aHRchitect

Your HR business architect

Hello!

I'm Diane and a Chief People Officer in biotech.

My background:
- Two decades in human resources functions from large Pharma to mid-sized as well as small-cap / startup biotech
  - Initial experience of over a decade at Novartis and Biogen
  - Small-cap public biotech experience at Constellation Pharma
  - Rapid growth build as CPO at Tome Biosciences
- Supported clients across R&D, Clinical, Medical, Manufacturing, and Commercial organizations, from single site to global teams
- Managed growth and change in organizations from single-site startups to 10,000+ FTE global business units.

My approach:
I apply principles to help leadership teams establish an organization foundation, both structurally and culturally, to drive high-productivity execution of business strategies.

HR
as your
business architect

aHRchitect brings cost-efficient C-level HR strategic and operational expertise to:

1. Create a long-range people plan to proactively manage change as your company evolves

2. Drive business execution through continual employee alignment to corporate strategy

3. Provide a toolset of messages to inspire a mission-driven organization

It starts with the HR long-range plan

You use an LRP to project business financial needs.
Why not an "HR LRP" to set the course for your organization?

Your Vision & Philosophy

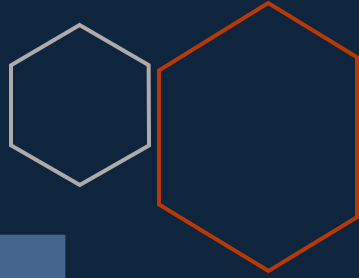| Talent Acquisition	Onboarding	Performance Management	Compensation & Rewards	Engagement& Retention	Talent Development	Systems & Process

Measure effectiveness, track progress, and inform decision making through HR analytics and metrics

Productivity and corporate goal achievement

How we operate and what we value (Culture)

4

Drafting your HR LRP

Your vision and philosophy
- *What do you want the company to look and feel like?*
- *How do we make decisions? How do we debate and resolve conflict?*
- *How and what do we communicate?*

Talent Acquisition
- *How do we hire today for the organization we will be tomorrow?*
- *What type of capabilities do we hire for? What do we develop?*

Onboarding
- *How do we align new hires to the mission and strategy?*
- *How do we set them up to scale the learning curve?*

Performance Management
- *How do we set goals and measure performance against them?*
- *What won't we tolerate?*

Compensation & Rewards
- *What is our compensation philosophy?*
- *How do we recognize individual vs team performance?*

Engagement & Retention
- *What does engagement mean to us and how do we measure it?*
- *What is our ideal for voluntary and involuntary turnover?*

Talent Development
- *What types of people and/or leaders to we want to invest in?*
- *What capabilities do we want to develop in-house?*

Systems & Process
- *How do we make HR processes invisible?*
- *How do we remain in legal compliance, but not create productivity headwinds?*

It's the difference between being reactive versus proactive
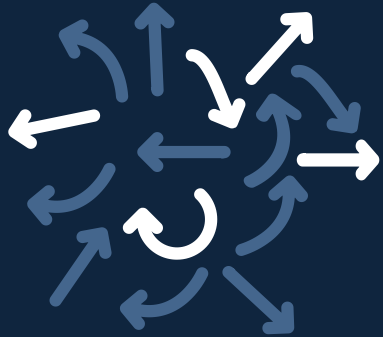
Implementing templated operational HR is standard practice. The aHRchitect approach starts with your business strategy, and then tailors HR operations appropriately.

Unlike current HR approaches which do not always manage performance effectively,* the aHRchitect approach has been designed and tested to foster a high-performance culture.
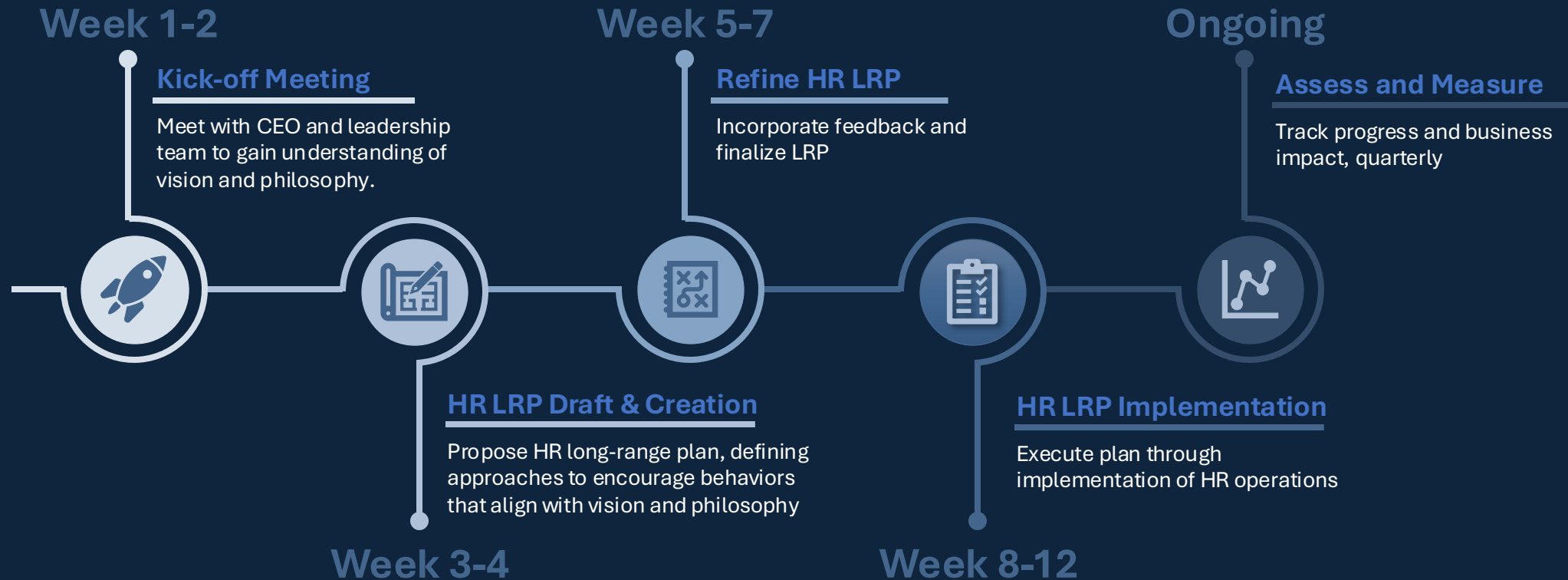
Organizational growth / change is an opportunity for CEOs to set vision and tone to foster a high performing culture. If not done strategically, it can have unintended impact on business productivity.

*FT.com "How to spot a low performer" (Financial Times, Mar 16, 2025)

The blueprint for engagement and alignment

Building or evolving a company starts with identifying the end state and building to your vision.

Week 1-2

Kick-off Meeting

Meet with CEO and leadership team to gain understanding of vision and philosophy.

Week 5-7

Refine HR LRP

Incorporate feedback and finalize LRP

Ongoing

Assess and Measure

Track progress and business impact, quarterly

HR LRP Draft & Creation

Propose HR long-range plan, defining approaches to encourage behaviors that align with vision and philosophy

Week 3-4

HR LRP Implementation

Execute plan through implementation of HR operations

Week 8-12

Implementation through quantification

Data driven insights support, refine, and inform your evolving HR strategy which scales with your business. We will determine which measures of business productivity to assess and track quarterly.

Talent Acquisition
- Time to fill
- Cost to hire vs. target

Onboarding
- Time to effectiveness
- Understanding business imperatives

Compensation & Rewards
- Comp-Ratio
- Comp x gender and job level

Engagement & Retention
- Engagement and pulse surveys
- Voluntary vs involuntary attrition

Talent Development
- Promotion x time x gender x job level

Board
- Incumbent expertise
- Board demographics and evolution

Workforce Demographics
- Education
- Industry
- Job level
- Age groups
- Race/Ethnicity
- Gender

Engagement paradigms

	CEO Business Partner	25% Fractional CPO	50% Fractional CPO
Organization Size	< 20 FTEs	20-50 FTEs	> 50 FTE
Anticipated hours	< 10 hours / week	10-15 hours / week	> 20 hours / week
Scope (inclusive)	Strategic resource for CEO	• CEO Business Partner • Design & execution of HR Operations • HR for all employees	• Attendance at Board meetings • Training and guidance of in-house HR resource
Additional Resources	NA	Administrative support, access to external comp survey / data	AD/D HRBP resource, either FTE or provided by aHRchitect

Scope of CEO business partner

- Setting your vision, and tone of engagement

Your Vision & Philosophy

Talent Acquisition	Onboarding	Performance Management	Compensation & Rewards	Engagement& Retention	Talent Development	Systems & Process

Measure effectiveness, track progress, and inform decision making through HR analytics and metrics

Productivity and corporate goal achievement

How we operate and what we value (Culture)

Out of scope

Scope of 25% fractional CPO

- Setting your vision, and tone of engagement
- Basic implementation

Your Vision & Philosophy

| Talent Acquisition | Onboarding | Performance Management | Compensation & Rewards | Engagement& Retention | Talent Development | Systems & Process |

Measure effectiveness, track progress, and inform decision making through HR analytics and metrics

Productivity and corporate goal achievement

How we operate and what we value (Culture)

Out of scope

Scope of 50% fractional CPO

- Setting your vision, and tone of engagement
- Full implementation

Your Vision & Philosophy

| Talent Acquisition | Onboarding | Performance Management | Compensation & Rewards | Engagement & Retention | Talent Development | Systems & Process |

Measure effectiveness, track progress, and inform decision making through HR analytics and metrics

Productivity and corporate goal achievement

How we operate and what we value (Culture)

Let's Connect

Diane Wong

diane@aHRchitectconsulting.com

+1 617 777 3464

Reference slides

HR as an enabler to business execution

Implementing templated operational HR is standard practice. The aHRchitect approach starts with your business strategy, and then tailors HR operations appropriately.

Current HR approach

Hiring for short to mid-term business needs

Tactical 30-60-90 day onboarding process

Market-based compensation and total rewards package

Annual engagement and pulse surveys after reaching critical mass; monitoring turnover rates

Outsourced general learning and development courses

The aHRchitect approach

Identify critical roles for build vs. buy strategy and hire for both breadth and depth to flex across multiple areas

Comprehensive onboarding plan that accelerates understanding of business strategy, priorities, and minimize learning curve to productivity

Market-informed compensation and total rewards that recognize meaningful behaviors that drive culture

Establish a survey and feedback culture with action planning and communication, tracked quarterly; utilize attrition as a strategic lever

Personalized L&D offerings (external and internal) based on job level and development needs; invest in key talent

Performance without process

Unlike current HR approaches which do not always manage performance effectively,* the aHRchitect approach has been designed and tested to foster a high-performance culture.

Current HR approach

Hiring for functional and technical capabilities

Performance management based on structured goal setting process and templates

Reflection on performance and goal achievement at mid-year and year-end review

Utilizing HR business partners for reactive performance improvement planning and PIPs

The aHRchitect approach

Identify naturally driven and high achieving individuals with a record of sustained goal achievement

Performance management as a skill-set criteria for people managers and integral to the manager-employee relationship

Assessment of team goal alignment hand-in-hand with individual performance check-in at each weekly/bi-weekly manager-employee touch point

HRBP:FTE ratio (ideally 1:30) to enable dedicated review of individual performance and team dynamics, identifying early trends

*FT.com "How to spot a low performer" (Financial Times, Mar 16, 2025)

How aHRchitect differs from current HR

Organizational growth / change is an opportunity for CEOs to set vision and tone to foster a high performing culture. If not done strategically, it can have unintended impact on business productivity.

Current HR approach	The aHRchitect approach
Organic evolution of operating norms	Proactively define modes of decision making, conflict resolution, and communication
Reporting structure based on current hiring plan	Intentional evolution of reporting structure based on team function and business need over time
Drive performance through templates and process	Define high performance and identify talent that embodies intended corporate values and behaviors (in role and via hiring)
Imposed "mission, Vision and Values" used to build culture	Culture as the product of the above: establishing operating norms and identifying what high performance looks like
Implementation of standard systems, policies, and process	Stage-appropriate minimalist systems, policies, and process to reduce barriers to employee performance