening leadership potential in new hires and throughout its training process, developing new training methods, cross-training several employees for skilled positions to address its need for additional skilled positions as the organization expands, performing strategic workforce analysis, conducting an organizational review process, and implementing talent management initiatives that enhance talent mobility within the organization.
- Organizations are innovating **health and safety** practices by adding a work/life dimension to their sites, offering work/life lounges with ping-pong, pool, and foosball tables, air hockey, basketball, a chill room for reading and relaxing, and Nintendo Wiis. They are hosting free massages twice a week and providing calm effectiveness training as well as onsite support groups led by experts. They offer maternity assessment programs, health, financial, and work/life fairs, and tai-chi and kick boxing classes, and coordinate violence prevention, transitional work program, and crime risk assessments.

Over the past 10 years, a revolution happened in the workplace. NorthCoast 99 winners made this revolution happen in Northeast Ohio. Because of their leadership in implementing these innovative and creative workplace practices, NorthCoast 99 winners enjoy a pool of talent knocking at their doors.

NorthCoast 99 Winners: Comparative Analysis

The following analysis compares some of the policies and practices of the 2008 NorthCoast 99 (NC99) winners with those of other Northeast Ohio (NEO) organizations as reported in several recent, local studies of workplace practices.

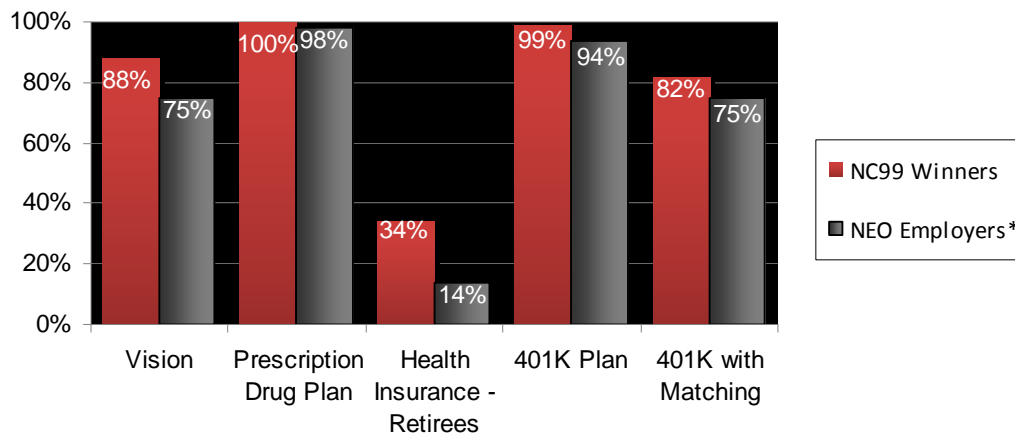
NC99 winners demonstrate a number of important characteristics in the policies and practices that they establish at their organizations. The winners have revolutionized their workplaces. They create innovative and unique workplaces that attract and retain top talent.

The discrepancy between the NC99 winners and other NEO employers is sometimes significant, but it is this discrepancy that for the 10th year in row has pushed organizations to take the leap and build even better workplaces. Each year, more than a sixth of NC99 winners are first time winners! Even more impressive, are the three NC99 winners that have won every year that the program has been in existence. They continuously illustrate that great workplaces can be created and transformed – and even revolutionized.

Leading the Revolution in Benefits

Health, Welfare & Retirement Benefits

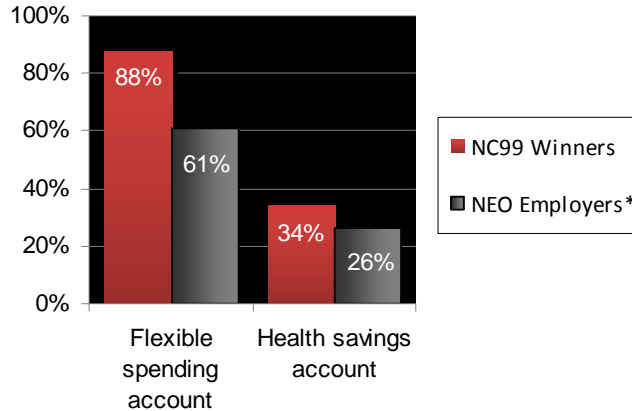
NorthCoast 99 winners lead the way in health and welfare benefits. Higher percentages of winning organizations provide vision insurance, prescription drug plans, health insurance for retirees, 401K plans, and 401K plans with employer matching on employee contributions.



*Source: 2008 ERC/SBN Workplace Practices Survey

Tax Advantaged Savings Plans

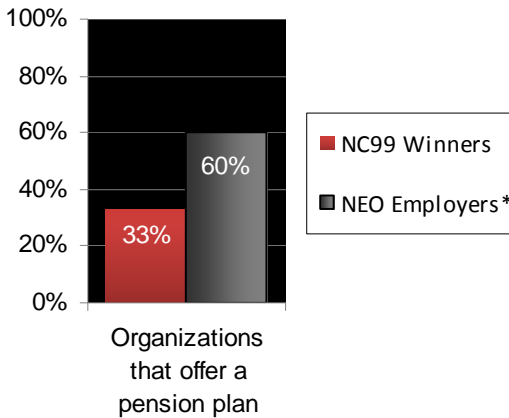
In addition to the basic health and welfare options, winning organizations provide their employees flexible spending accounts and health savings accounts to a greater degree than other Northeast Ohio employers, saving their employees countless dollars using these tax-advantaged plans.



*Source: 2008 ERC/SBN Workplace Practices Survey

Pension Plans

Winning organizations do not tend to offer their employees pensions, but instead offer more innovative retirement programs including supplemental 401Ks, retiree profit sharing, and money savings plans.

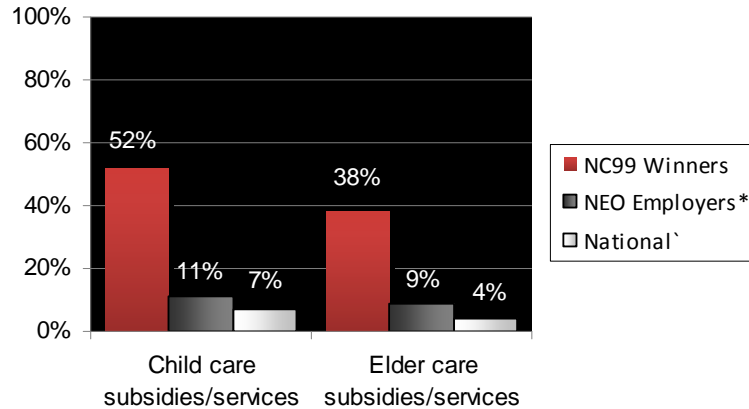


*Source: 2008 ERC/SBN Workplace Practices Survey

At NorthCoast 99 winning organizations, retirement benefits do not stop at pension and 401K plans. Most organizations offer an array of financial planning benefits, discounts, and phased retirement options. Even part-time employees at these organizations can take advantage of the outstanding retirement benefits offered.

Employee Assistance & Support Programs

Programs that assist and support employees are a hallmark of what makes NorthCoast 99 winning organizations great workplaces. A much higher percentage of winning organizations provide child care and elder care subsidies and services to their employees in comparison to other Northeast Ohio employers as well as employers nationally.

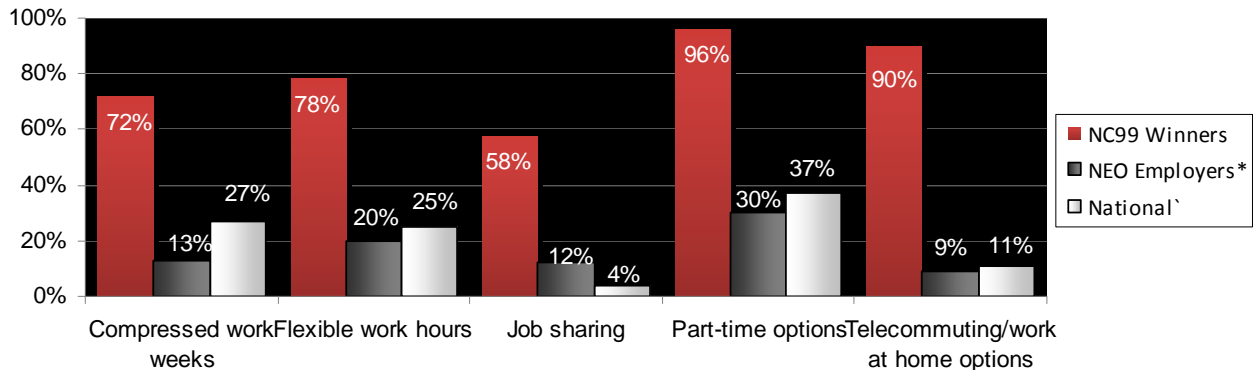


*Source: 2008 ERC/SBN Workplace Practices Survey
 `Source: 2007-2008 EAG National Policies & Benefits Survey

Employee assistance and support doesn't stop with child care and elder care services. Discounts, adoption assistance, subsidies, legal support, personal loans, and subsidized parking are also popular programs these organizations have in place to support their employees.

Flexibility

NorthCoast 99 winners lead the way when it comes to providing flexibility for their employees. Winning organizations provide a variety of flexible scheduling opportunities for their employees including compressed work weeks, flexible work hours, job sharing, part time work, and telecommuting/work at home options to assist employees with their work/life demands.



*Source: 2008 ERC Policies & Benefits Survey
 `Source: 2007-2008 EAG National Policies & Benefits Survey

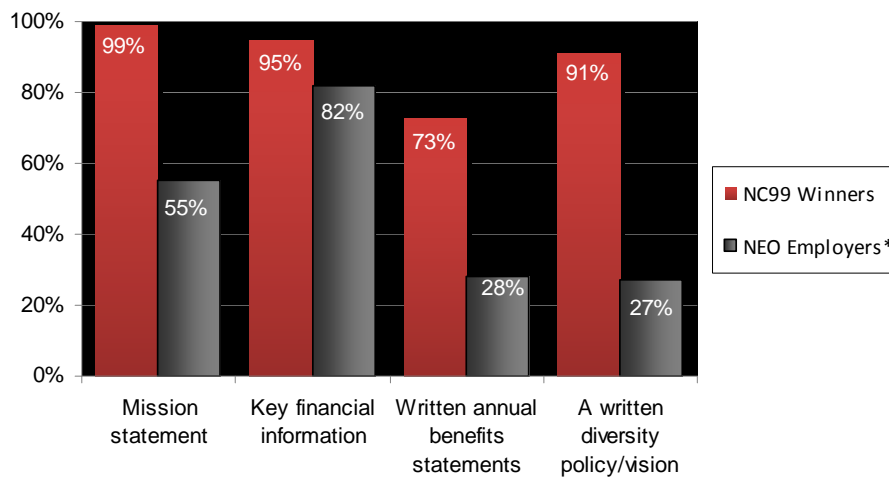
But flexibility is not always manifested in flexible work programs. Nearly all of the NorthCoast 99 winners empower their managers to provide informal flexibility to their employees and will take each employees' own situation into consideration when providing flexibility. In addition, most winning organizations stray away from traditional absence policies that penalize employees for absences beyond their control.

Leading the Revolution in Communication

Communicating with employees has become drastically different within the past decade. While NorthCoast 99 winners have continued to provide important information to their employees – they've enhanced their practices to include more leadership communication with employees and more opportunities to enhance employee empowerment to suggest new programs and ideas.

Information Communicated with Employees

Winning organizations communicate more information to their employees than other organizations in Northeast Ohio – particularly their mission statement, written diversity policy or vision, financial information, and benefits statements.



*Source: 2008 ERC/SBN Workplace Practices Survey
 `Source: 2007-2008 ERC Policies & Benefits Survey

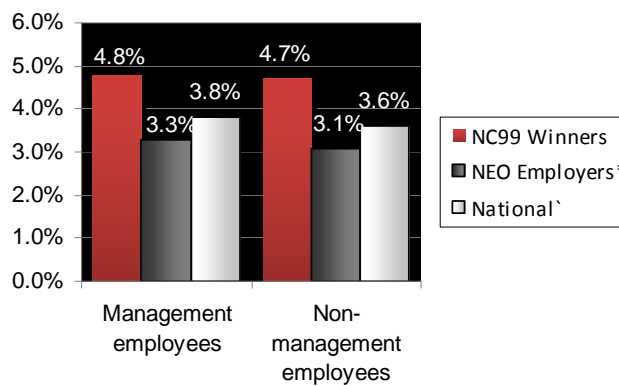
These organizations have shown that while communicating important information is a significantly important workplace practice – how it is communicated is even more important. These organizations take advantage of their leadership presence to not only convey this important information, but also to play a critical role in recognizing employees and acknowledging their suggestions.

Leading the Revolution in Compensation

Not only do NorthCoast 99 winners have compensation philosophies that are shared with all of their employees, they also are committed to paying employees based on how their performance merits. This remains one of the fundamental ways these organizations are able to attract and retain top talent.

Average Wage and Salary Increases

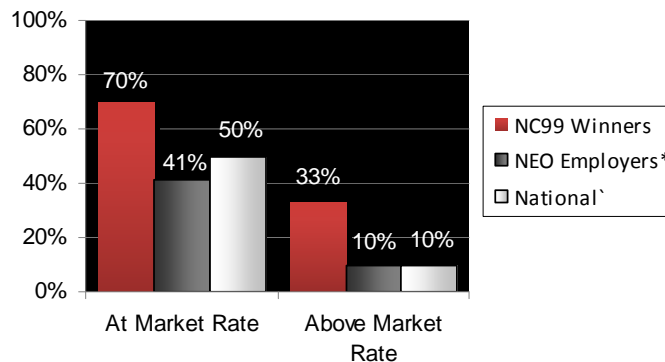
The average wage and salary increases for employees at winning organizations were at least 1% higher than those provided by other Northeast Ohio employers and employers nationally, approaching nearly 5%. Most of these increases are a result of the generous pay for performance and merit pay systems these organizations have constructed to meet the demands of what top talent desires.



*Source: 2008 ERC Wage & Salary Adjustment Survey
 `Source: 2007-2008 EAG National Policies & Benefits Survey

Pay in Comparison to Market

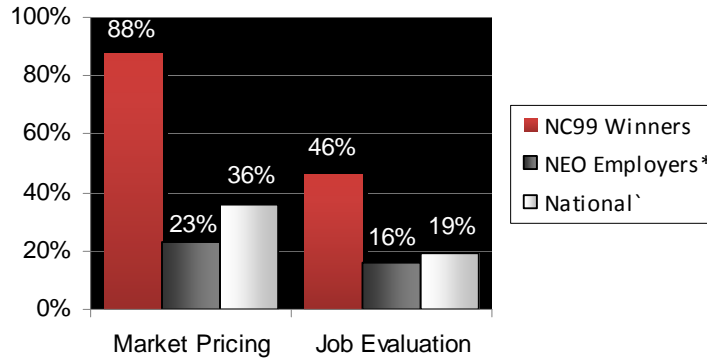
Winning organizations pay employees at market rate or above market rate more than Northeast Ohio employers and employers nationally. No winning organizations paid below market rate for any employee groups.



*Source: 2008 ERC/SBN Workplace Practices Survey
 `Source: 2007-2008 EAG National Policies & Benefits Survey

Basis for Compensation Programs

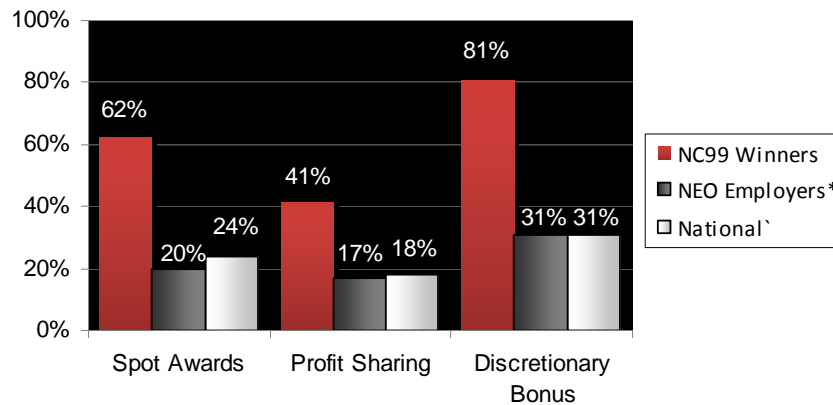
Winning organizations tend to use market pricing and job evaluation to a much greater degree than other Northeast Ohio and employers nationally, suggesting that winning organizations place more emphasis on external and internal equity principles when creating their compensation systems.



*Source: 2008 ERC/SBN Workplace Practices Survey
 `Source: 2007-2008 EAG National Policies & Benefits Survey

Incentive Programs Offered

Winning organizations use incentive and performance-based pay to a greater degree than other Northeast Ohio employers and employers nationally, particularly discretionary bonuses, profit sharing, and spot awards. At least 50% of organizations have programs like these in place for even non-exempt employees.



*Source: 2008 ERC/SBN Workplace Practices Survey
 `Source: 2007-2008 EAG National Policies & Benefits Survey

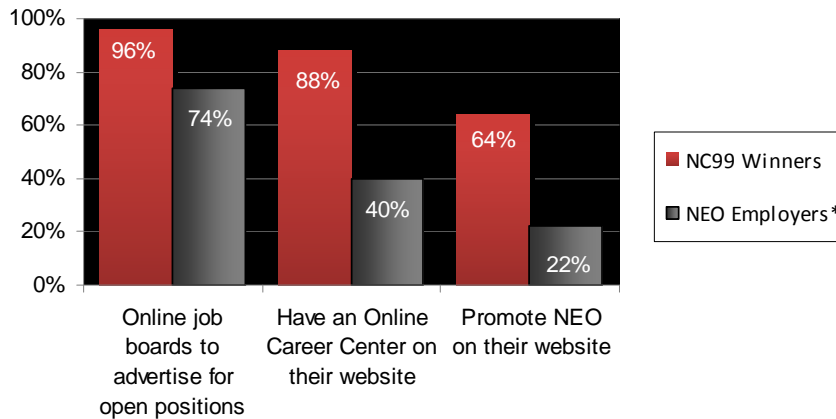
Among the most common incentive programs at NorthCoast 99 winning organizations are discretionary bonuses, individual performance cash bonuses, spot bonuses, and profit sharing. Stock options, while still provided by several organizations, are less common forms of performance pay offered at these organizations.

Leading the Revolution in Recruitment, Selection, & Retention

Recruiting top performers is a task at which NorthCoast 99 winners excel through their use of technology, innovative selection tools – and most importantly: the insights of their own employees.

Technological Advances in Recruitment & Selection

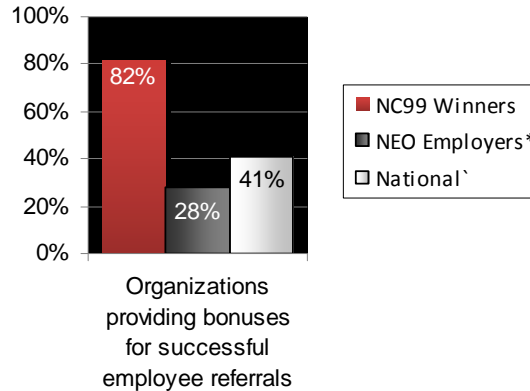
Over 20% more winning organizations use online job boards to advertise for their open positions than other organizations. In addition, 40% more have an online career center on their website and promote Northeast Ohio employers on their website. Through use of technology in recruitment, winning organizations are able to tap into a wide job applicant pool that is using the Internet more than ever in their job searches.



*Source: 2008 ERC/SBN Workplace Practices Survey
`Source: 2007-2008 ERC Policies & Benefits Survey

Employee Referrals

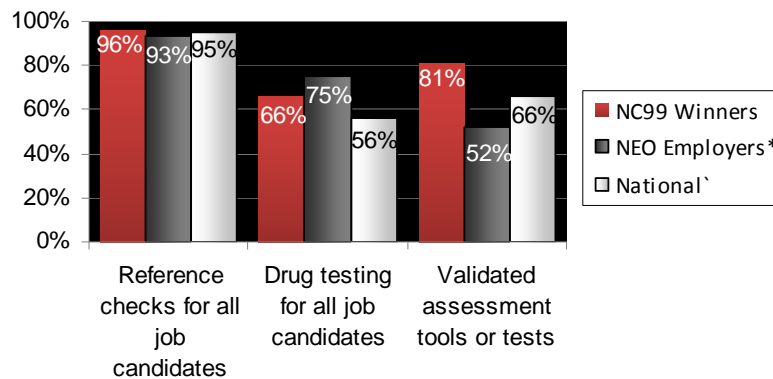
Winning organizations depend on their employees to refer top performers into the organization. All winning organizations use employees' referrals and most consider them one of their more effective sources. As a result, most winning organizations provide their employees incentive in the form of bonuses for these referrals.



*Source: 2008 ERC/SBN Workplace Practices Survey
 Source: 2007-2008 EAG National Policies & Benefits Survey

Selection Methods

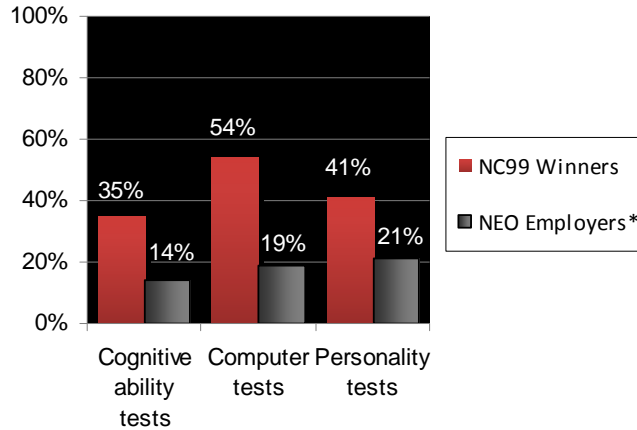
Winning organizations use reference checks and validated assessment tools or tests as aids in selecting their employees. Winning organizations, however, use drug testing to a lesser degree than other organizations, suggesting that winners are more inclined to use work-related and performance-based assessments.



*Source: 2008 ERC Policies & Benefits Survey
 Source: 2007-2008 EAG National Policies & Benefits Survey

Assessments Used in Selection Process

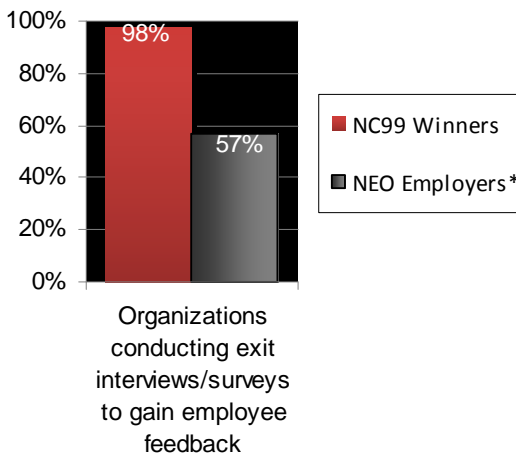
In terms of assessments and tests winning organizations use to select employees, 82% use validated assessment tools. Winning organizations use cognitive ability, computer skills, and personality tests to a greater degree than other Northeast Ohio organizations.



*Source: 2008 ERC Policies & Benefits Survey

Exit Interviews

Gaining the insights of their employees is an important tool that NorthCoast 99 winners use to better their workplaces. Ninety-eight percent of winning organizations conduct exit interviews or surveys to gather employee feedback related to how they can retain employees. This compares with only 57% of Northeast Ohio employers.

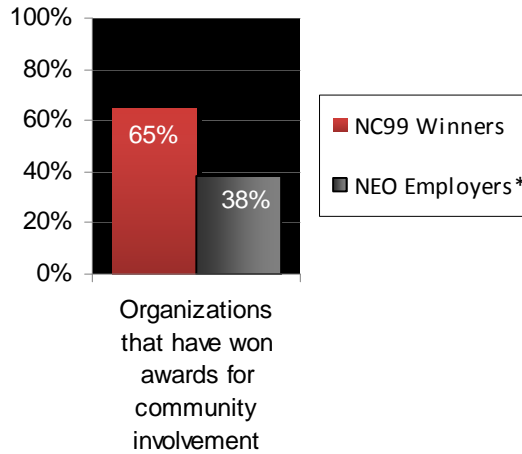


*Source: 2008 ERC Policies & Benefits Survey

Leading the Revolution in Service & Social Responsibility

Recognition for Community Involvement

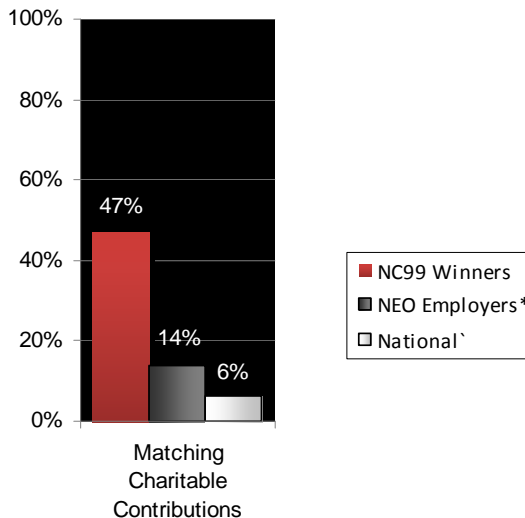
Winning organizations notoriously give back to their communities through a wide range of efforts including donating products and services, providing non-compensated services to those in need, and supporting the community with resources and monetarily via generous gifts. For these efforts, winning organizations are commonly recognized. Nearly two-thirds of winners have won awards for their community involvement versus just over a third of other organizations in Northeast Ohio.



*Source: 2008 ERC/SBN Workplace Practices Survey

Matching Charitable Donations

Nearly half of winning organizations match their employees' charitable donations while only 6% of employers nationally do so.



*Source: 2008 ERC Policies & Benefits Survey

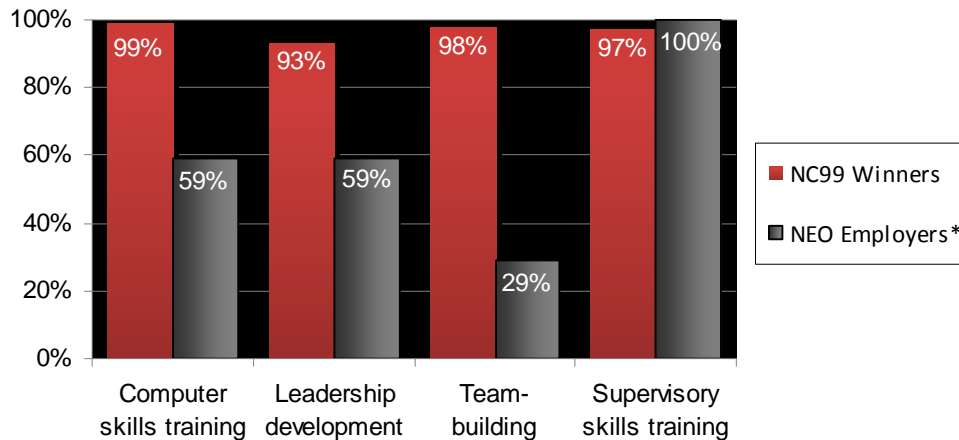
`Source: 2007-2008 EAG National Policies & Benefits Survey

Leading the Revolution in Training & Development

NorthCoast 99 winners have many formal training and development programs that enhance the skills of their staff. In addition to the wide range of training and career development services they provide including assessments, career counseling and coaching, career paths, tracks, and ladders, and customized individual development plans (by far the most popular), these organizations have also mastered the most simplistic development methods including job design. Nearly all of these organizations use cross-training, temporary assignments and projects, lateral transfers, job shadowing, and internal knowledge sharing groups. For these reasons, NorthCoast 99 winners are icons for their outstanding approaches to training and development.

Types of Training Offered

Winning organizations offer a variety of training including computer skills, leadership development, team-building, and supervisory skills. Nearly 40% more winners offer these forms of training than other Northeast Ohio employers. These are not the only types of training offered to employees. Winners boast extensive course lists including training in customer service, planning and organization, time management, sales, product knowledge, problem-solving, and presentation.

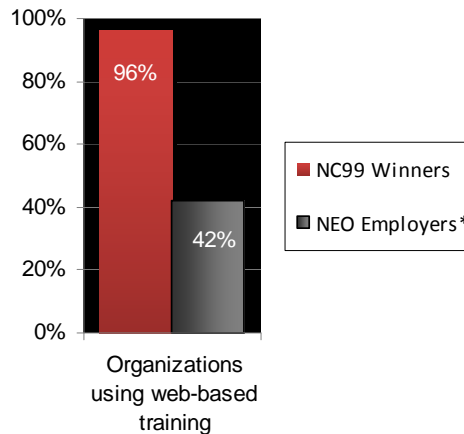


*Source: 2008 ERC Policies & Benefits Survey

Winning organizations also provide an array of training to their supervisors in areas including: coaching, communication, performance management, conflict resolution, managing across generations, leadership development, and interviewing.

Training Methodologies

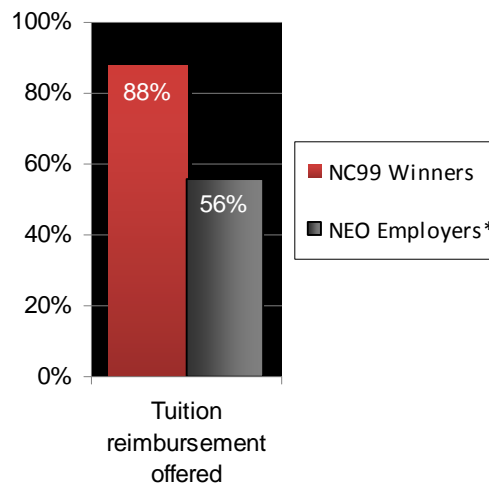
Among the most common methodologies of training employees is web-based training, provided by 96% of NorthCoast 99 winners, compared to only 42% of other Northeast Ohio employers. Nearly all NorthCoast 99 winners also use a variety of other training methods including classroom training, communities of practice, one-on-one coaching, and self-study. Using these diverse training methods ensures that all learning styles are taken into consideration.



*Source: 2008 ERC/SBN Workplace Practices Survey

Tuition Reimbursement

In addition to training programs, winning organizations provide formal opportunities for their employees to obtain higher degrees in job-related fields. Most organizations reimburse employees for all of their tuition expenses, or at least 50%. Over thirty percent more winning organizations offer tuition reimbursement to their employees than Northeast Ohio employers, suggesting that winning organizations support their employees' educational interests are more inclined to provide their employees with opportunities to go back to school and receive college degrees.

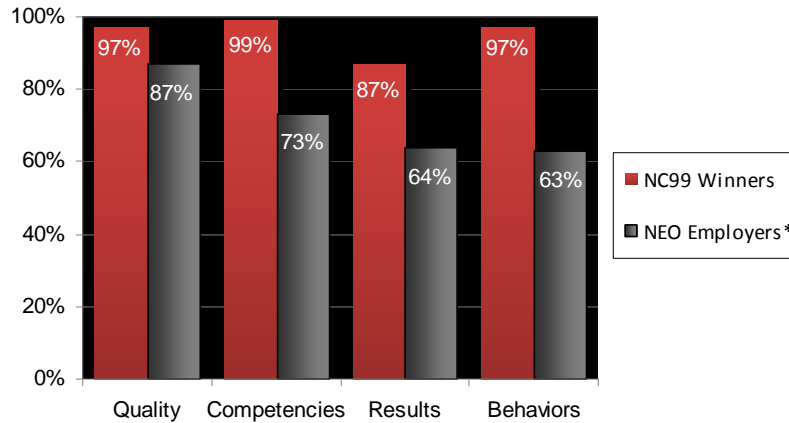


*Source: 2008 ERC/SBN Workplace Practices Survey

NorthCoast 99 winners understand that effective performance management processes need to be in place in order for employee development to occur. For this reason, winners not only measure a variety of different components of performance, but make sure employees know their performance expectations and self assess themselves as well.

Components Measured in Performance Appraisal

Winning organizations incorporate more critical components of performance, when assessing employee performance during performance appraisals. Over 95% of winning organizations assess critical components of performance including quality, competencies, and behaviors compared to other organizations in Northeast Ohio. In addition, 20% more winning organizations assess results compared to only 64% of other Northeast Ohio employers.



*Source: 2008 ERC Performance Management Study

Self-Appraisals

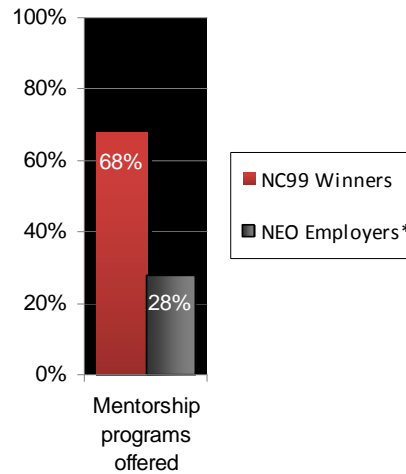
Winning organizations understand how critical it is for employees to take part in the performance management process. It is not uncommon for employees to participate in the design of the performance appraisal or complete self-appraisals.



*Source: 2008 ERC Performance Management Study

Mentorship Programs

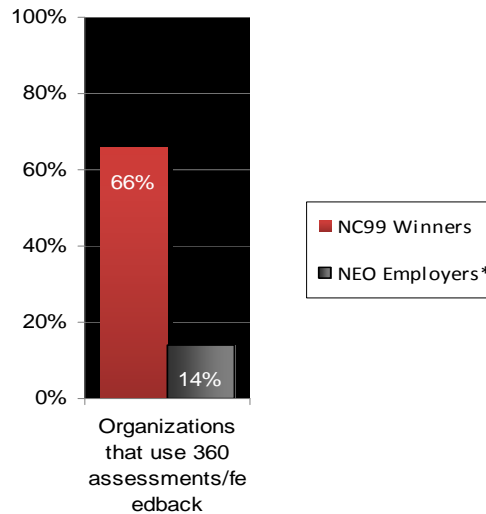
Sixty-eight percent of winning organizations provide mentorship programs to their employees in comparison to only 28% of other Northeast Ohio employers. Winning organizations generally provide more formal mentorship programs to their employees (mostly non-management employees) than other organizations. These organizations generally have a formal matching process and provide mentor training.



*Source: 2008 ERC/SBN Workplace Practices Survey

360 Feedback / Assessments

In addition, 50% more winning organizations utilize 360 feedback or assessments to a greater degree than other Northeast Ohio organizations as a performance management and career development tool. Most often, 360 feedback is used for managerial development, however, NorthCoast 99 winners also use these tools to provide development for non-management employees and supervisors.



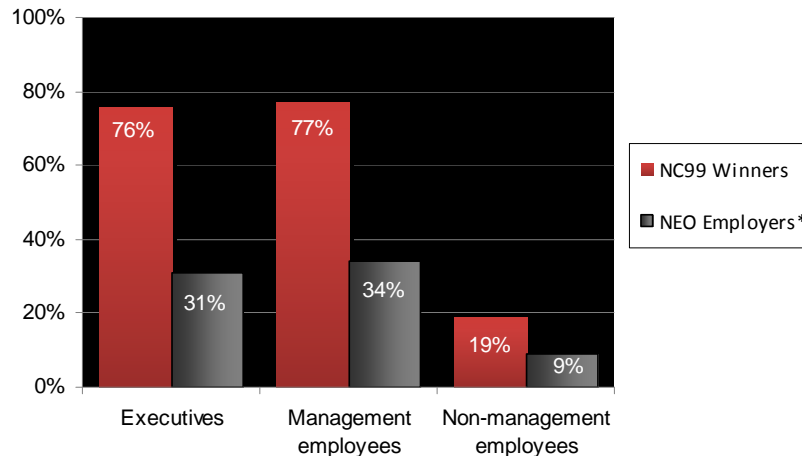
*Source: 2008 ERC Performance Management Study
*Source: 2008 ERC Policies & Benefits Survey

Leading the Revolution in Workforce Planning

Ninety percent of NorthCoast 99 winners have a formal workforce plan in place. These organizations are not only focused on their current talent, but also the future of their talent pool as it relates to their organization's needs. Most winning organizations' workforce plans encompass all employees and not just executives. These organizations diligently analyze their current and future workforces and take steps to close the gaps.

Employee Groups for Which Succession Plans are In Place

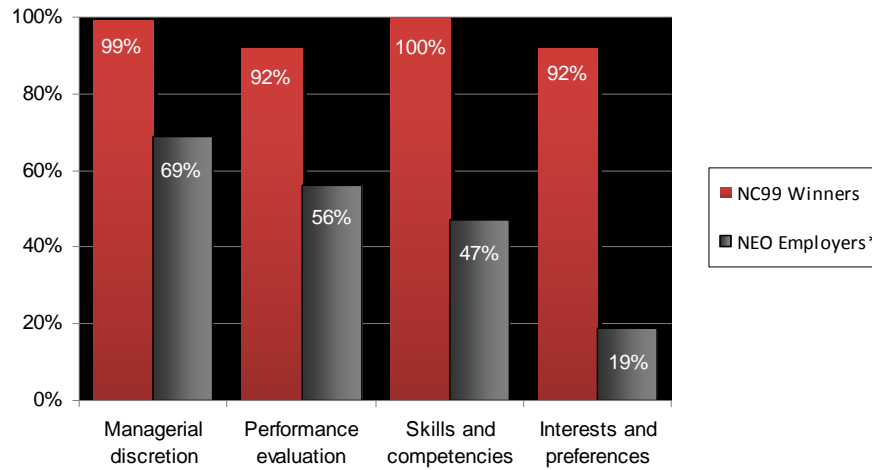
While succession plans are just one aspect of these organizations' workforce planning activities, they are the most crucial. Forty percent more winning organizations have succession plans in place for executives, management employees, and non-management employees than other Northeast Ohio organizations. Only around a third of Northeast Ohio organizations have succession plans in place for executives and management employees.



*Source: 2008 ERC Succession Planning & High Potential Employees Study

Methods of Identifying High Potential Employees

At least thirty percent more winning organizations use managerial discretion, performance evaluation scores, skills and competencies, and employee interests and preferences as methods of identifying high potential employees that are considered for succession plans.



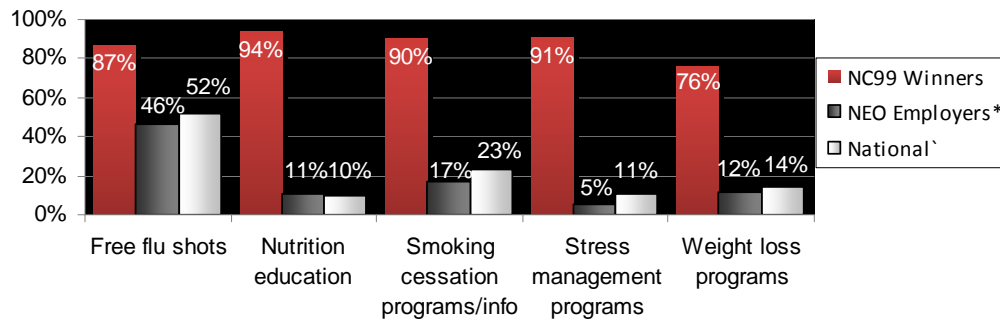
*Source: 2008 ERC Succession Planning & High Potential Employees Study

Leading the Revolution in Workplace Health & Safety

NorthCoast 99 winners believe that their employees' health, wellness, and safety are extremely important. For this reason, winning organizations lead the way in offering a wide variety of education, programs, and coaching/counseling options that provide something to meet all of their employees' different needs.

Wellness Programs

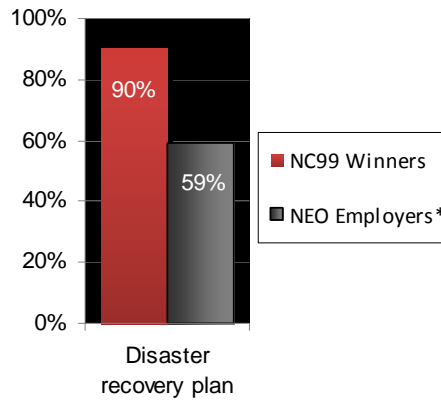
Winning organizations provide more wellness programs to their employees, including flu shots, nutrition education, smoking cessation information, stress management programs, and weight loss programs. Winners consistently support their employees' wellness through a wide variety of initiatives.



*Source: 2008 ERC Policies & Benefits Survey
 `Source: 2007-2008 EAG National Policies & Benefits Survey

Disaster Recovery Plans

NorthCoast 99 winners also understand the need to provide a safe and secure environment for their employees. Ninety percent of winning organizations have a disaster recovery plan compared to only 59% of other organizations in Northeast Ohio.



*Source: 2008 ERC/SBN Workplace Practices Survey

Leading the Revolution – No Longer an Option

While other Northeast Ohio employers may lag in these workplace practices, they certainly are able to step up to the challenges that the NorthCoast 99 winners have. Make no mistake, however: the workplace is just as competitive as the marketplace. With the plethora of choices job applicants have, revolutionizing the workplace is no longer an option if an organization wants to attract and retain top people.

Benefits

Health and Welfare

Winning organizations offering employees the following health and welfare benefits

▪ Accidental death and dismemberment	96%
▪ Dental insurance	98%
▪ Flexible spending account	88%
▪ Health insurance	100%
▪ Average percent of the premium that full time employees contribute	20%
▪ Winning organizations that offer part time health benefits	58%
▪ Average percent of the premium that part time employees contribute	23%
▪ Health savings account (HSA)	34%
▪ Life insurance	99%
▪ Long-term care insurance	55%
▪ Prescription drug plan	100%
▪ Vision insurance	88%

Retirement Benefits

Winning organizations offering employees the following retirement benefits

▪ Alumni associations	10%
▪ Career coaching for retirees	8%
▪ Health insurance for retirees	34%
▪ Lifelong product/service discounts for retirees	14%
▪ Non-qualified deferred compensation	34%
▪ Retirement financial planning education	77%
▪ Offer retirement benefits to part-time employees	71%
▪ Defined contribution plan (401k and/or 403b)	99%
▪ Defined contribution plan (401k and/or 403b) with match	82%
▪ Defined benefit plan (Pension)	33%

Other retirement programs

▪ Stock Options Plan	▪ Profit Sharing Plan (portion of company's profit into retirement account)
▪ Roth 401K	▪ Excess Benefit Plan
▪ Annuity retirement benefit with loan option	▪ Cash Balance Plan
▪ Profit Sharing Plan	▪ Simple IRA plan
▪ Non-qualified Plan for highly compensated employees	▪ Supplemental Executive Retirement Plan (SERP)

- Ohio Public Employees Retirement System (OPERS)
 - 457B
 - 457F
- Sales Separation Plans (opportunities to continue to earn commissions for up to three years)
 - 403B
 - 409A

Winning organizations offering a phased retirement program	57%
...with the following features	
▪ Extended leaves	28%
▪ Fully customized schedules	42%
▪ Opportunity to return to work with full retirement benefits as soon as one day after retirement	18%
▪ Part-time reemployment opportunities with loss of retiree benefits	37%
▪ Short term assignments	45%
 Average number of times financial planning is offered per year	 5
 Average percentage of employees eligible for financial planning	 18%
 Organizations offering financial planning to all employees	 86%

Paid Time Off Benefits

Winning organizations offering employees the following paid time off benefits	
▪ Bereavement leave	100%
▪ No bereavement leave limit	11%
▪ Average number of maximum paid days off	
▪ Spouse	4
▪ Child	4
▪ Parent	3
▪ Grandparent	3
▪ Grandchild	3
▪ Aunt/uncle	1
▪ Niece/nephew	1
▪ Cousin	1
▪ Domestic partner	2
▪ Friend	1
▪ Family/medical leave	92%
▪ Holidays	100%
▪ Average number of paid holidays	9
▪ Jury duty	99%
▪ Long-term disability	91%
▪ Maternity leave	88%
▪ Paternity leave	71%
▪ Personal time	89%
▪ Sabbaticals	34%

- Short-term disability 92%
- Sick time 93%
- Vacation 96%
 - Vacation buy/sell option 33%
 - Allow accrual of time off 72%

Employee Assistance & Support Programs

Winning organizations offering employees the following support programs

- Adoption assistance 42%
- Auto and/or home insurance 27%
- Child care subsidy/services 52%
- Discounts for employer products and services 74%
- Discounts on tickets for sporting events/entertainment 79%
- Elder care subsidy/services 38%
- Employee care fund (employees may donate cash/sick time/etc to help a coworker in need) 45%
- Hybrid vehicle subsidies 4%
- Identity theft insurance/support 27%
- Legal advice/representation 63%
- Paid professional/trade memberships 94%
- Personal loans 48%
- Pet insurance 11%
- Retail discounts 76%
- Subsidized parking 35%

Other support programs

- Lifestyle coaching
- Sick child care
- Supporting Our Staff funds for employees in crisis
- Free on-site chair massages
- Spiritual care program
- Paid time off employee sharing program
- Health screenings
- Automobile discounts
- Cell phone discounts
- Wholesale club membership discounts
- Paid time off donations to charitable organizations
- Pastoral care counseling and support
- Tax deferred parking
- Public transportation program
- Commuter programs
- Paid garage parking for pregnant employees
- 10% discount on public transportation
- Books and reading discounts
- Terminal illness counseling
- On-site yoga
- Mammogram screenings
- Employee meal purchase Program
- Employee home loan programs
- College loan programs
- Personal accident and/or cancer indemnity plans
- Personal counseling services for employees and their immediate family

- Full payment of home broadband and wireless Internet for all employees
- Discounts and payment plan for purchase of home computer
- 529 College Savings Plan
- Children's education trust
- Subsidized lunches
- Parents night out

On-Site Convenience Services

Winning organizations offering employees the following on-site convenience services

▪ Banking (i.e. ATM)	42%
▪ Cafeteria	70%
▪ Day care	12%
▪ Dry cleaning/laundry	31%
▪ Fitness center	45%
▪ Hair salon/barber shop	12%
▪ Lactation room	58%
▪ Notary public	88%
▪ Nurse	34%
▪ Oil changes	10%
▪ Other	58%
▪ Tax preparation	15%
▪ Travel agent/services	36%

Other on-site convenience services

- Gift shop
- On-site pharmacy
- Relaxation lounge
- RTA Bus stop
- Tailor/alterations services
- Car detailing/washes
- Postal services
- Personal trainers
- Dental hygiene cleanings
- Ophthalmology services
- Computer repair service
- Laundry services
- Bookstore
- EMT assistance
- Movie rental services
- Private room for daily prayer / religious observances
- UPS/FedEx Shipping
- Summer day camp for children
- Film development (photography)
- Starbucks on-site
- Convenience store
- Full-service restaurants/delis
- Preferred parking for expected mothers
- Weekly catered lunches
- Cold, flu, and headache medication

Alternative Treatment Options

Winning organizations offering employees the following alternative treatment options

- | | |
|---------------------------|-----|
| ▪ Acupuncture/acupressure | 38% |
| ▪ Art therapy | 5% |
| ▪ Fertility services | 32% |
| ▪ Massage therapy | 56% |
| ▪ Music therapy | 5% |

Other alternative treatment options

- | | |
|--------------------------------------------------------------------|--------------------------|
| ▪ Behavioral health services | ▪ Pet therapy |
| ▪ Chiropractic services | ▪ Gastric bypass surgery |
| ▪ Workplace stress identification training and management services | ▪ Massage therapy |
| ▪ Homeopathic treatment | ▪ Herbal medications |
| | ▪ Aromatherapy |

Flexibility

Winning organizations offering employees the following flexible scheduling options

- | | |
|----------------------------------------------------------------|-----|
| ▪ Choice in work schedule | 78% |
| ▪ Choice of hours worked | 73% |
| ▪ Compressed work weeks | 72% |
| ▪ Flexible schedules to pursue leisure or volunteer interests | 78% |
| ▪ Job-sharing | 58% |
| ▪ Part-time options | 96% |
| ▪ Requests for changes in start and end times | 93% |
| ▪ Telecommuting/work-at-home options | 90% |
| ▪ Working from alternative locations (different work sites) | 74% |
| ▪ Working on a project basis (I e consultant or contract work) | 65% |
| ▪ Part-time transitioning model | 50% |

Other flexible scheduling options

- | | |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| ▪ Weekend options | ▪ Free-lance options |
| ▪ Nine month year | ▪ Seasonal employee program (switching between part time status and full time status during the year) |
| ▪ Long-range scheduling | ▪ Three hour make-up rule (allows non-exempt employees to make up a maximum of three hours of missed time within a work week without using Paid Time Off) |
| ▪ Part-time retiree options | |
| ▪ Parent shift program (allows employees to work a shift as short as two hours) | |
| ▪ 72 hour program | |
| ▪ Flex days | |
| ▪ Multiple shift options | |

Winning organizations that penalize an employee for the following attendance issues:

▪ Being under 1 minute late	2%
▪ Being 1-5 minutes late	9%
▪ Being over 5 minutes late	1%
▪ Only if absences or tardiness are unexcused	12%
▪ Excessive absences (absences beyond the allowable amount)	57%
▪ None of the above	19%

Career Transition Benefits

Winning organizations that offer employees the following career transition benefits

	Non-Exempt	Exempt	Executive
▪ Outplacement assistance	50%	68%	72%
▪ Relocation program for new hires and transfers (non-exempt)	35%	79%	83%
▪ Severance pay (non-exempt)	69%	85%	88%

General Benefits

Winning organization providing annual benefits education to all employees 97%

Average total cost of benefits as a percentage of winning organization's payroll 22%

Winning organizations that provide total rewards statements to all employees 73%

Communication

General Communication

Winning organizations that share their mission statement with all employees	99%
Winning organizations that communicate financial information to all employees	95%

Leadership Communication

Winning organizations whose President/CEO meets with groups of non-management employees in person for any of the following reasons

▪ To celebrate birthdays or other special personal events	75%
▪ To communicate business strategy	98%
▪ To communicate changes in organizational policies/practices	97%
▪ To communicate the organizations financial performance	92%
▪ To introduce and/or welcome new hires	86%
▪ To recognize/reward top performers	93%
▪ To solicit feedback from employees	98%

Other reasons that organizations' President/CEO meet with groups of non-management in person

▪ Fundraising/ community service/ social events	▪ Recognize team successes
▪ For any reason as he makes himself available to talk with employees	▪ Congratulate and give personal feedback
▪ Impromptu/scheduled luncheons or breakfasts	▪ Discuss professional goals, work at hand, and give advice
▪ Employee milestones	▪ Say he's made a mistake when his action/decision created a negative impact on the team
▪ Facilitating forums	▪ Meet with personnel that resign from the company
▪ Communicate client news and specific examples	▪ Facilitate employee retreats

Information Communicated

Winning organizations that regularly communicate the following information

▪ Changes (i.e. new products/services; changes in policy; staff; systems)	100%
▪ Employee anniversaries	92%
▪ Financial performance of the organization	86%
▪ Helpful personal tips/information (i.e. finance; health; wellness)	99%
▪ Innovations within the organization	99%

- | | |
|--------------------------------------------------------------------|------|
| ▪ New hires | 96% |
| ▪ Special organizational awards and recognition | 100% |
| ▪ Special personal events (i.e. birthdays; engagements; new child) | 88% |
| ▪ Strategic goals and objectives | 96% |

Other information that is regularly communicated through a newsletter or other form of media (i.e. company intranet, company website, bulletin boards, e-mail, etc.)

- | | |
|------------------------------------------------|-----------------------------------------------------------------|
| ▪ Wellness initiatives and contests | ▪ Professional development opportunities |
| ▪ Community service projects and outcomes | ▪ Weather and traffic alerts |
| ▪ Employee benefits | ▪ Recreational activities |
| ▪ Customer satisfaction data | ▪ Helpful household hints |
| ▪ Diversity information | ▪ Employee departures |
| ▪ Open positions in the company | ▪ Menus |
| ▪ Motivational and inspirational communication | ▪ Good books to read and good music to listen to |
| ▪ Employee profiles | ▪ Holiday traditions of employees |
| ▪ Employee concerns | ▪ Transitions and promotions |
| ▪ Employee suggestions | ▪ Births |
| ▪ Metrics relating to quality and production | ▪ Mergers and acquisitions |
| ▪ Service performance and discounts | ▪ Messages of condolence |
| ▪ Industry news | ▪ Academic and athletic accomplishments of employees' children. |
| | ▪ Environmental issues |

Employee Feedback

Winning organizations that have an employee suggestion system 98%

Winning organizations that use the following methods to solicit suggestions

- | | |
|------------------------------------|-----|
| ▪ Blogs | 11% |
| ▪ Employee portal systems/intranet | 57% |
| ▪ Focus groups | 81% |
| ▪ Forms | 58% |
| ▪ Interactive forums | 53% |
| ▪ Suggestion box | 51% |
| ▪ Surveys | 88% |

Other forms of soliciting suggestions

- Casual discussion meetings
- Internal Instant messaging system
- Intranet
- Online discussion boards/forums.
- Improvement meetings
- Competitions
- Partner/employee luncheons
- Staff retreats
- Employee networks
- Wiki
- Online suggestion box delivered straight to CEO
- Personal interviews with every employee

Winning organizations that acknowledge the receipt of suggestions 88%

Winning organizations that conduct employee engagement surveys 78%

Frequency in which surveys are conducted at winning organizations

- Multiple times per year 32%
- Annually 45%
- Every 2-5 years 21%
- Every 5 years or greater 3%
- Never 1%

Winning organizations that share results of surveys with all employees 96%

Employee Recognition

Winning organizations that have a peer recognition program 95%

Winning organization that ask top performers what rewards they value 80%

Winning organizations that recognize and reward employees in the following ways and by the following individuals:

	Supervisor	Top Management
▪ Cash awards	69%	86%
▪ Catalog of rewards (choice of gifts from catalog)	48%	53%
▪ Gift certificates/gifts	93%	92%
▪ High profile or special projects	73%	81%
▪ Logo items (i.e. t-shirts; coffee mugs; hats)	86%	82%
▪ Notes/cards	88%	90%
▪ Off-schedule hourly and salary increases	65%	69%
▪ Plaques/certificates of achievement	80%	0%
▪ Private in-person acknowledgement	98%	98%
▪ Public announcements/Celebrations	94%	100%
▪ Tickets to amusement parks; movies; sporting events; the theater; etc.	78%	80%

▪ Time off	65%	66%
▪ Trips	22%	40%

Other ways employees are recognized by immediate supervisors & top management:

- | | |
|------------------------------------|-------------------------------------------------------------------------|
| ▪ Flowers | ▪ Reserved parking space |
| ▪ Cookie bouquets | ▪ Gift baskets |
| ▪ Lunches | ▪ Mentoring |
| ▪ Employee recognition dinner | ▪ Educational conferences & programs |
| ▪ Letters to family members | ▪ CEO gives employees his personal tickets to Cleveland sporting events |
| ▪ President emails | |
| ▪ Press releases | |
| ▪ Intranet & website announcements | |

Winning organizations that recognize and reward employees based on the following and by the following individuals:

	Supervisor	Top Management
▪ Attendance	64%	46%
▪ Community service	85%	92%
▪ Educational achievements	88%	87%
▪ Excellent performance	100%	97%
▪ Exceptional customer service feedback	100%	93%
▪ Length of service	87%	99%
▪ Military service	45%	48%
▪ Promotions	96%	96%
▪ Safety	70%	64%
▪ Special personal events (i.e. birthdays; new child; weddings; etc.)	94%	79%
▪ Teamwork or demonstration of corporate values	94%	95%

Other criterion recognized by organizations, immediate supervisors & top management:

- | | |
|------------------------------------------------|------------------------------------|
| ▪ Health and wellness | ▪ Passion, dedication, and loyalty |
| ▪ CPA licensure | ▪ Patents and inventions |
| ▪ Entrepreneurialism | ▪ Meeting personal goals |
| ▪ Completion of special training/certification | ▪ Creative problem solving |
| | ▪ Character traits |

Compensation

Compensation Philosophy

Winning organizations that have a written compensation philosophy that is shared with all employees	89%
Winning organizations with a written compensation philosophy that reward employees based on their performance	92%

Pay Increases

Average percentage increase in base compensation for all non-management employees in 2007	4.7%
Average percentage increase in base compensation for all management employees in 2007:	4.8%

Pay Position

Winning organizations' targeted pay position in the marketplace, relative to other organizations in Northeast Ohio

	At Market	Above Market
▪ Non-exempt pay position	65%	31%
▪ Exempt pay position	70%	30%
▪ Executive pay position	65%	33%

Compensation Structures

Frequency with which winning organizations' compensation structure is reviewed for internal equity and external competitiveness

▪ Continuous rotation	21%
▪ Annually	71%
▪ Every two years	8%

Winning organizations that utilize or apply any of the following

▪ Job evaluation	46%
▪ Market based ranges	88%
▪ No formal system	4%

Performance-Based Pay

Average percentage of winning organizations' workforce whose merit increase or incentive pay is tied to individual performance

▪ Non-exempt	50%
▪ Exempt	65%
▪ Executive	77%

Average percentage of winning organizations' workforce whose merit increase or incentive pay is tied to group/team performance

▪ Non-exempt	37%
▪ Exempt	43%
▪ Executive	57%

Incentive/bonus packages that are offered to employees at winning organizations

	Non-Exempt	Exempt	Executive
▪ Discounted stock purchases	9%	9%	9%
▪ Discretionary bonus	81%	85%	81%
▪ Employee stock ownership program	17%	18%	18%
▪ Individual performance cash bonus	70%	82%	76%
▪ Phantom stock	2%	4%	11%
▪ Pretax thrift savings program	26%	27%	26%
▪ Profit sharing	41%	43%	42%
▪ Sales incentives	30%	55%	44%
▪ Savings bonds	7%	6%	6%
▪ Spot bonuses	62%	58%	42%
▪ Stock options (performance-based)	10%	16%	20%

Other forms of incentive pay

- Shift differential
- Perfect attendance award
- New employee referral bonus
- Hardship compensation for travel
- Special consideration dollars
- Performance shares
- Sales incentive plan
- System performance award
- Stay pay

Winning organizations that have not frozen wages between January 1, 2007 and January 1, 2008 98%

Recruiting, Selection & Retention

Recruiting Advertising

Top performer philosophy 75%

Winning organizations that use any of the following to advertise for open positions

- Banner ads on other websites 43%
- Email signatures 40%
- Help wanted signs 19%
- Newspaper classified advertising 96%
- Online career center 88%
- Online job boards 96%
- Radio 27%
- Television 16%

Other ways winning organizations advertise open positions

- Linked In
- ListServe
- Craig's List
- The Job Network
- Church bulletins
- Billboards
- Citizen boards
- Diversity publications (Kaleidoscope)
- On-campus recruiting
- Industry newsletters
- Business magazines
- Open houses
- Conferences
- Personalized mailings to external colleagues
- Retiree-on-call program (rehire retirees)
- Mall kiosk
- Community collaborations
- Now hiring stickers
- Streaming video
- Direct mail

External Sourcing

External resources that winning organizations use to assist in recruiting for open positions

- Customer referrals 92%
- Employment agencies (private) 82%
- Employment agencies (state) 65%
- Job fairs 88%
- Networking events 90%
- Professional networking websites or online discussion forums 69%
- Referral agencies for disabled workers 42%
- Social online networking (i.e. myspace.com, secondlife.com, facebook.com) 35%
- Temporary agencies 86%

Other ways winning organizations use external resources to recruit for open positions:

- Foreign recruitment
- National Black MBAs
- National Society of Hispanic MBAs,
- El Barrio
- Veterans agency
- Independent contractors
- College alumni
- College advisors
- Community career centers
- Competitors

Groups used by winning organizations to recruit for open positions

- Business partners 63%
- Colleges/universities 97%
- Competitors 77%
- High schools 63%
- Organizations that are downsizing 85%
- Vendors 47%

Winning organizations that provide referral bonuses for successful referrals

- Customer referrals 9%
- Employee referrals 82%
- Vendor referrals 4%

Average amount of referral bonuses:

- Customer referral bonus \$233
- Employee referral bonus \$1545
- Vendor referral bonus \$150

Winning organizations that track referrals from top performers 63%

Winning organizations that track sourcing effectiveness 94%

From the date an application/resume is submitted by a qualified candidate, on average, number of business days that the following occur

- Average days candidate contacted 5
- Average days candidate interviewed 13
- Average days candidate offered position 25

Internal Sourcing

Internal resources that winning organizations use to recruit for open positions

▪ Employee referrals	100%
▪ Internal job postings	96%
▪ Internships	96%
▪ On-site job fairs	44%

Promoting Northeast Ohio & Workplace

Ways Northeast Ohio is promoted throughout recruiting process by winning organizations

▪ Brochures and other recruiting materials	79%
▪ Discuss in the interview process	98%
▪ Mentorship programs that match current resident employees with recruits/new hires	58%
▪ Provide information on our organizations website	64%
▪ Provide link to Northeast Ohio website on our website (www.neoisgreat.com)	39%
▪ Provide tours of the area (may partner with local realtors or visitors bureaus)	61%

Other ways winning organizations promote Northeast Ohio

▪ Coupons and discounts to local businesses	▪ Department newsletter
▪ Gift baskets from Flavor of Ohio	▪ Email signatures
▪ Welcome packets	▪ Artwork that showcases Cleveland businesses
▪ Map of the area with restaurants and ATMs	
▪ Recruitment video clip	
▪ Links to multi-media outlets	
▪ TV ads	
▪ Transitional coaches	

Winning organizations that do not have a policy against hiring the unemployed	98%
▪ Total number of unemployed persons hired	4607

Winning organizations that hired at least one intern native to NEO this year	81%
▪ Total number of interns hired in NEO	6049

Winning organizations that hired at least one intern from outside NEO	46%
▪ Total interns hired outside NEO	1228
▪ Total interns employed after internship ended	452

Ways winning organizations promote their organization as a “great place to work”

▪ Business cards	21%
▪ Company marketing initiatives (advertising/PR)	88%
▪ Company stationary	19%
▪ Employee handbook	60%
▪ Employment application	39%
▪ Fax and/or email signature	35%
▪ General organizational financial information	26%
▪ Job description	37%
▪ Logo items/company products	42%
▪ Mission statement	40%
▪ Recruiting classified ads	87%

Winning organizations that share the following information with qualified job candidates prior to making an employment offer

▪ Benefits information	100%
▪ Compensation philosophy	82%
▪ Employee handbook/policy manual	42%
▪ Employee testimonials	70%
▪ General organizational financial information	64%
▪ Job description	96%
▪ Logo items/company products	61%
▪ Mission statement	88%
▪ Organization chart (or similar)	65%
▪ Overview/timeline of recruitment process	97%
▪ Pay ranges/expectations	87%
▪ Performance expectations	88%
▪ Performance review form	31%
▪ Product/service marketing literature	83%
▪ Tour of the location where the candidate would physically work	96%

Other common & unique information winning organizations share with qualified job candidates prior to making an employment offer:

- | | |
|----------------------------------------------------------|---------------------------------|
| ▪ Community service projects | ▪ Career development program |
| ▪ Wellness initiatives | ▪ Department goals |
| ▪ Company culture | ▪ Company/department newsletter |
| ▪ Diversity | ▪ Recruitment literature |
| ▪ Organizational values | ▪ Program brochures |
| ▪ Information packet for NEO | ▪ Job shadowing |
| ▪ Personal interviews with senior managers and employees | ▪ Compensation packages |

Selection

Average percent of open positions filled with internal candidates at winning organizations	26%
Number of external candidates hired in Northeast Ohio during 2007 by winning organizations	22138
Number of external candidates hired from another region in Ohio by winning organizations	2065
Number of external candidates hired from outside Ohio by winning organizations	1419
Number of employment offers made in 2007 by winning organizations	35579
Total number of new hires in 2007 by winning organizations	31656
Average time to fill for all open positions at winning organizations	
▪ Non-exempt	34 days
▪ Exempt	45 days
▪ Executive	50 days
Winning organizations that have identified top performer characteristics	96%
Winning organizations that use the following types of validated assessment tools, tests, or other means for selecting potential new hires	
▪ Assessments	81%
▪ Background checks	91%
▪ Cognitive ability tests	35%
▪ Computer skills tests	54%
▪ Drug tests	66%
▪ General intelligence tests	21%
▪ Job-specific knowledge tests	55%
▪ Personality tests	41%
▪ Quantitative ability tests	37%
▪ Reference checks	96%
▪ Verbal ability tests	35%

Other types of validated assessment tools, tests, or other means winning organizations use for selecting potential new-hires

- | | |
|----------------------------------|-------------------------------------------|
| ▪ PeopleAnswers | ▪ Lominger assessment and selection tools |
| ▪ Voice Stress Analysis | ▪ Sales Screener |
| ▪ Healthcare Selection Inventory | |

- Managerial/professional competency profile
- Personal skills assessment
- Nicotine tests
- Work simulations
- Teaching demonstrations
- Presentations are given by technical candidates
- Nicotine tests
- Education and licensure verification checks
- Integrity tests
- Writing skills tests or assignments
- Critical thinking tests.
- PowerPoint presentation on sample account
- Behavioral test
- Gallup leadership assessments
- Sales assessment
- Safety inventory

Winning organizations that request the following feedback after job offer

- New-hire survey 36%
- Rejection survey 24%

On-Boarding & New Hire Orientations

Winning organizations that provide employees access to the following during on-boarding

- Buddy 95%
- Business card(s) 64%
- Maps 55%
- Necessary supplies/tools 100%
- Opportunity to meet the organization's Top Executive 88%
- Opportunity to meet the top leader of their division 97%
- Organization-wide announcement of their employment 89%
- Schedule for the first day 98%
- Welcome lunch/breakfast/or reception 77%
- Welcome packet sent to spouse/significant other 19%
- Work station/office 99%

Winning organizations that facilitate new hire orientations 100%

Winning organizations that provide the following to employees during new hire orientation

- Benefits information 100%
- Compensation information 94%
- Education on organizational culture 99%
- One-on-one time with supervisor 93%
- Opportunity to meet with top management 91%
- Overview of policies and procedures 100%
- Performance expectations 96%

Retention

Winning organizations that use the following methods to hold managers accountable for the retention of top performers

- | | |
|-------------------------------------------------------------------------------------|-----|
| ▪ Have a portion of managerial total pay conditioned on retention of top performers | 23% |
| ▪ Making retention of top performers a part of their performance review criteria | 64% |
| ▪ Do not hold our managers accountable for retention of top performers | 20% |

Other ways winning organizations hold managers accountable for retaining top performers

- | | |
|----------------------------------------------------------------------------------|--------------------------------------|
| ▪ Promotions and advancements predicated on the strength of their retained staff | ▪ Frequent discussions |
| ▪ Employee surveys measuring employee satisfaction, engagement, and motivation | ▪ Bonuses tied to employee successes |
| | ▪ Leadership review process |
| | ▪ Monthly managerial scorecards |
| | ▪ 360 feedback |

Winning organizations that conduct exit interviews/surveys 98%

Winning organizations that ask employees (via survey, interviews, or focus groups) why they stay with the organization 87%

Winning organizations that track turnover 98%

Winning organizations that track turnover of top performers separately 38%

Winning organizations that did not have any layoffs during 2007 78%

Average percentage of workforce that layoffs represented at winning organizations .8%

Service & Social Responsibility

Service

Winning organizations that have a service and social responsibility philosophy	100%
Winning organizations whose products or services address needs of community	74%
Winning organizations that permit employees to provide non-compensated professional services to clients or the community	86%
Winning organizations that donate products to their community	73%
Winning organizations that offer a match for employees' charitable contributions	47%
Winning organizations that offer a match for employees' charitable contributions for only isolated and/or specific occasions	52%
Winning organizations that encourage management participation on nonprofit boards	94%
Winning organizations that encourage non-management participation on nonprofit boards	81%
Winning organizations that permit employees to participate in community service activities outside the organization on company time	87%

Recognition for Service

Winning organizations that recognize or reward employees who provide non-compensated professional services to clients or the community	77%
Winning organizations that recognize or reward employees who volunteer in the community	97%

Leadership Participation

Winning organizations in which executive level or top management employees actively participate in community service programs with their non-management employees	92%
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Environmental Practices

Winning organizations that conduct environmentally-friendly practices

▪ Cutting carbon emissions	27%
▪ Decreasing paper usage	93%
▪ Energy conservation	84%
▪ Other	33%
▪ Recycling	96%
▪ Reusing materials	82%
▪ Turning off equipment when not used	96%
▪ Using environmentally sensitive materials	61%
▪ Using or creating products that reduce waste	63%

Other environmentally friendly practices

- | | |
|------------------------------------------------------|------------------------------------------------------------------------|
| ▪ Fluorescent and/or high efficiency light bulbs | ▪ Cardboard bailer |
| ▪ Paperless departments - housing documents online | ▪ Temperatures set-back during off hours. |
| ▪ Green buildings | ▪ Reusable sanctioning canisters |
| ▪ Recycling cellular phones, batteries and computers | ▪ Use china in some of our cafeterias instead of paper products |
| ▪ Automation on thermostatic controls on HVAC units | ▪ Trim-Trax waste management program |
| ▪ No water urinals | ▪ Green teams |
| ▪ High efficiency hand dryers | ▪ Low pressure hot water lines |
| ▪ Automated sinks | ▪ Low flow trigger nozzles |
| ▪ Eliminate use of styrofoam products | ▪ Sub-metering of water and natural gas lines for process optimization |
| ▪ Compact lighting | ▪ Creating new environmental jobs |
| ▪ Offer public transportation discounts | ▪ Computer donation program |
| ▪ Consolidation of servers | |

Training & Development

General Training

Winning organizations that have an individual or department responsible for the development and implementation of training programs 100%

Winning organizations that have an annual budget for training and development programs 90%

Average percent of gross revenue/operating budget that training budget represented at winning organizations 2.6%

Winning organizations that conduct training needs assessments for the following employee groups

- Executive 83%
- Management 96%
- Non-management employees 97%
- Supervisors 96%
- Top management 93%

Winning organizations that conduct training evaluations for the following groups

- Management 93%
- Non-management 96%

Winning organizations that use the following types of trainers

- External vendors 95%
- In-house subject matter experts 97%
- In-house trainers 68%

Other types of trainers:

- Human Resources
- Local colleges and career centers
- Online training, webcasts, webinars and/or audio casts
- Retired associates
- Professional and trade organizations
- Professors and subject matter experts from local colleges and universities
- Consultants
- Subject matter experts.
- Top executives
- Executives
- Company attorneys

Average percentage of employees that participate in some form of training each year at winning organizations 95%

Winning organizations in which 100% of employees participate in some form of training each year 75%

Winning organizations that use the following methods of training

- Classroom 99%
- Communities of practice 85%
- E-learning 96%
- One-on-one coaching 99%
- Self-study 96%

Types of Training

Winning organizations that provide the following types of training

- Communication skills 96%
- Computer skills 99%
- Customer service skills 92%
- Planning/organizational skills 97%
- Presentation skills 93%
- Problem-solving skills 91%
- Product knowledge 91%
- Professional certifications 98%
- Sales skills 76%
- Supervisory skills 97%
- Team-building skills 98%
- Time-management skills 99%

Other types of training offered

- Emotional intelligence
- Six Sigma
- Mentoring
- Time and attendance management
- Workplace harassment
- Recognition
- Internal audit training
- Finance education
- Business law
- Change management
- Safety
- Consulting
- Quality reporting
- Civil treatment for managers
- Breakthrough thinking
- Executive presence
- Change management
- Career development for direct reports
- Personal growth and development
- Corporate compliance
- Palliative care
- Dealing with difficult and emotionally sensitive situations
- Bullying prevention
- Workplace ethics
- Building successful teams
- Rapid decision making
- Accountability
- Goal writing
- Motivation
- Managing laterally through influence
- Engagement management

- Fostering a respectful workplace
- Situational Leadership II

Winning organizations that provide the following types of training to supervisors

▪ Coaching	95%
▪ Communication	90%
▪ Conducting performance reviews	96%
▪ Conflict resolution	87%
▪ Delegating	79%
▪ Interviewing	91%
▪ Leadership	93%
▪ Managing across generations	62%
▪ Negotiation	59%
▪ Performance management	95%

Career Development

Winning organizations that provide career development services to the following employee groups

▪ Executive	82%
▪ Management	96%
▪ Non-management employees	89%
▪ Supervisors	93%
▪ Top management	86%

Winning organizations that offer the following types of career development services to employees

▪ Assessments and/or testing	67%
▪ Career counseling or coaching	86%
▪ Career paths/tracks/catalogs and or ladders	78%
▪ Career planning workshops or materials	50%
▪ Customized individual development plans.	85%
▪ Interview training/guide	56%
▪ Job alert tool (notifies employees of internal job postings)	71%

Other career development services provided to employees

- | | |
|------------------------------------------|----------------------------------------------------|
| ▪ Performance maps | ▪ Calibration / succession planning meetings |
| ▪ Top management profile assessment test | ▪ Associate development review process |
| ▪ Coaching report | ▪ Special project assignments |
| ▪ Peer referral | ▪ Targeted performance outcomes |
| ▪ Talent review process | ▪ Associate success forms to identify career goals |
| ▪ 360 degree feedback | |

- Peer feedback
- Client feedback
- Technical development
- Training/educational advancement
- Apprenticeship
- Global management development assignments
- Rotating assignments
- Employee engagement

Winning organizations that use the following criteria to identify high potential employees

- Demonstrated leadership 99%
- Employee interests and preferences 92%
- Performance appraisal scores 92%
- Skills and competencies 100%
- Top management recommendations 99%

Winning organizations that use the following assessments to identify training needs

- Interest inventories 45%
- Job knowledge tests 59%
- Leadership capability tests 42%
- Personality tests 43%

Winning organizations that use the following methods of developing employee skills

- Cross-training 96%
- External temporary assignments 50%
- External workshops 96%
- Internal knowledge sharing events or groups 91%
- Job rotation 59%
- Job shadowing 72%
- Lateral transfer 85%
- Temporary assignments and projects 95%

Mentorship Programs

Winning organizations that have formal mentorship programs in place for the following employee groups

- Executive 27%
- Management 56%
- Non-management employees 68%
- Supervisors 50%
- Top management 42%

Winning organizations that provide mentor training 54%

Winning organizations that have a formal process that matches employee mentors with mentees 54%

Winning organizations in which employees can volunteer to be mentors	77%
Winning organizations in which employees can request a certain mentor	65%
Average employee per mentor ratio at winning organizations	1:1

Performance Management

Updated job descriptions were provided to all employees at winning organizations	100%
Winning organizations that have employees complete a self-appraisal along with their performance review	92%
Winning organizations that permit employees participate in the design and implementation of the performance appraisal process	62%
Winning organizations that measure performance by the following standards	
▪ Behaviors	97%
▪ Competencies	99%
▪ Financial results	87%
▪ Goal attainment	100%
▪ Quality of quantity of work produced	97%
▪ Skills and knowledge	100%
▪ Value or level of contributions	95%
Winning organizations in which employees work with their supervisors/managers to develop annual written performance expectations	92%
Winning organizations that use multi-rater feedback systems with the following employee groups	
▪ Executive	59%
▪ Management	66%
▪ Non-management employees	32%
▪ Supervisors	47%
▪ Top management	65%

Tuition Reimbursement

Winning organizations that have a tuition reimbursement program	88%
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Workforce Planning

Formal Workforce Plans

Winning organizations that have a formal workforce plan 90%

Winning organizations that include the following in their formal workforce plan

- Action plan 61%
- Assessment of recruiting staff needs and resources 70%
- Assessment of training and development staff needs and resources 77%
- Business plan requirements 78%
- Evaluation (i.e. assessment of whether plan met objectives; process improvements; etc) 62%
- Skills gap analysis 55%
- Staffing needs assessment 85%
- Workforce composition assessment/demographics 62%

Other elements of a formal workforce plan

- Yearly talent review process
- Strategic plan
- Leadership and executive development program
- Hard to fill positions
- Key factors for success
- Succession plans

Winning organizations that have a formal workforce plan which includes the following employees

- All employees (i.e. organization-wide plan) 57%
- Executive/Top Management employees only (i.e. leadership succession plan) 27%
- Some employees groups (i.e. department(s) specific plan(s)) 41%

Current Workforce Analysis

Winning organizations that analyze the following aspects of their current workforce

- Age composition of specific departments and teams 66%
- Average age of retirement 46%
- Average number of years of employment in department 69%
- Current employee tenure 82%
- Current employees with critical or specialized knowledge 88%
- Current skill sets and/or gaps 85%
- Customer demographic profile 52%
- Demographic profile of current employees 73%

- Number of current employees 97%
- Positions likely to promote from within 70%
- Promotion rates 65%
- Ratio of experienced workers to newcomers in all functional areas of each department 51%
- Retirement eligibility statistics 52%
- Supervisor ratios 76%

Other aspects analyzed by organizations in terms of their current workforce

- General education and/or certifications needed for new technology
- Promotability opportunities and potential successors for those being promoted
- Graduating class of incumbents
- Key contributors
- Staff's interest level to advance their education/careers
- Turnover
- Vacancy rate
- Developmental plans

Future Workforce Analysis

Winning organizations that analyze the following aspects of their future workforce

- Anticipated shortage or surplus in staffing levels 95%
- Expected future workforce changes 96%
- Future technological or system enhancements 88%
- Industry changes 87%
- Job functions/skills no longer required/needed 73%
- Long-range business plans 0%
- Number of employees needed to execute business plans 88%
- Required/new skills; knowledge; and abilities the workforce will need 92%
- Types of jobs needed in order to meet organizational objectives 91%
- Workforce demographics 82%
- Workforce diversity 86%

Other aspects analyzed by organizations in terms of their future workforce

- Time to fill
- Revenue per employee study
- Changes in company operations
- Location of facilities
- New target population
- Diversified business
- Talent planning
- Forecasts
- Generational diversity
- Senior leadership and critical position attrition

Employment Trend & Cost Analysis

Winning organizations that analyze the following employment trend information

▪ Budget trends/projections	85%
▪ Employee turnover trends	93%
▪ Forecasts and/or modeling	70%
▪ Hiring patterns (i.e. time to fill; average vacancies per year; etc.)	89%
▪ Labor market trends (i.e. occupational growth; current local labor pool; etc)	80%
▪ Retirement patterns/projections	57%

Other aspects analyzed by organizations in terms of employment trend information

▪ Current and anticipated vacancies	▪ Graduation trends
▪ Stability analysis	▪ Professional journal review
▪ Education and skills	▪ Marketplace activity
▪ University hiring trends	▪ Unemployment statistics
	▪ Industry developments

Winning organizations that analyze the following cost information

▪ Cost of benefits	94%
▪ Cost of compensation	92%
▪ Cost of hire	86%
▪ Cost of rewards	78%
▪ Cost of termination	58%

Generational Issues & Succession Plans

Winning organizations that have analyzed the difference between current workforce needs and future workforce needs AND established priorities to address these discrepancies 73%

Winning organizations that use the following methods of transferring knowledge between generational groups or career stages

▪ Assess and promote how the skills and competency sets of employees at different career stages compliment each other	44%
▪ Build cross-demographic teams (including those with varying levels of experience; expertise; knowledge; and tenure with organization	70%
▪ Institute communities of practice or knowledge sharing groups	56%

Other ways of transferring knowledge between generational groups or career stages

- Mentoring
- Cross-training
- Apprentice programs
- Transitional retiree program
- Retirees are trainers
- Documentation of knowledge in writing and pass on to their position replacement
- Archive of video lectures featuring faculty discussing areas of expertise
- Affinity Groups
- Buddy system (colleagues work with an individual from a different generation or career stages)
- Learning communities
- Employee career architecture website (houses all skills and competencies of any job, level and/or practice)

Winning organizations with succession plans in place for the following employee groups

- Executive 76%
- Management 77%
- Non-management employees 19%
- Supervisors 34%
- Top management 73%

Winning organizations that communicate succession plans to the high potential employees identified as successors 69%

Winning organizations that align their workplace policies and culture with the needs of their demographics 94%

Winning organizations that have redesigned jobs to address specific demographic needs 91%

Winning organizations that conduct focus groups and/or surveys within specific demographic groups to determine how to best serve their needs 42%

Diversity Communication

Winning organizations that share their written diversity policy/vision all employees 91%

Winning organizations that use the following forms to communicate their diversity policy

- Bulletin boards or posters 47%
- Employee handbook 82%
- Employee newsletter 42%
- Employers website/intranet 65%
- New hire orientation 77%
- Product/service advertisements 20%
- Recruitment advertisements 65%

Other resources winning organizations use to communicate diversity

- | | |
|----------------------------------------|-------------------------|
| ▪ Training, seminars, and/or workshops | ▪ Diversity week |
| ▪ Executive communications | ▪ Workforce development |
| ▪ Employee ID badge | ▪ Employee networks |
| | ▪ In-house monitors |

Winning organizations that have a diversity-focused goal or objective 78%

Winning organizations that have an individual, committee, or group in charge of coordinating cultural events, training and promoting diversity 67%

Diversity Training

Winning organizations that provide diversity training to employees 72%

Winning organizations that provide diversity training focused on

- | | |
|--------------------------------------------------------------------------------------|-----|
| ▪ Attitude awareness | 66% |
| ▪ Behavior change | 50% |
| ▪ Culture immersion (immersing into a particular organization to gain understanding) | 34% |

Other focuses of diversity training:

- | | |
|----------------------------------------------|-------------------------------------------------------------------|
| ▪ Valuing diversity | ▪ Being mindful of the needs of all project participants |
| ▪ Dimensions of diversity in the workplace | ▪ Communication |
| ▪ Respect | ▪ Respect |
| ▪ Capitalizing on a diverse workforce | ▪ Creating an inclusive environment |
| ▪ Working in ethnically diverse environments | ▪ Highlighting foods, languages, dress, etc., of various cultures |
| ▪ Learning to recognize similarities | ▪ Inclusion |

Winning organizations that provide training on how to work effectively with different generations 51%

Diversity Attraction & Retention

Winning organizations that use the following methods to promote cultural awareness and diversity to the following groups

	Employees	Customers
▪ Advertising	58%	55%
▪ Events/celebrations	79%	39%
▪ Publications	64%	54%

Unique resources winning organizations use to recruit a diverse group of employees

- Churches/community organizations/schools 75%
- Conferences 55%
- Internship programs 77%
- Other 32%
- Partnerships with local minority associations/organizations 58%
- Scholarships 32%
- Search firms 55%
- Websites and other publications (i.e. magazines/trade journals/community bulletins) 76%

Other resources winning organizations use to recruit a diverse group of employees

- Employee referrals
- Public schools
- Foreign recruitment program
- Military
- Career fairs
- Corporate Diversity Director position
- Associations
- Office of Civic Education Initiatives
- Aspiring Physicians & Research Scientists Conference
- Diversity Recruiting Fairs
- Diversity Recruitment Committee
- NSBE
- Cleveland Chapter of the National Black MBA Association
- Inroads
- International Institute
- Urban Leagues
- Billboards in urban areas
- Bureau of Employment Services and Workforce Development
- United Way
- Consortium of African Americans Organization (CAAO)
- Cuyahoga County MRDD
- The Cleveland KNOW chapter
- Externships
- Diverse universities

Ways winning organizations retain a diverse workforce

- Absence or time off policy that takes religious or cultural observances into account 70%
- Cultural celebrations 54%
- Focus groups 32%
- Formal mentoring programs 42%
- Immigration assistance 57%
- Language/literacy training 31%
- Training/workshops 60%

Other ways winning organizations retain a diverse group of employees

- Employee resource groups
- Cultural competence training
- Internal advocacy groups
- Translation of employee handbook into different languages
- Multicultural program
- Team building exercises

- Minority physician group
- Minority nurse forum
- Diversity leadership team
- Diversity councils
- Cultural diversity committee
- Extra PTO Time permitted for out of the country travel to visit family members
- Air travel reimbursement and spending allowances for foreign employees

Provide unique and/or targeted opportunities to the following employee groups

- | | |
|-------------------------------------------------------|-----|
| ▪ Disabled employees | 30% |
| ▪ Employees over age 55 | 27% |
| ▪ Employees returning to work after extended absences | 39% |
| ▪ Minorities | 26% |
| ▪ Part time employees | 38% |

Workplace Health & Safety

Health & Wellness Education

Winning organizations that provide education to employees on the following topics

▪ Addictions	88%
▪ Cancer prevention	87%
▪ Chronic disease management	86%
▪ Diabetes	88%
▪ Fitness	92%
▪ Heart disease prevention	94%
▪ Insomnia	66%
▪ Mental health	89%
▪ Nutrition	94%
▪ Smoking cessation	90%
▪ Stress management	91%

Other topics for which winning organizations provide education to employees

▪ Kidney disease	▪ Family health
▪ Pre-natal health	▪ Ergonomics
▪ Respiratory health management	▪ Conflict management
▪ Weight loss	▪ Self defense & violence protection/prevention
▪ Preventive care	▪ Dental health
▪ Healthy living	▪ Bloodbourne pathogens
▪ Aging	▪ Chemical hygiene
▪ Skin care	

Health & Wellness Programs

Winning organizations that provide or subsidize the following programs for employees

▪ Blood-pressure exams	69%
▪ Cholesterol screenings	64%
▪ Employee health-risk assessments	75%
▪ Fitness assessments	56%
▪ Fitness classes (i.e. aerobics/yoga/spinning)	59%
▪ Flu shots	87%
▪ Men's health	44%
▪ Smoking cessation	74%
▪ Weight loss	76%
▪ Women's health	52%

Other programs administered by winning organizations

- Health club discounts
- Ergonomic evaluations
- Spiritual care counseling
- Nutritionist
- Flu shots
- Colon cancer screening kits
- Metabolism measurement
- Osteoporosis screenings
- Annual blood screening
- Ultrasound based cardio screening
- Diabetes testing
- On-site mammograms
- Free Purell products
- Consultation with athletic trainer
- On-site physician
- Massage therapy
- Nursing evaluation for minor illnesses
- PPD annual screenings
- Hepatitis B and flu shots
- Employee physicals
- Chicken pox vaccinations
- Psychological services
- Line dancing
- Yoga classes
- Kick boxing
- Immunizations
- Labyrinth walks
- Chef demonstration

Health & Wellness Counseling/Coaching

Winning organizations that provide the following coaching or counseling services to employees

- | | |
|------------------------------------------------------------------------|-----|
| ▪ Bereavement counseling | 79% |
| ▪ Family/marriage counseling | 80% |
| ▪ Lifestyle coaching | 69% |
| ▪ Online health coaching | 70% |
| ▪ Stress management | 88% |
| ▪ Substance abuse programs/counseling | 89% |
| ▪ Workplace trauma counseling (robberies/lay-offs/employees death/etc) | 73% |

Other coaching/counseling services administered by winning organizations

- Spiritual care counseling services
- Career development
- Weight training coaching
- Dietary counseling
- Telephonic lifestyle coaching
- Nurse advice line
- Terminal illness counseling
- Aging parent counseling
- Coping with menopause
- Smoking cessation counseling
- Anger management
- Depression
- Anxiety

Incentives & Workplace

Winning organizations that provide wellness incentives 79%

Winning organizations that offer employee reductions in health insurance premiums for the following:

- Non-smoker 21%
- Participation in smoking cessation programs 9%
- Participation in wellness programs 23%

Other reasons winning organizations offer employees reductions in their health insurance premiums

- Completion of a health risk assessment
- Completion of wellness exams
- Participation in weight watchers

Winning organizations that hold a health fair for all employees annually 61%

Safety Written Plans

Winning organizations that have written response plans that address the following situations

- Fire 97%
- Medical emergencies (i.e. heart attacks/seizures) 96%
- Severe weather (i.e. tornado/snow/flood) 96%
- Terrorist attack 69%
- Workplace injuries 96%

Other situations for which winning organizations have written response plans

- Infectious outbreaks
- Threatening clients
- Technological losses
- Bomb threat
- Hazardous spill
- Missing or abducted child
- Weapon/hostage situation
- Chemical spills
- Aircraft disaster
- Catastrophic event
- Missing patient
- Pandemic
- Avian flu
- Neighboring facility emergency
- Suspicious person
- Bloodborne pathogens
- Suspicious mail
- Elevator emergency
- Loss of vital services (i.e., power, water)
- Cell phone usage

Safety Programs

Winning organizations that do the following to help promote a safe workplace environment

- | | |
|-------------------------------------------------------------------|-----|
| ▪ Business continuity/disaster recovery plan | 90% |
| ▪ Emergency response training | 83% |
| ▪ Fire drills | 89% |
| ▪ Safety training (i.e. proper use of tools/equipment/ergonomics) | 83% |
| ▪ Securing the building during work hours | 88% |

Other ways winning organizations help promote a safe workplace environment

- | | |
|------------------------------------|---------------------------------------|
| ▪ Environmental/safety Inspections | ▪ Safety training |
| ▪ Disaster drills | ▪ Tornado drills |
| ▪ Difibulator training | ▪ Lock down drills |
| ▪ CPR Training | ▪ First aid stations |
| ▪ Lift assist environments | ▪ Security and de-escalation Training |
| ▪ Personal protective equipment | |

Safety Policies

Winning organizations that have written policies that address any of the following to help promote a safe workplace culture

- | | |
|-------------------------------|------|
| ▪ Alcohol/drug use/possession | 99% |
| ▪ Discrimination | 98% |
| ▪ Internet use | 96% |
| ▪ Sexual harassment | 100% |
| ▪ Workplace violence | 97% |

Other written policies winning organizations use to promote a safe workplace culture

- | | |
|----------------------------------|----------------------------------|
| ▪ Non-sexual harassment | ▪ Confidentiality of information |
| ▪ Non-retribution retaliation | ▪ Firearm |
| ▪ Critical incidents | ▪ Identify theft |
| ▪ Stress debriefing | ▪ Ethics |
| ▪ Weapons | ▪ Civil treatment training |
| ▪ Staff rights | ▪ Malicious gossip |
| ▪ Motor vehicle safety | ▪ Use of profanity |
| ▪ Cell phone use while driving | ▪ Disability accommodation |
| ▪ Guns and weapons | ▪ Workers compensation |
| ▪ Workplace stress and burn-out | ▪ Accident reporting |
| ▪ Workplace privacy | ▪ General safety policy |
| ▪ Emergency and natural disaster | ▪ Use of equipment |
| ▪ Employee conduct corporate | ▪ Visitors in the workplace |
| ▪ Compliance | ▪ Concealed carry policy |
| ▪ Solicitation | ▪ Accident procedure |
| ▪ HIPPA | ▪ Respiratory protection |

- Energy control

Other

Winning organizations that did not experience product recalls between January 1, 2007 and now	99%
Winning organizations whose operations were not required to close due to unsafe working conditions	100%
Winning organizations not found guilty of any federal, state, or local health and safety laws (OSHA, FDA, EPA, etc.) due to unsafe working conditions between January 1, 2007 and now	99%

The following section lists the 2008 Special Category winners and finalists and a brief description of their unique/innovative program/practice. All NorthCoast 99 Winners were eligible to receive one of seven (7) special awards that recognize the organizations that demonstrate the most unique and innovative workplace practices and systems within each Special Category. Finalists were selected from within each category based on objective and subjective evaluations. Winners for each category were selected from those finalists.

Communication

Criteria

In addition to being one of the 2008 NorthCoast 99 winners and requesting to be considered for this award, all finalists for the Communication Special Category Award must meet the following criteria before being considered for the award:

- They all share their mission statement with ALL employees
- They all share financial information with ALL employees
- They all regularly communicate ALL of the following information through a newsletter or other form of media:
 - Changes (i.e. new products/services, changes in policy, staff, systems)
 - Special organizational awards and recognition
 - Strategic goals and objectives
 - Innovations within the company
 - Employee anniversaries
 - New hires
- They all have an employee suggestion system.
- They all conduct employee opinion/engagement surveys at least once a year AND share the results of those surveys with their employees.
- They all recognize excellent performance.

Winners were chosen based on the organization that demonstrated the most unique and innovative practices aimed at attracting, retaining, and motivating top performers.

Summaries

Communication Winner: Time Warner Cable

Time Warner Cable's Strategic Communication Plan is driven and championed directly by the President. The President and senior management team take executive bus tours to communicate with all of their employees at 40 employee locations over three days to give all employees a chance to meet with the top management team, ask questions, and learn about the organization. The President has also initiated month-end hallway meetings where he steps into the main hallway outside his office and is joined by employees of all levels and functions. He then updates everyone on how the company and the division did the prior month, clarifies the objectives for the month ahead, and invites each of his direct reports to do the same. The meeting is informal as employees stand around the hallway, applauding and laughing. Once a quarter, the President performs a live video-cast for employees, updating them on business objectives and the division's community presence and accomplishments. This approach is interactive, including live feeds from other locations, question and answer sessions with the

employees, prerecorded interviews, occasional live guests, and advance viewing of new company commercials. The President also holds monthly supervisor luncheons and meets with managers regularly to update the management team on business results, successes, and challenges. In addition the President publishes a letter to all employees entitled "Our Values – Our Strengths," a brief, straight-talk letter reflecting on organizational values and how employees can apply them to their daily work.

Communication Finalist: Federal Reserve Bank

The Federal Reserve Bank launched a communication plan exclusively for top executives this past year including widespread efforts organization-wide that recognize the importance of face-to-face communication in this process and provide employees access to top executives. What's on your mind? meetings, held three times a year, are hour long events that enable the President and First Vice President to personally answer questions with assistance from other senior officers as needed. In addition, 20-25 employees are randomly selected from department management submissions to attend ice cream socials with the President and to participate in the Octoberfeast with the President. Now We're Talking is a program for 15-30 employees of all levels to attend lunch with the First Vice President and share feedback, ideas and participate in Q&A about topics and concerns. The Federal Reserve Bank also instituted Leadership Dialogue Quarterly themed breakfast or lunch meetings that are expanded to three hours to allow for good discussion as well as Early Bird Breakfasts and Food for Thought Luncheons for small groups of officers to informally share accomplishments and news about their functions. The Federal Reserve Bank also instituted the President's Window Series featuring two programs: Sandy's Voice, which features the President presenting to employees on major speech that been presented to external audiences and Sandy's Sightings, a monthly photo gallery highlighting President's schedule of events in the organization. Employees also receive personal correspondence from the President including congratulatory notes for special accomplishments, graduation acknowledgments, and expressions of sympathy.

Communication Finalist: FedEx Custom Critical

FedEx Custom Critical's President has made it her primary objective to initiate more frequent communication throughout the organization, particularly between top management and employees. Once a month Virginia (The President of the organization) hosts 10 randomly selected team members in her office for an informal discussion, entitled Visits with Virg. This is a time when employees can ask the President whatever they wish, propose ideas on how to improve procedures, or inquire about an issue that has arisen. Take it to the Top is another program that allows team members to be personally addressed by the President and members of the Executive Leadership Team. Boxes are placed around the building and emptied out once a month. The comments are discussed at an Executive Leadership Team meeting and the President personally addresses each comment or suggestion with the team member that submitted it. FedEx also produces Virginia in the Hot Seat, a quarterly video featuring team members sitting down with Virginia and having an open discussion about the topics at hand which is sent to all team members. The video features team members sitting down with Virginia and having an open discussion about the topics at hand. The Friday Wrap Up is another video that features the Executive Leadership Team members reporting on updates from Friday Manager's Meetings and also includes team members discussing hot topics of the week through interviews and on-air discussions with managers and team members. FedEx Custom Critical also uses print forms of communication to convey important updates to employees. The Daily Bulletin, a daily online morning newsletter, keeps all employees informed of company and employee news. Team Expressions is another internal newsletter that features information on

company events, departmental and business updates, employee spotlights, and photos. The newsletter solicits input from team members for its story selections and editorials which are written by representatives from various departments. Even, independent contractors at FedEx receive ongoing communication about new developments within the company including an electronic newsletter, a quarterly audio CD (The Road Report), and a quarterly DVD highlighting news and updates from the President and leaders at the company.

Compensation & Benefits

Criteria

In addition to being one of the 2008 NorthCoast 99 winners and requesting to be considered for this award, all finalists for the Compensation & Benefits Special Category Award must meet the following criteria before being considered for the award:

- They all offer their employees the following benefits:
 - Health Insurance
 - Dental Insurance
 - Vision Insurance
 - Prescription Drug Plan
 - 401(k), 403(b), or Pension Plan
 - Bereavement Leave
 - At least two support benefits
 - At least three flexible scheduling options
- They all have a pay for performance compensation philosophy
- They all review their compensation structure at least annually
- They all provided their employees with an average pay increase of 3.0% or above in 2007
- They all target their pay at or above market levels
- 100% of their employees are eligible for incentive pay based on individual performance or group/team performance
- They all provide their employees with annual total rewards statements

Winners were chosen based on the organization that demonstrated the most unique and innovative practices aimed at attracting, retaining, and motivating top performers.

Summaries

Compensation & Benefits Winner: Malone Advertising

Malone Advertising offers a variety of perks, benefits, and generous incentives to its employees. Its LIFT program (Little Initiatives & Fun Things) focuses on giving back to employees and includes monthly gatherings to enjoy things such as a chili cook-off, hot dogs, ice cream sundaes, enables staff to socialize with their extended family really builds respect, trust and camaraderie among peers. It also sponsors a child-care program that subsidizes employees \$100/month, provides employees 15 paid holidays (equivalent to 3 weeks of time off), gives its employees quarterly massages, offers discounted/subsidized life screenings offered to employees and family, and offers employees discounts on products/services from Ford, AT&T, Verizon, Apple, Hyatt hotels. In addition to paying employees at or above market pay rates, Malone Advertising gives back a percentage of its operating profits to employees in the form of bonus payments, the average bonus being 13% in 2007. An additional reward program gives employees the opportunity to work on teams to win prizes to include all expense paid trips anywhere in the US, a patio grilling station, big screen television, digital camera and team dinners.

Compensation & Benefits Finalist: Summa Health System

Every benefit-eligible employee participates in an incentive program at this organization and is eligible for a payment depending on several outcomes based on financial, quality and patient satisfaction measures that focus employees on reaching important goals. Summa Health System offers an array of pay-for-performance programs that fit the needs of their large and diverse workforce that cannot be rewarded or paid out in the same ways or according to the same criteria. The Performance Plus Plan provides an incentive plan for all employees that enhances their retirement income. The Management Incentive Plan is offered to all management employees and tied to financial performance, patient satisfaction, employee satisfaction, and clinical quality. A Perfect Attendance Incentive has been used to reward employees with excellent attendance records. The Courier Bonus Program is designed to reward couriers for outstanding customer survey scores, strong attendance records and timely delivery for designated runs. Nursing Extra Hours Bonuses are awarded to RNs and LPNs who agree to pick up additional shifts and/or hours and receive incentives based on hours worked when staffing levels are low. Homecare Performance Incentives are offered to employees within the organization's HomeCare division, based on productivity. The Medical Transcription Pay Per Line Program provides incentive to medical transcriptionists based on production and number of lines transcribed. The Caring Award Program is a system-wide recognition program that allows employees the opportunity to nominate outstanding employees or managers for job performance, patient and customer service, relationships with peers and managers, continuous improvement and compassion shown to patients. These are just some of the Summa's incentive programs. In addition to system-wide programs, Summa Health System offers departmental and incentive programs to give managers the ability to recognize their staff for reaching or exceeding specific departmental goals and objectives.

Compensation & Benefits Finalist: The Shamrock Companies

The Shamrock Companies has instituted a 12 month rewards program entitled SS Shamrock involving every employee in the company. The purpose of the program is to communicate the role of importance that each employee has in the company and the benefits they receive when the organization maintains its status as a strong growth company. Employees who use the organization's peer recognition program (Raving Fan Feedback or RFFs) are automatically entered into the weekly contest for a weekly reward. Employees can submit standard RFFs to recognize acts that contribute to the company's success or to submit ideas that will help the organization reach a 90 million sales goal. Up to three winners are chosen each week and stamps are awarded based on RFFs. If an employee collects five stamps in a week, they receive a floating holiday. On a quarterly basis, the employee with the most stamps wins a weekend trip for two to surprise destinations and annually, each employee who has received stamps throughout the year will be entered into the grand prize drawing: a 7 day cruise for two. Every stamp earned counts as an entry into the drawing. In addition, the Shamrock Companies offers an additional percentage bonus reward of up to 100% depending on what sales goals are met.

Recruitment & Selection

Criteria

In addition to being one of the 2008 NorthCoast 99 winners and requesting to be considered for this award, all finalists for the Recruitment & Selection Special Category Award must meet the following criteria before being considered for the award:

- They all use ALL of the following to assist in recruiting for open positions:
 - Employee referrals
 - Networking
 - Internal job postings
 - Internships
 - Colleges/universities
 - Organizations that are downsizing
- They all have an Online Career Center (an area of their corporate website dedicated to recruiting)
- They all provide referral bonuses for successful referrals from employees
- They all track/measure the effectiveness of the sources used to advertise and promote open positions
- They all have determined that their methods of selection are accurate predictors of job performance.
- They all promote Northeast Ohio as a great place to work and live
- They all have identified key characteristics that define a top performer in their organizations
- They all track turnover

Winners were chosen based on the organization that demonstrated the most unique and innovative practices aimed at attracting, retaining, and motivating top performers.

Summaries

Recruitment & Selection Winner: FedEx Custom Critical

At FedEx Custom Critical, everyone is a recruiter and team members are critical to recruitment and selection. Team members “sell” the organization to referrals, host candidates for job observations, attend job fairs with HR, and get involved in conducting phone and in-person interviews. In addition, the organization maintains favorable relationships with former employees who are eligible for a \$200 reward for referrals who are hired and stay with the company at least 90 days. It also leverages community contacts in sourcing other candidates for open positions. During the interview process, candidates are advised of all openings and are encouraged to share the information with others. FedEx maintains contact with its alumni, community contacts, and local colleges and universities through an electronic newsletter called “Friends of FedEx.” This is used to share updated information about the company as well as existing job openings. By communicating these openings to current team members, former team members, candidates, key community contacts and college contacts, this organization has a widespread, low-cost network of “mini-recruiters.” FedEx also stays connected with candidates that have accepted job offers, including hiring managers and team members in congratulating, welcoming,

and engaging the new hire. FedEx also routinely sends new hires gift baskets including items for their family members.

Recruitment & Selection Finalist: Developers Diversified Realty

Developers Diversified Realty's Management Training Program is an initiative created, promoted, and fostered by the top management team as a way to promote real estate careers as a career choice for college students. Each year, it brings in 4-5 new trainees to participate in the program. The President actively participates in the selection process, accompanying the recruiting team on campus visits, screening resumes, interviewing candidates, and on-boards candidates. He personally mentors each trainee, applying a unique aspect of personal involvement. Trainees are placed into three 6-month rotational assignments and are evaluated after each rotation. After training, these trainees continue to rise to high levels within the organization.

Recruitment & Selection Finalist: Ligget Stashower

Ligget Stashower has a nationally recognized internship program among the ranks of programs at Pixar Animation Studios, CareerBuilder and Southwest Airlines, citing that the program provides them a "rich pool of talent from which to hire." Every summer Ligget Stashower hires 6 to 8 candidates out of nearly 300 applicants representing a variety of disciplines at the agency including advertising, account service, public relations, copywriting, graphic design, and financial services, describing the program as a "two month job interview." The program is so widely liked that former interns spread the word to others about their experience and professors encourage their students to apply. The interns are required to be at the organization or on assignment Monday through Friday, during normal business hours, to engage intern with the organization during the duration of their employment. Interns are assigned a mentor to answer any questions, address concerns, and make sure that the objectives of the internship program are carried out. Interns are also engaged in client-related work. As part of the internship program, intern classes are assigned a group project, requiring them to work as a team and pull their own talents together. The interns own and manage this project and then are required to present their work to clients.

Service & Social Responsibility

Criteria

In addition to being one of the 2008 NorthCoast 99 winners and requesting to be considered for this award, all finalists for the Service and Social Responsibility Special Category Award must meet the following criteria before being considered for the award:

- They all either provide non-compensated professional services or donate products to the community
- They all recognize or reward their employees who volunteer in the community
- They all permit employees to participate in community service activities the organization on company time
- Top management (President/CEO, CFO, General Manager, etc.) actively participates in community service programs with non-management employees
- They all encourage at least management employees to participate on non-profit boards
- They all have a recycling program
- They all engage in at least two other environmentally conscious practices

Winners were chosen based on the organization that demonstrated the most unique and innovative practices aimed at attracting, retaining, and motivating top performers.

Summaries

Service & Social Responsibility Winner: Akron Children's Hospital

Akron Children's Hospital performs countless non-compensated acts of service predominantly related to youth, child, and family needs. The Employee Foundation, whose function is to raise and distribute funds to not-for-profit organizations in the community, collects funds from employees and disburses them to charitable agencies in the community, many of which are designated by individual employees for receipt of their donations. All contributions to the Foundation are voluntary and confidential and the Employee Foundation Council (the governing body of the Foundation) sponsors several fund-raisers to aid the foundation. The Education Leadership Roundtable, hosted by this organization, aims to significantly enhance literacy among all children and adults. Formed in 2003, its vision is to make Akron, Ohio "The Reading Capital of the World." The PATHS Program, provides health care, tutoring, family life and sex education, career awareness, lifetime fitness, self-expression and social work services to youth. Youth as Resources (YAR) offers small grants (up to \$500) to young people to design and complete projects to meet community needs. Akron Children's Hospital also hosts summer camps for children diagnosed with cancer, sickle cell disease, hemophilia, other serious blood disorders, as well as asthma. An Employee Involvement Coordinator Position is also on staff, whose sole job to lead and facilitate employee participation in this organization's many community activities.

Service & Social Responsibility Finalist: Weaver Leather

Weaver Leather provides numerous services to local schools in the community and most recently, for foster children. On Valentines Day, all employees at Weaver Leather adopted a foster child for the day and the organization manufactured a colorful canvas duffle bag and filled

these bags with what the children had specified on their wish lists. In addition, a donation budget is maintained by Weaver Leather and 10% of its corporate net profits are donated to local and global charities. Weaver Leather also presents a program entitled Landing That First Job at local high schools and colleges and sponsors a local scholarship program for local high school and college students, awarding two \$1,000 scholarships annually. The organization also developed Character First, a character education program introduced to the local school systems.

Service & Social Responsibility Finalist: CSA Group

CSA Group not only provides opportunities to reach out to the community, but also invests in creating an environmentally-friendly workplace. During the holidays, each department is encouraged to select a charity of choice and work as a team to collect donations or goods for that charity. In addition, CSA Group supports Habitat for Humanity and its employees participate in build days and host internal charitable/fundraising events to further support this cause. It also sponsors annual events such as community blood drives for the American Red Cross and makes its facility available to local community organizations for seminars and training events. In addition, CSA Group is purchasing roof top solar energy panels for their headquarters and will be able to monitor its impact through a web-based monitoring system which will measure and display environmental value including displaced CO2 emissions, displaced particulate emissions, equivalent cars off the road, equivalent acres of trees planted, and equivalent number of homes powered for one year. It collects environmental statistics on the usage of paper, hydro electricity, gas, water, waste to landfill and on the recycling of paper, corrugated paper (cardboard), wood, scrap metal, old equipment, and furniture. The Executive Leadership Team purchased 1,500 seedlings, representing one tree for each of its employees and Board Directors. CSA Group uses only recycled paper for printing and all employees are encouraged to use recyclable paper, cups, and ink cartridges for printers, fax machines and other appliances.

Training & Development

Criteria

In addition to being one of the 2008 NorthCoast 99 winners and requesting to be considered for this award, all finalists for the Training & Development Special Category Award must meet the following criteria before being considered for the award:

- They all have an individual or department responsible for the development and implementation of training programs
- They all have an annual budget for training and development programs
- They all perform training needs assessments
- They all evaluate training effectiveness
- They all provide supervisory and teamwork training
- They all have career development services for at least one group of employees
- They all provide at least three formal ways of developing employee skills
- They all have a mentorship program available to at least one group of employees
- They all have a tuition reimbursement program
- Updated job descriptions are provided to ALL employees
- All employees work with their supervisors/managers to develop annual written performance expectations

Winners were chosen based on the organization that demonstrated the most unique and innovative practices aimed at attracting, retaining, and motivating top performers.

Summaries

Training & Development Winner: Hyland Software

In addition to this Hyland Software's award-winning onsite university comprised of five classrooms, seven full-time trainers, state-of-the-art technology equipment, textbook, and training materials, it also has initiated several unique development initiatives for its employees. The Emerging Leaders program is an assessment program that allows employees to run a fictitious company in groups while being observed by senior management. This interactive program allows the participants to see their true management styles and their strengths and weaknesses. Following this program, all employees who participated partake in a year long coaching process with executive coaches who guide them on their way as a manager. Hyland's Employee Professional Development Program allows managers to nominate high potential employees for higher level training courses that offer employees the education they need in order to continue reaching the high standards they set for themselves. The organization has three different tracks for career development courses available to employees including technical and non-technical tracks. A definitive feature of this organization is that all employees have a mentor, an employee in the same department. These mentors play a particularly crucial role in the organization's on-boarding program. To enhance training on the organization's software, it initiated the OnBase Spotlight Program, a continual program in which a certain module of this organization's software is highlighted and the organization holds multiple product sessions, case studies, round table discussions, and demos all focused on that one module. Spotlights last for two weeks and at the end of the two weeks every employee completes a Spotlight exam which

serves as a way to keep employees updated and educated on the functionality of different aspects of the organization's software.

Training & Development Finalist: Skoda, Minotti & Co.

Skoda Minotti & Co. develops Individual Business Development Plans for every professional at the firm. The program has two components: training and development and marketing and business development (consistent with the Skoda Minotti's focus on client services). Employees work with their respective mentors, supervising partner, and HR and Marketing heads, to identify growth opportunities and professional interests as well as to determine goals and create an established action plan to achieve these aspirations. In terms of training, employees and managers together select training and development activities that match their career development objectives and job needs. In terms of marketing and business development, each employee working collectively with the Vice President of Marketing, his or her mentor, and supervising partner, and develops a customized external business development plan. Each employee attends a "networking basics" session that instructs them how to develop their own 30 second commercial and includes pre and post networking event activities that will enhance their personal and business contact portfolios. The customized external business development plan consists of a self assessment that ranks their business development abilities, associations and/or organizations the employee will work towards serving in a leadership position. seminar and/or presentations they wish to participate in as a primary or panel speaker, prospects the employee wishes to establish and build a productive relationship with, referral sources the employee wishes to establish and build productive relationships, a listing of existing business/personal contacts the employee will reconnect with, a listing of topics the employee can author articles on or be interviewed about, and a listing of professional certifications the employee wishes to obtain.

Training & Development Finalist: Federal Reserve Bank

The Federal Reserve Bank has developed an Emerging Leader Program to address succession planning and leadership development needs within the organization which involves five primary components. The first component is coaching and assessments which uses data gathering, development planning preparation, dialogue between coach, manager, and employee, development action, mid-point dialogue and a year-end review in combination with three assessments: Myers Briggs, StrengthsFinder 2.0, and Emotional and Social Competency Inventory. The second component is a three-year enhanced development plan in which desired leadership goals are mapped and action plans are discerned. The third component is a structured curriculum to promote learning on identified leadership competencies including structured thought and communication, project management, connectivity/social intelligence, systems thinking, problem solving, and innovation. The fourth component of the program is a cross functional team project that builds networks within the organization and gives high potential employees the opportunity to get practical problem solving and project management experience. The project culminates with a presentation to the Executive Leadership Committee and a debriefing exercise that enables the team to watch their presentation on video, process their experience, and provide developmental feedback to their team members. The final component in the program is peer mentoring, which consists of two-hour monthly meetings promote direct, two-way communication between the bank's officers and program participants.

Workforce Planning

Criteria

In addition to being one of the 2008 NorthCoast 99 winners and requesting to be considered for this award, all finalists for the Workforce Planning Special Category Award must meet the following criteria before being considered for the award:

- They all have a formal workforce plan that includes:
 - Recruiting assessment
 - Staffing needs assessment
 - Business plan requirements
 - Assessment of training and development needs
 - Skills gap analysis
 - Workforce composition assessment/demographics
 - Action plan
- They all assess current aspects of the workforce, specifically:
 - Employee tenure
 - Employees with critical or specialized knowledge
 - Skill sets and/or gaps
 - Employee demographic profile
- They all analyze the following in terms of future workforce trends:
 - Anticipated shortage or surplus of staffing levels
 - Expected future workforce changes
 - Industry changes
 - Types of jobs needed to meet organizational objectives
 - New skills, knowledge, and abilities the workforce will need
- They all perform analysis on the costs of replacing workers
- They all analyze employment trend information related to:
 - Budget trends
 - Employee turnover
 - Hiring patterns

Winners were chosen based on the organization that demonstrated the most unique and innovative practices aimed at attracting, retaining, and motivating top performers.

Summaries

Workforce Planning Winner: The MetroHealth System

The MetroHealth System focuses on performance management and leadership development initiatives to manage their talent. Essentials of Leadership Excellence, a 3.5 day developmental program for new leaders, provides a well-rounded foundation in leadership skills including identification of Personal Interaction Styles®, individual development planning, coaching, incorporating values and behaviors into everyday actions, and leading by example. The primary purpose is to develop foundational leadership skills for mid-level managers so that they are enabled to drive performance, motivate, and develop talented employees. A succession planning model that outlines four stages of this organization's succession planning and talent management process is also in place:

- Identify Talent: early identification of future leaders, success profiles, and rigorous recruiting and retention.
- Embed Expectations: individualized goals and expectations, results and values, driven from top-down
- Develop and Reward: stretch assignments, mentoring, networking, and differentiated rewards
- Drive Performance: annual review, 360 assessments, multiple calibration points, and direct feedback

MetroHealth has also developed a unique and holistic Performance Assessment that uniquely distinguishes between three groups of employees: Top Talent, Highly Valued, and Less Effective. The performance assessment synergizes past performance and future development and is comprised of several sections: evaluation summary, job requirements, individual employee, accomplishments & results, values & behaviors, employee strengths, employee development, unique skills and career interests. The most unique aspects of the assessment tool are that it addresses employees with unique skills that are critical to the organization and incorporates a blended assessment of results, behaviors, strengths, skills, developmental goals and career interests.

Workforce Planning Finalist: Shearer's Foods, Inc.

Shearer's Foods, Inc. uses the Pareto Method for assessing staffing and employee development needs, including daily review of any non-conforming product and the root cause of the failure, analysis of failures to trend training needs, forecasting staffing needs based on budgeted volumes and anticipated growth, providing advanced technical training to enhance leadership and technical expertise within the organization, screening leadership potential in new hires and throughout its training process, developing new training methods, and cross-training several employees for skilled positions to address its need for additional skilled positions as the organization expands. Shearers also performs strategic workforce analysis on both a strategic and tactical level. Future staffing requirements are evaluated by position to determine what will be needed to support business objectives and headcount requirements are identified by position and estimated by how many positions are filled internally versus externally. Once external requirements are known, the organization establishes and executes a recruiting strategy and timeline to achieve its objectives. To add to their workforce planning efforts is a unique organizational review process that evaluates whether or not the organization structure supports business objectives and whether the right people are in the right positions. Shearers evaluates the relative strengths and developmental opportunities of each associate in their current (and projected future) role, and apply detailed development plans to each associate and department.

Workforce Planning Finalist: Intuit Real Estate Solutions

Intuit Real Estate Solutions not only analyzes their workforce, but has created a three year strategy generated by assessing the external environment, competitors' strategies, current and needed technology, and the skill sets required for the organization's success. Intuit constantly gauges how it is performing relative to short and long term plans, how its employees and managers view their roles within the organization, and how they are performing relative to developmental and career planning goals. Using this analysis and strategy, the organization created a Talent Management Initiative and has focused its efforts primarily on talent mobility and development. Talent mobility has been achieved through a combination of employees successfully completing the internal job application process, promotions, realigning departments to create more efficiencies and career opportunities for employees, and attracting top talent.

The major focus, however, is on talent development which is based on this Intuit's belief that 50% of a manager's time should be spent on developing their team's talent. This belief is supported by an online performance management tool to input ratings and run analytics, the "Fast Path" leadership development program for their organization's high-potential employees, a New Hire Leader Program, and "Leading at Intuit" designed to develop people managers to be both leaders and teachers who continually learn and teach others to learn. Additionally, Intuit has developed a career development plan, a careers website, workshops, and tools for managers and employees on the intranet site as a result of discussions with the employees on their career experiences within the organization. Finally, analytic, forecasting and planning processes that connect and direct talent management activities to execute business strategy are being developed as well.

Workplace Health & Safety

Criteria

In addition to being one of the 2008 NorthCoast 99 winners and requesting to be considered for this award, all finalists for the Workplace Health & Safety Special Category Award must meet the following criteria before being considered for the award:

- They all provide their employees with education or programs on the following:
 - Chronic disease management
 - Physical fitness
 - Mental health
 - Nutrition
- They provide their employees access to health risk assessments
- They provide employees health coaching/counseling services
- They all offer incentives that support employee participation in wellness programs
- They all have written response plans that address the following:
 - Fire
 - Medical emergencies (i.e. heart attack, seizures)
 - Severe weather (i.e. tornado, snow, flood)
 - Workplace injuries
- They all promote a safe workplace environment through the following:
 - Business continuity/disaster recovery plan
 - Emergency response training
 - Safety training (i.e. proper use of tools, equipment, etc.)
- They all have written policies that address the following:
 - Alcohol/Drug use/possession
 - Discrimination
 - Sexual harassment
 - Workplace violence

Winners were chosen based on the organization that demonstrated the most unique and innovative practices aimed at attracting, retaining, and motivating top performers.

Summaries

Workplace Health & Safety Winner: AmTrust Bank

AmTrust Bank has instituted a lifeBalance initiative company-wide. This initiative not only includes a team of wellness professionals (a Social Worker, Health & Wellness Director, EAP Director, and Talent Advocate Director) but also includes several unique programs. Let Your Job Revolve Around Your Life, a wellness and work/life internal branding initiative encompasses flex work schedules, a free fitness center, on site counselor and wellness director, educational programs, and special events. A particularly unique attribute of this initiative is the lifeBalance Lounge, a comfortable spot to read, relax, play, or chat with friends, located in the lobby of its headquarters. The lounge has checker-board floors, ice cream parlor booths and fixtures, ping-pong, pool, and foosball tables, air hockey, basketball, a chill room for reading and relaxing, and hosts free massages twice a week. In addition, calm effectiveness training is provided to

employees to help them maximize their focus on people and priorities that matter most in work and personal life. Onsite support groups led by experts including cancer care, parenting stress, and care giving are also available to employees. The Make Things Happen Challenge is another program AmTrust has added this year, focused on making healthy lifestyle changes on a daily basis rather than extreme workouts and diets to improve health and wellness. Participants complete an online health profile and earn points for lifestyle strategies such as exercising regularly, getting regular check-ups, and keeping a diet diary.

Workplace Health & Safety Finalist: Sterling Jewelers

Sterling Jewelers' philosophy on wellness is to provide preventative tools and education to support its employees. As the Sterling Jeweler's team members are predominantly women, several of their wellness programs are geared towards women's health and needs. Sterling offers maternity assessment programs which promote healthy pregnancies early and help prevent premature birth. Moms receive 24/7 access to a nurse care manager as well as a variety of educational materials. Sterling provides a \$300 savings bond in the name of the newborn upon completion of this program. Sterling also promotes a Go Red for Women initiative to share important information with team members about awareness, prevention, and treatment of heart disease, including a "Go Red Fashion for Your Heart" show featuring models (company team members) that have made a commitment to health lifestyles. In addition, onsite fitness programs include a certified fitness instructor is made available at no cost to team members and after work fitness classes include Tai Chi and boxing fitness sessions. Sterling sponsors major health communication events including raising awareness of specific health concerns and provides educational resources and screenings Health & Financial Fair, Family Life & Work Life Balance Fair, Benefit Expo, Learning Fair, Security Fair and Diversity Day. It also offers Cor-Health Plus (conducted by the Akron General Wellness Center), a 13-week program that provides nutrition and health instruction, assesses body fat, strength and flexibility, and offers on-site appointments with a fitness instructor. Sterling Jewelers also provides an all-inclusive smoking cessation program including participation in the Great American Smokeout event, free smoking cessation courses, nicotine replacement therapy, and phone counseling.

Workplace Health & Safety Finalist: EMH Regional Healthcare System

EMH sponsors a weight loss program including dietary supplements, a fitness center membership, and workout instruction of \$3,000 value to their employees. EMH provides health screenings monthly, two indoor walking paths, free flu shots, a smoke-free campus, and free smoking cessation classes. To promote a safe workplace environment, EMH has initiated several safety initiatives focused on eliminating violence. A Workplace Violent Prevention Committee is responsible for implementing the Workplace Violence Prevention Program which aims to reduce the risk associated with workplace violence and identification of safety and security risks. EMH utilizes a crime risk assessment tool which provides a numerical score of the risk of crime at any company affiliated site. EMH also participates in Mercury Challenge, a joint effort to work with healthcare institutions in Ohio on reducing or eliminating mercury. A Transitional Work Program is available for employees injured on the job, providing employment after the onset of a work related injury or illness and a Safety Topics Monthly publication provides employees safety tips for home and work.

Diamond Award Winners

Diamond Award Winner: Federal Reserve Bank of Cleveland

The Federal Reserve Bank of Cleveland' has created an employee driven culture built on a core belief that employees are more productive and satisfied when their needs are met. As a result, the bank has flexible work schedules and opportunities for individuals to perform their jobs from remote locations. In addition, they provide a full lifecycle resource and referral service that directs employees to outside organizations that can assist them with family/child care needs, senior housing, adoption assistance, college searches, care for special needs infants, children and adults, a unique life and survivor income program, and transportation management accounts.

At the bank, employees are given personal responsibility to sharpen their skills, generate ideas, and demonstrate leadership. Not only does every employee at the bank complete an individual development plan, but high potential employees are able to participate in an Emerging Leaders Program, specifically targeting top performers. The components of the program include coaching and assessments, a three-year enhanced development plan, structured curriculum, cross-functional team project, and peer mentoring programs. The bank also has a career development office which offers professional counseling, assistance in identifying skills gaps, preparation tools for job interviews and an innovative talent management database which allows it to analyze data on employees' skills to identify the strengths and weaknesses of the workforce and customize or accelerate development of our top performers based on the needs of the organization. The organization also has introduced a Kaleidoscope Career Development Seminar Series which includes a course on how managers can coach employees for career development.

Top performance does not go unrecognized at this organization. The bank offers seven different recognition and rewards programs including an individual incentive award that recognizes individuals, teams or work groups for meeting pre-established, measurable goals; a cash award which recognizes and rewards exceptional individual or group/work team performance; a service award honoring employee milestones at the organization; a peer to peer award allowing employees to recognize one another for their contributions; a strategic alignment award designed to reward employees that advance one or more of the bank's strategic objectives; an annual employee appreciation event recognizing all employees led by the President and First Vice President; and a President's Award for extraordinary one-time accomplishments.

In addition to communicating and recognizing performance, the bank has launched a communication plan exclusively to enhance communication between leadership and employees. Widespread efforts organization-wide that recognize the importance of face-to-face communication provide employees access to top executives that include multiple opportunities to talk one on one with the President.

The Federal Reserve Bank maintains the organization's commitment to talent integrity focusing on these initiatives and many more that ensure all employees demonstrate core competencies of agility, business acumen/judgment, continuous improvement, emotional intelligence,

functional/technical expertise, innovation, relationship management/customer focus, and oral/written communication skills.

Diamond Award Winner: InfoCision Management Corporation

InfoCision receives thousands of applicants each year, hiring only approximately three percent of these. Once hired, it focuses on retaining employees by promoting a family-oriented culture in which employees can balance their work and home life, providing recognition and rewards for their efforts, and developing their skills to move up in the organization.

A family-oriented workplace is the hallmark of InfoCision Management Corporation. This organization offers an array of flexible work options driven by an understanding that employees are the most important part of their business. InfoCision also has a work-at-home program for individuals that cannot work outside the home, particularly those with disabilities. In fact, the organization was recognized as an employer of the year for persons with disabilities. All employees are permitted to leave work to attend to personal and family obligations as long as they make up their time within the same pay period. A flex-time policy as well as flexible scheduling options is in place for employees. Also in support of its family-oriented environment, InfoCision offers a 100% paid maternity leave, onsite daycare that is striving for accreditation as a premier child learning center, an employee assistance program providing free counseling services to employees, and discounted rates on legal representation.

Employees at InfoCision don't just have a job. InfoCision ensures that its top talent can have a lifetime career at the organization if they choose. One of InfoCision's premier benefits is its promote from within policy and established career plans. The organization considers internal employees for open positions before recruiting outside of the organization. Most of the organization's top leaders started as Communicators (call center employees) and moved up the ranks to management and executive roles. In support of this promote from within policy, the organization ensures that employees have access to training and development programs. InfoCision has a corporate university that offers in-house training sessions and discounted classes at local universities. It also offers tuition reimbursement up to \$1,000 per semester for job-related education and has partnered with the University of Akron to provide scholarships to employees or their dependent children. In addition, the organization sponsors employees who wish to attend conferences or seminars or pursue professional memberships and certifications. Finally, the organization initiated a unique Marketer program, modeled after *The Apprentice* that enables employees to participate in a marketing challenge in which teams create effective strategies for current clients and present them to the board. The ultimate goal is to encourage them to work together while developing their presentation and marketing skills.

InfoCision has a culture that recognizes and rewards employees, evident through its many programs. All employees have a performance-based bonus plan and are eligible for an employee of the month award rewarding those employees that are most efficient and productive from both salaried and hourly staffs. The organization holds performance contests that award top performers with \$10,000 and \$100,000 prizes, cash, gas cards and cool prizes like plasma TVs, computers and video game systems, a Quality-Superstar award, and a Working Smarter award given to employees that submit the winning idea that saves the company money and time. In addition, it has a unique peer review system for their performance review that creates accountability between employees. The system is maintained and customized to evaluate

every employee's interpersonal relationships with his or her co-workers. Above all, perhaps the most unique effort the organization puts forth is placing employees with clients they have an affinity for, as it has found that their employees are most engaged when they work for a cause or company that they care about. This specialization creates a dynamic environment in which every employee truly cares about the programs on which they work. InfoCision understands the value of engaging their employees in perhaps the most intangible way: giving employees challenging work that they care about.

Diamond Award Winner: Sterling Jewelers

"We are a people Company that happens to sell jewelry," says CEO, Mark Light of Sterling Jewelers, and this description is evident in the workplace practices Sterling has put in place that communicate the importance of people to their company.

Sterling Jewelers' workplace is characterized by flexible and supportive policies and practices that support the well-rounded physical, emotional, and financial wellness of their employees that they strive to attain. The organization's annual Family Life & Work-Life Balance Fair and Wellness Fair have over 50 booths covering everything from cholesterol screenings to free credit reports. The organization also provides classes on parenting, time-management, and stress-reduction in coordination with outside agencies and vendors. The organization also coordinates Benefits Bonanza, an all-day affair that highlights the employee stock savings program, flexible spending accounts, and dozens of other employment benefits, and a Diversity Fair themed "Your Differences Make All the Difference." Most importantly, Sterling offers its employees optimal work-life balance through a flexible variety of shifts, part-time work, and seasonal positions. The organization works one-on-one with top performers to meet their scheduling needs. It also offers discounted day care on campus, on-site walking tracks, and free fitness centers that are open 24 hours daily to team members and families.

Sterling is equally as supportive of their employees' security and safety. To promote this, Sterling holds an annual security and safety fair. Experts from organizations like the American Red Cross, FBI, and Akron Health Department present, raising awareness about topics including emergency preparedness, family disaster planning, first aid, flu season tips, loss prevention, identity theft, disaster recovery, tax and insurance, and home safety. The fair also provides more personal information about protecting children on the Internet and tools for educating children about emergencies.

Sterling prides itself on developing its employees through training, mentoring, career development, and leadership development. The organization has two mentoring programs: Connections, a program designed for salaried individuals and Growth through Employee Mentoring, a program designed for hourly workers. These programs pair individuals with more experienced team members that coach and encourage them throughout their career development. As for leadership and management development, the Leadership Development Process builds leadership skills needed in the future, the District Manager Development Program is in place for high potential managers, and the Management Training System provides self-paced mentoring for prospective managers. Sterling also has created a Home Office Learning and Development program in which team members participate in 12 to 64 hours of mandatory performance skill training, and have the option of more than 100 hours of performance and computer skills programs. Sterling's Center for Leadership Studies and

Individual Development Plan process also illustrates its excellence in developing talent internally.

Sterling's unique approach to programs that provide support, flexibility security, and development make them a true employer of choice in Northeast Ohio.

1999 - 2008 NorthCoast 99 Special Category Award Winners

Special Category Award Winners (2005 – 2008)

<p><u>Communication</u></p> <p>2008 – Time Watner Cable 2007 – TREK Diagnostic Systems 2006 – Weaver Leather 2005 – Summa Health System</p>	<p><u>Service & Social Responsibility</u></p> <p>2008 – Akron Children's Hospital 2007 – WorkPlace Media 2006 – ComDoc, Inc. 2005 – FedEx Custom Critical</p>	<p><u>Compensation & Benefits</u></p> <p>2008 – Malone Advertising 2007 – InfoCision Management Corp. 2006 – Ben Venue Laboratories 2005 – FedEx Custom Critical</p>
<p><u>Recruiting & Selection</u></p> <p>2008 – FedEx Custom Critical 2007 – AmTrust Bank 2006 – Altercare of Ohio, Inc. 2005 – Federal Reserve Bank of Cleveland</p>	<p><u>Training & Development</u></p> <p>2008 – Hyland Software 2007 – Eaton Corporation 2006 – Shearer's Foods Inc. 2005 – Kingston of Vermillion</p>	<p><u>Workplace Health & Safety</u></p> <p>2008 – AmTrust Bank 2007 – Ben Venue Laboratories 2006 – Lorain County Community College 2005 – Cuyahoga Community College</p>
<p><u>Workforce Planning</u></p> <p>2008 – The MetroHealth System</p>		

Special Category Award Winners (1999 – 2004)

<p><u>Benefits</u></p> <p>2004 – Federal Reserve Bank of Cleveland 2003 – Federal Reserve Bank of Cleveland 2002 – Shearer's Foods 2001 – Bioproducts, Inc. 2000 – Kinetico 1999 – Progressive</p>	<p><u>Compensation</u></p> <p>2004 – Fairmount Minerals 2003 – Babcock and Wilcox Company 2002 – Bioproducts, Inc. 2001 – Wolcott Systems 2000 – Euclid Industrial Maintenance 1999 – John Robert's Hair Studio</p>	<p><u>Training and Development</u></p> <p>2004 – Apple American Group 2003 – Ohio Savings Bank 2002 – Westfield Group 2001 – FedEx Custom Critical 2000 – United Wireless 1999 – Mueller Tire & Brake</p>
<p><u>Employee Communication</u></p> <p>2004 – Apple American Group 2003 – Detroit Diesel Parts Distribution 2002 – Continental Airlines 2001 – Ohio Savings Bank 2000 – Continental Airlines 1999 – NewMedia (Brulant)</p>	<p><u>Diversity</u></p> <p>2004 – Cuyahoga Community College 2003 – Cleveland Metroparks 2002 – Oatey Company 2001 – Continental Airlines 2000 – University Hospitals 1999 – United Parcel Service</p>	<p><u>Work/Life Balance</u></p> <p>2004 – N/A 2003 – Henkel Consumer Products 2002 – Rockwell Automation 2001 – Yours Truly Restaurants 2000 – Grace Software 1999 – Moen Inc.</p>
<p><u>Community Service</u></p> <p>2004 – Edward Howard & Co. 2003 – Shearer's Foods 2002 – Elyria Memorial Hospital 2001 – Marconi Medical 2000 – Yours Truly Restaurants 1999 – Continental Airlines</p>	<p><u>Recruiting, Selection, Retention</u></p> <p>2004 – Altercare of Ohio, Inc. 2003 – Shearer's Foods 2002 – Ohio Savings Bank 2001 – Virtual Hold Technologies 2000 – NovaCare 1999 – Ohio Savings Bank</p>	<p><u>Workplace Health and Safety</u></p> <p>2004 – Shearer's Foods 2003 – Parma Community General Hospital 2002 – Invacare 2001 – Shearer's Foods 2000 – Shearer's Foods 1999 – Plasticolors, Inc.</p>