

**TENNESSEE**



**PLUMBING-HEATING-COOLING  
CONTRACTORS ASSOCIATION™**

*Best People. Best Practices.™*

# TN PHCC Newslink

Fall 2021

## TN PHCC Board of Directors

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President

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Vice President

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**Doug Mayes**  
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**Beth Killen**

Admin Assistant  
**Kara Pettinger**

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## Annual Event Highlights— So glad to see you!

After 2 years of delays, the Association held our Annual Events on Sept 1-2 this year and it was great to see many of you! The Presidents Event, the 123rd Annual Convention and Trade Show and Apprentice Contest were held in Knoxville. All the details in this issue....



# Member News

## Upcoming Date Reminders...

February 26th- TN PHCC Winter Board Meeting, Buckhorn Lodge, Gatlinburg

Feb/March TBD- TN PHCC Day on the Hill, Nashville

March 1- TN PHCC Scholarship Application Deadline

May 1- PHCC Education Foundation Scholarship Application Deadline

May 11- TN PHCC Spring Board Meeting and Presidents Event, Knoxville

May 12- TN PHCC Convention and Trade Show, Knoxville

May 13- TN PHCC Golf Classic

October 5 to 7- PHCC National Convention CONNECT in Charlotte, NC

*Please note- All members are invited and encouraged to attend state board meetings, please RSVP to the State Office.*

## Our Mission Statement:

*"The TN PHCC is dedicated to serving and improving the PHC industry by providing opportunities for continuing education, communication, social networking and business improvement.*

*We are dedicated to the protection of the environment and the health and safety of our society."*

## In Sympathy

Our condolences and prayers to the Larry Vance and Ross Wood families. Please see more information on page 5.



## Welcome New Associate Member:

### H & E Equipment

3521 E. Governor John Sevier Hwy  
Knoxville, TN 37914

865-666-7900

Contact: Scott Daugherty

kdaugherty@he-equipment.com



Knoxville, Memphis, Nashville, Chattanooga, Murfreesboro

Founded in 1961, H&E Equipment Services is one of the largest equipment rental companies in the nation, providing the higher standard in equipment rentals, sales, parts, and service. With locations across the United States, we're leveraging our national fleet of equipment with a local approach, working closely with customers to understand their needs and provide them reliability, fair prices, and the support of a first-class service team. We're an equipment company, run by equipment people. Where others stop, we continue.

**"IT TAKES TRUE GRIT TO WAKE UP EVERY MORNING, DEDICATED TO A HIGHER STANDARD OF WORK. WHERE OTHERS STOP, WE CONTINUE."**

### Mark Reid Insurance, LLC

PO Box 110

White House, TN 37188

615-672-5848

Contact: Mark Reid

mark@markreidinsurance.com



Choice. Flexibility. Economy. Superior Protection. For your car, home, and business. Mark Reid Insurance has it all for you in one place - from our offices in White House, Tennessee we serve the insurance needs of individuals, families, and businesses all over Tennessee. As an independent insurance agent, we represent many top rated insurance companies. We're here for you locally and 24/7 via our website.

Getting the right insurance protection, superior claim service when you need it, ultimate convenience, and the right price can seem like a tall order. But Mark Reid Insurance makes it seem easy.

## Tennessee Students Awarded PHCC National Scholarships



The PHCC Educational Foundation announced the 2021 scholarship winners:

- Brandon Jacoby of Knoxville is studying Industrial & Systems Engineering at Virginia Tech and was awarded a \$2500 scholarship sponsored by Viega.
- Lauren Jacoby of Knoxville is studying Supply Chain Management at University of Tennessee Knoxville and was awarded a \$1000 scholarship sponsored by Viega.

The PHCC Auxiliary awarded the following scholarships:

- Joshua Jacoby of Knoxville is studying Neuroscience at Baylor University and was awarded a \$2900 Fran Williams Memorial scholarship.
- Greyson Wilder of Nashville is studying social work at Loyola University Chicago and was awarded a \$1750 scholarship.
- Lily Wilder of Nashville is studying Physical Therapy at University of Tennessee Knoxville and was awarded an \$1800 scholarship.



# Local Chapter News



## Ride and Decide Finishes Program After a Year Off

The Ride and Decide Program held their end of year luncheon in August at the Knoxville Chapter Meeting. The students talked about their work experiences with the program and the employers gained information on what the students learned.

Knox County Mayor Glenn Jacobs talked to the students and contractors about the importance of the trades in our society now and in the future.

"This year's program was one of the most successful ever," stated Gordy Noe, founder of the program. "We know of 4 students that were offered full time positions and we will be expanding the program next year to allow recently graduated students to participate

along with college students that would like to explore different career paths. We are excited about these opportunities and look forward to offering choices in the trades. " Please contact the state office if you would like to participate next year.



## Knoxville Chapter PHCC Christmas Charity and Spaghetti Cook Off Contest

On Thursday, December 2nd from 5:30-8pm at The Lighthouse on 6800 Baum Drive in Knoxville, members will be holding a charity event to benefit the Boys and Girls Club of Tennessee Valley.

Please consider bringing a gift of joy and of course monetary donations are also appreciated. Here are wish list items from the children-

Boys: Army toys, Athletic balls, Lego sets, Dinosaur toys, Headphones, Board games, Remote cars, Art supplies, Slime Kit, Educational games, Pokemon, Star Wars toys  
Girls: Make-up, Nail polish, Flower Making Set, Art supplies, Dolls, Karaoke set, Jewelry making set, Littlest Pet Shop, Educational games, Board Games, Hair accessories



The Chapter Event will feature a Spaghetti Sauce Contest in addition to the pasta, salad, beverages and dessert.

The fee is \$20pp, children under 12 are free. Just \$10 per person if you bring a few items from the Gift of Joy list above or make a monetary donation for the Boys and Girls Club of Tennessee Valley.

Spaghetti Contest: Fee is \$25 to enter your famous spaghetti sauce (no admission fee if you enter). Please contact Rose at [appschool@taphcc.com](mailto:appschool@taphcc.com) if you would like to bring your famous spaghetti sauce (just the sauce, pasta will be provided) in a large crock pot for the contest.

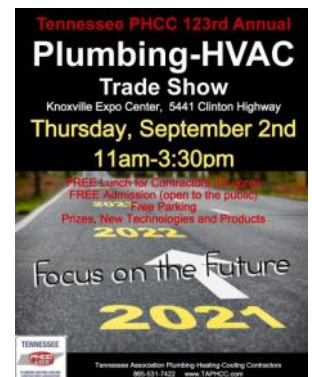
***Please invite your staff and their families to join the Chapter for an evening of charity and fun!***

RSVP to Rose at [appschool@taphcc.com](mailto:appschool@taphcc.com) by November 24<sup>th</sup> if you can attend.



## Thank you to Coastal Supply for displaying our counter tent!

From left to right- Ben Blackburn, Eric Snoderly, Daniel Dickson, James Schafer, Russell Frye, Wesley Teffeteller and Austin Marlar.



# Local Chapter News

## Knoxville PHCC Apprentice School Starts a New Year

On August 23rd the Knoxville PHCC Apprentice School started their new year of classes. The school is now housed in their own building on Dutch Valley Drive that includes a lab area, computer area and classrooms for instruction in Plumbing, HVAC and Sheet Metal.



There are 125 apprentices enrolled in the four year program and the curriculum focuses on hands-on teaching with online learning combined. So far this school year the apprentices have had additional classes in Construction Math, Blueprint Reading, Business Practices and Codes.





# Member News

## A Fond Farewell to our Friends Larry Vance and Ross Wood



**Larry Vance**— On July 31st we lost a great friend and past leader of the Tennessee PHCC, Larry Vance. In 2013 Larry was honored as an Emeritus Member of the TN PHCC for his many years of outstanding service and dedication.

Larry was from Elizabethton, TN and was the founder/owner of Advanced Heat Pump Systems and was still active in his business when he passed at age 72. He was trustee of Beck Mountain Baptist Church, a Sunday school teacher and worship leader. Larry was a Boy Scout Leader for over 20 years. Larry enjoyed gospel bluegrass music. He enjoyed spending time at his cabin on Heaton Creek and cooking meals in his cook shack for family and friends. His family, church family and friends were the most important things in his life.

Larry served 20 years on the TN PHCC State Board of Directors. His company, Advanced Heat Pump Systems became members in 1989 and Larry became a Board Member in 1992. He served as a Director of the Northeast TN Chapter until 1996 when he became Vice President. Larry served at President-Elect in 1998 and in 1999 he took the office of President. In 2000 he was Chairman of the Board and then after a few more years as Director, he assumed the role of President for a second term in 2008. He was Chairman of the Board for the last 3 years of board service until his retirement in 2012.

Larry's years of service and dedication were exemplary and we will miss his kind smile and laughter. In 2016, we were honored to designate Larry an Emeritus Member. Larry's son Michael, currently serves on the TN PHCC Board of Directors and our condolences go out to the Vance family.



**Ross Wood**— On August 20th, we lost a former Board Member and Contractor of the Year, our dear friend, Ross Wood. He was born in 1933 in Springfield, TN and for 37 years, Ross owned his own plumbing business, Ross Wood and Sons Plumbing Company in Nashville.



He was a member of PHCC from 1980 until 2011 in which he served as Chapter President in 2010, Board Member from 2010 until 2014, and was named Contractor Member of the Year in 2014.

During our annual convention in 2015, Ross received a plaque from the Board of Directors and our members: "In Appreciation for Your TN PHCC Board of Directors Service: Ross Wood, 2012-2015. On Behalf of Your Fellow Members in the Tennessee Association PHCC, in Recognition of Your Leadership, Service, Dedication and Commitment to the Board of Directors and Our Members."

Ross was also a member of the Greater Nashville Apartment Association from 1975 until 2011. He was a member of the American Legion Post #88 of Donelson for over 20 years. He worked for Bell South and AT&T while building his plumbing business and retired in 1985.



Ross proudly served his country in the United States Marine Corps where he served in the Korean War and was awarded the National Defense Service Medal as well as the Good Conduct Medal. His hobbies included: Traveling, estimating projects with his son and going to meetings with his son.

Our prayers and condolences to the Ross Wood family.



# Annual Convention

## 123rd Tennessee PHCC Annual Convention



President Gordy Noe kicked off the 123rd Annual Convention at the Knoxville Expo Center on September 2nd. After three postponements in the last two years, it was the first state wide in-person event since the pandemic began. There were presentations on membership, scholarship, awards, sponsors and association business.

The theme for this year's events was "Focus on the Future." The education portion of the convention was geared toward providing tools to assist our members with their biggest challenge: the need for more trained employees and keeping them once hired. The morning featured Lisa Ryan of Grategy, author of Manufacturing Engagement and a copy of her book was presented to each attendee. Her presentation focused on how to keep your top talent from becoming someone else's. To further our theme, Federated Insurance representative Philip Giguere gave a presentation on the Triple Protection Plan—An Employee Retention Strategy.

Honorable Becky Massey State Senator talked to the group about the changes taking place in business in Tennessee and the work that the legislature is doing to attract and keep businesses in the state. She said the state is seeing record growth and with foresight and planning, the growth can be beneficial to our contractors and residents.



Above- President Gordy Noe,  
Right- State Senator Becky Massey



Left: President Noe with our Elite Sponsors from Federated Insurance. Above: Speaker Lisa Ryan with Grategy.



# Awards

## Tennessee PHCC Contractor of the Year- Gordy Noe

At the 123rd annual convention, Gordy Noe was awarded the prestigious honor of "Contractor of the Year." As the Master of Ceremonies for the meeting he was surprised at the "last minute" agenda item and even more surprised to receive the honor. His family was waiting in the hallway to share the award with Gordy.

Gordy has been President of the local Knoxville Chapter and is currently President of the TN PHCC. He founded the successful Ride and Decide program and has been instrumental in the state office move and Apprentice School expansion this year.

The criteria for Contractor of the Year is that the annual award will be given to an individual who has significantly contributed to the PHC industry and to the PHCC Association during the past year. Gordy has displayed all of the attributes to receive this year's award:

Professionalism, Management Skills, Trade Involvement, Community Service and Dedication.

**Congratulations Gordy Noe,  
you deserve it!**



## 2020 Member Tenure Awards

The Tennessee PHCC is proud of our members and recognizes tenure with the Association. The awards are given in five year increments and here are the awardees for their 2020 completion year:

Keefe Plumbing & Heating Co.	65 years	Northwest Plumbing Co.	15 years
Hicks & Ingle Corporation	40 years	United Plumbing	10 years
Del Air Mechanical	35 years	Cornerstone Mechanical Inc.	5 years
Quality Plumbing & Mechanical	25 years	FM Plumbing & Remodeling	5 years
Hiller Plumbing Company	20 years	MJ Frick Co.	5 years
Lee Company	20 years	CHC Mechanical Contractors	5 years
Merryman-Farr, LLC	15 years	Total Group	5 years



From left to right: Donna Johnston, Engert Mechanical– TN PHCC Membership Chair, Kay Keefe– Keefe Plumbing, Rick Pittser– Quality Plumbing & Mechanical, Wayne Loman– Total Group and TN PHCC President Gordy Noe, Pioneer Heating & Air.



# Trade Show



On September 2nd we held the Association Trade Show at the Knoxville Expo Center. The theme for the show was "Focus on the Future." New products and technologies along with "old and new friends" met in person to share information about the PHC industry.

Along with visiting exhibitors and having lunch, Contractors and Associates participated in the new Axe Throwing event and watched the apprentices compete in the state championship on the trade show floor.

Thank you to our annual event sponsors: Elite- Federated Insurance, Diamond- Coastal Supply and Kenny Supply, Gold- TIS Insurance and Silver- Ferguson.





# Trade Show (cont.)



Josh Spradling of Wilson Brothers Plumbing won the Axe Throwing Contest



## Thank you for our generous door prizes!

UTAB donated 4 UT Tickets won by Cade Trusley of Interstate Mechanical. A6 Sales donated 2 Yeti mugs, Milwaukee Tool donated a Hackzall, Boiler Supply Co. donated a Milwaukee Toolbox, Wolverine Brass donated a Garbage Disposal, Freeland Chevrolet donated a Magellan Cooler and DeWalt tool donated an Impact Drill Set.



# Apprentice Contest

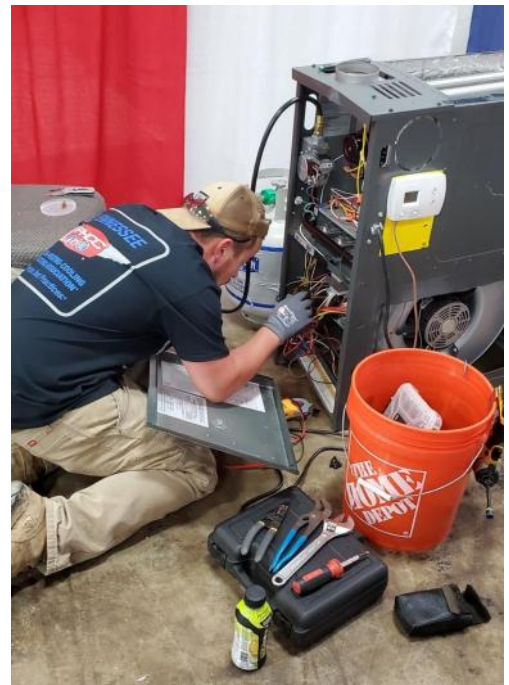


On September 2nd we held the state Association's Apprentice Contests in Plumbing and HVAC and the winners of each received a tool donated by Milwaukee Tool, a \$200 gift card and an entry into the PHCC National Apprentice Contest held in Kansas City Missouri in October.

Contestants for the Plumbing Contest were Thomas Brockman (Northwest Plumbing), Dylan Joyce (Quality Plumbing and Mechanical) and Michael Torres (Interstate Mechanical). The HVAC Contest contestants were Josh Cooper (United Services) and Troy Bryant (Pioneer Heating & Air).



We do need to acknowledge that two of our contestants were quarantined and one was called up for military duty the week of the contest so we were very thankful we had five contestants that could compete. Winners announced on the next page.





# Apprentice Contest (cont.)



**Plumbing Contest Winner (right)–**

Michael Torres of Interstate Mechanical shown on right with Scott Robinson of Scott's Plumbing, Contest Chairman.



**HVAC Contest Winner (left)–**

Josh Cooper of United Services shown with Gordy Noe State President, Thomas Lively of United Services and judge Kevin Rougeau.



A big thank you to our judges and Milwaukee Tool for sponsoring the winner's prizes.





# PHCC National CONNECT

## TN PHCC Apprentices Compete in National PHCC Competition

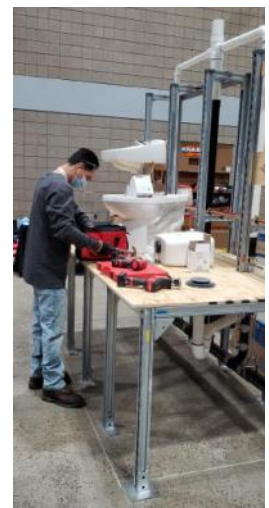
The Annual Convention for the PHCC was held in Kansas City this year on October 19-22. Attending were our plumbing and HVAC winners and their sponsors.

Michael Torres from Interstate Mechanical was our Plumbing Contestant and he attended with his older brother as his sponsor, Joe Cuevas who also competed in the contest 6 years ago.

Josh Cooper from United Services competed and his sponsor was his Supervisor, Thomas Lively. Josh's wife also joined him.

Both of the contestants said they had a great time and enjoyed the competition and the national convention. Both received tools just for entering. Even though we did not win this year, the apprentices represented our state very well.

Also, for the first time in PHCC history, a female- Karin Dahlin, from Minneapolis Pipefitters local 539 won the HVAC competition. When the winner was announced, Josh Cooper said, "she was really good and deserved it."





# State News

## Future Leaders and Presidents Event

On September 1st at the Lighthouse in Knoxville, members, their families and guests met to share ideas and aspirations at the Future Leaders "meeting." The event was immediately followed by the Presidents Event featuring an amazing meal, live casino action, (not real money) and an auction to benefit the Association PAC Fund.



Event Sponsors from TIS Insurance Brad Starkey and Stuart Oakes with Knoxville President Donna Johnston and State President Gordy Noe



# Business News

## COVID-19 Vaccination and Testing ETS (Emergency Temporary Standard)

From OSHA Press Release: On November 4th, the U.S. Department of Labor's Occupational Safety and Health Administration announced a new emergency temporary standard to protect more than 84 million workers from the spread of the corona virus on the job. The nation's unvaccinated workers face grave danger from workplace exposure to corona virus, and immediate action is necessary to protect them.

Under this standard, covered employers must develop, implement and enforce a mandatory COVID-19 vaccination policy, unless they adopt a policy requiring employees to choose to either be vaccinated or undergo regular COVID-19 testing and wear a face covering at work.

Since 2020, the corona virus has led to the deaths of 750,000 people in the U.S., and the infection of millions more, making it the deadliest pandemic in the nation's history. Many of the people killed and infected by this virus were workers whose primary exposures occurred at their jobs. OSHA estimates that this rule will save thousands of lives and prevent more than 250,000 hospitalizations due to workplace exposure to COVID-19 over the course of the ETS.

The emergency temporary standard covers employers with 100 or more employees – firm or company-wide – and provides options for compliance. The ETS also requires employers to provide paid time to workers to get vaccinated and to allow for paid leave to recover from any side effects.

The ETS also requires employers to do the following:

- Determine the vaccination status of each employee, obtain acceptable proof of vaccination status from vaccinated employees and maintain records and a roster of each employee's vaccination status.
- Require employees to provide prompt notice when they test positive for COVID-19 or receive a COVID-19 diagnosis. Employers must then remove the employee from the workplace, regardless of vaccination status; employers must not allow them to return to work until they meet required criteria.
- Ensure each worker who is not fully vaccinated is tested for COVID-19 at least weekly (if the worker is in the workplace at least once a week) or within 7 days before returning to work (if the worker is away from the workplace for a week or longer).
- Ensure that, in most circumstances, each employee who has not been fully vaccinated wears a face covering when indoors or when occupying a vehicle with another person for work purposes.

The emergency temporary standard does not require employers to pay for testing. Employers may be required to pay for testing to comply with other laws, regulations, collective bargaining agreements, or other collectively negotiated agreements. Employers are also not required to pay for face coverings.

"While vaccination remains the most effective and efficient defense against COVID-19, this emergency temporary standard will protect all workers, including those who remain unvaccinated, by requiring regular testing and the use of face coverings by unvaccinated workers to prevent the spread of the virus," said Deputy Assistant Secretary of Labor for Occupational Safety and Health Jim Frederick. "As part of OSHA's mission to protect the safety and health of workers, this rule will provide a roadmap to help businesses keep their workers safe."

OSHA is offering robust compliance assistance to help businesses implement the standard, including a [webinar](#), [frequently asked questions](#) and other [compliance materials](#).

The ETS will cover two-thirds of the nation's private-sector workforce. In the 26 states and two territories with [OSHA State Plans](#), the ETS will also cover public sector workers employed by state and local governments, including educators and school staff. Leading companies, including major airlines, manufacturers and retailers, have taken similar actions in recent months – adopting vaccine requirements or regular testing as necessary measures to protect their workers and customers.

The ETS is effective immediately upon its publication in the Federal Register. Employers must comply with most requirements within 30 days of publication and with testing requirements within 60 days of publication.

For complete information, please visit: [OSHA Temporary Order](#)





# Business News

## Request Proof of Vaccination?

### Question

*We provide catering food and services. Some of our clients are requesting that our catering staff be COVID 19 vaccinated to work at their event. To accommodate the client, can we, as an employer, ask our employees if they have been vaccinated and can we ask them for proof of vaccination?*

*Is it legal for us as the employer to prohibit an employee who is not vaccinated from working catering events when the client requests all catering employees be vaccinated?*

### Answer

The current guidance from the federal Equal Employment Opportunity Commission (EEOC) suggests that an employer may generally require employees to obtain the COVID-19 vaccine, so long as a reasonable accommodation is provided for those with a disability (as required by the federal Americans with Disabilities Act/ADA) and/or a religious belief (as required by Title VII of the Civil Rights Act of 1964) that may interfere with any such requirement. Specifically, the EEOC addresses the issue.

#### **"What You Should Know About Covid 19 and ADA Rehabilitation Act and Other EEO Laws" as follows:**

"K.1. Under the ADA, Title VII, and other federal employment nondiscrimination laws, may an employer require all employees physically entering the workplace to be vaccinated for COVID-19? (5/28/21)

The federal EEO laws do not prevent an employer from requiring all employees physically entering the workplace to be vaccinated for COVID-19, subject to the **reasonable accommodation provisions of Title VII and the ADA and other EEO considerations discussed below**. These principles apply if an employee gets the vaccine in the community or from the employer.

In some circumstances, Title VII and the ADA require an employer to provide reasonable accommodations for employees who, because of a disability or a sincerely held religious belief, practice, or observance, do not get vaccinated for COVID-19, unless providing an accommodation would pose an undue hardship on the operation of the employer's business. The analysis for undue hardship depends on whether the accommodation is for a disability (including pregnancy-related conditions that constitute a disability) (see K.6) or for religion (see K.12).

As with any employment policy, employers that have a vaccine requirement may need to respond to allegations that the requirement has a disparate impact on—or disproportionately excludes—employees based on their race, color, religion, sex, or national origin under Title VII (or age under the Age Discrimination in Employment Act (40+)). Employers should keep in mind that because some individuals or demographic groups may face greater barriers to receiving a COVID-19 vaccination than others, some employees may be more likely to be negatively impacted by a vaccination requirement.

It would also be unlawful to apply a vaccination requirement to employees in a way that treats employees differently based on disability, race, color, religion, sex (including pregnancy, sexual orientation and gender identity), national origin, age, or genetic information, unless there is a legitimate non-discriminatory reason."

With respect to a form for medical documentation for disability accommodation requests, we make a Medical Request for Accommodation form available on our website that you can access through your portal. If timely returned, the employer and employee should then engage in an interactive dialogue to determine whether a disability exists and if so, whether it can be reasonably accommodated without undue hardship to the employer.

(continued)



# Business News

## Request Proof of Vaccination? (cont.)

For more information on the duty to reasonably accommodate both as to disability and sincerely held religious belief, please see **Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the ADA** and **EEOC Religious Discrimination** respectively. Inquiries about COVID-19 vaccination status should be made individually and not in a group setting. The employer should determine the appropriate representative/agent to make such inquiries of employees if it does so. Individual managers or supervisors can be tasked with securing this information, or perhaps HR personnel may do so. Regardless, the employer has an obligation to ensure that those asking the questions and receiving the answers do so in a manner that maintains confidentiality as required by law. If the employer will require vaccination against COVID-19 as a condition of employment, it can require that employees provide evidence of the same. Employers ordinarily have several options in this regard:

- Employees provide proof of vaccination (vaccine card, image of vaccine card or health care document showing vaccination status) and employer maintains a copy.
- Employees provide proof of vaccination and the employer maintains a record of the employees who presented proof, but not the vaccine record itself.
- Employees self-attest to vaccination status and employer maintains a record of who self-attests. Note that this option leaves open the possibility that employees may be dishonest, even in an attestation otherwise.

Whatever information and/or documentation the employer secures in response to an inquiry about vaccination status is subject to confidential record-keeping requirements under the ADA. This means that employers ordinarily cannot disclose such information to third parties, such as clients. For more information, please see **The ADA: A Primer for Small Business** and particularly the section titled, "Confidentiality."

Please note that this response does not constitute legal advice. As well, information about industry specific and local statutory or similar requirements, as well as document drafting and review, fall outside the scope of this service. As such, you may wish to consult local counsel who can assist with advice as to any applicable food-service or similar industry-specific obligations and drafting accommodation forms and related documents as the employer may need or desire. He or she can also assist in developing and establishing a vaccine policy that comports with the employer's objectives and applicable law on this issue. Any such policy should then be clearly communicated to all employees in advance of its implementation, and uniformly and consistently enforced by managers, supervisors and HR personnel who have been properly trained as to its terms, conditions and application in the organization.

The Question of the Month is provided by Enquiron®, a company wholly independent from Federated Insurance. Federated provides its clients access to this information through the Federated Employment Practices Network with the understanding that neither Federated nor its employees provide legal or employment advice. As such, Federated does not warrant the accuracy, adequacy, or completeness of the information herein. This information may be subject to restrictions and regulation in your state. Consult with your own qualified legal counsel regarding your specific facts and circumstances.

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## Your Dues at Work: National Foundation Software Tools

Productivity can vary greatly depending on jobsite conditions and crew behaviors. The Foundation and construction management speaker Kirk Alter developed the Lost Time Calculator spreadsheet to help project managers quantify how lost time on construction sites translates into dollars.

On top of normal lost production time, construction crews are now facing a variety of new COVID-19 related productivity impacts. Proper documentation is key to recovering those costs from customers. New estimates must build in these impacts as part of new normal jobsite conditions.



Please use this link [Foundation Software Tools](https://www.phccfoundation.org/foundation/tools) or <https://www.phccfoundation.org/foundation/tools> for access.

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## PHCC Installs New President and EVP

Joel Long, (our previous Zone Director) of PHCC of North Carolina was installed as President of the PHCC at Connect in Kansas City in October. Many of you may remember Joel at our events a few years ago while our Zone Director updating us on what was going on at national and directing our Zone meetings. Joel was featured in an interesting article in the October 2021 Contractor magazine and it highlights his goals and plans for the association— [Article](#). We look forward to working with you President Joel, congratulations!



Joel receiving parting "gifts" from Tennessee when he completed his term as Zone Director.

Mark S. Ingrao, CCP, CAE, has been selected as its new chief executive officer (CEO). "Mark has a solid record in association management, a keen eye for small business having served as a local chamber executive, and experience working with construction industry stakeholders," said PHCC Past President Hunter Botto.





The Professional's Choice



**Coastal Supply Company**

**7 Locations in East TN**

**CoastalSupplyCoTN.com**

456 Atlantic Avenue  
Knoxville  
865-525-7527

1233 Konnarock Road  
Kingsport  
423-246-7852

909 Cooper Street  
Knoxville  
865-673-6649

5 Westley Court  
Johnson City  
423-246-7852

421 Home Ave.  
Maryville  
865-983-9082

1031 Lee Street  
Knoxville  
865-637-9262

10660 Dutchtown Road  
Knoxville  
865-675-0336

# Business News

## How to Effectively Manage Expectations

-James Price in Innovation and Productivity, Refresh Leadership Blog

Under sell, over perform. Under promise, over deliver. We've heard these idioms for generations. They've helped people lower expectations, while elevating realizations of goals. However, this can actually cause issues with creating clear expectations for employees while hindering overall growth and employee engagement.

According to a Gallup study, 72% of millennials say that when their managers help establish clear performance goals, they are more engaged in their work. While the modern workforce craves clear expectations, meeting employee's needs can be difficult in this arena. To help their teams better focus on the end goal, there are specific ways leaders can effectively manage expectations in their organization.

### Be Clear

One of the major fallacies leaders fall prey to is assuming everyone is on the same page. Regardless of how clear you think you're being when setting expectations for employees, key aspects of your plan have the ability to be lost in translation. This simple truth can be seen in the children's game "Telephone." When a message is passed from one person to another, it can be changed, updated, or misunderstood. To avoid this issue, create clear expectations that are simple and have a conversation with each employee to ensure both parties understand what's expected of them.

### Be Concise

Lofty goals and audacious dreams can help a team strive for greatness; however, sometimes large plans can get misconstrued due to the many facets of a project. As the old saying goes, it's easy to miss the forest for the trees. It's okay to not get too focused in the weeds to set goals with your team. Be concise and deliver expectations in a more manageable way. If you're presenting complicated information, it's more likely that you and your team could have a misunderstanding. So be sure to simplify your communication whenever possible.

### Be Timely

When delivering clear and concise expectations, it's important to factor in two specific aspects of time. First, you need to set expectations early—the sooner your team understands what's needed, the sooner they will be able to get to work. Uncertainty causes an anxious workforce. Ease their minds by setting expectations in the beginning. Second, your communication needs to include a specific timeframe the employee can work around, including due dates and deadlines. Open-ended projects without a timely goal can cause unneeded stress and procrastination. Even if a project doesn't have a finish date, create one to help you and your employee work within a more organized box. If you tell your team to "Just work it into your schedule," more than likely they will push it off to work on more immediate problems.

### Be Consistent

Sometimes leaders fail to effectively communicate expectations because they aren't consistent when it comes to follow-through, as well as repetition. When leading others, you can't simply "Set it and forget it" when it comes to expectations. To be successful in this area, it's important to open the lines of communication in order to develop consistency among you and your team. Have weekly check-ins to monitor progress and allow for questions, concerns, and feedback. Realistic expectations should be woven into the fabric of your organizations day-to-day work life. With consistency and repetition, you'll ensure a culture conducive to results.

One more thing to keep in mind, employees are more bought in when they know their leaders are following through too. So set expectations for yourself and communicate them to your team. This will help with trust and accountability and can lead to higher employee engagement and motivation.

## COMPLIMENTARY WEBINAR

### Workplace Controversies

Tuesday, November 16, 2021

12:00 p.m. CST

#### Webinar highlights:

We will talk about common points of friction in the workplace, and how business leaders can minimize and resolve them. We will provide real life examples and a few cautionary tales — and round out the discussion with some simple steps to defuse these situations.



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