

SERENA & LILY

Recruitment Recommendations



OVERVIEW

SERENA & LILY REVENUE HISTORY



KEY PERSONNEL HIGHLIGHTS

- Lily Kanter runs business-related functions
- Serena Dugan oversees Creative
- Marta Calfe, Assistant Controller, also serves as heads of HR & Catalog Production /Circulation
- Robin Rice serves as merchandising strategy consultant and may leave for another opportunity

RECRUITMENT & RETENTION GOALS

- Hire Chief Financial Officer
- Hire Experienced HR Manager and Direct-to Consumer Marketing Lead
- Rework Marta Calfe (SVP) Title & Job Scope
- Retain Robin Rice (Strategic Consultant)





CHIEF FINANCING OFFICER RECRUITMENT PLAN

DETAILS

CFO Position: High-growth over the past 6 years and increased intensity of working capital needs requires skilled forecasting of company's cash needs.

Recommendation: Retain an executive search firm to hire CFO

Who: Korn Ferry

When: Immediately

Why: New, C-level role. Key to success of org. No prior experience recruiting at this level. History of difficulty finding long-term good fits.





HR MANAGER & MARKETING LEAD RECRUITMENT PLAN

DETAILS

Why: SVP currently managing responsibilities for these two additional roles, outside of her background and scope of her job

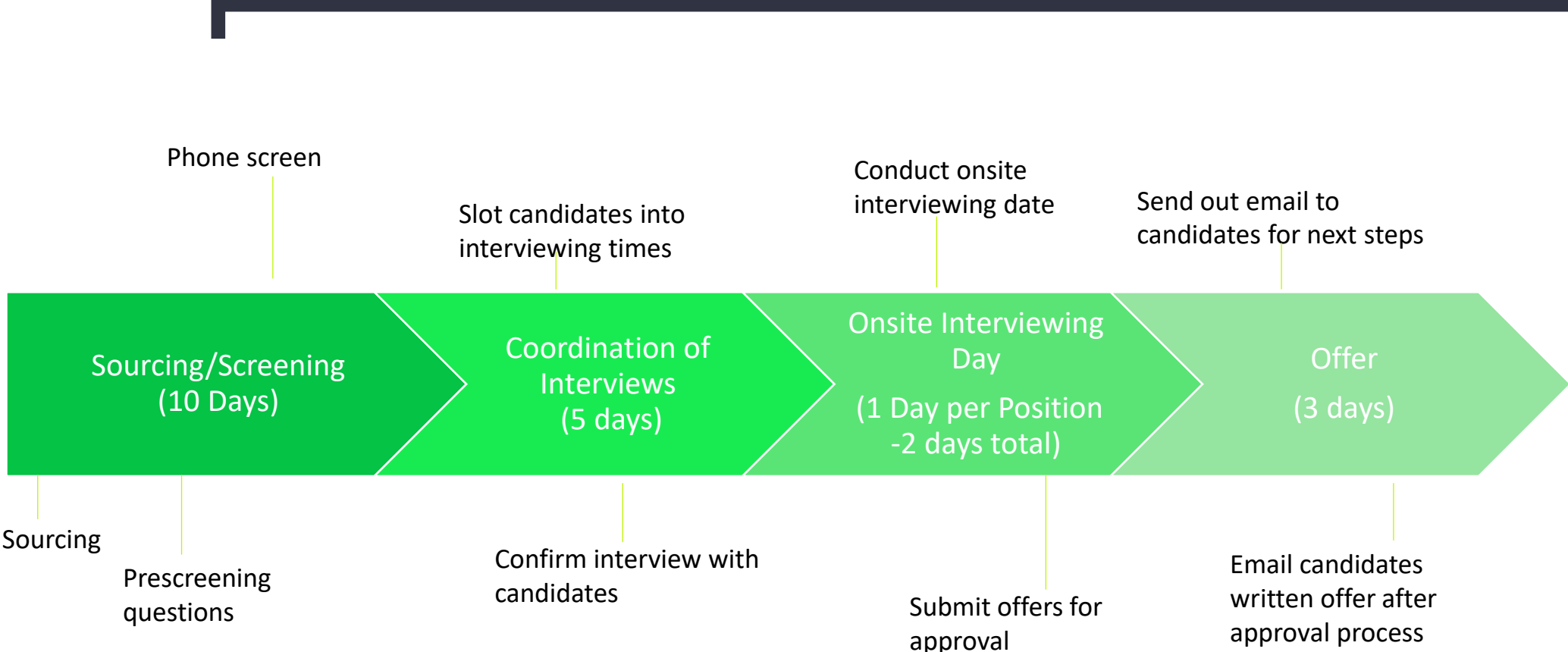
What: Use tools including job postings, structured interviews, candidate score cards, and a recruitment timeline

Where: Post job to company website, trade publications (SHRM for HR Manager, American Marketing Association for Marketing Lead), LinkedIn, Indeed, Glassdoor and engage the community through social media

When: Immediately – 4 week timeline to offers



TIMELINE FOR HR & MARKETING RECRUITING











RECRUITMENT TOOLS

Name: _____ Overall Score: ___/30
Shift: _____

Onsite Interview- Scorecard

Please circle a thumbs up or thumbs down for each skillset. Feel free to ask any additional questions

Skill	Score
Mission Driven (5 points) Sample Questions 1. What about FMI interests you? 2. What about the role interests you? 3. After researching the company, what more information can I provide you?	 
Communication Style (5 points) Sample Questions 1. Tell me about a time when you provided constructive feedback to a colleague? 2. How would you describe your communication style? 3. What is one way you would like to improve your communication style.	 
Technical Skills (10 points) Sample questions 1. Talk to me about your PCR/Extraction skills. 2. What skills have you developed that will best arm you to do the job? 3. What skills are you missing that you feel will make the role challenging?	 
Cultural Fit (10 Points) Sample Questions 1. What position do you see yourself in long term? 2. What is your ideal working environment? 3. How would you like to receive feedback?	 

Additional Notes:

Job Posting

DIRECT TO CONSUMER MARKETING LEAD

The Profile

- Medical Technologist/Clinical Lab Tech is the other equivalent name in the market
- Should have Library prep. DNA/RNA extraction. GMP, liquid handling experience
- **MUST HAVE AT LEAST 1 FULL YEAR IN A CAP/CLIA REGULATED ENVIRONMENT**
- Eager to learn and grow
- Strong cultural fit
 - A strong team player
 - Eager to learn and try new things
 - Passion for cancer care
 - Should have a BS in a Science related field and at least 1 year of CAP/CLIA
- Open to candidates nationwide
- Open to Research candidates

Shift

Tuesday-Saturday 7:30 am-4:00 pm (1st shift)
 Sunday-Thursday 7:30 am-4:00 pm (1st shift) 15%
 Tuesday - Saturday 3:00pm to 11:30pm (2nd shift) 25%
 Sunday-Thursday 11:00 pm-7:00 am (3rd shift) 25%
 Tuesday-Saturday 11:00 pm-7:00 am (3rd shift) 25%

Culture/Career Mobility

- The FMI lab is a fast-paced lab. We receive anywhere from 350-450 samples per day.
- There is a shift differential for second shift and third shift.
- The culture is fast paced and team oriented.
- There is opportunity to move up and become a MTII. MTIII, then General Supervisor. Also, folks move laterally to QA or Research Associate
- FTE employees enjoy 15 days' worth of vacation and shift differential for second and third shift
 - There would potentially be opportunities to change shifts, but candidates will be expected to stay on their shift for a minimum of a year and moving shifts will go by seniority.
 - Candidates should feel resonated with the mission to improve cancer care for patients

Screening Questions

- Do you have experience working in a CLIA and/or CAP environment? How many years of experience? Would you consider yourself well versed in these regulations?
- Has your clinical testing been more immunology based or molecular based?
- Where do these samples come from?

Interviewing Day Agenda- Example

Interviewing Schedule

Time	Team A (Robyn/Selmira)	Team B (Laz/Shiva)	Team C (Lauren/Jenn W)	Team D (Vera/Liam)
8:00-9:00	Candidate 1	Candidate 2	Candidate 3	Candidate 4
9:00-10:00	Candidate 5	Candidate 6	Candidate 7	Candidate 9
10:00-11:00	Candidate 9	Candidate 10	Candidate 11	Candidate 12
11:00-12:00	Candidate 12	Candidate 14	Candidate 15	Candidate 16
12:00-1:00 (Lunch)	BREAK	BREAK	BREAK	Break
1:00-2:00	Candidate 17	Candidate 18	Candidate 19	Candidate 20
2:00-3:00	Candidate 21	Candidate 22	Candidate 23	Candidate 24
3:00-4:00	Candidate 25	Candidate 26	Candidate 27	Candidate 28
4:00-5:00	Candidate 29	Candidate 30	Candidate 31	Candidate 32

Logistics

- Erinn to collect all scorecards (see attached)
- Coordinator to walk candidates to the interview room or space
 - We could use the CAFÉ for interviews
- Once interviewing day is complete we would put all chosen candidates in appropriate requisitions to route for offer approval

Candidate Experience Perspective

1. Interview with 2 team members with last 15 minutes to answer questions
2. Potentially take a technical test

Outstanding Questions

1. Do we want to have Tech Ills/Leads/General Supervisors interviewing to account for capacity planning on the day of interviewing days?
2. Do you want HR to supply to 2-3 folks for actual interviewing?
3. Do we want to incorporate a 15 min technical test?



REWORK SVP TITLE & SCOPE

Be Direct & Transparent

- A sit-down conversation is needed between Lily and Marta.
- Express gratitude for Marta's hard work and loyalty
- Explain the business need for reducing top-heaviness and for the new positions that will be added.



Show Support

- Create a **two-way, collaborative** process to find what Marta excels at, personal career goals, and a title that accurately represents her skills and this new job scope
- Consider maintaining current salary or Marta likely to walk; have contingency plan.



STRATEGY CONSULTANT

Retention Plan

Before making an offer, have a conversation and try to answer the following questions:

- What are the main reasons Robin is considering OtherCo?
- What are Robin's career goals?
- What could Serena and Lily do in terms of Salary and Benefits to keep Robin?
- How much time does Robin have to give her decision to the OtherCo?





THANK YOU

