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Best Practices for Hiring in Cannabis

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HIRE LEARNING

BEST PRACTICES FOR HIRING IN CANNABIS



Bart Schaneman
MJBizDaily
Hire Learning Editor

Welcome to the first edition of Hire Learning: Best Practices for Hiring in Cannabis, produced by the team at *Marijuana Business Daily*.

As a cannabis business owner, who you hire can be one of the most important decisions you make. Your business' success is ultimately dependent on the people you employ, after all, so you need to make your decisions carefully.

If your business reflects the rapid growth in the cannabis industry – and it probably does – then even in a mature market with a few years under its belt, you're likely still adding members to your workforce.

According to the 2018 Marijuana Business Factbook, the cannabis sector employs an estimated 120,000-150,000 full-time workers. By 2022, it is projected to provide up to 375,000 full-time jobs throughout the United States, a 150% increase.

Couple that with the relatively nascent nature of the market, and business owners need a manual on how to hire for key positions across all sectors – and to draw attention to positions you may not have thought about, such as a human resource professional.

That's where this report comes in.

Here you'll find detailed analysis and insight into what dozens of cannabis company executives have learned about how to hire, manage and train employees for their growing cannabis companies.

The report includes hiring strategies for 17 positions, including:

- Budtenders
- Cultivators
- Executives
- Extractors
- Lead chefs
- Social media specialists
- Trimmers

The bulk of the info in this report comes from a series of stories I conducted over more than a year for Marijuana Business Magazine, for which I interviewed roughly 50 executives in the cannabis industry. There's no single strategy for hiring success, but the tips collected here are tried and true and will help get you on the right path.

If you have any questions or want to provide feedback, please contact me at barts@mjbizdaily.com.

Best regards,

Bart Schaneman
MJBizDaily Hire Learning Editor

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SALARIES

WHAT PEOPLE MAKE

POSITION	SALARY
 Accountant	\$50/hour but varies depending on whether it is internal or outside (firm)
 Bud trimmer	Local minimum wage up to \$22/hour, though highly capable and efficient trimmers can demand more
 Budtender	Local minimum wage up to \$25/hour
 Chief executive [COO, CEO, CFO, etc.]	C-level compensation is often based on bonuses and incentives tied to company performance. So the range for base salary may be as low as \$1 or as high as \$390K annually
 Extraction technician	\$13/hour up to \$70K
 HR manager	\$40K to \$125K, dependent on experience
 Lawyer	Outside cannabis attorneys charge from \$300/hour up to \$620/hour General counsel ranges from \$100K up to \$280K annually
 Lead chef [for infused-products kitchen]	\$15/hour up to \$80K, depending primarily on the size of the kitchen
 Lead cultivator	\$35K up to \$310K
 Marketing/PR rep	\$35K up to \$160K
 Receptionist for dispensary	Local minimum wage up to \$15/hour
 Salesperson [general]	Commission based. Generally \$2K/month to \$150K/year
 Security guard for a dispensary	Data not available
 Software engineer	\$60K to \$210K

Source: Viridian Staffing

Proof, meet Pudding*

Leadership / Corporate

- Chief Executive Officer | CO
- Chief Operating Officer | OR
- President | NV, NJ, PA, MD, CT
- VP, Operations | MA
- General Mgr. | MA
- Dir., Finance | CA, OR, AZ, NJ
- Dir., Operations | MA
- Dir., Edu. & Outreach | NY
- Dir., Supply Chain Logistics | MA
- Dir., IT | MA
- Accounting & HR Mgr. | MD
- Mgr., Purchasing | MD, MA

Cultivation / Processing / R&D

- Dir. of Cultivation | FL
- Dir. of Processing | CA
- Dir. of QA & Controls | CO
- Dir., Lab Manufacturing | NJ
- QA & Quality Control Officer | NY
- Sr. Laboratory Mgr. | FL
- Laboratory Mgr. | CT, FL
- Lead Extraction Technician | MD
- Product Design Engineer | CA
- Sr. Process Engineer | CA
- Lead HVAC Engineer | MA

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- VP, Sales | CA
- VP, Retail Sales | MA
- Dir. of Dispensary Operations | NY
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ACCOUNTANT

WHAT TO LOOK FOR

Finding an accountant or bookkeeper you can rely on is one of the most important moves you can make in the cannabis industry. That person could save you a run-in with the IRS or state tax authorities.

In short, you want someone trustworthy, detail-oriented and up to speed on the intricacies of the cannabis industry – including special compliance needs and 280E, the infamous section of the federal tax code that blocks marijuana firms from taking the standard deductions non-cannabis businesses use.

You want someone who has helped build a business before and can do it again, particularly if your firm is new and/or small – as most cannabis companies still are.

A good candidate is well-rounded in different types of accounting and has gone through the process of raising capital.

One specific useful skill is understanding the nuances of cost accounting. You'll be paying a lot in taxes if that's not done correctly.

Consider candidates from other highly regulated sectors, such as the alcohol industry. They already know how to navigate complex rules structures and can bring that to your establishment.

Also seek those who have moved up through the ranks. For example, a good candidate would start as a bookkeeper, move to accountant, then to controller.

Other good training grounds for accountants include the Big Four accounting firms: PricewaterhouseCoopers, Deloitte Touche Tohmatsu, Ernst & Young and KPMG.

WHERE TO LOOK

Ideally, you want someone who comes highly recommended through a referral from other cannabis businesses.

But more organizations are starting to offer services to serve the cannabis industry in this area as well, so the pool of candidates may be expanding. Tap into the networks at professional accounting organizations, such as the American Institute of CPAs.

HOW TO TRAIN AND MANAGE

A good start for onboarding your new accountant is to lay out expectations on the first day – if you haven't already done so during the interview process. Show them what success looks like.

You can also find online programs with video modules to walk new hires through the training. One example includes details about the duties they'll perform, including training on cost, accrual and absorption accounting.

Having an accountant you can trust is just as important as having a lawyer you can trust. They are going to be your right-hand person.

Karson Humiston,
founder and CEO of Denver staffing agency Vangst

Allow time for your new accountant to get up to speed and comfortable with your operations. It could take about 30 days for a new employee to become proficient enough to work independently.

Offer training on the specific programs your company uses. For example, you could provide a three-day QuickBooks course to help with training. You might also have your in-house bookkeeper meet with an outside CPA and accounting firm.

Most business owners aren't accountants, so they must trust the person they've hired. Really get to know your accountant, so you know what your financials will look like.

Your new hire should help you with concerns about your cash flow or an upcoming audit. If they're not solving your problems or explaining the value of an issue, you need to address it.

TIPS TO FIND THE IDEAL CANDIDATE

- Find a candidate with familiarity with the specific tax codes and compliance needs of cannabis businesses.
- Look for someone trustworthy, meticulous and detail-oriented.
- Your hire should be able to work with different revenue streams and know how to fit in with a startup company.
- A strong contender has worked with one of the Big Four accounting companies to learn the ropes.



BUD TRIMMER

WHAT TO LOOK FOR

Marijuana cultivators keen to hire bud trimmers should look for candidates with a passion for the cannabis industry, a tolerance for tedium and a good attitude.

Trimming can be monotonous and repetitive. Trimmers typically spend their days harvesting buds from plants by hand, playing a key role in the quality of the product a cultivator produces.

But trimmers can be a transient lot, with high turnover rates. Keeping trim crews staffed is an ongoing challenge for many cannabis operations.

Despite the monotony, being a trimmer is a way to get a foot in the door of the rapidly growing marijuana industry. In fact, many trimmers have gone on to much higher, better-paying positions, such as extraction technicians or growers. A business owner should remind prospective trimmers of that fact when staffing a crew to handle an upcoming harvest.

When hiring trimmers, seek out:

- Candidates who have a strong interest in cannabis.
- Part-time workers who will commit to work when the plants need to be harvested and who enjoy the temp work.
- Candidates who demonstrate punctuality, a good attitude and the ability to follow directions.
- Energetic, detail-oriented workers who have an interest in a long-term career in the industry.
- Candidates who are satisfied doing manual labor.

WHERE TO LOOK

Word-of-mouth connections can be fruitful, but you can also advertise in local newspapers, on social media and through your company's website.

You might have success advertising a running list of company events on your social media platforms so people are informed of an upcoming harvest and can sign up beforehand.

There are also sites like Craigslist, ZipRecruiter and Indeed on which you can post job ads.

Another strategy: Use an employee referral program. Some companies pay staffers a \$250 referral bonus if a contact works out.

When we're trimming, there's a lot of small details. It's really tedious. So we want someone who isn't going to be bored with that and is going to pay attention to those fine details.

Monica Prisoc, trim supervisor for Florida-based AltMed

HOW TO TRAIN AND MANAGE

Some cultivation operations will conduct a two-week training period during which new trimmers aren't left alone. An experienced employee will monitor those new hires to watch their production and prevent any theft.

The trimmers may also shadow one of the lead trimmers or the manager. You might even employ rigid standard operating procedures for every step of the process, beginning with how the buds are cut and ending with how they're stored.

After the trial period, conduct a review, and, if warranted, give a raise.

It's important that your trimmers feel they're as much of a part of the team as everyone else.

Another approach that's contrary to common industry trends is to pay your trimmers by the hour, not the pound. That lowers their stress level and prevents a dip in quality if the trim crew is thinking only about speed. Over time, the trim managers will watch new hires' productivity and compare it with that of more seasoned trimmers. If the new hire can't get up to speed, find another trimmer.

TIPS TO FIND THE IDEAL CANDIDATE

- Trimmers should be passionate about cannabis and want a long-term career in the industry.
- Find trimmers who are comfortable with tedium and have a keen attention to detail.
- To keep your trimmer motivated, provide concrete incentives such as decent pay and the opportunity for advancement.



BUDTENDER

WHAT TO LOOK FOR

Many managers responsible for hiring at dispensaries believe that experience in a medical office – as a technician, nurse or receptionist – is the most helpful attribute when finding a good budtender. After all, a budtender will be working and interacting with patients.

Retail experience is also helpful but doesn't carry the same weight as the medical office experience.

Another place to look that might not be immediately obvious: people with a social work background. They have rigorous academic training and are disciplined and organized – which could be beneficial in the budtender role. And, having worked in a social service setting, they understand that a budtender-patient relationship comes with more responsibilities than the salesperson-customer relationship at a department store or other type of retailer.

The ideal candidate will also have some knowledge of cannabis so that they're not starting from absolute zero in understanding of what they're selling.

Budtenders must not only know how to be personable and polite with patients, but they also need to know how to deal with unruly customers and tense situations, for example, if supply is running short or a wanted product is unavailable.

WHERE TO LOOK

Online job sites such as Indeed and LinkedIn will be good resources, but your best bet is through referrals and word of mouth.

HOW TO TRAIN AND MANAGE

The training your successful candidate needs will depend on his or her background.

A candidate with social worker training might have no problem listening to a patient, but he or she may need help with developing sales skills. As a business owner, you can't have your budtender talking with a patient for an hour.

On the other hand, a new employee with more retail experience would need a crash course on having productive conversations with patients.

If your operation is still small enough, you can provide training in-house. There are standards and procedures that all employees need to know, but training employees in-house allows the trainer and trainee to concentrate on weaknesses.

One strategy is to start with a daylong training program that covers marijuana's chemical makeup, cannabinoid and terpene profiles and strain data, as well as how to interact and behave with patients.

When you're reception or budtending, you're hearing patients' stories, and they expect medical advice. Even though you're not a trained medical professional ... you have to be able to respond somehow to their expectations of getting medical advice.

Danielle Schumacher, partner in cannabis-focused human resources firm THC Staffing

New employees can also shadow veteran ones, watching how they interact with patients, what kind of questions are asked and how they're answered.

While your budtenders might be experts on strains, they may be less familiar with delivery methods that pediatric or geriatric patients might prefer over traditional delivery methods like smoking or vaping. Train your budtenders about the different products available.

Role playing – pretending to be a new or unusual patient – is a highly effective method for training budtenders of all levels. Teach them to ask a set of investigatory questions such as “What do you believe is your challenge?” or “What do you want to achieve by using this medicine?”

And remember, one of the most important skills a budtender can have is to admit not knowing an answer. It could be detrimental to your company's reputation if they're providing inaccurate information.

While new employees will need more training than veterans, continuing education for budtenders is an important way to better serve patients and to make them feel valued. Invite outside experts, such as a cannabis doctor, to talk to your team about marijuana's medicinal applications as well as additional issues that are of interest to patients.

TIPS TO FIND THE IDEAL CANDIDATE

- Retail experience may be beneficial, but know that this isn't the most important attribute for this role.
- Look for candidates with experience in a medical office, such as a technician, nurse or receptionist.
- Social workers may be ideal for this role, because they're trained listeners and are organized – and they understand the importance of a budtender-patient relationship.



EXECUTIVE

WHAT TO LOOK FOR

As an owner or top executive already with the business, you want someone who's an effective leader, is willing to take direction and can find a way to fit into your company's culture. In short, that person must help take your company to the next level in today's increasingly competitive marijuana industry.

Don't concern yourself with a candidate's knowledge of marijuana. Ensure that the potential new hire knows how to run a business well. That means looking outside the marijuana industry to put your company ahead of the competition.

Cannabis industry experience is a plus, but you really want someone who has specialized knowledge in the area he or she will be leading.

For example, your chief marketing officer needs to be a marketing and public relations wizard. And your chief technology officer should be a technological guru, among other things.

You also want candidates who are willing to take their passion and experience and apply it to the new position.

And, crucially, find a person who can work well with other executives in your company. Hire someone who will fit your company's culture and complement the rest of your executive team rather than hoping they'll be able to adapt to your environment.

WHERE TO LOOK

Because you should be open to experience from other industries, traditional sources may prove useful in your search. Consider engaging with headhunters or advertising in traditional media, such as Inc. magazine.

Online recruiting resources such as LinkedIn or Indeed could also be helpful.

You can also post job opportunities on your business' careers homepage.

And, as with all positions, word of mouth is often the best tool.

You're never going to find somebody who's got every attribute that you're looking for, but you try to get close.

Nancy Whiteman,
co-owner of Colorado edibles maker Wana Brands

HOW TO TRAIN AND MANAGE

The first month or two of onboarding a new executive involves helping the new hire get as much exposure as possible to the company and the people that person will be working with. Pair the new hire with current executives to provide different perspectives of the business. For example, if you hire a new chief marketing officer, part of the onboarding process could be to meet with each executive on a regular basis as sort of a mentoring program.

If the person is new to the cannabis business, expose him or her to some of the key industry players.

Take the person to industry meetings such as the Cannabis Business Alliance or the National Cannabis Industry Association, which bring together MJ business leaders, and use those settings as an opportunity for introductions. Conferences also are good for introductions.

Help your new executive get acclimated to what the business is all about. Take the pressure off and let the executive know he or she doesn't have to come in and immediately make all kinds of changes.

TIPS TO FIND THE IDEAL CANDIDATE

- Hire for skills and expertise rather than cannabis industry knowledge. Looking outside the industry can give your business a competitive edge and allow it to move to the next level.
- Find an executive who can offset any weaknesses or gaps you have as a business owner or existing top executive.
- Allow a new hire to learn from other upper-level executives in your company.



EXTRACTION TECHNICIAN

WHAT TO LOOK FOR

Extraction is a hands-on job that requires attention to detail. The technician should be mechanically inclined and alert to the dangers of the job. Butane can easily catch fire or explode, for example.

Some business owners prefer candidates without cannabis experience. Those coming to the job from unlicensed extraction facilities might have bad habits that lead to friction with the owners and other lab workers.

A degree in either biology or chemistry can be useful. It's a lot easier to train someone on how you want things done if they have science knowledge. You might also consider someone with cannabis retail or cultivation experience.

One approach is to hire from within the company. For instance, you could start your employee in a packaging role, then promote from there. Look for someone with a strong work ethic who is mechanically inclined. Extraction equipment is complicated, requires daily maintenance and can be expensive. It has many components, and when those fail you need someone who can repair them.

Check references from previous employers for character and work ethic. Because extraction has that danger factor, seek people with good judgment and a level head. You want to know you can trust someone working with your company's pricey equipment.

WHERE TO LOOK

Job ads on Craigslist, Indeed and LinkedIn can lead to good candidates. Also look for referrals.

Another approach is to recruit from retailers and partner processors so you can see how people perform in other jobs.

When hiring for base-level extraction positions, some have had good luck with people who have experience in the medical cannabis industry.

Others strictly stick to their network and rely on word-of-mouth to find technicians.

The person who gets to process and handle our oil, we view as one of the most important jobs in the entire building.

Ryan Abernathy, *president and CEO of X-Tracted Laboratories 502 in Seattle*

HOW TO TRAIN AND MANAGE

It can be beneficial to have your new extractors learn every position in the laboratory, not just extraction and distillation. That broad understanding can help the overall lab run more smoothly and cohesively.

Another approach: Set aside a month for training. The first two weeks involve hands-on learning. In the second half, the employee is observed and given tips on how to improve.

Emphasize the importance of standard operating procedures. Let a new hire shadow another technician before working alone.

One of the challenges in training and managing extraction technicians is how quickly the process and equipment change. A plan for continuing education can help manage that.

TIPS TO FIND THE IDEAL CANDIDATE

- Look for someone who is mechanically inclined. Extraction equipment can require frequent repairs.
- Take candidates with science backgrounds. Biology, chemistry and chemical engineering are desirable backgrounds.
- Teach your technicians all aspects of production, so if something goes wrong he or she knows what to do.



HR PROFESSIONAL

WHAT TO LOOK FOR

Your human resources professional is the person who will help you develop and protect your most valuable asset: your employees.

An HR pro can execute a number of important duties, including helping your company with:

- Recruiting and reviewing employees.
- Setting vacation policy.
- Developing an employee handbook.
- Creating processes for disciplinary actions.
- Onboarding employees.
- Monitoring payroll.
- Negotiating health care benefits.
- Setting up retirement plans.

You want someone who is detail-oriented and can look at the big picture in an organization and distill things down to smaller, itemized tasks.

The person should also be very good with people. The HR office is often the complaint department, dealing with disciplinary matters or dissatisfied employees.

You also want someone who has a vision for the company's future. They should be able to help the CEO work out which positions are needed as the business grows and help create the foundations of the whole company.

A successful hire also needs the ability to maintain composure when dealing with high-stress situations – such as sexual harassment allegations – and with various personality types unaccustomed to the traditional corporate world.

The person should also have a good understanding of cannabis in the workplace and of the marijuana industry.

In addition, the right candidate must understand that not all vendors want to work with cannabis businesses, so it might more of an effort to find providers of payroll or time-management tools, for example.

Paralegals who have worked for law firms are good candidates. They know how to comply quickly and don't have to continuously look up processes.

Some companies prefer candidates with an HR background, but you really want someone who is flexible. Situations will arise in this industry that don't come up in others. For example, workers might have a misunderstanding that because they work for a cannabis company, they can consume marijuana on the job. A good HR professional can deal with that type of situation and carry on with his or her business.

WHERE TO LOOK

Online job boards and job sites such as Indeed and LinkedIn are useful. So are cannabis recruiting firms such as Viridian Staffing and Vangst.

But old-fashioned methods such as networking and word-of-mouth work well.

HOW TO TRAIN AND MANAGE

One tact for training your new human resources professional is to put your new hire through a multiweek training process. This provides time to learn about the company culture and to interact with people before they have to dive into their work.

Some firms use an onboarding and employment template through project-management software such as Asana. The new hire is taught how to use the specific platforms the business employs.

Others like to take a hands-on approach to training and have new HR hires apprentice first with someone who has experience with the job. That way the new candidate has someone they can turn to when they make mistakes and feel safe getting the adjustments they require.

You want your HR employees to know you're watching, but they have your support.

Another training philosophy is to have new HR hires learn how all parts of the business work when they start. Spending time with each of the divisions so they understand the cultures inside and out is important with this technique. With this approach, try to work as an enabler and a roadblock remover.

TIPS TO FIND THE IDEAL CANDIDATE

- Find a candidate who can help your company execute its vision for growth by hiring the right people.
- Look for someone who will help you develop standard operating procedures and employee handbooks that set the tone for your company.
- Your HR pro will be handling delicate personnel matters, so your new hire should relate well to others.



LAWYER

WHAT TO LOOK FOR

When seeking outside or in-house legal representation, you want an attorney who doesn't think of cannabis law as a side gig. Marijuana rules and regulations change constantly and require specialization to understand.

Hiring specialized counsel helps you avoid attorneys who are in it only for the money.

You want someone who knows the inner workings of state and local governments and the laws where your business operates.

Relationships with the regulators matter almost as much as knowledge of the regulations themselves. Many regulatory decisions are made by officials who aren't familiar with how the cannabis industry works. The opportunity to educate a regulator often is highly valuable.

It's important to keep in mind that many attorneys are skilled in marijuana law – they know the regulations and are good at compliance and lobbying. But they may not be very good at the actual legal side of business needs. For example, an attorney well-versed in marijuana policy might not understand how to evaluate employment contracts.

Look for an attorney who has been involved in marijuana industry trade groups, lobbying efforts or pro-cannabis referendums – anything of that nature.

Be aware there may be times when you may need an attorney who is more focused on a specialized area such as intellectual property versus cannabis alone.

The best attorneys will tell you if the subject matter is outside their area of expertise.

WHERE TO LOOK

Tap your referral network when it comes to anything industry specific, such as obtaining a cannabis cultivation license.

Some cannabis executives rely on word of mouth from other marijuana business owners.

You can also keep an eye on cannabis attorneys who often speak at marijuana industry conferences. If you're impressed, hire that person on a retainer.

For anything outside of the marijuana industry, conduct your own vetting process. For example, if you're dealing with an intellectual property matter – such as an extraction process – look for law firms that specialize in IP and then winnow the list of potential attorneys.

You want to find an attorney who's solely based in the cannabis industry.

Luke Ramirez, principal owner of Farm Grass Table dispensaries in Portland, Oregon.

HOW TO WORK WITH A LAWYER

Communicate frequently with your outside attorneys. Call or email them a couple of times a week to make sure they're on task. Make them ask questions and get feedback from you frequently. That saves you money and gets you better advice.

Ask the non-marijuana lawyers to tour your company's facilities. Show them your operation, walk them through your grow and extraction facilities and retail. Help them understand the actual business.

Let your attorneys know about any future opportunities your firm plans to be a part of, whether that's orchestrating an expansion, hiring new employees or creating different branding opportunities. Run everything you do by them. There are a lot of small things in cannabis law that are unique.

For example, if you're creating a new website, it could inadvertently be appealing to children.

Some owners like to work with firms that have several attorneys and paralegals because they have excellent response rates.

Once you've secured the relationship, you can communicate to your counsel that he or she needs to be responsive. Expect responses immediately and conversation availability. You're paying by the hour and deserve professionalism.

TIPS TO FIND THE IDEAL CANDIDATE

- Avoid a proverbial jack-of-all-trades, master of none. You want someone with specialized cannabis experience.
- Demand responsiveness. If you're paying by the hour, you should have your needs met in a timely manner.
- Shop locally. You want an attorney who is familiar with local and state rules and regulations.
- Curiosity and a willingness to learn go a long way. In the ever-changing world of marijuana, it's important to find representation that can adapt to the shifting legal and regulatory landscape.



LEAD CHEF

WHAT TO LOOK FOR

An edibles company looking to hire a lead chef needs to find someone who can wear more hats than just the white toque traditionally worn by the boss of the kitchen.

A lead chef needs to be organized, detail-oriented and able to manage a kitchen, all while creating delicious products and sticking to the precise recipes of cannabis-infused foods and beverages.

You want a candidate who can produce recipes exactly as you want them executed. In other words, you don't want someone who improvises with ingredients or measurements on the fly – a move that could land an edibles business in hot water with regulators or even customers if something such as the dosing is incorrect.

Look for someone who knows how the flavors work together and how that fits with your brand goals.

Wholesale cannabis oil used for infusion can arrive in the kitchen at varying levels of consistency. It can come in very potent one day and much weaker the next. To achieve the correct flavor balance while maintaining the proper dosage requires the lead chef to precisely adjust each batch.

Your chef also has to be able to understand how to successfully mask the flavor of cannabis to appeal to a broader market.

It's common to hire from the food service industry for this position, but a new hire must quickly realize the cannabis industry takes its standards to the next level. For instance, food requires the utmost cleanliness. But cleanliness is even more of an issue with edibles: Cannabis companies test for microbials and other contaminants.

Some owners prefer bakers over restaurant chefs because bakers are more familiar with using scales to precisely measure their ingredients. Some believe bakers are more fine-tuned to that level of consistency.

A lead chef's primary duty is producing high-quality cannabis-infused foods. But lead chefs take on other roles too, including executing precise recipes, managing support staff and overseeing inventory needs.

WHERE TO LOOK

The food service industry is a natural place to recruit for a lead chef. But it's also important to mine professional networks and use word of mouth.

Online job sites such as Indeed or Craigslist can also be helpful.

Infusing food with cannabis is a very arduous process. It's time consuming. It's expensive. It's not the same as just throwing together brownies in your kitchen.

Julianna Carella, founder of Oakland, California-based edibles manufacturer Auntie Dolores

HOW TO TRAIN AND MANAGE

After hiring a lead chef, make sure that person has spent time becoming familiar with your company's standard operating procedures. Give that person a few days to understand these procedures before sending him or her into the kitchen.

Allow your lead chefs to get their feet wet by practicing on three or four products at a time before moving on. Most recipes require a keen attention to detail; you don't want to sacrifice the quality or consistency by rushing them into the role.

You can also let your new hire practice with a non-cannabis batch before trying one infused with marijuana. Losing an infused batch could cost you thousands of dollars.

Go over all your policies and procedures when you hire a new lead chef to ensure that person understands how the company operates. That can take two to three weeks. Emphasize how critical it is to get the dosing correct, even when working with inconsistent oils.

You can also put your new hire on a 30-day trial period to make sure everybody meshes.

When guiding your lead chef, it's important to avoid micromanagement while laying out specific, clear goals at the onset to eliminate confusion. Regular communication is helpful, too.

TIPS TO FIND THE IDEAL CANDIDATE

- The food service industry is an excellent resource for recruitment.
- Look for someone with a strong attention to detail who can follow a recipe exactly.
- Consider professionals from the baked goods sector, rather than the restaurant world.



LEAD CULTIVATOR

WHAT TO LOOK FOR

The best candidate for your lead cultivator isn't someone who learned to grow marijuana in the backyard or basement. A better bet is someone who has an advanced degree in botany, horticulture or plant pathology.

Someone with a strong background in cultivating other crops can apply that expertise and similar techniques to marijuana.

Your lead cultivator needs to be highly organized to keep everything on schedule. That person must monitor the plant inventory and maintain supplies to ensure, for example, that nutrient mix levels are perfectly balanced.

You might also look for a horticulturalist, someone with experience working with automated systems – such as irrigation – and growing in high-density, highly controlled environments.

Candidates who have interned at large agricultural corporations, such as DuPont or Monsanto, have proved to be good hires for others in the industry.

WHERE TO FIND ONE

Before you can find the right candidate, you need to identify your goals for your business. Small-scale operations have very different requirements than large-scale ones.

If you're going the Big Ag route, scan agriculture university websites.

An ad on Craigslist looking for someone with a farming background could work well.

If you can find a candidate who isn't using his skills at another grow, that also might be a good person to recruit.

If someone comes from an ag background, these folks have had to know how to grow everything, so you're just throwing another plant into the mix.

Martin Kaufman,
cultivation facility design lead at Terra Tech

HOW TO TRAIN AND MANAGE

Providing a detailed job description is a great starting point for training and managing new hires for a lead cultivator. It allows you to provide a framework for them to use their expertise without micromanaging.

Compliance is critical in this industry, so make sure you emphasize that aspect. If you hire the right person, someone who is trustworthy, you don't have to put up cameras to watch them.

Continuing education is also recommended so your lead cultivator can stay abreast of the new techniques, such as pruning, that are constantly being developed in cannabis.

To become a versatile, well-rounded grower, your new hire either should be encouraged to study up on the craft of growing marijuana or follow a mentor as an apprentice.

Last – but not least – remember that your cultivation business lives or dies on the quality of the cannabis you produce. Recognize the real value of your lead grower in achieving that quality and pay them well. This also signals that you will have high expectations for results from them.

TIPS TO FIND THE IDEAL CANDIDATE

- Look for someone who understands modern cultivation systems.
- Seek out a person with a background in agriculture or horticulture.
- Check job boards at universities with strong agriculture programs.



MARKETING PRO

WHAT TO LOOK FOR

Finding a great marketing professional for your cannabis business starts with detailing what you want from your marketing team. Once you have that, look for someone who can work strategically to help you reach your goals.

When looking for a marketing professional, it's imperative to find someone who understands what customers really want, whether you're a cannabis grower, edibles manufacturer, retailer or another type of business.

You want a marketer who can help you establish business bona fides that differentiate you from the competition.

A key characteristic is a candidate's sense of aesthetics and understanding of your brand. If a candidate doesn't have that clear understanding or that person's artistic sensibilities don't match up with yours, you risk sending the wrong – or at least a mixed message – to consumers.

You're targeting consumers who are looking for a brand they can trust, and a marketing professional is crucial in establishing that sense of credibility.

You might look for someone with great experience in social media, for example, since cannabis companies are limited in how they can advertise.

Experience with the industry and passion for it can be desirable, because it's so fast-paced and changes daily.

WHERE TO LOOK

Don't restrict yourself to looking at people in the cannabis industry. Some companies have had great success finding candidates in other industries.

Job ads on the online sites Indeed and LinkedIn have worked for some, as well as local recruiting agencies.

Posting online via Craigslist or Monster, unless you have a really strong employer brand, might not attract the right type of candidates. A cannabis-centric recruiting agency like Viridian Staffing or Vangst could be a better choice.

Attend marijuana industry conferences and those put on by the American Marketing Association to identify potential candidates.

HOW TO MANAGE AND TRAIN

Consider a weeklong training period where your new hire shadows a higher-up and gets familiar with the company, the technology, benefits and products. This can include a formal presentation.

***It's not just about a logo or a slogan.
It's how that brand lives throughout
every aspect of that product.
Customer service. Social media.
Every touchpoint with the customer
is your brand experience.***

Kate Wells, chief marketing officer at NanoSphere Health Sciences, a Denver biotech company that manufactures nano-sized infused medical cannabis products

Be very clear and specific in setting goals, including revenue targets and market share benchmarks.

Marketing professionals who need advanced courses might try Coursera, the online platform that provides skills classes. Some of Coursera's classes, for example, cover digital, viral and content marketing.

You could also send the candidate to cannabis-specific conferences and have that person attend marketing sessions.

Outside of the cannabis industry, the American Marketing Association offers training, events and classes.

Some companies hold weekly status meetings to go through a list of initiatives. Those include email blasts, social media campaigns and upcoming promotional events.

Once the training is over, set your marketer free to get to work. You likely don't have time to micromanage what everyone's doing.

TIPS TO FIND THE IDEAL CANDIDATE

- Find someone who understands that credibility is critical in the cannabis industry.
- Seek a candidate who strives to build trust among consumers toward your brand.
- Extroverts equal good marketers, while introverts might be better suited to market research.
- Look for a passion and curiosity for the cannabis industry. It's fast-paced, constantly changing and requires energy to keep up.



PRODUCT DEVELOPMENT LEAD

WHAT TO LOOK FOR

Product development leads help firms dream up new goods to sell, including infused products and accessories, as well as services such as technology platforms for ancillary software companies.

When it comes to choosing the right person to develop your products, you need someone who is creative, collaborative, versatile and adept at communication, as they'll have to be able to explain new products to other members of your team, such as marketing.

Search for a candidate with artistic leanings who can put a cannabis spin on products commonly found in mainstream sectors, such as medicine for children with epilepsy.

An ideal candidate is someone who thinks out of the box, who can think innovatively about the brand, the product name and how to roll out the product.

A good product development lead also will know how to work with test groups, including monitoring online feedback, and develop a product that's repeatable and won't cost the company an exorbitant amount of money to make.

The right candidate can find easy solutions, such as automation, to creating products.

To determine whether a candidate can articulate the ins and outs of a product, ask that person to prove, as part of the interview process, that he or she is a good fit for the company by building a case study and presenting it. The person proposes an addition to the company's software, for example, then demonstrates how to build it and why it would work.

Another route is to look for someone who had experience with mainstream product design.

A good candidate brings a sense of humor to their design sensibility and also keeps their product simple enough that it can be maintained easily.

WHERE TO LOOK

You might have recruitment success using online job boards and websites such as LinkedIn, ForceBrands, Stack Overflow and AngelList.

Some successful cannabis hires have come from mainstream industries such as medicine and finance.

Referrals and word-of-mouth through friends, family and employees within the organization can also yield good results.

You're looking for someone who has a wide range and an ability to work in various media.

April Pride, founder of Van der Pop, a Seattle cannabis lifestyle brand

HOW TO TRAIN AND MANAGE

Consider a 90-day trial phase to make sure the new hire is a good fit. You can take the trainee on a tour of the company's operating facilities to see products currently under development, such as edibles or other infused products. Let them understand the culture behind each brand.

If the new hire can grasp the message and direction of the company, the training period ends in about four weeks. If that person can't get on board in 90 days, part ways.

The new employee should have a clear point of view and be able to defend it with data. But if somebody presents a stronger case, the new hire should feel free to abandon the original idea and jump onboard.

The product development lead might spend lunch and dinner for a few days getting to know everybody on the engineering, support and management teams.

It's important for the product design lead to be well-informed about the behavior associated with cannabis consumption and trends to monitor how they impact R&D.

A good practice is to offer encouragement in the form of verbal positive reinforcement. Pay attention to small successes and those who overcome obstacles.

And try not to micromanage. Let your team work, but check in regularly.

TIPS TO FIND THE IDEAL CANDIDATE

- Look for a candidate who is versatile, creative and a good communicator.
- Find someone with artistic leanings and who can put a new spin on products commonly found in other sectors.
- Seek out a new hire who can take feedback from customers and use it to improve your brand and offerings.



RECEPTIONIST

WHAT TO LOOK FOR

Receptionists at cannabis retail locations do more than just answer the phone. They check identification, guide customers and patients into the store and generally ensure a business remains compliant with necessary regulations.

The right or wrong receptionist can have an impact on your bottom line. A cranky, unhelpful person helming the front desk can turn off potential customers – or even drive them to competing retailers. A welcoming, helpful receptionist, by contrast, can make people repeat customers who are more willing to open their pocketbooks.

Finding someone with hosting experience in the restaurant industry or other hospitality trades such as hotels is a good place to start.

Retail business owners also have had good luck with elderly people who enjoy interacting with customers.

In short, you want someone who can keep smiling and be helpful when a crowd of customers rushes through the door.

You should also watch for good grooming habits – in other words, the person is showered and clean, hair is neat, nails are trimmed, etc.

You'll want someone with grace under pressure. They can't be the type to slow down or become frazzled when things get piled on.

Also seek out someone who can handle different software systems, take accurate messages and share information with management in a timely manner, such as feedback on products and what customers are seeing in other stores.

Compliance is a top priority. You should be concerned about a fake ID getting past your receptionist or that person falling victim to a sting, where someone who's underage or using an invalid identification is used by law enforcement to test a business' practices. You want someone who is alert and knows and follows the regulations.

To reduce turnover, avoid hiring receptionists who want to become budtenders or other positions in the business. Instead, hire people who genuinely like greeting customers. It's a critical role that needs to be taken seriously by the person who fills it.

WHERE TO LOOK

Word-of-mouth yields solid results for some business owners.

Others look internally first, drawing on their company's network of employees.

If that doesn't work, reach out through personal social media and the dispensary's own accounts, which can include Facebook, Instagram, Twitter and LinkedIn.

Other approaches include using THC Staffing Group as well as staffing agency Vangst.

HOW TO TRAIN AND MANAGE

One strategy: On the first day, a receptionist trainee starts with four to six hours of orientation, which includes a lesson on policy and procedures, dress code and Health Insurance Portability and Accountability Act (HIPAA) compliance.

On the second day, a veteran employee educates the trainee to impart the dispensary's core values and mission, namely its commitment to patients, wellness, education and helping the community. The trainee also learns the qualifying conditions for medical marijuana in that state, and that person is tested on the store's menu and products.

Once that's completed, the trainee shadows a fellow receptionist for five daylong shifts.

Provided everything goes smoothly in the training process, the next step is a review at the 90-day mark.

Another retail store manager, who came from the alcohol industry, focuses on teaching the receptionist how to spot fake IDs and law-enforcement compliance checks.

Make sure the new hire knows the state's regulations.

With compliance playing such a critical role in the industry, much of the focus will necessarily be on how to ensure rules are being followed. However, it's also important to make sure the receptionist is trained to make the customer feel relaxed when entering the store.

TIPS TO FIND THE IDEAL CANDIDATE

- Hire from the service industry – someone with experience as a host or hostess at a restaurant would be a good fit, for example.
- Find a person who can multitask – the front desk can get busy.
- Avoid people who merely see the role as a stepping stone – otherwise you might encounter high turnover.



SALESPERSON

WHAT TO LOOK FOR

When hiring a sales representative, it's important to remember that you'll be sending this person into the marketplace as the face of your company. These people will be pitching your product or service to growers, retailers and others.

It's crucial this person reflects your values, your type of product and your corporate culture. If you're selling medicinal products to dispensaries, you want a sober-minded sales rep who focuses on the health benefits of your products. If you're selling high-potency concentrates to an adult-use shop, you might want a former budtender or extractor who can speak to the customer experience.

Industry executives agree you need someone who's a born salesperson. You're looking for experience, but you're also looking for innate characteristics such as self-confidence, a propensity to strike up an easy rapport and an ability to convey the value and benefit of what that person is selling. It's easier to train someone about your product than how to sell it.

That person should also be aggressive, personable, self-motivated and have a great work ethic.

A long track record of sales success is one good indicator. On a personal level, you want someone who is confident and won't get rattled by rejection.

Persistence, commitment, passion and follow-up are all key characteristics of a good salesperson.

Also look for one of the same characteristics that any mainstream business would want: professionalism.

You want someone who works hard and understands that this is a large industry that's growing exponentially every day, so having a desire to learn is critical.

Look for people who can tactfully tell a client no when presented with a circumstance that might have a negative outcome, such as when a customer offers a dab hit in the middle of the day and there's more work to be done.

WHERE TO LOOK

Cannabis personnel agencies such as Viridian Staffing and Vangst as well as online sites such as LinkedIn, Indeed, Facebook and Craigslist all work.

You can also mine your personal network and your staff's contacts.

Your company's Facebook and Instagram pages are viable options as well.

Someone who's ready to knock on lots of doors and possibly face 'no' a bunch of times but can get up the next day and do it over again.

Andrew Kerklaan, president and founder of Dr. Kerklaan Therapeutics, a medical marijuana topicals company in Marin, California.

HOW TO TRAIN AND MANAGE

New hires should accompany veteran salespeople during their visits to retailers. The more experienced sales reps can show the new hires the company's systems and procedures, such as proper regulatory paperwork, product selling points, new dispensary onboarding procedures and order-tracking software.

The reps also introduce them to clients. Afterward, the new hires can be trained on the company's customer relationship management system.

This period can be difficult for your company. Current customers may slow purchases or stop them completely until the new rep is proven. There also may be situations where a customer liked the previous rep and stops doing business with the company.

To combat such developments, set up a program where expectations and sales performance goals such as quotas are detailed in the first week. Weeks two through eight include classroom time with the manager, who details sales tactics as well as homework assignments and field and event training.

You can also have one-on-one meetings every other week with the reps in which they discuss struggles and what they can improve on.

But you don't have to micromanage. You don't need to know where your reps are every moment of the day, but close communication with your salespeople will keep you all on the same page.

TIPS TO FIND THE IDEAL CANDIDATE

- Look for a candidate who is a born salesperson – including having a thick skin and can handle rejection.
- Err on the side of professionalism first, cannabis knowledge second.
- Know that word-of-mouth is a great way to find candidates.



SECURITY GUARD

WHAT TO LOOK FOR

When looking to hire a guard for a marijuana company, it's important to consider the environment in which the individual will be working.

Cannabis companies have a clientele that might not take too kindly to intimidating authority figures. Aim to strike a balance between presenting a deterrent to any would-be criminals without scaring away your customers.

A security guard must convey a presence that might make someone think twice about robbing a store, maintain a cool and calm demeanor and view customer service as a top priority.

One idea is to look for a candidate who served in the armed forces and, beyond that, law-enforcement training.

You want someone who pays attention to detail, has the ability to follow a process and offers a strong response to a more disciplined structure.

But, again, dial back the intimidation factor with your guards' appearance.

WHERE TO LOOK

The tried-and-true method of word-of-mouth referrals works as well as anything. Ask proven employees for recommendations.

Otherwise advertise on Craigslist, ZipRecruiter, Monster, LinkedIn and Indeed. When writing an employment ad, be specific about the job duties, necessary qualifications and the company's expectations.

Typically, one good veteran knows another good veteran.

HOW TO TRAIN AND MANAGE

Making sure your employees know what's expected of them from Day One is one of the easiest ways to position your security guards for success.

Train your guards what to do on the job and teach them what not to do. If you don't tell them, they will likely do the wrong thing at some point – simply because no one told them otherwise.

People who will work in a lower-wage-paying industry are typically not self-starters or two-step thinkers, so close management is necessary to keep them on point and on task.

What we like is people who look like they can handle themselves in a situation that they need to be an authoritative figure. But you can't have some ninja-killer Navy Seal standing at the door intimidating people as they walk in.

Michael Julian, CEO and president of MPS International, a full-service security firm headquartered in Southern California

You want your guards to understand that the details matter. How they present themselves at work – to tactical positioning and everything in between – ultimately leads to a better product.

Place an importance on trust, empowerment and surefootedness. It's the duty of the manager to strike a balance between encouragement and trust.

When done correctly, you are left with an employee who stands strong, determined and professional.

TIPS TO FIND THE IDEAL CANDIDATE

- Look for veterans who know when to be intimidating and when to provide customer service.
- Use a proven employee's personal network to recommend additional staff.
- Pay close attention to how candidates carry themselves – you want confidence in a security guard.



SOCIAL MEDIA SPECIALIST

WHAT TO LOOK FOR

Choosing a social media manager for your business requires finding a candidate who understands the nuances of working in the marijuana industry and the ins and outs of cannabis-related rules governing each social media platform.

It's important that your social media specialist can navigate the differing rules for each site, be it Facebook, Instagram, Twitter, Tumblr or Reddit – and someone who can adapt to rapid and unexpected changes in those rules.

Look for a candidate who understands how current social media trends in the industry pertain to the company.

A good social media specialist has either a deep understanding of the marijuana industry or a willingness to learn about it. Seek candidates who are interested in the history of marijuana and how that affects what is happening in today's society.

Choose a specialist who has a track record of success and can demonstrate effective social media campaigns.

Social media aptitude is largely self-taught, so look for someone with a built-in appetite for the work.

WHERE TO LOOK

Word-of-mouth can yield good results.

You can also tour other facilities and ask companies in other markets to recommend good candidates.

Others have had good success with the job board ZipRecruiter and job listing site Upwork.

HOW TO TRAIN AND MANAGE

For some firms, the first two weeks involve communicating an understanding of the industry to your new social media specialist. Expose the new hire to documentaries about the cannabis industry, for example, and attempt to lay a solid foundation of knowledge for that person to build on. It's important for the new hire to understand the history of the industry.

Once that person is ready to post content, have another staffer approve the post before it goes online. Under this model, it takes about a month before the new hire can post without prior approval.

A good social media specialist is someone who is aware of the market.

Sam Campbell, director of marketing at MJ Arsenal, a Denver company that makes smoking devices for the cannabis industry

Others employ a longer vetting period before the social media manager slowly starts assuming more responsibilities, including posting to each social media account one at a time. Make strict guidelines so you're playing it safe.

One owner communicates with the social media specialist daily, either by email or phone, to discuss analytics and how the posts are performing. Every two weeks, a conference call is organized to catch up on trends in the industry – what's hot and what's not – and discuss new campaigns.

You want to make sure your social media manager is staying on top of social media tendencies, such as what platforms are trending at the moment.

TIPS TO FIND THE IDEAL CANDIDATE

- Look for a person who understands each social media platform's policies when it comes to posting marijuana-related content.
- Seek out a candidate who knows how to spot emerging trends within the social media world, such as which platforms are growing or waning in popularity.
- Find a worker willing to engage in constant communication to help shape your company's message and vision.



SOFTWARE ENGINEER

WHAT TO LOOK FOR

In the cannabis industry, a software engineer needs to be well-rounded and able to work on all parts of your product.

You want a “full stack” engineer, meaning the engineer can code in HTML, CSS and JavaScript but can also create APIs and conduct state traceability reporting.

Look for a well-rounded person who can navigate the full spectrum of your technology. You’re seeking a minimum level of proficiency from the front-end user interface to the back end, where the database lives. There are too many different technologies in the software sector to be an expert at everything.

A good hire is someone who knows how to teach themselves very quickly.

Grit is a desirable characteristic in a candidate. Look for people whose achievements seem to have been challenging.

Good candidates have been forced to apply their training and education practically. You don’t have to put much stock in a college degree. Instead, look for relevant experience.

You want proof that the candidate built something they can show you that they care about. Preferably the candidate can point to a project that’s hosted on GitHub, for example.

WHERE TO FIND THEM

In competitive markets, you need to recruit good candidates away from other companies.

You might also look through the networks of your current employees. Analyze your staffs’ GitHub, LinkedIn, Twitter or other social media pages to determine which employees to ask for referrals.

Another approach is to seek out people on forums and cast a wide net. For example, if you need an expert in WordPress, find WordPress forums online and recruit from those.

HOW TO TRAIN AND MANAGE

There are software-management tools you can use, such as Confluence, to train new engineers. Those tools contain the information for the software engineer to become familiar with what has occurred in the system to date. Confluence can be used to document how management came to certain decisions and overcame challenges. It enables the new hire to understand where the company has the biggest needs and then apply his or her skills to the problem.

That training period doesn’t usually take more than a couple of weeks.

A good software engineer is someone who can put themselves in the shoes of a customer who’s using the software.

Ben Curren, CEO of Green Bits, a San Jose, California-based, point-of-sale software company

Other companies have in-house employee onboarding programs. New hires learn about the cannabis industry, visit stores using the company’s software and take sales and support calls. Then leadership communicates the company’s goals for the next three to five years and how it plans to achieve them.

When it comes to management, some rely on “an agile scrum” to manage its engineers. That specific methodology has well-known principles and guidelines for the engineers to follow. It directs how they manage their work – how they intake and deliver it.

Once the engineer is comfortable with the code base, leadership includes the new engineer in the scrum process. The team runs on two-week “sprints,” where they are tasked with a chunk of work that management determines should take about two weeks to accomplish.

If you’ve hired correctly, you’ll be able to get out of the way of your engineers and let them work.

TIPS TO FIND THE IDEAL CANDIDATE

- Find someone who can self-teach. In the upstart cannabis industry, it’s important to be a self-starter.
- You want a person who has enough grit to accomplish challenging, difficult tasks. It shows a person can solve problems.
- Seek a new hire who exhibits a capacity to teach and lead others on their team.



STORE MANAGER

WHAT TO LOOK FOR

Your store manager needs to take on many duties beyond supervising budtenders and other retail employees. Those duties range from ensuring the retail clerks stay on task to answering difficult questions from customers and keeping the store shelves fully stocked.

Good store managers can be promoted from within or hired from outside based on their past work experience – sales and restaurants are both desirable fields to draw from.

For a dispensary, you want someone who can gather a lot of information from patients in a nonthreatening or intrusive way. You need people in the management role who have the ability to show empathy.

But you also need someone who can be dynamic and forceful when necessary. Patients come in with a variety of problems, and they need someone who can listen and respond appropriately.

It's important that a candidate's personality fits your company's culture.

You want a manager who is passionate about cannabis. They don't have to be marijuana consumers, but they should be able to share enthusiasm with the customers and answer questions.

People who are good at managing customers are often also good at managing employees.

WHERE TO LOOK

At least one firm has found successful candidates by hosting its own hiring events.

At these events, a venue is selected close to the proposed location for a new dispensary. Potential candidates bring in resumes and sit for interviews the same day.

You can also carefully craft your job ad for an online post. You might find success on sites such as LinkedIn, Hyrell and Indeed.

Others initially try to fill every position from within or through referrals.

HOW TO TRAIN AND MANAGE

You want your managers to know that you're available to help out if needed. That gives them a level of comfort that can be hard to come by. Everyone feels a little better if there are numerous heads applying gray matter to any problem.

Watch your store manager closely from the outset, but back off after the person gains some experience. It's an important role to keep tabs on, so sit down with the other employees to get a read on how the manager is performing.

We're looking for people who know how to serve the public and understand our customers' needs and take care of them.

Andrew Jolley, owner of *The Source*
dispensary in Las Vegas

Another company provides training resources to all employees. This firm employs a physician who provides a base level of medical understanding to the workers, educating them on the medicinal effects of cannabis – essentially the biological impact of the medicine.

That's important, underlying information to have in this industry, even if your retail store is both medical and recreational.

The new hire should shadow someone in that role of store manager for two weeks before going on his or her own.

New store managers also spend time with the general manager and assistant general manager to go over policies and procedures to understand how the company runs and what's expected of them. They learn procedures for opening and closing the store, how to request time off and other internal workings.

Store managers, who are talking with customers about the product all day must have a higher level of knowledge than many other roles, and they need to demonstrate that.

TIPS TO FIND THE IDEAL CANDIDATE

- Find someone who can answer tough questions from first-time customers and sick patients. The store manager should be someone who can listen and respond appropriately.
- Your hire should be knowledgeable about cannabis and willing to learn – and enthusiastic about the plant.
- Look for a strong personality to lead the team, but someone who can also adapt to changes and take direction.