

AT&T Global Payroll

“Execute the Future Now”

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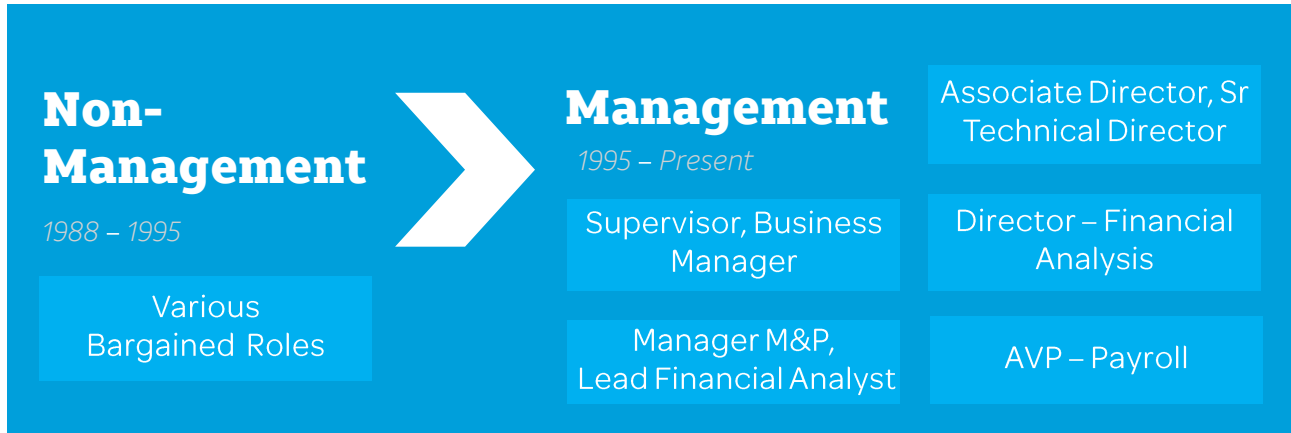




- **Refresher from 2018 Presentation**
- **What Happened Since We Last Met?**
- **Define Today's Topic**
- **How is AT&T Executing the Future Now?**
- **How are You Executing the Future Now?**
- **Key Takeaways**
- **Q&A/Closing Remarks**



Career Journey



- **31 years with AT&T, started as a non-management employee**

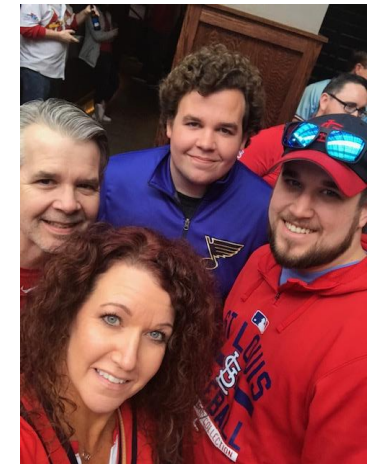
- **Experience in Accounting, Billing and Financial Analysis**

- **Performance and being flexible opened new doors**

- **Relocated to St. Louis in 2008**

- **Current role for 5 years**

Personal Journey



- **Married to Lisa for 31 years**

- **Two sons, Jere and Jax**

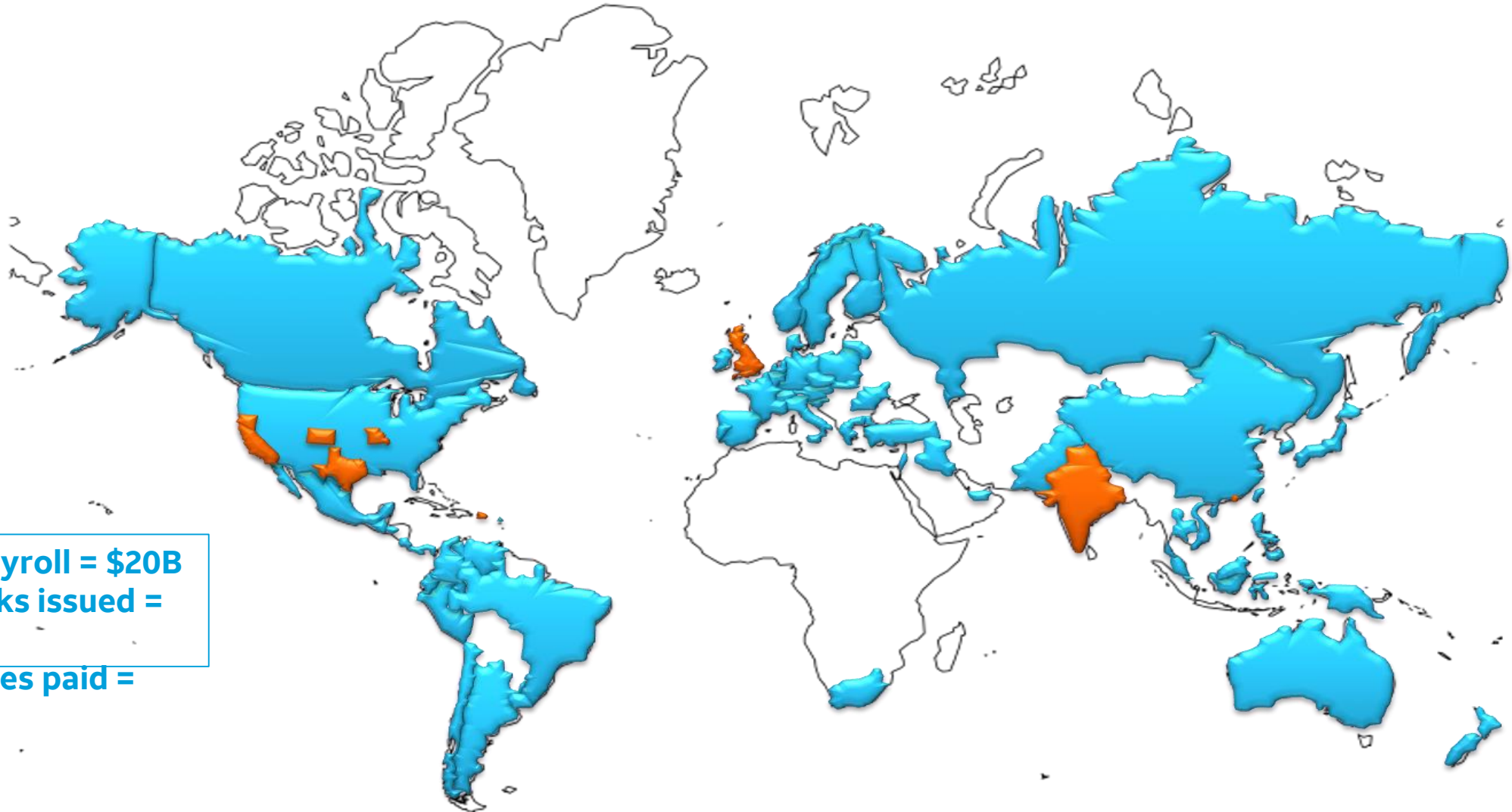
- **Coaching and attending sports events was/is a huge part of our family life**

- **Renewed focus on health & fitness**

Refresher - Payroll Around the Globe



We have 160 Payroll employees in 4 states, 1 territory and 4 countries. We pay employees in 50 states, 3 provinces and 59 countries



- Gross Payroll = \$20B
- Paychecks issued = 6M
- Employees paid = 200K



Anticipate Change

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



Focus on Process Improvements

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



Execute the Future Now!

- 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?**

What Happened Since We Last Met?

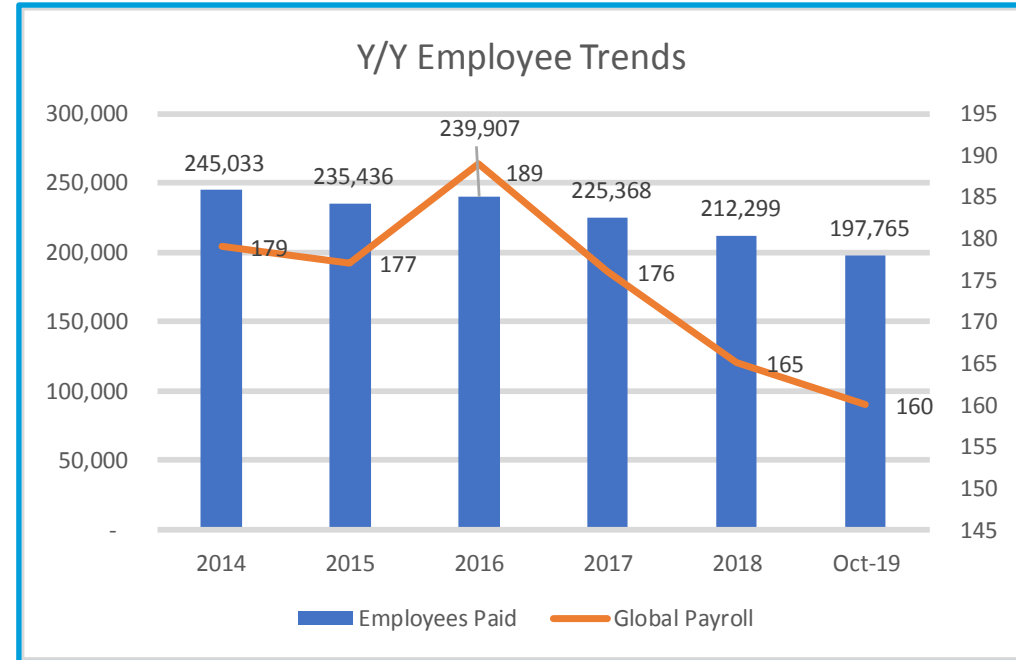


New challenges

- ❑ **The Oracle Human Capital Management (HCM) project has been funded**
- ❑ **Poor International Audit findings have driven us to consider new vendors**
- ❑ **Continued budget pressures have driven additional force losses**

How are we managing through them?

- ❑ **Formed an Oracle HCM project team and officially launched the project on 2/5/19**
- ❑ **Issued an RFP to identify an Int'l vendor that can support all 59 countries**
- ❑ **Absorbed 12 of 14 force losses, but have promoted or progressed 10 employees**

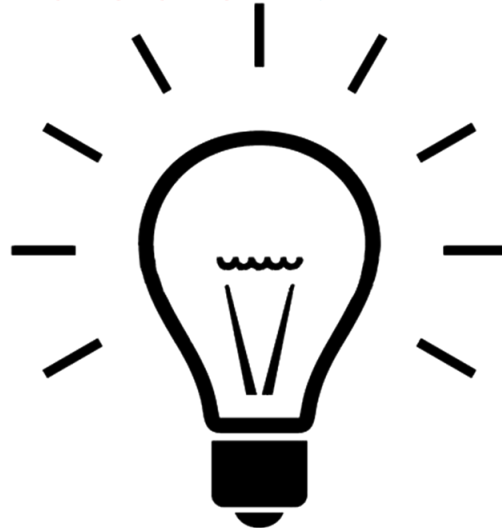


Think about your own org and ask yourself these questions:

- **Have I stopped to think about what my challenges are?**
- **Have I considered multiple remedies through both a long and short term lens?**
- **How will the actions I am taking now benefit or harm my org in the future?**



“To me, ‘**Execute the Future Now**’ means I have **stopped to think** about my challenges, developed remedies that consider both current and future impacts, and now I’m ready to take **action.**”





How is AT&T Executing the Future Now?

1. Launching the Oracle HCM Project



My Challenge

- ❑ 20+ year old Domestic solution that is expensive to maintain/enhance
- ❑ Multiple Global HR and Time & Labor systems
- ❑ Few employee/manager self or mobile services
- ❑ The big one ... need a common, compliant Domestic Time & Labor solution

Short Term Remedy

Address the time reporting issue because it has the greatest exposure

Long Term Remedy

Launch Oracle HCM to drive more benefits including:

- ❑ Business enablement
- ❑ Integrated Global HR and Time & Labor solution
- ❑ More employee/manager self and mobile services
- ❑ Common, compliant T&L

Impact on Today and Tomorrow

- ❑ Improved T&L compliance = reduced exposure
- ❑ More self service capabilities = fewer transactions for HR and Payroll to process
- ❑ Mobile capabilities = improved employee experience
- ❑ The ability to configure the system ourselves = greatest impact on long term savings
- ❑ Expected benefits = greater influence over future consolidation decisions

2. Identifying a Common Int'l Payroll Vendor



My Challenge

- ❑ 4Q18 audit identified issues with Int'l vendor contracts that were not in compliance
- ❑ Key issues had to do with expired contracts, missing clauses and SPI protection
- ❑ Other issues included not ensuring consistent adherence to SLAs

Short Term Remedy

Renew expired contracts with updated SISR language and hold all 23 vendors accountable

Long Term Remedy

Take this opportunity to identify a single vendor that can process payroll in all 59 countries and be SISR compliant

Impact on Today and Tomorrow

- ❑ Close current audit gaps
- ❑ Enable common processes for interfaces, SLAs, etc.
- ❑ Streamline future actions including security assessments, contract negotiations, etc.
- ❑ Minimize/eliminate exposure for future fraudulent activity (and poor audit results!)

3. Building the Org Design of the Future



My Challenge

- ❑ Expect continued focus on expense reductions and force losses
- ❑ Reacclimating the HCM project team back into Operations
- ❑ New roles required to support Oracle HCM
- ❑ Desire to continue creating career opportunities for employees

Short Term Remedy

React to force losses, place project team members back in the teams they came from and build an org design around the people we have

Long Term Remedy

- ❑ Anticipate force losses and prepare to absorb them
- ❑ Develop a new org structure based on desired roles first and then people
- ❑ Identify new roles that will be needed like Configuration, Quality Assurance and Testing
- ❑ Continue to progress/promote within the org

Impact on Today and Tomorrow

- ❑ Proactive planning for force losses will ease tensions
- ❑ Changing our org design philosophy will enable us to:
 - Position to support future growth
 - Build/sustain people around roles (not vice versa)
 - Challenge team members to develop new skills
 - Create new career paths



How are You Executing the Future Now?

How are You Executing the Future Now?



Your Challenge

What is an example of a current challenge your org is facing?

Potential Remedies

What remedies have you considered and what are the long and short term impacts?

Impact on Today and Tomorrow

How will the actions you take benefit or harm your org in the future?



Stop

- Issues are going to surface**
- When they do and you have the opportunity to do so, stop long enough to consider your options**



Think

- Consider multiple remedies**
- Leverage both a short term and long term lens**



Act

- Take action after having considered both short and long term impacts**
- Ask yourself ... How will the actions I am taking now benefit or harm my org in the future?**



MOBILIZING
YOUR
WORLD™

