

HELLO!

SHAWN BUSSE - KINESIS



440%









ARCO 





ARCO





Real Estate





Real Estate

Motorcycles+Jet Skis





Real Estate

Motorcycles+Jet Skis



Hot Dogs (!)









REALITY











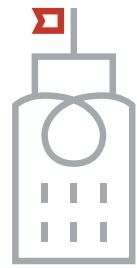


THE BUSINESS OF

# TRANSFORMATION







**REITMEIER**

*Bringing balance to your environment.*



**TRESKE**

PRECISION  
MACHINING



**JOVICK**



robert evans **company**  
DEVELOPMENT | CONSTRUCTION



**CLARUM**  
HOMES

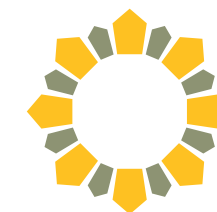
**STREIMER** 



galbraith  
AND ASSOCIATES



**3 Mountains**  
**PLUMBING**



Clarum  
communities



HOW DO WE  
GROW?





WIN  
RIGHT-FIT  
CUSTOMERS





WIN  
RIGHT-FIT  
CUSTOMERS

+





WIN  
RIGHT-FIT  
CUSTOMERS

+



ATTRACT  
ROCK STAR  
EMPLOYEES



40%



# THE CHALLENGE

# 4 OF THE 10 HARDEST JOBS TO FILL:

- \* Skilled Trade Workers [#1]
- \* Drivers [#2]
- \* Engineers [#3]
- \* Technicians [#10]



A man wearing a dark baseball cap and a light-colored short-sleeved button-down shirt is sitting in the driver's seat of a truck. He is smiling and looking towards the camera. His right hand is on the steering wheel. The truck's interior, including the dashboard and steering wheel, is visible. Through the windshield, another truck and some industrial equipment are visible in the background.

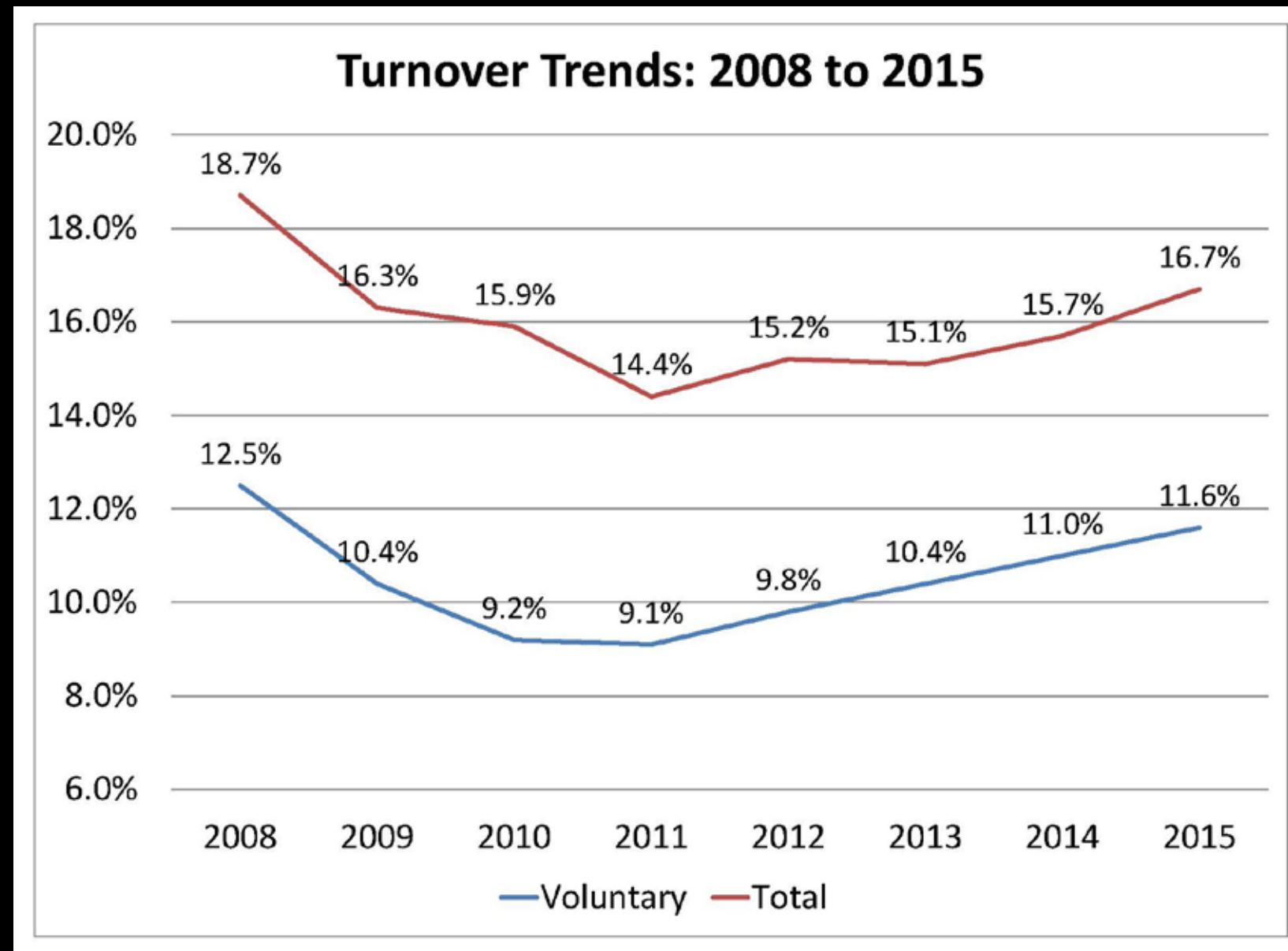
# THE \$80K TRUCKER

BOOMER RETIREMENTS:

**10k / day**



# TURNOVER IS ON THE RISE...



**AND IT COSTS YOU...**



**20%** OF ANNUAL SALARY FOR  
MID-RANGE POSITIONS

[\$40K EMPLOYEE = **\$8,000**]

**6-9** MONTHS' SALARY FOR  
SALARIED EMPLOYEES

[\$50K MANAGER = **\$25-\$38K**]



# WHY?

These costs are hidden:

- \* Interviewing
- \* Screening, training
- \* Lost productivity
- \* Lost engagement (high turnover impacts morale)
- \* Customer errors/service impacts by rookies
- \* Cultural impact



**BAD**  
**APPLES**





**BAD**  
**APPLES**

**COST**  
**30-40%**  
**IN EFFICIENCY**

What if we asked...



What makes  
a winner?



**HERE'S WHAT  
WE FOUND...**



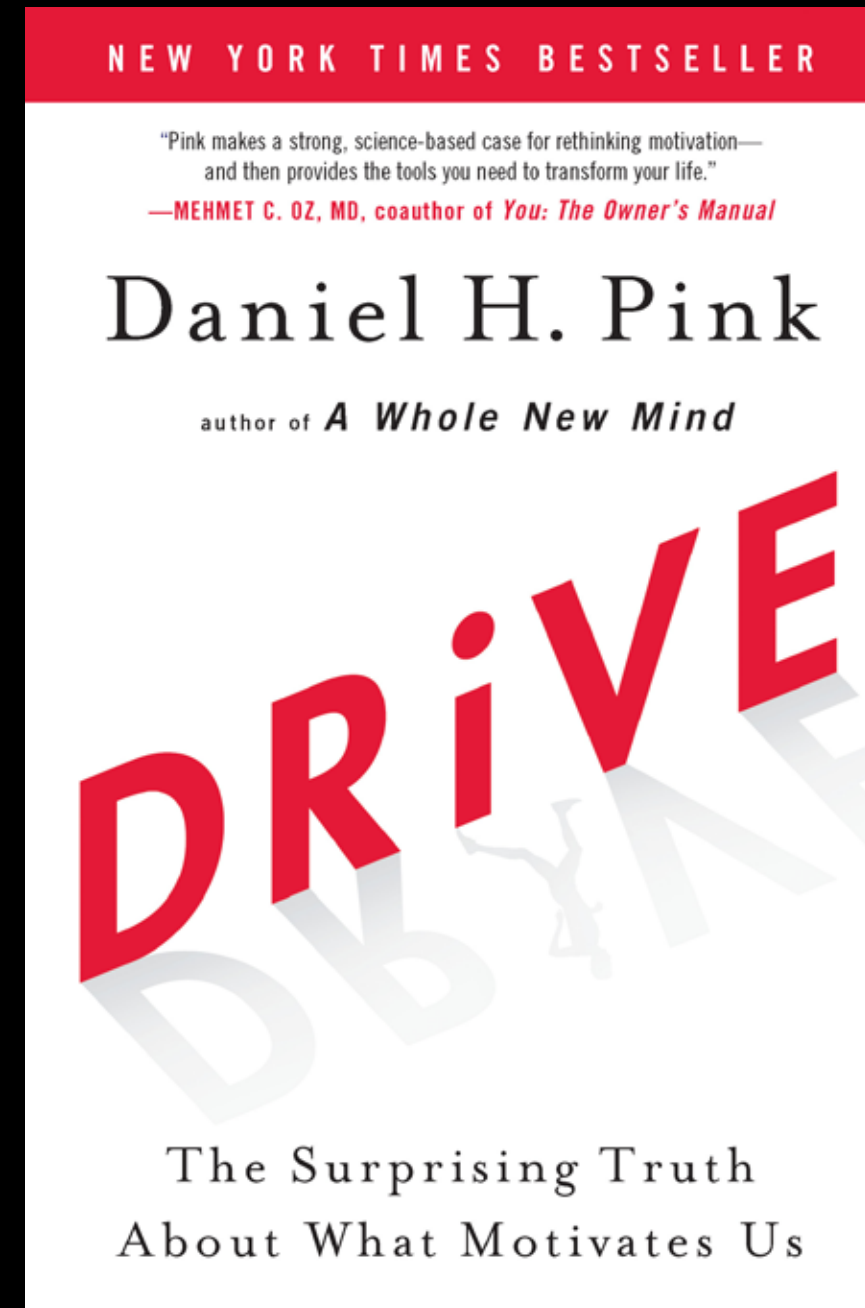
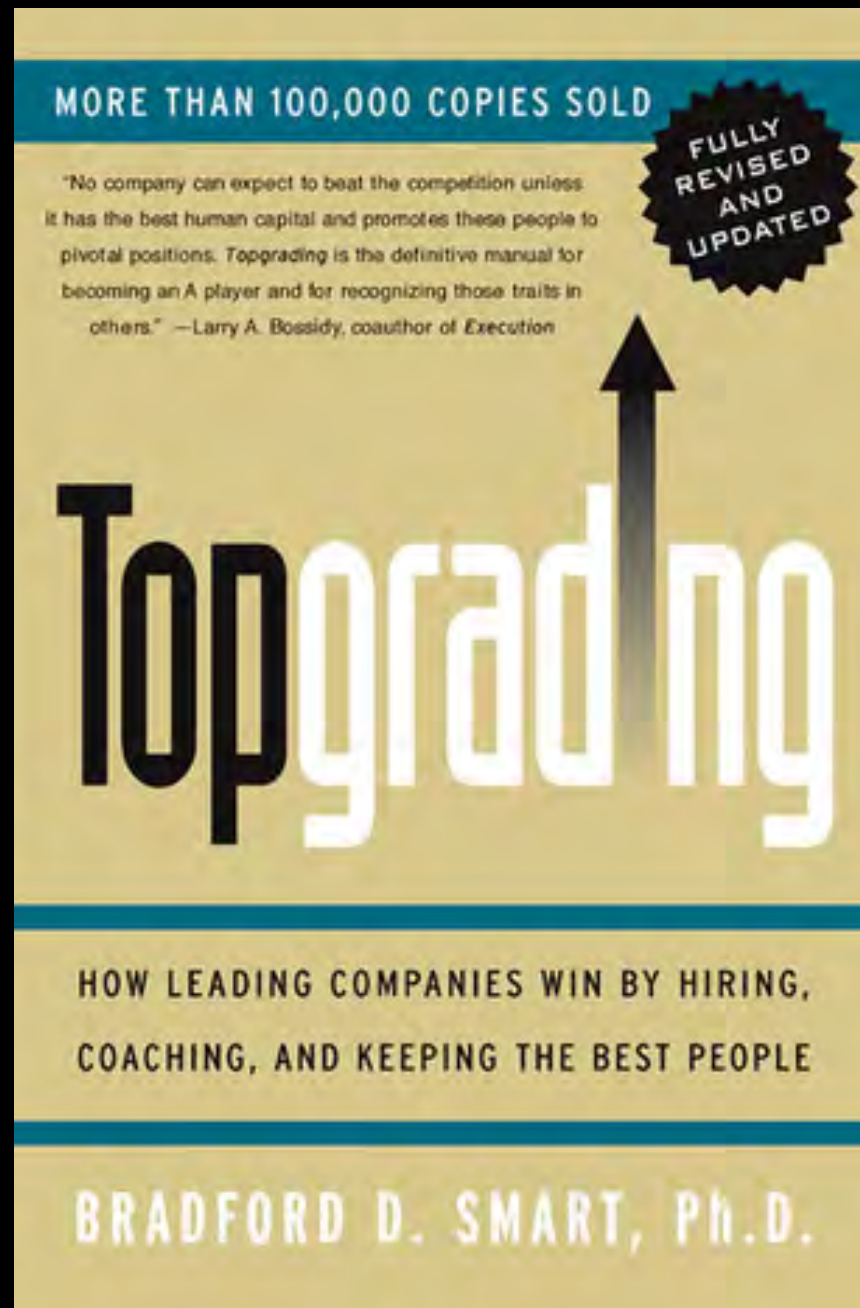
# ENGAGED EMPLOYEES...

- \* 22% higher profitability
- \* 21% higher productivity
- \* 48% fewer safety incidents
- \* 41% fewer quality defects
- \* 37% lower absenteeism



**5% = 25-85%**

Harvard Business Review: Lean Comes to Service



Recruiting + Retention



**THE NEW**

RULES

# RULE #1

**GREAT PEOPLE ARE ALMOST  
ALWAYS ALREADY EMPLOYED**

# RULE #2

**GREAT PEOPLE NEED 3 THINGS:  
AUTONOMY, MASTERY, PURPOSE**



# RULE #3

**GREAT PEOPLE ARE PULLED  
INTO A NEW CAREER**

# RULE #4

**GREAT EMPLOYEES LOOK FOR  
ALIGNMENT ON VALUES**





**MARKETING  
+ HR**



I MIGHT BE A CUSTOMER



**I AM A CUSTOMER**

**START WITH THE CANDIDATE'S**

JOURNEY

# CONVENTIONAL WISDOM



NEED A JOB!



APPLICATION



HIRE!

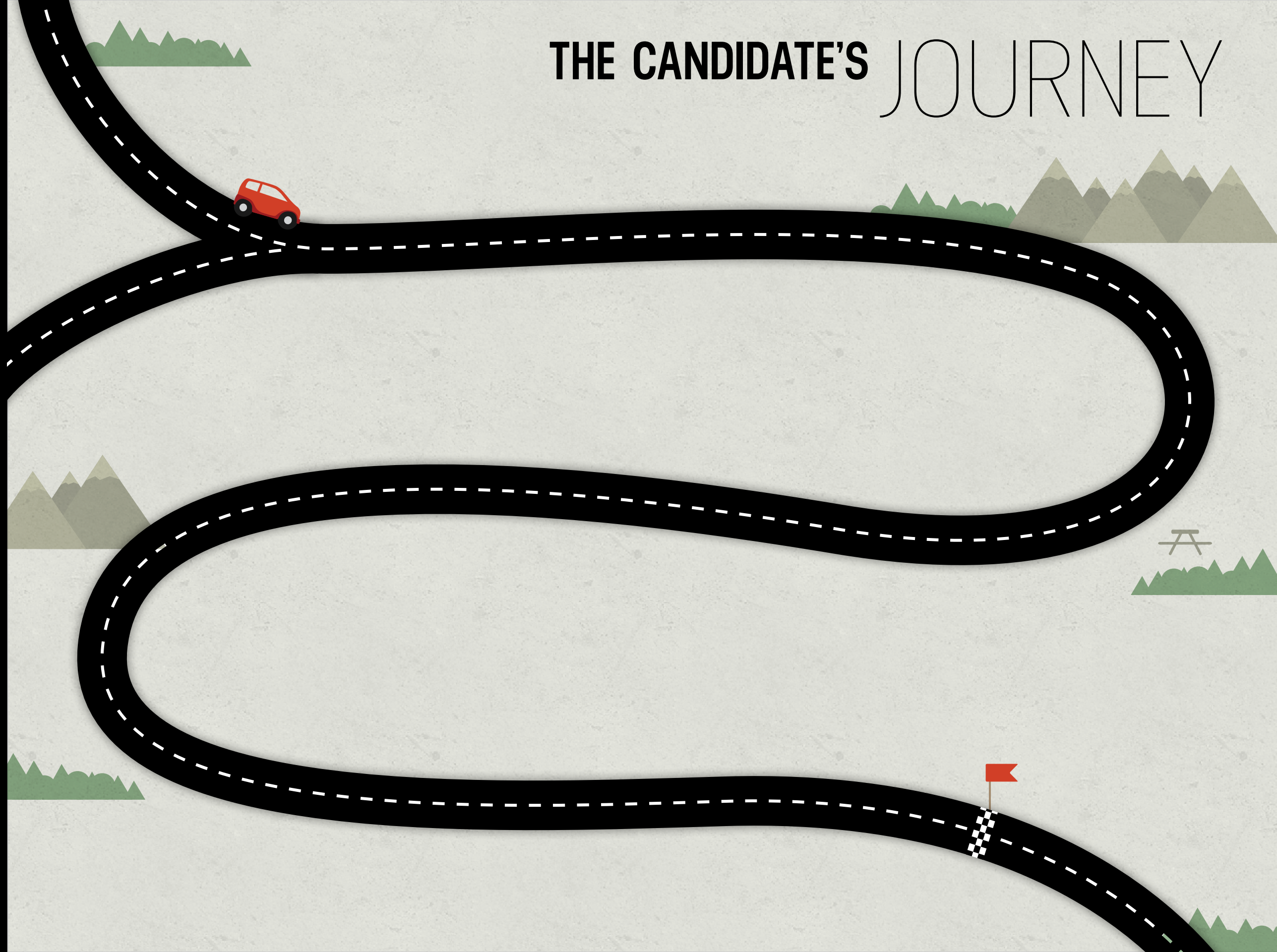




**REALITY**

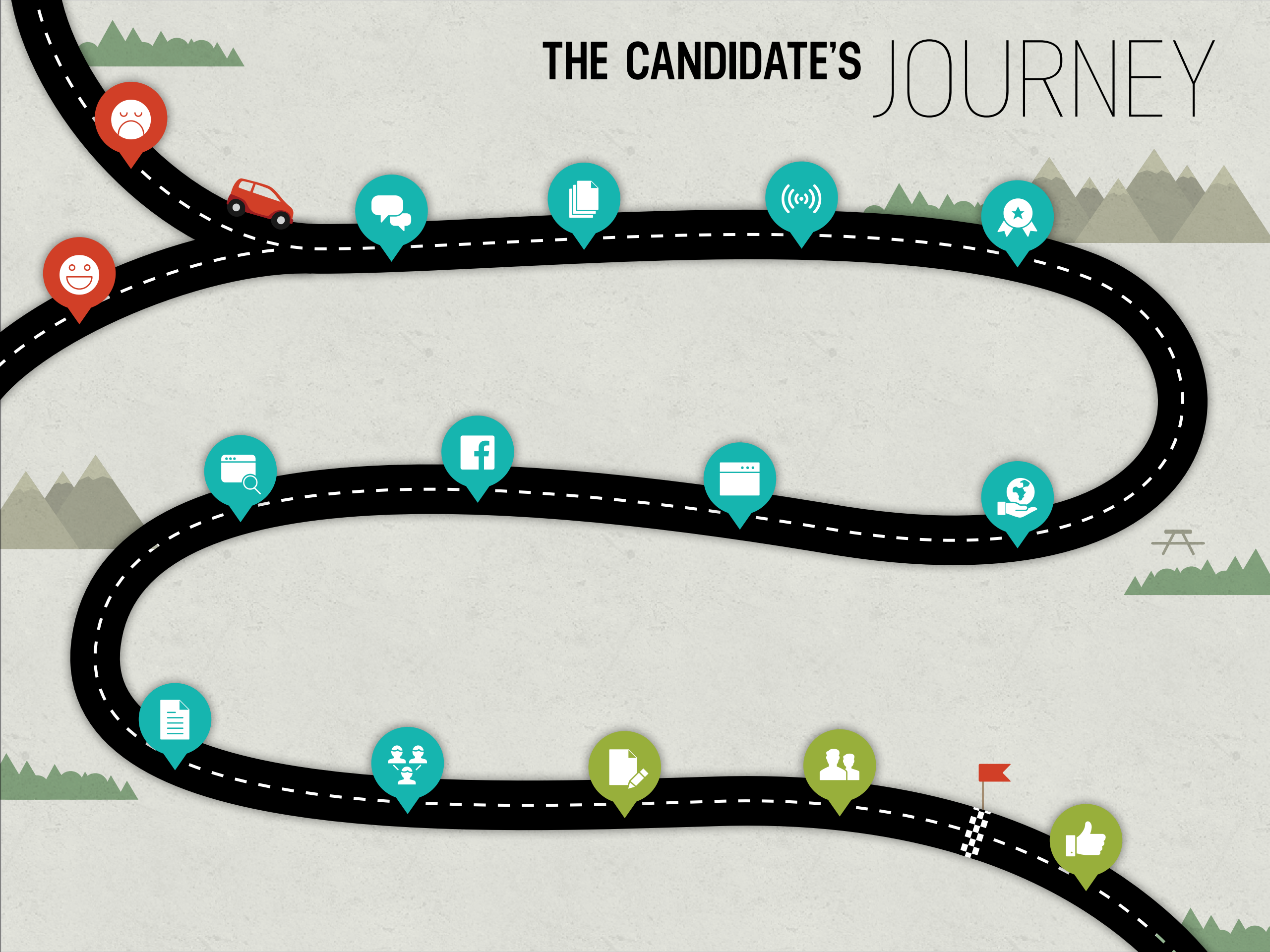


# THE CANDIDATE'S JOURNEY



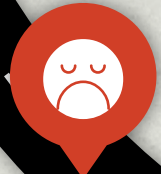


# THE CANDIDATE'S JOURNEY





# THE CANDIDATE'S JOURNEY



DISSATISFIED



PASSIVE CANDIDATE







---

# JOB BOARDS



reply

prohibited [2]

Posted 5 days ago

[print](#)

[◀ prev](#) ▲ [next ▶](#)

## ★ HVAC Lead Installer (Portland Metro)

HVAC Lead Installer

Must have the following Experience

Nate Certified

Gas Furnaces

Heat Pumps

Ductless Heat Pumps

Oil and Propane Service

Commercial Package Units

Metal fab a plus

Multifamily with 90 percent retro fit.

Clean driving record, drug free individuals with good time- management skills

GREAT customer service skills and a strong work-ethic required

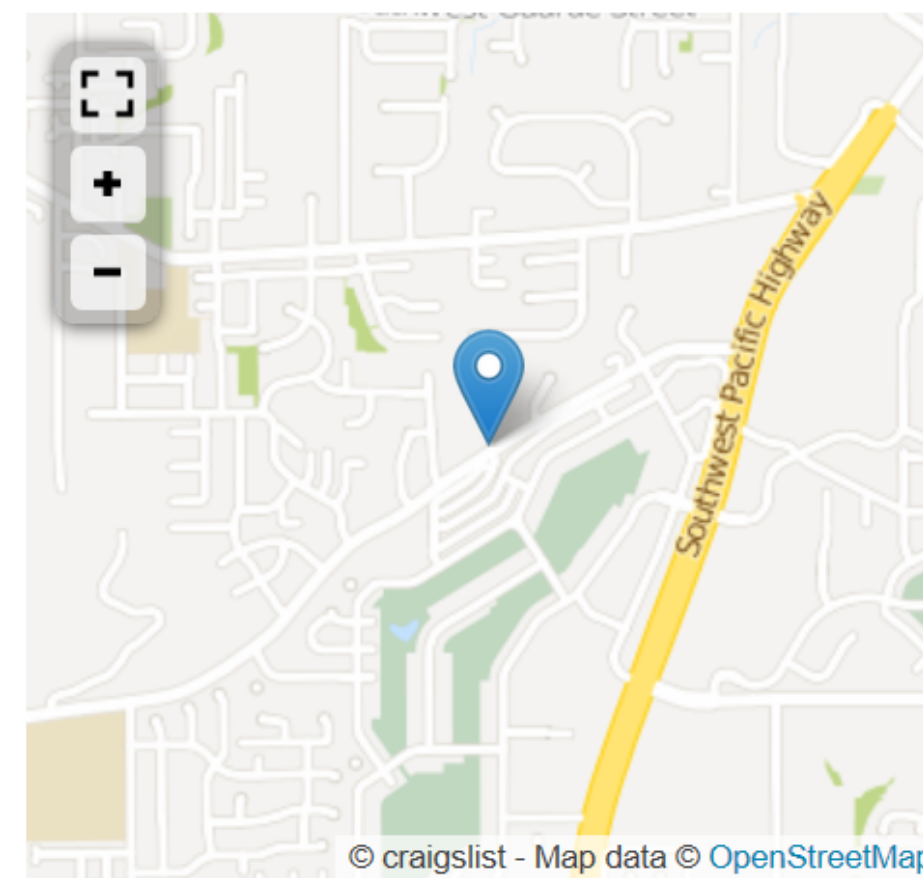
Medical, Dental and Life Benefits at 60 days

Paid Vacation after a year

Minimum of 5 years experience

Please Email Resume - Put Installer in the subject line

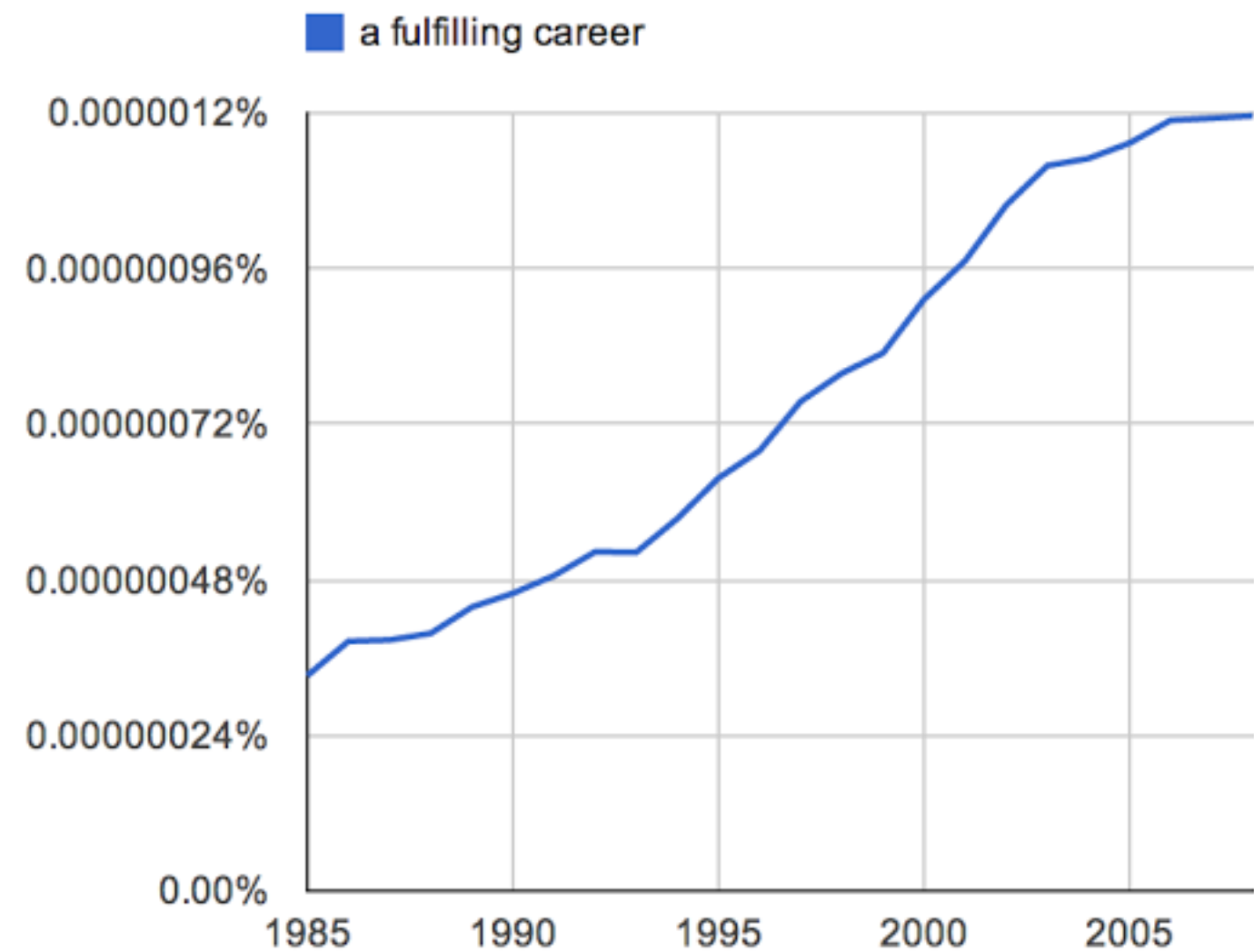
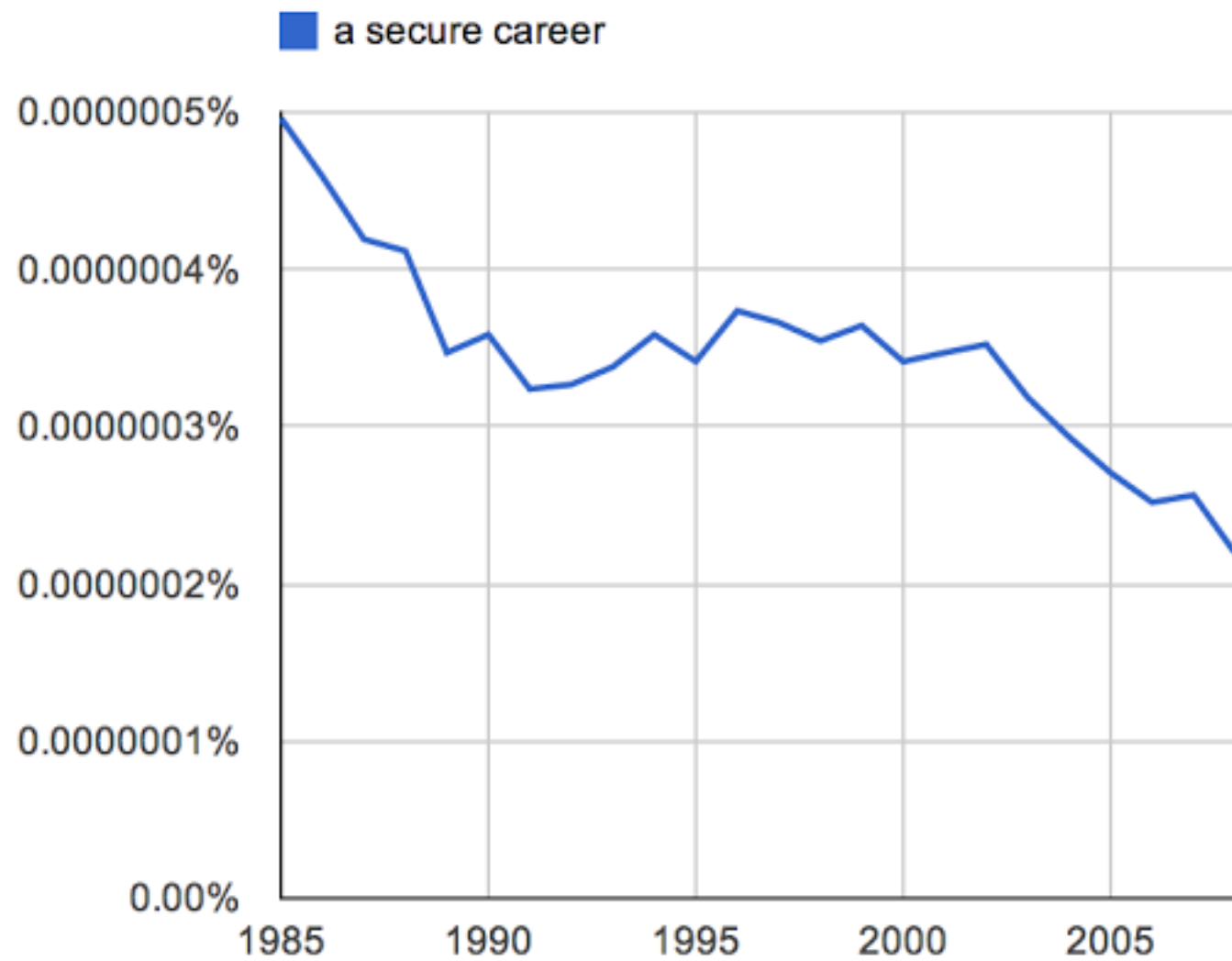
- Principals only. Recruiters, please don't contact this job poster.
- do NOT contact us with unsolicited services or offers



[\(google map\)](#)

compensation: **\$20.00-\$47.00**

employment type: **full-time**



**“A SECURE CAREER” VS “A FULFILLING CAREER”**





[« Back to Career Opportunities](#)

## Commercial HVAC Senior Service Technician

Letter from Reitmeier President, Jeff Nusz:

"We are looking for a Commercial HVAC Senior Service Technician who thrives on challenges and has a passion for customer service. The perfect candidate is excited to jump right in and make a positive influence on our company and our customers from day one. You will thrive in this position if you are someone who can 'bring it' on a daily basis.

Reitmeier is not a large company, but we think BIG and strive to be the absolute best in our class. We are an employee-driven company first and foremost. It is the people at Reitmeier who are the engine that propels us to success.

At Reitmeier, you'll experience an amazing, team-oriented environment that places high value on the person as well as the position. If you are looking for a long term relationship and wish to find balance in your career and in life, then let's talk."

Best Regards,  
Jeff Nusz

### SUBMIT A SERVICE REQUEST

[Click here](#) to submit a service request during business hours.

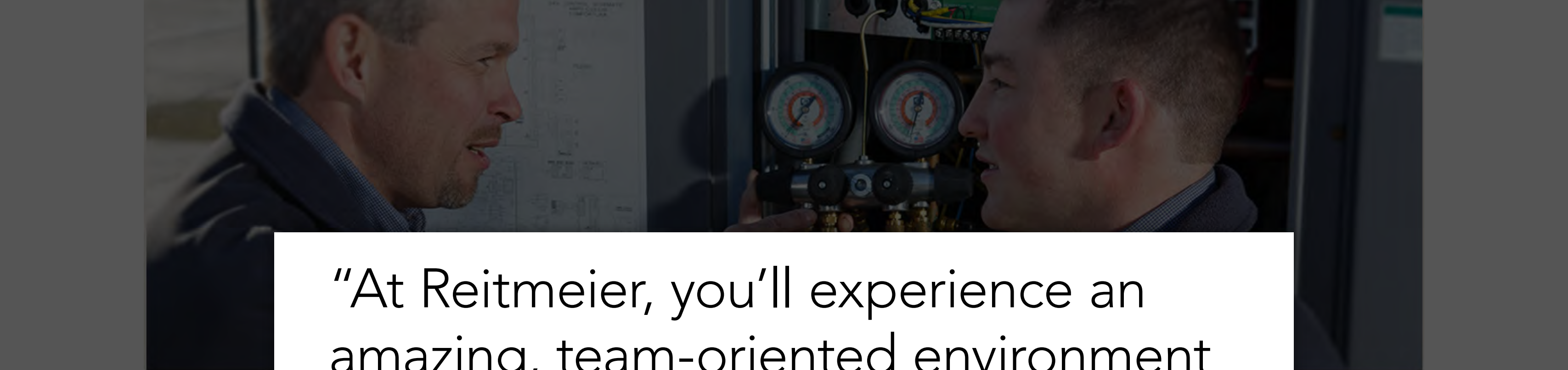
Have a service need that can't wait?  
We're available 24/7 at [\(503\) 603-0205](tel:5036030205).

### READ OUR CASE STUDIES

Want to hear from our happy customers?

[Click here](#) to browse our case studies and see what the Reitmeier Way is all about.



A photograph of two men in a technical or industrial setting. They are looking at a piece of equipment with two circular gauges. The man on the left is wearing a dark jacket over a light-colored shirt. The man on the right is wearing a dark jacket over a light-colored shirt. The background is slightly blurred, showing what appears to be a control panel or machinery.

“At Reitmeier, you’ll experience an amazing, team-oriented environment that places high value on the person as well as the position. If you are looking for a long term relationship and wish to find balance in your career and in life, then let’s talk.”

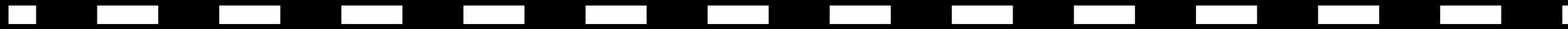
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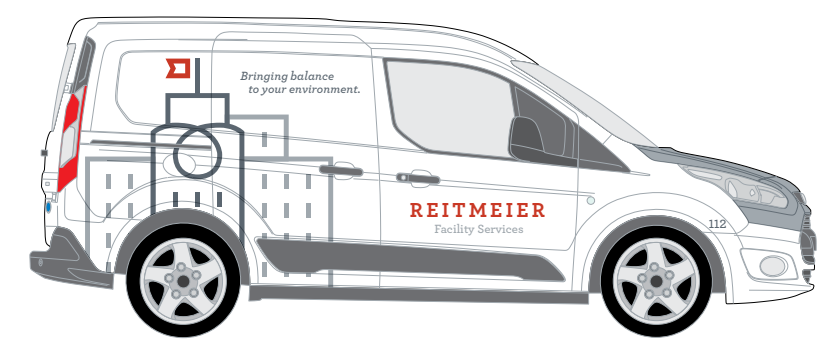


**BRAND PRESENCE**









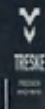


REINVENTING PRECISION MACHINING



TRESKE

PRECISION MACHINING











REITMEIER

*Bringing balance to your environment.*







# **CIVIC ENGAGEMENT & AWARDS**





**Habitat**  
for Humanity®





Home » Oregon Contractor Invests in Employees

HVAC Commercial Market

## Oregon Contractor Invests in Employees

Reitmeier Creates University Program to Train, Certify New Employees in HVAC



Reitmeier employees Devon Brown, service technician, and Michael Taal, senior service technician, work on a rooftop unit.



January 26, 2015

Nicole Krawcke

KEYWORDS [Best Contractor to Work For / HVAC / Reitmeier HVAC Services](#)  
[Reprints](#)

In his years as an HVAC service technician, Jeff Nusz saw several things he didn't like. So, when he purchased [Reitmeier HVAC Services](#) in 2002, just five years after coming to work for the service company, he felt like it was time to make a positive change in the industry.

"I wanted to create a place that reflected my values — one that brought in more than just the model of an HVAC company. My goal was to look at all industries, pick the best attributes, and mold them into our company. Ultimately, I wanted to inspire change within the industry."





Search



### Categories

- Andersen Construction
- Foundation
- Awards
- Continuous Improvement
- Groundbreaking
- Office Culture
- Project Complete
- Recent News
- Topping Out
- Under Construction

### Tag Cloud

yeslerterrace, twin falls, tribe, training, theater, tacoma, seniorliving, seattlehousingauthority, seattle, scheduling, retirement, restaurant, renovation, redevelopment, queenanne

### Region

- Boise ID
- Portland OR
- Eugene OR
- Seattle WA



# 31

MAY  
2018

## Andersen Wins Record Number of Projects at the 2018 DJC Top Projects Ceremony

[in Awards, by Portland OR](#)

6 awards are the most Andersen has earned in one year.... [+ READ MORE](#)



# 09

MAR  
2018

## Leland James Earns Office Development of the Year

[in Awards, by Portland OR](#)

The LEED Gold office renovation took home top honors at the 2018 Commercial Association of Brokers event.... [+ READ](#)

[MORE](#)



# 01

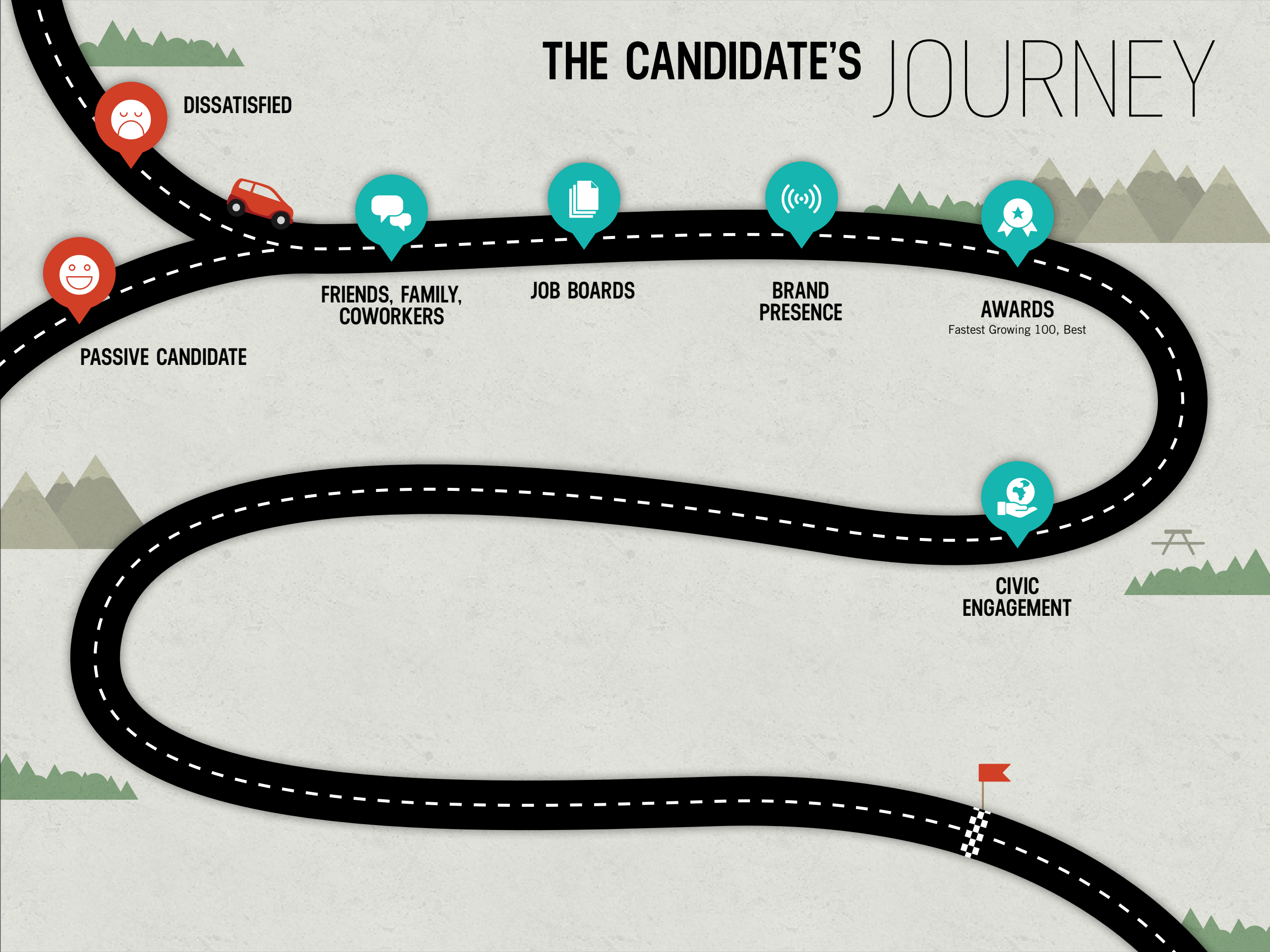
DEC  
2017

## Andersen Wins 3 Transformer Awards

[in Awards, by Portland OR](#)



# THE CANDIDATE'S JOURNEY







---

# WEBSITE REVIEW





ANDERSEN  
CONSTRUCTION  
BUILDER OF CH...





**PEOPLE > BUILDINGS**



# ON A MISSION TO DELIVER **SOLUTIONS**

From projects simple to seemingly impossible, we are your partner from initial design to ongoing service and maintenance.

[DISCOVER MORE](#)





# OUR VALUES

A photograph of three construction workers in hard hats and safety vests standing on a rooftop construction site at sunset. The sun is low on the horizon, casting a warm glow over the scene. In the background, there are concrete structures and construction equipment like a tripod.

## We believe in the power of people.

At Streimer, we live and breathe our core values every day. They inform our approach and drive our success on every project.



# **OUR CREW KEEPS THINGS RUNNING SMOOTHLY.**

Creative. Collaborative. Humble. Dedicated. Tenacious. We're Streimer.



**Bud Affolter**

Safety Director



**Aaron Hayward**

Preconstruction Manager

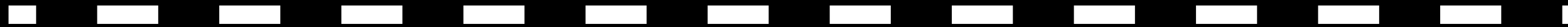


**Jon Hutchins**

Vice President of Finance







# CAREER PORTAL





## CAREERS

Welcome to the Reitmeier Career Center! In this section, you'll find information on our Oregon [HVAC job positions](#) and career opportunities within [our team](#).

We firmly believe that finding the right people is the keystone to building a great business. Because of this, we actively invest time and resources to ensure our employees experience a fulfilling and enjoyable career. Not only does this initiative create win-wins for our employees and for our business, but we also believe it's simply the right thing to do.

### SUBMIT A SERVICE REQUEST

[Click here](#) to submit a service request during business hours.

Have a service need that can't wait?  
We're available 24/7 at [\(503\) 603-0205](tel:503-603-0205).





Reitmeier  
University







**SOCIAL MEDIA PRESENCE**





Streimer Sheet Metal Works, Inc.  
@StreimerSheetMetal

- Home
- About
- Photos
- Reviews
- Videos
- Events
- Posts
- Community
- Info and Ads
- Create a Page

- Like
- Follow
- Recommend
- ...



Streimer Sheet Metal Works, Inc.

June 28 at 1:09 PM · 🌐

The National Association of Women in Construction (NAWIC) promotes women's advancement and growth in the construction industry through education, support, and community involvement. One recent stop on their mission: Streimer's North Portland shop, where they got first-hand insights into sheet metal fabrication! NAWIC Chapter #54 Portland, Oregon #NAWIC



👍 15

- Like
- Comment
- Share
- ...



Write a comment...

- 😊
- 📷
- GIF
- 🗨️

Send Message

Very responsive to messages

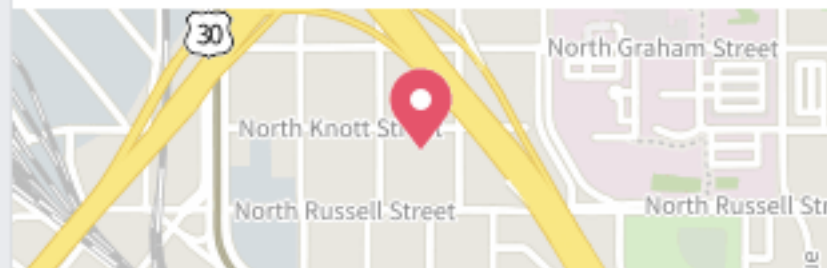
Community

See All

- Invite your friends to like this Page
- 203 people like this
- 208 people follow this
- Sarah Lazzaro and 2 other friends like this or have checked in

About

See All



740 N Knott St (1.63 mi)  
Portland, Oregon 97227

Get Directions

(503) 288-9393

Typically replies within minutes  
Send Message

www.streimer.com

Commercial & Industrial · Contractor · Construction Company

Price Range \$

Hours 7:30 AM - 4:30 PM  
Open Now

Suggest Edits





solidformfabrication

Follow

112 posts

504 followers

472 following

**Solid Form Fabrication**

Located in McMinnville, OR providing custom metal fabrication to the Willamette Valley and greater Portland area. Learn more about what we do!👉

[www.solidformfabrication.com](http://www.solidformfabrication.com)

🗪 POSTS

🏷 TAGGED







# JOB DESCRIPTIONS



# Chief Growth Officer

## (Client Marketing Director)

Position at Kinesis

After reviewing this position, please submit your cover letter and resume to: [kinesisinc.com/contact/careers/](https://kinesisinc.com/contact/careers/) *No phone calls, please.*

kinesis 

### Letter from Kinesis CEO, Shawn Busse:

“ The Chief Growth Officer (CGO) is a marketing generalist – they understand marketing in a holistic way and know how to leverage tools and experts to accomplish strategic goals.

A client-facing role, the CGO helps Kinesis customers realize business growth through strategic planning and marketing execution. We're looking for candidates with experience equivalent to an in-house Senior Marketing Manager (or above), or an agency Account Manager (or Director). The ideal candidate has worked both in-house (managing agency resources) and at an agency.

Right-fit employees for this role will have a deep understanding of marketing and how it fits within a larger business strategy. Your compelling, analytical approach makes it easy for clients to move forward in an informed, inspired direction. Motivating clients and fellow team members comes naturally to you – your leadership excites people to rally around your ideas and deliver great work.

For this position, I'm most interested in a candidate who has a track record of productive team work, starts with “why” rather than “what,” enjoys getting their hands dirty with strategy, and possesses a drive for continuous learning. You know how to ask the right questions, can bring big ideas to the table, and can elevate a brand beyond the everyday.

At Kinesis, you'll experience a once-in-a-lifetime chance to make a real difference in the lives of business owners and the Kinesis team. No bureaucracy, no politics; just great clients with big visions!

Kinesis' core clients have annual gross revenues between \$2MM and \$30MM in revenue. This means businesses with a well-developed product or service offering, but often very little in the way of marketing infrastructure. As a CGO for our clients, you will cultivate ideas and deliver strategic projects to help build a marketing system that promotes healthy, sustainable growth.

For the “A” player looking for something special and who can answer “yes” to the following questions, this is the opportunity for you:

- Do you believe in the power of small businesses?
- Can you effectively build plans and strategies that will thrive within real-world budgets?
- Can you lead efficient and collaborative meetings with clients and internal teams?
- Do you have a strong knowledge and understanding of marketing and sales strategies?
- Are you a high performer who takes ownership of your results with clients, financials, and fellow team members?
- Can you contribute to/operate in an environment oriented to trust, open communication, creative thinking, and cohesive team effort?
- Do you enjoy a collaborative environment where you contribute top-notch ideas?
- Do you have clear, concise, and effective writing skills with a high level of accuracy?
- Are you looking to work at a growing firm that's unlike any other?



Shawn Busse, CEO at Kinesis

# Chief Growth Officer

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## Position at Kinesis

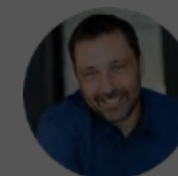
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After reviewing this position, please submit your cover letter and resume to: [kinesisinc.com/contact/careers/](https://kinesisinc.com/contact/careers/) *No phone calls, please.*

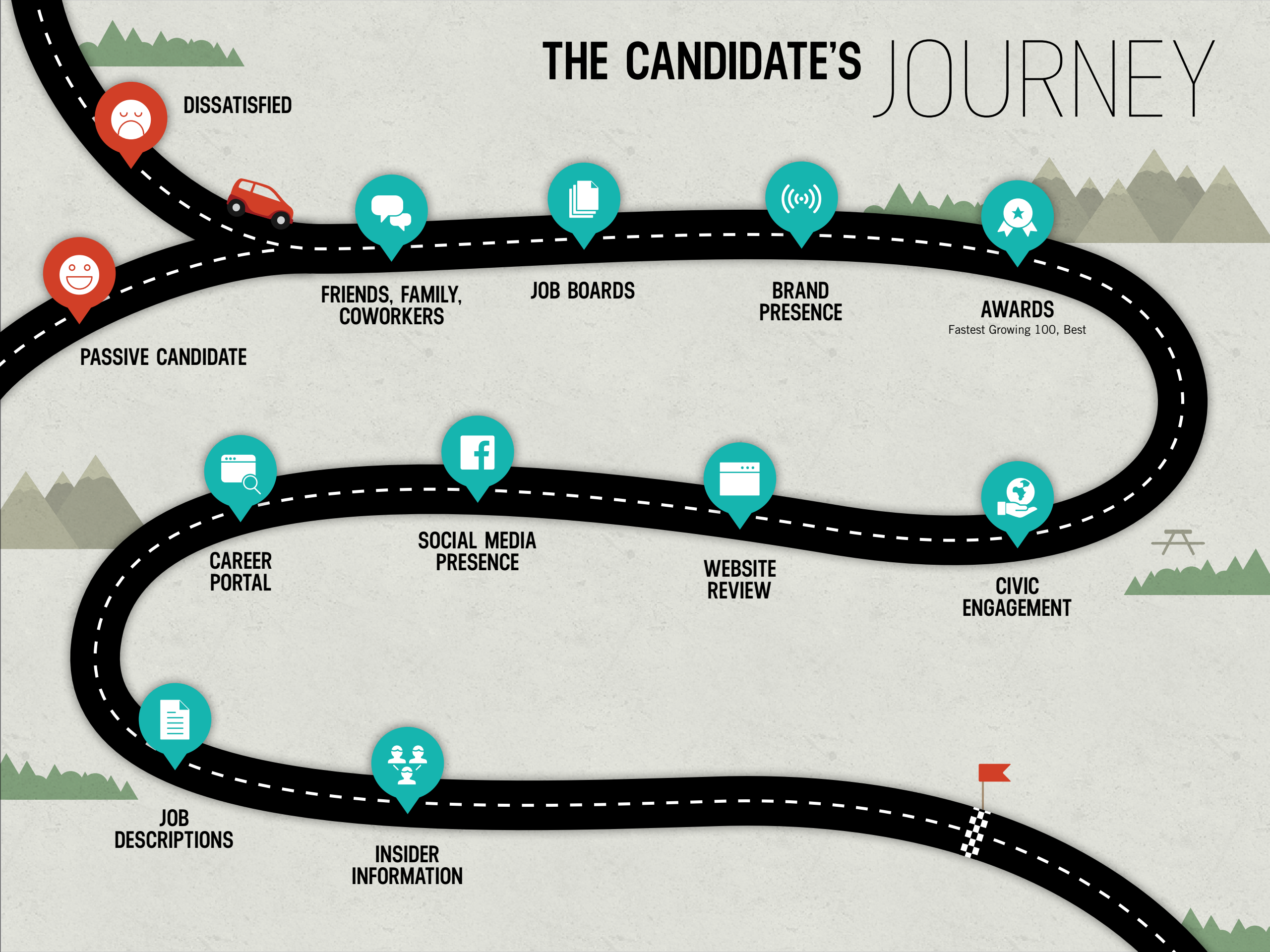
kinesis 



Shawn Busse, CEO at Kinesis



# THE CANDIDATE'S JOURNEY



DISSATISFIED



PASSIVE CANDIDATE

FRIENDS, FAMILY,  
COWORKERS

JOB BOARDS

BRAND  
PRESENCE

AWARDS  
Fastest Growing 100, Best



CAREER  
PORTAL



SOCIAL MEDIA  
PRESENCE



WEBSITE  
REVIEW



CIVIC  
ENGAGEMENT



JOB  
DESCRIPTIONS



INSIDER  
INFORMATION



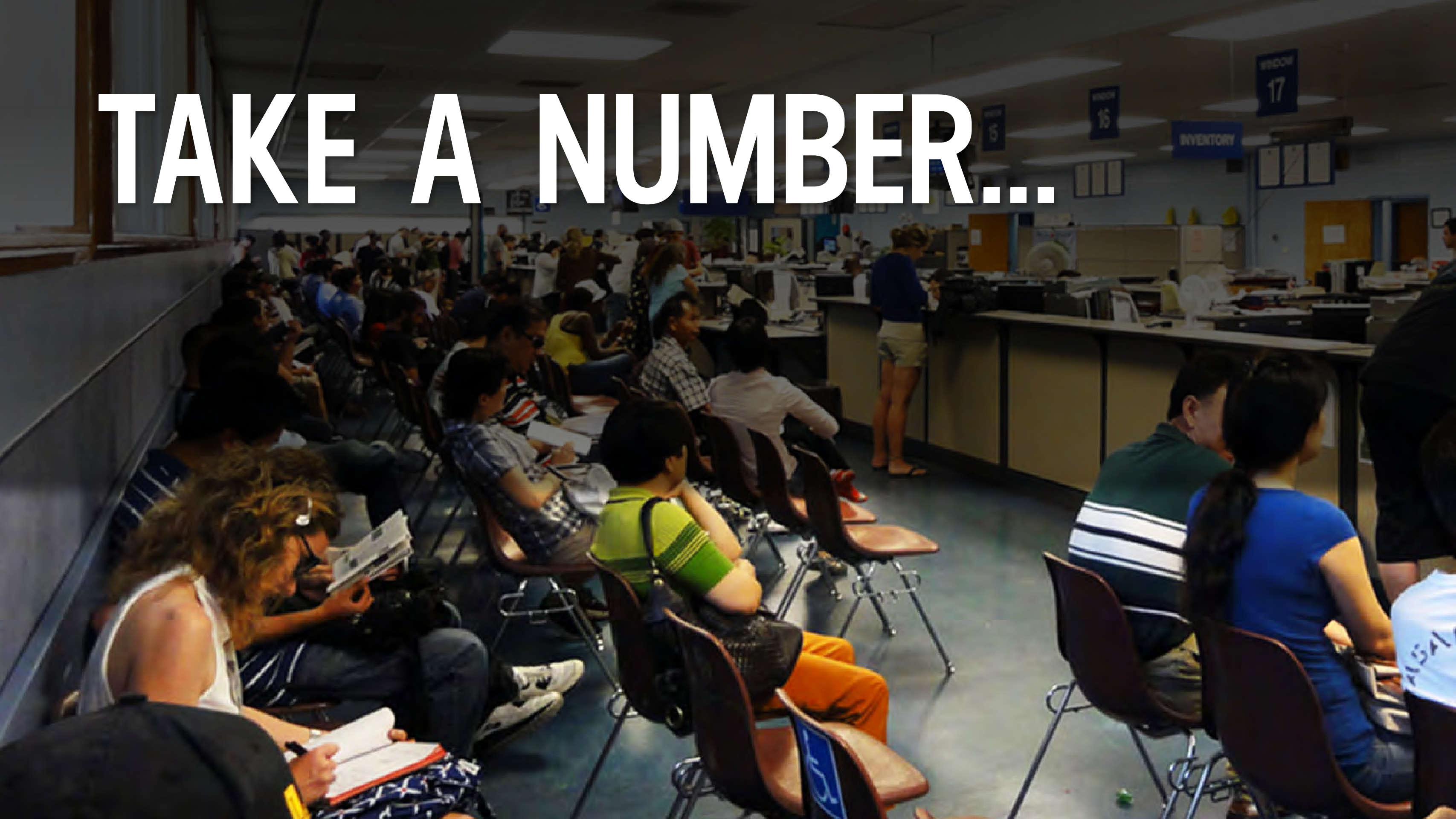




**APPLICATION + INTERVIEW**



# TAKE A NUMBER...



Dear Candidate,

Thank you for applying at  
Nameless and Faceless  
Corporation. We will be in touch  
if your application matches our  
position needs.

Regards,

Soulless HR Department





Dear Candidate,

Thank you for applying at Nameless and Faceless Corporation. We will be in touch if your application matches our position needs.

Regards,

Soulless HR Department

VS

Hi Alanna,

Congratulations! Amongst our influx of applicants for the Marketing Strategist position, your submission stood out from the crowd. We can't wait to tell you more about Kinesis, and we'd love to learn more about you, too.

Ready for the next step?



Treats people like a number

Indifferent tone/voice

No clear expectation setting

Very few insights into how  
the organization works  
(black box)

VS

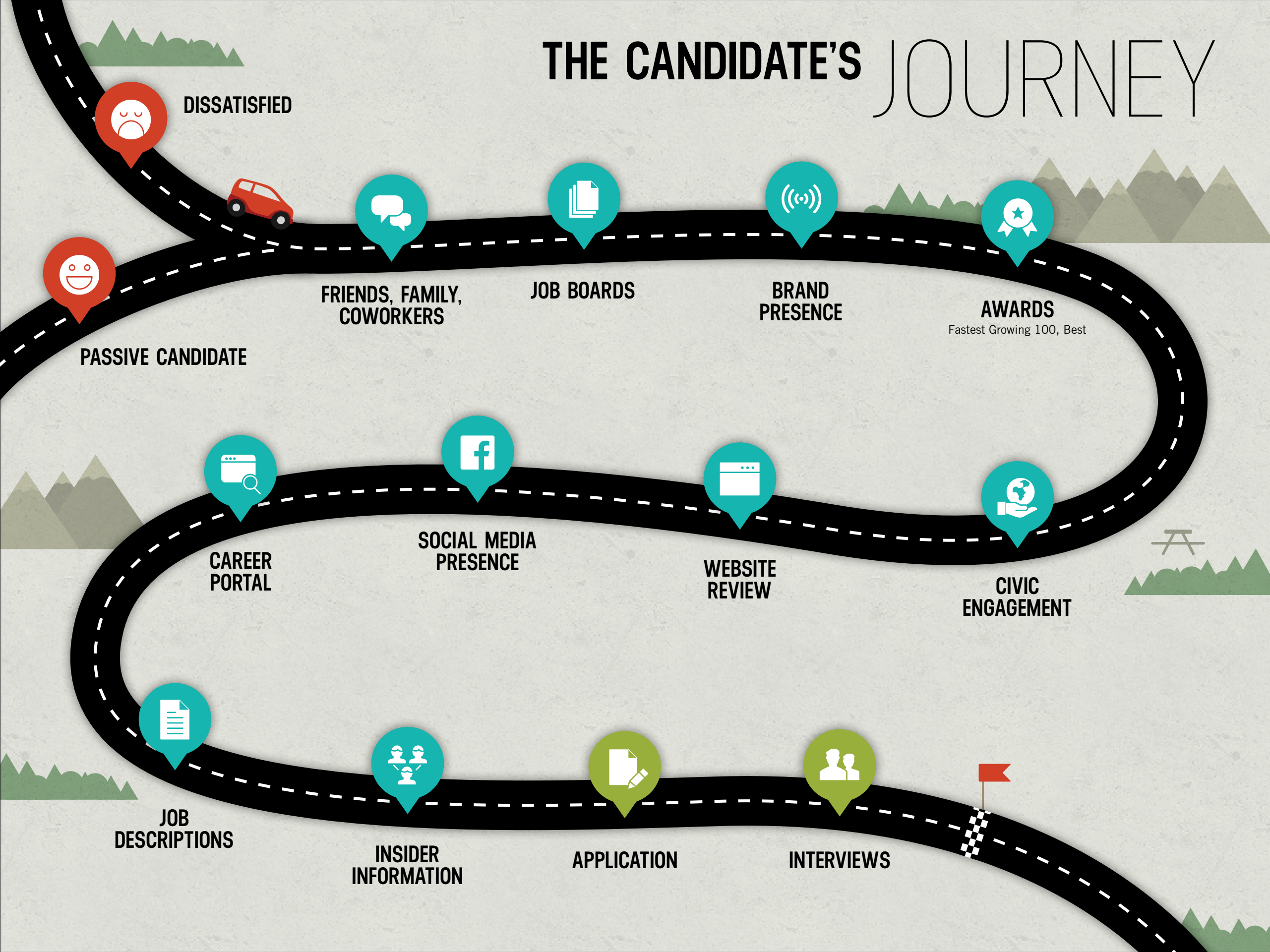
Treat people like...people

Feels personalized

Always a next step

Weaves in higher and higher  
levels of understanding what  
it means to work here

# THE CANDIDATE'S JOURNEY



DISSATISFIED



PASSIVE CANDIDATE

FRIENDS, FAMILY, COWORKERS

JOB BOARDS

BRAND PRESENCE

AWARDS  
Fastest Growing 100, Best

CAREER PORTAL

SOCIAL MEDIA PRESENCE

WEBSITE REVIEW

CIVIC ENGAGEMENT

JOB DESCRIPTIONS

INSIDER INFORMATION

APPLICATION

INTERVIEWS





**HIRE!**

WHAT'S NEXT?



**TAKE ACTION!**

WORKSHOPS +  
AUDITS

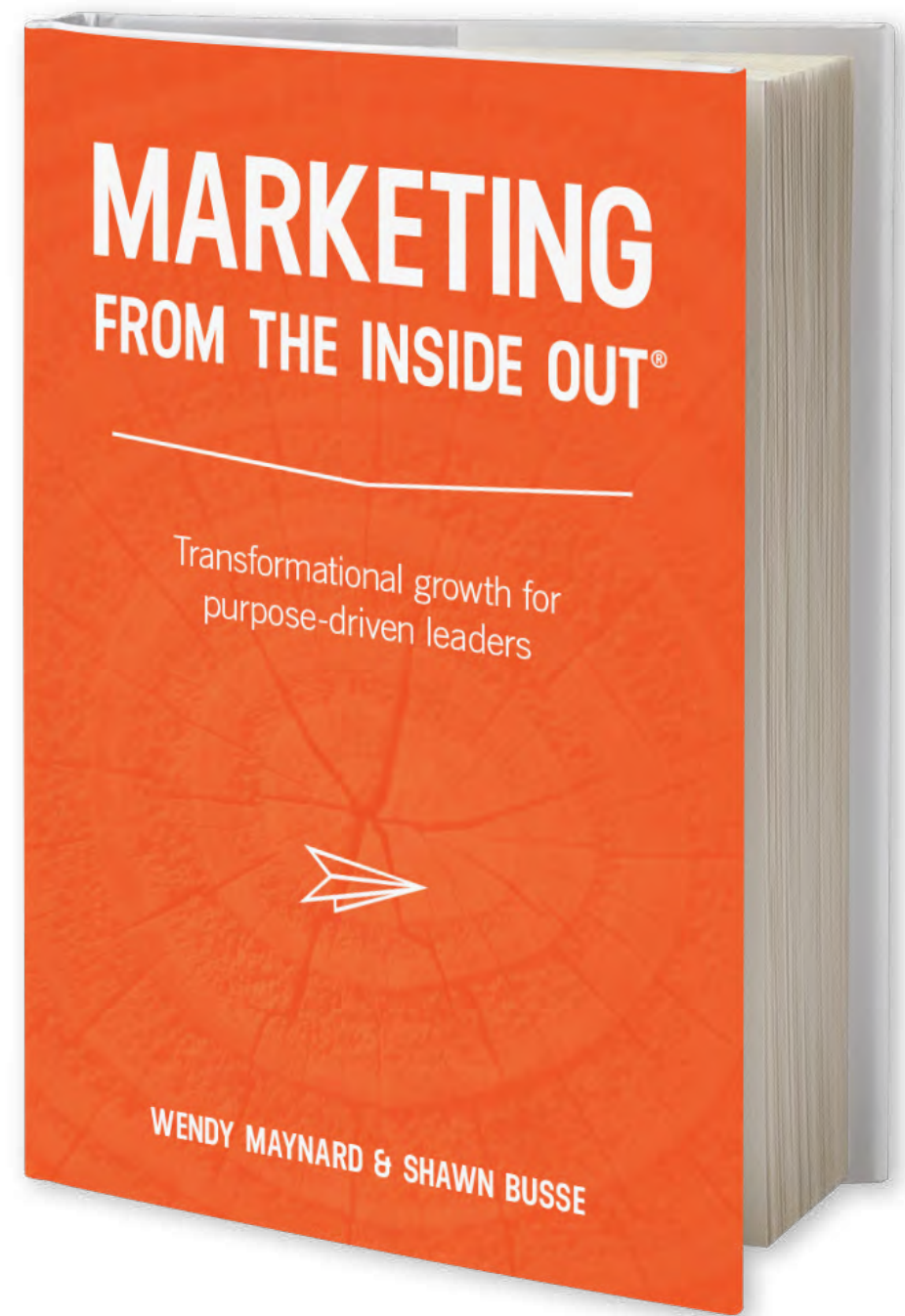
# THE CANDIDATE'S JOURNEY ACTION PLAN

		Self Score (1-10)	Action	Urgency (Low, Med, High)
1	<b>Job Board Postings</b>	LinkedIn, Indeed, Craigslist, etc. Do your postings attract anyone and everyone, or are you laser-focused on right fit applicants? Do your listings speak to career advancement, culture, and purpose?		
2	<b>Brand Presence</b>	How well-known is your company in the marketplace? If you're in a small town, for example, do people know you as a great employer that cares? If you're in a larger community, is your brand talked about at cocktail parties? Do people generally know what you do?		
3	<b>Awards</b>	Fastest Growing 100, Best Places to Work, Manufacturer of the Year, etc. Do you demonstrate excellence and leadership in your industry? Do you win awards that speak to your commitments – people, the environment, etc?		
4	<b>Civic Engagement</b>	Habitat for Humanity, Children's Cancer Association, etc. Do you go above and beyond producing a product and generating paychecks? Do your actions in the community speak to a commitment to others? If you are active in the community, how well do you share this participation? Would an employee who knows nothing about you be able to see your philanthropic contributions?		
5	<b>Website</b>	How well does your website communicate what you do? Does your website speak to a critical customer – the potential employee? Does the website share your mission, vision, and values? Does your website meet the standards of today's candidate?		
6	<b>Social Media</b>	Are you monitoring and managing your online reputation? Do you share your culture and commitment to employees on social channels relevant to your potential employees?		
7	<b>Career Portal</b>	Does your company accept applications online? If so, does your career center speak to candidates or just take in résumés?		
8	<b>Job Descriptions</b>	Do your job descriptions clearly articulate what success looks like? Do they speak to purpose, mastery, and autonomy?		
9	<b>Insider Information</b>	Do you know how your employees talk about your business behind closed doors? Is there a mechanism to foster dialogue?		
10	<b>Interviews &amp; Applications</b>	Does your HR team actively manage the candidate experience? Are rejected candidates left with a reasonably positive experience?		

Total: /100



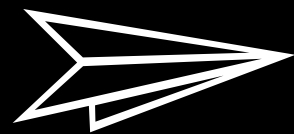
AND FINALLY...





THANK YOU!

SHAWN @ KINESISINC.COM



# ROI CALCULATORS



# TURNOVER COST: HOURLY EMPLOYEE

$$\begin{array}{ccccccccccc} \mathbf{25} & \times & \mathbf{20\%} & = & \mathbf{5} & \times & \mathbf{\$40k} & \times & \mathbf{20\%} & = & \mathbf{[\$40k]} \\ \text{Employees} & & \text{Turnover Rate} & & \text{Transitioned} & & \text{Average Wages} & & \text{Cost} & & \text{Total Cost} \\ \text{@ \$40k} & & & & \text{Employees} & & & & & & \text{of Turnover} \end{array}$$

# TURNOVER COST: THE \$70K SALARIED EMPLOYEE

$$\begin{array}{ccccccc} \mathbf{25} & \times & \mathbf{20\%} & = & \mathbf{5} & \times & \mathbf{\$44k} & = & \mathbf{[\$220k]} \\ \text{Employees} & & \text{Turnover Rate} & & \text{Transitioned} & & \text{7.5 months} & & \text{Total Cost} \\ \text{@ \$70k} & & & & \text{Employees} & & \text{salary} & & \text{of Turnover} \end{array}$$

Estimates on the cost of turnover vary widely – 16%-20% for entry- and mid-level positions and as high as 1-2x the employee salary for key roles in an organization. Unfortunately, the more expensive the employee, the greater the cost of turnover.



# BAD APPLE COST

**3**

x

**\$500k**

=

**\$1.5mm**

x

**35%**

=

**[\$525k]**

Actively Disengaged  
Employees on Teams

Revenue or Product  
Impact per Team

Total Value  
Produced

Team Efficiency  
Impact

Cost of Status Quo

# TAKEAWAYS





**HOW CAN I CONVEY A SENSE OF PURPOSE  
AND PROGRESS TO A CANDIDATE?**



# HOW CAN I CONVEY A SENSE OF PURPOSE AND PROGRESS TO A CANDIDATE?

Better Job Descriptions, Website, Internal Training and Advancement Programs, Social Media, Public Credibility (Best Places to Work, etc.)



#2

**WHAT DOES THE CANDIDATE JOURNEY LOOK  
LIKE IN MY INDUSTRY?**

#2

## WHAT DOES THE CANDIDATE JOURNEY LOOK LIKE IN MY INDUSTRY?

Is it different for high-level employees vs. front line?

Action Item: Map out and audit how your recruiting aligns to the journey.



#3

**WHAT FREE TOOLS ARE AVAILABLE TO HELP?**

# #3

## WHAT FREE TOOLS ARE AVAILABLE TO HELP?

Facebook (free culture presence), Glassdoor (cultivate and manage carefully), LinkedIn. Many competitions and awards are free to enter and take minimal time. Don't underestimate the power of candid photography and an internal culture champion.



#4

**WHAT (PAID) TOOLS CAN HELP MY CAUSE?**

#4

## WHAT (PAID) TOOLS CAN HELP MY CAUSE?

Website designed to attract and intrigue Millennials. Career Center with strong depiction of values and work environment. Professional photography of your people and your space. Recruiting videos interviewing current employees and why they took the leap.