



JMT & Associates, LLC

Human Resources & Safety Consulting

(330) 231-1688 • (309) 423-3085 (fax)
jmt@jmt-associates.com • www.jmt-associates.com

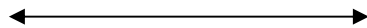
PEOPLE POINTERS

Volume 6, Issue 3 July 2009

Reminders

1. U.S. Citizenship and Immigration Services (USCIS) announced June 29, 2009, that the Employment Eligibility Verification I-9 form currently on the USCIS web site will continue to be valid for use beyond June 30, 2009. It was due to expire on this date. USCIS states that it will update the I-9 form when the extension is approved. Employers will be able to use either the I-9 form with the new revision date or the I-9 form with the Feb. 2, 2009 revision date at the bottom of the form.

2. The federal minimum wage increases to \$7.25 per hour on 7/24/2009.



Life or Death – You Decide

By: Brad Sheely, EMTP
Independent Safety Consultant

It's another dreaded Monday morning. As you sit at your desk tipping back the third latte fighting to keep your eyes open, wishing it was still Saturday night; you hear your company's distress call for a medical emergency. Suddenly, are the effects of the latte taking hold or

is it just anxiety? Jumping from your chair, running to the hall you hear it's Marsha, one of your best friends at work. Rushing to the copier room you are trying to remember all the skills you learned in the American Heart Association class you took over the winter. Checking the scene for safety, as you enter telling Bob to call 911 and get an AED. "What's an AED?" Bob asks. It's the red case next to the first aid box - now go! Trying to get a response from Marsha you open her airway listening for no more than 10 seconds, she's not breathing. Oh no! As you are ventilating, you are watching for chest rise and fall. Both breaths go in and now I can start my compressions. We need good affect compressions - 30 of them. Just then, Bob arrives with the AED; while he is attaching it, you keep doing your compressions as you remembered. The AED announces, "Do not touch the patient - analyzing now." The machine advises "shock." Knowing you must clear everyone before you shock, you do so by looking over Marsha's entire body as she lays there lifeless. You press the button and her muscles twitch from the electric current. Remembering from class that defibrillation alone isn't the only answer, you start compressions and ventilations again.

Does your friend live or die?

Nearly 900 people a day will suffer from Sudden Cardiac Arrest. Out of the 365,000 annually, the national average of survival is only 6%. How do we fight a war that seems to be winning? The answer is training. Get trained in CPR, AED, and First Aid. Learning these life saving skills will increase the chances that you can save the life of a family member, friend, co-worker, or someone in your community. With these skills, you can save a life!



Human Resources (HR) Strategic Planning

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

Part 2

Here in the U.S. we are used to relatively stable political and legal systems. However, many countries function under turbulent and varied legal and political systems. HR related laws and regulations vary in character and stability. HR must be familiar with laws concerning wages, benefits, union relations, worker privacy, workplace safety, and others depending on



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the country. It is critical for HR to conduct a comprehensive review of the political environment and employment laws before beginning operations in a country.

Cultural forces represent a very important concern affecting interaction HR management. Culture is composed of societal forces affecting the values, beliefs, and actions of a distinct group of people. Cultural differences exist between nations and significant cultural differences exist within countries.

Geert Hofstede, a Dutch scholar and researcher, developed a method to classify and compare cultures. He defined the following five cultural dimensions.

Power Distance. This refers to the inequality among the people of a nation. As power distance scores increase, status and authority differences between superiors and subordinates decrease. The key concern for HR is that the reactions to management authority differ among cultures. Some countries will use an employee participation approach to decision making, while others will use a more autocratic approach.

Individualism. This is the extent to which people prefer to act as individuals instead of members of a group. These differences imply that more collective action and less

individual competition are likely in countries that de-emphasize individualism.

Masculinity/femininity. This refers to the degree to which “masculine” values prevail over “feminine” values. Masculine values include: assertiveness, performance orientation, success, and competitiveness. Feminine values include quality of life, close personal relationships, and caring.

Uncertainty avoidance. This refers to the preference of people in a country for structured rather than unstructured situations. A logical use of differences in this factor is to anticipate how people in different countries will react to changes instituted in organizations.

Long-term orientation. This refers to the preference of people in a country for long-term values; emphasize the future, as opposed to short-term values, which focus on the present and the past. Long-term values include thrift and persistence, while short-term values include respect for tradition and fulfillment of social obligations.

It is important to understand that cultural dimensions differ from country to country, and even within countries. The HR activities appropriate in one culture or country may have to be altered to fit appropriately into another culture or country.

Economic factors are linked to political, legal and cultural issues, and different countries have different economic systems. In many developed countries, employment restrictions and wage levels are high.

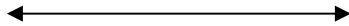
There is a high level of economic interdependence among the economies of various countries. To take advantage of this interdependence, companies have established operations throughout the world, formed joint ventures, or merged with companies in other countries. The development of a number of regional trade and political alliances, such as the North American Free Trade Agreement (NAFTA), also contribute to globalization.

Increases in national wage levels without increases in national productivity lead to inflation. This results in an increase in costs and a decrease in purchasing power. Lower rates of productivity cause higher labor costs and a less competitive position for the products and services of a nation in the world marketplace. This is why global productivity issues are closely linked to organizational effectiveness and performance. HR is involved with all the global challenges by identifying how it can aid in increasing organizational productivity, help deal with global issues and foreign competition, and enhance innovativeness in the company. This is a key component of



strategic HR management.

Note: Previous articles are available on our Web site.



Powered Industrial Trucks (Forklifts)

By: Vicki Hershey
Independent Safety Consultant

It is an employer's responsibility to provide the proper training for operation of industrial forklifts. The following is some general information that may help you determine if your facility forklift operators are properly trained. Always check the OSHA standards before you consider yourself truly compliant.

The employer must provide training on a variety of topics such as vehicle inspection and maintenance to ensure that a safe and healthful workplace is provided for its employees.

Each industrial truck is different and checklists applicable to each type of vehicle should be designed accordingly. The OSHA standards for powered industrial trucks should be reviewed to ensure compliance.

There are two universal types of powered industrial trucks: electric or battery, powered and internal combustion engines using gas/LPG/diesel fuel. Each variety has its own design and attachments. If your workplace has a variety of trucks that are being operated, all operators must be trained to operate each type they will operate.

OSHA requires a daily, pre-shift check be performed by the operator prior to operating the forklift. These checklists are available from the forklift manufacturer.

It is the employer's responsibility to ensure each forklift operator is capable of operating a powered industrial forklift safely by demonstration and successfully completing the required training and evaluation specified as follows:

- Trainees may operate a powered industrial truck only:
 - Under the direct supervision of persons who have the knowledge, training, and experience to train operators and evaluate their competence; and
 - Where such operation does not endanger the trainee or other employees.
- Truck-related topics required for OSHA compliance:
 - Operating instructions, warnings, and

precautions for the types of truck the operator will be authorized to operate

- Differences between the truck and the automobile
- Truck controls and instrumentation: where they are located, what they do, and how they work
- Engine or motor operation
- Steering and maneuvering
- Visibility (including restrictions due to loading)
- Fork and attachment adaptation, operation, and use limitations
- Vehicle capacity
- Vehicle stability
- Any vehicle inspection and maintenance that the operator will be required to perform
- Refueling and/or charging and recharging of batteries
- Operating limitations
- Any other operating instructions, warnings, or precautions listed in the operator's manual for the types of vehicle that the employee is being trained to operate
- Workplace-related topics
- Surface conditions where the vehicle will be operated
- Composition of loads to be carried and load stability
- Load manipulation, stacking, and un-



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- stacking
- Pedestrian traffic in areas where the vehicle will be operated
- Narrow aisles and other restricted places where the vehicle will be operated
- Hazardous (classified) locations where the vehicle will be operated
- Ramps and other sloped surfaces that could affect the vehicle's stability
- Closed environments and other areas where insufficient ventilation or poor vehicle maintenance could cause a buildup of carbon monoxide or diesel exhaust
- Other unique or potentially hazardous environmental conditions in the workplace that could affect safe operation

Refresher training and evaluation must be performed. It will include an evaluation of the effectiveness of the training, to ensure that the operator has the knowledge and skills needed to operate the powered industrial forklift safely.

- Refresher training in relevant topics shall be provided to the operator when:
 - The operator has been observed to operate the vehicle in an unsafe manner

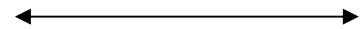
- The operator has been involved in an accident or near-miss incident
- The operator has received an evaluation that reveals that the operator is not operating the truck safely
- The operator is assigned to drive a different type of truck
- A condition in the workplace changes in a manner that could affect safe operation of the truck
- An evaluation of each powered industrial truck operator's performance shall be conducted at least once every three years.

The employer shall certify that each operator has been trained and evaluated as required. The certification shall include the name of the operator, the date of the training, the date of the evaluation, and the identity of the person(s) performing the training or evaluation.

By federal law, certified forklift operators are:

- Only certified to operate a forklift at the facility of training
- Prohibited to operate a forklift if they are under 18 years old or over 18 without proper training
- Required to take refresher training every 3 years before or by previous training date

- Required to receive training and be certified before operating a forklift



Transitions in Leadership During Turbulent Times

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

Many companies have been forced to reshape themselves during these turbulent economic times. Team leaders and managers are forced to take on new roles to ensure that the organization is focused on improving or simply maintaining core operations. All too often, such transitions turn into distractions and stress as new leaders try to get up to speed.

Often, employees are concerned about their own positions and rumors soon spread about the new leaders and new roles. Appropriate communication channels are ignored or fail to be established, leading to more confusion and stress for all involved.

A simple straightforward communication process is an essential part of helping a team successfully assimilate a new leader. Leadership transition often brings ambiguity over roles, boundaries, expectations and preferences. Much time is consumed guessing at how to do things, sending up trial balloons,



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and having costly false starts.

There is a communication process that can be used to shorten the leaders' learning curves safely and productively and can accelerate the building of trust among team members and leaders so that no time is wasted and the entire team gets back to business more quickly.

INFORMATION COLLECTION

Whatever the ultimate process, information collection always has two components:

1. Defining and sharing the team's perceptions, questions and concerns with the new leader.
2. Demystifying the new leader via a meeting during which he or she responds to questions the team would not normally have the chance to ask.

Most often, the first step is a facilitated meeting with the team that the new leader does not attend. There are many kinds of questions which can be used to get the conversation started, but it is good to limit the number of them to five or six. These questions might include:

- What do you know (or have you heard) about the new leader?
- What would we like to know about the new leader?

- What does the new leader need to know about us as a team?
- What do we need most from the new leader?
- What are the key challenges we face?

After the team has had the chance to say everything it wishes to, the facilitator reviews the session outputs with the new leader, protecting the anonymity of the participants. The facilitator and the new leader then review ways in which the leader might approach the team during the next phase.

TEAM/LEADER BUILDING

The new leader should meet with the team to respond to the questions and issues raised within a day or two of the team only meeting. The goal of this meeting is to engage in a lively, engaging conversation where the leader and the team begin to understand and appreciate one another's work styles, preferences, expectations and views of the business.

This meeting is the payoff; the ambiguity and wasted effort of a typical leadership transition is cut dramatically and the tone is set for sustained, candid conversation about what is important as a team and its leader. This sequence of structured conversations goes a long way in mitigating the uncertainty that usually accompanies a leadership transition.

NEW ASSOCIATE

JMT & Associates, LLC is excited to welcome Brad Sheely, EMTP to our team of associates.

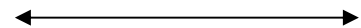
Brad offers 13 years of manufacturing and safety experience. His experience revolves around OSHA compliance issues and safety product recommendations. He is a volunteer paramedic in his home community and serves on the Holmes County EMS Board as a Public Relations Officer.

Brad is qualified through the American Heart Association as both a basic life support instructor and an advanced cardiac life support instructor.

Brad spends his free time with his wife, son, and daughter and is the Assistant Scout Master for the Boy Scouts of America Pack 315.

See Brad's article above.

Give Brad a call to discuss all your safety related needs.



SURVEY

See You on Monday

According to the *Health and Well-Being in America* survey, 21 percent of 742 full-time employed Americans say they would continue working even if



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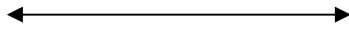
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they won a big lottery payout.

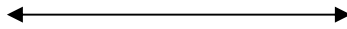
Source:
CIGNA, Philadelphia



INTERESTING FACT

Fifty-five percent of employees do not use all of their vacation time. Twenty percent do not plan to take any extended vacation this year, intending to take long weekends only.

Source:
Hudson Survey of Time-off Trends



SERVICE UPDATES

New Monthly HR & Safety Programs

JMT & Associates, LLC is now offering 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.

CPR, AED and First Aid Training

JMT & Associates, LLC is now offering CPR AED and First Aid training for your employees.

Safety Products

JMT & Associates, LLC is now offering a full-line of safety and health related products. Call for pricing.

Americans with Disabilities Act (ADA) Training

JMT & Associates, LLC is now offering a 3-hour workshop for supervisors on The Americans with Disabilities Act.

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 a series of books entitled "Interviewing for Success – Finding the "Right" Person." Please visit our Web site at www.jmt-associates.com for additional information.



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, ser-

vice, 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 "road-map 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 com-



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

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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