



# JMT & Associates, LLC

*Human Resources & Safety Consulting*

(330) 231-1688 • (309) 423-3085 (fax)  
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## PEOPLE POINTERS

Volume 13, Issue 2 July 2016

### \*\*\* NEWS \*\*\*

#### Congratulations

John M. Turner, Ph.D., president, recently completed the following training courses:

- Advanced Safety for Public Employers. (Five day program presented by the Ohio Public Employment Risk Reduction Program - PERRP).
- Work Zone Traffic Control.
- Tree Work Essentials.
- Thermal Stress.

John said, "I like to attend new and different training classes to better serve our diverse group of clients."

#### Welcome

We are excited to announce that **Marc Snitzer, CIH, CSP, RS** has joined JMT & Associates, LLC as an independent safety and health consultant.

Marc has over 31 years of health and safety professional expertise in occupational safety and health hazards.

Marc most recently worked as an Industrial Hygienist, Safety and Health Compliance Officer for the U.S. Department of Labor - Occupational Safety and Health Administration (OSHA).

Marc earned a B.S. degree in Environmental Health Science from the City University of New York, York College.

Take a look at Marc's expanded bio of knowledge and skills at [www.jmt-associates.com](http://www.jmt-associates.com).

#### Worker Safety Violations

The federal government is launching an initiative aimed at putting more "bite" into penalties for alleged worker safety violations.

In a December 2015 announcement, the U.S. Department of Justice (DOJ) said it had developed a plan with the Department of Labor to prosecute alleged worker endangerment violations more frequently. OSHA violations would include: making false statements, obstruction of justice, witness tampering, conspiracy and environmental and endangerment crimes. Penalties can range from 5 to 20 years of incarceration plus significant fines.

#### New FMLA Poster

At the end of April, the Department of Labor (DOL) issued a new general Family and Medical Leave Act Notice poster. The new poster is available at [www.dol.gov](http://www.dol.gov). An FMLA-covered employer must post a copy of the general FMLA Notice in each location where it has any employees, even if there are not FMLA-eligible employees at that location.

Employers are allowed to post either the current poster or the new version. Employers are not required to change the current poster.

#### Silica Dust

The U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) recently announced a final rule to improve protections for workers exposed to respirable silica dust.

About 2.3 million men and women face exposure to respirable crystalline silica in their workplaces, according to the OSHA press release.

There are two new standards, one for construction and one for general industry and maritime. Employers covered by the construction standard have until



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June 23, 2017 to comply with most requirements. Employers covered by the general industry and maritime standard have until June 23, 2018 to comply with most requirements.

The key provisions include:

- Reducing the permissible exposure limit to 50 micrograms per cubic meter of air, averaged over an eight-hour shift.
- Requiring employers to use engineering controls and work practices to limit worker exposure.
- Provide respiratory protection when controls are not able to limit exposures to the permissible level.
- Train workers.
- Provide medical exams to highly exposed workers.

**Marc Snitzer, CIH, CSP, RS** - Independent Safety and Health Consultant - provides the following information to assist companies with complying with the new OSHA standard.

### **Where Can You Expect To Find Silica Exposures?**

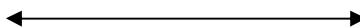
Anywhere that powdered materials are handled or solid materials are processed so that dust is generated. In these situations, you should determine if the dust contains Silica. A review of the Safety Data Sheet

(SDS) can help with this determination. It is important to remember that installed silica containing products are generally not hazardous; the hazard results when dust is generated and inhaled by a worker.

Some examples where silica exposures have been found include:

- Work with concrete, wall board or roofing materials.
- Landscape work.
- Abrasive blasting, used to finish or clean surfaces (either the media or the surface can contain silica).
- China and ceramics manufacturing or finishing.
- Installation and repair of refractory linings, in furnaces and crucibles.
- Hydraulic fracturing in the oil and gas industry.

Marc can be reached at [msnitzer@jmt-associates.com](mailto:msnitzer@jmt-associates.com).



### **On-line Injury Reporting**

On May 11, the Occupational Safety and Health Administration (OSHA) issued its final revised rule under the Injury and Illness Recordkeeping and Reporting standard. Effective January 1,

2017, the new rule will require electronic reporting of work-related injury and illness data that employers are already required to maintain. Without any personally identifiable information, this information will be made available to the public on OSHA's website.

Establishments with 250 or more employees will be required to electronically submit certain data from Forms 300, 300A and 301 on an annual basis.

Establishment with 20 to 249 employees in certain industries designated as particularly dangerous will be required to electronically submit certain data from Form 300A on an annual basis. Take a look at Appendix A of Subpart E of Part 1904 to see if your company is covered. Don't assume you are not on the list.

Covered establishments under the old rule - those with more than 10 employees - that do not meet the above thresholds will still be required to electronically submit data upon request from OSHA.

All establishments with more than 10 employees will be required to specifically inform employees of their right to report work-related injuries and illnesses without fear of retaliation by August 10, 2016. Be sure to document the training.





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### **Exempt or Not?**

The U.S. Department of Labor (DOL) issued the final rule revising the Fair Labor Standards Act overtime regulations.

The annual salary threshold for exempt positions will jump from \$23,660 to \$47,476 and will be updated every three years.

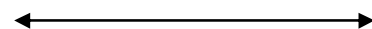
There will be no change in the duties test.

For highly compensated employees who may generally be considered exempt without regard to the duties test, the salary threshold goes from \$100,000 to \$134,004.

Nondiscretionary bonuses, incentive payments and commissions, paid at least quarterly, can account for up to 10 percent of the standard salary threshold.

The new rule takes effect on December 1, 2016.

If you have employees classified as exempt, be sure that they meet BOTH the salary and duties tests. Otherwise, you may need to reclassify them as non-exempt. Now is the time to conduct your review - do not delay!



### **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**

- ✓ The exposure to defamation claims can be reduced by formalizing your policies and practices for responding to requests for employment references.
- ✓ In order to prevent unwittingly making defamatory statements to prospective employers, all employment reference inquiries should be made by a trained person - ideally the HR professional.
- ✓ An employment reference should not be given without the written consent of a former employee. The consent should be obtained at the time of the departing employee's exit interview.

#### **General Industry Safety Checklist**

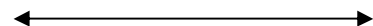
- ✓ In hazardous areas or where employees may be endangered by the blocking of any single means of egress

due to fire or smoke, there shall be at least two means of egress remote from each other.

- ✓ Exits and the way of approach and travel from exits shall be maintained so that they are unobstructed and are accessible at all times.
- ✓ All exits shall discharge directly to the street or other open space that gives safe access to a public way.

#### **Construction Safety Checklist**

- ✓ A fire extinguisher, rated not less than 2A shall be provided for each 3,000 square feet of the protected building area or major fraction thereof.
- ✓ Travel distance from any point of the protected area to the nearest fire extinguisher shall not exceed 100 feet.
- ✓ One or more fire extinguishers, rated not less than 2A shall be provided on each floor. In multistory buildings at least one fire extinguisher shall be located adjacent to the stairway.



### **Employee Training**

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

Part 4

#### **Establishing Training Objectives and Priorities**



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Once we identify the training needs, then we establish training objectives and priorities. We use a gap analysis method which indicates the distance between where the company is with its employee capabilities and where it needs to be. The gap is closed by setting the training objectives and priorities.

Three types of training objectives are set.

- Knowledge - impart cognitive information and details to employees.
- Skill - develop behavior changes in how job and various tasks requirements are performed.
- Attitude - create interest in and awareness of the importance of training.

The objectives set above will be used to determine the success of the training. The objectives that we set must be measurable.

The training objectives must be prioritized. Factors to consider are the set training budget and multiple training needs. We want to rank training needs based on the company's objectives. Quick, viable results can be achieved by conducting the training that is most needed by the company to improve performance.

### **Phase 2: Training Design**

Now that we have our training objectives established, we can begin to design our training. Training must be designed to address the assessed specific needs. Effective training design will consider three items.

- Learning concepts.
- Different approaches to training.
- Legal issues.

Let's look at the basic considerations when designing training.

#### **A. Employee Readiness**

Successful training requires employees to be ready to learn. This means having the basic skills necessary for learning, the motivation to learn and self-efficacy.

- Ability to learn requires employees to have basic reading and math skills, along with cognitive abilities.

If there are employees that lack these basic skills, there are several options.

- Offer remedial training.
- Hire employees with these skills.
- Work with the local schools to help better educate potential hires for jobs.

Motivation to learn is an employee's desire to learn the training content. This

motivation is influenced by multiple factors. These factors include personal career interests, personal value of learning, instructor's motivation and ability, co-worker encouragement, the physical classroom environment and the training methods used.

Self-efficacy is the employee's belief that he or she can successfully learn the material. They must believe it is possible to learn what is being taught. Trainers must use appropriate training techniques to address this perception. One-on-one instruction might be beneficial.

#### **B. Learning Styles**

Trainers must consider individual learning styles. Different employees will learn by different styles.

- Auditory learners - learn by listening to someone else talk to them about the training content.
- Tactile learners - must "get their hands on" the training resources and use them.
- Visual learners - think in pictures and figures and need to see the purpose and process of the training.

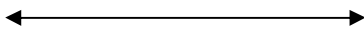
Effective training will include all of the above styles. Other issues to consider are culture, gender, race/ethnicity and age. Training adults takes special considerations. Malcolm Knowles studied adult learning. He suggests the following five principles for adult training.



1. Have the need to know why they are learning something.
2. Have a need to be self-directed.
3. Bring more work-related experiences into the learning process.
4. Enter into a learning experience with a problem-centered approach to learning.
5. Are motivated to learn by both extrinsic and intrinsic factors.

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

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



## **Developing Self-Acceptance**

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

When you accept yourself with all of your flaws and unique talents, the world seems to become a more accommodating place. You will find that some of the causes of your stress disappear and you can gain more joy on a daily basis.

Accepting yourself completely entails courage, wisdom and compassion. If you are plagued by negative emotions; such as, anxiety, jealousy, shame, anger, envy, or guilt, these may be signs of low self-esteem. To counter this, you can learn radical self-acceptance.

If you find yourself equating your worth with your achievements, love life or social status, what happens if these are someday diminished? After all, these are temporary conditions. Life has its ups and downs. Practicing self-acceptance will help prevent your self-worth from hinging on your current situation.

### **How Low Self-Esteem Can Hinder Self-Acceptance**

If you have low self-esteem, you can get mired in refusal to accept your own uniqueness and capability for transformation. You may be a perfectionist, and when things do not go well, you often tell yourself that you're not good enough. It becomes a vicious cycle of negative self-fulfilling prophecies. So what can you do to turn this around?

Suppose you start to appreciate the world around you. Then you are aware of your place. You realize that just as others are important to your well-being, your existence supports others, too. Since appreciation is a prerequisite for self-esteem, you're now well on your way to self-acceptance.

### **How to Develop Self-Acceptance**

To develop self-acceptance, you must believe in your intrinsic worth and uniqueness. There is no one else in the world quite like you and you're constantly changing and developing. Your value cannot be measured by how others perceive you.

You are also aware of the fallibility of human nature. No one is perfect. Even enlightened souls; such as, Christ and The Buddha had to struggle to achieve their goals. Likewise, you must also work to improve yourself. Let this be your joy.

When you make a mistake, refrain from judging yourself. Resist labeling yourself as a failure or a bad person because of past errors. You would not label your child a failure or a loser because he failed a test. Be compassionate with yourself too.

### **Accept Your Mistakes and Move On**

When you review your mistakes, you may feel remorse and disappointment, but these are healthy reactions. They will help you to change your behavior to something you like better.

Remorse and disappointment are different from self-condemnation, which can lead to depression, guilt and shame. These unhealthy emotions may cause you to give up or avoid facing your mistakes. Instead, look toward what you can do to change your actions next time.

Try these strategies to increase your self-acceptance:

1. Avoid excusing yourself from your mistakes. It's okay to tell yourself that you're human and prone to error, but if you use this to refuse to face your mistakes, you won't grow. Instead, work on improving yourself. This will



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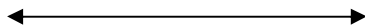
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help you accept what you did, but put it in the past and move on.

2. Use positive self-talk. Refrain from calling yourself names like "idiot," "total failure" or "loser." Get in the habit of complimenting yourself instead. Reinforce the qualities about you that you like by telling yourself things like "I can do this," "I'm good at this," "Forgiving others is perfectly like me," or "I can find a solution to this challenge."
3. Be tolerant and compassionate with yourself, just as you are with your friends. Judge your behavior, not yourself.

Following these guidelines will help you gain greater self-acceptance. It may take some practice to master these new ways of thinking about yourself, but the rewards will be worth it. Soon you'll be enjoying life more and find it more fulfilling than you ever imagined!

The Believe Coach, Nicholas Dillon [www.nicholasdillon.com](http://www.nicholasdillon.com). Try out a complimentary life coaching session with The Believe Coach at [www.BelieveUniversity.net](http://www.BelieveUniversity.net).



### Construction Equipment

By: Safety Division

On today's job sites, construction equipment is powerful and complex. Safe equipment operation requires complete control. The following are some general precautions which apply to most construction equipment.

Think safety! Plan the work and work the plan. Follow planned inspections and report or correct any unsafe conditions immediately. Don't be a show-off. It may impress others to be flashy and fast, but experienced operators know that a well balanced smooth work cycle gets more work done and prevents undue machine wear and accidents.

Be alert at all times and don't be distracted. If attention must be turned elsewhere, stop the machine.

Be a good housekeeper. Keep the deck operating area clean. Be sure shoes are clean and dry before operating machinery. Keep loose parts and tools in a tool box. Use only non-flammable solutions for

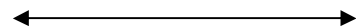
cleaning. Never leave trash in the operator's area.

Inspect wire ropes and hydraulic lines every day. Replace frayed, broken or kinked wire ropes before using your equipment. Check hydraulic lines for leaks and weak connections, and tighten or replace as necessary.

Inspect machinery daily. Check for loose, worn or damaged parts. Report any unsafe conditions immediately to your crew supervisor. Do not operate the machine until all problems have been corrected.

Replace all missing or broken guards and panels. Never alter guards and replace them after removing them during service. Guards are there to protect you. Never tamper with safety devices. Always make sure that all safety devices are in working order. Have a fire extinguisher on hand and know how to use it. Check your fire extinguisher monthly to be sure it is in working order. If there would be a fire, you don't want to discover that the extinguisher does not work!

**REMEMBER - CHECK  
YOUR EQUIPMENT  
EVERY DAY - YOUR LIFE  
DEPENDS ON IT!**



### Combustible Dust Hazard Awareness

By: Jeffery K. Dennis, MS, CSP,  
CHMM, CET, CIT, CSSM, WSO-CSE  
Industrial Safety Solutions, Inc.  
President



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*Part 3*

### **The National Fire Protection Association (NFPA) standards**

NFPA 654, Standard for the Prevention of Fire and Dust Explosions from the Manufacturing, Processing, and Handling of Combustible Particulate Solids.

NFPA 664, Standard for the Prevention of Fires and Explosions in Wood Processing and Woodworking Facilities.

NFPA 61, Standard for the Prevention of Fires and Explosions in Agricultural and Food Processing Facilities.

NFPA 484, Standard for Combustible Metals.

NFPA 655, Standard for the Prevention of Fires and Explosions.

### **Facilities That Are Most Susceptible To Combustible Dust Explosions**

There are several materials that can produce combustible dust; they include, wood, plastics, coal, sugar, paper, soap, dried blood, certain textiles, and metals (such as aluminum and magnesium). There is a wide array of materials that may need combustible dust remediation within several industries. Some of these industries include; pharmaceuticals, tobacco, fossil fuel generation plants, coal, pesticides, furniture, wood,

paper, grain, food (e.g. sugar, candy, flour, feed, etc.), dyes, metals (e.g. iron, aluminum, zinc, chromium, and magnesium), chemical, plastics, durable goods, and rubber.

### **Preventing Combustible Dust Explosions**

In 2007 OSHA put into place its Combustible Dust National Emphasis Program (NEP) to inspect facilities that produce combustible dust and pose the potential threat of a dust explosion. NEP focused on 64 industries (SICS / NAICS) including many of the aforementioned industries. The NEP inspections found an average of 6.5 Federal Violations per facility compared to other facilities (noncombustible dust handling facilities). Some of the common findings were improper housekeeping of the combustible dust and the use of compressed air by the facility's staff to clean the combustible dust which could lead to a dust cloud and result in an explosion if an ignition source is present.

Housekeeping - Police your work area. Routinely clean all dusts that are accumulating in the work area. Properly dispose of such dusts in a designated dust collection/disposal area. It is **EVERYONE'S RESPONSIBILITY** to perform combustible dust control/housekeeping. Ventilation systems, pneumatic systems, and wet suppression systems are common "engineering controls." Control All Ignition Sources - Perform an assessment of your

work area to identify all potential ignition sources:

Open flames, sparks, electrical, static sparks, heat, mechanical, chemical, and physical issues (Radiant heat) may all be present in the workplace. Work with your supervisor and safety professional to control each potential ignition source.

Observe and Report - All problem areas in your work area where combustible dusts routinely collect to your supervisor. Supervisors should report these "problem areas" to the facility maintenance/engineering and the safety professional. Engineering controls may be developed and implemented to control the generation of the dusts or the prompt removal of the dusts, in order to prevent a possible explosion. Work together to prevent combustible dust issues. Inspect your work area for the warning signs of a combustible dust issue outlined above.

### **Sources:**

Jeffery K. Dennis, MS, CSP, CHMM, CET, CSSM, WSO-CSE

<https://www.osha.gov/dts/shib/s hib073105.html>

<https://www.osha.gov/dsg/combustible dust/index.html>

<https://www.osha.gov/Publications/combustible dust poster.pdf>

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



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### SURVEY

#### Rejected!

According to a multiple-response survey of 872 workers, the top five reasons for applicants to turn down job offers are:

- Pay - 61%
- Work schedule - 42%
- Available hours - 41%
- Advancement - 28%
- Transportation - 19%

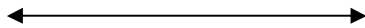
Source:  
Express Employment Professionals,  
Oklahoma City



### INTERESTING FACT

Six hours is the optimal amount of time to spend with your immediate boss each week, according to a survey of 32,410 American and Canadian executives, managers and employees.

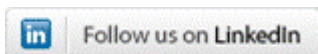
Source:  
Leadership IQ, Atlanta



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



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

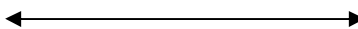


[www.facebook.com/pages/JMT-Associates-LLC/144214645671881](http://www.facebook.com/pages/JMT-Associates-LLC/144214645671881)

#### 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](http://www.jmt-associates.com) (Click on the link located on the left-hand side of the home page.) to read about the latest developments.

#### Mechanical Power Presses

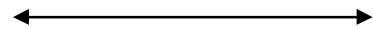
Do you have a mechanical power press? As you know, mechanical power presses can be very dangerous. The OSHA standard is complicated and can be confusing. We can perform a comprehensive safety audit and determine if you have any safety hazards and if you are complying with the OSHA standard.

#### Monthly HR & Safety Programs

JMT & Associates, LLC offers a monthly HR program and a monthly safety program (general industry and construction) specifically designed for the small business. A comprehensive, customized program is offered for low monthly payments.

#### 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





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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.
- 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.



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- 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.
- 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.



# JMT & Associates, LLC

## Human Resources & Safety Consulting

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- Americans with Disabilities Act interviewing.
- Questions not to ask during an interview.
- Sample interview questions.

Please visit our website at [www.jmt-associates.com](http://www.jmt-associates.com) or send us an email for additional information.



### ABOUT US

JMT & Associates, LLC is a full service Human Resources (HR) and safety solutions provider. We partner with small, mid-size, and large companies to develop and improve HR processes and procedures. 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

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