# Smarter ways of working: curating responsive, flexible & resilient organisational cultures and work practices for ongoing change

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| 00:00:08 - 00:00:13 | Hello, fellow HR Sparkers, welcome to the final episode in the Smarter Ways |
| 00:00:13 - 00:00:17 | of Working series. Today we meet two senior execs from Department of |
| 00:00:17 - 00:00:22 | Customer Service, Jody Grima, ED Service NSW and Scott Johnston, Dep |
| 00:00:22 - 00:00:27 | Sec at Revenue NSW. We hope you learn a lot from listening to Scott and |
| 00:00:27 - 00:00:32 | Jody's insights on curating responsive, flexible and resilient organisational |
| 00:00:32 - 00:00:37 | cultures and work practices for ongoing change. Listen to how DCS is |
| 00:00:37 - 00:00:42 | reshaping job roles, capability sets and work practices to meet the current |
| 00:00:42 - 00:00:46 | environment of disruption, anticipate future needs and challenges. The |
| 00:00:46 - 00:00:52 | importance of AQ, adaptability quotient. Looking at people's ability to adapt to |
| 00:00:52 - 00:00:57 | rapidly changing environments and recognising how important employees and |
| 00:00:57 - 00:01:01 | their experiences are and the need to continually engage and connect with them |
| 00:01:01 - 00:01:07 | to ensure they are brought along agency transformation journeys. Hi, I'm |
| 00:01:07 - 00:01:11 | Tanya Hammond and I have the pleasure today of talking with both Scott |
| 00:01:11 - 00:01:16 | Johnston, Deputy Secretary Revenue NSW and Jody Grima, Executive |
| 00:01:16 - 00:01:21 | Director Service Delivery, Service NSW in relation to curating responsive, |
| 00:01:21 - 00:01:26 | flexible and resilient organisational cultures and work practices for ongoing |
| 00:01:26 - 00:01:32 | change. Welcome Jody and Scott. Hello. Thanks Tanya, hi. |
| 00:01:32 - 00:01:40 | Starting with yourself Jody, please give our listeners a short overview of your background and your current roles, that would be fantastic. Yeah, well I started |

my career in

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| 00:01:40 - 00:01:45 | social work, not customer experience. I spent my first 10 years working in |
| 00:01:45 - 00:01:51 | child protection with families and vulnerable children and working in the space |
| 00:01:51 - 00:01:56 | of early intervention as well. Then I found myself, I moved into Department |
| 00:01:56 - 00:02:02 | of Premier and Cabinet, and I was working on a program to establish the front |
| 00:02:02 - 00:02:06 | door for government and I guess from there we ended up with Service NSW. |
| 00:02:06 - 00:02:11 | I've been on the Service NSW journey from day one, initially in doing the |
| 00:02:11 - 00:02:17 | business case and now in a very fortunate position to be running service |
| 00:02:17 - 00:02:21 | delivery for Service NSW. Well, so what does that mean? I look after all of |
| 00:02:21 - 00:02:26 | our shop fronts and our contact centre team and the operational support |
| 00:02:26 - 00:02:31 | mechanisms that bring that all to life. Great, thanks Jody. How about yourself |
| 00:02:31 - 00:02:35 | , Scott? So my career started in the public service in the Commonwealth |
| 00:02:35 - 00:02:40 | Public Service at the Australian Bureau of Statistics, and I stayed there for |
| 00:02:40 - 00:02:45 | quite a long time. I had a passion for economics and numbers and got |
| 00:02:45 - 00:02:51 | incredible opportunities to lead teams to tackle different challenges and also |
| 00:02:51 - 00:02:55 | got the opportunity to work in the UK for a couple of years at the UK Stats |
| 00:02:55 - 00:02:59 | Office. But what I found was I started to gravitate towards more central |
| 00:02:59 - 00:03:04 | leadership and people opportunities, so I then moved to NSW Government |
| 00:03:04 - 00:03:08 | about six years ago, to the Public Service Commission. Initially it was around |
| 00:03:08 - 00:03:11 | setting up the workforce analytic program, but it progressed to other |
| 00:03:11 - 00:03:15 | opportunities, to my final six months I was the Acting Public Service |
| 00:03:15 - 00:03:20 | Commissioner and it was a really great experience to think about how we |
| 00:03:20 - 00:03:25 | impair our people and we have the right capabilities to deliver, we can do |

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| 00:03:25 - 00:03:29 | really great things. At the end of that time and only about four months ago I |
| 00:03:29 - 00:03:34 | joined Revenue NSW as its Deputy Secretary and Revenue NSW does a really |
| 00:03:34 - 00:03:39 | important role in generating and collecting revenue for the State, but also |
| 00:03:39 - 00:03:43 | thinking in a really deep way about how do we best deliver the best outcomes |
| 00:03:43 - 00:03:49 | for the citizens of NSW and build a relationship with them? Be it it might be |
| 00:03:49 - 00:03:53 | sometimes around understanding their obligations, helping them through |
| 00:03:53 - 00:03:59 | hardship and connecting properly the interaction between customers and |
| 00:03:59 - 00:04:04 | working closely with Service NSW and Jody to deliver really strong outcomes, |
| 00:04:04 - 00:04:07 | the best outcomes in terms of revenue generation but also the experience |
| 00:04:07 - 00:04:12 | people have. That's terrific. I guess your backgrounds really show a great |
| 00:04:12 - 00:04:16 | sense of working with clients and customers, so it's going to be a great |
| 00:04:16 - 00:04:20 | discussion. Thank you. So Scott, thinking back over your career, what's been |
| 00:04:20 - 00:04:24 | the most significant changes you've observed in the role of HR practitioners |
| 00:04:24 - 00:04:30 | and the HR function itself? So I think the biggest one would be that we now |
| 00:04:30 - 00:04:34 | see HR, People & Culture functions embedded in the business rather than |
| 00:04:34 - 00:04:41 | treated like a separate function. I think in my early days in my career, it's |
| 00:04:41 - 00:04:46 | evolved over probably the last 10 years, this practice of actually we need to |
| 00:04:46 - 00:04:50 | work with Human Resources as a leader rather than that being a people |
| 00:04:50 - 00:04:54 | problem, I need someone else to solve it for me, and that's enabled a much |
| 00:04:54 - 00:04:59 | better connection to strategy, resolving problems and challenges in a way |
| 00:04:59 - 00:05:05 | that's much more effective and consistent and really developing people |
| 00:05:05 - 00:05:09 | managers and people leaders in a way that HR can navigate rather than do the |
| 00:05:09 - 00:05:13 | doing. And I think the second point that I think is such a powerful change that |

| 00:05:13 - 00:05:20 | we've seen in recent times is the lifting of HR to be the trusted adviser, the |
| 00:05:20 - 00:05:24 | strong counsel, that leaders and managers of people are provided to help |
| 00:05:24 - 00:05:29 | navigate some of the most complex parts of our work. You can deal with a |
| 00:05:29 - 00:05:33 | whole range of issues around performance or people's well being, safety, a |
| 00:05:33 - 00:05:38 | whole range of issues that are not easy, that we don't confront day to day but |
| 00:05:38 - 00:05:41 | actually having someone who doesn't tell you what to do but guides you |
| 00:05:41 - 00:05:45 | through that process is a really important step. Some of the best HR colleagues |
| 00:05:45 - 00:05:50 | that I've worked with are the ones that know when to provide firm, clear |
| 00:05:50 - 00:05:53 | advice versus being the person that you can talk to and work through a problem |
| 00:05:53 - 00:06:00 | . That's a great response, and it really, I suppose makes the whole trusted |
| 00:06:00 - 00:06:05 | adviser really important. I did some research over the last few years looking at |
| 00:06:05 - 00:06:09 | whether just anyone could do HR, and it was really interesting when I spoke to |
| 00:06:09 - 00:06:13 | Senior Executives it seemed to be that one thing - I need help in problem |
| 00:06:13 - 00:06:18 | solving, and I need people who I can ask, let's be frank, dumb questions or |
| 00:06:18 - 00:06:23 | questions that you just you probably don't really want to ask others but, you |
| 00:06:23 - 00:06:26 | know, you trust a person in HR to be able to provide that sort of sounding |
| 00:06:26 - 00:06:30 | board as well, which is terrific. What about yourself, Jody? What's been your |
| 00:06:30 - 00:06:35 | observations of the change in HR? Yeah, look if I was to sum it up, I'd say, |
| 00:06:35 - 00:06:41 | moving from HR, which was considered to be the big stick to moving towards |
| 00:06:41 - 00:06:47 | the friendly support and by that I'm really saying it was very reactive the HR |
| 00:06:47 - 00:06:51 | functions many moons ago and it was when something happened, HR needed |
| 00:06:51 - 00:06:56 | to come in and fix it or do something about it. And then I guess if you think |
| 00:06:56 - 00:07:01 | about where we are now, it's really well, what can we do proactively to |

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| 00:07:01 - 00:07:04 | prevent something from happening rather than getting to a point where |
| 00:07:04 - 00:07:07 | something's happened and we've got to come in with a big stick to fix it? Yeah |
| 00:07:07 - 00:07:12 | , it's very true and again, as you say, that's really evolved. And I guess for |
| 00:07:12 - 00:07:16 | yourself, Jody there's a lot of speculation around the world in which we live |
| 00:07:16 - 00:07:20 | that ongoing change and our people are going to have to respond and adapt, |
| 00:07:20 - 00:07:24 | that's just the way of being. So all facets of the why, the how, the what and |
| 00:07:24 - 00:07:28 | where we perform our work will be fundamentally different as we respond to |
| 00:07:28 - 00:07:34 | ongoing and often disruptive change. In our recent catch up you mentioned that |
| 00:07:34 - 00:07:38 | your organisation, Service NSW, is taking a customer centric approach to all |
| 00:07:38 - 00:07:42 | that you do and is moving away from that, funnily enough, what you've just |
| 00:07:42 - 00:07:47 | described, that transaction role to more of the advisory type role. As well, you |
| 00:07:47 - 00:07:50 | mentioned that your're moving away from the specialised roles to more generic |
| 00:07:50 - 00:07:55 | roles. Can you share with our listeners a number of experiences in how the |
| 00:07:55 - 00:07:59 | leaders within Service NSW are transforming job roles, skills and work |
| 00:07:59 - 00:08:03 | practices now and into the future? A long question. Yeah, look, it's a really |
| 00:08:03 - 00:08:08 | timely question though, right? If you you think about why we're doing all of |
| 00:08:08 - 00:08:13 | this and why is it so important it's so that we stay relevant to the people that |
| 00:08:13 - 00:08:19 | we're serving, whether that be in customer service or whether that be an |
| 00:08:19 - 00:08:23 | education provider or somebody working in health care. How do you stay in |
| 00:08:23 - 00:08:28 | touch and how do you stay relevant? And the way you do that is being in a |
| 00:08:28 - 00:08:32 | position to respond to the needs of the community at the time and I think the |
| 00:08:32 - 00:08:37 | last six months have taught us a lot about the changing needs of the community |
| 00:08:37 - 00:08:42 | and society as a whole. So if I think about Service NSW when we stepped into |

| 00:08:42 - 00:08:47 | the beginning of the Christmas close down period, our workloads suddenly |
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| 00:08:47 - 00:08:50 | crept up and we were asked to do something very different than what we've |
| 00:08:50 - 00:08:55 | ever done before. Previously, we worked in high volume transactions, focus |
| 00:08:55 - 00:08:59 | was on how do you get customers in and out the door with a great memorable |
| 00:08:59 - 00:09:06 | experience but they were pretty simple, non complex transactions and we just |
| 00:09:06 - 00:09:10 | wanted to make them as seamless and friendly as possible. Bushfires |
| 00:09:10 - 00:09:15 | happened, Covid happened, the world changed and what was required of |
| 00:09:15 - 00:09:21 | Service NSW to be relevant and in touch with the community needs was to be |
| 00:09:21 - 00:09:26 | available to respond to the community needs in those two areas. That required |
| 00:09:26 - 00:09:30 | us building a service that we've called Customer Care but it wasn't about |
| 00:09:30 - 00:09:34 | transactional stuff, it was about building relationships and providing |
| 00:09:34 - 00:09:40 | relationship based services to be the advocate for customers so they could get |
| 00:09:40 - 00:09:43 | the supports they were needing. You know, the core problem was the same, |
| 00:09:43 - 00:09:48 | the customer was having difficulty in navigating government services, the |
| 00:09:48 - 00:09:53 | context of which that was happening was just so much more complicated and |
| 00:09:53 - 00:09:57 | the skills that our staff needed to respond to that were very different to the |
| 00:09:57 - 00:10:01 | skills that they had in the past. So we had to quickly stand up this program |
| 00:10:01 - 00:10:06 | called Customer Care and look at what are the different capability sets that our |
| 00:10:06 - 00:10:10 | staff had and what they needed to be able to do this work. I have to be honest |
| 00:10:10 - 00:10:15 | with you Tanya, a lot of it was learning as we go but the foundation layer was |
| 00:10:15 - 00:10:21 | this resilience. I think you can build that the different capability sets but how |
| 00:10:21 - 00:10:26 | do you support the emotional resilience for your staff going forward and |
| 00:10:26 - 00:10:31 | through this changing role was something that was faced with us at that point |

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| 00:10:31 - 00:10:35 | of crisis and it was only through working very closely with our People and |
| 00:10:35 - 00:10:41 | Culture team under Belinda Lawn in DCS to really understand how do we |
| 00:10:41 - 00:10:47 | actually ramp up our skill sets and our capability and the resilience of our staff |
| 00:10:47 - 00:10:52 | quickly in order to be able to adapt. And amazingly, part of this is about |
| 00:10:52 - 00:10:55 | training and qualifications around how do you manage that customer |
| 00:10:55 - 00:11:00 | experience and the flow, the technical abilities to do the job. But the majority |
| 00:11:00 - 00:11:06 | of it was, how do you lead self in this changed environment and investing in |
| 00:11:06 - 00:11:11 | your people and those core capabilities was key but also acknowledging that |
| 00:11:11 - 00:11:16 | some people had the right skill sets to do this and some people didn't and how |
| 00:11:16 - 00:11:21 | do you surface that in a proactive way so that you have the right people doing |
| 00:11:21 - 00:11:26 | the right work. That's terrific, Jody. I think the interesting thing, what we're |
| 00:11:26 - 00:11:30 | finding in organisations right now because of that disruptive change is we're |
| 00:11:30 - 00:11:34 | looking more around, and you talked about the resilience and being able to |
| 00:11:34 - 00:11:40 | cope, one of the research papers I've been really interested in is the AQ, so |
| 00:11:40 - 00:11:45 | your adaptability quotient and looking at the individual's ability, to maintain |
| 00:11:45 - 00:11:50 | energy and maintain that resilience and to actually look at, if we talk about AQ, |
| 00:11:50 - 00:11:54 | IQ and that's another one that's kind of interesting, you hit the nail on the head |
| 00:11:54 - 00:11:57 | there, which is terrific. What about yourself, Scott. Did you have any |
| 00:11:57 - 00:12:01 | thoughts? That was a exceptional response from Jody to that, and I think the |
| 00:12:01 - 00:12:05 | thing that's really struck me is the current time has meant everything's |
| 00:12:05 - 00:12:10 | accelerated, things that didn't seem possible now are because they've had to be |
| 00:12:10 - 00:12:16 | . We've had to step back and think we've been tasked with something unusual |
| 00:12:16 - 00:12:20 | or sometimes our work might have stopped in one area and we've had to think |

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| 00:12:20 - 00:12:26 | about how do we then reframe roles and functions and tasks and be adaptive |
| 00:12:26 - 00:12:31 | like never before. So what that's meant is there's a key leadership challenge, |
| 00:12:31 - 00:12:37 | which is not easy and having really good vision in a digital way to actually |
| 00:12:37 - 00:12:42 | how your people are responding and adapting to this and understanding where |
| 00:12:42 - 00:12:46 | someone might have gone a bit quiet or might be struggling or need different |
| 00:12:46 - 00:12:50 | kind of help becomes a key attribute that a good leader needs to do and then |
| 00:12:50 - 00:12:55 | similarly, managers of managers need to be kind of seeing how their manages |
| 00:12:55 - 00:13:00 | are going because there's such a responsibility on it. What I've noticed is that |
| 00:13:00 - 00:13:05 | this has helped us actually make some real profound change. In Revenue NSW |
| 00:13:05 - 00:13:10 | I was just struck by a host of actual efforts that have shown that roles and |
| 00:13:10 - 00:13:13 | approaches to work and fundamentally changing the conversation about our |
| 00:13:13 - 00:13:18 | customers through this time has meant we have lifted things that might have |
| 00:13:18 - 00:13:23 | taken this years in the past. Within Revenue NSW we digitised electronic |
| 00:13:23 - 00:13:29 | conveyancing to be, from only months ago, a very, very small proportion was |
| 00:13:29 - 00:13:33 | done online to almost 100% being done now. I mean, there's an efficiency to |
| 00:13:33 - 00:13:36 | this, but actually by thinking through what's the customer experience, we're |
| 00:13:36 - 00:13:40 | able to reshape that, but then also reshaped the jobs of people who are working |
| 00:13:40 - 00:13:44 | on it. Another point I was just wanted to add to the spirit around |
| 00:13:44 - 00:13:48 | transformation and change of workforces is that our people are obviously |
| 00:13:48 - 00:13:53 | critical to it. You don't just embed technology and think that people will follow |
| 00:13:53 - 00:13:58 | . You've actually got to really invest in terms of what are the skills sets that we |
| 00:13:58 - 00:14:01 | have today, what are the ones that are at risk or have some challenge and what |
| 00:14:01 - 00:14:05 | are the ones that we need in the future and start trying to join them up? I'm |

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| 00:14:05 - 00:14:11 | really excited about what our opportunities in Revenue NSW are because we've |
| 00:14:11 - 00:14:15 | built a strong team and a capability around looking at where we can do process |
| 00:14:15 - 00:14:20 | automation and business process improvement and out of that creates a whole |
| 00:14:20 - 00:14:24 | bunch of jobs and opportunities and skills that we want our people to deliver, |
| 00:14:24 - 00:14:29 | to start changing the way we work rather than saying we're just removing |
| 00:14:29 - 00:14:33 | function and if we can engage and connect our workforce strategy in with our |
| 00:14:33 - 00:14:37 | business strategy and then you start having a different conversation about the |
| 00:14:37 - 00:14:42 | jobs that we've got or the way we design roles. I think the future's amazing and |
| 00:14:42 - 00:14:47 | really exciting, and that way we're all in it together but the risk is, and I think |
| 00:14:47 - 00:14:51 | a real current risk when you talk about change and an urgency to it, is that we |
| 00:14:51 - 00:14:56 | leave people behind, and I think almost my most important job as the leader of |
| 00:14:56 - 00:15:00 | Revenue NSW is to be thinking about everyone and be inclusive to everyone in |
| 00:15:00 - 00:15:04 | this journey because it's challenging for a whole heap of reasons but we're all |
| 00:15:04 - 00:15:08 | in it for the long game and actually thinking, how does that impact each of us |
| 00:15:08 - 00:15:14 | is a really critical place. That leads to, good question Scott, that we can build |
| 00:15:14 - 00:15:19 | on because I guess your background has involved a lot of change and leading |
| 00:15:19 - 00:15:25 | change in, you know, more traditional functions and, I suppose, flip some of |
| 00:15:25 - 00:15:30 | the way the work's been done to leverage more flexibly, to the collective |
| 00:15:30 - 00:15:34 | capabilities of an organisation's purpose. What are other insights that you can |
| 00:15:34 - 00:15:38 | share with our listeners, you were involved in restructuring and reframing how |
| 00:15:38 - 00:15:43 | works done? It's a great question, which you could have your own podcast on |
| 00:15:43 - 00:15:48 | this question, I'd say, but for me and I think we all have to think about the |
| 00:15:48 - 00:15:53 | approach to these problems in a personal way but we have to be incredibly |

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| 00:15:53 - 00:15:57 | adaptable, so we need to step back and consider in any strategy what we're |
| 00:15:57 - 00:16:02 | trying to achieve. Strategy evolves, but we're trying to take ourselves from |
| 00:16:02 - 00:16:06 | somewhere today to somewhere different tomorrow and that's almost the easy |
| 00:16:06 - 00:16:11 | bit to articulate that. The part in between about how we do it, how do we drive |
| 00:16:11 - 00:16:15 | change and again, to my point in the last question, how do we think about |
| 00:16:15 - 00:16:20 | what this means for everybody rather than being binary about, that stops, this |
| 00:16:20 - 00:16:24 | begins, these people have left the organisation we'll save that money to do |
| 00:16:24 - 00:16:28 | something else, we need to think more broadly about every decision someone's |
| 00:16:28 - 00:16:33 | made or every opportunity gives us a chance to make a micro- reset of our |
| 00:16:33 - 00:16:37 | plans so that we keep moving in that right direction. And I think in times like |
| 00:16:37 - 00:16:40 | this, where you're particularly going from real traditional functions into |
| 00:16:40 - 00:16:46 | something quite different, being deep into what you're trying to achieve and |
| 00:16:46 - 00:16:49 | the levers that you've got to pull throughout that means that the pathway won't |
| 00:16:49 - 00:16:54 | be the linear one that you might have imagined and had on a beautiful plan on a |
| 00:16:54 - 00:16:58 | page. It's actually some ups and downs and some opportunities you didn't |
| 00:16:58 - 00:17:02 | realise and some challenges that you didn't expect but being adaptable to that |
| 00:17:02 - 00:17:06 | and thinking about what consequences of all these decisions actually helps you |
| 00:17:06 - 00:17:11 | keep taking small steps forward. And I think keeping an eye on the place |
| 00:17:11 - 00:17:16 | you're going but being really mindful of where you've come from. Coming into |
| 00:17:16 - 00:17:19 | Revenue NSW it's done some really significant changes over the last few years |
| 00:17:19 - 00:17:24 | , I would be, firstly, a fool but secondly, I would lose the trust and confidence |
| 00:17:24 - 00:17:27 | of everyone to say now I'm going to change things. This is about supporting |
| 00:17:27 - 00:17:31 | and getting onto the journey and carrying it forward and talking about this. |

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| 00:17:31 - 00:17:35 | Being consistent, getting people's language to be we know what we're doing, |
| 00:17:35 - 00:17:38 | we've got a common purpose, and when we make harder decisions or |
| 00:17:38 - 00:17:42 | challenging ones that we think about alignment to that strategy. Everyone's on |
| 00:17:42 - 00:17:46 | the same page, even if we don't agree. That's probably were I'd stop to that. I |
| 00:17:46 - 00:17:51 | think there's a real key piece about don't have a strategy or a transformation or |
| 00:17:51 - 00:17:55 | plan to create change and let it sit on a shelf and just think that that's going to |
| 00:17:55 - 00:18:01 | take care of itself, it needs really careful management and support and drive. |
| 00:18:01 - 00:18:05 | Never waste an opportunity. Yeah, I guess what you're saying too Scott, is |
| 00:18:05 - 00:18:11 | keep a real eye on what is actually happening through that process, so you're |
| 00:18:11 - 00:18:15 | adapting continually to the context. I think you sort of said in the |
| 00:18:15 - 00:18:18 | consequences of things sometimes we don't actually know them until they |
| 00:18:18 - 00:18:23 | happen. It's what you're constantly doing is looking at the problems and |
| 00:18:23 - 00:18:27 | solving them but starting from where you are. I'd be interested to know your |
| 00:18:27 - 00:18:31 | thoughts, Jody. Yeah, it's that sort of famous buzzword of culture eats |
| 00:18:31 - 00:18:35 | strategy, right? But you can have the best strategy in the world but if you |
| 00:18:35 - 00:18:39 | don't have the right culture in the organisation to embed that and bring that to |
| 00:18:39 - 00:18:44 | life, I think that the likelihood of success is very low. My only add to what |
| 00:18:44 - 00:18:50 | Scott had said is this culture of test and learn and not having to have everything |
| 00:18:50 - 00:18:55 | perfect before giving it a go and that real mindset that it's okay to fail but if you |
| 00:18:55 - 00:19:01 | gonna fail, fail quickly. How do you bring that into life so that part of being in |
| 00:19:01 - 00:19:06 | existence is this and part of the culture that you operate within is you're gonna |
| 00:19:06 - 00:19:10 | have a go? Sometimes it's gonna work, sometimes it's not. When it doesn't |
| 00:19:10 - 00:19:15 | work we can re-pivot do something slightly different but keep stepping forward |

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| 00:19:15 - 00:19:19 | and bringing that together so that we're all moving in the same direction with |
| 00:19:19 - 00:19:23 | some clear objectives and we know what the outcome and what great looks like |
| 00:19:23 - 00:19:29 | . But how we go about doing that depends on the individual workplace or |
| 00:19:29 - 00:19:34 | circumstances in which that person's operating. Yeah and I guess what you're |
| 00:19:34 - 00:19:37 | saying is you've just got to fundamentally start from where you are, so you've |
| 00:19:37 - 00:19:42 | got to first know where you are. Which I guess leads to, I'm really interested |
| 00:19:42 - 00:19:47 | in your views, on observing the fundamental change and how HR services are |
| 00:19:47 - 00:19:52 | provided. We now are recognising more of the individual employee and the |
| 00:19:52 - 00:19:56 | importance of their employee experience genuinely from their first engagement |
| 00:19:56 - 00:20:00 | that they have with your organisation. And I guess this is really similar to ways |
| 00:20:00 - 00:20:05 | that we've been approaching our customers for years and that's been a big shift |
| 00:20:05 - 00:20:10 | in HR. We've responded to Covid, we're looking at doing things in the HR |
| 00:20:10 - 00:20:13 | space a really different way. I'd be really curious about some real life |
| 00:20:13 - 00:20:17 | examples you've observed in how HR has responded and supported the |
| 00:20:17 - 00:20:22 | workforce through this change. Yeah, look, if we think about what we've |
| 00:20:22 - 00:20:27 | achieved in the last five months as a business is just remarkable and the Public |
| 00:20:27 - 00:20:32 | Service as a whole. I'll give you a very simple example, obviously Service |
| 00:20:32 - 00:20:38 | NSW operates very large customer facing areas that being in our contact |
| 00:20:38 - 00:20:43 | centres but also in our physical shop fronts, of which we have 107 across the |
| 00:20:43 - 00:20:48 | whole state. So we had this really interesting scenario where we had our shop |
| 00:20:48 - 00:20:53 | fronts that needed to remain open and continue to serve customers but we |
| 00:20:53 - 00:20:57 | needed to make sure we had protective measures in place so that they weren't at |
| 00:20:57 - 00:21:02 | risk but at the same time we had our contact centres, of which we've got 1,000 |

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| 00:21:02 - 00:21:07 | staff working in our contact centres, 70% suddenly were working from home, |
| 00:21:07 - 00:21:11 | but they were doing new content. We'd set up this Covid hotline and it was a |
| 00:21:11 - 00:21:16 | 24 hour hotline, all of these new services and changes coming in, suddenly |
| 00:21:16 - 00:21:22 | the borders were closed and we were supporting all of that but our staff were at |
| 00:21:22 - 00:21:27 | home working remotely in a situation that was very different to the usual |
| 00:21:27 - 00:21:31 | environment. What, you know, we needed from our People and Culture team |
| 00:21:31 - 00:21:37 | and our HR teams was in effect to be focused on responses that were individual |
| 00:21:37 - 00:21:43 | to the needs and trying to do that in a proactive way. So everything is about |
| 00:21:43 - 00:21:49 | making sure that our staff members are empowered. Feeling safe, have the |
| 00:21:49 - 00:21:53 | tools and resources that they need to be able to do their job and do their job |
| 00:21:53 - 00:21:57 | well. If they've got those, we can then follow on and provide a great customer |
| 00:21:57 - 00:22:03 | experience. So I guess what it was about is divide and conquer. The needs |
| 00:22:03 - 00:22:07 | were so different, we needed a team of people that were focused on what are |
| 00:22:07 - 00:22:11 | the needs of our front line teams? What did they need to make sure that they |
| 00:22:11 - 00:22:16 | could feel comfortable coming to work and still serve 1,000 customers that |
| 00:22:16 - 00:22:20 | were coming in and out the door through these physical centres? So proactive |
| 00:22:20 - 00:22:26 | measures around support for the staff emotional support but also what did we |
| 00:22:26 - 00:22:30 | need to do to make the workplace safe? Protective screens, decisions, |
| 00:22:30 - 00:22:34 | conversations about masks? What do we do for driver testing? There was |
| 00:22:34 - 00:22:39 | quite a lot to work through around measures that we were all learning as we go |
| 00:22:39 - 00:22:45 | , but really being proactive so that, and I can't tell you the power of using, we |
| 00:22:45 - 00:22:50 | use Workplace by Facebook I think Yammer's used across some other |
| 00:22:50 - 00:22:57 | organisations as well. But using those tools to go out to the front line teams to |

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| 00:22:57 - 00:23:02 | get their feedback on what they felt they needed to feel safe so that |
| 00:23:02 - 00:23:06 | conversation became a live conversation rather than one directional |
| 00:23:06 - 00:23:09 | communications out to staff around these are the protective measures we're |
| 00:23:09 - 00:23:15 | putting in place. So in one way, I guess Covid has made that conversation |
| 00:23:15 - 00:23:20 | with our front line teams, whether they be in Broken Hill, Albury or in Sydney |
| 00:23:20 - 00:23:24 | , a lot more free flowing. In the contact centre space the needs were very |
| 00:23:24 - 00:23:29 | different. It was about how do we make sure staff were in touch, not feeling |
| 00:23:29 - 00:23:33 | isolated, had the information they needed. They were dealing with very |
| 00:23:33 - 00:23:39 | sensitive customer information, and obviously some of this was new types of |
| 00:23:39 - 00:23:43 | phone calls they've ever dealt with. So how do we make sure we have key |
| 00:23:43 - 00:23:47 | providers in place, how do we bring them together as a group to do formal |
| 00:23:47 - 00:23:51 | debriefs, different complexities of managing night shifts when you've never |
| 00:23:51 - 00:23:57 | managed those before. The great thing was it wasn't just the business trying to |
| 00:23:57 - 00:24:02 | work out how do you operationalised this? It was bringing in different experts |
| 00:24:02 - 00:24:06 | , and it comes back to the point that Scott talked about earlier, being able to |
| 00:24:06 - 00:24:11 | pick up the call and say, hey, I really need your advice about this and then |
| 00:24:11 - 00:24:16 | they'll say, give me 5, 10 minutes I'll go and talk to the network and the |
| 00:24:16 - 00:24:20 | network of support and different learnt experience would come back and there |
| 00:24:20 - 00:24:24 | were these all these new opportunities that we had never thought about. And I |
| 00:24:24 - 00:24:29 | think that's what's so different. It's this mix of different ideas, different |
| 00:24:29 - 00:24:34 | approaches that you can bring together and then pick out the best bits to have |
| 00:24:34 - 00:24:39 | the right response that's gonna work in the right context. That's terrific and |
| 00:24:39 - 00:24:43 | do you reckon that's going to be sustainable into the future, or how do you keep |

| 00:24:43 - 00:24:49 | that going beyond today? Beyond the pandemic? Yeah, look, I think it's all |
| 00:24:49 - 00:24:54 | of these new ways of working that you have to work different to get the |
| 00:24:54 - 00:24:57 | outcome that you're after. Sometimes in the old world this would happen in |
| 00:24:57 - 00:25:02 | corridor conversations. I think we're more conscious now about how do we go |
| 00:25:02 - 00:25:06 | about bringing these networks together. I do think it's sustainable, absolutely. |
| 00:25:06 - 00:25:12 | And I think we've all learnt things that have worked, work that wev've never |
| 00:25:12 - 00:25:16 | even really thought about before. But, yeah, I guess it's a it's a good question |
| 00:25:16 - 00:25:20 | Tanya. I haven't really thought about it that much, but I couldn't see how we |
| 00:25:20 - 00:25:25 | wouldn't do that going forward. We all use to operate in our own little silos, |
| 00:25:25 - 00:25:30 | and you'd think Covid would make those silos a lot deeper, but it's actually has |
| 00:25:30 - 00:25:35 | done the reversing in my setting. I agree. People have shown more care for |
| 00:25:35 - 00:25:39 | each other over the past six months and it's, firstly a beautiful thing but it's |
| 00:25:39 - 00:25:44 | also really it's such a critical thing to get stuff done because you gotta |
| 00:25:44 - 00:25:47 | understand where people are in that investment at the start of a conversation |
| 00:25:47 - 00:25:52 | about, how you going, because you come into people's homes to do your work |
| 00:25:52 - 00:25:57 | now and it's just shifted the relationship we have with each other in a |
| 00:25:57 - 00:26:02 | profoundly powerful way, and now it will change and things will change and |
| 00:26:02 - 00:26:09 | we'll possibly find something that's a midpoint of this, but that consideration |
| 00:26:09 - 00:26:12 | and you know the way we think about each other, we have to do our very best |
| 00:26:12 - 00:26:17 | to hold on to that and understand that we don't achieve anything on our own. |
| 00:26:17 - 00:26:21 | And if we do that in the right way, we'll achieve so much more. And so I, I'm |
| 00:26:21 - 00:26:25 | an optimist to that. I think there's a great case we need to maybe not work as |
| 00:26:25 - 00:26:30 | fast and have as much crazy stuff happening. But the spirit in the way we do it |

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| 00:26:30 - 00:26:35 | doesn't have to stop. That's a great response, isn't it? It's a spirit in terms of |
| 00:26:35 - 00:26:41 | how it's being delivered and your comment Jody, about being able to broaden |
| 00:26:41 - 00:26:45 | our thinking and our capability, and I guess how we work together. Scott, |
| 00:26:45 - 00:26:49 | what about from yourself in terms of Covid? Were there any sort of |
| 00:26:49 - 00:26:53 | experiences that you wanted to share about the change and the support that HR |
| 00:26:53 - 00:26:59 | has been providing in Revenue NSW? I think the really it's not obvious, but |
| 00:26:59 - 00:27:04 | what it means we've had to be really deep and HR has had to be really deep |
| 00:27:04 - 00:27:08 | throughout the organisation, understand it's network. So it can see where |
| 00:27:08 - 00:27:13 | problems or challenges are emerging because we do leap into action and we |
| 00:27:13 - 00:27:17 | respond to the challenge in front of us, and people's roles are shifting and HR's |
| 00:27:17 - 00:27:23 | played such a critical role and in tapping into those networks informal and part |
| 00:27:23 - 00:27:26 | of this is about knowing the business that you're working with, knowing the |
| 00:27:26 - 00:27:30 | culture of the organisation you're supporting. And I think where that goes well |
| 00:27:30 - 00:27:35 | , it's really powerful. In my case, at Revenue NSW I think our business partner |
| 00:27:35 - 00:27:40 | , Michele Paphitis and her team have done a really fantastic job. I've talked |
| 00:27:40 - 00:27:45 | more to her and others about issues, you know, it might be a text message or a |
| 00:27:45 - 00:27:49 | very short call about issues just to make sure we're all on the same page. That's |
| 00:27:49 - 00:27:53 | probably something that's changed rather than having just an organised meeting |
| 00:27:53 - 00:27:58 | every week or fortnight. It's every day you want to be checking in and making |
| 00:27:58 - 00:28:03 | sure is this something you need to do or I need them to do something. It |
| 00:28:03 - 00:28:07 | becomes, it's just much more joined up, I think. That'd be probably the biggest |
| 00:28:07 - 00:28:12 | observation and probably also keeping us honest. It's great to talk about the |
| 00:28:12 - 00:28:17 | positives around Covid-19 and the productivity improvements and the ways of |

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| 00:28:17 - 00:28:22 | working, how we've adapted to it and engagements up etc. But actually the |
| 00:28:22 - 00:28:27 | experience isn't the same for everyone. Keeping us honest to that, I think, is a |
| 00:28:27 - 00:28:31 | really important maker, actually, of HR at this time and from my experience in |
| 00:28:31 - 00:28:36 | Revenue and Customer Service it's been really strong, positive value that |
| 00:28:36 - 00:28:41 | they've done. I think one of the challenges that a number of HR practitioners |
| 00:28:41 - 00:28:46 | have said to me is that we're dealing with the pandemic, but we've also got to |
| 00:28:46 - 00:28:50 | focus on our strategic direction. And one of the strategic priorities for the |
| 00:28:50 - 00:28:54 | NSW Government is to implement best practice productivity and digital |
| 00:28:54 - 00:28:59 | capability across the NSW Public Service and drive public sector diversity by |
| 00:28:59 - 00:29:06 | 2025. I guess I'm curious about your thoughts, Scott, initially on what HR |
| 00:29:06 - 00:29:10 | practitioners are doing taking that customer centric approach to best support |
| 00:29:10 - 00:29:15 | leaders and teams to foster those things and to accomplish the levels of |
| 00:29:15 - 00:29:21 | productivity and digital capability that I guess is envisioned by that strategy. |
| 00:29:21 - 00:29:25 | It's a really good question Tanya. My thoughts, first thing I'll give an example |
| 00:29:25 - 00:29:30 | of how I see it playing out is that we outside of Human Resources, we have |
| 00:29:30 - 00:29:35 | often a very good intuitive sense of what's to be done but actually thinking |
| 00:29:35 - 00:29:39 | practically where do I start? How do I take an idea around a strategic |
| 00:29:39 - 00:29:43 | workforce plan, or changing a capability set that someone might have from |
| 00:29:43 - 00:29:48 | something to something else or a group of people? It's not simple, and often |
| 00:29:48 - 00:29:53 | you don't have the bandwidth to invest the time and the thought to it and HR |
| 00:29:53 - 00:29:57 | being deeply across the strategy that you're trying to deliver and understand |
| 00:29:57 - 00:30:01 | what that means and know that one of the biggest levers we have to pull is |
| 00:30:01 - 00:30:06 | improved performance capability and engagement of our workforce, means |

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| 00:30:06 - 00:30:10 | that they're at the table, as that strategy is not only being framed but then |
| 00:30:10 - 00:30:14 | executed. I had a really great conversation earlier today with my leadership |
| 00:30:14 - 00:30:18 | team and it was primarily framed about a discussion around strategy and |
| 00:30:18 - 00:30:22 | finance and our budget. And how do we think about the current situation we're |
| 00:30:22 - 00:30:27 | in to drive the very best performance and achieve as much as possible, and I |
| 00:30:27 - 00:30:33 | had Michele present to us about opportunities around people and thinking what |
| 00:30:33 - 00:30:37 | we know is actually, in lots of areas, even we've seen sick leave plummet over |
| 00:30:37 - 00:30:41 | the last few months, and that may not stay the same, but there's elements of |
| 00:30:41 - 00:30:46 | productivity and opportunity that weren't otherwise there. But actually having |
| 00:30:46 - 00:30:50 | a read on a metric and understanding what that means for us starts framing a |
| 00:30:50 - 00:30:55 | discussion about, we've actually got more capacity than we thought we had. |
| 00:30:55 - 00:30:59 | That then leads to another discussion when we started talking about what our |
| 00:30:59 - 00:31:03 | requirements are and the work that we need to do and and you know it's a |
| 00:31:03 - 00:31:07 | challenging time around, your eyes are too big for your belly. You want to do |
| 00:31:07 - 00:31:12 | more than you can. But how can we start reshaping and getting really good |
| 00:31:12 - 00:31:16 | resource planning about when we're busy? So we utilize everyone to their |
| 00:31:16 - 00:31:21 | fullest and fundamentally design roles that are exciting and rewarding for |
| 00:31:21 - 00:31:27 | people in whatever that means for them and having HR lead a discussion in a |
| 00:31:27 - 00:31:32 | finance meeting, effectively that's connected to strategy is not something that I |
| 00:31:32 - 00:31:36 | think maybe a few years ago, we'd necessarily do. We would have had a HR |
| 00:31:36 - 00:31:39 | meeting and then later had a finance meeting and hoped that the two were |
| 00:31:39 - 00:31:44 | consistent with each other. Thinking what we can achieve through our people |
| 00:31:44 - 00:31:48 | because it's our greatest resource anchors it in a strategy and it sticks to our |

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| 00:31:48 - 00:31:53 | values, which are really important to us means you can achieve a lot and you |
| 00:31:53 - 00:31:57 | can achieve it actually, in a way, that's a really positive change, and that |
| 00:31:57 - 00:32:03 | makes it enduring. And so, to me what HR does now, needs to do. And so the |
| 00:32:03 - 00:32:09 | challenge is to a HR person is to be at the table in those discussions or |
| 00:32:09 - 00:32:13 | supporting someone who is at the table in those discussions so that we know |
| 00:32:13 - 00:32:17 | when we're working well to the plan. But we also can start seeing where things |
| 00:32:17 - 00:32:21 | are not going as well. When is resilience challenged? I mean that example |
| 00:32:21 - 00:32:25 | Jody gave about working 24/7, so that's a challenge that you hadn't been |
| 00:32:25 - 00:32:29 | confronted previously. So how did, how do you lift that and know that there's |
| 00:32:29 - 00:32:33 | going to be some challenge and problems with it because it's not what you did |
| 00:32:33 - 00:32:38 | previously, but actually HR saying well there's ways to do this because Service |
| 00:32:38 - 00:32:43 | NSW isn't the first to do it, but you could build a comfort and a resilience. |
| 00:32:43 - 00:32:49 | And I think lots of people lean and look to their HR leaders and support as, I |
| 00:32:49 - 00:32:54 | talked about trusted adviser but it also gives you confidence that you're on the |
| 00:32:54 - 00:33:01 | right path. Do either if you have some examples or some thoughts so far in just |
| 00:33:01 - 00:33:06 | that digital capability component. What's your ideas in that space? Jody, did |
| 00:33:06 - 00:33:12 | you have any initial thoughts? Yeah, look, I think that there's this minimal |
| 00:33:12 - 00:33:16 | level of digital literacy that we all wanna have, but how do you define that and |
| 00:33:16 - 00:33:21 | how do you make that important for each of the individual within whatever |
| 00:33:21 - 00:33:25 | workplace that may be? You know, you look at Amazon, you look at Google |
| 00:33:25 - 00:33:29 | and how they've embedded that base level of digital literacy across their |
| 00:33:29 - 00:33:33 | organisations and how everyone basically working in that organisation there |
| 00:33:33 - 00:33:38 | knows how to code. Do you want to say that's the minimum standard going |

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| 00:33:38 - 00:33:41 | forward for all people? I think a lot of people would get very nervous and |
| 00:33:41 - 00:33:45 | anxious about that. Which kind of leads me to the way that I would approach |
| 00:33:45 - 00:33:49 | this question. I think is slightly different, and it kind of builds on the self |
| 00:33:49 - 00:33:52 | determination theory. I don't know if you're familiar with that, but it really |
| 00:33:52 - 00:33:58 | focuses on the three basic human needs that we all have, whether that be at |
| 00:33:58 - 00:34:04 | work or at home. And it's around competence, autonomy and relatedness. I |
| 00:34:04 - 00:34:09 | think we've got to build that competence level in that digital era and define |
| 00:34:09 - 00:34:14 | what that minimum data set is, and then work with our teams to build it up. So |
| 00:34:14 - 00:34:18 | it's not something that's feared. But you know, if you think about self |
| 00:34:18 - 00:34:22 | determination theory and what is the positive impacts that come with that? I |
| 00:34:22 - 00:34:27 | think latest research showed from Gallup that if you work with people |
| 00:34:27 - 00:34:32 | strengths and you build those strengths into their jobs, your six times more |
| 00:34:32 - 00:34:37 | likely to be engaged with the work that you're doing. But the workforce is |
| 00:34:37 - 00:34:43 | likely to be 8% more productive. Now that's pretty powerful stuff, but it's not |
| 00:34:43 - 00:34:48 | that scientific right. How do you take that model and then build it into the |
| 00:34:48 - 00:34:53 | future digital era and start to build that competency, so it's not feeling as |
| 00:34:53 - 00:35:00 | foreign as you, I guess, get closer to a nearer that the work life, the workload |
| 00:35:00 - 00:35:04 | is changing or the work that we're doing is changing. Going back to what you |
| 00:35:04 - 00:35:09 | were saying earlier too around the whole employee experience the individual |
| 00:35:09 - 00:35:14 | and understanding the individual and the individual experience as well, and I |
| 00:35:14 - 00:35:18 | think that's really important. My other question is sort of really around the |
| 00:35:18 - 00:35:24 | diversity requirements. What actions have you taken Scott in that space? You |
| 00:35:24 - 00:35:29 | know, in terms of looking at that 2025 what we know about diversity, it's not |

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| 00:35:29 - 00:35:33 | about targets it's about a whole bunch of other things and I think you talked |
| 00:35:33 - 00:35:38 | earlier about culture today. That's really important. This is something that's |
| 00:35:38 - 00:35:42 | really important to me from the time at the Public Service Commission, I think |
| 00:35:42 - 00:35:46 | I joined and left a very different person because of the learnings I've got about |
| 00:35:46 - 00:35:52 | how critical diversity and inclusion is to actually people's experiences and and |
| 00:35:52 - 00:35:58 | our ability to do our work well. My starting point to that is currently this is the |
| 00:35:58 - 00:36:02 | most inclusive time ever because we're thinking about everyone individually, |
| 00:36:02 - 00:36:08 | we're thinking about, in Revenue the 1,400 people who work for Revenue in |
| 00:36:08 - 00:36:12 | nearly 1,400 different locations. How do we include them in everything we do |
| 00:36:12 - 00:36:16 | ? And that then sets you to a question about well, how do I be respectful of |
| 00:36:16 - 00:36:21 | their circumstances? How do I understand our differences to a point that it's |
| 00:36:21 - 00:36:26 | respectful. And then how do I frame my communication and the support |
| 00:36:26 - 00:36:31 | networks to do that and that creates that environment where diversity thrives |
| 00:36:31 - 00:36:36 | because everyone's empowered to be their best selves and actually difference is |
| 00:36:36 - 00:36:41 | encouraged and supported. So what I do, you know, really, practically is |
| 00:36:41 - 00:36:46 | speak regularly about this and why it matters to me. To someone who's never |
| 00:36:46 - 00:36:52 | fitted into a minority group in their life but, actually that genuinely seeing that |
| 00:36:52 - 00:36:57 | everyone has, you know, a first class experience at work and that it's |
| 00:36:57 - 00:37:04 | rewarding for them matters. And that's, having a really diverse matrix or fabric |
| 00:37:04 - 00:37:09 | of a workforce not only replicates what's in this nation and in New South Wales |
| 00:37:09 - 00:37:13 | , but it gives us diversity of thought and ideas and opportunities to do things |
| 00:37:13 - 00:37:19 | differently. So we have targets and in general Revenue NSW is quite strong on |
| 00:37:19 - 00:37:24 | progress against them, but they're an end in of itself. We could have 100 |

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| 00:37:24 - 00:37:28 | different targets that look at different aspects of diversity but if we're not |
| 00:37:28 - 00:37:33 | thinking about our people from a values base and knowing that we don't know |
| 00:37:33 - 00:37:38 | everything, nor should we ever be able to understand every different culture |
| 00:37:38 - 00:37:43 | and background and nuance of people's lives. But we can always be open to |
| 00:37:43 - 00:37:48 | learn and listen to it, and I try to be very open, and at times vulnerable to this, |
| 00:37:48 - 00:37:52 | that and say sorry if I make a mistake in the way I speak and because you just |
| 00:37:52 - 00:37:56 | keep getting better. And I think if we're all on that journey together and as a |
| 00:37:56 - 00:38:00 | leader, you can show that we'll take care of those targets and probably go |
| 00:38:00 - 00:38:07 | beyond in lots of cases. And that's a really important thing. Thank you. |
| 00:38:07 - 00:38:10 | Jody, did you have anything further to add to that part of the conversation around the |
| 00:38:10 - 00:38:15 | diversity? Only that it enables us to provide a better service. Our job is to |
| 00:38:15 - 00:38:19 | represent the communities that we serve, and without diversity we can't |
| 00:38:19 - 00:38:24 | achieve that. How we do that, I think we've tried many things some things |
| 00:38:24 - 00:38:29 | have worked, some things haven't worked. I would say we've got a long way |
| 00:38:29 - 00:38:35 | to go to achieve that target or any of the targets or metrics. But the outcomes is |
| 00:38:35 - 00:38:40 | key thing that we're all after. The one thing I'd call out is one of the programs |
| 00:38:40 - 00:38:45 | that Service NSW has had a lot of success in implementing is our refugee |
| 00:38:45 - 00:38:51 | intern program. We've brought refugees into the workplace with a vast range |
| 00:38:51 - 00:38:56 | of experience, just amazing. We had qualified doctors coming in and doing |
| 00:38:56 - 00:39:01 | digital service reps in our service centres, but being able to have them come |
| 00:39:01 - 00:39:06 | back into a workplace and then put them in contact with other parts of |
| 00:39:06 - 00:39:11 | government organisations, so that doctor now who two years ago came into |
| 00:39:11 - 00:39:15 | Wetherill Park Service Centre and was doing digital service rep is now working |

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| 00:39:15 - 00:39:20 | at Liverpool Hospital through partnerships with Health. The thing of that's so |
| 00:39:20 - 00:39:26 | amazing about that right is that she added so much diversity and really lifted |
| 00:39:26 - 00:39:31 | the performance of that centre when she was in Wetherill Park. But then the |
| 00:39:31 - 00:39:34 | stories that she tells and how she can relate with the community that she's |
| 00:39:34 - 00:39:40 | serving now in Liverpool Hospital is just remarkable, and there's been 40 of |
| 00:39:40 - 00:39:44 | her that we've brought in through the intern program. That's amazing things |
| 00:39:44 - 00:39:50 | that we started as a pilot with five staff, two years ago that is turned into |
| 00:39:50 - 00:39:55 | something more mature. So it's that concept of let's try things. Some of them |
| 00:39:55 - 00:39:58 | are gonna work. Sometimes you got to bend the rules a little bit to get that |
| 00:39:58 - 00:40:04 | pilot off the ground, but sometimes doing that means you get to such a great |
| 00:40:04 - 00:40:09 | outcome. I had no idea, that's fantastic. I think one of the research papers I |
| 00:40:09 - 00:40:13 | was reading only recently by Heather McGowan was talking about the fact that |
| 00:40:13 - 00:40:18 | the only thing that's changing quicker and faster than technology, is social and |
| 00:40:18 - 00:40:23 | cultural change. Their research that they've been doing around that has been |
| 00:40:23 - 00:40:27 | profound. And I think sitting around my dining room table with my daughters, |
| 00:40:27 - 00:40:32 | they're young adults is really pointing to that. It's so inclusive in to tell them |
| 00:40:32 - 00:40:37 | about a program like that, very interested I know it's great. I guess I've been |
| 00:40:37 - 00:40:42 | asking every interviewee about the articles and books that keeps you up to date |
| 00:40:42 - 00:40:46 | or individuals that you network to just maintain awareness of trends in this |
| 00:40:46 - 00:40:50 | space. You got any recommendations to our listeners, about what you read |
| 00:40:50 - 00:40:55 | Jody. At the moment I'm doing a course on Data Analytics, so I'm not gonna |
| 00:40:55 - 00:41:00 | bore everyone with the sorts of things that I've been reading at the moment. |
| 00:41:00 - 00:41:05 | But there's one thing that has come up that I wanted to share with the group. It |

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| 00:41:05 - 00:41:11 | was an experiment that Google ran around the role of managers and whether in |
| 00:41:11 - 00:41:16 | effect, managers add any value to the workplace. It was quite interesting. It's |
| 00:41:16 - 00:41:22 | called Google Project Oxygen, and they ran that survey in 2008, and then they |
| 00:41:22 - 00:41:29 | re-ran it in 2018 and it marked some different changes that kind of linked to the |
| 00:41:29 - 00:41:35 | last conversation. So in 2008, they came up with 8 key features that were |
| 00:41:35 - 00:41:42 | attributes of a great manager. Then there was another 2 that came in 2018 and |
| 00:41:42 - 00:41:48 | the 2 additional functions that they said would make a great leader, was a |
| 00:41:48 - 00:41:54 | leader that encouraged an inclusive culture and a leader that supported career |
| 00:41:54 - 00:41:58 | development. I think that really comes into play with the sorts of topics that |
| 00:41:58 - 00:42:04 | we've been having a conversation about today. But Google Project Oxygen is |
| 00:42:04 - 00:42:08 | worth having a read. The other place, and I know this probably sounds a bit |
| 00:42:08 - 00:42:13 | dorky, but Harvard Business School, their podcasts are always really, really |
| 00:42:13 - 00:42:18 | useful. So managing the future of work, those sorts of podcasts are what tends |
| 00:42:18 - 00:42:24 | to get my attention. I have to say, since studying the thought of picking up a |
| 00:42:24 - 00:42:30 | book or an article, is not some, not what I like to do in my free time. So |
| 00:42:30 - 00:42:34 | listening to podcasts or something that's a bit different is what's catching my |
| 00:42:34 - 00:42:39 | attention at the moment, to be honest. No, it's great. Thanks Jody. Have you |
| 00:42:39 - 00:42:44 | got any little tidbits you can share Scott? So I do also listen to a lot of podcasts |
| 00:42:44 - 00:42:49 | , and I think I've, that's escalated over the past six months. It's really |
| 00:42:49 - 00:42:55 | interesting to hear passionate, connected, inspirational people who are talking |
| 00:42:55 - 00:42:59 | about great things that they're doing. And I think it's really important to look to |
| 00:42:59 - 00:43:03 | the positive and find these stories that you can stay really optimistic and |
| 00:43:03 - 00:43:09 | positive to. There was one book I read which, I'd read a couple previously by |

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| 00:43:09 - 00:43:13 | these authors, it's abundant, and it's somewhat relevant to this, Abundance: |
| 00:43:13 - 00:43:16 | The future is better than you think. It's a couple American authors Peter |
| 00:43:16 - 00:43:22 | Diamandis and Steven Kotler and really, they're just talking about digital |
| 00:43:22 - 00:43:29 | transformation across different industries and society and what is possible. As |
| 00:43:29 - 00:43:32 | much as you try to stay up to speed you're never up to speed with the things |
| 00:43:32 - 00:43:36 | that could happen or and you learn about, you know, what is drone technology |
| 00:43:36 - 00:43:41 | going to do and it just challenges you to think differently about your setting |
| 00:43:41 - 00:43:44 | because you know you get stuck into your job that's really got great |
| 00:43:44 - 00:43:49 | opportunities to build capability, motivate staff and deliver great things but the |
| 00:43:49 - 00:43:53 | world's so big and broad, actually reading stuff like this and you think geez, |
| 00:43:53 - 00:43:57 | it's incredible the opportunities and the things that have been tried. Then |
| 00:43:57 - 00:44:02 | another book, I thought, actually listening to my first ever audio book is Linda |
| 00:44:02 - 00:44:06 | Gratton's new book about a new long life, and some of the things I love about |
| 00:44:06 - 00:44:12 | her work is the relationship that she says that we're moving towards. Basically |
| 00:44:12 - 00:44:18 | , we used to have a three stage life of full time education, full time work, full |
| 00:44:18 - 00:44:22 | time retirement. But with life getting longer, it gets chopped up into all |
| 00:44:22 - 00:44:26 | different pathways and you bounce back and move forward and you might have |
| 00:44:26 - 00:44:30 | a gap year in your fifties and all these different things. But she talks really |
| 00:44:30 - 00:44:35 | about, which gets me thinking about my work, around the relationship that the |
| 00:44:35 - 00:44:41 | organisation and the employer has, and shifting it to a adult/ adult one rather |
| 00:44:41 - 00:44:45 | than a parent/ child. That's the language she uses. And what I liked about it is |
| 00:44:45 - 00:44:49 | that this says, well, we're all in charge of our own future and our own |
| 00:44:49 - 00:44:55 | development, and you're learning can be watching a YouTube clip or you're |

| 00:44:55 - 00:44:58 | reading something that's completely out of the spectrum of what you're |
| 00:44:58 - 00:45:02 | currently doing your work, but you're growing, but we get to this maturity and |
| 00:45:02 - 00:45:06 | have to get to this maturity where we understand each other's kind of life and |
| 00:45:06 - 00:45:09 | situation and where you're going, and you might be passing through this |
| 00:45:09 - 00:45:13 | workplace for a period of time but it'll be a good experience, and I'll support |
| 00:45:13 - 00:45:19 | you on that way rather than the relationship of, can I do this or I need to send |
| 00:45:19 - 00:45:25 | you on a course or, it's a really adaptive way of working and just sparks lots of |
| 00:45:25 - 00:45:30 | ideas for me. So she's really good. And then just quickly, the couple of guys |
| 00:45:30 - 00:45:34 | in New South Wales, Simon Cooper and Martin Stewart- Weeks book, Are we |
| 00:45:34 - 00:45:38 | there yet?, about digital transformation of government. Two great guys, but |
| 00:45:38 - 00:45:42 | also who I've done a bit of work with, but they frame kind of a future that we |
| 00:45:42 - 00:45:46 | could think around digital government in Australia, and it's quite relevant. It's |
| 00:45:46 - 00:45:50 | about Australia effectively and government here and uses good case studies and |
| 00:45:50 - 00:45:55 | examples of local things, which I think is a nice setting to consider what's |
| 00:45:55 - 00:45:59 | possible and what's already happening. And I think Service NSW gets a fair |
| 00:45:59 - 00:46:05 | mention in the book as well. There you go, Jody. I've read that one. Yes, Ok |
| 00:46:05 - 00:46:10 | , so we'll pop that down as a reference. That's great, thanks. My last question |
| 00:46:10 - 00:46:15 | to each of you is you could give our listeners one key take away for, you know, |
| 00:46:15 - 00:46:19 | how you curate responsive, flexible and resilient organisational cultures and |
| 00:46:19 - 00:46:24 | work practices for ongoing change, what would it be? Scott do you want to |
| 00:46:24 - 00:46:28 | have the first crack at this? So I think I might have run the risk of talking too |
| 00:46:28 - 00:46:31 | often about HR leaders, and I think it translates to everyone but this point is |
| 00:46:31 - 00:46:37 | actually for anyone working in HR or with a high HR passion. Always lift |

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| 00:46:37 - 00:46:42 | your head up from the process and challenge the way things are done. The |
| 00:46:42 - 00:46:46 | world and workers are evolving so quickly at the moment it has for a |
| 00:46:46 - 00:46:51 | long time but like incredibly fast, and we need to reflect on all of our actions and the |
| 00:46:51 - 00:46:56 | impact on people and the outcome we're trying to achieve. And the challenge |
| 00:46:56 - 00:47:02 | is to just to be resistant to that. But we need HR like everyone, putting their |
| 00:47:02 - 00:47:06 | head up above and having a look at what are the consequences or the outcomes |
| 00:47:06 - 00:47:09 | of this. And this might be about how do you support someone who's returning |
| 00:47:09 - 00:47:15 | to work or it might be a new starter or any sort of setting, which is about how |
| 00:47:15 - 00:47:20 | do we change what we've got and just continually critique and challenge the |
| 00:47:20 - 00:47:25 | status quo. Because I think if we do that together, we don't follow, you know |
| 00:47:25 - 00:47:28 | we have rules and guidelines, but we don't get stuck to them. We think about |
| 00:47:28 - 00:47:32 | the outcome we're trying to achieve. Thanks, Scott. What do you reckon, |
| 00:47:32 - 00:47:38 | Jody? I'd encourage you all to speak up and have a strong voice. We are |
| 00:47:38 - 00:47:42 | itching to hear your advice. You've got so much value to give in the |
| 00:47:42 - 00:47:46 | organisation, and we need to be, are working to have your voice as part of the |
| 00:47:46 - 00:47:50 | conversation. But we also need you to speak up and get involved in the |
| 00:47:50 - 00:47:56 | operational business as well. That's great, thanks Jody. Thanks, Scott. I'm |
| 00:47:56 - 00:48:00 | sure my listeners would agree, great conversation and thank you for your time |
| 00:48:00 - 00:48:05 | today. Thanks Tanya, thanks Jody. Thanks a lot. Thank you so much Tanya, |
| 00:48:05 - 00:48:09 | Judy and Scott for sharing such valuable insights on change and leading |
| 00:48:09 - 00:48:14 | through disruption. Your perceptions of HR and the importance of our role in |
| 00:48:14 - 00:48:18 | supporting and providing trusted advice to leaders to help agencies stay |
| 00:48:18 - 00:48:23 | relevant and meet the changing needs of employees and citizens is very timely. |

00:48:23 - 00:48:27    I'd quickly like to remind listeners to complete our benchmark survey available

00:48:27 - 00:48:33    on The Spark web page. So far, we've had less than 100 responses. It is

00:48:33 - 00:48:38    essential we collect as much data as we can to show our OI on our podcast and

00:48:38 - 00:48:43    master classes so we can continue to support HR capability uplift across the

00:48:43 - 00:48:46    sector into the future. So you next week.