



Building Your Team in the US

Thank you for attending the panel discussion! We have listed below resources that you may find helpful when you are ready to build out operations in the US.

Let us know if there is something else that may be useful to include and we will add it to this list. If you would like a personal introduction to any of the individuals listed, I would be happy to provide that: stevem@hrfutures.net

Please don't hesitate to reach out if there might be a way in which we at [HRFutures](#) can help jump-start or accelerate your US operations. We do all things "People" for growing organizations. And if we can't provide what you need, we'll connect you with someone who can. Excelsior!

Recruiters

There are a multitude of good recruiters who understand Silicon Valley. Our advice would be to talk to several to assess their approach and their appreciation for your work and aspirations. You should also check references where there have been recent placements in roles comparable to yours.

(A similar comment could be applied to all of the resources suggested later in this document)

[Max Shapiro](#) max@peopleconnectstaffing.com

[Jennie Ellis](#) jennie@bandwidth.team

[Kevin Kinkor](#) kevin@kinkorconsulting.com

Payroll software vs. PEO

What is a PEO?

A PEO or professional Employer Organization takes the responsibility of the employer through co-employment. In this situation the PEO performs various employee administration tasks such as payroll and benefits administration on behalf of the employer.

Is it better to use a PEO or payroll software?

Pros:

- PEO takes some risks from the business such as payroll mistakes
- Experts at government related compliance and employee paperwork
- Frees up time and allows businesses to focus on strategic decisions
- Collective bargaining power: benefits and health insurance

Cons

- Expensive, complicated cost structure and costs add up quickly
- Customer service is impersonal, high volume, possible bottlenecks
- Customer interface-poor technology compared to payroll software
- With risk sharing, some control is lost
- Difficult to replace PEO

When is it good to use a PEO

- For very small businesses
- High employee turnover
- Labor law compliance across multiple states or internationally

Sample of PEO Vendors

- [Rippling](#)
- [Justworks](#)
- [Sequoia One](#)

What is payroll software

It is a cloud-based solution that manages, maintains, automates payroll and manages benefits for employees. It assists companies with tax compliance in a cost effective manner.

Below are some of the examples of the services that are offered:

- Full payroll service
- Time and attendance management
- Hiring and onboarding resources

Pros:

- Simple, affordable price structure with no hidden fees
- Full control of employees and policies

Cons:

- Payroll risks are solely on the employer
- A third party required for HRIS, HR support and to administer benefits and 401k

Payroll software options

- [Gusto](#)
- [Coastal Payroll](#)
- [OnePay](#)

Benefit consulting

Generally, if you are not using a PEO you will need to engage a benefits consulting firm that can help design, source, and administer employee benefits programs. Some contacts for this purpose include:

[Joe Daynes, joe.daynes@usi.com](mailto:joe.daynes@usi.com)

[Mark Mangiola, mark@sequoia.com](mailto:mark@sequoia.com)

[Darren Brown, darren.brown@newfront.com](mailto:darren.brown@newfront.com)

Attorneys:

Individuals or small firms for employment issues (cost effective)

[Sejal Mistry, sejal@sejalmistrylaw.com](mailto:sejal@sejalmistrylaw.com)

[Lisa Chapman, chapman@rubenruizlaw.com](mailto:chapman@rubenruizlaw.com)

[Jeff Snyder, jeff@shusny.com](mailto:jeff@shusny.com)

Larger employment firms

[Orrick](#)

[Littler](#)

[SV Employment Law](#)

External General Counsel

[Phyllis Simon, psimon@mitzelgroup.com](mailto:psimon@mitzelgroup.com)

[Christopher Jaap, cjaap@ridgeline-lawoffice.com](mailto:cjaap@ridgeline-lawoffice.com)

[Steven Lee, slee@donahue.com](mailto:slee@donahue.com)

Immigration

Work Visas

Your Canadian citizen employees may have straightforward access to work in the US via the NAFTA Professional [TN visa](#). It is possible for your Canadian citizens to quickly gain work authorization by following the directions on government sites such as [USCIS](#). Ironically, visa authorization can be more complicated for founders.

Regardless, we always recommend consulting immigration counsel, as the rules or guidelines hve change, or different points of entry may apply different standards

Immigration Counsel

[Sajal Raja](#) sar@sar.law

[Nathan Grow](#) ngrow@wolfsdorf.com

[Sophie Alcorn](#) sophie@alcorn.law

Other resources

[California Chamber of Commerce](#) - Assists with doing business in California and has a number of compliance-related materials.

[A guide for Canadians moving to San Francisco](#)

Remote/hybrid work resources

Ezra Klein Show: [The office is dying. It's time to rethink how we work](#)

Shelby Wolpa Consulting: [Building a Remote-First Company Culture](#)

GitLab: [Hybrid-Remote: Understanding Nuances and Pitfalls](#)

You have our very best wishes for great success! I look forward to talking with you soon.

Steve Mac

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Founder

[HR Futures](#)

Set up a time to talk [here](#)