

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 payrolls' human side. I'm your host, Nina Talley. And today, we're joined by Davida Lara, CPP, Executive Vice President of Payroll Services at Entertainment Partners. For our first episode of 2022, we're taking stock of the rapid changes that have swept the payroll industry and unpacking how you can make them work for you to create a more sustainable and fulfilling future in payroll.

Davida is a perfect guest to get this new year started, recently named GPMI's 2021 Global Payroll Titan, Davida has seen and survived all things Global Payroll, and she is here and ready to share her thoughts on what you'll need for a successful 2022. Davida, before we dive in, why don't you give our listeners a bit of your background?

Davida Lara:

Hi, Nina. Thanks for that amazing introduction. Hello, everyone again. It's Davida Lara. First, I'll start by saying my greatest accomplishment is that I'm a mom of two amazing daughters, right? So despite everything that I've done in my career, I do believe that is my greatest accomplishment.

Nina Talley:

For sure.

Davida Lara:

So hello to my daughter, Sahai and Samira. And for those of you who've actually followed my journey at Congress last year, where I had the pleasure of talking about how I got to the C-suite in payroll. You know I've done payroll in all industries, music, food service, pharmaceuticals, hedge funds, technology, private equity, and now, here we are within Entertainment. So clearly, I am an agent of change, either that, or I couldn't figure out with the hell I wanted to do when I grow up, but I've been doing it a long time. And interestingly enough, I started my career in human resources and my love payroll came in learning about human resources and all that encompassed. So I don't think I initially started out saying to myself, "When I grow up, I'm going to be a payroll professional." I probably thought I wanted to be a princess or something like that.

Nina Talley:

Didn't we all?

Davida Lara:

But didn't we all. It actually just turned out that my passion wind up being what I'm doing now, which is payroll. So I've been doing it way too many years to admit on this call right now. So if people want to know how long I've been doing it, let my resumes speak, but I refuse to say what my age is.

Nina Talley:

Well, I'm so excited to have you with us and to use that breadth of experience to look forward into 2022. And thank you so much for joining us.

Davidara Lara:

Thank you.

Nina Talley:

I know we have a lot to cover in this episode, but before we get started, I wanted to ask you sort of the most important question of all. How was your New Year?

Davidara Lara:

It was absolutely amazing. It was a time of reflecting. I was lucky. I was surrounded by people that mattered to me. And it's been a long... Is it been a year or feels like two years? Two years, it feels like one year. I feel like it's 2020 and '21 have been one long trying year, but I've been able to reflect on a couple things and it really is a who, what and why? And that's interesting for me, because now, I'm talking about who matters and who I should surround myself with. The what is, the focusing on things that's most important. And then the why, what is my purpose? And I think going into this year, I'm super excited with those things top of mind.

Nina Talley:

It is such a beautiful time for reflection. And I completely understand what you're saying. I feel like 2020 has been the longest year ever, and we're just still in it.

Davidara Lara:

It really does feel like it's a continuation.

Nina Talley:

Even as we approach 2022. But I do think a lot of us are taking this time to reflect on what brings us actual happiness. I think that going from isolation and then sort of Bambi legging it back out into the real world. It's taken some time for us all to think about what matters to us and what can we do to make lives better around us. And I think that that's a really excellent tie-in with this episode, because payroll is about yourself. It's your job. It's about optimizing your career, but it touches so many people's lives. And I think that just this end of your reflection is an important time for payrollers to remember that you touch lives, you make a difference.

Davidara Lara:

That's right. It's about people.

Nina Talley:

So I've seen it in a couple of columns in PayTech, and it's something that I've really been dying to ask you. You're well-known for your catchphrase, "Payroll is sexy." Can you tell us about what that means to you and how you birth that phrase into the world?

Davidara Lara:

Well, first of all, I hope you see it more than just an article as you to see it everywhere, because I think everybody is to the point where they need to believe that it is sexy. And I use the word sexy because I think people thought it was a total opposite, right?

Nina Talley:

Mm-hmm (affirmative).

Davida Lara:

I'm trying to think of a word that you can describe that people would think that everything would automatically be good, right? Because like I say payroll is great or payroll is exciting, okay? But it's so much that comes with that. But if you say, "Sexy," that means something else. And it makes people think about it differently, right?

Nina Talley:

Mm-hmm (affirmative).

Davida Lara:

And it came to be, because I think when I was approached with doing payroll, it was like, "Hey, you've got all these great things to do to grow your career. Oh, by the way, can you also do the payroll?" So I was like, "Okay. What do you mean? Oh, yeah. Well, it just has to be done. But you mean, getting people paid is something that you look at as this a have to be done," right?

Nina Talley:

Mm-hmm (affirmative).

Davida Lara:

"It's the most important thing in my opinion that I'll be doing. So let me know more about that." So I would say that that feeling for it was born then. So the words just came later. The words came when I'm matured and understood what sexy meant, right? But I put the two together because that's the first thing people think about when you say payroll or any other discipline that's a task-oriented people automatically would gravitate toward it being something that's monotonous or just something that needs to be done and not the sexiness that's surrounded and think about what we're doing. We're paying people. We're actually the lifeblood behind what people do, right? If people work-

Nina Talley:

Mm-hmm (affirmative).

Davida Lara:

... they work to get paid, at least I know I do.

Nina Talley:

Yup.

Davida Lara:

I'm my favorite customer in this discipline, for sure. But I think that everybody enjoys getting paid for what they do. And for someone not to care about doing that for you is unfortunate. And for a company not to care about how that gets done is unfortunate. Because I honestly believe that the human capital is the most important investment you'll make in any company, in any business. So, of course, it's sexy, it's the sexiest thing in the world. And the how behind it, and the creativity and how you mix people and processes, which will probably talk about more later is what makes it sexy. So if anybody and I've seen people say, "Well, how could you say it's sexy?" And I'll say, "Have you met me?" At the end of the day, the way I talk about it, "Don't you want to do it now? Don't you want to be involved with it?"

Nina Talley:

Exactly.

Dauida Lara:

So how could that not be sexy?

Nina Talley:

I think that something I've seen more and more as I've gone through this podcast and talked to so many incredible payroll professionals is that payroll's only as monotonous as you make it. It's truly a multifaceted gem that you can spin and use as a lens to direct your career in the path that you would want it. It's only as monotonous as you make it. You can make it sexy.

Dauida Lara:

And it's truly global, right? It's the one thing that is-

Nina Talley:

Yes.

Dauida Lara:

... truly global. It's truly generational. It crossed all boundaries. I mean, it's everything. I mean, it doesn't matter if it's cash or anything else. I used to tell people a funny story, everybody says the oldest profession was prostitution, and I'm like, "Well, was it? Or was it payment?" Somebody had to pay.

Nina Talley:

Somebody had to collect and to pay.

Dauida Lara:

No matter what that was, somebody paid.

Nina Talley:

That's so true.

Dauida Lara:

Yeah. It is. It is. It's a true statement. So I think that it's our time. I love that you referred to payroll, people as payroll is, I call them the payroll peeps. Either way, it's our time. It's our time to actually get the shine that we deserve and what it is we do. Yeah.

Nina Talley:

I completely agree. And I think that's one thing that the pandemic did give to payroll is an opportunity to seize.

Davida Lara:

And it's unfortunate, because you think about it, it took something catastrophic or something that we didn't think we'd see in our lifetimes for it to happen, but it's not the first time, people were getting paid during other pandemics.

Nina Talley:

Mm-hmm (affirmative).

Davida Lara:

People are getting paid during Recessions and things of that nature, when companies go down the last people to leave the building is the payroll.

Nina Talley:

Exactly.

Davida Lara:

Right? At the end of the day, we've always been there to come to the rescue on some superhero stuff, but I think now, the visibility is just where it is, because we've had to transform probably more than any other industry, because what we do has to get done. And this is the one time that I actually agree with people being so focused on say it's a necessary thing, right? Now, before I used to look at it, as people saying it's a necessary evil, but now, it's so necessary. And I would never compare myself to all the amazing work that was done with the doctors and stuff of that nature. But they had to get paid too, right?

Nina Talley:

Mm-hmm (affirmative).

Davida Lara:

During this pandemic, everybody had to get paid.

Nina Talley:

They likely wouldn't have showed up if they hadn't gotten paid for a full month. So-

Davida Lara:

Exactly. And we became an essential business and service as we should be. And that's what's so awesome about, if anything, that was awesome about coming out of the past couple years, it's like, "Oh, finally."

Nina Talley:

And I think that that added pressure has sort of created an even more stressful time for payrollers. I mean, we're coming out of our year-end planning, and now, we have a new year ahead of us, a new fiscal year ahead. So how are you specifically taking care of yourself and your team during these really, really stressful times?

Davida Lara:

Well, first of all, I appreciate you for asking the question, because I think what many payrollers don't have is people to ask them that, "How are you doing?" Because we're spending so much time making sure we don't add to additional stresses by making sure people are getting their money and able to pay their bills and in that nature, but nobody really asks whether we're holding on. And I think what makes me, personally, hold on is that I still have a passion so much for what I do and the level of importance of it, believe it or not, takes the stress off of me, right? Because I do believe finally other people are starting to see the importance of it and willing to jump in and help. I think the thing with payroll, we always sometimes feel we're on an island by ourselves to get it done.

And now, I think companies are looking at the importance of investing in that team, and that makes me feel good. Mentally, I'm like, "I am contributing to that conversation for so many people right now." And that makes me feel good. And then having those conversations with my team about what they need, we got to hit out deadlines and get things done, but what keeps me straight is to reach it out to my teams and say it, "What do you need? What can I do for you?" And allowing them to express themselves in that way and using that voice that they give me to make really great things happen, here at EP, here in this industry, and frankly, on a payroll as a discipline around the world.

Nina Talley:

And I think that really drives home, what we've sort of already touched on, I'm sure what we're going to dive into more is the humanity behind payroll. And that we know that we've been paying people, and that's something to always keep in mind, but the people who are doing the paying are not machines.

Davida Lara:

Nope.

Nina Talley:

And the added stress of making sure that people get paid to knowing that if it doesn't get paid because of these disruptions, that you are going to really negatively impact people's lives, that pressure is a vice, and so-

Davida Lara:

Exactly.

Nina Talley:

... it's so important. And then on top of it, they have the same struggles that all of us are dealing with. Maybe a sick family member, maybe financial struggles.

Davidara Lara:

Yeah.

Nina Talley:

It's a real issue that humans are dealing with. And it heartens me to hear that you are looking at your team and going, "Well, what do you actually need on a human level?"

Davidara Lara:

That's right. Because at the end of the day, despite what people believe, we are human, even though we do amazing things that make us think that we're not, I think I won't underestimate until on the team that I don't drink really good wine, either. Let's talk about the human side of things. I'm a big fan of doing what you need for yourself. Self care is huge right now. It is so important. And like I said, I have two daughters and it's so important that I show them how I'm taking care of me, because how can I take care of them if I'm only focusing on me?

Nina Talley:

Exactly.

Davidara Lara:

So yes, darling, the occasional massage and a really good glass of wine definitely helps with that as well. Trust me. But I'm in peril, so I've been drinking wine a long time.

Nina Talley:

Exactly. You know the drill.

Davidara Lara:

Yes.

Nina Talley:

And I think that that's something as a society that we're really sort of getting to in a cultural moment where we're accepting that mental health is health.

Davidara Lara:

Yes.

Nina Talley:

It's something that if you don't keep your mental health in check, then the body will run down. The body keeps the score.

Davidara Lara:

That's right.

Nina Talley:

And as we move forward, 2022, we're hoping that it's going to be a better year, but I think that we're all preparing for the worst. What sort of role are you going to play with health and wellness with your team coming for the next year?

Dauida Lara:

I think it's that training that you need to give your management staff too, right? I could say what I would do, but it's important for that to be trickled down through the organization, right? So it's about leading by example. So if I say take time off, take time off. Because when I take time off, I'm going to take time off.

Nina Talley:

Exactly.

Dauida Lara:

I think that people don't realize the stresses you can put on your team as a leader, if you don't practice what you preach.

Nina Talley:

Mm-hmm (affirmative).

Dauida Lara:

Right? So my contribution to my team is I'm not going to put anything on you that I don't want put on me, right?

Nina Talley:

Mm-hmm (affirmative). Mm-hmm (affirmative).

Dauida Lara:

So if you're supposed to take off, let's do what we need to so you can disconnect, if you need help and you need support, be able to voice that in a way. And I know all my HR people are about to cringe in a second, but be able to express it in a way that's not confidential, but to get the support that you need, because I think people underestimate how important your work family really is. If that makes sense, that we spend more time with our work family sometimes than we do with our real family, how do you look at what you do and the people you work with as a way to help you through instead of adding to it And I'm a big component of having a conversation about anything that's bothering you in anything that I can do to make your world better. Because I focus on making my team have a great place to work to come to. People always talk about work, life balance. How about just life balance? Can we just-

Nina Talley:

Life balance. Yes.

Dauida Lara:

I love just life balance.

Nina Talley:

Yes. I love that. And I also think it's another one of those shifts that we're seeing and it's something that I think was sped up a bit by the pandemic itself was sort of understanding that we can't always leave it at the door, especially, when we're all working from home.

Dauida Lara:

In fact, don't leave it at the door.

Nina Talley:

Don't leave it at the door.

Dauida Lara:

I would probably suggest that'd be something that we change now, because to your point, working from home, you're surrounded by it, constantly.

Nina Talley:

Mm-hmm (affirmative). Mm-hmm (affirmative).

Dauida Lara:

And we used to be able to use work as an escape from home and home as an escape from work. And now, it's all mashed together.

Nina Talley:

Yes.

Dauida Lara:

So we got to figure out our outlets.

Nina Talley:

Exactly.

Dauida Lara:

And then we never thought outside would close with the pandemic. So you couldn't even run.

Nina Talley:

I know. I'm lucky enough to be located in Denver. So there was some open air spaces, but then, they got so crowded. Then it would trigger your anxiety.

Dauida Lara:

I am a city girl, born and raised, but I live in the Valley in California and I couldn't be more happy with the Hills around me now. I thought I would never be that person that appreciated open air and open space to make sure it contributed to my mental health. And now, it's my favorite thing to go on a hike.

Nina Talley:

Exactly. It's so true. And again, it's other things that you can do for your team to sort of just encourage it. If they're feeling burnt out and they don't know what to do, ask them when was the last time they reconnected with nature, it might seem a little hippy, but there is something to it to getting out in the fresh air, away from either the walls of your office or your work office or your home office. There's different things that you can do to be a leader and encourage that sort of self care.

Dauida Lara:

Absolutely. And the hippies had it right in that regard.

Nina Talley:

Exactly.

Dauida Lara:

I think social media is allowing us to do this, but we're sharing those stories, right? It's sharing what your outlets are. And people share everything between their recipes and what they do to relax. And just knowing that you're not in it by yourself is helping significantly, the level of stress that I've seen come down for people in the past few months has been really great. And I'm focusing on how do I keep them.

Nina Talley:

Are you ready to build on your passion for payroll? Then sign up for the American Payroll Associations and the Global Payroll Management Institute's Payroll Congress so you can get connected with other passionate payroll professionals like you. Payroll Congress is the biggest and best event in payroll unlike no other conference you've been to. Attend May 10th through the 13th in Las Vegas, and you'll receive unprecedented opportunities to expand your knowledge and bolster your career with educational insights from payroll industry experts in US and Global Payroll.

On top of that, it's the year's key opportunity to come together safely in person to expand your professional networking by catching up with old friends and meeting new ones. Register by March 4th, so you can receive the two special virtual bonus events. Make sure you have the chance to keep your passion for payroll going and register today @www.apacongress.com. Again, that's www.apacongress.com.

It seems sort of hard to believe, but we officially just passed the two-year mark since COVID-19 and the pandemic sort of rocked the world. And I know that we've all had so many varying experiences that were notable in that time, but what are you most proud of coming into 2022?

Dauida Lara:

Oh, wow. There's so many things that I'm proud of, but I think I'm so proud of this discipline and the strength of payroll is around the world to get through this pandemic. I mean, I think the government didn't make it easier for us either. Let's call it what that is, right?

Nina Talley:

Mm-hmm (affirmative). Mm-hmm (affirmative).

Dauida Lara:

Since we're driven from compliance, we are waiting on pins and needles to see what happens around payments, and stimulus, and unemployment, and all those things that other people don't think about that we had to be in the forefront. So when we weren't just paying people, we were answering the questions and helping people decipher what all this meant. I am super proud of our ability to showcase what we knew during that time and the support and being a liaison between people and the government in that conversation. If that's fair to say. The other thing is, our ability to work remotely fast, like really fast, right?

Nina Talley:

Yes.

Dauida Lara:

And all of a sudden, we had to adapt to doing everything that you were used to doing out of your house. And you think about security, EP, we focus on military-like security around data, right?

Nina Talley:

Mm-hmm (affirmative).

Dauida Lara:

So now, You've got to have people do this out of their living room. And they're probably in a house full of family members. There's things that you're not thinking about, you want to talk about private information, how do you protect that when you're sitting across the table from grandma having breakfast with your laptop? It's not something that simple that you think about how to do, but we did that and we did it well, because I honestly believe that payrollers' playbook has been written so long ago that over the years, we've just tweaked it.

Because people was like, "Well, there was no playbook for the pandemic." Wasn't it though? I think it was. And I think it's what we do, it's that combination of people process, and technology, and processes that we put in place that help us be nimble to the point that regardless we can do it across industries because of that playbook. So we can do it across circumstances because of that playbook. And now, I'm super excited because we've added to it with understanding the type of payments that might be impacted through the COVID, how people receive their money. We're going into all aspects on how to deliver payroll by tweaking the playbook accordingly. And I'm super excited that we just keep adding different plays to the book.

Nina Talley:

Exactly. And I think it's a really great metaphor because like you said, there were sort of standard plays, and it would depend on the size of your company or if you were global or if you were a national, but it was all, you could sort of knew the tricks.

Dauida Lara:

Yup.

Nina Talley:

And the pandemic really did cause us to very quickly build up some new plays.

Dauida Lara:

Yup.

Nina Talley:

What would you say is the best play or lesson that was added to the pandemic playbook of payroll?

Dauida Lara:

I think many companies underestimate the need for automation, but we didn't think about the simplest things that we still do manual, because we've come so far, right?

Nina Talley:

Mm-hmm (affirmative).

Dauida Lara:

From when I first started out with payroll, and I would age myself if I talk about how I used to do it, but I think even the ticking-and-tying that we did and the reporting, and who knew you wouldn't be able to print. A lot of my team that's probably listening are cringing because they miss touching paper, but it's like that thing. Another analogy is I'm a book person, I love to read, right? But I always had a hard time being able to adapt to reading on an electronic device, right?

Nina Talley:

Mm-hmm (affirmative).

Dauida Lara:

Because there's something about that touching and feeling of the book. I think payroll people do that.

Nina Talley:

I believe. Yeah.

Dauida Lara:

More of us than we would admit do that. There's a comfort of being able to touch it. There's a comfort of being able to go under the hood and really see how that's working and we all have that. But then, I learned that what happens when you can't access that? You still have to get this done. And I think the most valuable lesson is that we've learned how to not get comfortable with processes that have been comfortable for us.

Nina Talley:

Ooh, that's a really great lesson. And I think it can be adapted to other crisis events.

Dauida Lara:

Yes.

Nina Talley:

Whether there's some type of ransomware that happens at your company and everything has to be shut down, but people still have to get paid. Or if there's, fingers crossed, like a terrorist attack or something like that that would cause massive disruptions. I think that we can take-

Davida Lara:

Right.

Nina Talley:

... a lot of these lessons and just apply them in other areas and be pandemic-ready is probably not the right term, but emergency-ready.

Davida Lara:

Emergency-ready. But you think about an industry, and Entertainment Payroll is not the only space where this happens, but think about an industry where people are still used to being paid by check. During a pandemic, that's the biggest no-no ever. And then look at what the things that we depended on, the post office and the bank, everybody has to do their part. And I think that's the other lesson learned is that it is so important to understand your partnerships and the roles they play in getting payroll done. So shout out to all the payroll vendors out there, because I'm sure you've gotten your payroll people at companies through this pandemic just by the support and the availability. I think we underestimated the importance of the partnership and our ability to make sure you have the tools to get what you needed so we can pay people.

Nina Talley:

Exactly. So in the November issue of PayTech Magazine, you talk a little bit about the recipe for successful payroll teams. Can you tell our listeners a little bit more about that?

Davida Lara:

Sure thing. And that experience with PayTech was brilliant by the way, I have to tell you just a year of being able to speak to all the things I knew, but I always talk about payroll using that analogy in all the years that I've been doing is what it takes to get it done. And you and I just finished talking about the playbook. Well, I also think when it comes to payroll, it is this combination, this brilliant combination of people processing technology, and those three ingredients you have to have, period, right?

And those things are a must, how much of that you use may vary depending on the industry or where, but you definitely have to have all three of them. And if any of them are uneven, it's almost like the other analogy I use where it's sitting this beautiful cake that you just made on a stool, right? And all the ingredients were with that, but now the legs of the stool of that, you've got to keep it even to keep it up. So if I lean toward putting people in place where technology should be doing it, then the stool is leaning and the cake is leaning. Do you understand what I'm saying when I say that?

Nina Talley:

Yes, that makes a lot of sense.

Davida Lara:

Right?

Nina Talley:

Yeah.

Dauida Lara:

So you visualize, and for the listeners, just visualize what I'm saying. It's about making sure you're you're even in all these areas, it might be a little bit of this and that when you're building your payroll solution, I'm very careful about not saying system, but your solution, because it is a combination of the systems, the processes, and the people that you have using it. Does that make sense with that?

Nina Talley:

It does. Yeah.

Dauida Lara:

And do you know what the secret ingredient of that is? Your passion for it.

Nina Talley:

Ooh.

Dauida Lara:

Yes. It goes back to the sexy part. It's like having a person bake you a cake that didn't love baking.

Nina Talley:

Yes.

Dauida Lara:

I don't want your cake.

Nina Talley:

It tastes better if the loves in it.

Dauida Lara:

It tastes better. Right.

Nina Talley:

Yes.

Dauida Lara:

So it's always going to come out better when you've got passion and the people that are doing it have passion behind it. They feel good about what they do. They feel good about what they touch. So that's the secreted ingredient. We can give you the playbook. We can give you the recipe, hand it to you. But when you go in that organization, it's your passion for it. And that passion you exude in your people that's going to make it amazing, and frankly, is what's going to let the rest of the organization recognize the importance of you having a seat at the table.

Nina Talley:

I think that that's so true, that especially in the payroll space, passion can really make all the difference. And if you are payroller who's looking to make big moves this year, that's going to be your start, is having a passion for it will keep you hungry to find the most optimized solution, to find the best technology and to also keep your heart open and empathetic to the needs of your team, and the needs of the others in your businesses who are getting paid that you are sort of responsible for.

Davidara Lara:

That's right. And it doesn't limit you to all the other things that you could contribute to. And I think some people think that, "Yeah, what do you do here? Oh, I only do the payroll." No, no, no. Don't say, "Only." "I need you to stand up and talk about how important that is, because everything that happens in this organization, ultimately, impacts what you do. And if something goes wrong, it's going to come out through that process." So you could stand high and proud with that conversation and say, "I do the payroll and that's why I can speak to this." And it's just changing the narrative that I'm super excited about.

Nina Talley:

Yes, I think so. And that's one thing I've really seen blossom over the last almost now two years of PayTalk is this idea truly is taking hold, and there is a definitive shift happening. And it's very exciting to see. And I know that it's just going to continue on into 2022, 2023, and beyond. And I think that in 10 years payroll's going to look nothing like it did in 2019.

Davidara Lara:

Oh, no, not at all. I'm actually going to be there still probably doing it to some degree and say, "And I told you so."

Nina Talley:

Well, good. I'm glad to hear that. And I think that maybe now more than ever, companies are growing globally and becoming sort of more diverse as they expand. And I think that that makes for a particularly interesting problem to solve for payroll. So how has globalization impacted payroll and payroll providers over the last two years?

Davidara Lara:

That's interesting because Global Payroll is one of the things that I'm most proud to say that I've done in a number of countries that I've touched in payroll, how much I've learned. I do know that in other areas, like I said, the recipe is the same. You still have to follow the recipe, but when it comes to global expansion, it's having that C-suite, remember that when you're expanding globally relate to payroll, that it's important to have global governance and oversight, but as important to have the local compliance and that local flavor when delivering. I remember when Shared Service became a big deal out built Shared Service centers and understanding the why behind that from a business perspective. But when payroll is the partnership with someone who understands what happens locally, that partnership is key, I mean, having that, because what we said in the beginning, payroll is about what, it's not the numbers, it's people.

And if you don't know what's happening at the people locally, then nine times out of 10, you're not going to be able to deliver what they need, right? So understanding that. So partnerships locally are

huge when it comes to Global Payroll expansion and you can still have, like I said, that global governance and building solutions, the technology piece can be global. And then even the people part, I think we have to think about the local responsibility that a company has to make sure people are able to speak the local language and things of that nature. And companies will say, I say companies, CFOs. When I say that, think about CFOs. CFOs will say, "That's expensive Davida," right? You're trying to put people in it, "Well, how about regionally? And that was my approach." I regionally handled how I delivered payroll, just to make sure that time zones are important. All of that stuff is important, right?

Nina Talley:

Yes.

Davida Lara:

But this is not something that's a challenge now, it's been a challenge for years. And I think what we're going to start to see, honestly, Nina, is consistency in how companies handle that. I think the approach will be very similar now to what I said, companies that have done it well, and there are so many companies out there that are doing it well, the other companies are going to pick that up and understand that global governance and local compliance is what's going to make your payroll organization successful globally.

Nina Talley:

And I really love that that ties back in with, it's all about the human element. It's having that relationship with somebody who is across the world, but is also invested in making things work with you and is invested in building a relationship with you. That's so important. And I think, again, it's just a beautiful way showing all the different ways that payroll ties back to the human.

Davida Lara:

That's right.

Nina Talley:

Hey, folks, Davida has so many incredible insights that this episode ran long and we decided to split it into two rather than edit out any valuable information that she has to share with us.

So Davida and I will be back next month to continue our conversation. And I hope that you'll join us then. As always, thank you for listening to PayTalk. Make sure you rate review and subscribe 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. Davida and I will be back to talk with you all soon.

Speaker 1:

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