

// NESTWELL • MAINTENANCE SUMMIT 2026

# The **Playbook** for a High-Efficiency Internal Maintenance Team

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# Recruiting Techs: What Moved the Needle

We recruit on Indeed. Two changes made the biggest difference in applicant quality.

## Advertise at Top of Budget on Indeed

Max-budget sponsored placements increased quality dramatically – serious candidates see you first.

## Lead With "Company Vehicle Provided"

This single perk filtered in reliable, committed applicants and filtered out poor fits before the first interview.

## // 5 THINGS WE ACTUALLY HIRE FOR

1

### Coachability

Willingness to learn and take feedback. More predictive of success than any certification.

2

### Communication under pressure

Can they talk to a frustrated resident and call for help before it escalates?

3

### Self-direction

Techs manage their own time and triage priorities without a manager watching.

4

### Technical foundation

Solid baseline across general maintenance. Specialization we build – fundamentals we can't shortcut.

5

### Reliability and follow-through

A steady performer beats a talented tech who disappears. Every time.

# Onboarding: The Gap That Shows Up in Every Metric

The difference between a tech or property that was properly onboarded and one that wasn't is measurable from day one.

## WITHOUT STRUCTURED ONBOARDING

- ✗ Tech learns on the fly — from residents and callbacks
- ✗ No shared baseline: every property is a new mystery
- ✗ Supervisor pulled in for handholding weekly
- ✗ Higher callback rate in the first 90 days
- ✗ Higher early attrition — techs feel set up to fail

## WITH NESTWELL'S ONBOARDING PROGRAM

- ✓ **Day 1–5:** Building walkthrough, systems orientation, key contacts
- ✓ **Week 2–4:** Paired with lead tech — shadowing before solo work
- ✓ **30 days:** Skill assessment before independent ticket assignment
- ✓ **60 days:** Full workload, performance baseline established
- ✓ **90 days:** First formal review — metrics vs. peer baseline

**"A tech who wasn't onboarded properly doesn't cost you on day one. They cost you on day 45 — when residents are frustrated and you can't figure out why."**

# How Nestwell Structures the Maintenance Team

Clear roles and accountability are the foundation — not the finishing touch.

## Maintenance Manager

## Lead Technician(s)

## Field Technicians

Organized by specialization track

**HVAC • PLUMBING • GENERAL**

## Defined ownership

Every work order category has a clear primary owner — no ambiguity about who handles what.

## Lead tech as multiplier

Leads don't just fix things. They QA work, coach techs, and escalate the right issues up.

## Depth, then breadth

Techs specialize first, cross-train second. Specialization is how you reach high first-fix rates.

# Redefining What "Productive" Means in the Field

Volume is easy to count. But it's not what drives a high-performing maintenance team.

## THE OLD THINKING

- ✗ How many work orders did we close today?
- ✗ How fast was each ticket marked done?
- ✗ Did any residents call to complain?
- ✗ Are the techs staying busy?

## NESTWELL'S DEFINITION

- ✓ Quality of completion — did it actually get fixed?
- ✓ Tech utilization: productive vs. non-productive time
- ✓ Resident experience score after each job
- ✓ PM compliance — are we proactive or reactive?

**"A technician who closes 12 tickets at 60% first-fix costs more than one who closes 8 at 95%."**

# What Inefficient Maintenance Actually Costs

Before building the playbook, Nestwell faced the same four problems most teams do.

## 01 Work Orders Fall Through the Cracks

No single source of truth. Tasks slip between shifts and channels, creating resident complaints and expensive re-work.

## 02 Technician Time Stays Invisible

Managers can't see where time goes — travel, admin, waiting, or actual productive work. You can't manage what you can't see.

## 03 Performance Has No Shared Definition

Without clear standards, "good" means something different to every supervisor and tech. Accountability becomes impossible.

## 04 No Revenue on Completed Work

Uninvoiced jobs mean money left on the table. Without billing discipline, completed work simply disappears from the books.

# The Systems Behind the Team

The right workflow — not just the right software — is what creates consistency.

1

## Capture

Resident submits via portal or app. Auto-categorized by type and urgency level.



2

## Assign

Lead tech reviews queue each morning. Assigned by skill match and current workload.



3

## Complete

Tech updates status in real time. Photos required before marking a job done.



4

## Follow Up

Resident survey auto-sent at close. Callbacks tracked back to root cause.

Preventive maintenance runs in a parallel track — scheduled PM work is managed separately from the reactive queue to protect capacity.

# Meld: What Our Scheduling Actually Looks Like

Each morning, the lead tech opens the calendar view. Every tech has a full day mapped and visible to the whole team.

|                                     | 9 AM                       | 10 AM                 | 11 AM                      | 12 PM | 1 PM                    | 2 PM | 3 PM | 4 PM |
|-------------------------------------|----------------------------|-----------------------|----------------------------|-------|-------------------------|------|------|------|
| <div>RE</div> <div>Ryan E.</div>    | Turnover - Mechanical Turn |                       | Turnover - Mechanical Turn |       | Turnover - Repairs      |      |      |      |
| <div>RH</div> <div>Richard H.</div> | Turnover - Mechanical Turn | Takeover - Mechanical |                            |       | Takeover - Rekey        |      |      |      |
| <div>BM</div> <div>Bill M.</div>    | Turnover - Mech Repairs    |                       | Takeover - Mechanical      |       | Return Vacuum           |      |      |      |
| <div>KN</div> <div>Kelly N.</div>   | Turnover - Mech Repairs    |                       | Takeover - Mechanical      |       | Mech Turn Recall        |      |      |      |
| <div>CT</div> <div>Cody T.</div>    | PCF Recall                 |                       | Takeover - Mechanical      |       | Turnover - Mech Repairs |      |      |      |

// REVIEW QUEUE

Flooding in the basement from the rain

EMERGENCY

826 E 9630 S, Sandy

Water leak – Upstairs bathroom

URGENT

359 N 700 W #21, SLC

HVAC not cooling – Unit 14

URGENT

4673 W Athens Dr

## Full-day visibility

Every tech's schedule is visible to the whole team — no one is guessing who has capacity.

## Review queue stays separate

Urgent and emergency melds surface in a dedicated panel, not buried in the dispatch calendar.

## Daily dispatch in minutes

Lead tech opens Meld each morning, reviews the queue, adjusts assignments, done.

# How We Hold the Team Accountable

Eight standards every technician is measured against — consistently and transparently.

1

## **Schedule Melds** **24-hour window**

All work orders scheduled within 24 hrs of receipt.

2

## **Invoice Jobs** **48-hour window**

All completed jobs invoiced within 48 hrs of close.

3

## **Billing Efficiency** **85% billable rate**

At least 85% of hours worked must be billed to clients.

4

## **Upload Photos & Video** **By end of day**

All job documentation uploaded before end of shift.

5

## **Vehicle Policy** **Company use only**

Maintained, serviced, and no personal use without approval.

6

## **Wear Uniform** **Every property visit**

Full uniform required on-site at all properties.

7

## **Friday Meetings** **8:30 AM required**

Mandatory attendance — no exceptions without prior notice.

8

## **Core Values** **Team Tool Belt**

Integrity • Grow or Die • People, Process, Pivot

**TEAM:**

Ryan E.

Richard H.

Bill M.

Kelly N.

Cody T.

# Daily Performance: The Four Metrics We Track

We track these four numbers daily. Everything else is a diagnostic — these are the scoreboard.

[X]%

**Work Order  
Completion Rate**

Target: 95%+ weekly

[X] hrs

**Avg. Response Time  
to Urgent Orders**

From submission to tech  
on-site

[X]%

**First-Time  
Fix Rate**

Resolved without a  
callback visit

[X]/5

**Resident Satisfaction  
(Post-Service Survey)**

Auto-sent after work  
order close

// RESULTS

# The Impact

Tangible results Nestwell has seen since building this playbook.

[X]%

**First-Time Fix Rate**

up from [X]% when we started

[X] days

**Average Time to Close**

down from [X] days

[X]%

**Technician Retention (YoY)**

vs. industry average of ~[X]%

[X]/5

**Resident Satisfaction  
Score**

post-maintenance survey average

# Lessons From the Field

What we'd tell ourselves on day one — and what we'd do differently.

01

## **The data has to be trusted before it changes behavior.**

Techs will ignore metrics they don't believe are accurate. We invested in data quality first, then accountability.

02

## **Lead techs need coaching too — maybe more than anyone.**

We underinvested in lead tech development early on. A strong lead tech multiplies the team; a weak one unwinds it.

03

## **Performance conversations work better in private.**

One-on-one discussions with context produced far better behavior change than group standups — and didn't damage team culture.

04

## **Systems set the ceiling. Culture sets the floor.**

Your software defines the max you can track. But the minimum standard the team holds itself to? That's all culture.

// TAKE IT BACK

# Three Things to Take Back to Your Team

1

## Structure before systems.

Define your team's roles and accountability before you pick software. Technology amplifies what's already there — for better or for worse.

2

## Measure what you want to improve.

If you're only counting tickets closed, that's exactly what you'll optimize for. Pick metrics that reflect the quality you actually want.

3

## Invest in lead techs like the managers they are.

Your frontline quality depends on them more than any dashboard you'll build. Develop them accordingly.

# Questions?

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