Presenters

Niki Acosta
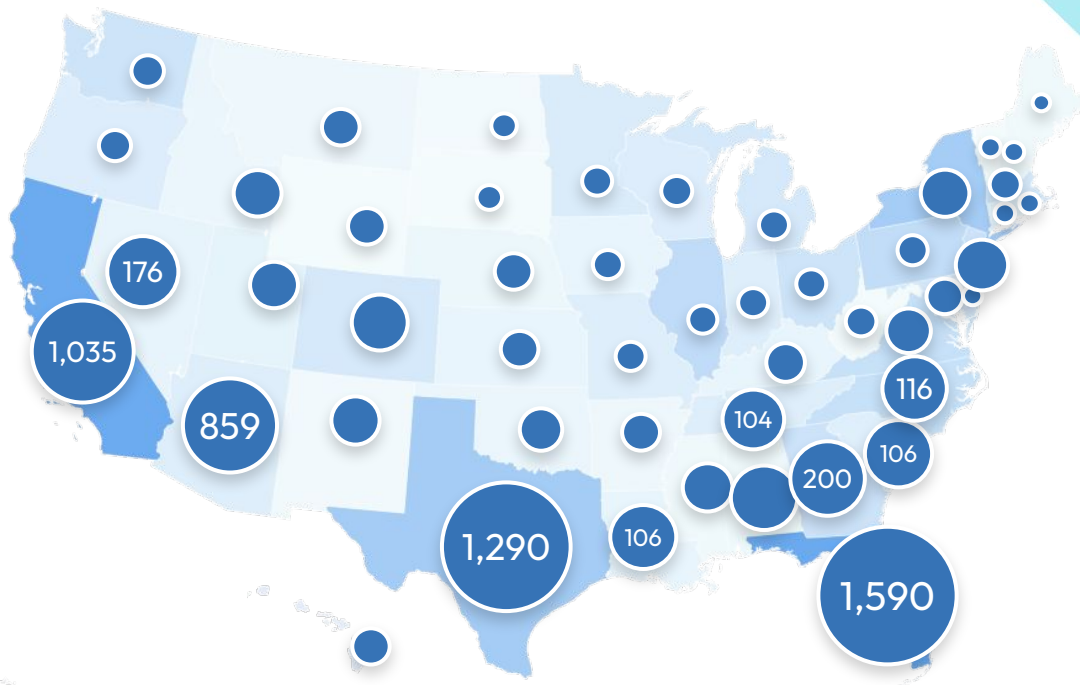Director of Marketing
Skimmer

Kyle Peter
Owner
Nevergreen Pools

SKIMMER

About Skimmer

Skimmer is on a mission to modernize the pool and spa service and repair industry through easy-to-use software and best-in-class support.

Over **30,000** pool service professionals servicing **900,000+** pools trust Skimmer to run their business.

176
1,035
859
104
116
106
200
106
1,290
1,590

Density of pool businesses by state[1]

0.2%   9.8%   ● Skimmer customers

SKIMMER

Pool pros who use Skimmer...

Earn 10-20x return on investment by saving time and taking on more pools

Grow 3-4x faster than the industry average

Save $500/month in chemical costs

Save 20 hours/month on billing overhead and payments collections

Travel 200 fewer miles per month

SKIMMER

Agenda

- Pool Service Industry Employment
- Attracting and Hiring
- Onboarding and Training
- Retention and Productivity
- Scaling and Planning
- Q&A

SKIMMER

Pool Service Industry Employment

Pool service industry – By the numbers

35%
Of pool service company budgets are people-related expenses

$47.2k
Avg. salary of Pool Technicians in the US ($22.70/hr)

Source: Indeed.com

$63.7k
Avg. salary of Pool Service Managers in the US ($30.63/hr)

Source: Indeed.com

$2.5–10k
The wide range of the cost of hiring and training

Understaffing & attrition can lead to **lower morale, diminished service quality, loss of customers/revenue, and poor reviews**

Top 3 market challenges

2023   **2024**   **2025**

1 → 1 → 1 Economic factors like inflation, interest rates, and consumer spending

2 → 2 → 2 Rising costs of chemicals and materials

3 → 3 → 3 Finding and retaining top talent

SKIMMER

Attracting & Hiring

Sourcing candidates

Online hiring sites

(Indeed, ZipRecruiter, Craigslist)

Trade associations

(UPA, IPSSA)

Facebook

(Page & regional groups)

Referrals

(From current employees)

Distributors

(Signage, relationships with reps)

Your personal network

(Family, friends, colleagues)

People you meet!

(Restaurants, car wash)

SKIMMER

Interviewing candidates

- **Use a blended approach:** Combine behavioral, situational, and technical questions
- **Behavioral questions:** Assess past experiences and problem-solving skills
  - *"Tell me about a time you dealt with a difficult customer"*
- **Situational questions:** Evaluate how they'd handle realistic, job-related scenarios
  - *"What would you do if the pool water was green when you arrived?"*
- **Technical skill check:** Confirm hands-on knowledge of equipment and water chemistry
  - Use photos, mock scenarios, or quick in-person tests
- **Soft skills & culture fit:** Gauge organization, communication, and professionalism
  - *"How do you stay on track during busy days?"*
- **Ride-along or working interview:** Observe real-world performance

Pool Technician Interview Guide

Candidate Name: _____
Interview Date: _____
Interviewer: _____

Scoring Key
- 5 = Excellent
- 4 = Good
- 3 = Satisfactory
- 2 = Fair
- 1 = Poor
- N/A = Not Applicable / Not Answered

1. Behavioral Questions (Past Experience)

Question	Score (1–5)
Tell me about a time you had to deal with an upset customer. How did you resolve the situation?	_____
Describe a situation where you encountered an unexpected equipment failure. What did you do?	_____
Tell me about a time you worked in extreme weather conditions. How did you manage the job and stay safe?	_____
Have you ever had a day when everything went wrong? How did you keep yourself on track?	_____
Share an example of a time when you went above and beyond for a customer.	_____

PRO TIP *Structured format and a scoring system helps reduce bias. Keep these on file for future hiring needs!*

SKIMMER

Sample Job Description/ Offer Letter

During your employment and for a period of six months following the termination of your employment, you will not directly or indirectly engage or solicit any current customers or team members of Sun City Pool Care that would interfere with their relationship to Sun City Pool Care. By signing, we are agreeing to the outlined details of the position.

Employee Signature

_____

Print Name:

_____

Date: _____

Sun City Pool Care Signature

_____

Print Name:

_____

Date: _____

Employee Details:

Mailing Address: _____

Cell Phone: _____   Email: _____

Birthday: _____   SSN: _____

Emergency Contact Name: _____

Relationship/Phone Number: _____

3

Onboarding & Training

Onboarding & training

- SOPs reduce errors and ensure work is repeatable
- Onboarding (and offboarding) checklists
- Training process
- Safety protocols
- Employee handbook

PRO TIP *Consider partnering with an HR Advisor or Professional Employer Organization (PEO)*

I. Prep Work

- ☐ Print packet in this folder (insert hyperlink) in large yellow envelope (for employee to sign and employer to keep in locked physical personnel folder)
    - ☐ Employee Handbook Acknowledgement
    - ☐ Acknowledgment and Receipt of California: Discrimination, Harassment and Retaliation Prevention Policy
    - ☐ Notice to Employee Labor Code section 2810.5
    - ☐ CA Meal Break Waiver Form
- ☐ Prep phone (hyperlink to phone set up SOP)
- ☐ Prep Tools
    - ☐ Once tech is on their own, give them a set up tools, small parts, Riptide, pole, brush, net, tote, etc. That is theirs to manage
- ☐ Create Passwords and add to (hyperlink to password file for new hire)
    - ☐ Gas Card Driver ID
    - ☐ Skimmer Usernam...
        - ☐ Usernam...
        - ☐ Email:
        - ☐ Password
    - ☐ iPhone Serial Nu...
- ☐ Print this paperwork pac...
    - ☐ Password Sheet
    - ☐ New Employee C...
    - ☐ Org Chart
    - ☐ Binder Docs
    - ☐ Training Docs
- ☐ Add employee to Google...
- ☐ Add employee to CRM w...
    - ☐ Schedule weekly...
      (and note any wa...
      (recurring) using...

IV. Trainings

- ☐ (link to new employee orientation) - Read the New Employee Orientation together and allow for questions and answers
- ☐ State & county safety training
    - ☐ Training and signed forms in the CERS binder
- ☐ Sexual harassment training
    - ☐ Training through the website link
    - ☐ Collect signed form and add to personnel folder
- ☐ Workplace violence training
    - ☐ Find training and documents in the link
    - ☐ Collect signed form and add to personnel folder
- ☐ Orenda Training
    - ☐ Orenda Academy
    - ☐ Four Pillars
- ☐ Technical training
    - ☐ 3-4 weeks of on the job training
- ☐ Opening & Closing up the shop
    - ☐ Go over checklists
    - ☐ Give Key

SKIMMER

Employee handbook

Outlines policies, procedures, workplace expectations, and employee rights and responsibilities. It helps ensure consistency and clarity across the organization and can help protect your company in the event of a legal dispute.

What's in it?

- Governing Principles of Employment

- Operational Policies

- Benefits

- Leaves of Absence

- General Standards of Conduct

- Handbook Acknowledgement

Table of Contents

SKIMMER

Retention & Productivity

Why do employees quit?

- Lack of growth or career development opportunities

- Lack of employee engagement

- Poor company culture

- Poor employee benefits and annual compensation

- Disagreements with coworkers or management

- No clear business goals or direction

- Employees feel like their employers don't consider their honest feedback or thoughts

Source: PeopleKeep.com
https://www.peoplekeep.com/blog/employee-retention-the-real-cost-of-losing-an-employee

SKIMMER
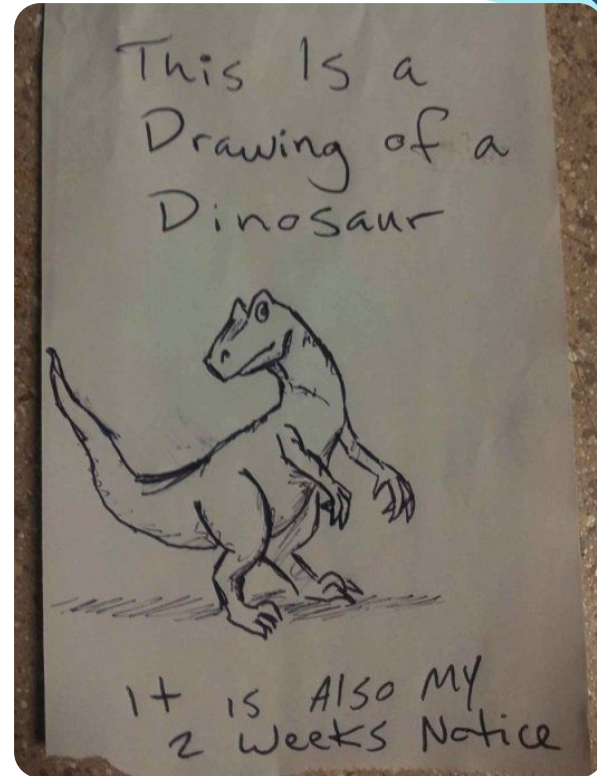
Avoid the **hologram carrot**

- A "hologram carrot" is a **promise of advancement, a raise, or a better life** that is dangled and never comes

- **Set expectations and create a pathway to growth** - create a checklist of skills to create an advancement path

- Know what drives your individual employees

  - **Money**

  - **Freedom (they want free time)**

  - **Advancement**

- People quit managers, not companies. Make time to be a leader.

PRO TIP	*Make the shift from "cracking the whip" to **serving** your team members*

SKIMMER

KPIs

Key Performance Indicators:

- Are a great way to assess the health of your business and meet your goals

- Allow you to be proactive (and not reactive) in your business

- Should be reviewed regularly

- Are a key component to setting and managing your team to your strategic goals

- Can be used in all areas of your business

SKIMMER

Examples of KPIs. Less is more.

If you're focused on GROWTH

- Customer Count
- Service & Repair Revenue
- Customer Acquisition Cost

If you're focused on PROFITABILITY

- Revenue per Customer
- Gross Profit
- Operating Profit

If you're focused on CASH

- Cash Conversion Cycle
- DIO, DSO, DPO
- % Customers on Autopay

If you're focused on Sales & Marketing

- Cost per Lead
- Cost per Conversion
- % of Quotes Closed

If you're focused on Operations

- Service Calls
- # Customer inquiries
- Cancellations

If you're focused on the Team

- % Referrals of New Hires
- Absenteeism
- Turnover

SKIMMER

Meetings & reviews

WEEKLY 🚀

- Informal check-ins
- Can be 1-2 minutes long

GOALS

- Remove immediate roadblocks
- Update individual metrics
- Provide feedback/encouragement

QUARTERLY 👥

- Quarterly 1x1s
- Quarterly "All Team" meetings

GOALS

- More formal 1x1s
- Review quarterly performance
- Share wins & company metrics

ANNUALLY 💵

- Annual wage reviews
- Annual holiday party

GOALS

- Annual wage reviews
- Tenure & performance-based
- Team celebration

SKIMMER

Quarterly meetings

- New hires/birthdays/anniversaries/promotions
- Company wins
- New systems/processes & training plans
- Awards
  - Perfect attendance
  - Small parts work orders
  - Most efficient techs
  - Most Google reviews
  - Customer retention
  - Golden Broken Skimmer Lid Award
- Highlights (things that save money, promote safety, or increase revenue)
- Financial update & next quarter outlook
- Q&A

PRO TIP

Sharing company goals & financials gets your employees rallied around a common mission. Align awards and recognition with company goals & KPIs.
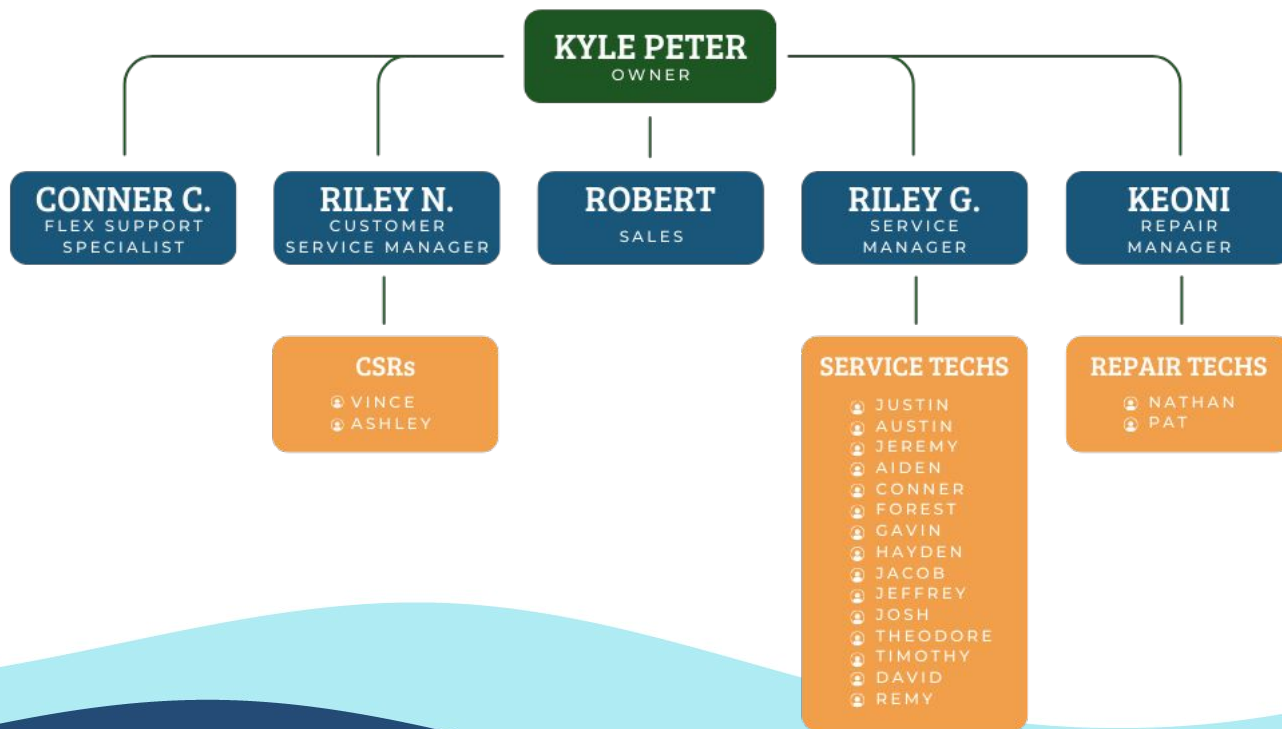
SKIMMER

Scaling & Planning

Scaling beyond a single pole

- Pricing must factor in labor. If it's not, it's time to raise rates

- Set aside money to help you make the jump

- Get the boat close to the dock!

- First hire considerations:

  - Plan for seasonality

  - Someone to answer phones/handle admin

  - Software/technology can reduce hiring needs

SKIMMER

Scaling a larger team

KYLE PETER
OWNER

CONNER C.
FLEX SUPPORT
SPECIALIST

RILEY N.
CUSTOMER
SERVICE MANAGER

ROBERT
SALES

RILEY G.
SERVICE
MANAGER

KEONI
REPAIR
MANAGER

CSRs
- VINCE
- ASHLEY

SERVICE TECHS
- JUSTIN
- AUSTIN
- JEREMY
- AIDEN
- CONNER
- FOREST
- GAVIN
- HAYDEN
- JACOB
- JEFFREY
- JOSH
- THEODORE
- TIMOTHY
- DAVID
- REMY

REPAIR TECHS
- NATHAN
- PAT

NEVERGREEN
POOLS
CLEANING SERVICE REPAIR

SKIMMER

The N+1 Scaling Plan

- The correct number of technicians = N+1 where
  N = the correct number of technicians

- This basically means that you always need an additional technician

- This allows for growth, extra jobs that come in, sick route coverage, unexpected employee quitting w/o notice

- N+1 becomes more important the longer your technicians' days are (in Spring/Summer) and if you have techs that are potential going to get fired or quit

N+1

N = the correct number of technicians

SKIMMER

Lessons learned

✖ Don't put yourself in a position where you have to stop advertising in the middle of the summer.

✖ Don't overload team members with too much work and have to turn down lucrative work.

✖ Don't be afraid to change your org structure - our org structure with territory managers fell flat on its face.

✖ Don't let a firing be a surprise, unless it's something really flagrant. Provide feedback!

✖ Don't forget to document & retain records when it comes to personnel matters

✖ Don't shoot from the hip: know your margins and metrics, especially your gross profits!

✔ Maximize revenue per employee by offering additional services and package offerings.

✔ Keep an eye on chemical usage & spend (dosage by pool, dosage by tech).

✔ Take the time to understand what realistic pool count per tech looks like.

✔ Leverage technology - And put it in the hands of all of our customer facing team members. Skimmer billing and payments took us from 40 hours per week to an hour per week.

✔ Get payment cards on file before any service! We have drastically improved cash flow. (This policy is in all of our quotes and service agreements.).

SKIMMER

Resources

All attendees will receive these resources

Sample Job Description

Sample Onboarding Checklist

Sample Employee Handbook

Sample Pool Technician Interviewing Guide

Sample Technician Levels & Advancement Path
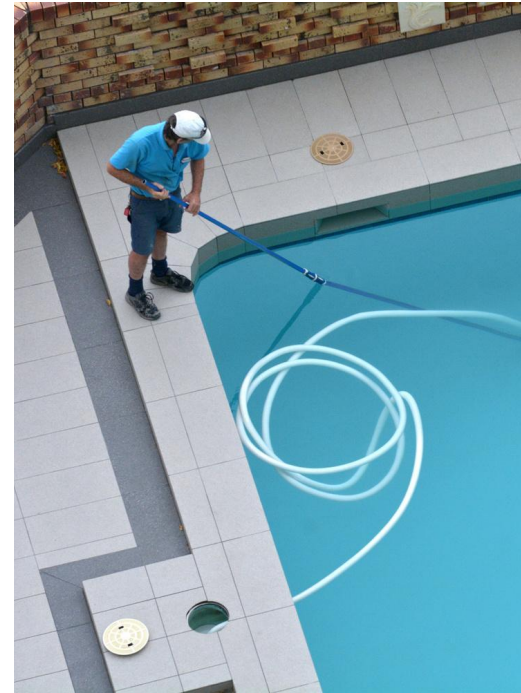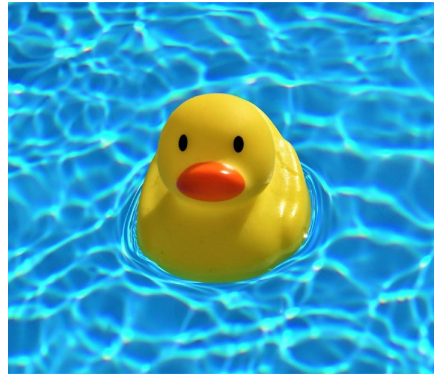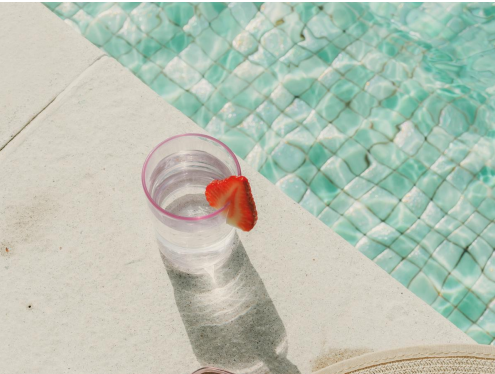
Sample Quarterly Meeting Template

SKIMMER

Q&A

Niki Acosta
Director of Marketing
Skimmer

Kyle Peter
kyle@nvrgrn.com
Owner at Nevergreen Pools

SKIMMER

NEVERGREEN
POOLS
CLEANING SERVICE REPAIR

Q2 Highlights

- New hires

- New pools

- New systems

- Wins

- Highlight team member that is winning

- Leads Update

- Highlight things that save money, promote safety, or increase revenue

- Beating Sales Goals

- Thank you!

Q2 Awards!

- Perfect Attendance

- Most Small Parts WO's

- Top 3 Most Efficient Techs
  -
  -

- Google Reviews

- Customer Retention

Perfect Attendance

We have 4 winners & 3 going on two months in a row!

Chris Jones (2 months in a row!)

Matt Smith (2 months in a row!)

Emily Winter (2 months in a row!)

Jack Chan

Most Small Parts WO's

- We finished X in total (XX%)

- Average of X each service tech

- All time quarterly record is still at XXXXXX

Most Small Parts WO's Winners

Chris Jones (18 work orders!)

Matt Smith (10 work orders)

Emily Winter (8 work orders)

Most Efficient Techs

○ This is a ratio of hours billed to customers vs hours on the clock

○ Last quarter service tech average was X%

○ Review your number in your next weekly check-in with your manager!

Most Efficient Techs Winners

Chris Jones

Matt Smith

Emily Winter

Most Google Reviews

Marty McFly (4 reviews!)

Matt Smith (2 reviews)

Emily Winter (1 review)

Golden Broken Skimmer Lid Award
Gift Cards!!

Q1 Winner

Matt Smith

And the Q2 Winner is...

Golden Broken Skimmer Lid Award

NEVERGREEN
POOLS
CLEANING SERVICE REPAIR

GIFT CARD

Q2 Winner
Emily Winter
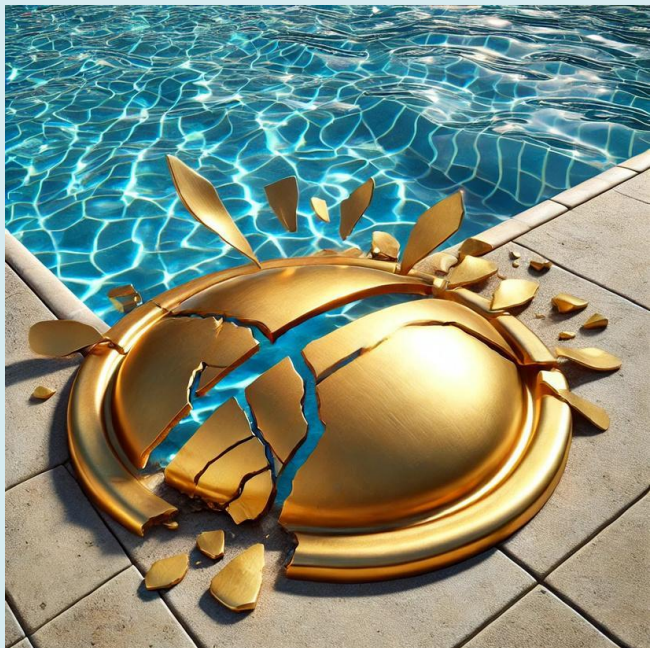
What's New

- Upcoming new hires
- Promotions
- New business upcoming / growth plans
- Upcoming in-house training plans
- Upcoming marketing campaigns
- Google Review stats

Birthdays & Anniversaries

Birthdays

- 02/15 - Chase J.
- 05/05 - Jackson P.
- 06/27 - John N.

Anniversaries

- 05/24 - Emily W. (8 years)
- 06/19 - Chris J. (6 years)
- 06/22 - Wyatt E. (2 years)

NEVERGREEN
POOLS
CLEANING SERVICE REPAIR

Finances

Total Money Coming In

- 2024 - $XX
- 2025 Goal - $XX
- 2025 YTD - $XX
  - Up XX% over LY
  - Repair up XX%
  - Service up XX%

Total Money Going Out

- 2025 TYD COGS - XX%
- 2025 YTD Expenses - XX%
- 2025 YTD Profit - XX%

Your focus through the next 3 months

- Chemical maintenance
- Making / keeping your customers happy
- Goals / Awards will be posted
- What do the next 3 months look like? (leaf, sun, swim season, prep, easy)
- Thank You!!

Questions?