



# JMT & Associates, LLC

*Human Resources & Safety Consulting*

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## PEOPLE POINTERS

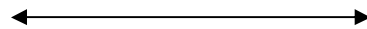
Volume 17, Issue 1 January 2020

### \*\*\* 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 2019 from February 1, 2020 through April 30, 2020. 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 2019 Form 300A data electronically to OSHA by March 2, 2020.



**\$35,568 !**

Employees who earn less than \$35,568 annually are eligible for time-and-a-half overtime pay under a new Department of Labor rule that will take effect January 1, 2020.

- Nondiscretionary bonuses and incentive payments (including commissions) paid on an annual or more frequent basis

may be used to satisfy up to 10 percent of the standard salary level.

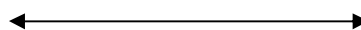
- The threshold for highly compensated employees rises from \$100,000 to \$107,432 annually.

You must weigh the cost of raising employee salaries to above the new threshold against the cost of re-classifying employees as nonexempt and paying overtime.

Employee morale is an issue to consider if you decide to change a current salary exempt employee to a non-exempt hourly employee.

Keep in mind that the new requirements may affect employee benefits plans. When you conduct your annual nondiscrimination testing, be sure your plan does not discriminate in favor of highly compensated employees.

Conduct a comprehensive review of your employee's pay rates to make sure you are in compliance with this new regulation.



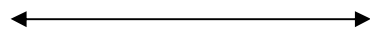
#### New Form W-4

On December 5, 2019, the IRS released the new 2020 Form W-

4. You can find the form on the IRS website - <https://www.irs.gov>. The form is now called the Employee's Withholding Certificate. The following key points should be considered.

- All new employees hired as of January 1, 2020 must complete the new form.
- Current employees are not required to complete a new form.
- Any tax adjustment made after January 1, 2020 must be done on the new form.
- Take a look at IRS publication 15-T - Federal Income Tax Withholding Methods for additional information concerning withholding.

The new form is substantially different, so you should take the time to review it prior to the implementation deadline. Employees are sure to have questions for you.



#### Regular Rate ???

The Labor Department (DOL) wants to clarify which perks must be included in workers' "regular rate" of pay. This is what is used to calculate overtime premiums under the



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Fair Labor Standards Act (FLSA).

The final rule will take effect on January 15, 2020.

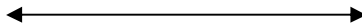
Currently, the regular rate includes hourly wages and salaries for nonexempt workers, most bonuses, shift differentials, on-call pay and commissions. It excludes health insurance, paid leave, holiday and other discretionary bonuses and certain gifts.

The new rule clarifies that employers may exclude the following perks from the regular rate calculation:

- Parking benefits, wellness programs, onsite specialist treatments, gym access and fitness classes, employee discounts on retail goods and services, certain tuition benefits, and adoption assistance.
- Unused paid leave.
- Certain penalties employers must pay under state and local scheduling laws.
- Business expense reimbursement for items, such as; cell phone plans, credentialing exam fees, organization membership dues, and travel expenses that don't exceed the maximum travel reimbursement under the Federal Travel Regulation system or the optional IRS substantiation amounts for certain travel expenses.

- Certain sign-on and longevity bonuses.
- Complimentary office coffee and snacks.
- Discretionary bonuses (the DOL noted that the label given to a bonus doesn't determine whether it is discretionary).
- Contributions to benefit plans for accidents, unemployment, legal services and other events that could cause a financial hardship or expense in the future.

Calculating overtime can be tricky. Review this legislation to be sure you are performing the calculations according to the new rules.



### **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**

- ✓ It is a good business practice to require your employees to review and approve their time sheets.
- ✓ Supervisors should carefully review all time sheets. Make sure the time is recorded properly.
- ✓ The employer should verify that the automated time keeping system is applying time-worked rules according to the regulations. Pay particular attention to the overtime calculations.

### **General Industry Safety Checklist**

- ✓ Every stairway and ladderway floor opening shall be guarded by standard railings with standard toeboards on all exposed sides except at the entrance.
- ✓ Every hatchway and chute floor opening shall be guarded by a hinged floor opening cover equipped with standard railings to leave only one exposed side or a removable railing with toeboard on not more than two sides and a fixed standard railing with toeboards on all other sides.
- ✓ Every floor hole into which persons can accidentally walk shall be guarded by either a standard railing with standard toeboard on all exposed sides or floor hole cover that should be hinged in place. While the cover is not in place, the floor hole shall be attended or shall



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be protected by a removable standard railing.

### **Construction Safety Checklist**

- ✓ Employers shall not issue or permit the use of unsafe hand tools.
- ✓ Wrenches shall not be used when jaws are sprung to the point that slippage occurs.
- ✓ Impact tools shall be kept free of mushroomed heads.



## **Employee Training**

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

### **Part 11**

#### **Training Evaluation**

The training process is not complete until we evaluate the training that has been conducted. We review the objectives that were set in the planning stage to the results following the training. We feel it is a mistake to just conduct training for the sake of training without measuring and evaluating to determine the results. Considerable time and money is put into training. Wouldn't you want to know if the training was effective? Did it accomplish what you wanted it to?

How is training going to be evaluated? It is important to consider the answer before the training begins.

There are four levels at which training can be evaluated. The evaluation of training becomes successively more difficult as it moves from measuring reaction to measuring learning to measuring behavior and then to measuring results. The training that affects behavior and results versus reaction and learning provides greater value.

Reaction - Companies evaluate the reaction levels of employees by conducting interviews with the employees. Employees are typically asked to rate the value of the training, the style of the trainer, and the usefulness of the training to their work duties. When we conduct supervisor training we have the supervisors fill out a questionnaire after the training to measure these metrics. We use the information to make changes and improvements to our training program.

Learning - Evaluate how well employees have learned facts, ideas, concepts, theories, and attitudes. Tests are commonly used for this measurement. After we present a safety training class, we have the employees take a short quiz to measure their understanding of the material that was presented.

Behavior - This level measures the employee's use of the material on their job. Interviews can be conducted or job performance can be observed by the supervisor after the training. After we conduct a training class on personal protective equipment (PPE) - (safety glasses, earplugs, gloves, etc.) -

we advise the supervisor to observe the employees to be sure they are using the PPE properly.

Results - Here we measure the effect of training on the achievement of the company's objectives. Typically, we compare records from before the training and after the training. Examples of records to review include: productivity, turnover, quality, time, sales and various costs. One challenge of this measurement type is determining whether changes were actually a result of the training or some other factor.

#### **Training Evaluation Metrics**

Common metrics include: cost-benefit analysis, return-on-investment (ROI) analysis and benchmarking.

Cost-benefit analysis - This is a comparison of costs and benefits associated with training. We conducted a cost-benefit analysis for a new client for their current employee safety program. The program was not reducing accidents. We redesigned their safety program and a better safety record was achieved.

Typical training costs include:

- Lost productivity.
- Cost of facilities and equipment.
- Expenses for the trainer and employees.
- Training materials.
- Employee's wage and time costs.



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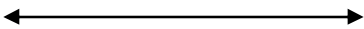
- Trainer's wage and time costs.

Typical training benefits include:

- Attitude changes.
- Ability to use new capabilities.
- Less supervision necessary.
- Turnover reduction.
- Lower errors.
- Less employee accidents.
- Lower workers' compensation costs.
- Increase in production.

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

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



### **Extension Cord AKA Cord Sets**

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

While we have heard of extension cords for many years you may be surprised to know that the official name of these is actually "cord sets." Extension cords are a type of flexible cord which can be used to connect electrical devices to power sources. The most common cause of fire in industry is electrical problems and many of these fires have been caused by misuse of extension cords.

Extension cords must not be used as a permanent solution to inconveniently located outlets.

It is much safer to have an outlet installed in the location. Extension cords can be used to provide temporary power. OSHA defines temporary installations as during maintenance, construction, demolition, for experimental or development work or for a period not to exceed 90 days during holidays, carnivals or similar events.

Make sure to use the proper cord for the job. Longer cords must have a heavier gauge. While many inexpensive cords are 16 gauge, if you need a 10- or 12-gauge cord it will not be cheap. Wire gauge numbers get smaller as the wire gets thicker and able to carry more current. If you use a cord with conductors that are not robust enough for the amount of power, you can overheat the cord or the tool. Selection of the proper cord depends on the load in watts and the length needed.

When cords are used for these permitted temporary uses, they must not be run through holes in walls, ceilings or floors; be concealed by walls, ceilings or floors and not be attached to building surfaces. They also must be protected from damage if run through doorways or other openings.

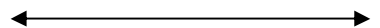
Cords must be inspected before use to assure they are not damaged. I have seen many electrical cords repaired with black electrical tape. This type of repair is never permitted. I have also seen many cords that have failed strain relief; this means that the outer insulation

has pulled free from the plug or outlet end and the wires inside are visible.

When placing cords for use you should inspect the area to make sure the cord will not be exposed to damage from metal scraps, glass, sharp edges or other objects that could cut the cord. Do not connect cords when your hands are wet, you could get a nasty shock or worse. Cords are designed and labeled to carry a specific amount of current; if you "daisy chain" (connect cords together) you may exceed the capacity of cord and cause it to overheat, this can also damage any motors or other appliances plugged into them.

For cords used in construction and demolition work, an assured grounding program (which involves periodic checks of the ground integrity) must be implemented or the cord must be used with a GFCI (ground fault circuit interrupter). If an outlet does not have a GFCI a portable GFCI can be used.

Here at JMT & Associates, LLC we can help you select the proper cords, set up an inspection program and conduct electrical safety training for your employees.



### **Change!**

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

**Change Your Life in 30/days –  
Start Believing Today!**



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Significantly changing your life in 30 days really is possible, although not always easy. But even though this adventure is often a big challenge, the payoffs can be enormous.

We have all taken on challenges of one sort or another for 30 days. Maybe you tried a diet or an exercise program. Perhaps you decided to give up TV or Social Media for 30 days. Even if you did not stick with the program long-term, the results were great, weren't they? Now imagine if you expanded that idea to incorporate many areas of your life.

This program includes implementing several 30-day challenges simultaneously. You can use these suggestions or develop your own. Try creating a 30-day challenge from each category, and see where your new adventures lead you.

Adjust your finances. Making more money or spending less is always a good financial theme. Alternatively, you might try balancing your accounts each day.

Kick start your physical health. Diet, exercise, or combinations of both are great places to start. You could begin with something as simple as doing the 20-minute yoga program that's on TV every morning or taking the stairs at work instead of the elevator.

Eliminate a time waster. Think about the amount of time you spend watching TV, surfing the Internet, on our smart phones,

playing video games, or lurking on Facebook. We all know the activities we tend to engage in when we're bored or trying to avoid dealing with life's challenges. Try getting rid of just one, and see how much more time you have!

Add in another positive activity. Come up with something more enriching or satisfying than the time waster you are eliminating. Maybe reading or taking a class would be in order. Perhaps you will spend all your newly found time on personal development.

Commit to something else that appeals to you. Perhaps checking your email only 3 times a week or going to bed by 11:00 every night would be a beneficial habit you'd enjoy.

### **Tips for Success in Your Program**

Now that you have some idea of changes you might want to make, how can you stick to them?

Try these ideas:

Get enough sleep. If you set a challenge of cutting two hours of sleep each night (or even just one hour!), it is going to make everything else more difficult. Regardless of whatever time-related goals you may set, allow yourself the 7-8 hours a night that you deserve.

Set goals that you can do daily, seven days a week. Creating a new habit with an activity you only do 3 times a week is often much harder. Try to keep all

new activities limited to ones you can do every day.

Prepare ahead of time. Have everything you need in advance. Eliminate anything that might get in the way. For example, if you're trying to follow a specific diet, buy the food you'll need beforehand and get rid of food you want to avoid. You can't break down and eat that bag of chips if there aren't any chips in the house!

Plan on social support. Tell your goals to your friends or family members that will support you in your efforts. Be careful in whom you confide. Changing is a challenge in itself. Success is harder if others are making non-supportive comments.

Trying to change several aspects of your life simultaneously may require other changes as well, depending on your chosen goals. All of our behaviors tend to interact with other behaviors, which can make changing any of them a demanding task.

For example, if you give up TV and junk food, and those are your main coping mechanisms for life's challenges, you're going to have to deal with your negative feelings a new way. Or better yet, you can face your concerns head-on. The distractions you're used to falling back on may have just been ways to avoid the issues at hand.

To work this program, choose the 30-day challenges you can implement and get started. Remember to adequately



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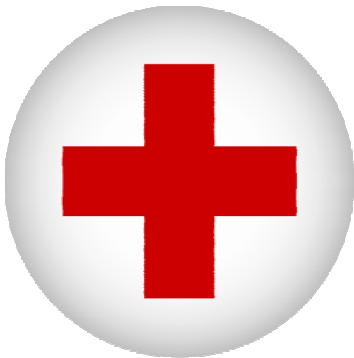
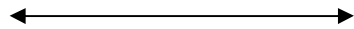
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prepare. If you can create several new positive habits and get rid of a few bad ones, your life will change dramatically for the better.

For assistance with this 30-day challenge, feel free to reach out to The Believe Coach, Nicholas Dillon at Believe University. Try a complimentary session to help kick start your journey.

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).



### **Before & After The Accident**

By: The Safety Division

#### **DON'T WAIT UNTIL AN ACCIDENT HAPPENS**

Too often, hazardous conditions come to our attention only after an employee is hurt or seriously injured. If you see an unsafe act

or unsafe condition, don't ignore it and gamble on you or a fellow co-worker not getting hurt. If you notice an employee working in an unsafe manner, let that person know. You could be preventing a serious injury. Wouldn't you expect someone to have the same consideration for you?

Or, if you see an unsafe condition, correct it. If you can't, report it to your Supervisor. After an accident happens, there usually is a lot of talk and excitement. Then it is written up, becomes a statistic, and is too soon forgotten. What did we learn from the accident?

#### **ACCIDENT INVESTIGATION**

Fortunately, some good can come out of every accident. Investigations can produce information we can use to prevent a similar mishap from occurring in the future. Some persons, however, mistakenly believe that accident investigation is used to put the blame on someone. And so they refuse to cooperate. This is NOT the case.

#### **IF YOU SEE AN ACCIDENT**

Make a mental note of everything that occurred and the condition that existed before the accident. Ask yourself the following questions:

1. Where was I and others within my sight when the accident happened?
2. What was I doing?

3. What equipment was involved?

4. Where was the injured person and what work was being done?

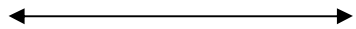
5. What was the sequence of events?

Imprint these things on your memory. Remember, others were in a different position and may not have seen things as you did. Your information will be very valuable to the investigation.

#### **COOPERATE IN THE INVESTIGATION**

When the investigator asks questions about the accident, give the facts as you saw them. If you omit or change information to protect someone, how can we accurately determine the causes and help prevent the same thing from happening again?

Next time you may be the one who gets injured.



#### **SURVEY**

#### **Hard-to-Fill Jobs**

The 10 most difficult jobs to fill in the United States are:

1. Occupational therapist
2. Truck driver
3. Psychiatrist
4. Occupational therapy assistant
5. Photographic process worker
6. Physical therapist
7. Speech language pathologist



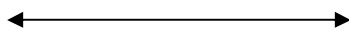
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- 8. Forest and conservation technician
- 9. Internist (general)
- 10. Merchandise displayers and window trimmer

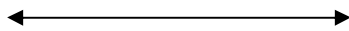
Source: American Staffing Association, Alexandria, Va.



### INTERESTING FACT

Nearly one-third (31 percent) of 700 HR leaders surveyed say they had personally witnessed or heard about a co-worker falling asleep on the job within the past six months.

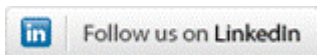
Source: Ceridian, Minneapolis, Minn.



### SOCIAL MEDIA

JMT & Associates, LLC is on LinkedIn, Twitter, Facebook, and Skype.

Please visit us at the following social media sites:



[www.linkedin.com/company/jmt-&-associates-llc](http://www.linkedin.com/company/jmt-&-associates-llc)

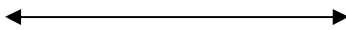


[www.twitter.com/JMTHR](http://www.twitter.com/JMTHR)



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### SKYPE: JMT-001



### SERVICE UPDATES

#### The JMT Network Program

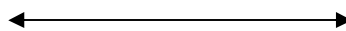
The JMT Network Program is up and running. Please visit [www.jmt-associates.com](http://www.jmt-associates.com) (Click on the link located on the left-hand side of the home page.) to read about the latest developments.

#### 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.



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- 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.
- 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."





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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.
- 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.

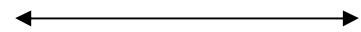
Experienced interviewers can make a costly mistake without proper preparation. The key to

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.



# JMT & Associates, LLC

## *Human Resources & Safety Consulting*

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

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.

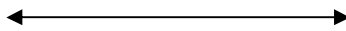
Our level of involvement ranges from complete management of your HR needs to providing project-based assistance to your in-house HR person, depending on your specific business requirements. These services range from basic policy development to in-depth HR strategic planning.

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



### **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.

While the information in this newsletter has been compiled from sources and documents believed to be reliable, its accuracy is not guaranteed, nor is any responsibility assumed or implied for any damage or loss resulting from inaccuracies or omissions.

**Guest Authors:** Articles written by guest authors express their own views and information. JMT & Associates, LLC in no way endorses or is responsible in any way for the content or views of their articles.

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