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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 Paul McDonald, senior executive director at Robert Half. Paul facilitates strategic alliances, including a longstanding partnership with the APA.

I'm so excited for Paul to be here today because we're talking about something that is on the minds of every payroll professional in the world, hybrid workforces. Paul has been tracking this journey of navigating office re-openings. He's been looking at it from the perspective of both employees and managers. And so he's gathered a few really interesting insights. And I know we have a lot to cover here, but before we do, Paul, why don't you introduce yourself and give our listeners a little bit of your background in the payroll industry.

Paul McDonald:

Hello, Nina, and hello, everyone. It's outstanding to be here. It's a pleasure. And we value this longstanding partnership with the APA. At Robert Half, being a talents solutions firm, we provide payroll professionals, accounting and finance, creative individuals on a contract and permanent basis, as well as technology and legal.

It's an interesting time right now that we'll be chatting about with this hybrid workforce. But I'll tell you, after going through 18 months of the pandemic, the workers that we speak to, the managers that we speak with, that are managing workforces, have really been struggling with this tension that's going on.

I'll tell you, it's never been a better time to be a payroll professional, in our opinion. I mean, unemployment rates for payroll individuals right now is about 2%, 2.1% based on what the BLS or Bureau of Labor Statistics is telling us. And unemployment is coming down broadly for many, many sectors of the economy. So without further ado, I just say, thank you for inviting me. And it's always been a pleasure to partner with the APA.

Nina Talley:

Well, thank you again for joining us, Paul. I am really excited to dive in with you. Because many of us are currently faced with a conundrum, do we continue working from home, isolated in our leisure wear? Or do we sort of shake off isolation and put back on our work attire and return to the office? Or should it actually be some combination of the two things? Do we even need to worry that this new hybrid work model could impact productivity, connections with your colleagues, workplace cultures? So I am so, so excited to dive into this incredibly pertinent topic with you, Paul. How are you handling the hybrid workforce evolution? Are you working out of the office these days?

Paul McDonald:

Well, personally, it's a really good question. If you would ask me pre-pandemic, I'm on the road, probably in an airplane 60% of my work week, sometimes 80. And it's been an interesting 18 months. I've reconnected at home with my spouse of long-term marriage. The dog knows me now, other than on the

weekends. At first, I was sheltered at home. I did all the home projects on my spare time. I work from home five if not more days a week. Upgraded my Wi-Fi, upgraded my internet browsers, and my camera to make sure that I had a really good setup.

As we've gotten through the past, I would say about July Robert Half gave the option to many of to many of our employees in our corporate offices to come in voluntarily. We've pushed out the decision at Robert Half until the end of the year on what we're going to do with, is it going to be remote? Is it going to be a hybrid? Is it going to be in the office? So we're waiting for this next wave to kind of calm down a bit.

But personally, I have an office, a suite that is isolated from everybody else. So I can come in. And I'm managing the safety protocols. So there are being advised from our team and human resources. So we have all that covered. But I'm in the office probably five days a week now, but again, I'm isolated. There's no one else in my office. My assistant is remote. Other colleagues of mine are remote. So I'm here alone. Only me.

Nina Talley:

I think that that's an interesting way to look at it, is that some people, their hybrid workforce, it's going to be determined by the number of people that they have to share the space with. It's not just about, are we going back? It's, how many of us are going back? How much space can we give one another so that we can maintain safety protocols? That's really interesting to hear that you're back pretty much five days a week, but a lot of that is determined by the fact that you are so isolated.

Paul McDonald:

And I would say, too, that, again, if I were not isolated, if I were in an office surrounded by others, again, it's my option, right? From the CEO and the board of directors, right on down, they've given us the option. So I've chosen to come in just because when I do a broadcast like this, a podcast like this, I don't have construction next door, which is a reality. I don't have a dog barking. It's more convenient.

But I'll tell you, when we did the survey of companies and what they're planning on doing, it was an interesting group of facts that came back to us. We surveyed quite a few senior managers. And I think it was 2,800 senior managers. 71% of those respondents came back and said they will require their teams to be in the office full-time once COVID restriction is completely lift. That was an interesting set of data that came back. Because what falls on that is about half of the workers said they weren't going to come back. So we have this tension between the two.

Nina Talley:

With that in mind, you really only get one chance at an initial rollout of either bringing everybody back to the office or doing a hybrid workforce in some way. What are some of the potential hurdles companies may face when moving to a hybrid work model? And how can they maybe be avoided to help them ensure success?

Paul McDonald:

Oh boy, there are so many potential stumbling blocks that employers and managers face when rolling it out. But what we have found, and we've found here at Robert Half, and we've also found with our clients, that success really depends on how you're communicating with your workforce, with the members of the team. Are you frequently communicating? Are you making sure that they understand

the why behind the communication and the reasons for why you're going in one direction or the other? Do the employers understand how to ensure productivity, the productivity of the workforce?

It's been interesting, Nina, quite frankly, the level of productivity that we've experienced at our company and with many of our clients reporting back to us, it's been very highly productive workforce. So the technology investments that I'll talk about a little bit later, but the technology has allowed most organizations to be highly productive. It's the managing the motivation, managing, as you mentioned, the culture, managing the expectations of the employees, but I'll come back to that communication piece.

We have found that, with so many job openings today, if this is not done properly, retention is an issue. We're finding that jobs are being created at an unprecedented pace. We've got over 10 million job openings today in the U.S. based on, again, the government report. So if done improperly on the rollout and the communication, we're seeing people fly or go and take other jobs with other companies. And that's not what you want, to see valuable employees, people you've invested in, people that are valuable to you. They're great culture bearers of your firm. If they leave, that's a real big hit. Because the replacement of those individuals today is so costly.

Nina Talley:

That's very true. And I think it's also costly in a culture way inside of your business. I think that we've all seen it happen where maybe you have a really strong member of a team who other employees rally around. If you're not able to retain that person and they leave, it can create a domino effect, which, I think in our current climate right now, you want to prevent in any way possible losing multiple members of a team in some type of sea or landslide.

And so as more and more payroll managers are having to look at how to transition their actual team to a hybrid work model, what are some resources that they can use to support themselves, support their teams, to just make this hybrid work model a little bit easier and keep everybody productive and on task/

Paul McDonald:

There's many resources available, thank goodness, for the technology investments and the journey we've all been on over the past 10, 15 years. But it's been a lot easier. As I mentioned earlier, the technology investments have come back and paid for themselves. Nobody knew that we're going to have to go through a pandemic and pivot to work from home and remote. So the resources available online have been extremely valuable.

I mentioned communication with the workforce. You want to make sure that you're balancing the reality of the facts that we have to stay productive, that we have to move forward, but you want to balance that with empathy and understand. We're hearing more and more the resources available through human resources at many companies, including our own on, the mental health aspect of taking care of your employee and making resources available.

We did a study recently that nine out of 10 companies have enhanced their wellbeing benefits for their employee base, but only about half of those employees, 49% of those employees are taking advantage of that. The reason I bring it up is that communication of those resources is so important. You want to pay attention to, again, with the empathy side.

As a manager, as a leader, if someone is disconnected on a video call, if someone never turns their camera on when there's a group meeting, when they're not speaking up and they're usually one

that's the most vocal of the group when you're in-person, that's a key indicator for you to pay attention to that behavior and see what you can do with others to help that person on the journey. What are they going through? Maybe they're balancing things at home that they didn't have before.

It's really interesting when you talk about resources, there is, besides what I just mentioned, you as a company and a leader and your executive hopefully have invested in up-skilling or re-skilling some of your employees. They want to make sure that they're being invested in. And some of that upskilling could be in the area of these people aren't comfortable on camera or speaking up on video or audio. So help them with their soft skills.

Nina Talley:

Mm-hmm (affirmative).

Paul McDonald:

Things of that nature are resources that are very available and usually, through your learning and development team or your HR teams, are really able to be offered free of charge. And by the way, what we're finding is that employees are taking advantage of that because they have extra time now that they're not commuting to the office. That's an added benefit for them in terms of up-skilling and re-skilling themselves.

Nina Talley:

I love that approach because there are obviously a lot of tools that can help as you flex to a hybrid workforce. And we're all very familiar with Zoom and things of that nature. And we've gotten pretty good at the actual technical tools at this point. But I think that where we can all use a little bit more exercise is just that empathy muscle and trying to be a good well-rounded colleague, or boss, or employee. And being a little bit more mindful about the fact that a happy employee is a better employee and that we need to take care of the human and not just the colleague.

Paul McDonald:

Well, there's no question on that. Personal story I've noticed in the past 18 months I've got a very stable team. I've got people in corporate communications. I've got people in marketing I deal with, as well as our field executive leadership team. And quite frankly, we worked with one another for a longer period of time. It's the people that we haven't worked with that we've had to get to know. We haven't worked with them for a long period of time.

So as a leader and as a manager, I don't think we've been tested to this level ever before. To, as you say, flex that empathy muscle. I grew up at a time... Your listeners can look at my bio. I've been in business for 40 years. When I graduated from university, it was, this is the way we do it. Any questions? Hold them off until maybe the end of the week. It was just... I worked in public accounting and there was a way to do things.

Today, that's not the way things are done in business. We meet employees. We spend more time with them chatting about what are the challenges that we're faced as an organization, really getting into the why's and listening as a manager and helping that person through the challenges. But this challenge of a pandemic, we've never been faced. I personally have never been faced with a greater challenge.

And I'd go back... You talk about, for those that are good with history, the crash of '87, I was involved in the recessions, the dotcom bust, the financial crisis of '08 and beyond. Add in a few ups and

downs through there. And then put this in. But this was a complete full stop in the economy. And how to pull that back, retain people, motivate people, build culture along the way, make sure you have the technology, invest it, investments made in order to bring people forward, oh, maintain productivity.

And, unfortunately, if your organization had to furlough or reduce staff, how do you maintain morale through all that while people are balancing their home life? It's really been a huge challenge. But I have to say, hats off to our employees at Robert Half, hats off to our clients that have made it through it, especially payroll. Payroll is one area... I have to say, I grew up as a finance and accounting major, worked in public accounting, had my toe in accounting ever since and finance and now business transformation and other things. But I have to say payroll doesn't stop. People need to get paid.

Nina Talley:

Mm-hmm (affirmative).

Paul McDonald:

My hats off to everybody that's involved with payroll because you make the businesses go. Moral really suffers when people don't get paid.

Nina Talley:

It's so true. And I think that it has been sort of incredible to see the way that the individuals, the businesses, and the industry in general of payroll flexed during the pandemic. Because it seemed like every step along the way, there was a deep understanding of, times are really tough right now and people can't not get paid. It has been very impressive to see. And you're right. Hats off to everybody because you kept the boats of float in the rough seas.

Paul McDonald:

We have. And in the face of all the challenges, many times, we've heard stories with our clients where no one else was allowed into that office. However, there was a special allowance for individuals to get back in, sometimes only one at a time, to run reports, to help get individuals paid. Or maybe they had to pivot. We heard one story where the company did not have the technology investments that they needed prior to the pandemic, but immediately flipped the switch with the investment and then the manpower, some of it remote, some of it had to go into the office, but to get that technology built in order to get people paid.

It's been a heck of a journey. Who knows where this latest variant is going to take us. I think there's a bit of a pause going on. Wait and see. The good news is that organizations that we're talking to, and with us as well, as they're trying to keep very high by being flexible with the employee base, like I said, prioritizing employee wellness, they're rewarding their performers to make sure that they retain the services. And then they're reinforcing the importance of the employees work through recognition efforts. All great strategies to help people feel part of the organization and move forward.

Nina Talley:

That's very true. And I do also agree with what you just said, that it seems like the new COVID variant is causing companies to sort of take a pause, take a breath, rethink, are we going to go back into the office? I think, as you've said, there's been a lot of employee feedback that has been less than enthusiastic about returning to the office. So I think it's a good time for payroll professionals to also take the

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moment. Prepare. We're not going back right now, but you got a taste of it. And you saw that, likely, some type of hybrid model will need to be rolled out.

I want to dig in a little with how our listeners can prepare for these eventual sort of roll outs. And I think something we've talked about a lot so far this episode, and I really want to dive in on specifics, is if and when your business decides to either go to a hybrid work model or maybe go full in-person, or maybe even lose the office altogether and go full remote, no matter what, somebody at the business is going to be unhappy with the decision.

So how would you recommend payroll managers prepare and go about being ready to hit that resistance and also retaining their top employees who might not be happy with these decisions?

Paul McDonald:

Each company is going to be different. You look at it today. What we're hearing is too close to call for many employers. Maybe a little pause is happening right now. If your business can be remote and you are staying productive, then deferring the plan for re-entry into the offices is worth it. Now, there's some businesses that you just can't push it down to a later date. You have to make the decision now.

Whatever that is, communicate clearly from the leadership team to all employees. We're doing town halls on a regular basis from the CEO and our president, right on down through all the organizational chart. That's number one, communicate often, frequently to the employee base from the leadership team. And if you don't know, be upfront and honest, you don't know. If you need to make the date a later time, to that.

Number two, I would say, when you think about the Delta variant and how it's impacting you, you want to take a look at it and say, are we truly operable and able to operate on a remote basis or a hybrid basis? I want to go back to some of the statistics that we are coming with. Most employees are telling us that they want a choice, a hybrid choice. So it's a couple days in the office, a few days at home. That's what we're hearing when we do our research. And if they don't get that, they're going to look for a new opportunity.

The reason I bring that up is because those are considerations for you, you might want to, as an employer, go and take a poll, do a survey confidential survey of the employee base and see what they want to do. And with that survey be prepared, again, you might not be able to meet them all the way and all their wishes, but there may be some good data that you can pull out, some good information you can pull out on how you plan for the future.

I think what it comes down to is making sure that they understand, the workforce understands that you are working with them in order to make their life better when it comes to work. And how are they managing their payroll functions? How are they moving ahead with strategy and tactics? Are you prepared to make investments in technology to pull the organization through this and beyond?

I'll be honest with you. We've had one client that's a multi-state biweekly payroll organization that offers remote for all their employees, except for payroll. Payroll needs to be in the office on a weekly basis, what we're told. But in order to get through, they're bringing in health, both remotely and in the office, to help out with that organization to meet their demands. So just a few specific thoughts that might help with organizations and job seekers alike.

Nina Talley:

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National Payroll Week, or NPW, is the best week of the year for America's payroll professionals. Help celebrate the magic of payroll during this year's payroll is magic National Payroll Week celebration, September 6th through 10th. This year's NPW will explore the magic of payroll behind every business in America and will celebrate our payroll magicians, you and your peers, the payroll professionals.

The APA offers many ways for you to participate in NPW, from celebrating at your company, volunteering to teach paycheck basics in your community, or simply weighing in on our Getting Paid in America Survey, and so much more. visit the MPW website, [nationalpayrollweek.com](http://nationalpayrollweek.com), to find resources and get involved.

This year's NPW celebration provides an opportunity for those in the payroll industry, like you, to shine a spotlight on the amazing work that's done. So pull back the curtain on payroll, work your payroll magic, and take a bow. Let's proudly proclaim what we've known all along. Payroll is magic. Go to [www.nationalpayrollweek.com](http://www.nationalpayrollweek.com) to learn more. And National Payroll Week.

Communication on a top level of your C-level officer or director, it can feel a little overwhelming to reach out to your employees at times and say, "Hey, give us your opinion. What would you like?" Because then you get this delusion of data, but you can track trends within your office. And it also really helps your employees to feel heard as if they are a part of the decision and experience, anything that another important thing is, get communication from your employees, but communicate to them, as well, why.

If you decide to bring people back into the office, explain why. This isn't just a do-as-we-say, because, as we've discussed, there's a lot of job openings right now and there are a lot of businesses who are drastically changing their approach to remote work in response to the pandemic. So communicate often, early, and openly. I think that's such a good point.

Paul McDonald:

Yes. There's no question. I think also you can measure payroll productivity easily. We deal with a lot of areas within the professional staffing arena and talent solutions arena where it might be a little more difficult to measure productivity. I mean, if you don't get payroll out on time, you know how to hold people accountable to that.

And the reason I bring that up is manager's main challenge in overseeing these hybrid teams is, one, communicating effectively as we've been chatting about, but two, trustee the employees to be productive. Payroll, that's kind of easy, it is or it isn't, but productive workforce. But gauging the workload.

I don't want to skate over this point too much, but we touched upon it earlier. There's been furloughed employees. There's been people that unfortunately were reduced during the pandemic. Some of them are coming back. You're hiring other people today. But don't underestimate the increased workload, if you're short-staffed, in the effect on those people during this pandemic. That's where listening, that's where empathy, that's where leadership really comes in to play. And I want to make sure that your listeners hear that.

Now, to the employee, I want to speak about this point. You've been through a lot during the pandemic. And it's incumbent upon you to professionally and objectively approach your managers on what's bothering you. So we'll go back to the research that we had where there's the mental health or wellbeing benefits. Nine out of 10 companies are offering them today, but only half of the employees are taking advantage of it. If there's something bothering you, it's incumbent upon you to speak up in a

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professional, objective way. And if you need to role-play that with someone else other than a family member, another professional, I encourage you to do that. It works well. They want to listen to you.

And if your leader is not experienced enough to understand your challenges without you saying it, some individuals have a sixth sense that I've worked for, they can tell that something's bothered me and I haven't even opened my mouth. But if you don't have a leader like that, if you don't have a manager like this, make sure that you speak up. And you can work it out. Rather than go look for another opportunity right away. It really is a great way to build a relationship with your superior and move forward through this difficult time.

Nina Talley:

I completely agree with that. And I think all of the jobs that I've loved, I've had that sort of relationship with my direct report. Where I can shut the door and say, "Hey, this is a problem. Maybe it's a problem for just me. And that's okay. We just need to figure out a different way of going about it."

Paul McDonald:

And it's much easier, as you just said, when you're in person and you can go in and shut the door. I'm finding that I'm probing a little bit more as a leader today to try and help people and open up the conversation for them because they can't enter the office and shut the door. I have to make them feel comfortable through video and audio. And that's just the challenge that we're dealt with, but it can be done. It can be done effectively.

Nina Talley:

Very much so. And it's just a new skill set that we've all had to grow over the last year and a half. And you just have to hone it. You got to work that empathy muscle in order to get it to grow strong.

Paul McDonald:

It truly is the new reality. These skills help all leaders, and supervisors, and employees, for that matter, as we get back to the office, whatever that office looks like hybrid, full-time remote, full-time in the office. It's going to only make the employee better, either with their current employer or with another employer. Because, honestly, we've been doing this a long time around here at Robert Half.

The organizations are asking us more and more for great non-technical skills, soft skills, critical thinking, communication. Communication, by the way, means writing ability, listening ability, and speaking. Notice I said listening, because-

Nina Talley:

Mm-hmm (affirmative).

Paul McDonald:

... being an active listener is an extremely valuable, especially on a remote basis. What am I hearing? Am I able to query in a provocative way if I don't understand? And can I move forward with that information efficiently? And then back to, can I present that information, whatever is being asked of me, back to my supervisors and organizations? In that, quite frankly, you can get the technical skills. It's the non-technical or the soft skills that are the most valuable in terms of upward mobility. Upward mobility,

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I've seen it. I've been doing this now for a long time. And I've seen the career limiter being the soft skills, lack of.

Nina Talley:

That's such an excellent point. And I know that, at least here at PayTalk, we can talk a lot about technical skills, and getting your CPP, and making sure that you're prepared and ready. But truly, work on your soft skills, work on your empathy, work on your communication. Think about the emails before you send them. Five minutes to consider a sentence and make sure it's the proper communication style for the person you're trying to reach.

Paul McDonald:

Exactly. I'd have to say that, again, we're looking at unemployment rates and I keep going back to that because this is the world in which we live in today, but it's 5.4% unemployment last month. College degreed workers that are 25 years of age and older, the unemployment rates 3.1%. Accounting and finance is anywhere from 2% to 3.5%. In payroll professionals, payrolls, including anything from a clerk and up, is 2.1%. The demand for talent in payroll is very, very high.

So for you as an employer, if you're trying to replace someone, I always look to the solution of, can I upskill people? Can I teach them? Can I train them? What courses can I give them? So the technical area is so, so important, but we're finding that more of the resources that are available for soft skill training, there's a plethora today. And I encourage all employers to look at it. But if you're a job seeker right now in the payroll area, I encourage you to make the investment in yourself to move forward in that area as well, technical as well as not technical.

Nina Talley:

It's such an excellent point. So now is the time and 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 leave us a comment on the APA's Facebook page. This month, Paul is sharing a nightmare with us that is sure to get our listeners ready for Halloween next month. Paul, what do you have for us?

Paul McDonald:

I love it. And it wasn't a nightmare. I won't name names of companies. I won't name where I worked. And I've been all throughout the United States and Canada in my journey. I live in Southern California today, but this didn't happen in Southern California. There was a company, it was smaller company. The smaller company did not have segregation of duties. I worked for a big international public accounting firm. So my training was all about internal controls, segregation of duties, making sure that people didn't have access to things they weren't supposed to.

Well, this small company had a payroll professional that had access to blank checks. The presidents or check signers, remember it's a small company, so signature plate, they had the ability to add vendors to the computer system and individuals to the payroll. So they could actually add new employees. Let's just say with the no segregation of duties and no internal controls, there was about \$20,000 worth of money that was missing to various people that were fictitious in nature. Then they added vendors into the payable system that were with fictitious invoices.

So, word to the wise, make sure, no matter how large or small your organization is, you have great internal controls and segregation of duties. I learned at accounting 101. And it was easy to view

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and understand when I heard the scenario. But in the end, the money was retrieved. There was a good story to the nightmare.

Nina Talley:

That's wonderful to hear. And I think it's one of those things that, in a small business, it's such a nightmare scenario that you sort of believe that, well, it couldn't happen to me.

Paul McDonald:

Right.

Nina Talley:

And it's one of those things that just a little bit of work ahead of time will save you a lot of heartache. Well, for our listeners, don't forget, if you would like to be included in our payroll nightmares, send an email to [podcasts@americanpayroll.org](mailto:podcasts@americanpayroll.org) or leave us a comment on the APAs Facebook page.

And we don't like to leave things on a negative note here at PayTalk. So I have one more question for you. What is the best piece of payroll advice you've ever been given? Or, what is the piece of advice that you wish someone had given you?

Paul McDonald:

I Would say that it's payroll, but also, it's broadly over the entire organization that we have here at Robert Half. And that is, early on, we were challenged with should we or shouldn't we invest in technology. And I would encourage everyone to look at that question hard. Because without technology investments, we wouldn't have been able, in our organization, to get everyone paid, at Robert Half effectively, all of our contractors paid, that were working remotely or working in some parts of the world. They're back in the office, but look closely at the technology investments because they have really saved us a lot of heartache and a lot of lost productivity during this pandemic.

And when you trace back through history, at least I trace back through the Robert Half journey that we've had, every time we've faced that, yes, we vet the technology investment, we speak to peers that have invested in the same technology, we invested a while ago and Workday for payroll and human resources. And it's really helped us tremendously over the past few years. And really emphasize, I'll put a big emphasis in, during this pandemic. So, technology investment shouldn't be underestimated.

Nina Talley:

I think that that's such a great piece of advice. It's one of those things that's so, so, so timely, right now at least. As to how to look forward, I think it's one of those things that we talked about maybe two years ago of, well, obviously we need to invest in technology. Obviously, but who has the time to upset their existing procedures? Who has the time to do the research to work it in? And I think we're all told pretty clearly is that if you don't find the time, you will be forced to make the time. And you won't be happy about the timeline you'll be in then.

Paul McDonald:

Right.

Nina Talley:

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Lovely advice. And that is truly my favorite way to end our episodes with excellent advice just like. Paul, thank you for sharing your insights and expertise with our listeners. I know we're all thinking about hybrid work models right now and how they're going to impact our lives. And you were such a wonderful guest. And you offered so much insights. So thank you so much for that.

Paul McDonald:

Thank you very much. And I just say it's always a pleasure to speak with individuals in the payroll profession and be partnering, like I mentioned with APA. I would just would say, though, feel free to connect with Robert Half, namely me, through LinkedIn or read some of our blogs. I mean, we're on the eve of putting out our 2022 salary guide, which we've been putting out since a long time ago, 1950.

You can calculate some of the salary information in your market. I know it's a great budget tool for individuals that are in charge of budgeting and trying to project. It's quite interesting to see what's going on with salaries right now, market, by market, by market, country, by country, as unemployment continues to come down. So it's a valuable tool there.

And I would also say that there's some good resources that are available on the APA's Career Advancement Center on the website. So if you need some assistance there, we talked about soft skills. There's information on that. How to find a mentor. It's never to be underestimated. I have a mentor. I've always to have a mentor.

So just things like that for you to help you on your payroll journey, or to help you with the management of your payroll. I do hope to be at the future APA Annual Congress in person. That would be nice.

Nina Talley:

One day.

Paul McDonald:

One day we'll get there, but if I don't see you in person, I'll be there virtually. Thank you, Nina. It's been a pleasure.

Nina Talley:

Thank you, Paul. And I also want to take a moment to thank all of our loyal listeners out there. Without you, PayTalk wouldn't be possible. Make sure you like and subscribe. Or leave us a rating and a review on your preferred podcast streaming service. That is the best way to support this podcast and ensure that we can continue to bring you 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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