



Dairy for life

Payroll: A Piece of Cake

NZPPA 7th Annual Payroll Leaders Summit

16 September 2021

Introduction

Natalia Mamea, Head of Payroll Services at Fonterra

- Joined Fonterra in April 2020 (right in the middle of NZ's level 4 lockdown)
- Team of 31 based in Hamilton and Auckland, NZ (25 full-time, 2 part-time, 4 fixed-term)
- We are responsible for the timely and accurate payroll services to 14,500 employees across NZ, Australia, Singapore and Philippines
- I have over 20 years' working experience in finance, HR and software development. I have previously worked for IAG, MIT, Affinity Employer Services, Fletcher Building, Carter Holt Harvey and NZME.

I am fortunate to be joined today by two of my amazing team members:

- **Denise Gibson**, Quality Assurance Lead
- **Jack Tiernan**, Operations Lead Payroll Services NZ

We pride ourselves on delivering exceptional payroll services to our customers whilst developing and growing our payroll team to be leaders of the payroll future

A Piece of Cake

Think about your current payroll processes and success measures:

If each of these success **measures** were an **ingredient** into your payroll cake, how well would your cake turn out?

- Performance & SLA's
- Customer & Reputation
- People & Engagement
- Process & Systems
- Risk & Audit
- Quality Assurance

Do you measure these "ingredients" as part of your payroll?

- Do you perhaps have **excess** amounts of ingredients, and **less** of others (an imbalance)?
- Do you use the **best quality ingredients** (quality systems, processes and people)?
- Do you prefer the **cherry on top** (the fancy stuff), or a **nicely baked cake** (getting the basics right)?



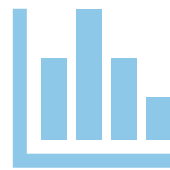
A good payroll process will have high quality outcomes delivered through fit for purpose systems

The Payroll Recipe



Process

Simplified
Seamless and Reliable
Repeatable



Systems

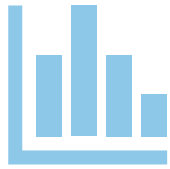
Fit for Purpose
Accurate and Tested
Invested in



People

Right people, Right role
Trained and Engaged
Committed to Quality

Process – “The Recipe”



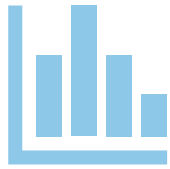
- Documentation and Guides
- Checklists
- Methods
- Internal / External Audit
- Quality Assurance



- Do you have a regular review cycle to check that your documentation is up-to-date?
- When were your processes last reviewed?
- How do you ensure that the processes are being followed correctly?
- Are your quality assurance checks fool-proof?

A recipe that is not followed or kept updated, will impact the quality of your “cake”

Systems – “The Oven”

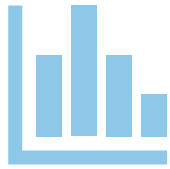


- Payroll, T&A, HRIS systems
- Manual input and intervention
- Health-checked
- BCP and DR strategy

- Are your systems up-to-date / on the latest version?
- When was the last time you audited your systems for compliance and alignment?
- Do you know what manual intervention is happening by people in your systems?
- When was the last time your ran a BCP or DR simulation?

An oven that is left unattended and under-invested in, will impact the quality of your “cake”

People – “The Baker”



- Trained
- Engaged and Empowered
- Customer-focused
- Mentored and Coached
- Critical roles and Succession
- Recognition

- Do your people know what is expected of them (purpose)?
- Do you have a training plan in place (formal and informal)?
- Do you have a back-up for your critical roles?
- What coaching and development opportunities are available?
- Do your people understand the product that the customer requires?

A baker that is not trained or is not engaged, will impact the quality of your “cake”

The Total Recipe – “The Kitchen”

Culture

- Do you have a **strong** team culture?
- Is your team **proud** of the work that they do and the company they work for?
- Are there opportunities for development and **growth**?

Performance

- What performance areas do you **measure**?
- Are your measures in **proportion** and pointed towards your target?
- What processes do you have in place for **quality assurance**?

Strategy

- Is the team’s **purpose** clear?
- As a leader, how are you **inspiring** others?
- Do you spend a lot of time dealing with **behaviours**? If so, there is likely a disconnect to purpose.

