



JMT & Associates, LLC

Human Resources & Safety Consulting

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PEOPLE POINTERS

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*** NEWS ***

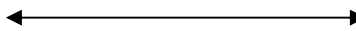
Executive Order 13496: Notification of Employee Rights Under Federal Labor Laws

Federal contractors and subcontractors are required to inform employees of their rights under the National Labor Relations Act (NLRA), the primary law governing relations between unions and employers in the private sector. The notice, prescribed in the Department of Labor's regulations, informs employees of Federal contractors and subcontractors of their rights under the NLRA to organize and bargain collectively with their employees and to engage in other protected concerted activity.

Federal contractors and subcontractors are required to post the prescribed employee notice conspicuously in plants and offices where employees covered by the NLRA perform contract-related activity, including all places where notices to employees are customarily posted both physically and electronically.

The required poster can be obtained from the Department of

Labor's website at www.dol.gov. Note that the poster must be 11 X 17 inches or larger.



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

- ✓ Do you have a personnel file for each of your employees? Review each file to ensure it contains the required documents and that it does not contain any prohibited documents.
- ✓ Do you have a properly completed I-9 form for each employee hired after November 6, 1986?

- ✓ Does your new hire packet contain all the required forms, including an up-to-date employment application?

General Industry Safety Checklist

- ✓ Bloodborne pathogens – Universal precautions shall be observed to prevent contact with blood or other potentially infectious materials. Under circumstances in which differentiation between body fluid types is difficult or impossible, all body fluids shall be considered potentially infectious.
- ✓ Bloodborne pathogens – Engineering and work practice controls shall be used to eliminate or minimize employee exposure. Where occupational exposure remains after instituting engineering and work practice controls, personal protective equipment shall also be used.

- ✓ Bloodborne pathogens – Eating, drinking, smoking, applying cosmetics or lip balm, and handling contact lenses are prohibited in work areas where there is a reasonable likelihood of occupational exposure to bloodborne pathogens.

Construction Safety Checklist



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- ✓ Compressed gas cylinders shall be secured in an upright position at all times, except if necessary for short periods of time when cylinders are actually being hoisted or carried.
- ✓ Cylinders shall be kept far enough away from the actual welding or cutting operations so that sparks, hot slag, or flame will not reach them. When this is impractical, fire-resistant shields shall be provided.
- ✓ Cylinders shall be placed where they cannot become part of an electrical circuit.



Human Resources (HR) Strategic Planning

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

Part 6

Human Resources Planning

There are three planning periods in forecasting: short-range, intermediate-range and long-range.

- Short range = six months to one year
- Intermediate-range = one to five years
- Long-range = greater than five years

The demand for employees can be calculated for a specific department or the entire company. You are better able to pinpoint specific skills needed when looking at individual departments separately. Demand is forecasted by determining what specific openings are likely to occur. Openings are created when employees transfer, get promoted or leave the company. Consider the chain effect when an employee is promoted because their previous job will now be open. The final analysis will include the number of employees needed and the type of jobs that will be open.

The next step is to determine the availability of human resources. This forecast will include both current employees and new employees from outside the company. It is easier to calculate the internal supply, but it is just as important to include the external supply.

The external supply of potential employees can be determined by using government estimates of labor force populations, trends in your specific industry, and other data available from your state or local economic development offices.

The internal supply of employees can be determined by considering factors such as: training and development programs, transfer and promotion policies, and retirement policies. Succession planning can be used to project potential employee changes.

Developing and Implementing a Strategic Human Resources Plan

Once the data is collected and the forecasts prepared, it is time to develop the organizational plan. The purpose of the plan is to match the available supply of labor with the demand that is expected based on your company's strategies. In the scenario where you do not have current employees with the necessary skill levels, you can train your current employees or recruit new employees from outside of your company. Another possible scenario is where you have too many current employees for the strategy. In this case, plans must be made to reduce the number of employees.

A key component of the plan is succession planning. This is the process of identifying a long-term plan for the structured replacement of key employees. Do not make the common mistake of developing a succession plan only for owners and top executives. A comprehensive succession plan will include all levels of the company. We typically begin the plan with the top level of the chain of command and work downwards through the company. Keep in mind that a well-developed plan is of little value if it is not implemented. Do not put the time, energy and money into the development stage and not take the identified action steps. The action that you will take depends on whether you have a labor surplus or



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shortage.

Note: Previous articles are available on our website.



Beat The Heat

By: Vicki Hershey
Independent Safety Consultant

With soaring temperatures and increased humidity, it is crucial to take extra precautions to prevent heat stroke or even death. The human body maintains a fairly constant internal temperature. The brain sends automatic responses when the temperature of the blood exceeds 98.6°F.

Under conditions of high humidity, the evaporation of sweat from the skin is decreased and the body's efforts to maintain an acceptable body temperature may be significantly impaired. Heat tends to promote accidents due to the slipperiness of sweaty palms, dizziness, or the fogging of safety glasses.

The frequencies of accidents are higher in hot environments than in more moderate conditions. Working in a hot environment lowers the mental alertness and physical performance of an individual and increased body temperature and physical discomfort promote irritability, anger, and other emotional states, which cause workers to overlook safety procedures or to divert attention from hazardous tasks.

Heat Stroke

Heat stroke is the most serious of health problems. It occurs when sweating becomes insufficient. The body's only effective mechanism for removing heat can fail without warning. A heat stroke victim's skin is hot, usually dry, red or spotted, body temperature is usually 105°F or higher, and the victim is mentally confused, delirious, or convulsing or has become unconscious. Persons with signs of heat stroke need quick and appropriate treatment and immediate hospitalization. First aid should be immediately administered. Remove the victim to a cool area, soak the clothing with water, and vigorously fan the body to increase cooling. Early recognition and treatment of heat stroke are the only means of preventing permanent brain damage or death.

Heat Exhaustion

Heat exhaustion includes symptoms that may resemble the early symptoms of heat stroke.

It is caused by the loss of large amounts of fluid by sweating with excessive loss of salt. A worker suffering from heat exhaustion still sweats, but experiences extreme weakness or fatigue, giddiness, nausea, or headache. In serious cases, the victim may vomit or lose consciousness. Skin is clammy and moist, the complexion is pale or flushed, and the body temperature is normal or only slightly elevated. Treatment involves having the victim rest in a cool place and drink plenty of liquids. Victims with mild cases of heat exhaustion recover spontaneously with treatment. Severe cases may require extended care for several days. There are no known permanent effects.

Reducing Heat Stress

A good way to reduce heat stress is minimize heat in the workplace. Humans are normally capable of adjusting to the heat. This adjustment normally takes 5 to 7 days. The body undergoes a series of changes that make continued exposure to heat more endurable. When the body becomes acclimated to the heat, the worker will find it possible to perform work with less distress.

Heat disorders, in general, are more likely to occur among workers who have not had time to adjust to working in the heat or when temperatures quickly increase from normal to high and the transitional period is removed.



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Lessening Stressful Conditions

Many industries have attempted to reduce the hazards of heat stress by introducing engineering controls, training workers in the recognition and prevention of heat stress, and implementing work-rest cycles.

The amount of heat produced during hard, steady work is higher than that produced during intermittent or light work. One way of reducing the potential for heat stress is to make the job easier or lessen the duration. Providing adequate rest time and mechanization of work procedures can often make it possible to isolate workers from the heat sources and increased overall productivity by decreasing the time needed for rest. Another approach to reducing the level of heat stress is the use of engineering controls, which include ventilation and heat shielding.

The following practices can help to reduce heat stress:

- Postpone of nonessential tasks.
- Permit only those workers acclimatized to heat to perform the more strenuous tasks.
- Provide additional workers to perform the tasks.
- Make sure workers have the physical capacity to perform required tasks.

Thermal Conditions in the Workplace

- Open windows in hot work areas.
- Use fans.
- Use other methods of creating airflow such as exhaust ventilation or air blowers.

Rest Areas

Providing cool rest areas in hot work environments considerably reduces stress. There is no conclusive information available on the ideal temperature for a rest area. However, a rest area with a temperature near 76°F appears to be adequate and may even feel chilly to a hot, sweating worker. The rest area should be as close to the workplace as possible. Shorter but frequent work-rest cycles are the greatest benefit to the worker.

Drinking Water

In the course of a day's work in the heat, a worker may produce as much as 2 to 3 gallons of sweat. Because so many heat disorders involve excessive dehydration of the body, water intake during the workday should be about equal to the amount of sweat produced. A worker should not depend on thirst to signal when and how much to drink. A worker should drink 5 to 7 ounces of fluids every 15 to 20 minutes to replenish the necessary fluids in the body. Whatever the temperature of the water, it must

be palatable and readily available to the worker.

Salt tablets **should not** be used. Persons with heart problems or those on a low sodium diet who work in hot environments should consult a physician about what to do under these conditions.

Awareness is Important

The key to preventing excessive heat stress is educating the employer and worker on the hazards of working in heat and the benefits of implementing proper controls and work practices. The employer should establish a program designed to acclimatize workers who must be exposed to hot environments and provide necessary work-rest cycles and water to minimize heat stress.



Top 10 Distractions in the Workplace

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

Distractions in the workplace can effect employee productivity and decrease quality of work completed. As a business owner or manager, your knowledge of these distractions will allow you to identify which individuals are distracted in their workday.

1. **Email:** There are two issues that can cause distractions. One is the constant alert for new messages, which can be



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turned off. The second issue is an inbox that is never emptied. Employees typically scroll through all the items because they are fearful they overlooked something. Encourage your employees to find a system of folders that let them clear out the general inbox and prioritize their actions.

2. **Telephone:** While it is imperative that calls be answered in a timely fashion in order to provide quality internal and external customer service, there are ways to limit your employee's time on the phone. Set time limits for non-urgent calls or use voice mail to let callers know when they can expect to hear back from an employee. Successful organizations have strong policies against personal telephone calls.
3. **Paper:** Employees, who have stacks of paper on their desks, shift through them frequently to find the urgent items of the day. Instead, employees should set up daily action folders, make a decision on the action the first time they look at it, and keep desks clear of distracting stacks.
4. **Visitors:** Unexpected visitors are a great distraction in the workplace. These visitors may include vendors, co-workers or friends, etc. Encourage employees to limit these

visits to a brief time or set up an appointment to see visitors. Most companies have policies against friends visiting during the workday.

5. **Environment:** This may include heating and lighting. If employees are too cold or too hot they are constantly reflecting on how uncomfortable they are. The lighting in the office can cause glare leading to headaches and tired eyes, causing employees to frequently stop working. Employees should dress appropriately for the temperature of the office and be allowed to adjust lighting as appropriate.
6. **Noise:** Overhearing colleagues' discussions, one-sided telephone conversations, or outside activities diverts employee focus and concentration. Employees who find themselves easily distracted should close their door, use a small white noise machine or try headphones.
7. **Meetings:** In a work environment where meetings are frequent, it becomes difficult to set aside an uninterrupted block of time for detailed projects. Managers should encourage their employees to schedule time to focus on projects during the day. It needs to be written on their calendar.
8. **Lists:** Working from lengthy lists, whether To-

Do's, a book of voice mail messages, or an email inbox, causes employees to look through the same items again and again. They must make a decision every time they scan through the items. Their mind keeps jumping around and planning ahead instead of focusing on one item in front of them. Suggest employees write down tasks on single sheets of paper in order to prioritize their work.

9. **Expectations:** Some employees set unreasonable expectations for themselves. They believe they must answer a call on the first ring and talk to anyone/everyone they encounter.
10. **Employees:** Employees may become bored and decide to check their email for a few minutes, or they have several projects that they really don't want to do so their mind once again jumps from project to project. Employees should work with only one project on their desk at a time.

The first step in limiting distractions is to be aware of them. There may be more items to add to the list depending on a specific work environment. Taking the time to identify distractions and then doing something about them can lead to more productive employees.





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The Missing Ingredient To The “Buy In” Factor

By: Paul E. Donihue

Series: 68 Things I've Learned
In Business

If you do not know where you are going, you will never get there! If the people you are leading do not know where you are going, even though you may know, you will never find them on board for the long haul. The sage of old, said, “Where there is no vision the people perish.” (Proverbs 29:18, The Bible) It is my contention that if you do not have a vision of where you want your business to go, it will fail. Alongside that, if you do not cast the vision again and again to your people, they will never “buy in” and help you fulfill it.

First things first: *You must have a vision of what kind of business yours is to be and where you want it to go.*

Do you have a vision? Have you envisioned the business as you want it to be? Is that vision possessing you and has it become your businesses’ passion for existence. Vision carries you through the rough spots and turns in the road. It sees beyond the detours and the roadblocks. It gives you long range purpose for doing what you do every day of your life at work, (yes, even outside of work.)

Vision will never let you down. As you image what and where you want your business/department to become, you will find it becoming just what you imagine. Imaging is critical to getting your business (or anything) where you want it to go. It may take days, or months, or years, but the vision is what drives you to accomplish your BHAG (big hairy audacious goal.) Vision keeps you on track, when you want to swerve off track. Vision gives you purpose when you tend to allow everyday problems crowd in and squeeze your dream.

The vision I have for our company was developed as we began our company. Of course, it has expanded and grown far beyond what we first thought was the vision. We thought narrowly, but the vision was bigger than all of us. We started as two guys in two different cities, in two different states, selling credit card processing and soon began to see ourselves not only as local but a national financial solutions company. Not more than a year or two later, that vision expanded again into what we aim toward now... a national business solutions company. And we are well on our way to fulfilling step by step that vision. It drives us, it possesses us, it sometimes consumes us. But it is becoming a reality that cannot be denied.

However, it does not end there. *Keeping the vision alive and in front of your employees and fellow workers allows them to “get it” and to therefore “buy*

in” to your dream, your vision, your BHAGS.

I have seen businesses and other organizations struggle because the vision was never fully explained again and again to those that are needed to carry out the vision. I have seen employees never “buy in” to the purpose, the vision, the dreams of the owner, manager or other leader because the vision was not cast and when it was, the vision was not reinforced and perpetuated in the lives of the employees. The vision became substituted by “events” and was no longer focused on the final outcome.

This is not pie in the sky stuff, my friend. You must endeavor to keep the vision and goals before your people. The vision must be succinct, visible and viable. You cannot let a day or week go by without perpetuating the vision and if you talk it, write it, speak it, live it, soon, or at least sometime down the road, your employees will “get it,” and “buy into” the vision/dream/goals as well.

You will see it in their pride for the company or organization. You will hear it in their talk and see it in their walk. You will see them decline other opportunities that pay more, just to stay a part of the vision and dreams. You will hear their concerns if they perceive that you have lost your focus. They will encourage you when you feel your dream and vision is slipping and they will believe in you and trust you, no matter how difficult it gets.



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Yes, you can or will know when they “buy in.” Recently my executive administrator walked into my office and declared in a conversation that we were having, that “this is no longer your company, but mine as well.” My heart leapt and I said, at least to myself, “Yes, we’re getting there!” You see, she had gotten it. She had bought in! It was no longer just a job but it had become her vision as well.

You must have a vision of what kind of organization you want and where you want it to go. You must also never leave those around you out in the cold. You must share the vision, perpetuate it in their memory banks and then soon begin to see it grab hold of them, as it has grabbed hold of you.

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Paul E. Donihue is CEO and majority owner of Business Success Enterprises, a national business solutions company, business resource, consultant and rainmaker company with a vision to help businesses “increase top line revenue and bottom line profits.” This article is part of a sixty eight article series, “Things I’ve Learned in Business,” located on their website for owners, managers, sales managers, and other employees.

<http://www.TodaysBizSolutions.com>.

An author of two main business books, “11 Ways To KILL Your Business ...and the KEYS to save it!” (2007) and “More Than A Job: Enjoying What You Do Can Change Your Life!” (2009) Donihue is also editor of a 9 book series, Business Building Blocks. Business Success Enterprises is also creator of the “Ready Cash Flow For Your Business” system.

A professional photographer, Mr. Donihue is owner of a new Wayne County Photography Business, “Photo Expressions Place LLC.”

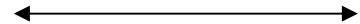
It’s website is <http://www.PhotoExpressionsPlace.com>

Mr. Donihue can be reached at pdonihue@todaysbizsolutions.com

INTERESTING FACT

There is a 16% increased likelihood that people who drive cars adorned with bumper stickers, decals, personalized license plates and other “markings” engage in road rage. The actual content or message of the bumper stickers does not seem to be a factor.

Source:
Applied Social Psychology



SERVICE UPDATES

Monthly HR & Safety Programs

JMT & Associates, LLC offers 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.



SURVEY

Burning Out

In a new survey of 4,435 full-time employees, 37 percent of the respondents say they are now doing the work of two people, and 30 percent say they feel burned out.

Source:
Careerbuilder.com, Chicago





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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 the following books:

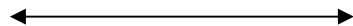
“How Are Your Employees Performing? Employee Performance Appraisals – Book 1.”

“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.”

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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.

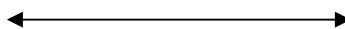
We offer extensive "real-world" experience in a variety of industries, including manufacturing, service, union, union-free, profit, not-for-profit, private, and public sectors.

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.



ABOUT THIS NEWSLETTER

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

While the information in this newsletter has been compiled from sources and documents believed to be reliable, its accuracy is not guaranteed, nor is any responsibility assumed or implied for any damage or loss resulting from inaccuracies or omissions.

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