



JMT & Associates, LLC

Human Resources & Safety Consulting

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PEOPLE POINTERS

Volume 9, Issue 1 January 2012

*** NEWS ***

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 2011 from February 1, 2012 thru April 30, 2012. 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.



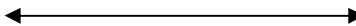
Safe Driving

OSHA Assistant Secretary Dr. David Michaels sent a clear message in his October 20 blog post that employers must neither require nor condone their workers sending or reading text or e-mail messages while driving.

Michaels reminded employers in his blog post, "Companies are in violation of the Occupational Safety and Health Act if, by policy or practice, they require texting while driving, or create incentives that encourage or condone it, or they structure work so that texting is a

practical necessity for workers to carry out their job. When OSHA receives a credible complaint that an employer requires texting while driving or organizes work so that texting is a practical necessity, we will investigate and where necessary issue citations and penalties to end this practice."

How does your company measure up?



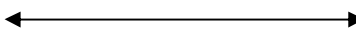
Ohio Minimum Wage Goes Up

Ohio's minimum wage is set to increase by 30 cents to \$7.70 an hour at the start of 2012.

The \$7.70 rate applies to workers 16 and older who don't get tips. The wage for tipped employees will be \$3.85, a 15 cent increase.

The wage will be required from employers who gross more than \$283,000 annually, up from the current \$271,000.

For employees at smaller companies and for 14 and 15 year old workers, the minimum wage is set to match the federal minimum wage, currently \$7.25 per hour.



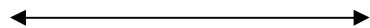
Hire Heroes Act

On November 21, President Obama signed into law the VOW to Hire Heroes Act of 2011. This legislation encourages the hiring of military veterans.

This new law contains several key provisions, including a new hiring credit.

If you are going to be hiring in the future, you should become familiar with this new law.

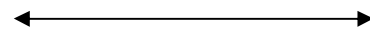
Support our veterans!



NLRB Poster

On December 23, the National Labor Relations Board (NLRB) announced that it is again postponing its requirement that employers post a notice informing employees of their labor law rights under the National Labor Relations Act.

The new requirement will now take effect April 30, 2012.





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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.

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

- ✓ An employee handbook is an essential component of your human resources program. Be cautious - an improper or out-dated handbook can be used against you. When was your handbook last reviewed and updated?
- ✓ Fair Labor Standards Act - minimum wage, overtime pay and job classification. It is easy to make a mistake when administering this regulation. A careful review on a regular basis is very important. Do you have a non-compliant work practice that you don't even know about? It is better to audit yourself to find out now rather than during an official government audit.
- ✓ Payroll record maintenance is very important. Individual documents must be maintained for specific

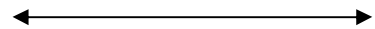
periods of time. You will be asked to produce these records in the event of an audit. Do you know how long you must keep each document? Do you have all of the required documents available should you need them?

General Industry Safety Checklist

- ✓ The piped systems for the in-plant transfer and distribution of nitrous oxide shall be designed, installed, maintained, and operated in accordance with Compressed Gas Association pamphlet G-8.1-1964.
- ✓ Oxygen cylinders in storage shall be separated from fuel-gas cylinders or combustible materials (especially oil or grease) a minimum distance of 20 feet or by a noncombustible barrier at least 5 feet high having fire-resistance rating of 1/2 hour.
- ✓ Whenever service or maintenance is performed on machines and equipment, it must be done with the machine or equipment stopped and isolated from all sources of energy. The energy-isolating device for that machine or equipment must be locked out or tagged out in accordance with a documented procedure. Periodic inspections of the use of the procedures must be conducted at least annually to ensure the continued effectiveness of the program.

Construction Safety Checklist

- ✓ Any container used to distribute drinking water shall be clearly marked as to the nature of its contents and not used for any other purpose.
- ✓ An adequate supply of potable water shall be provided in all places of employment.
- ✓ Portable drinking water containers shall be capable of being tightly closed and equipped with a tap. Using a common drinking cup is prohibited. Where single service cups (to be used once) are supplied, both a sanitary container for unused cups and a receptacle for used cups shall be provided.



A Business Case For Work-Family Programs

By: Bonnie L. Thompson, M.A.O.M.
Independent Consultant

Work-family programs are optional programs that go beyond the basis requirements of the Family and Medical Leave Act (FMLA). These programs share the same goal as FMLA, of supporting employee's family demands. They include programs such as paid/unpaid elder care leave, flexible spending accounts for dependent care, elder care resource and referral, child care



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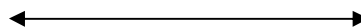
resource and referral, flexible elder care, and on-site child care. Such work-family programs are offered by organizations that believe doing so will benefit the business and enhance employee commitment and performance.

Research on this topic has yielded the following findings:

1. Merely offering work-family programs is related to greater perceptions of organizational support for family, and these perceptions of support improve job attitudes and performance.
2. Employees who use work-family programs have lower work-to-family conflict than those who do not. Employees with lower work-to-family conflict have more positive work attitudes and perform better at work.
3. The influence of work-family program availability on outcomes is stronger than the influence of work-family use on outcomes. Thus, offering work-family programs can result in improved attitudes and performance, even when the use of the program is low. Offering work-family programs may have a positive effect on work-related outcomes regardless of whether an employee personally benefits.
4. Offering more work-family programs yields better results. The influence of offering work-family

programs on attitudinal and behavioral outcomes is stronger when more programs are offered than when fewer programs are offered. Offering a variety of programs that address a broad spectrum of work-family issues is likely to result in the most favorable outcomes.

Making work-family programs available appears to have a positive influence on employee attitudes and job performance. Moreover, although work-family program use relates to improved attitudes and performance, even just the mere availability of these types can have positive outcomes on employee performance. Thus, making work-family programs available may lead to favorable outcomes for organizations even when use of these programs is low.



Employee Compensation Management

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

Part 4

Compensating Expatriates

The typical components of expatriate compensation include:

- Home leaves and travel allowances.
- Foreign service and hardship premiums.

- Relocation and moving allowances.
- Housing and utilities allowance.
- Cost-of-living adjustments.
- Tax equalization payments.
- Educational allowances for children.

There are two approaches to international compensation for expatriates.

The balance-sheet approach –

This compensation plan equalizes cost differences between the international assignment and the same assignment in the home country of the individual or the company.

Global market approach –

This approach views international assignments as continual, not just temporary, if they make take employees to different countries for different lengths of time. This approach attempts to be more comprehensive in providing base pay, incentives, benefits and relocation expenses, regardless of the country to which the employee is assigned.

Market Competitiveness and Compensation

This is a major concern for all employers, whether globally, domestically or locally. Each company must decide where



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they wish to be positioned in the labor market.

There are three basic options you can select from.

Meet the market strategy –

Pay scales are positioned so that 50% of other companies pay above and 50% pay below the scale. This strategy attempts to balance employer cost pressures and the need to attract and retain employees.

Lag the market strategy –

Pay scales are positioned so that 75% of other companies pay above and 25% pay below the scale. This approach may be used in several situations:

- You may not be able to pay more.
- There is an abundance of workers available.

There are several disadvantages to this approach:

- Higher employee turnover.
- Difficulty attracting and retaining quality employees.

Lead the market strategy -

Pay scales are positioned so that 25% of other companies pay above and 75% pay below the scale. This strategy enables you to attract and retain qualified employees. It also allows you to be more selective when hiring. The obvious disadvantage is the higher labor cost.

How do you decide which strategy is best for your company?

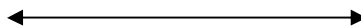
Several factors should be considered:

- The financial resources of your company.
- Competitive pressures.
- Market availability of employees.

Choosing a particular strategy means identifying at what broad level you will set the compensation levels. Individual employee pay levels will vary depending on individual employee performance and experience level. Other factors may be considered, depending on how you structure your pay raise program.

This article will continue in our next newsletter edition.

Note: Previous articles are available on our website.



Working In Cold Environments

By: Vicki Hershey
Independent Safety Consultant

How does your body react to cold temperatures? Know the health risks associated with working in a cold environment. Learn to understand simple weather warnings that may help you plan your work day if your work activity includes activity in below normal temperatures. A person can become *acclimatized* to cold temperatures, but it takes time.

At very cold temperatures, the most serious concern is the risk of hypothermia or dangerous overcooling of the body or frostbite or freezing of the exposed extremities, such as fingers, toes, nose and ear lobes. Hypothermia could be fatal in absence of immediate medical attention. It's important to be aware of the early warning signs and symptoms of cold exposure and how to prevent problems. Shivering is usually the first sign of dangerous cold exposure. As the body is trying to generate its own heat you will develop uncontrolled muscle contraction. Shivering should be your first warning to seek shelter and warm up your core temperature.

Frostbite Symptoms: Pain, burning, numbness, tingling, skin turns hard and white, skin starts to peel or get blisters, skin starts to itch, skin gets firm, shiny, and grayish-yellow.

Frostbite Treatment: To help a frostbite victim, get the person to a warm, dry place and remove constrictive clothing. Raise affected areas and apply warm, moist compresses to these areas. Do not rub frostbitten areas or apply direct heat.



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Hypothermia Symptoms: Shivering, cold sensation, goose bumps, confusion, numbness, intense shivering, lack of coordination, sluggishness, violent shivering, difficulty speaking, mental confusion, stumbling, depression, muscle stiffness, slurred speech and trouble seeing, unconsciousness.

Hypothermia Treatment: At the first sign of hypothermia take the person to a dry, warm place or warm the victim with blankets, extra dry clothing or your own body heat.



Where Are You Headed In 2012?

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

It is that time of the year again and I am sure many of you are thinking about what you will do differently in the coming year. You may have considered things such as changing yourself mentally, physically, financially and even finding yourself in a better relationship. Statistics would suggest that after about six months into the year many of you will drop off the map or what I call your resolution of progress.

Considering the fact that you are the masterpiece of your own life, I challenge you to take a look at your "THINKING" for the year in 2011. How much of your time was spent on "self-

defeating" thoughts? As you reflect on those negative thoughts, you will note that they were followed by little to no results worth mentioning for the year. Now, picture the alternate perspective....How much of your time was spent on positive thinking and self-talk? As you recall those moments, you will also find that those may have very well been your happiest, productive, and healthiest times. All of the goals and accomplishments you had this year are a direct result of your thoughts, commitment, desire, and move to action. Remember, we are not disturbed or distracted by what happens to us in life; but by our thoughts about what happened.

Just think about it. How much action takes place in you beyond your thoughts? Even when we hear words of inspiration or read a heart wrenching novel or poem that touches our spirit, it is honestly what our mind perceived from what we saw or heard followed by the meaning that was expressed in us emotionally.

As you go forward in a new year of promises and possibilities, beyond setting goals to say stop smoking, become debt free, lose weight, or make a career change; I would like you to simply consider your thoughts as a powerful tool to take you to the next level. I want you to look past the need to see immediate change or gratification and focus your thoughts on how the successful results will look and feel for you. Your thinking then

becomes the momentum and motivation you will need to achieve your goals. Trust me, changing your thinking will take no time out of your day because it is all in your subconscious. You just keep feeding your mind with positive self-talk and affirmation and before you know it, your thinking has changed and you will realize the power you have over your mind.

I myself am planning my speaking tour for 2012 and my book has not been released as of yet. I am already thinking and visualizing myself in front of excited audiences speaking a word of change and inspiration that I know already will make a difference in someone's life. This thinking today has created my marketing drive I have in motion right now for the success I am already claiming!



New Employee Orientation

By: John Prpich, President
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Part 3

Hard To Do's require a significant commitment

- Does your company have a Mission, a Vision and Values? Are they important, if so, how do you know? The worst thing that can happen with a new employee is to have them



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hear one message and see contrary behavior.

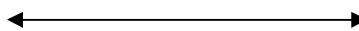
- Do you offer developmental opportunities for your management, if not, they are going to leave, it's one of the top five reasons why supervisors and above, leave their organizations.
- Do you have leaders that are problematic for their team, why do you continue to employ them, they're smart or they're good at what they do. The irony in this statement and I've heard it quite often is this, what they should be good at doing is leading their team, that means being able to play nice and motivate.
- Rewards and recognition play a significant role in driving organizational engagement. People want to know that they are adding value and making a contribution. Nobody wants to work for an organization that can't make a simple effort to recognize employee's contributions.
- Performance management is becoming an organizational curse. If your process isn't deemed fair, consistent and subjective, you'll have a problem, guess what, you have a problem. There is a simple solution, and it only requires your commitment.
- Career growth is another critical element in retention. If there is no

opportunity to grow or increase my responsibilities, then I'll be moving on, sooner than later. On average most employees only stay 2-3 years, once they've learned everything you have to offer, there is no reason for them to stay, guess what, they're right.

We tend to look at human resource processes as being individual, not realizing that they're integrated and one process relies on the other. What if you have the best talent selection system, but your culture is toxic and there is no opportunity for growth, your talent will leave. What if you have great developmental programs, excellent compensation, but offer little in the way of rewards and recognition, your talent will leave. The variations are almost mind numbing, but the data bears out the reality.

We often want to believe that we have the talent within the organization that can develop a dynamic orientation or on-boarding experience. Oddly enough, that's the exception to the rule. Don't be afraid to source out the expertise, remember, if you do it right the first time, you won't have to keep on doing it, over and over again.

Note: Previous articles are available on our website.



Over Coming Limiting Behaviors and Habits

By: Bill Smith, MEd, MHA, FACHE,
CSC
President of Pinnacle Coaching Services,
LLC.
pinnacle@columbus.rr.com.

Making meaningful, difficult decisions can often be minimized by recognizing limiting behaviors and habits. When senior organizational executives are involved, the failure or timeliness to act can often have far reaching consequences.

The following are a few real life examples of limiting behaviors and habits:

- Fear of failure or acceptance.
- Limited consideration of options.
- Setting unrealistic or unclear expectations.
- Accepting the usual results.
- Lack of delegation.
- Failure to implement change.

Many executives have a fear of failure which often stems from a fear of acceptance. These leaders are so sensitive to their peers and what others will think that they become almost paralyzed, and unable to make decisions. A proven technique to overcome this limiting behavior is to make incremental decisions. Take things portion by portion, one step at a time;



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learn what could be accepted within your organization.

Consideration of options and contingencies is critical to successful leadership. I find many perplexed leaders have not adequately explored enough alternatives for resolution of a particular issue or problem. It is often helpful to consult with a third party, even outside your organization, for additional options and insights for problem resolution.

The first step for minimizing limiting or undesirable behaviors during goal setting or project initiation is to set clear, realistic expectations. This involves careful, thorough communications; a sincere commitment from all parties involved; and, mutual understanding of the associated consequences. It is always beneficial to periodically follow-up to ensure intermediate benchmarks are achieved and producing the desired outcomes. My experience is that too many organizational leaders accept the same old standard or usual results time after time. Accepting the norm is a habit that is not progressive enough for most organizations to succeed in today's fast paced business world. Bringing something new to your areas of responsibility is a sign of leadership growth. It will take time and research, but such innovations can yield a value-added program or service.

The nemesis for many executives that significantly limits their success is delegation.

Even though a particular executive may have very capable subordinates, they fail to delegate and develop their direct reports. There are many fears associated with this limiting habit but it can be minimized by developing trust with subordinates. Your first action is to trust yourself to know when, what and to whom you can delegate. Successful delegation may take some time, trial and error; but the rewards are many.

Finally, failure to implement constructive change is common and a very limiting behavior. With mandates from complex regulatory agencies, as well as internal organizational resistance, there are plenty of obstacles to inhibit change. This is where a "champion" is needed. A leader's job is to find and provide support to that champion, perhaps even themselves, to accomplish a proposed change.

There are significant limiting behaviors and habits that occur in many organizations. Taking time and effort to address them can lead to much improved outcomes and continued organizational success.

SURVEY

Room For Improvement

When 904 workers in North America were recently asked:

"Do you plan to pursue new job opportunities as the economy improves?" they responded:

- 60% - Yes, I intend to leave
- 21% - Maybe, so I'm networking
- 13% - No, I intend to stay
- 6% - Not likely, but I've updated by resume

Source:
Right Management, Philadelphia

INTERESTING FACT

The average employee worries about personal job concerns, such as layoffs, 2.8 hours a day.

Source:
Lynn Taylor Consulting

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.

We welcome the following consultants to our network membership. Review their company profiles on our website.



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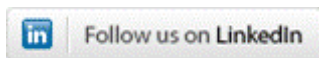
Rhandalee Hinman - Hinman and Associates, Wichita, Kansas.

Bryon Lundell - Beacon Consulting, Phoenix, Maryland.

Social Media

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

Please visit us at the following social media sites:



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



www.twitter.com/JMTHR



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

SKYPE: JMT-001



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



Mechanical Power Presses

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

Monthly HR & Safety Programs

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

Construction Safety Training

JMT & Associates, LLC is now offering OSHA 10 hour and 30 hour construction industry outreach training programs.

Educational Books

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

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

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

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

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

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

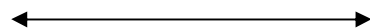
“How Are Your Employees Performing? Employee Performance Appraisals – Book 1.”

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

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

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

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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.

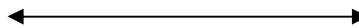
Our level of involvement ranges from complete management of your HR needs to providing project-based assistance to your in-house HR person, depending on your specific business requirements. These services range from basic policy development to in-depth HR strategic planning.

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 company is advised to utilize the services of a competent legal professional.

While the information in this newsletter has been compiled from sources and documents believed to be reliable, its accuracy is not guaranteed, nor is any responsibility assumed or implied for any damage or loss resulting from inaccuracies or omissions.

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jmt@jmt-associates.com