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PEOPLE POINTERS

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Managing Change

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Change is uncomfortable for most people. Even if things are difficult, people tend to prefer that which is known over that which is unknown.

The response to change follows a predictable cycle. The trick to managing change is for the leader to respond to the phase of the change cycle in which employees are currently in, and to help them process their reactions so that they can move into the next phase.

The mistake managers often make is to try to rush through change. Pushing too hard to make changes too fast increases the negative response to change.

Accept that initially there is a sense of grief attached, because something familiar will be lost. This often paralyzes people. If that paralyzing grief is accepted, people will move into skepticism, anger, and resistance. When a roadblock surfaces, reaffirm the value of the change and bring subordinates into the process of finding a detour.

Just prior to the sense of possibility that heralds the acceptance of change is a phase

of anxiety and confusion. Leadership needs to keep the focus on the positive effects that will occur when the change is complete. That will harness people's energies toward the new.

Be sure to celebrate the new throughout the whole organization.

Human Resources Planning

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

Human Resources Planning (HRP) is the process of anticipating and making plans for the movement of people into, within, and out of an organization. Its purpose is to utilize these resources as effectively as possible, where and when they are needed, in order to accomplish the organization's goals and objectives. The more specific purpose is to anticipate labor shortages and surpluses and plan accordingly.

According to the Occupational Outlook Quarterly:

- Between 2000 and 2010, employment will

rise from 146 million to 168 million.

- The fastest growing segments of the workforce will be Asian Americans and Hispanics.
- Today nearly one-third of the workforce is composed of part-timers, temporary workers, and the self-employed.
- Two and a half million functionally illiterate Americans enter the workforce each year.

How will you manage with all these changes? How will you make certain you have the right people at the right time doing the right things at your organization?

The answer is found in your involvement with HRP. These changes will affect employee recruitment, selection, training, compensation, and motivation. What are the costs of inadequate HRP? Several of the intangible costs include: unfilled job openings, efficiency loss, over hiring, layoffs, ineffective career development of your employees, and employees leaving your organization.

It is important to integrate HRP into your overall strategic planning. HRP provides a set of inputs into the strategic



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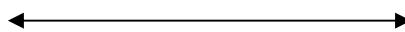
formulation process in terms of what is possible, that is, whether the types and numbers of people are available to pursue a given strategy. HRP also provides guidance for implementation. Once the strategy is set managers must make primary resource allocation decisions.

In addition to aligning the planning processes themselves, HRP also focuses on the development of core competencies. The development of core competencies will help you gain advantage over your competitors. One such competency is a portfolio of employee skills and human capital.

It is also important to align your HR policies, programs, and practices with your organization's strategy. This includes an external alignment – focus on the connection between the business objectives and the major HR initiatives. For example, if your business strategy focuses on low cost, then HR policies and practices need to reinforce this idea by reinforcing efficient and reliable behavior. This also includes an internal alignment – HR practices are all aligned with one another to establish a configuration that is mutually reinforcing. For example, job design, staffing, training, performance appraisals and compensation would all focus on the same behavioral targets.

The process of HRP can take significant time and resources to

properly conduct. However, the payback in terms of employee efficiency can be critical to your competitive positioning. HRP does not need to be done all at one time. Individual components can be developed and implemented as an on-going part of your strategic planning. The key to HRP success is to begin with the key areas of concern that you have and then build the process from this point forward.



Welding & Cutting

By: The Safety Department



Prior to performing any task, review the needed PPE and inspect your work area to avoid any risk of injury or accident.

Ensure training is performed yearly and with all new hires. A Good Manufacturing Practice (GMP) for all safety training is to ensure your Supervisors, Managers and Safety Coordinators receive the same training as your employees.

The proper PPE for welding or cutting includes:

- Welder's shield and/or goggles

- Insure the shield is equipped with the correct lens tint
- Snug fitting fire resistant clothing free of oil and extraneous material or an approved apron
- Long cuffed welder's gloves, long sleeves and shirt buttoned to top to avoid catching sparks
- No cuffed pant legs
- Welder's scull cap or bump cap
- Steel toed shoes
- Hearing protection
- Weld curtain
- Hot work permit, if required

Safety precautions include:

- Adequate ventilation
- Transport cylinders in an upright position and keep 25' from actual weld site, if possible
- ABC fire extinguisher with reaching distance
- Gauges in good condition with numbers visible
- Check valves on cutting torches
- Evaluate welding leads, to ensure good condition and no tape
- Keep caps on cylinders when not in use
- Do not weld used drums unless properly cleaned
- Stay within recommended psi



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- Correct lines to correct tank
- Turn off tanks when not in use
- Use proper torch lighter, no matches or bic lighters
- Do not leave used rods in the trash or on the floor



Employee Codes of Conduct

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It is widely accepted that companies should have one or more policy statements on legal and ethical conduct, also known as codes of conduct or business ethics policies. Some companies draft very detailed policies, opting to include every conceivable provision. Other policy statements can be very short. Regardless of the length of the policy statement it is an important tool for every employer to use to keep employees informed as to how the employer expects its employees to conduct themselves with respect to any number of activities from dealing with customers or clients to dress codes.

The content of a code of conduct will undoubtedly depend largely on the company itself. If your company is a

multinational company, for example, you might want to address such topics as the Foreign Corrupt Practices Act and the Arab Boycott, as well as such standard topics as conflicts of interest, gifts and gratuities, relations with customers or suppliers, etc., that most policies cover. If your company is a technology company, then the topic of protecting the company's confidential information would be an important one to cover.

Another important question is to whom should you distribute your code of conduct. The scope of distribution can be a difficult question if you elect to include many topics in your policy. For example, if you include substance abuse, the policy would be appropriate for everyone. On the other hand, insider trading, antitrust, and some other subjects would not apply to everyone. Give the policy to new employees and, perhaps, everyone in the company when it is formally reissued. However, remember that there may be a need for additional documents and distribution. For example, a one-page policy on substance abuse or sexual harassment might be distributed to everyone on a more frequent basis or when a problem arises that points out the need to remind people about the policy. The fact that you may elect to prepare a comprehensive policy on legal and ethical conduct does not preclude additional dissemination of pieces of that

policy in a more focused manner.

Employers will need to revise and reissue codes of conduct on a regular basis to keep it up to date and to keep it fresh in the employee's mind.

Employers may choose to have employees sign a certificate stating that the employee has read and understands the code of conduct. However, a serious problem with the certificate approach is record keeping. One reason you may want the certificate is so that if the employee violates the policy, you can say that the employee was acting on his or her own, not within the scope of the job. However, if you find that your records do not contain the certificate from that person, you may find that you actually bolster the employee's argument that he or she did not know something was wrong. Another reason for asking for the certificate is simply to heighten the awareness of those receiving the booklet. An additional reason is to document the fact that you have an effective compliance program/mechanism in place.

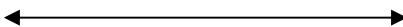
Organizations that have an "effective" compliance program can qualify for mitigating credit under the Organizational Sentencing Guidelines if they are found guilty of a violation. The guidelines, which became law in November 1991, lay out seven basic requirements for an effective compliance program.



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One of these requirements is that the "organization must have taken steps to communicate effectively its standards and procedures to all employees and other agents, e.g., by requiring participation in training programs or by disseminating publications that explain in a practical manner what is required." One could argue that codes of conduct or similar types of publications are, therefore, almost required. Under the guidelines, however, simply having a paper program will get you no points – you have to have a serious, active, ongoing compliance program in place.

This article should NOT be considered legal advice. If you require legal advice, you should contact your legal council.



SURVEY

When asked how concerned their companies are about losing key workers to retirement in the next five to 10 years, 150 executives at large U.S. companies said:

- 40% - Somewhat concerned
- 34% - Not very concerned
- 15% - Very concerned
- 11% - Not at all concerned

Source: Robert Half International, Menlo Park, Calif.



ABOUT US

JMT & Associates, LLC is a full service Human Resources (HR) & 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, Diversity, Employee Relations, General HR, HR Assessments, HR Policies & Procedures, HR Strategy & Planning, Labor Relations, Organizational Development, Performance Management, Job Analysis, Job Descriptions, Employee Assess-

ments, and a variety of HR & Safety training courses.

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