



Metropolitan Washington Association of
Plumbing-Heating-Cooling Contractors

Newsleak

Calendar of Events

- Sept 8 - Meeting**
- ⇒ 5:00 - Board Meeting
- ⇒ 6:00 - T-4 Training
- ⇒ 7:30 - Dinner and General Meeting

**Please note the meeting will be the 2nd Thursday of the month

Message from the President – Charlie Perkins

I hope that everyone had a relaxing and happy summer. For many of us that work in the A/C business, it was an incredibly busy time with the hot weather which is always a plus. But now it is time to begin thinking about switching gears, thinking ahead to the heating season and getting back into the swing of things with association business. We are excited that Cummins-Wagner will kick off our meeting season with a comprehensive training on condensing boiler installa-

tion. This will be a very timely training to get everyone ready for the heating season. Unfortunately, the September meeting won't be the same without a very important person. We were so sad to learn that Britt Kirby from Cummins-Wagner passed away earlier this summer. He had been a long-time supporter of Metro Washington PHCC with our meetings, events and training. His presence will definitely be missed and we thank Cummins-Wagner

for their continued support of our organization. Please read the tribute on page 6 that was sent to us from the Cummins-Wagner newsletter.



For association questions, suggestions and ideas, please contact me at: 301-937-6700 or cperkhhac@hotmail.com

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Cummins-Wagner Sponsors the September MWPCC Meeting

We hope that you will join us for the first MWPCC meeting of the Fall season on Thursday, September 8, 2016 sponsored by Cummins-Wagner Co. Please note that this meeting is on the 2nd Thursday of the month

At 6:00 pm, Cummins-Wagner will present our T-4 Training: "Planning Your Next Condensing Boiler Installation," at the Holiday Inn in College Park, MD. They will cover gas piping, including the correct sizing, length selection and location, combustion air, venting, and near-boiler piping

Our General Meeting and dinner will immediately follow at 7:30 pm.

Cummins-Wagner Co. is a distributor for industrial and mechanical equipment covering the mid-Atlantic states. They serve Maryland, Virginia, Washington, DC, Delaware, West Virginia, and Pennsylvania with the leading brands of compressors, pumps, and heat transfer equipment, and offer support services such as system design, assembly and aftermarket service and repair.

Headquartered in Annapolis Junction, Maryland with branches in Pennsylvania and Virginia, Cummins-Wagner acquired Siewart Equipment and Siewart Classic in 2008, expanding their reach to include markets in New York State and Florida. Cummins-Wagner is a 100% employee-owned company.

Be sure to join us for the September meeting and see how the great people at Cummins-Wagner can help your business!

Reasonable Accommodation or Not? Prepared for PHCC by Federated Insurance

Question: An employee came back from the chiropractor with a handout of specific ergonomic measurements for her work station, stating that the employee's back problem - a previous condition - is being exacerbated by what she is doing at work. The company's office is state of the art, and designed with ergonomic considerations. The employee sits at a station to type, and turns her head to address patients, versus turning her chair and whole body. The employee also wants to have the computer screen higher, despite the desk and screen currently being set at the proper height. The company feels that the issues are caused by the employee not using the equipment properly, versus facilities that are being provided. What does the company need to document or purchase now, to ensure it does not get a future claim for the employee's back issue?

Response: Generally employers are required to provide a safe and healthful work environment under OSHA, including appropriate chairs and workstations for employees who do their work seated. This does not mean that the employer has to buy the most expen-

sive chair and equipment available. Rather, a chair and workstation, including a computer screen and keyboard, that are well-designed and appropriately adjusted, even if moderately or even inexpensively priced, will still fit the bill of contributing to a safe and productive workstation. For more information, please see OSHA's excellent guidance on the subject at <https://www.osha.gov/SLTC/etools/computerworkstations/components.html>

If, however, the employee is disabled -- as may be the case if the employee suffers from a back condition -- and needs accommodation in the form of a more ergonomically sound chair and/or workstation than what is currently provided, an employer may need to change (or upgrade) the chair or workstation, or perhaps look into less expensive options such as supportive pillows, cushions, articulating keyboard drawer, monitor riser, foot stools etc., if doing so is reasonable. The employer may require medical documentation to assist in determining whether the employee has a disability and if so, to support the employee's need for reasonable accommodation. If the employee is not disabled, the employer is not required by law to provide

an accommodation. As I mentioned, though, the employer does have an obligation to ensure that the employee is still provided an appropriate chair and workstation as every other employee should be provided. If the employee is disabled, then she would be entitled to a reasonable accommodation under the Americans with Disabilities Act if she needed one in order to perform the essential functions of her job. Keep in mind that a reasonable accommodation for purposes of the ADA is not necessarily one the employee wants (such as a brand new or certain brand of equipment, chair or workstation) if there is another, less expensive option available (i.e., cushions, foot rest, modifications to the existing chair and workstation, etc.) that achieves the same result. However, denying an accommodation altogether because the expense of doing so is not in the budget may create exposure to a potential failure-to-accommodate claim under discrimination laws, particularly if the accommodation would not, in fact, cause the employer to suffer "significant difficulty or expense." The employer in this instance should engage the employee in an interactive discussion to explore these options.

The Unpleasant Side of Cyber Space Prepared for PHCC by Federated Insurance

The Internet connects businesses of all sizes to data networks and computer systems around the world. It also exposes companies to hackers, viruses, and other computer attacks. And, let's face it, there is no such thing as perfect computer security. Whether by hacker, glitch, or employee error, many businesses will experience a data breach incident at some point. Knowing a breach is practically inevitable, and the recovery cost potentially devastating from a financial, public image, and regulatory enforcement standpoint, how does a business owner protect his or her organization? A few years back, Hartford Steam Boiler Inspection and Insurance Company (HSB) teamed up with The Ponemon Institute to conduct a study of small businesses and the impact of data breaches. Their findings are eye-opening and informative, and can serve to inspire business owners everywhere to take steps to protect their valuable

data.

- Fifty-five percent of small companies have experienced at least one data breach; 53 percent have experienced multiple breaches.
- Only a third of small businesses notified people that their personal information had been compromised, even though 47 states require notification.
- Nearly three-fourths of companies that experienced a breach were not able to fully restore their company's computer data.

The research also revealed the three most likely causes of data breaches. More than half were due to employee mistakes. Forty-two percent involved lost or stolen hardware (laptops, smart phones, tablets, and storage media such as USBs and back-up drives). And, more than a

third were a result of procedural inadequacies. But, the breaches aren't caused only by internal errors. There is also a significant exposure when exchanging information with outside entities:

- Eighty-five percent of businesses share customer and employee data with third parties, such as those providing services for billing, payroll, employee benefits, and information technology. Most do not have contracts that require third parties to cover all the costs associated with a data breach.

As cyber-crimes get more sophisticated, your defense against them needs to keep pace. Federated Insurance can help you learn ways to minimize the risk of a breach, and, if you are a Federated client, you also have access to a seven step cyber security plan through Federated's Shield Network®. To learn more, visit www.federatedinsurance.com.



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On Friday, April 22, 2016, the MWPHCC held a successful Fishing Trip on a beautiful morning. The association chartered 4 boats with Lexianna Charters that sailed out of Chesapeake Beach, Maryland. Many fish were caught on the morning cruise and a great time was had by all of the participants. All 4 boats were full and we look forward to our next fishing trip in Spring 2017. Stay tuned for trip dates that will be announced by the end of 2016.





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Britt and wife JoAnn

BRITT KIRBY (1956 - 2016)

It is with much sadness that we announce the passing of our friend and co-worker, Britt Kirby. On June 16th, Britt died suddenly at age 60 of a brain aneurysm.

Britt started with Cummins-Wagner in 2006 in the Maryland Commercial Sales Department as Manager of Distribution Sales. Britt coordinated and was responsible for wholesaler distribution relations, sales and stocking programs along with establishing marketing & advertising programs. He was the face of C-W to not only many of our customers but also the many trade organizations he regularly attended. Britt also was instrumental in dealing with our vendor product lines and brought in over \$1.5 million dollars in sales with the addition of new product

lines. Britt's efforts along with his 40 years' experience in the HVAC/R industry, made the wholesale distribution part of our business a huge success.

Affable, caring, organized and hard-working.....that is the best way to describe Britt. Very rarely, if ever, did you hear him say no. One could always count on Britt both personally and professionally. At his service, his son and other relatives spoke of Britt's deep devotion to his family and friends. No matter the circumstance, he would offer his help in guidance or in using his handyman skills. In his 10 years of work at C-W, even with a commute in excess of 1 hour, Britt was always in the office early and was never late for a meeting or a sales appointment. It was his commitment to his job and the pride he took in doing it right.



Britt and JoAnn

Britt was a good friend to all he met. His leadership, comradery, and knowledge will be greatly missed.

Britt is survived by his wife JoAnn, daughter Anne, son Michael and many relatives.

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Balancing the Management of Three Different Generations of Workers

Three generations of workers form most of the modern-day workplace: the Baby Boomer generation, whose members were born 1946-1964 and are 52-70 years old; Generation X, whose members were born 1965-1980 and are 36-51 years old; and the Millennial generation, whose members were born 1981-2000 and are 16-35 years old. Boomers make up approximately 40% of the workforce, Gen Xers 30%, and Millennials 25%.

That distribution will shift as more Boomers leave the workforce and more Millennials enter it. In two years, Gen Xers and Millennials will constitute most of the workforce, and by 2020 it will comprise approximately 50% Millennials, 25% Gen Xers, and 25% Boomers.

As these shifts occur, it's important to recognize differences between the generations and use that knowledge to shape your management style. You can therefore increase both your business's success and provide for the future.

Generational Myths

The first step to managing different generations is letting go of any misperceptions about them. Here are a few common myths that one generation might believe about another.

- **Gen Xers and Millennials aren't motivated and are unwilling to work hard.** Millennials and Gen Xers may not want to work the long hours that are more characteristic of Boomers because they crave work-life balance. But they're willing to work hard and put in more hours in a flexible schedule to fit in that work. They also want to take on challenges and develop their skills.
- **Millennials want a trophy for everything.** The common refrain is that Millennials are entitled and want a participation trophy for every little success. In reality, Gen Xers are more likely to think that everyone on a successful team should be rewarded. And both generations prioritize a manager they can trust over a manager who recognizes accomplishments (although both should be part of the package).
- **Boomers don't understand new technology;** millennials want everything to be digital. Something all employees share is a desire to learn. Millennials might prefer more informal communications to be digital, but for discussions of career goals and performance and training, they prefer meeting face to face with their manager.

It can be easy to fall into those traps. Question your assumptions when presented with employees of different generations and determine their strengths instead.

Generational Realities

Keep in mind that workers of all generations share a desire for trustworthy leaders, opportunities to learn, respect, and consistent feedback, while disliking change. Some of those values might just manifest differently. More knowledge about the generations can suggest what employees in each can bring to the table and how best to manage them.

Boomers tend to see hard work as the way to advance; have a love-hate relationship with authority; prioritize work over personal life; and be competitive.

Gen Xers tend to see efficiency as the way to advance; be self-directed; be skeptical of rules; have strong technical skills; and crave work-life balance.

Millennials tend to see good ideas as the way to advance; work well in teams; want to help create the rules; crave work-life balance; and be adept with technology.

A reminder: These characteristics shouldn't be used to make generalizations about the generations, but as tools.

How to Manage the Generations

Embrace those differences as shaping how to best lead your employees. Below are a few areas for application.

Training

Regular educational and training opportunities benefit all employees, but different generations may embrace different delivery styles.

Baby Boomers might prefer more traditional methods like Power Point presentations and handbooks that have characterized the workplace for years. Millennials and Gen Xers

might prefer more interactive and technology-based learning methods. Also, Millennials are motivated by special assignments that fall outside their job description.

Mentoring

If possible, cross-generational mentoring can be a boon. You can assess a younger employee's needs and goals and match the employee with a more experienced worker. Older workers can help younger workers develop their skills in the field, as well as pass on institutional knowledge. Younger workers can offer a fresh perspective and share any new technical skills. Younger workers appreciate collaboration and are more likely to want to learn from those older than they are than their peers, who may represent competition.

Another benefit of this mentorship is that as Boomers retire, the business will retain institutional knowledge and crucial skills.

Benefits and Hours

Often, a higher paycheck isn't the number one priority for workers. If possible, offering more flexible work schedules can be beneficial for each generation for different reasons. Boomers might stay on longer if they're able to dial back hours but still work. Millennials and Gen Xers could get more of the work-life balance they crave.

Also if possible, offer Boomers full healthcare benefits even if they work part time. That can serve as a bridge to retirement for them, and you'd be more likely to retain these employees. Gen Xers and Millennials are more skeptical that Social Security will cover their needs at retirement, so they might value a 401(k) plan.

Reward Systems

Boomers might prefer the more traditional monetary reward or public recognition of success. Gen Xers might appreciate simple recognition, whether publicly or through an email, as well as time off. Millennials might also prefer the time off or validation through increased responsibility and training. Millennials appreciate frequent evaluations.

Article continued on page 9

Three Different Generations of Workers *Continued from page 8*

Performance Management

In general, performance evaluations should consider employees individually, taking their strengths and weaknesses into account – some of which may be tied to generation. Having frequent informal and formal discussions with employees can best help you tailor your evaluations and help employees both improve and share their needs. Don't assume anything about an employee based on generation, but keep in mind what the individual might want.

Communication

Facilitate open communication, through strategies such as frequent discussions individually with employees. Employees will be more likely to share ideas, concerns, and their needs. Older workers will feel more like partners, and younger workers will see this as further collaboration.

Also, don't apply the same communication style to every employee. Boomers might prefer to communicate by phone or in person. Millennials

have grown up in a more communication-heavy environment. More informal communications can take place digitally, but Millennials do tend to prefer to set goals and receive feedback in person. Mixing and matching communication styles can better ensure that you're on the same page with all your employees.

In the end, all this boils down to considering employees as individuals. Each employee might be at a different stage in life – about to retire, new to parenthood, or just entering the workforce. The myths discussed don't apply, and some of the characteristics above may not be relevant to every single employee of a generation. Keep potential differences and how they can add to (rather than subtract from) your business in mind, but then get to know your employees. Learning what individual employees might want and need and tailoring your management style accordingly will better ensure that your business runs smoothly into the future.

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 May 2016. 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>



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Al Luke, Jiffy Plumbing & Heating,
301-277-9111
allanluke9111@gmail.com

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Dave Warner, Real Plumbers
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Treasurer

Glenn King, G.R. King Plbg
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grkingplumbing@comcast.net

Sergeant at Arms

John Barry, J.E. Barry Plg & Htg
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jjebarry@gmail.com

MWPHCC Auxiliary

Marcia Shapiro, President
301-475-6760

Executive Director

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