

Tips, Trends, & Thoughts from Valerie

The HR Dream Team

Dear Friends:

Awesome news! OI Partners, one of the world's largest consulting partnerships with over 170 offices in 24 countries, has approved us to become their Northern California Partner. This is something that I have dreamed about since starting VF&Co nearly twelve years ago.

Why this is good for you:

1. In one phone call, you get HR searches, HR consulting, and outplacement projects conducted all over the world, with the same quality and level of service you get locally from our boutique firm.
2. You get in-person, on-site interview screenings conducted for your HR searches before your local clients meet the candidates, whether they're in Chicago, Buenos Aires, or Hong Kong.
3. You get "boutique" quality outplacement provided for your huge global RIFs, plus cutting edge on-line job search tools and only one bill. No more having to depend on substandard, online services for the far-flung regions.
4. You have access to a huge, comprehensive collection of assessment tools and models for succession planning, executive coaching, and leadership development.

In the coming months, we can meet and discuss how OI Partners might fit into your HR strategies. And, you can help by introducing us to your HR colleagues. Through worldwide networking we can make it happen!

This month, we'd like to thank Traunza Adams, now of Salesforce.com, for her continued referrals. Merci beaucoup, Traunza!

Take care,
Valerie

Ask Valerie

Dear Valerie:

I recently got rid of my administrative assistant who had been a low performer for years. She had gotten a number of board members on her side, and it was really hard to exit her. It took forever and was painful. I have a new one and she isn't working out either. I know that my General Council will say to fire her if he hears about this but I don't want the board on my back. Can you give me some discrete ideas for handling this? I'm not up for another public battle over what should be my fundamental right.

-Distressed in Mountain View

Dear Distressed:

As a CEO, you have the right to demand high performance from your assistant, and to hire and fire as many as you need to, as long as you do it legally, humanly, and don't waste too much money on it. The

issue I see is that your board members are crossing the line, and are too close to the daily workings of your company. If your GC supports you, work with him and stop involving the board members.

Dear Valerie:

My wife and I don't have anything in common. She is a high-level executive who only likes to work, sculpt, and read. She never wants to experience new things, go to new restaurants, go on road trips, or try anything that is out of routine. She doesn't even follow current events (she didn't know who Carl Rove was) and always wants to vacation at the same resorts. I'm more of a cosmopolitan type, and really enjoy new travel and adventures. I love her more than anything, but honestly, by the time she's finished working and sculpting, she doesn't seem to have much room for me.

-Bored in Los Altos Hills

Dear Bored:

After talking to you more, it appears that there is a lot more going on than just this. Your wife has a huge job: one of the most important female executives in the country. You're more of a "house-husband," although you do work part-time in a low-stress job. You two don't have any children at home and no grandchildren. I recommend that you realize that, like many spouses of high performing executives, you have to develop your own hobbies and interests that you can do, while your spouse is putting in those long hours. Join Team-In-Training, do a master's degree at Stanford, or get involved with a political campaign. Find excitement and meaning in your own life, and by the time your wife comes home, you'll be too tired for adventures.

Dear Valerie"

I've been working in Staffing for one of Silicon Valley's largest employers for almost 10 years, and my career is going nowhere. There have been almost no merit increases for 3 years. HR has been reduced to one person for every 1,300 employees, and our staff has been taken away. It's like the company just doesn't care about us anymore. I don't want to make a change, or risk going somewhere less stable. Yet, what I actually do on the job has been reduced to mainly paperwork and phone calls. I don't see that I'm on track to become a VP here or anywhere else. What should I do?

-Bewildered in San Jose

Dear Bewildered:

It looks like your company has shelved your career and made you into a glorified, manpower planning representative. I recommend that you get out of there. Don't worry about not having a staff, resources, or anything else. You need to get your career back on track. The best way to do that is to roll up your sleeves and get back to work doing some real HR. After a year or two somewhere new, your comp range will be back on track.

Industry Events

French HR Luncheon

Date time and location TBA

Join Valerie, a well-known French HR executive we just placed at Nokia, a French VP of Compensation, and a French-speaking HR professional from a major ASP for un peu de networking en francais et a bon dejeuner. If you're interested in attending contact Tim Paulsen.

HR WEEK WEST Conference

February 20-22, 07

Hyatt Regency Santa Clara, CA

HR Love Fest: Two conferences: HRO World™ and HR Management Solutions™, back to back. Way more HR than anyone could hope for. Come walk the exposition floors with Valerie and the search team and do some heavy networking.

SHRM Global Forum Conference and Exposition

March 19-21, 2007

Hyatt Regency Century Plaza, Los Angeles, CA

All you global HR folks attending the conference sign up in advance for one-to-one meetings with Valerie Frederickson & Co. to discuss global HR issues, augmenting your global team, or a nice new job for you! The premier forum to meet and greet industry experts from leading international organizations.

HR Star Conference - HR Star Careers, presented by Valerie Frederickson

March 28, 2007

Los Angeles Convention Center, Los Angeles, CA

At last! A free conference that's worth your time. Where to go next with your HR career and how to get there. Come hear a fresh perspective from Valerie Frederickson.

US - China Human Resources Conference

May 23-25, 2007

South San Francisco Conference Center, South San Francisco, CA

XMei International has chosen some of China's finest HR executives and business leaders to speak at the conference. They represent multinational corporations, Chinese private companies, consulting firms and the government.

[Human Resources Executive Search, Contracting, & Consulting Opportunities](#)

Featured Search

Manager of Human Resources and OD (South San Francisco, CA)

World-Famous Gourmet Food Company seeks an energetic, creative, and experienced HR manager to partner with the VPHR on human resources and organizational development projects. A Masters in OD, fluency in Spanish, and/or a PHR/SPHR designation all pluses. Email your resume in MS Word format to recruiting@vfandco.com.

U.S. Based Human Resources Executive Searches

Chief Operations Officer (San Francisco, CA)

COO needed for a small, but rapidly growing technical translation services company. The COO will oversee all general operations, build the sales organization, and lead divisional key hires. Email your resume in MS Word format to recruiting@vfandco.com.

Vice President of Human Resources, Americas (San Jose, CA - relo fine)

Multi-billion dollar telecom/networking corporation needs a highly strategic HR leader to oversee multi-national HR operations, within their Americas business unit. The successful candidate will possess strong

business acumen and the ability to build and lead successful teams, in a matrix-reporting environment. Prefer Fortune 500 experience in business and HR roles. Email your resume in MS Word format to recruiting@vfandco.com.

Vice President of Human Resources (San Francisco, CA)

Large HMO needs a vice president to oversee a division of its San Francisco based business. Corporate HR experience, knowledge of OD and coaching techniques, and the ability to build systems and processes a must. MSOD, MBA, SPHR certification all a plus. Email your resume in MS Word format to recruiting@vfandco.com.

Vice President of Human Resources (South San Francisco, CA)

Strategic HR executive needed to lead HR at a large, diversified, biotechnology company. The ideal candidate will have experience managing HR at a public company, working with executive teams to build and refine HR processes, and act as a strategic operations leader. SOX compliance, strategic staffing, and board reporting experience a big plus. Email your resume in MS Word format to recruiting@vfandco.com.

Senior Human Resources Director, Business Partners (San Jose, CA)

Large, publicly held technology company needs an experienced HR executive to manage business HR and staffing. This position will be the top HR expert inside the company and in line for the VP role. Lots of room to shine, make a mark, and get promoted. Email your resume in MS Word format to recruiting@vfandco.com.

Director of Human Resources (Redwood City, CA)

Growing Silicon Valley consulting company is looking for an experienced HR Director to lead all HR processes for their 300 person organization. The ideal candidate will have a background that demonstrates his or her ability to lead an HR function or group and successfully get results: in all areas of HR. Experience with C&B strategy, OD, and HR leadership crucial. Email your resume in MS Word format to recruiting@vfandco.com.

Human Resources Business Partners (Plano, TX, and San Jose, CA)

Strategic Business Partners needed to support the CTO and CIO of a multi-billion dollar, publicly traded Electronic Manufacturing Services Company. Ideal candidate will be able to promote and support change management, as well as lead long-term technology projects. Email your resume in MS Word format to recruiting@vfandco.com.

Director of Compensation, Benefits, and Systems (San Francisco, CA)

Director of Compensation, Benefits, and Systems needed for a well-known HMO provider. Direct all areas of compensation for this mid-sized organization, with lots of opportunities to grow. Email your resume in MS Word format to recruiting@vfandco.com.

Director of Compensation and Benefits (San Jose, CA)

Director of Compensation and Benefits needed for a large, public semiconductor company. Responsibilities include: building sales-compensation models, creating benchmarking tools, working with executive compensation packages, and leveling compensation in Asia. Email your resume in MS Word format to recruiting@vfandco.com.

Manager of Compensation and Benefits (Alameda, CA)

Experienced manager of compensation and benefits needed for nationally established medical services company. The ideal candidate will have experience with both tactical and strategic C&B, and will be willing to work with a tight-knit HR team. This position works closely with a loyal and developed HR group, so the successful candidate will value both longevity and a family-like atmosphere. Email your resume in MS Word format to recruiting@vfandco.com.

Global Human Resources Executive Searches

Director of Human Resources, Asia Pacific (anywhere in Asia - relo fine)

A leading provider of advanced, process equipment in the global semiconductor industry. Looking to place a Senior level HR professional. Responsibilities include: collaborating with other regional HR leaders, ensuring the effective deployment of corporate HR strategies, and acting as a resource for country leadership, offering council and coaching. Email your resume in MS Word format to recruiting@vfandco.com.

Human Resources Business Partner (Taipei, Taiwan - relo fine)

Reporting to the Global VPHR of Business Partners, this position will ensure that the business units in the Asia Pacific region align with overall company objectives, as a large, public, and rapidly growing telecommunications/networking company, headquartered in Singapore. Email your resume in MS Word format to recruiting@vfandco.com.

Sr. Manager of Human Resources/Business Partner (Hong Kong - relo fine)

Experienced business HR professional needed to partner with a major division of a fortune 500 technology organization, to ensure high-quality HR support and strategy. Candidates may be based in Hong Kong or San Jose, but must have extensive experience with HR in Asia Pac. Email your resume in MS Word format to recruiting@vfandco.com.

Human Resources Contract Positions (Start Immediately- New Opportunities Each Week)

Contracting is an exciting way to "test" out a company, or to fill the time between now and your next full-time position. We help place a variety of HR contract positions -- generalist and specialist roles, short and long-term assignments -- in small and large companies across all industries. Email your resume in MS Word format to recruiting@vfandco.com.

Our current contract positions include a variety of SVPHR, VPHR, DHR, MHR, and specialist roles. Our goal is to place one high level HR contractor a week. We have immediate needs for the following:

- Compensation Manager (Mountain View, CA)
- HR Generalist (Redwood City, CA)
- Benefits Manager (Union City, CA)
- Recruiter/HR Generalist (Mountain View, CA)
- HR Director (Dallas, Tx)

Human Resources Consulting Projects

Executive Coaching? Career Counseling? Strategic Compensation and Benefits? Are these your areas of expertise? Assistance in Restructuring? HRIS Implementation? VF&Co has several consulting roles open for experienced HR professionals. Email your resume in MS Word format to recruiting@vfandco.com.

- Executive Coaching
- Career Counseling
- Strategic Compensation and Benefits

VF&Co Internal Positions

HR Contingency Placement Recruiter (Menlo Park, CA)

Would you enjoy working in beautiful downtown Menlo Park? Would you enjoy working 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 individual who enjoys collaborating, but is self-motivated and highly driven. Email your resume in MS Word format to recruiting@vfindco.com.

If you don't see just the right thing in the positions above, don't worry. We are continually taking on new searches. Email your resume in MS Word format to recruiting@vfindco.com. We'll be happy to discuss your background and keep you up-to-date on our latest opportunities.

Recently Completed Human Resources Search & Consulting Projects

Recently Completed Human Resources Searches

VF&Co understands that hiring the right people is the key to driving up revenue and lowering costs. Because of this we screen extensively for personality and cultural fit during our searches. Here are a few of our most recent placements

- Vice President of Compensation and Benefits (San Jose, CA)
- Vice President of Human Resources over Global Business Partners (San Jose, CA)
- Director of Business Human Resources (Palo Alto, CA)
- Senior Director of Human Resources (Redwood City, CA)
- Director of Global Staffing (San Jose, CA)
- Leader of Human Resources and Organizational Development (Auburn, CA)
- Senior Manager of Human Resources (Dallas, TX)
- Director of Human Resources and Labor Relations (San Francisco, CA)
- Senior Manager of Human Resources (San Mateo, CA)
- Director of Global Compensation, Benefits, Global Relo and HRIS (San Jose, CA)
- Manager of Human Resources (San Jose, CA)

Recently Completed Human Resources Consulting Projects

HR is a time-consuming part of every business and our clients often don't have the resources to do it all. We have consultants at all levels to help improve strategies, build systems, and finish projects many companies just haven't had time to complete. Below are some of our most recent projects.

- Executive Compensation Benchmark Study
- International site selection for biotech R&D lab
- Interim VPHR with a systems focus
- Team Listening Skills Training for senior technical team

- Integration of Equity Edge stock administration system
- HR Process Audit
- Benefits Survey
- Recruiting Training
- Large, international restructuring and RIF process
- Consultation on post-merger integration issues, communication, and compensation/benefits
- Diversity recruiting plans focused on sales force
- Job leveling and other comp stuff
- Coach CEO on management and leadership issues
- Team building and strategic planning for a startup company's executive team

For additional information, contact our HR Consulting Team at consulting@vfandco.com.