

Payroll Change Request Redesign

End-to-End Redesign of Self-Serve Payroll Updates

Background

How payroll and compliance work in a global EOR model

Company Context

- Velocity Global is an Employer of Record (EOR) company supporting hiring, payroll, and compliance in 185+ countries.
- Customers manage payroll updates through the Global Work Platform (GWP).
- Payroll update variations made it difficult to standardize workflows at scale and complexity became harder to manage consistently.
- The company's long-term vision: achieve **100% customer self-serve** to reduce manual operations and improve accuracy and scalability.



Finding the Gap

Turning fragmented payroll updates into a scalable self-serve system.

What I Saw

- Payroll updates beyond salary still relied on Ops involvement
- Each payroll type followed its own logic and dependencies.
- Manual work slowed teams and increased cost-to-serve.

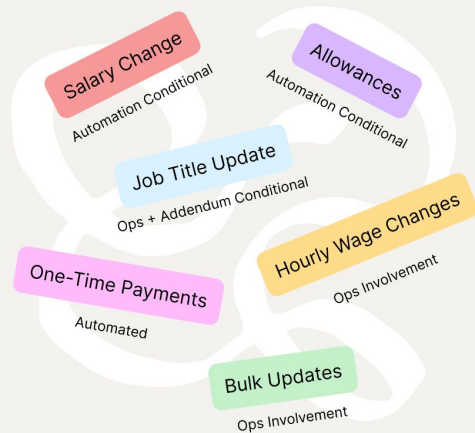
What I Did

- I recognized this fragmentation as an opportunity to build the *foundation* for true self-serve workflows.
- Framed it as a *system design problem*, not just a process inefficiency

Opportunity to build the foundation for true self-serve payroll.

Payroll Change Request

Manual, inconsistent processes across regions with varied Ops dependencies



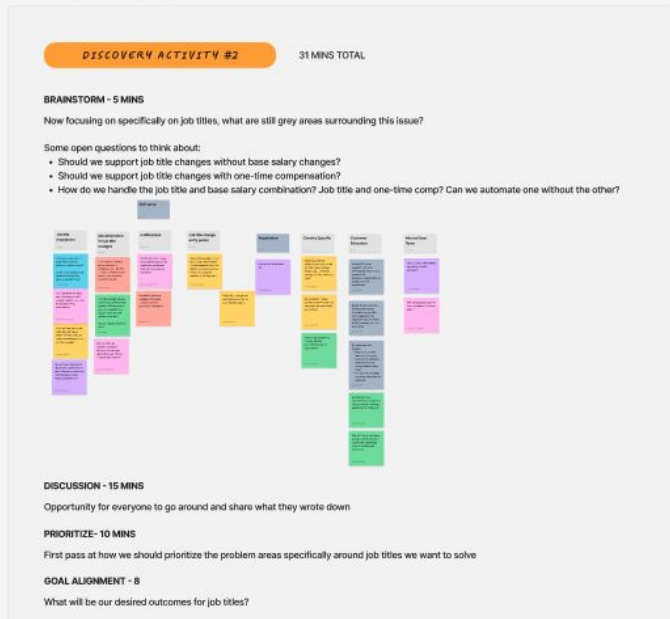
Led 3 day workshop to align on problem framing and MVP.

- Surface hidden problems (allowance, bulk edits)
- Gathered country-specific constraints
- Mapped request types and Ops dependencies
- Identified automation inconsistencies
- Explore future predictive workflow possibilities

Defined MVP scope in partnership with PM and Eng, balancing compliance risk and speed.



Discovery Activity #2



Old Modal

Painful workflow with endless scrolling, high error rates, and frustrated users.

! Key Usability Challenges

- Endless Scrolling: users couldn't see the full context of payroll requests.
- Flat Layout: no visual hierarchy to separate salary, job title, and one-time payments.
- Cognitive Overload: led to confusion, frustration, and ~10–15% manual errors.
- Not Scalable: every job title/description request still required Ops intervention.

Takeaway → The existing modal design with poor interaction was inefficient, error-prone, and could not scale to support all payroll change requests.

The screenshot shows a modal titled 'PAYROLL New Payroll Item'. It has a tabbed interface with 'Add Payroll Items' selected. The form includes a dropdown for 'Employee name' (Heather Villante), a text field for 'Contract ID' (D5490-GTM-001) with an 'ACTIVE' status, and a dropdown for 'What kind of payroll item is this?' with options: 'One-Time Payment', 'Allowance', and 'Base Salary'. At the bottom are 'Back' and 'Submit' buttons.

The screenshot shows the updated modal. It features a large text block explaining a deadline change: '10th of the month, but can be affected by local holidays. If the deadline has passed, this change will be processed in the following pay cycle. For questions about payroll dates. [Contact Us.](#)'. Below this is a 'Pay period' field (1 - 14 Jul 2024) and an '*Amount' field (GTQ 2,300.00) with a currency selector (GTQ). At the bottom are 'Back' and 'Submit' buttons, along with a '+ Add Payment Item' button.

Users & Roles

External Users	Role in Payroll Lifecycle
HR Managers & Company Admins	Submit payroll change requests (base salary, one-time payments). Currently cannot self-serve job title/description changes. Must email Ops for JT/JD.
Employees (indirect impact)	Not directly involved in submitting requests. However rightfully expect to be paid the right amount on time.
Internal Users	Role in Payroll Lifecycle
Internal Ops (Payroll/Comp Team)	Process all job title/description change requests manually. Handle edge cases, back-and-forth comms.
Product/Engineering (indirect)	Maintain platform workflows and automation.

Problem & Pain Points

Customers frustrated. Ops overloaded. Workflow error-prone



HR Managers

- Could only self-serve salary updates, not job title/description.
- Modal was long & confusing resulting in **~10–15% manual errors**.
- Constant back-and-forth with lack of transparency + delays.



Internal Ops

- **100% of job title change requests** required manual intervention.
- Dozens of extra Ops tickets per week just for job title/description updates scaling to ~1,000+ tickets per quarter in related workflows.
- Manual corrections consumed 120+ hours/month of Ops time.
- No single source of truth, tracking done via email, inconsistent records.



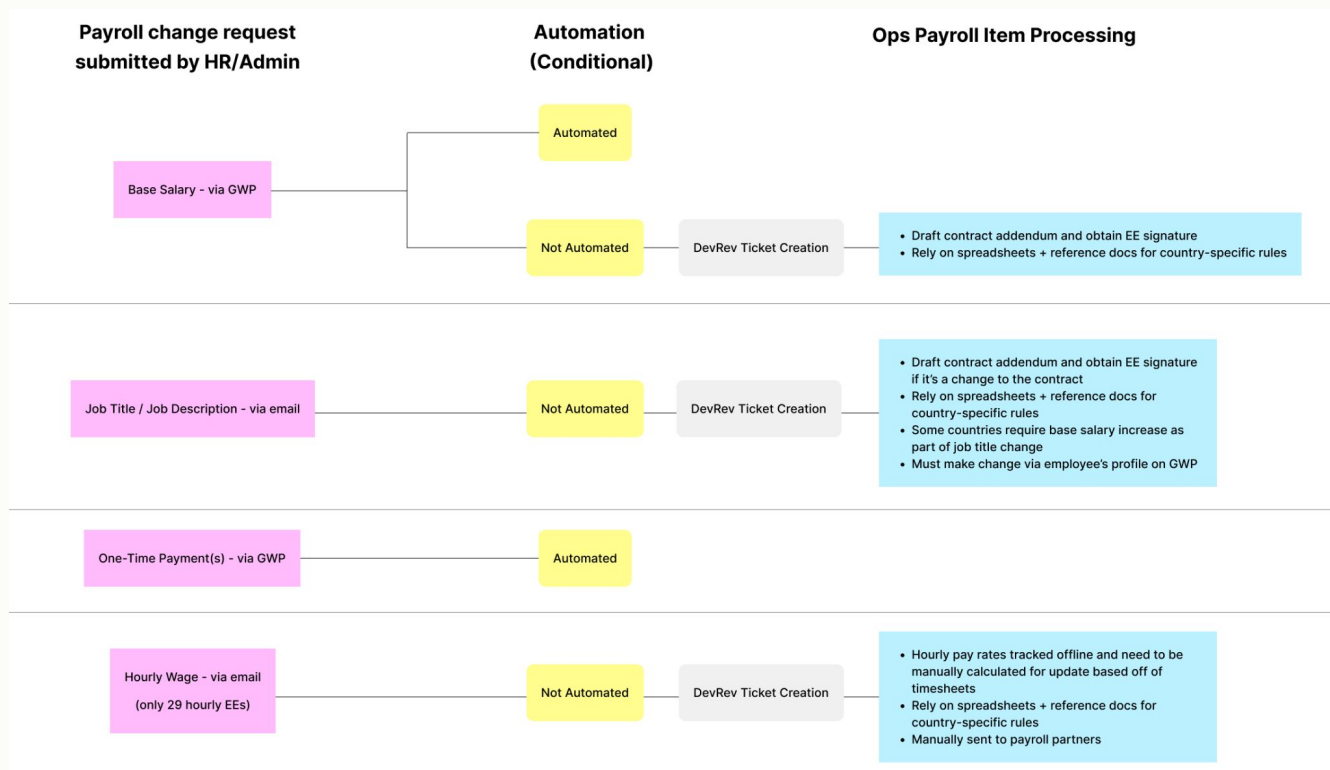
Business Impact

- Errors + rework increased cost to serve.
- Extra Ops workload diverted focus from higher-value initiatives.
- Slower turnaround and visibility issues eroded customer trust.
- **Scalability risk** with a process that could not support growth without adding headcount.

Request Mapping

Current State

- System routed approvals existed, but were inconsistent.
- Ops review required on most requests with validation fragmented across spreadsheets + manual checks.
- Compliance rules (addendums, effective dates, job description requirements) increased variation.
- Hourly employees added additional complexity (deferred to V2.)
- Opportunities for future predictive checks (anomaly detection, duplicate request flagging.)



Complexity of Change Combos

Mapping automation rules and Ops dependencies to scope the MVP

Combination	Allow Automation?			Payroll Items Created	Notifications	
	BS	JDJD	OTP		Notice to EE?	DevRev?
BS + JTJD	yes	no	n/a	BS: Pending Approval	no	Yes, BS + JTJD
OTP + JTJD	n/a	no	n/a	OTP: Approved	no	Yes, JTJD
BS + JTJD + OTP	no	no	yes	BS: Pending Approval OTP: Approved	no	Yes, BS + JTJD
JTJD	n/a	no	n/a	none	no	Yes, JTJD

Problem Alignment

Scoping complexity into a clear path forward

Aligned Objectives

- Customers: self-serve all payroll updates, not just salary.
- Ops: reduce manual intervention + ticket load.
- Business: scalable workflow aligned with 100% self-serve vision.

Solution Direction

A payroll request experience that:

- Consolidate salary, job title/description, one-time payments into one flexible flow.
- Replace long, error-prone modal with scalable framework.
- MVP scope: salary + job titles; defer bulk & allowances but design system to extend later.

Customer Outcomes

- Faster, clearer updates with fewer back-and-forths.
- Transparent requests, reduced Ops dependency.
- Foundation to scale without adding headcount.

Solution Direction: Co-created with PM: balanced short-term Ops relief with long-term scalability roadmap.

Vision + Validation

Strategic vision aligned with measurable outcomes

North Star

Extend self-serve payroll updates to reduce Ops intervention, minimize errors, and improve customer trust.

Success Metrics

- Ops Efficiency: Reduce manual review by ~30–40% in MVP flows
- Accuracy: Reduce error rate from 15% to <5%
- Scalability & UX: Support 20+ payroll variations, maintain 4+/5 ease-of-use

MVP Included:

- Base salary changes (system-routed with Ops only where legally required)
- One-time payments (streamlined flow for externals, standardized validation)
- Standardized effective date selection
- Frontend/API validations

Out of Scope (Phased Later):

- Hourly wage changes (manual, high Ops dependency)
- Bulk changes (multi-employee edits)
- Job title + job description changes requiring addendums/salary dependency
- Duplicate request flagging

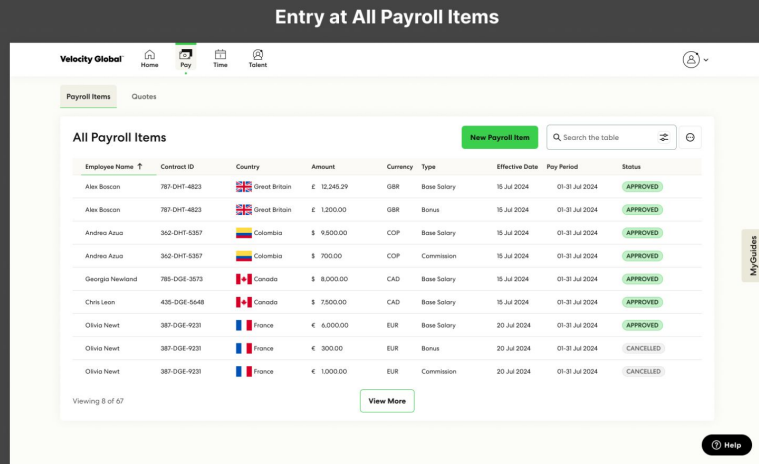
Design Approach

Guided design principles to drive faster iteration and reduce ambiguity.

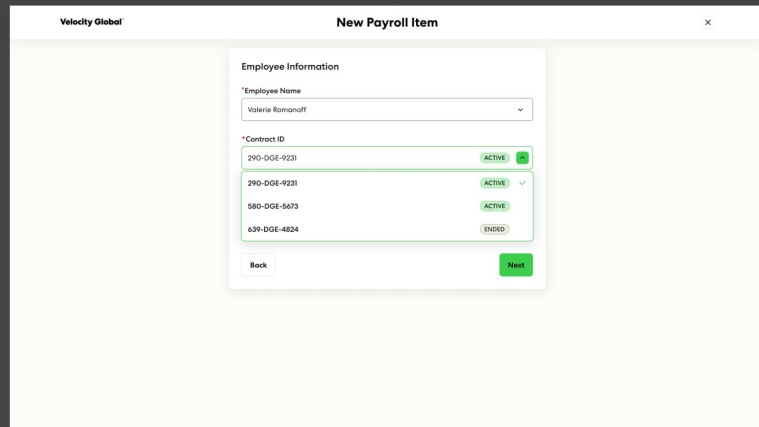
Principles

- **Clarity:** Reduce cognitive load with better hierarchy & structure
- **Efficiency:** Minimize scrolling and clicks, streamline request submission
- **Autonomy:** Enable customers to self-serve without Ops bottlenecks
- **Scalability:** Framework must extend beyond payroll changes to other workflows (payroll calendar, invoicing, EE profiles, off-cycle requests)

These principles needed to set the framework that could scale across multiple request types and personas in the future.



User enters full page modal flow



Design Concepts

I explored multiple navigation models, but aligned on hub & spoke for testing.

Explored Option: Sequential Flow

- ✓ Clear step-by-step guidance
- ✗ Rigid, forced fixed path
- ✗ Inefficient for multi-change requests
- ✗ Harder to scale to 20+ payroll request variations (bulk edits, allowances, compliance rules)

The screenshot shows a 'Sequential Flow' interface for 'Update Pay'. It features a left-hand navigation menu with steps: 'Employee Information', 'Update Compensation' (active), 'Base Salary', 'Job Title and Description', and 'Add Pay Items'. The main content area is titled 'Base Salary' and includes a question 'How would you like to enter the salary amount?' with radio buttons for 'Annual Amount' (selected) and 'Monthly Amount'. Below this, it shows 'Current Annual Salary' as '100,000.00 CAD per year' and 'New Annual Salary' as '120,000.00 CAD per year', with a note that this is a 20.0% increase. An 'Effective Date' of '10 July 2024' is set. At the bottom, there's a question 'When will this be paid?' with a note that the item will be paid in the pay cycle for (20-20 Month). 'Back' and 'Continue' buttons are at the bottom.

Chosen Direction: Hub & Spoke

- ✓ Aligned with principles: clarity, efficiency, autonomy, and scalability
- ✓ Flexible navigation – users can jump between sections without losing progress
- ✓ Better matches *real payroll workflows* where multiple updates happen together

The screenshot shows a 'Hub and Spoke Landing' interface for a 'New Payroll Item' for 'Valerie Romanoff' (290-DGE-9231). It features a central content area with sections: 'BASE SALARY', 'UPDATE EFFECTIVE 10 JUL 2024', 'JOB TITLE AND DESCRIPTION', 'UPDATE EFFECTIVE 10 JUL 2024', 'JOB DESCRIPTION', and 'ONE-TIME PAYMENTS'. The 'BASE SALARY' section shows a table with 'Item', 'Current', and 'Updated' columns, with 'Annual Salary' values of '100,000.00' and '120,000.00'. The 'JOB TITLE AND DESCRIPTION' section shows 'Job Title' as 'Junior Software Eng...' and 'Software Engineer'. The 'JOB DESCRIPTION' section contains a paragraph about software engineering. The 'ONE-TIME PAYMENTS' section is currently empty. A '+ Payment' button is at the bottom.

Usability Study

Partnered with researcher; I created objectives + prototype



Goal

Evaluate usability of Hub & Spoke for payroll changes (salary, job title/description, one-time payments).



Method

5 HR managers (current HRIS users), unmoderated tests.



Focus

Ease of use, clarity of instructions, order of updates, job description handling.



Findings

Hub & Spoke validated as simple, intuitive, and effective.



Outcomes

- Participants rated ease-of-use 4–5/5
- Order of updates (salary → job title → one-time payments) felt natural
- Job description: valuable, but optional was preferred
- Affirmations: useful; future flexibility could add value

The Hub & Spoke model was confirmed as the right approach. Feedback directly informed final decisions (optional job description, confirmation flow).

“Really easy, super simple, I really like this platform and I would love to be able to use it myself.”

–HR Professional

ORDER OF UPDATES

Update Pay Valerie Romanoff 290-DGE-9231

BASE SALARY

Current Annual Salary

CAD per year

100,000.00

Edit

JOB TITLE AND DESCRIPTION

Current Job Title

Junior Software Engineer

Edit

ONE-TIME PAYMENTS

+ Payment

“It makes sense that On-time payments are at the end after the base salary because it is a supplementary part of the compensation package.”

– HR Professional

Measurement Framework

Tracking success across payroll item types and personas

What We Tracked

23 payroll item types & combos; internal vs. external users; self-serviceable vs. actually self-served; adoption rate.

V1 Results

- Base Salary: 100% self-serviceable, 80% adoption
- Job Titles: new self-service, early adoption
- OTP: 100% self-serviceable, 65% adoption
- Allowances/Bulk: out of scope (phase 2 candidates)

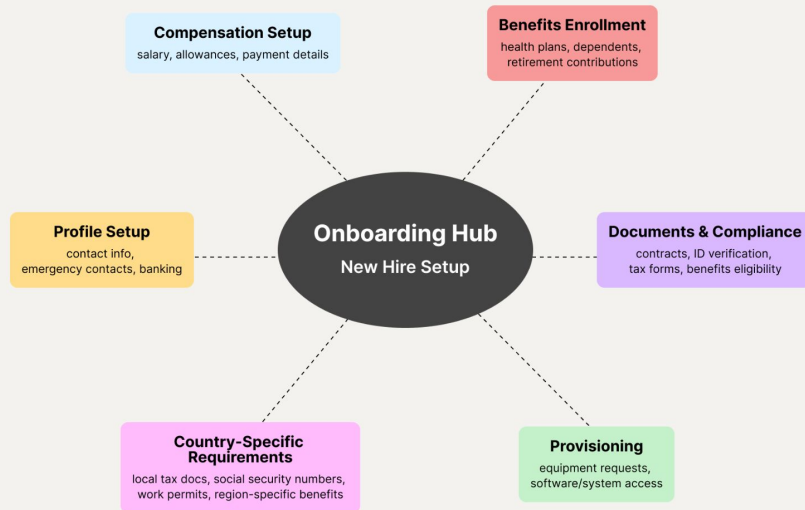
Payroll Item	% Self-Serviceable (v1)	% Actually Self-Served (v1)	Future State
Base Salary	100%	80%	Continue to optimize and add hourly pay rate updates
JTJD	Now self-serviceable	Early adoption (just launched)	Increase adoption + scale
OTP	100%	65%	Expand Categories
Allowances	Out of scope	n/a	Phase 2 candidate
Bulk Uploads	Out of scope	n/a	Phase 2 candidate

Hub & Spoke as a System Pattern

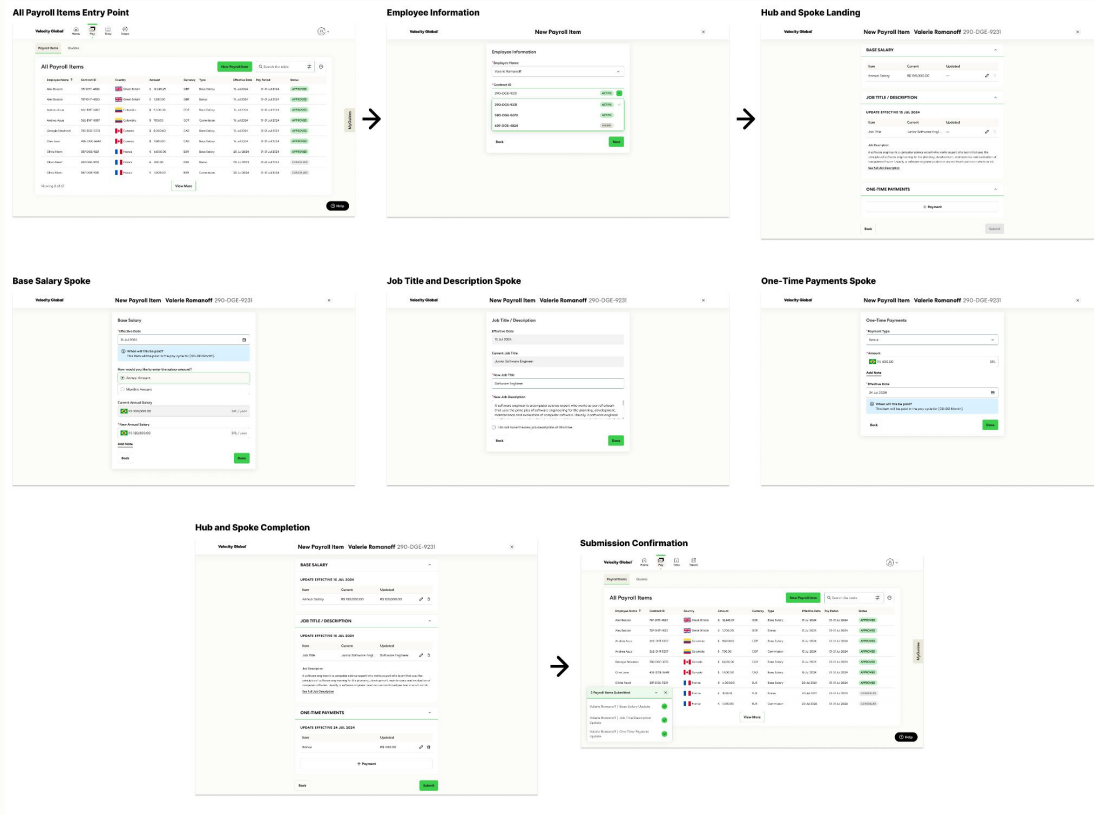
Extending the framework beyond payroll

Other Product Areas

- **Onboarding:** Hub for new hire setup, spokes for comp, documents, provisioning, etc.
- **Benefits Enrollment:** Hub for benefits overview, spokes for plan selection, dependents, compliance documents.
- **Invoicing:** Hub for billing cycle, spokes for adjustments, credits, compliance checks.
- **Employee Profile:** Hub for worker data, spokes for updates (banking, address, compliance docs).
- **Off-Cycle Requests:** Hub for exceptions, spokes for request types (bonus, corrections).



Final Designs



All Payroll Items Entry Point

Velocity Global

Home

Pay

Time

Talent

Profile

Logout

Payroll Items

Quotes

All Payroll Items

New Payroll Item

Search the table

Filters

Refresh

Employee Name	Contract ID	Country	Amount	Currency	Type	Effective Date	Pay Period	Status
Alex Boscon	787-DH1-4823	Great Britain	£ 12,245.29	GBR	Base Salary	15 Jul 2024	01-31 Jul 2024	APPROVED
Alex Boscon	787-DH1-4823	Great Britain	£ 1,200.00	GBR	Bonus	15 Jul 2024	01-31 Jul 2024	APPROVED
Andrea Azua	362-DH1-5387	Colombia	\$ 9,500.00	COP	Base Salary	15 Jul 2024	01-31 Jul 2024	APPROVED
Andrea Azua	362-DH1-5387	Colombia	\$ 700.00	COP	Commission	15 Jul 2024	01-31 Jul 2024	APPROVED
Georgia Newland	785-DGE-3573	Canada	\$ 8,000.00	CAD	Base Salary	15 Jul 2024	01-31 Jul 2024	APPROVED
Chris Leon	435-DGE-5648	Canada	\$ 7,500.00	CAD	Base Salary	15 Jul 2024	01-31 Jul 2024	APPROVED
Olivia Newt	387-DGE-9231	France	€ 6,000.00	EUR	Base Salary	20 Jul 2024	01-31 Jul 2024	APPROVED
Olivia Newt	387-DGE-9231	France	€ 300.00	EUR	Bonus	20 Jul 2024	01-31 Jul 2024	CANCELLED
Olivia Newt	387-DGE-9231	France	€ 1,000.00	EUR	Commission	20 Jul 2024	01-31 Jul 2024	CANCELLED

Viewing 8 of 67

View More

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Help

Employee Information

Velocity Global

New Payroll Item

Close

Employee Information

*Employee Name

Valerie Romanoff

*Contract ID

290-DGE-9231

ACTIVE

290-DGE-9231

ACTIVE

580-DGE-5673

ACTIVE

639-DGE-4824

ENDED

Back

Next

Hub and Spoke Landing

Velocity Global

New Payroll Item Valerie Romanoff 290-DGE-9231

BASE SALARY

Item	Current	Updated	
Annual Salary	R\$ 100,000.00	—	 

JOB TITLE / DESCRIPTION

UPDATE EFFECTIVE 15 JUL 2024

Item	Current	Updated	
Job Title	Junior Software Engi...	—	 

Job Description

A software engineer is a computer science expert who works as part of a team that uses the principles of software engineering for the planning, development, maintenance and evaluation of computer software. Usually, a software engineer position is an mid-level position in which candi...

[See Full Job Description](#)

ONE-TIME PAYMENTS

+ Payment

Back

Submit

Base Salary Spoke

Velocity Global

New Payroll ItemValerie Romanoff290-DGE-9231

Base Salary

*Effective Date

15 Jul 2024

ⓘ When will this be paid?

This item will be paid in the pay cycle for [DD-DD Month].

How would you like to enter the salary amount?

⊕ Annual Amount

○ Monthly Amount

Current Annual Salary

🇧🇷

R\$ 100.000,00

BRL / year

*New Annual Salary

🇧🇷

R\$ 120.000,00

BRL / year

Add Note

Back

Done

Job Title and Description Spoke

Velocity Global

New Payroll ItemValerie Romanoff290-DGE-9231

Job Title / Description

Effective Date

15 Jul 2024

Current Job Title

Junior Software Engineer

*New Job Title

Software Engineer

*New Job Description

A software engineer is a computer science expert who works as part of a team that uses the principles of software engineering for the planning, development, maintenance and evaluation of computer software. Usually, a software engineer

☐ I do not have the new job description at this time.

Back

Done

One-Time Payments Spoke

Velocity Global

New Payroll ItemValerie Romanoff290-DGE-9231

One-Time Payments

*Payment Type

Bonus

*Amount

🇧🇷

R\$ 400,00

BRL

Add Note

*Effective Date

24 Jul 2024

ⓘ When will this be paid?

This item will be paid in the pay cycle for [DD-DD Month].

Back

Done

Hub and Spoke Completion

Velocity Global

New Payroll Item Valerie Romanoff 290-DGE-9231

X

BASE SALARY

UPDATE EFFECTIVE 15 JUL 2024

Item	Current	Updated		
Annual Salary	R\$ 100,000.00	R\$ 120,000.00		

JOB TITLE / DESCRIPTION

UPDATE EFFECTIVE 15 JUL 2024

Item	Current	Updated		
Job Title	Junior Software Engi...	Software Engineer		

Job Description

A software engineer is a computer science expert who works as part of a team that uses the principles of software engineering for the planning, development, maintenance and evaluation of computer software. Usually, a software engineer position is an mid-level position in which condi...

[See Full Job Description](#)

ONE-TIME PAYMENTS

UPDATE EFFECTIVE 24 JUL 2024

Item	Updated		
Bonus	R\$ 400.00		

+ Payment

Back

Submit



Submission Confirmation

Velocity Global

Home Pay Time Talent

Profile icon

Payroll Items

Quotes

New Payroll Item

Search the table

Employee Name	Contract ID	Country	Amount	Currency	Type	Effective Date	Pay Period	Status
Alex Bacon	787-DHT-4823	Great Britain	£ 32,245.29	GBR	Base Salary	18 Jul 2024	01-31 Jul 2024	APPROVED
Alex Bacon	787-DHT-4823	Great Britain	£ 1,200.00	GBR	Bonus	18 Jul 2024	01-31 Jul 2024	APPROVED
Andrea Azua	365-DHT-8387	Colombia	\$ 9,900.00	COP	Base Salary	18 Jul 2024	01-31 Jul 2024	APPROVED
Andrea Azua	365-DHT-8387	Colombia	\$ 700.00	COP	Commission	18 Jul 2024	01-31 Jul 2024	APPROVED
Georgio Newland	788-DGE-3573	Canada	€ 8,000.00	CAD	Base Salary	18 Jul 2024	01-31 Jul 2024	APPROVED
Chris Leon	435-DGE-5648	Canada	\$ 75,000.00	CAD	Base Salary	18 Jul 2024	01-31 Jul 2024	APPROVED
Olivia Nevt	387-DGE-9231	France	€ 6,000.00	EUR	Base Salary	20 Jul 2024	01-31 Jul 2024	APPROVED
		France	€ 300.00	EUR	Bonus	20 Jul 2024	01-31 Jul 2024	CANCELLED
		France	€ 1,000.00	EUR	Commission	20 Jul 2024	01-31 Jul 2024	CANCELLED

3 Payroll Items Submitted

Valerie Romanoff | Base Salary Update

Valerie Romanoff | Job Title/Description Update

Valerie Romanoff | One-Time Payment Update

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Help

Entry into Hub

New Payroll Item

Employee Information

Employee Name

Current ID

290-DGE-9231

290-DGE-9231

980-DGE-6675

639-DGE-4824

Back

Next

New Payroll Item

Employee Information

Employee Name

Valerie Romanoff

Current ID

290-DGE-9231

290-DGE-9231

980-DGE-6675

639-DGE-4824

Back

Next

Default Hub

VALERIE ROMANOFF 290-DGE-9231

New Payroll Item

BASE SALARY

Current Annual Salary

\$15,100,000.00

\$Bk / year

Edit

JOB TITLE AND DESCRIPTION

Current Job Title

Junior Software Engineer

Edit

ONE-TIME PAYMENTS

+ Payment

Back

Submit

Base Salary Spoke

VALERIE ROMANOFF 290-DGE-9231

New Payroll Item

BASE SALARY

How would you like to enter the salary amount?

Amount Amount

Monthly Amount

Current Annual Salary

\$15,100,000.00

\$Bk / year

New Annual Salary

\$15,100,000.00

\$Bk / year

Add Note

Effective Date

Back

Done

VALERIE ROMANOFF 290-DGE-9231

New Payroll Item

BASE SALARY

How would you like to enter the salary amount?

Amount Amount

Monthly Amount

Current Annual Salary

\$15,100,000.00

\$Bk / year

New Annual Salary

\$15,100,000.00

\$Bk / year

Monthly salary will be \$15,000,000 \$Bk. This is a 2024 increase.

Add Note

Effective Date

10 July 2024

When will this be paid?

This item will be paid in the pay cycle for [2024-03 Month]

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Done

Job Title and Description Spoke

VALERIE ROMANOFF 290-DGE-9231

New Payroll Item

JOB TITLE AND DESCRIPTION

Current Job Title

Junior Software Engineer

New Job Title

New Job Description

I do not have the new job description at this time.

Effective Date

10 Jan 2024

Back

Done

VALERIE ROMANOFF 290-DGE-9231

New Payroll Item

JOB TITLE AND DESCRIPTION

Current Job Title

Junior Software Engineer

New Job Title

Software Engineer

New Job Description

A software engineer is a computer science expert who works as part of a team that uses the principles of software engineering for the development of software.

I do not have the new job description at this time.

Effective Date

10 Jan 2024

Back

Done

One-Time Payments Spoke

VALERIE ROMANOFF 290-DGE-9231

New Payroll Item

ONE-TIME PAYMENTS

Payment Type

Bonus

Amount

\$15,400.00

\$Bk

Add Note

Effective Date

Back

Done

VALERIE ROMANOFF 290-DGE-9231

New Payroll Item

ONE-TIME PAYMENTS

Payment Type

Bonus

Amount

\$15,400.00

\$Bk

Add Note

Effective Date

24 July 2024

When will this be paid?

This item will be paid in the pay cycle for [2024-03 Month]

Back

Done

Filled Hub

VALERIE ROMANOFF 290-DGE-9231

New Payroll Item

BASE SALARY

UPDATE EFFECTIVE 18 JUL 2024

Item

Current

Updated

Amount \$15,100... \$15,100,000.00

ONE-TIME PAYMENTS

UPDATE EFFECTIVE 24 JUL 2024

Item

Current

Updated

Bonus \$15,400.00

+ Payment

JOB TITLE AND DESCRIPTION

UPDATE EFFECTIVE 18 JUL 2024

Item

Current

Updated

Job T... Junior... Software Eng...

Job Description

A software engineer is a computer science expert who works as part of a team that uses the principles of software engineering for the development of software.

See full Job Description

Back

Submit

Next Steps

Extending the Hub & Spoke foundation



Error Handling

Improved clarity on edge cases, guiding users with better error states.



Multi-Persona Notifications

Defined tailored notifications for HR, managers, and employees at each stage.



Scalability

Set the framework to extend to additional compensation types in future releases.



Bulk & Hourly Updates

Designed workflows for bulk salary changes and added support for hourly pay rates.



AI Opportunities

Predictive compliance checks, anomaly detection for salary outliers, auto drafted addenda.

Takeaway: V1 wasn't the finish line. It established a scalable system that simplified complexity today and prepared us to handle cross-persona workflows tomorrow.

Thank You!