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- **Building a Strong HVAC Workforce: Lessons from the Field**
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- **Embracing Cross-Selling**



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Yes, Ladies and Gents: HVAC Spells Career



Mike Weil is editor-in-chief and director of communications and publications at National Comfort Institute, Inc. Contact him at ncilink.com/ContactMe.

Over the years, many have said Ron's first book put wind into the sails of both new and existing businesses. In his writings and teachings, Smith talked about all aspects of running a business, including how to develop and use service agreements to reduce our industry's seasonal peaks and valleys. In fact, Smith is often credited with being the father of the modern HVAC service agreement.

Ron called business team members co-workers and talked a lot about their importance to the success of any business. With the manpower shortages this industry faces, it's more important than ever to help young people understand the career opportunities this industry offers.

In this, our service issue, I thought I'd expand on Ron's approach and talk about the incredible career potential this industry offers.

WHY IS HVAC A CAREER?

First, the HVAC industry is vital in ensuring comfortable indoor environments. It requires well-trained and well-paid people to not only do the physical work but to understand the entire system, how to test and measure its performance, and solve problems that most don't even know exist.

Also, studies have found that young people today face accruing giant debts if they opt for college. The alternative is to begin creating their life path in the trades, earn good money, and not accumulate high college debt.

So, it behooves contractors to offer clearly

defined career paths to attract and retain top-notch technicians, especially for firms that practice a system-performance approach to HVAC contracting.

CREATING CAREER PATHS

Contractors like [John Boylan](#) and [Jose Montes](#) have written for this magazine about how ***they*** create career paths in their companies, offering templates and ideas to help you. In this issue, the article “[***Building a Strong HVAC Workforce: Lessons from the Field***](#)” by Dominick Guarino, shares even more insights from a panel discussion between five contractors who view building careers as vital to the success of their companies.

Among the things they talked about were the importance of creating company cultures based on learning and training, taking a family approach to communications and promotion, and offering onboarding and training for every skill level (stay tuned for future articles based on this panel).

Some other tips they touched upon to help HVAC spell career in your company include:

- Define clear technician career paths or ladders
- Offer as many training and development opportunities as possible
- Assign mentors to younger team members
- Help individuals with their own career development plans, then check in with them regularly
- Provide clear communications
- Provide tools and technology to help techs be excited and successful in their work.

So yes, ladies and gentlemen – HVAC **DOES** spell career. Ron Smith may not have said it in those words, but he indeed laid the groundwork for contractors to create environments that will help them build exciting careers for their people.

So, what are YOU doing to promote that concept in your markets? 

Written by HVAC Professionals for HVAC Professionals

SEITRON PERSONAL CO GAS MONITOR

National Comfort Institute (NCI) instructors are now using the [Seitron PM1C Be Safe CO Monitor](#) for monitoring ambient carbon monoxide (CO) levels.

I tested the alarms on this instrument, which are loud and annoying. However, there is no mistaking where the sound is coming from, which leads to faster technician response time when CO is detected.

The monitor's LCD screen displays ambient air CO levels in parts per million (ppm). It alerts the end-user of a hazardous condition with an audible alarm.

There are two alarm levels: low and high. The low level alarm will beep once per second at nine ppm and the high

level will beep two times per second at 35 ppm.

At the same time, red LED lights flash on three sides of the monitor with the alarm. This monitor is also equipped with a crocodile clip that you can secure to a belt or tool bag, allowing the technician to carry it at all times.

This CO monitor's sensor range is between zero and 300 ppm, has a self-test function, and offers event-logging download capabilities.

The listed life expectancy is two years, and then it needs to be replaced, which is not a problem because of its low price: just slightly more than \$100. The last feature is a provided sensor attachment that can take a direct sampling.

The Seitron PM1C Be Safe will be the



next go-to personal CO monitor for the trained HVAC professional.

For more information, visit the [Seitron website here](#). You can also [download its quick guide here](#). **NCI**

— By Casey Contreras, National Comfort Institute, Inc. Instructor

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The Art of Customer-Centric, High-Performance Contracting

When customers in Pennsylvania's northern Allegheny and Butler counties see the signature teal-colored trucks with the lucky shamrock on the side, they know home comfort and energy savings help is on the way.

In fact, for more than 56 years, **Kennihan Plumbing, Heating, and Air Conditioning** has built a legacy of reliability, expertise, and customer-first service in Pennsylvania's HVAC industry.

What began as a small, family-run operation that mainly focused on plumbing and electrical work evolved into a multifaceted home services company. Today, Kennihan offers HVAC service and installation as well as plumbing, electrical work, whole-house generators, solar energy solutions, and indoor

air quality improvements.

Throughout its decades in business, Kennihan Plumbing and Heating stands out for its commitment to **High-Performance HVAC™ contracting**. The company optimizes every system it installs or services for efficiency, comfort, and safety by leveraging advanced testing and measurement techniques.

Unlike many competitors who focus simply on replacing equipment, Kennihan takes a holistic approach—measuring airflow, static pressure, combustion efficiency, and indoor air quality to deliver solutions that truly enhance a home's comfort and performance.

GROWTH AND EXPANSION OVER THE YEARS

Since we last profiled Kennihan in 2014, the company has experienced

significant growth.

"We've grown our team to about 20 employees now," says Bill Kennihan, owner of the company. "And our gross sales volume has increased to about \$5.4 million."

That growth comes from the company's expanding service offerings. While HVAC is the core of the business, plumbing accounts for roughly 28% of revenue, while electrical services—including whole-house generators—make up about 2%.

"We were doing electrical work back in 2014," Bill explains, "but now we've expanded into things like backup generators, panel upgrades, and solar energy solutions."

This diversification has not only helped Kennihan weather industry fluctuations but also allowed them to better serve customers with comprehensive home comfort solutions. He says, "We're no longer just an HVAC company. We're a whole-home performance company."

COMMITMENT TO HIGH-QUALITY INSTALLATIONS

One of the biggest differentiators for this company is their commitment to doing things the right way—even if it takes more time and effort.

"A lot of contractors just throw in systems without checking key factors like airflow, static pressure, or gas line capacity," says Operational Manager Jose Montes. "We're not interested



The Kennihan Four: (from left to right) Jose Montes, Bill Kennihan, Patty Kennihan, and Jerry Kennihan.



in shortcuts. We want our systems to work properly for the long term.”

For example, when installing whole-house generators, the Kennihan team ensures the equipment is set up correctly with poured concrete pads, electrical inspections, and proper gas line sizing.

“Too often, people install generators without considering whether their gas supply can handle the demand,” Bill explains. “Then, when the power goes out, they find out their generator doesn’t work. We prevent those problems before they happen.”

This meticulous approach extends to HVAC installations as well. Kennihan technicians perform comprehensive [airflow measurements](#), [static pressure testing](#), and [combustion analysis](#) to ensure every system is properly sized and balanced.

“We don’t just install a new furnace and walk away,” says Jose. “We fine-tune the system to ensure it improves comfort in the home.”

EMBRACING SYSTEM PERFORMANCE TESTING

Kennihan HVAC has fully embraced system performance testing, a philosophy that [National Comfort Institute \(NCI\)](#) champions. They ensure customers get the best possible comfort and energy savings by measuring real-world system performance instead of relying on theoretical efficiency ratings.

“Most HVAC companies just look at the nameplate efficiency of a furnace or air conditioner and assume that’s what the customer is getting,” Bill explains. “But without proper ductwork, airflow, and installation practices, even the most efficient system can perform poorly.”

To combat this, Kennihan technicians take a data-driven approach, using tools like:

- **Static pressure testing** to diagnose airflow restrictions
- **Carbon monoxide analyzers** to ensure safe combustion
- **Airflow balancing** to correct comfort issues in different rooms
- **Air quality monitors** to assess pollutants and ventilation needs.

“Customers notice the difference,” says Jose. “When we go into a home and fix their airflow issues, they can feel it immediately. Their bedrooms are more comfortable, their energy bills go down, and their systems last longer.”

EXPANDING INDOOR AIR QUALITY SERVICES

[Indoor air quality \(IAQ\)](#) has become a growing focus for Kennihan, especially in newer homes built with tighter construction standards.

“Homes today don’t ‘breathe’ the way older homes did,” Bill explains. “That’s great for energy efficiency but can lead to poor indoor air quality.”

To address this, Kennihan has expanded its IAQ services to include:

- **ERVs (Energy Recovery Ventilators)** to introduce fresh air while maintaining efficiency
- **Radon mitigation systems** to reduce harmful gas levels in homes
- **Duct cleaning and filtration upgrades** to remove airborne contaminants.

“We recently did a job where the CO₂ levels in the house were way too high,” he recalls. “We installed two ERVs, and the improvement was immediate. The homeowners were shocked by how much better they felt.”

THE ROLE OF TRAINING AND CERTIFICATION

A key element of the company’s success is its investment in ongoing technical training.

“Training is part of our DNA. When new technicians come on board, they quickly learn that we do things differently here,” says Jose.

Kennihan technicians receive extensive [HVAC system performance](#), [combustion analysis](#), and [IAQ diagnostics](#) training. The company also ensures its team stays up to date with NCI certifications.

Bill Kennihan says all his technicians except the newest hires are certified by NCI. “And we’re making sure they (the new techs) get up to speed as well,” he adds.

He explains that he began his relationship with NCI many years ago and that the organization’s impact on his

business has been tremendous. He readily admits he doesn't know what he would have done without NCI.

"Learning the NCI system performance approach to HVAC showed our team how to do many things I knew we needed to but had no idea how to implement. Today, I love showing customers real efficiency," says Jerry Kennihan, Bill's son and the company general manager.

Whenever the Kennihan team goes to a job, they look for the little blue plugs in the ductwork. If there aren't any, they tell the customer that nobody has ever measured their system performance.

Training is equally important on the plumbing side. Jerry Kennihan recently took two plumbing technicians to Georgia for advanced training in flat-rate pricing.



"It was tough to pull techs away from jobs, but we know it'll pay off in the long run," Jerry notes.

Even beyond technical training, Kennihan prioritizes safety education. Every technician is certified in CPR, and the company has even discussed implementing defibrillators in service trucks.

"We're in people's homes every day," Jose says. "If something happens, we want our team prepared to help."



CHALLENGES AND FUTURE TRENDS

Despite their success, Kennihan is keeping a close eye on industry challenges. One primary concern is the transition to new refrigerants.

"The switch to **A2L refrigerants** is still coming," Bill says. "We're preparing, but the cost increase — potentially by as much as 15-20% — will be a challenge for homeowners."

He also sees the move to **electrification** as another challenge.

"Pennsylvania doesn't have strict mandates yet, but we're already seeing shifts," he says. "In the next few years, gas water heaters are being phased out in favor of heat pump water heaters. That's going to be a big adjustment for customers."

To stay ahead, Kennihan is continuing to diversify its services. Geothermal installations, for example, have become a growing segment of the business.

"We've done geothermal for years," Bill says, "but demand has increased. And since some contractors have exited the market, we've stepped in to fill that gap."

WHY KENNIHAN STANDS OUT

In an industry where many contractors focus on quick installations and low-cost solutions, Kennihan HVAC continues to differentiate through meticulous testing, top-tier training, and a commitment to doing the job right.

"Customers come back to us because they realize the difference," Bill says. "We've had homeowners choose another company based on price, only to call us later to fix the mistakes. It happens all the time."

Ultimately, Kennihan's approach isn't just about installing equipment but delivering real, measurable comfort and efficiency improvements.

"If we're not improving the home, we're not doing our job," Bill concludes. "And that's why we'll never stop focusing on training, testing, and doing what's right for the customer."

For these and many other reasons, the team at **High-Performance HVAC Today** chose **Kennihan Plumbing, Heating, and Air Conditioning** as this month's *Contractor Spotlight*. Congratulations to Bill Kennihan, Jerry Kennihan, Jose Montes, and the entire Kennihan team.

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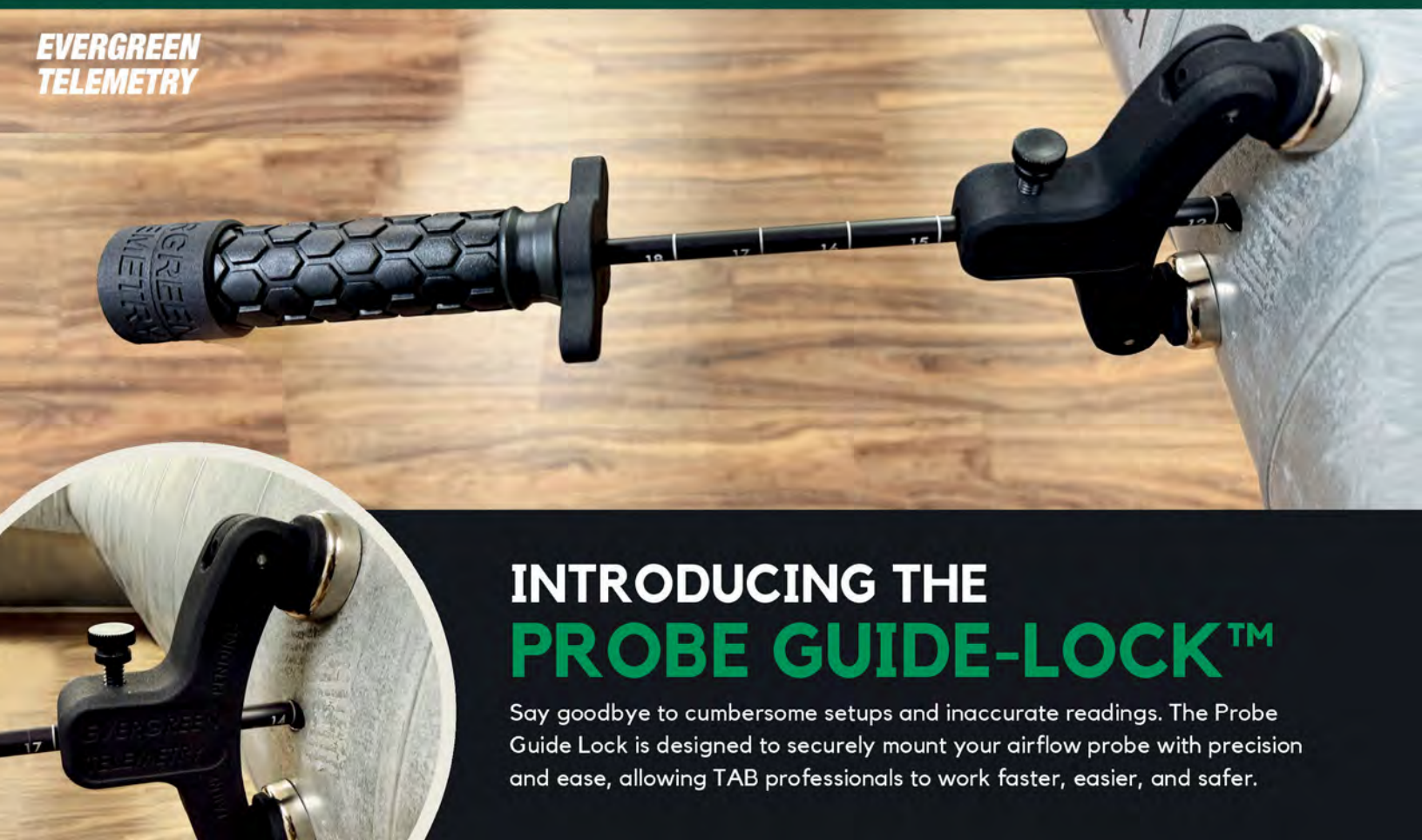
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Building a Strong HVAC Workforce: Lessons from the Field

Recruiting, training, and retaining a strong HVAC workforce has never been more critical. I recently moderated a panel discussion during the 2025 AHR Exposition in Orlando, Florida. The panel consisted of five HVAC contractors from across the U.S. who included the following:

- **Tom Hearn** of [Hearn Plumbing, Heating, and Air](#), Madison, OH
- **Bryan Orr** of [Kalos Services](#), Clermont, FL
- **Chad Simpson** of [Simpson Salute Heating](#), Canton, OH
- **Chuck Worley** of [Worley Home Services](#), Yorktown, VA.

The panel's premise was to address how we, as an industry, can attract and retain great people to our teams. We started the discussion by reviewing the U.S. Department of Labor projection that within five years, one in two HVAC technicians would leave the industry due to retirement or career changes.

Frankly, that statistic should sound alarm bells

for contractors everywhere. The question isn't just how we replace them — how do we build a motivated, skilled, engaged, sustainable workforce?

THE GROWING LABOR SHORTAGE AND ITS IMPACT

The HVAC industry started blaring warnings about the shrinking labor pool a few years ago. We are facing a generational shift — many seasoned HVAC professionals are retiring, and fewer young people are entering the trades. During the AHR panel discussion, we all agreed that while this issue has been discussed at conferences for years, the time for action is now.

Panelist and contractor Bryan Orr said, "We started with three employees back in 2005. Now, we have over 330. But finding and keeping great people has become harder than ever."

Orr, a self-proclaimed HVAC nerd who talks on the Internet, also said that the demand for HVAC services is increasing, but the workforce to meet that demand isn't growing at the same pace. That





Training is a big part of creating and maintaining careers in the HVAC Industry.

means companies have to be more strategic than ever in recruiting and training new technicians.

Chuck Worley added another perspective: “When I started over in 2016, I realized quickly that the old ways of hiring weren’t going to cut it. We needed to get in front of younger people and show them that HVAC is a career where they can make a great living.”

He says that as a building science nerd who has successfully integrated that into his HVAC company, he has seen success in attracting people. Worley Home Services currently has between 80 and 85 employees and is on track to hit around \$14 million in gross sales.

Chuck attributes much of that to his marketing (for customers and employees) and providing home services customers need, from HVAC to plumbing and electrical, to geothermal, space

encapsulation, spray foam insulation, and more.

ATTRACTING THE NEXT GENERATION

The panel agreed that recruiting fresh talent into the HVAC industry requires a proactive approach. Chad Simpson of Simpson Salute says his company grew rapidly from \$3.5 million to a projected \$29 million in just a few years. One of his secrets? “Thinking beyond traditional recruiting methods.”

Simpson explains, “We’ve had success recruiting from trade schools and companies like Xerox and Spectrum. The people from these industries are already trained in technical skills and customer service. We provide the HVAC-specific training.”

Simpson’s company started as a one-person shop and today has around 100 employees.

Worley takes a different approach, focusing on high school outreach. “I go to all the high schools and their shop classes,” he said. “I wear these crazy outfits so the kids remember me. I want them thinking about our industry when they graduate.”

Bryan Orr pointed out the need to show young people the financial benefits of working in the trades. “I tell them how some of our techs earn \$100,000 annually. Suddenly, their ears perk up. They realize there’s a real career path here.”

Panelist Tom Hearn, a third-generation owner and general manager of a smaller HVAC company, says they emphasize looking beyond traditional trade-school pipelines.

“We recruit people from outside the industry and develop them,” he says. “About 20-25% of our staff at any time are apprentices. With the right training and onboarding, they become highly



skilled techs in a short amount of time.”

Another factor that helps bring young people into HVAC is technology. Simpson says a lot of that includes tools like measureQuick™, The Energy Conservatory’s True Flow® Grid, and even manifold gauges, which young people see as *cool*. It attracts them and helps keep them engaged.”

And then there is the idea that you must always be recruiting. Tom Hearn talked about having a recruiter who goes out to meet people in different industries.

“There are so many similarities between mechanics and welders and all the different types of technicians. It is very relevant to bring them into the HVAC industry, help them learn the tech and your culture, and set them up to meet your standards quickly.”

Chuck Worley compares recruiting to being an HVAC evangelist. He talks about how the HVAC business positively changed his life, from making a decent living to saving people’s lives.

Once you have the recruiting part, the next step includes training and onboarding.

TRAINING THAT WORKS

As an industry, once contractors recruit new technicians, training is often

the next challenge. We’ve all seen companies throw new hires into the field with minimal guidance, which never ends well. At National Comfort Institute (NCI), we emphasize hands-on training in diagnostics, combustion analysis, and system performance testing to ensure technicians understand how to optimize HVAC systems.

Orr added the need for balance between training structure and flexibility.

“People don’t want to be part of a rigid system, but they also don’t want total chaos,” he says. “The key is a structured career path that allows for creativity so your people can feel inspired and challenged.”

“If you ask experienced technicians in our trade what they like about their job, they often say they like doing different things daily. I’ve heard that thousands of times from people. I believe THAT is why your best senior technicians hate doing maintenance.”

Orr mentioned a trainer named **Ty Branaman**. He says this trainer is a former HVAC technician whose excitement is infectious. “His enthusiasm is magnetic, and he is someone who can fire up your team. This is the type of enthusiasm that becomes attractive to young people.”

Simpson shared how his company

ensures success by focusing on career paths for new hires.

“With our system, people know what to do to move up. That transparency keeps them motivated and engaged.”

Hearn’s company – which runs eight field service and installation trucks and has 20 people on staff – says they also work to help their people overcome errors in the field.

He says, “We created a ‘failure ceiling’ in our shop. Every mistake, no matter how expensive, gets signed and put on display. It turns failures into learning experiences and removes the fear of making mistakes.”

RETAINING TOP TALENT

One of the biggest struggles in our industry is keeping great people. If they feel undervalued, they’ll leave. Chuck Worley made an excellent point about **setting standards**: “I was raised by a Navy chief. My company’s standards are character, integrity, and doing the right thing. And I empower my people to hold each other accountable.”

Chad Simpson emphasized **company culture**. He talked about what he calls value-based culture versus rules-based. It involves communication, recognition, building teamwork, and focusing on successes while learning from failures.

“People want to be held accountable, but not from a rules perspective,” Simpson adds. “At our company, it’s more from a family perspective. Our family culture helps us retain co-workers and attract new ones.”

He also says that involvement in your local community is part of that family approach.

“We hold quarterly events where employees bring friends. Many of those

friends later ask about jobs because they see how much fun we have. That's how you build a culture where people want to stay."

Bryan Orr spoke about the importance of **trust**. "We won a *Top Workplace* award, and the number one thing our employees said about us was how they trust our leadership. People need to know you have their best interests at heart. When they do, they'll stay and grow with you."

EXPLORING NON-TRADITIONAL LABOR POOLS

As we discussed the recruitment challenge, we examined untapped labor pools. One such labor pool with huge potential is the military. Many veterans have the discipline and

mechanical aptitude that make them ideal HVAC technicians.

Worley says, "I'd hire a Navy CB in seconds. These guys know how to get things done."

Simpson agreed. "We've got a guy on our IT side who thought he wanted to be a service tech, but he's good at information technology. We often don't work people out; we work them into positions that suit their skill set."

"We've brought in people from various backgrounds, including military, manufacturing, and IT. What they need is a structured training program to transition into HVAC."

Tom Hearn added, "We've had great success with home-schooled students. They tend to have strong self-discipline and work ethic, which makes

them excellent apprentices."

THE FUTURE OF HVAC CAREERS

The HVAC industry is evolving, and so must our workforce strategies. We must embrace new technologies, refine training methods, and focus on culture. If we do, we won't just survive the labor shortage — we'll thrive.

One of the strongest takeaways from this discussion is that, as leaders, we are responsible for elevating the HVAC trade. When young people see HVAC as a profession that is innovative, financially rewarding, and full of opportunity, they'll come to us. And when we invest in their growth, they'll stay.

Let's keep raising career standards together. **NCI**

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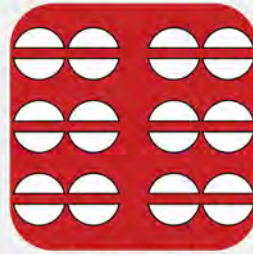
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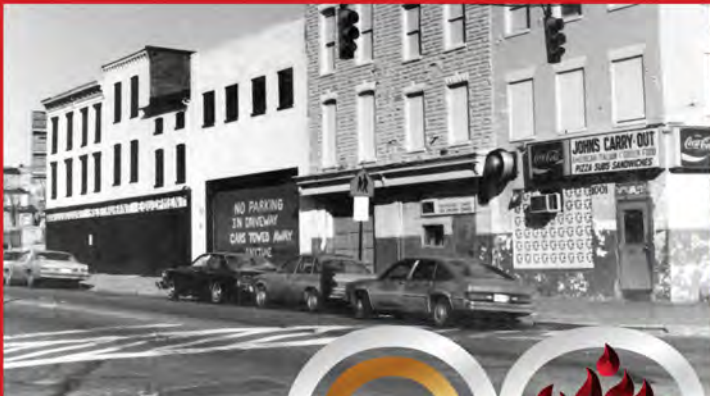
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Embracing Cross-Selling: *A Personal HVAC Journey*

As I reflect on my journey in the HVAC industry, one principle stands out as pivotal to our success at [Worley's Home Services](#): the strategy of **cross-selling**. This has become a cornerstone of building relationships with our clients and maintaining a competitive edge. Cross-selling keeps our clients from looking elsewhere and reinforces our commitment to being their trusted partner for all home service needs.

COMMON BUNDLED SERVICES

At Worley's, we routinely bundle services that complement each other, such as **encapsulated crawl spaces, insulation, and spray foam**. When our plumbers work underneath homes, they often notice issues with ductwork or insulation that can lead to more significant problems. By facilitating these referrals, we can provide comprehensive solutions that enhance the home's overall health.

The crawl space and attic are critical areas where these opportunities arise. When our technicians are in these spaces, they can identify problems and recommend services that can help homeowners avoid costly repairs down the line.

Many contractors in our area don't do crawl space and attic work. For us, this is a huge opportunity to develop relationships with other companies that do. For example, we've created a referral relationship with a pest control, encapsulation, or foundation company because they do not want

to remove ductwork or fix plumbing leaks.

BUILDING TRUST WITH CLIENTS

Since I founded this company, my mission has been to be the **one-stop solution for homeowners** in the Hampton Roads area of Virginia. I firmly believe that providing a comprehensive range of services will reduce the number of reasons our clients call competitors. I want customers to think of us first for every issue in their homes.

One of the best compliments I receive is when a satisfied customer requests a referral in a field we don't directly service. It fills me with pride when someone calls me after a great experience and says, "Hey, do you know a good company that

does roofing?" It reflects their trust in us, and that trust is invaluable.

THE IMPACT OF CROSS-SELLING ON LOYALTY

In my opinion, loyalty is the bedrock of our business. By cross-selling, we create a bond that encourages our clients to think of us as a service provider and a comprehensive resource for all their home needs. This loyalty translates into repeated business and referrals, ensuring a steady stream of work, even during slow seasons.

For example, several years ago, one of our plumbing technicians was called to fix a leak. He noticed that the ductwork in the home was in disarray and falling apart — something the homeowner hadn't considered fixing or



One of Worley's latest additions to his company is a geothermal sales, install, and service business.



replacing because they had no idea of its condition.

I mean, how many of our homeowners ever consider going into a crawlspace? So, instead of the plumber just completing the plumbing job, he took the initiative to take photos and point out the duct issues. He wasn't a sales technician but a plumber through and through. He understood the value of educating the homeowner on issues and cross-selling.

He contacted our office, and with the images he took, we could provide a quote for a new duct system. The homeowner, impressed by his diligence and our quick response, ended up not only agreeing to replace the ductwork but also asking about replacing her aging air conditioning unit.

What began as a \$5,000 plumbing job turned into nearly \$30,000 worth of work for the company. That breakthrough moment showcased how cross-selling can organically develop from genuine customer service.

STRENGTHENING OUR MARKET POSITION

Our cross-selling strategy is vital for strengthening our market position. It aligns perfectly with our overarching mission of being our community's go-to source for home services.

We train our technicians to look beyond the immediate issue and consider other services that might benefit the homeowner.

One of the key aspects of this approach is that it's not about being pushy; it's about being helpful. We aim to foster an environment where our technicians feel empowered to offer solutions without feeling like they are selling.

This approach has proven effective, as loyal customers are more inclined to trust our recommendations for additional services.

FINANCIAL HEALTH AND EFFICIENCY

Consider this: the financial implications of cross-selling are substantial. By cultivating existing relationships, we significantly reduce our marketing expenses.

While many companies allocate around 10% of their budget to marketing, we operate with just three to four percent. In most cases, our marketing expense reduction is because our satisfied customers return for multiple services, minimizing the need for extensive outreach.

Moreover, when our technicians are already on-site, they can offer immediate pricing and solutions. This

action not only enhances customer satisfaction but also improves our operational efficiency. Customers appreciate not having to wait for a separate sales team to arrive; they want solutions now, and we can provide that.

NAVIGATING SEASONAL FLUCTUATIONS

The HVAC industry is often subject to seasonal shifts impacting service demand. I've found that cross-selling helps us manage these fluctuations effectively. For instance, plumbing work tends to peak during the winter months due to issues like frozen pipes, while HVAC services are in high demand during the summer.

By cross-referring between divisions, we can maintain a steady workflow throughout the year. When our HVAC technicians are busy, our plumbers can provide additional services, and vice versa. This approach not only helps us balance our workload but also allows us to serve our clients better.

MEASURING SUCCESS: THE ROI OF CROSS-SELLING

At Worley's, we're keenly aware of the impact that cross-selling has on our bottom line. We see **tens of thousands of dollars in additional revenue each week** due to our

cross-selling initiatives. Furthermore, we incentivize technicians to look for opportunities, providing referral bonuses for successfully identifying needs outside their primary service area.

For example, if a plumber identifies a potential HVAC issue during a job, he can contact our HVAC team and earn a referral commission for facilitating that service. A simple act of awareness can lead to significant financial rewards, both for the technician and the company.

CREATING VALUE FOR OUR CUSTOMERS

As professionals in home services, we are responsible to our customers to spot issues before they become significant problems. Just as I rely on my CPA and attorney to identify situations in my life before they become a problem, our clients expect us to be vigilant about their home repairs before those become a bigger problem.

When we proactively suggest solutions — whether a new system installation to improve energy efficiency or a minor repair that prevents future damage — we provide value beyond the immediate service. Our goal is to be **THE** experts who have their best interests at heart.

TRAINING OUR TECHNICIANS

Worley's successful cross-selling initiatives are deeply rooted in our company culture. We foster an environment where team members are encouraged to collaborate and communicate openly. If a technician encounters an issue outside their expertise, they can contact their colleagues for assistance.

We do internal and external training

10 Commandments of a Worley's Team Member

- 1) Wants to work in a safe and drug-free environment.
- 2) Always does the right thing with character and integrity.
- 3) Strives to provide 100% customer service satisfaction.
- 4) Motivated to accomplish goals both personally and professionally.
- 5) Team Player.

- 6) Values professional image and appearance.
- 7) Pride in work.
- 8) Humble, coachable, and a good listener.
- 9) Takes responsibility for their job.
- 10) Believes in communication, policies, and procedures.



for all our field service and installation teams to help them stay on top of the latest trends and techniques. This is one reason Worley joined **National Comfort Institute** (NCI) — they have some of the best technical training in the HVAC industry.

But I'd be remiss if I didn't emphasize the importance of our internal training and our approach to teamwork.

For example, one standout team member, Ricky, embodies this collaborative spirit. Since I acquired his father's heating and air conditioning business in 2017, Ricky has become an integral part of our legacy.


His problem-solving skills are unmatched, and he's always willing to lend a hand. This culture of teamwork ensures we deliver the best service possible to our clients.

THE FUTURE OF CROSS-SELLING IN HOME SERVICES

As I reflect on the evolution of my approach to contracting, I feel confident that our emphasis on cross-selling will continue to drive our success. We are setting ourselves apart in a competitive market by nurturing client relationships, enhancing operational efficiency, and empowering our technicians.

In the coming years, I envision **Worley's Home Services** as a leader in HVAC and a comprehensive home service provider. Our commitment to cross-selling will strengthen our market position, and I am excited to see how we can further evolve this strategy to serve customers better.

After all, it's not just about fixing problems; it's about creating lasting relationships built on trust, expertise, and a genuine desire to help clients thrive in their homes.

In this ever-changing landscape, I invite others in the HVAC industry to embrace the power of cross-selling. By doing so, we can transform how we serve our clients, ensuring they always think of us first — a goal worth pursuing. 



Chuck Worley is the owner of **Worley Home Services**, Yorktown, VA. This full-service home services provider was established in 2016 and has grown from the original team of three to 85 strong. He

is an active marketer and radio show host focusing on creating raving customer fans. His moniker is, "Always Be Branding," and you can learn what that means by checking out his website at chuckworley.com. Or you can reach him directly at 752-955-9415 or by email at chuck@worley.com.



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but you will be opening the door to new sales
opportunities and greater profit.



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Transforming Our HVAC Service Operation and Fueling Growth

When I first ventured into the HVAC industry nearly 25 years ago, I could never have predicted the incredible journey that lay ahead.

From humble beginnings to overseeing multiple thriving businesses, the road has been as challenging as it has been rewarding.

From the very beginning, **Simpson Salute Heating and Air** was built from the ground up by hard-working hands. Each day begins with a commitment to the following core values:

“Be family. Be fun. Be amazing and be constantly growing and learning. Treat people like family. No matter what, there’s no right way, there’s no wrong way. When it comes to the customer, you just make it right.”

Innovation and adaptation have always been the cornerstones of my approach, but nothing has revolutionized our operations quite like our introduc-

tion to the **measureQuick® app**.

This tool became the catalyst for change — one that not only supported our core values but also propelled us to unprecedented heights.

GROWTH AND CHALLENGES

In 2020, we ended the year with respectable numbers — \$3.8 million in revenue and a 16% net profit. However, rapid growth brought with it a host of challenges. Improper installations,

oversized equipment, frustrated technicians, and, most worryingly as a business owner, a declining profit margin plagued us as we entered 2021.

Our net profit plummeted to 4%, and the quality of service was in decline. The issues were clear: increased callbacks, low morale, and an ecosystem ripe with inefficiencies and a lack of accountability for the quality processes we’d created.

It was during these challenging times that our then-service manager introduced me to this mobile app called measureQuick. Despite my initial skepticism, measureQuick promised to help us address and ideally eliminate the systemic problems we were facing.



Before adopting any new technology, I steered our team to first return to the basics. They dedicated hours each week to studying furnace manuals — a task often overlooked, but essential for proper system commissioning.

A STEEP LEARNING CURVE

The initial months were tough. Learning how to use measureQuick was challenging, yes, but the true eye-opener was understanding that HVAC system commissioning was more complex than we realized. Essentially, we had been skipping steps that were critical to the performance and longevity of the systems we installed.

Once we filled in the gaps in our commissioning

process, which required plenty of patience and training, we then began using measureQuick in our testing and diagnostics processes.

The app simplified this once-daunting process, helping our team to ensure accuracy and thoroughness every step of the way. Frankly, this tool helped to hold us accountable to the high-quality standards our customers had come to expect from our two brands – [Simpson Salute Heating and Air](#) and [Bonsky Heating and Cooling](#).

THE TRANSFORMATION BEGINS

Embracing measureQuick wasn't just the right thing to do, it was a necessity. It was the solution to a pressing pain point, where rapid growth compounded existing problems and slashed profit margins. By implementing comprehensive diagnostic testing, we tackled these issues head-on.

In other words, we were basing our commissioning and repairs on numbers and not guessing. The app helped us **SEE** those numbers and then we could make professional recommendations on solutions to help ease customer pain points.

In just a couple of years, we witnessed a dramatic transformation. By 2023, our combined annual revenue skyrocketed to \$17 million, and 2025 projections suggest \$21.2 million. What's more, we've succeeded in re-establishing double-digit net profit margins. These figures aren't merely a testament to our financial success; they reflect a complete overhaul of our business processes, customer



Simpson invests heavily in training. Pictured here is a class of technicians in the company's HVAC Lab.

engagement, and corporate culture.

By measuring and not guessing, by taking the time to follow our procedures and processes, we reduced callbacks, increased customer satisfaction, and built a system where our average service ticket rose from \$180 to \$400.

This shows the significant value we now offer through accessory sales and exceptional service. Based on our testing and measurements, we offer customers three options per ticket as a standard practice.

to dramatically lower warranty parts returns which helps our partnership with manufacturers to flourish. That allowed us to negotiate additional co-op dollars for marketing and promoting our brands and services.

Similarly, we have seen explosive growth in customer reviews and social media presence — a crucial factor in our continuing success.

Growth can often come at the expense of something fundamental—whether it's profit, culture, customer experience, or the well-being of our technicians.

Yet, we have found a way to enhance customer satisfaction and cultivate a positive work environment while managing our expanding operations.

From Simpson's \$3.8 million in annual revenue in 2020 to \$9 million in 2024, and Bonsky's jump from \$700,000 to \$8.4 million, we believe the return to basics and the use of testing and measurement tools like measureQuick to be responsible.

TRAINING IS AN INVESTMENT

Investing \$125,000 in service labor training in 2022 and another \$80,000 in 2023 on our fast-track HVAC lab was a crucial part of this transformation. We welcome a diverse array of



By the way, this practice enables us to turn 20% of leads into sales opportunities with a 70% close rate for technician-turned leads, far exceeding the 50% rate from standard marketing efforts.

CALLBACKS FADE AWAY

Perhaps one of our most significant accomplishments is the stark reduction in callbacks — now less than 2%, down from over 23%. We are now able

trainees — from copy repair technicians to vocational school students — into our fold, fast-tracking them into effective team members often within 30 to 90 days.

It's incredibly rewarding to help our technicians thrive, with some earning more than \$100,000 annually after just three years in the field.

Central to our installations is a stringent process that includes:

- Doing Load calculations
- Performing airflow verifications using the TrueFlow® Grid
- Providing AHR equipment matches
- Properly sizing returns
- Full commissioning using measureQuick.

We've instituted accountability measures too; "***What to Expect***" video ensures technicians align with customers on service expectations.



Ultimately, measureQuick didn't just transform our diagnostic processes; it introduced a new era for both Simpson Salute Heating



Chad Simpson owns **Simpson Salute Heating and Air** and **Bonsky Heating and Cooling**, both located in New Philadelphia and Uniontown, OH. The companies are both full-service HVAC firms that also offer maintenance, duct cleaning, and other services. You can reach Chad with any questions at ncilink.com/ContactMe.

and Air and Bonsky Heating and Cooling. Looking back, it was the lifeline that anchored us during tough times and gave us the momentum to reach new heights.

Today, we stand not just as businesses but as fully integrated and high-performing entities, ready and confident to navigate the ever-evolving landscape of the HVAC industry. **NCI**

Take the First Step Towards High Performance

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Think you know airflow? Think you know carbon monoxide safety? Think you know how to solve your customer's comfort issues? Be sure. Don't guess. Find the training and expertise you need from the National Comfort Institute (NCI). Only at NCI will you find certification courses like Duct System Optimization and Combustion and Carbon Monoxide Safety, taught by leaders and innovators in the HVAC industry. Find out why NCI says, *"If You Don't Measure, You're Just Guessing!"*™ Visit the link below or call **800-633-7058** to find classes near you.

UPCOMING NCI TRAINING: APRIL - JUNE 2025

PUBLIC LIVE TRAINING

Residential HVAC System Performance and Air Balancing

April 1-3: Roswell, GA
April 8-10: Kissimmee, FL
April 29 - May 1: Glen Burnie, MD
April 29 - May 1: Pittsburgh, PA
May 13-15: Lakewood, NJ
May 20-22: Dayton, OH

Duct System Optimization and Residential Air Balancing

April 8-10: Valley View, OH
April 15-17: Grand Rapids, MI
April 15-17: Somerville, MA
April 22-24: Sacramento, CA
April 22-24: De Pere, WI
May 6-8: Centennial, CO
May 6-8: Tukwila, WA
May 13-15: Eagan, MN
May 13-15: Tampa, FL
June 10-12: Billings, MT

Commercial Air Balancing

April 15-17: Richmond, VA
April 29 - May 1: Lewisville, TX

PUBLIC LIVE TRAINING (cont.)

Duct System Optimization

April 22-24: Morristown, TN

Airflow Testing & Diagnostics

May 13: Johnstown, CO

Refrigerant-Side Performance

May 14-15: Johnstown, CO

Combustion Performance and Carbon Monoxide Safety

May 20-22: Salt Lake City, UT

PUBLIC ONLINE LIVE TRAINING

Commercial Air-side Recertification - ONLINE LIVE

May 6-7

Airflow Testing and Diagnostics - ONLINE LIVE

May 13-14

***SCE SPONSORED LIVE TRAINING** ncilink.com/SCESchedule

Airflow Testing & Diagnostics

April 1: Anaheim, CA
May 20: Tulare, CA

***SCE SPONSORED LIVE TRAINING** ncilink.com/SCESchedule (cont.)

Commercial Air Balancing

April 8-10: Anaheim, CA

Commercial HVAC System Performance

April 16-17: Tulare, CA

Test and Certify Ventilation Systems and Economizers

April 22-23: Anaheim, CA

Refrigerant-Side Performance

May 14-15: Anaheim, CA
May 21-22: Tulare, CA

Residential HVAC System Performance and Air Balancing

May 28-30: Anaheim, CA



**NCI training sponsored/subsidized by Southern California Edison (SCE) for qualified local contractors.*

Visit **[NCIlink.com/ClassSchedule](https://ncilink.com/ClassSchedule)** to view the latest schedule.



DO YOU KNOW ABOUT THE NCI RESELLER PROGRAM?

National Safety Institute (NSI) manufactures the [NSI 6000 low-level carbon monoxide \(CO\) monitor](#). This monitor is different from a UL-listed CO alarm in that it begins to read CO at five parts per minute (ppm) after 30 seconds and sounds an alarm after 30 seconds.

On the other hand, UL-listed CO alarms usually don't sound until CO levels reach 70+ ppm and stay there for up to 3.5 hours!

Another difference is that CO alarms can be bought at most retail outlets, while the NSI 6000 is only available through National Comfort Institute (NCI) and is sold through professionally trained contractor resellers.

Certified professionals know where to place the low-level monitor, in which room, and in the correct location. They also spend the time to educate their customers on how it works and what to do at the different alert levels.

This reseller program is only available to those contractors and technicians who hold current NCI CO/Combustion certifications or attend NCI's [CO and Combustion certification courses](#).

Did you know that if you have NCI CO-trained techs, you qualify to become a reseller and NCI will waive the application fee?

NCI CEO Dominick Guarino explains the importance and value of this reseller program in a *High-Performance HVAC Today* editorial, which you can [read here](#).

There are quantity discounts available. NCI Members save even more!

If you have questions about the NCI Reseller program, call our Customer Care line at **800/633-7058**.

WATCH SUMMIT 2024 PRESENTATIONS AND SIGN UP FOR AUSTIN

HVAC renovation is essential in the retrofit market to achieve customer comfort and system performance. Simply swapping equipment without understanding the entire system can be a recipe for disaster.

Last year in Asheville at National Comfort Institute's (NCI) [High-Performance HVAC Summit](#), Dustin Cole presented a session that showed why and how High-Performance HVAC™ professionals blend system testing and diagnostics with [ACCA Manuals J, S, D, and T](#) to deliver High-Performing HVAC systems for clients and protect themselves from costly mistakes.



NCI recorded Cole's presentation and divided it into five parts. If you'd like to see this presentation and get a taste for what Summit brings to the table,

just go to: ncilink.com/DColePresents.

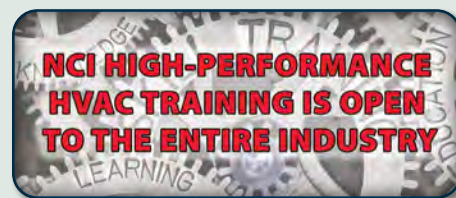
We hope to see you at Summit 2025 in Austin, TX, on September 9-12. [Registration is open](#), and early bird pricing is available!

If you have any questions, contact your Customer Care representative at **800/633-7058**.

NCI TRAINING IS OPEN TO THE ENTIRE HVAC INDUSTRY

It's a fact: National Comfort Institute (NCI) training is **NOT** just for members of the organization: **It is open to the entire HVAC industry.**

It always has been. NCI teaches higher-level skills to help contracting firms



and their technicians to not only better understand the equipment side of the equation, but also the impact of duct systems and building structures on customer comfort, safety, and energy efficiency.

If you want accuracy in diagnosing problems and solving them, NCI classes will help you get there, whether you are a member or not.

So why join this organization?

Membership certainly has its benefits including discounts on training, access to member services, and first dibs on content specifically designed for members.

So why not enroll some technicians into a class or two and see how NCI training can benefit you and your customers. Then, if you feel the value is there, consider joining.

Questions? Call NCI's Customer Care help line at **800/633-7058**. [NCI](#)



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Commercial Air Balancing Certification Program

This completely redesigned course helps equip HVAC professionals with the knowledge and tools they need to balance commercial HVAC systems up to 20 tons, including kitchen exhaust and make-up air systems.

NCI's 3-day program gives the HVAC professional a comprehensive education on the airside testing and adjusting processes needed to maximize air delivery and overall performance. We start with the basics of pressure, temperature and air flow testing and build up to more complex air balancing techniques.



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Are You on the Path to High-Performance HVAC™?



Dominick Guarino
is publisher of
**High-Performance
HVAC Today** magazine
and CEO of National
Comfort Institute, Inc.
He can be reached at
[ncilink.com/
ContactMe](http://ncilink.com/ContactMe)

Over the past several decades I've had the privilege to work with some of the best HVAC companies across North America. Many progressed to become among the best high-performance professionals in our industry.

As I reflect on these incredible companies and the people that lead them, I see some common threads. You could say there are certain traits and behaviors these leaders and their organizations have in common.

Here are top 10 traits I see in High-Performance HVAC™ leaders:

1. See the Mission. Once these leaders discover what the high-performance approach can do for their customers, their employees, and their company, their vision sharpens and grows.

2. Aspire to be Craftsmen. They focus on delivered performance and all the steps it takes to get there. From test-in to test-out, and everything in between, they see craftsmanship as the prized deliverable.

3. Do the Right Thing – Always. They are intensely focused on doing what's right for the customer. They don't just add "stuff" to make more money. They do charge a fair, but profitable price for the value they deliver. Their customers are happy, and refer them to friends and neighbors.

4. Curiosity – Always Seek To Understand. As they journey down this path, they have a natural curiosity to learn more each day. Once they begin to perform [Air Upgrades](#), they often quickly move up to system performance and delivered Btus to truly provide optimum comfort.

5. Commitment – Long-Term Thinkers. Successful high-performance contractors play the long game. They invest in the tools and training on an ongoing basis. They understand it's a marathon, not a sprint, and invest in people and infrastructure to sustain it in the long term.

6. Accountability – Goal Oriented. They set Objectives and Key Results (OKRs) to keep both themselves and their teams accountable. To learn more about OKRs be sure to read [Measure What Matters](#), by John Doerr. As they progress their goals stretch bigger and bigger.

7. Driven to Prove Performance. These companies aren't just satisfied with diagnosing and fixing substandard HVAC systems and homes. They prove value with measurement and data, and share it with their customers.

8. Become Trailblazers. Many leaders have confessed to me that at the start they were more of a conformist, but once they became disciples of High-Performance HVAC, they started to see themselves as trailblazers – boldly forging ahead and leaving their competition in the dust.

9. They Love the Journey as Much as the Destination. As these leaders travel the path to High-Performance HVAC they truly begin to enjoy the transformation that comes over their companies. Team members are happier and understand their higher purpose over swapping parts or just installing boxes.

10. Not Afraid to Fail. They know there will be some failures and missteps. At first they may not build enough into the price for unforeseens. It's easy to underestimate an Air Upgrade or [Duct Optimization](#). They also understand the learning curve for installers and techs, and how they will learn over time to become more efficient.

If you're thinking of starting on the [path to High-Performance](#), don't be daunted by this list. It's an evolutionary process. The rewards are more than just financial. They will bless your company and your customers many times over!

In a future column we'll dig deeper into what motivates many High-Performance HVAC contractors to continue this noble work. **NCI**

High-Performance HVAC™ Training



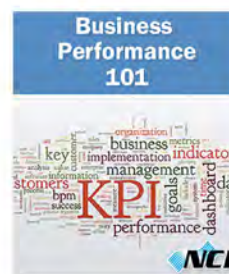
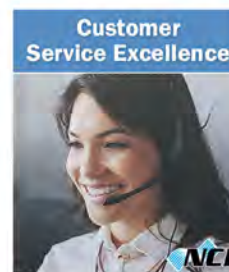
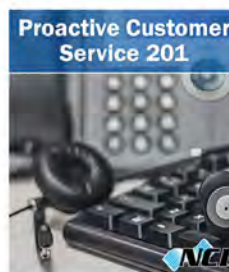
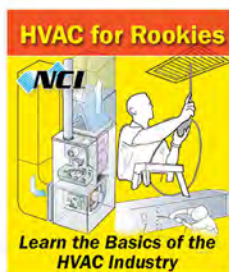
These courses are focused on helping your organization succeed and grow, at your pace. If you're just starting out, or have been in business for decades, there's training that you will find helpful on your path to performance.

Some Benefits of NCI's Online University Training:

- Training is available any day, any time, 24/7
- Enables you to train all of your employees - affordably
- Gets your entire staff on the same page
- Saves travel expenses
- Supports a High-Performance HVAC Contracting™ culture
- Training available from fundamentals to advanced courses.

NCI'S ONLINE UNIVERSITY

The National Comfort Institute, Inc. (NCI) Online University offers several online training options to super-charge your journey towards becoming a High-Performance HVAC Contractor. From self-guided online training, to recorded webinars, the Online University provides technical as well as customer service and business management courses.



NCI members receive a discount on every course and webinar in the University. You can add the Premium or Learning Excellence Online package to your membership and get unlimited access to the entire University!

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The NCI High-Performance HVAC™ Summit is Coming **SEPTEMBER 9 - 12, 2025**



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