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

00:00:05 - 00:00:11   Hi, I'm Jane Latimer, Principal Advisor at the New South Wales Public

00:00:11 - 00:00:15   Service Commission. I warmly welcome you to our third podcast in the People

00:00:15 - 00:00:19   Analytics theme. Today we're really fortunate to hear from the Secretary of

00:00:19 - 00:00:24   Transport for New South Wales, Rodd Staples discuss Transport's approach to

00:00:24 - 00:00:29   taking an evidence based approach to all things customer, people and culture.

00:00:29 - 00:00:34   Rodd builds on previous people and analytics podcast content, reiterating the

00:00:34 - 00:00:39   importance of merging Transport's customer, asset and people data into one

00:00:39 - 00:00:44   ecosystem that can provide linked insights and the business asking the right

00:00:44 - 00:00:49   strategic questions. Rodd also provides rich insights into how Transport has

00:00:49 - 00:00:54   stepped up virtual live engagement using vodcast to support leaders during

00:00:54 - 00:00:59   COVID and discusses the valuable post event data emerging and so much more

00:00:59 - 00:01:03   about using data to make equitable remuneration decisions, identifying

00:01:03 - 00:01:10   capability gaps and understanding geographic diversity. Enjoy. Our guest

00:01:10 - 00:01:13   today is Rodd Staples, Secretary of Transport for New South Wales who will

00:01:13 - 00:01:18   be sharing with us his insights in relation to taking an evidence based approach

00:01:18 - 00:01:22   to all things customer, people and culture. Welcome, Rodd. Hi Tanya. It's

00:01:22 - 00:01:25   great to have you here, thank you. I guess, first up, if you could just provide

00:01:25 - 00:01:28   the listeners with a bit of an overview of your background and your current role

00:01:28 - 00:01:32   , that would be great. Thanks for having me along it's a great opportunity to

00:01:32 - 00:01:37   share across government so I really value the invite to participate. So me, I've

00:01:37 - 00:01:40	got the privilege of leading the whole of Transport cluster in government,
00:01:40 - 00:01:44	which is an awesome job. You know, we touch everyone in the state every day
00:01:44 - 00:01:49	in what we do in Transport, and it's pretty exciting to sort of think about the
00:01:49 - 00:01:52	roles we've got to play, the opportunities that we provide to our customers and
00:01:52 - 00:01:56	also the obligations we have to deliver for the community of NSW in times of
00:01:56 - 00:02:00	need. For me personally I've been in the role about three years and nearly three
00:02:00 - 00:02:05	years, which is just mind blowing to think it's just gone so fast. But I come
00:02:05 - 00:02:09	from a engineering, finance background, did a lot of construction work as a
00:02:09 - 00:02:13	young engineer and then moved into government about, I worked for a multi-
00:02:13 - 00:02:16	national engineering company for about a decade and then a couple of small
00:02:16 - 00:02:19	project management companies. I saw the big and the small sort of
00:02:19 - 00:02:23	organisational size. Having myself grown up in a small business as well,
00:02:23 - 00:02:26	actually, by the way, so you get the full breadth of experience in the small
00:02:26 - 00:02:30	business, family business. Then I have been in government a it over a decade,
00:02:30 - 00:02:35	now, always in the Transport cluster, but doing sort of a lot of major project
00:02:35 - 00:02:40	things, largely until I became Secretary. So I characterised my experience as
00:02:40 - 00:02:43	been very much in the built form, creating the physical and the construction
00:02:43 - 00:02:49	sort of things, for communities and for the private sector as well. But I would
00:02:49 - 00:02:52	reflect on is that even creating a built form involves a lot of interaction with
00:02:52 - 00:02:56	people as well. So it's and that's the thing I've really valued as my career has
00:02:56 - 00:02:59	gone on, it's the people, the role that people play, whether it's building stuff or
00:02:59 - 00:03:03	running transport services or supporting communities somewhere, that's the
00:03:03 - 00:03:07	thing I love about the job. Thinking back over your career that you've just

00:03:07 - 00:03:11	described what have been some significant changes you've observed in the role
00:03:11 - 00:03:16	of HR practitioners, and how that function has changed over that time.
00:03:16 - 00:03:18	I reflect on a question like that Tanya, makes me feel a bit old if I'm honest,
00:03:18 - 00:03:26	because I think about when I started in the workplace, you know, email didn't
00:03:26 - 00:03:29	exist and I still remember the first email I ever received. So that just gives you
00:03:29 - 00:03:34	a frame of reference for those maybe listening that are a bit younger, that will
00:03:34 - 00:03:40	put you, put me back into the dark days. I guess from a leadership point of
00:03:40 - 00:03:45	view or a HR point of view in terms of your people, I sort of reflect on how
00:03:45 - 00:03:49	much more important work is from a meaning point of view now, I think more
00:03:49 - 00:03:55	widely across the workforces. So that sort of purpose led decisions around,
00:03:55 - 00:03:59	you know, why people go and do what they do in their careers seems much
00:03:59 - 00:04:02	stronger to me now than perhaps it was when I started out in my career. That
00:04:02 - 00:04:07	would be one sort of big picture strategic observation, but I guess the other
00:04:07 - 00:04:12	thing and I think it relates to the topic here is just how much more information
00:04:12 - 00:04:17	we have at hand across the society. So, you know, our workforce people are
00:04:17 - 00:04:20	nothing but a representation of our community and our customers that we
00:04:20 - 00:04:24	serve, to be honest, they're also our community and they're also our customers.
00:04:24 - 00:04:28	You just think about in the last 5, 10, 15 years how much more data is floating
00:04:28 - 00:04:33	around in the community and customers have just become overwhelming.
00:04:33 - 00:04:37	Trying to explain to my 10 year old son that I could only find out a football
00:04:37 - 00:04:41	score from the game the day before by going and buying the paper not
00:04:41 - 00:04:45	googling and so forth is just mind blowing, he can't get his head around it. So
00:04:45 - 00:04:51	access, our access to information has just exploded and I think that is quite a

00:04:51 - 00:04:55	profound shift for all of us in society, not just in the HR space. My reflection
00:04:55 - 00:04:59	on that but is that we can also have too much information or not the right sort
00:04:59 - 00:05:02	of information along the way. So that's probably one of the big challenges I
00:05:02 - 00:05:06	think for HR. But I think we have a lot more insight, well, the potential for a
00:05:06 - 00:05:10	lot more insight now and therefore a lot more informed decision making,
00:05:10 - 00:05:16	potentially, if we can get that right, and that's not just for our people. But that
00:05:16 - 00:05:20	really stands for what we do in Transport and I think across government.
00:05:20 - 00:05:24	Customer insights so much more profound we have now than what we had 10,
00:05:24 - 00:05:28	15 years ago. We know what our customers are doing in a way that we never
00:05:28 - 00:05:33	could have dreamed of in times gone by. So data is a big shift in that space,
00:05:33 - 00:05:37	and I think it's a big opportunity as long as we embrace it and use it wisely. I
00:05:37 - 00:05:41	think maybe to expand on that a little bit on the customer side, if you did
00:05:41 - 00:05:44	travel 10 years ago, you travelled with a paper ticket on our public transport
00:05:44 - 00:05:47	system. You might have bought a weekly or monthly, and we actually had
00:05:47 - 00:05:51	very little understanding of how often you travelled, what journey, what
00:05:51 - 00:05:55	station you started at, what station you finished at. Whereas now I can actually
00:05:55 - 00:06:00	log onto my laptop and I can get live feed of the number of trips, how many
00:06:00 - 00:06:03	people are on the network, how they're travelling, you know, have they been
00:06:03 - 00:06:07	disrupted in their journey, any sort of shifts compared to the day before, the
00:06:07 - 00:06:11	year before, forecast what's gonna happen in the afternoon relative to, based
00:06:11 - 00:06:15	on what we've seen this morning. It's phenomenal all because we can now tap
00:06:15 - 00:06:19	on and off and we get all this wonderful insight, obviously from a privacy
00:06:19 - 00:06:23	point of view, de-personalised but absolutely sort of profound and that has just

00:06:23 - 00:06:27	fundamentally flips the way we think as an organisation about the customer
00:06:27 - 00:06:31	and the sort of service offer that we have now. So that sort of big picture
00:06:31 - 00:06:35	example, I think for Transport that we've taken on and I can see that in so
00:06:35 - 00:06:42	many parts of your business going forward. Yeah, and the role, though, of the
00:06:42 - 00:06:47	HR function, what have you observed has, if you take that purpose led if you
00:06:47 - 00:06:52	take the data and insight, what's then impacted then, the role of HR? How do
00:06:52 - 00:06:57	you observe that change? I think that for me it's become fundamentally more
00:06:57 - 00:07:01	integral to the performance of an organisation and perhaps what was
00:07:01 - 00:07:06	considered 10 to 15 years ago. You know I've obviously grown up and become
00:07:06 - 00:07:09	more of a leader, so for me, it's probably become more important. But if I
00:07:09 - 00:07:13	think about the way Chief People Officer role or function is positioned in an
00:07:13 - 00:07:19	organisation today relative to where maybe a HR function was 15 years ago,
00:07:19 - 00:07:24	the importance of the strategic advice that we're getting out of the HR function
00:07:24 - 00:07:30	and its impact on the business performance is far more appreciated and more
00:07:30 - 00:07:36	important, so how engaged people are, their sentiment to the organisation
00:07:36 - 00:07:40	more widely, is really critical and measured in a way, whereas I'd say, if I
00:07:40 - 00:07:44	reflect back when I was younger, it was much more about the transactional
00:07:44 - 00:07:49	side of things in terms of employees on and off, getting paid, yes, dealing
00:07:49 - 00:07:52	with some issues and performance and so forth. But it was a much narrower
00:07:52 - 00:07:59	band, whereas I think as organisations have evolved and the focus has become
00:07:59 - 00:08:03	much more about the people in the organisation to achieve the strategic
00:08:03 - 00:08:07	outcomes of an organisation's performance then clearly the HR function has
00:08:07 - 00:08:12	become much more significant and wide ranging. Then I understand that in

00:08:12 - 00:08:16	our recent catch up that you've been undertaking significant transformation
00:08:16 - 00:08:20	across your organisation, it would be great if you could share with our listeners
00:08:20 - 00:08:23	just some of the key drivers and some of the outcomes of the changes you've
00:08:23 - 00:08:27	achieved and I guess in particularly the importance, I think you mentioned, of
00:08:27 - 00:08:32	your culture aspirations. Yes, so we have, like a lot of parts of government,
00:08:32 - 00:08:36	we've been involved in a really significant transformation piece in the last year
00:08:36 - 00:08:41	or so. So I've got a workforce of nearly 30,000 people and most of them were
00:08:41 - 00:08:45	impacted pretty directly by this transformation, it's big, and it's taking quite a
00:08:45 - 00:08:50	bit of time to do. We've seen it as something as a sort of a shift to set ourselves
00:08:50 - 00:08:54	up for at least the next decade in the way that we're organised and in the way
00:08:54 - 00:08:59	we think and operate. We do have three, to your question, three cultural
00:08:59 - 00:09:03	aspirations that sit around that. The first one is to really put the customer at the
00:09:03 - 00:09:09	centre of what we're doing in the organisation and the big shift in that one is to
00:09:09 - 00:09:12	actually think much more about customer journey from when I leave home to
00:09:12 - 00:09:15	where I get to my destination rather than just the individual bits, like how I run
00:09:15 - 00:09:20	my bus service or how I run the train but actually give you a choice and
00:09:20 - 00:09:24	information in your hand through your device so that it's really easy for you to
00:09:24 - 00:09:28	travel around in a way that you haven't thought about before. So I'm really
00:09:28 - 00:09:32	excited about the possibilities with data and technology and being organised
00:09:32 - 00:09:37	differently for that. The second one is to actually have a better lens for the
00:09:37 - 00:09:41	greater good. So in Transport we can get quite fixated on our love for
00:09:41 - 00:09:45	transport and the service we deliver on. We can lose our way a little bit about the
00:09:45 - 00:09:50	positive and negative impact that we can have on the broader community. So

00:09:50 - 00:09:54	the community in regional New South Wales lives and breaths off the quality of
00:09:54 - 00:09:58	the transport access to a town, and we need to actually think about that
00:09:58 - 00:10:02	strategic sort of broader impact on a community in our decision making and
00:10:02 - 00:10:07	really, that's a big shift for us to think more broadly, although I would say
00:10:07 - 00:10:11	those in the public service have an innate desire to do that and something that,
00:10:11 - 00:10:14	you know, I love about our people in the organisation that they intuitively do it
00:10:14 - 00:10:18	. But we want to give them more permission to do it and more space to do that
00:10:18 - 00:10:21	rather than being hard wired to just the customer piece because there are trade
00:10:21 - 00:10:26	offs there. Sometimes between building a fantastic road that goes past a
00:10:26 - 00:10:29	community versus through a community, depending on what you're trying to
00:10:29 - 00:10:33	do in terms of business and economic improvement versus improving sort of
00:10:33 - 00:10:36	street amenity, for example. The third one, which I think really relates to this
00:10:36 - 00:10:41	topic is in terms of our cultural aspirations is to put the people, our people at
00:10:41 - 00:10:48	the heart of what we do and you know that's a big strategic objective and some
00:10:48 - 00:10:52	of you will take, I think, quite a while to build credibility within the
00:10:52 - 00:10:56	organisation, without a doubt, to be absolutely genuine, although I would say
00:10:56 - 00:11:01	that in many ways Covid has really giving us an opportunity to show ourselves
00:11:01 - 00:11:06	differently as an organisation to our people and I think across the globe,
00:11:06 - 00:11:10	organisations have needed to show great care for their people and that third one
00:11:10 - 00:11:14	is really important to me personally and, you know, has actually guided the
00:11:14 - 00:11:18	way that we've gone about the transformation pieces as well, to set ourselves
00:11:18 - 00:11:24	up. We've got, as I said, about 30,000 people. Nearly half of those will retire
00:11:24 - 00:11:29	or move on in through natural attrition over the next 10 years. So just thinking

Time	Text
00:11:29 - 00:11:32	about how those people move on, the new skills that we need in the
00:11:32 - 00:11:35	organisation, the sort of experience we want to give to those who are already
00:11:35 - 00:11:41	here and the re-skilling of those that are already here because there's so much
00:11:41 - 00:11:44	disruption coming in the transport space through technology and so forth,
00:11:44 - 00:11:47	that the skills that we need today are not going to be there, will be needed in 5 to 10
00:11:47 - 00:11:52	years. So there's a sort of big push to want to be proactive about that and help
00:11:52 - 00:11:55	people re-skill, value the knowledge they have in the business and then help
00:11:55 - 00:12:00	them re-skill to be in new roles going forward. So that's the three big cultural
00:12:00 - 00:12:05	aspirations that sit behind the transformation, without a doubt. Let's say one,
00:12:05 - 00:12:08	because we're talking about data, today Tanya, one little one in there that, it's
00:12:08 - 00:12:13	actually it's not little it's big, is that we're actually making a very deliberate
00:12:13 - 00:12:18	attempt to bring all of our data into one ecosystem, whether it's a customer
00:12:18 - 00:12:23	data, which I was talking to you a bit before about, whether it's the condition
00:12:23 - 00:12:27	of our assets, like our roads or bridges or our railways and what's happening in
00:12:27 - 00:12:32	the condition of those, or your people data and actually connecting all of that
00:12:32 - 00:12:37	into an ecosystem so that we can get insight and linkages that we have never
00:12:37 - 00:12:40	thought about before and it's not to say that it all needs to be centralised. It's
00:12:40 - 00:12:44	definitely not centralised, but it's connected and we can mine that data in a
00:12:44 - 00:12:48	way that we have never dreamed of and I think as a result of that, be able to
00:12:48 - 00:12:54	make decisions in a much more informed way. Then I guess that's a, that's a
00:12:54 - 00:13:00	nice segue into my next question for you Rodd, was really around so what's the
00:13:00 - 00:13:03	evidence that you've been utilising to understand the impacts of the changes
00:13:03 - 00:13:07	and whether the outcomes that you've envisaged or envisioned as part of the

00:13:07 - 00:13:11	transformation is on track in terms of your customers, your people and your
00:13:11 - 00:13:16	culture? Yeah, so on the, on the customer front, what I'd say is that the first
00:13:16 - 00:13:22	thing is we're actually changing the measure. It's not just that we're using the
00:13:22 - 00:13:27	same data, so historically we lived and breathed by the on time running
00:13:27 - 00:13:32	performance of a train or a bus or a ferry. Then we would look at the
00:13:32 - 00:13:36	performance measure on that. But that did not necessarily reflect what the
00:13:36 - 00:13:40	customer experience was. Sometimes you could actually have good on time
00:13:40 - 00:13:44	running with your trains, but actually customers' journey time, for some
00:13:44 - 00:13:48	reason was disrupted and vice versa. Sometimes you can actually have very
00:13:48 - 00:13:52	poor on time running but actually have very good customer journeys,
00:13:52 - 00:13:55	depending on frequencies of services and that, which may sound a bit odd.
00:13:55 - 00:13:59	But what we're actually doing is moving our measure to customer journey time
00:13:59 - 00:14:02	and on time journey time, which is actually really what it's all about at the end
00:14:02 - 00:14:07	of the day. Is about I want to get from A to B, and I want to know that that's
00:14:07 - 00:14:11	going to be reliable. So part of it's about disrupting your thinking, to measure
00:14:11 - 00:14:16	different things, and therefore be able to deliver better for our customers and
00:14:16 - 00:14:22	the same thing goes, I think, for our people. We've got an enormous amount
00:14:22 - 00:14:28	of sort of data about our people but putting that into sort of meaningful insight.
00:14:28 - 00:14:34	Obviously, there's the classic things around gender, Aboriginal participation,
00:14:34 - 00:14:37	disability and so forth, which we've been tracking really closely and you've got
00:14:37 - 00:14:42	some great results in women in leadership, for example, going from 20% to
00:14:42 - 00:14:46	nearly 32 - 33% in recent times. It's a little example of tracking that really
00:14:46 - 00:14:50	tightly and being really mindful around that to help sort of drive some decision

00:14:50 - 00:14:56	making and some efforts in that space. I'd say that we've got some good big
00:14:56 - 00:14:59	picture stuff and then we've got some really specific things. But I know
00:14:59 - 00:15:03	Kirsten Watson our Chief People Officer's really trying to build that out into
00:15:03 - 00:15:07	some more holistic sort of information that we can, we can use to inform
00:15:07 - 00:15:13	decision making. Another example for me recently has been around
00:15:13 - 00:15:16	remuneration. So whenever I'm making a decision about remuneration,
00:15:16 - 00:15:19	you know, I'm actually getting a really good data dashboard of that particular grade
00:15:19 - 00:15:25	, where the recommended offer is or pay increases that sits in the spectrum of
00:15:25 - 00:15:30	the percentile profiles, so that we're actually really driving towards a situation
00:15:30 - 00:15:32	where we could be really comfortable, that there is a really good pay equity
00:15:32 - 00:15:36	across the organisation, across all the organisation, which up until recently
00:15:36 - 00:15:41	we've never had the combined data set before, to be able to do. So there's some
00:15:41 - 00:15:45	really good specific things that I think we're now starting to be able to move in
00:15:45 - 00:15:52	the right direction around. You mentioned earlier around your third cultural
00:15:52 - 00:15:56	aspiration, which was around your people and the health of people and the
00:15:56 - 00:16:00	well being of people, what have been some measures that you've been utilising
00:16:00 - 00:16:05	just to track that aspect of the organisation and whether it's tracking right? So
00:16:05 - 00:16:08	obviously, actually I think the remuneration one I just gave you is an example
00:16:08 - 00:16:12	of that. We're actually trying to say to our people we want to present ourselves
00:16:12 - 00:16:15	as being as equitable as we possibly can for everyone in the organisation. I
00:16:15 - 00:16:22	think that is actually an important commitment to give to our people. We
00:16:22 - 00:16:27	obviously, use the People Matters Survey really closely and I think our team
00:16:27 - 00:16:34	has tried to do a lot of analytics around that in terms of breaking down different

00:16:34 - 00:16:38	segments, different cohorts within our workforce. We've got a pretty diverse
00:16:38 - 00:16:41	range of workers that, you know, people who are working on the front line in
00:16:41 - 00:16:45	regional New South Wales, the people working in back office in Sydney. So
00:16:45 - 00:16:50	not seeing the PMES as just an amalgam, but really getting into the specifics
00:16:50 - 00:16:53	of what's going on in different areas and understanding where their
00:16:53 - 00:16:58	engagements at, but a whole host of issues around whether they be positive
00:16:58 - 00:17:02	experience things or bullying, harassment type things but identifying where the
00:17:02 - 00:17:06	trends and the outlies are and using those as a really critical management tool
00:17:06 - 00:17:13	to help leaders go and address those issues. To me that's got a very prominent,
00:17:13 - 00:17:18	so we get the PMES in, there's a big picture analysis done of it, the executives
00:17:18 - 00:17:22	briefed on it and then it's progressively cascaded down to quite low levels in
00:17:22 - 00:17:27	the organisation, cohort by cohort and there's some high level things that we
00:17:27 - 00:17:30	want to do as a total organisation, and we get out and commit to doing those,
00:17:30 - 00:17:33	to all of our people. Then my expectation of all leaders is that they
00:17:33 - 00:17:40	take, they look at their results and they give commitments specific to their areas. So the
00:17:40 - 00:17:46	data is key and it's not just numbers, I think, one thing I'd say Tanya is that it's
00:17:46 - 00:17:50	quite mind numbing, but and it's quite confronting, but it's absolutely worth it
00:17:50 - 00:17:57	reading through free text comments out of a PMES, that is data. It is data and
00:17:57 - 00:18:02	actually getting a sense of the tone of the comments coming in is actually a
00:18:02 - 00:18:06	really important part of that as well and expecting leaders to do that. Yeah,
00:18:06 - 00:18:10	and I think particularly you mentioned earlier that you've been in your current
00:18:10 - 00:18:14	role for three years and you've been part of that sort of, you know, obviously
00:18:14 - 00:18:19	leading the transformation of the organisation as well. What other data do you

00:18:19 - 00:18:23	find most valuable? You know, you mentioned 30,000 people, that's a lot of,
00:18:23 - 00:18:27	that's a big workforce and a very diverse workforce. What other data do you
00:18:27 - 00:18:32	find most valuable where you can actually really monitor the workforce risks
00:18:32 - 00:18:38	and opportunities to then make decisions? Yeah, so age profile is interesting
00:18:38 - 00:18:44	and sentiment around age profile. So how long people have been, and not
00:18:44 - 00:18:49	just actually age profile, but also how long people have been in an organisation and
00:18:49 - 00:18:52	seeing, so people that are coming in new to the organisation what's their feeling
00:18:52 - 00:18:57	about the organisation when they've been in there 6, 12 or 18 months. So is
00:18:57 - 00:19:02	their entry in a really good experience, they feel engaged, they feel that their
00:19:02 - 00:19:07	role is really purposeful and were they welcomed to the organisation, through
00:19:07 - 00:19:13	to the 25 to 30 year veteran in the organisation and how are they feeling?
00:19:13 - 00:19:16	Are they disengaged or they're actually feeling like they've got a really important
00:19:16 - 00:19:21	contribution to make and obviously the segments in between all that, I could
00:19:21 - 00:19:25	unpack all those, but actually looking at it by duration and then also by age
00:19:25 - 00:19:30	profiles to me gives great insight about may be where some of our effort needs
00:19:30 - 00:19:34	to go. So if the first two years is not good, then clearly it's something to do
00:19:34 - 00:19:38	with on boarding that's not working properly. If that's working really well,
00:19:38 - 00:19:41	maybe it's in those sort of years after, that there's some work to be done in the 3
00:19:41 - 00:19:44	to 5 years when people have gotten settled in the organisation but they're
00:19:44 - 00:19:47	looking to do their next thing, and we're actually not providing the mobility
00:19:47 - 00:19:51	opportunities in the organisation. We can see that coming through. So if you
00:19:51 - 00:19:54	aggregate 30,000 people, you pick up some really good trends out of that
00:19:54 - 00:20:00	really quickly on the sorts of issues that are happening in that space. I think the

00:20:00 - 00:20:05	nature of people coming into the organisation, the sorts of skills that they're
00:20:05 - 00:20:09	bringing in and those that exiting, doing some good analysis on that because
00:20:09 - 00:20:12	that gives you some good insight to positive and negative things that are
00:20:12 - 00:20:16	happening in the organisation, for example. Obviously, and I talked about this
00:20:16 - 00:20:21	before and I'd say more broadly, I still don't feel we've quite nailed all the
00:20:21 - 00:20:26	measures for diversity, and so like all parts of government, we've got great
00:20:26 - 00:20:31	aspirations to represent our community as best as we possibly can by being as
00:20:31 - 00:20:37	diverse because we possibly can. So really focusing on gender and Aboriginal
00:20:37 - 00:20:40	probably is our two big success stories in the last four or five years and the data
00:20:40 - 00:20:45	has been key to that. We've been relentless in looking and tracking that data.
00:20:45 - 00:20:48	We've got more to do in disability, and then I think we'll start to move into
00:20:48 - 00:20:52	other things like, I think off the back of Covid more opportunity around
00:20:52 - 00:20:56	geographic diversity. So being more representative across the state, for
00:20:56 - 00:21:01	example, is a good one and then different backgrounds, cultural backgrounds,
00:21:01 - 00:21:04	starting to want to measure that more appropriately as well. They're just an
00:21:04 - 00:21:07	example Tanya, of the sorts of things that we're looking pretty closely at, at the
00:21:07 - 00:21:12	moment. Yeah, that's great and I guess although we're still living with
00:21:12 - 00:21:17	the Covid-19 pandemic and watching things play out, Covid has undoubtedly had
00:21:17 - 00:21:21	rapid and far reaching impacts on your workforce. What have been some key
00:21:21 - 00:21:25	experiences that you can share about how you've utilised data to engage with
00:21:25 - 00:21:30	your workforce and how you partnered with HR in that? Yeah, I'd say,
00:21:30 - 00:21:35	look I confess that I think in a way, Covid was a great sort of jolt, for me as a senior
00:21:35 - 00:21:40	leader to think differently and see how we can engage with our people

00:21:40 - 00:21:45	differently and, you know, my great reflectionary regret is, why did it take
00:21:45 - 00:21:49	something like Covid to do that? I think we were a little bit sort of captured in
00:21:49 - 00:21:53	, well, we can only do things small and incrementally, but there's nothing like
00:21:53 - 00:21:59	asking 10,000 people within the space of 48 hours to start working from home
00:21:59 - 00:22:03	and even asking your front line people to work quite differently as well, which
00:22:03 - 00:22:06	you know we must recognise a significant number of workforce are on the
00:22:06 - 00:22:10	front line in Transport. To actually realise that the way we're engaging with
00:22:10 - 00:22:17	them, you know, at a time like this it was actually really critical. So we
00:22:17 - 00:22:20	attempted to get on the front foot by doing a series of things that were really
00:22:20 - 00:22:24	uncomfortable for us just from a process point of view, but actually also
00:22:24 - 00:22:29	generated a lot of data and insights, so to give some flavor to that, weekly
00:22:29 - 00:22:32	emails out to the entire workforce that gave a consistent message about what
00:22:32 - 00:22:36	was happening in Covid, we'd put stories behind there about what was, like
00:22:36 - 00:22:42	people were doing in, some really good human stories in that space. To leaders
00:22:42 - 00:22:46	getting daily emails with all of the data and information that they could have to
00:22:46 - 00:22:49	talk to their teams and their leadership teams about to be, feel like they're
00:22:49 - 00:22:52	informed and what were the things that we were doing and what did we know,
00:22:52 - 00:22:56	what didn't we know and being quite honest around that. Through to going to
00:22:56 - 00:23:00	for the first time, some really big macro live streams where we'd invite our top
00:23:00 - 00:23:05	5,000 leaders. So anyone that was managing someone every week into a 45
00:23:05 - 00:23:09	minute livestream were I and Kirsten Watson the Chief People Officer and
00:23:09 - 00:23:13	other guests would really roll in and give updates on everything that we knew
00:23:13 - 00:23:19	and then actually open it up to a Q & A, a moderated Q & A sort of forum and

00:23:19 - 00:23:23	the gem of having two way conversation, you know, I think giving people a
00:23:23 - 00:23:27	connection that I had never had before with leadership generated a lot of, quite
00:23:27 - 00:23:31	frankly, data because what immediately started striking us was the themes that
00:23:31 - 00:23:35	were coming through in those questions. So where were the blind spots where
00:23:35 - 00:23:39	we thought that they know about things, but they didn't know and so it became
00:23:39 - 00:23:44	very dynamic, really dynamic and really live in terms of the data. But you can
00:23:44 - 00:23:49	actually, having done those things, you can actually then step back and see
00:23:49 - 00:23:53	how effective they're going and pick up sentiment around it. So things that are
00:23:53 - 00:23:57	one way ie such as emails and videos being pushed out, you can still measure
00:23:57 - 00:24:00	how many of those are being opened, you can still measure whether they're
00:24:00 - 00:24:03	being read, you can still see whether the videos are being watched through.
00:24:03 - 00:24:06	You can do self assessments to say that one obviously didn't work, it didn't
00:24:06 - 00:24:12	engage or doing it this way actually had a really positive impact. What we
00:24:12 - 00:24:15	haven't gone quite as far, other than doing the pulse surveys, is to pick out just
00:24:15 - 00:24:20	how impactful those particular forms of communication are. But on the
00:24:20 - 00:24:24	live stream side, we do the analytics. We can see who's dialled in, how often
00:24:24 - 00:24:28	they're dialling in, are they going from start to finish, what types of questions
00:24:28 - 00:24:31	and trends are there. So someone's in the background doing analysis on the
00:24:31 - 00:24:34	types of questions and then picking up on the themes. What's the sentiment
00:24:34 - 00:24:37	shifting in the types of questions that are coming through because when you've
00:24:37 - 00:24:40	got such a large number of people in a live stream, you can actually get some
00:24:40 - 00:24:44	really valuable insight and then as a result of that, that would drive some of
00:24:44 - 00:24:48	our decisions on things we felt we needed to bring forward on a policy thing.

00:24:48 - 00:24:51	It would change the nature of the next live stream we would have in terms of
00:24:51 - 00:24:54	what we would talk about to make sure we're covering off on sort of things that
00:24:54 - 00:25:00	people need to know rather than me just going, this is what I want to tell you,
00:25:00 - 00:25:02	only to find out that, that actually its not really what's very helpful to them.
00:25:02 - 00:25:05	Their questions are clearly showing there's something else that they need to
00:25:05 - 00:25:12	know. So it's still in a really experimentive phase. But you know, I think
00:25:12 - 00:25:17	we've done nearly 40 or so live streams to leaders over the time since Covid
00:25:17 - 00:25:22	started, for example, had 3,000 or 4,000 questions come through that and that
00:25:22 - 00:25:28	in itself is a rich data set that we've never had before. For the first time we've
00:25:28 - 00:25:32	been able to talk to everyone in Transport with the same message, whereas
00:25:32 - 00:25:38	historically it was, we relied on a massive cascading. As we know sometimes
00:25:38 - 00:25:43	even with the best of intentions, the message can get filtered and lost as it gets
00:25:43 - 00:25:46	further away from the original source and just being able to pivot with
00:25:46 - 00:25:53	a live stream has been really positive. Are there things that you feel Rodd that you'll
00:25:53 - 00:25:57	continue, like that you didn't do before but you're doing now through Covid?
00:25:57 - 00:26:01	Are there things that you want to make sustainable into the future? Well I think
00:26:01 - 00:26:05	what I just talked to you about, the livestream, interesting. I think the reason it
00:26:05 - 00:26:10	worked was because, one we had the technology there, big credit to
00:26:10 - 00:26:15	our IT people but people had an appetite to want to get the information because Covid
00:26:15 - 00:26:19	was so stressful and everyone was so anxious about it, that we didn't have to
00:26:19 - 00:26:24	pitch it very hard to join. They would just turn up, and we wouldn't have done
00:26:24 - 00:26:27	it normally but we just thought, well, we know that it's very hard to connect

00:26:27 - 00:26:30	with people, this is the best tool we've got, let's give it a go. So we probably
00:26:30 - 00:26:34	hadn't thought broadly enough ourselves. But what's happening is that as
00:26:34 - 00:26:37	leaders we've gone, actually this is a really good way to connect and people
00:26:37 - 00:26:39	have gone, actually, this is a really good way to get information and also
00:26:39 - 00:26:44	provide feedback, not just about Covid. Like the conversation's moved on to a
00:26:44 - 00:26:48	whole host of other things about the future of work, and a whole host of other,
00:26:48 - 00:26:52	sort of changes everything which is really exciting. It goes up and down a bit
00:26:52 - 00:26:54	depending on what's happening in around Covid, to be honest with you, about
00:26:54 - 00:26:57	how much they've got appetite for that. But it's been pretty extraordinary, so I
00:26:57 - 00:27:04	can see a statewide engagement through live streams becoming a normal going
00:27:04 - 00:27:07	forward and it's not to say that we won't have in person, of course we'll have in
00:27:07 - 00:27:12	person type things, but they'll be the really special event. When you want to
00:27:12 - 00:27:14	bring people from across the state to meet somewhere, you know, it takes a lot
00:27:14 - 00:27:17	of effort and a lot of cost. Whereas we gonna be able to do these regular
00:27:17 - 00:27:21	engagements. We've even been talking about doing the entire workforce
00:27:21 - 00:27:25	through live stream a couple of times. I don't know how it's going to go. To be
00:27:25 - 00:27:29	honest I'm a bit nervous about it, but we are going to continue to experiment
00:27:29 - 00:27:33	with that sort of virtual engagement because notwithstanding you can get
00:27:33 - 00:27:39	fatigued by doing too much of it. There's a massive amount of positive insight
00:27:39 - 00:27:41	weekly, we've been able to gain, you know, a lot of this is data related, Tanya
00:27:41 - 00:27:47	, like in terms of being able to pick, feedback that is coming back in. Yeah, I
00:27:47 - 00:27:53	guess theming technology or theming analytics is hard work. Has that theming
00:27:53 - 00:27:59	been done by the HR team? Yes, so I will confess that I do like to have a look

Time	Text
00:27:59 - 00:28:04	at the raw data myself. I think it never hurts to have the reality check, but they
00:28:04 - 00:28:09	are so good at going through. If you know what you're doing and you read the
00:28:09 - 00:28:13	tone of things, you can pick up sentiment, which perhaps I don't see. So I got
00:28:13 - 00:28:18	a lot of time for our people to do the analysis of our PMES work as well as the
00:28:18 - 00:28:21	pulse surveys that we've been doing more recently, as well as just looking at
00:28:21 - 00:28:24	that raw text and then giving me a really good summary of the things that we
00:28:24 - 00:28:28	need to be thinking about and then I just go in and do a bit of spot check myself
00:28:28 - 00:28:32	to get a bit of a sense of what that tone looks like. But I can rely really heavily
00:28:32 - 00:28:36	on the analytics that's being done by our people in the HR area to feed that
00:28:36 - 00:28:42	through. What's really come through for me very strongly in our discussion so
00:28:42 - 00:28:46	far, Rodd, is that you're very interested in sentiment. So however that appears
00:28:46 - 00:28:52	, it really matters to you and as a leader, it's pretty cool actually. I appreciate
00:28:52 - 00:28:56	you saying that. I think we're obviously here in Transport for the community
00:28:56 - 00:29:01	of NSW and for our customers, there's not a question around that and I think I
00:29:01 - 00:29:04	said at the opening, you know, it's a real privilege to be in this role because
00:29:04 - 00:29:08	we touch so much of the community every day in terms of just being helping
00:29:08 - 00:29:12	them move around or helping the goods and freight that's essentially to the
00:29:12 - 00:29:18	economy moving around. But our capacity to do that as well as we can and to
00:29:18 - 00:29:23	adapt to what is a rapidly changing environment, is really, it all pivots back
00:29:23 - 00:29:29	on our people and our capacity to be connected with them and understand them
00:29:29 - 00:29:32	and for them to understand the strategic direction we're going. So when I
00:29:32 - 00:29:35	talked a little bit before about those three cultural aspirations, what was
00:29:35 - 00:29:40	interesting for me is that we actually put those together 18 months ago, and

00:29:40 - 00:29:43	they've been reasonably well known across the organisation but when we came
00:29:43 - 00:29:46	into Covid, they absolutely came to the fore, and they became the binding
00:29:46 - 00:29:50	force, I think, in terms of the way we talked about what we were about and
00:29:50 - 00:29:55	everyone, everyone got in behind the purpose of what we're about in terms of
00:29:55 - 00:29:58	continuing to keep the economy going, move the central workers, keep the
00:29:58 - 00:30:05	freight and the ports open and so forth and our capacity for our people to buy
00:30:05 - 00:30:11	into that and want to buy into that is the key. So if they were disengaged, we
00:30:11 - 00:30:14	would have had a lot of struggle through Covid but they were incredibly
00:30:14 - 00:30:17	engaged. So I understand the importance of sentiment and it's not just about
00:30:17 - 00:30:20	hearing the good stuff. It's actually about going and seeing where the pain
00:30:20 - 00:30:24	points are as well and seeing whether or not we can tackle those and sometimes
00:30:24 - 00:30:26	we can't in a government environment, but you have to be honest with them
00:30:26 - 00:30:31	about that. Yeah, once you know, at least you know, and you can understand
00:30:31 - 00:30:36	the issues. One of the things I'd be really curious to just briefly explore with
00:30:36 - 00:30:40	you, is you know, a strategic priority for the New South Wales Government is
00:30:40 - 00:30:45	to implement best practice productivity and digital capability within the NSW
00:30:45 - 00:30:50	Public Sector and drive public sector diversity by 2025. What are your
00:30:50 - 00:30:53	thoughts on the most useful data and support that people analytics teams and
00:30:53 - 00:30:58	leaders or analytics teams can provide you to accomplish this level of
00:30:58 - 00:31:02	productivity and digital capability and diversity? You've already talked about
00:31:02 - 00:31:08	gender being up around 33% female, which is fantastic. You did mention that
00:31:08 - 00:31:11	you're doing well in Indigenous, but you didn't let us know what the figures
00:31:11 - 00:31:16	were but what's your thoughts in all of that space? So, on the Indigenous front

00:31:16 - 00:31:24	, I think we started out about 0.8% in 2014 we're in excess of 2% now. So for
00:31:24 - 00:31:28	us it's been a big growth and that's been a combination of new people coming
00:31:28 - 00:31:32	into the organisation, but also creating a safe space for Aboriginal people to
00:31:32 - 00:31:36	identify, and the organisation to underpin the data. I think it's been a
00:31:36 - 00:31:40	combination of those two things which is actually been really important and
00:31:40 - 00:31:44	also staying in focus on it, not just being at the entry levels to the organisation
00:31:44 - 00:31:49	, but when you start to see that move into sort of management levels. So
00:31:49 - 00:31:53	getting back to your question around the Government's objectives around
00:31:53 - 00:31:57	productivity and digital capability, I'm gonna try not answer your question
00:31:57 - 00:32:02	completely Tanya but, of course, I'm really interested in the productivity one
00:32:02 - 00:32:10	because it's obviously, an open question around a more flexible workforce, a
00:32:10 - 00:32:14	more agile workforce. But this doubt about whether it's more productive as a
00:32:14 - 00:32:19	result. It would be great to think that over time within the New South Wales
00:32:19 - 00:32:24	Public Sector realm we can start to get some productivity measures that people
00:32:24 - 00:32:27	have got confidence in, our people, including the political level have got
00:32:27 - 00:32:31	confidence of actually what we're doing is more productive for community.
00:32:31 - 00:32:35	We're doing the best with taxpayers money. I don't know what that one is to
00:32:35 - 00:32:38	be honest, I'm not sure you can dumb it down to a single number, but I think a bit
00:32:38 - 00:32:42	of R and D work in that space and a bit of reflection on what other institutions
00:32:42 - 00:32:46	around the world are having a go at would be a really high priority. What I'd
00:32:46 - 00:32:51	say around your question on useful data, is that over my career I've interacted
00:32:51 - 00:32:55	with data people a lot, whether it be patronage, modeling or engineering
00:32:55 - 00:33:00	analysis and so forth. I think there's a dangerous as a leader, in that you get too

00:33:00 - 00:33:05	narrow in your question and you ask for a specific piece of data. So I might
00:33:05 - 00:33:11	say, tell me how many people travelled on our public transport network today
00:33:11 - 00:33:15	because I want to know and so our data people go and get the answer and they
00:33:15 - 00:33:21	give me that. But that's actually really not the gain here, it's the what's actually
00:33:21 - 00:33:24	going on, on the network is the question and what I'm saying to the data people
00:33:24 - 00:33:30	is know your data and mine it and give me the insight rather than expecting to
00:33:30 - 00:33:33	just answer a series of questions that come from a leader. So I think if we're
00:33:33 - 00:33:38	going to get smarter in terms of our data across Transport, across government
00:33:38 - 00:33:44	and particularly across our people, it's leader having the ability to step back
00:33:44 - 00:33:50	and just ask the strategic question about what's in their mind and then the data
00:33:50 - 00:33:54	people having the confidence and the smarts to do actually analysis and find
00:33:54 - 00:33:59	things that we're actually completely blind to and they're thinking about,
00:33:59 - 00:34:03	because otherwise we end up mining the data for the result we want and the
00:34:03 - 00:34:07	question, and answer we want. So it's probably a lot of answering, is my way
00:34:07 - 00:34:11	of thinking about the data, than it is about the particular data element itself that
00:34:11 - 00:34:17	I think is actually the big thing we'll need to work on. I think you made a point
00:34:17 - 00:34:22	earlier too Rodd, about the fact that you're taking data about your customers
00:34:22 - 00:34:27	and you're taking data about your workforce and other aspects of the
00:34:27 - 00:34:32	organisation and joining those things up and I think that's the key when it
00:34:32 - 00:34:36	comes to productivity, for example, because you've got to join all of that up.
00:34:36 - 00:34:40	So I mentioned data set where, well, I can see really good outcomes to
00:34:40 - 00:34:44	customer satisfaction and I can get behind that, and I can, I can actually link
00:34:44 - 00:34:50	that with some community sentiment survey and at the same time I can walk

00:34:50 - 00:34:56	into what's the sort of feedback performance on the leader in that area? What's
00:34:56 - 00:35:00	the staff engagement? What's the absentee rate? I can actually do some
00:35:00 - 00:35:04	analysis, which is not just about our people and it's not just about our
00:35:04 - 00:35:08	customers, it's about the ecosystem, the organisation as a whole and looking
00:35:08 - 00:35:13	for trends and opportunities to improve and through the lens of, we want to
00:35:13 - 00:35:18	help our people be better at what they do, not through the lens of, I'm here to
00:35:18 - 00:35:21	find fault and police and hunt people down because they're not doing the right
00:35:21 - 00:35:24	thing. I think there is also an attitudinal thing, which is really important when
00:35:24 - 00:35:28	you're doing data analytics, there's lots, and I don't even know were all those
00:35:28 - 00:35:32	linkages are. It's actually one of the things that I think, may be one of the
00:35:32 - 00:35:35	things to mention, to think about this is, the big change for data and
00:35:35 - 00:35:41	our transport customers is that there was a time when we didn't have much data,
00:35:41 - 00:35:45	and then there was a time when we had a lot of data and we treasured that as a
00:35:45 - 00:35:49	Transport cluster and we kept it really close to ourselves we knew everything
00:35:49 - 00:35:53	that was going on. But we really didn't tell anyone, and then we actually
00:35:53 - 00:35:57	created this concept of an open data platform. It doesn't put all the data out
00:35:57 - 00:36:02	there, but it puts useful data on a platform and allows the Googles of the world
00:36:02 - 00:36:05	to come in and pick that and put it on to their platform and suddenly turn that
00:36:05 - 00:36:08	into information that's really useful to the customer about, when's the next train
00:36:08 - 00:36:12	gonna turn up or when's the next bus gonna turn up. I think that there's a
00:36:12 - 00:36:17	similar journey for leaders in the people space where we actually start to make
00:36:17 - 00:36:22	data more available. Obviously not personal private data, but data that's really
00:36:22 - 00:36:25	useful to leaders to help them make decisions just in the way we've been doing

00:36:25 - 00:36:28	that for customers to help them make their decisions going forward. So I can
00:36:28 - 00:36:32	see data platforms as opposed to every time someone wants to ask something
00:36:32 - 00:36:36	they have to go into a HR professional, and they have to dig down and answer
00:36:36 - 00:36:39	that question, particularly, hopefully there's some more self service available
00:36:39 - 00:36:45	over time. What about digital capability, Rodd? Have you done much work in
00:36:45 - 00:36:51	that space yourselves, or do you have plans in place to increase or change the
00:36:51 - 00:36:55	current digital capability? Yeah, I wouldn't say that we've had a holistic
00:36:55 - 00:37:01	structured program. It's probably been more opportunistic overall, but I think
00:37:01 - 00:37:06	Transport overall has come a long way on the, particularly on the customer
00:37:06 - 00:37:10	facing side of digital transformation, even to the point where just to maybe
00:37:10 - 00:37:16	citing an example, you travel on the train network every one of the station staff
00:37:16 - 00:37:20	you see or anyone of the staff you see out there has actually got a handle device
00:37:20 - 00:37:24	and that's not just a phone that's actually rich data insight to something's
00:37:24 - 00:37:28	happening on the network for them and so that they can actually, and also it's a
00:37:28 - 00:37:33	two way thing, they can report things through. Historically how was that
00:37:33 - 00:37:37	done? You've got a problem at the station, I need to tell my manager, my
00:37:37 - 00:37:40	manager needs to get on the phone and manage to tell someone at the control
00:37:40 - 00:37:44	centre. Someone at the control centre needs to tell someone. Now,
00:37:44 - 00:37:48	they've actually got the ability to self report directly into a device and it broadcasts and
00:37:48 - 00:37:53	it's hierarchy about how significant issue is and so forth. So just tell that as a
00:37:53 - 00:37:57	small anecdote of this shift that we've had over the last five years or so right
00:37:57 - 00:38:01	down to our front line in terms of simple digital capability, things that
00:38:01 - 00:38:07	have given a massive improvement in decision making across the business. I'd

say,

00:38:07 - 00:38:11 but we've got the fair way go in terms of probably another generation, people

00:38:11 - 00:38:16 come in as well, as we sort of look to our grad programs and our entry level

00:38:16 - 00:38:21 programs around, their coming in with more skilled than, to be honest, people

00:38:21 - 00:38:25 like me and that will really help to sort of accelerate things along. But there is

00:38:25 - 00:38:29 a need for us to probably do more investment in training in some of the areas as

00:38:29 - 00:38:35 well, I think going forward, as we transition some of our back office activities

00:38:35 - 00:38:39 away from manual based into much more automated and digital based systems

00:38:39 - 00:38:46 , we've got more training to do. Okay, we ask all our interviewees, this

00:38:46 - 00:38:50 couple of last questions I have for you, Rodd, just the first one's, do you have

00:38:50 - 00:38:55 any articles or books or individuals that you follow that keeps you aware of

00:38:55 - 00:38:59 trends in this space? At any one time I've got probably a dozen books on the

00:38:59 - 00:39:02 go Tanya, I'm one of these people who reads for a while and then, sort of, say I

00:39:02 - 00:39:06 actually just absorb that one and move back and forth. But I think being an

00:39:06 - 00:39:11 engineer and having a background in finance I do like numbers, and so just

00:39:11 - 00:39:14 maybe it's a bit of a left field one, you should have a read of Adam Spencer's

00:39:14 - 00:39:19 Numberland, because it's actually a great one for going through with kids, I

00:39:19 - 00:39:24 went through it with my 10 year old son, but it actually opens up in your mind

00:39:24 - 00:39:29 to a whole host of things in life that you don't realise there's numbers behind

00:39:29 - 00:39:33 and what I'm saying there, is there's data behind that and so there's much more

00:39:33 - 00:39:38 science behind things that you take for granted overall. Another one that I've

00:39:38 - 00:39:41 been reading recently, I've forgotten the author's name, it's a book called Sway

00:39:41 - 00:39:48 . It's about unravelling unconscious bias and a point I want to make with that is

00:39:48 - 00:39:55	, that we all come preloaded with a lot of bias, we do. Some of it we're aware
00:39:55 - 00:40:00	of some of it we're not. One of the ways, not the only way, we've actually gotta
00:40:00 - 00:40:03	have the intent to want to open up our minds but one of the ways of cracking
00:40:03 - 00:40:09	that unconscious bias is data and analytics and insight. If you enter the
00:40:09 - 00:40:13	conversation about the data with an open mind, unconscious bias can be
00:40:13 - 00:40:17	confronted quite rapidly. There's some really good, sort of, insight there
00:40:17 - 00:40:20	challenging me as a leader to think differently and entering the conversations
00:40:20 - 00:40:25	differently and the one I gave you around, what a leader does in asking a data
00:40:25 - 00:40:29	person questions has been influenced by what I've read in that space. Beyond
00:40:29 - 00:40:35	that, huge fan of Brene Brown as a, I think that's more obviously the softer side
00:40:35 - 00:40:41	, but and been reading Susan David, I think, I just keep getting her surname
00:40:41 - 00:40:47	mixed up, on emotional agility so they're more in the leadership space. But it's
00:40:47 - 00:40:50	about embracing quite a bit of change in both of those books and how to
00:40:50 - 00:40:53	navigate that and I think we are in a massive time of change,
00:40:53 - 00:41:00	a massive time of change. Yeah, absolutely and finally, Rodd, thank you very much for sharing
00:41:00 - 00:41:03	those, by the way, and we'll share those references with our listeners, which
00:41:03 - 00:41:09	is terrific. If you could give our listeners one key take away for, you know,
00:41:09 - 00:41:12	taking an evidence based approach to all things customer, people and culture,
00:41:12 - 00:41:19	what would it be? I'd say that if you, it comes back to something I was
00:41:19 - 00:41:24	just saying, if you open your mind to the information that's available and you can
00:41:24 - 00:41:31	trust it, you'll end up making more thoughtful, considered and impactful
00:41:31 - 00:41:38	decisions for improving what is happening for your customers, improving
00:41:38 - 00:41:42	what's happening for the community and improving what's happening for

00:41:42 - 00:41:51	your people. So it's, data sheds light into dark spaces, and if you prepare to
00:41:51 - 00:41:56	embrace it, you get to get insight to those areas and not all of it's nice. But
00:41:56 - 00:42:01	once you know about it, you can do something about it. So it's, I'm not
00:42:01 - 00:42:04	suggesting that intuition and other things aren't important, they are really
00:42:04 - 00:42:11	important but really challenge yourselves to look at the data, invest the time in
00:42:11 - 00:42:17	understanding the data and make sure you make decisions that it's founded on
00:42:17 - 00:42:22	the facts that are available to you as much as you can. The data is there, the
00:42:22 - 00:42:28	art is just finding the right data to help you make those decisions. Fantastic,
00:42:28 - 00:42:31	thanks, Rodd and I'm sure the listeners would agree with me, this has been a
00:42:31 - 00:42:34	really interesting conversation and it was terrific to meet you and spend some
00:42:34 - 00:42:36	time with you today. Thank you. Thanks very much Tanya, appreciate it.
00:42:36 - 00:42:42	Thank you Rodd and Tanya, for another wonderful interview. Did you hear
00:42:42 - 00:42:46	what expressing how important he believes it is for a leader to care about the
00:42:46 - 00:42:51	sentiment of his employees? Both the good and the pain points and praises
00:42:51 - 00:42:56	Transport's HR team for their incredible support in providing great analytics in
00:42:56 - 00:43:01	this space. How are you and your team supporting your leaders keep abreast of
00:43:01 - 00:43:03	employee sentiment? See you next week.