



# JMT & Associates, LLC

*Human Resources & Safety Consulting*

(330) 231-1688 • (309) 423-3085 (fax)  
jmt@jmt-associates.com • www.jmt-associates.com

## PEOPLE POINTERS

Volume 16, Issue 1 January 2019

### \*\*\* NEWS \*\*\*

#### OSHA Log

Employers that are required to comply with the OSHA recordkeeping guidelines (this includes most employers) must remember to post their OSHA Form 300A (Summary of work-related injuries and illnesses) for the calendar year 2018 from February 1, 2019 through April 30, 2019. The Form 300A should be posted in a conspicuous place where you normally post employee information. Failure to post can result in citations and penalties.

Employers with 20 or more employees in certain high-risk industries must submit their 2018 Form 300A data electronically to OSHA by March 2, 2019.

#### Clearer Regulations

On December 10, 2018, the Supreme Court announced that it will decide how much deference courts need to give to agency interpretations of ambiguous regulations. The decision would prompt all federal agencies to write more precise rules and issue less informal guidance. This would include the Equal Employment

Opportunity Commission and the Department of Labor.

This would be beneficial to HR professionals while they work toward complying with the various regulations that apply to their business.

#### ACA Obligations

On December 14, 2018, a federal judge in Texas ruled that the Affordable Care Act (ACA) is unconstitutional. However, all ACA coverage and reporting obligations for employers remain in place.

The ruling was made because Congress eliminated the penalty on individuals without ACA-compliant coverage effective January 1, 2019.

Experts say that what happens next is unclear. The ruling will most likely be appealed.

Stay tuned!

#### Joint-Employer Rule

The National Labor Relations Board recently issued a proposed rule revising the test for whether two employers are considered "joint employers" under the National Labor

Relations Act. This could have a significant impact on companies.

The proposed rule would make it clear that an employer will be considered a joint employer of a separate company's employees only where that employer possesses and exercises "substantial direct and immediate control" over the essential terms and conditions of employment of the second company's employees. These would include hiring, firing, discipline, supervision and directions. "Limited and routine" control would not count.

This would be a significant change that would change the landscape in this area of management. HR professionals should carefully monitor this situation for any changes and updates.

#### Harassment Liability

On December 13, 2018, the U.S. Senate and House of Representatives unanimously passed a bill that would require members of Congress to pay for sexual-harassment settlements out of their own pockets. Lawmakers would not be able to use taxpayer dollars to resolve harassment claims brought against them. Certain settlement



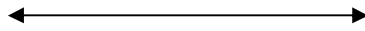
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information must be made publicly available.



### **Compliance Review Checklists**

Checking key components of your human resources and safety programs is important to maintaining an effective and up-to-date management program.

In each issue we will present a checklist of human resources, general industry safety and construction safety key components.

Please take a few minutes to check your compliance with the components that apply to your business.

#### **Human Resources Checklist**

- ✓ Is your company complying with the Ohio no smoking regulation? This regulation went into effect on December 7, 2006. Employers must prohibit smoking in any "place of employment." Employers must post conspicuous signs (minimum size for signs is 4 X 6 inches) at each entrance. The signs must be clearly legible and shall contain a toll-free number for reporting violations. We have noticed many of these signs are faded and non-readable. Take the time to check your door signs.
- ✓ Your employee handbook is a legal document and must be reviewed and updated on a

regular basis. We recommend at least an annual review. Changes in regulations and your company policies require updates to your handbook. Now is a good time to conduct your handbook review.

- ✓ The Fair Labor Standards Act can be a tricky regulation to comply with. It contains requirements for minimum wage, overtime pay and job classifications. The end-of-the-year would be a good time to ensure that your company is in compliance with these various regulations.

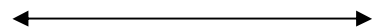
#### **General Industry Safety Checklist**

- ✓ Inside storage rooms for flammable and combustible liquids shall be constructed to meet the required fire-resistive rating and wiring for their uses.
- ✓ Outside storage areas shall be graded so as to divert spills away from buildings or other exposures or be surrounded with curbs at least 6 inches high with appropriate drainage to a safe location for accumulated liquids. The area shall be protected against tampering or trespassing, where necessary, and shall be kept free of weeds, debris and other combustible material not necessary to the storage.
- ✓ Adequate precautions shall be taken to prevent the ignition of flammable vapors. Sources of ignition include, but are not limited to open flames,

lightning, smoking, cutting and welding, hot surfaces, frictional heat, static, electrical and mechanical sparks, spontaneous ignition, including heat-producing chemical reactions and radiant heat.

#### **Construction Safety Checklist**

- ✓ Hazardous conditions or practices not covered in an OSHA standard may be covered under Section 5(a)(1) of the Occupational Safety and Health Act of 1970 which states: "Each employer shall furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees."
- ✓ The employer shall initiate and maintain such programs as may be necessary to provide for frequent and regular inspections of the job site, materials, and equipment by designated competent persons.
- ✓ The employer should avail himself of the safety and health training programs the Secretary provides.





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### **Employee Training**

By: John M. Turner, Ph.D.  
President

#### Part 9

#### **Educational Assistance Programs**

Do you have an educational assistance program for your employees? Many companies offer to help their employees with education costs. Typically, an employer will pay for courses that apply to a college degree. The employee is then reimbursed upon successful completion of a course. The amount paid is non-taxable income for the employee up to the current federal maximum amount. Usually, the program includes a requirement that the employee must remain an employee for a set amount of time or they must repay a part of the costs. There are advantages to educating your workforce. The money you spend is realized in the form of more productive employees. It is a good investment into the future of your company.

#### **E-Learning**

E-Learning is the use of the Internet or an internal company intranet to conduct training. There are many topics that can be taught via E-Learning.

- On-line courses aimed at teaching insurance personnel, prosecutors and law enforcement officials how to prevent crime.

- Orientation in high turnover industries.
- Use of different languages.
- Transportation industry mandatory training regulations.
- Grocery companies entry-level certification.
- A variety of courses in banking, finance and accounting.

Advantages of E-Learning are cost savings and access to more employees. On-line courses can be effective for basic concept courses, but classroom instruction is more effective for complex concepts.

If you decide to use E-Learning, it should meet your strategic training needs. The following is a list of items to consider when developing E-Learning programs.

- Top management must fully support the program.
- Adequate funding must be allocated to develop and deliver the training.
- Managers must be trained to accept the new training method.
- Are your current training methods meeting your company's training needs?
- Employees should be computer literate and have

access to computers and the Internet.

- Are employees geographically separated?
- Are employees self-motivated to direct their own learning?
- Are there sufficient numbers of employees that need the training?
- E-Learning is not simply taking your existing training materials and putting them on the Internet or intranet. This will not be successful training. Ask yourself, can the material be learned just as well on-line as through conventional methods? If the answer is no, consider another method of training.

#### **Advantages of E-Learning**

- Self paced - employees proceed on their own time.
- Interactive - tapping multiple employee senses.
- Consistent delivery of training.
- Enable scoring of exercises and the appropriate feedback.
- Incorporate built-in guidance and help for employees to use when needed.
- Easy for trainer to update materials.
- Can be used to enhance instructor-led training.



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- Good method to present simple facts and concepts.

### **Disadvantages of E-Learning**

- May cause employee anxiety.
- Not all employees may be ready for this type of training.
- Requires easy and uninterrupted access to computers.
- Not appropriate for all training content.
- Requires significant up-front investment.
- Requires significant top management support.

*This article will continue in our next newsletter edition.*

**Note: Previous articles are available on our website.**



### **Cited By OSHA?**

### **Think Twice Before Paying The Penalty**

By: Kelley Barnett  
OSHA attorney at Frantz Ward LLP  
Cleveland, Ohio  
[kbarnett@frantzward.com](mailto:kbarnett@frantzward.com)  
(216) 515-1661

When it comes to OSHA citations, it is tempting for companies who've been slapped with a citation to simply pay the citation like it is a parking ticket or accept OSHA's initial

settlement offer of a penalty reduction and move on.

What's the big deal, you ask, if you can negotiate a reduced penalty? The problem with that approach is that it could have lasting implications on your company next time OSHA shows up. This is true whether OSHA shows up in one month, one year or five years. If OSHA shows up at the same location or any of your other locations within five years, you run the risk of receiving a "Repeat" or "Willful" citation. Not only do Repeat and Willful citations carry a hefty maximum penalty of up to \$129,000 per violation, but companies dinged with one or more Repeat or Willful citations run the risk of (1) increased insurance premiums or loss of coverage; (2) being slapped with personal injury or wrongful death lawsuits if an employee was injured; and (3) disqualification from government or private contracts.

Before signing on the dotted line and writing a check, consider the following points.

First, OSHA does not always get it right. Just because OSHA claims that a standard has been violated does not make it true. The cited standard may not apply, there could be an exception to the standard, or OSHA may not have its facts straight. Even if the standard was violated, the company may have a defense to the citation; such as, employee misconduct, impossibility of compliance, no or limited exposure, or

equipment not in use defense.

Second, was your company cited for violating a standard during routine work or under circumstances which are unlikely to reoccur? For example, if your company routinely requires employees to work at high elevations, did OSHA cite your company for a fall protection violation? If your company regularly performs underground utility work, was your company cited for violating a trenching or excavation standard? If so, by accepting the citation, you are virtually guaranteeing your company a repeat citation someday, since the chance that an employee will violate that same standard in the next five years is fairly high. Even if the company is guilty as charged (so to speak) with no strong defense to the citation, there is still no harm in asking OSHA to reclassify the citation to a standard different than the one cited. Sometimes, just being upfront with OSHA goes a long way.

Third, even if your company violated the standard, is OSHA's classification of the penalty as "Serious," "Repeat" or "Willful" correct? For example, for a "Serious" classification, OSHA must be able to prove that there was a substantial probability that death or serious physical harm could result from the alleged condition. OSHA is sometimes quick to classify a citation as Serious even when OSHA doesn't have the evidence to back it up.



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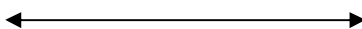
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Finally, any one of these considerations will likely require you to request an informal conference with OSHA. Sometimes you may need to take it further by filing a Notice of Contest. Remember to act quickly, since the law only allows you 15 days to request a conference or contest a citation. Also, don't be fooled by the "informal" in informal conference. Although the setting is often informal (and sometimes by telephone), you are still attending a legally binding meeting with government employees. Be careful not to make admissions or acknowledge that the company has violated any OSHA standards. And, if you're not satisfied with the informal conference, don't be afraid to submit a Notice of Contest if warranted or if it is not clear that OSHA has any proof of the violation. OSHA's lack of clear evidence sometimes becomes apparent very early in the process, resulting in a withdrawn or reclassified violation.

In sum, don't accept OSHA citations as a cost of doing business. Look beyond the proposed penalty, consult with an OSHA attorney regarding your rights and defenses, and consider how the citation may affect the company's future.



### **Machine Guarding or Lockout/Tagout – Which Applies?**

By: Marc Snitzer, CIH, CSP, RS  
Independent Safety and Health  
Consultant

In a recent case, an employee removed a guard from a belt conveyor to adjust the belt tracking. This adjustment is needed periodically to assure that the belt runs properly. He removed the guard and proceeded to make his adjustment on the running conveyor. One of his fingers got caught in the in-running nip point of the idler roll and he sustained a severe injury. What should have been done in this case?

In Subpart O (machine guarding) of the OSHA standards, 29 CFR 1910.212(a)(1) it states:

*One or more methods of machine guarding shall be provided to protect the operator and other employees in the machine area from hazards such as those created by point of operation, ingoing nip points, rotating parts, flying chips and sparks...*

In the OSHA Lockout Standard section, 29 CFR 1910.147(a)(3)(i) it states:

*This section requires employers to establish a program and utilize procedures for affixing appropriate lockout devices or tagout devices to energy isolating devices, and to otherwise disable machines or*

*equipment to prevent unexpected energization, start up or release of stored energy in order to prevent injury to employees.*

What is sometimes not understood is that when employees are exposed to a machine related hazard they must be protected at all times. Generally, when machines are in production, they are covered by the guarding requirements contained in the OSHA standards, Subpart O; when machines are being serviced or maintained employees must be protected as described in 29 CFR 1910.147 (the lockout standard.)

The employer in this case argued that this was an adjustment made during production and therefore lockout did not apply. He based this on 29 CFR 1910.147(a)(2)(ii) which states:

*Normal production operations are not covered by this standard...*

Many employers get the impression that lockout is not required during minor tool changes and adjustments, and other servicing activities, which take place during normal production operations. These would include cleaning dies, changing bits or tools, making adjustments or unjamming. This exception is noted in 1910.147(a)(2)(ii)(B):

*Minor tool changes and adjustments, and other minor servicing activities, which take place during normal production*

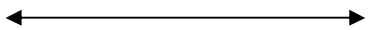


*operations, are not covered by this standard if they are routine, repetitive, and integral to the use of the equipment for production, provided that the work is performed using alternative measures which provide effective protection (See Subpart O of this Part).*

Notice that there is a reference to Subpart O, which is the OSHA section that contains machine guarding requirements; as a matter of fact, in the OSHA standard it states that lockout is required if a guard or safety device is removed [1910.147(a)(2)(ii)(A)].

So, what was actually required for our employee adjusting the conveyor? He should have locked out the conveyor before removing the guard, or the guard should be designed so that there are no hazards to employees making adjustments.

The written lockout program required by the OSHA standard, developed by the employer, should cover these procedures.



**Never Sit In Silence  
Again – Stop  
The Bullying**

By: Nicholas Dillon, MS, MAED  
"The Believe Coach"

I am reminded of a young African-American child who was raised under strict family rules. During the early teen years from middle school and throughout high school, this kid was smart yet shy and often

picked on and bullied by fellow classmates and even other children in the neighborhood where he lived. He found himself constantly frustrated, depressed, and left with a very low self-image and esteem.

Life for this young teen reached its lowest point when he felt no love from his family and the bullying had taken its toll on his life. This young 16-year-old decided that life was not worth living and the only way out would be to take his own life so that the pain he felt would go away.

The young child decided not to go in the direction of suicide; but rather sought refuge in his religious teachings and started a journal as a way of releasing the pain and emotion that was inside of him. By doing this, he found solace and a sense of being heard and not judged.

He soon found the courage to stand up to his bullies but not in the right way. His mind was set on revenge and he packed a knife in his backpack throughout his high school years simply waiting for the opportunity to use it if pushed to the edge. His mind was still full of fear and his actions were unpredictable.

The young teen that I am speaking about is me (The BELIEVE Coach, Nicholas Dillon). Yes, I was a victim but consider myself a survivor. I realize now that the bullying game cannot be played without a victim and I was that victim. For bullies to gain power, they

must first find an easy target to take power away from. Because of how I felt about myself and my own self-image, I clearly must have worn a neon sign that made me a stand out.

Now, 30 plus years later, I am on a mission to ensure that the children I mentor and even my adult clients maintain a zero tolerance approach to bullying in their space and environment. My vision is to help potential victims not to become an easy target as it will make it a lot harder for bullies to take anything away from them.

If you are a parent reading this article today, I encourage you to make sure you have an ongoing relationship with your child and that you pay attention to any changes in behavior. During my own experience, I was able to camouflage my feelings and pain so that no one would know how I truly felt. However, I do believe my parents were aware of it. As a parent, do not expect your kids to figure out how to deal with a bully on their own. I learned that the hard way and believed that violence was my way out when in fact it was not. I was lucky nothing bad happened to me. Keep in mind that it is hard to be bullied and even harder to think clearly and come up with mature solutions that will work effectively.

I have provided a few tips that I believe will help children, as well as, adults to stop the bullying:



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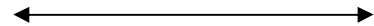
- Take a zero tolerance approach to harassment and bullying in school or even the workplace. Make sure you have clear personal and professional boundaries. Ensure that your peers and co-workers are clear about your boundaries and the mutual respected expectations that go along with them.
- If someone is spreading rumors in school or on your job, do not participate and if so, suggest that the rumors stop. A rumor will only last until you say STOP. If you can convince your peers or colleagues not to participate then it dies. If you fuel the fire and spread untruths then you are just as bad as a bully.
- If you are considering revenge rather than getting someone involved who can help in a more mature and reasonable manner, then the bully has won. Feelings of revenge only come when you feel powerless. This is exactly how I felt and I was too afraid to seek out assistance as it would really show a sign of my weakness. Talk to a teacher, principal, manager, supervisor, and most of all your parents or spouse. Never sit in silence.
- Build your personal confidence and self-image. Parents work on this with your children so that they do not fall victim to believing and living what others think about them. I was teased

often and called many names. It happened so frequently that I started believing all of the rumors and the names I was called as I had no value placed on my self-worth or my self-image. For those in the workplace, know who you are and be ok with that. Stand your ground and refute negativity.

- Since we are in an age of social media and technology, remember that bullying has taken on a new medium and can become viral. If you are cyber-bullied, never feed it. If you do not feed it, it will soon die. The whole premise for the bully is to be able to feel power and impact. If that does not happen, it is not worth the energy.
- Never compromise who you are in order to be accepted.
- Never use avoidance or silence as the solution. The pressure will become too great.
- Learn leadership and confidence skills.
- Learn to love and appreciate yourself for who you are. Having a strong sense of self does not appeal to a bully. They seek out the weak, isolated, and vulnerable.

These are but a few tips to help you defend yourself against bullies. Use these suggestions if you are bullied or if your child is bullied. Join me and no longer sit in silence.

The Believe Coach, Nicholas Dillon [www.nicholasdillon.com](http://www.nicholasdillon.com). Try out a complimentary life coaching session with The Believe Coach at [www.BelieveUniversity.net](http://www.BelieveUniversity.net).



### **Do You "Know" Safety?**

By: The Safety Division

A carpenter knows how to install a floor, a roofer knows how to install a roof, an ironworker knows how to erect steel, a finisher knows how to hand trowel a surface, and workers in other trades know how to apply their skills, but how many of them "KNOW" safety?

Here are some guidelines to help you learn safety:

**KNOW YOUR JOB.** Know what your job involves, what tools you need for the job, and exactly how it should be done safely.



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**KNOW YOUR TOOLS.** Know to use them safely and how to spot unsafe, worn out tools.

**KNOW YOUR JOB SAFETY RULES.** Job safety rules are designed to protect you from injury.

**KNOW YOUR RESPONSIBILITIES.** Know your responsibilities to your family, your employer, yourself and co-workers.

**KNOW YOUR HAZARDS.** Be alert to all potential dangers around you and your co-workers.

**KNOW YOUR SAFEGUARDS.** Learn what personal protective equipment (PPE) protects you and be sure you use each PPE.

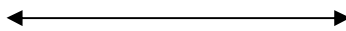
**KNOW YOUR PENALTIES.** The penalties for being careless may include; losing your job, and possibly causing yourself or a co-worker pain and suffering.

**KNOW YOUR REWARDS.** Know the advantages of working safely. Going home each day just like you arrived at the work site.

**KNOW THE REMEDIES.** Be prepared to do the right things in an emergency. Correct hazards to avoid accidents. Think before you act. If you are not sure, ask a question.

**KNOW YOURSELF.** Know your limitations and your weaknesses. Jobsite safety relies on you.

IF YOU REMEMBER THESE GUIDELINES AND APPLY THEM AS YOU WORK EACH AND EVERY DAY, YOU CAN PREVENT ACCIDENTS ON THE JOB



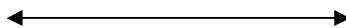
### SURVEY

#### Bad Bug Behavior

When 2,011 American workers were asked to identify the top five "grossest" cold and flu behaviors they witness in the workplace, they responded?

- 16% - Wiping runny nose on hands or sleeves
- 15 % - Not covering mouth/nose when sneezing
- 12% - Not covering mouth when coughing
- 9% - Not washing hands frequently
- 8% - Leaving dirty tissues on desk

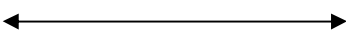
Source: Cintas, Cincinnati



### INTERESTING FACT

Sixty-six percent of 2,024 American adults say they are concerned about their weight, with men between the ages of 55 and 64 (74 percent) and women between the ages of 18 to 34 (73 percent) being the most concerned.

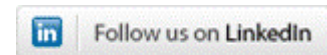
Source: A & D Medical, San Jose, Calif.



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[www.twitter.com/JMTHR](http://www.twitter.com/JMTHR)

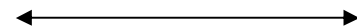


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#### SKYPE: JMT-001



<https://plus.google.com/11707707472697779296>







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### **SERVICE UPDATES**

#### **The JMT Network Program**

The JMT Network Program is up and running. Please visit [www.jmt-associates.com](http://www.jmt-associates.com) (Click on the link located on the left-hand side of the home page.) to read about the latest developments.

#### **Mechanical Power Presses**

Do you have a mechanical power press? As you know, mechanical power presses can be very dangerous. The OSHA standard is complicated and can be confusing. We can perform a comprehensive safety audit and determine if you have any safety hazards and if you are complying with the OSHA standard.

#### **Monthly HR & Safety Programs**

JMT & Associates, LLC offers a monthly HR program and a monthly safety program (general industry and construction) specifically designed for the small business. A comprehensive, customized program is offered for low monthly payments.



### **EDUCATIONAL BOOKS**

**John M. Turner, Ph.D. has written the following books:**

#### ***"Office Safety - Hidden Dangers - Book A"***

Safety is Priority Number One. Safety First. Think Safety. Always Work Safely. Safety slogans like these are very common. Companies want to provide a safe workplace for their employees. No one wants to have an accident.

When you think of workplace safety, what types of businesses do you think of? Construction, factories, manufacturing, saw mills, logging, commercial fishing, and foundries . . . office workers.

Even though we don't normally associate safety with office workers, there are hazards and health concerns associated with working in an office environment. Serious accidents can and do occur.

In this book, information is provided for the following office safety topics:

- Slips, Trips, and Falls.
- Office Lighting.
- Housekeeping.
- Ergonomics.
- Back Injury and Safe Lifting.
- Office Equipment.
- Electrical Safety.
- Chemical Safety.
- Material Handling and Storage.
- Air Quality and Ventilation.

You will learn what the hazards are, how to recognize the hazards, and how to avoid an injury.

This book includes the following tools:

- Real-life office accident scenarios.
- The Occupational Safety and Health Administration (OSHA) standards that apply to an office.
- Office safety tips.
- Office safety checklist (audit form).

#### ***"Office Safety - Hidden Dangers - Book B"***

Working in an office environment is safe, right? You might be surprised by the number of employees that suffer an injury while working in an office.

Most office accidents are minor, but you could have a serious accident that results in time off from work.

Every office employee has responsibilities for safety. These responsibilities include having the knowledge to identify office safety hazards and working in a manner to avoid causing an injury either to themselves or a co-employee.

In this book, information is provided for the following office safety topics.

- Noise.
- Emergencies in the Office.
- Stress.
- Office Furniture.
- Workplace Violence.
- Germs in the Office.
- Getting Hit—Ouch!
- Bloodborne Pathogens.



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- Reporting Accidents and Near Misses.
- Employee Safety Training.

You will learn what the hazards are, how to recognize the hazards, and how to avoid an injury.

This book includes the following tools:

- Real-life accident scenario.
- Office safety tips.
- Office safety checklist (audit form).
- Sample employee safety training topic agenda.
- The components of a typical emergency action plan.
- Stress relieving exercises you can do at your desk.

### *“The Employee Hiring Process – Who Are You Hiring?”*

This book is an employer’s guide to knowing who you are hiring – before it is too late.

This is a must have book for anyone who is hiring employees. You will learn how to hire your next great employee.

This book comes with a workbook to help you practice and understand the process of hiring employees.

All the sample hiring forms and policies are included so you can customize them for your company.

### *“How Are Your Employees Performing? Employee Performance Appraisals – Book 1.”*

Why do supervisors dislike giving employee performance appraisals so much? The answer lies in the understanding of what an effective employee performance appraisal program consists of:

- Employee performance appraisal program overview.
- Developing the employee performance appraisal measurement criteria.
- Establishing the employee performance appraisal process procedures.
- Conducting the employee performance appraisal meeting.

This book provides the framework and roadmap to develop an employee performance appraisal program or to review a current program. A self-assessment worksheet and a performance improvement plan agreement are included. A sample employee performance appraisal policy is also part of this book.

### *“How Are Your Employees Performing? Employee Performance Appraisals – Book 2.”*

This book builds upon the framework and roadmap introduced in "How Are Your Employees Performing? Employee Performance Appraisals - Book 1."

Book 2 provides additional guidelines and resources you can use to ensure your program is successful.

Topics covered include:

- Employee performance appraisal program's legal considerations.
- Common mistakes to avoid and/or correct.
- Communication tips to make the performance appraisal meeting productive.
- The benefits of an annual employee performance appraisal audit.
- Applying information learned through scenario analysis.
- Employee performance appraisal forms and instructions for a variety of job types.

### *“Interviewing for Success – Finding the “Right” Person – Book 1.”*

Interviewing job candidates can be a challenging and frustrating task. However, it is one of the most crucial tasks of your job. Hiring the right people to staff your company is very important to the success of your company. Hiring the wrong people will cost your company valuable time and money.

The task of interviewing can be made more effective once you know the keys to successful interviewing. Also, having the right tools in your toolbox can greatly improve your success rate of hiring the “right” person.

This book provides the tools to help you:

- Develop an effective interviewing plan.
- Evaluate your employment application.



# JMT & Associates, LLC

## Human Resources & Safety Consulting

(330) 231-1688 • (309) 423-3085 (fax)

jmt@jmt-associates.com • www.jmt-associates.com

- Save time and be more efficient when reviewing resumes.
- Conduct effective telephone interviews.
- Conduct effective face-to-face interviews.

This book provides the following samples:

- Interviewing policy.
- Employment application.
- Resume/employment application review worksheets for several different types of jobs.
- Telephone screen worksheet.
- Telephone questionnaire worksheet.
- Candidate interview evaluation form.
- Sample candidate rejection letter.

*“Interviewing for Success – Finding the “Right” Person – Book 2.”*

The task of interviewing job candidates contains many hidden pitfalls. Mistakes that are made during the interviewing process can cost your company valuable time and money. It is very important not to unlawfully discriminate against job candidates during the interviewing process. Even accidental discrimination can put your company at risk.

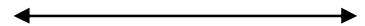
Experienced interviewers can make a costly mistake without proper preparation. The key to effective interviewing is the preparation. Reviewing mistakes that others have made during the interviewing process can teach

you valuable lessons about what NOT to do.

This book provides information about the following interviewing topics:

- Interviewing without discrimination.
- Common interviewing mistakes.
- Americans with Disabilities Act interviewing.
- Questions not to ask during an interview.
- Sample interview questions.

Please visit our website at [www.jmt-associates.com](http://www.jmt-associates.com) or send us an email for additional information.



### ABOUT US

JMT & Associates, LLC is a full service Human Resources (HR) and safety solutions provider. We partner with small, mid-size, and large companies to develop and improve HR processes and procedures.

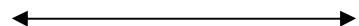
We offer extensive "real-world" experience in a variety of industries, including manufacturing, service, union, union-free, profit, not-for-profit, private, and public sectors.

Our level of involvement ranges from complete management of your HR needs to providing project-based assistance to your in-house HR person, depending on your specific business requirements. These services range from basic policy development to in-depth HR strategic planning.

We begin with a comprehensive HR assessment of your current policies and procedures, then we provide a detailed analysis and a "roadmap of recommendations" to maximize your HR investment. We then provide the necessary follow-up to ensure process effectiveness.

### Areas of Expertise:

- Coaching & Leadership Development
- Compensation & Benefits
- HR & Safety Compliance
- Employee Handbooks
- Employee Relations
- General HR Practices
- HR Assessments
- HR Policies & Procedures
- HR Strategy & Planning
- Labor Relations
- Organizational Development
- Performance Management
- Job Analysis
- Job Descriptions
- Employee Assessments
- OSHA Written Programs
- OSHA Audits
- OSHA Citation Abatement
- HR & Safety Training Courses





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Associates, LLC

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[jmt@jmt-associates.com](mailto:jmt@jmt-associates.com) • [www.jmt-associates.com](http://www.jmt-associates.com)

## **ABOUT THIS NEWSLETTER**

**Legal Note:** JMT & Associates, LLC provides services in conformance with best practices of the human resource (HR) profession, but is NOT engaged in rendering legal advice or services. While implementation of effective HR management programs and systems significantly reduces potential legal liability, should legal assistance be required the company is advised to utilize the services of a competent legal professional.

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