

# Job Evaluation and Market Pricing Practices

A Report by WorldatWork,  
Underwritten by Empsight  
November 2015



research





### **About WorldatWork® – The Total Rewards Association**

WorldatWork ([www.worldatwork.org](http://www.worldatwork.org)) is a nonprofit human resources association for professionals and organizations focused on compensation, benefits, work-life effectiveness and total rewards – strategies to attract, motivate and retain an engaged and productive workforce. WorldatWork and its affiliates provide comprehensive education, certification, research, advocacy and community, enhancing careers of professionals and, ultimately, achieving better results for the organizations they serve. WorldatWork has more than 65,000 members and subscribers worldwide; 80 percent of Fortune 500 companies employ a WorldatWork member. Founded in 1955, WorldatWork is affiliated with more than 70 local human resources associations and has offices in Scottsdale, Ariz., and Washington, D.C.

WorldatWork Society of Certified Professionals® is the certifying body for six prestigious designations: the Certified Compensation Professional® (CCP®), Certified Benefits Professional® (CBP), Global Remuneration Professional (GRP®), Work-Life Certified Professional® (WLCP®), Certified Sales Compensation Professional (CSCP)™ and Certified Executive Compensation Professional (CECP)™.

The WorldatWork group of registered marks also includes: Alliance for Work-Life Progress or AWLP, *workspan* and *WorldatWork Journal*.



### **About Empsight**

Empsight International, LLC compiles and publishes compensation surveys which provide users in Fortune 500 and large multi-national corporations with comprehensive analyses of selected functions or segments which are often under-served from a compensation data perspective. Founded in 2003, Empsight has earned a reputation for quality and innovation amongst its client base, as reflected in recurring participation in our surveys. Many clients participate in multiple surveys each year. Our Principals and staff have significant experience in consulting on compensation, organizational and human resource issues across multiple industry sectors.

### **Contact:**

#### **WorldatWork Customer Relations**

14040 N. Northsight Blvd.

Scottsdale, Arizona USA

85260-3601

Toll free: 877-951-9191

Fax 480-483-8352

[CustomerRelations@worldatwork.org](mailto:CustomerRelations@worldatwork.org)

---

©2015 WorldatWork Any laws, regulations or other legal requirements noted in this publication are, to the best of the publisher's knowledge, accurate and current as of this report's publishing date. WorldatWork is providing this information with the understanding that WorldatWork is not engaged, directly or by implication, in rendering legal, accounting or other related professional services. You are urged to consult with an attorney, accountant or other qualified professional concerning your own specific situation and any questions that you may have related to that.

No portion of this publication may be reproduced in any form without express written permission from WorldatWork.

## Introduction & Methodology

This report summarizes the results of an August 2015 survey of WorldatWork members to measure the growing trend in the use of market pricing to evaluate job worth. This survey was conducted to explore the trends in job evaluation methods (both internal and external) and provide useful information about the most common market pricing practices in use today.

On Aug. 19, 2015, survey invitations were sent electronically to 5,573 WorldatWork members. Members invited to participate were randomly selected from those who have the word “compensation” in his/her title.

The survey closed on Sept. 4, 2015, with 753 responses, a 14% response rate. The dataset was cleaned and analyzed using statistical software. Any duplicate records were removed, resulting in a final dataset of 734 responses. Data comparisons with any relevant, statistically significant differences are noted in this report.

The demographics of the survey sample and the respondents are similar to the WorldatWork membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large company in North America.

The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in a dataset. Due to rounding, frequencies of data responses provided in this survey may not total 100%.

WorldatWork conducted similar job evaluation and market pricing surveys in 2013 and 2009. These reports can be viewed on the WorldatWork [website](#). Where possible, historical comparisons from data gathered in the previous survey are shown.

# Table of Figures

## Demographics

- Figure 1: Sector ..... 3
- Figure 2: Organization size ..... 3
- Figure 3: Industry ..... 4
- Figure 4: Voluntary turnover..... 4
- Figure 5: Region..... 5

## Compensation Philosophy

- Figure 6: Compensation philosophy ..... 8

## Job Documentation

- Figure 7: Up-to-date position, job or role descriptions ..... 8
- Figure 8: Frequency position, job or role descriptions are updated ..... 9

## Job Evaluation

- Figure 9: Method for evaluating jobs ..... 10
- Figure 10: Primary method of job evaluation used by job type ..... 10
- Figure 11: Position evaluator by job type ..... 10
- Figure 12: Job evaluation prompt..... 11
- Figure 12a: Job evaluation schedule ..... 11
- Figure 13: Primary job evaluation plan effectiveness ..... 11
- Figure 14: Codes to represent jobs or positions ..... 12
- Figure 15: Job or position code ..... 12

## Market Pricing

- Figure 16: Types of salary survey data cuts typically used..... 13
- Figure 17: Percent of jobs directly matched to survey model jobs ..... 13
- Figure 18: Number of surveys typically used for each job when conducting a market pricing analysis ..... 13

# Demographics

Figure 1: “Which of the following best describes your employer:” (n=702)

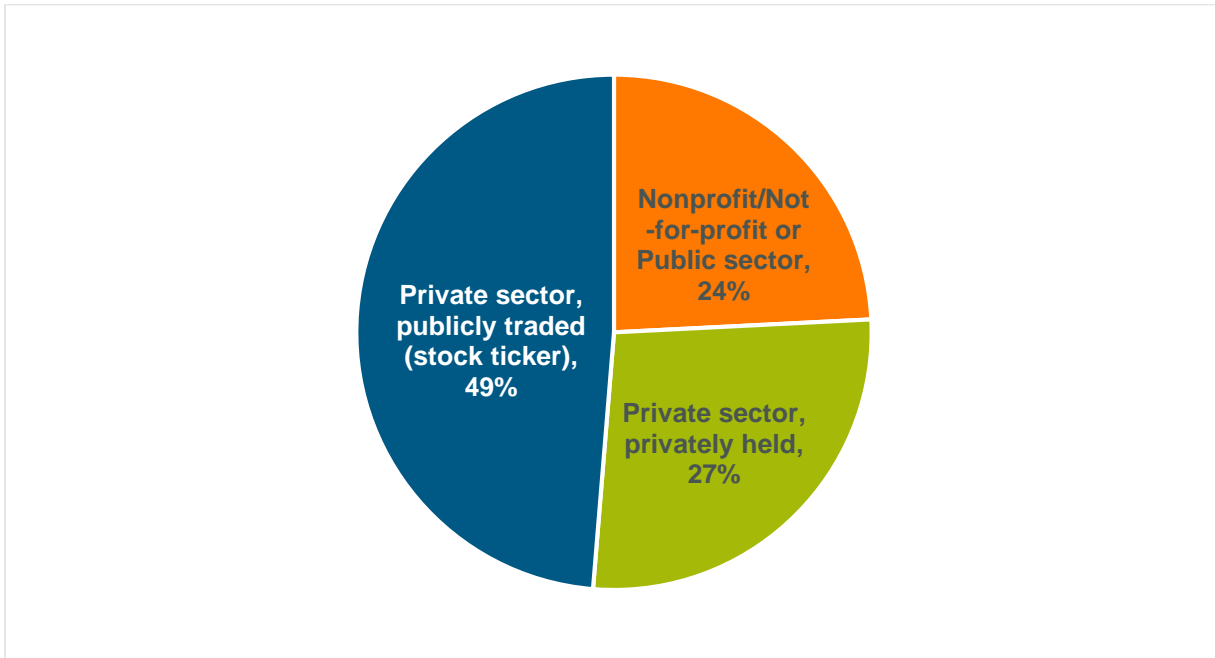


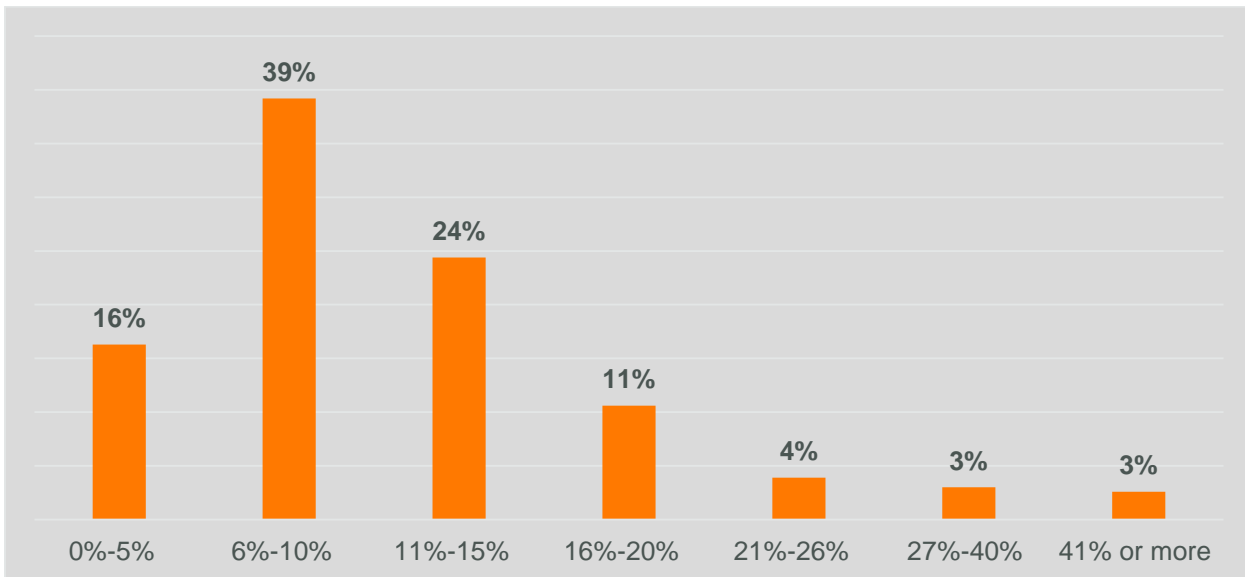
Figure 2: “Please choose the total number of full-time employees (FTEs) your organization employs worldwide:” (n=698)

Option	Percentage
Fewer than 100 employees	1%
100 to 499	2%
500 to 999	6%
1,000 to 2,499	16%
2,500 to 4,999	19%
5,000 to 9,999	21%
10,000 to 19,999	15%
20,000 to 39,999	9%
40,000 to 99,999	7%
100,000 or more employees	4%

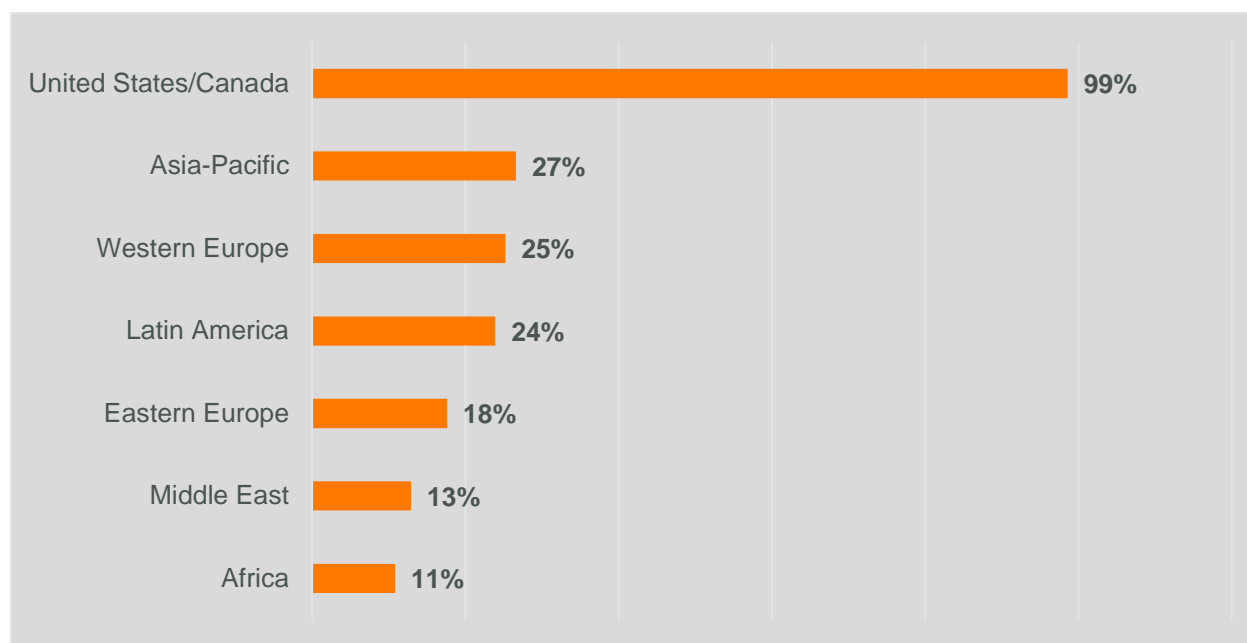
**Figure 3: “Please choose one category that best describes the industry in which your organization operates:” (n=702)**  
*Industries with less than 2% are not listed in this table.*

Option	Percentage
Finance and Insurance	15%
All Other Manufacturing	13%
Health Care and Social Assistance	10%
Consulting, Professional, Scientific and Technical Services	8%
Utilities, Oil and Gas	7%
Information (includes Publishing, IT, etc.)	6%
Educational Services	5%
Retail Trade	4%
Public Administration	3%
Computer and Electronic Manufacturing	2%
Pharmaceuticals	2%
Transportation	2%
Other	15%

**Figure 4: “What is the approximate annual voluntary turnover for employees?” (n=661)**



**Figure 5: “For which regions of the world do you have responsibility? (Check all that apply.)” (n=711)**



# Executive Summary

The majority of organizations have a compensation philosophy in place that drives their practices. The competing labor market typically determines job worth and market pricing is the most prevalent job evaluation method. The definition of labor market is specific to job type. The higher the position, the more broad the labor market. For example, national data is used to evaluate senior management roles while local and/or industry-specific data is used for production-level positions. Several companies use at least two, and often times three or more, survey sources to evaluate each job.

---

## Compensation Philosophy

- 70% of organizations have a written compensation philosophy, and 33% specify the method of job evaluation within their philosophy. (See Figure 6.) However, fewer organizations today have a written compensation philosophy *and* a job evaluation method than in 2013; this has fallen four percentage points.

---

## Job Documentation

- Administratively, 60% of respondents have up-to-date job descriptions for most or all jobs (see Figure 7) with the majority (82%) updating documentation when either significant changes in the job occur or when jobs are re-evaluated. (See Figure 8.)

---

## Job Evaluation

- 88% of organizations have an established method for evaluating jobs. (See Figure 9.)
- Market pricing continues to outpace all other methods as the dominant form of job evaluation, ranging between 68% and 74% prevalence depending on job category. Point-factor is the second-most prevalent method, but is well behind at 16% to 20%. (See Figure 10.)
- Compensation staff primarily conduct job evaluation of all categories ranging between 76% to 96% prevalence. Of senior management, 15% of the evaluation is conducted by consultants. (See Figure 11.)
- 87% to 89% of job evaluation is prompted by a newly created job, followed closely by significant changes in the job (81% to 86%). (See Figure 12.)
- About half of organizations (46% to 51%, depending on job category) characterized their job evaluation system as “very effective,” with a similar percentage of organizations deeming their systems as “somewhat effective.” (See Figure 13.)
- The majority of organizations (93%) use a numeric or alphanumeric job code within their HR/payroll system. (See Figure 14.) Of those, more than half (55%) use a “smart” code in which certain digits or characters have specific meaning. 24% using these codes agree they are meeting most or all expectations. (See Figure 15.)



---

## Market Pricing

- National and industry salary survey data cuts continue to be used more for senior- and middle-management positions, while the use of local surveys is more prevalent for lower-level positions. (See Figure 16.)
- More than one-third of organizations match at least 80% of their jobs to survey sources and nearly 70% of organizations matching at least 60% of their jobs. (See Figure 17.)
- 42% to 48% of organizations, depending on job category, use three or more survey sources to price their jobs, with similar percentages using two survey sources. (See Figure 18.)

# Results and Analysis

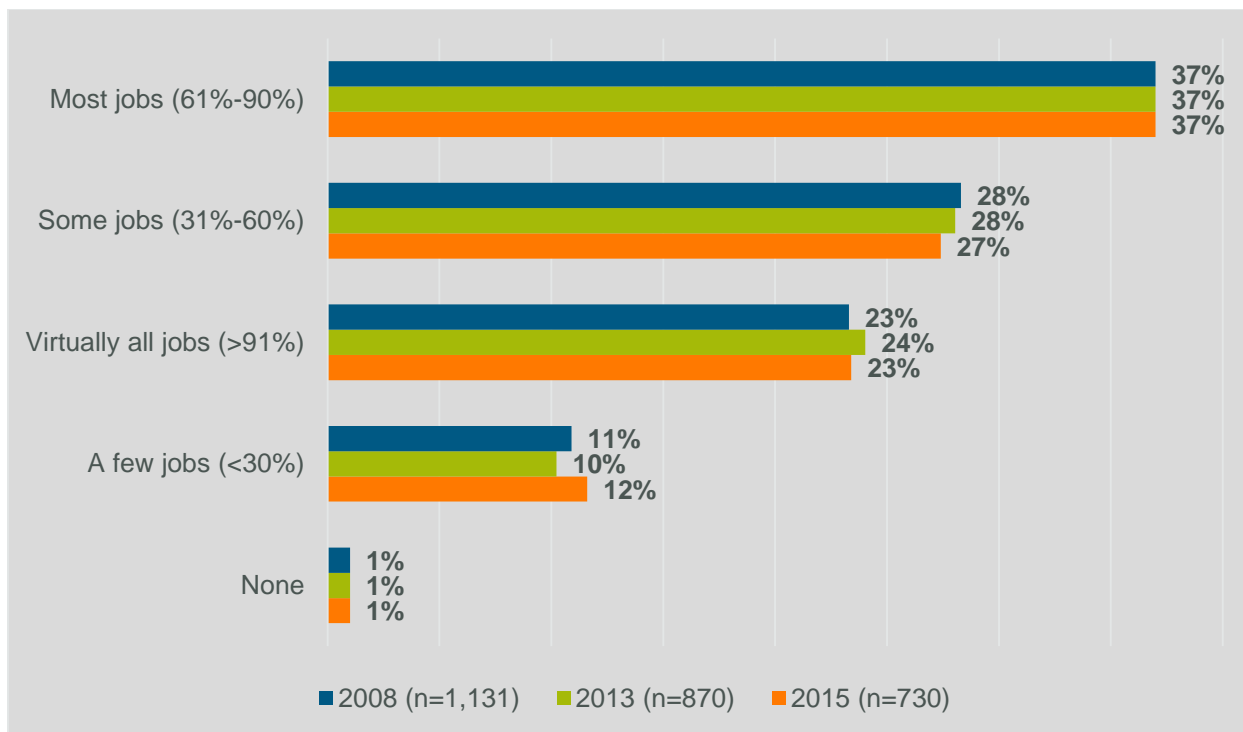
## Compensation Philosophy

Figure 6: “Does your company have a compensation philosophy that communicates what type of job evaluation method will be used for employees (e.g., how job worth is determined)?”

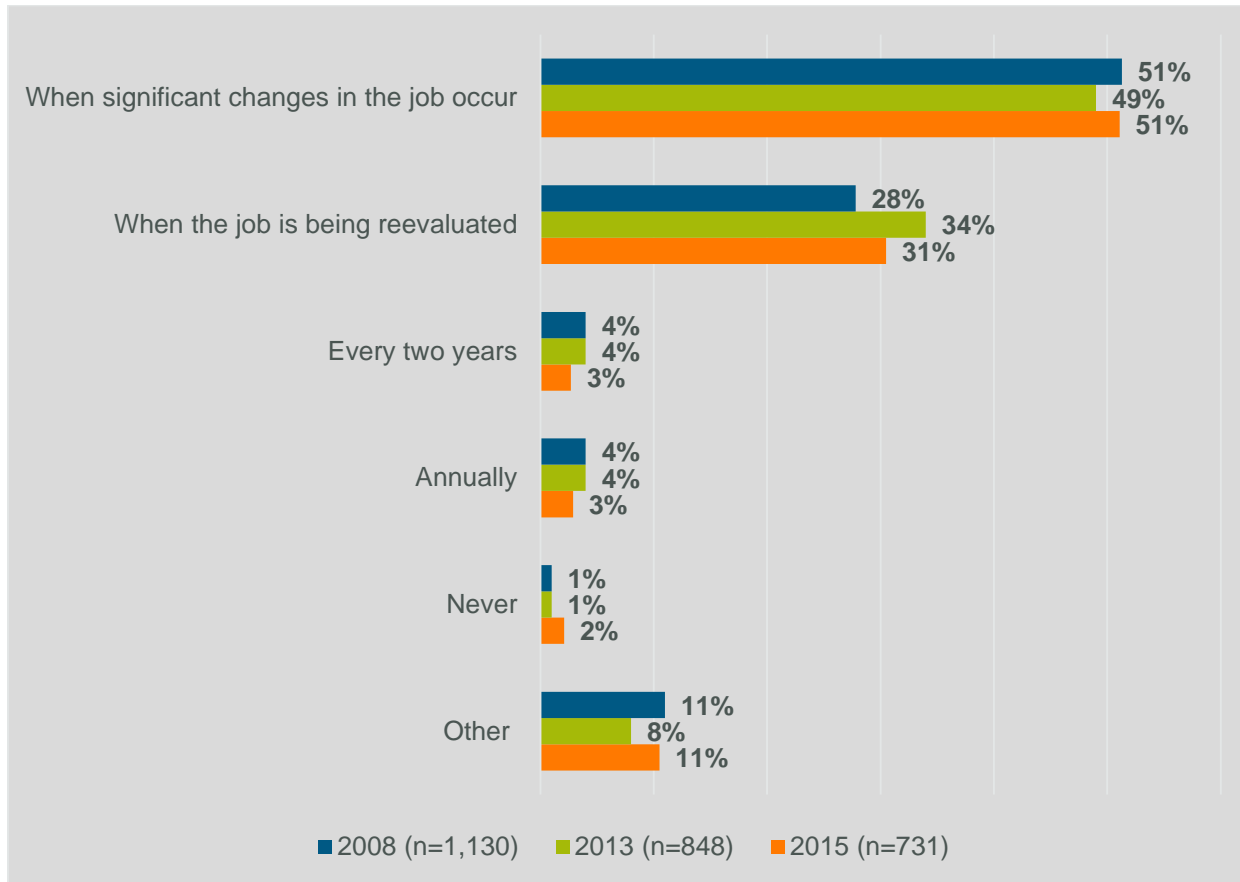
	2013	2015
	n= 869	732
We do not have a written compensation philosophy.	28%	30%
We have a written compensation philosophy, but the job evaluation method is not included.	35%	37%
We have a written compensation philosophy and the job evaluation method is included.	37%	33%

## Job Documentation

Figure 7: “How many jobs in your organization have up-to-date position, job or role descriptions in place?”



**Figure 8: “How often are the position, job or role descriptions updated?”**



Other responses noted by participants:

- Every three years
- A combination of when significant changes in the job occur and when the job is being re-evaluated
- During recruitment or turnover

## Job Evaluation

Figure 9: “Do you have an established method for evaluating jobs at your organization?”

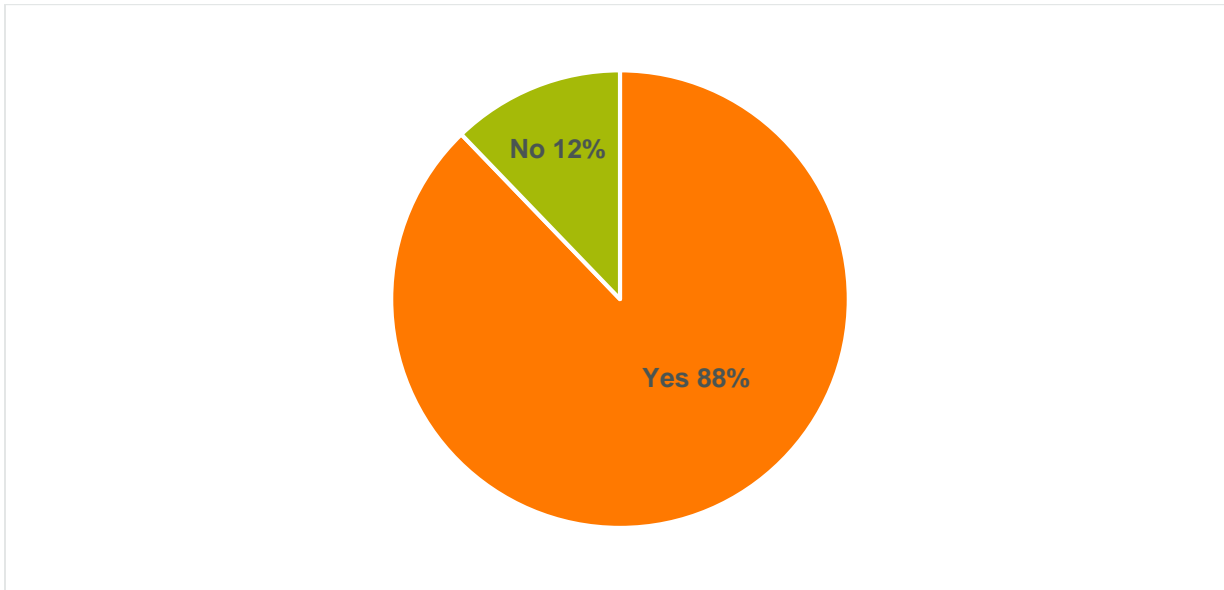


Figure 10: “What is the primary method of job evaluation used by your organization?”

\*Job component involves evaluating jobs based on a statistically developed model using multiple regression analysis.

	Ranking	Classification	Point-factor	Job component*	Market pricing
Senior management (n=616)	3%	6%	16%	2%	74%
Middle management (n=625)	3%	7%	19%	2%	70%
Professional (n=625)	2%	7%	20%	2%	69%
Sales (n=552)	2%	7%	17%	2%	72%
Administrative (n=623)	2%	8%	20%	2%	68%
Production (n=543)	3%	10%	17%	2%	69%

Figure 11: “For each type of job listed below, please indicate who typically conducts the evaluation?”

	Compensation staff	Employee committee	Consultant	Senior management
Senior management (n=618)	76% <sup>1</sup>	2%	15%	7%
Middle management (n=621)	95% <sup>1</sup>	2%	2%	1%
Professional (n=621)	95%	2%	1%	1%
Sales (n=550)	96% <sup>1</sup>	2%	2%	1%
Administrative (n=619)	95%	3%	2%	1%
Production (n=535)	95%	3%	2%	1%

<sup>1</sup> A statistically significant, percentage of organizations reported compensation staff conducting the evaluation of senior management (76%), middle management (95%) and sales (96%) jobs than in 2013 (69%, 92% and 93%, respectively).

**Figure 12: “What typically prompts the evaluation of a job? (Check all that apply.)”**

	Newly created job	Broad-based review of department/unit/org. as a whole	By request (e.g., perceived inequity by manager, etc.)	Significant change in job (e.g., job responsibilities evolve)	Fixed schedule	Other
Senior management (n=617)	89%	47%	68%	82% <sup>2</sup>	14%	4%
Middle management (n=625)	89%	53%	78%	86%	11%	3%
Professional (n=625)	89%	54%	79%	85%	11%	3%
Sales (n=531)	87%	52%	77%	83% <sup>2</sup>	10%	4%
Administrative (n=621)	87%	51%	77%	83%	11%	4%
Production (n=509)	87%	50%	74%	81% <sup>2</sup>	11%	5%

**Figure 12a: “Please define the fixed schedule used for the evaluation of a job:”** Participants who selected “fixed schedule” and the associated job titles in Figure 12 received this question.<sup>3</sup>

	2-3 years	>3 years	Other
Senior management (n=82)	45%	4%	51%
Middle management (n=66)	47%	5%	49%
Professional (n=65)	48%	5%	48%
Sales (n=52)	54%	2%	44%
Administrative (n=64)	50%	6%	44%
Production (n=58)	53%	3%	43%

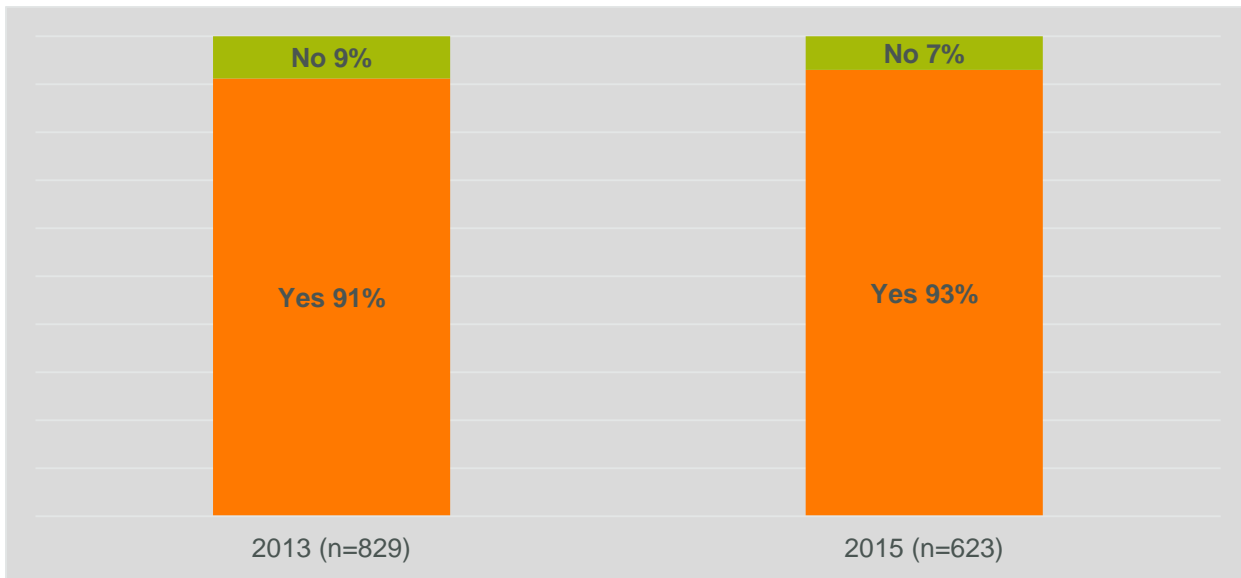
**Figure 13: “In your opinion, how effective is your organization’s primary job evaluation plan – including who conducts the evaluation and the timing of the evaluations for each job type – in carrying out the compensation philosophy and/or the purpose of your job evaluation method?”**

	Very effective	Somewhat effective	Not effective
Senior management (n=610)	50%	45%	5%
Middle management (n=620)	49%	48%	3%
Professional (n=621)	50%	46%	4%
Sales (n=537)	46%	49%	5%
Administrative (n=619)	51%	45%	4%
Production (n=521)	48%	47%	5%

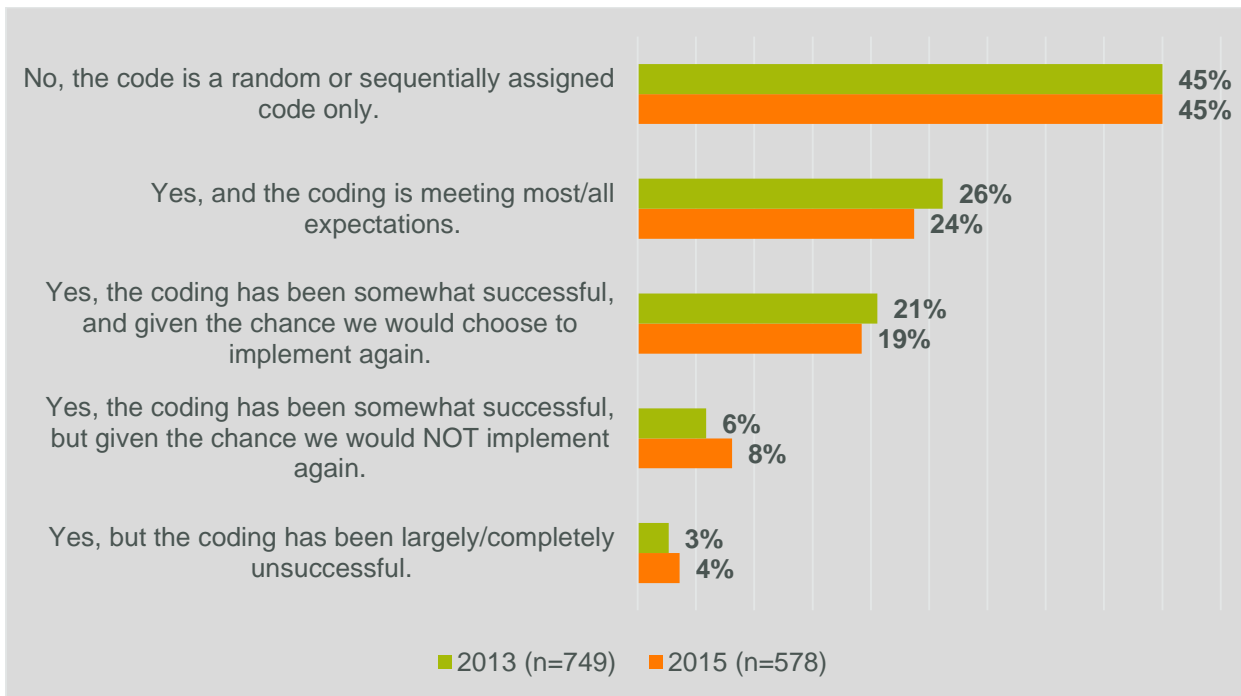
<sup>2</sup> A statistically significant percentage of organizations reported significant change in job of senior management (82%), sales (83%) and production (81%) jobs than in 2013 (75%, 77% and 74%, respectively).

<sup>3</sup> In 2015, the survey response “annually” was excluded. Because of this exclusion, historical comparisons are not possible.

**Figure 14:** “Do you use a numeric or alphanumeric code to represent jobs or positions within your organization’s HR/payroll system?”



**Figure 15:** “Is the code “smart” (i.e., do certain digits or characters within the code have specific meaning such as division, location or level of responsibility)?”



## Market Pricing

**Figure 16:** “What type of salary-survey data cuts do you typically use to evaluate jobs relative to your competitive labor market?” Participants who selected “market pricing” in Figure 9 received this question.

	National	Industry	Regional	State	Local	Other
Senior management (n=473)	87%	72%	24%	12%	14%	8%
Middle management (n=476)	74%	73%	38%	20%	26%	6%
Professional (n=475)	63%	71%	41%	25%	33%	5%
Sales (n=403)	65%	70%	35%	18%	26%	5%
Administrative (n=474)	46%	48%	32%	27%	55%	5%
Production (n=393)	41%	51%	29%	23%	58%	4%

**Figure 17:** “What percent of jobs (not incumbents) in your organization are directly matched to survey model jobs?” Participants who selected “market pricing” in Figure 9 received this question.

	<20%	20%-39%	40%-59%	60%-79%	80%+
Senior management (n=467)	3%	5%	22%	34%	37% <sup>4</sup>
Middle management (n=467)	3%	5%	22%	34%	37%
Professional (n=466)	2%	6%	23%	32%	38%
Sales (n=400)	4%	7%	21%	29%	39%
Administrative (n=466)	3%	6%	19%	29%	44%
Production (n=385)	5%	8%	20%	27%	41%

**Figure 18:** “How many surveys does your organization typically use for each job when conducting a market pricing analysis?” Participants who selected “market pricing” in Figure 9 received this question.

	1 survey	2 surveys	3+ surveys
Senior management (n=465)	14%	40%	45%
Middle management (n=476)	12%	42%	46%
Professional (n=474)	11%	41%	48%
Sales (n=406)	15%	43%	42%
Administrative (n=469)	13%	42%	45%
Production (n=392)	15%	42%	43%

<sup>4</sup> A statistically smaller percentage of organizations reported directly matching 80%+ of jobs to survey model jobs of senior management (37%) than in 2013 (49%).

---

## Participating Organizations

AAM  
Abacus Technology (IMCS)  
Abt Associates  
ACCO Brands  
Accuray  
ADP Inc.  
ADT LLC  
Advocate Health Care  
Aflac  
AGL Resources Inc.  
Ak Chin Indian Community  
ALCATEL LUCENT  
Algonquin Power and Utilities Corp.  
Alkermes  
Alliance Data  
Allscripts  
ALSAC/St Jude  
AM Castle & Co.  
American Cancer Society  
American Eagle Outfitters  
American National Bank of Texas  
Ameritas Life Insurance Corp.  
Andersen Corp.  
ANSYS Inc.  
Anthem Inc.  
Arapahoe County Government  
Arby's Restaurant Group Inc.  
AREVA Inc.  
Arkansas Electric Cooperatives  
Arthur J. Gallagher & Co.  
ASB Bank Ltd  
ASM Research  
Aspen Technology  
Associated Bank  
ATB Financial  
Atmel Corp.  
Aurora Health Care  
Automatic Data Processing LLC  
Automobile Club of Southern California  
AutoNation  
Aveda Corp.  
Babcock & Wilcox  
Bain & Co.  
Baker Hughes  
BANCO DE CREDITO DEL PERU  
Barnes Group Inc.  
Baxalta US Inc.  
BayCare Health System  
Baystate Health  
Bechtel  
Bell Canada  
Berkshire Associates Inc.  
BI Inc.  
Big Heart Pet Brands  
Bio-Rad Laboratories Inc.  
Biogen Inc.  
Black & Veatch  
Black Hills Corp.  
Black Knight Financial Services  
Blue Cross Blue Shield of Arizona  
Blue Cross Blue Shield of California  
Blue Cross and Blue Shield of Kansas  
Blue Cross and Blue Shield of Louisiana  
Blue Cross Blue Shield of Michigan  
Blue Cross Blue Shield of South Carolina  
Blue Cross Blue Shield of Tennessee  
BMC Software  
BMO Harris Bank  
BNSF Railway Co.  
Board of Governors of the Federal Reserve System  
Bon Secours Health System  
Booz Allen Hamilton  
Boston College  
Bow Valley College  
Boyd Gaming  
Brigham Young University  
Bristow Group Inc.  
Buckeye Partners LP  
Cablevision  
Caleres Inc.  
California Casualty Management Co.  
Cambia Health Solutions  
Canadian Forest Products  
Cancer Treatment Centers of America  
Canon USA  
Cape Cod Healthcare Inc.  
Capella Education Co.  
Capital One Financial Services  
CareerBuilder  
Cargill Inc.  
Carlson Rezidor Hotel Group  
Carpenter Technology Corp.  
Cars.com  
Cash America International  
Catholic Health Initiatives  
Cengage Learning  
Centrus Energy Corp.  
CF Industries  
Charles River Laboratories  
Chemtura Corp.  
ChevronPhillips Chemical  
CHI Franciscan Health  
CHRISTUS Health  
Ciena



Cisco  
Citizens Energy Group  
Citizens Property Insurance Corp.  
City of Austin  
City of Columbus  
City of Kitchener  
City of Naperville  
City of Seattle  
Clarks Americas  
Clearwater Paper Corp.  
Clemson University  
Cleveland Clinic  
CNA Insurance  
Collin County Government  
Commercial Metals Co.  
CommScope Holding Co. Inc.  
Community Health Systems Professional Services Corp.  
Con-way Inc.  
ConAgra Foods Inc.  
Connections Education  
Constant Contact Inc.  
Continental Automotive  
Cottage Health  
Cox Enterprises  
Craft Brew Alliance  
Crawford and Co.  
Cru  
CSC  
CSG International  
CST Brands  
Curtiss-Wright Corp.  
Cytec Industries Inc.  
D+H  
Daiichi Sankyo Inc.  
Dalhousie University  
Dart Container Corp.  
David's Bridal  
Dean Foods  
Deere & Co.  
Del Monte Foods Inc.  
Dell Inc.  
Delta Dental of California  
Dentsply International  
Desert Schools Federal Credit Union  
DICK'S Sporting Goods  
Discovery Communications  
Dollar General  
Doosan Infracore Construction Equipment  
Dow Corning Corp.  
Drexel University  
Duke Energy  
Dun & Bradstreet  
Eastern Bank

Eaton  
Eddie Bauer  
Edwards Lifesciences  
EmblemHealth  
Empire Life  
Employers Council  
Endo International plc  
Ensco  
EPCOR  
Equifax Inc.  
Equity Residential  
ESP LLC  
Essendant  
Esterline Technologies Corp.  
Express Scripts  
Fairleigh Dickinson University  
Fannie Mae  
FDIC  
Federal Housing Finance Agency  
Federal Reserve Bank of Richmond  
Ferrellgas  
Ferring Pharmaceuticals Inc.  
FINRS  
First Business  
FirstGroup America  
Fiserv  
FlightSafety International  
Fluor Corp.  
Fluor Federal Petroleum  
FM Global  
Follett Corp.  
Ford Motor Co.  
Foresters  
FortisAlberta Inc.  
Frank's International  
Franklin Templeton Investments  
Freddie Mac  
Fulton Financial Corp.  
GameStop  
Gannett  
Gemological Institute of America  
General Atomics  
General Dynamics Land Systems  
General Mills  
General Motors  
Genesco  
Genomic Health Inc.  
Genpact  
Glanbia Performance Nutrition  
Godiva Chocolatier Inc.  
Government of British Columbia  
Granite Services International  
Grant Thornton LLP

Group Health Cooperative of South Central Wisconsin  
Guild Mortgage Co.  
Gypsum Management & Supply  
Hach  
Halcon Resources  
Halyard Health  
Hancock Holding Co.  
Hanesbrands Inc.  
HarbisonWalker International  
Hartford Healthcare  
HDR Inc.  
Helzberg Diamonds  
Hennepin Health System  
Henry Ford Health System  
Herman Miller Inc.  
Hitachi Consulting  
HMSA  
HollyFrontier  
Horace Mann Educators  
Horizon Blue Cross Blue Shield of New Jersey  
HP Hood LLC  
HSN  
HubSpot  
Hudson's Bay Co.  
Huron Consulting Group  
Hyatt Hotels Corporation  
Hyland Software  
IBM  
ICF International Inc.  
ICW Group  
IDEXX Laboratories Inc.  
IEEE  
IHS Global Inc.  
IKEA  
IMI Precision Engineering  
Independence Blue Cross  
Inistu  
Institute for Defense Analyses  
INTEGRIS Health  
Interactive Intelligence  
InterContinental Hotels Group  
Intermedix  
International Rescue Committee  
J. J. Keller & Associates Inc.  
Jo-Ann Stores LLC  
John Wiley & Sons Australia Ltd  
Johnson Controls  
Johnson Financial Group  
JT3 LLC  
Kaman Corp.  
Kellogg Co.  
Kelsey-Seybold Clinic  
Kinder Morgan

KLX Inc.  
Kronos Inc.  
L'Oreal USA  
LCBO  
Lennar Corp.  
Leprino Foods Co.  
Level 3 Communications  
LG&E and KU  
Liberty Mutual Insurance Co.  
Lincoln Financial Group  
Linde NA Inc.  
London Health Sciences Centre  
Lonza  
Los Alamos National Laboratory  
Lutheran Social Services of Michigan  
LyondellBasell  
M&T Bank  
Macy's Inc.  
Magellan Health  
Magellan Midstream Partners  
MAHLE  
Maine Medical Center  
Manhattan Associates Inc.  
Manulife Financial / John Hancock  
MAPFRE Insurance  
Maricopa Community College District  
Maricopa County  
Marriott International  
Mary Kay  
Mattel Inc.  
McLane Co.  
Medical College of Wisconsin  
Medidata Solutions Inc.  
Memorial Health System  
Mercy Health  
Merrill Corp.  
MGIC  
MGM Resorts International  
MidMichigan Health  
Ministry of Social Development  
Miraca Life Sciences  
Missouri State University  
MITRE  
Mondelez International  
MoneyGram International  
Moody's  
Mosaic  
Mouvement Desjardins  
MTS Systems  
Mutual of Omaha  
MWH Global  
National Penn  
National Radio Astronomy Observatory  
Nationwide Mutual Insurance Co.

Navigant Consulting Inc.  
Nebraska Public Power District  
NEC Corporation of America  
Nestle Purina PetCare Co.  
New York University  
NewMarket Corp.  
NextEra Energy Inc.  
Nike Inc.  
Nintendo of America  
NiSource  
NN Inc.  
Norfolk Southern  
Northern Arizona University  
Northern Trust Corporation  
NorthWestern Energy  
Northwestern Mutual  
NOVA Chemicals  
Novelis Inc.  
Novo Nordisk  
NVIDIA Corp.  
Ocean Spray Cranberries  
Olympus Corporation of the Americas  
OneAmerica Financial Partners Inc.  
Orange County Government  
Oregon Health & Science University  
Orion Health  
Ortho Clinical Diagnostics  
Owens-Illinois  
Owensboro Health  
Parsons Corp.  
PATH  
Paycor  
Payless ShoeSource Inc.  
Penton  
Petco Animal Supplies Inc.  
PGi  
Pharmavite  
Pinnacle Foods  
Pinnacol Assurance  
PNM Resources Inc.  
Polycom  
Port Authority of Allegheny County  
PPD  
PPL Corp.  
PRA Health Sciences  
Progress  
ProHealth Care Inc.  
Prologis  
ProQuest LLC  
Provident Bank  
Public Service Enterprise Group  
Purolator Inc.  
PwC Canada  
Quad Graphics

Razorfish LLC  
Regal Beloit Corp.  
Regions Hospital  
Republic Airways Holdings  
Research Now  
Revlon Inc.  
Rheem Manufacturing  
Ricoh-Americas  
RingCentral  
Ropes & Gray LLP  
Rosetta Stone  
Ryerson University  
SAIC  
SALT LAKE CITY CORPORATION  
Samuel, Son, & Co. Ltd  
Sandy Spring Bank  
Sanmina  
Savers Inc.  
Schweitzer Engineering Laboratories  
Scripps Networks Interactive  
Seattle Children's Hospital  
Shale Inland Holdings  
Shire  
Siemens USA  
Simmons Foods  
Snap-on Inc.  
Snyder's-Lance Inc.  
Sodexo  
Solar Turbines  
Sonoco Products  
Sonora Quest Laboratories  
Southcoast Health  
Southeastern Freight Lines  
Southern Co.  
Spectra Energy  
Sports Authority  
St Jude Medical  
St. Luke's University Health Network  
Standard Insurance  
State Auto  
State Farm Insurance  
State of Colorado  
Steinman Communications  
STMicroelectronics Inc.  
SunGard Data Systems  
Superior Energy Services  
Supervalu  
Sutter Health  
Symantec Corp.  
Symetra  
Takeda Pharmaceuticals  
TD Ameritrade  
Teacher Retirement System of Texas  
Teekay Corporation

TEGNA  
Texas Children's Hospital  
Texas Instruments  
Texas Tech University Health Sciences Center  
The Bilco Co.  
The Boeing Co.  
The Children's Place  
The Compensation Depot  
The E W Scripps Co.  
The Hartford Financial Services Group  
The Lubrizol Corp.  
The Madison Square Garden Co.  
The Manitowoc Co. Inc.  
The Marcus Corp.  
The Maschhoffs  
The Port Authority of New York & New Jersey  
The PrivateBank  
The Scripps Research Institute  
The University of Akron  
The University of Alabama at Birmingham (UAB)  
The Walsh Group  
Thielsch Engineering  
Thomson Reuters  
TimkenSteel Corp.  
Tinker Federal Credit Union  
Toray Plastics (America) Inc.  
Town of Ajax  
Toyota Boshoku America  
Toyota Motor Sales USA Inc.  
TransAlta  
TransCanada Corp.  
TransUnion  
Tulane University  
U.S. Cellular  
UIC Government Services  
UIL Holdings Corp.  
UMass Memorial  
UMB Financial Corp.  
Under Armour  
Unify  
UnityPoint Health  
Universal Technical Institute  
University of Dayton  
University of Maryland University College  
University of Minnesota Physicians  
University of Notre Dame  
University of Pennsylvania Health System  
University of Pittsburgh

University of San Francisco  
University of St. Thomas  
University of Toronto  
Unum  
US Bank  
USG Corp.  
Utah Valley University  
Valencia College  
Vantiv  
Vectren Corp.  
Verisign Inc.  
Veritiv Corp.  
Virginia Mason  
Virtua Health  
Volkswagen Group of America  
Volvo Group US  
W. R. Grace Co.  
Washington Metro Transit Authority  
Waste Management  
Waters Corp.  
Webster Bank  
Weil, Gotshal & Manges LLP  
Weill Cornell Medical College  
Wellesley College  
Wellmark Blue Cross Blue Shield  
Western Management Consultants  
Westfield Group  
Westinghouse Electric Co. LLC  
Whataburger  
Whirlpool Corp.  
White Castle Management Co.  
WhiteWave Foods  
Willis Group  
Wind River  
World Vision U.S.  
WR Grace  
Wright State University  
Wycliffe Bible Translators Inc.  
Xcel Energy  
XO Communications  
Zachry  
Zale Corp.  
ZF North America Inc.  
Zoetis Inc.  
Zurich North America