

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 Richard Limpkin, a Chief Innovation Officer at Immedis and at HCM and payroll technology evangelist. Today, we're discussing the ongoing and future changes happening in the global payroll space caused by the rapid digitization of the field over the last two or so years. As an innovator at Immedis, Richard keeps his fingers on the pulse of global payroll technologies, and I'm so happy that he is joining us to give our listeners the inside scoop on global payroll's digital transformation. Before we get started. Richard, can you introduce yourself and tell our listeners a little bit about your background?

Richard Limpkin:

Hi, Nina. Great to be here. Really looking forward to talking to you today. A little bit about me. I grew up, I was educated in the UK. I made some interesting choices early on, I guess I studied theoretical physics at university. It seemed like a good idea at the time, but [inaudible 00:01:30] yeah. I don't know, I fairly quickly realized it wasn't something I was going to love doing long term. A lot of fun, but not where I wanted to be. But it was a great grounding, one of the first things I got involved in through my master's project was actually writing software to simulate Formula 1 performance. That was my way almost of escaping the physics field and led me into software and technology. From there got involved in management consulting practice in London and through that, got exposed to all sorts of international projects, all sorts of customers and businesses. That's really where I found my love of HR and everything related to HR and payroll.

Nina Talley:

That's a really interesting start from theoretical physics to HR and payroll. I haven't quite heard that journey before, but I'm really interested to see how that affects your take and your insights on this topic.

Richard Limpkin:

Yeah. It's funny, I've spoken to so many people who are experts in the field around payroll at all levels globally, and so few of them actually intended that path. They've ended up in that role, but it's not where they expected to be, but once they got there, it's really something they've loved to be involved in and they've absolutely stayed there.

Nina Talley:

I love it. That's so true and I think that is one of the beautiful things about payroll is that many payroll professionals ended up there accidentally, but have found just an absolutely blossoming career and passion for people inside of it. That's one of the things we love discussing here at PayTalk.

Richard Limpkin:

Definitely. Yeah. The ability in a payroll role, the ability to have an impact on everyone in a business, it's such a fundamental pillar of what goes on. You really do get to see a huge amount of every business you work with.

Nina Talley:

Let's go ahead and dive into this month's episode. I just wanted to start with, what are some of the key tech trends that you've seen in the global payroll space over the past few years?

Richard Limpkin:

Yeah, I guess for me, I've been in the space now probably 20 plus years. I guess when you're around long enough, you see things come and go and you start to spot some of the patterns. We've been through all of the integration of best of breed in guess the 2000s, introduction to middleware technologies to effectively glue together different technologies that then evolved into moving more towards ERP solutions and everything, the opinion of the time is that everything was best to be in one system that serves all. That's evolved again now into much more deployment of best of breed solutions for really niche areas of the HR space as that whole industry has expanded. We're definitely seeing that era again now where the ability to choose the best solutions for each individual component of employee life cycles is really at the forefront of what so many of our customers are doing.

Richard Limpkin:

Really when you move that into the global payroll space, that becomes even more prominent. Having one solution for the entire global payroll landscape is absolutely possible, but there are components of that that needed to be deployed domestically. There's definitely a trend towards that, but the desire to actually align all of the payroll processes at a global scale, and to get the benefits of doing that is really one of the driving forces we're seeing right now. Really that's been massively accelerated by what's happened in HR technology more generally, and the ability to deploy tier one HCM solutions that can really start to cater for all of your global workforce. That ability to use that as a building block for deploying payroll process, that's really, really driven an acceleration in what can now be done in global payroll. That's a really, really exciting trend we've seen and seeing that wave of evolution in HR technology now benefiting the payroll space. Because payroll historically has been really underinvested, it's something that classically if it's not broken, absolutely do not touch it, but that can cause its own problems.

Nina Talley:

Exactly. I think that ties in really nicely with my next question, which is that definitely in the past, we have seen more of the human capital management or HCM space, really embracing technology. You're seeing now the trend is that in global payroll, they're embracing that as well. It's a little bit less reluctance in global payroll to embrace new technologies and adapt them into their existing processes than there were before.

Richard Limpkin:

Yeah, there definitely is, Nina. It's amazing how that's accelerated over, I would say realistically, probably over the last five years, the desire to actually embrace change in payroll and that's been partially a desire, but it's also been partially forced almost by evolutions that are happening in things like real time information and governmental electronic filing requirements. Things like Single Touch Payroll in Australia, even in Ireland, we've had payment governmental reforms. The need to actually have the appropriate technology in place in every single jurisdiction that you're operating has really started to drive that change at a much higher rate. That's a really exciting place to be. It's obviously really challenging if you're in that space and you have to find solutions, but it gives a huge opportunity to help drive other changes in a business as well.

Nina Talley:

That makes a lot of sense, and I think that again, there may be some reluctance in the global payroll space to adapt to these new technologies, because as you said, if it's not broke, don't fix it. But I think that the hand has been forced a little bit. I do think that it's probably in our payroll professionals' best interests to hop on the train, learn the trends, learn the technologies now, because it is happening, whether or not you wanted to adapt them into your processes. Then once you do start evolving alongside the technologies, it's going to make your job a lot easier.

Richard Limpkin:

Yeah, it definitely is. It's obviously any change can be daunting, whether it's payroll or any other change in a business, it's almost human nature to not be entirely comfortable with that. You could almost say in no disrespectful way, it's actually almost part of the payroll job description to make sure that change doesn't impact what's happening. Your single most important function is to make sure people are consistently and correctly paid on time. You're almost mandated to keep change away, but that can be really destructive as well, longer term. Yes, you're protecting what's happening right now, but if you're not putting the correct changes in place and you're not adapting to future requirements, the hill gets really, really high and to be able to climb that becomes a real challenge.

Nina Talley:

It's better to get ahead of it than fall behind.

Richard Limpkin:

Definitely.

Nina Talley:

From your perspective, as somebody dealing with international organizations, what is the impact on businesses when their HCM and global payroll technology strategies aren't necessarily aligned?

Richard Limpkin:

Yeah, it's a great question, Nina. If you think of payroll, I often think of payroll as a byproduct of HR process. Really what you're actually trying to do in payroll is you're trying to correctly reflect the policies and the contracting procedures and everything that's happening around an employee life cycle. Really if those things are not aligned between HR and payroll as both technology and function, then it creates firstly, a huge amount of friction in an organization in terms of being able to simply execute even the most mundane things related to a person's employment. It creates extra work, it creates conflict, it creates incorrect results. All of those things become almost an industry in their own right in terms of maintaining that and making it work for a business.

Richard Limpkin:

Actually aligning those things correctly and thinking of the end to end process as a single process, rather than two functions, that's really something that benefits organizations hugely. It's what I've seen some of our most successful customers really drive throughout their entire employee life cycle.

Nina Talley:

That makes a lot of sense. I think that strategy is in payroll maybe one of the things that can be overlooked because it is about processes and making sure that people get paid on time, but also aligning strategy so that when you are making these types of digital transformations within your own business, you're doing so effectively and in a well thought out way. It's so important and when it comes to making sure that you yourself, as a payroll professional can adapt, that is going to be the thing that lets you stay ahead of the changes.

Richard Limpkin:

Yeah, it absolutely is. The other things that I often think about in the area of these things being misaligned, it ultimately, what is it you're trying to achieve? Where you're trying to give a good experience to the employees that you're there to help and support and serve. Any kind of misalignment in that processing or the functions or components within it, it ultimately impacts the employee experience. That becomes so fundamentally important, even more so of the last couple of years, with everything happening around people being remote in the way they work. Even the smallest impacts on the employee experience can have a huge detrimental impact to the business as a whole.

Nina Talley:

That is a wonderful point, it makes so much sense. I think that one thing that we have to keep in mind is that different businesses are in different stages of their digital transformation journey. I know a lot of times we're relying on Excel, which is a wonderful technology and can really help you with a lot of your processes, but is maybe not necessarily the most advanced form of technology to be using. If you were to think about companies that are at the forefront of this digital transformation movement in global payroll, what are the key ways in which that has changed their business or contributed to their success?

Richard Limpkin:

Yeah, absolutely super question. I often think of this as almost a spectrum of maturity in terms of the HR and payroll operating landscape. You can be a little bit immature in that and you can be looking to evolve along that spectrum. And maybe the starting point is using tools like Excel, more unstructured data formats, which can be effective for a young business or a business that isn't operating at a significant scale, but you very quickly outgrow that. It's really fraught with challenges in terms of scaling up and supporting a growing business. The things I've seen in terms of helping customers move along that spectrum and get ultimately to where they want to be on the right hand side of integrated process and cleaner operating environments and better outcomes. What they've generally done and there's a few trends within the customers that have really executed on that well.

Richard Limpkin:

They've looked at that whole end-to-end process, the whole employee life cycle and everywhere that there's a contact point that might not necessarily just be simply from a HCM to a payroll platform. It could involve workforce management, it could involve complex benefits and compensation packages with different systems in different countries. Looking at the whole picture and considering every component of it as an integrated process, that's really helped make sure that they get to a really good place. I think some of the other things as well, change is a constant thing and it's something you particularly, if you're operating in 40, 50 countries plus, you're exposed to things that you have to stay compliant with, whether it's legislative or otherwise. Driving that change from the top of the organization, getting good sponsorship and having a clear understanding across the whole organization that this is happening and it needs to be embraced and these are all the reasons we're doing it, that's so key.

Nina Talley:

I love that. We talk about a lot about getting that buy-in from the entire company and from your higher ups and how key that can be to deploying a new strategy and a new technology in a way that is organized and will have that positive impact on the business, which then has a positive impact on the payroll professional's life. Once you roll something out like that successfully, it does nothing but make you look good.

Richard Limpkin:

Yeah, absolutely right. Absolutely. Yeah. It's the really age old thing in payroll. You certainly don't expect to get thanked for getting something right, but you'll soon know about it, if it isn't.

Nina Talley:

Exactly. We've touched on this a bit, the idea that change is difficult in payroll, and it can be a hard thing to accept, because again, if it's not broke, why are we trying to fix it? But as you said, payroll is constantly evolving, especially in the global payroll space. For those who are trying to get some buy-in from those higher ups, from their managers and their executives, how do you get that buy-in? What are some of the key messages that they should be focusing on getting across and what are some of the aspects of these digital transformations and emerging technologies that can help get that point across?

Richard Limpkin:

Yeah, I think any kind of decision making, ultimately it's a better process if it's driven by data and facts and build the case around it. I think I would certainly recommend a key part of any process that involves change is making sure there's a really comprehensive business case around that and that's really fact led. Ultimately you are compiling effectively your storytelling to whoever the stakeholders are, and that can be at a very senior level, or it can be right to the individual employees that you're hoping to positively impact with a change of experience. The business case needs to make sure it covers all of those dynamics. It needs to cover the opportunity costs and the risks associated with not embracing the change, but also what are the really positive impacts of what will be delivered and how it will be delivered and managing the expectation around that.

Richard Limpkin:

So you are really balancing off effectively the pain of having to embrace change, but also it's a really good opportunity to get the message across that this isn't just I flick the switch and everything is done and we stop. It is really that change of mindset that the change is a perpetual change and you need to make sure that the business is orientated towards being able to continue to embrace that. You are almost unsticking something and once it's moving, keeping it moving.

Nina Talley:

That's a really excellent point. One of my favorite topics at PayTalk is the idea of digital storytelling and the idea of using data to tell that type of story and figuring out the way that your higher ups need to consume that information to make your ideas effective. That's something that we can all always look into and build upon. I think a really important point of that is make sure that your data is clean and that it's effective. That is such a powerful tool in making these types of changes and making your life easier as a payroll professional.

Richard Limpkin:

Yeah, that's absolutely spot on. I think data ultimately is what payroll is about. You're effectively trying to repeatedly execute a process to the same outcomes, given huge volumes of different inputs. That cleanliness of data and all the processes that support it, that's ultimately one of the biggest differentiators in your ability to get payroll right. If you can control what's coming in the front door, you have every opportunity to get the right outcome, but if there's not enough control or the processes are misaligned, it's really hard to have clean data and to repeatably scale the payroll.

Nina Talley:

I completely agree with that. Let's say hypothetically, you have convinced your higher ups to start putting in these new technology implementations. When it comes to going ahead with a project like this, where do you see companies going wrong with these types of implementations? And what advice would you give to make sure that these transitions happen smoothly?

Richard Limpkin:

Where do you start? My goodness. I guess 20 years in projects in this space there's a lot of good and bad stories with those over the years, and I guess you learn from all of these things. It's a really important part of going through project process is understanding where things can be improved and driving the change that embraces that improvement. But I think potentially even to link back to the business case piece, one of the biggest mistakes I see again and again historically as been to write a really strong business case and that gets your project started. And then the business case effectively props up the laptop monitor and never gets looked at again and isn't used as an effective tool, but it's such an important tool throughout a project. It's effectively your North Star, it's why the project exists. It's why all of us are engaged in the project. It's really what should guide the decision making throughout the project as well.

Richard Limpkin:

If you have a decision to make, and if you have crossroads of any kind of decision making, it should always be considered as to how that impacts the business case either positively or negatively. If it doesn't, I guess you should ultimately ask, well, why are we even talking about it? If it's not having an impact, it's really not very likely to be relevant so that allows you to make effective decisions. That's probably one of the key things it's keeping that business case as a North Star. I think another thing actually, that I've seen work very well and also not is considering projects as if off the side of the desk activity is how I would look at it that if you're not giving the people involved in the project or the people that you need their skills to contribute to the project, the time and bandwidth to do that, and you're expecting them to do that on top of the business as usual activities, then that can be really detrimental to any meaningful progress.

Richard Limpkin:

I actually think that's much, much harder to do in payroll because the very nature of payroll is if you do your job well, the one thing you're guaranteed is you'll have to do it again next time, again and again, there's no escape. You've got to make sure that those key people who are in the business have the depth of knowledge that can really make a project successful, they're given the bandwidth to contribute. Otherwise, they're just not going to be able to drive the right amount of change, or it will take an awful long time to implement the change.

Nina Talley:

That makes a lot of sense. I think that one thing that is definitely happening as companies begin focusing on this digitization of their payroll departments, is that payroll professionals need to stay up on their skills. What would you recommend global payroll professionals put their time and energy into when it actually comes to upskilling themselves?

Richard Limpkin:

I love the question. I think for me, this is one of the most exciting things in the whole payroll landscape right now is there's so much opportunity for those in payroll to embrace new skills and driven so much by data. It's a really exciting time to be involved in that. Even getting that balance of skills in a project is really key, those that have really deep knowledge of current activities balanced off with those who have the appropriate skill sets in whatever new technology is being implemented and balancing those in a really nice way to deliver on a project. But I think probably one of the biggest skillset changes is that drive towards data. Effectively that almost data scientist skillset of being comfortable, it's hard to do, right. It's very different to and the classic Excel based skillset, but it is critically important to be comfortable dealing with vast quantities of data in a really automated way, and to get comfortable using the right metrics and tools, to be able to spot outliers without having to effectively line by line, check everything.

Richard Limpkin:

It just doesn't scale. When you're looking to enable people to process payrolls in the tens of thousands of people per payroll, you can't do that by eye, it has to be a data led technical based skillset. I've seen some really interesting things over the last couple of years. I've seen global organizations build entire payroll capabilities with non-payroll trained individuals initially, they obviously upscale in payroll, but they bring people in who have that data science background and effectively payroll ultimately is a fairly binary process. There's a right and wrong way of calculating in most countries, so once you can learn what that is, which is one of the simple things in payroll to do, but actually being able to execute it consistently is the hard part. That data skill, I think is probably one of the most challenging things to pick up, but also I think one of the most exciting things for anyone in payroll, it's such a new field and there's so many cool technologies there to help drive that.

Nina Talley:



That's a really, really interesting point. I think that one of the beautiful things about payroll is that it can allow you to adapt those data science sensibilities into a much more people forward space. You're really touching people's lives with your data science. You're not necessarily just optimizing a payroll process. You're optimizing how smoothly people get paid and how effectively those processes are running, which has nothing but a positive impact on those who you're working with and for.

Richard Limpkin:

Yeah, absolutely true. I think the other thing that probably links to that very well is people generally are far more data aware now than they've ever been.

Nina Talley:

Yes.

Richard Limpkin:

In the history of people, the general population and employee masses have never been as aware of what data is held, why it's held, what it's used for. Being able to properly, properly understand that and articulate it well to your workforce and to be able to manage it in a really compliant, consistent, protected way, you've got to really know what you're doing with data. That whole landscape has changed and it's so exciting to be involved in that.

Nina Talley:

Immedis is the leader in consolidated payroll solutions, delivering secure, compliant, zero defect touchless payroll for global organizations. Through a combination of innovative technology, knowledgeable employees, and their network of in-country expertise, Immedis provides managed payroll services across 150 plus countries worldwide, supporting the complete end-to-end payroll cycle and providing access to advanced reporting and real time data analytics. Ultimately they understand that delivering an accurate compliant and on-time payroll is the number one goal for their customers, which is why they have built an extensive payroll ecosystem, ensuring that they have the right people on the ground to meet local payroll needs. This is further backed by the functionality they have developed into the Immedis platform, ensuring that their technology can meet both global and local payroll needs.

Nina Talley:

In addition, their customer-centric approach to the continuous development of the Immedis platform means customers directly influence the features they deploy. Combining all of this with deep integration capabilities with HCM and finance software, Immedis transforms payroll from manual administration to a secure streamlined process. Visit [www.immedis.com](http://www.immedis.com) today, again, that website is [www.immedis.com](http://www.immedis.com).

Nina Talley:

To circle back to something that we had talked about before. I think that as you get more and more familiar with data and you take on this data science or data analysis role inside a payroll, you get much more efficient at identifying junk data that is going to throw things off, which is going to do nothing but compromise your payroll processes and also compromise your position within the company. It's one of those things that as you learn the skill, you become much better at identifying problems well ahead of the time.

Richard Limpkin:

Yeah, absolutely true. It's something we really focus on at Immedis, that concept of junk data is so key and it's legislative so strongly now that you only haven't hold the data you need for the purpose it's intended. That ability to really surgically identify field by field what's required, but also why it's required, it's something we do with country specific information and tools like Perpetual Validation on our platform. It means that you can be extremely exacting on how something is done and why it's done. That enables a customer to be able to explain that to their employees, we need this piece of data for this specific purpose and function, and it's held exactly here and this way, and that's a really important part of being able to get the buy-in and make sure that everybody's comfortable with what's being processed, how and why.

Nina Talley:

Exactly. Let's look a little bit further into the future. Where do you see these payroll technologies going next? And what do you think the impact on organizations will be as this next wave of advancements begins to roll out?

Richard Limpkin:

Yeah, it's almost a two edged sword in some ways that there's a lot of change occurring effectively at domestic of mental levels in terms of real time information returns and requirements for digital transformation at that level. It's all for the right reasons, it's intended to make things more structured, more compliant, more real time in terms of data, population and transition. That's great at a domestic level, but when you magnify that up and compound it across multiple countries as a single employer, it actually becomes really challenging because you've got the whole compliance framework that is completely fragmented and probably will stay that way for every government gets to decide by and large how they want to enforce legislation.

Nina Talley:

Unfortunately, yes.

Richard Limpkin:

Yes. And I don't see anything particularly changing that anytime soon. I think that's probably one of the biggest, I suppose, enablers at a local level, but definitely challenges at a global level. A lot of the technology focus for us as well with Immedis technology is very much around that compliance aspect and ensuring that we can both remain compliant, but also you can effectively enable scale for any customer to

be able to scale up operations. That's been obviously accelerated again over the last two years by future work and people being willing and wanting to work from different locations remotely and as an employer, being able to actually provide that and not put yourself in a situation where you're in breach of any time tax legislation from people, not necessarily being in the country in which they're employed, all those different dynamics. I think there's going to be a huge shift in that payroll landscape, as people are much more internationally employed, even within single teams, that's a real challenge for any employer.

Richard Limpkin:

Being able to drive the right technology that brings all of that together holistically and gives you that visibility, that control center of exactly where you have a challenge or something you need to address and doing that proactively, I see a lot of the technology drive in that space. I think one of the other areas as well is back to that end to end process. You can only make that really effective if you really start to deeply intertwine systems from the HR aspect, or applicant tracking, all the way through to payroll execution and compliance. We're starting to see real shifts in terms of HCM capability of consuming payroll data and embedding processes as subsets of a single process. So things like being able to take the data requirements for a particular country and put them into the onboarding component or module within a HCM platform that then feeds the payroll process.

Richard Limpkin:

We've seen loads of cool stuff already done around embedding things like payslips back into the employee experience and HCM, but it's the next stage of that, things like having a transient user interface that you don't actually know which system you're working in, you're working in one consistent user interface and you're providing the exact data that's required in a really structured way, but it's not a difficult thing to do and there aren't multiple repetitive steps involved in it. There's a lot of focus in the payroll tech space and driving that.

Nina Talley:

I think that is such a good projection of where it's going and compliance will always, I think be the thorn in the side of HR and payroll. It's constantly shifting, your regulations have to stay up to date and especially in a global payroll space, it can be really dizzying. I appreciate you taking that look forward for us.

Richard Limpkin:

Yeah, no worries. I think the other thing with it, you said it very well, it's compliance is really challenging, it is a difficult thing and it can be that thorn in the side. I think you've got to also then think, well, what's it there for? And generally these things are put in place with the right intent in mind. It's not always done with the, I suppose, the optimum experience for the customer, but it is always with the right intent and even things like GDPR, whilst that did create an onus to change in technology and change in process and comply with certain things. It was all done with the best interest of the individual. If you keep that lens on it and you embrace the positive

aspects of that, it can become a very powerful thing to drive change. If you can keep even the employee population aware of that and help them understand why we're having to comply with these things and the benefit it can bring to them in terms of things like data sovereignty and data protection, they can all have a positive storytelling aspect to them.

Nina Talley:

Completely. Now is the time in our podcast for something we like to call payroll nightmares. I'm sure that when it comes to payroll digitization on a global scale, quite a few nightmares can pop up. Richard, I wanted to see, do you have a nightmare you can share with us and how you handled it?

Richard Limpkin:

I have a few. I'll give you one from a country in a lifetime far, far away. You go through an implementation project, generally in payroll it can take a number of months to get to the point of which you're ready to transition to a live environment, actually we've all been through many of those. I do remember one situation where we were at almost the day of going live of a huge technology transformation and through a human error in the process, rather than getting a clone of configuration into the production environment ready, we got the opposite. It meant that effectively at that go, no go decision we weren't in a point that we could actually execute it as we planned to. But to think of always the positive side of things and how you can get benefit from that, it actually meant that we were in a situation whereby we hadn't had an opportunity to fully enact disaster recovery through the forced engagement of the project.

Nina Talley:

I love that silver lining.

Richard Limpkin:

But it meant that actually we were in full disaster recovery mode for real. It actually forced us to go effectively to every aspect of it through nearside storage, right to offsite tape storage, and recover an entire production database through the whole DR process and it worked seamlessly. So yes, we went live a day later than we expected, but we went live with a much higher degree of confidence. Then again, what do you learn from that? Well, that specific process, and this is going back maybe 10 years ago now, that process had a human intervention step in it and it didn't need to have. That was then automated out through CICD and that meant in future that could never happen again.

Nina Talley:

What an excellent story, as far as something really terrible happening, but then how preparations made it so that the worst case scenario was you launched a day later. That really is, like I said, a beautiful silver lining, and you have to have those business disaster recovery plans in place. They will save your butt.

Richard Limpkin:

Oh definitely, definitely do. I guess so much of a project is about managing risk. You can't run a project without introducing a degree of risk. That's the whole, if it's not broken, don't touch it thing. But having an understanding of what the risk profile is and what the appropriate actions are for each of those risks, that's what can protect those things as well. You've got to take a degree of risk. So it's making sure you're not paralyzed by taking no risk whatsoever. Every risk calculated and understood and effective mitigations in place. Once you have those, you can always recover these things.

Nina Talley:

Completely.

Nina Talley:

Do you want to hear how our expert guests would've handled a payroll nightmare you are familiar with? Send an email to [podcasts@americanpayroll.org](mailto:podcasts@americanpayroll.org), or leave us a comment on the APA's Facebook page to get involved in the conversation.

Nina Talley:

We don't really like to leave things on a negative note here at PayTalk. I have one more question for you, Richard, what is the best piece of payroll advice you have ever been given? Or what is the piece of advice that you wish somebody had given you?

Richard Limpkin:

I'll give you two actually, probably the one that I've always stuck with is you should never stop learning. I think if you ever think you know it all, then you'll ultimately fail in something. I think that willingness to actually constantly learn is probably the first thing. I think the other one that was probably my very first foray on a payroll project, I was taken aside by one of the senior partners involved in the project. I think he must have had the same pep talk for everybody and he quite simply said to me, just, "You need to do this really well. Don't expect anyone to thank you for getting payroll right. But God help you if you make a mess of it."

Nina Talley:

That's so true. I think that one of the most often repeated piece of advice that we get here at PayTalk is don't stop learning and don't expect thanks, but thank yourself. Know when you've done a good job. Know when your preparation, these ongoing education aspect of payroll is preparing you and saving you the headache. You will definitely always hear about it if you do it wrong, but you yourself will know when things are running smoothly, when they're running well, and make sure to give yourself the pat on the back. Treat yourself and your team when you do things right because oftentimes you can get forgotten in the background, even though you're doing all of this prep work, all of this ongoing education, staying up on compliance, making sure that all of your strategies are linking together with HR, HCM and payroll,

that's all on you. And you know, the hard work that you're doing and make sure to give yourself and your team, the props that you deserve.

Richard Limpkin:

That's so, so true. It is that challenging payroll that everybody's expecting perfection from you all the time. It's a difficult thing to keep delivering. So you got to be aware of that yourself. You're absolutely right. You've got to know what a good job is and how to consistently do that. That's, again, you're in the best position to positively impact an employee experience. Go back to, I guess, some of what the '50s and '60s Maslow and Herzberg, the basic hygiene factors of people's roles. If the money isn't there and isn't correct, you can't provide and nothing else matters. In payroll, you're at the heart of getting those most base needs in place for everybody in an organization.

Nina Talley:

Completely. Thank you so much for those really, really key insights. Richard, I just want to thank you so much for joining us here at PayTalk. This digital transformation of global payroll is just having an absolutely huge impact on the lives of our listeners. I know that these types of deep insights will help them in the future because this evolution is just going to keep continuing.

Richard Limpkin:

Thanks so much for having me, Nina. It was a real pleasure to talk to you today.

Nina Talley:

I also want to take a moment to thank all of our loyal listeners out there, without you PayTalk would not be possible. Make sure you rate, review, and subscribe on your preferred podcast streaming service. That is the absolute best way to continue to support this podcast and ensure that we can 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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