

February 2005

[Letter from the Editor]

Dear Friends:

Did you read the editorial in *Business Week* about the young New York rabbi traveling on horseback through northwestern Mongolia, learning about hospitality, vulnerability, and community? It made me think about how we can link a communitarian sensibility with corporate survival. Specifically, how one can change an executive team rife with excessive individualism into an interdependent, high functioning team. From the employee perspective, the amount of time most of us spend (arguably enjoyably) on the jobs, the questions, according to Dr. Mark Gutterman, are:

- I'm working 50+ hours a week, where is it all leading?
- I work so hard, but have so little enjoyment of the fruits of my labor. Why?
- If I change jobs or companies, will anything change?
- How should I plan for my career?

Let's go back to the young rabbi and what he learned from the nomads with their Open Tent policies. "It is only through vulnerability that genuine community can emerge, that commitment and compassion become intertwined and inseparable. Both require a risk on our part, and both necessitate that we make a leap of faith. Yet that leap focuses only on the self...take the next step, to make a leap for humanity."

So I say, wash away the illusion of executive self-reliance, and ask how you can make you and your team more vulnerable and more motivated, not only in what you want to do, but in what you ought to do.

Please help welcome some new and newly promoted members of our own tribe, who are showing us on a daily basis what they can do with commitment and community on the job. These include James Fred Holland as Principal Consultant, Mickey Bock as Director of Operations, and Josh Jackson in Client Services. Look for a press release on them in the upcoming days.

This month we would like to thank Paul Bianchi, of mforma and formerly of PeopleSoft for his friendship and trust over the years. Way to build a community, Paul!

Take care,
Valerie

ASK VALERIE:

No, I don't make these up!

Dear Valerie:

How does one compensate hourly employees for overseas travel time? Paying them for 20 hours or so to fly to India seems costly.

-In Charge

Dear In Charge:

Under the Fair Labor Standards Act, when employees are required to take a trip that takes them away from home overnight, all time spent traveling during hours corresponding to the employee's normal working hours must be counted as time worked and the employee must be compensated for those hours. Travel hours on Saturdays, Sundays, and holidays that correspond to the employee's normal working hours on the other days of the week must also be counted as time worked. All time spent traveling "away from home outside of regular working hours as a passenger on an airplane, train, boat, bus or automobile" is not compensable. So, we need to protect the base pay. Anything above this for the hardship is up to the company, i.e., good per diem, 10% premium, etc. Most importantly, be consistent.

Dear Valerie:

Is it ethical for a search firm to pull out an employee of the same department of a company for whom they are doing a search? I hate my job, and you seem to be the only headhunter with a specialty in HR.
-Holding My Breath

Dear Holding My Breath:

It's not just ethics, but an issue of wanting to continue to have clients. Why don't you let your boss know that you're miserable, tell her some of the reasons, and ask her to help you change them? In this booming economy, the worst that could happen is that she gets mad at you and you speed up your job search. If you're good, you won't need a recruiter to find a job. And, we are not by far the only game in town.

Dear Valerie:

I'm looking for a measurable way to share profits with my staff. Any ideas?
-The Boss

Dear Boss:

Yeah, about 75,000 of them, if you have that much profit to share with the staff. Seriously, whatever you design, make sure you give yourself an out after a year in case you don't like the results.

SPECIAL EVENTS:

R&D and High-Tech Production in China

February 10, 2005, Seattle, WA

Baker & McKenzie's International/Commercial and China Practice Group will discuss new trends that U.S. companies face when they move R&D functions or high-tech production to China, and increasingly common business proposition.

Executive Coaching: Diverse Perspectives – Current Realities and New Frontiers

February 8-10, 2005, New York, NY

This weekend conference will cover everything you'll need to know about the wild frontier of executive coaching.

Fifth European Human Capital Exchange

February 15-16, 2005, London, UK

Sponsored by the Conference Board, this weekend event offers the opportunity to network and discuss the exciting new developments within the European HR environment.

CURRENT CONSULTING PROJECTS:

Human capital is the most critical and time sensitive factor for any organization. This section gives you a feel for current critical HR and management issues our clients face.

- Organizational assessment of exec team
- Interim VPHR
- Executive and board compensation
- Targeted compensation surveys
- Sales compensation
- Global Outsourcing
- Strategic planning
- Asia expansion
- HR Process audit
- Executive coaching for teams
- Strategic planning for HR department
- Layoffs following acquisition

SEARCH PRACTICE:

We accept resumes from all C-level executives, Board members, and all HR professionals. Email your resume in MS Word format to recruiting@vfandco.com.

CURRENT SEARCHES:

President/COO, Clinical Lab Services (Peninsula or US)

Venture-funded, high growth startup focusing on life sciences/biotech clinical lab services. CEO is a leading visionary in the field. Assist with strategy, operations, fund raising, deal making, acquisitions, contract negotiations. Prefer MBA and 20+ years of experience in health sciences/health services including with Fortune 100 organizations and startups. Email your resume in MS Word format to recruiting@vfandco.com.

VP National Sales, Clinical Lab Services (Peninsula or US)

Venture-funded, rapidly growing startup focusing on life sciences/biotech clinical lab services. CEO is a leading visionary in the field. Assist with strategy, operations, fund raising, deal making, acquisitions, contract negotiations. Direct experience working with clinical labs, health services billing, in hospitals, or with doctors; managing a sales force; and expertise in business development, alliances, and channel management. Prefer MBA 15+ years of experience in health sciences/health services including with Fortune 100 organizations and startups. Email your resume in MS Word format to recruiting@vfandco.com.

CFO, Clinical Lab Services (Peninsula or US)

Venture-funded, rapidly growing startup focusing on life sciences/biotech clinical lab services. CEO is a leading visionary in the field. Assist with strategy, operations, fund raising, deal making, acquisitions, contract negotiations. MBA/MS Finance; CPA; six + years with a Final Four; 10+ years operational experience including multiple acquisitions. 20+ years of experience in health sciences/health services including with Fortune 100 organizations and startups. Must have served in CFO roles in public and

startup companies; have SOX expertise and is excellent at the details of a deal. Email your resume in MS Word format to recruiting@vfandco.com.

CFO, Financial Services (Foster City)

Fast-growing, four-year old company on track for IPO next year. 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, including interfacing within the investor community, conducting due diligence and valuation analysis, financial projections and value based economic/pricing analysis. Operations and management experience required. MBA preferred. Email your resume in MS Word format to recruiting@vfandco.com.

Product Marketing Director (upper Peninsula)

For a retail products company with global distribution, collaborate with sales, marketing and operations teams to focus and refine company's internationally recognized product offering. Manage full scale of product development, new products and further development of existing customer relationships. 10+ years experience in marketing and product marketing, 5+ years in food and beverage industry. BS/MBA. Email your resume in MS Word format to recruiting@vfandco.com.

Customer Service Manager (mid Peninsula)

Manage a call-center customer service group supporting North American and Asian customers for a global technology electronics organization. Requires 25% travel; can be based in Redwood City, CA or Toronto/Trenton, Canada with travel back and forth. Manage all operating procedures and performance metrics to achieve company goals. 10 years management experience with a focus in Operations and Customer Service. Experience with export orders and shipments required. Experience with EDI or web ordering is required, automatic call distribution and SAP preferred. BS. Email your resume in MS Word format to recruiting@vfandco.com.

HUMAN RESOURCES SEARCH PRACTICE

Vice President, Human Resources (Redwood City)

300-employee, publicly-held enterprise software company with an excellent track record of profitability and two nice ways of making money. Recent software company VPHR (or director if a much larger organization) experience with Sarbanes-Oxley expertise, compensation, talent acquisition, management development, and change management. A straight talking, kind, highly professional, good manager and leader who is very stable yet makes fast, good decisions and can multi-task while being strategic. Prefer MBA/MSOD plus SPHR. Cash comp around \$200,000, plus options. Email your resume in MS Word format to recruiting@vfandco.com.

Vice President, Human Resources (Foster City)

Hot, profitable company targeted to do IPO next year seeks VPHR. Must have recent executive-level generalist experience in the software/services industry, plus expertise in compensation/benefits, strategic staffing, strategic employee communications, planning, and performance management. Email your resume in MS Word format to recruiting@vfandco.com.

Sr. Director, Human Resources (San Francisco)

Global mobile entertainment company seeks number two in command for Human Resources team. Creative, self-motivated, strategic individual with exceptional M&A, compensation, benefits, staffing, employee relations and communications, and HRIS experience. Strong and independent thinker

possessing judgment to plan and accomplish goals while leading and directing the work of others. Email your resume in MS Word format to recruiting@vfandco.com.

Human Resources Manager (South San Francisco)

For leading Silicon Valley based biotech company, a Human Resources Manager with full strategic and tactical human resources responsibility. Looking for a sophisticated, self-starting human resources executive with a best practices tool kit from combination of large and small companies, pharma/biotech experience desired. Strong depth in compensation and stock allocation required. Superb generalist skills and high flexibility/client services focus a must. Reports to the Vice President, Human Resources. Competitive salary and benefits package. Based in South San Francisco, CA. Email your resume in MS Word format to recruiting@vfandco.com.

CONTRACT POSITIONS

Email your resume in MS Word format to recruiting@vfandco.com.

HR Generalist/Manager/Director, Software (Peninsula)

HR Director, High Tech (Silicon Valley) focus on comp, recruiting, training

Controller, Biotech (Peninsula)

Compensation Analyst (Peninsula)

INTERNATIONAL SEARCH PRACTICE

Vice President, Sales (Asia-Pacific)

For international electronics and lighting company, manage sales operations in Asia-Pacific region. Determine strategy, approach, systems and performance metrics to drive revenues through customer relationship building. Oversee operations in Hong Kong, Japan and Korea. 10+ years sales experience, 5+ years based in Asia required. BS. Email your resume in MS Word format to recruiting@vfandco.com.

RECENTLY CLOSED SEARCHES

Vice President, Human Resources--Consulting (Santa Clara, CA)

Vice President, Professional Services--Software (Sunnyvale)

GM/Senior Director Enterprise Solutions--Software (upper Peninsula)

Vice President/ Director, Human Resources--Consumer Products (upper Peninsula)

Vice President of Human Resources--Software (mid Peninsula)

Senior Director, Human Resources--Software (Santa Clara)

Director of Strategic Talent Acquisition--Consulting (Santa Clara)

Director, Human Resources--Life Sciences (Mountain View)

Director of Business Development and Channel Sales--Software (EMEA)

Strategic Account Manager--Software (Germany)

Director, Compensation/Benefits/HRIS--Software (Mountain View)

Executive, Human Resources--Life Sciences (Auburn, CA)

Contract Recruiter--Software (mid Peninsula)

Assistant General Counsel--Financial Services (San Diego)