

## 01 Edward Jones

**Description:** Edward Jones is the largest financial services firm in the nation in terms of branch offices with nearly 9,000. Today, the firm serves more than seven million clients offering a variety of investments including certificates of deposit, taxable and nontaxable bonds, stocks and mutual funds.

**Web site:** www.edwardjones.com

**Full-time employees in Indiana:** 756

**Part-time employees in Indiana:** 32

**Average salary (non-exempt):** \$32,332

**Average salary (exempt):** \$127,872

**Job applicants last fiscal year:** 458,169

**Job hires last fiscal year:** 7,231

**Best practices:** Associates have the flexibility to fit their jobs around their lives. They can, for example, keep their job but change the location. Any department or team leader has the authority to approve a telecommuting or flexible work arrangement without seeking additional approval. Edward Jones has always viewed associate training as an investment rather than as an expense. It's logical, then, that the firm would offer tuition reimbursement up to \$5,000 per calendar year for tuition or school expenses. The firm does not require that courses or degrees be associated with an individual's job responsibilities; however, courses or degrees must be related to possible future career development at Edward Jones.



## 02 The Capital Group Companies, Inc.

**Description:** The Capital Group Companies is a privately held investment firm founded in 1931 in



Los Angeles. We are the home of American Funds, one of the three largest mutual fund families in the United States. We are proud to manage more than \$850 billion in mutual fund assets – making it possible for individuals and families to realize their dreams of owning their own home, sending children to college or planning for a comfortable retirement. In addition, institutions – corporations, foundations and governments – around the world have entrusted us with \$300 billion in assets to help their organizations realize their goals.

**Web site:** www.capgroup.com

**Full-time employees in Indiana:** 896

**Part-time employees in Indiana:** 32

**Average salary (non-exempt):** \$33,794 (base salary only)

**Average salary (exempt):** \$54,492 (base salary only)

**Job applicants last fiscal year:** 13,000

**Job hires last fiscal year:** 183

**Best practices:** All associates and their extended family members have the opportunity to purchase shares of the mutual funds managed by Capital Research and Management Company without paying a sales charge, or at “net asset value.” Capital Group offers a 25% meal discount at our on-site café.

## 03 Duke Realty Corporation

**Description:** Duke Realty Corporation is one of the largest commercial real estate companies in the United States with 112.9 million square feet of office and industrial properties in 19 cities; nationwide construction capabilities; 6,500 acres of land to support 94 million square feet of development; 1,200 associates providing site selection, development, financing, construction, leasing and property management services.

**Web site:** www.dukerealty.com

**Full-time employees in Indiana:** 447

**Part-time employees in Indiana:** 13

**Average salary (non-exempt):** \$39,246

**Average salary (exempt):** \$75,216

**Job applicants last fiscal year:** 16,199

**Job hires last fiscal year:** 350

**Best practices:** Since 1999, all full-time associates receive two paid community days each year for use in volunteering for charitable community activities. A total of 332 associates utilized at least one Community Day in 2006. Each year (based on the company's profitability), Duke may make a discretionary stock contribution into each eligible associate's 401(k) account (over and above the matching contributions). This contribution is based on company profitability and is to reward associates for their contributions to the company. The company has made a discretionary contribution (profit sharing) in eight of the last nine years.



## 04 Emmis Communications

**Description:** Emmis Communications is an Indianapolis-based diversified media firm with radio broadcasting, magazine publishing and interactive operations. Emmis owns 21 FM and two AM domestic radio stations serving the nation's largest markets of New York, Los Angeles and Chicago, as well as St. Louis, Austin, Indianapolis and Terre Haute. Emmis also owns a radio network, international radio stations, regional and specialty magazines, an interactive business and ancillary businesses in broadcast sales.

**Web site:** www.emmis.com

**Full-time employees in Indiana:** 263

**Part-time employees in Indiana:** 46

**Average salary (non-exempt):** \$17,948 (more than 60% of non-exempt employees are part-timers)

**Average salary (exempt):** \$84,887

**Job applicants last fiscal year:** 11,961

**Job hires last fiscal year:** 402

**Best practices:** Emmis allows compressed workweeks, telecommuting and job sharing under certain local conditions. Employees and managers are empowered to make these kinds of decisions at their local operating unit, with support and resources from the human resources team. In keeping with the Emmis Third Commandment – “give your people a piece of the pie” – employees share in the success of Emmis through an annual stock equity program. Generally, all full-time and regular part-time employees with at least one year of service are eligible for the program.



## 05 Lauth Group, Inc.



**Description:** Founded in 1977 and headquartered in Indianapolis, Lauth has grown to be one of the largest privately held real estate development and construction companies in the country. Lauth's core product competency includes office, industrial, retail and health care projects.

**Web site:** www.lauth.net

**Full-time employees in Indiana:** 371

**Part-time employees in Indiana:** 0

**Average salary (non-exempt):** \$51,728

**Average salary (exempt):** \$91,270

**Job applicants last fiscal year:** 2,400

**Job hires last fiscal year:** 199

**Best practices:** Each new associate at Lauth is assigned a mentor after 90 days of employment. Before that time, the new associate is assigned a buddy to help with orientation. Lauth feels the mentoring relationship can increase the ability to respond to the turbulence of today's business environment and enhance the effectiveness and value to the team. Each associate is provided, and encouraged to take, two community service days each year. This is a paid benefit that associates may use to contribute their time to the community. The project they choose will be approved by their immediate supervisor in advance of taking the days off.

## 06 Columbus Regional Hospital

**Description:** Columbus Regional Hospital (CRH) is a 225-bed regional hospital located in Columbus, Indiana, serving 10 counties in southeastern Indiana. We



**COLUMBUS REGIONAL HOSPITAL** are a not-for-profit, county-owned hospital, founded in 1917. We offer acute care patient care through 35 medical specialties with 220 physicians on medical staff and 1,700 employees.

**Web site:** www.crh.org

**Full-time employees in Indiana:** 1,201

**Part-time employees in Indiana:** 597

**Average salary (non-exempt):** \$31,000

**Average salary (exempt):** \$66,000

**Job applicants last fiscal year:** 3,095

**Job hires last fiscal year:** 337

**Best practices:** Our compensation philosophy is to maintain relative competitiveness of individual pay with pay rates paid for the same or similar functions in another facility based upon the general movement of health care wages in the marketplace. CRH conducts annual salary surveys with identified vendors that benchmark our positions with other health care providers. The organization has an employee reward and profit-sharing plan that provides the opportunity for every employee to receive a bonus if their department meets customer satisfaction goals.

# Experience BKD



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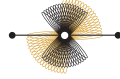
**Beyond Your Numbers**



**CPAs & Advisors**

## 07 Interactive Intelligence, Inc.

**Description:** Interactive Intelligence, Inc. provides the most innovative contact center and IP telephony products and services available. The company's innovation and experience maximize customer value with a product line that helps businesses more rapidly respond to change, while reducing the cost and complexity associated with managing interactions.



INTERACTIVE INTELLIGENCE  
*Deliberately Innovative*

**Web site:** [www.inin.com](http://www.inin.com)

**Full-time employees in Indiana:** 353

**Part-time employees in Indiana:** 13

**Average salary (non-exempt):** \$32,988

**Average salary (exempt):** \$74,356

**Job applicants last fiscal year:** 9,062

**Job hires last fiscal year:** 176

**Best practices:** Interactive Intelligence likes to provide its employees with free stuff. Every Friday, breakfast is served in the kitchen. It consists of Reggie's cinnamon rolls or Panera bagels. Each of Interactive Intelligence's medical plans has allowances for types of alternative treatments, such as chiropractic care, acupuncture, and massage therapy. Each plan also allows for alternative facilities and birthing centers. A massage therapist is on-site once per month for the benefit of team members.

## 08 Clark Memorial Hospital

**Description:** Clark Memorial Hospital (CMH) is a 241-bed acute care, not-for-profit hospital that provides medical and surgical services to all ages. The hospital delivers a wide array of acute inpatient, outpatient and emergency services. CMH provides comprehensive inpatient programs in general surgery, neurosurgery, orthopedics, general and pulmonary medicine, and cardiac services.



**Clark Memorial  
Hospital**  
Jewish Hospital Health Network Partner  
*Healing Begins Here.*

**Web site:** [www.clarkmemorial.org](http://www.clarkmemorial.org)

**Full-time employees in Indiana:** 886

**Part-time employees in Indiana:** 567

**Average salary (non-exempt):** \$37,548

**Average salary (exempt):** \$65,082

**Job applicants last fiscal year:** 4,408

**Job hires last fiscal year:** 296

**Best practices:** We have many compressed workweek schedules for nearly all positions in the organization. We offer eight-hour work days, 10-hour work days, 12-hour work days, as well as shorter work days. We also offer weekend-only shifts in which a person works 24 hours but is paid for 36 hours. CMH has a representative from Lincoln Financial Services on-site every other Tuesday. This person is available to meet privately with team members to assist with retirement planning and to answer financial planning questions.

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## 09 Ernst & Young, LLP

**Description:** Ernst & Young, LLP, as a professional services firm, is a limited liability partnership and its partners/principals constitute the ownership. We have approximately 26,000 people in the United States at 95 locations. We provide world-class auditing and accounting, risk-advisory, tax and transaction services.



**Web site:** www.ey.com

**Full-time employees in Indiana:** 462

**Part-time employees in Indiana:** 2

**Average salary (non-exempt):** Not disclosed

**Average salary (exempt):** Not disclosed

**Job applicants last fiscal year:** 2,354

**Job hires last fiscal year:** 105

**Best practices:** Women's PLAN (Partner Leadership Alliance and Network) is a program aimed at enriching the available pool of leadership talent in the firm by developing high-potential women partners/principals. PLAN gives each participant a mentor from the Americas Executive Board and an outside professional coach. The company sponsors affinity groups – what we call People Resource Networks (PRNs). These groups are formed by EY people who share a common characteristic such as gender, ethnicity, sexual orientation, age or physical challenge. Our PRNs foster inclusiveness by providing their members with opportunities to network and exchange information, develop potential business relationships and communicate formally with senior leadership about diversity issues.

## 10 Centier Bank

**Description:** Centier has been owned and operated by the Schrage family continuously since 1895, with a promise to remain an independent, hometown community bank. Our goal is to provide clients with the world-class service experience they have come to expect.



**Web site:** www.centier.com

**Full-time employees in Indiana:** 558

**Part-time employees in Indiana:** 70

**Average salary (non-exempt):** \$25,188

**Average salary (exempt):** \$51,728

**Job applicants last fiscal year:** 6,212

**Job hires last fiscal year:** 110

**Best practices:** We work with a local hospital program to offer the Seniors Partner benefit. The program involves sending a coordinator to meet with the client and family. We pay the \$100 cost for the consultation visit. We also realize the growing expense of long-term care. Therefore, we offer discounts on long-term care insurance to our associates, spouses, parents and grandparents. Centier has teamed with several child care facilities throughout the counties we are located in. We visit the facilities to make sure they meet state standards. If an associate elects to send their child to one of the facilities, they receive a 10% discount. Centier will cover the 10% and will be billed directly so that associates get an immediate savings.

## 11 Crowe Chizek and Company LLC

**Description:** Crowe Chizek and Company LLC, under its core purpose of “Building Value with Values®,” provides innovative business solutions in the areas of assurance, benefit plan services, financial advisory, forensic services, performance services, risk consulting and tax consulting. It is one of the top 10 public accounting and consulting firms in the United States.



**Web site:** www.crowechizek.com

**Full-time employees in Indiana:** 672

**Part-time employees in Indiana:** 92

**Average salary (non-exempt):** \$38,900

**Average salary (exempt):** \$66,500

**Job applicants last fiscal year:** 3,828

**Job hires last fiscal year:** 125

**Best practices:** Mentoring is a crucial component of the firm's career development programs, and the act of mentoring is yet another way in which the firm exhibits its core values – care, share, invest, grow. CareerLink, the firm's career development and performance management program, is designed to enhance the two-way relationship between the firm and the individual. All personnel participate in the program, which enhances performance feedback, developmental plans and provides an avenue for ongoing coaching and mentoring. Nearly 10% of Crowe personnel are currently on some type of formal flexible work arrangement, including working off-site or telecommuting, reduced or fixed-hour work schedules, compressed workweeks, and seasonal and project-related arrangements.

## 12 Lake City Bank

**Description:** Lake City Bank is one of Indiana's leading independent community banks. In continuous operation since 1872, Lake City Bank is widely owned by approximately 2,000 shareholders. The largest shareholder is the employee's 401(k) plan, which owns 9%. With more than \$1.8 billion in assets, Lake City Bank is large enough to offer the most innovative of financial services, yet small enough to keep the local, personal touch.



**Web site:** www.lakecitybank.com

**Full-time employees in Indiana:** 423

**Part-time employees in Indiana:** 81

**Average salary (non-exempt):** \$24,000

**Average salary (exempt):** \$55,300

**Job applicants last fiscal year:** 1,025

**Job hires last fiscal year:** 77

**Best practices:** In addition to our general leadership course, Becoming the Leader Within, we offer advanced leadership development to selected mid-senior level managers. They participate in two, 12-hour workshops entitled Managing Personal Growth (MPG) and Helping Others Succeed (HOS). MPG involves values clarification, peer feedback and career planning they implement with their manager. HOS focuses on coaching skills and involves extensive feedback and preparation for “coaching partnership discussions” with direct reports. Numerous coaching behaviors are identified and evaluated, and advanced coaching tools are demonstrated for future use.

### 13 St. Joseph Hospital and Health Center

**Description:** St. Joseph Hospital (founded in 1913) is a 167-bed acute care facility serving the residents of Kokomo and surrounding Howard County communities. A medical staff of more than 150 physicians offers medical, surgical and diagnostic services for inpatients and outpatients, 24-hour emergency room services, 11 birthing suites, behavioral services, cardiac catheterization, MRI services and wound care services.



**Web site:** www.stjoseph.stvincent.org

**Full-time employees in Indiana:** 566

**Part-time employees in Indiana:** 124

**Average salary (non-exempt):** \$37,627

**Average salary (exempt):** \$67,059

**Job applicants last fiscal year:** 2,598

**Job hires last fiscal year:** 144

**Best practices:** We conduct an associate satisfaction survey every six months. Results of the surveys are shared across the organization and at the department level. Action plans are developed to address opportunities for improvement. Executives conduct "rounding" throughout the entire hospital two times per month. All-associate meetings are also held once per quarter in which the president and members of the executive team are available. The hospital also practices an open door policy, allowing any associate access to the president or any executive team member.

### 14 Goshen Health System

**Description:** Goshen Health System is a not-for-profit provider of health care services. It serves a four-county



**GOSHEN HEALTH SYSTEM**  
True.Care.

area with a population of approximately 171,238. The community is diverse in culture and ethnicity, with growing Amish, Hispanic and Ukrainian populations. Goshen Health System is an affiliate partner with Clarian Health Partners, offering our community a direct link to the resources of our state's finest major medical centers.

**Web site:** www.goshenhealth.com

**Full-time employees in Indiana:** 843

**Part-time employees in Indiana:** 491

**Average salary (non-exempt):** \$28,196

**Average salary (exempt):** \$117,904

**Job applicants last fiscal year:** 2,890

**Job hires last fiscal year:** 246

**Best practices:** Goshen Health System has recently instituted a program coordinated with nearby Greencroft (Retirement Village), which provides elder care services for colleagues' parents. Long-term care is also included as an optional benefit in the colleague benefits package. Professional development is a vital part of the Goshen Health System culture. In fact, each colleague is required to complete a substantial number of hours of education on an annual basis as follows: full-time colleagues and management, 30 hours of educational credit; part-time colleague, 16.5 hours; casual colleagues, eight hours of educational credit.

### 15 Angie's List

### Angie's list

**Description:** Angie's List is a member-supported listing of companies that provide local services to homeowners. Companies do not pay to be on the list. Instead, members pay to have access to our list. Members submit reports via fax, phone or Internet on their experiences with local companies and the feedback is shared with other members.

**Web site:** www.angieslist.com

**Full-time employees in Indiana:** 250

**Part-time employees in Indiana:** 2

**Average salary (non-exempt):** \$28,000

**Average salary (exempt):** \$40,000

**Job applicants last fiscal year:** 400

**Job hires last fiscal year:** 150

**Best practices:** 100% employer paid programs include: on-site fitness center, on-site trainer, free flu shots. Free classes are available during work hours for calisthenics, yoga, pilates, self defense, body conditioning, smoking cessation, Weight Watchers and CPR certification. Employees are eligible to enroll in the 401(k) on January 1 or July 1 after one full year of employment. Once enrolled, Angie's List contributes 3%, regardless of employee contribution.

### 16 Dow AgroSciences

**Description:** Dow AgroSciences LLC is a global leader in providing pest management and biotechnology products that improve the quality and quantity of the earth's food supply and contribute to the health and quality of life of the world's growing population. Dow AgroSciences has approximately 5,500 people in more than 50 countries dedicated to its business, and has worldwide sales of U.S. \$3.4 billion.



**Dow AgroSciences**

**Web site:** www.dowagro.com

**Full-time employees in Indiana:** 973

**Part-time employees in Indiana:** 15

**Average salary (non-exempt):** \$44,600

**Average salary (exempt):** \$110,600

**Job applicants last fiscal year:** Not disclosed

**Job hires last fiscal year:** Not disclosed

**Best practices:** The two objectives of Dow's Global Educational Assistance program are: 1) To support lifelong learning by offering employees the opportunity to continue their education; and 2) To enhance employee contribution to Dow. By participating in the Global Educational Assistance program, employees are given the opportunity to attend external courses that add value to the organization and that correspond with the employee's personal development plan. The annual and career funds available to U.S. employees are \$8,000 and \$30,000, respectively.

## 17 Irwin Union Bank

**Description:** Irwin Union Bank was officially established in

1871 by Joseph I. Irwin. Today, Irwin Union Bank and Trust Company and Irwin Union Bank, F.S.B. operate locally managed banks in 10 Midwest and Western states. Irwin Union Bank continues to focus on the principles that allowed our founder to succeed: integrity, personalized service, local management and financial solutions tailored to meet the needs of our clients.

**Web site:** www.irwinunion.com

**Full-time employees in Indiana:** 341

**Part-time employees in Indiana:** 75

**Average salary (non-exempt):** \$28,420

**Average salary (exempt):** \$83,275

**Job applicants last fiscal year:** 2,458

**Job hires last fiscal year:** 146

**Best practices:** IUB will make matching gifts to eligible schools in amounts equal to contributions made by eligible employees and retirees. Under this program, IUB will match the educational grant(s) of an employee (\$10 minimum to \$1,000 total maximum) or a retiree (\$10 to \$500 total maximum) for each calendar year. IUB provides an additional retirement benefit plan for all eligible participants. Employees working 20 hours or more per week are eligible to participate after one year of service and the completion of 1,000 hours of service. There is no cost or contribution required by the participant.



## 19 Baker & Daniels LLP

**Description:** Baker & Daniels LLP, founded in 1863, is a full-service law firm with more

**BAKER & DANIELS LLP**  
than 350 professionals in 20 practice groups. The firm is based in Indianapolis and has significant operations in Washington, D.C., Beijing, China, and Fort Wayne, South Bend and Elkhart, Indiana.

**Web site:** www.bakerdaniels.com

**Full-time employees in Indiana:** 590

**Part-time employees in Indiana:** 69

**Average salary (non-exempt):** Not disclosed

**Average salary (exempt):** Not disclosed

**Job applicants last fiscal year:** 3,950

**Job hires last fiscal year:** 106

**Best practices:** Free legal assistance. The firm provides its employees with free legal assistance (up to \$2,500) for such services as wills, house closings, etc. Since 2000, Baker & Daniels has served as a business partner in education to Indianapolis Public School 39. The firm supports School 39 by committing financial resources as well as volunteer time. To encourage participation in this program, hourly employees are allowed up to eight hours of paid leave per school year semester to volunteer at School 39. For partners and associates, all time spent volunteering at School 39 is considered investment time and counts toward the annual investment time requirement.

## 20 Celadon Trucking Services, Inc.

**Description:** Celadon Trucking Services, Inc. is the U.S. truckload division of Celadon Group Inc. which is an



international transportation and logistics company that specializes in providing long-haul, full-truckload freight service for consumer non-durable goods shipped across the United States, Canada and Mexico. With approximately 2,900 trucks and 7,900 trailers, Celadon is among the largest truckload carriers in the U.S.

**Web site:** www.celadontrucking.com

**Full-time employees in Indiana:** 426

**Part-time employees in Indiana:** n/a

**Average salary (non-exempt):** \$27,192

**Average salary (exempt):** \$54,633

**Job applicants last fiscal year:** n/a

**Job hires last fiscal year:** 155

**Best practices:** Organization values include: eliminate bureaucracy; respect everyone's time; cut waste; communicate openly and freely; invest in our infrastructure; support/enable fast, simple and accurate operations; do what is right for the customer; give the customer a good, fair deal; and make it easy for the customer to do business with us. A licensed nurse practitioner is on-site at the corporate headquarters in Indianapolis for 40 hours per week to handle minor medical problems and on-the-job injuries, provide health screenings, teach classes and give flu shots. With the exception of prescribed medicine, all services are provided to employees at no cost.

## 18 Fort Wayne Metals Research Products Corporation

**Description:** Fort Wayne Metals

Research Products Corporation is a leading manufacturer of high-quality precision wire for medical devices and other demanding applications. Operating from four plants in the United States and one facility in Ireland, we produce round, flat and shaped wire, as well as strands and cables for use in medical devices.

**Web site:** www.fwmetals.com

**Full-time employees in Indiana:** 332

**Part-time employees in Indiana:** 31

**Average salary (non-exempt):** \$42,400

**Average salary (exempt):** \$75,900

**Job applicants last fiscal year:** 720

**Job hires last fiscal year:** 55

**Best practices:** Fort Wayne Metals provides a complete Curves workout facility on-site, as well as a separate workout room equipped with nautilus, treadmill, weightlifting, bicycle and more. We also provide a changing area with lockers and showers. Fort Wayne Metals provides 100% tuition reimbursement to all employees on any degree (does not need to be job-related).

