

Today's HR Laundry List includes:

- * **Letter from Our Editor**
- * **Ask Valerie** - a Q&A forum for HR professionals
- * **Upcoming Networking Events**
- * **Current Retained Searches**
- * **Outplacement Candidates**
- * **Shameless Self-Promotion**

Letter from Our Editor...

Dear Friends:

We just committed to two new good HR searches, led by Bryan Power, Manager of Client Services at Valerie Frederickson & Company, and we're seeing more HR folks getting offers that they didn't think existed in this economy. A big reason for their success has been a willingness to stay flexible in reviewing the opportunities that do exist -- particularly things like job titles or staying within the high tech industry. Although most companies are trying to keep the organizations flat, and job titles and pay that are out there are a bit lower, there are companies that are hiring. Many of the companies that thought they would be doing an IPO earlier this year have now hunkered down and realized that it will be business as usual for the next couple of years, with no grand exit plan. Consequently, they're changing around their executives and demanding better skill-sets. I'm also seeing a lot of HR executives retiring. Many of these came out of retirement or had postponed retirement because of the boom, and now they're saying that it's simply not worth it to keep working so hard for so little.

This month I'd like to thank John Zweig, the former Director of Staffing at Inktomi, whom I had the pleasure of placing there a couple of years ago, for referring a VPHR search to us. Thanks, John!

We just finished a CFO search and the VP Sales and Marketing search in Menlo Park. Thanks to everyone for the candidate referrals.

Lastly, we're introducing a new HR term: Silver Bullet Hiring. This is when our clients seek to hire key executives to solve major problems, even though the companies are still officially in hiring freezes. Thoughts or suggestions? Let me know by replying to this email.

Take care, Valerie

Ask Valerie...

Dear Valerie: Every open HR position I'm finding is a director or even manager level position, but I've been a VP for over five years. Should I even bother applying?

Desperate, But Not That Desperate

Dear *Desperate*: You have to decide whether or not you would be happy working at a lower level, and whether or not you can remember how to do your own spreadsheets. Weigh the opportunity from the client's perspective. What value do you have to offer at a manager level if you've been working significantly higher? Can you honestly say you want the job if you can't even accomplish the job tasks, and don't have the energy? If you can, and you'd be happy doing it, go for it. Remember the VPHR in our article Stars Versus Sustainers. He went from VPHR to HR Business Partner and then back to VPHR, and made himself much more hireable in the process because he showed that he can roll up his sleeves, a skill that startups want.

Dear Valerie: This nickel and dimeing is killing me. I'm not even at the offer point, and companies are trying to see how cheap they can get me. I literally can't afford to work for less than my last salary, or I can't pay my bills. What are the strategies to use in this employment market to delay discussing compensation, and then to get as much as possible? ***Impecunious***

Dear *Impecunious*: Salaries are dropping, revenues are dropping, sign-on bonuses are a thing of the past, and companies are seeing how cheap (read smart) they can be about pay. It's important to look at your salary compensation, but remember that it's only one element of the overall opportunity. I recently took a laid off VPHR with a base of \$140,000 from a dot bomb that had less than three weeks to live and placed her as a HR Manager with a base of 90,000. My recruiter and I expected her to be thrilled with the opportunity because the company is stable, has money and a bright future, and the opportunity was much more in line with her experience than the ill advised dotcom that gave her an inflated VP title. Nevertheless, we were shocked to hear that she felt like she was being shortchanged and wanted to hold out for more money (despite have only two or three years of basic, operational HR experience). She felt like she was negotiating down from \$140,000 when really, she was negotiating from zero. This is the market. It's like it was ten years ago. Everyone is reevaluating life here in Silicon Valley.

Dear Valerie: I'm in staffing at a consulting firm, and the General Manager just told me to find a background check company who can do a thorough check on a Middle Eastern candidate for a director role. How do I find a good firm to do this, and what should they look for? We do special hydro consulting, and want to make sure we're not hiring terrorists. ***Freaked Out in Mountain View***

Dear *Freaked Out*: You can find a really good background check company, and even a good Private Eye, by asking for recommendations from friends who are employment attorneys. But, your company has some soul-searching about why they want to do these checks, and what justification they're using. If they're hiring people they don't feel comfortable with, then they need to slow down the hiring process until they feel confident, and use more referral sources like alumni networks. Or, simply not hire the

person. Background checks should be used only for jobs where safety or honesty is an extreme concern, and then should be used for all candidates before extending offers. Fear after September 11th is not just cause for apparent country-of-origin focus.

Networking Events for HR and Other Folks...

Tuesday November 6th

Panel: Navigating and Steering Through Turbulent Waters
NCHRA Chapter Meeting, San Rafael, Noon

During more difficult times, how can HR both contribute meaningfully to the business side of the equation, and concurrently help themselves and fellow employees stay focused? Come network and hear Valerie lead a panel discussion about change management. Panelists include: Denise Kalos of C-Change and Mark Bernardi of Trinchero Family Estate Wines. <http://www.nchra.org>

Tuesday, November 13th

Panel: Managing the Financial Aspects of HR
NCHRA Chapter Meeting, Santa Clara, 7pm

Develop your strategy to demonstrate your business acumen and ensure a seat at the table with the CEO. Val's' moderating a panel including: Maureen Harrison of Grey, Carey, Weir & Friedenrich and Fred Holland of Philips Emerging Electronics Solutions

Women of Color Action Network (WCAN) Fall Forum 2001

Presents 'Women of Color Accelerating with High Tech'

"How Do you show up in the work environment?"

WCAN's Vision: We are a community of women of color that provides opportunities, inspiration and resources for women to reach their full potential and feel valued for the work they do. We are committed to fostering an environment that includes anyone who supports our purpose. Come and Network with Professional Women of Color.

When: Wednesday, Nov 7th Where: Cisco Systems, Inc

260 E. Tasman Blvd - Bldg 9, San Jose, CA

Cost: FREE Time: 3pm - 8pm

RSVP REQUIRED ~ email

fallforum@wcan.ws.com

Monday through Saturday, November 5-10

China Internet Group, China-US Venture Capital Summit

China continues to show strong signs of economic growth, don't miss out on this opportunity to network with the influential business leaders and top-tier venture capital professionals from China.

Retained Searches...

Search #1002 Chief Financial Officer

Menlo Park, CA

Chief Financial Officer for a software startup serving the legal intellectual property and patent community, selling to both law firms and enterprise customers. This startup

company offers both salable document and project management software for patents, and professional services that augment their innovative online services and software tools. As CFO, lead financial operations, financial strategies, Investor Relations and build the financial infrastructure of the company. The CFO will be counted on to partner with the CEO for fundraising efforts, (currently raising Series B) including interfacing within the investor community, conducting due diligence and valuation analysis, financial projections and value based economic/pricing analysis. The CFO will also run all IT, facilities, and human resources, and serve as a *de facto* COO. Please have Big 5 accounting experience, large company experience, significant startup company experience as a CFO (more than three years with the actual CFO title), local VC contacts, and good operations and management experience. MBA preferred.

Please email your resume as a Word document attachment to Bryan Power, Manager of Client Services at VF&Co at bryan@vfindco.com and reference search #1002

**Search #1004 Board Members
Silicon Valley and Nationwide**

Experienced senior executives with significant P&L experience at the C-level and above are sought for Board of Directors positions with both well-funded startups and larger corporations. With the startups, act on behalf of the VC firm to represent the investors, and help direct the company's plans and growth. We are doing searches in both bio-med and general high tech/software.

Please email your resume as a Word document attachment to Valerie Frederickson, at VF&Co at valerie@vfindco.com and reference search #1004

**Search #1005 Vice President of Human Resources
Mountain View, CA**

Reporting directly to the CEO, this position supervises a staff of five: Dir of Staffing, Senior HR Manager, HR Manager and two HR administrative assistants in a 290 employee pre-IPO company that is doing extremely well in this economy. This Member of the Executive Staff will plan, develop, implement, manage, and direct the activities of all HR Functions The ideal candidate should possess a proven track record of building, mentoring and motivating HR departments within high tech organizations, and a minimum of 15 years of executive-level Human Resource management experience. A high level of commitment and ability to provide high-value strategic approaches and alternatives that address the structure/alignment of work processes and groups in the business unit perspective to the executive team is vital. Large company experience is preferred, and software experience.

Please email your resume as a Word document attachment to Bryan Power, Manager of Client Services at VF&Co at bryan@vfindco.com and reference search #1005. Please note that Valerie is not doing this search, so contact Bryan for faster results!

**Search #1006 Director of Human Resources
San Francisco, CA**

Reporting to the CFO, this director level position provides leadership and expertise on organizational and human resource issues including employment and recruiting, organizational design and development, compensation, benefits (global benefits and 401K), employee relations and legal compliance. Manage the HRIS in order for Human Resources to track and respond to employee and company needs quickly and efficiently and assessing organizational training needs and maintain a calendar of training and educational programs are also responsibilities. Source or develop and deliver training as required. Design and oversee relocation process for both foreign nationals and domestic new hires. Oversee the visa and green card processes. Requirements: Bachelor's degree in related field required, advanced degree preferred; minimum six years experience in management as a generalist in the HR field, preferably in the software, high-tech industry. Advanced understanding of California Labor law necessary. Excellent communication skills, both written and verbal as well as follow-through on multiple-projects. This is a startup environment located in downtown San Francisco with employees in 12 countries and a total of 250+ employees. The company is profitable and is not looking for additional funding.

Please email your resume as a Word document attachment to Bryan Power, Manager of Client Services at VF&Co at bryan@vfandco.com and reference search #1006. Please note that Bryan is doing this search, not Valerie, so contact Bryan for faster results!

Outplacement Candidates (no fees)...

Contact Paul Strickberger, MS, who is a manager of our Outplacement Practice, at Paul@vfandco.com or at (650) 614-0220 for resumes of available candidates. We currently have a lot from the following industries: semiconductor, online media, insurance, aviation, Internet, and biomed.

Shameless Self-Promotion...

We are truly blessed that a very large VC firm has taken the time to get to know us personally over a quarter, and then has started referring us searches. Even after competing against three other competitors for one specific search, we have won their referral business. We think this is because we only accept searches we know we can finish, work flexibly, and have always maintained intimacy and trust with our clients. We recently completed a major international CFO search in less than three weeks, and did it on an hourly basis at the request of the client (with the majority of the fees paid after placement.)

Valerie Frederickson & Company offers a comprehensive suite of HR services including executive search, career management and corporate outplacement (over 450 candidates so far this year) and human resources consulting. In addition, we are proud to announce the development of a new Board of Directors placement practice. For more information, contact us or visit www.vfandco.com or call us at (650) 614-0220.

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