

Thoughts from Valerie

Generation Y and Beyond

Dear Friends:

It's that time of year when we get to meet a new crop of grads and see what we think of them. Like you, we've just added some recent grads to our team, plus a summer intern. We are still debating the ethics of checking them out on MySpace and Facebook. I say, if they can Google us, we should have the right to see photos of them on the Internet drunk, with bleach stripes in their hair and stomach rings proudly displayed, partying with their tattooed friends.

So what's this new crop really like? Unlike their outer persona, they are stone cold serious, dedicated, focused, and almost monastic. One of them just told me that for his summer vacation he wants to go on a "young adult meditation retreat." Whoopee. They seem to fall into two categories: either engaged/married at 23, or not even dating. I hear all the time: "I don't want to date because it would distract me from my career." My generation, born in 1963, was more likely to say: "I don't want to date because it would distract me from my drugs." And, these helicopter parents of today serve as personal assistants to their adult children, anathema to my generation.

Still, if I had children this fabulous and global warming was this bad, I'd probably spoil them, too.

God knows what they think of us.

Are you supporting a recent grad even though he's out of school? [Click here](#) to see my *Advice for Recent Grads*.

This month, we'd like to thank a longtime and much valued client, Melody Borg of Legacy Partners, for her friendship and referrals. Thanks, Melody!

Take care,
Valerie

Ask Valerie

Dear Valerie:

I'm the CEO of a small start-up software company. We have a lot of work to do around the office – organizing files, data entry, answering the phones – but don't have the budget to hire a full-time person. Many of the benefits of working here come from being exposed to the start-up world. What can I do to find an intern or a back-to-work mom who would work here for cheap?

-Frugal CEO

Dear Frugal:

Get a budget. As they said in the 1960s: "No one rides for free."

Dear Valerie:

My company recently brought on a new CEO who has transformed the HR function from administrative to strategic. As the head of the largest business unit, I'd like to make use of this, but don't have a very

good idea of what strategic HR is. Can you help me figure out what HR can do for me, and how it will improve our organization?

-Internal Client

Dear Internal Client:

Fabulous question. James Holland says: "Think of HR as a strategic partner rather than a tool. If you are growing, changing, or realigning your organization to fit a pay-for-performance culture, HR can help you."

Dear Valerie:

Our service organization has lost 15% of its employees due to turnover. We have a good HR team, but because of the large losses, they focus on staffing, not retention. What are some ways to gather metrics on our employee population and improve our current situation?

-Number Cruncher

Dear Cruncher:

James Holland: "Outsource staffing and establish success metrics: time-to-hire, applicant data, and cost of replacement. Conduct post-employment interviews to measure the quality of the experience. Then, focus your HR team on metrics targeted on productivity, involuntary turnover, goal alignment or achievement, and cost. This will give you the information to judge your HR processes using a balanced score-card."

Hot Happenings

Little Mendelson Webinar: H-1B Cap Strategies – How to Keep Top Talent Onboard After the Cap Is Reached

May 29, 2007

Check out this webinar exploring the challenge of acquiring and sustaining "foreign national contributors" under the restrictions of the H-1B cap. How will you take advantage of global talent in an increasingly competitive environment?

ASTD International Conference & Exposition

June 3-6, 2007

Atlanta, GA

ASTD, the world's largest training and development organization, is holding its annual conference. Learn about cutting-edge training and OD strategies from some of the foremost experts on the subject.

NCHRA Presentation and Breakfast: The Truth about e-Learning-Myth, Fantasies, Misunderstandings, and Trends

June 12, 2007

FountainGrove Inn, Santa Rosa, CA

Come out for an early morning breakfast and an in-depth look at e-Learning to understand how it can be implemented effectively.

HR Star Conference: Managing Your HR Career, presented by Valerie Frederickson

July 18, 2007

San Francisco, CA

How do you stand when compared with your peers? Are you headed for continued success? Hear a fresh perspective from Valerie Frederickson on where to go next with your career and how to get there. Fabulous networking opportunity.

Recognition

Kelly DeWitt, a member of our HR executive search team, and Valerie's husband, Adam Bernstein, are participating in Team-In-Training to defeat Leukemia, Lymphoma, and other blood cancers. Please visit their websites (Kelly and Adam) to donate to a great cause.

Human Resources Executive Searches

[Click here](#) to view current and recently completed searches.

VF&Co Internal Positions

Why VF&Co?

Would you enjoy working in beautiful downtown Menlo Park, in what is arguably the best employment situation around? Would you like to work for a well-run small business with over eleven years of profitability, wonderful staff, a Who's Who list of clients, and virtually unlimited opportunity? If you would, then 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, multi-lingual, multi-cultural, person who enjoys collaborating, but is self-motivated, and highly driven.

Current Valerie Frederickson & Company Opportunities

HR Contingency Placement Recruiter

Work with our search team to place executives in positions around the world. Background in Executive Search or Human Resources Management a plus. Email your resume in MS Word format to recruiting@vfandco.com.

Marketing and PR Representative

Manage marketing communications materials, drive website optimization, create proposals and presentations for international conferences, develop relationships with the press, and work with a great team to continue VF&Co's upward growth. Email your resume in MS Word format to recruiting@vfandco.com.

Outplacement Consultants Needed All Over

Due to our 30 new Fortune 500 corporate outplacement clients through our relationship with OI Partners, we're hiring licensed career counselors to work as outplacement consultants in the following geographic areas: Silicon Valley, San Francisco, the East Bay, Sacramento, and the Central Valley. Email your resume in MS Word format to recruiting@vfandco.com.

Human Resources Contract Positions

Need to fill an HR contract position yesterday? Our clients relax and wait until the last minute, knowing that we average a 24-hour turnaround for HR Contractors. Three weeks ago a client requested a French-speaking SAP expert ASAP. We delivered, and now the client has him working in Germany. Go figure!

For more information, contact our HR Contracting Team at contracting@vfandco.com.

Current Human Resources Consulting Projects

Got your finger on the pulse of HR trends? Lately, we have:

- Built a web-based performance management and goal deployment program from the ground up to allow leaders to monitor employee performance, retention, and efficiency
- Performed a thorough, all-encompassing HR audit to ensure compliance with federal and state law and improve transparency of HR process and documentation (part of preparation for an IPO)
- Designed and facilitated a two-day management communications workshop

Ongoing Pure HR Consulting

- HR process and compliance audit
- Communications design and rollout for new HR initiatives
- Restructuring consulting involving senior, mid and low level layoffs
- Consultation on due diligence and post-merger integration issues
- CEO coaching on management and leadership issues

Ongoing Compensation and Benefits Consulting

- Executive compensation benchmark studies
- Huge compliance and performance management project
- Performance appraisals of reward systems design and implementation
- Integration of Equity Edge stock administration system
- Job leveling and other compensation projects (grades, ranges, sales)
- Help a CEO feel well paid
- Benefits survey

Ongoing Organizational Development Consulting

- Domestic and international site selection for biotech R&D lab
- Team building and strategic planning for a startup company's executive team

Need help or leadership with HR projects? Contact our HR Consulting Team by phone at 650 614 0220 or by email at consulting@vfandco.com.