

**MENLO**

V E N T U R E S



# Architecting a Strategic People Function

with Anthony Louis



# Partnerships



# What's the difference between a strategic people function and a perfunctory HR function?

## **Proactive vs. Reactive**

A strategic HR function is proactive, identifying opportunities to drive the business forward rather than acting purely in response to issues as they arise. Symptoms vs root cause.

## **Systematic vs. Ad-hoc**

A strategic HR function is systematic; cogs in a wheel that are moving in tandem motion. Departments and sub functions are in communication with each other.

## **Long term vs. short term focus**

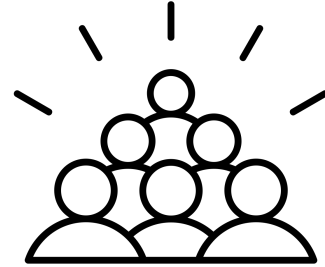
The strategic HR function is focused on a long-term vision, building systems that can scale and adapt as the company grows.

# When should you hire your first full-time People employee or leader?



**When HR admin work is taking  
too much CEO time**

And/Or



**When you have  
35 to 50 FTEs**

**Tip: HR headcount is typically around 3 -5% of total full-time headcount**

# What are the different stages of scaling an HR function?

**Very Early  
Stage**

**First People  
Leader**

**Building out  
Sub-Functions**

**Strategic People  
Function**

**Employee Headcount** 1-35

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**HR Team** HR Generalist

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**Core Operating Tools** PEO & ATS

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**Key Responsibilities**

- Paying people on time
- Ensuring Onboarding administration occurs
- PEO or HRIS management
- Functional leadership

# What are the different stages of scaling an HR function?

**Very Early  
Stage**

**First People  
Leader**

**Building out  
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**Strategic People  
Function**

**Employee Headcount** 35-50

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**HR Team** First Head of People or HR Director  
Plus:  

- 1 HR FTE
- 1 Recruiter

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**Core Operating Tools** PEO & ATS

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**Key Responsibilities**

- Instituting a thoughtful onboarding process
- Creating policies (promotion, vacation, etc.)
- Employee churn & Establishing the employee lifecycle

# What are the different stages of scaling an HR function?

**Very Early Stage**

**First People Leader**

**Building out Sub-Functions**

**Strategic People Function**

**Employee Headcount** 50-100

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**HR Team** True Head of People (VP People)  
Plus mid-level HR managers / small sub-teams:

- HR (pay, benefits, etc.)
- Recruiting
- People Ops

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**Core Operating Tools** PEO & (upgraded) ATS

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**Key Responsibilities**

- Establish organizational philosophy.
- Align org strategy with mission and vision
- Preparing to add scale and new strategies
- Building out L&D

# What are the different stages of scaling an HR function?

**Very Early Stage**

**First People Leader**

**Building out Sub-Functions**

**Strategic People Function**

**Employee Headcount**

100-250+

**HR Leadership**

Chief People Officer

Plus:

- HR
- People Ops
- Recruiting
- Specialties like Comp & Rewards, Employee Experience, Learning & Development

**Core Operating Tools**

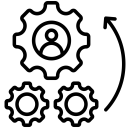
In-house HRIS & ATS

**Key Responsibilities**

- Tackle new corporate strategy challenges
- Handle divergent business performance



# What are the different responsibilities/sub-functions within a strategic people function?



People Ops

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Talent and  
Recruiting

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Employee  
Engagement

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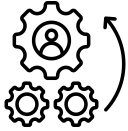
Learning and  
Development

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Performance  
Management

# What are the different responsibilities/sub-functions within a strategic people function?



People Ops

- **Manages:** policies, needs, and employee well-being
- **Tools & Resources:** Communications/Project Management & Onboarding tools



Talent and  
Recruiting



Employee  
Engagement

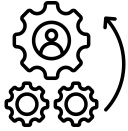


Learning and  
Development



Performance  
Management

# What are the different responsibilities/sub-functions within a strategic people function?



## People Ops

- **Manages:** policies, culture, and employee well-being
  - **Tools & Resources:** Communications/Project Management & Onboarding tools
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## Talent and Recruiting

- **Manages:** recruitment strategies, candidate sourcing, and selection
  - **Tools & Resources:** ATS and Third Party Recruiters
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## Employee Engagement

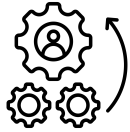


## Learning and Development



## Performance Management

# What are the different responsibilities/sub-functions within a strategic people function?



## People Ops

- **Manages:** policies, benefits, technology, onboarding
  - **Tools & Resources:** Communications/Project Management & Onboarding tools
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## Talent and Recruiting

- **Manages:** recruitment strategies, candidate sourcing, and selection
  - **Tools & Resources:** ATS and Third Party Recruiters
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## Employee Engagement

- **Manages:** employee productivity, sentiment, and well-being
  - **Tools & Resources:** employee experience tool
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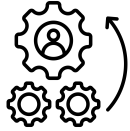


## Learning and Development



## Performance Management

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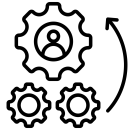
## Learning and Development

- **Manages:** training programs, workshops, and continuous learning initiatives
- **Tools & Resources:** Conferences, webinars, and Learning Development Systems



## Performance Management

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## Talent and Recruiting

- **Manages:** recruitment strategies, candidate sourcing, and selection
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## Employee Engagement

- **Manages:** employee productivity, L&D usage/completion, and promotion tracking
- **Tools & Resources:** employee experience tool



## Learning and Development

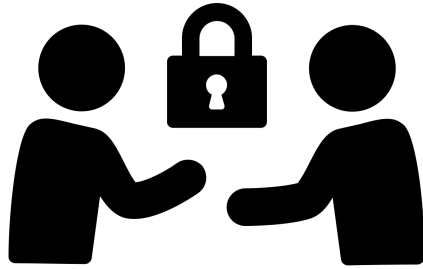
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## Performance Management

- **Manages:** evaluating, career mobility, total rewards, and facilitating ongoing development
- **Tools & Resources:** engagement measurement survey, performance management tool

# How can a strategic people leader help a CEO with tricky conversations and communications?



## **Confidant**

The CEO should be able to turn to the People Leader with issues they haven't yet communicated to the broader team, including handling sensitive and privileged information



## **Sounding Board**

A good people leader can act as an advisor to the CEO on strategic decisions that impact the organization's workforce.

# Questions