



JMT & Associates, LLC

Human Resources & Safety Consulting

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PEOPLE POINTERS

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OSHA Reminder

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 2007 from February 1, 2008 thru April 30, 2008. 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.

New Form I-9

The U.S. Citizenship and Immigration Services (USCIS) announced that a revised Employment Eligibility Verification Form (I-9) is now available for use. All employers are required to complete a Form I-9 for each employee hired in the United States.

The revision seeks to achieve full compliance with the document reduction requirements of the *Illegal Immigration Reform and Immigrant Responsibility Act of 1996* (IIRIRA). The list of acceptable documents has been changed. Some documents have been added and some have been removed.

The Form I-9 with a revision date of June 5, 2007 is the only version of the form that is valid for use.

New Ohio Minimum Wage

The Ohio Department of Commerce announced that the Ohio minimum wage will increase on January 1, 2008 to \$7.00 per hour for non-tipped employees and to \$3.50 per hour for tipped employees, plus tips.

Ohio's current minimum wage is \$6.85 per hour for non-tipped employees and \$3.43 per hour for tipped employees, plus tips.

On January 1, 2008, the increased minimum wage will apply to employers who gross more than \$255,000 per year. Currently, Ohio's minimum wage applies to employers who gross over \$250,000 per year.

Ohio's minimum wage applies to Ohio workers, except for 14- and 15-year olds and employees who work for employers who currently gross less than \$250,000 per year or below \$255,000 after January 1, 2008. The federal minimum wage applies for these employees.

Don't forget to post the new Ohio minimum wage poster.

New Personal Protective Equipment (PPE) Payment Standard

On November 14, 2007 the Occupational Safety and Health Administration (OSHA) announced a new rule clarifying the employer/employee responsibilities for payment of personal protective equipment (PPE). The final rule requires employers to pay for almost all personal protective equipment that is required by OSHA's general industry, construction, and maritime standards.

The final rule does not create new requirements regarding what PPE employers must provide. It does not require payment for uniforms, items worn to keep clean or other items that are not PPE.

The final rule contains exceptions for certain ordinary protective equipment, such as safety-toe footwear, prescription safety eyewear, everyday clothing and weather-related gear, and logging boots.

The final rule also clarifies OSHA's intent regarding employee-owned PPE, and replacement PPE:

It provides that, if employees



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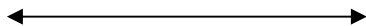
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choose to use PPE they own, employers will not need to reimburse the employees for the PPE. The standard also makes clear that employers cannot require employees to provide their own PPE and the employee's use of PPE they already own must be completely voluntary. Even when an employee provides his or her own PPE, the employer must ensure that the equipment is adequate to protect the employee from hazards at the workplace.

It also requires that the employer pay for replacement PPE used to comply with OSHA standards. However, when an employee has lost or intentionally damaged PPE, the employer is not required to pay for its replacement.

The rule provides an enforcement deadline of six months from the date of publication to allow employers time to change their existing PPE payment policies to comply with the final rule.



When Employees Make Mistakes

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

When employees make mistakes, there are three possible ways managers respond: two wrong, one right.

One of the wrong ways to respond to a mistake is to pretend it didn't happen.

Managers who use this tactic are usually uncomfortable confronting employees, so they ignore it. This isn't helpful. It is possible the employee didn't know it was a mistake and will continue making the mistake in the future. If the employee knew it was a mistake and the manager ignores it, the employee may conclude that the manager doesn't know the right way or may conclude the manager doesn't care about the quality of the work. None of these is helpful to the organization or to the employee.

Another wrong way managers often respond when employees make mistakes is to harshly chastise them for their errors. Managers who jump in with immediate harsh punishment (often verbal) compound the mistake made by the employee by adding one of their own. The harsh approach demeans the employee and reduces the likelihood of the employee doing the task well. The harsh approach also reduces the power of the manager by lowering the employees' respect for the manager.

The right way to respond to a mistake is to meet privately with the employee and describe, without blame, what the mistake was.

It is particularly helpful if the manager assumes the employee wants to do the task right. The employee may know how to do the task correctly and can acknowledge what was done wrong. It is also possible the

employee did not know the correct manner of doing the task, and the manager can educate the employee as to the right way to do things.

Describing the mistake in non-personal ways allows the employee to work with the manager to develop correct procedures. There may be impediments to doing the task properly which the manager may need to fix. This can only happen if the discussion is on an impersonal basis.

Choosing the right way to address mistakes elevates the respect employees have for their manager and increases the probability of fewer mistakes happening in the future.



Employee Performance Appraisals – Part 4

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

This article continues our series on employee performance appraisals. Previous articles have appeared in our past newsletters and can be found on our website.

The next part of the appraisal process is to decide who will conduct the actual appraisal. There are several options you should consider. Some you will recognize as the conventional methods and others may seem somewhat non-traditional. Appraisals can be conducted by



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anyone familiar with the performance of the individual employee. Let's look at some of the possible combinations of who should conduct the appraisal. These include:

- Supervisor rating their employees.
- Employees rating their supervisor.
- Employees rating each other.
- Employees rating themselves.
- Outside sources rating employees.
- A variety of people providing multi-source feedback to the employee.

How do you perform appraisals at your business? Have you considered any other methods, such as those listed above? Before you assume your current method is the absolute best for your company and stop reading this article; let's review each of the methods we presented.

Supervisors rating their employees

This is the most common method that we see companies using today. Most companies assign the responsibility of appraising employees to the immediate supervisor. Many times the supervisor's manager will then review each appraisal. This method is based on the assumption that the immediate supervisor is the person most qualified to evaluate an employee's performance

realistically and fairly. We recommend that supervisors keep performance logs throughout the year. Positive accomplishments, as well as, performance deficiencies should be recorded. Since most appraisals are done on an annual basis, it is difficult to remember things that happened nearly a year ago. This is especially true when a supervisor has many employees to appraise.

Employees rating supervisors

Some companies ask employees to rate the performance of their supervisors and managers. In some cases, the information that is provided is used for management development purposes. This appraisal method provides three primary advantages.

1. In critical supervisor/employee relationships, employee ratings can be quite useful for identifying competent supervisors.
2. This method can help make a supervisor more responsive to employees.
3. Areas of growth for supervisors' career growth can be identified.

There are several drawbacks to this method.

1. Supervisors may focus on being "nice" rather than on effective management.

2. Many supervisors will have a negative reaction to being evaluated by their employees.

3. The biggest drawback is the employee's fear of reprisal. This is especially true if the appraisal would contain negative feedback. Employees may be hesitant to give realistic feedback.

The success of this appraisal method will depend on your company culture. It will not be effective in some situations. The trust factor between supervisors and employees is critical.

Employees rating each other

One situation where this method is appropriate is when supervisors don't have the opportunity to observe each employee's performance, but other employees do. This method presents two important challenges.

1. How to obtain ratings with virtual or global teams, in which employees work primarily through technology, not in person.
2. How to obtain ratings from or for employees who are on different special project teams throughout the year.

There are some drawbacks to this method.

1. Even though employees may have good information on their fellow employees, they may choose not to share it.



2. Employees may use this method to attack their fellow employees because they don't like them for some reason.

3. The opposite is also true. Employees may "go easy" in order to be nice or avoid conflict.

One option to overcome these drawbacks is to use anonymous appraisals. Another option is to have an outside party interpret the individual ratings.

We will discuss the remaining three methods in our next article.



Winter is Here

By: Vicki Hershey
Independent Safety Consultant



Safety To and From Work:

1. Employers should set up an Emergency Work Number to provide associates with accurate updated instructions for required schedules during Winter Storms.
2. Plan work schedules carefully to avoid associate

endangerment. Listen to the local media report or call law enforcement agencies for the latest road conditions.

3. Review the following with all associates and family members.

Warnings:

Winter Storm Warning-

A combination of heavy snow and/or ice. Weather expected to cause life-threatening public impact.

Heavy Snow Warning-

When 7 inches or more of snow is expected in 12 hours or less, or 9 inches or more is expected in 24 hours or less.

Ice Storm Warning-

Issued for a ½ inch or more of ice accumulation. This can also cause damage to power lines and trees.

Blizzard Warning-

When blizzard conditions are imminent or expected in the next 12 to 24 hours. Blizzard conditions: frequent gusts equal, or greater, than 35 mph. Falling, blowing and drifting of snow reducing visibility to ¼ mile.

Lake Effect Snow Warning-

Seven (7) inches or more of lake effect snow.

Wind Chill Warning-

When wind chill is expected to be -25°F or less. Frostbite occurs in less than 10 minutes.

On the Road Safety:

1. If travel is necessary, make sure you are dressed appropriately and your car is equipped for survival.
 - Blankets
 - A shovel
 - A flashlight and extra batteries
 - Extra warm clothing and warm boots
 - A set of tire chains
 - Battery booster cables
 - Quick energy foods
 - Brightly colored cloth to use as a distress flag
2. Keep your gas tank full.
3. Have a cell phone or two-way radio, keep the battery charged and keep it on your person at all times.
4. Make sure someone knows you are traveling, what route you are taking, and the expected time of your arrival.
 - Confirm a call upon arrival so the appropriate steps can be taken, if stranded and to ensure emergency personnel will not be sent



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unnecessarily.

Winterize Your Vehicle:

Ensure your vehicle is ready for winter. This is the time of year you'll need it most.

1. Have a certified mechanic check your vehicle for the following:
 - Battery
 - Thermostat
 - Lights
 - Antifreeze
 - Windshield wipers and wiper fluid
 - Ignition and starter
 - Brakes – brake fluid
 - Heater and defrost
 - Oil
 - Exhaust
 - Hazard lights
2. Keep a windshield scraper in your vehicle.
3. Keep a small bottle of de-ice, for your keyhole, in your home, office, work station or purse for emergencies.
4. Make sure you always have a spare key, where someone else can locate, in case yours is lost.
5. Install good winter or all weather tires. Make sure the tread is satisfactory.

Drive Safely:

The leading cause of death and injuries during winter storms is vehicle accidents.

1. Keep your vehicle free of ice and snow. Good visibility and non-obstructed lights are keys to good driving.
2. Think ahead when you know you are going to stop.
3. Keep more distance between you and the vehicle ahead of you.
4. Be alert! Snowdrifts can hide small children or animals.
5. Correspond your speed to the road and weather conditions.
6. Never assume a four wheel or all wheel vehicle cannot get stuck. They can.
7. Remember, all vehicles react the same on ice. Four wheel or all wheel drive included.

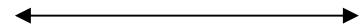
Trapped in a Car:

Tips if you're trapped in a car during a blizzard.

1. Stay in your car; wait for help to find you. Call 911 if a cell phone is available.
2. In short timed intervals, run your engine to stay warm. Keep your down-wind window open .
3. Make sure your exhaust pipe is clear of snow.

4. To signal rescuers at night; turn on dome light when vehicle is running.
5. Tie a bright colored piece of clothing from your car window or antenna.
6. Keep blood flowing by frequently moving around, massaging your hands, legs, toes, etc.

The safety information contained in this article could save you, a family member or an associate. Take responsibility for planning ahead and providing the necessary information and training to save a life.



Managing Ethics in the Workplace

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

It would be naïve to believe that ethical behavior within any organization can be changed merely by posting a list of lofty principles; it is equally naïve to envision that the ethics of any organization just happens and there is little or nothing to be done about it.

Every organization has an ethics program, whether it knows it or not. An ethics program is a set of explicit and implicit factors which communicate corporate values, defines limitations of decision making and establishes the ground rules for appropriate behavior. A successful ethics



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program encourages behavior consistent with corporate principles.

Research over the past several years has made it clear that there are three basic types of codes, told apart by the source of control. These codes include, Code of Ethics, Code of Conduct and Code of Practice. The following defines these codes.

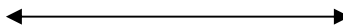
Code of Ethics: are *statements of values and principles* which define the purpose of the organization. These codes are communicated in terms of credos or guiding principles. This type of code is “who we are and this is what we stand for.”

Code of Practice: are *interpretations and illustrations* of corporate values and principles and are addressed to the employee as an individual. “This is the way we do things around here.” This approach takes a view of ethics as what we do because of our character as an organization.

Code of Conduct: are *statements of rules*. “This is how we expect you to behave.” Codes of Conduct are comprised of a list of rules. Consequences for violations are identified and systems for compliance and appeal are defined. This approach takes the view of ethics as what is not to be done in view of consequences.

In reality, corporate codes tend to include parts of these three basic types. Each of the three is

useful and can be appropriate or necessary in particular organizational settings. While an organization may hope for swift production of these codes, the truth is that ethical ground rules, values and practices of an organization develop over time and will require time to change.



SURVEY

Staying Home to Work

The number of Americans whose employer allows them to work remotely at least one day per month increased 63 percent during the past two years, from 7.6 million in 2004 to 12.4 million in 2006, according to estimates based on a recent phone survey of 1,001 U.S. adults.

Source:
World at Work, Scottsdale, Ariz.



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.

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Guest Authors: Articles writ-



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