



JMT & Associates, LLC

Human Resources & Safety Consulting

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PEOPLE POINTERS

Volume 13, Issue 1 January 2016

*** NEWS ***

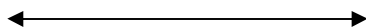
Congratulations

John M. Turner, Ph.D., president, recently completed training for an **OSHA Disaster Site Worker**. John said, "I hope I never need to put this training to use, but it will be valuable training if the need arises."



OSHA Log Posting

Employers that are required to comply with the OSHA recordkeeping guidelines (this includes most employers) must remember to post their OSHA No. 300A (Summary of work-related injuries and illnesses) for the calendar year 2015 from February 1, 2016 thru April 30, 2016. The No. 300A should be posted in a conspicuous place where you normally post employee information. Failure to post can result in citations and penalties.



Affordable Care Act Reporting

The IRS has released the forms needed for the Affordable Care Act reporting.

Form 1095-B: Health Coverage

To be filed with the IRS and provided to taxpayers by insurers, as well as, by self-insured employers that are not subject to the employer "shared responsibility" mandate, to verify that individuals have minimum essential coverage that complies with the individual coverage requirements.

Form 1095-C: Employer-Provided Health Insurance Offer and Coverage

To be filed by employers with 50 or more full-time or full-time equivalent employees to verify their compliance with the employer "shared responsibility" mandate. Form 1095-C will also be used to establish employee eligibility for premium tax credits if the employer does not offer affordable and adequate coverage.

Form 1094-B: Transmittal of Health Coverage Information Returns

The transmittal form that insurers and employers will use to transmit the individual 1095-Bs to the IRS.

Form 1094-C: Transmittal of Employer-Provided Health Insurance Offer and Coverage Information Returns

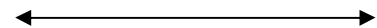
The transmittal form that insurers and employers will use to transmit the individual 1095-Cs to the IRS.

Forms must be filed with the IRS no later than May 31, 2016 or June 30, 2016 if filed electronically. Employee forms must be provided to employees by March 31, 2016. Note: These are the newly revised dates.



FMLA Forms Revised

The Department of Labor (DOL) has posted new model FMLA notices and medical certification forms. The new expiration date is May 31, 2018.



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.



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

Human Resources Checklist

- ✓ Every company should conduct an employee orientation for their new employees. It is important that every employee completes the orientation program before they start to work. Key components include: welcome, introduction to your company, facility tour, new-hire paperwork and benefits, policy and procedure review (handbook), safety, department introduction and a follow-up.
- ✓ When was the last time you reviewed your independent contractors to be sure they are not, in fact, employees? The regulations can be tricky and confusing. However, the penalties are very steep for misclassification.
- ✓ Who conducts your internal investigations? Are they properly trained for the task? All internal complaints/issues must be thoroughly investigated in order to protect your company. Take the time to review your process.

General Industry Safety Checklist

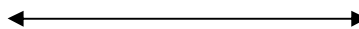
- ✓ Where the eyes or body of any person may be exposed to injurious corrosive materials, suitable facilities for quick

drenching or flushing of the eyes and body shall be provided within the work area for immediate emergency use.

- ✓ An ergonomic hazard may be caused or aggravated by repetitive motions, forceful exertions, vibration, sustained or awkward positioning or mechanical compression of the hand, wrist, arm, back, neck, shoulder and leg over extended periods or from other ergonomic stressors.
- ✓ Every building designed for human occupancy shall be provided with exits sufficient to permit the prompt escape of occupants in case of emergency.

Construction Safety Checklist

- ✓ Firefighting equipment shall be conspicuously located and readily accessible at all times, shall be periodically inspected, and be maintained in operating condition.
- ✓ Carbon tetrachloride and other toxic vaporizing liquid fire extinguishers are prohibited.
- ✓ If the building includes the installation of automatic sprinkler protection, the installation shall closely follow the construction and be placed in service, as soon as applicable laws permit following completion of each story.



Employee Training

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

Part 3

Training and Global Strategies

Global companies need well-trained employees throughout the world. There are several training issues to be aware of.

- Work forces with disparate competencies.
- A declining pool of U.S. employees willing to work overseas.
- Slow, expensive and inflexible "on campus" training options.

Global training can benefit from a combined training strategy. Individual components include e-learning, web-based virtual classroom and instructor-led training.

We will discuss more about global training later in this paper.

Developing Strategic Training Plans

It is very important to identify what specific employee performance needs improved before you even consider beginning training. Strategic issues must be matched with training needs. When we begin to develop a training plan for a



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client, we seek answers to the following questions.

- Is there really a need for the training?
- Who needs the training?
- Who will be the training instructor (in-house trainer or a consultant)?
- What form of training will be given?
- How will knowledge gained from the training be transferred to the job?
- What method will be used to evaluate the effectiveness of the training?

Training Process

The effectiveness of the training will be determined by the way the training is organized and structured. The most successful training will be based on a systematic training process. Using a formal process will reduce the likelihood that unplanned, uncoordinated and haphazard training efforts will occur. Let's look at the four phases.

Phase 1: Training Needs Assessment

This assessment looks at issues of employee and organizational performance to determine if training will be a benefit. The

assessment will measure the competencies as they relate to what is required in the strategic plan. This can be done for the entire company, a group or an individual. Before we decide if training will be beneficial, we must know what is happening and what should be happening. If it is determined that training will be helpful, what kind of training must be decided. One method to determine the current status is to administer a test to the employee or employees. For example, a typing test could be given.

There are three sources of analyzing training needs.

A. Planning

A part of human resources planning is to identify the knowledge, skills and abilities that will be needed in the future as both jobs and the company changes. Both internal and external forces must be considered. We need to examine several operational measures of organizational performance. Human resources data will reveal training weaknesses. Some of the metrics to review include: employee turnover, absenteeism, and low performance. After reviewing these metrics, we can begin to develop training objectives.

B. Job/task Analyses

We look at the jobs that are involved and the specific tasks performed in those jobs. A comparison is made between the job and the knowledge, skills

and abilities of the employees. Look at the job specifications and the job descriptions. These identify the training needs that would be beneficial.

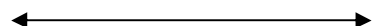
C. Individual Analyses

We focus on employees and how they do their jobs. The most common method is to use performance appraisal data. We determine the employee's performance inadequacies in a formal review. Then, we design some type of training to help the employee overcome the weaknesses. We can also interview managers and employees to determine what training they feel is needed. We find that including employees in the process at the beginning helps us gain their support. We can use written surveys or conduct face-to-face meetings. We want to gather information on problems perceived by the employees involved. Some other available tools to use in this step of the process are listed below.

- Skills tests.
- Individual assessment tests.
- Record of critical incidents.
- Assessment centers.
- Questionnaires.
- Attitude surveys.
- Job knowledge tools.

This article will continue in our next newsletter edition.

Note: Previous articles are available on our website.





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It's Your Season For Success

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

Everyone has a season that is their own. It is a season of brilliance and greatness that happens some countless times in our lives. It is a season of success that you play an active role. In fact, you are the leading character, the star, the president and CEO.

In order to get to where you are going and reap the harvest, you need to think big, smart, wise, and outside the box. You need to think beyond yourself and deny any thoughts of doubt or lack. You need to think limitless because greatness has no end.

Consider the natural seasons...

During the fall season the seeds that were planted have come to full bloom and the garden is ready for harvesting. It is during this season that you see the fruits of your labor and you are able to enjoy the moments of success based on the seeds you planted during the springtime and the performance of the summer. You may have decided to start a business or change your career path. During the spring, it may have just been a thought you brought over from the previous season and that thought gained roots during the late spring and by the summer you were blossoming. By late fall, the leaves fall off the trees in preparation for the next

season. As you continue this life's journey, you may find that some things needed to drop from your life. Remember the road to success leaves the baggage behind. Your harvest will require those leaves to fall to the ground and die so that you can reproduce greatness that is so powerful nothing can hold you back.

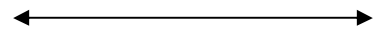
For you to reinvent yourself here on earth or within your destiny, you will need some leaves from your tree to fall on the ground. Those leaves falling to the ground will enable a new pathway for overwhelming accomplishments.

You need to have the intrinsic desire to move from one degree of breakthrough to a new degree of success. It should never be your thought process to remain stagnant. You have heard the saying that an idol mind is a devil's workshop. Our command through God from the beginning of time has been to go and multiply. From this you know that prosperity has always been in His plan

This season is allowing you to move strategically to a place of peace, comfort, blessings, exposure, and success. You may find the need to move slightly from your comfort zone as you prepare for your season of success. You may need to get others involved as you move your plan into action. You may need to trust someone other than yourself as your ideas begin to flourish. As you move from fall to the winter season, it is a time

for stretching out on faith so that you can regenerate your mind, body and spirit. You want to move into the season of new opportunities and possibilities that you are creating in your current season. It's your season for success!

The Believe Coach, Nicholas Dillon www.nicholasdillon.com. Try out a complimentary life coaching session with The Believe Coach at www.BelieveUniversity.net.



Ladder Safety

By: Safety Division

Ladders are used in most general industry and construction work. They provide us with a means of reaching locations too high to reach otherwise. They allow us to go down into trenches and excavations easily, and ladders help us gain access to the upper floors and roofs of buildings. Let's define a ladder as a very useful appliance consisting of two side rails joined at regular



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intervals by cross-pieces called steps, rungs or cleats, on which a person may step when ascending or descending from a given level. In other words, it's two pieces of material with rungs attached used to climb up and down.

Are you familiar with the various types of ladders? There are fixed ladders, extension ladders, and step ladders. These ladders can be made of aluminum, wood, metal, plastic or fiberglass. Fixed ladders are attached to a structure and not adjustable in length. An extension ladder is a non-self supporting, portable ladder that is adjustable in length. Then there are step ladders which are self supporting portable ladders that are not adjustable in length. When selecting a ladder you should consider the capacity of the ladder, its height and footing requirements, and whether it will be used inside or outside. Check the rungs on fixed ladders for damage and be sure they are securely attached before you climb.

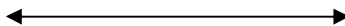
When you need an extension ladder, inspect it for defects before using it, and be sure to look for overhead hazards that may interfere with the set-up. Electrical wires and ladders don't mix! Extend the ladder to the required height and engage the extension hooks. Remember the 1 to 4 rule - the base of the ladder should be 1' away from the wall or support for every 4' of vertical extension (an angle of approximately 75 degrees). When using the ladder to access an upper level, be sure the

ladder extends 36' above the landing. Secure the ladder by tying it off to prevent shifting.

When using a step ladder inspect the ladder for defects, broken rails, and split steps, and ensure that the spreader lock works properly. Place the ladder on solid ground and secure the spreader lock. Fully extend and expand A-frame legs. Never stand on the top two steps; if you need to reach higher, get a longer ladder.

Never paint wooden ladders. Paint hides defects and hinders inspection.

It is easy to forget the dangers of using a ladder. We use them so frequently that we sometimes forget that serious injuries can and do happen while using ladders. If you use ladders, treat them with respect and always follow good safety practices. You do not need to fall very far to suffer a life-changing injury.



Combustible Dust Hazard Awareness

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Part 2

The Chemical Safety Board (CSB) has identified 281 combustible dust incidents between the years of 1980 and

2005 that led to 119 employee fatalities and 718 injuries. The incidents occurred in 44 states in many different industries, involving a wide variety of materials.

In 2003 alone, there were fourteen (14) employee fatalities that resulted from three (3) combustible dust explosion incidents.

Elements of a Combustible Dust Explosion

What causes combustible dust explosions? How is a combustible dust explosion ignited? The industry has developed a "Fire and Explosion Pentagon" to illustrate how the five factors involved in a combustible dust explosion interact.

Elements of a Fire:

- Combustible dust (Fuel)
- Ignition source oxygen in the air (Air = 78% N₂ - 21% O₂)

Additional Elements Needed For A Combustible Dust Explosion:

- Dispersion of particles in sufficient quantity and concentration
- Confinement of a dust cloud

Dust and Fire Pentagon

The addition of the last two elements to the fire triangle creates what is known as the "explosion pentagon." If a dust



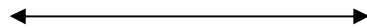
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cloud is ignited within a confined vessel, area, or building, it burns very rapidly and may explode. The safety of employees is threatened by the ensuing fires, additional explosions, flying debris, and collapsing building components. An initial explosion may shake loose accumulated dust, or damage a containment system (duct, vessel, or collector). If ignited, the additional dust may cause one or more secondary explosions. These can be even more destructive than the primary explosion due to the increased quantity and concentration of dispersed combustible dust.

Note: Previous articles are available on our website.



SURVEY

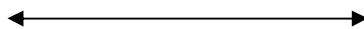
Is It Payday Yet?

When 2,175 hiring and HR managers were asked to name the biggest productivity killers in the workplace, the top 10 responses were:

1. Cell phones/texting
2. The Internet
3. Gossip
4. Social media
5. Email
6. Co-workers dropping by
7. Meetings

8. Smoke breaks/snack breaks
9. Noisy co-workers
10. Sitting in a cubicle

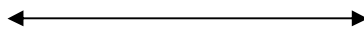
Source:
CareerBuilder, Chicago



INTERESTING FACT

\$3,500 - Total cost of replacing one \$8.00/hour worker when the expenses of recruiting, interviewing, hiring, training and initial reduced productivity are included.

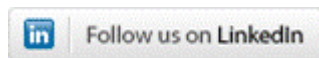
Source:
Society for Human Resource Management



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>



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.



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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

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.



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- Stress relieving exercises you can do at your desk.

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

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

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

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

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

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

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

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

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

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

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

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

Topics covered include:

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

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

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

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

This book provides the tools to help you:

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



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- 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.

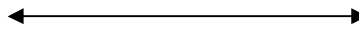
Experienced interviewers can make a costly mistake without proper preparation. The key to effective interviewing is the preparation. Reviewing mistakes that others have made during the interviewing process can teach you valuable lessons about what NOT to do.

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.

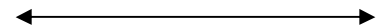
Our level of involvement ranges from complete management of your HR needs to providing project-based assistance to your in-house HR person, depending on your specific business requirements. These services range from basic policy development to in-depth HR strategic planning.

We begin with a comprehensive HR assessment of your current policies and procedures, then we provide a detailed analysis and a

"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-



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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.

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