

## PEOPLE POINTERS

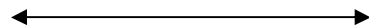
Volume 18, Issue 1    January 2021

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

#### OSHA Log

Employers that are required to comply with the OSHA recordkeeping guidelines (this includes most employers) must remember to post their OSHA Form 300A (Summary of work-related injuries and illnesses) for the calendar year 2020 from February 1, 2021 through April 30, 2021. The Form 300A should be posted in a conspicuous place where you normally post employee information. Failure to post can result in citations and penalties.

Employers with 20 or more employees in certain high-risk industries must submit their 2020 Form 300A data electronically to OSHA by March 2, 2021.

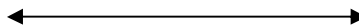


#### COVID - 19

Since the start of the coronavirus pandemic through December 10, 2020, the U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) has issued citations arising from 273 inspections for violations relating to coronavirus, resulting in proposed penalties totaling \$3,646,228.

The following violations were cited:

- Implement a written respiratory protection program.
- Provide a medical evaluation, respirator fit test, training on the proper use of a respirator and personal protective equipment.
- Report an injury, illness or fatality.
- Record an injury or illness on OSHA recordkeeping forms.
- Comply with the General Duty Clause of the Occupational Safety and Health Act of 1970.



#### 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.

In 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

- ✓ An employer's effort to prevent off-the-clock work will be a key element of its defense to an off-the-clock work claim.
- ✓ Adopting and publicizing a procedure for reporting payroll errors or instructions to work off-the-clock is crucial.
- ✓ An effective policy clearly defines proper and improper conduct and provides employees with a means to report misconduct or improper instructions.

#### General Industry Safety Checklist

- ✓ Foot protective equipment shall be worn when working in areas where there is a danger of foot injuries due to falling or rolling objects or objects piercing the sole and where employees' feet are exposed to electrical hazards.
- ✓ Employees in the logging industry are to wear heavy-duty logging boots that are waterproof or water repellant and cover and provide support for the ankles.





# JMT & Associates, LLC

## *Human Resources & Safety Consulting*

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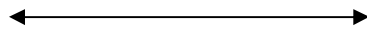
✓ Those persons who operate chain saws must wear foot protection constructed with cut resistant materials that will protect the employee against contact with a running chain saw. Sharp, calk-soled boots or other slip resistant type boots may be used where the terrain and weather conditions require them.

### **Construction Safety Checklist**

✓ The employer shall ensure that each container of hazardous chemicals in the workplace is labeled, tagged or marked with the identity of the hazardous chemical contained therein and must show hazard warnings appropriate for employee protection.

✓ Chemical manufacturers and importers shall obtain or develop a safety data sheet for each hazardous chemical they produce or import.

✓ Employers shall have a safety data sheet for each hazardous chemical they use.



## **Job Analysis**

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

### **Part I**

This article begins a new topic series entitled Job Analysis. I hope you find it informative and useful with your practice of Human Resources (HR) Management.

In the series we will explore the following topics related to Job Analysis.

- Organizational Workthru Workflow Analysis
- Job Design and Characteristics
- Work Schedules and Telework
- Stages and Methods Used for Job Analysis
- Behavioral Aspects of Job Analysis
- Legal Aspects of Job Analysis
- Components of a Job Description

Change is a big part of our work lives. Work and jobs are part of the change in our organizations. After 18 years of providing human resources consulting to various companies, I can say that change is a big part of every business. Key drivers of change include globalization and technology. Think back ten years at your company and you will see what I mean. Companies are using informational technology to decentralize work. Job skill requirements are changing. The interplay between these change factors is changing how work is done, where work is being done, and the number of jobs. HR management is being affected by these changes. How we deal with these changes will affect how HR is viewed by company executives.

An organization is an entity that takes input from the surrounding environment and then performs work and turns those into goods and services. What is work? Work is effort directed towards accomplishing results. Work can be done by humans, machines, or both. The work must be divided into jobs. This allows us to coordinate the process.

A job is a grouping of tasks, duties and responsibilities. This makes up the total work assignment. Of course, jobs will change over time. The amount of work the company needs to get done is equal to all the jobs added together. Organizational productivity is how well these are matched together.

Increases in organizational productivity have resulted in significant changes in work and jobs. Some of the changes we are seeing are replacing employees with technology, international outsourcing of work and a greater flexibility of how and when work is done. We have seen political pressure based on these changes.

Jobs that can be divided into step-by-step tasks with little variation are being affected the most. Examples include: assembling products on a manufacturing line, doing repetitive computer programming and simple customer service inquiries. Use of information and communication technologies has allowed the knowledge to perform these tasks to be built into computer programs and databases. These jobs now take



less training and skills to perform. Jobs that can't be broken down into steps and require significant communication and managerial capability are less likely to be affected.

Organization values and strategies that are linked to customer needs, affect the nature of the work which will influence the relationship of jobs, people and basic HR management. The way work is done, and jobs are designed and performed will vary from company to company. The differences will determine the number of jobs and workers needed.

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

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

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## Working in Cold Temperatures

By: Marc Snitzer, CIH, CSP, RS  
Independent Safety and Health  
Consultant

Workers in many industries are exposed to cold temperatures. One of my jobs in the early part of my career was loading ice cream products into a shock freezer. A "shock" or "blast" freezer can produce temperatures of 40 below zero. Refrigeration used in the food industry can range to around 0 for freezers and 40 for refrigeration. When I climbed into the shock freezer, I was exposed not only to the cold air,

but subject to frostbite from handling the metal tubs of ice cream.

Cold temperatures, as well as simply working outdoors in winter can cause employee injury or death. Cold stress can cause localized effects on exposed skin and extremities or systemic effects by lowering the core body temperature. Wind and moisture can increase the effects of cold on an employee. Wind cools the body more quickly; moisture conducts heat away from the body, more quickly than air.

The human body functions best when core temperature and skin temperature is in a narrow range. Employees who have pre-existing health conditions or have poor physical conditioning may be less tolerant of the effects of cold.

Hypothermia is a lowering of the normal core body temperature to less than 95°F from the normal 97-99°F. Hypothermia can occur in temperatures as warm as 41°F if an employee or his clothing becomes wet. In severe cases the employee can become confused or uncoordinated and can even lose consciousness. If first aid is not provided, the person can die.

Frostbite usually occurs in the extremities and is the localized effect of exposure to cold. If it is not treated properly it may be necessary to amputate the body part.

Immersion or trench foot can occur at temperatures as high as

60°F. When feet are immersed in water for long time periods, they lose heat faster than the body can replace it and circulation is slowed, skin tissue can begin to die.

It is said that there is no bad weather, just poor clothing choices, and in fact, clothing is the most common way to prevent injury from cold stress.

If any of these conditions occur, it is important to get help immediately. Proper first aid or medical treatment can prevent death, severe injury, or permanent disability. Workers should be given periodic warming breaks and allowed to acclimate to the work. Training in the recognition of cold stress, work practices and proper clothing to prevent cold stress injury should also be provided to employees.

OSHA has several helpful publications on cold stress including a "quick card" and fact sheet; these are located at:

<https://www.osha.gov/pls/publications/publication.athruz?pType=Industry&pID=244>

JMT & Associates, LLC can help you design controls to prevent cold stress injury and how to incorporate it into your comprehensive safety and health program.





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## Knowing Your Personal Strengths

By: Nicholas Dillon, MS, MAED  
"The Believe Coach"

Experiencing challenging phases in life can really test your courage. When you encounter those bumps in the road, how do you react? Are you able to deal effectively with these challenges without going to pieces? Could you use some help in finding your inner strength?

Try these ideas to tap in to your personal reserves whenever the going gets tough:

1. Take some time to ponder the present dilemma. What do you see as the real issue? Are you making a mountain out of a mole-hill? How can you focus your efforts on the current event that's troubling you?

2. Acknowledge your fears about the challenging situation. Before you can show resilience to move forward, it's important to recognize any fears that have a bearing on your current circumstances. Ignoring them will only serve to prevent you from confronting the issue.

3. Consider every option. Writing down your options for overcoming your challenge will help you see the situation from all angles.

Brainstorming as many solutions as you can is a great start to finding a workable option.

Be open-minded. Sometimes you have to remind yourself to not automatically screen out

possible solutions to a sticky wicket. Every viable possibility should be considered.

Considering every possible solution indicates you have the resilience to succeed.

4. Approach the challenge with positivity. It may sound oversimplified, but you can either approach a stumbling block thinking, "I don't think I'm going to survive it" or "I'm going to do my best and make my way through this situation." Taking a positive outlook will compel you to move forward through the crisis. Be optimistic!

5. Avoid looking too far ahead. Focus on what's going on in this moment. Sometimes, it helps to make it through 1 hour at a time.

Concentrate your energy on what you can do in the here and now.

6. Pray. Draw from your religious faith to help you through. Spirituality regularly assists millions of people to live consistently healthy, happy lives. Perhaps finding faith would bring you the inner strength you desire.

7. Seek emotional support from those you love. Any troubling event is easier to navigate through when you feel the love and support from someone close to you. Bolster your "resilience reserves" by getting a little help from your friends and family members.

Although it might be difficult for you to reach out and say, "I'm struggling," look at it this way: your loved ones will feel better if you give them opportunities to be there for you. Accept the loving and supportive care that your loved ones are so willing to provide. You'll likely have a chance in the future to reciprocate.

8. Soothe your spirit. What calms you down, makes you feel peace, and brings you simple joy? Take time to participate in your favorite activities to soothe your emotions.

Taking a walk in the woods, swimming a few laps at the pool, or doing a hand craft or hobby at home can be one of the most self-soothing things you can do when you're experiencing a tricky life phase.

9. Embrace your strength. Remember that your strength has pulled you through many crises in the past. Have confidence that it can continue to bolster you through many more.

Life can be exhilarating, interesting, and challenging. When you encounter a block in your path, allow your resilience to shine through. These strategies can help you draw on your inner strength to live a meaningful, enriched existence, no matter what type of challenge you encounter.

The Believe Coach, Nicholas Dillon [www.nicholasdillon.com](http://www.nicholasdillon.com).  
Try out a complimentary life





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coaching session with The  
Believe Coach at  
[www.BelieveUniversity.net](http://www.BelieveUniversity.net).

### INTERESTING FACT

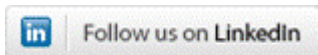
Forty-one percent (41%) of surveyed workers say a bonus is tops on their holiday wish list. Forty-six percent (46%) say their company does not give holiday bonuses.

Source: Spherion Staffing Services

### SOCIAL MEDIA

JMT & Associates, LLC is 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**

### 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.

#### 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 (general industry and construction) specifically designed for the small business. A comprehensive, customized program is offered for low monthly payments.

### EDUCATIONAL BOOKS

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

*"Office Safety - Hidden Dangers - Book A"*

Safety is Priority Number One. Safety First. Think Safety. Always Work Safely. Safety slogans like these are very common. Companies want to provide a safe workplace for their employees. No one wants to have an accident.

When you think of workplace safety, what types of businesses do you think of? Construction, factories, manufacturing, saw mills, logging, commercial fishing, and foundries . . . office workers.

Even though we don't normally associate safety with office workers, there are hazards and health concerns associated with working in an office environment. Serious accidents can and do occur.

In this book, information is provided for the following office safety topics:

- Slips, Trips, and Falls.
- Office Lighting.
- Housekeeping.
- Ergonomics.
- Back Injury and Safe Lifting.
- Office Equipment.
- Electrical Safety.
- Chemical Safety.
- Material Handling and Storage.
- Air Quality and Ventilation.

You will learn what the hazards are, how to recognize the hazards, and how to avoid an injury.

This book includes the following tools:





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- Real-life office accident scenarios.
- The Occupational Safety and Health Administration (OSHA) standards that apply to an office.
- Office safety tips.
- Office safety checklist (audit form).

### *"Office Safety - Hidden Dangers - Book B"*

Working in an office environment is safe, right? You might be surprised by the number of employees that suffer an injury while working in an office.

Most office accidents are minor, but you could have a serious accident that results in time off from work.

Every office employee has responsibilities for safety. These responsibilities include having the knowledge to identify office safety hazards and working in a manner to avoid causing an injury either to themselves or a co-employee.

In this book, information is provided for the following office safety topics.

- Noise.
- Emergencies in the Office.
- Stress.
- Office Furniture.
- Workplace Violence.
- Germs in the Office.
- Getting Hit—Ouch!
- Bloodborne Pathogens.
- Reporting Accidents and Near Misses.
- Employee Safety Training.

You will learn what the hazards are, how to recognize the hazards, and how to avoid an injury.

This book includes the following tools:

- Real-life accident scenario.
- Office safety tips.
- Office safety checklist (audit form).
- Sample employee safety training topic agenda.
- The components of a typical emergency action plan.
- Stress relieving exercises you can do at your desk.

### *"The Employee Hiring Process – Who Are You Hiring?"*

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.

### *"How Are Your Employees Performing? Employee Performance Appraisals – Book 1."*

Why do supervisors dislike giving employee performance appraisals so much? The answer lies in the understanding of what an effective employee

performance appraisal program consists of:

- Employee performance appraisal program overview.
- Developing the employee performance appraisal measurement criteria.
- Establishing the employee performance appraisal process procedures.
- Conducting the employee performance appraisal meeting.

This book provides the framework and roadmap to develop an employee performance appraisal program or to review a current program. A self-assessment worksheet and a performance improvement plan agreement are included. A sample employee performance appraisal policy is also part of this book.

### *"How Are Your Employees Performing? Employee Performance Appraisals – Book 2."*

This book builds upon the framework and roadmap introduced in "How Are Your Employees Performing? Employee Performance Appraisals - Book 1."

Book 2 provides additional guidelines and resources you can use to ensure your program is successful.

Topics covered include:

- Employee performance appraisal program's legal considerations.
- Common mistakes to avoid and/or correct.





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- Communication tips to make the performance appraisal meeting productive.
- The benefits of an annual employee performance appraisal audit.
- Applying information learned through scenario analysis.
- Employee performance appraisal forms and instructions for a variety of job types.

*“Interviewing for Success –  
Finding the “Right” Person –  
Book 1.”*

Interviewing job candidates can be a challenging and frustrating task. However, it is one of the most crucial tasks of your job. Hiring the right people to staff your company is very important to the success of your company. Hiring the wrong people will cost your company valuable time and money.

The task of interviewing can be made more effective once you know the keys to successful interviewing. Also, having the right tools in your toolbox can greatly improve your success rate of hiring the “right” person.

This book provides the tools to help you:

- Develop an effective interviewing plan.
- Evaluate your employment application.
- Save time and be more efficient when reviewing resumes.
- Conduct effective telephone interviews.
- Conduct effective face-to-face interviews.

This book provides the following samples:

- Interviewing policy.
- Employment application.
- Resume/employment application review worksheets for several different types of jobs.
- Telephone screen worksheet.
- Telephone questionnaire worksheet.
- Candidate interview evaluation form.
- Sample candidate rejection letter.

*“Interviewing for Success –  
Finding the “Right” Person –  
Book 2.”*

The task of interviewing job candidates contains many hidden pitfalls. Mistakes that are made during the interviewing process can cost your company valuable time and money. It is very important not to unlawfully discriminate against job candidates during the interviewing process. Even accidental discrimination can put your company at risk.

Experienced interviewers can make a costly mistake without proper preparation. The key to effective interviewing is the preparation. Reviewing mistakes that others have made during the interviewing process can teach you valuable lessons about what NOT to do.

This book provides information about the following interviewing topics:

- Interviewing without discrimination.

- Common interviewing mistakes.
- Americans with Disabilities Act interviewing.
- Questions not to ask during an interview.
- Sample interview questions.

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





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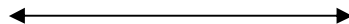
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range from basic policy development to in-depth HR strategic planning.

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
- Employee Handbooks
- Employee Relations
- General HR Practices
- HR Assessments
- HR Policies & Procedures
- HR Strategy & Planning
- Labor Relations
- Organizational Development
- Performance Management
- Job Analysis
- Job Descriptions
- Employee Assessments
- OSHA Written Programs
- OSHA Audits
- OSHA Citation Abatement
- 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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