

Speaker 1:

Welcome to Pay Talk, 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 Pay Talk, the podcast that brings you payroll's human side. I'm your host, Nina Talley, and today we're joined by Matt Wilson, co-founder and co-CEO of Omnipresent, a global employment services company. On today's episode, we're talking about borderless hiring and globally distributed teams, a once uncommon practice that we're now seeing take a foothold in many industries. I'm excited to discuss this topic with Matt as he is not just the head of a company that helps other businesses hire and manage remote teams, but he is a member of a fully distributed team as well. So he understands this topic from all angles. And before we get started, Matt, I would love it if you could introduce yourself and tell our listeners a little bit about your background.

Matt Wilson:

Thanks, Nina. Yes, so I'm Matt Wilson. I am one of the co-founders and the co-CEO of a company called Omnipresent. I'm based in London in the UK, and an experienced technologist and entrepreneur. I founded Omnipresent about three years ago in late 2019 with the goal of making it easy to build and operate a global business. And really what we do at Omnipresent is we enable ambitious companies on board and retain the best people in the world. We take care of the legal side of things, payroll, of course, employee benefits and HR. And we do that, whether that's through our [inaudible 00:02:00] product or through our global PO product, we help companies expand globally in a compliant way. We combine some smart technology with our fantastic human support to enable HR directors to focus on things that matter most to them, rather than all of the bureaucracy and complexity that comes with operating a global team.

Nina Talley:

Yes. Well, it sounds like you are a perfect person to be talking to us all about this topic, and I'm really excited to dive in. So let's just take it from the top. In your own words, what is borderless hiring?

Matt Wilson:

Yeah, good question. I mean, to put it simply, borderless hiring means being able to hire the best person in the world for the job at hand, irrespective of where they're located. What we've seen over the last few years is a big change in how people work in an acceptance of the ability of people to work very productively in a remote way. And what that then enables for companies is the ability to build a team not centered around who can commute into your office, but centered around who the best people are in the world for your team. And that is just such a huge superpower that we have seen really drive our customers forward, but also ourselves as a fully distributed company ourselves.

Nina Talley:

Wonderful. And I know that while I was doing some research for this episode, I found that you had recently published a pretty weighty report on the globalization of teams. And so let's talk about some of the more interesting findings that you discovered while writing that report.

Matt Wilson:

Thanks. Yeah, so we put together this report, as you say, it's quite a meaty piece of content that we put together. Really, when we were looking at the conversation around remote working and the changes that that was bringing, we found that a lot of the conversation was quite surface level. "What does remote working mean for your organization, or how can you make remote working work?" Those are fantastic questions and there's lots of interesting things to discuss on that. But actually, we believe that this change in working patterns will have a more fundamental impact on society at large and our ability to solve some of the biggest problems that humanity faces, our ability to operate teams globally will accelerate innovation and will bring more equality around the world as well. So we wanted to talk about some of those second and third [inaudible 00:04:32] effects that this change in workings patterns will bring. So, that's why we put this report together.

Nina Talley:

That's excellent. And so was there anything that you found while putting the report together that surprised you that you didn't expect to find?

Matt Wilson:

Yeah, so I think what we started with was looking back historically about how we've worked over time, and looking at actually the development of synchronous work in offices and then how that's grouped people into cities. So you've had the best companies basing themselves in the bigger cities, and then those companies then attracting talent to live in those cities. And you get this reinforcing loop, which means that [inaudible 00:05:14] get bigger, more [inaudible 00:05:16] go there, more companies base themselves there. But then, that leads to all the problems that we've seen with overcrowding with the cost of living going up and with the quality of life decreasing in those cities. And actually, when you take away needing to be in a city to be able to get the best job, you can then unlock that and you can have people doing the absolute best work in the world for them, doing that in an environment that really drives innovation. But being able to be happier, being able to base themselves in their communities, not having to uproot and go move to a big city and deal with the expensive cost of living there. And that's something that we fundamentally believe in here at Omnipresent, and we're excited about.

The other side of that coin is that, actually, the concentration of talent in cities is what leads to innovation. And you can see the strong correlation between the size of city and the innovation output of city. And what we are excited about is actually, by connecting up talent in a remote way, you actually connect up the entire world. So you have kind of equivalently a whole city made out of the entire world of people [inaudible 00:06:29] interact. And that should drive innovation even faster than if you were to have to crush everybody into cities and deal with all of the downsides that come with that. So we think there's a lot of really, really exciting change that's going to come about over the coming years as companies are able to benefit from the best employees for their business. And employees are going to be able to benefit from not having to compromise on their standard of living, but also do fantastic work.

Nina Talley:

I love that take, in that, by putting on this global hiring mindset that you're having an impact on actual communities. It's not just your business, it's not just your employees, but it's the communities around us. And I think that particularly over the last two years with the pandemic, we realized that there are a lot of drawbacks to being packed into these very small areas. And to be forced into these situations where we're paying really, really outlandish prices for rent and mortgages, it allows your employees to get more bang for their buck in general. There's no reason that you have to live in San Francisco. There's

no reason that you have to live in New York or Seattle. You can go out to Dayton, Ohio and buy a huge house for the same price that you would get a one bedroom in New York for. And I love this idea that by embracing these borderless hiring practices, that you're actually creating a more livable world and more manageable community around you.

Matt Wilson:

Yeah. And it's great for the employees, as you say, who have more flexibility. They can choose where to live, rather than be forced to live in a certain place because of their job. But it's also good for those communities. You don't have brain drain coming out of rural areas or coming out of less developed countries as the brightest and best people leave in order to go and pursue the best opportunities that have traditionally been in the large cities. And then it's not just within one country, it's also around the globe as well. I think one thing that we found interesting is, we help companies hire internationally. And if you look at the data that we're able to see and aggregate from that, actually, you can see that the average wages that are paid by international companies that hire locally in developing countries, is typically higher than the average wage in that country. So actually, by having international businesses be able to hire all around the world, to distributing capital around the world. And that then goes into those communities as well.

So an example, if you look at the international companies that hire in Nigeria through Omnipresent, the average wage paid by international companies for those employees in Nigeria is in the 99th percentile of the local wages there. So that provides capital for those individuals, but then that goes on and has knock-on effects through those societies as well.

Nina Talley:

I love that. That's such a good point. And I think that with payroll, a lot of us can really be focused on what's directly in front of us. Our departments, our businesses, our employees. But when you pull back a little bit and take a top down view of global hiring practices, you're not just improving the wellbeing of your business, the life of your employees, but you're improving communities that don't necessarily have access locally to those types of funds. And that's a really beautiful and almost unintended consequence of investing in a globally distributed team.

Matt Wilson:

Yeah. Payroll is the engine of the global economy. By lowering barriers through people being paid through people accessing opportunity, that's huge, huge value that can be unlocked. And we work very up and close with lots of detail. Our days at Omnipresent are full of detail on the legal side, on the payroll side, on the employee benefits side. But I think it's easy to get lost in that up and close detail. But actually, you pull yourself out and you say, "Okay. Well actually, this payroll process is about helping people provide for their family. These benefits are about ensuring that people have good healthcare if they get sick." And it's easy to forget that when you're up close in the details day to day.

Nina Talley:

Exactly. And so we've talked a lot about benefits for employees and benefits for communities, but what is a direct benefit, something that is measurable to a business that is taking a borderless hiring approach?

Matt Wilson:

Yeah. Well, I think this is something I can definitely talk about. I built a company that was based in London with a co-located team in an office in London. And then with Omnipresent, we've built our team in a borderless way. We've got 450 people in the business roughly now, and we're spread across more than 50 countries. So we really are spread throughout the world. And I've seen those benefits firsthand, the benefits of the time to hire and the cost of hire when you've got the entire global talent pool. You're not just competing for the same talent as everybody else. It's extremely, extremely valuable to companies, particularly companies that are growing quickly and need to hire really high quality talent fast.

From a diversity perspective, there's so much research that shows how beneficial having diverse viewpoints in a team is to the innovation of that team and to the productivity of those teams. And you can only imagine when you've got people from across 52 countries, the different perspectives that you bring in to solve problems, and the diversity of thought that that brings is huge. So we could go on and on. I mean, it is such a superpower to be able to hire the best person in the world for the job at hand, not just the person that's located down the road from you.

Nina Talley:

That makes a lot of sense. And I think that we all know that there are benefits, but it can seem as if there are hurdles to getting to that globally distributed team. And so I want to make sure that we talk about that. I think one of the biggest concerns that payroll managers have is, how to manage salaries for employees with disparate costs of living. How should they approach that problem of you have somebody who is in a suburb of Seattle, you have somebody who is working in the French countryside, you have somebody who's working in [inaudible 00:13:23] in Columbia, and you have somebody who's working in, let's say Dayton, Ohio. If they're all performing the same task and they're all living in different areas with different costs of living, how do you approach the problem of salaries?

Matt Wilson:

It's an incredibly good question. There's a few different ways that businesses approach this. Which we have a fantastic blog on our website, Omnipresent.com, it's about salary benchmarking for global teams, because it's a really, really complicated question. There's three different ways that companies typically manage this, and I don't think there's one correct way of doing this. It depends on the needs of the business and the philosophy of the business. But the three ways that we've seen it most commonly be handled is, first of all, to benchmark in a location based way. So pay staff based off of local rates. So that means if you hire somebody who's based in San Francisco, they're going to be more expensive than if you hire somebody that's based in Nigeria. And actually, probably historically how companies have done this, how multinationals have done this once they're at a larger scale. But it brings the question as you say, is that fair? Is it fair to pay somebody who's doing the exact same job that happens to be based in Nigeria a different amount than somebody who's based in the US when they're doing the exact same work?

So the other way that the companies will take is to say, we're going to pay for the job irrespective of location, and we're going to figure out, how do we do our benchmarking on a global way? And then regardless of where you are based, we'll pay you the same. And the downsides with that are, unless you set your benchmark to the highest value in the world, you can end up locking yourself out of certain talent pools. If you said, "I'm going to benchmark in line with what you might say have in Paris." But it turns out for that role, the benchmark in New York was higher than the Paris wage, then the employee in New York is probably not going to take a below local benchmark salary to come and work for you. So, that can end up locking you out of certain talent pools.

And also, you can then look and say, "Oh, well maybe we're overpaying. We don't have to pay that much to these employees that would've accepted a lower wage to come and work with us." So there's some downside there as well. And then the third way is to take a blend of those two and to maybe apply a location based factor, but not to apply that too strongly. So you might say, "Well, if you're based in New York, we'll pay you a New York benchmark. But if you're based in Nigeria, well actually, the cost of living may be significantly lower, but we're not going to go all the way down to the cost of living because we don't want to have such a wide disparity between two people doing the same job. But actually, we are going to meet somewhere in the middle and then have a more balanced weighting of the salary benchmarking." But it's a very, very good question and it's one that I think needs to be really thought through by the HR teams and the payroll teams as you're thinking about rolling this out as a way of working across your organization.

Nina Talley:

And so how would you say that an organization would decide which of those three pathways to take? Is it based on each individual organization or is there one that you would recommend just as the base?

Matt Wilson:

I think it's a decision that's really [inaudible 00:16:54] personal, but specific to each business, and one that I think needs to be set by the senior management and the senior HR management in the company. And it's one that needs to be a decision that is difficult to change. Once you've set people's compensation, it's very difficult to change that. So it's one not to enter into lightly, and to think about the pros and cons and what is best for the business that you are building.

Nina Talley:

I think that with many things in payroll, and I think a lot of us know this, is that, it's all about the research. Before you actually enact the plan, you do your research., You figure out what's going to work best for you, your department, your employees, and then you stick to it. I think that it can be a little scary at times to jump in feet first, especially something as touchy as borderless hiring when it comes to salaries. And that research is always key. And as we like to say here, "Make sure that your data is clean."

Matt Wilson:

Yes. Well, I mean that's so key, right? Doing salary benchmarking in one geography is difficult enough. And doing quality data when you start to do that across the globe and wanting to make sure that data is up to date and it's consistent and the levels in one region are the same as the levels in another, it can be difficult. As I said, we've got fantastic resources on our website about this, because it's something we discussed with a lot of customers figuring this out for the first time as they go about hiring globally.

Nina Talley:

I want to continue down that pathway. We can talk a lot about the benefits of borderless hiring, and I think a lot of us understand the benefit there. But when it comes to actually putting these processes into place, what are some of the most common pitfalls that you've seen when organizations are implementing borderless hiring, and how can our listeners avoid them?

Matt Wilson:

Yeah. I think it is really, really complicated. And our focus here on what I say, the administrative side of setting this up, there's things you need to do on the cultural side and from a people perspective, which we could also talk at length about. But I think [inaudible 00:19:07] the audience chatting about some of the administrative work that needs to go in behind the scenes and how complicated that can be. So if you think you're employing somebody in a new country where your organization hasn't done that before, you may not have the right legal infrastructure in order to employ that individual. You're unlikely to have the right employment law knowledge, the right knowledge on the HR processes, the employee expectations and the cultural differences in that country, and understanding [inaudible 00:19:39] or vendor setup to be able to process payroll, to be able to manage the payments, to be able to manage the employment taxes that you're going to have to be paying, to be able to know what the mandatory and statutory benefits are that you have to offer, and to be able to understand what the employee expectations for supplementary benefits are going to be. And then to be able to administer that as well.

It is really, really complicated to do for the first time. And that spans, as I said, the legal side, the HR side, the payroll side of course, and the employee benefits. And that is where a company like Omnipresent can come in. And working with a strong partner that can guide you through those processes, but then take some of that administration off your plate is really, really helpful. So a company may come to us and say, "Okay, well we're going to be hiring 50 people over the next six months, and if we're going to do that in a borderless way, they may end up being across 20 countries." And you can imagine the HR teams and the payroll teams of those businesses [inaudible 00:20:45] "Oh my God, [inaudible 00:20:49]."

Are you're doing this in two countries in the next six months would be difficult enough. But having to do that simultaneously, and it's not just the set up of those employees, it's staying up to date. The regulatory changes, staying up to as taxes change year over year. It's managing changes in the employment for those individual employees. Maybe they move from one country to another, maybe they changed [inaudible 00:21:12] role, maybe you've got a termination process that you've got to go through. All of those things differ absolutely enormously from country to country. And finding a strong partner that has the right combination of technology, of people and of process to be able to support with that is really, really vital. As I said, that's why we set up Omnipresent in the first place, is to help companies with all of that administration. Because ultimately, the end of the day, they want to be focusing on those people on doing great work together, not on that administration. They certainly don't want to be running into compliance issues down the line if they don't do things right to start off with.

Nina Talley:

Borderless hiring, it sounds very simple [inaudible 00:21:57] "Oh yeah, you just hire whoever and go from there." And I think that a lot of us would like to capitalize on that good and capitalize on that ability. But I think that it's important to remember that no man is an island. Even if you are a senior payroll individual, the likelihood of you being able to contain all of the knowledge that would be needed for global hiring. And I'm not going to say that it can't be done. Continuous education is a big thing that we always push here. And I would hope that all of our listeners are walking down that path of continuous education and trying to widen their knowledge of global payroll practices. But like you said, it could be over 20 different countries. It's so much bureaucracy. The likelihood of a small mistake that then snowballs into something large, it's mind numbing to think about.

I do think that when you're going into global hiring practices, especially if you are doing a large amount of hiring all at once, it's not just one person who lives in a different country and then you're going through and figuring it out to make it work for that one employee, that having support and using that network and building relationships with companies like Omnipresent, making sure that you have

somebody who's working with you towards a solution for your problems is so huge. I know that I myself have a tendency to want to do things by myself. That way I am in charge, and if anything negative happens or anything bad happens, I can step up and say, "This was my problem." And then also any successes, I could say, "This was my success."

But with something as large as global hiring and borderless hiring, I think that it's probably in your best interest as a payroll professional and your company's best interests that you look for outside help. You try and find an agency who can work with you to not just fill those positions, but to make sure that your employees are staying with you no matter where they are in the world, and that you are saving yourself and your payroll department any possible red tape, headaches, tax issues, benefits. It's so difficult to keep all of that straight in a global perspective. I think that, that's probably a very common issue, is that, people think that they can do it themselves.

Matt Wilson:

Yeah. I think it's also about looking at the bigger picture. Payroll is one part of that, but there's the legal side, the HR side, and the benefits as well. Sometimes we'll sit with the payroll teams and sometimes we'll be separate. All of them need to be done and need to be done together in harmony. So it's a coordination effort across departments if you decide to do that yourself as well, which can be really, really difficult.

Nina Talley:

And something that we constantly return to here at Pay Talk is that payroll really is about people. And so you can bring in an agency to help you with all of those things, but what you need to do as a payroll professional is develop those relationships and make sure that you have a constant line of contact going between that you have a good relationship so that you can turn to them and ask a question with no shame, with just open hands, open minds and working on the problem from there. So make sure that if you are bringing in a company like Omnipresent, that you're managing those relationships so you can turn to them in your time of need and they will want to help you. Nobody wants a trailing, long term response that takes a couple of days. If you build these relationships, your emergency can become their emergency, which is always helpful.

Matt Wilson:

No, it's so important. And I think it's something we've put at the core of building out our services. You need processes, people and technology working together. And we really act as a partner to our customers. We've got great technology that can help with automating parts of the processes, but we're dealing with people, like with our customers with the employees, and there's always a need to have some humans there. We always provide a high quality human touch to our customers. Because as you say, when there's an emergency situation or when something's gone wrong or just when you're doing something for the first time and it feels scary, it's really helpful to be able to have somebody at the end of a phone who you can call, who can support you through that when you're doing something for the first time or the second time or something that you're not so familiar with.

Nina Talley:

That's a wonderful point, and it leads directly into something that I wanted to make sure that we touched on. But because we're a people-first podcast, we absolutely have to discuss how having a globally distributed team impacts company culture. So what can our listeners expect to see as a result of global hiring practices?

Matt Wilson:

So there's definitely some benefits and some challenges that you need to mitigate for. So starting with some of the challenges, I think when you've got people in an office, they're kind of water cooler moments where you've got people going for a coffee, walking between meetings, being able to meet over lunch and maybe going for a drink after work near the office. And you get those kind of moments around work where people can build interpersonal relationships. And when you're remote, it's much harder to do that. I don't think many people enjoy doing virtual quizzes over Zoom. I think we got tired [inaudible 00:27:52] quickly in the lockdowns, and it's important to set time aside and to dedicate time to building those personal relationships. It's so easy to jump into a video conference and just have a minute of cursory conversation before jumping straight into business. So it's really important to mitigate that, that you still build those personal relationships with people that you work with, because that forms a foundation of trust, which is really important to building productive, high performing teams.

And then also that has knock-on impacts to the culture and the abilities for people to feel like they're part of a tribe at work, that they've got that sense of belonging. And that's really important too. One of the things that we do at Omnipresent is, despite being distributed, we'll gather everybody together as an entire organization once a year and we fly everybody out and spend a week together. We take some of the money that we save on office rent, and we put that into [inaudible 00:28:50] once a week at a retreat. That's a fantastic experience. And we don't spend that whole week in workshops going through exercises, we spend most of that time with each other, building those interpersonal relationships, so that you can then take that back to that remote setting where you can be highly productive, but it is harder to build relationships.

We do that as an entire company. We also do off sites with individual teams and groups of people, particularly if they've got to work through particularly difficult issues, bringing [inaudible 00:29:20] together to spend some concentrated time in person can be really helpful there. Talking about some of the benefits, I think we talked about the benefits of being able to hire just incredibly talented people, but also the inclusive global culture that gets built when you've got people from all over the world bringing different perspectives. I personally find it extremely fulfilling, but it's also [inaudible 00:29:48] beneficial to the productivity and the innovation rate of teams to have diversity of thought in there. So that is just a fantastic value that you get culturally from operating with this more global first hiring approach.

Nina Talley:

Audacious goals need awesome teams with the smartest people at their most motivated. Omnipresent enables ambitious companies to onboard and retain the best people wherever they do their best work. Whether it's legal, payroll or benefits. Through tech smarts and always on expert support, we liberate HR directors to focus on their people. Visit [www.omnipresent.com](http://www.omnipresent.com) today.

A lot of companies are dealing with global customers, distributed customers, obviously. Most of us are hoping to sell our products or our services in as many places in the world as we can. And if your entire team is located in New York City, how much does a team working in New York City have in common with somebody living in Bombay, India? The problems that they're facing. Or in Mexico City, or in Paris, or really anywhere that's not in their little bubble of culture. And so having that distributed team helps you tackle global problems in such a different way by offering that diversity of thought and offering that different life perspective.

I think that when we think about diversity inside of hiring, we often think of diversity and inclusion efforts, which are very, very important and are a part of this as well. But by removing any type of barrier from where you're hiring, you get such a beautiful arrangement of ideas and different perspectives to

tackle problems from that. I think that, that's a huge benefit that many of us may not think of immediately when we think of global hiring and borderless hiring practices. That's a wonderful point.

Matt Wilson:

Yeah. And I think you get that empathy with your customers. So as you say, you're selling all around the world, but you also then have teams near your customers. If you're spread all over the world, you have people that are on the same time zone as your customers, maybe they speak the same language as your customers. And you get a lot of benefit naturally and organically from having that distributed team. Which as you say, if you're based just in New York, you may be building for a New York customer and the customers based in New York are going to get the best service because they're on the same time zone and have cultural similarities with your team. So yeah, I think there's huge, huge benefits.

As I said, I built a company based in London previously with a team based in London. And the benefits from a talent perspective, from a culture perspective, from a customer service perspective are just huge. Being able to have that global team. It's certainly the way. If I was starting a new company from scratch, I would 100% be building up. The pros far outweigh the cons.

Nina Talley:

So now is the time in our podcast for something that we like to call payroll nightmares. And I love this part of our conversations because I think we can all relate to when situations get away from us and it gets a little hairy. Matt, do you have a payroll nightmare and a lesson learned that you can share with our listeners?

Matt Wilson:

Yeah. So unfortunately, we see some [inaudible 00:33:36] gnarly situations with people that have set things up, maybe not in the right way, from day one. And then they'll see an issue, and then a company like ourselves and say, "Okay. We've kind of got ourselves into hot water. We're not quite sure we've set this up, and we're halfway down the track with this or a long way down the track and we need to [inaudible 00:33:58], what we've set up and then we're going to try and do things right from here on out. We've seen companies that have... This is not that uncommon. They'll have an international workforce, but have set everybody up as contractors. [inaudible 00:34:14] them like employees. And that can lead to some pretty serious misclassification and issues that can particularly arise if you go through a termination of one of those contractor relationships. You can end up having an employee or one of those contractors contest and take you to court.

We've seen that a few times with companies that have set things up the wrong way. We've seen companies where they've set individuals up as employees, say a British company with employees overseas, setting them up as British employees and running them through their British payroll. Well, that can lead to all sorts of issues. Double payment of tax or mis-payment of tax that can have implications for the company, but then also for the individual. So there is all sorts of ways to do this wrong. We see companies that are doing this [inaudible 00:35:09] "Okay, well here's what we've got set up," and helping them navigate through that, unpicking some of those things. So maybe converting the contractors that they've got set up around the world to employees, or educating them on how best to handle those working relationships so they minimize their misclassification risk. And then really setting them on the right path from then on so that any future employees are being set up in the right way.

It is really, really complicated. We see companies that have tried to DIY it and maybe got some things right, but some things wrong. Unfortunately, it is a very complicated thing to get right. We see

companies that have set up with partners that maybe don't have compliance at the top of their priority list, ending up running into issues. And then maybe being promised the earth from a provider, and then that provider under delivering from a compliance perspective or from an employee experience perspective, and then having to find a new partner. That, we do see quite a lot as well. So it's really, really complicated. It's really important to get things right. It's really important to have good partners that you can work with to make sure that you get things right from a global perspective, because it's just so, so different from country to country.

Nina Talley:

And I think that a lot of small businesses who may be interested in getting into global hiring practices are like, "Well, I'll just hire a contractor, that makes my life easier. I don't have to worry about taxes, I don't have to worry about benefits." And I think that in payroll in particular, that taking the shortcut is not necessarily the best idea. I think that's a wonderful point, is that, when it comes to global hiring, it seems like there's an easy way out. You're probably mistaken. It's just so complicated, from a global perspective, that the idea of it being very easy, there's no turnkey option. There's no just, "Well, I'll hire contractors." It is complicated, and there are so many benefits to it. But making sure that you are crossing your T's, dotting your I's can be so time consuming. And I think that a lot of us are always looking for the easiest way through. When it comes to this type of complicated issue, that's not the best way to go. You're going to lead yourself into some hot water with those contractors.

Matt Wilson:

Yeah. The shortcuts can appear attractive when you're trying to move [inaudible 00:37:49]. But as you say, you can lead yourself into hot water and create more work for yourself further down the line.

Nina Talley:

Yeah. You can do it easier or you can do it right. Those are your options. Do you want to hear how our expert guests would've handled the payroll nightmare that you are familiar with? Send an email to [podcasts@americanpayroll.org](mailto:podcasts@americanpayroll.org), or leave us a comment on the APAs Facebook page to get involved in the conversation. And we don't really like to leave things on a negative note here at Pay Talk, so I have one more question for you. What is the best piece of payroll advice you have ever been given? Or what's the piece of payroll advice that you wish that somebody had given you?

Matt Wilson:

I think this comes back to [inaudible 00:38:38] we were building out our offering a couple of years ago, really thinking about, it's not just about the people, it's not just about the process, and it's not just about the technology around managing payroll. I think all of those three things are super important. You need the right processes in place. You need the right people, whether those are people in your team or people from a partner, but technology has a huge, huge role to play as well. But by getting overly fixated on one of those things, you can lead yourself down the wrong track. You need to have all of those three things really working in harmony to be able to run an efficient and compliant payroll operation.

Nina Talley:

Crystal clear advice. It really is. And making sure that you have everything in balance can be so difficult, but once it's done, it sort of manages itself. You have to keep eyes on and keep working the problem and make sure that you're ready for any issues that pop up. But by keeping those three things in balance, life just becomes so much easier. So I love that piece of advice. Thank you so much.

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Matt Wilson:

No, and that's what we are all about is, trying to make life as easy as possible for companies that are taking a borderless approach. They're hiring or building global teams in another way.

Nina Talley:

Well, Matt, I just want to say thank you so much for joining us today. Borderless hiring and fully distributed teams can seem a little intimidating. I really appreciate you sharing your insights with our listeners to help them discover the best hires possible wherever they may be located.

Matt Wilson:

Thanks so much, Nina.

Nina Talley:

I also want to take a moment to thank all of our loyal listeners out there. Without you, Pay Talk would not be possible, so make sure you write, 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. Until next time, folks, this has been your host, Nina Talley with Pay Talk.

Speaker 1:

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