

The Tool Box

Serving the Electrical, HVAC & Plumbing Industries Since 1912

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"Dog Days of Summer"



Why Feedback Backfires When Accountability Is Important

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Business owners or team leaders know people must follow through to achieve goals for the organization to be successful. People who are being held accountable consider it a punitive action. Some managers, unfortunately, use accountability as a weapon. People do not respond well to punishment. It may, in the short term, produce some results. However, for the long term it's not a very reliable way of motivating and getting a commitment from the people that are responsible for your success.

For example, I recall a small organization that relied on catching people making errors to improve their performance. A method to achieve this was to have senior people review the notes from client interactions that had been recorded by other members of the team. In a staff meeting, one by one the CEO called out the client's name so the senior reviewer could announce the mistakes made by their teammate. Interestingly, the CEO was the biggest offender with insufficient documentation. He didn't change his behavior because he thought he was above it all. People didn't work harder to excel. They worked hard not to be caught making a mistake.

Doing business this way comes at a high cost. You have a team of people who are unmotivated and, in some cases, may even sabotage your effort. So here are some ways that giving negative feedback to promote accountability is counterproductive. People are unmotivated and set on sabotaging your efforts. People create alliances with others within the team or within the organization to undermine your efforts. People not following the processes don't achieve results because they're not following the process, or they might not know what the process is. In some cases, they refuse to use the process because they consider it a waste of time.

The boss or the team leader knows best and can inform and correct an employee by giving negative feedback is a prevailing thinking pattern. In the industrial age, people were employed as a set of hands to carry out specific tasks. Employers did not want them to show up as thinking and feeling employees. That kind of management has seen its better days. When you hire someone to work for your company to help you achieve the corporate goals, being aligned with your values, vision, and mission bodes well for success.

7 Reasons Employees Are Not Accountable for Achieving Organization Goals

1. The person you hire is not aligned with the values, mission, and vision of the organization.

6. There is no means of coaching an employee to improve.

7. There is no consistent way of delivering results when it's important to have a process or a checklist to follow.

Accountability Starts During the Hiring Process

Holding people accountable to achieve their individual goals that support the company starts with the hiring process. First, you hire people that are qualified or can be trained to fill a role. Most importantly, they are aligned with your values of the company. Can they honor their values and be motivated in the work they do to support your organization? They understand the strategic plans for the company. They understand where the company is going. They understand where they fit in the success of the organization.

Once you hire the best candidate it's important to engage them as quickly as possible into the organization. Do they clearly understand their contribution to the organization? Do they see the importance of their achieving their goals to help the rest of the team? It's an interdependent situation. When you are part of a team what you do matters to the rest of the team.

If you were not confident that someone you hired could produce the work, it would be pointless to hold them accountable to produce results. What to do when an employee falls short of the mark?

Prevent Failure in the First Place

The ideal scenario is to prevent failure from happening in the first place. Organizations that have a robust coaching program have a higher success rate of employee retention and performance. A coaching relationship is a nonjudgmental one. The coach's major role is to provide support and guidance. The coach helps their client discover for themselves what they can do to improve.

Giving feedback to point out errors corrects the mistakes. However, it doesn't do much to foster excellence and employee development. Engaged employees who are using their strengths hold themselves accountable much of the time.

Contrast employee coaching with annual reviews and feedback. In the article, "The Feedback Fallacy," by Marcus Buckingham and Ashley Goodall (Harvard Business Review March-April 2019 issue), they state that the person giving feedback is the "source of the truth." "I know what's the right way to do something and I'm going to tell you how to improve." Buckingham goes on to say that pointing out their shortcomings and gaps impairs learning. It does not enable learning. This conversation with Buckingham and Goodall about feedback and why it is ineffective gives a deeper understanding.

Recently I was invited to submit an application to be a speaker at a conference. Once I completed the application, I shared it with my colleagues for input. They didn't say this doesn't work. Instead, they said "My reaction to this overview statement is that it is too long. I would shorten it to include language that the potential audience understands." I appreciated the input, took it to heart, made the changes, and am speaking at the conference. Instead of feeling judged, I felt supported and encouraged by my colleagues.

In conclusion....

With clarity about the values, mission, and vision for your company, hire people whose strengths fit the role you expect them to fill. To do this, you need to have the job description and role clearly stated. Provide ongoing coaching that calls them out when you see them doing something excellent. Share your reaction to something you see them doing that works or doesn't work. "When you changed your tone and pitch in your presentation, that kept my attention. You lost me when you read the text on the slide." Provide the resources and training to improve their skills. What you give attention to, expands. Focus on excellence and outcomes.

Accountability to others and for what you do, begins with respect for who you are and your behavior.
Byron Pulsifer

Take accountability. Blame is the water in which many dreams and relationships drown.
Steve Maraboli



Morelli Heating & Air Conditioning, Inc. was formed in 1981 by Jim and Tony Morelli after taking over the heating and air conditioning department of Charleston Oil. Tony and his brother, Andy, continue to run the company making them one of the oldest family operated heating and air conditioning companies in the Lowcountry.

Morelli Heating & Air has been a proud member of the Mechanical Contractors Association of South Carolina since 1982. We are a third generation family business helping to take care of fourth generation customers.

Morelli Heating & Air was the first Carrier Factory Authorized Dealer in South Carolina and has gone on to win “Carrier Dealer of the Year” in both 2006 and 2016 along with numerous other awards over the last 42 years.

Morelli is an unlimited mechanical contractor in the state of South Carolina.

Associate Member



Mobile Air & Power Rentals (MAPR) provides a range of temporary equipment such as air conditioners, chillers, heaters, dehumidifiers, and HEPA filtration equipment. Our units are available on a temporary, rental basis, or for long-term needs. We also sell equipment directly.

Cold, heat, humidity, and dirty air can have a tremendous impact on your business — decreasing productivity, damaging equipment, and even raising the risk of injury/disease. MAPR is more than a rental company, we’re the partner you’ll always want for all of your rental solution needs.

(Joseph Terry (JT), Technical Sales Representative, (980) 348-8349, JTerry@mobileair.com)

INSPIRATIONAL QUOTES

Failure will never overtake me if my determination to succeed is strong enough.

Og Mandino

We should not give up and we should not allow the problem to defeat us.

A. P. J. Abdul Kalam

If we did all the things we are capable of, we would

Personal Protective Equipment – Head Protection

[Reference 1910.135 / 1926.100]

If you think the OSHA regulations only require affected employees to wear hardhats on largescale construction sites, think again. The standards require affected employees to wear an approved hardhat ANYWHERE they are exposed to falling objects, as well as when a worker is exposed to contact with an electrical current.

Here is an overview of some of the different types of jobs and hazards that could require the use of hardhats:

Working in areas where materials are handled or transported overhead that may fall, such as:

- * working beneath a co-worker who is handling tools or materials on a ladder;
- * working beneath or near a scaffold or overhead platform where materials or tools are being used;
- * working in areas where others are performing tasks on a roof, elevated floor, or other overhead area;
- * working beneath conveyors;
- * working near tractors or similar equipment that transport soil, rocks or gravel;
- * working in a trench or other excavation;
- * working inside a confined space (such as a tank or utility vault) with overhead access.

Working near areas where you may make inadvertent contact with electrical current, such as:

- * performing electrical work on or near energized parts;
- * working near overhead electrical lines;
- * working inside electrical utility vaults.

Our company only issues or allows use of hardhats that are approved for use by ANSI, because not all hardhats are made to offer the impact protection or electrical protection you need. So please do not bring a hardhat to use at work without having it checked by your supervisor or safety manager to make certain it meets the minimum protective standards required by OSHA. And if you feel we have overlooked an operation that presents a potential head hazard, or if there is a new operation or you perform that has not been evaluated, please alert your supervisor or safety manager at once so the hazard can be addressed.

Transactional versus Transformative Leader

Tom Frisby

The transactional leader is largely a status quo leader. “This is the way we have always done it; it works; if it ain’t broke don’t fix it.” Compliance with tradition and “this is the way we have always done it” is the hallmark of the mandate of the transactional leader.

The transformative leader says that if it ain’t broke, make it better. Tradition and the “old ways of doing it” are not discarded but they are not sanctified either. They are to be evaluated to determine not what we have done, but what we might do to continue to be the best of class.

Indeed, they have a commitment to be “best of class”, to have an edge over the competition because they outthink the competition and then outperform the competition. The transformative leader recognizes that all improvement is change, but not all change is improvement, so they have a built-in “caution icon” that says think about this before you implement this.

The construction industry has largely been characterized by transactional leaders, but we see the trend moving in a different direction. Collaborative delivery systems, including integrated procurement systems, design-build, lean management; off-site and modular construction; smart everything from warehouses to employees hardhats to buildings and cities; and technology are challenges which compel a transformative approach in the industry. Quantum computers are near scale development; who knows which energy source will win the ball game but it very well may be cold fusion which is possibly a generation away.

A few years ago, I gave a seminar relating to the foregoing and was told this was not happening and was not going to happen. Since then, I have seen 35 story buildings erected in a month, cities in China become “smart,” lean management being the staple of countless major construction companies in this country, exoskeleton and smart hard hats on job after job, all of which were monitored by drones and IOT. I have

Tonja Ivey	8/2	Computer Design Consulting Service	
Joe Richardson	8/2	Atlantic Electric Company	
Erica O'Quinn	8/6	Triad Mechanical Contractors, Inc.	Wife of Phillip
Cole Granger	8/10	Walkup Electrical Construction, LLC	
Billy Kelly	8/10	H.R. Allen, Inc.	
Chris Karr	8/12	Yandle-Witherspoon Supply	
Jim Maguire	8/13	Mayer Electric Supply	
Missy Hunter	8/17	Ferguson Enterprises, Inc.	Wife of Michael
Buz Teas	8/18	Smith & Stevenson, Inc.	
Jay Adams	8/20	Feyen Zylstra Corporation	
Allen Goff	8/21	SIFCO Mechanical, Inc.	
Miriam Allen	8/22	H.R. Allen, Inc,	Wife of Roddy
Raymond DeAntonio	8/22	Honorary Life Member	
Edward Gibbs	8/22	Bear Mechanical Services, Inc.	
Jimmy Shealy	8/23	Honorary Life Member	
Billy Starrett	8/24	Mayer Electric Supply	
Bob Duke	8/27	Honorary Life Member	

We would like to announce your Birthday too! If you would like to be listed, please call 803-772-7834.

Anniversaries

Mr. & Mrs. Chris Karr	8/14	Yandle-Witherspoon Supply	Stephanie
Mr. & Mrs. Jimmy Gatch	8/21	Gatch Electrical Contractors	Alice
Mr. & Mrs. Chris Cullum	8/22	Cullum Mechanical Construction	Tiffney
Mr. & Mrs. Calvin Meetze	8/26	Honorary Life Member	Charlene

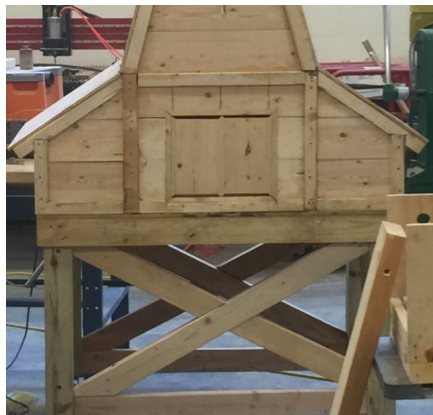
Condolences

Mike & Cathy Kirkland / Gary & Joyce Kirkland and families
Harvey W. Kirkland (W. N. Kirkland)
July 7, 2023

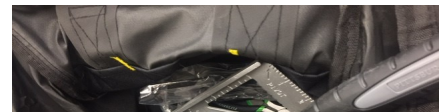
The Townsend Family



CCP-CT GRANT



Preparing future leaders!



LICENSEES: Important information is being provided below on significant changes made this year to Chapter 11 of Title 40 of the South Carolina Code. The Board recognizes that this is a lot of information to review, but it is necessary for you to read all of it as the changes impact your license(s).

LEGISLATIVE UPDATE Bill H4115, ratified and signed by the Governor, has resulted in modifications to Chapter 11 of Title 40 of the South Carolina Code related to licensing groups, financial statements and net worth requirements for licensed contractors. These modifications include, but are not limited to, updated definitions, an increased cost threshold for licensure, alterations to the Surety bond requirement, and revisions to licensing groups. The revisions to the licensing groups include increased minimum net worth requirements and a new, alternative option to qualify for groups through minimum working capital requirements. These modifications are currently in effect, and licensees are advised to familiarize themselves with the changes prior to submitting their financial documents, as their licensing groups may have changed. Licensees wishing to remain in their current licensing group will be required to meet the increased net worth requirements or the newly established working capital requirements at the time of renewal.

NOTABLE CHANGES:

- **Licensure Threshold** – The cost threshold requiring licensure for both general and mechanical contracting has increased. A license is now required when the total cost of construction is greater than \$10,000.
- **Project Limitations, Net Worth, and Working Capital Requirements** – The project bid, job limitations, and net worth requirements applicable to each licensing group were increased. The increased project costs limitations are currently in effect. Licensees will be required to meet the increased net worth requirements or the new working capital requirements at the time of renewal in order to remain in their current licensing groups.

TECHNICAL CHANGES:

Section 40-11-30. Licensing Requirement. – The licensing requirement was amended to increase the total cost of construction requiring licensure from \$5,000 to greater than \$10,000 for both general and mechanical contracting.

Definitions. – The following definitions were added:

- “Ancillary work” means work that is directly associated with the building or structure that the licensee has been engaged to construct.
- “GAAP” stands for Generally Accepted Accounting Principles and means accounting principles generally accepted in the United States of America.
- “Net worth” means the total wealth of a company taking account of all financial assets and liabilities.
- “Working capital” means the capital of a business calculated as the current assets minus the current liabilities.

Section 40 11 410. License classifications and subclassifications. – Below is a summary of the changes to the license classification and subclassifications for general and mechanical contractors. The Board is working to implement these changes with the examination provider and other interested parties throughout the state, and appreciates your patience during this process. If the name of your current classification has changed, you will receive an updated licensure certificate in the coming months. Further information concerning these changes, including any changes to the examination requirements, will be provided by the Board as that information becomes available.

- **Mechanical Contractors** – The following subclassifications have been amended:
- **Air Conditioning** – This subclassification description now specifically includes work under the subclassifications of Packaged Equipment and Refrigeration.
- **Heating** – This subclassification description now specifically includes boilers.
- **Packaged Equipment** – This subclassification now reflects that ventilation systems includes kitchen exhaust and other hood systems.

FINANCIAL STATEMENT AND BOND CHANGES

Section 40 11 260. Financial statements; net worth requirements. – The net worth requirements applicable to each license group were adjusted, as provided in the tables below. In addition, applicants now have the option of qualifying for license groups by meeting either the net worth or working capital requirements with the provided financial documentation. In order to remain in your current licensing group, you must meet the increased net worth or working capital requirements at the time of renewal. Licensees are not required to meet both the working capital and net worth requirements, but must meet one option to qualify for the requested group limit.

Mechanical Contractors				
Group	Bid and Job \$ Limitation	Working Capital	Net Worth / Total Equity	Surety Bond Requirement
Group #1	\$35,000	\$3,500	\$7,000	\$7,000
Group #2	\$100,000	\$10,000	\$15,000	\$15,000

In addition, upon a finding of a violation by a licensee, the Board may now require the licensee to increase the amount of a surety bond. Any increase must be proportional to the seriousness or repeated nature of the offense or related to the financial condition of the applicant. The Board may reduce an increased surety bond after one year upon a finding that the violations have been cured by appropriate corrective action.

If you have a current bond on file with the Board, at the next license renewal or at expiration of the bond, you may submit a continuation certificate and bond rider change form to reflect the new amounts indicated above. If you wish to submit a surety bond at the next renewal cycle, the Surety Bond forms have been updated on the Board's website.

2023-2025 MECHANICAL CONTRACTOR LICENSE RENEWALS

Mechanical Contractor's license renewals for 2023-2025 will open in August. Prior to accessing the online renewal system, all license groups are required to submit an appropriate financial statement, valid surety bond, or surety bond continuation form. There will not be a grace period to submit this information at a later date. Licensees are encouraged to familiarize themselves with the group limit changes prior to submitting their financial documents, as their licensing groups may have changed. In an effort to give licensees ample time to complete this two-step renewal process, you may start submitting financial documentation now via the Board's Document Submission page. Licensees who submitted financial documentation prior to May 19, 2023, will be required to submit new documentation to reflect the adjusted net worth or working capital requirements. Once your financial documentation has been accepted, you will be able to complete the online renewal process when renewals officially open in August. If all documents and fees are not received or postmarked by October 31, 2023, your license will lapse.

As a reminder, acceptable financial statements must have a balance sheet date no more than twelve months prior to the date of renewal showing a minimum net worth for each license group. If you currently have a surety bond on file and it is expiring with the renewal, a continuation certificate or a new surety bond needs to be on file before expiring. If this is your first time submitting a surety bond, you must provide the Surety Bond form (a link to the form is provided below) to your bonding company. The original surety bond must be submitted with the Surety's signature, Principal's signature, a visible surety company seal, and the Power of Attorney document attached to the form. DocuSign is not an acceptable form of signature. If you already have a surety bond on file that has not yet expired, you are not required to submit anything at this time. Surety Bonds payable to the South Carolina Residential Builders Commission are not accepted by the South Carolina Contractor's Licensing Board for license renewal.

FINANCIAL STATEMENT OR SURETY BOND REQUIREMENTS FOR RENEWALS:

Groups 1 and 2 (submit one): •Owner-Prepared Financial Statement, Doc #172; or •Surety Bond Form for Mechanical Contractors

Groups 3 and 4 (submit one): •Owner-Prepared Financial Statement, Doc #172; or •Compiled financial statement from a licensed CPA, prepared in accordance with GAAP, including all disclosures required by GAAP, or •Surety Bond Form for Mechanical Contractors

Group 5 (submit one): •Reviewed financial statement from a licensed CPA, prepared in accordance with GAAP, including all disclosures required by GAAP (cannot be on an "income-tax basis"); or •Surety Bond Form for Mechanical Contractors .

THE BOARD WANTS TO REMIND YOU

It is a requirement to operate in the name as it appears on your license.

SECTION 40-11-370(B) It is unlawful to engage in construction under a name other than the exact name which appears on the license issued pursuant to this chapter. "Engaging in construction" includes marketing, advertising, using site signs, and submitting contracts. This requirement does not include advertising on vehicles, which may use an abbreviated version of the license name so long as the advertising is not misleading.

It is a requirement to notify the Board of any PQP changes within 15 days.

SECTION 40-11-230(B)(3) When a primary qualifying party ceases to serve as a primary qualifying party for a licensee, the licensee or the primary qualifying party shall notify the department in writing within fifteen days of the disassociation. If the licensee or primary qualifying party notifies the department within the prescribed time, the license remains in good standing for ninety days from the date the department receives notice of the disassociation. Failure to notify the department within fifteen days of a primary qualifying party's disassociation may result in license and certificate cancellation.

If you need to make a change to your licensed name, submit the Revision Application, Doc #180. If the change occurred more than 15 business days in the past with a new Federal ID# and/or style of business (i.e. Corp. to LLC), you must submit the Initial Application, Doc #165, including all required financial documents and application fees.

Boiler compliance inspections cannot be performed by General and Mechanical Contractors. Boiler installations can be performed by either a General Contractor with the Boiler Installation (BL) classification or a Mechanical Contractor with the Heating (HT) classification. Annual and biennial boiler compliance inspections must be performed by special inspectors who are certified with the South Carolina Boiler Safety Program. General and Mechanical contractors are not authorized to perform boiler inspections.

Many Thanks To The Following Companies For Their Generous Support

SPONSORS

ASC Equipment	JMP Equipment Company
Atlantic Coastal Electric Supply	Johnson Controls
Atlantic Electric Company	Lochinvar Corporation
B & L Electric Company	Lubrizol - Corzan CPVC
Baltimore Aircoil Company	Mayer Electric Supply Company
Bear Mechanical Services	McCartha Cobb / Merchants Bonding
Border States	Metro Electric Company
C. R. Hipp Construction	Midlands Area MCASC
Carolina IAQ	Miljoco Corporation
Carolina Insulation Contractors	Old Dominion Insulation
Cemline Corporation	Pee Dee Area MCASC
Central Controls	Piedmont Area MCASC
Charlotte Pipe & Foundry Company	Premier Electrical Staffing
Coastal Area MCASC	Propel Insurance
Control Management	Sifco Mechanical
Cregger Company	Smith, Kesler & Company
Cullum Mechanical Construction	Smith & Stevenson
Eastern Industrial Supplies	Snider
Elliott Davis	Thermal Resource Sales
Ferguson Enterprises	Therma Tech Services
Ferira Ainsworth & Company	Total Comfort Solutions
Feyen Zylstra	Trane
Flex-Hose Company	Triad Mechanical Contractors
Gateway Supply Company	Turbeville Insurance
H. R. Allen	Victaulic
Hajoca Corporation	W. B. Guimarin & Company



1. Which state has the average hottest temperature?
2. How old is the oldest mosquito fossil?
3. What year did the Fourth of July become a holiday in the United States?
4. How many calories are in a cup of watermelon?
5. What is the most commonly purchased BBQ meat in the United States?
6. How many popsicles are sold annually?
7. What popular drink was originally invented as an ice cream topping?
8. What is the most grown crop in the United States?
9. What country has the most coastline in the world?
10. Where was the first public beach in the United States?
11. How long do seagulls live?
12. How tall is the Guinness world record-holding sand castle?
13. What year did Disneyworld open?
14. What is the most visited national park in the United States?
15. What is the most popular week for travel in the United States?

The most popular activity for summer vacations is shopping. In the United States, 46% of the people go on sight-seeing tours, 46% go to the parks, 49% go for swimming or water sports, 49% visit historical sites while 54% go shopping.

The top five summer vacations in the United States are: a resort (14%), a lake (17%), national parks (21%), a famous city (42%), and the beach or ocean top the list with 45%.

Americans make lots of long distance summer trips. People make long distance summer trips of more than 650 million in the United States each year.

How many days are in the summer? There are 92 days in the summer season. The summer seasons starts on the 1st of June and runs through 31st of August. This brings it to a total of 3 months and when counting the days of these three months, it is 92 days!

Modern Olympics was first held in the summer of 1896 in Athens, Greece.

Area Meetings & Upcoming Events

Piedmont Area

Tuesday, September 19, 2023 at 6:00 pm

Hosted by: Trane U.S., Inc.

Location: TBA

Speaker: TBA



Midlands Area

Thursday, September 7, 2023 at 6:00 pm

Hosted by: Murray Supply Company, 1222 Bluff Road, Columbia, SC 29201

Speaker: TBA

Program: TBA



Pee Dee Area

16th Annual Pee Dee Blast Sporting Clays Event
Friday, September 15, 2023 from 9:30 am to 5:30 pm
Back Woods Quail Club, 647 Hemingway Lane, Georgetown, SC



Next scheduled meeting will be October 12, 2023 at 6:30 pm

Hosted by: Carolina Insulation Contractors

Location: Roger's BBQ, 2004 W. 2nd Loop Road, Florence, SC

Speaker: TBA

Program: TBA

Coastal Area

Tuesday, September 26, 2023 at 5:30 pm



Hosted by: Hahn-Mason Air Systems, 4115 Dorchester Rd., Ste. 200, N. Charleston, SC

Speaker: TBA

Program: TBA

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www.mcasc.com

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in South Carolina since 1912.*

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highlighted in the next issue of

"The Tool Box"

Associate Member



Mechanical Member



Update Your Outlook

Let us know if we need to
update your Outlook or if
you know someone who
does!

MCASC Vision Statement

The Mechanical Contractors Association of South Carolina (MCASC) will be the leading construction association in South Carolina for specialty contractors and suppliers in the electrical, mechanical (HVAC), and plumbing fields by serving its membership, the industry, and the Community in a vibrant and harmonious fashion.

MCASC Mission Statement

The Mechanical Contractors Association of South Carolina (MCASC) will provide its membership with:

- current business/technical information and support
- a proactive political/legislative agenda
- a joint industry collaboration to improve relative business practices
- an ongoing effort to offer training opportunities for both professional and craft personnel
- educational scholarships for deserving students