



# 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 8, Issue 4 October 2011

### \*\*\* NEWS \*\*\*

#### New Labor Poster

As of November 14, 2011, most private sector employers are required to post a notice advising employees of their rights under the National Labor Relations Act. The 11 by 17 inch notice should be posted in a conspicuous place where other notifications of workplace rights and employer rules and policies are posted. Employers should publish the notice on an internal or external website if other personnel policies or workplace notices are posted there.

Please note that this new notice must be posted in both union and non-union workplaces.

The notice is now available for free at [www.nlr.gov](http://www.nlr.gov).

**Update:** On October 5, 2011, the National Labor Relations Board extended the implementation deadline for its notice posting rule from November 14, 2011 to January 31, 2012.

#### Ohio Minimum Wage Goes Up

Ohio's minimum wage is set to increase by 30 cents to \$7.70 an hour at the start of 2012.

The \$7.70 rate applies to workers 16 and older who don't get tips. The wage for tipped employees will be \$3.85, a 15 cent increase.

The wage will be required from employers who gross more than \$283,000 annually, up from the current \$271,000.

For employees at smaller companies and for 14 and 15 year old workers, the minimum wage is set to match the federal minimum wage, currently \$7.25 per hour.



#### 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 need to have an affirmative action plan (AAP)? There are three separate laws that you should review: Section 503 of the Rehabilitation Act of 1973, the Vietnam Era Veterans' Readjustment Assistance Act of 1974 and Executive Order 11246. If you are doing business with the federal government, you should carefully review these laws.

✓ The EEOC report is due on September 30. Are you required to complete and submit this report each year? This is a government form requiring many employers to provide a count of their employees by job category and then by ethnicity, race and gender. Check the regulation to determine if your company is required to file this report.

✓ Ohio employers - check to be sure that you are in full compliance with the state no smoking regulations. Do you have the required sign posted on each entry door? Have you removed all ashtrays and other smoking receptacles?

#### General Industry Safety Checklist

✓ Hydrogen containers shall comply with one of the following: (1) designed, constructed and tested in



# JMT & Associates, LLC

## *Human Resources & Safety Consulting*

(330) 231-1688 • (309) 423-3085 (fax)

jmt@jmt-associates.com • www.jmt-associates.com

accordance with appropriate requirements of ASME or (2) designed, constructed, tested and maintained in accordance with U.S. Department of Transportation specifications and regulations.

✓ Hydrogen systems shall be located so that they are readily accessible to delivery equipment and to authorized personnel, shall be located above ground and shall not be located beneath electric power lines. Systems shall not be located close to flammable liquid piping or piping of other flammable gases.

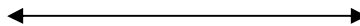
✓ Permanently installed hydrogen containers shall be provided with substantial noncombustible supports on firm noncombustible foundations.

### **Construction Safety Checklist**

✓ The use of a crane or derrick to hoist employees on a personnel platform is prohibited, except when the erection, use, and dismantling of conventional means of reaching the worksite, such as a personnel hoist, ladder, stairway, aerial lift, elevating work platform or scaffold, would be more hazardous or is not possible because of structural design or worksite conditions.

✓ Whenever materials are dropped more than 20 feet to any exterior point of a building, an enclosed chute shall be used.

✓ When debris is dropped through holes in the floor without the use of chutes, the area where the material is dropped shall be enclosed with barricades not less than 42 inches high and not less than 6 feet back from the projected edges of the opening. Warning signs of the hazard of falling material shall be posted at each level.



### **HR Rocks**

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

In late September, the 39<sup>th</sup> Annual Ohio Human Resource Conference, sponsored by Ohio SHRM, (Society for Human Resource Management) was held in Sandusky, Ohio. The conference had over 750 attendees, including HR managers, generalists and consultants. The conference was titled: HR Rocks.

What insights can be gleaned from the session topics? What are the most important issues for HR professionals today? While all sessions were well attended the following topics proved to be of greatest interest to attendees:

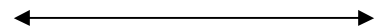
- Making a Business Case to the C-Suite
- Office Romance: The Road from Attraction to Litigation-With Stops Along the Way

- Transform from HR Leader to Business Leader
- Happy Crap: Unleash the Power of Positive Assumptions
- Building Leadership Development
- HR: A Global View
- Social Media and HR
- Avoid I-9 Penalty
- The Enemy Within-Strategic HR Moving from Tactical to Strategic

**WOW!! That is quite a list of topics. How can anyone know it all?**

While the economy tries to find its footing, HR professionals are being called upon to “do more with less.” Many professionals can’t do it all. Outsourcing may be a real and necessary option. Human resource professionals need to know the resources available to help shoulder the burden.

HR consultants can help with a wide range of projects and provide necessary skills and advice to help shoulder the burden. Whether you are a small organization or a large corporation, an HR consultant can help you. Think about it, and in the meantime remember: HR Rocks.





## **Employee Compensation Management**

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

### Part 3

#### **Total Rewards Approach**

The total rewards approach places a value on individual employees rather than just on each job. Factors include how much an employee knows and how well he performs against the job expectations. This approach can help retain your top performing employees, is more flexible and is often used by top-performing companies.

Most employers spend a large portion of their budget on wages. It is important to evaluate this expense to determine the effectiveness of the money you are spending. There are a variety of measures that can be used for this evaluation. One common measurement is employee turnover. The assumption is that a well-compensated employee will stay with your company and not seek employment elsewhere. Some other measures that are used include:

1. Pay and Benefits as a Percent of Operating Expense.

$$\frac{\text{Total Pay and Benefits Expenditures}}{\text{Operating Expenses}}$$

2. Human Value Added.

$$\begin{aligned} &\text{Revenue} - \text{Operating} \\ &\text{Expense} - \text{Pay and Benefits} \\ &= \text{Adjusted Profit} \div \text{Full-time} \\ &\text{Equivalent Employees} \\ &\text{(FTEs)}. \end{aligned}$$

3. Return on Human Capital Invested.

$$\begin{aligned} &\text{Revenue} - \text{Operating} \\ &\text{Expenses} - \text{Pay and Benefits} \\ &= \text{Adjusted Profit} \div \text{Pay and} \\ &\text{Benefits}. \end{aligned}$$

4. Employee Cost Factor.

$$\begin{aligned} &\text{Total Compensation and} \\ &\text{Benefits} \div \text{Full-time} \\ &\text{Equivalent Employees} \\ &\text{(FTEs)}. \end{aligned}$$

Whichever measurement you use, it should be compared to previous year's data. This will indicate how the rate of compensation changes compared to the overall company (revenues, expenses, etc.)

Once you decide on the compensation philosophy and specific approach you will use, the next step is to design your compensation system. There are several key factors to consider when designing your compensation system. These include:

#### **Global Compensation Issues**

If you have employees in different countries, your system must include some special issues. Variations in different country's laws, living costs, and tax policies must be taken into consideration. Fluctuation in monetary values must be

factored in. You may have three different types of global employees.

#### **A. Host Country Nationals**

Citizens of one country who are working in that country and employed by a company headquartered in a second country.

#### **B. Third Country Nationals**

Citizens of one country who are working in a second country and employed by a global company headquartered in a third country.

#### **C. Expatriates**

Citizens of one country who are working in a second country and employed by a company headquartered in the first country.

#### **Compensating Host-Country Nationals**

In many countries, the local wage will vary significantly. These compensation differences have led to international outsourcing of jobs to lower-wage countries. When you design your compensation system the decision must be made whether local wages will be paid to host-country nationals or will you pay global wage levels. A common practice is to pay local wages to most employees and a more global rate to senior management and technical positions.



# JMT & Associates, LLC

## *Human Resources & Safety Consulting*

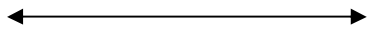
(330) 231-1688 • (309) 423-3085 (fax)  
jmt@jmt-associates.com • www.jmt-associates.com

### **Compensating Third-Country Nationals**

The compensation paid to third-country nationals is usually a function of the originating country of the employees. In other words, the local wage rates are usually those that are paid.

*This article will continue in our next newsletter edition.*

**Note: Previous articles are available on our website.**



### **Think Safety**



By: Vicki Hershey  
Independent Safety Consultant

Safety is a way to validate your company's basic value of integrity and commitment to your associates. Here are a few of the tools needed to help communicate that commitment.

1. Safety teams with achievable goals and rewards.
2. Safety posters on walls and in break rooms.
3. Safety articles in your company newsletter.

4. Process safety checklists for office personnel as well as plant associates.

5. Training classes.

6. Visual aids such as alarm lights in relationships to sounding alarms.

7. Hands on safety instructions verses reading materials.

### **Get Thinking**

First, determine who will lead your company's program, and who will serve as part of the committee. To increase your chance of success, choose representatives from all areas of the business, executives, managers, office personnel, supervisors, sales, operators, line workers, etc. You should choose members keeping in mind less is not better, but more can be overwhelming. The size of your company is a determining factor. Anywhere from 5 to 10 is a good number.

### **Keep Going**

Next, determine how you want your company's safety program to operate. Set a budget, develop a plan, and document the program and guidelines. This will help your committee and company meet their objectives and stay within the guidelines and budget. Having your company's chief officer or CEO sign your plan, sends a clear message of your company's commitment.

### **Measurement**

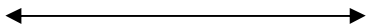
Monitor the success by charting the number of accidents and near miss-situations. If the numbers increase, or stay the same, it shows a clear picture the team must go back and assess the situation, and implement a new plan for any particular area not meeting its goals.

### **Success**

With the right strategy, the right tools, the right people and the company's commitment, your program can be a huge success, and benefit, to both the company and its employees, by reducing the chances of accidents and injuries.

### **Validation**

Communicate the success of the team with all associates. Reward them for their success. Others will soon catch on and everyone will benefit, including the company!



### **Keeping Current with NFPA 70E 2012**

By: Steven Abbott, President  
Stark Safety Consultants  
1-866-923-7922  
www.StarkSafetyConsultants.com

As many of you know, NFPA 70E 2012 was released in early September. One of the new additions to the 2012 revision are arc flash equations for Direct Current (DC) systems.



# JMT & Associates, LLC

## *Human Resources & Safety Consulting*

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

It has been known for some time that arc flashes originating from DC circuits / components could be devastating. What we were lacking was any accurate formulas or calculating methods to measure the effects. Now there are multiple methods in the new 2012 NFPA 70E for quantifying the effects of DC arc flashes.

One estimated method is a new section to the NFPA 70E 2012 edition in the Hazard Risk Category tables. Article 130.7 (C)(15)(b) represents an estimated chart of typical DC equipment and lists out Hazard Risk Categories based on specifically listed work tasks.

The associated Hazard Risk Categories are then listed in a matrix in table 130.(C)16 which takes each category and presents a listing of PPE requirements to be worn.

In order to calculate DC arc flash hazards, EasyPower (ESA) a well-known arc flash software company out of Clackamas, Oregon is developing DC rectifiers and DC/AC inverters for their already popular software based on the formulas that are a part of the NFPA 70E 2012 in Annex D. This will allow us to model both rectifiers for loads, as well as photo voltaic (PV) generation. Their engineers have already performed extensive computer simulations based on actual field data to develop DC models, resulting in a 78-page internal document, verifying how inverters and rectifiers act to DC and AC faults.

This is a critical step for ensuring an accurate model is produced before offering to the public. Also in development is a complete DC symbol set which includes conductors, batteries, DC motors and generators, and PV models.

While a release date has not been finalized just yet, the hope is to have V9.04 released later this fall.

If you want more information related to this or any other significant changes or issues with the NFPA 70E 2012 addition please contact us at [Info@StarkSafetyConsultants.com](mailto:Info@StarkSafetyConsultants.com) or visit our website at [www.StarkSafetyConsultants.com](http://www.StarkSafetyConsultants.com) for more assistance.

Stark Safety Consultants is a proud national training partner with the National Joint Electrical Apprenticeship Committee.

Steve Abbott is a NJATC NFPA70E National Advisory Board member.



### **Discipline Yourself To Greatness**

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

I am sure we have all at some point in our lives had the conversation with ourselves about self-discipline. It could be something as simple as quitting bad habits or attempting to reach

a strongly desired goal in your life. The motivation behind the discipline may be to achieve a new objective or changing your current way of thinking.

One of the proven approaches I have found to be helpful in tackling self-discipline is being able to realize that you have the power to make the choices you want. By this I mean that you control your behavior. A common approach to tackling self-discipline is to consider even our small actions as steps in the direction of noticeable behavior.

#### **Do something you know you should every day for a week:**

*We all have things we know we should be doing but aren't. Perhaps for you it's regular exercise, household chores, or getting up earlier. Choose one such activity and set a week where you'll do it for a set amount of time every day. Make a rule with yourself that for every day you miss, you'll add two days to the end of that week.*

Just take the time and think about what you could actually accomplish if you could just get yourself to move in action and follow your best intentions no matter what the circumstances are. As a life coach, one of the things I encourage my clients to think about are "obstacles to success." Whenever we have a set of goals that we would like to accomplish (assuming we have the greatest intentions), it is always good to anticipate the possible distractions that could potentially hinder our progress





# JMT & Associates, LLC

## *Human Resources & Safety Consulting*

(330) 231-1688 • (309) 423-3085 (fax)

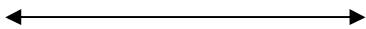
jmt@jmt-associates.com • www.jmt-associates.com

and become a stumbling block for our self-discipline. We then develop an action plan to overcome any obstacles and employ the action plan when self-discipline starts lacking.

A pinnacle moment in self-discipline is when you reach that point of realizing you are in control of your thoughts and behaviors, you can almost guarantee that follow through with those positive goals, wants, and desires will happen almost unconsciously.

One of the key things you should remember with self-discipline is that after you have perfected it for yourself, you will be able to employ self-discipline regardless of your emotional state.

Consider self discipline as empowerment that you can always strive for in personal development. Since we all are on the road to success, it's important to know that as you travel along life's journey, remember that self-discipline is how you got to where you are today. Some may see progress now and some may have a ways go to. The important thing is that you keep right on moving toward the greatness you deserve.



### **New Employee Orientation**

By: John Prpich, President  
Talent Blueprint, LLC  
702-383-0076  
www.talentblueprint.com

#### Part 2

#### **How Do I Retain My Talent?**

Have you ever heard the quote by John Wooden, "If you don't have time to do it right, when will you have time to do it over?" This is what ultimately happens, 45-60 days into their new position; employees begin to feel very dissatisfied about their new position, boss and company. It doesn't seem that what the company described is what I'm experiencing, hence, time to leave.

There are some simple remedies and some complicated ones as well. Let's start with the simple remedies.

#### **Easy To Do**

If I'm going to invest all the time and energy to find the right person, the last thing I want to do is leave them with a bad impression once they are on board. It amazes me how we somehow manage not to understand the concept of hospitality. If you invite someone over to your house for dinner and they accept, don't you go out of your way to make sure that they have an enjoyable experience, of course you do, then why don't you apply that same principle to your new employees?

Here are some easy to do's:

- Send your new hire and his family, yes family, a welcome letter expressing how happy you are to have them be a part of your team. The letter should come from the CEO of the company.
- If you can, send them a small gift as your way of saying, thanks for coming on board, You don't have to invest a great deal of money and remember, it's all about reinforcing your great brand.
- However you design your orientation or on boarding process, understand one simple principle, and only tell me what I need to know to do my job well at this very time. In other words, if my benefits don't kick in for another 90 days, don't talk about benefits, I'm not going to remember what you told me, so leave it for another time and consider alternate approaches to communicating the information.
- Culture, what is the culture like in this company and how can you best express that to the new employee. Much of that will be expressed through their observations about your behavior, some will be shared through communication, you decide the best way to transition your new employees into your culture.



# JMT & Associates, LLC

## *Human Resources & Safety Consulting*

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

- Determine how you can leverage technology to help you “chunk” the information you need to share. Perhaps a tutorial or workshop to learn the how to’s.
- If you work in the corporate office, be sure to develop departmental orientations, 15 minutes with each department head to understand who and what they do.
- There are always two orientations, company and department, be sure that the department has developed their own orientation, it’s equally as important.
- Relationship building. At the end of the day it’s all about relationships. The new employee needs to be exposed to as many of their new team members as possible. These meetings need to be structured and organized.
- Expectations and performance. The leader of the department needs to meet with the new employee within the first week to discuss what’s expected of them and how their performance is measured. This is one of the most critical conversations. To further improve this process I would suggest asking the new employee what they expect from their boss.

- Systems and processes. There needs to be a plan for how you will introduce the way you manage your business to your new employee. How do we answer the phone, how do we fill out expense reports, where can we eat lunch and the list goes on.
- Leadership Orientation. One of the best practices I’ve seen is where the top leadership in the company meets with new employees and introduces themselves, their department and their philosophies.

*This article will continue in our next newsletter edition.*

### **SURVEY**

#### **Room For Improvement**

In a recent survey of 1,328 U.S. employers, only 12 percent say their leaders are extremely effective at meeting business goals and 7 percent believe their leaders are extremely effective at retaining talent.

Source:  
Aon Hewitt's 2011 Talent Survey,  
Chicago

### **INTERESTING FACT**

The average employee worries about personal job concerns, such as layoffs is 2.8 hours a day.

Source:  
Lynn Taylor Consulting

### **SERVICE UPDATES**

#### **The JMT Network Program**

The JMT Network Program is up and running. Please visit [www.jmt-associates.com](http://www.jmt-associates.com) (Click on the link located on the left-hand side of the home page.) to read about the latest developments.

We welcome the following consultants to our network membership. Review their company profiles on our website.

#### **NEW MEMBERS**

**Philip W. Smith, Jr. (Bill)** - Pinnacle Coaching Services, LLC, Dublin, Ohio

**Steve Abbott** - Stark Safety Consultants, Canton, Ohio

**Daniel T. Bloom** - Daniel Bloom & Associates, Inc., Largo, Florida

**Robert Erb** - All Ohio Training Group, Chesterland, Ohio



# JMT & Associates, LLC

## Human Resources & Safety Consulting

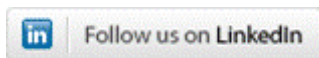
(330) 231-1688 • (309) 423-3085 (fax)  
jmt@jmt-associates.com • www.jmt-associates.com

**Dawn M. Adams, PHR** -  
HResults, Hartland, Wisconsin

### Social Media

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

Please visit us at the following social media sites:



[www.linkedin.com/company/jmt-&-associates-llc](http://www.linkedin.com/company/jmt-&-associates-llc)



[www.twitter.com/JMTHR](http://www.twitter.com/JMTHR)



[www.facebook.com/pages/JMT-Associates-LLC/144214645671881](http://www.facebook.com/pages/JMT-Associates-LLC/144214645671881)

**SKYPE: JMT-001**



### 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.

### Construction Safety Training

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

### Educational Books

#### Recently Published

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

By John M. Turner, Ph.D.

This book is an employer’s 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](http://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.





# JMT & Associates, LLC

## *Human Resources & Safety Consulting*

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

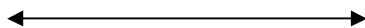
We offer extensive "real-world" experience in a variety of industries, including manufacturing, service, union, union-free, profit, not-for-profit, private, and public sectors.

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.

**If you or a colleague would like to be added to our newsletter's email list, please email:**

[jmt@jmt-associates.com](mailto:jmt@jmt-associates.com)