



JMT & Associates, LLC

Human Resources & Safety Consulting

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PEOPLE POINTERS

Volume 9, Issue 2 April 2012

*** NEWS ***

JMT & Associates, LLC Marks Tenth Anniversary

Company celebrates a decade of delivering the highest quality human resources and safety consulting services.

Wooster, Ohio - JMT & Associates, LLC, a full-service human resources and safety consulting firm, is celebrating its tenth anniversary of assisting clients solve their "people problems," reduce business risk, lower operating costs and eliminate business hassles.

Founded in 2002, JMT & Associates has developed a niche market of small- to mid-sized companies in a variety of industries working to improve business value through effective human resources and employee safety management. The company has experienced positive growth, despite a volatile economic climate, in sales, new clients and associates during the past 10 years.

President John M. Turner, Ph.D., said, "We are seeing more and more business owners interested in effectively managing their people assets and providing a safe, OSHA compliant work environment for their employees. Considering

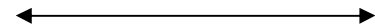
the many government regulations that apply to today's businesses, you can no longer just look the other way. We partner with our clients to work as a team to accomplish these goals."

Turner said, "Clients trust us and retain our services because we are reliable, timely, current and consistent, and that's been a major factor behind our continued growth. I am extremely grateful to our clients and associates who have helped us achieve this milestone. We look forward to sharing continued success over the next 10 years."

The future holds significant growth potential, according to Turner. "Opportunities are available to grow the firm with additional human resources consultants, safety consultants and sales professionals. The company plans to accelerate client growth and continue to develop strategic partnerships with complementary service companies," noted Turner.

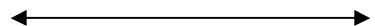
JMT & Associates, LLC's mission is to partner with its clients to maximize the potential of their greatest asset -- their employees. JMT and Associates strives to develop, implement and support programs and processes which add value to our clients' businesses by aligning human resources skills, talent and motivation with their

business goals. JMT and Associates delivers services aligned with its clients' key business drivers and their management style, with a focus on the needs of their customers, employees and stakeholders. JMT & Associates will be the source of information and expertise for human resources and safety issues through customer service, accuracy, timeliness and integrity.



FMLA Forms

The Department of Labor has issued new FMLA forms to be used by employers when employees request leaves of absence for medical reasons. The forms are identical to those they replace and have an expiration date of February 28, 2015. You must remember to include the mandatory language relating to the disclosure of genetic information required by the Genetic Information Non-Discrimination Act ("GINA"). This language must be included in any request for medical information.



Fee Disclosure

The U.S. Department of Labor's (DOL) Employee Benefits Security Administration (EBSA)



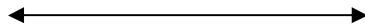
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has published the final rule for "Reasonable Contract or Arrangement Under Section 408(b)(2) - Fee Disclosure" on February 3, 2012. The final rule is intended to provide employers that sponsor retirement plans with information about the administrative and investment costs associated with providing such plans to their workers. It includes a three-month extension in the effective date for service provider fee disclosure to plan sponsors. The deadline is July 1, 2012 for new and existing contracts or arrangements between service providers and plans covered under the Employee Retirement Income Security Act (ERISA).

A fact sheet on this regulation is available on EBSA's website.



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

✓ Do you have a written timekeeping policy? If so, have you communicated it to your employees? How often do you remind them of your policy? It should include various procedures; such as, compensable working time, off-the-clock work and reporting procedures. Other items may need to be included depending on your specific situation.

✓ When was the last time that you trained your supervisors on proper timekeeping practices? One simple mistake by your supervisor could be very costly. Basic training is a must for all supervisors.

✓ Are you required to have your employees review and sign their weekly time record? What are the advantages to you by having your employees verify the accuracy of their time worked? What are the risks if you don't? With the advances in technology, we are seeing less and less of the paper timecards. How should you apply this practice under the new technology?

General Industry Safety Checklist

✓ Cranes (overhead and mobile), hoists and derricks - All functional operating mechanisms, air and hydraulic systems, chains, ropes, slings, hooks and other lifting equipment shall be visually inspected daily.

✓ Complete inspection of the crane shall be performed at 1 month to 12 month intervals depending on its activity, severity of service and environmental conditions. The inspection shall include the following areas: deformed, cracked, corroded, worn or loose members or parts; the brake system; limit indicator; power plant and electrical apparatus.

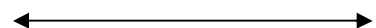
✓ Unsafe conditions disclosed by the inspection requirements shall be corrected before the operation is resumed and the crane shall not be operated until all guards have been reinstalled.

Construction Safety Checklist

✓ Employers must provide either ground-fault circuit interrupters (GFCIs) or an assured equipment grounding conductor program to protect employees from ground-fault hazards at construction sites.

✓ Lamps for general illumination must be protected from breakage and metal shell sockets must be grounded.

✓ Portable lighting used in wet or conductive locations, such as tanks or boilers, must be operated at not more than 12 volts or must be protected by GFCIs.





Employee Compensation Management

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

Part 5

Competency-Based Pay

Most compensation programs reward employees for performing their assigned tasks. Base pay rates are determined by the job requirements. Employees receive more pay for doing jobs that require a greater variety of tasks, more knowledge and skill, greater physical effort or more demanding working conditions. Some compensation programs focus on competencies rather than the tasks being performed.

Competency-based pay rewards employees for the capabilities they demonstrate and acquire. Because competencies are basic capabilities that can be linked to enhanced performance, paying for competencies rewards employees who exhibit more versatility and continue to develop their competencies. Employees start at a base rate of pay and receive increases as they learn to do other jobs or gain additional knowledge and skills.

This type of compensation system requires management commitment to this different pay philosophy. A key component is the identification of the required competencies for all of your different jobs. Proper training of your employees in the identified

competencies is very important to the success of this approach. This system requires significant investment of management time and a commitment to the philosophy.

Individual vs. Team Rewards

Many companies are using a team-based compensation approach. The challenge is how to develop a compensation program that builds on the team concept. Particularly, how to compensate an individual employee whose performance may also be evaluated on how well the team performs. Paying everyone on a team the same pay rate, even though they demonstrate different competencies and levels of performance, can create concerns for many employees.

One approach is to use team rewards as a variable pay above the base pay rate.

Compensation Fairness

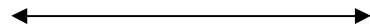
Employees expect to receive a fair pay rate for their efforts. The extent to which they perceive their compensation to be fair, will affect their performance, as well as, how they see their job and employer.

Equity is the perceived fairness between what an employee does and what he/she receives. Employees will judge their pay equity by comparing what they do against the effort and performance of others and what they do. Keep in mind that these comparisons are based on individual perceptions and not

necessarily on facts. A sense of equity is achieved when a balance is perceived.

This article will continue in our next newsletter edition.

Note: Previous articles are available on our website.



Tornado Preparedness

By: Vicki Hershey
Independent Safety Consultant

As an employer, are you prepared? Do you have a tornado preparedness plan? Tornado season is typically from March to May for southern states, and hits a peak in June or July for northern or midwestern states. Let's review some basic essentials needed to implement and maintain a reliable plan that meets OSHA's requirements. A plan that could save a life, including your own.

Tornado Preparedness:

Make sure all associates know and understand what type of alarm your company uses.



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1. Types of alarms:

- A sound alarm – a loud siren type of alarm - Alarm locations identified.
- Emergency flashing lights – red, blue, etc. - Visual effects are good for hearing impaired persons. Should be activated by alarm system.
- A town crier – someone designated to go throughout the plant alarming everyone.

2. Ensure tornado “safe zones” are determined and clearly identified. Tornado safe zones are usually protected by load-bearing walls, away from windows and where a roof is securely fastened.

3. Ensure a helper is assigned to any person needing special assistance such as hearing impaired, blind, wheel chair associates, elderly, etc.

4. Ensure you assign lead persons to take attendance in all safe zones to make certain no one is missing.

5. Ensure a weather radio tuned to the National Weather Service severe weather announcement system is available and in good working condition, or a television or radio is tuned in to a local weather station for current updates.

6. Ensure all associates are trained on # 1- 5 above annually.

Contingency Plans

Some facilities develop a written contingency plan that provides specific instructions on shutting down utilities, equipment, including office equipment such as computers, turning off lights, checking windows and doors, etc. This usually involves a chosen group of associates who are trained, meet regularly to make any necessary updates to the plan due to facility changes, and who practice the plan on a regular basis. Contingency plans can save lives and a great deal of money and damage.

A Sudden Tornado Without Warning

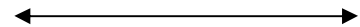
All associates should be trained that if a sudden tornado occurs without time to carry out the normal procedure, they should take cover under a sturdy object like a desk or table, machine, conveyor or an interior windowless room such as a bathroom, if necessary. If outside the facility, associates can seek shelter by lying down in a ditch or ravine and covering their head.

After Its Over

Associates should remain in the safe zone until trained personnel can check the facility for damage including structural, gas leaks, electrical damage, etc. If the facility exhibits damage where returning to work may be unsafe, associates should be instructed to leave the facility and watch out for unstable objects or damaged electrical wiring.

If leaving could result in a safety issue, call the local law enforcement or fire department for help.

Anyone Missing - Call 911!



Excellence or Perfection, Which Do You Prefer?

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

There's a huge difference between doing something well and doing it perfectly. Attempting to be perfect can bring on feelings of inadequacy and even interfere with completing important projects.

Excellence, on the other hand, is attainable and is always more than good enough.

Eliminate the idea of perfection from your life and you'll see your productivity soar. For example, a poorly written, but complete, book can still be published. But a perfectly composed book that's only half-finished is essentially worthless. Of course, there's a middle ground between poor and perfect. And that terrain includes excellence.

The problem with perfection is that it can never be truly attained.



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So, in pursuing perfection, not only are you doomed to fail, but in the end, you also might have nothing to show for your efforts.

The Law of Diminishing Returns

Apply the Law of Diminishing Returns to striving for perfection:

Imagine if you spent 25 hours on a two-page paper for a college class. Would you get an A? I would certainly hope so, but what else may have suffered because of it? What about your other classes and obligations? Maybe instead you could have done something enjoyable. The other thing to consider is this: could you have gotten an A with two hours of work? Or five?

From a practical standpoint, the same results can often be attained with much less time and effort.

There is nothing to be gained by spending more time on something than truly needed. If you spent six hours washing and waxing your car and your neighbor spent two hours on his, do you think anyone could tell the difference a week later? More importantly, what else could you have accomplished with those extra four hours? Life is short, and there's a lot to do. What else could you do with your time besides trying to be perfect?

Pursuing Excellence Instead

Of course, you'll want to decide on the level of excellence you

wish to attain before getting started on a project. Everything you do should have standards that you strive to attain. If you choose your benchmark of completion properly, there's never a good reason to go beyond that point.

What exactly is excellent, anyway? In our discussion, *excellent means that the task was completed at a high enough level that there's no cause for concern.* You know your work will meet whatever requirements are put upon it. Regardless of the nature of the task, you know that it's done well enough and you have zero concerns about it.

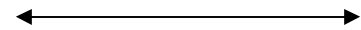
When deciding how well a project really needs to be done, consider the possible outcomes if the task is completed at various levels of quality. Obviously, a surgical instrument requires a much higher level of quality than a spoon.

Once the proper level has been set, you now have a target, a goal that's been chosen with some thought and intelligence. Now, simply *perform the task to that level and stop.* That task is completed, and it's time to do something else.

Giving up a habit of pursuing perfection might seem challenging.

However, you'll be happier, more productive, and you'll maintain your sanity much more easily by striving for excellence instead.

Focus on exceeding expectations. In terms of time, quality, and productivity, excellence always wins in the end.

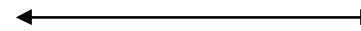


SURVEY

Violence At Work

According to a survey of 1,000 Americans, 26 percent say they seriously thought, at least once, that someone in their workplace was capable of mass violence.

Source:
Rasmussen Reports, Asbury Park, N.J.



INTERESTING FACT

When employees at more than 1,500 organizations were asked about stress at work, 29 percent reported they come to work "too stressed to be effective" on five or more days per year.

Source:
ComPsych, Chicago



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-



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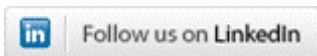
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hand side of the home page.) to read about the latest developments.

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.

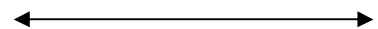
“How Are Your Employees Performing? Employee Performance Appraisals – Book 1.”

“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.

Guest Authors: Articles written by guest authors express their own views and information. JMT & Associates, LLC in no way endorses or is responsible in any way for the content or views of their articles.

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