

Andrew Roddini

Head of Talent | People & Talent Leadership for High-Growth Tech
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SUMMARY

People and Talent executive who builds the teams, structures, and processes that enable organizations to scale. Experienced across executive recruiting, organizational design, compensation, workforce planning, people operations, leadership coaching, and change management, with a track record of partnering closely with founders and executive teams through periods of rapid growth and transformation. Combines hands-on operational leadership with a strategic business perspective, helping companies attract exceptional talent, develop leaders, and create the infrastructure needed for sustainable growth. Scaled organizations from the teens to more than 700 employees, including building Varo's talent function from the ground up and serving twice as Interim Chief People Officer during critical leadership transitions.

PROFESSIONAL EXPERIENCE

Recruiting & HR Consultant | Independent

5/2021 – Present

Fractional People leadership and recruiting strategy for early-stage technology startups.

- **Served as Interim Chief People Officer** at a health-tech startup through a critical early-growth phase (30 to 40 employees), owning all HR and recruiting functions and architecting the foundational people frameworks needed to scale.
- **Coached founders and executives** on leadership development and difficult conversations; facilitated a sensitive founder transition from operator to advisor, mediated leadership-alignment challenges, and restructured reporting relationships to bring clarity to the org.
- **Rebuilt headcount budgeting** in the absence of a finance function—auditing headcount models, eliminating phantom positions and duplicate records, and establishing a clean budgeting process that gave leadership accurate visibility for hiring and resource decisions.
- **Advised technology startups on nearshore talent strategy**, assessing needs and deploying Latin American recruiting resources as a cost-effective alternative to internal headcount, with ongoing oversight to maximize ROI and identify opportunities to scale.
- **Stood up recruiting operations from scratch** for clients with little or no internal infrastructure—designing workflows and best practices and configuring applicant tracking systems (ATS); Ashby and Greenhouse.
- **Drove operational improvements** by defining roles and responsibilities, streamlining service delivery, and training internal teams; served as the liaison between nearshore recruiting teams in Latin America and U.S.-based stakeholders to keep collaboration seamless.

Head of Talent | Varo

1/2017 – 4/2021

Venture-backed digital bank and the first fintech to be granted a national bank charter; backed by The Rise Fund (TPG), Warburg Pincus, and others with over \$1B raised.

- **Hired pre-product-launch to build the talent function from the ground up** for a Series A startup, scaling the company from 20 to 700+ employees across three offices and twice stepping in as Interim Chief People Officer during executive leadership transitions.
- **Built recruiting processes that scaled with the company** while holding a high bar for candidate quality and experience—sustaining an 80%+ offer-acceptance rate and meeting or exceeding 100% of quarterly hiring objectives.
- **Owned compensation strategy and job architecture**, benchmarking against market data to build competitive, retention-focused packages; presented comp philosophy and special cases (e.g., retention programs) to the board's compensation committee and partnered with the General Counsel on equity administration.

- **Led talent analytics for the executive team**, building recruiting and HR reporting that surfaced actionable insights and informed process improvements, planning, and forecasting.
- **Partnered with FP&A on headcount planning**, building and auditing models to align resources needed to achieve company objectives, and monitor and forecast the burn rate of labor costs against \$1B in funding.
- **Brought customer support in-house** from an outsourced model, scaling the Salt Lake City operations center from <10 to 300+ FTE—delivering \$2M in savings in the first 12 months, a 75% productivity gain per headcount, and a 40-point NPS lift to +80 (top 1% of U.S. banks).
- **Steered the talent organization through sustained change**, reporting to three successive Chief People Officers and, at points, directly to the CEO—maintaining team stability and continuity of hiring through major restructuring and layoffs that followed a leadership change in product.
- **Made candidate experience a competitive advantage**, redesigning the interview journey end to end: ongoing process iterations, structured interviews, interviewer training and value proposition alignment, career site rebuild, and consistent communication that protected the employer brand even for candidates who weren't hired.
- **Built pipelines for and hired machine learning, data science, and engineering talent** in a highly competitive market, often before the company had brand recognition to compete for it.
- **Won “Most Innovative” (first place) at the annual hackathon** for a habit-based savings product intended to fuse real-world behavior with our technology. Served as Product Manager—defining requirements, creating mockups, and assembling an engineering team and built functional iOS and Android prototypes.
- **Led executive recruitment**, sourcing senior leaders across functions to build out the leadership team supplemented by external executive search firms for select roles; agencies were not used for hiring outside of C-level roles.
- **Co-authored the people documentation for Varo’s national bank charter**, as a member of senior leadership preparing materials for the FDIC and OCC that detailed hiring processes, documentation standards, and a compensation philosophy emphasizing fairness and regulatory compliance—contributing to Varo becoming the first fintech to obtain a national bank charter.
- **Removed credit checks from the hiring process** building a more equitable and inclusive hiring process while expanding the talent pool. Multiple studies have shown that an individual's credit history is not correlated to job performance, nor is poor credit shown to be a precursor of internal illegal activity—a pioneering move for a fintech operating under active regulatory scrutiny.
- **Expanded diversity, equity, and inclusion (DEI) hiring** by building relationships with organizations that broadened access to candidates from underrepresented groups.
- **Built the employer and talent brand**, advocated for a partnership with our creative director to have a cohesive brand strategy and tone across all assets and touch points within our own internal processes and documentation; maintained content and assets across Crunchbase, Glassdoor, LinkedIn, Stack Overflow, and AngelList; launched standout programs including original hold music for customer service calls created by employees, and a curated company SWAG line.
- **Designed interviewer training and bias-mitigation programs**, including resource kits and structured techniques to raise interview quality and consistency.
- **Designed, facilitated, and produced executive and management offsites**, building agendas, leading events, breakout sessions, brainstorming workshops, and working sessions that generated ideas and alignment on corporate strategy, product direction, team engagement, and company values.
- **Built the onboarding program** and continuously refined it to give new hires a seamless first experience.
- **Launched an internship program** to develop early-career talent and seed a culture of learning.
- **Launched and ran an employee referral program**, turning employee networks into a reliable source of hires.
- **Owned end-to-end immigration case management** serving as the primary point of contact between employees, legal, and the business: managing outside immigration counsel, coordinating documentation for USCIS filings, tracking deadlines and renewals, and ensuring I-9/E-Verify compliance.

- **Partnered with executives on organizational design and development** to improve operational efficiency, effectiveness, and succession planning.

Manager, Technical Recruiting | LendingClub

7/2013 – 12/2016

Marketplace lending pioneer; tenure was from Series C through IPO, #5 fastest-growing San Francisco tech company in 2014, behind Salesforce, LinkedIn, Twitter, and Yelp.

- **Scaled the technology organization from 19 to 400+**, playing a pivotal role as the company grew from 200 to 1,500+ employees overall.
- **Built custom recruiting analytics** to work around ATS limitations, presenting weekly to the CTO and SVPs to inform capacity planning, delivery timelines, and hiring-process efficiency—tracking hires to plan by team, interview pass-through rates, source of hire, pipeline status, offer-acceptance rates, time-in-stage and time-to-hire, churn and backfills, headcount, engineer-to-QA-to-PM ratios, and competing-offer detail.
- **Increased passive hires 225% year over year** through new sourcing strategies and team training.
- **Created ROGER, a recruiting enablement tool** aimed at improving recruiting efficiency and competency while reducing redundancies by centralizing institutional knowledge and market intelligence—improving search efficiency, providing recruiters with pertinent information that was structured and easily searchable allowing them to seamlessly reference this data while interacting with candidates.
- **Redesigned the interview process for speed and signal**, data showed a second engineering phone interview was not a strong performance indicator and slowed down our process. Refined initial screens and coding challenges, eliminated second phone interview in favor of bringing candidates on-site sooner, cutting 7 business days from the process and freeing up overloaded interviewers.
- **Prepared the recruiting function for IPO readiness**, auditing and documenting hiring processes to meet public-company requirements.
- **Ran 20+ employer-branding events** including hackathons, conference exhibitions, tech talks, and “Bring a Friend” referral campaigns to strengthen the pipeline and raise visibility.
- **Led the team through a sudden executive transition**, a brief hiring freeze, and a workforce reduction—redeploying resources to strategic projects and employer branding while preserving engagement and productivity.
- **Managed outplacement for 200+ impacted employees**, providing resume workshops, interview preparation, and personalized coaching.
- **Optimized engineering floor planning** across multiple buildings, arranging seating to improve team efficiency and collaboration.

Sr. Technical Recruiter | Beacon Hill Technologies

10/2010 – 6/2013

Technology vertical of Beacon Hill Staffing Group; a nationwide recruiting firm with over \$1B in annual revenue.

- **Third employee hired into Beacon Hill’s first West Coast office**, helping launch the company’s expansion into a new market.
- **Recruited and placed technical professionals** in contract and permanent roles for mid-sized to Fortune 100 clients—owning the full cycle from requirements gathering and job descriptions through sourcing, screening, interview prep, compensation negotiation, reference checks, and onboarding.
- **Sourced active and passive candidates** from junior to director level via internal database, job boards, LinkedIn, Boolean search, GitHub, referrals, and networking events.
- **Served as the office’s technical expert in hiring-manager meetings**, ensuring requirements were fully understood and accurately relayed to the team.
- **Built an Excel-based metrics tracker** to replace an outdated CRM’s missing analytics—later adopted by management in other offices.
- **Mentored and trained new and tenured employees** and continuously learned new technologies to recruit subject-matter experts.

Account Executive | ASND, Inc. – Irvine, CA

11/2008 – 9/2010

Boutique financial and real estate services firm operating in 46 states (debt and tax settlement, loan audits, loan modifications).

- **Top-performing Account Executive** for Q1, Q2, and Q3 of 2009.
- **Led a redesign of the direct-mail marketing campaign** that increased response rate 120%.
- **Managed high daily volume**—50+ cold calls, 3 web chats, 15+ vendor and pipeline calls, and 2 client meetings.

Technical Recruiter | ConsultNet – Irvine, CA

1/2008 – 10/2008

Nationwide technology and engineering staffing firm; 4 offices, 50 employees, \$20M in annual revenue.

- **Promoted from Technical Recruiter to Account Executive within six months.**
- **Built a book of business** through 50–75 daily calls and in-person meetings with managers, directors, and C-level executives.
- **Recruited IT and engineering talent** and sold staffing services to local clients, meeting hiring managers to position our services as the solution.
- **Negotiated vendor contracts and pricing** to improve profit margins.

Director, Technical Operations | Tabush Consulting Group – New York, NY

4/2005 – 10/2006

Boutique IT consulting and technology reseller; 15 employees serving clients in fashion, finance, and manufacturing.

- **Promoted twice in the first year**—from Executive Assistant to the President, to Project Manager, to Director of Operations.
- **Managed projects, the technical helpdesk, and day-to-day operations.**
- **Grew the client base 30%**, building and retaining relationships with 50+ CEOs and key decision-makers.

Production Assistant (Freelance) | Film & Television – Los Angeles, CA

1/2007 – 1/2008

Production assistant on a range of films, commercials, and television programs.

Assistant Human Resources Officer | UNICEF – New York, NY (contract)

1/2005 – 4/2005

Global non-profit protecting children's rights and health; 7,000+ employees and a \$2.5B+ operating budget.

- **Supported HR operations** during the aftermath of the Asian tsunami, when workloads surged.

EDUCATION

Bachelor of Arts, Communications (Minor: Film) C.W. Post, Long Island University – Brookville, NY

Ice Hockey, Team Captain

Study Abroad — John Cabot University, Rome, Italy