

HOW TO BUILD OUT A

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# People Team at a Growing Business



**Namely**  HR for Humans

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# Growing Your Team



## OVERVIEW

When your workforce is small enough to fit in an airport shuttle bus, you usually need to fully outsource your HR team (and many companies turn to a PEO for that). But once you hit 50 employees, it's time to bring HR in house so you can fully OWN your strategy.

When you reach that 50-employee threshold, it is crucial to build out a People Team that can manage new challenges, like [compliance](#), recruiting, DE&I, payroll, benefits, and more.

But where do you start?

No worries, we've got you covered with these steps for how to build out a people team at a growing business.

## STEP 1: ANALYZE YOUR CURRENT TEAM

As you build out your People Team, first determine which skills and talents are already in place. There might not be any quite yet, in which case, you have lots of hiring to do!

As you grow, benefits, compliance, and other functions become more complicated—and you'll want specialists ready to go.

Make sure to ask for feedback from your existing employees about building out your team. They don't view the team the same way you do. Include them. They can provide insight into what additional skills sets are needed.



## STEP 2: DETERMINE WHAT ROLES YOU NEED

A cohesive People Team is the backbone of a rapid growth. Your mission is to create a work environment that attracts, engages, nurtures, and retains top employees. Hiring the wrong people can stall your growth momentum, so you have to hire intentionally and carefully to successfully complete your mission. (No pressure.)

**Here are a few specialized roles to consider when building out your team:**

### HR Business Partner

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An HR Business Partner serves as a connector between executives, HR, department management, and employees. This essential role is responsible for using HR capabilities to support the overall goals of the company.

HRBP responsibilities include:

- Proposing HR initiatives in line with business objectives
- Suggesting and implementing new talent management strategies
- Facilitating organizational design and development
- Consulting executives on HR needs, including policy guidance
- Performing data analysis and reporting solutions based on business needs
- Analyzing trends and metrics with the HR department
- Implementing employee engagement strategy
- Increasing productivity and retention
- Resolving complex employee relations issues and addressing grievances
- Working closely with management and employees to improve work relationships
- Monitoring and reporting on succession planning
- Evaluating training programs



## CHRO

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A Chief Human Resources Officer (CHRO) is a C-level leader who oversees HR management and labor relations policies, practices, and operations. **They are also often known as a Chief People Officer.**

This role is also accountable for the well-being, development, and professional success of all employees.

Regardless of the size of a company, a CHRO is needed to provide strategic value in the sense of leadership development, organization planning, and people analytics.

CHRO responsibilities can also include:

- Building talent acquisition and retention strategies
- Functioning as a strategic business advisor to senior management
- Evaluating training and development programs
- Designing career paths & career development plans, including compensation
- Supervising HR Directors
- Analyzing the effectiveness of the team's procedures and tools
- Ensuring that all HR processes and procedures are effective for diverse groups
- Formulating benefits packages

## HR Manager/Coordinator/Generalist

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The HR Manager/Coordinator/Generalist (the titles are endless!) helps to bridge the gap between management and employees. In short, they make sure your team runs efficiently. The responsibilities are vast and diverse – from onboarding and recruitment to compliance and payroll administration.

**The role is necessary to assist with day-to-day operations so that nothing falls through the cracks.**

### Responsibilities include:

- Recruiting and staffing logistics
- Compensation and benefit plans administration
- Organizational and space planning
- Employee orientation, development, and training
- Onboarding and exit interviews
- Management of casual, sick, annual, and any other leaves
- Ensuring employees observe current workplace policies
- Facilitating communication between the company and potential, existing, and ex-employees
- Employee analysis
- Organization of meetings, performance reviews, and appraisals



## Legal/Compliance Manager

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The Legal/Compliance Manager makes certain your company functions in a legal and ethical manner while meeting its business goals. Add this role to your People Team to ensure your company's compliance with ethical or regulatory standards.

### Responsibilities include:

- Creating and managing effective action plans in response to audit discoveries and compliance violations
- Developing company rules and regulations based on state and federal laws
- Regularly auditing procedures, practices, and documents to identify possible risks
- Reporting violations of compliance or regulatory standards as appropriate or required
- Reviewing the work of employees as needed to identify compliance issues and providing advice or training
- Staying up to date on relevant laws and regulations







## Benefits Administrator

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A Benefits Administrator directs and plans the day-to-day operations of group benefits programs and serves as a liaison between employees and retirement and insurance plan providers and brokers.

The role is responsible for the proper processing and distribution of benefits, ensuring that your benefits packages meet the needs of your employees without breaking your bank. They also serve as the liaison between your company and benefits brokers.

### Responsibilities include:

- Designing and implementing benefits programs
- Managing all benefits compensation and reimbursement procedures
- Evaluating and negotiating with service providers or brokers
- Coordinating process claims or requests for leaves of absence
- Analyzing complex benefit plans
- Managing enrollments, including communication with employees
- Analyzing contribution and benefit pension plans (401k, thrift savings plans and profit sharing, and stock ownership)
- Collaborating with accounting for payments and deductions
- Informing employees of enrollment deadlines and answering employees' questions

But hiring specifically for a Benefits Administrator might not seem feasible in your first round of hires (or ever). Instead, you can turn to HR software and services partner like Namely.

## Payroll Administrator

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The Payroll Administrator is responsible for payroll-related functions from tax compliance to direct deposit payments. Bringing in payroll in house can save you time and ensure compliance. It also makes sure that your employees' No. 1 priority is met — getting paid accurately and on time.

Payroll Admin responsibilities include:

- Payroll processing
- Remitting payroll taxes and governmental reporting
- Preparing monthly, quarterly, and year-end payroll statements
- Auditing timekeeping records to ensure compliance
- Maintaining employee/payroll records
- Posting changes in pay and tax status
- Filing tax and voluntary deduction reports
- Processing garnishments
- Preparing quarterly reports for management
- Computing wage and overtime payments
- Processing terminations
- Recording and calculating payroll deductions

But like the Benefits Administrator role, Payroll Administrators aren't normally brought into a company until a bit later in their growth. Or, if they are brought in early on, they usually need outside support.

The experts at Namely can help with your tax withholdings, year-end reporting, and compliance (local, state, and federal). You'll gain full visibility into your company's payroll with pre-built and custom reports. With Namely as your partner, you'll also have easy access to the information and insights you need so you can put valuable time back in your day.



## People & Culture Associate

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People & Culture Associates are focused on employee satisfaction, company culture development, internal events, and more. They cultivate and maintain a positive work environment and an inclusive culture. Because this role has a huge impact on retention, it affects the bottom line of your company and shouldn't be overlooked.

Responsibilities might include:

- Coordinating team bonding activities
- Events planning for internal and external events
- Administering employee surveys
- Developing and launching innovative culture programs
- Managing employee relations issues

## Employer Branding Associate

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An Employer Branding Associate oversees your company's employment branding strategies and focuses on aligning current and future employees with your brand.

Responsibilities include:

- Planning, creating, and managing the company's online presence on social media and blogging websites
- Expanding the company's online presence on employment sites, like Glassdoor
- Tracking and posting on job boards
- Coordinating employee testimonials for the website's careers page
- Developing creative ways to draw prospective employees to the company's website
- Helping host recruiting events
- Developing engagement programs
- Planning and overseeing the production of recruiting materials and collateral

## L&D Manager

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The Learning and Development (L&D) Manager is responsible for creating and implementing training programs. This increasingly important role focuses on the development of careers within your company. Bring in an L&D Manager to advance your employees' knowledge and skills.

For instance, sexual harassment prevention training is more important than ever (and legally mandated in many states). Training debunks common stereotypes and misconceptions and emphasizes your company's policy and the relevant laws.

Many other compliance-required training sessions are necessary for your workplace, including diversity, workplace safety, data protection & privacy, information security, workplace violence, substance abuse, environmental compliance, insurance compliance, and HR compliance.

### L&D Manager responsibilities include:

- Evaluating individual and organizational development needs and developing training programs accordingly
- Creating and executing learning strategies and programs
- Developing testing and evaluation processes
- Providing leadership-development education
- Overseeing e-learning courses and workshops
- Creating training materials, multimedia visual aids, and presentations
- Conducting performance evaluations
- Preparing and implementing training budget
- Setting performance metrics
- Evaluating the effectiveness of the training provided





## Office Manager/Administrative Assistant

The Office Manager/Administrative Assistant is a must-have addition as you build out your People Team. This person manages the day-to-day office operations by coordinating admin duties and office procedures. This is also the point of contact for all employees on any office-related queries. The role handles a variety of personnel-related admin tasks and provides support to senior HR executives.

This person is needed to guarantee organizational effectiveness and efficiency. This team member is the essential, high-performing glue that holds it all together.

### Responsibilities include:

- Coordinating department meetings
- Coordinating interview scheduling and applicant correspondence
- Assisting in payroll preparation by providing vacation, sick leaves, and bonuses
- Processing incoming resumes
- Managing travel arrangement and processing expenses
- Maintaining and managing personnel records, current staff listings, and all contact information
- Processing bills for payment
- Booking and arranging meeting rooms as required
- Providing general support to visitors
- Updating databases to reflect separations, new hires, vacations, maternity leaves, etc.
- Assisting with the planning of internal and external events
- Coordinating with IT department on office equipment needs
- Managing vendor relations

## DE&I Associate/Manager

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The DE&I role ensures your company provides equal opportunities to every job candidate and employee regardless of their protected characteristics. It also makes sure the company is following appropriate legislation and employment law regulations around bias and inclusion.

This vital role will cultivate a supportive and inclusive work environment for every employee as well as manage the ongoing progression of your diversity, equity, and inclusion policies.

### Responsibilities include:

- Reviewing your company's policies and procedures to ensure that these are all-inclusive
- Developing programs and practices that effectively increase diversity within a company
- Coordinating disability services
- Creating and administering training sessions on diversity, equity, and inclusion
- Creating company policies that addresses all types of harassment and protect minority groups and women
- Measuring and monitoring company diversity
- Training HR staff on how to select, evaluate, and retain diverse employees
- Measuring and forecasting diversity metrics
- Ensuring compliance with federal and state regulations on diversity and equity
- Supporting employees, including Employee Resource Groups (ERGs)



## STEP 3: UPSKILL YOUR CURRENT TEAM

Enhancing the skill sets of your incumbent employees is crucial to navigating the challenges you encounter today and providing a competitive advantage tomorrow.

In its latest [Workplace Learning Report](#), LinkedIn Learning surveyed L&D executives across the globe about their top areas of focus in 2021. Upskilling and reskilling ranked the highest.

But how exactly do you *do* that?

### Identify Necessary New Skills

Perform a skills gap analysis to see determine what skills your team is missing. Conduct assessment testing, 1:1 meetings, and team-wide discussions to identify the gaps. Having a clear picture of what skills are lacking informs what training is needed. Training sessions for the entire team is also an opportunity for the new and existing team members to bond. James Bond.

### Implement Mentoring

A mentor can teach about the company's practices and culture as well as responsibilities for a specific role. And there's an added bonus: on-the-job mentoring creates a more positive office environment!

### Support the Transition

Show support during the upskilling process. The transition might cause friction on the team. Advocate for a healthy learning culture as the team navigates new waters.



## Train Your Employees

There are old-school and innovative training methods. Determine what best fits your need for upskilling. Here are a few to consider:

- eLearning allows employees to get schooled via computers, tablets, and smartphones. With online training courses, they can absorb advanced Excel at the office or at 5am in a hammock.
- Videos provide highly effective training by letting your team members learn at their own pace. If they need a minute absorb info, they can hit pause or rewatch as many times as needed. Videos are also used during in-person training sessions to emphasis key points. Some great video resources include [EEOC's How To Recognize, Address, and Prevent Workplace Harassment](#) and leadership researcher Christine Porath's conversation Why being respectful to your coworkers is good for business at TEDx University of Nevada. [Check out the TedTalk here.](#)
- Conferences provide learning with other HR executives with different experiences. When your employees return to the office, they can share what they learned with the entire team. Top conferences include Talent Connect is a two-day gathering for LinkedIn's corporate customer and [HR Technology Conference](#) which focuses on the future of human resources systems and technology.
- Job Shadowing allows a team member an opportunity to see their work from a different perspective.
- Lectures are commonly used training techniques. An engaging speaker armed with a simple lecture can provide optimal learning.





## Check In

Check in to see how the employee is adapting during training. Are there questions or concerns about the information? Is the info being absorbed?

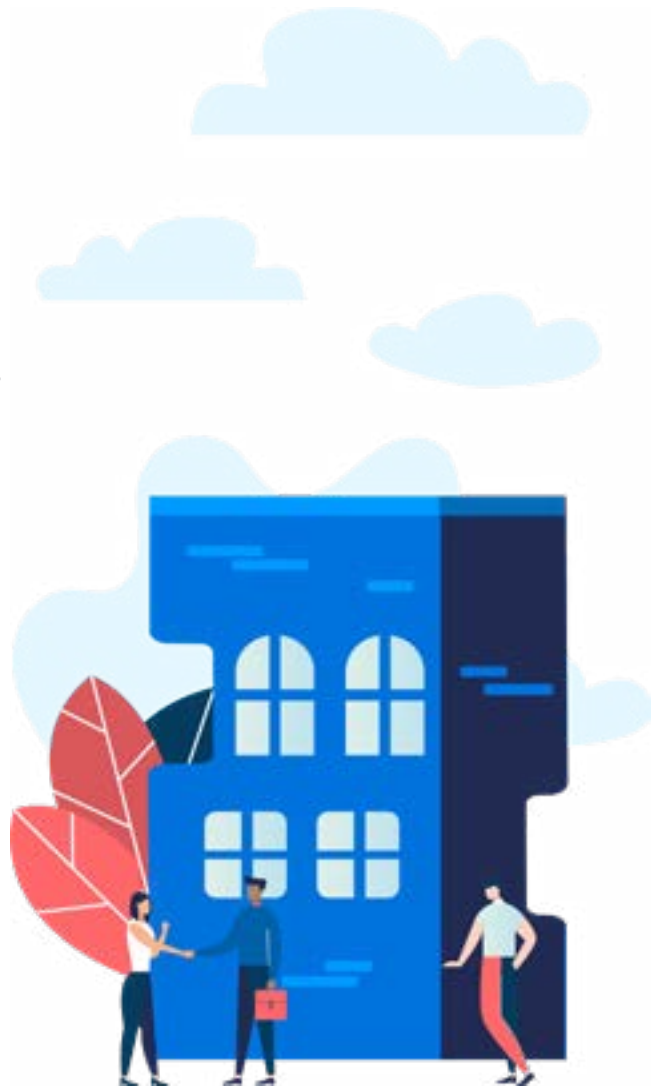
## Give Feedback

Specific performance feedback can amplify strengths and talents and unlock potential.

## Recognize and Reward Employees Following the Transition

Back up your feedback with recognition and rewards. Give your team a shout out at the all-hands meeting or in a department-wide email (cc: the CEO).

Hot tip: words matter, but tangible rewards matter A LOT. They inspire your team to “keep up the good work.” Set up a team dinner, give an additional day of PTO, offer tickets to a concert or sporting event, or send a gift card. A gesture of appreciation is a great way to recognize the team’s accomplishments. It’s the sprinkles on top of the cupcakes. Also, you should bring in cupcakes.



## STEP 4: LEAN ON TECH & SERVICE PARTNERS

A massive variety of tools and services are available to assist a growing company — everything from benefits to background checks. Here are a few that will make your life easier.

From the job posting to the job offer, an **ATS (applicant tracking system)** software manages your entire recruitment and hiring process. An applicant's resume, cover letter, work history, references, etc., are uploaded and organized in the ATS database. That information is used to screen candidates, schedule interviews, check references, and process new-hire documentation. An ATS speeds up candidate management and helps automate your recruiting and staffing operations.

**Benefits brokers** specialize in employee benefits brokerage services that provide analysis of your existing benefits and claims, benefits options, consulting, compliance resources, access to insurers, contract review and negotiation, and more.

A **payroll platform** is used to manage, organize, and streamline the process of making payments to employees. The software can automate calculating payment, withholding tax, and direct deposits. A payroll platform tracks all payments and maintains all payment records which relieves your accounting personnel of a lot of the payroll-related administrative tasks.

**Time and attendance platforms** digitize the process of tracking when employees start and end their shifts. With mobile app and remote clock-in options, employees are provided with multiple ways to clock in and out. The data is instantly and seamlessly imported into your payroll solution.

Compliance tools automate the processes and procedures that are necessary for your company to be compliant with legal, industry, security, and regulatory requirements. Using a single, centralized, and secure database allows you to manage and maintain the information you need to support adherence, from tax reform to the Affordable Care Act. The tool also eliminates the dreaded paper trail by helping you store, share, and manage important documents, such as W-4s.



# Conclusion

*“The strength of the team is each individual member.  
The strength of each member is the team.”*

*- Phil Jackson*

Sooner or later, businesses need to make HR a top priority. As startups grow into mid-sized companies, the list of challenges they face goes beyond what the one-size-fits-all co-employment model provides. At this stage, your company isn't just trying to stay afloat and meet compliance minimums—it's beginning to take an interest in employee engagement, HR analytics, and strategy. In other words, exactly what modern HR is all about.

But building out your People Team can be **daunting**. When you're drowning in metrics and there's more drama at the office than on your Netflix queue, just remember that you don't have to do it alone.

**Hiring the right people and setting them up for success will keep the drama at bay.**

**With specialized HR roles in place and tech partners on your side you can focus on strategy, culture, and nurturing an exceptional employee experience.**

And if you still feel swamped, remember, there are resources out there to help. Utilize tech partners to help scale your HR processes and systems. Namely has helped hundreds of companies make the transition from outsourcing HR to building award-winning workplaces. Schedule a call and see how.

# About Namely

Distinguished by its intense commitment to diversity, equity, and inclusion, HR technology leader Namely is an employer of choice that helps mid-sized employers and their employees thrive. Delivering and streamlining the complexities of recruiting, onboarding, time & attendance, performance management, benefits administration, compliance, payroll and analytics from a single platform, Namely also offers Managed Payroll and Benefits services. The company further differentiates the client experience through personalized service and easy-to-use applications.

Learn more at [Namely.com](https://www.namely.com) and follow us [@NamelyHR](https://twitter.com/NamelyHR).