



JMT & Associates, LLC

Human Resources & Safety Consulting

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PEOPLE POINTERS

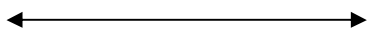
Volume 11, Issue 2 April 2014

*** NEWS ***

Same-Sex Spouses

The Internal Revenue Service recently issued Notice 2014-19, which sets forth the rules for recognition of same-sex spouses in retirement plan administration, as required under the U.S. Supreme Court's decision in *U.S. vs. Windsor*, which struck down Section 3 of the Defense of Marriage Act.

If you are responsible for your retirement plan administration, you should review this Notice and ensure your company is in compliance.



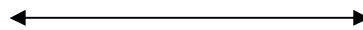
HSA's

The Internal Revenue Service recently announced higher limits for 2014 on contributions to health savings accounts (HSAs) and for out-of-pocket spending under high-deductible health plans (HDHPs) linked to them.

In Revenue Procedure 2013-25, issued May 2, 2013, the IRS provided the inflation-adjusted HSA contribution and HDHP minimum deductible and out-of-pocket limits, effective for calendar year 2014. The higher rates reflect a cost-of-living

adjustment and rounding rules under Internal Revenue Code Section 223.

If you are responsible for your company's benefit administration, you should review this new information and ensure your company is in compliance.



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

✓ Every company should have a written list of work rules. The rules are typically included in the employee handbook. A progressive discipline policy should be in place to enforce the work rules.

✓ A set of written job pay grade guidelines should be available for all job positions.

✓ The Family and Medical Leave Act is perhaps the most difficult regulation to understand and implement. Review the regulation to determine if your company must comply. Then, implement procedures to ensure compliance. There have been recent changes made to this regulation. It would be a good idea to conduct a review of your current procedures.

General Industry Safety Checklist

✓ Electrical equipment shall be free from recognized hazards that are likely to cause death or serious physical harm to employees.

✓ Listed or labeled equipment shall be used or installed in accordance with any instructions included in the listing or labeling.

✓ Unused openings in cabinets, boxes and fittings shall be effectively closed.

Construction Safety Checklist

✓ The employer shall determine if the walking/working surfaces on which it's employees are to work have the strength and



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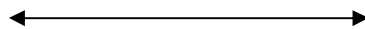
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structural integrity to support employees before employees are allowed to work on such surfaces. If the surfaces do not have the strength and structural integrity required, employees shall not be allowed to utilize those surfaces to work from.

✓ Employees who work on surfaces with unprotected sides or edges 6 feet or more above lower levels shall be protected from falling by the use of guardrail systems, safety net systems or personal fall arrest systems.

✓ Fall protection shall be provided for all employees who are involved in leading edge work, hoisting operations, floor holes (including skylights), formwork, ramps and runways, excavations, overhand bricklaying, roofing work, residential construction and wall openings.



Employee Compensation Management

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

Part 13

Broad Banding

Broad banding is the practice of using fewer pay grades with much broader ranges than in traditional compensation

systems. This process is designed to encourage horizontal movement and therefore more skill acquisition. The advantage is that it is more consistent with the flattening of organizational levels. We have helped several clients implement this process. The reasons we used this process include:

- Create a more flexible company.
- Encourage competency development.
- Emphasize career development.

The one problem we have found with this system is that many employees have become conditioned to the idea that a promotion is accompanied by a pay raise and movement to a new pay grade. Some employees feel the company is offering fewer upward promotion opportunities. Despite these “perceived” problems, we believe broad banding will continue to grow in popularity.

Individual Pay

Next, you will set the pay for your specific employees. Setting a range for each pay grade gives flexibility by allowing individuals to progress within a grade instead of having to move to a new grade each time they receive a raise. A pay range allows your managers to reward their better performing employees while maintaining the integrity of the pay system.

Regardless of how well your pay structure is constructed, there usually are a few employees

whose pay is lower than the minimum or higher than the maximum due to past pay practices and different levels of experience and performance.

Red-Circled Employees

A red-circled employee is a person who is currently paid above the range set for their specific job. There are several approaches that can be used to bring a red-circled employee’s pay into line with the correct pay range.

- You could reduce the employee’s pay to fit into the pay range. We do not recommend this option due to obvious employee relations issues. We have found that this option is rarely used.
- Freeze the employee’s pay until the pay range can be adjusted upward to get the employee’s pay rate back into grade. This is the most common approach to this situation.
- Give the employee a small lump-sum payment but don’t adjust the pay rate when others are given a pay raise. This approach helps with employee relations issues and maintains the integrity of your compensation program. We have seen this approach used successfully in several situations.

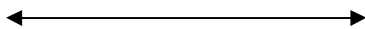
Green-Circled Employees



A green-circled employee is an employee whose pay is below the range. Promotion is a major contributor to this situation. We recommend that this employee receive fairly rapid pay increases to reach the pay grade minimum.

This article will continue in our next newsletter edition.

Note: Previous articles are available on our website.



Where Is Your Inner Strength?

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

Even though life can be a fantastic ride, sometimes it can also knock the wind out of your sails. *When tough times trigger your insecurities, you can discover an inner strength that will get you through practically anything.*

Try these ideas to get started:

Reflect on the tough times you've had before.

Ask yourself how you got through it. What did you do? What did you think? What did you tell yourself? Your resilience will become evident as you do this exercise and give you real hope for the future in dealing with other obstacles.

Recognize that you've made it through those difficult

situations. Then think about what you're experiencing right now. Is the current situation similar to or much different from your other tough times? Use what you've learned from your past challenges.

Learn to talk to yourself in positive, encouraging ways.

This will help you build up your inner strength.

As if speaking to your own best friend, tell yourself what will most help and encourage you. What do you most want to hear? What do you need to hear to help gather your strength? Is there something specific you're hoping will happen?

Practice providing yourself with encouraging, uplifting messages. The messages you give yourself can be less than helpful or they can propel you through the roughest of circumstances.

Talking to yourself with respect, care and positivity builds your inner strength so it's there when you need it.

When the going gets tough, you'll have yourself to fall back on.

Allow yourself time to think through whatever the situation is.

It's okay to feel confused.

Consider who you regard as role models or mentors.

You selected those people because you respect and admire

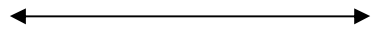
them. They're strong enough people who you want to emulate.

What are your ideas about how to weather the storm? Examine all the solutions you can come up with. Explain to yourself what you'll do and how you'll do it.

A sense of your own resourcefulness can be found in your ability to problem-solve through challenging situations.

Think about their strength of character. How do you know they have it? What does that strength look like? How does it manifest?

Reflect on what you've done or been through that you're most proud of.



Accident Costs

by: Safety Division

Accidents happen. They are unfortunate, painful and can be life changing. We take great measures to prevent an accident



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but when one happens, we have worker's compensation insurance to cover the costs, right. Wrong! The insurance company only pays a portion of what an accident can cost our company. They will pay for the direct costs like medical bills, prescription drug costs, a portion of the injured worker's lost wages and maybe travel expenses to the doctor. So what are the costs to our company that are more than what the insurance company pays?

These are called indirect costs and can include the lost production not only by the injured employee but the co-workers that render aid and take him/her to the doctor. Most work slows on a job after an accident and a severe incident can shut down the work completely. The injured worker's tools, materials have to be picked up and someone may have to finish up what they were doing before the accident. Insurance companies pay the claim only if it's filed correctly which can be a time consuming process which is more lost production.

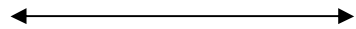
And what if there's damage to equipment, to tools, to raw materials, or other company property? It's usually not covered by insurance so the company pays that cost. And until the injured worker comes back to work on full duty, we may sub-contract out work, work overtime, or have to hire and train a new employee. Again, our company cost. So the insurance company pays the direct costs of an accident

(medical bill and lost wages) and we pay the rest. But what if we have 2, 3, 10 accidents a year? The same thing if you have a few auto accidents in a year. Your insurance premiums go up or you get cancelled. You might be able to drive without insurance but we can't work without it. So every claim, large or small, is recorded and used to calculate our company's experience mod number. It's a number calculated for all companies and used to increase or decrease the dollar amount we pay for worker's compensation insurance. The higher this number the more we pay each year for insurance. And now, the companies we work for want to know what our experience mod number is. Why, because it is a snap shot of how safe a company we are. And when bids are close, the safe companies will get the work.

Some injuries are required by OSHA to be recorded on our OSHA 300 log. Each year that number of recordable injuries and the total number of man hours for the year are used to calculate our incident rate. This is another measure of our accident history and can be compared to incident rates of other similar companies nationwide. And again, our customers use this incident rate as a snap shot of our safety experience and can hurt us when bidding work. So an accident not only affects the person injured but every person in the company. Insurance is there to help the injured employee but our company pays those indirect

or hidden costs plus the insurance rate increases.

Accidents affect your job and your paycheck.



Control the Hazards Created by Compressed Gas Cylinders on the Job Site

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Part 2

Cylinder Handling and Use

Before cylinders are first used the following precautions should be taken:

- Make sure the cylinder is equipped with the correct regulator.
- Inspect the regulator and cylinder valves for grease, oil, dirt, and solvent. Never use grease or oil to lubricate regulators or cylinder valves because they can cause an explosion.
- The cylinder should be placed so that the valve handle at the top is easily accessible.



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When using toxic or irritating gas, the valve should only be opened while the cylinder is in a working fume hood.

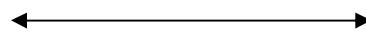
Only use wrenches or tools that are provided by the cylinder supplier to open or close a valve. Pliers should never be used to open a cylinder valve. Some regulators require washers; this should be checked before the regulator is fitted.

Refer to the Safety Data Sheet (SDS) for the gas being used for information regarding use and toxicity.

Fire extinguishing equipment should be readily available when combustible materials can be exposed to welding or cutting operations using compressed cylinder gases.

This article will continue in our next newsletter edition.

Note: Previous articles are available on our website.



SURVEY

Will Work For less

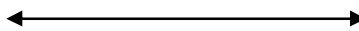
Sixty-eight percent of 5,518 surveyed job seekers said they would accept a lower salary if the employer "created a great impression through the hiring process."

Source:
CareerBuilder, Chicago

INTERESTING FACT

In a survey of 2,300 job seekers, fewer than 15 percent said they secured more than five interviews for all of 2013, and 33 percent reported no job interviews at all during the entire year.

Source:
Beyond.com, King of Prussia, Pa.



SERVICE UPDATES

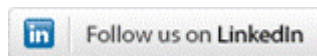
The JMT Network Program

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.



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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.

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 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.

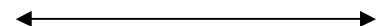
Our level of involvement ranges from complete management of your HR needs to providing project-based assistance to your in-house HR person, depending

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



ABOUT THIS NEWSLETTER

Legal Note: JMT & Associates, LLC provides services in con-



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formance 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.

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