



Draft Memorandum

TECH Cohort Training: In-Depth Interview Findings

1. Introduction

The TECH Initiative is a market transformation initiative designed to increase the adoption of heat pumps for space conditioning and water heating in single-family and multifamily homes in California. As part of the Initiative, TECH offered optional workforce development trainings designed to improve contractor comfort and familiarity with heat pumps and electrification as a business model. Contractors who participated in the three-day electrification introductory training implemented by Electrify My Home (EMH) were invited to participate in a Cohort Training Program to further their electrification knowledge. A description of EMH's introductory electrification course is below:

- **EMH Residential Space Conditioning and Water Heating Electrification:** Designed for construction trade personnel of all levels, this three-day class informs students of near-term and far-reaching changes in the home building industry and driving forces of such, including California's regulatory and legislative framework. Students gain in-depth knowledge about heat transfer mechanisms, functionality, and benefits of heat pumps in residential electrification, as well as how to transition from traditional gas heating to modern electric heat pumps without negatively impacting their bottom line.

Six optional electrification introductory trainings were implemented by EMH between January and May 2022. All 88 contractors who attended one of these trainings were invited to participate in the Cohort Program (referred to as "the cohort training" or "the training"). The cohort training's objectives were to:

- create peer groups for budding electrification contractors to share best practices, challenges, and solutions;
- reinforce and advance training from the three-day introductory electrification course;
- expose contractors to electrification leaders through guest presentations; and
- provide opportunities for additional hands-on field training.

Furthermore, information covered throughout the cohort training spanned the following topics:

- Technical topics to support service technicians and installers (such as refrigerant charge, airflow, right-sizing)
- Electrification policy background and drivers
- Unique products and solutions for electrification
- Electrification sales best practices for all levels of staff
- A review of business processes, practices, and systems
- Recommendations on general business operations

- Workflow improvements
- Guidance on operations and sales automation, including an overview of commonly used software systems in the contracting space

The training was conducted in two cohorts and they generally met on a weekly basis. Twelve meetings were held per cohort; meetings for the first cohort took place between April and June 2022, and the second cohort was held between May and August 2022. Each meeting was hosted online and lasted two hours, with one hour dedicated to the guest speaker and the second hour used for round-table discussion.

Two EMH instructors led the training while 10 subject matter experts attended as guest speakers. At the beginning of the training, the EMH instructors asked contractors to set two or three goals related to their work or business that they would like to accomplish by the end of the training. One aspect of the training that set it apart from others was that it facilitated in-depth discussions among a group of peers. To encourage peer sharing, the training was designed with a roundtable format that included frequent open discussions about participants’ experiences with heat pump equipment. The training provided a space for contractors to share their best practices, challenges, and work together to brainstorm solutions to problems. As mentioned above in the cohort training’s objectives, hands-on training opportunities were also offered to contractors near EMH’s headquarters in Northern California.

Opinion Dynamics is serving as the embedded evaluator for the TECH Initiative. The objective of our evaluation of the cohort training was twofold:

1. Understand attendees’ satisfaction with different aspects of the cohort training, and
2. Understand the cohort training’s impact to the contractors’ work and business.

2. Methods

According to tracking data provided by EMH, the training implementer, 21 contractors participated in the training across the two cohorts. Many participants had low meeting attendance. Of the 12 meetings that occurred throughout the training, nearly half (48%) of contractors attended six or fewer (Table 1). Only one participant across both cohorts attended all 12 meetings. We targeted our recruitment outreach, therefore, to those with the highest attendance. We invited 10 training participants to complete an interview with us, five from each cohort. Each individual was sent an email invitation, and up to two reminder emails.

Table 1. Meeting Attendance by Cohort

Meetings Attended	Number of Cohort 1 Participants	Number of Cohort 2 Participants	Total
1-6	6	4	10
7-9	3	7	10
12 (all)	1	0	1
Total	10	11	21

We completed a total of five interviews in November 2022, all with participants of cohort 2 (Table 2). Interviews lasted between 25 and 45 minutes and were recorded with the respondents' permission. Each interviewee received a \$60 incentive as a thank you for their time.

Table 2. Cohort Training Attendees and Interviews Completed

Training Cohort	Number of Attendees	Number Invited for Interview	Number of Completed Interviews
Cohort 1	10	5	0
Cohort 2	11	5	5
Total	21	10	5

3. Interview Findings

The following section presents detailed findings from the interviews we conducted with contractors who participated in the cohort training. It includes information about the interviewed contractors, their feedback on the cohort training design, how they have applied learnings to their work, their biggest takeaways from the training, and their satisfaction with the training.

3.1 Description of Sample

Most interviewed contractors worked in Southern California, while one respondent worked in the Bay Area (Table 3). All five contractors enrolled in the TECH Initiative early on, though their level of experience working with heat pump equipment ranged from approximately one year to over 10 years.

Table 3. Characteristics of Interviewed Contractors

Interviewee	Service Area	Month Enrolled in TECH	Heat Pump Equipment Installed	Years of Experience Working with Heat Pumps
1	Southern California	December 2021	HVAC only	10 years
2	Bay Area	November 2021	HVAC and HPWHs	1 year
3	Southern California	January 2022	HVAC only	1 year
4	Southern California	January 2022	HVAC only	10+ years
5	Greater San Diego region	January 2022	HVAC only	2 years

3.2 Cohort Training Design

The findings related to training design included how well the introductory electrification course prepared contractors for the cohort training, contractor perspectives on the training format, how the training assisted contractors in working toward their set goals, and most valuable aspects of the training.

3.2.1 Cohort Training Preparation

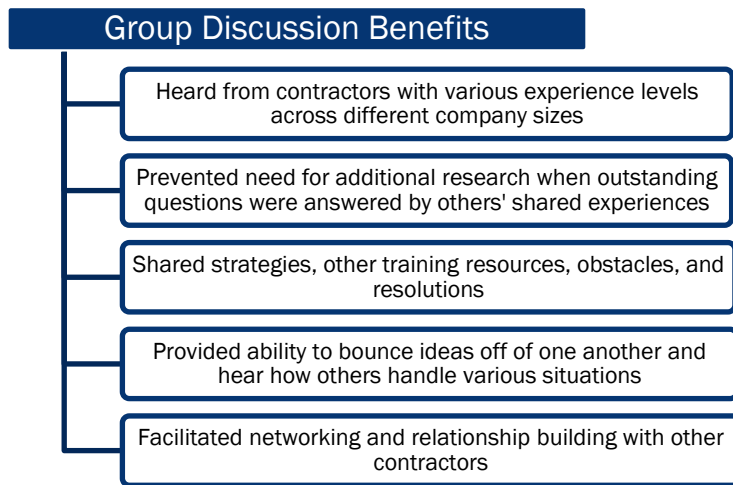
The three-day introductory electrification course effectively prepared contractors for the cohort training. All five contractors reported the prerequisite training provided them with a solid background on electrification, which well-equipped them for group discussions in the cohort training. Contractors were in agreement that the three-day course was a necessary step before participating in the cohort training, because it provided foundational knowledge required for the more in-depth discussions in the cohort training. One interviewee contrasted the introductory course with the cohort training:

“They mentioned the cohort during that training, and I was excited to hear about it. Once it started up, it was great because I was like, “Oh, cool, now we can focus more in-depth and have more time for questions and answers with all of this information that was presented to us in that more compact three-day course,” with a room full of 30 or something. But yeah, chopping it down to a group of 10 people plus the expert of the day was really intimate and hands on. It all tied together nicely.”

3.2.2 Cohort Training Format

Contractors enjoyed the cohort training’s round-table format and found the group discussions invaluable. Respondents identified many ways they benefitted from the open discussions with other contractors (Figure 1). Chief among them were hearing firsthand from their peers about their experiences, learning from those experiences, and sharing beneficial strategies. Contractors also valued the relationships they built with their peers through the roundtable discussions, some of which lasted beyond the cohort training.

Figure 1. Benefits of Group Discussions Identified by Contractors



Contractors highlighted how this more intimate training experience provided them with a greater depth of knowledge and understanding about various aspects of electrification and heat pump equipment. Specifically, contractors reported gaining a more comprehensive understanding of California's electrification policies, including proposed legislation phasing out natural gas by 2030, as well as a stronger knowledge base of HVAC system design concepts and strategies for effective implementation. Contractors were also informed about other local workforce training classes available to them.

One respondent who was fairly new to working with heat pumps found the ability to bounce ideas off of other contractors saved them time doing their own research. They said in the interview:

"It was almost invaluable.... we're very new to this, so it was really nice to be able to talk to lots of other folks, at least every couple weeks, even with just like, "Hey, we're working on this project and we're trying to figure this out." And somebody's like, "Oh yeah, no, just do it this way. It'll be fine." And like, "Wow, you just saved me a day of trying to research something."

Another contractor has remained in contact with other participants from their cohort. This respondent said the relationships they built through the cohort training continue to be a strong resource for them in their work. They shared:

"There was a little bit of almost like going to a camp, where you see people for a month and then it was sad to stop it. There was a lot of camaraderie in it, so it was nice. Believe it or not, I still keep in touch with a couple guys that were in the class with me... it's nice because we're able to bounce stuff off of each other. If I have an issue or we see something that we're not used to, we can reach out to each other, "Hey, how would you handle this and that?"

Although contractors had a lot of positive feedback related to the cohort training's design, they did share a few criticisms as well. Three contractors expressed frustration with the training taking place during the industry's peak season (May to August). All three of these respondents also reported this timing issue prevented them from taking advantage of the hands-on training opportunities. Another contractor reported difficulty scheduling a hands-on training due to location limitations. This respondent serves the San Diego area and thus was disappointed the opportunities were focused on the Los Angeles and Northern California regions.

The respondent who serves the San Diego area also shared that they prefer to receive all workforce training in-person rather than online. Despite this preference, this respondent appreciated the level of detail in the material covered and the focused online discussions.

3.2.3 Goals

Contractor goals set at the beginning of the cohort training represented a breadth of topics. Most commonly, contractors reported setting a goal related to their ability to conduct load calculations (three respondents). One of these contractors specifically set a goal to begin performing load calculations for their projects. This contractor reported they previously estimated the heat pump size based on the prior equipment rather than conducting sizing calculations. The contractor who set a goal to improve ductwork on all of their projects shared that previously they were known for leaving the existing ductwork as is when installing an HVAC heat pump. They install ducted heat pumps 90% of the time, and they learned leaving the older and leakier ductwork in their customers' homes could cause the heat pump to operate poorly.

Respondents described moderate to high success in achieving nearly all goals they set at the beginning of the training (Table 4). The goal to begin installing HPWHs was the one exception. Both contractors who set this

goal had installed only HVAC heat pumps prior to the cohort training and were unsuccessful in branching out to water-heating work. One of the two contractors removed this goal from his list, noting that his staff do not know how to install HPWHs and that his business focuses on HVAC work. The remaining respondent explained that they were unable to achieve this goal due to lack of support from the distributors and manufacturers from whom they purchase HVAC heat pump equipment.¹

Table 4. Contractor Goals Set During Cohort Training and Level of Success Achieving

Goals	Number of Respondents	Level of Success Achieving Goal
Improve competency with or start doing load calculations	3	High/High/Moderate
Present heat pump options upfront to all customers to increase heat pump sales	2	High/Moderate
Begin installing HPWHs	2	None
Secure a well-trained crew	1	Moderate
Improve ductwork on every job	1	High
Develop better system to capture site visit data (e.g., photos, site maps)	1	High

Four of the five contractors we spoke with said the cohort training was instrumental in helping them achieve at least one of their goals. In some cases, this was done by reinforcing one’s ability to perform a technical skill, while in other cases this was accomplished by simply providing contractors with new perspectives and approaches in various situations. One contractor who conveyed this said:

“[The training provided a new perspective on] how to approach the home as a total [system]. A lot of this stuff we know from being in heat pumps for a while. But it was interesting to see a different perspective and how another company does it. Or from the home performance side, not so much just going in and changing out what people currently have in their home for like-for-like, looking at it more objectively.”

Even if training content did not directly support all goals set by contractors, aspects of the cohort training, such as the group discussions, still helped contractors as they worked towards their goals. For example, the respondent who wanted to secure a well-trained crew acknowledged this by sharing:

“The other two goals didn't feel super supported by specific content. Although in some sense, just talking to other contractors working in similar fields... being in that environment weekly was just keeping our gears turning and keeping our focus shifting and our minds open to new ways of trying things as we proceeded with trying to hire the right kinds of people. Building a workforce is partially reliant on the available folks that can be hired. And it's been really rough in general in our industry, and that's the little bit the cohort could do to help us there.”

¹ We interpret the “lack of support” to mean the inability of the distributor to acquire HPWHs.

3.2.4 Most Valuable Aspects of Cohort Training

There were a range of training aspects contractors found to be most valuable, some noting multiple aspects. Three respondents reported discussions and relationships built with other contractors in their cohort were most valuable to them, one respondent added they specifically appreciated hearing the various angles and approaches used by other participants when selling heat pumps to customers.

Other aspects of the training contractors found to be highly valuable included gaining rapport with and access to EMH instructors (two respondents), lessons related to project design and sales approaches (two respondents), and the guest speakers (one respondent). One respondent, who found the sales lessons to be most valuable, felt the simulations EMH used were particularly helpful, where a picture of a house was displayed on a screen and participants would do their opening sales pitch for the example shown.

3.3 Application in Current Work

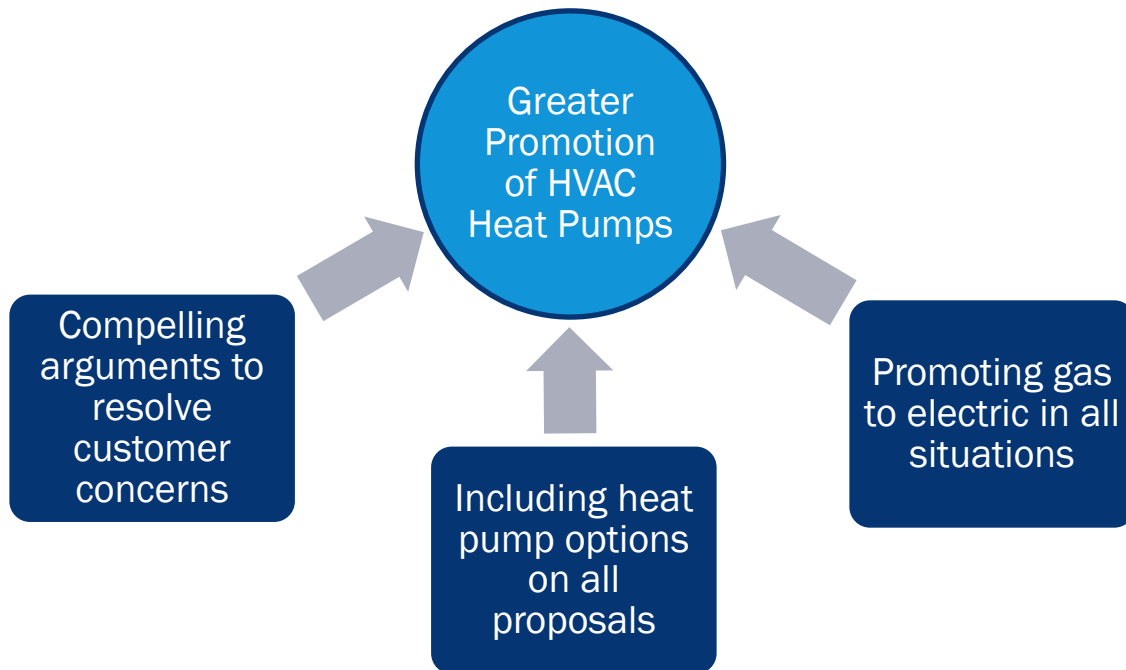
This section presents business impacts contractors have experienced since participating in the cohort training, as well as challenges applying training learnings to their work.

3.3.1 Business Impacts

The cohort training experience positively impacted the attendees' businesses. The most commonly reported benefit is more frequent promotion of heat pumps to their customers. Since participating in the training, all five contractors' companies have begun promoting HVAC heat pumps to customers on a regular basis. As shown in Figure 2, the training provided compelling arguments contractors could use to resolve customer concerns about heating their homes with electricity and the upfront cost of heat pumps. The training's curriculum on the California context about moving to net zero emissions motivated contractors to convert gas equipment to electric. The training also encouraged the contractors to include heat pumps as an option on all project proposals. Together, these three lessons have transformed the attendees' businesses to frequently promote heat pumps.

Contractors credited the cohort training with assisting their company in this transition. By better educating contractors about electrification and HVAC heat pump systems, from the initial sale through the installation, the training has helped contractors become more comfortable presenting heat pump options upfront to customers. Additionally, contractors are now more confident when having these conversations with customers and are equipped with stronger arguments related to the unique benefits heat pumps provide.

Figure 2. Cohort Training Contributions Increasing the Promotion of HVAC Heat Pumps



One contractor explained that with the knowledge acquired during the training, they have refocused their sales approach on educating customers about the shift to electrification. They explain about California’s environmental goals and timeline for phasing out all gas systems, along with benefits of electrifying, emphasizing safety (e.g., improve indoor air quality in the home) and comfort (e.g., quieter). Another contractor added that recent news media about electrification has also helped their heat pump sales approach. This individual utilizes these additional sources to reinforce information they provide in their sales pitch:

“I think what’s helpful also is, we’re starting to see articles in the news. I’m able to share real stuff with people that, “It’s not just our industry making it up. But now Wall Street Journal’s writing about it.”

A respondent, who used to be nervous discussing heat pump options with customers and actively avoided working with the equipment, shared they now include heat pumps on all HVAC sales proposals. This respondent added that installers at their company have enjoyed the transition to heat pumps because electric systems are simpler to install and do not require running gas lines or exhaust to the equipment. In the interview, the respondent described their change in perspective:

“Before I would never offer a heat pump. Prior to TECH and the cohort, it was all gas furnaces. I was trying to steer away from heat pumps because they’re intimidating. You got to tell homeowners their electric bill’s going to go up. But with the training and the knowledge that we’ve gone through, knowing that’s the direction California’s going, and is zero emissions. It’s like you’re doing a disservice to the homeowner by not giving them the option to put a heat pump knowing that a gas furnace is going to be obsolete in just a short seven, eight years.”

In addition to more commonly promoting HVAC heat pumps, one respondent also purchased a load calculation software upon a recommendation from an EMH instructor. This respondent noted they are still getting acquainted to the software but are motivated to learn and improve their process.

While all contractors reported positive impacts to their business as a result of the cohort training, one respondent highlighted how the training has also played a significant role in their career trajectory. This contractor shared that he is fairly new to the HVAC industry and credited the training for helping him obtain his current position:

“In a certain sense, I don't know if I could be doing the job I am now if I hadn't had all that training. Prior to doing this work, I was pretty much a carpenter and sometimes a handyman. For most of the last decade I've been doing things like building houses and not really thinking about HVAC, so I've been learning as fast as I can about installing, having joined this electrification company. It's all been building up to make me into the designer and salesperson that I am now.”

The single respondent whose company installs both HVAC heat pumps and HPWHs reported the training did not contribute to any changes in their HPWH sales, noting customer interest in the equipment dropped off after the suspension of TECH incentives. In contrast, four of the five contractors have seen an increase in their HVAC heat pump sales since participating in the training.

Moving forward, contractors plan to continue using knowledge acquired from the cohort training to educate customers about heat pumps (one respondent) and promote higher efficiency, variable capacity HVAC heat pumps to their customers (one respondent).

Four of the five contractors we interviewed reported they have already shared some of the knowledge they acquired from the cohort training with others in their industry. One contractor said they would not share the information outside of their company because they feel it gives them an edge against their competitors. Another contractor recommended the cohort training to a few friends in the industry who were not previously aware of TECH Clean California incentives, and explained to them that the training provides information about the TECH Initiative and would help prepare them for when new funding becomes available.

3.3.2 Barriers to Applying Learnings to Work

Although contractors have been quite successful applying learnings acquired through the cohort training in their work, a few key barriers were mentioned.

The high upfront cost and operating costs make it difficult for contractors to sell heat pumps and apply what they learned in the training to their work. Among the three respondents who described these costs as a primary barrier, one noted the suspension of rebate funding through TECH has exacerbated this issue. Another respondent, serving the Southern California region, added increasing electricity costs in their service area have been difficult to combat as it has made gas more affordable for customers. One of the three respondents who mentioned cost as a barrier also expressed challenges with inventory availability. This respondent said their main distributor consistently had limited heat pumps stocked but went on to explain they had resolved this initial barrier by transitioning to a new distributor who consistently has heat pumps available.

Another contractor said their main barrier was the increased installation difficulty related to the slim duct units EMH instructors encouraged throughout the training. These units, unlike larger heat pump units, reportedly need more customization making them more difficult for installers to work with. They shared this feedback with the instructors, although they also acknowledged that these smaller units are slightly more efficient and that is why EMH promotes them.

The one respondent who reported no challenges to applying lessons from the training to their work was fortunate to work in an area with above average household incomes. They said their clientele in Southern

California is interested in energy efficiency benefits and have relatively few upfront cost concerns. In this context, they reported the heat pumps sell themselves.

3.4 Cohort Training Takeaways

When asked about their biggest takeaway from the cohort training, two contractors reported both an increase in their commitment to electrification and consistent presentation of heat pump options to their customers. One of the two respondents indicated their deeper understanding of electrification has inspired them to start their own electrification-focused company, similar to EMH:

"We're starting an electrification company, myself right now. We're in the process of it building it out. We're going all electric. So biggest takeaway was, let's jump on board with it. Let's be early to the game. Let's ride the wave and educate people."

The second respondent explained that the cohort training greatly improved their confidence when discussing heat pump options with customers, whereas before attending they would have avoided working with the equipment:

"I just learned more or less to start getting out of your comfort zone and start talking more about heat pumps, where before that wasn't the case. I would talk my way out of the heat pump. Now I'm talking more about heat pumps and the direction that California is going and everything, which has definitely increased our heat pump sales."

The remaining three respondents provided the following points as their biggest takeaway from the training:

- Sizing should always be based on calculations rather than simply installing the same size of equipment that was previously there. When sharing their biggest takeaway, this respondent said:

"Don't guess the size of the system. Calculate, calculate, calculate. I'm trying my best to calculate instead of using the rule of thumb or going with the size they already have."

- Reinforcement of concepts previously learned.
- Many other contractors are also new to heat pump systems.

3.5 Satisfaction

We asked contractors about their satisfaction with the EMH instructors, the guest speakers, and with the cohort training overall.

3.5.1 Instructors

All respondents expressed satisfaction with the EMH instructors. Respondents were pleased with how the information was presented and felt the instructors were knowledgeable about the material covered. Three respondents appreciated the instructors' availability for answering questions, both during the classes and after. A couple contractors shared additional positive feedback regarding the instructors' character, effective collaboration with one another, and their ability to encourage participant engagement:

“[Instructors 1 and 2], they're phenomenal people. They're super, super passionate. I can't say enough nice things about them. [Instructor 1] is a great communicator. He keeps everybody accountable. They're a good tandem, both of them, because one is kind of an introvert and one's really outgoing. So, it's like the yin and the yang. They're just solid guys, just really fun to work with. I think that's really important when you deal with teaching people and keeping people engaged.”

“These guys did a fantastic job. Even to the point where I brought other contractors to Indio for their other training, just because it was so helpful. [Instructor 1] has been great. [Instructor 2] is a character, it is so fun to sit through his class. A lot of people when you take these classes, everybody's on their phone and kind of bored. But he makes it where he's got a little bit of comedy and then really gets people engaged.”

Although contractors were pleased with the EMH instructors overall, one respondent noted learnings gained from the instructors were primarily on the technical side of working with heat pump equipment. This respondent said most marketing and sales information they acquired came from other participating contractors.

3.5.2 Guest Speakers

Overall, contractors were impressed by the cohort training's guest speakers. Guest speaker presentations covered a diverse range of topics and left most interviewees wanting more. Two respondents mentioned the marketing and sales strategy presentation stood out to them among others, while the lecture on regulations (one respondent), load calculations (one respondent), and large commercial building properties (one respondent) were also called out as particularly informative. One respondent who highlighted the importance of the marketing and sales strategy presentation, described a specific concept within the presentation that has been helpful in their work:

“There was a concept presented of ‘responsibly avoiding responsibility’ with the folks that are electrifying. Not trying to sell them anything, but just taking the stance of presenting options for them to pursue it as they're interested and making sure they're well educated. That was nice to get that framework to work with.”

Interview responses indicated some topics covered may not be as beneficial or engaging for more experienced contractors. One of the two contractors with at least 10 years of experience working with heat pumps found some of the material presented by guest speakers to be repetitive because they had already attended Building Performance Institute (BPI) trainings for many years. This was not expressed negatively by the respondent, but rather with the understanding that not all contractors had previously heard the information. Additionally, the other contractor with at least 10 years of heat pump experience added that the time dedicated on some topics was too long. Despite this, two contractors, including this individual, acknowledged both instructors and guest speakers always left enough time for questions.

3.5.3 Overall

All five respondents were highly satisfied with their overall experience in the cohort training, including the technical skills covered and sales advice provided. One respondent enjoyed the training so much that they wished it would have been longer.

Considering contractors' high satisfaction, it was no surprise that all were enthusiastic about the possibility of a refresher course. All five contractors shared they would gladly attend such a course, though two respondents mentioned factors this would depend upon. One said their attendance would depend on whether the topics

planned for the refresher course were applicable to their needs at that time. The other said their participation would be determined by how busy their schedule is at the time of year the training is held. Contractors desired the refresher course to be every two to six months depending upon the length of the training (e.g., one hour, three hours, full day).

All contractors we spoke with said they are likely to recommend the cohort training to others in the industry. One respondent noted the training is best fit for people who 1) have the availability, and 2) are motivated and willing to actively participate in group discussions.

Another respondent mentioned they would recommend both the three-day introductory electrification course and the cohort training, emphasizing the need to complete the introductory course first to gain foundational knowledge necessary to contribute to discussions in the cohort training. They further noted that a combination of both courses is ideal.

3.6 Suggestions for Improvement

Although all contractors we interviewed expressed satisfaction with the cohort training, the material covered, and the guest speakers, many encountered challenges throughout. Three contractors repeatedly expressed difficulty balancing their participation in the cohort training with their workload, due to it being offered during the peak season for HVAC work. One respondent also found it challenging to focus on group discussions and not be distracted by the upcoming work they need to complete that day since the meetings occurred early on weekday mornings.

Respondents proposed the following changes to improve the cohort training, many of which could be used to help mitigate the challenges mentioned above:

- Offer the cohort training outside of busy season (three respondents)
 - Respondents suggested offering the training between December and April to avoid the peak summer season.
- Provide more hands-on training opportunities (three respondents)
 - One respondent noted that a local training would make hands-on opportunities more accessible.
- Conduct the training in-person rather than online (one respondent)
- Inform participants beforehand about specific meeting software needed to join the meetings and include a short buffer time (e.g., 10 minutes) at the beginning to troubleshoot any connection issues (one respondent)

In addition to suggestions for improving training design, three respondents highlighted specific topics they would have liked to have covered more extensively.

- Load calculations including in-depth demonstrations of the software for completing the calculations. This contractor said the software was only briefly introduced.
- Points of view about selling less expensive, lower-end models of heat pumps. This contractor said the EMH instructors focused on selling a higher-end brand of heat pumps.
- TECH's incentive application process and the possibility of renewed incentives.

4. Conclusions and Recommendations

We offer the following conclusions and recommendations.

Conclusion: The training format with instructors, roundtable discussions, and guest speakers was valuable. The cohort training elements allowed the contractors to learn from experts and from one another. The insight gained from how others approach project challenges was particularly helpful, and the format led to relationships that endured beyond the training.

Conclusion: The sequencing of the three-day introductory electrification prior to the cohort training was an effective training design. The introductory course facilitated conversations in the cohort training by providing a shared vocabulary that led to productive peer discussions. The impact of the round table discussions and guest speaker presentations would have suffered if participants did not have the same foundational knowledge.

Recommendation: We suggest TECH implementers investigate ways to sequence other WE&T courses so that contractors progress through a series of trainings beginning with foundational skills and leading to advanced knowledge.

Conclusion: Holding the training during peak HVAC season in the summer made it difficult for some contractors to attend. With half the contractors attending fewer than half of the trainings, the impact of the cohort training is not as great as it could have been.

Recommendation: Hold future cohort trainings or refresher courses in the shoulder seasons when HVAC companies are less likely to be fully booked. And if possible, consider adding a small incentive for contractors who complete 75% or more of the trainings.

Appendix A. Interview Guide

Please click on the icon to view the interview guide:



TECH Cohort
Program IDI Guide.pdf