



# JMT & Associates, LLC

*Human Resources & Safety Consulting*

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## PEOPLE POINTERS

Volume 8, Issue 3 July 2011

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

#### **Social Security Administration Resumes No-Match Letters**

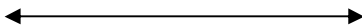
The Social Security Administration has resumed sending employers no-match letters. No-match letters are used if an employee's name does not correspond to a valid Social Security number.

Employers should not ignore the letters.

Employers should give employees whose Social Security numbers don't match their names a reasonable period (60 to 120 days) to resolve a no-match.

It might be appropriate to discharge employees who fail to provide alternate acceptable documentation of identity and work eligibility within a reasonable period of time.

Contact your labor attorney to handle issues on a case-by-case basis.



#### **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**

- ✓ COBRA has gone through several changes recently. Are your COBRA procedures in full compliance with the regulations?
- ✓ When was the last time you reviewed your labor posters? If you don't check frequently, you may have an expired or out-dated poster on your bulletin board. There are both federal and state poster requirements. If you are a federal contractor, you are required to post additional posters.
- ✓ HIPAA - this can be confusing. Check your procedures to ensure that you are in compliance. Your

insurance provider is a good reference source for this topic.

##### **General Industry Safety Checklist**

- ✓ Inside of buildings, compressed gas cylinders shall be stored in a well-protected, well-ventilated, dry location at least 20 feet from highly combustible materials.
- ✓ Acetylene cylinders shall be stored and used in a vertical, valve-end-up position only.
- ✓ Under no conditions shall acetylene be generated, piped (except in approved cylinder manifolds) or utilized at a pressure in excess of 15 pounds per square inch (psi).

##### **Construction Safety Checklist**

- ✓ Cranes and Derricks shall be inspected by a competent person before each use and during use.
- ✓ Accessible areas within the swing radius of the rear of the rotating superstructure of a crane shall be properly barricaded to prevent employees from being struck or crushed by the crane.
- ✓ Except where electrical distribution and transmission lines have been deenergized and visibly grounded at the point of work, or where insulating barriers not a part

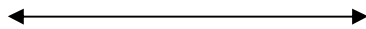


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of or an attachment to the equipment or machinery have been erected to prevent physical contact with the lines, no part of a crane or its load shall be operated within 10 feet of a line rated 50 kilovolts (kV) or below, 10 feet plus 0.4 inches for each kV over 50 kV for lines rated over 50 kV or twice the length of the line insulator, but never less than 10 feet.



### **What Is That Smell?**

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

As an employer, have you received complaints from employees about the smell of cologne/perfume/body spray worn by another employee? Maybe the complaints were about the smell of the cleaner used to clean the restrooms or polish the office furniture.

An increasing number of individuals with medical conditions that make them fragrance- or irritant-sensitive are voicing these types of complaints to their employers. What should be done with these types of complaints?

Given the recent changes to the Americans with Disabilities Act (ADA) as a result of the ADA Amendments Act, these employees might be covered under the ADA. The ADA Amendments Act has changed the standards for disability so that it is much lower; resulting

in an increasing number of individuals with medical conditions that make them fragrance- or irritant-sensitive may now be covered by the ADA as having an actual disability and entitled to reasonable accommodation.

Employers receiving requests for scent- or irritant free environments should:

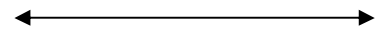
- Consider the request.
- Analyze the difficulties of implementing the request.
- Think of alternative ways to satisfy the employee's concerns.
- Obtain sufficient medical information from the employee to determine whether or not the employee actually comes within the ADA 'disability' definition.

### **Scent-Reducing Accommodations**

Courts that have considered the issue, have said that employers are not required to institute completely scent-free workplaces, nor need employers bar workers from using perfumes or other scents. An employer might want to adopt a "light-fragrance" policy for its employees. For example, "Employees using heavy perfume can be an irritant and distracting to co-workers." A "light-fragrance" environment may make the working conditions better for all employees. An employer can

certainly request that a co-worker not use a particular fragrance because it is irritating to other employees.

If the offending irritant is not a fragrance but rather a chemical from carpet or cleaners an employer might need to contact an environmental expert who can give suggestions about creating an irritant-free environment for the employee to work. Employers should be open to a variety of options that will reduce or eliminate offending odors. Cleaning supply vendors may also be helpful in providing a solution for these issues.



### **Employee Compensation Management**

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

#### Part 2

#### **Who is responsible for your compensation plan?**

This will depend on the size of your company and staffing levels. Typically, the human resources (HR) person and the operating manager will work together. The HR person will guide the development and administration of the compensation plan and conduct job evaluations and wage surveys. He/she will also develop the base pay program, salary structures, and policies. At some companies, the HR person will do the payroll processing. It is a common



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practice for companies that do not have a formal HR person on staff to outsource many of these functions to an HR consulting firm. There are many companies that specialize in payroll processing. The operations manager will identify job descriptions and compensation concerns, recommend pay rates and increases according to company guidelines, and evaluate employee performance for compensation purposes.

### **The Compensation Plan Strategy**

As we said before, it is critical that your compensation plan be linked to your company's strategies and objectives. The compensation plan must match with what your company is trying to accomplish. The typical compensation plan objectives include:

- Performance enhancement of your employees.
- Internal, external, and individual equity for all employees.
- Cost effectiveness for your company.
- Legal compliance with all federal, state, and local regulations.

Your compensation plan must balance the cost of the plan with providing adequate rewards for employees based on their specific knowledge, skills, and abilities.

Before developing your

compensation plan, you should determine what your company's compensation philosophy is.

There are two basic compensation philosophies. Each one lies at opposite ends of a continuum. Most company's philosophy will lie somewhere between the two extremes.

### **Entitlement Philosophy**

The entitlement philosophy assumes that employees who have worked another year are entitled to a pay increase. The performance level of the employee is not a factor. If you give each employee an annual pay increase you are practicing this type of compensation philosophy. Typically, each employee will receive about the same percentage increase each year. Sometimes this pay increase is called a cost-of-living raise.

### **Performance Philosophy**

The performance philosophy requires the employee pay changes reflect individual performance levels. Employees will not receive a pay increase simply because they have completed another year of work. Employees who perform well receive larger pay increases than those employees who do not meet performance expectations.

We have found that very few companies are following a strict performance philosophy pay plan. Many companies are using a combination of both philosophies.

Compensation is important for your company to succeed. It affects recruiting, motivating and retaining your good employees.

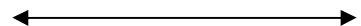
Let us review two approaches to developing a compensation plan.

### **Traditional Compensation Approach**

The traditional compensation approach provides a logical and rational approach to compensating your employees. The value of each job is determined from each job description. This system determines what value each job contributes to your company. This information is used to establish a pay range for each job. This approach is generally more legally defensible, less complex and viewed as being fair among the employees.

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

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





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### **Beat The Heat**

By: Vicki Hershey  
Independent Safety Consultant

#### **Heat Exhaustion**

Heat exhaustion can slowly develop with several days of exposure to high temperatures and insufficient fluid replacement. Heat exhaustion is a less severe form of heat-related illnesses.

#### **Symptoms: Watch for warning signs of heat exhaustion**

- Feeling dizzy
- Heavy sweating
- Fainting
- Paleness
- Cramping
- Fatigue
- Weakness
- Vomiting and nausea
- Headaches

The person's skin might feel cool and moist to touch, but their pulse rate will be fast and faint and breathing low and heavy. If untreated, it could develop into a worse condition such as a Heat Stroke that is a medical emergency. If this happens, seek medical attention and call 911 immediately if:

- symptoms are severe.
- the victim has heart problems or high blood pressure; otherwise, help the victim to cool off and seek medical attention if

symptoms worsen or last longer than 1 hour.

#### **Heat Exhaustion Treatment**

Cooling measures that may be effective include:

- Cool, non-alcoholic beverages.
- Rest.
- Cool shower, bath, or sponge bath.
- An air-conditioned environment.
- Lightweight clothing.

#### **Prevention For Employers**

To combat and prevent heat illness and raise awareness of its dangers, the Occupational Safety and Health Administration (OSHA) and its State Plan partners have launched a nationwide outreach campaign communicating a very simple message – water, rest, and shade – and educating workers and employers about the hazards of working in extreme heat. OSHA wants employers to know the steps they can take to prevent heat illness.

Effective heat illness prevention requires simple planning. If you are an employer, it is your responsibility to protect *all* of your workers on the job. For example:

- Provide plenty of water.

- Schedule rest breaks in the shade or air-conditioned spaces.
- Plan heavy work early in the day.
- Prepare for medical emergencies.
- Train workers about heat and other job hazards.
- Take steps to help workers acclimatize to the heat, especially workers new to working outdoors in the heat or have been away from work for a week. Gradually increase workloads or allow more frequent breaks during the first week.



### **The Value Is In The Details**

By: Steven Abbott, President  
Stark Safety Consultants  
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www.StarkSafetyConsultants.com

Conducting an arc flash incident energy analysis is becoming big business. Unfortunately, this has led to an abundance of providers, and a sea of information that can be quite difficult for a facility manager to understand. Is the information provided accurate, appropriate, and complete? There are a wide range of deliverables that are being offered and one of the biggest areas of concern is regarding the accuracy of the information used



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in the calculations of the analysis.

The term “engineered assumptions” is pulled from several IEEE documents regarding arc flash studies and it was intended for the experienced engineer to determine what assumptions to make based on the intent of the analysis being performed. Unfortunately, the demand and urgency of having an arc flash evaluation completed has led some firms to use assumptions as a means to complete studies in a quicker more cost effective manner – but there can be consequences for doing this unless very experienced and knowledgeable electrical safety professionals are involved.

Simply put; assumptions can tip the scale at any point in the system leading to a drastic change in clearing time for a protective device based on the arcing fault current plot on a time current curve. Just as the 85% versus 100% evaluation of available fault current does in most software based analytical programs. The fewer assumptions that are made the more accurate the analysis is likely to be. A distance assumption of 10’ versus 15’ may not make a difference...but it may just as well – and the comfort in using more assumptions can grow from there. It is hard to predict ahead of time if a given assumption will affect the results of analysis at any given point in a system. Only after the electrical system has been modeled and calculations have been run can

you begin to see where assumptions might have been able to be made. The insurmountable amount of interrelated calculations that are involved with an analysis make it impossible to know where an assumption will or will not change a result to a less conservative value.

The analysis processes in arc flash software programs themselves make assumptions. One core assumption is that the protective device will operate per the manufacture's specifications. This assumes proper preventive maintenance has been adequately performed when in fact it may not have been.

It is not necessarily an acceptable reason to assume information just because no one wants to gather the data, pay someone to gather the data, or schedule an outage to be able to get the data - much the same as a cost or inconvenience factor is not by itself considered a valid justification for “working” energized. If the data is there it should be gathered and modeled.

Remembering the purpose for conducting the arc flash analysis in the first place is critical. It is to provide information to employees and outside contractors to use for determining safe work practices and PPE. Failing to understand the effects that assumptions can have on your study may not be initially apparent; however, finding out that your system analysis was not based entirely on actual field values, and that

“engineered assumptions” were used in order to get the study done cheaper or quicker may be a reality that is not worth the cost to begin with.

*Stark Safety Consultants specializes in Arc flash hazard analysis and electrical safe work practices training as well as related consulting services to aid in the creation and updating of electrical safety policies. Stark Safety Consultants is a proud National Training Partner of the National Joint Apprenticeship Committee (NJATC) and associate member of the National Electrical Contractors association.*



### **What Is Your Personal Mission Statement?**

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

One of the greatest fulfillments you can give yourself is to write a personal mission statement. Why? Because when you're faced with a difficult choice to make, choosing the option that fits with your purpose in life will be easier if you have a mission statement to reference.

Also, your mission statement will (should) motivate you.

Allow me to explain further.

A mission statement describes your unique purpose in life. It



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summarizes the talents and qualities you have and want to develop, what you want to accomplish, and what contributions you desire to make.

What are you passionate about? What really excites you? What would make you jump out of bed in the morning knowing that if you didn't show up it would make a huge difference in the cause?

Passion is so important when creating your mission statement. If you're not passionate about your mission, it's not really your mission. If it doesn't speak to your soul and keep you awake at night thinking about the possibilities, you haven't hit on the right thing yet.

While the specifics of how you fulfill your mission may come in stages, your mission will more than likely remain the same throughout your lifetime. Even though you play different roles during different phases of your life, one thing will always remain constant – your mission.

Having a personal mission statement helps you make daily decisions. When you have a choice to make, which option gets you closer to accomplishing your ultimate goal? Will it help you to fulfill your mission? Nothing, no action, is neutral; everything you do either helps you fulfill your mission and accomplish your goals, or moves you further away from them. When you make your decisions

based on your personal mission statement, you never regret it.

Now, this doesn't mean that you will never have to do something you don't want to do. On the contrary. There are tasks and obligations that I must fulfill on a regular basis that I don't particularly enjoy, but they get me closer to my ultimate goal, so I do them. Sometimes they are just in line with my values, and so I complete these tasks because they help with the overall picture of who I am or want to become.

For example, my mission is to motivate, educate, and inspire others to find the true greatness they deserve. I was not completely aware of my true mission until my late 30's. Over the years, I have had different jobs and goals but now I have found my true passion and that passion is in line with my current professional role and my long-term goals.

I can remember my college professors calling me a natural speaker and motivator. However, it was a long time before I would understand what that really meant. At the time, I thought it meant I would someday be a teacher and some years after graduating from college, I soon became a teacher and keynote speaker at national and world conferences. My attitude and ability to explain things clearly were often called upon to help motivate my family, fellow friends, and colleagues. Even now as I continue my pursuit of education in the PhD program,

my professors have referred several of my classmates to me for motivation and guidance in the program.

If I had been aware of my purpose earlier in life, there are many paths I would have been spared. I won't bore you with the details; let's just say I've taken a few wrong turns but thank God I found my way. A mission statement would have prevented that, so the earlier in life you do this the better off you will be, but it's never too late.

Many young self-made millionaires credit their early financial success to a personal mission statement. So, I challenge each one of you to start writing your mission statement!



### **New Employee Orientation**

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

#### Part 1

During the last 20 years, I've had the pleasure of working for several organizations, many of them best in their class.

One area of the business that seems to provide employers with multiple challenges is the process of bringing new employees on board, what we used to call orientation and today refer to as the on-boarding process. Even though the



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orientation process has evolved to on-boarding, a process that's produced better results, most organization still use the orientation process.

### **Why Do We Orientate Employees?**

New employee orientation effectively integrates the new employee into your organization and assists with retention, motivation, job satisfaction, and quickly enables everyone to become contributing members of the work team.

### **What's A Typical Orientation Look Like?**

Most organizations have 1-2 day employee orientations. The goal, it seems, is to tell the employee everything you can about the organization in a compressed time frame. Mission, vision, values, culture, policies, history, compliance, safety and the list goes on and on. We even walk employees through benefits, even though in most cases employee's eligibility isn't for another 90 days and longer in some cases. We also use this time to try to instill a clear sense of organizational purpose, which tends to manifest itself in the form of some type of customer service training. We finish the event by providing employees with a 30 page book of rules; this is called the employee handbook.

To ensure that we've legally covered our tush, we have them sign a document that indicates that they have read and

understood the organization's policies.

Now, I did say that this is typical and there are organizations that certainly have other moving parts to their orientations, welcome parties for their families, welcome letters, an orientation gift, tour through corporate offices to meet with various departments to understand their function in the organization.

### **What's The Goal Of Orientation?**

From what I've experienced, it's more like; let's tell our employees as much about our company and how we do business in the 1-2 days. Now, when I sit down with the people who are responsible for delivering the orientation and ask them if they believe their current process is effective, they say NO. Of course I ask why, even though I know the answer, too much information at one time. We have to do it this way, we only get one opportunity to give them this insight, after today or tomorrow, they are on the clock.

Isn't it odd that we would continue to take part in a process that is ineffective?

### **What's On-boarding?**

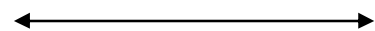
On-boarding is the process of acquiring, accommodating, assimilating and accelerating new team members, whether they come from outside or inside the organization. Effective on-boarding of new team members

is one of the most important contributions any hiring manager or HR professional can make to long-term success. On-boarding done right drives new employee productivity, accelerates results, and significantly improves talent retention. Yet few organizations manage the pieces of on-boarding well. Based on staggering statistics that 22% of staff turnover occurs in the first forty-five days of employment, it makes perfect sense to delay a hire if you don't have the time to on-board an employee properly.

There are several reasons that on-boarding fails. A recent survey of American workers conducted by Harris Interactive revealed:

- 77% are not satisfied with the strategy and vision of the company and its leadership.
- 48% of workers are not satisfied with the relationship they have with their boss.
- 66% of American workers are not satisfied with their compensation.
- 76% are not satisfied about future career growth opportunities at their company.

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





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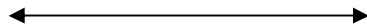
### SURVEY

#### Summer Jobs

According to a survey of 2,778 U.S. hiring managers and HR professionals, the most popular temporary positions being offered this summer are as follows:

Retail	40%
Hospitality	33%
Office support	28%
Customer service	21%
Landscaping	16%

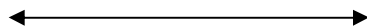
Source:  
Careerbuilder.com, Chicago



### INTERESTING FACT

Nine percent of employers who rate as "deficient" the work preparedness of new hires from four-year colleges. Sixty-six percent rate hires with four-year degrees as "adequate" and twenty five percent rate them as "excellent."

Source:  
The Conference Board



### SERVICE UPDATES

#### The JMT Network Program

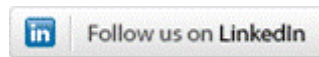
The JMT Network Program is up and running. Please visit [www.jmt-associates.com](http://www.jmt-associates.com) (Click on the link located on the left-hand side of the home page.) to

read about the latest developments.

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



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

#### 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

##### 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





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order.

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

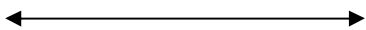
*“How Are Your Employees Performing? Employee Performance Appraisals – Book 1.”*

*“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.

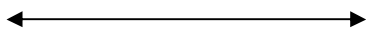
We offer extensive "real-world" experience in a variety of industries, including manufacturing, service, union, union-free, profit, not-for-profit, private, and public sectors.

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