



JMT & Associates, LLC

Human Resources & Safety Consulting

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PEOPLE POINTERS

Volume 8, Issue 2 April 2011

*** NEWS ***

The “JMT Network Program” Officially Launches

The JMT Network Program, a division of JMT & Associates, LLC, is a team of human resources (HR) and safety professional entrepreneurs working together to help promote and grow their individual businesses, while providing exceptional service to their clients.

Members are located throughout the United States.

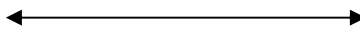
The JMT Network Program consists of highly qualified professionals in the HR and safety consulting business.

Our goal is to be the premiere provider of human resources and safety services throughout the United States.

If you need HR or safety services, we have a professional provider with the skills and expertise that you need.

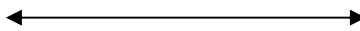
Please visit our website for additional information about the services The JMT Network Program offers, our Advisory Board members, member company bios and information

and the benefits of joining The JMT Network Program.



PUCO Rescinds...

On March 16, 2011, The Public Utilities Commission of Ohio (PUCO) rescinded administrative rules applying to private commercial motor vehicles with a gross vehicle weight (GVW) between 10,001 and 26,000 pounds operating in intrastate commerce.



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

✓ Who handles your external reference procedures? Are they properly trained? The exposure to defamation claims can be reduced by formalizing your policies and practices for responding to requests for employment references.

✓ Do you have DOT drivers on your staff? Are you properly maintaining the annual procedures that are required for each driver?

✓ Can you list the federal and state labor regulations that apply to your company? If you don't know what they are, how are you able to comply with each one of them?

General Industry Safety Checklist

✓ Compressed air used for cleaning purposes shall not exceed 30 pounds per square inch when the nozzle end is obstructed or dead-ended and then only with effective chip guarding and personal protective equipment.

✓ Compressed gas cylinders shall be kept away from excessive heat, shall not be stored where they might be damaged or knocked over by passing or falling objects, and shall be stored at least 20 feet away from highly combustible materials.



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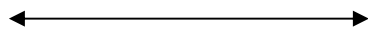
✓ Where a cylinder is designed to accept a valve protection cap, caps shall be in place except when the cylinder is in use or is connected for use.

Construction Safety Checklist

✓ Forms and shores (except those used for slabs on grade and slip forms) shall not be removed until the employer determines that the concrete has gained sufficient strength to support its weight and superimposed loads.

✓ A limited access zone shall be established whenever a masonry wall is being constructed.

✓ All masonry walls more than 8 feet in height shall be adequately braced to prevent overturning and to prevent collapse unless the wall is adequately supported so that it will not overturn or collapse. The bracing shall remain in place until permanent support elements of the structure are in place.



Social Media In The Workplace

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

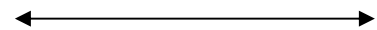
Social media is changing the face of our communities and the workplace. Many employers are leery of social media use in the workplace because they fear

abuse. A manager of a web-based retail business discovered one of his employees was spending 85% of his workday on social networking and media sites such as Facebook, Twitter and AIM Express. What is the answer to this growing social phenomenon? Should employers have a zero tolerance on the use of social networking in the workplace?

The trend of social networking is too big to ignore. It's clear that social media isn't going away anytime soon. To avoid problems, employers need to set clear boundaries that depend on the corporate culture, the work environment and the industry, among other things. But, the limit setting options are the same: technology, policy and training.

Many companies have URL-filtering programs to block access to websites, such as pornography or gambling. Should social networking sites be added to the filter? Many experts caution against this move. Blocking limits eliminates the opportunity for employers to use social media to achieve business goals. Additionally, web-enabled mobile devices, blocking access from the company server does not offer an ironclad guarantee. HR professionals who have tackled the issue point out that blocking access is unlikely to make a difference for problem employees. Abusers of social media are the same employees who cause problems in other ways.

Social media has become so ubiquitous that experts say every organization should have a policy on acceptable use. Many HR professionals suggest having a brief policy statement outlining corporate philosophy on social media. The policy should specify sites or tools encompassed by the statement, who is permitted to use them and for what purposes, restrictions on usage-only during lunch and break times for personal use, for example- and the consequences of infractions, which might include write-ups or blocking access for that employee. As with all new policies, employees should sign an acknowledgement receipt and assert that they understand the policy when it is introduced.



Employee Compensation Management

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

Part 1

Introduction

Developing and implementing a comprehensive compensation strategy can be intimidating. We will present a multi-article resource that will be a resource to guide you through the process or help you evaluate your current strategy.

This series of articles will cover



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the following components of a compensation strategy:

- Types of compensation
- Compensation responsibilities
- Compensation philosophies
- Compensation approaches
- HR metrics and compensation
- Compensation system design issues
- Global compensation issues
- Market competitiveness and compensation
- Competency-based pay
- Individual vs. team rewards
- Compensation fairness
- The Fair Labor Standards Act (FLSA)
- Independent contractor regulations
- Acts affecting government contractors
- Legislation on equal pay and pay equity
- Developing a base pay system
- Valuing jobs with job evaluation methods
- Evaluating jobs using market pricing
- Pay surveys
- Pay structures
- Pay grades
- Pay ranges
- Individual pay
- Determining pay increases
- Pay adjustment matrix

Different companies have different compensation plans based on the individual business strategy. One plan is not necessarily better than another plan. Compensation plans must be aligned with business

strategies. In this series of articles, we will discuss the various types of plans and how to choose the best plan to fit your specific company needs.

Compensation costs represent a major expense to most companies. Depending on your type of business, compensation costs could be your biggest expense. The compensation plan that you implement must be linked to your company's objectives and strategies. The specific plan will be a balance between your company's needs and costs with your employee's needs and expectations.

In order to attract and retain qualified employees, your compensation plan must be competitive. Potential employees will certainly consider your pay rate when deciding which company to work for.

Types of Compensation

Wages paid to employees are a type of reward. There are two types of rewards.

Intrinsic reward – psychological and social types of reward. “Ashley, you did a great job meeting your performance goals this month.” This is an example of an intrinsic reward.

Extrinsic reward – tangible in monetary and non-monetary forms. The compensation plan is typically made up of two tangible components – direct compensation (wages for work performed) and indirect

compensation (i.e. health insurance). There are two common forms of direct compensation – base pay and variable pay. Employee benefits are considered indirect compensation.

Base Pay

Base pay is the basic compensation that an employee receives. It is usually an hourly wage or a salary. Hourly wage is the most common and is based on time worked. Employees paid a salary receive the same payment each payday regardless of the number of hours they work.

Variable Pay

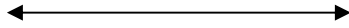
This type of compensation plan is linked directly to individual, team, or company performance. Two common types of variable pay are bonuses and incentive program payments. Executives often receive longer-term rewards, such as stock options.

Benefits

Employee benefits are a type of indirect extrinsic reward. Employees receive the tangible value of the reward without receiving actual cash. These rewards are given regardless of employee performance. Examples include health insurance, dental insurance, employee assistance plan, retirement plan, short-term and long-term disability insurance, vacation and holiday pay. You may offer additional benefits based on your specific company.



Note: Previous articles are available on our website.



Fitness Promotes Work Safety

By: Vicki Hershey
Independent Safety Consultant

Thousands of work-related accidents can be caused by poor physical health. Poor physical health can even affect our thought process. Our jobs are important and essential. So, how can we integrate physical fitness into our busy work schedule and keep our bodies and minds healthy.

As part of your annual employee evaluation, promote your company's support for physical fitness. Developing a fitness culture can reduce overhead costs and show your employees that you care as much about their success and well-being as you do the success and well-being of the company. This in turn will build a positive culture and improve employee engagement. Happy and healthy employees are productive employees.

When it comes to safety, health and fitness, help employees understand how and when to use good common sense, make good decisions, and follow company policies by providing new and present employees with annual safety, health, and fitness training. Promote fitness by encouraging fun activities such as Lunch Time Walk-a-Thons, Bike to Work With a Friend Week, Office Exercises and even fitness reimbursement programs for local YMCA's or fitness facilities. Incorporate ideas such as:

- Brainstorming project ideas with co-workers while walking. Use a microphone to capture ideas.
- Using head-sets for phone conversations and "walk while you talk" demonstrations.
- Interacting with co-workers by walking to their office rather than using the telephone.
- Taking the stairs instead of the elevator.
- On business trips, take the stairs at airports, stay at hotels with fitness centers or swimming pools.
- Take a jump rope, mini weights or a workout CD for your computer when you travel.
- Getting others at your company to join in a charity

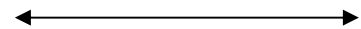
event such as a Walk-a-Thon.

- Joining a fitness center or YMCA near your job.
- Schedule exercise times on your business calendar, treating it as any other important appointment.
- Walking around your building three times a day for a break.

The Achieves of Internal Medicine, or AIM, show people with low vitamin D levels more than double the risk of dying from heart disease compared to those with high vitamin D levels. Decreased outdoor activity is one reason people may become deficient in vitamin D. Summer is coming.

Do your body and mind a favor, get out and enjoy the sunshine using good common sense.

Get physical, get healthy, and be happy.



Talent Optimization

By: Diana L. Clarke, Ph.D.
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Do you worry about keeping good people? News reports indicate the economy is coming around, fewer people are unemployed and leaders need to start thinking about keeping the



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talent they have. Talent retention is a key directive today for most organizations after surviving this downturn. What should you be doing?

Smart leaders know there are *four essential tactics for talent optimization*. They all center on knowing your people, what they can do and how much they can grow. Do you need to develop them, encourage and motivate them or move them around? These are all questions to ask, now as business begins to grow.

Leaders in the know do four things:

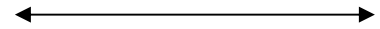
1. **Remove your chronic underperformers:** In response to the underperformers, coworkers do less to conform, become disgruntled and disengaged. Productivity can decline. You know who they are; you have not made the hard decisions. Assess the situation and person; are they a bad job fit? Maybe the person is a “nice person” or friends with the supervisor. Be brave, assess the performance, find out why, document your efforts and if this is the wrong job for them let them go.
2. **Remove the bad apples:** It does not take long for the bad apple to spoil the good ones. Find out who they

are, determine if they can be rescued and meet your standards. It you have tried to please them, train them, or move them around, do the right thing. Let them find a place in another company where they do fit or grumble to someone else!

3. **Uncover the hidden gems:** Tap into the rich resource of your present talent. Find the diamonds in the rough, give them training, positive feedback, test them-what could they do? Someone may have encouraged you-look where you got! Encourage and motivate individuals willing to learn, grow and contribute.
4. **Never stop the search for high quality outside hires:** Always be on the lookout for top talent, “hiring freezes” can damage your potential. Be open, consider top talent and how they might fit in, then be the entrepreneur you are, talk to them. Explore options.

These strategies can assist you in bringing the bottom line up, poor performers and even okay performers hold company performance down. You are spending valuable time and resources to manage them, rather than working with the hidden gems and star performers. How do you know which is which?

Assessment can help you , give me a call and I can tell you how.



Adjusting To Change

By: Nick Dillon, MAED
Independent Human Resources and
Safety Consultant

Change is constant....an ongoing part of life, even more so now given the state of our economy. If we find ourselves always reacting to it, we run the risk of always trying to catch up. If we remain true to ourselves and our personal compass, we always find a way to accomplish what's most important even in times of change. Change is definitely a new paradigm and perhaps a sounding board to help you focus in a different direction. When you do embrace change and accomplish more because of it, the level of energy and strength within you grows tremendously making you a better well-rounded individual.

Speaking from a Life Coach's perspective, the most valuable thing we can do is help our clients figure out those elements of change and how to accept or make adjustments when dealing with it. Then we step back and watch success happen. Remember....if you were able to come up with solutions on your own, you would have already. Sometimes it takes that extra input from “a third-party” to push a few buttons, help you pull yourself forward and look at the situation from a different



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perspective.

“Today’s managers, professionals, and entrepreneurs are hiring coaches to help them with time management, a change in career, or balancing their work and personal lives. People are looking to coaches as sounding boards and motivators who can offer a fresh perspective on career and life problems, but without the conflicting agendas of a spouse, family member, or even a mentor.” – Fortune, 9/28/98

When you are truly in touch with your “Frame of Reference” and life is in balance, it gives you reserves and the ability to handle things more appropriately. When life has dealt you a hand that is not working well for you, all it takes is for a simple thing to happen to throw you off your square.

You will find lots of articles and magazines written about Life Coaching as it is a popular common place right now. Having a Coach is like having a personal trainer for your life. The reason it’s so powerful is because it empowers the individual to take responsibility for change in a way that works for them.

People often seek out a Life Coach because they are at a turning point or change has affected their lives. Life Coaching is valuable as it gives you time to reflect on who you are, what you want, and where you’re going in your life.

“People like to do what they always did, but then they keep getting the same results they always got. So, don’t change your goals, change your strategy.” –Tony Robbins

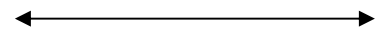
Rationalizing is the way we keep our eyes averted from reality. As a Life Coach, I do my best to get you to break through the rationalizations and acknowledge that change is inevitable. I do it compassionately. Then I work with you to develop strategies for “forward thinking,” to dust yourself off and get back on track. I do give advice, but I do it to stimulate thinking and creativity. If we do something and it works, we celebrate the accomplishments. If it doesn’t, we discard it and take another approach. I believe that we control our own thoughts, feelings, and behaviors. So, there is always limitless potential in everyone. It is just a matter of reaching deep within and releasing it.

With coaching, I help you come up with clear and definite goals along with a personal mission statement. Then I coach you on a range of ways to take action on your mission. Without taking action, you see, your dream remains a dream, a fantasy, a wish.

It is always my goal to seek to know you well enough to bring out the best in you. A great man will impress you with what a great person he is, but a great COACH will impress you with what a great person you are.

I will guide you to reframe how you look at yourself, and will guide you to focus on your strengths, not your weaknesses.

Take the first step in realizing your full potential and embrace change.

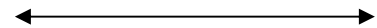


SURVEY

Technological Tether

Nearly one-third (30 percent) of 2,500 American workers feel they need to stay connected to work 24/7, even during weekends, breaks and holidays.

Source:
InterCall, Chicago



INTERESTING FACT

Forty-four percent of professionals say rising gasoline prices have changed their work commutes. The changes include carpooling, using more fuel-efficient cars or telecommuting. The most popular program, utilized by 23 percent of companies, is a condensed workweek, which typically consists of four 10-hour days.

Source:
Robert Half International and Challenger
Gray & Christmas



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WELCOME NEW ASSOCIATE

Jeff Herber has joined our JMT team of consultants as our Manager – Independent Sales Reps.

Jeff has 28+ years experience as a sales professional. He earned the Series 7 and 63 investment licenses. Jeff has conducted seminars on investment, insurance and retirement plans. He became a registered investment advisor consulting on business continuation, estate planning and pension plans. He is experienced in selling both products and services. Jeff is also experienced in building successful “new” sales territories.

Jeff’s experience working with business owners has provided the insight to effectively provide planning on how to successfully run a business.

Jeff is the president of Caravan Associates. Caravan Associates is a professional sales group dedicated to driving revenue through a concentrated sales effort. His sales approach is tailored to each client to gain maximum results.

Jeff joined JMT & Associates, LLC to sell human resources and safety services. He is also going to develop and manage our nation-wide sales team.

For 13 years, Jeff was a high school and college football official. In his spare time, he

enjoys writing, cooking and playing golf.

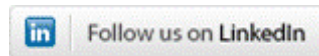


SERVICE UPDATES

Social Media

JMT & Associates, LLC is now on LinkedIn and Twitter.

Please visit our LinkedIn profile page and sign-up to follow us on Twitter.



www.linkedin.com/company/jmt-&-associates-llc



www.twitter.com/JMTHR

Check Out Our Website

We have given our website a new look and added additional information.

We are now an affiliate of **OSHA Campus**. Click on their link to learn more about the wide selection of safety training that is offered.

Mechanical Power Presses

Do you have a mechanical power press? As you know, mechanical power presses can be very dangerous. The OSHA standard is complicated and can be confusing. We can perform a

comprehensive safety audit and determine if you have any safety hazards and if you are complying with the OSHA standard.

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.

Construction Safety Training

JMT & Associates, LLC is now offering OSHA 10 hour and 30 hour construction industry outreach training programs.

Educational Books

New Book Just Published

“The Employee Hiring Process – Who Are You Hiring?”

By John M. Turner, Ph.D.

This book is an employer’s



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guide to knowing who you are hiring – before it is too late.

This is a must have book for anyone who is hiring employees. You will learn how to hire your next great employee.

This book comes with a workbook to help you practice and understand the process of hiring employees.

All the sample hiring forms and policies are included so you can customize them for your company.

Give us a call to place your order.

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.”

Please visit our website 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.



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.

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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