

[Letter from the Editor]

DEAR FRIENDS:

Let's talk about flakes. Candidates can be flakes. Executive candidate flakes are the worst. You know the flakes we are talking about, the candidates who accept job offers and then back out. Or just don't show up for work on Day 1. Or work a week and then quit, as one highly visible biotech CFO did a year ago. As the economy continues to heat up, we're hearing more and more about nightmare situations like this. We were visiting with one of our clients last week, and as we were leaving, they told us about how they just got burned by not one, but two separate flakes (candidates) for two different searches.

These are the real hiring manager nightmares: people who deserve to be expunged from all recruiting databases, if not worse.

But the question remains: how do you deal with these flakes?

Here's how we at VF&Co deal with this in our HR and CFO executive search practices, using a three-tiered approach:

- 1) The Analytic Approach. You evaluate their flake-factor based on how many moves they've already made and how intact or broken down their work relationships appear to be. What do they have to lose or to gain? Why are they really making this move? They may say that they want to leave IBM for a faster moving startup, but maybe they're really waiting to see if they're going to get laid off. If not, they're back in their old cubes.
- 2) The Intuitive Approach. You look them in their eyes for signs of enthusiasm, or at least a sign of lights being on. Does your "gut" or intuition tell you they are excited, sincere and ready to go?
- 3) The Stealth Approach: You do unofficial background or unofficial reference checks. This is also called The Paranoid Approach. You take the extra hours to really, really look into their work history and find out if they've bailed from any or every job they've ever had whenever the going got tough or they didn't like the new management.

This is our approach and it really works. What works for you in weeding out flakes? As always, we look to learn and share our learning with our clients and friends.

This month we'd like to thank Eric Akira Tate, Employment Attorney and Partner at Morrison Forrester for his referral of an exciting new client. Way to go, Eric! We recommend checking out his bio and getting to know this Silicon Valley up-and-comer.

Take care,
Valerie

ASK VALERIE has been replaced this month with VF&Co's Featured Client:

WageWorks is Inc. Magazine's 24th Fastest Growing Company in the US. Check out how you can save money and increase employee attraction and retention through their technically revolutionary smart card for flex spend programs, which will make your employees satisfied consumers.

SPECIAL EVENTS:

November 2, 2005, 3:00 pm to 8:00 pm – UC Berkeley, CA

WECAN (Women of Color Action Network) Annual Conference.

See how powerful women of color are rewriting the rules of success and charting their own paths to fulfillment. Keynote speaker is Jenny Ming, President of Old Navy. <http://www.wcan.ws>

November 7th to 11th, 2005 – Garden Grove, CA

International Career Development Conference

The 2005 theme is, Work, People, and Career. This year's ICDC will explore global career development topics and give participants the opportunity to see first-hand the power of information systems in assisting with career planning.

<http://www.careerccc.com/index.html>

November 7th, 2005 – Redwood City, CA

2005 Human Resources Network Event

<http://www.cooley.com/events/detail.aspx?eventid=000039032320>

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.

- HR Compliance/Performance Audit
- Compensation and Benefits market comparison
- HR Executive Coaching
- OD/Change Management
- Total HR for small US branch of Euro co
- Sales Compensation
- Stock option plan strategy
- Performance management
- HR Policies and Procedures overhaul
- Outsourced coaching/managing of HR senior staff

CURRENT SEARCHES:

Cool Search of the Month!

Spanish-speaking HR Professional (Manager to Director Level) (San Francisco)

R. Torre, makers of Torani syrups, needs a Spanish-speaking Human Resources Manager. This position reports to the VPHR, who is one of the most sophisticated HR executives in the country, possessing extemporary HR Best Practices expertise, direct yet kind communications, and a track record of developing and promoting her staff. We need a high powered, highly promotable, completely self-motivated, creative HR Generalist who has the potential and desire to lead an entire HR function. Business Partner experience in strategic planning and development, and the capacity to handle a diverse, global workforce that includes a significant Spanish-speaking manufacturing population. OD training/career management fine, creativity a necessary, breadth of HR experience a nice to have.

Someone who leads with heart and courage. Responsibilities include partnering with internal client groups to provide strategic planning and other HR services, executive coaching, organizational development, and liaising between upper-level management and the employee base. The HR manager will also participate in an HRIS implementation, and any prior HRIS experience is a plus. A BA/BS in HR or OD is preferred, MS/MBA ideal, along with PHR/SPHR or other HR certifications. Email your resume in MS Word format to recruiting@vfandco.com.

HUMAN RESOURCES SEARCH PRACTICE:

Sr. Director Human Resources (MA)

For a Massachusetts-based biotech company, a Human Resources Director 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 M&A required. Superb generalist skills and high flexibility/client services focus a must. Email your resume in MS Word format to recruiting@vfandco.com.

Director of Human Resources and OD (Auburn, CA)

For a 100-employee US operational facility of a leading European biotech company. Reporting to the General Manager, the HRD will partner with executive and management teams on OD, change management, compensation strategy, communications, and lead development, attraction and retention programs. HR systems and processes compliance with proven success working in complex and globally dispersed organizations. Mature, good communicator with excellent personal presentation, self-confidence, and high flexibility/client services focus who knows how to engage and can translate large company best practices to a more agile start-up environment. BS required, MSOD/HR preferred. Email your resume in MS Word format to recruiting@vfandco.com.

Payroll and Benefits Manager (Mid Peninsula)

Hot, profitable financial services company with good work/life balance seeks highly responsible Payroll and Benefits Manager who is able to contribute and have an impact across the HR function. Excellent generalist skills, internal client skills, domain expertise. Ethical, kind, must have up-to-date generalist experience, plus expertise in some of the following: compensation/benefits, strategic employee communications, planning, and performance management. Reports to a high-energy, extremely nice new VPHR. Email your resume in MS Word format to recruiting@vfandco.com.

Senior Director of International HR (Upper Midwest)

Top HR role for a 1000-person technology organization. Must be willing to relocate to the Midwest. Dramatically upgrade the HR practice and manage a dispersed workforce in Asia and Europe. Email your resume in MS Word format to recruiting@vfandco.com.

VP of Talent Acquisition (Silicon Valley)

Large, global, public software organization with rapid growth seeks VP of Talent Acquisition with big company best practices and high energy. Creative with extensive experience in large software or Internet organizations and positive leadership style that will encourage a motivated and fast-paced team. Expert knowledge of the challenges facing the ever-evolving software industry, and the capacity to adjust staffing strategies to match these industry changes and fluctuations. Email your resume in MS Word format to recruiting@vfandco.com.

GENERAL SEARCH PRACTICE:

Chief Financial Officer (Phoenix, AZ) *Relocation package available

Nationally recognized and well respected not-for-profit with extremely dynamic leadership team seeks CFO to handle growth, government contracts, large retail divisions, and more. Ideal candidate will have had a successful career in finance and accounting with 15-20+ years of progressive financial leadership and a mix of corporate finance and accounting operations. BS with a focus in finance or accounting is required. MBA, or MA in Finance, plus CPA highly preferred. Corporate retail experience desired. Competitive compensation package. Email your resume in MS Word format to recruiting@vfandco.com.

General Manager/VP of Operations (Kansas City, MO)

Fast-growing financial services client has an opening for a VP of Operations – top leadership position for 120-person, autonomous subsidiary for one of the country's fastest-growing financial services organizations. Comfortable in GM role with operations, customer service, call center, technical consulting, employee benefits, change management, P&L management experience. Experience with dispersed workforces and M&A integrations, good employee communicator. MBA/CPA or MBA and insurance certifications desired, but not necessary. Email your resume in MS Word format to recruiting@vfandco.com.

TECH JOBS THROUGH OUR IT CONTINGENCY PLACEMENT PARTNER

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

Senior Developer, Financial Networks (Mid Peninsula)

.NET Architect, Financial Services (Mid Peninsula)

CONTRACT POSITIONS:

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

Marketing Communications Professional, three-month temp with full-time possibility (Mid Peninsula)

Training Consultant (Southern California)

Trainer (Southern California)

HR Consultant (Generalist) Mid Peninsula

Contract Recruiter (Mid Peninsula)

VF&CO INTERNAL POSITIONS:

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

Marketing/Operations Professional (downtown Menlo Park)

Seeking full-time member of the VF&Co Team with perfectionist writing skills. Multi-tasker, hands-on, customer service fanatic, and highly creative contributor who can handle a heavy load. Wants to grow with a 10-year old profitable consulting firm. Ethical, has sense of aesthetics and likes Chinese food. BA and at least three years (20+ is fine, too) of professional experience plus fabulous communications skills required. Located in downtown Menlo Park. Non-smoker.

Communications Coach with Ph.D. in Communications Theory or Persuasion

Career Counselor minimum of MS, CMP preferred

RECENTLY CLOSED SEARCHES:

VPHR--Entertainment (South Bay)
VPHR--Software (Mid Peninsula)
VPHR--Insurance (Peninsula)
VPHR--Healthcare/Financial Services (Mid Peninsula)
DIR, CHANGE MANAGEMENT--Insurance (San Francisco)
HRM--Government (Southern CA)
CONTRACT RECRUITER--Financial Services (Phoenix)
CFO--Healthcare/Financial Services (Mid Peninsula)
EXECUTIVE ASSISTANT TO THE CEO--Life Sciences (Palo Alto)