

Job Evaluation and Market Pricing Practices

WorldatWork
December 2013



research





About WorldatWork® – The Total Rewards Association

WorldatWork (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; 95 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*.

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

©2013 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 and Methodology

This report summarizes the results of an August 2013 survey of WorldatWork members to measure the growing trend in the use of market pricing to evaluate job worth. This survey was last conducted in 2008, [published](#) in early 2009.

On Aug. 21, 2013, survey invitations were sent electronically to 5,868 WorldatWork members. Members invited to participate were randomly selected from those who have the word “compensation” in their title. The survey closed on Sept. 6, 2013, with 970 responses, a 17% response rate. The final data set was cleaned, resulting in a final data set of 871 responses.

To provide the most accurate data possible, data were cleaned and analyzed using statistical software. Any duplicate records were removed. Data comparisons with any relevant, statistically significant differences are noted within this report.

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

Table of Figures

Demographics

Figure 1: Sector.....	3
Figure 2: Organization size.....	3
Figure 3: Industry.....	4
Figure 4: Region.....	5
Figure 5: Annual voluntary turnover	5

Results and Analysis

Figure 6: Compensation philosophy.....	7
Figure 7: Up-to-date position, job or role descriptions.....	7
Figure 8: Frequency position, job or role descriptions are updated.....	8
Figure 9: Primary method of job evaluation used by job type.....	8
Figure 10: Position evaluator by job type.....	8
Figure 11: Job evaluation prompt.....	9
Figure 12: Job evaluation schedule.....	9
Figure 13: Alphanumeric code to represent jobs or positions within the HR/payroll system.....	10
Figure 14: Job or position code.....	10
Figure 15: “Smart” code implementations.....	11
Figure 16: Primary job-evaluation plan effectiveness.....	11
Figure 17: Types of salary survey data cuts typically used.....	12
Figure 18: Percent of jobs directly matched to survey model jobs.....	12
Figure 19: Number of surveys typically used for each job when conducting a market pricing analysis.....	13

Demographics

Figure 1: “Your organization is:” (n=812)

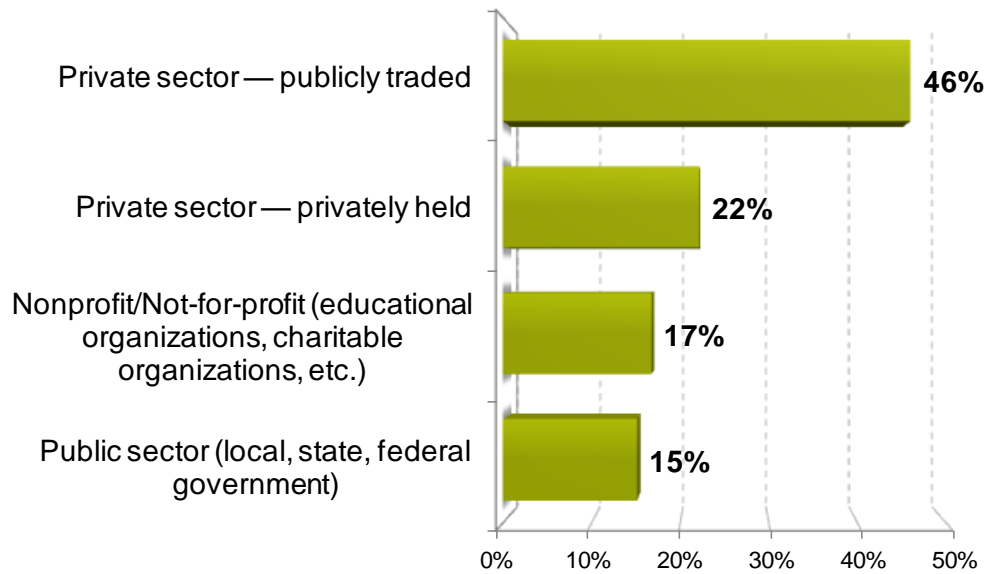


Figure 2: “Please choose the total number of full-time employees (FTEs) your organization employs worldwide.” (n=802)

Option	Percent
Less than 100 employees	1%
100 to 499	2%
500 to 999	5%
1,000 to 2,499	15%
2,500 to 4,999	15%
5,000 to 9,999	20%
10,000 to 19,999	15%
20,000 to 39,999	10%
40,000 to 99,999	10%
100,000 or more employees	7%

Figure 3: “Please choose one category that best describes the industry in which your organization operates.” (n=811)¹

Option	Percent
Finance and insurance	16%
Health care and social assistance	11%
All other manufacturing	10%
Utilities, oil and gas	7%
Consulting, professional, scientific and technical services	6%
Retail trade	5%
Educational services	5%
Information (includes publishing, IT, etc.)	3%
Public administration	3%
Transportation	2%
Pharmaceuticals	2%
Computer and electronic manufacturing	2%
Wholesale trade	2%
Accommodations and food services	1%
Construction	1%
Other services (except public administration)	1%
Arts, entertainment and recreation	1%
Mining	1%
Other	18%

¹ Industries with fewer than 1% of respondents are not shown in this table.

Figure 4: “For which regions of the world do you have responsibility? (Check all that apply.)” (n=819)

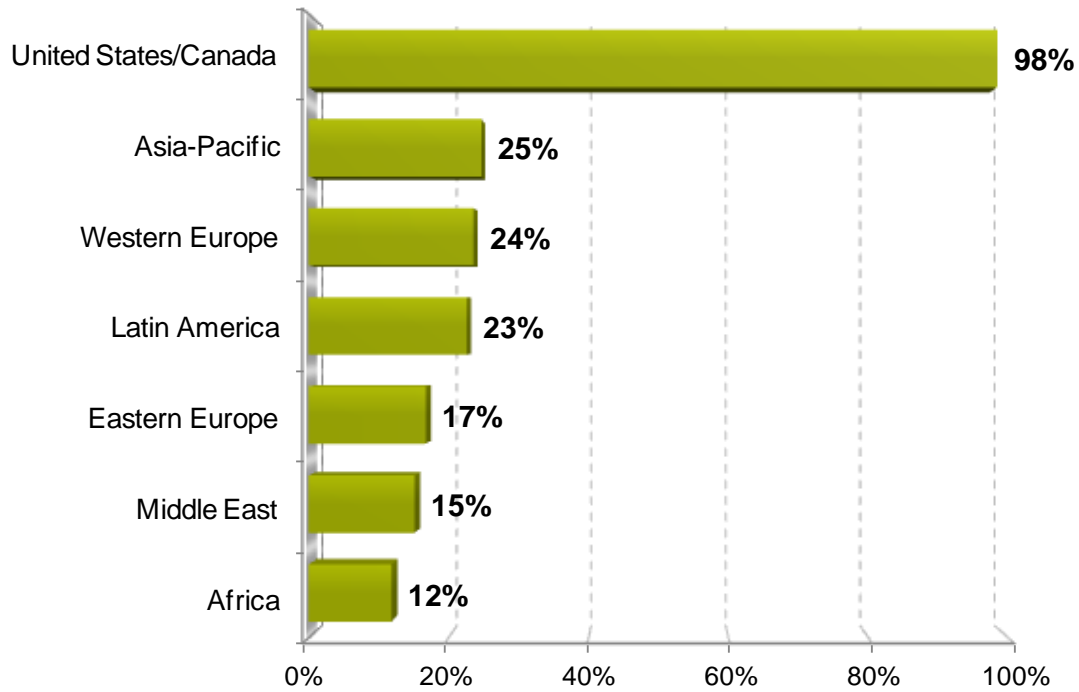


Figure 5: “What is the approximate annual voluntary turnover for employees?” (n=755)

Option	Percent
0-5%	19%
6-10%	40%
11-15%	23%
16-20%	9%
21-26%	4%
27-40%	3%
41% or more	1%

Executive Summary

More than 7 out of 10 organizations have a written compensation philosophy (see Figure 6); however, just more than half of those specify the method of job evaluation within their compensation philosophy. Market pricing continues to well out-pace all other methods as the dominant form of job evaluation with between 67% and 73% prevalence, depending on job category. (See Figure 9.) Point factor is the second most prevalent method, but is well behind at 15% to 18%.

Forty percent to 48% of respondents, depending on job category, use three or more survey sources to price their jobs with similar percentages using two survey sources. (See Figure 19.) Not surprisingly, national surveys are used for more senior-level positions, while the use of local surveys is more prevalent for lower-level positions. (See Figure 17.)

A minimum of one-third of organizations match at least 80% of their jobs to survey sources with roughly 70% of organizations matching at least 60% of their jobs. (See Figure 18.) Clearly, organizations are being diligent in matching their jobs to market data.

Administratively, 61% of respondents have up-to-date job descriptions for most or all jobs (see Figure 7) with the majority of organizations (83%) updating documentation when jobs are either reevaluated or when significant changes to the job occur. (See Figure 8.)

Fewer than half of organizations (44% to 49%, depending on job category) characterized their job evaluation system as “very effective” with a roughly equal percentage of organizations deeming their systems as “somewhat effective”. (See Figure 16.)

The vast majority of respondents (91%) use a job code of some kind within their HR/payroll system. Of those, more than half (55%) use a “smart” code wherein certain digits or characters within the code have specific meaning. The majority of these organizations view smart codes as successful and would implement again if given the chance. However, about 1 in 5 indicate smart codes have either been unsuccessful or are only somewhat successful (the organization would not implement again if given the chance). Probing deeper into this issue found that in many cases, organizations found other ways within the system to group and/or sort positions, or a major reorganization rendered the codes obsolete. Certainly long-term adaptability should be a key consideration in the planning of a smart-code system.

Results and Analysis

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)?” (n=869)

Option	Percent
We do not have a written compensation philosophy.	28%
We have a written compensation philosophy, but the job evaluation method is not included.	35%
We have a written compensation philosophy and the job evaluation method is included.	37%

Figure 7: “How many jobs in your organization have up-to-date position, job or role descriptions in place?” (n=870)

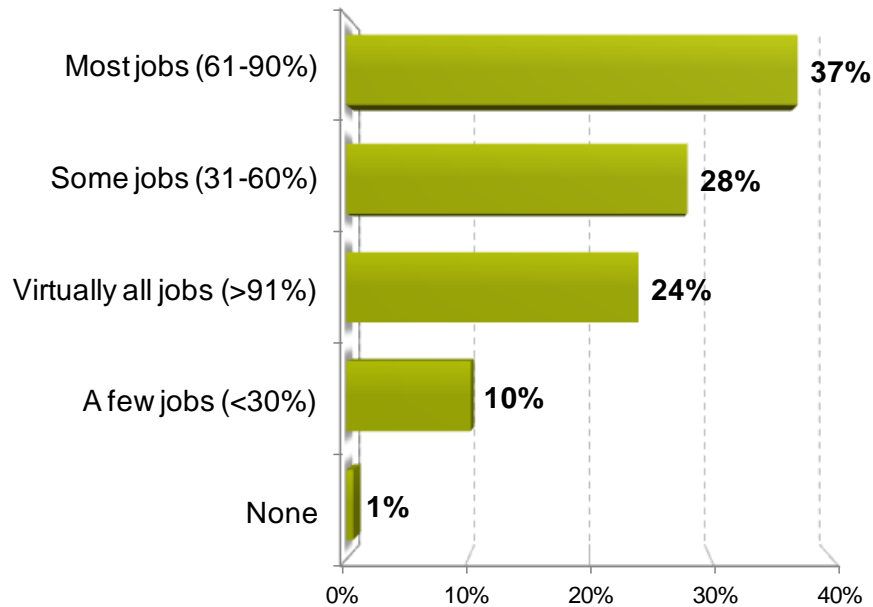


Figure 8: “How often is the position, job or role descriptions updated?”

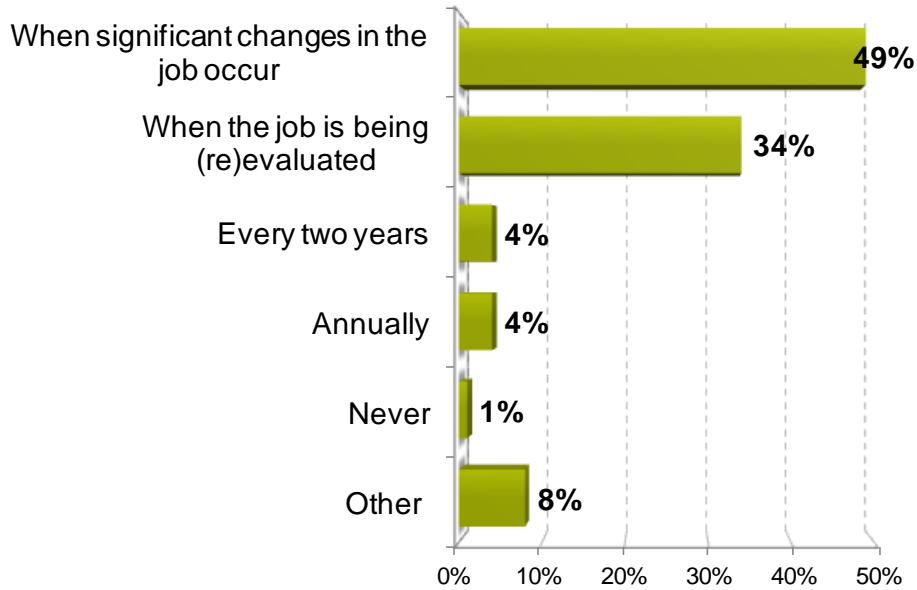


Figure 9: “What is the primary method of job evaluation used by your organization?”

*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=828)	4%	5%	16%	2%	73%
Middle management (n=845)	4%	8%	18%	2%	69%
Professional (n=840)	3%	8%	18%	2%	70%
Sales (n=704)	3%	9%	16%	1%	70%
Administrative (n=840)	3%	10%	18%	2%	67%
Production (n=688)	3%	13%	15%	2%	67%

Figure 10: “For each type of job listed below, please indicate who typically conducts the evaluation.”

	Compensation staff	Employee committee	Consultant	Senior management
Senior management (n=819)	69%	2%	18%	10%
Middle management (n=829)	92%	3%	3%	3%
Professional (n=824)	93%	2%	2%	3%
Sales (n=693)	93%	2%	2%	3%
Administrative (n=826)	94%	2%	2%	2%
Production (n=669)	93%	3%	2%	2%

Figure 11: “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=816)	88%	43%	64%	75%	15%	3%
Middle management (n=829)	88%	49%	76%	82%	10%	3%
Professional (n=821)	86%	50%	79%	82%	10%	3%
Sales (n=668)	85%	48%	74%	77%	10%	3%
Administrative (n=823)	84%	47%	75%	80%	10%	3%
Production (n=637)	83%	47%	71%	74%	13%	4%

Figure 12: “Please define the fixed schedule used for the evaluation of a job.”

Only participants selecting “fixed schedule” and the associated job titles in Figure 11 received this question.

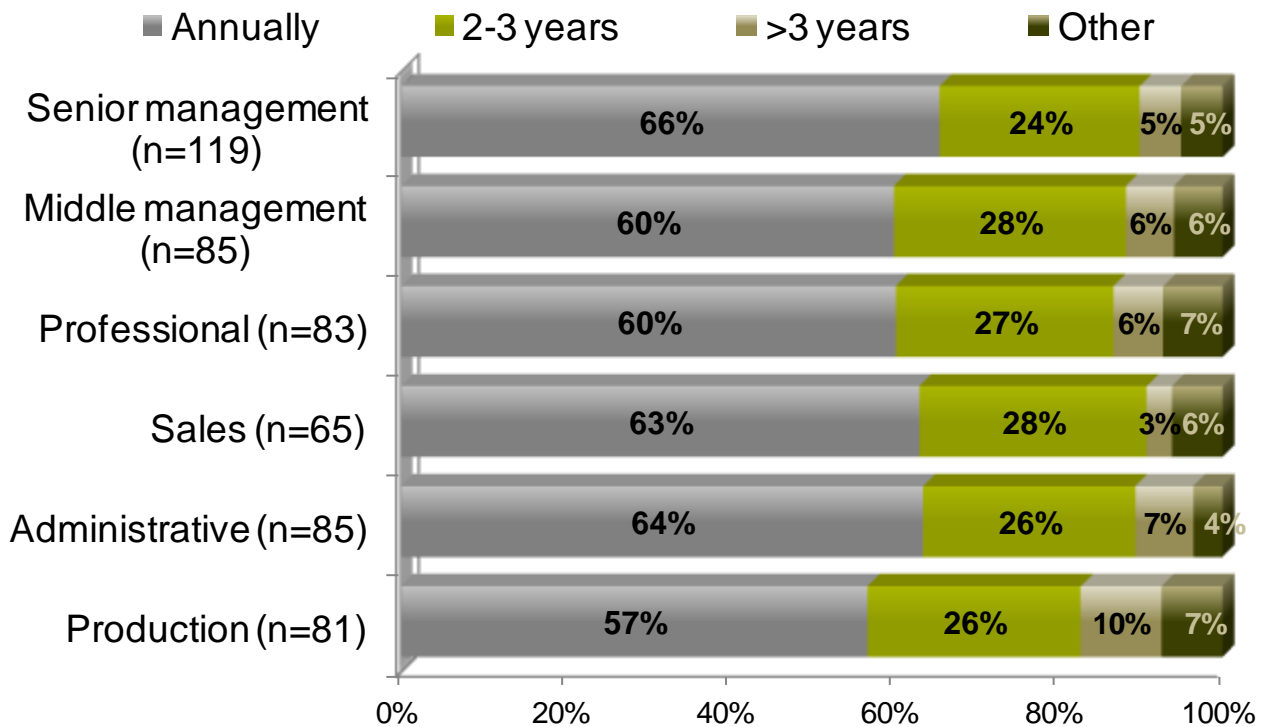


Figure 13: “Do you use a numeric or alphanumeric code to represent jobs or positions within your organization’s HR/payroll system?” (n=829)

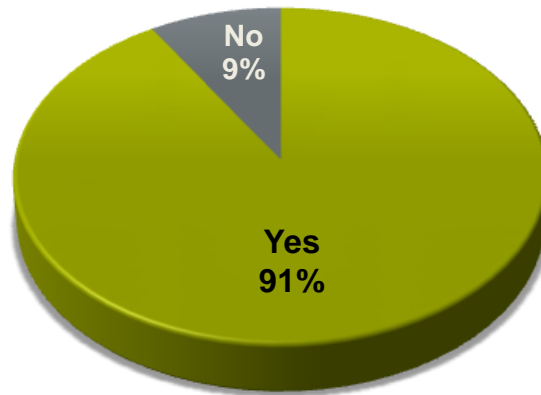


Figure 14: “Is the code “smart” (i.e., do certain digits or characters within the code have specific meaning, such as division, location or level of responsibility)?” (n=749)
 Only participants answering “Yes” in Figure 13 received this question.

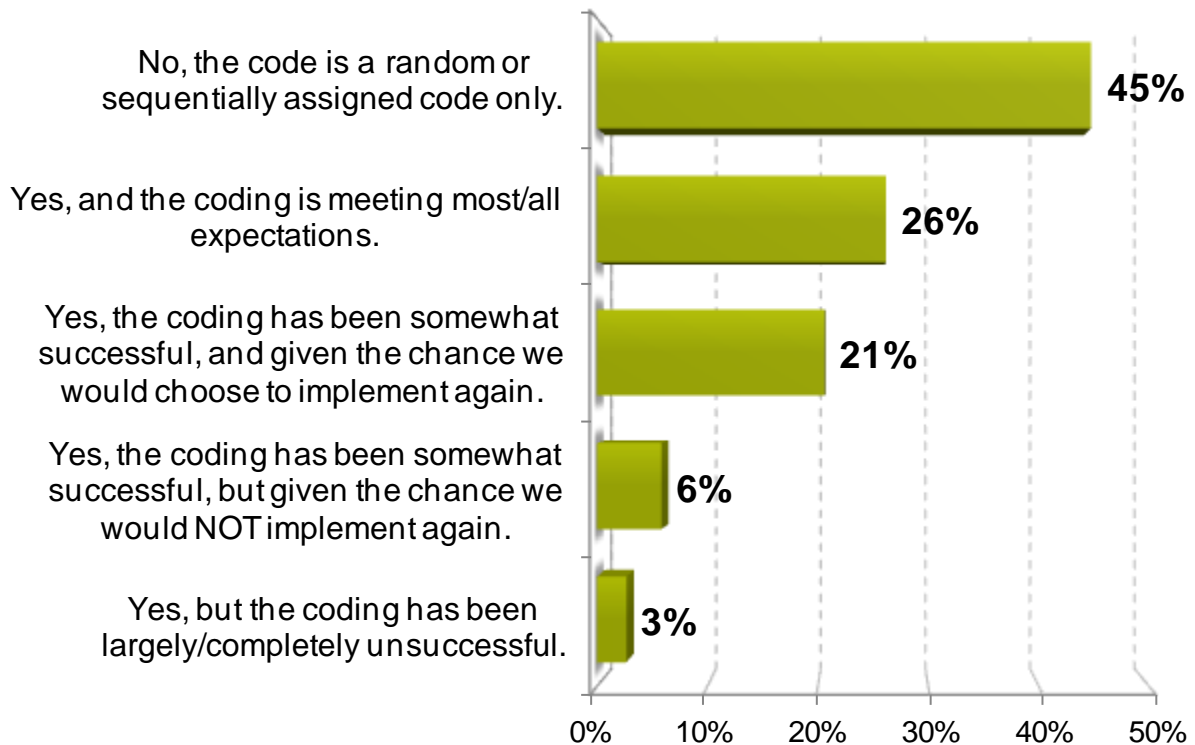


Figure 15: “What are the reasons you have not, or would not, implement smart codes again?” (n=321)

Only participants answering “Yes, but the coding has been largely/completely unsuccessful” or “No, the code is a random or sequentially assigned code only” in Figure 14 received this question.

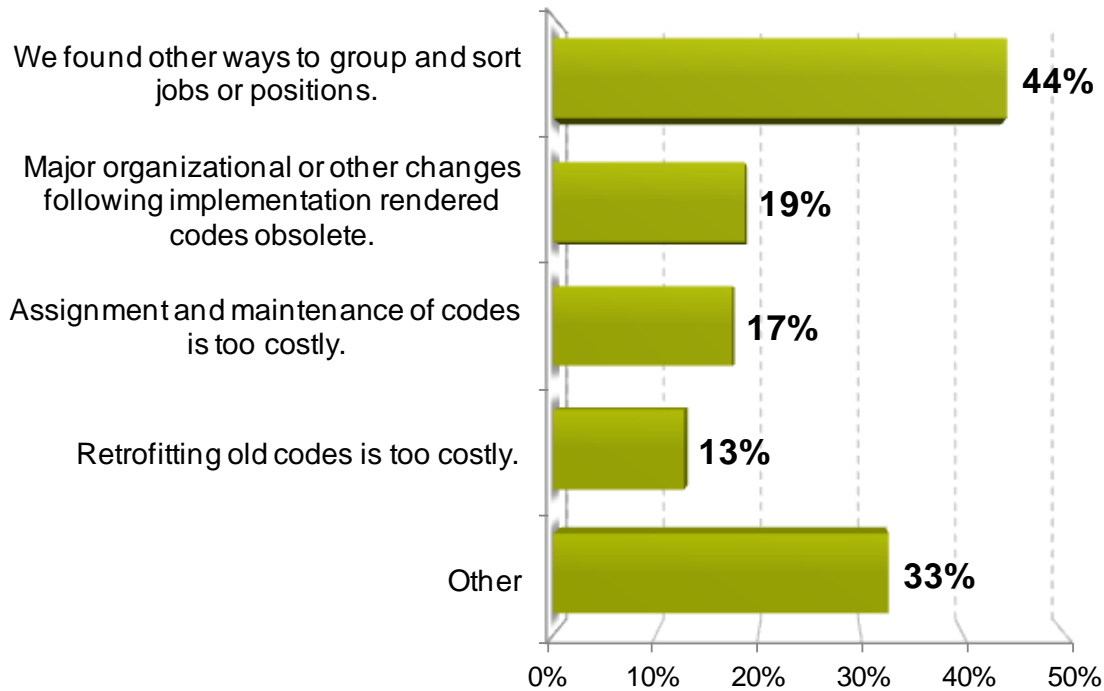


Figure 16: “In your opinion, how effective is your organization's primary job-evaluation plan — including who conducts the evaluation and the timing of the evaluations for each job type — in carrying out the compensation philosophy and/or the purpose of your job-evaluation method?”

	Very effective	Somewhat effective	Not effective
Senior management (n=807)	49%	44%	6%
Middle management (n=820)	47%	46%	7%
Professional (n=817)	48%	46%	6%
Sales (n=671)	44%	49%	7%
Administrative (n=817)	48%	46%	6%
Production (n=636)	46%	48%	6%

Figure 17: “What type of salary survey data cuts do you typically use to evaluate jobs relative to your competitive labor market?” (Check all that apply.)

Only participants selecting “Market pricing” in Figure 9 received this question.

	National	Industry	Regional	State	Local	Other
Senior management (n=627)	86%	77%	23%	10%	17%	12%
Middle management (n=631)	71%	75%	41%	18%	29%	9%
Professional (n=631)	61%	72%	43%	24%	37%	8%
Sales (n=491)	62%	70%	36%	19%	28%	9%
Administrative (n=631)	45%	46%	30%	25%	60%	7%
Production (n=486)	42%	53%	28%	23%	60%	8%

Figure 18: “What percent of jobs (not incumbents) in your organization are directly matched to survey model jobs?”

Only participants selecting “Market pricing” in Figure 9 received this question.

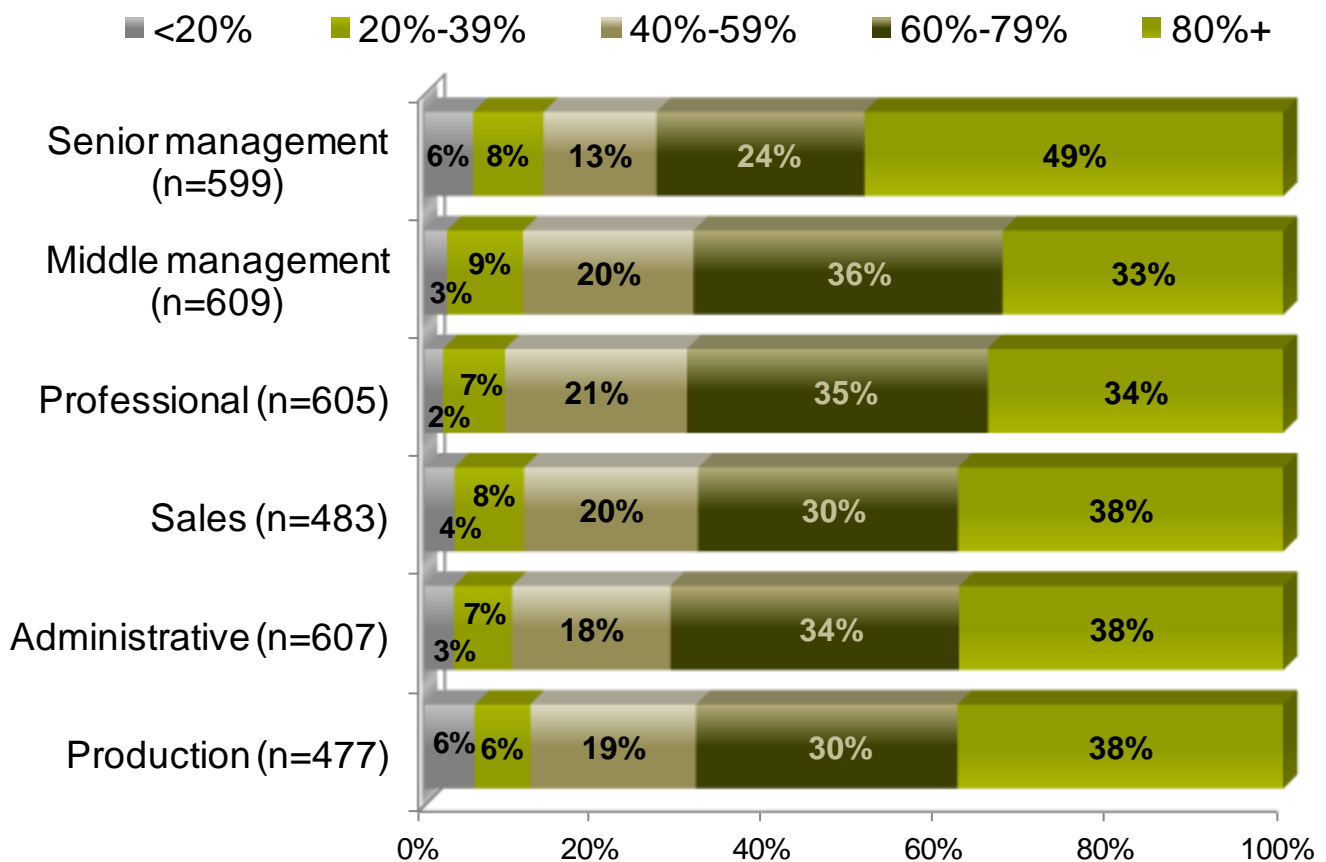
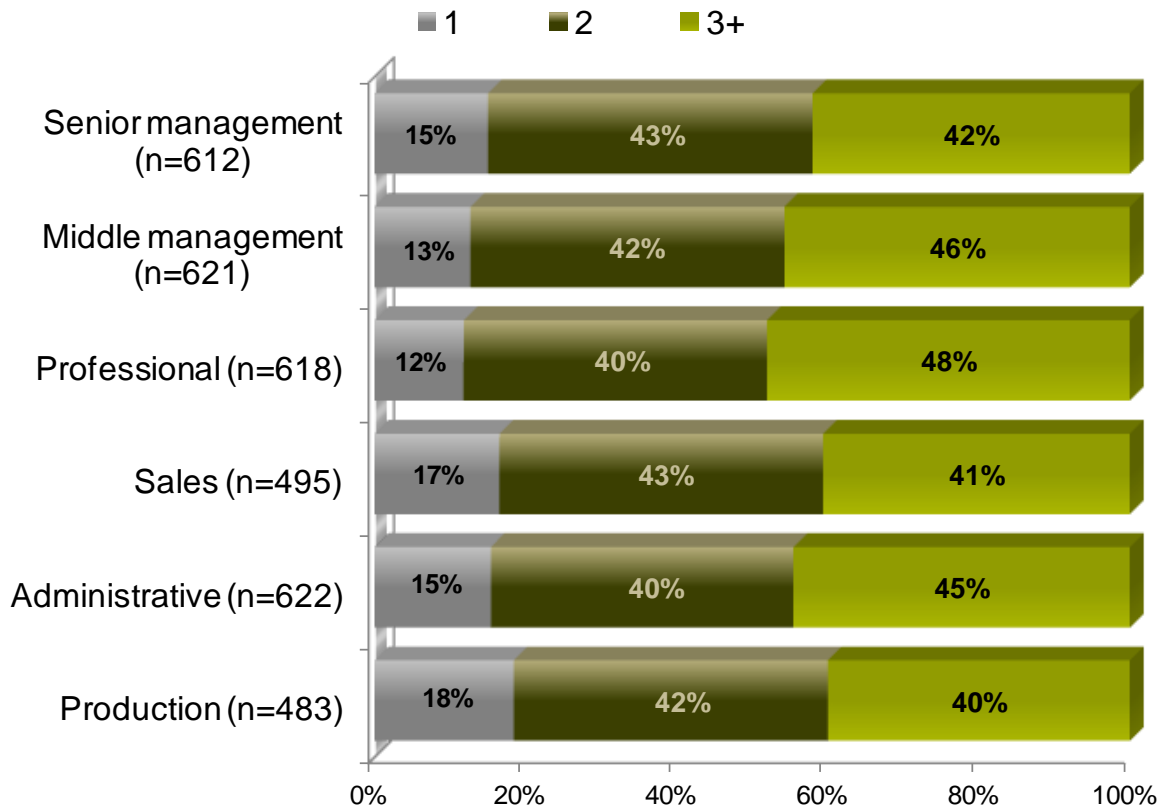


Figure 19: “How many surveys does your organization typically use for each job when conducting a market pricing analysis?”

Only participants selecting “Market pricing” in Figure 9 received this question.



Participating Organizations

3M Co.
AAA Southern New England
AAM
ABB Inc.
ACDI/VOCA
Ace Hardware Corp.
Advocate Health Care
AECOM
AGL Resources
AIG
Air Canada
Air Liquide
Air Products and Chemicals Inc.
Alaska Airlines
Alberta Energy Regulator (AER)
Alberta Health Services
ALCATEL LUCENT
Alliance Data
Alliant Energy Corp.
Allscripts
ALSAC/St. Jude Children's Research Hospital
American Fidelity Assurance Co.
American University
AmeriGas Propane Inc.
Amplifon
Amtrak
Andersen Corp.
Arapahoe County Government
Arctic Slope Regional Corp.
Arizona Public Service Co.
Arkema
ASRC Federal
Associated Banc-Corp
Assurant Inc.
Astoria Federal Savings
AT&T
ATCO Electric
ATCO Energy Solutions Ltd.
ATCO Power
ATCO Structures & Logistics
Atmel Corp.
Aurora Health Care
AutoZone Inc.
Avis Budget Group
AXA-Equitable
B.Braun Medical Inc.
Baker Hughes Inc.
Baker Tilly Virchow Krause LLP
Balfour Beatty Construction US
Baptist Easley
Barnes Group Inc.
BASF
Baystate Health
BDC
Bell Canada
Bendix Commercial Vehicle Systems
Berkshire Property Advisors LLC
Bi-Lo Holdings
Big Lots
Biogen Idec
BJ'S Wholesale Club
Black Hills Corp.
Blue Cross Blue Shield of Kansas City
Blue Cross Blue Shield of Michigan
Blue Cross Blue Shield of South Carolina
Blue Cross Blue Shield of Tennessee
BMO Harris Bank
BNSF Railway Co.
Boehringer Ingelheim
Bon Secours Health System
Booz Allen Hamilton
Boston Medical Center
Botsford Health Care
Boy Scouts of America
Branch Banking & Trust
Brandeis University
Brigham Young University
Brown Shoe Co.
Buckeye Partners L.P.
Build-A-Bear Workshop
Bunge Ltd.
CAA South Central Ontario
Cabot Microelectronics Corp.
California Casualty Management Co.
Cape Cod Healthcare Inc.
Capella Education Co.
Capital One
Capital Power Corp.
Career Education
Carlson
Carlson Inc.
Carondelet Health
Carpenter Technology Corp.
Carriage Services Inc.
Carter's
Cascade Employers Association
Caterpillar Financial Services Corp.
Cbeyond Communications LLC
CDW
Centene Corp.
CenterPoint Energy
Central Georgia Health System
Centrica, operating in U.S. as Direct Energy
CenturyLink
Ceridian Canada HCM
CGG
Charles River Laboratories
Christiana Care Health System

Chubb
Cintas
CIRCOR International
Cisco Systems
City of Asheville
City of Memphis
City of Overland Park, Kan.
Cleveland Clinic
CMS Energy
CNA Insurance
CoBank
Coca-Cola North America Group
Compuware
Con-way Inc.
Connecticut Children's Medical Center
Convergys Corp.
Cook Children's Health Care System
CoreLogic
Corizon Health
Cottage Health System
County of Chester
County of Los Angeles
Covance Inc.
CSC
CSL Behring
CSX Transportation
Culligan International Co.
Curtiss-Wright Corp.
CVR Energy Inc.
Cytec Industries Inc.
D&B
Dakota County
Dalhousie University
Dallas Independent School District
Dealertrack Technologies
Del Monte Foods
Delhaize America
Denny's Inc.
DENSO International America Inc.
Discovery Communications Inc.
DM Petroleum Operations
Doe Run
Dollar General Corp.
Dollar Tree Inc.
Domtar Inc.
Doosan Infracore
Dow Corning Corp.
Draeger US
DST Systems Inc.
DTE Energy
Dunkin' Brands Inc.
DuPont Pioneer
DynCorp International
Eastern Michigan University
Echostar
Eddie Bauer LLC
Electric Reliability Council of Texas Inc. (ERCOT)
Elsevier
EPCOR
Equifax
Erickson Living
Erie Insurance Group
Esterline Technologies Corp.
Euler Hermes
Evangelical Community Hospital
Evonik Corp.
Exel Canada
Exelon Corp.
Expedia Inc.
Exterran
F&M Bank
F5 Networks
Fallon Community Health Plan
Farm Credit Canada
Farmers Insurance
Federal Reserve Bank of Atlanta
Federal Reserve Bank of Dallas
Federal Reserve Information Technology
Federated Mutual Insurance
Ferguson Enterprises Inc.
Fermi National Accelerator Laboratory
Ferring Pharmaceuticals Inc.
Ferro Corp.
Fidelity National Information Services "FIS"
Fiera Capital Corp.
FINRA
First American Financial Corp.
First Citizens Bank
First Commonwealth Bank
First Midwest Bank
Fiserv Inc.
Fletcher Allen
FM Global
Ford Motor Co.
Forest City Enterprises
Foresters
Franciscan Health System
Gannett Co. Inc.
Gate Gourmet Inc.
GDF SUEZ Energy North America Inc.
Geico
General Atomics
General Dynamics Land Systems
General Dynamics Land Systems - Canada
General Parts International Inc.
Genesco Inc.
Gentiva Health Services
George Washington University
Georgia Institute of Technology
Georgia State University
Gibraltar
GlaxoSmithKline

Golden Living
Goodman Manufacturing
Goodman Networks
Google
Government of British Columbia
Graphic Packaging International Inc.
Graybar Electric Inc.
Great River Energy
Great-West Life & Annuity Insurance Co.
Greyhound Lines Inc.
Group Health Cooperative of South Central Wisconsin
Guardian Life Insurance
Gulfstream Aerospace Corp.
H. Lee Moffitt Cancer Center
Hach
Hackensack University Medical Center
Halcon Resources
Halifax Regional Municipality
Halliburton
Hallmark Cards Inc.
Hamad Medical Corp.
Harsco
Health Care Service Corp.
Health New England
HealthAlliance Hospital
Hebrew SeniorLife
Heineken USA Inc.
Helzberg Diamonds
Henkel Corp.
Hennepin Health Systems
Henry Ford Health System
Herman Miller Inc.
Herman Miller Inc.
Hewitt Equipment Ltd.
HP
HickoryTech Corp.
Hillsborough County
HMC
Horizon Blue Cross Blue Shield of New Jersey
HR Trump Consulting Planning & Design Solutions
Hyland Software Inc.
ICF International
IDEX Corp.
IDEXX Laboratories Inc.
IKEA
IMG
IMS Health
INC Research
Independence Blue Cross
Indiana University Health
Ingram Micro
Institute for Defense Analyses
INTEGRIS Health
Intel Corp.
Interactive Intelligence Group Inc.

Intercontinental Hotels Group
InVentiv Health
Invesco
ITOCHU International Inc.
J. J. Keller & Associates Inc.
J. Jill
Jackson National Life Insurance
JDS Uniphase
Jefferson County Government
JetBlue Airways
Johns Hopkins University
Johns Manville
Johnson County Community College
Jones Lang LaSalle
Juniper Networks
Kaiser Permanente
Kao USA Inc.
Kettering Health Network
KeyBank
KONE Inc.
Lafarge North America
Lake Federal Bank, FSB
LCBO
Learning Care Group Inc.
Lenovo
Level 3 Communications Inc.
LexisNexis Risk Solutions
LFB, FSB
LG&E and KU
Liberty Mutual
Life Technologies
Lifespan
Lincoln Financial Group
LinkedIn
Littelfuse Inc.
Lockheed Martin
Lonza
Lowe's Cos. Inc.
Lower Colorado River Authority
LSI Corp.
Luck Cos.
Macy's Inc.
Magellan Midstream Partners
Manulife Financial/John Hancock
Maricopa County
Marsh & McLennan Cos. Inc.
Mary Kay Inc.
MassMutual Life Insurance Co.
MathWorks
Mattel
McGuireWoods LLP
McLaren Health Care
MD Anderson Cancer Center
MDA
MeadWestvaco
Medline Industries Inc.

Mentor Graphics Corp.
Merck & Co. Inc.
Mercury Insurance Group
Methodist Hospitals
Metropolitan Transit Authority
Metropolitan Washington Airports Authority
MFS Investment Management
Michael Baker Corp.
Microsoft Corp.
MillennialMedia
MillerCoors
Milwaukee County Compensation Division
Mine Safety Appliances
Mission Health System
Mitchell International
MITRE
Moffitt Cancer Center
MOM Brands
Moody's
Mortgage Guaranty Insurance Corp.
Mount Royal University
Mount Sinai Medical Center
MTS Systems
National Bank of Canada
National Geographic
Nationwide Insurance
Nautilus Inc.
Navistar
Navy Federal Credit Union
Nebraska Public Power District
NEC Corp. of America
Nelnet Inc.
Nestle Purina PetCare Co.
Nestlé USA
New York Life
Newell Rubbermaid
Newmont Mining Corp.
NewYork-Presbyterian Hospital
NFI
Noble Drilling Services Inc.
Norfolk Southern Corp.
North Shore LIJ Health System
Northwest Community Healthcare
Northwestern University
NOVA Chemicals
Novartis
NXP Semiconductors
Oakwood Healthcare Inc.
Oclaro Inc.
OfficeMax Inc.
OHL
Olympus Corp. of the Americas
Omaha Public Power District
Oncor Electric Delivery
OneAmerica Financial Partners Inc.
Onyx Pharmaceuticals Inc.
Options Clearing Corp.
OSRAM SYLVANIA
Owens Corning
Pacific Medical Centers
Palmetto Health
PANDORA Jewelry
Panera
Parkland Health & Hospital System
Parmalat Canada
Parsons Brinckerhoff
Patheon Pharmaceuticals
PCAOB
Penn Medicine
Penn State Hershey Medical Center
Perkins Coie LLP
Petco Animal Supply Inc.
PGi
Philips North America
Pick n Pay
Piedmont Healthcare
Piedmont Natural Gas
Pierre Fabre Laboratories
Pinnacle West/Arizona Public Service
Plan International Inc.
PMC
PNM Resources Inc.
PolyOne Corp.
Port of Seattle
PPD
Premera Blue Cross
Prime Therapeutics
PrivateBancorp Inc.
ProBuild Holdings
Progressive
PROS Inc.
Protective Life Corp.
Prudential Financial
Public Service Enterprise Group Inc.
Pueblo County Government
Puget Sound Energy
QAD Inc.
QLogic Corp.
Red Hat Inc.
Red Robin Gourmet Burgers
Regal Beloit Corp.
Regency Centers
Regions Hospital
Remington Outdoor Co. Inc.
Republic Airways Holdings
Republic Services Inc.
Revlon
Rexnord
Robert Half International
Roche Diagnostics Corp.
Royal Bank of Canada
Royal Caribbean Cruises Ltd.

Royal Dutch Shell
RR Donnelley
Sabre Holdings
Safelite Auto Glass
SAIC
Saipem Canada Inc.
Salt River Project
Samsung Electronics America Inc.
Sandy Spring Bank
SaskTel
SCANA
Scotiabank
Scottsdale Healthcare
Sears Holdings Corp.
Seattle Children's Hospital
Shoppers Drug Mart
Siemens Enterprise Communications Inc.
Silver Spring Networks
Sirius Computer Solutions
SLAC National Accelerator Laboratory
SM&A
Solar Turbines
Sonepar USA
Sony Pictures Entertainment
Southcoast Hospital Group
Southern Co.
Spectrum Health
SRA International Inc.
St. Vincent's HealthCare
St. Jude Children's Research Hospital
Stantec Consulting Ltd.
State Auto
State of Illinois
Sterling Bank
STIHL Inc.
Stony Brook University
Sun Life Financial
SunCoke Energy
Suncor Energy
SunGard
Sunovion Pharmaceuticals Inc.
Suntrust Banks
Superior Energy Services
SUPERVALU Inc.
Sutter Health
Swarovski
Swiss Re
T-Mobile US Inc.
Talisman Energy USA Inc.
TCF Financial Corp.
TD Ameritrade
TD Bank
TE Connectivity
Teacher Retirement System of Texas
Tectura
Tellabs

Texas Instruments
The Bank of New York Mellon Corp.
The Boeing Co.
The Brick Ltd.
The Children's Place
The E. W. Scripps Co.
The Kroger Co.
The Manitowoc Company Inc.
The National Academies
The Port Authority of NY & NJ
The Scripps Research Institute
The SI Organization
The Standard Insurance Co.
The Wawanesa Mutual Insurance Co.
Tim Hortons Inc.
Time Warner Cable
Tinker Federal Credit Union
Towers Watson
Town of Ajax
Toys "R" Us
Tractor Supply Co.
Transamerica
Transat
Travelers Insurance
Tuality Healthcare
Tufts University
tw telecom
U. S. Cellular
U.S. Bank
UIL Holdings Corp.
Umass Memorial Health Care
UMB Financial Corp.
Uni-Select Inc.
Unilever
Unilever United States
Unisys
United Airlines
United Stationers
UnitedHealth Group
Unity Health Care
University of Chicago Medical Center
University of Dayton
University of Manitoba
University of Minnesota
University of Pennsylvania
University of St. Thomas
University of Minnesota Physicians
Unum
UPS
USG Corp.
UT MD Anderson
Vanguard
Varian Medical Systems Inc.
Vectren Corp.
Veolia Water North America
Verizon Communications

Vertex Business Services
Vi-Jon Inc.
Via Christi Health
Virtua Health
Vistaprint
Volvo
Washington Metropolitan Area Transit Authority
Waste Management
We Energies
Weill Cornell Medical College
Wellesley College
Wells Enterprises
West Penn Allegheny Health System
Western & Southern Financial Group
Westfield Group

WestJet
Weyerhaeuser
Whirlpool Corp.
White Castle System Inc.
Wind River
Wolters Kluwer
Wood Group Mustang
Wright State University
Wycliffe Bible Translators Inc.
XO Communications
Xyratex International
ZF North America Inc.
Zoetis Inc.
Zurich North America