



## IAQ RADIO+

Show Number: 760 BLOG

Scott Maysura

### Inflated restoration job titles cause industry problems

Good day and welcome to IAQ Radio+ episode 760 blog. This week, we welcomed Scott Maysura to discuss an article he wrote for C&R Magazine titled “Undeserved restoration job titles cause industry problems”; that got our attention.

Scott Maysura is a seasoned business consultant with 20+ years in the restoration and services industry. Having owned restoration companies and grown a plumbing/HVAC startup, he deeply understands trade businesses. Scott helps clients achieve growth and operational excellence through strategic planning, process implementation, and leadership development. He's passionate about helping owners succeed. Connect with Scott at [smaysura@gmail.com](mailto:smaysura@gmail.com).

### Nuggets mined from today's episode:

Scott shared his background in the industry, including his transition from being a partner in a Paul Davis Franchise to corporate work to his experience as a business advisor for Floodlight Consulting Group.

Scott discussed the impact of title dilution in the restoration industry, noting that it has led to operational challenges and misallocation of roles.

### Causes of the problems:

- People are leaving the corporate sector and starting restoration businesses. Their success in one industry isn't automatically transferable to restoration.
- Industry training and certification are currently focused on test preparation.
- Unless practical training and knowledge courses are combined, like Water Restoration Technician and Advanced Structural Drying, valuable information is quickly lost and forgotten.
- The restoration industry is experiencing “rollups”; owners of successful restoration businesses are selling their businesses to private equity-financed groups. The former owners of these businesses are leaving the industry and taking their knowledge and experience with them.

## **Dilution of Training**

Scott and Cliff discussed the challenges in knowledge transfer and training within the water restoration industry. They highlighted how the dilution of training and certification standards has led to a loss of expertise, with less experienced instructors teaching new entrants. Scott emphasized the importance of continuous learning and practical application of knowledge, while Cliff noted the shift from performance-based to prescriptive training documents. They agreed on the need for better training methods, including scenario-based learning and after-action reviews, to improve technician skills and customer satisfaction.

## **Training Challenges in Restoration Businesses**

Scott and Cliff discussed the challenges of training in restoration businesses, highlighting that some owners view training as a cost rather than an investment. Scott emphasized the importance of having a training budget and suggested that efficient, experienced technicians can reduce labor costs and improve profitability. They also touched on the need for formal management and leadership training for new business owners, with Scott noting that 42% of new restoration business owners in the last 10 years entered without any form of business training.

## **Hiring Practices Discussion**

Cliff and Scott discussed hiring practices, emphasizing the importance of assessing candidates' skills and potential rather than just their performance in their current role. Scott suggested using open-ended questions to gauge a candidate's real-world experience and problem-solving abilities, particularly for roles like project managers. They also touched on the use of personality profiling tools like DISC assessments to better understand potential hires. Scott and Cliff are both advocates of DISC personality profiling for role fit. (DISC assessment is a personality test that categorizes individuals into four main traits: Dominance, Influence, Steadiness, and Compliance. It is often used in workplaces to improve communication, teamwork, and personal development.)

## **AI-Driven Training Implementation Strategy**

Scott discussed the importance of AI and how it can assist in shaping training needs, emphasizing its ability to help identify pain points and develop targeted training agendas. He highlighted the benefits of using AI as a tool to enhance field

experience and suggested a monthly cadence of training topics to reinforce learning. Cliff asked for advice for overwhelmed restoration business owners, to which Scott recommended starting with AI implementation and establishing regular training sessions.

### **More of Scott's Comments:**

- Companies: Implement continuous training and development cadence at all levels, but specifically for technicians and technical staff
- Restoration Certifying Bodies: Establish hands-on testing for technician certifications and integrate practical scenario-based training into certification programs
- Companies: Implement after-action review processes for training and operations
- Companies: Develop and maintain structured technician-level progression with corresponding pay scales
- Companies: Reinforce training content through regular follow-up and review sessions
- Companies: Maintain proper certification ratios (number of certs per employee) for business maturity
- Business owners: Utilize AI tools like ChatGPT to assist with training and process development
- Companies: Implement after-action review processes for training and operations, autopsy without blame
- Companies: Develop and maintain structured technician-level progression with corresponding pay scales
- Companies: Reinforce training content through regular follow-up and review sessions
- Business owners: Consider franchise systems or industry networking (RIA) for training support
- Restoration business owners: Implement monthly training topics to reinforce learning and address safety concerns
- Restoration business owners: Establish career path levels for team members to develop project management skills
- Restoration business owners: Consider hiring and training "unicorn" candidates who can handle multiple roles
- Restoration business owners: Implement systematic training for lead technicians to handle projects from start to finish

- Restoration business owners: Establish clear communication channels between mitigation and reconstruction phases
- Restoration business owners: Create transparent processes for discussing and overcoming carrier objections regarding project-specific cost
- Restoration companies: Systemize and standardize the progression from apprentice to journeyman to master technician
- A 3-Star Tech typically can't provide a 5-Star Experience.
- When you control labor, you control your destiny.
- As technicians get better, less supervision is needed.
- What kind of project is it: Service Level Agreement claim or standard claim? (A service-level agreement (SLA) in insurance is a contract that outlines the expected service standards and responsibilities between the insurance company and its customers, ensuring consistent and reliable service. It typically includes details like claims processing times and customer support policies.)
- Estimators need to be good negotiators, NOT just data entry clerks.
- 57% of business leaders report a decline in field-level technical skills.
- It's OK for a job applicant not to have experience; a talented A player (leader) can be brought up to speed.
- Training tip: Transferring the knowledge: (Show-Do-Reinforce) I show you how to do it, now you show me that you can do it, and then reinforce through AAR and QCQA inspections. The best way to learn it is by preparing to teach it.
- AI is shaping training; AGI is a paradigm shift to the next level. (AGI Artificial general intelligence) is designed to achieve human-level intelligence. It's not confined to specific tasks but can adapt, learn, and apply knowledge across a wide range of fields, just like a human. ASI—Super Intelligence is a type of artificial intelligence that would surpass human capabilities across virtually all cognitive tasks.)
- Doug Weatherman, Rare Roofing and Restoration, is successfully using AI in Disaster Restoration. CEO of Forecast Solutions, a digital marketing company that pivoted in 2022 to start developing AI models and chatbots. Doug has over 20 years in digital marketing and development experience. Doug also owns and operates Rare Restoration and Roofing, an emergency service provider for water, fire, mold, and storm damage mitigation.

## RoundUp

### Pete Consigli, Global Restoration Watchdog and Restoration Industry Historian

- The most common question asked of Pete when he would travel coast-to-coast as a DriEaz® trainer and consultant was, “Do you know any good project managers”?
- Prescriptive industry standards have taken away jobsite flexibility and turned technicians into automatons.
- Mickey Lee advocated “doing what’s right for the property” to bring it back to pre-loss condition.
- Two models have proven successful in both the construction and restoration fields. 1) “Cradle to grave,” where one person is responsible for the project from beginning to end. 2) “Sell, Estimate, and Handoff the production. Pete is an advocate of “cradle to grave” project management, which has been used successfully in the remodeling industry, where it is known as “Lead Carpenter”.
- Call to action, how to get back to where we were 20+ years ago. Joe Lstiburek refers to the problem as the “lack of institutional/generational memory”. The challenge is how to pass on the knowledge.

### Scott Maysura’s Final thoughts:

- Scott is a fan and advocate of the “sell, write, and run model” where one person sells, estimates, and runs the project.
- We don’t train unicorns (employees with a broad range of skills) anymore.
- Stand on the shoulders of giants to see higher and further.
- Who are the next giants?
- Too many project managers operate on the micro rather than the macro level.
- Where to start with the training, the 4 levels of technician training: Technician → Lead Technician → Project Manager → Estimator.
- Not every project requires billing for project management or supervision. It’s about the complexity of loss, and not all jobs require supervision if you have 5-star techs.
- How does Scott onboard? Requirements for employment: good attitude + aptitude + IQ + Culture fit
- Make training intentional.
- Get involved in networking with others in the industry.

- We are less vulnerable to carrier and 3<sup>rd</sup> party pushback and stronger when we are united. Act as a group to fight for where we want the industry to go.
- The power of associations. Get involved with RIA and IICRC. Look to start your local chapter.

<https://www.candrmagazine.com/undeserved-job-titles-are-killing-restoration-and-its-time-to-fix-it/> Link to Scott Maysura's Article in C&R Magazine

*Z-Man signing off*

**TRIVIA Question:** Who coined the term "artificial intelligence"

**Answer:** Computer Scientist John McCarthy, 1955