

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. This month, we're continuing our conversation with De Ann Doonan, CPP, Senior Director of Global Payroll at Analog Devices, and John Lestock, CPP, a Global Payroll Accountant at Boeing.

This is part two of our conversation with De Ann and John, where we take a deep dive on transitioning from domestic payroll operations in the United States to a payroll career on a more global scale. So if you haven't listened to our last episode, make sure you go back and do so now. Otherwise, you might miss out on some crucial information and context.

Now, without further ado, let's jump back into the conversation.

As a payroll professional, as a person who's working remotely, I think that if we went back 50 years and tried to explain what we're doing, it would feel like The Jetsons. Trying to explain to individuals that, well, I have video calls through my computer and I'm meeting with somebody from Israel, and then I have to meet with somebody from Japan, and it literally sounds like sci-fi and it's just what we're living.

John Lestock:

Exactly. Exactly, and it's mind-boggling, but it is wonderful. My first exposure to global payroll, believe it or not, my first time going to PayrollOrg Congress, GPMI had just gotten started, so I attended some sessions that were geared towards the global payroll community. Loved it. I loved meeting the people. I made friends with the folks from the CIPP. Made friends with Jason from TAPS, Max from the Netherlands, I think their organization's Nerpa, and just loved it. Absolutely loved it. I couldn't get enough and I've taken... Just to take that passion and bring it to our own jobs, where else can we do this? This is cool.

De Ann Doonan:

Yeah, I agree completely. It's so rewarding. Right? Because behind every payroll, there are people, and so you're talking to people all over the world. During COVID, I actually was talking to one of the ladies that was in Shanghai and they couldn't leave their building and talking to Brazil during Carnivale and listening. And actually sometimes hearing the music in the background, and it's uplifting. My husband says it's like Disneyland, just meaning that it's connected to a much bigger world and it actually helps bring balance, because payroll is... Quite honestly, there are days I go, oh my gosh, what the heck am I doing in this... What? Oh my gosh.

Nina Talley:

Here we go again.

De Ann Doonan:

Yeah. What-

John Lestock:

I'm not saying I'm hating life, but I'm just saying some days. Right?

De Ann Doonan:

No. Yeah, but then you talk to someone from another side of the world and you realize, okay, yeah, I got this. It's exciting and their cultures, it's so nice to be exposed to the different cultures, and I won't say that it's always this way, but global payroll has taken me all over the world. I've built interfaces in Brazil and created opportunities in Ireland and in Philippines and have passport, will travel. There's always that potential that you may actually get to meet those people face to face.

John Lestock:

Oh god, my coworkers would love that. They would go crazy. Like, "You're coming here. Really?"

De Ann Doonan:

Exactly.

John Lestock:

And you know, De Ann, I don't know if you noticed this, but I noticed this in the short time I've been in global payroll. Learning about these different countries, working with our payrolls providers and our service provider to get these things done every month, I feel like the world transitions from foreign places to familiar places.

De Ann Doonan:

Yeah.

Nina Talley:

Yes.

John Lestock:

They're not foreign. They're familiar. These aren't people in some of the country that's talk funny. They're friends. And as it becomes more familiar, the world feels a little bit smaller and I just feel like I'm just more receptive to what happens in the world in general because it's not something that took place over there. Well, no, over there is actually a lot closer to home than it felt like before. So I just feel more connected.

Nina Talley:

That makes a lot of sense.

De Ann Doonan:

Yeah. Going back to what Nina says it is, it shrinks the world. It makes it so connected. And it is like The Jetsons, my daddy who was born in 1912, would never ever believe what I see on a daily basis. He's left many years ago but it would be totally beyond his comprehension that to like John, I start talking to China in the morning, I end at talking to the Philippines at night. I've gone around the globe during a day and it has, to John's point, broadened my perspective and to me, it helps me bring balance to the craziness.

John Lestock:

It does. And in fact, it's even ironically as I... cause I still stay involved with the American Payroll Association. I'm still involved with our local chapter and I'll teach sessions and such, and I feel like I have a different and better perspective on US payroll than I did before. There are concepts I think I've picked up quicker as a result of having experience with other countries. Great example, paid leave laws in different states. Whether it's Washington or Oregon, where my coworkers, my fellow payroll professionals think this is a new concept. We don't like this. This is crazy.

And I'm thinking, this looks like something I've seen in the Netherlands or something I've seen in other countries I've worked with. So it doesn't seem so unusual. In fact, we may even find some of the state legislators got their ideas from what do they do in the UK? What do they do in Ireland?

Nina Talley:

Yes.

John Lestock:

So it's funny. It's like you look at the US payroll a whole different way and I think I just pick up on things quicker. I don't know.

Nina Talley:

Well, I think that a lot of what we've been talking about is how global payroll forces you to be adaptive and flexible and that would naturally lend itself to domestic payroll operations as well. And like you said, as things change and it's never been that way in the US it's like, yeah, it's never been that way in the US but it's been that way everywhere else for a while and you can make it work. Here, we have plenty of examples of how it works.

So I think that's probably one of the things about working as a global payroll professional that I don't think that we've necessarily spoken to, at least here at PayTalk is that the work can really feed the soul. It can really refill that cup, it can really broaden your scope and understanding, and then it can also make you a better domestic payroll professional as well. So that, John, you've gone back and forth through a couple of different... You've worked in benefits, you've worked in payroll, you've worked in national payroll, you've worked in global payroll, and now I'm sure it feels like you could play any ballgame. Just the field's the same, put me in whatever country and I can do it. And that's a wonderful sense of confidence that this can give you.

John Lestock:

Exactly. Exactly. And despite that, I'm still going to learn something new every day.

Nina Talley:

Exactly.

John Lestock:

Even if it's something like, oh well Canadian payroll, it's a lot like US. It is. But I can also highlight those things that are very, very different from US, but are similar to UK and then appreciate it. That's why they have the employment standards that define vacation. That's why Quebec does things differently. That's why they have employment insurance. It makes sense. And even something having a conversation with

benefits professionals to say, well, in Canada they'll have not really nationalized healthcare, it's really administered at a provincial level.

It's like, well, they couldn't do that in the United States and it's like, not that we wouldn't want national health insurance, it's what would culturally work? What would Canadians accept that Americans just would really struggle with and think, I'm not quite sure, and we still struggle with that, whether we should have it here or not. But just seeing it in another country, the pluses and minuses, I always consider what is culturally acceptable in one country may not work well at someplace else. So we can't say, "Well, it works over there, why can't we do it here?" Well, we can explore it, but don't be surprised if we get a lot of resistance just because our own culture was such an independent, market-driven, do-it-yourself culture that it's really, it's going to take a hard sell.

Nina Talley:

Oh yeah. We still haven't even transferred to the metric system.

John Lestock:

Yeah. Exactly.

Nina Talley:

That's what I always think about. It's like, and we still haven't even made the swap to the metric system. We like doing things our own way.

John Lestock:

Exactly. Exactly.

Nina Talley:

One thing I really wanted to make sure that we covered is the idea of different payroll processes and different payroll processes for different regions and different countries and different companies. And so how can a global payroll professional help to figure out if a process needs to be updated and then what process is the right choice for their business? De Ann, do you have some thoughts on that?

De Ann Doonan:

That's a very interesting question and it's something that I think as you... I know for me, when I built the global payroll organization at Maxim Integrated, and I'm building it now at Analog, that's one of the things we actually had to look at is how do you balance local versus global? In our organization, we lean towards global, we lean towards standardizing processes and when required, we also look at local processes. A local process is something like in some countries there's a Christmas package that's actually recorded in payroll in December and employees may receive a small token of something or maybe in... I can think about in Thailand, oftentimes your service awards are maybe not monetary. They're actually a gift, a gold chain or something. So those are local processes that we embrace country specific. But if it's how are we going to get a new hire in, that's a standardized process across. Right? How are we going to get rate changes in? That's a global process. As a company, how are we going to manage the expansion of an organization? That's a standardized process.

And so there's this interesting tussle between local and global. And I think without careful monitoring, you will lean towards local because there are always 1,059 reasons why it needs to be local, De Ann. This is the way we do it here. And it takes a conscious decision. You have to consciously decide, not passively,

but consciously decide the path. And as someone who monitors that organization, you need to sometimes be the tough guy. You have to say, "This is the right process. Yes, it's a little bit more wiggle for you, but for this larger organization, which John and I are both part of, these large organizations, you will drown in local processes."

Nina Talley:

Yes.

De Ann Doonan:

And-

John Lestock:

Yeah.

Nina Talley:

The idea of suddenly local processes come up and the chill falls over the chat.

De Ann Doonan:

Yeah. Oh. Yeah.

John Lestock:

Exactly.

I want to build on what De Ann was saying, which you standardize as much as you can, but you need to be flexible to account for unique requirements in that particular country. And a guide for that's going to be the company's compensation practices. What component is based on company philosophy, the company compensation strategy, the reward strategy versus what's legislatively required? If it's legislatively required, that's the stuff that's probably most likely local and you have to have your standardized processes be flexible to accommodate that country. On the other hand, if it's something that's company philosophy or it's even if it's culturally demanded, that's probably where De Ann's point is to look at do you really need to have that? If it's something that's culturally required, it's like you're a fool if you don't have it, like in the US, you don't have a health plan, you don't have a 401k, you're SOL. You should have it.

On the other hand, if it's something unique, something really out there, you need to ask, well wait a minute. Our global compensation strategy may not accommodate that. Or we're not quite sure we want to include that, let's explore that further. Equity rewards may work great in some countries it may just be abysmal in others, no good deed goes unpunished. There could be a form of compensation that is a tax burden to employees where you're just better off just giving them a cash bonus just because of all the heartache involved.

So again, looking at what's our compensation strategy, our pay practice overall. Of that, what could be standardized because it's based on the company's philosophy strategy? And then within it, what are those components that a legislatively acquired that we had to accommodate what Germany requires, what Thailand requires, what Australia requires, terminations... You could standardize that, but there's unique termination payments that have to be included within each country depending on the type of termination involved. That's legislative. You have to accommodate that.

So it's trying to find that balance and that's where payroll would need to partner with HR and even partner with management of finance or the operating managers, so they understand what's HR trying to accomplish with their compensation philosophy? What is off with the local manager? What do they need for their to attract and retain talent? And how does payroll fit into that? Because in the end, I don't care what great compensation plan you have, we're the ones that have to process the payment.

De Ann Doonan:

I agree.

John Lestock:

So they have to fit together. Yeah. Yeah.

De Ann Doonan:

Agreed. And to that point about processing the payment, it's interesting. Sometimes you will uncover a local process that culturally is accepted and should continue. Maybe even it's something that makes you a more attractive employer, but you need to have your payroll hat on and go, "Wow, that's a great practice, but not a problem. We just need to make an entry in payroll to make sure that that's taxed appropriately." Because I've run into a couple of instances where culturally in that country, we gave them something, we did something, all the companies do it De Ann, all the companies do it.

Yes, yes. But guess what? We're just going to record it and tax it. It's all good. Continue to do your process. Right? So that's often we're global payroll actually adds benefit to the company because someone locally doing that payroll, they've been in multiple countries that have always done it that way. They may not have thought that for any particular reason that should have been recorded and taxed, even if the company pays the tax, which is perfectly fine. But it's important as you bring that global knowledge to the organization, you can add those things that keep you compliant. Right?

John Lestock:

Exactly. Exactly. And even something that many of us would take for granted, say in the United States, may not translate well overseas. And two examples I'm thinking of, "Oh, we provide health coverage to our employees." Well, the United States health coverage provided by the employer is tax-free. If you meet section 125, cafeteria plan, meet requirements, you're good to go.

Other countries, employer provides health coverage, it's taxable. So the employee's like, well, wait a minute, I don't want that disability insurance. Well, we provide short-term disability. Most countries will look at that and say, "We don't need that. We've got go to the government and apply for benefits. We don't..."

So what would be valued in one country, say the US, may not be valued as much in other countries or worse, it creates a burden because the tax is a bigger headache than whatever benefit they derive. The health coverage should just be supplemental to what the government already provides.

Even something simple on that level to reevaluate what do they really want, what do they value? And that's where you need to have HR involved and work with them and they come up and they review, they set up, they review their compensation strategy, their practices, and we provide our input to say, "Well, you can include this. However, it's going to create this kind of an issue on the tax side. It's going to create this kind of a burden with payroll processing. And I'm not sure with all that headache, the employees are truly going to value that."

Nina Talley:

I think that's always a good thing to consider is the headache that you're going to give yourself for this benefit to the employees, are they even going to value it enough for it to be a viable process pathway for you?

John Lestock:

Exactly. Exactly. Because really if you're looking to control your spending, it's a matter of here's a pile of money, how are we best going to spend on different components of pay that the employees will value the most and maximize so that we can attract that good talent. We can keep a good talent in the door. No one is leaving and it's that pile of money that we spend in country A, could have different components versus country B and country C. And then it's like, great. Now how do I standardize that? So maybe two thirds of that I can standardize and that one third I have to have at a local... I have to accommodate a local process.

Nina Talley:

Have you heard there's a fantastic new member and subscriber benefit? The Payroll Community powered by Payroll Org that's ready to connect you with more than 30,000 of your payroll peers around the world. This new central platform for discussion, knowledge sharing and peer-to-peer networking will modernize how payroll professionals interact online.

This social community is custom-built for payroll professionals with exclusive access only for Payroll Org members and global subscribers, not a member or a subscriber? Join payroll.org. Again, that's payroll.org Today to begin connecting with other payroll professionals.

Now is the time in our podcast for something that we like to call payroll nightmares. De Ann. John, do you have any payroll nightmares and lesson learned that you'd care to share with our listeners?

De Ann Doonan:

So my first step into global payroll, real big step was into Brazil, and I actually got a phone call and the first thing I heard is, "Oh my gosh, we've got people picketing in front of the plant and that we have more people threatening to walk out if you don't get them paid correctly, this is all payroll's fault. You need to figure this out." And it was like on my side of the phone, it was like, "Oh. Okay. Hi."

Who is this?

Nina Talley:

Good morning.

De Ann Doonan:

John Lestock:

Buenos dias. No wait, that's Spanish.

De Ann Doonan:

Yeah. It's like, "Oh, I'm your new boss." "Okay, great. Well, what happened to my other..." "Oh, well she's left." "Oh, okay." "And how many employees do we have in Brazil?"

So talk about payroll, nightmare. I pick up the phone and all of a sudden I'm thrown into a new country. I don't even know who those people are. I don't even know how many people we have there, but I know that we're in hot water and if we don't do something quick, we're going to hit the newspapers. And the last thing we want to do is hit the newspapers. This was a number of years ago and so what the heck do you do?

The other interesting thing is that the young lady who was doing payroll didn't speak English. She could write English, but she couldn't speak English. So for the time that it took me to get a visa, we actually communicated through, at the company I was with it was instant messenger. So everything was type type, ask the question, get the answer back, ask the question, get the answer back. It was mind-blowing the kind of thing that landed in my lap.

But long, long story short, what I learned is that the challenge that I actually was facing, yes, employees didn't get paid correctly, but the root cause of the issue was that HR and payroll weren't talking. It was an effective dated issue. Someone chose the wrong effective date. And that as we know in our systems world, the wrong effective date. Yes. We'll keep people from getting paid correctly.

John Lestock:

Oh, absolutely.

De Ann Doonan:

And if you put the entry in on the day after the payroll has processed, you're absolutely right, people won't get paid. But the root of the issue is something that we face in our organization, local, global US, is that payroll in HR have to talk. You have to have that relationship. And that to me, if you just boil it all down, I mean talk about a huge nightmare. It took me, well, it took me a few days to get people paid, but it took me a month to get it a visa and get down there. It took me a year to get an interface built because I had to do it through relationship building and that extra 10% of time that a bunch of IT people have. So I had to weedle in.

So it was a huge learning experience, but it's an experience that I talk about a lot because sometimes we try to make global payroll into something so big and complex and I can't do it. But no, no, it's really the same. It's debits and credits, it's earnings and deductions, it's payslips or paychecks depending on what part of the world you're in. And it's people talking. And those are common things throughout the whole industry.

So it was a nightmare. It turned into a success story. There was a lot of, oh my gosh, what the heck am I doing kind of things in between. But to me it's just the perfect case study of what is a nightmare and how do you weedle your way through it. I didn't know anything. I didn't even know we had an organization in Brazil.

I had to learn how to manage a new boss. I had to learn how to figure out how to get to Brazil.

Nina Talley:

Very much so. You did not choose the global payroll life. The global payroll life chose you.

De Ann Doonan:

Yes. Yes. And so to me, that's like one of the biggest things. I mean, we all have stories, but-

John Lestock:

Yeah. And Nina, it's funny you put it that way. The global payroll chose you. Just how our listeners, they may be looking to pursue, actively pursue a global payroll role. It could be more like De Ann's experience. It chooses you, your company decides to expand. "What do you know about Canadian payroll?" "Nothing." "Excellent. We have an office in Montreal starting next month."

Nina Talley:

Yeah.

John Lestock:

"You speak French, right?" "No." "Oh, the answer I was looking for was oui."

Nina Talley:

Immersion is really the best way to learn a new language.

De Ann Doonan:

Yes. It is. Yes. It is. Yes.

John Lestock:

Especially when you're getting yelled at in different languages. Boy, you learn so much.

De Ann Doonan:

I think payroll people are great problem solvers. We're great firefighters, right? I always say that payroll folks are the people that run towards the fire, not away from the fire.

John Lestock:

Right.

Nina Talley:

Oh wow. I love that.

De Ann Doonan:

We run in to resolve issues to be the front, right? Oftentimes leaders or HR or other folks want to distance, but I've never known a great payroll person that hasn't been the person that runs in and wants to be there to fix it, to resolve it, to problem solve. I think if you're a great payroll person, you probably have that skill in your back pocket.

John Lestock:

Exactly.

Nina Talley:

I completely agree with that.

John Lestock:

Yeah.

Nina Talley:

John, do you have a nightmare that you want to share with us?

John Lestock:

Absolutely. It's amazing. One little thing could just derail a whole payroll. Not a whole payroll, but it can derail a process. Turkey, I just took on a new hire, we brought on and we did all the processes, normally got her information, got her bank information, got her on the bank file, we processed the payroll and she's not paid.

Nina Talley:

Fun.

John Lestock:

Okay? She's on the bank file. Oh well okay, let's talk to the payroll provider. They'll send us another bank file with just her and let's do it again. No, still bounces back. We go through this iteration, oh my God, three, four days in a row and she's frustrated. We're frustrated. The payroll provider's frustrated, like, "What do you guys want from us?" They were saying, "She's on the file. Her bank keeps rejecting it." And the treasury department, our treasury saying, "Oh, I don't know, we can't pay her. Keeps bouncing back."

Here's what happens. When everybody reviews this file, we confirm the bank account number is correct. Yes. The routing number, the transit number. Yep, that's correct. Her name, absolutely. Hold on. When I look at her name, am I looking at alphabet like US English alphabet, or am I looking at Turkish characters in her name? Because the bank file did not include Turkish characters in her name, in her country in Istanbul because it didn't include those characters that bank file was rejected by her bank. They did not know who she was.

Nina Talley:

Wow.

John Lestock:

I thought it was her name. As far as her bank is concerned, we sent it to her in gobbly gook therefore we couldn't process it. It took... We were going bananas. We finally figured it out. She provided us a different bank account and we were able to go ahead and pay her. But I think all of us, the treasury department, our payroll department, our service provider, we looked at each other thinking, "What just happened? We did everything right and despite our best efforts this happened." Because then the next question is, "Well, could we include Turkish characters in the bank file?" It's like, "I don't know, maybe."

So the lesson was, next time we really need to watch for that and if in the future we have an error pop out where someone doesn't get paid, maybe that's one of the things we look for in our checklist, other than verifying the bank account information, what about the names or special characters? Japan? If there's special characters or katakana in their name, that's required too, that has an impact on how the deposits are made. So can the bank files accommodate that? Can our treasury department accommodate that?

So that one little detail could derail an entire process. It was a lesson learned.

Nina Talley:

I love that. And it's something that has a correlation in America as well. Like something simple. My sister-in-law has a hyphen in her last name as many women do now you combine last names. And she had a problem with her payroll a couple of years ago because of the hyphen. The hyphen wasn't included and they were unable to locate her correct like bank account because of it. There was no verification because the hyphen was missing. And she lives in France and it was an American company. And little things like that will really disrupt your operations and then disrupt the lives of your employees. And as you said, I'm sure that the employee was less than pleased to have to be fighting to get paid over something so small.

John Lestock:

I will give her credit. I know she was frustrated, but she was very patient with us and she was very nice and I couldn't ask for a better employee. So we were darn lucky. We really were.

Nina Talley:

It's excellent that you lucked out like that cause having an irate employee will really just make that a lot more difficult.

John Lestock:

Well, I've got those too.

Nina Talley:

Well, do you want to hear how our guests would've handled a payroll nightmare that you are familiar with? You can send an email to podcasts@americanpayroll.org or leave us a comment on the PayrollOrg Facebook page to get involved in the conversation.

But all of our listeners here know that we don't like to leave things on a negative note at PayTalk. So my last question is always a positive one and it's what is the best piece of payroll advice you've ever been given? Or what is the piece of payroll advice you wish someone had given you? And John, let's go ahead and start with you.

John Lestock:

My advice is whether it's US or global payroll is never stop learning. Be humble. Don't be afraid to push yourself to try something new, to push your boundaries to a role or position where you're not the expert, where you're learning from scratch. You're at the bottom of the learning curve. Don't be afraid of that. That's where the growth happens. That's where the development happens. That's where your career progression happens. Those moments when you're uncomfortable and you're thinking, "Why am I doing this?" If you continue and you power through and you continue on, you're going to look back a year from now, two years from now and think, "Huh, I can't believe that's how I used to feel. And now here I am. I've come so far and it feels great." It's the difference between entering college as a freshman and leaving as a senior.

Nina Talley:

Exactly.

John Lestock:

How much you've grown and developed in that time.

So always continue to learn. The learning never stops. Seek those certifications if you can, through your local here at PayrollOrg or in Canada or any other part of the world. If there's a payroll certification or HR certification or employee benefits. Seek those. Once you get those keep up with your education. Never stop learning because this is a ongoing, a non-stop learning experience. Everything, laws, practices, world events, things change constantly. And to be resourceful, to keep on top of that, it all starts with having a good foundation and be open. Be humble, be open. And if you're open, be surprised the opportunities that come up.

Nina Talley:

I love that. And I think it ties in with something that I believe De Ann had said earlier, which is allow yourself the luxury to not be an expert.

John Lestock:

Exactly.

Nina Talley:

I think that that's such a wonderful piece of advice. And De Ann, do you have anything you'd like to share with our listeners before we wrap it out?

De Ann Doonan:

I do. I think the most valuable piece of advice that I ever received, and of course I've tweaked it just a little over the years, but I think it's important for us to know that there are going to be hard times. There will be times when you stumble. So the interesting thing is no matter how you stumble, just keep moving forward. There will be times when you falter. That's okay. That's learning. Don't let it define you. Learn and continue to move forward.

Nina Talley:

I think that's such a wonderful point. And I think what I have found so interesting through this conversation is, John, you've been in global payroll for four years. De Ann, you've been in global payroll, I believe you said 20 plus. You've had wildly different experiences and pathways into global payroll and yet at the end of the day, your advice is still basically the same. And I think that that's because it is what you need to take with you as you make this transition is like, keep learning, stay humble, be flexible. Don't let failures define you. Allow them to empower you in the future. I doubt that John will ever again have a specialty character issue with payroll.

John Lestock:

No. From whether that's John learning or just fear driving that, either way we'll never have that.

Nina Talley:

That's a lot of learning. That's a lot of leaning.

John Lestock:

It's a lot of learning. I think it's excellent advice because whether it's global payroll, whether you're doing US payroll could be an accounting function. Any job, any opportunity you could find to really stretch yourself and push yourself, you stay relevant, you stay current, you stay valuable. I always jokingly say, "How about plan B if you ever get laid off?" Because if you're current and you're up-to-date that you could put yourself on a resume and you're confident selling yourself because you've done stuff versus if you've been in the same function and you haven't changed anything, you haven't learned anything new. I never want to become obsolete. So I try to fight that. Don't let yourself become obsolete. Keep pushing forward.

Nina Talley:

Keep pushing.

De Ann Doonan:

I think to tag onto that, I think it's just to always remember that successful people and successful companies continue to evolve. They are not still or stagnant. So I think it's important that we continue to lean in to continue to move forward to John's Point, continue to embrace new learnings and to always look for ways to continue to innovate and move yourself and your organization forward.

Nina Talley:

Wow. I really love wrapping our episodes with tips and treasures like those. I think it's something that our listeners can really take with them. And I know that this was such a lovely conversation for me, and I'm so glad that you've been able to come and share your insights with our listeners.

I really think that if anyone is considering making the transition into a global payroll career, I personally can't think of a better place to begin than here. There's so much great insight that you've shared with us and I'm so, so appreciative. And thank you for joining us, De Ann and John, it has been truly an absolute pleasure.

De Ann Doonan:

Thanks so much for having us. This has been a delight.

John Lestock:

Thank you for having me, I really enjoyed this. I really enjoyed this. And to all the listeners out there, take advantage of those opportunities that come by. Even the educational offerings with PayrollOrg and GPML, there are some fabulous webinars, some fabulous online learnings. If you're in congress there's some fabulous sessions, take advantage of those. That's a great starting point. And just never stop learning, never stop growing, continue to build those networks and you're going to be amazed how much you grow and evolve into a bigger and better professional each day forward.

Nina Talley:

And De Ann and John, I believe will be at the Payroll Congress coming up soon. So if you have any questions about making the transition into global payroll, that would be a wonderful place to meet with them, connect and explore a global payroll future.

I also want to take a moment to thank all of our loyal listeners out there. Without you PayTalk would not be possible. So please make sure that you rate, review and subscribe on whatever your preferred

podcast streaming services. That is truly the absolute best way to support this podcast and ensure that we can continue to bring you the human stories that make payroll so very personal.

Until next time, folks, this has been your host, Nina Talley with PayTalk.

Speaker 1:

Thank you so much for joining us for PayTalk, the payroll peoples podcast, created by Payroll Org. You can find additional information about our guests and the topics discussed in the episode description. For more insightful payroll content, make sure to join Payroll Org as an official member at payroll.org. Don't forget to like and subscribe to PayTalk on your preferred podcast platform and to follow Payroll Org for PayTalk updates on LinkedIn, Twitter, and Facebook.

We'll talk with you next month.