

# AT&T Global Payroll

## “Think Global, Act Local”

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- Career & Personal Background
- History of AT&T
- AT&T Global Payroll Overview
- Defining “Think Global, Act Local”
- Lessons Learned & How it Applies to You
- Key Takeaways
- Q&A/Closing Remarks



## Career Journey



- 30 years with AT&T, started as a non-management employee
- Experience in Accounting, Billing and Financial Analysis
- Performance and being flexible opened new doors
- Relocated to St. Louis in 2008
- Current role for 4 years

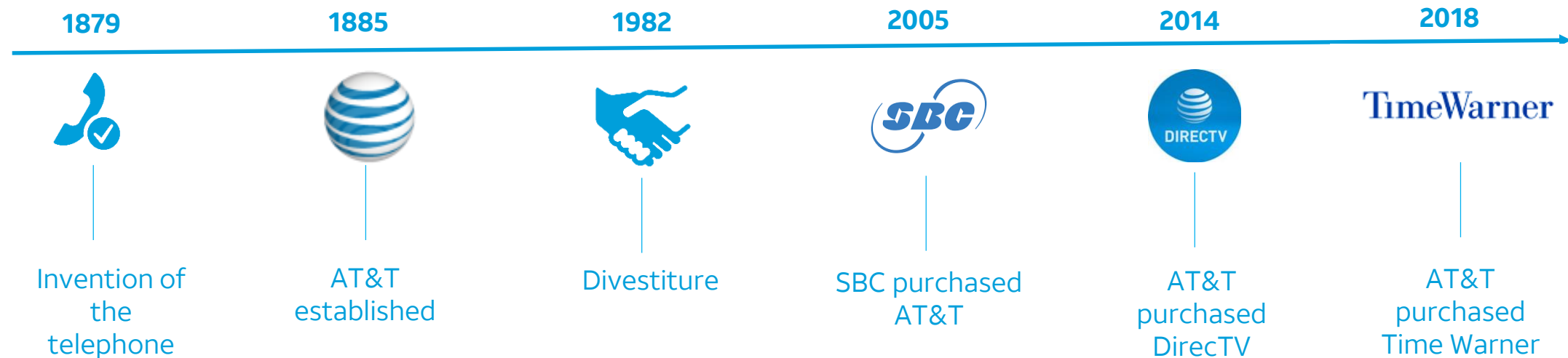
## Personal Journey



- Married to wife, Lisa, for 30 years
- Two sons, Jere and Jax
- Coaching and traveling with youth sports was a huge part of our family life
- Renewed focus on health & fitness



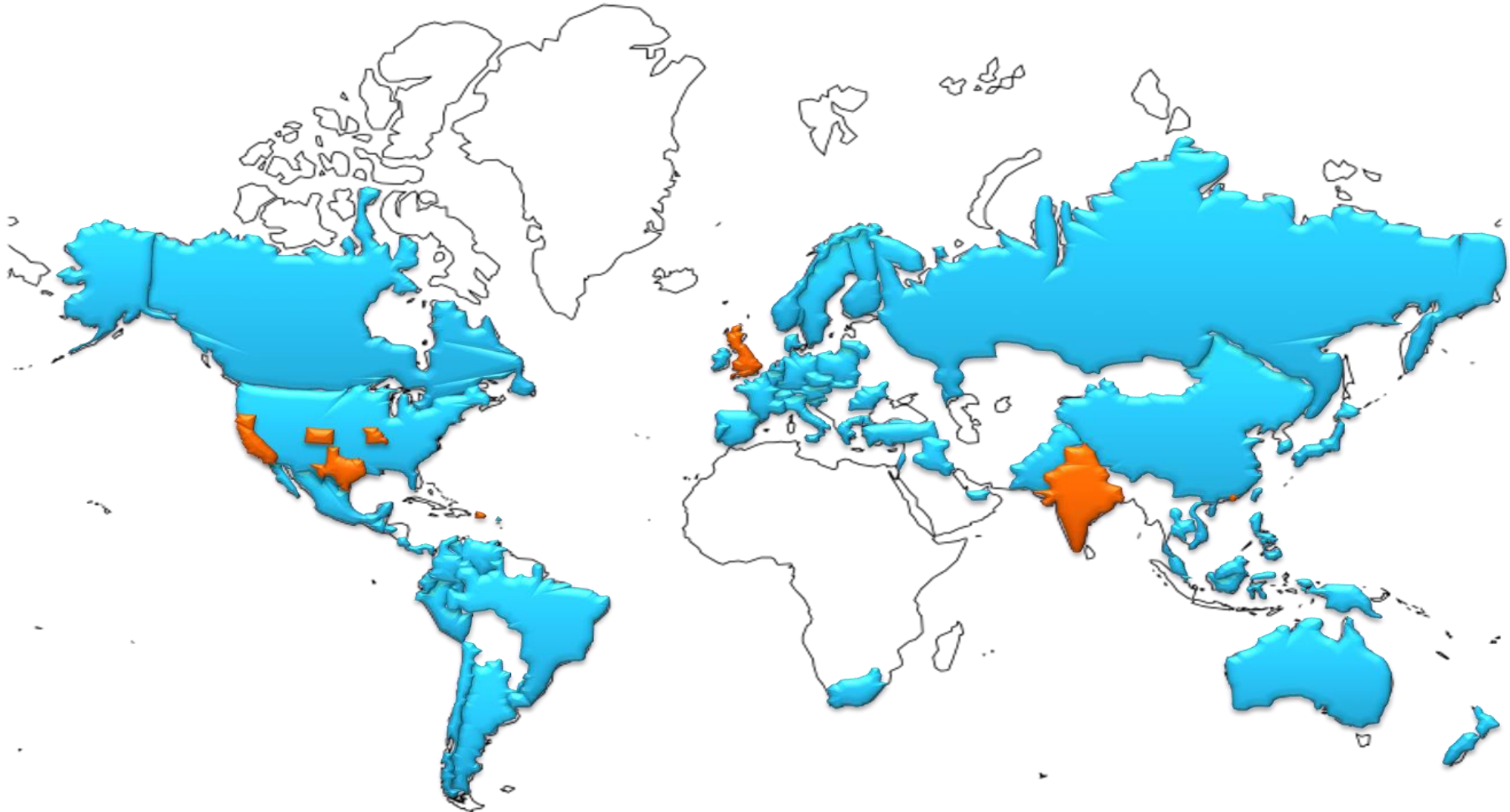
In 140 years, AT&T has evolved from a  
Telecommunications > Wireless > Video > Media company.



# Payroll Around the Globe



We have 165 Payroll employees in 4 states, 1 territory and 4 countries.  
We pay employees in 50 states, 3 provinces and 59 countries



# What We Do and How We Do It



## WHAT WE DO

Pay 220K employees

Domestic & International

Domestic Payroll Insourced (SAP)

Int'l Payroll Outsourced (33)

## KEY METRICS

99%+ Accuracy

Gross Payroll = \$20B

Tax Remittances = \$6.6B

Garnishment Remits = \$113M

Issue > 6M paychecks annually



## HOW WE DO IT

OUR GOAL IS TO BECOME A

DESTINATION ORGANIZATION

- 1 Flex Worker Policy**  
*Offer different options that fit employee lifestyles*
- 2 Employee Movement**  
*Create opportunities for employee progression*
- 3 “Sprint” Teams**  
*Address employee engagement issues with 30 day Sprint teams*
- 4 Employee Development**  
*Encourage career planning & create multiple development opportunities*
- 5 Diversity & Inclusion Council**  
*Strive to both celebrate and understand us*



“To me, **‘Think Global, Act Local’** simply means anticipating how your environment will change tomorrow and taking steps today to move your organization to where the puck will be.”

# Anticipate Change



What were the key challenges facing SBC in the late 90s?

1. Y2K was coming, but the homegrown payroll solution was not compliant
2. Mergers & Acquisitions were anticipated

## Remedy

Leveraged Pac Bell's existing SAP solution and scaled it for future M&A activity

What was the impact?

Since 1998, ~400K employees have been successfully on-boarded to our SAP platform



## Questions to ask yourself:

- What changes are going on around me?
- How could they impact my Payroll Operation?
- What steps can I take now to prepare for them?





What were the key challenges facing AT&T in the 2000s & 2010s?

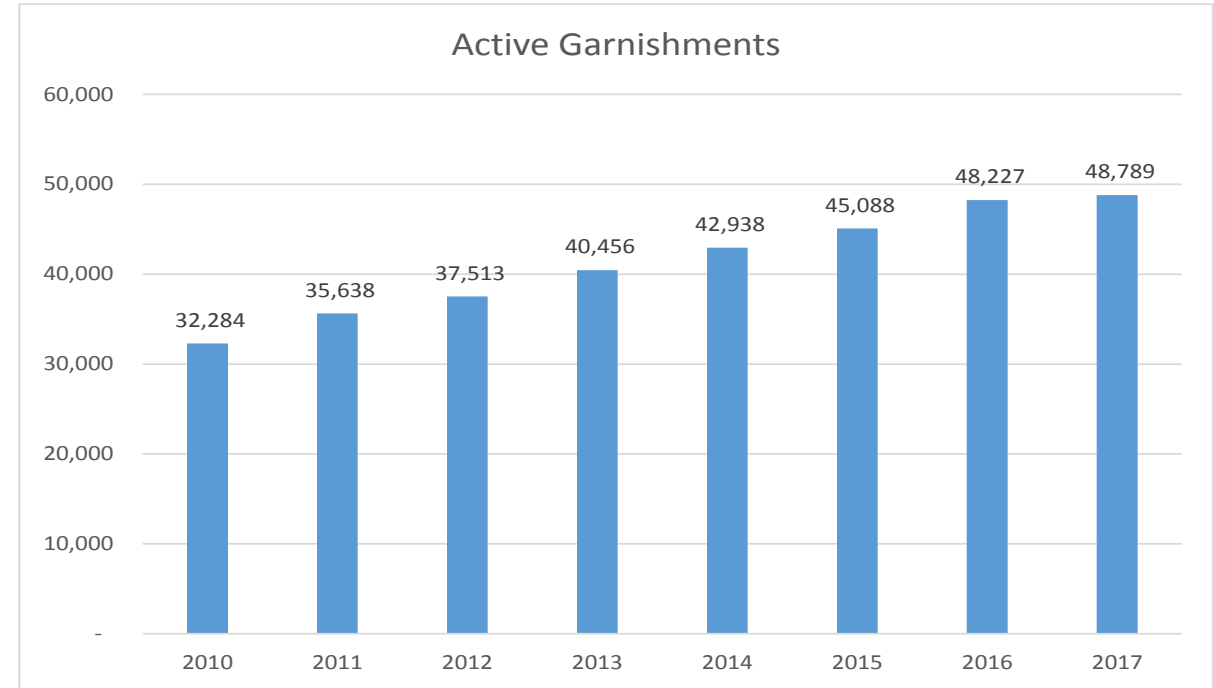
1. Due to M&A activity, volumes were growing exponentially
2. Existing processes were very manual and far from paperless.

## Remedy

Shift “non-core” work to others and implement new tools that would make us more efficient.

## Examples:

- Implemented the Court Order Tool
- Outsourced wage verifications to TALX
- Moved subpoena processing to another org



## Questions to ask yourself:

- What work is “core” to my team?
- What “non-core” work can be transitioned?
- How can I leverage technology to drive change?



What are our current challenges?

1. Upholding our “brand” while navigating financial pressures
2. Anticipating what’s next and how best to prepare for it

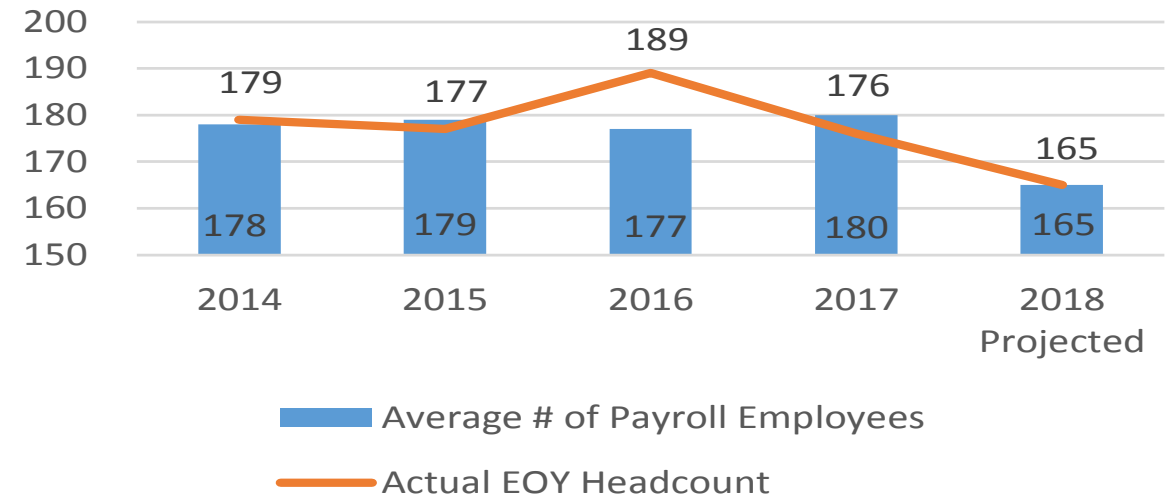
## Remedy

Aggressively pursue process improvements and assess new technologies to meet future needs

## Examples:

- Formed SWOT teams to evaluate all Operations
- Assessed multiple new vendor solutions for Global HR, Payroll and Time Reporting

## Average # of Payroll Employees



## Questions to ask yourself:

- What are my current challenges?
- What is limiting my team’s ability to uphold our “brand?”
- What steps can I take to alleviate the pressure now and prepare for the future?



## Anticipate Change

What changes are going on around me?

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How could they impact my Payroll Operation?

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What steps can I take now to prepare for them?



## Focus on Process Improvements

What work is “core “ to my team?

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What “non-core” work can be transitioned?

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How can I leverage technology to drive change?



## Execute the Future Now!

What are my current challenges?

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What is limiting my team’s ability to uphold our “brand”?

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What steps can I take to alleviate the pressure now and prepare for the future?



MOBILIZING  
**YOUR**  
WORLD™

