



Metropolitan Washington Association of Plumbing-Heating-Cooling Contractors

Newsleak

Calendar of Events

- January 7 - Meeting
 - ⇒ 5:00 - Board Meeting
 - ⇒ 6:00 - T-4 Training: Water Heaters
 - ⇒ 7:30 - Dinner and General Meeting
- February 4 - Meeting

Message from the President – Charlie Perkins

Happy New Year! I hope everyone had a wonderful holiday with friends and family. We are all looking forward to a productive and prosperous year ahead and I hope that you will join me at the January association meeting to kick off the New Year right!

I thought I'd start the New Year off with information from an article I read about becoming a successful plumbing and HVAC business owner. A lot of advertising professionals write these articles and think they know what makes for a successful business. I rarely think someone who hasn't worked in this specific industry truly knows the in's and out's. However, one area of the article touched on an important topic and that was to

understand your overhead and set an accurate pricing structure for customers. A business cannot accurately set their pricing to ensure a profit if they don't account for all overhead expenses. Overhead expenses can include: employee salaries, health benefits, rent, utilities, tools and equipment, vehicles and vehicle maintenance, advertising, property taxes, office supplies, fuel, employee training, etc. The list is long and costs can be high. Once you have an accurate picture you can then calculate your pricing using formulas that will reflect the right numbers. Many companies use software to calculate pricing whether it be flat rate or hourly rate pricing that incorporates information regarding

your overhead. This can be easily adjusted as costs change over time. PHCC has many resources on their website regarding this and products that can be purchased to help calculate your pricing. If you need help with this, come to one of our meetings and talk to some of your fellow business owners. You'll get the best advice and guidance in the industry.

If you have any questions or would like to make suggestions for the association, please feel free to contact me at 301-937-6700.



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January Meeting Sponsored by Taze & Hewitt and Hydrolevel

Kick off 2016 and ring in the New Year with our meeting sponsors Taze & Hewitt and the Hydrolevel Company. The meeting on Thursday, January 7, 2016 will be at the Holiday Inn in College Park, MD.

Bob Muser with Hydrolevel will be providing the T-4 Training on **Boiler Controls**. This will include review of the Hydrostat control features and benefits, Low Water Cut-Offs for residential boilers (LWCO's) and the latest & greatest on conversion burners!

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Taze & Hewitt, a division of Chesapeake Systems LLC, has been providing the highest quality products and services to plumbers, contractors and distributors in the Washington DC and Baltimore area for over 60 years! From boilers to drains and everything in between, Taze & Hewitt is proud to represent many of the most respected product lines in the plumbing and HVAC industry.

Performance Management: More Than a Form Prepared for the PHCC Educational Foundation by TPO, Inc.

Performance management can be a powerful tool for your business. A manager can establish goals, share feedback, and improve performance through discussions with employees. If those performance management discussions are conducted in a way that builds a transparent culture between the manager and employees, they can improve recruiting, employee engagement, employee retention, and productivity.

That kind of performance management may require a cultural shift. Companies that follow the traditional model of performance evaluation – formal discussions only once or twice a year – often continue to struggle with employee performance, even if they change their forms or processes for evaluation.

That's because each employee has different needs and capabilities. If your performance management system isn't helping your company, it might be time to shake things up so that you're best tailoring discussions to individual employees. Here are some ways to shift the focus from annual or semiannual performance evaluations to ongoing and productive discussions that improve employee engagement and performance.

When to Have Performance Management Discussions

Remember that shifting the focus in performance management starts with the manager. Employees need to take an active role in these discussions as well, but changing the culture around them begins at the top.

Institute monthly conversations with your employees. These regular conversations build in structure and provide more opportunities for feedback than in the typical performance evaluation model.

You can also shift the performance management culture even more radically by making these discussions truly ongoing – hold less formal conversations when necessary to suggest areas for improvement or recognize excellent work. If you think about the best sports coaches you had as a child, they probably helped you out whenever you needed guidance. They suggested ways you could use your talents to improve your form, and they acknowledged when you'd achieved a goal or helped out the team. This

made you both a better player and helped your team.

In the same way, when you see something an employee can do better, talk to the employee about it, focusing on the future and the solution rather than the poor result and the problem. Just as important, recognize employees when they've done something well. That way, employees can make constant adjustments and continue best practices.

Remember These Key Tips...

The February 2014 e-bulletin discussed a few tips for effective performance management conversations. You should continue to follow them and integrate them into your discussions, so here's a brief review.

1. Clearly establish your company's goals and mission.

Employees who are well acquainted with your company's strategy, as well as with how their work helps facilitate it, are more committed and productive.

Therefore, in your discussions, establish how the employee's work contributes to the business. Draw connections between the employee's work and the company's goals and success. With everyone moving in the same direction, your company will be more likely to grow.

2. Clarify performance expectations repeatedly

Establishing performance expectations should be dynamic and ongoing, and involve more than just listing a few performance measurements.

In your meetings – whether formal or informal – establish what work needs to get done and how it should be done; what good and bad performance looks like; areas for improvement; and how expectations may have changed.

With this clarification, employees will not only perform better, but have a stronger sense of ownership of their work and relationship with you and the company.

3. Make Feedback Ongoing

As discussed above, you should make perfor-

mance management routine and ongoing. Shift not only the structure of these discussions, but also their focus. Play to the employee's strengths.

That will of course require you to identify those strengths. You can start by asking what the employee thinks is and isn't working. Then provide positive feedback based on the employee's strengths and discuss how they can be used to improve performance. Finally, when you need to address areas for improvement, focus on how the employee can use knowledge and skills to improve performance.

Those ongoing discussions will support your relationship with your employees and make it routine for them to build on their own strengths to improve performance.

Now that we've reviewed those three tips, let's take a look at three more that will help you continue to improve performance management discussions.

4. Make Performance Discussions a Two-Way Street by Cultivating Openness and Trust

Previous articles have highlighted the importance of communication to overall productivity. In an environment of open communication, employees are more likely to be invested in your company's success and to stay in their jobs.

Both you and your employees need to be honest and open in performance management discussions, or else issues will remain unaddressed. That starts with clear and transparent communication from you, without which employees won't trust your company and won't share crucial information.

Here are ways to build that open communication and trust:

- Share your company's challenges with the employee, even the financial ones.

Article continued on page 3

Performance Management: More Than a Form

Continued from Page 2

- Invite the employee to hear your/the company's side of the story by making sure they have all the facts relevant to the particular situation.
- Reserve from making quick judgments in discipline situations. Start with a blank slate and hear the employee's side of the story instead of rushing to address an issue.
- Keep the dialogue open – remember, you're trying to create a two-way street. Ask the following questions: "What can we both do differently to work together to build on this and make things more effective? What support could you use that I can help with?"
- Take input seriously, even if you don't end up using it. Listening to input and then not following up on it can damage employee trust, as well as make the employee think sharing is a waste of time. Tell the employee why you asked for the advice. Also follow up and share whether it was used, how, and why. Keep that line open: Establish whether you will save the input for a later time or ask for it again.
- Reward, rather than punish, feedback. Employees often worry that if they give feedback on their manager or company, they'll be punished. But without feedback, you can't improve employee and company performance. Establish rewards tied to employees' sharing their ideas.

By constructing that two-way street, you can create an environment of trust and respect.

5. Team Up With Your Employees to Find Solutions to Problems

Simply telling employees how to fix a problem may seem easy in the short term. But if you do that, you'll have to keep solving the same problems and your employees won't grow. You can increase productivity by prioritizing problems, coaching employees on how to address them, and encouraging them to seek out their own solutions.

Here's how you can team up with employees:

- Identify the problem – establish why it's important to solve it and what you're trying to accomplish by doing so.

- Emphasize the future – answer the following questions:
 - How will things be different when the issue is better?
 - What will you be doing differently when things are better?
 - What will be the changes in your behavior?
 - How will others be able to tell that things are better?
- Identify what's working and your employee's strengths, and how those strengths can be used to address the problem. Answer the following questions:
 - When is the issue less of a problem or when is it not a problem at all?
 - What is different about the times when the issue is better?
 - What resources or skills have you used in the past to make the issue better?

- Clearly define small changes and actions that can be taken to address the problem.

- Enact those steps and continue to evaluate, through this same process, what further steps need to be taken.

If you frame discussions like this, employees will be more likely to proactively address problems and take ownership of their work, which will facilitate both your job and theirs.

6. Build Employee Performance Through Job Experiences

You don't want employee performance to be static. You want to build on employees' strengths, challenge them, and help them develop their skills. In the short term, employees in that environment will help you out more effectively. In the long term, they will be more likely to stay with a company that provides them room to grow.

Formal training is not the only tool for employee development. Employees need challenging opportunities to apply their new knowledge and skills. It's your job to find ways to provide them.

Here's how to integrate those opportunities into performance management discussions:

- Once again, know your employee's

strengths and weaknesses.

- Identify work you usually do that you can pass on to the employee. Make sure that work fits in with the employee's strengths and that it will help the employee grow.
- Monitor how the employee does with that work and build in time for feedback – remember those ongoing, dynamic discussions.
- When you give new assignments to employees, break them down into smaller chunks so that you can have more follow-ups and ensure that the employee is headed in the right direction.

Employees who are given more chances to grow will improve their performance, be more productive, and therefore make your company more productive.

These tips show that good performance management is ongoing, cooperative, and open. Breaking the mold of traditional performance evaluations and engaging in dynamic discussions with your employees will help them – and therefore your business – grow.

*This content was developed for the **PHCC Educational Foundation by TPO, Inc.** (www.tpo-inc.com).*

Please consult your HR professional or attorney for further advice, as laws may differ in each state. Laws continue to evolve; the information presented is as of November 2015. Any omission or inclusion of incorrect data is unintentional. Please note this article is not intended to provide legal advice or to substitute for supervisor employment law training.

The PHCC Educational Foundation, a partnership of contractors, manufacturers and wholesalers was founded in 1987 to serve the plumbing-heating-cooling industry by preparing contractors and their employees to meet the challenges of a constantly changing marketplace. If you found this article helpful, please consider supporting the Foundation by making a contribution at <http://www.phccfoundation.org>.

MWPHCC December Meeting

Our December meeting is a favorite among our members and this year did not disappoint. We started off with a highly informative T-4 on Troubleshooting Water Heaters and then had a well attended and festive meeting and dinner.

As in years past, we participated in the Toys for Tots program. They've changed how they run their program somewhat compared to previous years so we did not have the U.S. Marines in attendance. However we didn't let that dampen our enthusiasm for supporting our area's children in need. We collected many toys and donations to support this program. This is a long-standing tradition for the Metro Washington PHCC. Corporal Martin from the Prince George's Police Department attended and will be handing out our presents and purchasing presents with our donations for children in Prince George's County.

We want to give a special thank you to D & B Distributing for providing the training, sponsoring the meeting and dinner and providing many wonderful door prizes.

Also, during our general meeting we held elections and voted on the 2016 Officers and Board of Directors.

The Metro Washington PHCC would like to present our dedicated and hardworking Officers and Directors for 2016:

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- Dick Rhodes

The officers and directors will be installed at a future meeting.



Upcoming PHCC Webinars

How to Get More New Client Calls from Google in 2016
Date: Wednesday, January 20th, 2016
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Workplace Violence: Productive Ways to Prepare



With recent security threats – as well as concerns regarding mental health and gun control issues – it is smart to have a plan in place for a potential workplace violence incident. Through its Virtual University, the PHCC Educational Foundation offers a crucial course – Active Shooter – Workplace Violence – that teaches you how to recognize the warning signs plus puts valuable prevention (and response) processes in place.

In response to December's tragedy in San Bernardino, the U.S. Dept. of Homeland Security (DHS) is reinforcing **three key action items** on how to respond if an active shooter is in your vicinity:

- Evacuate. If there is an accessible escape path, but be sure to keep hands visible and follow the orders of the police.
- Hide. If you can't exit, hide and blockade the door with heavy furniture

(if possible). Remain quiet, and be sure you SILENCE your cell phone or pager. If you can't speak, you can still call 911 and leave the line open so the operator can hear what's going on.

- Attack. As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the shooter using improvised weapons (office scissors, for example), yelling, and acting as aggressively as possible.

You can read more by going to the DHS website to read their comprehensive educational booklet – *Active Shooter: How to Respond*.

In addition, the Dept. of Labor (DOL) warns that potential or actual violent situations among employees usually escalate if not defused. The DOL website has guidelines for a Workplace Violence Program,

including responding to early warning signs, i.e., when a person is:

- Intimidating/bullying;
 - Disrespectful;
 - Uncooperative; and/or
 - Verbally abusive
- Plus, learn what to do if an employee displays intense anger, resulting in:
- Suicidal threats;
 - Physical fights;
 - Destruction of property;
 - Display of extreme rage; and/or
 - Utilization of weapons to harm others.

These tips are provided for guidance only. For advice best suited to your unique company, consult with a Human Resources expert.

“The Dept. of Labor (DOL) warns that potential or actual violent situations among employees usually escalate if not defused.”

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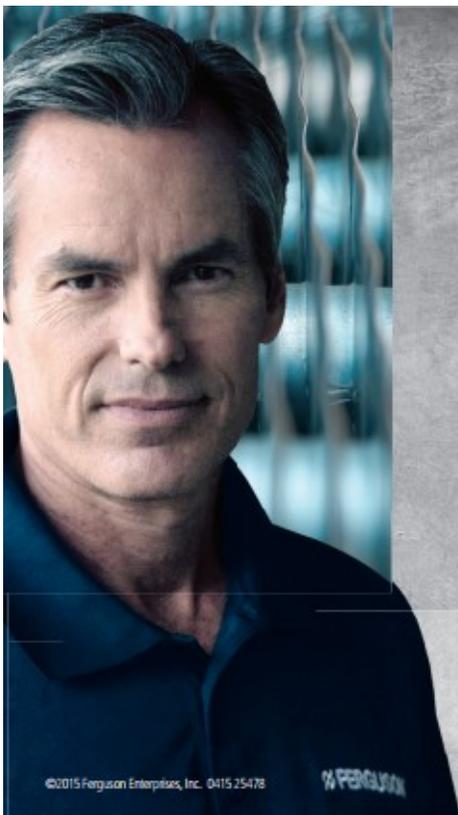
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2016 New Year's Resolutions for Small Businesses by Megan Sullivan

Whether or not you find them helpful, New Year's resolutions have a way of asserting themselves in our daily lives as December gives way to January, and the fresh start of a new year holds us in its thrall. Resolutions, however, aren't just for making you accountable to join—and go to—a gym. They can be very useful in the realm of small business, as they can help you focus on goals and aspirations for the upcoming year.

Below are some of the more common New Year's resolutions for small businesses in 2016, and a few others that are just sound advice.

1. Resolve to Re-Evaluate Your Mission Statement and Overall Goals

If you've been in business for a few years, chances are things have changed pretty dramatically from when you began. Due to the economy, competition or even just your own interests, it's possible that what you set out to do isn't quite what you ended up with, and that's okay. Take a moment to review your mission statement and overall goals.

Pull out that business plan you first put together when you were looking for financing, and see how your long-term goals stack up against your real-world experience.

2. Resolve to Ask for—and Listen to—Feedback

This is a tough one since soliciting feedback can open us up to criticism we may not be prepared for. Even so, your employees will appreciate that you have asked for their feedback on your business and what improvements or changes you might make to be more successful.

Consider tailoring your questions for each audience. Your employees are uniquely qualified to help you forecast client growth, as well as troubleshoot problem areas such as increased competition or stagnant product offerings.

This bird's-eye view of your business can help you see past the day-to-day struggles and challenges and help you to envision long-term achievements.

3. Resolve to Refresh Your Social Media

and Marketing Strategies

Social media changes at a rapid pace, so there's a very good chance you may have missed out on at least three new platforms you could be using to promote your business. Take a survey of the social media landscape and determine what is still working for you, what isn't and what might.

You'll also want to re-evaluate your advertising and marketing strategy. Now is the time to review your campaign results from the past year, and take a hard look at what worked and what didn't. If money isn't a concern, it might be beneficial to keep your strategy the same. But if you're looking to cut expenses, tightening up your marketing strategy is a good place to start.

4. Resolve to Enhance Your Technology Footprint

Few things frustrate employees—and clients—more than working with outdated technology. Slow internet speeds, clunky operating systems and inadequate programs and tools can make daily tasks more than a chore and can eat up valuable time that your team might better spend making a sale or building a relationship.

Consider all aspects of your organization's technology, from desktop computers and laptops to cell phones to high-speed internet to copiers. See which pieces of equipment are still working, and which ones aren't. The new year is also a great time to look for deals, especially if you're looking to outfit an office as you'll get a better deal when buying or leasing in bulk.

5. Resolve to Plan Ahead

Some business owners are pros at planning ahead. They have calendars with dates marked off months in advance, and know exactly when to make time for personal and business affairs. And then there are the rest, who are hard-pressed to remember today's schedule, let alone next week's.

As a small business owner, chances are you are more apt to fall into the former category, juggling multiple commitments and timelines for quite a while. But even if you consider yourself a master planner, now's the time to take a moment to really look at the next twelve months and plan what you can.

While many unexpected things will happen throughout the year that you cannot possibly anticipate, marking down special dates or even sketching out your annual promotions are things you can get a handle on early.

6. Resolve to Take a Breath and Nourish Your Mind and Body

The end of the year is hectic enough with holidays and family obligations. Add end-of-the-year accounting and tax preparation to that list, and you're going to find it difficult to take a moment to eat lunch, let alone recharge.

The importance of taking time for yourself cannot be understated. How you do it is irrelevant; the most important thing is that you do. Not only will it help to reaffirm your commitment to your business and goals, but pursuing interests outside of your own company makes you a better manager and human being. Plus, only with a bit of distance and some quiet time will you truly be able to reflect on the past year and look forward to the year ahead.

7. Resolve to Learn One New Thing

It might sound cliché, but learning something new and engaging your mind will help to keep your wits sharp, and provide you something to focus on besides work. Additionally, if you can spend time in a classroom and learn by interacting with your peers in a class environment, you not only make connections with other like-minded individuals, but you expand your mind to take in other viewpoints and perspectives.

Even if you don't have time for a classroom, take time to learn something new on your own.

Your own New Year's resolutions might look similar to the ones above, or they might be uniquely tailored to your specific needs and business. Whatever form they take, try to focus on the positive aspect of resolutions, and not the negative connotation they have developed in modern culture.

By making a resolution, you're giving yourself a goal to achieve. As long as you strive toward your goal throughout the year, then you can consider your New Year's resolutions a success. Best of luck to you and your business in 2016!



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