

Narrator:

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 this month we have something a little different for you. We've compiled the very best of our payroll experts advice into one insight-packed episode. From our very first episode of PayTalk, we've been asking each of our guests what's the best piece of payroll advice you've ever received, or what's the piece of advice you wish someone had given you?

Our expert guests have shared their thoughts on career trajectory, learning opportunities, and even just general life advice that we should all take to heart. I've really enjoyed reliving all of these best of's and I'm sure you all will too. So without further ado, let's dig into the very best advice that payroll has to offer. Dimitri, why don't we start with you?

Dimitri:

Advice that I would have for anyone regardless of where they are in their career is find what you do best and what makes you you, and go after it vigorously and make it known to others. Find your flaws, identify your flaws and work on them, but also find what makes you different in terms of competitive advantage and bring that forth vigorously.

Don't try to emulate others. Don't try to imitate others. Be yourself and learn from others, but always keep inside your true north and your values, your beliefs, your understanding of things, and try to incorporate other people thinking into that, evolve continuously, but keep going forward being yourself. Don't change in order to accommodate or fit in somebody else's mold. That would be my advice. I know it's broader than payroll, but in payroll, oftentimes we find a leader and we try to mold into, to be that leader. But that leader was the leader at the time that they were a leader and you can become a better leader or an equally effective leader was that person by being yourself.

In terms of advice that I would've liked somebody to have given me was, always expect the unexpected. No matter how well you plan, you can plan for the best integration from a business perspective and automation and have the ability to work from home and power could be down as it was in Puerto Rico for six months recently with Hurricane Maria. So it doesn't matter how well prepared you are to work from home if there's no power. So keep that always in mind, expect the unexpected and be agile in your thinking in order to be able to respond to any challenge coming your way.

Nina Talley:

Wonderful. And Linda, same question.

Linda:

Yeah. So Dimitri said it so well about again, find what you are passionate about and really be genuine, bring your best self to your position each and every day, regardless of what you're doing. I know sometimes some of my roles were not the most glamorous and you still need to have passion, bring your best self, continue to educate and grow and develop your skills. And one of my keys was to always say yes to a new responsibility. And many times that could have meant a relocation for me and my family, it could have meant working in a country I'd never traveled to before, residing in a country I

hadn't been before, managing a situation through my network. Through my wonderful colleagues and through the APA, I've been able to take on much broader responsibilities, but it did start by saying yes. And so you have to imagine what's possible and not think "Well, I've never done that so therefore I wouldn't be able to do that of course." So imagine the possible.

I have a great friend and mentor who can, I'll say see others before they see themselves. He's always been someone who I confide in to help understand will this be a good decision or not? And having again that coach, that mentor that you can reach out to for that honest feedback, you know, what should I do differently? But many individuals do have a professional coach and I also recommend having a professional coach who can be that individual, providing honest feedback, help you with your career growth.

But one of my keys has always been to say yes, be resilient, be open to change. And actually, as we've been talking about change, and I think about Dimitri, he's always someone who's very positive, who says yes to change. But more than that, I think we both have this in common, we always say, how can we reinvent the industry? How can we make this different, better than it's ever been before, different than it was yesterday, different than it will be tomorrow? And so always think about what's possible. And it may not exist today and we'll be inventing the future, which I think is where my passion lies, Dimitri as well. And it's a very exciting place to be. It's very optimistic.

Nina Talley:

It is. And if you stay agile and if you say yes to change, you can be the creator of modern payroll practices, who knows?

Dimitri:

And to Linda's point, I think the common denominator between Linda and I has always been, the American Payroll Association has always given us the platform to launch from for that reinvention.

Speaker 5:

I'd have to go back to my very first job and the comptroller that I worked with in the comptroller's office in my very first job told me to think about my words and my actions. And he prefaced it with, "Always, always," and let them be my guide. So as a young professional, even then, in any job I would've had, payroll certainly as a young payroll professional, that advice to me was priceless and I have never ever forgotten it. It always comes up in my mind when I'm in a different situation or a new situation. Always think about your words and your actions always, and just let them be your guide. So I'm still using that priceless information to this day.

Jim:

The best advice that I can say I ever received was about long-term savings and to rely on payroll to help out your savings and to make automatic contributions to your employer's 401(k) program, assuming you're offered one. Directly through payroll, if the employer offers a matching contribution, it is so important that the employee's contribution at the very least equal that matching amount. Because if you don't, you're just leaving money on the table. To the extent that employees can exceed that matching amount, they absolutely should.

And the second part of this is that the contributions should start as early as possible. There are things that I would like to be able to go back in time, you know, go back 30 years and there's so many things I need to tell my younger self, but this is one, I would've gotten involved in my 401(k) earlier and

at a higher level. You know, Albert Einstein called compound interest the eighth wonder of the world. He said, he who understands it, earns it. And he who doesn't, pays it. And that really seems to sum it right up.

Speaker 7:

I'm going to go a little off the payroll track here. Soon after I was hired at APA back in January of '93, the other employees and I were preparing to work at our annual congress in San Francisco. And a few days before we left New York, Dan Maddox, our executive director, gave a short talk to the staff about the Congress experience that was mainly aimed at those of us like me who had never worked at Congress before.

Now during that talk he said, "One thing I've tried to take with me through all my years at APA. Our members work at very stressful jobs and are expected to produce paychecks without mistakes, 100% of the time. So their expectations of their association," meaning APA, "and the association staff are very high. And you need to remember that while at congress." I've tried to remember that advice in all aspects of my work with APA since then. Whether working at congress, writing and updating the payroll source, or delivering a workshop on new payroll laws and regulations.

Nina Talley:

Given the technological advances in the world now that are starting to make its way into how payroll services are being delivered and what might become a new normal with more and more companies shifting to a work from home model, what advice do you have for payroll leaders to make sure that they're ready to embrace these sorts of changes?

Speaker 8:

So I think one of the things that our survey highlights, and I think it's become part of the new normal, is really embracing the new technologies. Because now, everyone's working from home and they're realizing that they have a need for automation even more. And the market really is showing that organizations are starting to think about that. But I think the new norm of working from home is that those organizations now realize they might have to accelerate. They're sort of looking at those next gen technologies even quicker than what our survey had picked up on. Perhaps instead of saying, "Hey, we have a three year target," now it's more of a one to two year target.

Nina Talley:

That's a wonderful point. And Brian, do you have any advice as well?

Brian:

Yeah, I think the advice I would share in the good news column is, technology is absolutely part of the answer but it's not the totality to the answer. There's a human element to managing payroll across multi-dimensions. There's the human element of building a strong payroll team that we've already talked about. There's the human element that's related to the responsibility we have as payroll professionals to ensure our employees receive accurate funds on time, on a consistent basis.

And as we recognize that shift to working remotely was forced upon many of us, the human element should remain at the heart of many of our decisions. Specifically, you may have issues with somebody's working from a location other than their home location so that creates tax challenges. Do not become overwhelmed by the regulatory landscape that you lose sight of the human element of

working virtually and the employee experience, because employees are going to remember how they were treated during this pandemic and during this work remote period and that is as important as the shift in next generation technology.

And similarly, as we transition out of the pandemic and all come back to work, payroll professionals historically have been a profession where you had to be in the office. Virtual work was an exception as opposed to a norm. I think we've proven now that we can consistently and accurately get payroll out the door with a virtual workforce. So giving a little bit of your trust to your team to drive a greater talent experience will go a long way towards protecting our greatest assets, which is our employees at our organizations.

Speaker 10:

I think the best thing for each payroll process and then year-end is to have checklists. We do a lot of work in the payroll department. We track a lot of data, a lot of information. We get a lot of interruptions and checklists. I mean, it might just be because I'm kind of old, but I like checklists. And I was given one early in my payroll career and thought, oh, this is just the most amazing thing. So you don't forget anything.

Nina Talley:

I'm also an advocate for checklists. I recently bought multicolored gel pens so I can write my checklists in different colors. It's magnificent. And Jim, what advice do you have?

Jim:

Well, my advice is to keep being educated. That's one of the things that I have wanted to do since I graduated from college 45 years ago is to keep on learning. And especially for those who may be new to payroll, APAs preparing for year end seminar, which is now both interactive, virtual classroom, webinar, and on-demand is a great way to have a refresher or learn some new items, plus that checklist that Trisha talked about, that course book, does have a great checklist in it of things that can be done at different times of the year to make sure that the year-end process works well.

Speaker 11:

I have to go back to, I shouldn't say it, but paying paying attention and recognize what the impact of changes will be on more than just the immediate situation. I mean, it certainly is an issue in the experience rating field because things that happen in 2020 will impact your rates for years to come if you're a reserve ratio state. So pay attention and anticipate what the long-term impact of changes will be for your company.

Speaker 12:

I would say if you are thinking of moving in payroll, just please do so, you will not regret it. I hope by listening to this podcast, you will not regret it. But just be ready for those long yet rewarding hours full of payroll joy. And if you are already in payroll, and I expect you to want to stay in payroll, please think of employing the mindsets that I also employed through many mentor conversations to set yourself up for continued success. Something that I would like to call us as be focused, be unbothered and be unstoppable.

Now being focused for me means knowing what is in your control and what is not and to really direct your energy into what is in your control and give it all you have to make the best of it. And that

means not focusing on worrying about stuff such it's not in your control. If you redirect your focus to what's in your control, I'm sure you have lots of time and lots of energy to solve what is actually in your control.

And being unbothered, especially for working in payroll, is welcoming others' opinions. Expect people to opionate everything you do, but don't bother with defenses like in my [inaudible 00:15:46] example just smile and think, "Oh, I guess that person doesn't know about all of my other mistakes, because if they did they would surely not only mention this particular one." So just be welcoming other one's opinions. And being unstoppable means being accepting that what you want to happen, just doesn't always happen. But still continue because I think nothing truly stops you, nothing truly holds you back. And this is really what I leave you all wonderful payroll professionals, thank you Nina, with.

Speaker 13:

Well there's so many moments of advice that I got and advice I wish I got, I could list a whole novel on it. But the one thing that really stood out for me, I have to take it all the way back to the beginning when I was 19 and I was working for a small business and I finished high school, I moved out of the house, I wasn't in college and this small business was really struggling. In fact, I got to a point where my paycheck was not clearing.

So I called a friend I had met previously at another job who I knew was a really good accountant and I asked her to help this business because I needed my paycheck to clear, I didn't know what was going on. And she said to me I should quit that job. That business is going under and instead I should apply for a payroll clerk position with her daughter. She said, I'd get a steady income. I wouldn't have any fear about losing my job, and I'd be set up for a solid career path. And I was a little skeptical because I was like, "Oh payroll. I don't know. You know, I don't know if I want that baggage." I already knew there was a lot of baggage tied with payroll, but I thought, why not? Let me check it out.

And I went and I didn't do well in the interview, but because I had this friend as my referral, her daughter accepted me pretty much even though she thought she had some red flags. And fortunately, it ended up being the best thing for me here. I am still a payroll professional doing so many really exciting things in payroll and I will never forget that advice and I'm so grateful that that was the best advice I'd ever been given.

Speaker 14:

One thing just kind of sticks out to me, but it's nothing to do with payroll, is as a child, to cross the road, I was taught to look right, look left, look right again. That was part of our systematic programming of us as children. But it teaches you to take basic precautions, it's very simple and the controls are needed. It's a simple procedure to keep things simple. And I think all of us need to learn that even in the payroll world, we need to take basic precautions, do things simply and in a structured way and we can cross the other side of the road. Of course I've spent the latter part of my life living in France and Spain, so actually I don't look right, look left, look right, I actually look left, look right, look left. So you have to adapt and adjust based on needs as well. So it's not like one rule is for life.

I think that is something to think about. I was trying to think of another answer, but I come back to my first job and I remember paying people. Then we had to fill the wage packets and we had to walk around the head office floor and distribute those pay slips and I remember paying people later than the hour that they were meant to be paid, I remember handing the wrong pay slip to the wrong person. So I'm telling you some terrible stories from payroll. So I think what I learned and I'd say to all payrollers in

the end is pay people accurately, on time, every time. And if we live with that principle, I think you can't go too far wrong in payroll.

Speaker 15:

Best piece of advice that I ever got working in payroll was don't try to act like you know everything, don't think that you're above making mistakes, and ask for help. So that's why I really take that to heart about working on payroll and not being afraid to ask for help. I don't know everything. I mean, there's things that you don't deal with every day. I've never worked in a hospital or paid a policeman or firefighter. Their payrolls are different than what we do at my current company or paying people with tips at Steak n Shake. If you've never done that before, it's challenging within itself. So don't act like you know everything, not be afraid to ask for help, and then know that there's resources out there to find it.

So probably for me, the one piece of advice I wish I would've known when I got into payroll, to answer the other question, was to get involved with the APA right away. So I started off working in payroll like most people by accident. I didn't didn't grow up thinking I wanted to be a payroll professional because most kids don't. You think about firefighter, astronaut. Payroll professional usually doesn't fall in that same category, you know?

So I ended up by accident. So I had to learn on the job but once I got involved with the APA first at a local level at the Indianapolis chapter and then nationally at APA, it's this whole wealth of knowledge that just opens up to you that, hey, here's resources to help you figure this out and here's ways for you to solve this and hey, we've done this before, here's a resource or this new tax law came out. It was just enlightening because I would struggle to find things at first and then here's a one stop shop to get answers and solve problems. So I wish that I'd known about the APA when I first started working in payroll because it's a godsend, it's a huge resource to help me be successful in my career.

Speaker 7:

The best piece of advice I think that I could give is don't be afraid to reach out for help. These days more than ever before, when not just employees, but payroll professionals themselves are working from home, working from their living rooms and so on, it can feel like you're on an island and it can feel like, an employee has a question or somebody does something and you think you know what to do but you're not certain, don't be afraid to reach out for help. Which is to say, have some other payroll professional or a lawyer like me available to you, accessible to you so that sometimes you say, look, let me just run this by our lawyer. Let me just pick up the phone or send a quick email. It'll take 15 minutes. It'll cost a couple of dollars, but everyone will have a much greater degree of assurance that we're doing it the right way and so that you minimize lawsuits, you minimize risk, you minimize potential liability down the road if you're simply not afraid to reach out for help.

Speaker 16:

I wish someone would've told me early in my payroll/payroll tax career that there's always more than one solution. You know, in payroll, we tend to be very logical and we tend to be told by our mentors and our instructors and our vendors, "Here's how you do this the right way."

But in my vast experience at entertainment partners in all 57 states and many, over 100 foreign jurisdictions, you can brainstorm with state agencies, you can brainstorm with IRS, with your vendors, pull in as many people as you can, ask for their creativity and they're wildly crazy ideas and you can forge new paths. You can actually do things you would've never thought possible in payroll. So there is always, I can't stress it enough, there's always more than one solution.

Speaker 17:

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

And what I mean by that is, having been an HR apparel professional for a little over 15 years before I joined KPMG, I was able to take a lot of my deep functional and industry experience to a different capability and turn that into now consulting and working with clients. It's something that I truly never thought that I would be doing in my career, but it is something that I truly love to do.

And so I say that to say that the world is full of opportunities and especially with individuals, like all of ourselves that have these HR and payroll backgrounds, the world is limitless. And so I hope that individuals can reflect on that as well and think about yourselves and where you're going in careers. So that has been, I would say one of the big lessons learned and piece of advices.

Nina Talley:

I love that and I completely agree with it. I think one thing that I have learned through my tenure on this podcast is that there is sort of this feeling that nobody chooses, and I'm doing air quotes, you can't see them, but chooses payroll, they just sort of fall into it.

I think one of the most beautiful things about payroll is how flexible it is. Payroll is everywhere. You can work in any industry, you can work at almost any company, you can consult, you can go up and be a director and implement new processes so that you are not even running payroll.

Like I think that one of our fun recent guests was Becky Hershberger, who is a payroll tax consultant who has never run payroll in her career. She just knows the taxes. She'll just answer your questions on taxes. And so I think that's a beautiful point. Payroll can be many things and it's a little bit about what you want it to be. What can you dream for your career?

Speaker 17:

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

Speaker 20:

I don't think it's come as a surprise when I tell you what the best piece of advice is, and it's not really directly related to payroll. But the advice is never stop learning, never stop learning. In accounting circles, we call this continuing professional development or CPD. That's why I love organizations like APA and GPMI because they provide that platform to facilitate continued learning, not only through the courses that they offer, but through the support groups that meet to discuss and debate trends around global payroll. So I would urge anyone listening, never stop learning, join those groups, take those courses because if you constantly are learning, you ensure that you are equipping yourself for the future.

Nina Talley:

Payroll year end is right around the corner. Get ready by taking one of the American Payroll Association's educational programs either virtually or in person. Be sure you are aware of the complex compliance issues of year end, including the latest changes in legislation and regulations that affect the close of one year and the beginning of the next. Choose from five specialty year end classes to get you and your organization through 2022 and prepared for 2023. Find out more at www.americanpayroll.org and visit APA's preparing for year end webpage. Again, that website is www.americanpayroll.org.

Speaker 11:

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 that have 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 in 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.

Jim:

Well, my piece of advice for all payroll professionals is to keep up to date and the absolute best way to keep up to date, if you can only attend one class a year, is to attend APA's preparing for year end in 2022 class. A class is coming up in October and November. It's going to be offered in three different formats. If you have the best opportunity for a local class, you can go actually to the physical class, they're going to have webinars over four segments and also an interactive virtual class, which I find very exciting that we can be able to do those kinds of things. But getting that education, understanding what the changes are so that you can make sure that your payroll doesn't get one of those IRS notices. The investment in the class will save money in the long run.

Speaker 10:

Oh, absolutely. I mean, that would be, my advice is very similar to what Jim said. You have to sign up for alerts, definitely join the APA and get alerts. Sign up for IRS alerts, social security administration alerts, department of labor alerts. Because these regulations now more than ever are changing all the time. And also now's an opportunity. This is one thing that came out of the pandemic that I see as very positive. We now in our profession have an opportunity to really show how valuable we are and that no, we need to know this and this taxation. So take advantage of getting that education and definitely share it with everybody, with all the leadership in the company.

And then definitely if you're going to go remote workers, you have to get the APA's state payroll and local taxation guides. It's my favorite book that I've gotten for like the last five years. My husband laughs at me because I'm like, "It's here!" But really, and share that, I have shared that with colleagues

in HR who have said, oh my gosh, I didn't know this existed. Especially now critical. It is a fantastic book, definitely a great resource. So yeah, stay educated. I think that Jim hit that nail on the head.

Brian:

Well, I'll tell you what. Somebody had asked, I was doing something for someone else a couple months ago and they asked me if I were to write a book what it would be named and I said, "If somebody would've told me." That would be the name of my book. As far as this advice, if somebody would've told me.

So I will tell you that would be the book that I would've written as far as that. But I actually did get good payroll advice and I'll share it with you now. And that is success should be no accident but instead it should be habitual. I don't know, if you ever heard of this book, it's called Atomic Habits from a guy named James Clear. It is just a great book. I would recommend anybody who's listening to this podcast to get that book from James Clear, it's called Atomic Habits. It's in really in line with the piece of advice that I got, that I'd say was the best advice. And that is like, success should be no accident. We should be doing actions, putting in strategy, whatever it is to make sure that whatever those actions that we're doing, they become second nature, habitual.

And so I'm going to give you one last book that James Clear out of this Atomic Habits book that I just hang here in my office and refer to it every now and then. It says here, your outcomes are a lagging measure of your habits. Your net worth is a lagging measure of your financial habits. Your weight is a lagging measure of your eating habits. Your knowledge is a lagging measure of your learning habits. Your clutter is a lagging measure of your cleaning habits. You get what you repeat. And that is so powerful to me.

Speaker 5:

I might be oversimplifying this and it might be a little cliché, but I think one of the most important lessons that I think I was taught in payroll from day one, and I've done this for most of my career, if not almost 90 plus percent of it is, someone told me very, very early on... And I'll tell you, this has shaped the way I look at customer service period, forever. And I think I was very fortunate to have worked in payroll early in my career to really value what customer service means.

And that is, it's as simple as when you look at an employee's situation and you look at an error, no matter how small of a dollar amount or how big of a dollar amount, at the end of the day, if you can just put yourself in their shoes, empathy, right? We talked about empathy I think earlier maybe. If you put yourself in their shoes and look at it through their filter, that small amount or that big amount, whatever you think it is or isn't, it really becomes a different view when you put yourself in their position.

And so I think I learned very early on that if I could take that issue as my own and look at it as my own and treat it as my own and respond as if it was my own, the outcome was always positive, right? Because I was doing what was best for that employee. I wasn't looking at it from any other perspective of what would I do if this was my paycheck and I was in this situation. And so I think that taught me to be really empathetic. It made me really try to live the pain that that person was feeling to not only correct it for them and make it right for them, but also make sure that it never happened for anyone else. Because I felt like if that person's calling, if we got it wrong for them, it's a possibility we probably got it wrong for other people or we could have, and maybe it wasn't our fault, maybe it was someone else's fault. And that happens a lot in payroll, right. Things trickle down to payroll.

So just owning it I think and having empathy was something that I think made me very successful in payroll, it helped me as a leader in payroll. But I think it's also really underpinned the way I've treated customer service going forward in my career. It's something I pride myself on in my relationships, I want to give high value and win-wins for anyone that I work with. And I think it's really driven my ability to do that because I empathize and I engage with the moment and say, okay, well, how would this feel to me and how do I fix it in a way that I would be happy with it and what do I do to make sure it doesn't happen anymore? So for me, that was I think very, very valuable. Hopefully we're all taught that from day one in payroll, but I notice it's influenced the way I treat customer experience and customer service since then and so I find that to be very, very valuable.

Speaker 18:

I think the best piece of advice was me learning from it. And now I give that advice to everybody. It's really appreciating, and I hate to be repetitive, but it's really important to do this is appreciating what you do is about people and the human aspect of it. Don't look at it as just a job because I think payroll can't be just a job in order for you to do it well. I think you have to understand that you're there to do that very same thing which is get paid.

And if you actually thought about what that means if someone consistently didn't get that right to you and in your life, what that would do to your life, then you wouldn't screw it up. I tell everybody in any job, whether it's payroll or making widget since I use that or whatever it is you do, if you don't appreciate the passion that you have on the outcome, you won't do it well. It doesn't mean that your job has to be a passion. It just means you have to have a passion for delivering that outcome. Does that make sense to you Nina?

Nina Talley:

It does, it does. It's a passion for the person that you're serving.

Speaker 18:

Exactly, right? I didn't get that. I wish someone had told me that because I probably would've gotten myself deeper into payroll and this discipline a lot sooner. And who knows, you know, I speak a lot about it now, but I think it would've gone, and I'm not to say that I would've been able to claim it, but I think payroll would've been a lot further along in many organizations that I belong to if I had known that.

Nina Talley:

I think that's probably very true. And I think again, it ties into that human element and we keep going back to it and I think it's because it's so important that it can just be numbers to some people, but you won't find a lot of satisfaction in that. Just crunching the numbers and not remembering the lives that you're affecting.

Speaker 18:

And then the other part of it, Nina that I think is extremely important is don't let... I wish somebody would've told me that payroll wasn't just something to do. That it was an opportunity for me to walk through a door with so many other opportunities. There's so many other opportunities for you because you know payroll and use that as an advantage and not as a hindrance.

So when you see that role and you're saying to yourself, "Hmm, I don't know if I have the experience to do that, because I've only done payroll." The reason why you have the experience to do

that is because you've done payroll. The other stuff, you can figure out what you need to learn. But if you take all the things that you've learned in doing payroll and then apply them to what you see, you'd be very surprised at how well of a match you are for that new role that you didn't think you were able to get.

Speaker 21:

You know, I was very lucky in my career to have some really amazing mentors. My old mentor was one of those leaders who just had the best stories and the best analogies and slogans. He taught me everything from like GIGO, which I've heard a ton of times throughout the APA and trusting the system, simplify, kind of like a Ted Lasso poster on the wall for belief, simplify, rising above the fray was a good one. And then similar to what Martin I think talked about a few episodes ago was just trust but verify. My mentor used to put it as, inspect what you expect.

So there's all of these, yeah, like these really good, cheesy, awesome slogans that just really have helped me kind of get through and become a good leader or at least one that I hope to be. And you know, I think for me, one of the ones I have on my wall that I look at every day that kind of helps ground me personally in terms of advice was, may you be proud of the work you do, the person you are and the difference you make. And I think that's just so important with payroll and HRS is that you can make a difference and be proud of what you do. And you know, I'm super proud of what we do here.

Speaker 7:

I think the best piece of advice I would give to a young person coming into the industry today is always volunteer. As Captain Kirk would say, we need to seek out new experiences, new challenges for us in our working environment. And I was given that nudge at an early stage in my career. The medical research council had, unbeknown to the payroll team again, had taken part in a meeting with six other universities and someone had volunteered the MRC to take on the administration of a new research unit. Not that unusual, except that the new research unit was actually in France.

So the MRC had been tasked with this job and you need three offices of an [French 00:39:40], which is the not-for profit body in France, to make it legal. And we've got at the top of the tree is the [French 00:39:50], we have [French 00:39:50] was my boss, but the person who was actually going to be doing all the work was [French 00:39:55]. And my boss said, "You speak French, why don't you volunteer for this role?"

Now you might say that if your boss says, "All of those you want to volunteer, take one step forward," he's looking at you, it's not much of a volunteer. But I could have turned around and said, "No, I'm not going to do this," but I volunteered. And I was so grateful. Because I got to run a French payroll, not only that, I got to run a whole French business, only a small one, it was six employees, but it gave me some great opportunities in my career later on. Because you know, I really can say that I've seen a French business from start through the middle right way through to the end.

And I find in global payroll particularly, a lot of payrollers try and back off from some of the challenges and a lot of the people I teach, "Oh, don't really want to be here. Oh, my bosses made me go." Don't do that, embrace it. This is exciting stuff. And remember, if you are doing global payroll, your long term salary aspirations will rise by something like \$10,000 a year. These are highly sought after skills. Don't be a shrinking violet. Volunteer, put yourself forward and look where life might take you. I never thought payroll would take me to places like Shanghai and Mexico City and Nairobi where I've just been on a job for an African charity. So there's my advice, always volunteer.

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Nina Talley:

Wow. What a jam packed episode. Thank you to all of our guests who have joined us over the past two plus years. Each of these unique insights are fundamental to building a long lasting and thriving career in payroll and I cannot wait to hear what our next round of guests have to offer us. As always, I want to thank you, our loyal listeners. Without you, PayTalk would not be possible. Make sure you like and subscribe to PayTalk on your preferred podcast streaming service, that is the number one 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.

Narrator:

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