Leighton Healey

Okay, well, welcome everybody. As you're streaming in, let us know where you're from. We're happy to have you here in the chat. Let us know if you're comfortable telling us which state or province you're tuning in from. Let us know if you're alone or if you're with a team, if you're in a boardroom or you're maybe out on a job tuning in on your mobile device. We'd love to hear from you. We're looking forward to kicking things off. You're right on time for what will be a really high impact webinar. How's that sound, Paul?

Paul Silliman

Sounds great. Yeah. Love know where you're at. Definitely comment.

Leighton Healey

Okay, great.

Paul Silliman

I think we're going to dispel some myths on if we're actually in an office with our background now that they can see both our backgrounds.

Leighton Healey

Yeah, absolutely. So Paul, where are you based today?

Paul Silliman

I am out of sunny Orlando, Florida, right now, I know some of our guests may be tuning in from that Texas Louisiana area that's getting smacked with some freezing cold weather right now. So I will happily take the warmth now because whatever is coming across the US. Is on our way down to US. So I should be seeing it in the weekend. How about you Layton? Where are you out of?

Leighton Healey

I'm the opposite, man. Snowy Canada. Snowy Canada. So anyone who's tuning in and they've got snow in their backyard, I've got more. That's great. Well, we are right on time here. I want to kick things off for everybody that is still tuning in. Let us know where you're from. It's wonderful to have you here. We know that if you're here it's because you are looking for some input on how we can do things more productively. Specifically in the area of accelerating water technician onboarding. And so we will not disappoint. So I'm going to kick things off here and Paul, you be my tech lead here. Is that coming through?

Paul Silliman

You're looking good.

Leighton Healey

Okay, good. So let me start once again by welcoming everyone. Paul and I will introduce ourselves in just a moment. But just to start, what we're talking about is how do you rapidly onboard watertechs in the restoration industry? Every restoration company, if there's one thing we have in common, it's that we are trying to think about successful tactics for how we bring that new hire from day one to being able to be a productive contributor. So Paul, give us a definition. What is a productive, contributing water tech? Just qualify that for us.

Paul Silliman

Absolutely. Someone you can go put out in the field, give a file to assign a job and have them go out and implement your company's way of drying. Being able to let them get out there, manage job, make decisions and take control of a job. Having them be self sufficient.

Leighton Healey

Awesome. That's what we're talking about is how do you go from day one to that much faster. So I'm going to start off by just taking us through what are some of our outcomes. And I'll start by saying that our presentation today is going to be an opportunity for Paul and I. And you'll learn very soon that both of us have varying experiences but relevant experiences for today. A lot of today is going to be us being able to speak from the experiences we've had helping restoration companies from across North America be able to significantly accelerate their onboarding time. And then there'll be an opportunity at the end of the presentation for some Q and A, for some dialogue and those questions. Even now you can begin writing them in the chat. So let's kick things off with some outcomes. What are we going to be talking about?

Leighton Healey

So if you invested some time today to come and join Paul and I, what you're going to leave with is you're going to understand the obstacles to accelerate watertech onboarding. You're going to see that you're not alone. There's a lot of common denominators across the industry. You're also going to learn the keys to accelerating water tech onboarding. So what are some of those key tactics that work. And then you're going to receive a step by step guidance on how to develop a world class onboarding roadmap. And so that's going to be what we're going to cover today. So you're going to leave with clarity on what an all world class onboarding workflow looks like. But let me start by just letting you know who are these two individuals who have the opportunity to take you through this information collectively? We've got a little over 30 years of experience driving results with labor workforces.

Leighton Healey

Paul, let me put it to you. Tell us about yourself, what's your background? Give us kind of an introduction to who you are.

Paul Silliman

Absolutely. My name is Paul Silman. I've worked in a couple of different areas of restoration from a, started as a technician, worked into as a mold technician as well. Got into Estimating, ran a mold remediation department, was a Mitigation assistant manager at one point as well. Spent some time as an adjuster as well as a reviewer for contractor connections. So yes, may or may not have had some colorful conversations with some of the people on here. Don't hold it against you. And then it worked on some cat events as well with different restoration companies. So I've been about full circle all the way around the industry from basically both sides. So really excited to dive in and show some common interest.

Leighton Healey

Awesome. And a bit about myself. I've always been on the business builder side. Over the years I've had the opportunity to build and lead primarily labor services firms, trade services firms. And some have been kind of really tight teams with say 25 30 people and some have been organizations as large as 4000 laborers. And so that ability to think through at a strategic level, how do we accelerate staff onboarding how do we go from zero to productivity? The name of this Webinar series has been something that I have wrestled with for a couple of decades. If you've been following know how, you'll know that in the industries that we work with, we are also the leader in research for workforce data. Specifically, how do you win with the workforce? Last year, for example, we put out two studies. One, Why Workers Quit, the largest workforce study ever conducted on the restoration worker to understand what are the things that attract, retain, accelerate, drive meaningful employment for workers within restoration.

Leighton Healey

Hundreds of participants, hundreds of technicians, hundreds office staff from across North America participate in that survey. And then in addition to that, our most recent study in partnership with CNR magazine, the State of the Industry, the most seminal study that's ever been done on kind of where is the industry going dailyindustry.com? That type of research is a big part of how we think and how we make decisions. And obviously, a big part of kind of how I'm wired is really getting down to the root of what is really going on here, because this is high stakes, Paul. This is high stakes. So let's jump right in. No need to kind of beat around the bush, as they say. Let's look at some data. And so the State of the restoration Industry 2022. This is some of the data that's right from that report. This is hot off the press from December of last year.

Leighton Healey

So when we asked hundreds of restoration companies, what is the number one on your investment list going into 23? Look at this. No surprise. Employee training. Huge focus going into this new year. How do we invest in the skill set of our workers? And coupled with that is advanced software systems to be able to actually facilitate that workforce. So it's all about staff training. It's all about investing and competence. It's all about systems that actually drive that workforce forward. Nearly 75% of invested dollars is going into those two areas. No surprise. Also a very relevant number as we think about water technicians, I think everybody wants to know, what's my neighbor paying? What's the guy across the street paying? What's the gal that runs that shop in the state next door? What are they paying? Well, looking at what is the starting wage for an entry level technician in your company?

Leighton Healey

What you're seeing there, no surprise, is that the average wage for a water technician getting started coming into the industry without a lot of experience, $15 to $19 an hour. But you are seeing a pretty significant wedge of the market paying between $20 to $25 an hour. And you have some outliers there paying under 15, some outliers paying quite a bit over 30, $31 an hour. But I think, Paul, what do you think average water tech getting started in this industry? What are you thinking? Give me a number.

Paul Silliman

Yeah, everything I've seen in my experience has been right in that kind of $14 to $18 range. That seems to be kind of where most people come in at entry level.

Leighton Healey

Okay, awesome. Yeah. Hey, if you're open to it in the chat, throw it in there, what are you paying your entry level person? Right? It's a good data point to capture. So we're going to look at some ROI, some return on investment breakdowns in a moment. So it's relevant to look at these numbers. So now I think the question that everybody has on their minds is my onboarding, is it as slow or as long as everybody else in this industry? So how many months or weeks does it take to take a new hire to become fully competent and compliant and productive for your company as a water technician? So what you're seeing here is, by and large, four to eight weeks. Four to eight weeks is the smaller. But by and large, the majority of people in this industry are taking eight or more weeks to take that new person and get them up to speed.

Leighton Healey

So today, Paul, it's February 1, right? So what we're saying is the average restoration company in this industry, you hire a water tech today, and they're going to be able to be independent, or at least we think that they're going to be independent. And we'd say that their onboarding is done when they step into April. So, Paul, let me ask you this question, because I think this is an honest question. I'm not trying to pull any punches here. Most companies, because we've done the research, most companies well, most staff would say that their onboarding experience lacked structure, lacked any type of real, tangible, guided approach. And so when a company says, our onboarding is done or your training is done, what do you think done means for the average restoration company?

Paul Silliman

Well, that's where it's going to get interesting. How many people actually complete their onboarding? Most restoration companies, you get large losses, you get claims coming in. Are you actually finishing it, or is it, hey, we got started, we watched a couple of videos, you've been out in the field, you're good to go, or are you actually completing a process and actually taking them through those steps? I've worked at a couple of places where I was told, hey, this is what we're going to get into. Never actually got into it, never actually saw it. Things get going. It's fast paced industry. So it's a good question. And are you actually completing that training?

Leighton Healey

Yeah, good point. And then if you had a chance to look at our other study put out in 2022 why Workers Quit again, we surveyed more restoration staff than has ever been done in the history of this industry. And we asked what could have been improved in your onboarding? And look at that. No question in every role, office, staff, field, staff, management staff. Everyone said I wanted more structured training and I wish I would have had some improved skill training as well. Those are two huge areas that staff were saying. Again, I'm presently in a role. What would I have liked my onboarding? What would I have liked that experience to be like? I wish it would have been more structured. I wish it would have been more clear. And I wish that there would have been a greater investment in improving my skill set so I can be more what we all want autonomous, right?

Leighton Healey

More autonomous in the role, right? No question. So Paul, you've got a lot of experience in this industry. You've worn a lot of different hats. Let's fire through these key challenges to get a new water technician up to speed. So, number one, again, a lot of our participants today is going to say, I know this stuff, so let's just hit it with a couple of bullet points. Paul drinking from a fire hose. What's going on there?

Paul Silliman

Restoration is a song and dance. There's a lot. It's one thing to teach someone how to cut drywall. It's another thing how to use your technology, how to get photos uploaded, how to make sure you're hitting touch points, getting things done. It's just a lot of information for someone who maybe doesn't even know what a dehumidifier is coming at you all.

Leighton Healey

At once, no question. And then another thing that we hear comes up in our data, comes up in our conversations with customers, is that when training is fragmented, it's just like pouring molasses in, being able to get that person to productive. What are we talking about there?

Paul Silliman

Absolutely it's, hey, here's a couple of quick YouTube videos or we're going to send you through this drawing academy. And the next thing you know, there's no tension held to it. Is anyone actually completing it, hey, we're busy. I had losses come in. We'll get to it eventually and then it just kind of dissolves.

Leighton Healey

One of the things to build on that, one of the things that we hear frequently comes up in our surveys, comes up when we talk with companies. When I'm at industry events and someone pulls me aside and I ask them, I say, so what was your experience like getting going in this industry? They'll say, man, how does it all fit together? Right? It's like, okay, so I show up, I click this button, drop this equipment, have this conversation, tell this, how does it all fit together? And then another thing, Paul, is the pressure of just deadlines. So your experience, you've run a lot of new water tech crew, you've worked with a lot of new water techs, you brought new water techs on board. So what is just the pressure that's naturally a big part of this industry? How does that impact the speed of their onboarding?

Paul Silliman

Absolutely. Especially with program work. TPAs the way the industry is working now compared to when I first got in, were working on referrals. You could take a little while to drive. We have certain standards to follow. But now they're expecting photos within 24 hours. They want you to be on site in a certain amount of time. So is your truck packed? Is it taking you 3 hours to get there? Are you delaying getting to a homeowner? Everything is moving at a fast pace. So are your techs able to keep up with that?

Leighton Healey

Yeah. And then to your point earlier, is that well intentioned training path, does it fall off just because of this? The nature of the beast, right? No question. Assume knowledge. I mean, what we hear and assume knowledge is that you hire someone and hey, people, they want the job, they're going to tell the interviewer what they want to hear and they're going to be able to say, hey, I see in your experience that you got a hobby of working with tools. Are you familiar with a lot of the tools we use in restoration? Yeah, sure. Yeah, why not? And so that assumed knowledge coming in, telling the guy say, hey, grab that equipment, throw it in the van. Let's get out of here. And they're like, no idea what you just said. Right? I've never heard of that tool in my life. But this last one, the how to, is locked in a few brains.

Leighton Healey

So again, when we dig in and say, why is this water tech onboarding so slow? Why aren't we getting things up to speed? One of the things that keeps coming up is like, well, the how to that this company is powered on is just locked in a few brains. Tell us about that, Paul. What's going on there in restoration? Absolutely.

Paul Silliman

A lot of information and knowledge is passed down, but we're finding as a lot of owners and some people that are aging out, retiring, selling businesses, a lot of that information isn't getting passed on or it's in a word document or an email somewhere and it's not documented. So how do you get that information? I know most people on this webinar right now be like, hey, I know how to use a dehumidifier. I know how we need to do this job. Well, how are you getting that information in your workers hands?

Leighton Healey

Yeah, no. Well said. Now the other side of it is I won the lottery. I had a great win. Someone applied to my company from my competitor next door or from someone else. And they claim to be an experienced water tech. Fantastic. I want to get them going. So I'm thinking about that person's onboarding. But again, there's challenges to getting that person up to speed. One of the big ones is adapting from different approaches. And so what we see in that is that you bring them in and day one immediately you realize, hey, I taught that cutting drywall was the same thing wherever you go, pulling up carpet. But you know what? It's not sounds like that previous company had a different way of doing things and now this person who again seemed to be able to talk shop with me in the interview, clearly I made some assumptions there about their knowledge base.

Leighton Healey

Paul, if you have any memories of running to someone like that in your cruise absolutely.

Paul Silliman

One of the first places I used to work is they were very big on drying in place or this is how our approach we're going to take to it. We're going to dry with mineral damage. Next company I got to completely different. We're pulling baseboards, we're cutting things out from day one, being able to know that information right now and learning those different approaches and your company's how to or how you do your restoration skills.

Leighton Healey

Yeah. So I'm curious, and again, just give us your honest experience, but when you were bringing those more experience or people that claimed or you joined those crews and you said, I know what I'm doing, it's safe to assume that your onboarding experience was very different than had you said I'm brand new.

Paul Silliman

Correct. When you bring someone on with some skills, you can just assume, okay, I'm not going to have to spend much time training. They know what they're doing.

Leighton Healey

Perfect.

Paul Silliman

Here's a crew of guys, go get this job done, make it happen. Well, do they know how you do it? Have they ever used a truck mount? Sure, I've used extractors for years. But do they know how to use commercial equipment? Do they know how to use large generators? Have they done commercial losses? Being able to give that step by step playbook on how you want it done so that it's visible and everyone knows what they're doing?

Leighton Healey

No question. So another one is learning new gear. So I think everyone understands in this industry that not everyone uses the same job management system, not everybody uses the same scanning gear. Some people use this, some people use that, and some people like to use equipment from this company. This company. And so again, it's not as commoditized as we'd like to think it is in this industry. The other aspect, no question, is in some companies they value X and some companies they value Y. Some people it is like punctuality is a carnal sin if you don't live that out. And for other companies they say, hey, look, as long as the final product is good. So again, it's those assumptions that kill us when we're bringing in new water. Text but these last two ones, Paul, give us your experience with these. So no doubt when you're trying to bring on experienced water techs now that they're beginning to work for new clients, new carriers, and they might come to that company with bad habits that have to be reversed, how does that gum up onboarding for experience techs.

Paul Silliman

Absolutely. If you're coming from a different brand or a different location, they're technicians. They go out, they do the job, they take a couple of photos, and then they come back to the office. They sit in a huddle, and they go through scope sheets. Well, that's maybe not how you do it. We like to take photos on scene. We like to document on scene, so when we leave, we're able to move to the next job, or we're able to capture all that in live time. Or maybe you have your technicians do more technical work. They sketch out the areas, they take additional photos to where it varies, company to company. So how do you make sure you set them up for success from day one so that they know this is our process? This is what is expected of you when you come here?

Leighton Healey

Yeah, no, I can think of that. In my experience, the amount of times where I brought someone on, I said, what a breath of fresh air. You know what we're talking about. They get on the site and I look at their work. I'm like, who did this? And they're like new guy. And you're like, I should have just put them through the new guy funnel and just fought with them on. Just like, I don't need this training. I should have just fought with them. But anyways amount of times I've done that. So let's quantify this. Paul and so we pulled this data from feedback, from research, and so let's just look at the numbers. I think few people have probably actually crunched the numbers of like, okay, so what does it actually cost me to onboard a new water tech? And so let's look at the standard.

Leighton Healey

Eight week industry. Average is eight weeks, right? So let's just have a look at this. So labor costs, we're assuming you're paying $16 an hour. You're in for a little over five grand management time. Hey, ideally, you're paying a senior tech or supervisor or manager, doing a lot of shoulder to shoulder time with them. At the end of the day, they're on that site working alongside with that new water tech, and then you've got costly errors. I think it's very reasonable to say, hey, go grab the X or go grab the yard, talking about, I didn't put that in the van. They're like, what do you mean you didn't put it in the van? Back to the shop on the way. So there's a burnt hour there. And then material costs again. You know what? A person didn't realize that you don't put this on the ground or this got trampled on and there's material cost loss.

Leighton Healey

And then again, that manager who's shoulder to shoulder, that supervisor, shoulder to shoulder, they still got that email inbox. They still got all of that information that they need to all the paperwork, all the customer calls. So that still has to happen. And then you've got equipment errors. The wrong filter got put in, the wrong product got put in, the wrong chemical got caught in. That product has to get flushed. That piece of equipment has to get flushed out. And we didn't even try to wrap our pricing or around wrap our numbers, Paul, around. If you're bringing on a new water tech, generally it's like your lead tech or your manager who's doing the training. And so that's capacity that couldn't be on another job. So around 13 grand waiting, Paul, up to lunch or what do you think your experience?

Paul Silliman

Yeah, I mean, it could vary. There could be additional errors, material loss, time spent redoing paperwork, things of that nature. So, yeah, I think this is pretty on point.

Leighton Healey

So let's look at six weeks. So again, six weeks meaning that you take the program you currently have and let's say, hey, how can we tighten things up? So again, just running the numbers, you're there at about ten grand. Ten grand. I mean, again, in my experience, thinking about running numbers, unit economics around, scaling up every time, if I had to bring a new water tech on board, $10,000 labor, material cost, training. Makes sense, right? So what we want to talk about today, Paul, and you're going to really walk us through it, is how do you supercharge these water tech onboardings? I think that's what we're after. And how do we get it down to four weeks? How do we actually get it to a place where that person is really taken through all the competencies that they need in the chaos of the industry in four weeks?

Leighton Healey

And what we're going to talk about is an approach that doesn't just accelerate time, but look at this. Number one, it allows you to be more competitive because when you're more productive with that worker, it makes sense to pay them a little bit more, be a little more competitive on the wage. The second thing is actually you could pay your managers and supervisors a little more. Why? Because they have more capacity. When you can onboard people faster, run more people, you're producing more capacity. You're generating more revenue per manager, per project manager. Your revenue efficiency is much higher. And look at this. You're just eliminating material costs, equipment costs. Again, when you have a structured program, when you have a way of making it easy for that worker to be able to understand how to use this piece of equipment rather than scratching their head waiting for the supervisor.

Leighton Healey

Look at this. Can you imagine? Think about how differently you'd think about your company if you knew you could bring a new water tech from zero to productive for under four grand. I mean, it's awesome. So let's do a rocket round here, Paul, because we want to get to the meat of today's webinar keys to supercharging watertech onboarding. So let's rocket fire through these and then let's jump in and I want you to show us how you think about onboarding watertechs. So, right out of the gates, no question, if you want to supercharge your watertech onboarding, the first thing is you need to standardize your water technician onboarding roadmap. So this is from the first day that worker joins the company. They need to have full visibility on what are my job functions, how does everything fit together in a format that doesn't rely on that manager or that lead tech to be present?

Leighton Healey

Sounds good, right? Second thing is provide a point of need resource for troubleshooting common problems independently. So what we're talking here is an on demand resource for common issues that arise around customer scenarios, around equipment troubleshooting. You tell me, Paul, first week on the job, what's one customer scenario that every water tech is going to run into?

Paul Silliman

Absolutely. How much time does a manager waste when a new hire is calling saying, hey, I plugged this dehumidifier in and I'm getting an Er Nine code, what do I do? So this is a phone call. This is waiting around. I left it because I didn't know what to do. So the machine is not running that's revenue loss, that's additional time. It's just simple, easy to fix things that you can eliminate.

Leighton Healey

Totally. Another thing, so when we talk about a point of need resource, we're talking about in the same way that I use, I don't know, I use Google Maps and YouTube to help you with things, or I'm giving some slide issues here, but new hires, they can have an ego, right? They can have an ego and they can ask sometimes they don't want to ask what might be perceived as a dumb question. So that ability of being able to say, hey, look, I've got someone, they're on that site, they're not blowing up my phone with questions that may not be a good thing. Right. The fact that they're not actually reaching out and asking questions, it might mean that they're winging things, might mean that they're like, I don't want to feel like an idiot calling my manager one more time to walk me through this.

👤 *Leighton Healey*

So the other thing is you want to find ways to accelerate your water text understanding of the reason behind all the aspects of the company's water mitigation process. So let's walk through that, Paul, and you tell me what we need to know here. And here we go. I'm going to bring this up. I'm having some tech issues here, but what we're looking at here, Paul, is water tech needs to understand when to do everything, why everything needs to be done in the process, and then how do we do everything in the process? So tell us about that.

👤 *Paul Silliman*

Absolutely. The when is extremely important. You know, we have standards we want to follow. We need to know when we're extracting water, when we're removing damaged building materials, when are we following up. With a homeowner? When are we going out? And actually monitoring the why isn't just as important as, well, you can tell someone, yeah, put a dehumidifier in here. Well, why are we doing that? What is the point of it? This way you can build up that confidence in a worker to where now they can go in, look at this room and say, okay, I think this is how our drying chamber can look. I understand the process of what we're trying to do, and the how is a big one. How are we going to get to that point? The last thing you need on new hire is, hey, we have a five bedroom house that the water is running out the front door.

Paul Silliman

How are we going to do this? How am I supposed to figure that out? But when you have give them the when, why, and how. We all know your technicians are also they're the face of your business. These are the guys who are in the home with the homeowner every day. We'd all love for a perfect scenario where you're meeting with a homeowner. A manager is there giving perfect questions. Let's be honest with each other. This is restoration. Most people are having the worst day of their life and can't think of those questions. When do they come? Day two, three, and four when someone's on site and it's normally a technician fielding those. So empower that technician to be able to answer that. You guys are the experts out in the field. Give them that confidence. Let them know this is what we're doing it and why.

Leighton Healey

Absolutely. I think that's super important. So some other things key to supercharging water tech onboarding. Again, we help more companies across the map do this than anyone else. So let's talk about this. You need to have a simple way of monitoring progress in real time when you're off site. So no question, you can have a documented process. You're like, we've got a documented process. I said, but how do you know if it was followed? That's just so important. You're just going off that worker telling you that, oh yeah, I did that. And the vapor barrier went behind that. Yeah, sorry, what was vapor barrier? Create a playbook for how to that powers your company. That's one of the biggest challenges. But at the end of the day, when you are bringing in especially more experienced hires, how do you avoid that headbutting of like, well, that's not how I've always done it, or I've been doing this for years.

Leighton Healey

The ability to be able to say confidently, well, I appreciate that. That's the way that you used to do it. But here at company X, here at our company, there is a way that we do things. It's clear it's here, and we follow that way. Second thing is encourage experienced hires to offer feedback. One of the things that we see is that when you have a standardized way of doing things in your company? Well, the ability for you to actually engage people by saying, hey, why don't you offer some feedback if you see some opportunities for improvement. Again, it breeds a lot more buy in than just simply saying, these are the rules, stick to the rules. And then I think a critical thing is that you need to be able to provide the way your company does things as a playbook in a format that staff will actually use.

Leighton Healey

And then we say you want a structured and standardized watertech onboarding process that creates opportunities. Opportunities for what? Opportunities to include soft skill training. So one of the things that we see routinely is that when your onboarding process is, so, let's say, fly by the feet of your pants, is that you don't actually have the airspace to be able to provide that worker with training that covers soft skills. Customer service, team communication, customer conflict resolution, all those different things are the product. Those are the product of a structured process that allows you to be able to make airspace for those things and ultimately gives you the capacity to onboard multiple water techs at the same time. And the capacity rather than keep saying no to jobs, but to say yes to jobs because you know you can take them on and then because it happens.

Leighton Healey

Paul, you and I both know this is that even the best onboarding, you're still going to have people quit. You're still going to have people not show up. Well, when you know that you have a standard onboarding process, what you have is it's not that just deflating sense that you're like, oh, I just put four weeks into that new hire. That sucks, it's too bad. But no question, the ability for me to be able to just lock and load someone into a standardized process, send them on their way, and know that we can do this at scale, it's game changer. So I want to talk a little bit about Knowhow because everything that you're going to take us through, Paul, is within context. So if you're new to Know, how knowhow is the leading restoration software platform for worker training, worker onboarding, point of need guidance, and really building that playbook for your company.

Leighton Healey

And so when you think about even that new hire out in the field and they're stuck on a job site and they've probably tried two or three things on their own before they actually got around to calling you. But they give the supervisor a call. They give the manager a call, give the owner a call and they say, hey, you know what, I'm a little stuck here. That 20 minutes exchange. That 20 minutes exchange really cuts into productivity and margins. And so our focus at Knowhow is specifically within disaster restoration. Can you create a playbook for your team in as little as 24 hours? And we do that because we have hundreds of standardized processes and systems and workflows and onboarding workflows. And specifically what we're talking about today is how know how can put those onboarding and those training paths in your workers hands in 24 hours from now.

Leighton Healey

And so if you have somebody starting on Monday, someone starting next Monday, the ability for you to actually give them like a robust training path that's ready to rock and roll on Monday is something that we do every single day of the week for restoration companies. So it's that idea that from the very first day they can have clarity and confidence. So when you're hiring someone new and they look across the table and they say, well, I've never done this work, and say, wow, you know what, we will train you up and we'll support you. Kind of cold comfort. Unless you're able to even slide something across the table on their phone or just turn your computer and monitor and say, let me just walk you through exactly what you're going to be covering. I want to show you this is our path to bring you up to speed.

Leighton Healey

And you can see here how in four weeks or in six weeks or what eight weeks, you're going to be able to have all these skills that you don't have now, inspires a ton of confidence. So we're going to do a quick survey and then Paul, we're going to get practical. So everyone in the chat or on your screen, you should see the poll pop up. And so what we want to hear from you is, again, for you to be able to currently take someone from day one, meaning that they've never been on a restoration job site, to getting to a place where they are competent delivering things, they don't need your input, how long is that taking you? So take a moment and let's get those results. So you should see that on screen and let us know what you think about that. So as people are responding to that, Paul, I know that you're itching to kick things off here.

👤 *Leighton Healey*

And so while people are responding to that survey, Paul, tell us we're going to be talking about something that you're excited about, a solution that you're excited about. Give us a bit of your background and specifically as it aligns with what we're going to cover today and why today you think would have been such a game changer when you were in the industry.

👤 *Paul Silliman*

Absolutely. It's a point of need in the ability to find answers. Restoration is not rocket science, but the way people learn nowadays is when it comes up to a question, nobody's grabbing a spiral notebook anymore. Nobody's pulling out documents or going in a Google Drive. They're hopping on Google, they're getting on YouTube, they're looking something up to find that short, sweet, this is the answer I'm looking for. Having the ability to put that information in people's hands I can't tell you how many times just a simple answer has taken hours away. Just trying to figure out is this a class two or is this a class three water loss? Well, I don't have the book on me. It's on a desk back at the office. I've already called my manager three times a day. I don't want to call him again. Or something as simple as I don't know what the exact Mate line item is for this, or I don't know how to use dash or Encircle or PSA.

👤 *Paul Silliman*

I just figured out how to cut the drywall and remove the baseboards. Now I'm supposed to log it and I don't know how to do it. So being able to have that information right there at your fingertips, I'd probably have more hair on my head if I had some of this when I started the industry. So it's being able to answer those questions and get it into your workers hands, who maybe have different learning styles. Not everyone can sit through a 45 minutes video. Not everybody wants short, sweet things. So being able to have that ability absolutely.

Leighton Healey

So Paul, let's get into it. So I think what everybody wants to know is, okay, hey, look, I know that stuff. And no surprise if you've seen that pull on screen. Yeah, no surprise. The numbers don't lie. The number reflects. Our research is that the majority of restores today are taking between four to eight weeks or eight or more weeks to kind of get that new technician up to speed. And so I think what we can say is that if you're looking at those numbers and you're kind of on the eight or more weeks, you're not alone. You're not alone. And the good news is, Paul, let's show them what we can do about it. So Paul, why don't you kick things off and take us through exactly kind of how do we actually build this supercharged onboarding process for a water mitigation technician?

Paul Silliman

Absolutely. So what I'm going to do is I'm going to take us through a couple of scenarios. I'm going to launch us in the know how desktop app, which is something that most managers or people working on a desktop will see. And then we'll also show you what it looks like on the mobile application. So someone out in the field who's actually going to be this is what they're going to see. This is what's going to look like. So this is an example of know how on the desktop feature. Very simple. You have the ability to go through find different step by step processes. You can look them up by hashtags or even simply come up here and search. Give you a quick example, a dehumidifier. Everyone on this call is going, yeah, this is very simple. Well, if I've never been in the industry before, how do I know how to use these machines with knowhow we give that ability to where you can simply assign something to a new technician.

Paul Silliman

So if someone's out in the field texting you, send you, hey, I'm not sure how to do this. Well, let me go ahead and assign it to you and I want to make sure it gets done by tomorrow and we'll make sure it's done by 08:00. A.m. I also as a manager, want to say, hey, I want to see when this is completed. So you can select that as well and simply assign this process. So now that has been sent out to your technician, another key feature. Say you have a hurricane come through, you have a natural disaster, you have a storm coming. We're not going to have cell service for a couple of weeks. I'm down here in Florida, dealt with hurricanes my whole life. You have the ability to actually download these as PDFs so you can save them on your iPad phone desktop to where you'll have access at any point in time.

Paul Silliman

Or if this is something you just simply use every day, you can actually go ahead and save this as something to where it will be highlighted at the top of your screen. And then we do also have some functions where you can actually share these, whether it's in your team or even sometimes outside of your team. So just to give you a quick example, we'll run through this R1 quick. This is setting up a dehumidifier and this is key because this is where that assume knowledge comes in. I assume they can figure this out. It's not that hard. You plug it in and go, well, as a new tech, you have the ability to have this as a step by step guide. Did you remove the standing water? Do you now place that dehumidifier in the wet area? You can simply have text in here.

Paul Silliman

Or I'll even show you how you can access a quick video. Simple point of action.

👤 *Leighton Healey*

And I noticed, Paul, it started right at the relevant point of the video. I didn't have to watch this whole video. That's awesome.

👤 *Paul Silliman*

Correct. So with know how, let's say you guys do have a 20 minutes training video and you're like, man, we already created this content. Now you can actually edit to the exact point of need they need to go through and find that information. So as a new tire, I can simply come through this as a step by step checklist. I can see photos of exactly what I'm plugging into or that spot in the video. Now you say, okay, this is great, but I don't want to burden my experienced technicians with having to go through step by step checklist. Well, this is where they can simply jump in and find the relative content they're looking for. We mentioned it earlier. What do you do when you see an E nine code or an Er code? Er nine code on a dehumidifier. They can simply pull this process up, find what they're looking for and saying, oh, it's probably just a kink in the drainage line.

👤 *Paul Silliman*

So they can go through, assess that issue and get the machine up and running to where they can now find that point of need access, and simply come through, mark the process off so this is completed. So the point of this webinar today is how do we launch this new hire onboarding? We're going to go ahead and just create one with you right now. So we're going to dive into what's called our workflows. Follow me. Here we have our step by step processes which are setting up a dehumidifier removing baseboards. Our workflows are where you take those processes and string those out into a sequence or a line you can follow. So we're going to go ahead and create one from scratch. And this is where Knowhow has the ability to either build one from all the process you have, or if you have one saved, which you have the ability to saving them.

Paul Silliman

It's just importing a workflow. So I already have my new tech onboarding right here. We're going to go ahead and import this.

Leighton Healey

And as you're pulling it up Paul, these are just standardized templates that are available free to any know how user. And so that ability to just have this out of the box roadmap is killer. It's awesome. Correct.

Paul Silliman

And I do want to point out everything you're seeing on the screen today is part of our public library. Anybody who has Know How has access to any of these processes. So now we have our process that just came up here. I have it scheduled to where this new hire starting today. So from day one they're going to see, hey, we're going to go through our onboarding workflow, how to go through expense reports, how to talk to and resolve a client complaint. You can set these up in any way, shape or form you'd like, how to actually use a respirator, how to don and doff PPE, understanding the different categories and classes of water losses, and set these up in different daily schedules so you can set up, hey, Wednesday is a heavy meeting day. We don't have a couple of jobs coming in or in the morning we're going to be in the office.

Paul Silliman

You can set this up to where they can go through and get this training, but you can also set this up to where, let's be honest, new hires, they're not going to spend a whole lot of time sitting in the office in a room. They're going to be out on the job. This gives them the ability to actually, while they're driving to job sites waiting for the job to come in, they can actually go through and actually complete these processes. So we have everything from outlines all the way down to how to physically use the products, how to operate these dehumidifiers, how to take off baseboards how to detach a toilet. It seems like something everyone should know. But as we know, if it's green to an industry, someone who's maybe coming from retail or the restaurant industry, they've maybe never detached a toilet day in their life.

Paul Silliman

So how do you actually give them that assumed knowledge in a simple step by step format. And we also have the ability yeah.

Leighton Healey

I was going to say, Paul, as you're going through this, I'm looking at all this content and I just have to circle back and highlight on the screen. There are so many systems out there where, yeah, they make it possible for you to build your own content and import what you have, but no one's got time for that. I think what's so unique about what you're taking us through here is that if you're in the restoration industry, knowhow has already worked with leading experts in the industry to build all the content. And so basically in minutes, you just grab it, toss it in and if you want, you can just tweak it to the nuances of your business, slightly little changes, but at the end of the day, 95% of the work is done and you're ready to go out of the box. And so this is huge.

Leighton Healey

So as I'm looking at this, I'm not looking at, wow, this is what someone with 40 hours of time could build. But I don't have 40. No, what you're looking at is something that is like already built. You sign for Nohai, you just grab it, click a button, boom it's in your environment and you go through. Give it a once over, tweak things a little bit here and you're good to go. Like, you're good to go in an hour. It's a huge game changer. So sorry to cut you off.

Paul Silliman

No, you're good. And this gives you the ability as well to where, say you do adopt a new software. This one we have set up is with the PSA system. Say you come in and say, well, you know what we're going to add Dash. You have the ability to simply come in here and find those processes and simply just assign them or just drag and drop it to the day you'd like to be on there. And then once you have this the way you want, you just simply turn this off and now you're set to go. So when you're in this so I'm going to go ahead and actually assign this to someone, go through, select all these I'm going to go ahead and assign this process to myself as the new Mitigation technician. So now these are all assigned. This will come through, which I'll show you here on the mobile application to where now, as a manager, if you look up here on this top bar, you can actually see how far along are they in your onboard.

Paul Silliman

You can now hold tension to somebody saying hey, we're five days in. We still haven't even gotten your W two yet. Or, we haven't had this information come in. How do we get going? This allows you to monitor where they're at in this process. So before I jump to the mobile, I do want to show one other quick thing for you as far as from a manager's perspective trackability, how do you know they're actually completing these processes? This is where our Insights tab is going to be very crucial is to be able to come through here and see when was this completed. This is the dehumidifier process went through on the screen earlier. You can actually see hey, on February 1 at 01:38 P.m., this was completed. You also have the ability to download these reports. So if it's something as a OSHA safety meeting, packing the truck, did you inspect your vehicle this morning or this week?

Paul Silliman

You have the ability to see that and save that for compliance standards and actually see are they engaging? Are they actually using this information? If a technician is, they're not getting work authorization signed. We all know that. That's the cardinal rule. You can't touch anything in the house until you get a work off sign. Well, if you're having those issues, let's go ahead and send that over to them. Let's assign them a process to get that done to where two weeks down the road, they're still not doing it. That's a conversation you need to have and bring up and say, hey, we've assigned you these processes, you're not following it. Maybe this is something we need to look into certain actions, or somebody is knocking this out of the park. What are you doing? Wow. I went through these processes. These are great. There you go.

Paul Silliman

Now we're actually driving through this. So what we're going to do now is I'm actually going to jump to the mobile application and show you what it looks like from a technician standpoint.

Leighton Healey

And while you're transitioning here, Paul, just two things I think we don't want to miss. One is that sometimes when compliance requires you to even know where that worker was standing when they completed that step. We've had situations where companies have come to us and they've said, we have a problem where we do a lot of after hours work and we sometimes have troubles proving to that customer that were there. Because, heck, everyone's heard the old adage leave it better than you found it. And so you've left the job site clean. And they say, how do we even know if you were there? Well, that ability for you to just click a switch and say, when this worker is working through this geolocate it, timestamp it, and even ask them to attach a photo so that when we do have to prove that process was followed, that step was followed.

Leighton Healey

Or if a person is going through training and I want to make sure that they know how to place that equipment right. So busy. I got five water texts onboarding. At the same time, I can add a step that says, take a photo of where you place the equipment. And then when I have some time, maybe in the evening, I can review their onboarding processes and even look at those images to see whether or not they did things the way I wanted them to do. So keep going. Paul, this is the mobile. Absolutely.

👤 *Paul Silliman*

And one thing I want to point out, megan, I did see your comment. So one thing I will point out, so these are all part of our public library. The beauty with know how is when you bring those into your hub, you can edit and change those however you would like. These are meant to be a general process. So setting up this dehumidifier, this is the general way of doing it. If you want to add a step that's specific for you guys, you can simply edit and make it however you would like. So, yeah, great question. So jumping in here, this is what we'll see as a technician. Pulled out my mobile phone. As you can see on the bottom here, I have a notification saying I need to go through the process of setting up a dehumidifier. That was something I assigned to myself.

👤 *Paul Silliman*

So I can see, hey, this is due tomorrow at 08:00 a.m. I need to go through and complete this process. So we can also jump in and see here.

👤 *Leighton Healey*

Oh, wow.

Paul Silliman

I got all these things to do. Oh, this is from my new hire onboarding and my workflow that was assigned to me. So let me go ahead and I'll jump in and show you. Oh, wow. These are some of the items I now have to go through to where I can see from day one. Here's the information I'm going to learn. Here's how we actually are going to go in and dive into these workflows. So we can simply jump in, find the information we're looking for, saying, okay, these are what I need to complete today, or what do I need to complete this week? So you can hold that tension. You can dive right in, say, okay, I'm going to learn how to create a job in Dash. You can actually jump in and here's the actual links that go straight to the App Store.

Paul Silliman

Have I ever downloaded Dash Or? Probably not. So let me go ahead and download that. This gives me the ability to go through and see, what am I actually clicking on, how do I actually click to add a new job? Using this as a step by step process, answering those questions in the field instead of, man, I don't know what I'm doing. I'm just going to skip it and come back. Well, now you're delaying this job being completed or you're delaying these notes getting updated. So now a manager has to go back behind redo these notes. If you're working program work now, you're past your 24 hours window and you're writing letters saying how you're going to improve your processes going forward so you have that ability to go through and simply find this information and go through a check by check standard. Or if this is someone who knows how to use dash, I've used this before.

Paul Silliman

I know what I'm doing. I just needed a point of reference. I can simply come through here and mark this complete.

Leighton Healey

And one of the things Paul that I saw it come up in the chat there is one of the things that's so killer for people that are using know how is that the workers today like the department of labor said that in the next five, six years, that the average labor worker is going to struggle to read English, not because they can't read, but because they work in a different language. And so the fact that I know how, it's the only tool in the market that you can build your playbook from templates and you can build your own, but in addition, all the workers just click a button and it will just instantly present that content in Spanish, in French, in a different language. That's awesome. So looking at that onboarding workflow, Paul, I'm curious. So one of the things that we know from our research that it just really pushes workers out the door is this sense that this is such a complex industry.

Leighton Healey

If I invest six months of my life here, if I invest 24 months of my life here, what skills am I going to have that I don't have now? And as you were scrolling over that onboarding roadmap, what was coming through my mind is like, wow, look at all the skills. If I commit to the next 30 days, 60 days, 90 days with this company, look at all of the practical skills that I'm going to have that I don't have now. And to me, it's such a powerful sales tool. In those first two weeks where a worker might be the first time they've crawled through a crawl space, might be the first time they've had to respond to a job with sewage on the ground. You know what I'm saying? But for them to understand that this is a full skill set that they're going to acquire, I think it's pretty powerful.

Leighton Healey

But I don't know what you think about that. Absolutely.

 Paul Silliman

And again, it's being able to take that, put it on paper and give it to your employees instead of, oh, you don't know how to do that? Well, you should. Or something as simple as how do you pack your vehicle? This is a very simple thing that a lot of people don't really understand. Do you have your loss address? Do you know where you're going before you leave the shop? Simply move through this to. Where do you have all this on there? Do you have jumper cables? Do you have your lay flat? Do you have respirator cartridges? Do you have your extraction equipment? Extension cords, trash cans? Do you have all this stuff to go out on the job? Because the worst thing you can do is how many hours a technician gets on site and says, oh yeah, this is great, but we don't have any shovels.

 Paul Silliman

We're going to go run the Home Depot. Or I ran a mold crew, it drove me up a wall. My guys would get there, all we worked on was mold and they'd show up and be like, yeah, we don't have any PPE, so now we're spending time driving the Home Depot or coming all the way back to the shop to get that job. It's just labor cost lost on a job on simple things that they can follow a process to have.

👤 *Leighton Healey*

And as you're talking about that, Paul, it makes me think an app isn't going to magically cause someone to remember that they have to do something. But the first time they make that mistake, as opposed to saying, hey, I think I sent you a text message on your first day, what I expect to have in the van. Why don't you refer, let's say, hey, no, I appreciate that. It's a lot to remember. Hey, you got your type that in, type in van. Okay, boom. How to pack the van. Click. So next time you're leaving the shop, why don't you start that? Because you're going to bookmark that thing, because you're going to come back to it and to be able to say, look, I'm preparing you to be able to avoid this problem in the future by equipping you with an instantaneous point of access to what I expect.

👤 *Leighton Healey*

And if they still do it, then at least it's so much easier to basically have a performance management conversation with that person because in the commitment and the competent, you've taken competency off the table and it's just a commitment issue. And that's so much easier for performance management approach to just address commitment issues on your team when the resources are so quick at hand. So Paul, thinking about landing the plane here, what else do we need to look at here for that water technician onboarding on the mobile before we kind of move towards some Q and A?

Paul Silliman

Absolutely. Another key thing you can see here as well is you can see when they're completing these processes, they have the ability of gaining medals or badges showing competency, showing, hey, I've completed all this. These areas that I'm using know how for driving utilization. You're saying, okay, well this is all great, but how are my guys going to use this? Where is there any incentive? Well, we've seen companies that use these medals or top procedures to run their meetings like, hey, whoever comes up with the best new process or best edit to a process. You're going to choose what we're going to eat on our Friday meal. I used to use something as simple as I had one of those phone WWE championship belts. Whoever can put together the best process and have the most successful week, you get the belt in the front of the truck.

Paul Silliman

I can't tell you how big of a deal that was to be able to drive that accountability and the ownership thinking of, hey, I want these processes to work. Let's be honest. Everyone wants to do their job well. Nobody is signing up to these jobs to be miserable. Restoration is a labor intensive job. How do we get rid of the human error of you should know how to do this, or you get into that 30 day review and it's like, hey, you're not taking photos very well. You never showed me how to take photos and how we are.

Leighton Healey

Yeah, no, it's well said, Paul. So let's transition here back towards the presentation and specifically towards just kind of some q and a to wrap us up. As you were talking, what was coming to mind for me is that displaying the q and a slide.

👤 *Paul Silliman*

Yes.

👤 *Leighton Healey*

What I was thinking about as you were talking about it is we did so much research into what causes workers to leave to restoration companies. The way we pose the question is, what causes great people to quit at your company? Anonymously, we asked hundreds of people and one of the key things is they said it's that first two to three weeks, they felt like an idiot and they felt unsupported. And everyone kept saying, you'll figure it out, stick it out. No one helped me. And you know what? With today's workforce, that just doesn't fly anymore. You have to be able to give them confidence in that first week that not only is there a plan for their development, even if there's chaos, that there's a plan for development, but you need to be able to show them that you are going to be able to have the resources that you're going to need to be able to solve problems autonomously.

👤 *Leighton Healey*

When you're alone looking at a customer who's got tears in their eyes and they see your company's logo on their shirt and they expect that logo should be able to solve their problems, and that technician is saying, I don't know, you got to put an end to that. And I would say put an end to that in February 2023. Here's this QR code. This will take you to zero to productive.com, and it's the best way for you to say, take a next step and find out how could know how actually help your company to be able to accelerate the way you onboard water technicians in 2023. I wonder before we wrap up here, if there's any questions, if you have a question, throw it in the chat. Again, I know, we've covered a lot of material today. Today's recording and today's slides are going to be made available.

👤 *Leighton Healey*

So if you want to review those but *again*, the best next step you can take is we're talking about weeks and weeks of training and development that could be saved. Invest 30 minutes, right? Invest 30 minutes to find out how to do this. If you're listening and you are a Know How customer currently, remember this content that went through today. It's free, it's yours. It's sitting there waiting for you. And if it's just been a little while since you've jumped into the public library, next time you're in Know How, just click that button to chat. Say, hey, can you walk me through how to get that killer watertech onboarding process? It's waiting there for you. Right. So I'm excited for that. One of the questions that came up is, how do you get to the library? So to get to the library and know how, the first thing that you need is that you need to have a licensed version of Know How that's branded to your company.

👤 *Leighton Healey*

It's private. It's your private environment. And then as soon as you're in, there's a variety of ways to just click a button that says add a template. And immediately you just see all these categories water mitigation, smoke mitigation, hiring, firing equipment, software. And you just dive in and with a couple of keystrokes, you can find templates on almost anything in the industry. And you click a button, you import it. It's yours to edit and modify. And then you click a button and it's at your staff's fingertips. If it ever changes or evolves, click a button instantly synchronized to your whole workforce. Great question. Another question that often comes up is a lot of these water technicians, Paul, that come into the industry, a lot of them, frankly, the fear is always, do I really need one more app? What's your general response to that, Paul?

👤 *Leighton Healey*

When people say, do I really want to burden my workers one more app, what do you tend to say to that with your experience?

👤 *Paul Silliman*

Yeah, restoration is one of those industries that the technology factor has grown drastically. When I started, we are still doing everything on pen and paper to where just in a short amount of time now, there's multiple apps, multiple ways of doing it. Know how is your single source of truth on how you want work done for your company. So when they're saying, I can't figure it out. I don't know how to add photos into this app, now you have a resource that they can go to that doesn't involve a phone call, someone getting pulled out of a meeting that they can reference right there on site to find that information. Are you getting all your value out of these other softwares? You know, they're quite robust. How do you make it simple and eliminate that time spent redoing things or sitting down and retraining someone when you can simply share a process on how to do it.

👤 *Leighton Healey*

Absolutely. Hey, going back to that first slide, what we looked at earlier is that whether your company or other people are investing in employee training this year, they're investing in systems to be able to operationalize that. There's talk of doom and gloom and recessions, and whatnot if there ever was a year to invest in productivity streamlining and standardization? I mean, this has got to be the year. And so as we bring things to a close here, again, the next step that we'd encourage you to take is to go to that zero to productive.com. You can type it into your browser. Zero to productive.com. You can scan this QR code. And absolutely, we want to be able to put these resources in your hands. If you have a water technician starting tomorrow, we could literally have in an environment with your company colors, we could have that water mitigation onboarding roadmap that Paul took you through today.

Leighton Healey

We could have it in that water mitigation technician's hands for tomorrow morning, first thing. And it's fast, it's easy, and today, it's the leading solution for how people are accelerating water technician onboarding in the restoration industry. So thanks, everyone. You are a busy person, so thank you for investing your time. We hope this was helpful. And if you want to learn more about how you can accelerate water technician onboarding in this industry, come and have a conversation with us. Invest 30 minutes. And we'd love to show you what we've learned from interviewing hundreds of companies, hundreds of technicians working alongside the industry's fastest growing restoration companies and helping them to be able to streamline the way that they move their staff from day zero to productive. So thanks, everyone.

Paul Silliman

Thank you guys so much. Zero to productive.com.