



# JMT & Associates, LLC

## Human Resources Consulting

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## PEOPLE POINTERS

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### You Are What You Appear To Be

By: Sandra Kay Neal, Ph.D.,  
Industrial Organizational Psychologist

Appearances are more important than objective reality, at least when it comes to managing people.

Managers need to be sure their employees notice who they really are. Managers who take their employees' needs into consideration need to let their employees SEE them doing so.

Too often, decisions are made by managers after they agonize over the best way to meet the needs of their employees. They then announce the decision. What most employees see is the end result (the decision), but not what went into the decision.

Managers need to be sure that they APPEAR to be as considerate as they actually are. This means they need to be seen by their employees taking the needs of their employees into account in their decision-making.

Managing the manager's image is as important as the actual behavior of the manager. Be sure your employees SEE you paying attention to their needs.



### HR Goals

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

One of the questions we are most often asked is "Why does our company need a Human Resources (HR) department and what value will it add to our business?" In this article, we will discuss the basic goals of an HR department. Whether you are a small company just thinking about HR or a larger company with a fully-staffed HR department, it is very important to understand what you should expect from HR. There are four basic goals of HR in today's business world. These are:

- Improve your company's competitiveness
- Enhance your productivity and quality
- Comply with legal regulations
- Promote employee growth and development

#### Improve Competitiveness

It is important for companies to fulfill their purpose and mission. Depending on your specific type of business your mission will differ. Some companies exist to make a profit for their owners. Others, such as schools, healthcare facilities, and various non-profit organizations have different missions. Most people

typically associate competitiveness only with the company's business function. **What is HR's role?** HR must staff the company with those employees most capable of accomplishing the company's mission. HR must therefore have a clear understanding of how the company competes, the kind of employees necessary to achieve this competitiveness and the most effective methods for attracting these people.

#### Productivity and Quality

In the past, many managers saw productivity and quality as being inversely related. In other words, the best way to be more productive was to lower quality and therefore costs. However, in today's business world, most managers believe that productivity and quality usually go hand-in-hand. In other words, improving quality almost always increases productivity. **What is HR's role?** HR is responsible for developing a selection system to hire the different kinds of employees that are required to achieve this goal. HR will develop and implement a training and development program that will give employees the necessary skills and abilities to create high-quality products and services. Unique reward systems must be developed to help maintain motivation and employee effort.



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### Legal Regulations

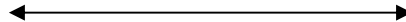
An important HR goal is to ensure that the company is complying with all the applicable Federal, State, and Local labor regulations. A company that doesn't comply risks large financial penalties, negative publicity and damage to its own corporate culture. Depending on the company size and type of business, these regulations will vary. **What is HR's role?** HR is charged with understanding these numerous regulations and managing the company to remain in compliance. HR must involve legal council as deemed appropriate based on the specific situation.

### Employee Growth and Development

This goal generally involves basic job-related training and development activities, including career development – helping employees understand what career opportunities are available to them and how to pursue these opportunities. Some companies will expand this area to include programs such as: educational language classes, mentoring programs, stress management training, wellness programs, personal financial planning, and executive coaching. **What is HR's role?** The list of available training programs is nearly endless. HR must determine the appropriate mix, based on company needs and then integrate these

programs into the company's business plan.

As you can see, this is a big order to fill. Keep in mind these four goals are only the major HR categories. Of course, there are many sub-goals depending on your specific company mission. The question is – “How effectively is your HR department fulfilling these goals?” Or perhaps more importantly, “What additional value could HR be adding to your company's mission?”



## Wood Dust

By: The Safety Department



All types of saws, hand sanders, disc sanders and wood shapers create large quantities of wood dust. Employees exposed to wood dust have experienced a variety of different health effects. Examples consist of eye and skin irritation, allergies, lung damage, asthma or breathing restrictions, and nasal cancer.

Research confirms wood dust generated by table saws is often poorly controlled. However, there are control systems that can significantly reduce wood dust emissions. Table saws are widely used in many types of

woodworking processes. Even if used intermittently, they are found to generate considerable amounts of dust. Traditionally, an exhaust in the bottom of a table is used as a method of control. This is not considered sufficient control.

Hand sanders and disc sanders also generate large amounts of wood dust. NIOSH researchers found that the wood dust generated by orbital hand sanders is often poorly controlled. To address this problem, researchers designed and tested a new control system for these hand sanders that significantly reduced dust emissions. There are ventilation control systems designed to reduce wood dust emissions into the workroom.

Wood shaper emissions are usually controlled by an exhaust hood. Adding a flexible faced hood extension can reduce wood dust. This dust control device is not currently commercially available. NIOSH can provide more information on the construction of this device.

As an employer, it is your responsibility to provide a healthy environment for your employees. It is your responsibility to limit wood dust exposures to prevent health problems. This includes engineering controls and providing the proper PPE (Personal Protective Equipment) and safety training including: GMP's (Good Manufacturing Practices) and SOP's (Standard



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Operating Procedures) for  
equipment and the environment.

### Employment Eligibility and Identity Verification System

By: Bryan S. Mollohan,  
Attorney at Law  
Joseph D. Carney & Associates, L.L.C.  
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In 1986 the Immigration Reform and Control Act (IRCA) was signed into law. This legislation established sanctions against employers who knowingly hire illegal aliens and requires employers to set up compliance and record keeping systems to ensure the effectiveness of the law's provisions. The IRCA has been amended on several occasions to strengthen the antidiscrimination sections and to ease the employer's burden under the IRCA. However, the burden of verifying the status of job applicants and assisting in curbing illegal immigration falls directly upon the employer. Employers that fail to comply with the terms of the IRCA and the amendments enacted to it face significant penalties. IRCA's employment provisions make it unlawful for a person or company to hire, recruit, and continue to employ, or refer for a fee an unauthorized alien, if the employer, recruiter, or referrer knows that the person is unauthorized for employment. Further the IRCA prohibits employers from hiring or

recruiting anyone without first taking certain verification steps.

IRCA's employer sanction provisions apply when the employer actually or constructively knows the job applicant or employee is unauthorized to work in the United States. Under the regulations, liability can attach to an employer who has reason to know even if the employer makes a good faith effort to hire only authorized persons. In all cases, the employer must have an adequate compliance program in place to document its good faith effort.

The IRCA's employment verification rules apply to all employers no matter how large or small. Therefore, whether the employer is an individual hiring one person or a company employing hundreds of people, the employer must comply with the terms of the law.

Under the IRCA use of labor through a contractor or subcontractor is considered to be the same as hiring. The IRCA requires both employers and recruiters and referrers for a fee to verify the identity and employment eligibility of the individuals being hired, recruited, or referred. This prevents employers from avoiding liability for hiring unauthorized aliens by relying on the recruiter's and referrer's records. In fact, in every situation where an employer may use labor from a recruiter it is imperative that the employer

complete the verification process and a Form I-9 as it is not the recruiter's responsibility. An employer can complete the verification process by reviewing certain documentation obtained by the employee that verify the employee's identity and work eligibility. As long as the documents appear to be genuine the employer has complied with the IRCA's requirements.

Every employer is required by law to ascertain its employees' work eligibility and identity, whether the employee has been provided by a recruiter or was hired directly by the employer. The employer accomplishes this by instituting a verification process which every employee goes through at the time of hire or within three days of the employees' hire date. It is important to note that an employer may not request additional documentation; as such a request could result in the employee having a claim against the employer for discrimination. Penalties for an employer's violation of the IRCA range from \$250 to \$10,000 per violation.

It is imperative that employers implement and maintain a procedure preferably in writing under which individuals seeking employment with your company are required to present certain documents that establish their identity, verify their eligibility to work in the United States and make provisions for appropriate

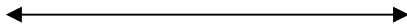


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federal, state, and city tax withholding.

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



## **SURVEY**

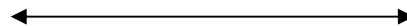
### **Productivity Pitfalls**

The three most common factors that hurt productivity, according to a survey of 2,973 U.S. workers, are:

- 42% - Procrastination
- 39% - Lack of team communication
- 34% - Ineffective meetings

Source:

Microsoft Corp., Redmond, Wash.



## **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, Diversity, Employee Relations, General HR, HR Assessments, HR Policies & Procedures, HR Strategy & Planning, Labor Relations, Organizational Development, Performance Management, Job Analysis, Job Descriptions, Employee Assessments, and a variety of HR & Safety training courses.

**Legal Note:** JMT & Associates, LLC provides services in conformance with best practices of the human resource 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.

**If you or a colleague wishes to be added to our newsletter's email list, please email [jmt@jmt-associates.com](mailto:jmt@jmt-associates.com).**