

# Josh Schiering

josh.schiering@gmail.com • 978-877-3842 Leominster, MA  
[linkedin.com/in/joshschiering](https://www.linkedin.com/in/joshschiering) • [www.teamleaderacademy.com](http://www.teamleaderacademy.com)

**FERNWAY PROCUREMENT, LLC** | CPG | Wholesale and Manufacturing | Multi-state Operator | From 45 - 80 Staff 2022 - Present

- EXECUTIVE LEADERSHIP SUPPORT
  - Met weekly with C-Suit, VPs and Directors to assist in strategic planning and team development
  - Served as advisor to top-leadership related to staffing, succession planning and performance management
  - Coached management on job descriptions, essential job functions and expectation setting for their teams
- STAFF
  - Recruited and onboarded 26 team members in under 60 days to align with new state launch timeline
  - Processed exit interviews, termination and lay-offs (ensuring no litigation)
  - Established company-wide severance policy to assist with off-boarding and company protection
  - Monitored UI and managed PFML ensuring compliance and reporting as needed
  - 100% acceptance rate for offered jobs
- ORGANIZATIONAL ADVANCEMENTS
  - Harmonized over 70 job descriptions
  - Templated offer letters and streamlined hiring process down to 45-minutes for full onboarding
  - Developed a first ever *Equity for All* matrix empowering entire team to have owner-mentality
  - Designed organizational charts to account for multi-state growth, vertical growth within departments (including comp, bonuses and equity forecasting to help with budgetary forecasting)
  - Developed over 20 departmental SOPs
  - Drafted over 20 policies and revised handbook accounting for multiple-state-operation
- COMPLIANCE
  - Managed all PFML, UI and regulatory requirements
- BUDGETING
  - Shared P&L responsibility for \$4.5MM staffing budget
  - Developed COGs calculators to predict staffing needs
  - Managed outings budget and staff engagement budget (\$100K)
- TRAINING
  - Trained team on SMARTEST goals, common expectation setting and the ABCs of the job
  - Led new hire orientation trainings on Anti-Sexual Harassment and Unconscious Bias to establish company cultural norms and expectations
  - Enhanced Hiring Manager's interviewing skills through workshops and shadow training
  - Oversaw launch of LMS to enhance skills of management and emerging leaders
- REVIEWS
  - Managed mid-year and annual reviews, streamlining salary and bonus expectations, establishing consistency and expectations
  - Developed and launched the *ABC Performance Indicator* program empowering managers and team members to engage in meaningful discussions around responsibilities, performance and expectations
  - Designed LEAF review system to empower team members to provide feedback on manager performance
- BENEFITS
  - Led change of Broker of Record process
  - Shopped and secured new industry leading benefits
  - Conducted open enrollment
  - Increased non-traditional benefit program

- RETAIL OPERATIONS
  - Developed sales and leadership skills of Regional General Managers and store GMs
  - Established national training materials using gamification to engage team and maximize retention
  - Launched POS training and incentive program for retail operations - increasing ATS and foot store traffic (prizes and awards to top performers)
  - Designed and led dispensary leadership training for store Management and Leads
- INTERVIEWING
  - Secured buy-in and excitement from candidates through virtual and in-person interviewing
  - 92% acceptance rate for offered jobs
- BUDGET
  - Managed a \$6.5MM staffing budget mapping out growth targets based on revenue projections
- STAFFING LIFE-CYCLE
  - Conducted monthly job fairs resulting in ability to meet hiring requirements (from 100 - 150)
  - Stood-up Florida through management of HR Manager and support of state-wide retail director
  - Eradicated negative culture through terminations and off-boarding (increasing Indeed rating from 1.8 to 2.9)
- ORGANIZATIONAL DEVELOPMENT
  - Developed org chart and incentive plan for production teams
  - Launched progressive comp plans tied to tenure and vertical growth for all hourly and salaried team members, using industry and regional competitive data analytics
  - Eliminated departmental silos, increasing strategic cooperation and interdepartmental communication and collaboration through team building and recurring agenda driven meetings
  - Drafted and deployed an attendance policy to combat tardiness and absenteeism