

Industry Newsletter
February 2006

LETTER FROM THE EDITOR:

They're Back: The Pros and Cons of Rehiring Retired Workers

HELP WANTED: Retired people who have recently found out that they can't really afford to retire or are so bored with retirement that they are once again set to re-enter the workforce. Many positions available at differing skill sets and compensation levels. Apply at <http://www.vfandco.com>.

Ok, this isn't really a job that we have on our books or have seen anywhere else for that matter. However, we have seen a staggering number of scenarios that fit this description recently. In fact, the number of opportunities for the "semi-retired" workforce is more than you can shake a cane at. We believe that with the continued strength in the domestic economy and tightening workforce, the actual number of jobs for senior level workers will continue to accelerate at a rapid pace.

This is great news for hiring managers and recruiters dwelling glumly on the limited talent pool. But with these back-to-work workers, you do need a different management approach. Let's take a look at two real-world examples:

Consider Alexa. She sold her company for a pretty penny and retired at the still-ripe age of 48. She has kept herself active with private investing, philanthropy and golf. But in those honest moments she sometimes has with herself or those close to her, she confides that she misses the thrill of the kill, and wants to run a company again. She has also been actively working her huge network of VCs, investment bankers, attorneys, and CEOs, so she can bring fresh contacts and ideas. All you will need to do is know that, like most Baby Boomers, she's going to insist on flexibility in her work schedule, and will be less patient with nonsense and unproductive people and processes.

The right fit for Alexa is a new CEO who leads well and meshes well with other people. Ideally, one who is driven by success not ego.

Here's another scenario: You need a champagne quality and beer budgeted, mid-level HR contractor for about six months to do a bunch of barely-related activities, like managing recruiting, handling performance reviews, redesigning compensation systems, and serving as a Biz Partner to your disorganized VP of Sales. Add to this is the fact that you can only pay \$50 an hour, and all of the good (and bad) HR people making under \$75 an hour are taken up in contract recruiting positions at the Big Three (think nice cafeterias). What do you do? Bring in Tom, an experienced HR Generalist, who has been 'at home' for the last few years due to family issues, and is ready to give up driving people to doctor's appointments and play groups. Although he may need a couple of hours of software training, his combination of maturity and newfound energy means he can handle anything you throw his way. The way to keep him happy is to keep the stress level low and encourage him to learn new skills

These are just two interesting examples of what we believe is an emerging trend that will affect many of us, directly or indirectly. For more information, please visit our website next week when we will have an article posted on how to attract and retain older workers.

Finally, I'd like to thank our long-time friend and family member, John Motroni, VPHR of MontaVista Software for referring us to an emerging biotech client. John, thanks very much! We love you!

Take care,
Valerie

ASK VALERIE:

Dear Valerie:

Over a month ago I selected a handful of recruiting firms to fill a mid-level HR position. My confidence quickly evaporated and disappointment set in as NONE of the recruiters presented candidates who were even close to fitting our needs. Help!

-Job on the Line

Dear Job On the Line:

Just like dating four guys at once probably won't get you married, using four recruiters at once won't get you a new employee. All it does is waste everyone's time. Spend some extra time on the front end of the evaluation process, allow them enough time with everyone on your interview team, ask them what you need to do, and partner closely with them until you collectively succeed.

Dear Valerie:

I run a local pharmaceutical company with a manufacturing center in San Jose. We are growing quickly, and need to add about 20 more manufacturing workers in the next few months. They must speak either Chinese or Spanish, be eligible to work in the U.S., read and write English, and have technical expertise. How on Earth can I find them? My employees have already referred everyone they know to us.

-Worried CEO

Dear Worried:

Time to roll up your sleeves, Boss. You'll need to do some guerilla marketing using a layered approach. Start by telling your employees that you must hire more people in order to hit your goals and offer them \$1,000 referral bonuses. This might help them know some more people quickly. Deliver flyers to the local Chinese and Spanish-speaking churches, place ads in the local papers, including the free ones, place an ad with a catchy title on Craigslist, and list with the Unemployment Development Departments. You can also take out ads before movies on the big screens, and hire an employee to hand out flyers at grocery stores on Saturdays.

SPECIAL EVENTS:

4th Annual AIRS/New York Times Diversity Recruiting Summit

March 29, 2006, San Francisco, CA

Definitely send your best people and make sure they implement throughout your org.

Human Resource Planning Society Annual Global Conference

April 23-26, 2006, JW Marriott Starr Pass Resort and Spa, Tucson, AZ

High-level conference gives high hopes for actually learning something. Join Valerie and her clients for drinks by the pool that weekend (seriously—let's meet there on Saturday).

HR Symposium

May 10, 2006, Santa Clara Convention Center, Santa Clara, CA

Join VF&Co staff for a half-day of serious HR networking and listen to some of the top local HR leaders discuss their most critical HR leadership issues.

EREC 2006

June 21-22, 2006, London, UK

The leading UK and European exhibition and conference focused exclusively on Executive Recruitment, Employment and Associated Services. Just think how lovely it will all sound; plus the weather should be great.

CURRENT CONSULTING PROJECTS:

“People” issues keep CEOs up at night more than anything else. This section gives you a feel for current critical HR and management issues our clients are facing:

- Identifying critical behaviors needed depending on the corporate culture
- National performance management project for 50 locations
- HR Business Partner contracting
- IT change management
- Total HR for a small US branch of a European company
- Someone to manage recruiting for a few months
- Benefits issues following an acquisition
- Contract recruiters
- Integration issues after a merger
- Year-end bonus calculations
- Customized handbooks
- Doubling the size of the company in a few months
- Outsourced coaching/managing of HR senior staff
- HR audit—is the incumbent doing a good job

CURRENT SEARCHES:

Cool Search of the Month!

Head of Human Resources (San Mateo, CA)

For the West Coast's preeminent high-rise construction firm which provides excellent work-life balance and extremely generous benefits. Organization has under 1,000 employees including a large group represented by collective bargaining agreements. Provide total HR leadership, with particular expertise in organizational development and change management, strategic employee communications, career pathing and succession planning, training and development, compensation, benefits, and HRIS, and compliance. The best fit would be a highly ethical, confident, straight talker with long-term, close relationships who can easily adapt to new, tightly knit environments. Email your resume in MS Word format to recruiting@vfindco.com.

HR Business Partners (2) (San Jose, CA)

For global technology company. Provide internal client support in human resource management including strategic planning, succession planning, performance management, change management, organizational development, and compensation. Best fit is someone with steady employment at large tech companies and calm, confident demeanor. Email your resume in MS Word format to recruiting@vfandco.com.

International Compensation Expert (Silicon Valley, CA)

For a major technology manufacturer with global operations, and a history of developing and promoting their HR staff from within. Be an expert in global compensation in Asian and European countries, including base, variable, commissions, expat/inpat, global relocation and other key international issues. Email your resume in MS Word format to recruiting@vfandco.com.

Leader 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, partner with executive and management teams on OD, change management, compensation strategy, communications, and lead development, attraction and retention programs. Best fit is a mature, skilled communicator with excellent personal presentation, self-confidence, and flexible client services focus who can translate large company best practices to a more agile start-up environment. Email your resume in MS Word format to recruiting@vfandco.com.

Manager or Director of Human Resources (San Francisco, CA)

Highly successful privately owned organization seeks additional HR leadership due to growth. HR Generalist to serve as Business Partner for internal client groups. 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. Best fit is someone high-powered, highly promotable, completely self-motivated, and creative. An OD training/career management background would be fine. 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 Consultant (Mid Peninsula, CA)

Contract Recruiter (Mid Peninsula, CA)

HR Contractor (San Francisco, CA)

HR Consultant (San Francisco, CA)

Senior HR Business Partners (San Jose, CA)

Junior HR Business Partners (San Jose, CA)

Contract Recruiter (Santa Clara, CA)

Recruiting Manager (Santa Clara, CA)

VF&CO INTERNAL POSITIONS:

We are currently expanding. Come work in beautiful downtown Menlo Park in what is arguably the best employment situation around! Enjoy a well-run small business with over 10 years of profitability, wonderful co-workers, a Who's Who list of clients, virtually unlimited opportunity, and over 50 stores, restaurants, dry cleaners, book stores, etc. all one block away. Help us take our successful business to the next level and have fun doing it! Best fit is a well-read, well educated, kind, ethical, polite yet funny

Type A individual who enjoys collaborating but is self-motivated. Email your resume in MS Word format to recruiting@vfandco.com.

Client Services Manager
Retained Executive Search Practice Manager
Retained Executive Search Consultant
HR Contingency Placement Recruiter
Marketing Communications/PR Specialist

RECENTLY CLOSED SEARCHES:

HR Business Partners (3)—Hardware (San Jose, CA)
VPHR—Entertainment (San Jose, CA)
VPHR—Software (Mid Peninsula, CA)
CFO—Not-for-profit (Phoenix, AZ)
VPHR—Insurance (San Mateo, CA)
HRM—Government (Temecula, CA)
VPHR—Government (Temecula, CA)
Contract Recruiter—Financial Services (Phoenix)

PEOPLE NAMED LINDSAY:

I want people who call us to feel welcome and comfortable. I also highly value good employees and see the potential in them, and try not to miss out on good ones. We recently ended up hiring two Lindsays, which is a pretty rare name. This double Lindsey situation is confusing, including to us. Here's the deal: Lindsey Akin is a young woman with an English accent (from Durham). She is a University of Liverpool graduate who ran university programs for three years before falling in love and marrying an American. She is our Operations and Administrative Manager, and came to us last year from a large investment firm. Lindsay Silver is a young man originally from Ferndale, up where the Klamath River enters the ocean. He has lived and traveled all over the world, including in Africa and the Middle East. He is a UC Irvine grad who came to us last year after a management position with Mad Science. He works in our search and consulting practices. Lindsey does more scheduling and invoices, and Lindsay does more candidate research and development. Lindsey manages outplacement projects; Lindsay writes employee manuals. You can also call them Akin and Silver, or MI5 and CIA as my husband, Adam, does. I find that even more confusing.