



JMT & Associates, LLC

Human Resources & Safety Consulting

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PEOPLE POINTERS

Volume 6, Issue 4 October 2009

*** NEWS ***

What is GHS?

If you are not familiar with this pending regulation, you should take the time to review it because it will affect virtually every business in the United States.

The Globally Harmonized System or GHS was proposed by the United Nations in an effort to internationally standardize classification and labeling of chemicals through the use of pictograms, signal words, and hazard warnings.

The main focus of GHS has been in the international community thus far. However, it is moving to the U.S. and is expected to become a new regulation. The Occupational Safety and Health Administration (OSHA) is considering modifying its Hazard Communication (HazCom) standard to make it consistent with the GHS. OSHA issued a proposal on September 30th and will allow 90 days for affected industries to comment.

What would this mean for businesses?

1. Changing the criteria for classifying health and physical hazards.

2. Adopting standardized labeling requirements which use “harmonized signal words or pictograms.”

3. Requiring a standardized order of information for safety data sheets (MSDS’s).

This regulation would require significant changes to almost every business that produces or has hazardous chemicals at their worksite. The changes would not just affect manufacturing operations, but all other types of businesses as well. For example, office buildings, retail and service sector employers could very well be required to make significant changes.

What should employers be doing now?

1. Educate yourself. Visit OSHA’s Web site at www.osha.gov for updated information.
2. Contact your chemical providers for assistance.
3. Prepare to train your employees.

While we do not know all the details yet, this new regulation, if adopted, will require a close look at your HazCom program. You may be required to change all the hazardous chemical labels and acquire new MSDS’s for all

of your hazardous chemicals. Employee training of the new regulation will be particularly important.



OSHA Releases New Compliance Directive

OSHA has released a new Compliance Directive, which officially launches the Agency’s National Emphasis Program (NEP) on Injury and Illness Recordkeeping. The directive, which became effective September 30, 2009, gives employers a “sneak peek” into the methods compliance officers will use to inspect the accuracy of occupational injury and illness records.

The NEP will target workplaces that have reported low rates of injuries and illnesses but are in an industry with high injury rates.

More information is available on OSHA’s Web site – www.osha.gov.

Is your OSHA recordkeeping in good order?





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****NEW SECTION****

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

- ✓ Review/revise your employee complaint procedure.
- ✓ Review/revise your employee termination procedure.
- ✓ Review/revise your employee performance appraisal program.

General Industry Safety Checklist

- ✓ Blast cleaning nozzles shall be equipped with an operating valve which must be held open manually (deadman or positive-pressure control).
- ✓ Blast cleaning enclosures shall be exhaust ventilated in such a way that a continuous inward flow of air will be maintained

at all openings in the enclosure during the blasting.

- ✓ Work rests shall be adjusted so that they are no more than 1/8 inch from the abrasive wheel.

Construction Safety Checklist

- ✓ Pneumatic power tools shall be secured to the hose in a positive manner to prevent accidental disconnection.
- ✓ Safety clips or retainers shall be securely installed and maintained on pneumatic impact tools to prevent attachments from being accidentally expelled.
- ✓ All air tool hoses exceeding ½ inch inside diameter shall have a safety device at the sources of supply or branch line to reduce pressure in case of hose failure.



Planning for the Future Hiring

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

The economy is moving back to a more normal level, but most businesses are not yet ready to return to “business as usual.” Most companies continue to function with a bare-bones budget and minimal personnel. Financial reserves need to be rebuilt to a more comfortable

cushion. This approach is prudent management.

Because most companies are not in a “hiring” mode, this is the best time to engage in strategic planning for hiring new employees. There will be a time in the near future when your company will be financially able to fully staff your organization. However, it is unwise to wait until there is a desperate need to start thinking about future employees.

To begin the strategic process, determine what new visions do you have for the company in the future? Thinking about the future without any urgency allows companies to consider new possibilities that had been precluded in the past. During the futuring process, do not worry about the “how” – look at the “what.”

Then determine what tasks need to be done to achieve the new possibilities. It is essential to think in terms of tasks rather than positions. Thinking of positions will narrow rather than expand the strategic planning.

Now look at the current functioning of the company under minimal staffing. Note what tasks are not being done at the moment that used to be done. Prioritize these tasks. Some of these tasks are important, but some may no longer be valuable. It is always difficult to reduce tasks when current employees are doing them. Now is a great time to consider these tasks rationally. Which of these tasks



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need to be returned when that becomes feasible?

Once you have a list of tasks needed to create the future, and a list of important tasks that are currently not being done but should be done in the future, combine the lists and prioritize the complete list.

Only after you have a prioritized list of tasks do you look at possible positions to handle these tasks. In this way, the positions will be task driven. Place the tasks into positions. You may discover a different configuration of positions than you had in the past. The positions should then be prioritized by the priority of the tasks involved. This will ensure that the most important positions are filled first when money becomes available.

Looking first at tasks instead of positions ensures that new possible combinations of tasks within positions could occur. This strategic planning for future hiring facilitates getting the right tasks done rather than just reconstituting what had been there before the economic downturn. You will be poised and ready to find the right employees when the time is right.



Fall Rescue

By: Brad Sheely, EMTP
Independent Safety Consultant

The second leading cause of occupational death used to be HOMICIDE!!! Homicide has now been replaced by FALLS as the second leading cause of death in the work place. According to NIOSH, from 1980 to 1994, deaths from falls were 8,102. That is about 10% of occupational deaths or 540 deaths annually.

A recent article in JEMS that was entitled “Dangerous Suspension” by Bill Raynovich talked about rescue death. Types of rescue deaths are suspension syndrome, suspension trauma syndrome, orthostatic hypotension, and reflow syndrome.

We all know OSHA requires fall protection at certain height (six feet for the construction industry and four feet for general industry) and that they allow you to utilize several different types of protection. More popular these days are the fall arresting systems. These systems allow the worker to free fall for less than 6 feet and then arrest or stop the fall. Now here lays the problem, we stopped the fall but it does not prevent the death of the worker (rescue death). Rescue death by definition is a patient who appears physiologically stable during the rescue and extrication but suddenly dies after being freed.

Dangling from a height suspended by a cable or lanyard, you are still a victim. The harness that has been wrapped around your legs reduces return blood flow acting like a

tourniquet. If you have been in the military or a band member in high school the first rule is do not lock your knees. It is only a matter of seconds before you become a victim of syncope or fainting. By locking your knees, you have prevented your natural reflexes to keep blood flowing in your lower extremities dropping your blood pressure causing you to faint. Your leg muscles and the valves in the veins of the lower extremities keep the unoxygenated blood from pooling. This pooling (orthostatic hypotension) while suspended causes a reduction in preload or blood return to the heart, dropping the blood pressure resulting in syncope or fainting. The brain needs the oxygenated blood, so the body response is to get you horizontal.

Placing your rescued patient horizontal presents another cause of death called reflow syndrome. Reflow syndrome now allows this pooled blood to reenter the blood system. This toxic blood now is the fatal blow that will kill your patient. This death will occur overtime. It all depends on the victim and their underlying health, but the end result is the same - DEATH. Rescue personnel need to be trained in the proper techniques and protocols on falls.

We are seeing that the protective equipment designed to save us is now one way of killing our work force. Please take your fall protection training serious. Remember to remove any equipment that is defective or has been used to prevent a fall.



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Human Resources (HR) Strategic Planning

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

Part 3

Every company has a mission that identifies its reason for existence. Goals and objectives are set based on the mission. How well a company meets its objectives is called the effectiveness. The degree to which a company operates in an economic manner is called the efficiency. Companies must be able to meet their goals within the constraints of limited resources.

HR management plays a very important strategic role. There are three key areas where HR can make a significant impact.

- Organizational productivity
- Financial contributions
- Organizational culture

Organizational Productivity

The more productive a company is the better its competitive advantage because the costs to produce its services or goods are lower. However, better productivity does not necessarily mean more production. Productivity refers to the quantity and quality of work done, considering the cost of the resources used. One common productivity measurement is the total cost of employees required for each unit of output. This

measurement is calculated by dividing the average cost of employees by their average level of output (unit labor cost).

Productivity affects the company's profitability and competitiveness. There are several key strategic HR efforts that can improve productivity.

Organizational restructuring –

- Eliminate layers of management
- Cutting staff
- Change reporting relationships
- Aiding in acquisitions and mergers

Re-designing work –

- Changing workloads and combining jobs
- Re-shaping jobs due to more advanced technologies

Aligning HR Activities –

- Hiring the right people
- Employee retention
- Training
- Employee evaluations
- Compensation plans

Outsourcing –

- Using third-party contractors instead of employees
- Conduct cost-benefit analysis
- International opportunities

Financial Contribution

HR can be an important contribution to the financial aspect of organizational effectiveness. The Return on Investment (ROI) for human expenditures is an important component of the company's overall financial picture. There are different ways a company can measure the HR contributions. HR must be able to provide financial justification for its expenditures.

During my career in HR, many of the companies that I worked for viewed the HR department as a cost center. In other words, we spent the company's money but did not generate profit for the company. It has not been until recently that HR has become viewed as a financial contributor.

Let's look at a couple of cost-benefit examples.

If HR spent \$10,000 on a supervisory training program, what would be some expected benefits? The financial contribution to the company would be measured in terms of lower workers' compensation costs, lower legal expenses, higher employee productivity and lower employee turnover.

What would be the financial return for a new HR management system that costs \$50,000? Financial savings would include reduced staffing, lower response time, and more accurate reporting.



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Organizational Culture

The shared beliefs and values in a company is the company's culture. Effective strategies must consider the culture of the company. The culture affects the ability to attract and retain qualified employees. The HR management strategies and practices are key to a company's culture. HR is used to create cultures that are seen as positive by customers, employees and others. This culture has an effect on service, quality, productivity and bottom-line results. Alignment of the company culture and HR management is a key to company effectiveness.

Note: Previous articles are available on our Web site.



Winter Is Coming- Time For A Safety Check

By: Vicki Hershey
Independent Safety Consultant

Employer Responsibilities

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.

Ohio Weather Advisory Details:

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 wind 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.

Travel Safety:

1. If travel is necessary, make sure you are dressed appropriately and your means of transportation 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 available. 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 arrival time.

- Confirm a call upon arrival so the appropriate steps can be taken if stranded and



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to ensure emergency personnel will not be sent unnecessarily.

Vehicle Preparation:

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, workstation or purse for emergencies.
4. Make sure you always have a spare key, where someone else can locate it, 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 key 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 Vehicle:

Tips if you are trapped in a car during a blizzard.

1. Stay in your vehicle, and wait for help to find you. Call 911 if a cell phone is available.
2. Run engine in short, timed intervals to stay warm. Keep your down-wind window cracked to avoid asphyxiation.
3. Make sure your exhaust pipe is clear of snow.
4. To signal rescuers at night, turn on the dome light when

the vehicle is running or use a flashlight.

5. Tie a bright colored piece of clothing at a high spot from your vehicle.
6. Keep your blood flowing by frequently moving around, massaging your hands, legs, and toes.

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.



Textual Harassment

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

According to the July 20, 2009, issue of The National Law Journal, Textual harassment is on the rise citing recent court cases around the United States.

Textual harassment involves sending offensive or inappropriate text messages. “The most prominent cases have involved male bosses who have sent scandalous texts to female employees, asking them out on dates or promising promotions in exchange for sexual favors,” the Journal reports.

Although the U.S. Equal Employment Opportunity Commission (EEOC) says it has



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no statistics tracking the prevalence of textual harassment, it advises employers to treat it as it would any form of harassment—through clear anti-harassment policies and swift action.

Harassment is harassment, regardless of how it is communicated, according to Dianna Johnston, assistant legal counsel for the EEOC.

Johnston advises employers to have an anti-harassment policy, to make sure employees understand the policy and to respond “immediately and appropriately when a problem comes up.”

Employers have an obligation to make sure the employees understand the policy, step in, and take whatever corrective steps are appropriate to the offense, from a verbal reprimand to termination.

Virtual harassment can take a variety of forms, including sexting—sending sexually explicit messages or photos by phone or posting them on social Web sites—and cyber stalking.

It is essential that HR professionals keep up with the various forms of electronic communication, says Shanti Atkins, a former employment lawyer at Littler Mendelson. “HR needs to dig into how these technologies are being used,” she said, noting that not long ago most people had never heard of Twitter and micro-blogging.

In managing the next generation of workers, it is important for HR to realize those workers have “much looser attitudes about posting pictures of [themselves] online,” and the stakes for potential harassment climb when workers start adding video-rich content.

Training is essential to warding off harassment. “You got to bring it to life in training, and you’ve got to use contextual examples” to keep things “refreshed and totally up-to-date.” The main issue is really making clear to employees, ‘yes, there can be this personal work/life blur. These are the rules when you are on working time or on workplace equipment.



SURVEY

Ineffective Manager

According to the results of a survey of 675 employed adults, 53 percent say the overall performance of management in their companies is “so-so” or worse, while 15 percent say their managers are either “barely deserving the name ‘management’ or hopeless.”

Source:
Institute for Corporate Productivity,
Seattle



INTERESTING FACT

\$760,000 – Average estimate among the nation’s largest employers of the direct payroll costs that unscheduled absenteeism imposes on their businesses. This figure does not include the costs of lower productivity, lost revenue and the effects of poor morale.

Source:
CCH, a Walters Kluwer business



SERVICE UPDATES

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.



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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

NEW BOOK AVAILABLE

John M. Turner, Ph.D. has written the following books:

NEW - "How Are Your Employees Performing? Employee Performance Appraisals – Book 1."

COMING SOON - "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."

Please visit our Web site at www.jmt-associates.com or send us an email 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, 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.

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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