

## Building Your Team JAKE

### Always Be Hiring

All right, guys. One of the most important pieces of your business is going to be hiring. Okay. Because the hardest part of running a successful plumbing business is getting the guys in place and getting good guys in place that can actually go out and make you money, okay? There's a huge shortage of technicians right now, and so need to be able to, number one, you need to be willing to pay them more, treat them better, create a better environment for them to work in so that you ultimately end up attracting them to your business. But then you need to let them know consistently and constantly that you're hiring, that you're looking for good quality talent, okay? So these are just some examples of things that we do. The idea is that you're developing, you know, an image of your business that you're always hiring, like you're always looking for good help. Okay. That way you get this steady drip of people applying to work at your business. And out of that steady drip, you'll get a few good applicants, and then you can go ahead and hire those guys, okay? And if you don't do this, then you're not gonna get that steady drip, and you're not gonna get people coming to work for you, okay? So here's a few things that we do at my company. Like number one, social media posts. We post one of these a week. We're hiring, we boost it, we put money behind it so that everybody in the community is seeing it. And what happens for us is people will share it to like, you know, local pages, local job listings, that kind of stuff, other Facebook groups. And then we also run, like all of these have a button on them when we run an ad, like apply now, that takes them to our website. And on our website, we have a place where you can apply, right? It's got a little bit about our company. You fill out a really quick, easy form, and then we get an email saying, Hey, got an application from this guy. We reach out to all of them. We call them up. We talk to them. If we think they're a good fit, we bring them in for an interview, and then we go from there. So one important thing about that though is, on your website a lot of people will make like a full on application on your website, and no plumber wants to sit there on his phone and fill out a whole application, okay? So we make it as easy as possible for them to get ahold of us, get in touch with us, and come work for us, okay? So that's one thing to keep in mind. Don't make it hard for them to get in touch or apply for a job for you, make it super easy. And then just talk to everybody and weed them out just by talking to them, okay? So here's some things we do. We do the Facebook ads. This is an example of a postcard. So this one right here is the front. Do you want to be a happy plumber? Right, flip me over. We're just trying to grab their attention. And then what makes our plumbers happy? Company culture, great pay, great benefits, no nights, no weekends. And then you can apply here at our website, okay? We leave these at all the parts stores. So all the supply houses everywhere, we stack them at Home Depot. We just leave them anywhere. So people are seeing these, they're grabbing them, they're going, oh yeah, they're hiring. Right? And this is literally how we've gotten probably 80% of our employees, okay? And then we also run YouTube ads. So I created this video and I'll leave a link to it down in the description below so you guys can see the video. But we run this YouTube ad and what we do is we run it to we drop pins around all the other plumbing shops on Google and all the supply houses. So anybody that's going to any of the supply houses or any other plumbing shop in town, basically when they enter that area, Google says, oh, okay, they've

entered this area, we can feed them this ad now. So then when they go pull up YouTube at home or YouTube on their phone later, we feed them my ad. That way all the plumbers are knowing, hey, these guys are always hiring, right? And we make it appear like a really fun, awesome place to work. That's a really good opportunity where you'll make way more money, okay? So go check that out so you get an idea of what that looks like. But the idea here is always be hiring, and then always be doing multiple things to let people know that you're always hiring. So constantly be posted on social media, create YouTube ads, create Facebook ads, make postcards. You know, we've had tons of different postcards and we're constantly sending them out to where we think plumbers are gonna see them. So you really have to like try hard, get involved, and really get that out there, okay? So never ever, ever, ever stop hiring. You always want to be pushing hiring. It'll save your butt in the long run, and that's how you're going to attract the good guys.

## Job Ads

So part of the always hiring mentality, is gonna be to continually run job ads. Okay? So there's a couple of resources that you guys can use. One of them is eddy.com. A lot of our clients have had really good success with eddy.com. They will actually take all of your job ads, they'll post them all over the internet, and then they will help you finalize them down, bring people in for interviews, all that good stuff. And they will actually help you run your payroll as well. So super good platform. You can get an app on your phone. It's super easy to use. It's a really good one. If you don't like that one, you can check out applicant pro as well. That works. They do the same thing. They take all of your job ads. They post them everywhere, all over the internet. So all over Indeed and all the other platforms like that. But it doesn't have the payroll capabilities that Eddie has. Okay. So two things you should go check out. Check out Eddie.com and ApplicantPro, and then make sure you're just constantly running job ads. So anytime anybody looks for a plumbing job, you want to have a job ad there. And then keep in mind with your job ads, you don't want them to be super boring. You don't want them to be generic, boring, and lame. You want them to be fun and exciting, and you really want to sell the sizzle of your company. So talk about all those benefits, talk about your awesome pay structure, talk about your awesome culture, and talk about how cool it is to work for your company and how you're looking for somebody that fits this mold. Right? I've written four job posting examples down below, you can click that link and see those. And you can take those and like rewrite them. Maybe you're going to use certain parts. Maybe you're going to get rid of certain parts, but they're a really good starting point to get you going. So go check those out and then go get job ads going, okay? Because you always want to be hiring. You want a steady flow of applicants coming in your business.

## The Interview

So you've got some interest in your company and you have an applicant and you've got his information in front of you. The next step is to just call them up and bring them in for an interview, okay? So part of what we do is, you know, when you get a job applicant come in and you think he's gonna be a good fit, whether that's through your website or through eddy.com or any of those sources, right? You're just gonna wanna call them up, and say, hey, man, I've got your applicant here, application here, I'm looking at it. I would love to bring you in for an interview. When would you be available to come in? Right? And have them

come into the office. And I would tell them to bring in references. If you haven't gotten references on an application yet, maybe they just filled out a form on your website. I would ask them to bring in, Hey, when you come into the office, can you bring in three references? That's a really good thing because you always wanna go call their references and call the past companies they've worked at and talk to their old bosses and see what they have to say, okay? That'll save you a lot of headache. Another thing you're gonna wanna do is probably run a background check on them. So get hooked up with a background check service and just check everybody's background. Okay? Because you don't want guys who have a history of, you know, abuse or alcoholism or, you know, felonies on their record. You don't wanna be sending those out to people's homes where they could potentially even if they don't do anything, the customer could potentially find out, and that puts you in a really weird situation because you knowingly sent a felon or somebody who's got an abusive problem, out to somebody's home. Okay? So I would avoid that altogether if they have any, bad record. I would just avoid it altogether. Okay? So once you bring them into the office and you've got their references, really you're just trying to get a glimpse of their character, okay? So you're gonna wanna ask them about their work history, see what kind of experience they have in what you're doing, and then ask them why they wanna work at your company, what piqued their interest, and then ask them about their personal lives, right? Do they have a family? Do they have kids? Where were they raised? Where are they from? How did they get to your town? Things like that. Just have a good conversation with them, and then maybe share a little bit about what it's like to work at your company and what you expect out of your guys at your company. And then, you know, if you wanna hire them on the spot, that's totally cool. You can be like, Hey man, I'm totally down to hire you. And then explain to them how that process is gonna work. Or you can say, hey, man, I need a couple days to think about it. I've got a couple more applicants coming in. I'll make sure and give you a call. Right? Either way is fine. A lot of people tend to overcomplicate the process because they want it to look super professional. I found that if we just bring the guys in and we're just real and open with them, they're usually a little more real and open with us. We can be a better judge of their character. Okay? And so once you decide whether or not you're gonna hire a guy, you need to let them know. Be like, hey, man, we filled this position with somebody else. We'll keep your application around in case we need anyone else. Thanks for applying. Right? You need to let them know. That way they're not sitting there. We're just waiting for you to call. And then if you do decide to hire them, you need to bring them in and run them through the new hire process, give them a ninety day trial period, and if they're not working out, just can them, okay? It's just how it is. So don't overthink your interviews, bring them into the office, bring them in references, call their references, ask them about their work history, get personal, see if you can get to know them a little bit, be a judge of their character, and then decide whether or not you wanna hire them.

## Culture

Something that's really important to think about when you're building your company and you're hiring people is your company culture. Okay? And it can be kind of a confusing thing to a lot of, you know, plumbers coming up because they're not used to it. Okay? So a lot of cultures and a lot of plumbing shops are just very toxic. Okay? And if you can manage to build a good company culture around your company, you're gonna really set yourself apart from other shops where they don't have a very good culture. Okay? It's not a very fun place

to work. You don't get lots of freedom. It's not very rewarding. It's not very challenging. The people there aren't fun to be around. Okay? So if you can change that and do something different, and then pair that with paying your guys more, treating them better, you know, all that's kind of part of your company culture. But if you can pair that, then you're gonna have this place where a lot of people are gonna be really attracted to coming to work for you. Okay? So the best way I like to describe culture is that culture is simply the way that you do things, okay? The way that you do things at your company, okay? How do you talk to your people in your company? How do you think about people in your company? How do you treat people in your company? Okay? How do you expect people to perform in your company? All of those things build culture in your company. Okay? And culture is something that's built, it's not bought. And it's something that you really have to intentionally work at. Alright? And if you see something that's going on in your company that doesn't fit the culture that you want, then you really gotta bite it in the butt right away. Okay? So like an employee that comes in and really harps down on another employee. Maybe that's not something you want in your culture. Okay? Maybe you want a more encouraging culture in your company. Well, then you need to go to that employee and say, hey, man. I really didn't like how you did that. In this company. I really wanna be more encouraging, and here's why. I think it's gonna be better long term because of this reason. Right? So what we like to do is when we bring in a new hire, we will just go over our culture and what it's like to work at Prospector. And we tell them, you know, we want it to be a fun place to work. We want there to be lots of freedom. We have high expectations of you. Because of that, it's very rewarding. This job is super challenging. You got lots of responsibility, but we ultimately want this to be a place where you enjoy coming to every day. And we want the people here to be a place where you enjoy being around all the other people. And so if you go outside of that, if you make it not enjoyable, if you don't, you know, honor the freedom that we give you, if you don't make it a fun work environment, if you don't put high expectations on yourself, if you don't challenge yourself, you don't accept the responsibility, then this is ultimately gonna be a place that you're gonna find yourself not working at, all right? So you have to be super intentional about culture. You have to really think about what you want your culture to be like, and then make sure and write it down and work on building that in your business from the beginning. And it's okay to change this as you go and to realize certain things as you go, but definitely keep it in the back of your mind as you're going. Because if you can build a place where people love to come in, you can have a good time and it's enjoyable, you're gonna have something that's unstoppable. Right? So like at my shop, people show up thirty minutes early to work just to bullshit with each other. They come in, we have coffee and soda and energy drinks and chips and, you know, food and all sorts of snacks for them. They all come in, they all enjoy their food and their snacks and their free copies, and they all just bullshit with each other. And it's super fun and they're all super cool guys, right? And so we've built this culture where we're more of a team, we're more of a family than we are a place to work. And I think that's what makes us so successful. So if you can work on building that, the little things, the how we do it at my company, that's what you really need to work on building because culture is built, not bought.

## Technicians

### When To Hire Technicians

All right, guys. So you're gonna start hiring technicians and you're gonna need to know when is a good time to hire them. Okay? And there's a few things you wanna keep in mind when you're thinking about hiring a technician as far as timing is involved. Okay? So first one is what season of work are you in? Okay. So work comes in seasons, and it's good to learn the typical seasons of the work in your area. Okay. So for instance, in my area, prospector plumbing and heating, we have one season that's really, really busy. So it's like August, September, October, November is just absolutely nuts. Like, I couldn't have enough technicians to really do like all the work that we get called for. Okay? So we end up getting booked out like two, three weeks, sometimes a month, even with eight or nine or 10 guys going. Okay? And we make a lot of money during those months, but for me to hire way more guys and try to float them the rest of the year wouldn't really make sense. Okay. So you want to keep in mind what season you're in. Okay. Because ultimately, you're gonna judge how often you're moving jobs to the next day. Okay. So you're gonna wanna schedule work for today. And then anything you didn't get to is gonna get moved to the next day. And if you're doing that consistently two or three times a week, then it probably makes sense to bring on another technician. Okay. And so you can ask yourself, okay, you know, I'm at five techs. You can go back to your why and say, okay, I wanna hit these goals with my business, which means I need this many technicians. So I'm gonna have to add a technician eventually. So if I'm at five and I'm booking jobs out, you know, what season am I in? Is it just the season I'm in? Or does it even matter what season I'm in? Right. And then if you're in a season, well, you're gonna wanna go there anyways. So you might wanna say, okay, well, I'm just gonna hire this guy anyways. And then you gotta ask yourself the question, do I need anything else? Like, do I need to go do more marketing? Like maybe I moved, you know, two or three jobs and I might have like four or five jobs to send this guy to extra, which means I should probably go do some more marketing to make sure that I have enough jobs for this guy, okay? Doesn't mean wait to hire him. I would go ahead and hire him and then go figure out your marketing. It'd light a fire under your butt after all. And then you also need to ask yourself, okay, do I have the vehicle and the tools and all the iPads and the resources that I need in order to get this guy on and get him going? Okay. And just make sure that you have all that stuff going. So that's kind of what you wanna consider when you're thinking about hiring somebody. Am I pushing jobs off to the next day? Like, am I missing opportunities? What season of work am I in? And then if I do hire him, you know, what additional resources do I need or what additional marketing do I need to get in play in order to keep him busy?

### Who To Hire (technicians)

Okay. So how do you determine who you're gonna hire? Right? Well, it's pretty simple. K? A lot of the times you're gonna hire guys in and you're really taking a risk on these guys. K? So you're gonna hire them in, and then you're gonna determine by trial and error if they're any good or not. K? So you might find a good one. You might find a bad one. You might have to let them go. That's just the nature of the game. You're gonna have to get them in there and see how they do and then kick them out. Okay? One way to think about this is, you know,

everybody's gonna be a good fit for your company. And so if they come into your company and they're not a good fit, they're not performing how you want them to perform and how you want them to do in your company. Well, you're really doing them a disservice by keeping them there. You know, if you get rid of them, then they can go work somewhere where they're a better fit, and they're gonna be more productive, and they're gonna have a better time at work themselves. Okay? So by keeping somebody on that's not performing, you're really doing them a disservice. Okay? So couple things to keep in mind though, when you're hiring. I would always do my best to hire based on character. Okay? And the reason I say that it's tough to hire people is because it's hard to figure out their character in a short job interview. Even if it's a thirty minute job interview, it's pretty tough to figure out their character. Okay? So one thing I would make sure that you guys are doing is I would call all their references. Okay? I would call their past employers and I would just look for any red flags. Okay? Now, if their employer didn't like them or they weren't a good fit for that company, then I would kind of take that with a grain of salt. But, you know, if they were stealing stuff or had alcohol problems or things like that, that's when I would say, okay, it's a no go. Okay. And then lastly, once you do hire somebody and you get them in, you know, maybe you thought they were gonna be a really good guy. They seem super awesome. You know, you got them on board, they're through training and they're out in the field. Listen to your other guys, okay? This is when I had to learn the hard way. I've had my employees come to me and say, Hey man, I think you should get rid of this guy. And I was like, dude, I can't. I gotta hold on to him. I need him to sell these hours. And it ended up biting me in the butt. Like, I had a guy that had a really bad alcohol problem. I ended up having to fire him when he went into the hospital for alcohol poisoning. And it caused a whole big scene at his house. I had to meet his girlfriend and get his van. And then I ended up getting death threats from this employee. And so all of that could have been avoided had I just listened to my team members. K? So if your team members are coming to you and saying, Hey man, I think we should probably get rid of this guy. And they have a good reason. It's likely that you should listen to them and say, or at least consider what they're saying. Okay. And probably get rid of that person. So hire based on character, make sure you call their references, listen to your guys and then be okay having people come in and them not being a good fit and you letting them move on, okay?

### **Technician Job Duties and Expectations**

All right. Job duties and expectations of your plumbers or your technicians. Okay. This is a super important part of your business is to make sure you set clear expectations for your guys and make sure that they know what those expectations are. Okay. What their core job duties are, right? So we're going to go over what I call the happy plumber agreement. It's what we use in my company when we hire a plumber. We walk through this whole agreement with them. And then as you'll see on the bottom, we have them sign it and date it so that they know that we're completely serious about all of these things. Okay? And we go in when we hire a guy, basically, we bring him on, we have him do the appropriate paperwork, and then we run him through this. And we sit down, he sits down with the general manager, and we just walk through this step by step and make sure that they understand every little piece of it and then make sure they don't have any questions. K? So it's not something that you're just gonna have them read. You're gonna want to recreate something like this for your company and then walk through it with them and explain each



little detail. Alright? So here we go. So this is the one for the technicians. We have one for each, style of employee, the CSR, which you can go through in the CSR section and the general manager as well. Okay. What we like to do is we like to set primary goals and then secondary goals. Okay. So happy plumber agreement, primary goals. Okay. Number one goal, take care of Ms. Jones. And we always tell them, hey, this is the most important thing on this whole piece of paper that we need to take care of the customer. Okay. And we need to do whatever it takes to take care of that customer. I don't care if we got to put them up in a hotel, we go above and beyond every single time for our customer. Okay. And then we go into that into a later SOP, what it actually means to take care of the customer. Okay. So number one, take care of Ms. Jones. Number two, we need to charge accordingly. Okay, so we explain to them that we offer a premium service, right? And it costs a lot of money to provide that premium service. And if we don't charge enough money for that premium service, then we don't make any money as a company. And that's what makes the whole thing work. So we need to make sure we're charging accordingly for the level of which we're taking care of Ms. Jones. Okay? And then we explain to them options, and that we need to offer options to our customers, that we need to put the choice in their hands and let them decide how they're gonna spend their money. Okay? The next thing is we explain, you know, hey, these options, they're gonna be done on service Titan. And then anytime we go do any work, we have to take pictures. We expect you to take pictures on every single job. You need to clean and stock your van. We will not allow you to have a messy, dirty van. It needs to be clean and it needs to be fully stocked. They need to uphold the uniform standards. So make sure and wear your uniform every day. At this point, we'll probably go grab their uniform out of the closet and give them their uniform and say, here's your uniform. We expect them to uphold the mission and values. And all in all, we just expect them to be happy and maintain a good attitude. Okay. So let me kind of go into that's like high level primary goals. And then we kind of go into what that looks like more on a nitty gritty basis. So we call those secondary goals. Okay. So we expect them to sell twenty five billable hours a week or five hours a day on average. So we won't look at this, you didn't sell your five hours today, you're fired, or you didn't sell your twenty five billable hours this week, you're fired. We'll go over the past six months or a year, and we'll say, hey, you know, you're hitting 26 billable hours a week on average. That's within our allowable limit. You're good. But if they're consistently selling less than 25, then we're gonna have a talk with them. We're gonna pull them aside. We're gonna say, hey. Do you remember signing this agreement? You know, we need 25 a day. What's going on? How can we help you get to 25? What do you think the problem is? And we'll kinda help them grow into the technician that they need to be. And then after a certain period of time, if they just cannot hit it and they're not making us money, then you gotta let them go unfortunately. Okay? 90% satisfaction rate. So that's, you know, if they do 100 Google reviews, 90 of those need to be five star or higher reviews. Not higher, you can't get higher, but they need to be at least nine star and you can track this or five star and you can track this on service titan as well. You can go see the satisfaction rate of all your technicians. And then we expect them to do all of their work within a forty hour work week. Okay. So we explain to them that we don't want them working late every night. We don't want them working weekends. We really, really would like it if they could get all of their work done in a forty hour work week. We do, however, explain to them that, sometimes on weekdays, if a call comes in at 03:30 and you go out to that person's house and it's a water heater and it's going to take you three hours, we do expect you to get that

done and not push it off to the next day. But we're also very lenient on time off. So, you know, if they can come in and they can do a good job and they can put in the extra work some nights, well, if they need some time off, no problem. We're super lenient on that. If they need some time to go spend with their family or to take care of a family matter, we're also very lenient on that. So we expect a lot upfront, but we also give you a lot on the back end as well. Okay? And so here's their job description. We try to keep this as simple as possible. And it basically lets the technician know, you know, from the time that your, that job hits your service titan, it's your responsibility all the way to the end, all the way to billing the customer. Okay. So we give them all of the responsibility, but then we pay them very well for that. Okay. And we found that by giving them all of the responsibility, it's all on them. They enjoy that more because they have control over the whole thing. And as long as they're doing a good job and they're doing, hitting their primary goals and their secondary goals, and they're doing all of their work, then I'm a happy camper and we're making money. So we're all good, okay? So job description is the full responsibility of the happy plumber to complete all aspects of assigned jobs from start to finish, okay? So they get a job assigned, they finish, they do it from start to finish, Okay. So they're responsible for following service Titan workflow, communicating with the customer, building and selling estimates. These need to be done on-site. So we tell them at this point, hey, you have to do all of your estimates on-site whenever possible. Okay. Sometimes there's equipment that has to be quoted and that kind of stuff. Those are the only times we will not do an estimate on-site. Okay? And then we perform the work today. So this is where we explain to them, hey, when you go to a job, you're going to go there, you're going to give them an estimate on-site. And when they say, yeah, go for it. I would love to do that work or have that work done. You're going to do the work right then and there. We're not going to reschedule it for another day. We're just going to get it done. And then we're gonna collect payment. And then we're gonna start this process all over again. Okay? So they're gonna get assigned another job. They're gonna follow service type and workflow. They're gonna communicate with the customer. They're gonna build and sell the estimate. They're gonna perform their work today. They're gonna collect payment and then they're gonna repeat. Okay? And the next thing that they need to worry about is they need to minimize callbacks. So this is something you kind of need to explain to guys is like, hey, so you're gonna be going and doing all this work, you're responsible for all this work, but when you're doing this work, you can't be rushing through it. You can't be doing half ass work. You can't take shortcuts because a callback costs us a ton of money. It not only angers the customer, but when you have a callback, it takes you from another job where you could be making money. You have to go back to this customer that you've already been to for free and then go fix something. And that just costs us a ton of money. So we wanna minimize callbacks. So if you're getting a ton of callbacks, we're gonna have a talk, and you may or may not work here anymore. So you have to do a good job. You have to think about minimizing callbacks. You have to perform your work in quality manner, okay? And then if you do have a callback, you need to own it. We make them 100% responsible for their callbacks, okay? So whenever we get a callback, we're gonna send that technician back to that callback, okay? Unless he's screwed it up so many times that we gotta send somebody else in. But that's usually a matter of like, okay, is this guy even a good technician, right? If having callbacks and he can't actually go back and fix them, is he a quality technician or does he need more training in a certain area? So those are the kind of questions you want to start asking yourself. Can I provide him with



that training and that will solve the problem? Maybe, maybe not. Have a conversation of whether or not he should be working there anymore, okay? But have your guys own their callbacks. Okay? Then we just explain to them, you know, typical workday, Monday through Friday, eight to four. We don't work nights or weekends. However, Monday through Friday, we expect you to do whatever it takes to complete all aspects of your assigned jobs. That's where like if something comes in at 03:30, right? Sometimes this might mean you're working late. It is your responsibility to determine what is best for the customer and the company. Okay? So we have them keep in mind, hey, what's best for the customer here? Like, it's 03:30. I just bid this three hour water heater job. The customer has no hot water, and I haven't sold my hours yet today. What's the best for the customer? Stay there, get the job done. What's the best for the company? Stay there, get the job done. Right? Then they got a happy customer. That's good for the company. And we sold more hours. That's good for the company. So that's what we expect them to do. And then we just go over our sales system real quick. We do what we call the rise sales system, and we've gone over this in the sales class as well. So relationship, inspect, solutions, execute. We explain this to them in full, And then we tell them how they're gonna be, you know, judged, how they're gonna be, tracked, and how we're gonna measure their performance. K? So that your performance will be judged on the following items. So hours sold. So explain to them that every task they sell in the price book has an hour value, and we need them to sell that twenty five hour, a week value up top. So we're gonna judge them, k, based on how many hours they sold, how good their positive reviews are, vehicle cleanliness, attitude, and how well they uphold our missions and our values, okay? So every quarter we come in and we do an evaluation of each one of our employees. We pull them in and we measure them on, hey, this is how many hours you sold last quarter. This is your review rating. This is how many positive reviews you got. Your vehicle is nice and clean whenever we look. You've had a great attitude or you've had a pooppy attitude and you're doing really good upholding the mission and the values of the company. Usually there's something that they can work on. So we try to give them a lot of positive encouragement and then we come back and we say, but in this one area, you could use a lot of improvement here. So this is what we're going to do moving forward. This quarter, I want you to focus on this area of your work. Okay? And that just helps them know, like, they know what you're expecting and then they know you're watching. And then when they can get a review, a quarterly review, they can come in and you got to make this a really easy, a really friendly environment. You're not attacking them. You're just giving them, you know, make it real positive for them. You're just giving them feedback is probably the best way to think about it. And then you can give them something to focus on. Well, now they're going to focus on that thing and they're going to become a better technician for you. And this stuff takes time. Like this will take time to take your technicians from okay performing to excellent performing. You know, might take a year of you continually training them, continually working on them, continually helping them out. But, that's just part of being a boss and that's part of being a leader, and that's all stuff that needs to be built into your company. Okay? So let me go over the required skills that they're gonna need. They're gonna need soft skills, so good customer service and communication skills, and we kinda go over what that looks like. They're they need a thorough understanding of electricity and controls for us. They need a thorough understanding of boilers. They need a thorough understanding of gas boilers, and they need knowledge of plumbing systems and plumbing code. This is gonna be different for everybody depending

on where you're at and what kind of work you're doing. Okay? Here's our mission. Prospector Plumbing and Heating is committed to providing superior quality plumbing services and dedicated to offering unparalleled customer service. Okay? And so we explain like all of that stuff above is how we fulfill this mission. It's how we go about our work. Okay? And prospect or values, happy plumbers, happy customers. Okay? That's our whole goal. Right? We want our customers to be happy and we want our plumbers to be happy. We really believe that by keeping our plumbers happy, we're gonna create happy customers and we're gonna have a happy business and it's gonna be a really good cycle. So we actually have them read this and put their name and their signature, and then we're off to the next, the next part of our hiring process. But so creating expectations and job duties and then clearly communicating those to your employees, so your technicians in this instance, is extremely key. Because you can imagine if if we just brought somebody in and we didn't communicate what our company was all about, we didn't communicate that we're all about taking care of the customer and doing quality work. They might not know that. Right? So just by communicating that to them, making sure they understand that all of a sudden now they're focused on doing, you know, work where they're taking really good care of the customer and they're doing quality work. And then giving them an idea of like how you're measuring that and what they can expect to be judged on gives them an idea of what they need to be focusing on. Okay. I need to be focusing on creating five star reviews. I need to be focusing on selling my hours all while taking care of the customer. Okay. And then giving them an idea of like the required skill sets, okay? So when we go over skill sets, we might be like, hey, do you need training on any of these skill sets? A lot of our guys will say, yeah, I need training on electricity and controls. So we do a ton of training on electricity and controls for that reason, okay? So we might even pull that person aside and give them some additional training just so that they're set up for success, okay? Moral of the story is really important to just nail down what your company's about, what your end goal is, what your expectations are, how you're gonna measure the technician, and then set those expectations, let them know, upfront right when they get hired, and then constantly remind them of this stuff.

## Pay Structures

Alright, guys. So there's a couple different pay structures that you can go with when thinking about your technicians. K? So there's hourly wage, there's commission, and there's piece rate. So hourly wage is just paying them an hourly wage. K. Your hourly wage is \$40 an hour. And so for all the hours they work, they get \$40 an hour. Commission would be you give them a base wage and then they make commission on what they sell. So if they sell a water heater at a thousand dollars and they get 2% commission, they make 2% of a thousand dollars on top of their base pay. Okay? And then there's piece rate where you track how many hours they're selling. So each one of your tasks has an hour value. You can track at the end of the week how many hours they sold, and then you pay you pay them based on their hours sold. So you might pay them like \$60 an hour for every hour they sold. K? And I think that all of these can be great ways to pay, And I think that you should pay for what's most common in your area. Okay? Because at the end of the day, your guys want to be comfortable and they want to be stable. Okay? So they want to know that when they're working for you, they're going to have a regular paycheck and they're gonna make enough money to live comfortably and not have to worry about, like, work running out or not

getting a paycheck in three weeks or only working a month and then not having anything. Okay? So ultimately, you wanna provide them with the stability. K? So if piece rate is really common in your area and people are used to it, well, then it makes sense to pay piece rate. But if, hourly is really common and nobody pays piece rate, nobody's gonna understand piece rate when you bring them in, then you might wanna pay them hourly. Right? Same with commission. Right? If commission is really normal and guys have a good idea of what they can expect to sell on commission, well then they're gonna be much more comfortable coming to work for you on a commission basis because they're used to it. Okay? And at the end of the day, there's companies who are very successful who do all three of those. Okay? So, like, my company does hourly. We make a ton of money. There's companies out there that do commission, that make a ton of money. I know lots of companies that do piece rate, that do very well for themselves. So at the end of the day, provide what's most comfortable for the employee. Right? Okay. So let's just go over these real quick. So hourly wage would be like a good base pay and then I would add an incentive to sell more hours. Okay. So like maybe you could pay them \$40 an hour as a base pay, but then still track their hours like on piece rate and then say, okay, if you guys sell twenty five hours, I will bump your per hour pay to \$70 an hour. K? So they get a \$30 bump in pay if all they do is hit this minimum twenty five hours. That will incentivize your guys to sell the minimum amount of hours that you need in order to hit your profit margins. And as long as you put their wage at \$70 an hour in your pricing calculator, then you're gonna be able to pay that \$70 an hour. K? So this is a really good way to structure an hourly wage. I would give a base wage that is comfortable for the person and a bonus wage that is above and beyond what they could get anywhere else at any shop. K? Commission would be like a really good base pay, k, with commission that is equal to or better than typical. K? So maybe you wanna give them \$40 an hour base pay. Let's say, you know, in your area, typical base pay is 35 or 38. Well, I would wanna come in and say, okay. I'm gonna pay you 40 plus the typical 2% commission. Or maybe if 2% commission is typical, you could say, I'm gonna give you 40 plus 3% commission. K? And then you just wanna make sure and account for this when you enter in your hourly you know, what you're paying your plumbers in your calculator. K? So if you know you're gonna pay them \$40 an hour and they're gonna bill out, you know, \$500,000 of work at 2% commission, just add that in to their wage so you can account for that when you're billing the customer. Alright? Let's jump into piece rate. K. Piece rate is the only one where I would have a low base pay. So if you're doing piece rate and people in your community are used to piece rate, they'll know that, like, they'll be able to sell a certain amount of hours. K? They'll know I can go sell hours and I'll make a bunch of money. K? So I would start them out at a low base pay. So, like, if maybe \$28 per hour or \$20 an hour even, a low base pay. And then I would say after you sell twenty five hours, we will bump your base your hour your pay that you for the hours that you sell to \$75. K? So if they go sell thirty hours, they get paid thirty hours at \$75 per hour. Okay? And as long as you put this \$75 per hour in your hourly rate calculator, right, then you're gonna be able to pay these guys no matter what. Okay? No problem. I would have no problem paying them that much if they sold thirty hours because we hit my minimum and I'm a happy camper. Okay? So those are the three different types of pay structures. And then I would determine the wages, you know, find out what's typical in your area, and then I would make it a little better. Because all of you guys need to attract top talent to your company, and the best way to attract better talent is to pay them more, give them better benefits, and then third, build a better company

culture. Those three things together will attract good people to your company. K? So go hourly commission piece rate. It doesn't really matter at the end of the day. Make your guys comfortable and make them able to make a good living at your company.

## Benefits

All right, let's talk about benefits real quick, okay? Benefits are a really good thing to do, okay? Number one, they make your business more attractive to potential employees, okay? If you've got a shop that is paying good wages plus four zero one ks, dental, healthcare, and all these other benefits, and a shop on the other hand that has, you know, maybe good pay, but no benefits, lots of employees are gonna choose the one that has benefits, okay? And so if he can be the guy that's got good pay and benefits, that's how you're gonna attract more people to your business. And by having a good company like that, that takes care of its employees, right? It helps you create a good company culture where people feel cared for and they're willing to work hard and, put in the work to make you money. Okay? And then number two or number three, it's really just the right thing to do in my mind. Okay? Like to to discount your customer because you can't afford benefits. So to lower your hourly rate because you don't wanna pay for benefits for your guy and give your customer a discount is really just not fair to your employees. Okay? I would be concerned about the kind of lives that my employees are living. Are they living good lives? Are they set up for the future? You know, can they afford new tires on their car? Can they afford to drive halfway decent vehicles? Can they afford to take care of their families and feed their families well? That should be your concern as a business owner. And so to not provide them with benefits to me seems like the wrong thing to do. So we're gonna go over some of the benefits and maybe how you can provide those as well. Okay. So here's a list of like benefits that you can provide. So health insurance, you know, that's a pretty expensive one. So when you're first starting out, there's a couple ways that you can do it. A lot of people don't have the money to be able to just provide health insurance right off the bat. So what they'll do is they'll say, Hey, I will pay you guys an extra \$500 a month as a bonus, and you can use that money to go get health insurance through the marketplace, okay? Because they're gonna be able to get health insurance through the marketplace way cheaper than you're gonna be able to go get it for them, okay? And if you get it for them, then you gotta get it for yourself and you gotta get it for your CSRs and the whole nine yards, okay? So that's a way that you can get around that in the beginning. I still do that with my general manager and my CSRs, And then, my technicians, all their health insurances through the union hall. So we kind of luck out in that area, but for you guys, you know, even for yourself, I would recommend going and getting on, you know, the marketplace or Obamacare is what it used to be called, right? So that's a good way to do that. And then once you start getting your company going and you start making good money and you have regular income and regular profit margins, then you can go get company wide health insurance plans that you'll be able to afford, okay? Dental and vision, those are all super cheap. You can usually get a good dental and vision plan for like \$20 a month per employee. So that's something that you could do right away. You can go talk to a insurance broker in your area. So you can just Google health insurance broker, go talk to them and they'll hook you up with a good dental and vision plan for super cheap. Next thing you can do is paid time off. This is a really easy one to implement in your business. What we do is we give them a week paid time off. We let them roll it over as many years as they want, they could just keep rolling it over. We don't allow them to cash it in

because we want them to take the time off and enjoy time with their families, okay? But that's a good benefit to offer that a lot of shops don't offer. You can give them their birthday off as well. You can say, hey, we give everybody their birthday off, right? And these are just a way to attract employees to your business, right? So you wanna one up everybody in your town, okay? You wanna say, okay, everybody here gets health insurance, dental and vision, but they don't get paid time off for their birthday off. Well, I'm going give them that. Plus I'm going to give them paid time off, birthday off, and then you can roll in some random funds. Okay. So by random funds, what do I mean? I mean like, if you've got something that you wanna support or something that you believe in or something that you want your guys to take part in, then you can create a fund for that and you can actually reimburse them for participating in that thing. So for an example of that, for my company, we have what we call the Liberty Fund. Okay? So we reimburse, the guys \$200 a quarter and it just rolls over every quarter. They can just keep getting it bigger and bigger and bigger. And we just track this on a spreadsheet. Dollars 200 per quarter towards guns and ammo. Okay. So if they go buy \$200 worth of ammo, they can come in, give us the receipt and we will reimburse them on their next check for that ammo. Okay. Just as a way to get them to practice their right to bear arms, to get out and shoot guns. They all enjoy it anyway, so it's a really cool thing for them. They all like to hunt and fish and be out in the woods and shoot stuff. So it's a fun thing and I really believe in it, so it's cool for me to be able to provide that for my guys. So you can do things like that for your guys as well, okay? And those are all just ways to build a company where you really care for your employees, where you have a culture of caring for your employees, and then they will turn around and care for you, And it really builds their respect in you as their boss and as the business owner as well, okay? And not all of these you're gonna be able to afford right off the bat, but if you start thinking about them from the beginning, and then how you can implement them and start planning on them now, you know, maybe throw some of these things in your hourly rate calculator now, it's going to pay off big time in the future.

### **What Does It Mean To Take Care Of Miss Jones**

One thing you're gonna need to be really clear with your guys on is what does it actually mean to take care of miss Jones, right? And who is miss Jones? Miss Jones is like your ideal customer, okay? But what does it really mean to take care of your customers, all right? You're You're going to want to train your guys on this. And it's why I've got a whole section in my SOPs just on what it means to take care of the customer, okay? So we're just going to go through this top to bottom. This is how we train our guys to what it means to take care of Ms. Jones, okay? So nobody wakes up in the morning and wants to call the plumber, right? But when they do have to, what is it that they want, okay? So nobody wakes up and is like, Oh man, I can't wait to call the plumber today, right? And what it is, is like the point of that is nobody wakes up and wants to call the plumber. So they're not really wanting to spend their money on the plumber either. They would much rather spend their money on that new car or that new thing that they want or that new toy that they want. Right? But when they have to wake up and call the plumber, what is it that they actually want? Okay? So they don't necessarily want the cheapest plumber. Right? Because they're just not wanting to spend money anyway. They don't really care. Any money is too much money. So whether you're more expensive or cheaper, it doesn't really matter. Okay, so what they really want is they want to know that they'll be taken care of in a respectable and timely manner. Okay,

actually just want their time back and their plumbing problem fixed. Okay, So they woke up, they had a problem and what they really want is just that problem to go away with as little effort as possible. Okay. And you really have to explain that to your guys because your guys, you know, they wake up and have a plumbing problem and they just fix Whereas these people, it's a much bigger deal to them and they don't have the skill set to fix it. And just having to call a plumbing company and deal with a plumbing company is a headache to them and it's a lot of work to them. And by getting there and just taking care of them as quickly and as seamlessly as possible, they are really happy with that. Okay? So that's what they really want. All right? So taking care of Ms. Jones. This is literally the most important thing. Okay? So we tell them, you need to listen to Ms. Jones. Okay? Ms. Jones wants to tell you about her problems. It's part of our process. We don't barge in the door. We want to listen to what she's got going on. When I ask her, how are doing today? What do you got going on? And then we need to hear her problems out and say like, Oh man, I hate it when that happens. Well, let me help you out with that, right? We need to respect Ms. Jones' property, okay? So we take off our shoes or we wear booties. We protect our work area. We use drop cloths. We don't stand on dryers or countertops. We get a ladder. We clean up our mess. We leave the area cleaner than when we found it. And then we communicate with miss Joneses. We let miss Jones know what is the problem and why it's a problem. Guys, communication is the biggest part of service work. If you can be a good communicator from the time you answer the phone till the time you build a customer, you will have happy customers. So a lot of our training that we do is just around how to communicate with the customer and what the customer wants, okay? So let her know what the problem is and why it's a problem. Let Ms. Jones know what options she has to remedy the problem and what those options include, what the pros and cons of those options are. Let Ms. Jones know what options are gonna cost, and then do the work you and Ms. Jones agreed on. Okay, so this is important. We don't do half the work. We don't do partial work. We do all of the work. Okay? And then we provide a paper trail. This allows us to better serve Ms. Jones in the office and in the future. Okay? So we need to take good pictures. We need to follow our service site and workflow, and we need to edit the invoice summary to accurately explain the work that we did. And then we need to clean and stock our van. Okay. This is all part of taking care of miss Jones. A clean van says to miss Jones, this technician knows what he's doing, and he will take care of my phone or my home. A well stocked van will allow you to take care of Ms. Jones without having to go to the plumbing store. Okay? So keep your van stocked. It's part of taking care of Ms. Jones. And a clean and stocked van is gonna save Ms. Jones money because you're not having to run to the store. She's not paying you to go to the store. And it's going to save her time because you're going to be able to get that fixed on the spot. Right? And what does she really want? She wants her time back. Okay? So important thing to communicate to your guys is what taking care of miss Jones means and how the order of which you do things and the way you operate in your company is all built around taking care of miss Jones.

### **Vehicle Cleanliness Standard**

Something else you're going want to clearly communicate to your guys is the van cleanliness standard. Okay? So we created this standard in our SLPs just to communicate what it looks like to keep your van clean. All right? And then just setting that expectation of, hey, you you need to keep this thing clean and you need to keep it organized and it needs to



be well stocked. This is a really hard one to enforce. So what we do is my general manager, just every Monday morning or every Thursday morning, We have meetings, and so he'll just pick a day and he'll walk out to everybody's vans and he'll go take a look. And if their van is messy, he'll say, hey, this is unacceptable. You need to get this cleaned up right now before you go to a job. We're not gonna send you to a job, and you're gonna miss on selling hours, which means you're gonna miss out on more money on your paycheck. Okay? So that's a way to nip it in the butt. It's something you kinda have to catch and just nip it in the butt right away before it becomes a problem and let them know that you expect it to be clean and not being clean is not gonna work. Same thing with the uniforms. If you guys run into that, guys coming into your office with no uniform on, you wanna immediately just jump on them and say, hey, that's not your uniform. Can't go to work until you got a uniform on. Okay? So that they know you're serious about uniforms. Okay? So let's go over this van cleanliness standard. The happy plumber is expected to keep his van neat, clean, and organized at all times. Four things will help you accomplish this. Okay? So happy plumbers just are plumbers. It's what we call them. Number one, everything in your van should have a place. Every part, every tool, every receipt. If you don't have a spot for something, make a spot. Okay? And then we tell them to clean up after every single job. Make it a habit before you leave for the next job to put every part and every tool back in its place. Okay? And don't keep unnecessary things on your van. So we really harp on them like, look, don't carry 10 toilets if you only need two or 10 zone valves if you only need two. You can restock your van on a regular basis. Like, can restock every single morning and only carry what you need for a typical day. Okay? That saves them a lot of just extra stuff in their van because what happens is they'll get a ton of extra stuff in their van, and then they won't even know where it is because they got so much stuff in there. Okay? So it's something you wanna keep an eye on with your guys. It's like, hey, just go restock your van every morning. Go to the parts store, restock your van. Right? Keep a trash can in the front and back of your van. This is funny that you have to tell your guys this, but we have to tell all of our guys, go buy a trash can for the back and the front of your van, and actually put your trash in that trash can. Otherwise, trash ends up on the seat or on the floor, and that's just not acceptable to us. So get a trash can and use it, okay? And then we give them some examples of what an acceptable and not acceptable, van looks like, okay? So this is what we consider acceptable. Doors are free from junk. The dash of the vehicle is clean. Okay? If we ever see them with receipts or paperwork on the dash, that's a no no. The glove box is well organized. Everything in the back has its place. There is no trash or random junk on the floor. This is what your van should look like. So we give them pictures. Okay? Nothing in there. This is well organized. This is all well organized back here. Everything has its place. Nothing on the dash at all. Everything in the back is nice and clean. They've got all their stuff. They don't have too much junk. They're not missing out on anything. And here are some examples of what your van should not look like. Okay? Fruit cups in here, junk all over the floor, stuff all over the seat, random parts on the step to get up into your van, more junk on the seat. Nothing is put back on the shelves. Nothing has a place. It's just a total disaster. And then we let them know the guy who drove this van got fired because we came in and we saw this and he got fired. Okay? Because this is not acceptable. And if we ever go out to your van and it looks like this, then you can't work here. So we make sure and just set this standard right up front, very clear, and then we hold them to it.

## Options Training

You're also gonna wanna explain to your guys why you offer options and how to go about it. Okay? So we run through this with them as well. When we hire them, we say, hey, you know, miss Jones wants options. And actually this is something that we constantly train on as well is providing options. It's such a huge sales technique just to provide options that if you just let it go and you don't constantly remind your guys, they're going to start not offering options cause it's easier for them in the field. They're gonna go there, they're gonna see the flapper, they're gonna say, yeah, we can fix your flapper, it's this much, okay? And if you don't constantly train on it and constantly expect that of them, and make it a thing like, hey, if you don't offer options, then you don't work here. We offer options, okay? And you have to let them know why. Because if you can attach a reason and a thing that makes sense to them, then they're gonna be way more likely to do it. And if you constantly reminded them, this is what we do here, they're gonna be way more likely to do it, okay? So what's with the options? Ms. Jones wants options, okay? Everywhere you look today, we are offered options. When you go to the car wash, you have options. When you get a credit card, you have options, silver, gold or platinum. When offered options, it feels right to the customer. Okay. So to be a successful company, we need to offer options as much as possible. It's easy. You have prebuilt options in your price book. Okay. So then we show them, hey, look, this is how you find options in your price book. This is what the price book looks like. We'll actually pull up an iPad. We'll type in how to find the options. So how do options work and what do they do? So let's study the following examples. So we go just go over this example with them. So you go to miss Jones' house for a running toilet. Upon inspection, you find the flapper has a crack in it and won't seal the the flush valve. Miss Jones needs a new flapper. You go to miss Jones and say, hey, miss Jones, your toilet is running because your flapper has a crack in it. I can get a flapper replaced for you today for \$480. Is this something you would like for me to get done for you? This sounds fine and dandy, but what if miss Jones could have benefited from a new flush and fill valve. Right? Or what if Ms. Jones wanted a new toilet? So you have to explain like, you know, you could go in there and fix that flapper, but what if the flush valve and the fill valve were super old and dirty and cracking and there's a bunch of gunk in the toilet tank? Well, a rebuild would be a really good option for her. But if we don't offer it, she's not going to get to pick it. Okay. Or maybe you're going to go in there and Ms. Jones has a bad flapper and she's been dealing with it for a long time. And what she really wants is a new toilet. And if you just go in there and say, not your toilet's fine, we just replaced your flapper. Well, if she really wanted a new toilet, but you didn't offer it to her, she doesn't actually get what she wants. Okay? So you kind of have to explain this stuff to your guys. By not offering options, you're not giving Ms. Jones the choice to get what she wants. Okay? And that's the key there, is you're putting the choice in the customer's hands. We never wanna tell the customer how to spend their money. We always want them to tell us how they wanna spend their money. Okay? So the conversation should go, hey, miss Jones, your toilet is running because your flapper has a crack in it. I have a few different options for you to choose from. The good option is to replace the flapper, fix the running toilet for \$480. The better option is to replace the flush valve, which includes the flapper and the fill valve. Basically, rebuild the guts of your toilet for \$6.74. The best option isn't to install a new toilet isn't to install a new toilet with new guts and a new flapper for \$9.80. I would recommend the better option. I noticed some of your toilet guts

are looking old and worn out. And just for a few extra bucks, we can avoid having to call us back to replace those in the future. Okay? We would actually structure this differently now where we would, go from best to good, and we would say the price first and then the value after that. So a few things happen here. Okay? So the flapper sounds a lot cheaper now when compared to a \$980 toilet. And replacing the fill valve and flush valve actually sounds like a pretty good deal. Right? That middle option sounds like a pretty decent deal. So by offering options, we provided Ms. Jones with a price perspective, okay? So now she can see like a new toilet is a thousand bucks, a flapper is only \$4.80, okay? And she might be thinking, well, it's only another \$500 to get a whole new toilet. Right. Or she's thinking, okay, I don't want to spend a thousand, but \$4.80 seems doable. Okay. So those two things happen in their head. Okay. And so we gave her price perspective and we gave her install a new toilet. We gave her options to choose what best fits her needs. Okay. This is important. So we gave her options and she gets to choose what best fits her needs and her budget. Because we don't know her wants, we know her needs, but we don't know her budget either. Okay? And that is what makes good customer service. That's taking care of Ms. Jones. Okay? So we review this with them. By offering options, we add value to the customer that puts the decision making in miss Jones ball court. It gives miss Jones the option to choose what she wants, not what we think she needs. It gives miss Jones price perspective. It gives miss Jones the option to choose what best fits her budget, and it makes for good communication and really good customer service. K? So those are all things you're gonna have to go over with your guys, talk with them about, explain to them about, really get them to understand how offering options creates a better service and a better business. And you'll find that they'll do it way more often. Alright? And you won't have to fight them on offering options.

## New Hire Process

So this is the new hire process that we follow at my company, okay? So all of you guys are going to want just a process that you follow in order to get people hired, get them up to date, get them trained, and then get them out billing, okay? And you really wanna make that time as short as possible because, you know, when they're not billing, they're just costing you money, okay? So this is our process. I'm just gonna walk through it with you so that you guys can understand it. And then you can go create your own new hire process because it's going to be a little different for every company. Okay? So, new hire, happy plumber. This goes in the general manager employee agreement. We've hired a new plumber. He's in the office reporting for work. We hire guys out of the union hall, so they bring in a dispatch. Several things need to happen to get the new employee set up for work. K? So we split this up by days. So day one, we print out the following documents and have the service technician fill them out. So we print out employee information, direct deposit authorization form, and an all about you form. And I'll put links to those forms down below. Alright? Then we fill out the I nine form. You can get a copy of that if you just Google IRS I nine form and IRS f w four form. You guys can get those forms, download a copy on your computer, and then you can print them out for your new guys to get filled out. Okay? Everybody's gonna need to fill those out. It's part of the federal government paperwork that you need. Okay? So then you're gonna scan a copy of their driver's license, go over the employee agreement with them that we went over in earlier in this course. Then we're gonna send them out with a new tech for the rest of the day. So this is gonna take up like a couple hours in the

morning, and we're gonna send them out with the tech for the rest of the day. We're gonna get a headshot photo for service Titan. We're gonna scan in the forms that the technician filled out. We're gonna email those forms to our bookkeeper. And then we're gonna call Progressive, and we're gonna add them to the insurance plan. That way, if they need to go drive around, they can. K? And then if we need to, we're gonna purchase a new iPad and keyboard case from Verizon. iPads we get from Verizon, our keyboard cases we get from Amazon. Alright? Day two. So employee comes in beginning of day two. We make a copy of our service Titan bio template, and I'll put a link to that in the description down below as well. And then we log into, we edit that and we make his template. Right? And then we log into Google Admin and we create him a new user. So we basically create him an email. So it'll be his name at Prospector Plumbing and Heating or name at whatever your company name is. K? And then we create a new technician in ServiceTitan. This is how we do it. We we fill in all the fields. These are the permissions we give him in ServiceTitan, and then we send him out with a check for the rest of the day. K? Day three, he comes in. We make him a time card. We open any technician time card in Google Sheets. We make a copy of it and just fill up, change the name and and that kind of stuff. And then we share it with the technician. Okay? And then we share them the recommended contractors page. Everybody should have a recommended contractors page. You can see it over here in this SOP. Just so you know, guys like your guys in the field know who to call for what. Okay? So if they need somebody to patch some drywall, they know who to call. They have a number, okay? Then we give them his iPad in this case, we have them log into their email, we have them download ServiceTitan, Google Sheets, Google Docs, log into all those. And then we have the technician start working on getting their van ready. Okay? So we bring in the van. We say, hey, this is your van. You know, usually it needs a little cleanup and some, you know, restock, we say and then and tools maybe. Say, just go through it, make it all good. That's day three. So then day four, we go over our Rise sales system with him. We go over our uniform standard with him. We give him polos, his Carhartt shirts, his sweatshirts. We have him work on their van the rest of the day. K? So we tell him, hey. Your van needs to have all the tools and needs to be clean and stocked with parts. K? And then day five, he does an entire day ride along. K? And then day six, he's on his own. K? So they come in Monday. They spend an entire week doing paperwork and training with other technicians. In that week, they're gonna attend our Monday morning training and our Thursday morning training. And then by day six, the following Monday, they're gonna be out on their own. And we usually schedule them, like, one to two jobs. Right? Because they're gonna have stuff that they don't have in their van or, depending on the quality of the technician, they're gonna not know how to use their iPad. They're gonna make mistakes. And so we don't wanna overwhelm them the first few days. So we keep their workload pretty light the first week. And then the second week, we add a little more. And then third week, we add a little more. And so that's the new hire process. You guys are gonna wanna go create a process like what does it look like when you go hire somebody at your company? Get it written down so that when you hire a guy, you have a step by step process to go through.

## Termination Process

So just like you have a new hire process, you also need a termination process. Okay? Because there's several things that need to happen when you terminate an employee. All right? So here's our termination process. In the event we need to terminate an employee or

an employee quits, there are a few things that need to happen. Okay? So the employee needs to turn in their van with all the tools inside, the van keys, the shop key, iPad, iPad case, and the company credit card. We will need to email I think we email the office, let them know we've terminated an employee. We need to lock his credit card. So that would be me. They email me because I have control of the credit cards. So I go in there. I terminate his credit card. If the terminated employee was local 37 5, we send over a termination notice to them. You guys won't have to worry about that. I mean, then we call our insurance company and we get them off the insurance. K? And you can see here, I've x out these because it's our insurance policy information, but you guys will come in here. You wanna put the phone number, the policy number, phone number on record, everything they need to be able to do that, you're gonna wanna do that in this document. But it's good to have a termination process so that when you do have to terminate an employee, you don't forget any of these things, and then they're fully terminated.

### **Monday Morning Meeting**

So part of hiring people is that you need to keep your people all on the same page and you need to keep them trained. And so part of that is gonna be conducting meetings. Okay? Meetings and trainings. So we have in our company, we do a Monday morning meeting. And then on Thursday, we do a meeting as well. On the Monday morning meeting, we keep it, you know, fifteen, twenty minutes and it's we're going to go over what we include in it here. And then on Thursday morning meeting, we do two hours of technical training or communication training, and just really about like the workflow of the technician, you know, things that he needs to worry about, things that he needs to improve on, either it's technical or communication skills. Okay? So Monday morning meeting, this is our layout. Okay? We go over time cards. We make sure everybody has their time card in. Okay? And we kinda fill this out the Friday before. So we'll come in Monday and we'll have this all filled out. And we'll say, hey, has everybody got their time cards in? Everybody needs to send their time cards to my general manager. He reviews them and then he sends them off to the bookkeeper. Okay? Then we go over any announcements like anything that we got coming up, anything that's out of the ordinary, we'll make sure that everybody is aware of what's going on. And then we will go over upcoming holidays. Okay. So if we're gonna take some time off, are there any upcoming holidays? And then we're gonna go over paused and hold jobs. Okay. So in service Titan, you can pause a job and you can put a job on hold. And there's a couple reasons the technicians will do that. They'll do it, maybe they're waiting on a part for the job to come in, or maybe they're waiting on a quote to come in for a job, or maybe they're halfway done, right? And they've got some of the work done and then they need to go back and do some other work, but they're waiting on something. Either the customer to get back to them or again another part to come in, okay? So we'll go over those because if you don't, they tend to get lost. Okay? So we'll look them all up in service site and we'll see who is assigned the job and we'll say, hey, man, what's going on with this job? You know, it's been on pause for three days. What what are we waiting for? And that just keeps it top of mind. And if they're waiting on a part, we can tell them, hey, okay, go check on that part and see when it's gonna be here. Right? That way nothing gets left behind. Because the worst thing you can do is like put a job on hold and then forget about it. So we make sure that doesn't happen. Okay? And then we go over topics like, did we do anything cool last week? Right? Any big wins? Things we need to work on this week? And we'll use this time



like, if there's things that we want people to do, like take care of Ms. Jones, offer options, take pictures, clean and stock your van, We will call these things out, during this Monday morning meeting and we'll just say, hey man, Andrew, you did a really good job on that job last week. We got a five star review. Good job, man. We'll we'll make sure to do one of those every Monday morning. That way the guys know that we realize what they're doing good at and we recognize it and we give them kudos for it. Okay? And then every single Monday, we go over our top four non negotiables. Okay? So these are my top four non negotiables. We say, hey, guys, what's our top four non negotiables? And I make them repeat them out loud to me. Okay? So it's take care of miss Jones, options, options, options, take pictures and fill out invoice summary and clean and stock your van. So you keep that top of mind on your guys and you say, okay, so what are we gonna do this week? We're gonna take care of Ms. Jones. We're gonna offer options. We're gonna take pictures. We're gonna fill out the invoice summary and we're gonna keep our vans clean and stocked. Okay? And it's a pretty quick meeting. We buy our guys breakfast every Monday morning, so we get them breakfast burritos. We bring them in, they all come in, they sit down and they eat. We go over all this stuff, and then we kick them out the door. Okay? So we kinda come in, we kinda build the energy up, make it, you know, not this super lame meeting, make it something that's fun, that's cool, get them psyched for the week, and then get them out the door.

### Thursday Morning Training

So the other kind of training that we hold, aside from our Monday morning meeting is we have a Thursday morning meeting. Okay. So we actually block out two hours in the morning from eight to ten, where we just focus on training and we do this every single week without fail. I think there's a few times in the past where we've canceled the meeting because we've been so incredibly busy, but, for the most part, we are doing these meetings no matter what. Okay? Because you have to train your guys on the technical skills, the communication skills, and the customer service skills constantly in order to get them to perform how you want them to perform. Okay? And I'll be honest with you, most of our training is just communication skills, how to communicate with the customer, right? And then next would be customer service skills. Like what does it look like to take care of Ms. Jones? And then we train more on technical skills, okay? Because we found that communication, customer service are way more important than the technical skills. Most of our guys have pretty decent technical skills. And if they don't, they're gonna find out in the field that they don't, and they can always call and get technical help on the phone. But communication and customer service are things that you have to hone and you have to teach and you have to learn, okay? So you guys are gonna wanna invest in your guys. You're gonna wanna take that time and train them on these things. Train them how to communicate with the customer. Train them how to offer good customer service, okay? Train them how to have good technical skills. If you find there's something that they're failing in a lot during the week, well then have all your guys in there, you know, bring that part in or bring that piece in, have them troubleshoot it. Go through the training. Okay? So you guys are gonna wanna get like a whiteboard or a big white notepad of paper and just sit there and just train your guys. So spend the day before, come up with a training that you can train your guys on and then train them. And if at first it seems like overwhelming to do a two hour training, then just start with a thirty minute training and then go from there. But eventually you're gonna wanna go to two hour training, okay? This has made such a huge difference in my company



when we started doing this. It took us a while to kinda get on step and figure out, you know, what is it that we need to be training on and what are we failing at and what can we be doing better? But to ask yourselves those questions and then to start training your guys on that over a long period of time, it will make a really big difference on the success of your company. Alright? So start training your guys. Every Thursday morning, I would hold a training meeting and just start with something that you feel like that they need right now.