

**Discussion questions for Podcast 7**

**Rodd Staples**

**People analytics: taking an evidence-based approach to all things customer, people and culture**

1. Rodd describes the customer insights the Opal system has made available to Transport and how this data has fundamentally flipped the way Transport thinks about the customer and their service offering. What new customer/employee data do you have access to that you never had in the past? How are you utilising it?
2. Transport is focused on measuring different things to ensure they deliver better for both the customer and its people. One example Rodd mentions is the new combined remuneration data set available through a dashboard which is underpinning Transport’s drive towards pay equity across the organisation. What data is your team providing leadership to support pay equity?
3. Rodd reflects that the current pandemic provided a great jolt for him to think and engage differently with the Transport workforce. And describes the success of weekly large-scale virtual livestreams (Vodcasts) with Transport’s 5,000 leaders to keep them updated and provide an opportunity for them to raise questions and have open conversations with the leadership team. From the 40 livestreams to date, over 3,000 questions have come through and Rodd describes how HR’s analysis of the themes arising from questions has influenced policy decisions, defined the content of subsequent Vodcasts, and revealed blind spots that the leadership team were unaware of. How have you been capturing feedback from leaders across your agency during the pandemic and into the new normal?
4. Rodd expresses how important it is for leaders to care about the sentiment of their employees, both the positive aspects and areas to improve. How are you and your team supporting your leaders to keep abreast of employee sentiment?
5. Rodd believes that one of the dangers in working with data is to be too narrow, and only respond to specific questions being asked by senior leaders “If we do this, then we miss opportunities to discover untapped meaningful insights . . . it is crucial to know your data, mine it and then provide insights leaders haven’t thought about”. Does your HR team rely on the questions asked by senior leaders to steer data analysis? How can you think more broadly with your data to present new ideas to your senior leaders?
6. Transport is currently exploring what data they can mine to determine if the recent move to a more flexible and agile way of working is more productive? And the importance of accessing global research and data in this area. What is your team doing to measure productivity?