

Speaker 1:

Welcome to PayTalk, the podcast for payroll professionals, with your host Nina Talley. In the podcast, we explore the human side of payroll by speaking with global industry leaders who provide their unique insights to help listeners better understand the issues important to them and their careers.

Nina Talley:

Hey, everyone. Thanks for joining us for PayTalk, The podcast that brings you payroll's human side. I'm your host, Nina Talley. And today we're joined by Jay Conforti, director of HR and payroll transformations at KPMG. Today, we're talking about something most payroll professionals have had to deal with over the last year or so, and that's payroll transformations. But before we dive in, Jay, why don't you introduce yourself and give our listeners a bit of your background?

Jay Conforti:

Sure. Hi Nina and hi to all of the listeners out there. My name is Jay Conforti, and as Nina mentioned, I'm a director in KPMG's HR and payroll transformation group. Have been with KPMG now just over 10 years. And prior to joining KPMG, I actually was an HR and payroll professional that worked in global HR and payroll operations for a few organizations here in Chicago.

Nina Talley:

Wow. That sounds really interesting. And I have to imagine that the last 10 years of payroll transformations in particular have been quite rapid. So I'm very excited to dive in with you on this topic. And I think it's safe to say that due to COVID, the last year and a half has been one of the most transformative times for businesses in recent memory. Everything has changed and a lot of us are still dizzy from being upended, if not still in the middle of an active business transformation. Jay, I'm hoping that you can help us make some sense of the past year's HR and payroll transformations and how they've shifted the landscape and how we can expect to see them continue to evolve in the future. So let's talk about emerging trends. Now that things are starting to open back up a bit, and many of us are even returning to the office, which is a little scary for me, what are some of the trends that payroll professionals really need to stay on top of?

Jay Conforti:

Sure. Well, Nina, I think like everyone else, I don't think anyone truly knew the magnitude of what the pandemic would be for all of us regardless of the professions that we're in, whether you're in consulting or you're actively processing payroll in any organization. With that, I think original thought was, is that things would slow down in the payroll world. And the opposite has occurred where things have continued to just change and be evolving in payroll. A couple things that have come to light really over the last, geez, what are we in 15, 16 months now has been so many things.

Jay Conforti:

One, obviously just from a working environment and schedule, right? The role of the payroll professionals now over the last several months has changed where individuals have not been able to go into the office, right? And so making payroll work effectively out of your homes, out of your office space, maybe you're working in your basement has been a big change turning point for all individuals, along with that flexible working schedule, right? Individuals aren't now working the nine to five jobs processing payroll. You're doing that multiple times of the day to meet the business needs, but also

being able to be respectful of individual's personal conflicts, right? For those of us that have families, your children may be at home, right? So where one child may be in one room and then you're trying to process payroll in another room and what's that like? So that's been a big change I think for all of us.

Jay Conforti:

I think also flipping that around as organizations are starting to open their doors and individuals are starting to solely go back in the office, the ways of working are not going to be the same as they used to be. Individuals might start to see changes in flexible work schedules or maybe go in in a day or two a week. And then you're going to be working from home. Other individuals are what I would call working from anywhere. An example of that is a lot of my team, being based here in Chicago, team members have decided to work in other locations outside of Chicago. Example of that is I've had some folks working in Florida, which would be really nice. I wish I would have had that option. So it's really what I would call the work anywhere effort that's still being, I think, figured out within organizations.

Jay Conforti:

Payroll transformation hasn't stopped. Other things that are happening is as we think about the world of outsourcing as well, right? And a lot of organizations specifically around payroll, they leverage some sort of outsourcing arrangement and that hasn't slowed. I think that there's been an uptick there where organizations are looking at the current services that payroll providers are providing. They're looking at contractually where they are in their contracts, service level agreements. So they are starting to pick up again. And as organizations are really also starting to think about how can we optimize payroll operations better, there is a shift of looking at payroll now really through the eyes of what I will call the employee experience and really what are the moments that matter, not only to payroll professionals, but also for being able to pay employees. So that's I think a big trend that's changing as well.

Nina Talley:

I think that that's something that is, for lack of better word, an excellent holistic approach to payroll, where you have to look at all aspects of the employee's life and then integrate a solution in. It's not a one solution fits all. And that may have been the way that payroll has operated in the past, but definitely your employees are going to expect some flexibility now I think.

Nina Talley:

A lot of employees have seen over the last year that there is a lot of room to be flexible and that maybe they do want to be in an office one or two days a week just to get a little bit of face time with their colleagues, but that oftentimes they don't feel they need to be there outside of that. And that if their work is done, it almost feels like you're asking a teacher for permission to use the restroom. It gets a little dicey there. Something I wanted to dive in with what you had mentioned was, are there any specific technologies or processes that you know of that payroll professionals can integrate into help them sort of deal with these digital nomads who are working from all over?

Jay Conforti:

Yeah. That's a great question, Nina. I think it also ties into a point you made is that payroll is not a single thread within an organization. And when I say that is that there are so many upstream and downstream impacts that happen in what I would call the hire to retire life cycle that gets to the point of actually paying an employee. And a lot of that honestly starts at the onset of when an organization is even sourcing a candidate into the organization. And what does that mean? Organizations as part of that type

of process from the onset starts to look at from an HR perspective, right, is that person going to be tied to a specific position within the organization, right? And then that position then can be tied to various time and attendance attributes. It can be tied to various payroll components.

Jay Conforti:

A great example of that is taxation where the employee lives and works, but also impacts from a finance perspective, if they're in a specific business unit or a cost center. Well, what does that mean from a general ledger perspective, right? So I think it's with the mindset for payroll professionals and we're seeing this even more and more is that really gaining that end-to-end view of all of the intricacies that are involved within an end-to-end payroll process and including those other areas that are not necessarily payroll impacting per se or sits in payroll, but some of those other things that may be done within the HR organization and/or the finance organization and/or IT.

Nina Talley:

That's a truly excellent point. And I think it's something that our listeners should definitely keep in mind as they're moving forward. Something that definitely touches on, but it's a little bit more to an offshoot, is the attitudes towards advancing any type of global payroll or HR operations and any type of changes they're in. How have you seen the attitudes towards that shift over? I mean, just, I guess the last year the pandemic is so defining about everything that we're talking about.

Jay Conforti:

Yeah. So I think from an attitudes perspective, I think there's even now more than ever just a heightened awareness around that. And the thing that comes to my mind right off the bat is one of the things that comes up a lot in conversations with clients and/or even internally is what's our business continuity plan, right? Meaning if a pandemic were to happen, and this is a perfect example of one, how do we keep the lights on? Right? And it's not just something that I would say is payroll specific, but it's across every group within an organization. And so a lot of organizations now have done that due diligence, but also had to do even more of that to prepare for what we have gone through and what we are slowly coming out of. That happens again, just from an end to end perspective, right, and making sure that processes are truly linked and there's knowledge of how to handle these situations, being able to obviously keep operations running even though you're not in an office. And this is happening both domestically and globally,

Nina Talley:

That reminds me of a meme I saw maybe about three months ago I think on LinkedIn. And it was asking who was the biggest change agent in your organization in 2020? And the biggest change agent was COVID-19. It's not the CTO. It's not the CIO. Nobody's sort of driving these types of major digital transformations. It was COVID-19. And that was not obviously just a national issue. It did in fact influence globally. And I think that as we've really been talking about, this is something that we're going to continue to see the ripple out for year. I think that how the shifting landscape of payroll was disrupted by the pandemic, we won't fully understand for probably another 20 years. It's so widespread. And then it will begin. I think we'll be able to actually consume the lessons in real time and pass them on. But I think right now we're still in it and we're all just doing the best we can.

Jay Conforti:

We are. Yeah. And again, it's an interesting comedy and I feel like to your point is that organizations are still more in that reactive type of mode versus sometimes wanting to push forward and being in that proactive mode and being strategic, right? I mean, again, I still think there's a lot of hesitation of what does this really look and feel like? I mean, again, we've come over some major hurdles, but there's still skepticism out there, right? And so exactly to your point is that I think individuals are still kind of going through the routine of just kind of getting things done effectively on a day by day perspective. And a positive note, we're kind of we're into our summer months now. So it gives a little bit more flexibility. It gives individuals the opportunity to get out of the house depending on where you are and just kind of take those couple moments to yourself just to kind of reflect and recharge and then kind of dive back in.

Nina Talley:

I will say this summer is hitting a little different. It definitely seems like I've noticed that most of my meetings everybody's really happy. There's lots of what are you doing this weekend? So it seems like we've at least hit with summer a little bit of a release, it feels like. So that's nice.

Jay Conforti:

I agree. Absolutely. I see that too with my own teams and also hearing it from other clients as well.

Nina Talley:

That's good to hear that it's not just my little bubble. A lot of people have that good summer feeling.

Jay Conforti:

Absolutely.

Nina Talley:

And we touched on this a little bit earlier in the beginning of our conversation. Some people love it. Some people hate it. But we cannot deny its place. Let's talk about outsourcing. Do you see HR and payroll departments utilizing more outsourcing these days or less? And how do you expect that to change as the field continues to evolve?

Jay Conforti:

Yeah, Nina, that's a great point. And so if we were having this conversation probably three, four years ago, there was this perspective that was out in the marketplace that outsourcing was starting to kind of die off. Organizations were getting tired of it. And they were starting to think about and bring more in-house. That misnomer has changed. To your point, some people do love outsourcing. Some people are not fans of it. It is continuing to grow. It has not slowed down. As I mentioned earlier, what organizations I've had the opportunity on a positive note through all of this is as they are in existing outsourcing relationships, they're taking the time to review those contracts that they're in with certain providers to see where they are from a term perspective. They're also having the opportunity to, I would say, look at or dust off areas around kind of service level agreements, which are important.

Jay Conforti:

On the flip side of that is if they're getting ready and/or their contract is getting ready for expiration, they're taking the time and due diligence to explore potentially other options in the outsourcing market,

looking at new and upcoming providers that are out in the marketplace. And this is both through the lens of HR and payroll.

Jay Conforti:

But the other interesting fact that has really also come to light over the last couple of years is there's been a lot of merger and acquisition activity with the providers out in the landscape. That's been interesting because over the last several years, you didn't see a lot of that going on with providers. So that has been a big change and I expect some of that will continue to occur as well. So again, I think that part of that also that outsourcing type of model is also really looking at your internal operations and your strategy. And if you're thinking of changing that in the future, how does outsourcing play into your strategy? And then also, how does it play into your governance model, right? And ensuring that even though you are outsourcing a specific service, whether it's HR, payroll, making sure that you still have that internal governance structure to effectively manage that relationship or relationships going forward.

Nina Talley:

Those are such important parts when it comes to outsourcing. And thinking on it, I really think that most people's feelings and emotions about outsourcing are completely put into place the first time that they use outsourcing. So if you have a good experience, you're going to be like, "Yeah, outsourcing is a completely viable option. I may supplement my team with outsourcing. I may just use outsourcing." But if you have a bad experience, your first time, you're like, "Outsourcing doesn't work. It cannot work. You need somebody in your office." And I think that again, last year and a half in particular has really changed how outsourcing can add additional value to your operations. And I also think a lot of people believe that outsourcing is there to replace them as an HR and payroll professional. And I don't think in any way, shape, or form, that is the case. It is supplemental to your services. It's always good to have somebody who's working when you're sleeping.

Jay Conforti:

Yeah. And also outsourcing too, Nina, it does help alleviate and takes the burden off of organizations having to handle really some of those pretty complex types of transactions, right? That sometimes organizations just either don't have the internal bandwidth or capability to do, right? So as we think about in the U S those services are a lot of times focused on garnishments. It's focused on payroll tax administration, right? Because those are hard areas. And the same applies for organizations that are global, right, and use global outsourcing, right? And some of those same activities apply, but also there's so many local country nuances around even more regulatory types of filings that need to be done, reporting that has to be done. And so I agree with you. Outsourcing is not a bad thing at all, and it does not replace the talent that organizations have. It really does help and enable organizations through some of those more complex types of activities to make those payroll operations and/or HR operations more effectively in the future.

Nina Talley:

That's an excellent point. And I really appreciate you taking the time to underline that because there can be some anxiety about the topic, and it's always good to sort of explore that.

Nina Talley:

Running payroll in a single country can be a challenge, but running payroll in dozens of countries? Scary, right? That's why I want to tell you about CloudPay. They are a leader in global payroll and they happen to be one of the fastest growing payroll companies. CloudPay has been innovating in payroll for over 25 years. And today they helped thousands of companies get payroll right in over 130 countries. They also have trusted partnerships with top HCM platforms. So you can seamlessly integrate your HR and payroll data. Cloud pays experts live and breathe global payroll, giving you confidence in payroll results and compliance. They also have a unified global platform with process standardization, dynamic integrations, real-time analytics, and robotic process automation. CloudPay's team plus their technology helps companies to improve their payroll every day. So if your global payroll technology needs some innovation, visit [cloudpay.net](http://cloudpay.net) and see how CloudPay can modernize your payroll.

Nina Talley:

I want to talk a little bit about the actual nuts and bolts of a payroll transformation. So can you tell us a little bit about what challenges a payroll professional might face during the process of designing and building and implementing a new technology into their existing processes?

Jay Conforti:

Yeah. No, Nina, that's a great point. One of the things that I always say is that a lot of times organizations think payroll transformation is solely based on technology, and that's really not the case. And I should say it can be. But effectively, when you think about payroll transformation, it's really focusing through two lenses is, one is the technology, but then the other is the business transformation, right, around the technology. And so for payroll transformation to really to be effective, organizations obviously are going to pick fantastic cloud-based payroll solutions that are out there. But in parallel of that though, organizations have to think about, are we really going to transform the business along with the technology? And what I mean by transforming the business is, are we going to look at really transforming how we deliver services, right, to our employees? And that's, again, whether you are doing those payroll services locally in country, if you leverage a shared services type of environment, thinking through that is important, looking from a people perspective, right, are the roles and responsibilities of payroll professionals going to change with new technology. And also can we think about you're making those roles more strategic and not being so heavily focused on the transactional piece, right? If that makes sense.

Nina Talley:

It does.

Jay Conforti:

Yeah. We talked about process, right? I mean, and the technology is going to be fantastic and enable processes, but again, you want to think about making sure that you're designing processes from an end-to-end perspective that are going to also meet the needs of the technology as well. I could go on and on, but just some other things we talked earlier around the employee experiences, like when you're implementing technology, it's not just about getting the technology up and running, but again, you really focusing on employee experience and what are those moments that matter, not only to payroll professionals, but to employees, right?

Jay Conforti:

And then lastly, how does it all work from a change management perspective, right? And it's funny, and our listeners may laugh about this, but change management is one of those areas that sometimes gets not always thought about or gets put to the side. But change management around that as well needs to be upfront and starting to think about what does this mean from a change impact to our stakeholders right across the organization? What are we going to need to think about from a communications perspective? What's the training involved? So implementing payroll technology is not just a single thread, but it's really holistically. If you're going to transform, you're transforming the business along with whatever technology is chosen.

Nina Talley:

I love that. Put simply it's, don't be reactive. Don't react to a problem. Think through how the problem affects your day, how it affects your coworker's day, and then figure out an end-to-end solution, not just a quick fix, that is always going to be a bandaid that will not actually address the larger problem. And I think when it comes to day to day things in our processes, we can get very annoyed. It should just work. We want it to work. Why doesn't it work? And then we want a solution for that. But if you take the extra time and just chew on the problem a little bit, and maybe tap into your creative problem solving skills, that is going to pay off so much more if you provide a thoughtful, end-to-end, holistic option and not just a snap decision to cover a hole in your day.

Jay Conforti:

Right. And Nina, the other point that I'll add to that is it also gets individuals thinking again about if you are enduring payroll situations where you're doing a lot of work manually, this also goes to the point of back to your point around technology, right? Looking at the technology and where can you leverage automation to alleviate some of that manual work and burden. And maybe that is leveraging more employee self-service or where can you leverage manager self-service, right? It can end up really being a win-win situation across the board.

Nina Talley:

That's an excellent point. And to our listeners, if you're interested in learning more about emerging payroll technologies, don't miss the Payroll Solutions Showcase. It's a virtual event happening on July 13th, and Jay is moderating it. It's an expert panel discussion on payroll and HR information systems. So don't miss that. And more information can be found at [www.payroll solutionsshowcase.com](http://www.payroll solutionsshowcase.com).

Jay Conforti:

Yeah. Thanks, Nina, for bringing that up. I'm really excited to be the moderator of the Payroll Solutions Showcase coming up. We've got some great panelists that are going to be included in our discussions. Some of our large and midsize payroll providers that are out there in the marketplace, which some of our listeners probably do leverage today. We've got some great topics talking about again some of the trends from an HR and payroll perspective, the payroll cloud-based solutions that are out there. And really there'll be some great opportunities from Q&A for all of our listeners that join as well.

Nina Talley:

I'm really excited to see it just because I think that panel discussions with members of that quality with individuals with that type of professional expertise are such a unique opportunity to really mine for powerful anecdotes. And then also you can see in real time, those professionals connecting and thinking

and brainstorming, and maybe they come up with something on the fly that suddenly the entire panel is like, "Oh, that's a really good point."

Jay Conforti:

Yeah. I agree that. And Nina, the other great point is that we're looking at this through different lenses. We're going to talk about domestic payroll and HR. We're going to talk about global. There's opportunities if listeners have questions about specific country requirements and/or technology. I mean, it's, again, going to be a fantastic panel. And again, I think the timing is great, right? Because for those individuals that were able to attend the APA virtual Congress back last month, these are just, again, some of the additional workshops and showcases that are what I would call extensions.

Nina Talley:

I would completely agree with that. And for our listeners just again, a reminder, that's on July 13th and you can learn more information at [www.payrollsolutionsshowcase.com](http://www.payrollsolutionsshowcase.com). So now is the time in our podcast for something we like to call payroll nightmares. We ask our listeners to send us their payroll nightmares to [podcasts@americanpayroll.org](mailto:podcasts@americanpayroll.org). Or you can leave us a comment on the APA's Facebook page. For this month, Jay has a nightmare about transformations gone wrong. Jay, why don't you go ahead and share that with us?

Jay Conforti:

All right. Well, Nina, now hold on now. Nightmare is kind of strong. So how about we maybe do maybe lessons learned.

Nina Talley:

I like that.

Jay Conforti:

Okay. Okay. So for the audience, what I would say lessons learned, and this kind of comes back to what Nina and I were talking about a little bit earlier, is that organizations as they are thinking about and they're getting ready to implement a new payroll technology, there's a lot of excitement because organizations think, we're going to have this brand new, I call it, sexy technology and it's going to solve everything, right? And organizations start down that implementation path and hopefully, knock on wood, there's no hiccups along the way. And that technology gets implemented.

Jay Conforti:

But what organizations are finding, and this has again, happened in many organizations across multiple industries, geographically, both domestic and globally, but it comes back to the technology being implemented, but not truly being able to transform the business alongside that. And what happens is that in organizations, if we use the payroll processes, as an example, is the current state payroll processes today don't fit with the technology, and organizations then specifically paraprofessionals are having struggles with really leveraging the technology to match up with the way processes are done or the way that services are delivered.

Jay Conforti:

And so what I would call the biggest lessons learned is that organizations have had to go back and almost what I would say is retransform again and not with the technology, but it's going back and looking at all of these business attributes to basically get them in line with the technology. And the challenge there, Nina, and to our listeners is that it's challenging from a perspective that there is so much more time involved in having to do that. I see HR and payroll professionals then experience a lot of fatigue because again everyone knows if you're involved in a payroll transformation, that's a project that you're doing outside of the day to day job. And so gaining that momentum again is tough for organizations.

Jay Conforti:

And then thirdly, the cost involved to having to do that. I can't even get into that today depending on the organization. And so what I would leave listeners with is that if you are thinking and/or are going down the path of implementing new technology, take a minute to really think about outside of the technology, what does this really mean to the business? And when I say that again, think about what does this mean of how we'll deliver services to our employees in the future? Does this change the role of individuals within payroll? Are my processes really going to be effectively done end to end? Am I looking at data and reporting the right way, right? So outside of the system, am I going to really get the optimal data that I need to be able to present to senior leadership?

Jay Conforti:

And then lastly, the change management, right? Really making sure that folks within the organization, they're excited that you've taken into account are there going to be any change impacts to individuals and then ensuring that effective communications are done to get folks excited, but also keep them aware of what's coming and then looking at any potential upskilling and/or new training opportunities around it.

Nina Talley:

That is such a good point. And I think it feeds in so well to what we were talking about with technological solutions and making sure it's an end-to-end solution and taking the time to brainstorm how it's going to integrate into your existing processes and if you have to change any processes and things like that. And one thing I want to say to our listeners is that when I have had to integrate specifically technological processes into my work, as when I was an operations manager, what always worked best for me was even if I thought that I fully understood the solution, I would set up a demo with a rep, which can be very annoying. I completely understand because then you're giving them your information and maybe you don't like it. And they're going to message you every three weeks for two years. I get it.

Nina Talley:

But having an actual demo go through so that you can on the fly see how it's working. And then, oh, I didn't think how it was going to work in with our existing handoffs that this is now this person's problem. And I didn't know that they would need access to the system. It's just very helpful in smoothing out any potential bugs. So if you have that capability to do some type of demo for a new process, a new technology just to see how it is going to fully integrate in from an end-to-end perspective, that is my best advice. I know that Jay's probably a little bit better. [inaudible 00:33:23]

Jay Conforti:

I don't know, Nina. I think you might've beaten me. I think your articulation was definitely better than mine, but I think you did a great job.

Nina Talley:

Well, thank you so much. And I love to hear that. And to our listeners, don't forget that if you would like to be included in our payroll nightmares, or maybe just we'll call it a payroll problem or a payroll change, a payroll lessons learned, send an email to [podcasts@americanpayroll.org](mailto:podcasts@americanpayroll.org), or leave us a comment on the APA's Facebook page. And so, Jay, I'm going to ask you one more question before I let you go. What is the best piece of payroll advice you have ever been given or what is the best piece of advice you wish that you had been given?

Jay Conforti:

Oh Nina, that's a tough one. A piece of advice that I was given that I have reflected back on for many years is that as all of our listeners are in HR and payroll capabilities and have been in different roles throughout their career, one of the things that I have really learned about is not being afraid to step out of your comfort zone and taking the great experiences and the lessons you've learned in your roles to be in and do other strategic roles in the future.

Jay Conforti:

And what I mean by that is having been an HR and payroll professional for a little over 15 years before I joined KPMG, I was able to take a lot of my deep functional and industry experience to a different capability and turn that into now consulting and working with clients. It's something that I truly never thought that I would be doing in my career, but it is something that I truly love to do. And so I say that to say that the world is full of opportunities and especially with individuals, like all of ourselves that have these HR and payroll backgrounds, the world is limitless. And so I hope that individuals can reflect on that as well and think about yourselves and where you're going in careers. So that has been I would say one of the big lessons learned and piece of advices.

Nina Talley:

I love that. And I completely agree with it. I think one thing that I have learned through my tenure on this podcast is that there is sort of this feeling that nobody chooses and I'm doing air quotes, can't see them, but chooses payroll. They just sort of fall into it. I think one of the most beautiful things about payroll is how flexible it is. Payroll is everywhere. You can work in any industry. You can work at almost any company. You can consult. You can go up and be a director and implement new processes so that you're not even running payroll. I think that one of our fun recent guests was Becky Hershberger, who is a payroll tax consultant who has never run payroll in her career. She just knows the taxes. She'll just answer your questions on taxes. And so I think that's a beautiful point. Payroll can be many things and it's a little bit about what you want it to be. What can you dream for your career?

Jay Conforti:

And I think, Nina, just the last point is that one of the things that I had always hoped and wanted, which now I've had the opportunity to achieve is because payroll now is global, so it's not just something that is done domestically anymore and so many roles of payroll leaders now step into that global role, is that you have the experience to learn so much more of how payroll is done outside of the US. And it gives you so many opportunities just to expand your knowledge, which is again, just such a fantastic attribute of being a payroll and/or HR professional as well.

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Nina Talley:

That's very true. And if you want to move to France, get your CPP, start looking at jobs. That is a beautiful thing about it is that it can take you anywhere because no matter where you go, people need to get paid.

Jay Conforti:

Yep. I agree. Absolutely.

Nina Talley:

Well, I think an excellent takeaway from this entire episode is that change does not stop. Payroll transformations will always be necessary and we need change makers like you, our incredible listeners, to carve that path forward. And Jay, thank you so much for sharing your time and your expertise with our listeners. It was so invaluable.

Jay Conforti:

Yes. And Nina, thank you so much for having me today. And for all of the listeners out there, thank you for taking the time to listen to Nina and I, and it's been a pleasure being with you today.

Nina Talley:

And I also just want to take a moment to thank all of our loyal listeners out there. Without you, PayTalk would not be possible. Make sure you like and subscribe or follow or leave us a rating and review on your preferred podcast streaming service. That is the best way to support this podcast and ensure that we can continue to bring the human stories that make payroll so personal. Until next time, folks. This has been your host, Nina Talley, with PayTalk.

Speaker 1:

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