



JMT & Associates, LLC

Human Resources & Safety Consulting

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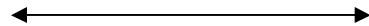
PEOPLE POINTERS

Volume 12, Issue 2 July 2015

*** NEWS ***

Congratulations

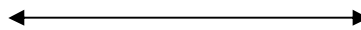
John M. Turner, Ph.D., president, recently completed two training courses. The topics were "How Methamphetamines Affect the Workplace" and "Petroleum Education Council Core Compliance (Oil & Gas Industry Safety)." John said, "These classes were very informative. I learned a lot of information that will help our clients improve their employee safety program."



ACA - Interns

Most companies are very busy preparing for and complying with the Affordable Care Act (ACA). One group of employees that you should not forget is your summer interns. The Internal Revenue Service (IRS) does place limitations on unpaid internships. How do you handle benefits for this group? The ACA defines a full-time employee as someone working 30 hours or more per week. Important - it does not make an exception for interns. There are two safe harbor exceptions to the benefits eligibility criteria - seasonal employees and variable-hour employees. You may need to use a measurement

period for determining benefit eligibility. The calculations can be complicated. Just be sure not to overlook these employees when you do your calculations.



Anti-Harassment Training

Every business owner knows that anti-harassment training is a topic that should be included in the annual training plan.

When was your last training class? And, just as important, was it effective?

Eden King, an associate professor of psychology at George Mason University presented some of the characteristics of more successful anti-harassment training to the Equal Employment Opportunity Commission (EEOC) in June.

Training is most likely to be effective if it:

- Lasts more than four hours.
- Is conducted face-to-face rather than online.
- Includes active participation with other trainees on interdependent tasks.

- Is conducted by a supervisor or external expert.

Now is a good time to review your training. How does your training program compare to these suggestions?



Summary of Benefits and Coverage

The departments of Health and Human Services, Labor and the Treasury issued a final rule regarding the health care Summary of Benefits and Coverage (SBC) and uniform glossary that must be provided to employees under the Affordable Care Act (ACA). The new rule was published in the Federal Register on June 16, 2015. The new rule is anticipated to be finalized in January 2016.

The rule includes the 12 elements that must be included and the proper format.

As you implement the ACA, you should review this new information to ensure that your documents are in compliance.





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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

- ✓ Written job offer letters should be used consistently for similar job positions. Make a list of the job positions that require a written offer letter. Additional language should be included in the offer letter to protect your organization from liability risk.
- ✓ Review pre-employment testing and assessment options to use as a tool to hire the "right" person for the "right" job. All pre-employment tests must be job-related, valid and reliable. Documentation must be available to support all tests.
- ✓ Background checks must be given consistently to all candidates within each identified job classification. Make a list of the job

positions that require background checks.

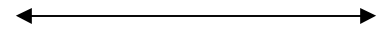
General Industry Safety Checklist

- ✓ An emergency action plan ensures employee safety in the event of a fire or other emergency. The plan shall be prepared in writing (greater than ten employees) and reviewed with the affected employees.
- ✓ The plan shall include the following elements: escape procedures and routes, critical plant operations, employee accounting following an emergency evacuation, rescue and medical duties, means of reporting emergencies and person to be contacted for information and clarification.
- ✓ Employers should apprise employees of the fire hazards of the materials and processes to which they are exposed.

Construction Safety Checklist

- ✓ The employer shall establish an alarm system at the worksite so that employees and the local fire department can be alerted for an emergency.
- ✓ A firefighting program is to be followed throughout all phases of the construction and demolition work involved.
- ✓ The program shall provide for effective firefighting equipment to be available without delay and designed to

effectively meet all fire hazards as they occur.



Employee Training

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

Part 2

Performance Consulting

What do we want from training? We want improved organizational performance. Performance consulting is a process in which a trainer (in-house personnel or a consultant) and the company representative work together to decide what needs to be done to improve results. This may or may not include training.

What we want to do is compare the desired and actual organizational results with desired and actual employee performance. Once the comparison is completed, we can do several action steps.

- Focus on identifying and addressing root causes of performance problems.
- Recognize that the interaction of individuals and organizational factors influence employee performance.
- Document the actions and accomplishments of high performers and compare them with actions of the average performer.



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Training alone cannot automatically solve every employee performance problem. Training is one part of the comprehensive solution.

Managers are usually the best source of technical information used in employee skills training. They will know when their employees need training or retraining. The human resources manager uses a more long-range view of employee training and development for the entire company. A successful training program will result from a team of human resources and line managers.

Chief Learning Officers (CLOs)

Many large companies have a position of chief learning officer. This person designs knowledge through training for individual employees and the company. In small companies this function is performed by the human resources manager or the company owner.

Training and Organizational Strategy

Training is a significant cost in most companies. If senior management does not clearly know what they want from the training dollars being spent, a lot of money can be wasted. A strategic approach is needed. Management must understand that the training function can provide valuable intelligence about the necessary core skills. Looking at the strategic direction of the company, creative ways can be used to

move employees toward the strategy.

Training designed in this manner will be used more often. Let's look at some examples.

- If you are promoting the best customer service in your specific industry, then you would focus on customer service training.
- If you are promoting unique and distinctive products or services, then training would focus on keeping employees up-to-date on the latest marketing and advertising ideas.

Benefits of Strategic Thinking

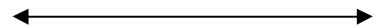
There are many benefits to using strategic thinking for training.

1. Allows human resources and training professionals to get intimately involved with the business.
2. Creates a partnership with managers to help solve their problems.
3. Prevents the chasing of fads or the latest, greatest training gimmick.
4. Reduces the likelihood of thinking that training alone can solve all of the company's problems.
5. A tool to assess training requests to determine which makes the most sense for your company.

This article will continue in our

next newsletter edition.

Note: Previous articles are available on our website.



Do You Find Yourself Living in The Past?

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

Do you struggle to rise above any life challenges that come your way? Maybe you have gone from having plenty of money and a big house to living from paycheck to paycheck in a small apartment. Or perhaps you have experienced the loss of a relationship that devastated you but you have been able to bounce back and continue to live the life of your dreams.

However, if you find yourself feeling stuck looking back wistfully to earlier years, and wishing things could have remained "that way," you're probably living in the past.

If you notice you still suffer a lot of emotional pain over an upsetting event you experienced long ago, you might be stuck in your history and unable to move forward.

Although some would argue, "What's so bad about living in the past?" the fact is that doing so means the present—your reality—is flying by without you grabbing on to it to move forward and achieve your life aspirations.



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You're living in the past if:

1. You think every day about some aspect of how your life used to be. Maybe you call it "nostalgia" or simple yearnings for what your life was like before. Reflecting daily on the past can get in the way of moving forward.
2. You try to sleep as much as possible so you can dream about earlier years. When you sleep at night, your dreams become fantasies about how your life was before. You look forward to those dreams.
3. You spend a lot of time on the computer. Being on the computer keeps you busy and you don't have to think about how your life has changed.
4. You use other methods to "escape" from reality, like reading, cleaning, or even drinking alcohol. Perhaps you're constantly in motion and doing something so you don't have to face life as it is now.
5. You're in denial about your current living situation. It's hard to accept that you no longer have a partner or live in the home you thought you would for the rest of your life. Maybe you don't want to rearrange the furniture or get rid of some things you don't use because they remind you of a person who's no longer in your life.

If you see yourself in these 5 points, you're living in the past. Examine the following steps to get started living in the present.

Start Living in the Here and Now

Now that you have identified the issue(s), it's time to re-connect with yourself and move forward to create a fulfilling life. Here's how to do it:

1. Openly acknowledge to yourself what you have been doing. The first step toward healing is acknowledging the error of your ways. "I have been living in the past and I want to stop doing that."
2. Decide what you must do to shift into the present. Do you need to clean out closets, get rid of old possessions, and maybe even move your residence? Sometimes, moving forward in your life literally means moving.
3. Know your life goals. Make a plan you can follow to actively pursue your goals.
4. Take care of yourself. Face yourself in the mirror. Take excellent physical care of yourself. Re-focus your efforts on the current state of your physical body and take care of yourself.
5. Vow to practice special efforts with your feelings. Work to gain understanding of your feelings. Allow yourself to grieve who or

what you have lost if you need to.

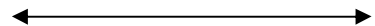
6. Contact professionals if needed. Seek out medical care if you have overlooked doing that these past years. Have an annual check-up. If you require psychological assistance to get things in perspective, contact your local mental health center or ask your general physician for a referral to a counselor.
7. Waste no more time. Be in awe of each day. You can do something positive with every 24 hour period. Start immediately.

Living in the past robs you of the life you truly deserve.

Re-state your life goals to yourself and then begin living out your dreams in the here and now. For further assistance with goal setting and accountability, visit:

www.BelieveUniversity.com

and sign up for a complimentary coaching session.

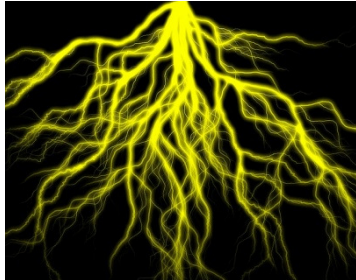




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Lightning Safety

By: Safety Division

Late spring and summer is the peak season for lightning strikes across Ohio. Lightning strikes sometimes occur with little or no warning.

Lightning is a flow of current from negative to positive in most cases and may move from the bottom to the top of a cloud, from cloud to cloud or from cloud to ground.

When lightning strikes, it will most often strike the highest object in the immediate area.

Watch for distant lighting. Listen for distant thunder. You may hear the thunder before you can see the lighting on a bright day.

If a thunderstorm develops, count the seconds between the flash of lightning and the bang of the thunder to estimate the distance between you and the lightning strike. Because sound travels at approximately 1 mile in 5 seconds, you can determine how far away the lighting is by using this "flash-to-bang" method. It is recommended that you seek shelter if the time

between the lighting flash and the rumble of thunder is 30 seconds or less (6 miles).

Don't wait for rain to seek shelter.

If you are caught outdoors when a lightning storm strikes, take shelter inside a building or car and close the windows and doors. Get out of the water if you are swimming or boating and get away from it. If you are boating, stay low and avoid contact with the water.

Avoid sheds, picnic shelters, baseball dugouts and bleachers.

Avoid isolated trees or other tall objects. It is better to seek shelter under a thick growth of relatively small trees.

Avoid any metal objects; such as, bicycles, golf clubs, fishing rods, tennis rackets and tools.

Spread out and do not stay in a group.

Never lie flat on the ground during a lightning storm.

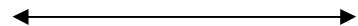
Be alert and watch the sky. Watch for the development of large well-defined rising cumulus clouds. Once they reach 30,000 feet the thunderstorm is generally developing. Now is the time to take cover. As the clouds become darker and more anvil-shaped, the thunderstorm is already in progress.

As a last resort, assume the lightning-safe position. If you are caught in a lightning storm

and if you feel your hair stand on end, your skin tingle or you hear crackling noises; crouch on the ground with your weight on the balls of the feet, your feet together, your head lowered and ears covered. Some experts recommend placing your hands on your forehead and your elbows on your knees to create a path for lightning to travel to the ground through your extremities rather than through your core (heart).

We can't stop the lighting. We can be alert and be prepared should we get caught in a storm.

It is a good idea to include this information in your employee training program for employees that may be outside during a storm.



Combustible Dust Hazard Awareness

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Part I

Types of Combustible Dusts

- Metal dusts; such as, aluminum, alumina, magnesium, bronze, zinc, etc.
- Wood dusts
- Coal and other carbon dusts
- Plastic dusts



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- Resins
- Biosolids
- Organic dusts; such as, sugar, paper, soap, and dried blood.
- Textile materials
- Rubber
- Fertilizers

What is a Combustible Dust?

A combustible dust is essentially any fine material that can catch fire and explode when mixed with air. The Occupational Safety and Health Administration (OSHA) defines combustible dust as "a solid material composed of distinct particles or pieces, regardless of size, shape, or chemical composition, which presents a fire or deflagration hazard when suspended in air or some other oxidizing medium over a range of concentrations." Combustible dusts can be from most organic materials, many metals, and some nonmetallic inorganic materials.

Combustible Dust Explosions

Potentially dangerous accumulations of combustible dust can build up inside process equipment or escape from process equipment and collect on surfaces in the open work area. These accumulations are extremely volatile when dispersed into the air in the presence of common ignition sources, for example, standard electrical switches.

Any combustible material can burn rapidly when it is in a finely divided form. When a dust is suspended in air in the

right concentration and is exposed to an ignition source it can cause an explosion. Even materials that do not burn in larger pieces (such as aluminum or iron), given the proper conditions, can be explosive in dust form.

A dust fire is, in a sense, the result of a perfect storm. The powder has to form a cloud in a confined area and contact an ignition source; such as a spark, flame or overheated pipe. Accidents are unlikely, but, when they occur, the result is often catastrophic.

At least 900 US employees have been killed or injured in dust fires or explosions since 1980. In February 2003, a Kentucky acoustics insulation manufacturing plant was the scene of a fatal combustible dust explosion. Seven employees were killed, and thirty-seven were injured. The CSB investigated this incident, citing the likely ignition source as a small fire extending from an unattended oven which ignited a dust cloud created by nearby line cleaning. This was followed by a deadly cascade of dust explosions throughout the plant.

Note: Previous articles are available on our website.

SURVEY

Is It Payday Yet?

In a survey of 2,000 workers, 73 percent say they're only at their job for the paycheck.

Source:
Salary.com, Littleton, Mass.

INTERESTING FACT

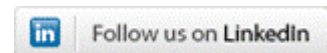
Thirty-two percent of 2,134 college-educated American workers say they've never held a job related to their college major.

Source:
CareerBuilder, Chicago

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





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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.

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.

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:

"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



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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."

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.



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“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.

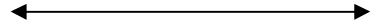
Experienced interviewers can make a costly mistake without proper preparation. The key to effective interviewing is the preparation. Reviewing mistakes that others have made during the interviewing process can teach you valuable lessons about what NOT to do.

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.

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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



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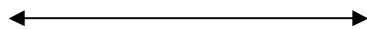
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"roadmap of recommendations" to maximize your HR investment. We then provide the necessary follow-up to ensure process effectiveness.

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 com-

pany 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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