



JMT & Associates, LLC

Human Resources & Safety Consulting

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PEOPLE POINTERS

Volume 10, Issue 3 July 2013

*** NEWS ***

COBRA Notices

On May 8, 2013, the U.S. Department of Labor (DOL) issued Technical Release No. 2013-02 announcing an updated model election notice that plans must provide to inform departing employees about continued health care coverage under the Consolidated Omnibus Budget Reconciliation Act (COBRA).

The release also announced that the DOL has issued long-awaited temporary guidance and a temporary Model Notice to Employees of Coverage Options about the soon-to-launch exchanges. The exchange notification must be provided to current and all newly hired employees starting no later than October 1, 2013.

The COBRA Model Election Notice was revised to inform qualified beneficiaries of coverage options available through government-run health care exchanges under the Patient Protection and Affordable Care Act (PPACA). The DOL is now referring to these exchanges collectively as "the Marketplace."



Crane Operators

The Occupational Safety and Health Administration has announced that it will propose to extend the compliance date for the crane operator certification requirement by three years to November 10, 2017.

The proposal would also extend to the same date the existing phase-in requirement that employers ensure that their operators are qualified to operate the equipment.



Hazard Communication Training Deadline

The Occupational Safety and Health Administration's Hazard Communication Standard is now aligned with the United Nations' Globally Harmonized System of Classification and Labeling of Chemicals. The first deadline in the implementation phase is **December 1, 2013**, the date by which employers must train workers on the new label elements and safety data sheets (SDS).

Have you conducted your employee training yet?



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

- ✓ Supervisors should receive on-going developmental training. The training should be linked to your organization's key priorities and changes in the business sector. It should also be relevant to the employee and organizational needs. Training should be considered a valued part of your organization.
- ✓ Your company should have a policy regarding the importance of developing strong management capacity and future leaders for your organization. You should make an effort to develop managers and future leaders through training, mentoring



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and challenging job assignments.

- ✓ A budget should be allocated for human resources staff and related activities. Allocation should be regular and relied on for long-range planning and development of human resources systems.

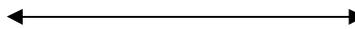
General Industry Safety Checklist

- ✓ Potable water shall be provided in all places of employment.
- ✓ Potable drinking water dispensers shall be designed, constructed and serviced to ensure sanitary conditions.
- ✓ Electrical equipment shall be free from recognized hazards that are likely to cause death or serious physical harm to employees.

Construction Safety Checklist

- ✓ Daily inspections of excavations, the adjacent areas and protective systems shall be made by a competent person for evidence of a situation that could result in possible cave-ins.
- ✓ Where a competent person finds evidence of a situation that could result in a possible cave-in, exposed employees shall be removed from the hazardous area until the necessary precautions have been taken to ensure their safety.

- ✓ A stairway, ladder, ramp or other safe means of egress shall be located in trench excavations that are 4 feet or more in depth, so as to require no more than 25 feet of lateral travel for employees.



Employee Compensation Management

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

Part 10

The following describes various methods to value jobs for compensation purposes.

Job Evaluation Method – Job evaluation is a formal, systematic means to identify the relative worth of jobs within a company. We will discuss several of the available methods.

Ranking Method – The ranking method is a simple system that places jobs in order, from highest to lowest, by their value to your company. The entire job is considered rather than the individual components. **A word of caution** – this method is very subjective. It is difficult to explain why one job is ranked higher than another. It can prove difficult to explain to your employees. This method is generally limited to small companies with a few jobs.

Classification Method – First, write a description of each class

of jobs. Then each job is put into a grade according to the class description it best matches. Once again, subjective judgment must be used to develop the class descriptions. Some jobs could fall into two or three different grades. If you decide to use this method, we suggest that you have an experienced human resources person guide you through the process.

Point Method – This is the most commonly used method. It is more sophisticated than the other two methods we have discussed. This method breaks jobs down into various compensable factors and places weights, or points on them. A compensable factor identifies a job value commonly present throughout a group of jobs. Compensable factors are derived from the job analysis. For factory jobs, physical demands, hazards encountered, and working environment may be the compensable factors. For office jobs, customer interaction, confidential information, and consequence of errors may be the compensable factors. Compensable factors that could apply to all jobs include knowledge, education, experience, supervision received, autonomy and decision-making authority. For each job, the compensable factors are weighted appropriately. Each job will be assigned the relevant number of points. The advantage to this method is it quantifies the job elements.

Factor-Comparison Method – This is a quantitative and quite



complex combination of the ranking and point methods. It will be tailored specifically to your company. You will develop your own key jobs and your own factors. The disadvantages to this method are that it is complex, difficult to use, and time-consuming to establish and develop. A qualified human resources person can help you with this method.

Integrated and Computerized Systems – This method links the components of wage and salary programs through computerized and statistical techniques. From a bank of compensable factors, you can select those most relevant for the different job families in your company, rate the jobs, and then analyze job evaluation and pay survey relationships.

Legal Issues and Job Evaluation – Job evaluation affects the employment relationship, specifically the employee's pay. It involves several legal issues that may cross over into broader employment concerns and must be addressed.

Critics have charged that traditional job evaluation programs place less weight on knowledge, skills, and working conditions for many female-dominated jobs in office and clerical areas than on the same factors for male-dominated jobs in craft and factory jobs. They claim the job evaluations are gender based.

This article will continue in our next newsletter edition.

Note: Previous articles are available on our website.



Eliminating Bad Habits

By: Nick Dillon, MAED
Independent Human Resources and Safety Consultant

Bad habits have a profound effect on your life. But habits can be challenging to change since *they are not based on thoughtful choice, so it's difficult to use logic to change your behavior.* They require a multi-facet approach.

If you can't shake your bad habits, try these tips to get you on the road to freedom:

Give it a month. In 30 days you can eliminate a bad habit and create a new, positive habit. Do your very best for a month. If you slip up after a month, it's likely that your strategy is lacking.

Replace your bad habit. It's almost impossible to just drop it and not replace what you have lost. So think about what your bad habit gives you and find a replacement that provides the same benefit. *Replace the benefit or it will be a constant battle.*

Deal with one challenge at a time. For example, avoid trying to overhaul your diet, exercise, spending, and smoking habits all at once. Pick one; give it a month. Then add another one

once you're used to not having the first bad habit.

- You don't have to be in a hurry. Consider what it would mean if you could just get rid of your four worst habits. That's only four months away. Comparatively, that's quick, considering that you've probably had them for a long time.

Be a scientist. Leave the big emotional struggle for someone else and approach the process like a scientist. Have an attitude of wondering if you can replace the habit. Hypothesize on how it might turn out. Be curious and have a perspective of doing an experiment. There's less drama and bias that way.

Remove your triggers. For example, get the junk food out of the house. If you smoke, stay away from the places you always smoke. Avoid the places that tempt you to spend a lot of money. *Habits don't have a lot of thought behind them – they're almost like reflexes.* Don't put yourself in harm's way.

Avoid being too hard on yourself. It might take a couple of tries to get the new habit to stick. Just improve your approach and keep on going.

Remind yourself. It's easy to forget to perform your new habit. If you're going to start exercising every day, set up some reminders. If you're going to floss, leave the floss out where you can see it.



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Tell your friends. Your friends can help you reach your goal. They'll say something if they see you eating a hot fudge sundae or smoking on your lunch breaks. Get all the help you can.

Be consistent. If you're going to start exercising regularly, try to do it each day at the same time. This is much easier than trying to exercise 3 times a week. *Try to do your replacement habit daily.*

Remember the pain. Each day, ask yourself what it will mean if you don't stop indulging in your bad habit. Visualize the likely outcome.

Focus on the pleasure. Every day, ask yourself what it will mean if you eliminate or replace your bad habit. Visualize the likely outcome of this scenario.

Bad habits really put the brakes on your progress. Use the tips above and give yourself a great opportunity to eliminate your bad habits and replace them with useful habits. There's no better feeling than knowing you have control over your life.



Near Miss

by: Safety Division

How many times have you shrugged off a near miss? Never gave it a second thought? Next time, think twice. The difference between a near miss and an accident often is a fraction of a second or an inch. And when it happens again, that difference may not be there.

WE NEVER KNOW WHEN THE SERIOUS INJURY IS NEXT

One study shows that for every 330 incidents of the same type, 300 produce no injuries, 29 produce minor injuries and one produces a major injury. (Of course, these statistics vary with the job being done.) The problem is we never know which time the major injury will occur. Near misses are warnings. If we heed these warnings and look for causes, we may be able to prevent injury or damage.

HERE'S AN EXAMPLE

You're going up a walkway into a building. Your foot slips.

Being agile and empty handed, you regain your balance with no harm done. Another person comes along. He slips, but his reactions are a little slower than yours. To keep from falling, he jumps off the board. Again no harm done. Then comes a third person carrying a load. He has the same experience, but falls off the board with the load on top of him. He breaks his ankle.

Two warnings were ignored.

Finally, someone was hurt. Now the loose cleat, sand, or mud on the board is discovered and the condition corrected. We've locked the barn after the horse has been stolen. Two of us saw the thief lurking around, but failed to take action.

WHENEVER YOU SEE A NEAR MISS, ASK "WHY?"

Suppose you're walking toward a suspended mason's scaffold. You see a brick fall, but hear no warning shout. Ask yourself: "Why did it fall? Was it kicked loose? Is a toe board missing?" Then correct this condition if possible. If not, report it to someone who can.

KEEP THE RIGHT ATTITUDE





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Excavation and Trenching Safety

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Part 2:

Ensure that trenches more than 5 feet deep have shoring or are laid back to a stable slope. In unstable soil, you must protect trenches less than 5 feet deep.

Design, construct and maintain portable trench boxes or sliding trench shields used in place of shoring and sloping to provide protection at least equal to the required sheeting and shoring. Ensure a registered professional engineer designs the shields.

Install shields to restrict lateral or other hazardous movement.

Make sure trench boxes and shields extend to the bottom of the trench and no less than 6 inches above the vertical part of the trench face, except in certain cases (see OSHA 29 CFR 1926.652).

Do not allow employees in shields during their installation, removal or relocation.

Provide a means of attaching trench boxes when they are stacked to prevent them from separating.

Do not work outside of trench

shields or shoring protection in unprotected trenches.

Do not ride buckets to enter or leave a trench.

Avoid jumping into or across trenches.

Place trench jacks or cross braces in true horizontal position, spaced vertically and secured to prevent sliding, falling or kick outs.

Use ropes to pull out jacks or braces after employees have vacated the trench.

Perform backfilling and trench support removal together from the bottom. Remove the jacks slowly.

Make sure qualified persons install piling, sheeting, shoring, shields and support systems. Ensure the shoring system can withstand all loads imposed upon it.

Ensure that material and equipment used for sheeting, sheet piling, bracing, shoring and underpinning are in good serviceable condition. Use timbers that are sound and free of defects.

Store spoil at least 2 feet away from where employees enter excavations, or use effective retaining devices.

Install additional underpinning shoring or bracing when required in cases where adjoining utility lines, foundations, walks and footings are endangered.

Extend vertical supports in the bracing system to an elevation no less than one foot above the top of the trench face.

Erect standard guard railing or solid sheeting no less than 42 inches above ground level around all tunnel shafts and bore pits.

Protect employees in bell-bottom pier holes by removable type steel casings and individually-manned lifelines and harnesses. Follow confined-space entry procedures.

Protect each employee from falling by using guardrail systems, fences, barricades or covers at the edge of a well, pit, shaft and similar excavation 4 feet or more in depth.

Install standard guardrail systems along ramps, runways or bridges over excavations that are more than 4 feet deep.

This article will continue in our next edition.



SURVEY

Most Wanted For Job Satisfaction

According to a survey of 3,991 U.S. workers, 26 percent say providing special perks is an effective way to improve employee retention. When asked to identify one perk that would make their workplace more



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satisfying, their top five responses were:

- Half-day Fridays - 40%
- On-site fitness center - 20%
- Ability to wear jeans - 18%
- Daily catered lunches - 17%
- Massages - 16%

Source:
CareerBuilder, Chicago



INTERESTING FACT

One in seven American workers is an active or former caregiver for someone with Alzheimer's or another form of dementia, according to a survey of approximately 500 U.S. workers.

Source:
Workplace Options, Raleigh, N.C.



SERVICE UPDATES

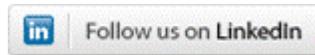
The JMT Network Program

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

Social Media

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

Please visit us at the following social media sites:



www.linkedin.com/company/jmt-&-associates-llc



www.twitter.com/JMTHR



www.facebook.com/pages/JMT-Associates-LLC/144214645671881

SKYPE: JMT-001



<https://plus.google.com/117077074727697779296>

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 specifically designed for the small business. A comprehensive, customized program is offered for low monthly payments.

Construction Safety Training

JMT & Associates, LLC offers the OSHA 10 hour and 30 hour construction industry outreach training programs.

Educational Books

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

"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.



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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.”

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

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

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

Please visit our website at 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 pro-

vider. 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



ABOUT THIS NEWSLETTER

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