



Subcontractors Association of the Metroplex

PUNCH LIST

The voice of the Subcontractor's Industry



Subbie Sam Says.

If we remember the human factor to being a businessman, we'll be more profitable and sleep better.

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REWARDS & RECOGNITION

Not all forms of Rewards & Recognition (R&R) are created equal. In actuality, as human beings we aren't profoundly motivated by the tangible reward or recognition itself. It's about the meaning behind the reward. In fact, an international employee survey by [Make Their Day!](#) found that almost 60 percent of the most meaningful recognition is free. Employees are looking for meaning, not things. That is the distinction I make about rewards and recognition programs that are "done right." It is all too easy to drain the meaning out of R&R and miss the opportunity to create fulfillment and further inspire elevated contributions.

Here are five principles to help you execute rewards and recognition in a manner that will matter.

Personalize so that you don't trivialize

A cookie-cutter approach to R&R can make recipients feel as unappreciated as if they weren't getting rewarded or recognized. Great managers take the time to understand how each employee likes to be recognized and what makes each individual employee feel valued. You can start by asking your employees:

- How do you like to be recognized? (e.g., formally or informally, in private or in public, as an individual or as part of a group, from a one-up manager/two-up manager/peer/direct report, verbally or in print)
- What form do you like the reward to take? (e.g., words of appreciation, increased responsibility, salary increase, more autonomy, challenging new work, opportunity to showcase good work, time off, being leveraged as an expert, promotion, celebration events).

Take the time to ask. You might even share your own preferences. Flesh out the many forms that rewards can take. Discuss similarities, differences, and new insights gained about each other.

Identify specifically what you and your employee can do to fully value each other.

Get everyone in on the act

Managers don't have to be the only ones handing out R&R. Encourage employees to practice peer-to-peer recognition and you will create a virtuous circle of meaning. The good news is that stimulating such powerful recognition can be relatively simple. When you catch people in the act of recognizing someone else, let them know how much you appreciate it—reward rewarding. Remind people of the pay-it-forward effect their efforts will have. Provide simple recognition resources like thank-you cards or low-budget themed rewards. Simply choose to add peer-to-peer recognition to your options for rewarding and recognizing.

Be frequent, but not frivolous

Odds are you will never hear people complaining that they are receiving too much recognition. And interestingly enough, the best workers that get the most praise are often the most insecure—it's what drives them to perform (so don't assume they are being over-recognized). For anyone, missed opportunities to reward and recognize are missed opportunities to energize. However, remember that frequent, not frivolous, is the goal. Be clear about establishing what the important things are to reward and recognize (for the business and cultural mission). Whether it's leadership, risk taking, collaboration, or any other important behavior/accomplishment, clarify the kinds of behaviors that will be rewarded. And to maximize motivation linked to higher performance, be sure to celebrate results, not just activity. Identify anchor events that, when recognized, would derive memorable meaning and motivation for the employee.

Continued on page 3

IN MEMORIAM



SAM mourns the passing of one of its charter members, Lee Groves.

Lee founded Groves Electrical Service in 1968, working out of his garage, and built his company to be a household name in the DFW construction industry. Groves Electrical is now over 100 employees strong.

Lee was a man whose opinion was valued, so much so that he could quiet a room just so they could catch what he said. Fellow businessmen and green employees alike came to him for advice and direction. He was a consummate teacher and loved imparting his electrical wisdom on his employees, including his Apprentice class he taught weekly.

Lee was a family man, married to Dorothy since 1958. They raised 4 children and 5 Vietnamese refugee foster children, and was very much devoted to all of them.

Lee was quietly active in his community and in the Subcontracting industry, and through his daughter, Selena, who is a SAM board member and his son, Bill, who is a regular attendee at SAM meetings, he supported SAM.

Lee will be very much missed.



Diana Arrington of Texas Mutual.

INJURY REPORTING

Diana Arrington of Texas Mutual taught us what we need to do when one of our employees is injured. Diana covered the “First report of an injury”, the “Supplemental report of an injury”, and the conversations that need to be had with your workers comp

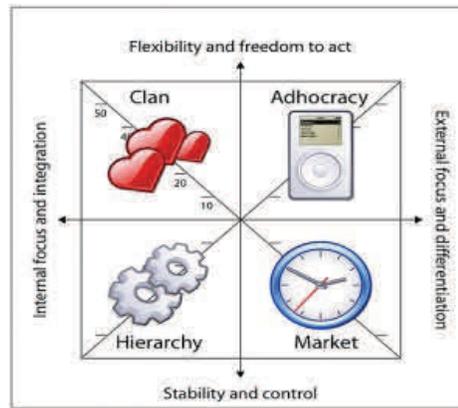
carrier.

She also covered what triggers the need for the reports, and what protection that employers and employees receive by being insured with workers comp insurance.

SAM members in attendance got a really good education as to the requirements of the workers comp carrier when there is an unfortunate injury on the job.

Thanks to Selena Zarate for lining up the program.

WHAT'S YOUR COMPANY CULTURE?



According to Robert E. Quinn and Kim S. Cameron at the University of Michigan at Ann Arbor, there are four types of organizational culture: Clan, Adhocracy, Market, and Hierarchy. Quinn and Cameron associate the lower two cultures (Hierarchy and Market) with a principal focus on stability and the upper two (Clan and Adhocracy) with flexibility and adaptability. A Hierarchy culture based on control will lead mainly to incremental change. The right

culture will be one that closely fits the direction and strategy of a particular organization as it confronts its own issues and the challenges of a particular time.

Clan oriented cultures are family-like, with a focus on mentoring, nurturing, and “doing things together.”

Adhocracy oriented cultures are dynamic and entrepreneurial, with a focus on risk-taking, innovation, and “doing things first.”

Market oriented cultures are results oriented, with a focus on competition, achievement, and “getting the job done.”

Hierarchy oriented cultures are structured and controlled, with a focus on efficiency, stability and “doing things right.”

References: Quinn R. & Cameron, K (2014) The Four Major Culture Types – <https://www.inkling.com/read/diagnosing-and-changing-organizational-culture-cameron-quinn-3rd/chapter-3/the-four-major-culture-types>

Graphic credit: <http://artsfwd.org/4-types-org-culture/>



Angela Zarate of Grove-sElectrical Service, expecting Selena’s grandchild.



New representative from Enterprise Fleet Management, Jennifer Brown



Becky & Steve Rodick of Rodick Electric



Lauren Harris of Cutler-Smith

EMPLOYERS NEED A DISCRIMINATION CHECKLIST



The more questions to which you answer “Yes,” the more you are doing to prevent discrimination based on race, color, age, religion, national origin, gender, genetic disposition or other protected classes in your workplace in terms of hiring, promotion, and dismissal.

To avoid discrimination in supervisory tasks, do you:

- Keep employment decisions focused on job-related abilities and skills? Identify “essential functions” of each job and describe them in objective language?
- Focus on an individual’s performance of essential duties when making any employment decisions?
- Know and follow federal, state, and local discrimination laws?
- Know and follow your organization’s policies against discrimination?
- Proceed with special caution when making an employment decision affecting a member of a protected class?
- Make sure that any performance problems have been well documented?
- Ensure that you can prove that a layoff or transfer was based on a “business necessity”?

- Not make placement decisions based on appearance or other characteristics unrelated to job performance, such as being overweight or bald or for personal habits such as smoking?
- Treat older workers in a nondiscriminatory way?
- Ensure that there is no retaliation against employees who exercise their rights under the law, take authorized leave, request accommodations, or complain of discrimination?
- **To prevent discrimination in the workplace, do you:**
 - Take all complaints of discrimination or harassment seriously? Appoint a special person to handle and investigate all complaints of discrimination?
 - Use exit interviews to ask former employees if any problems existed?
 - Monitor the workplace for discriminatory posters, cartoons, joking, references, e-mails, banter, or other inappropriate conduct?
 - Ask employees for any suggestions they may have about preventing discrimination?
 - Emphasize to all employees that discrimination is everyone’s concern?
- **To ensure compliance, do you:**
 - Treat pregnancy like any other disability in terms of job rights and benefits?
 - Accommodate religious beliefs by allowing arrangement for coverage of jobs, if necessary, during religious holidays?
 - Use English-only policies when required by a specific business necessity?

- Clearly communicate your English-only policy so employees know when they are required to speak English and the consequences of violating the policy?
- Engage in the interactive process when an employee requests a reasonable accommodation for a disability?
- Document the reasons for decisions that affect wages, benefits, or other forms of compensation?
- Ensure compliance with NLRA Section 7 rights. Ensure there is no “chilling effect”

Reference: Discrimination Prevention Checklist – HR Advisor

Reward and Recognition, from Page 1

Such events as a heartfelt celebration when an employee leaves a work group, making a fuss over a new employee’s entry, or a thoughtfully executed recognition of an employee’s anniversary can increase the frequency of R&R in a meaningful manner.

Celebrate first downs and touchdowns

Beyond supporting the right frequency of R&R, it is important to support the right breadth as well. When major results are achieved, there are invariably important milestones that happened along the way that enabled the major achievement. The supporting cast and results that led up to the major result should be celebrated in addition to the major result itself. In this way you maximize the number of rightful participants in the meaning-making efforts.

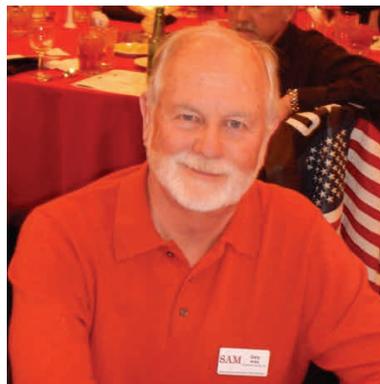
Deliberate the delivery

How you deliver rewards and recognition to employees can stick the landing or crash the landing. Don’t kill the intent. You should think through the delivery with attention to detail. For example, sincerity is key; if it comes from the heart it sticks in the mind. Also remember that “Specificity is a must; general praise leads to a general malaise,” and “Timeliness is critical. Drift creates a rift.” Let R&R drift past the time a praise-worthy event occurred and you create a rift between receipt of the recognition and any potential for associated meaning. Finally, you should start from a core of a strong relationship with the recipient if at all possible, otherwise rewards and recognition from you won’t matter much.

Credit Scott Mautz/ Team Dynamics



New members Cindy & Jim Bright of Bright Electrical Service



Board member and website creator, Gary Ardis of Anderson Asphalt and Concrete Paving





Subcontractors Association of the Metroplex



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The Subcontractors Association of the Metroplex was founded with the purpose of creating an affordable forum for Subcontractors to exchange information and learn from each other how to be better business men or women.

Sam is a member of the National Subcontractors Alliance, the largest Subcontractors association in the USA, and also a member of the Association of Specialty Contractors where we have a voice in National Legislation. SAM is also a member of the Texas Construction Association, the unifying voice of the trades in the Texas Legislature and as such all SAM members have access to all the benefits of the TCA.

Sam is also allied with the National Federation of Independent Business who has a voice in the Texas Legislature on small business issues.

**Your Source for Subcontractor's
information.**



**Visit us at:
<http://www.sam-dfw.org>**



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you should be.

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