

# QG Breakfast Series

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## Panel discussion

### Facilitator:

Robert Hoge, Executive Director, Strategic Communications, Queensland Health

### Panel members:

- Peter Fitzsimon, Consultant, Strategic Transformation, Queensland Government Chief Information Office
- Fiona Habermehl, Asia Pacific Assurance Technology Leader, EY
- Nasa Walton, Chief Digital Officer, Residential Tenancies Authority

MC: I'd like to invite Peter and Fiona back to the stage now, if you'd like to pop up. And also to welcome for the first time today Robert Hoge who's the Executive Director of our Strategic Coms area in Queensland Health. And Robert's going to facilitate a panel discussion for us now.

ROBERT: Can I just start off with a thank you to Kylie who's one of the very best humans I know and has done a great job today. Thank you Kylie. We tried to get a robot to replace Kylie but the Ranga 2000 Series isn't out until next year. Now a quick survey, and let's all be really honest, who when they listen to this, when they read about this stuff in the news, when they hear talk about it in their workforce feels just a little bit tired sometimes? Quick show of hands. All the way up. Bit of energy. That's good. Another quick show of hands just so we can get a sense of it for the panel. Who has a job, who in the room has a job that either didn't exist 25 years ago or substantially didn't exist in its current form 25 years ago? Quick show of hands. Okay. Fairly good smattering there as well. That's a good kind of summary for the panel. So I just wanted to start with a couple of questions for everyone and then we might dig in to some of the specifics.

PETER: You didn't ask who has a job they don't want to be doing in 25 years.

ROBERT: I'll look at my table when we answer that question. So we've talked a lot about the big factors, the workforce factors, the automation, the AI, the technology, all of the business drivers. I'm really interested in how when people leave this room, when they go out of this room today, this week, over the next month what's one of the most human things they might do, this audience might be able to do to prepare for coming changes in the next decade or so. So I might go left to right. Peter.

PETER: Scary. Wow. I guess it comes down to not being afraid to embrace technology, because it's going to be, it's part of life. Any of us who have kids know that they're going to embrace it quicker than we will and we can join them on the journey in most cases in that space. Yeah.

ROBERT: Thank you.



FIONA: I think have an inquisitive mind. I think it's the material that you know best in your own job that you think wow wouldn't it be good if this did this part of my role differently. And then speaking to someone that understands technology to see if there is anything that technology can do to help be improved. I think an inquisitive mind for how your job can be improved.

NASA: So for me it's start a conversation. So hopefully you can go back to your workplace today. Have a look to see whether (unintelligible – (ui)) the tools that I put up that you should already have and start asking how you can actually start to use that in your workplace. And then also take that inquisitive and start to have a look at your phone and the way you work and how you each use those apps and start to see if you can stop using them just 20%. And just increase that at least to 50% and you'll find it comes much more easier once you do.

ROBERT: So how do teams, how do people inside teams do that in a sensible smart joined up way when there might be other people in their teams who are further advanced or further behind them. There might be leadership people one rung up who is a year behind them, two years behind them. There might be someone two rungs up who's five years behind. How do you kind of try and do it if you're not in a leadership role, what's some kind of consistency you can put around that in your team?

NASA: So again it was around for me some of the first embracements of this came from young millennials in a team. Those who are advanced in technology we actually like to talk about it. And we actually really like it when we talk to someone and actually get them to embrace it as well. So don't be afraid to approach those who are a bit more advanced and say how do you actually do that? How do I get to do that? Whether that be a millennial, your own children, or someone in the latter workforce. I think the other conversation that you need to have is what can we do in our team that doesn't actually need us to physically be together. So starting a once a month team meeting by Skype and potentially using you know the whiteboard part of Skype for collaboration and team building that's a really powerful tool. And once you start to use it once it becomes a bit more familiar. Make, you know again have a phone call via Facetime not the telephone. Just consciously make a decision to do one small thing. And everyone will start to do that. If they see it being used it will get used.

ROBERT: Awesome. Fiona, change can be hard sometimes and I'm sure you've encountered that it's not just about the technological solution it's about the business processes that enhance and facilitate that. Can you talk about how businesses plan for technological change. How do they build in the impact on the workforce and plan for that in a way that makes that change more likely to land well.

FIONA: For us it's about, I think it's a few things. For us it's about you know culturally how do we bring them along for the ride. Sometimes that means putting in place measurement. And what I mean by that is yeah so for me personally in my team – and we're doing this more broadly across you know the business – but say we want your ideas. How do we get people to talk about their ideas? So for my team, which is extremely culturally diverse, we've gone from two people in my team over the years to now more than 60 and I literally can't keep up with the pace. And from some cultures they actually don't readily talk about their ideas because they're more junior. So I've said I am going to measure you on your ideas. Because we don't move forward as a team without those ideas. But it's also about building analogies for people. So when we implement say automation one of the analogies we've used is you know the F1 driver. They don't actually at the pitstop get out of the car and change the tyres and do the oil and put more fuel in etcetera. They actually have a team of people that come and do that for them.

And then now we actually have technology that does a great amount of that. Now if we didn't have that that F1 driver would not be more efficient and could not focus on their driving. And that's how we drive that change home in our business.

ROBERT: Makes a lot of sense. We've heard a lot today about augmentation. Augmentation of decision making and work. And I think many of you as you came in today may have seen one of the large artistic designs on the outside of the Wintergarden, the big metallic façade with the butterflies and the lights. Now that was crafted by a company at Northgate here in Brisbane called UAP. They're a company known worldwide for their work in developing urban art projects. And this is a very large one. And there's a guy there called Mateo. He's a finisher. And I've got to learn a lot of new words this week cause I've been preparing for this panel. I didn't know what a finisher was until I started preparing for this. But finishing is essentially putting textures on metal. So it's like oh hi honey how was your day? What did you do today? Oh I put textures on metal. And it's about shaping and blending metal so that they can form normally in a way that suits the kind of design aesthetic of what the installation is. Now Mateo used to do all of this work by hand. And he did it incredibly well. And about two years ago UAP put in a robot to help him. And of course there's a lot of concern there that it might take away his job. And we've heard a lot of that today. But turns out the robot does do a lot of his job. It actually does 70 to 80% of his job. But what that allows him to do is to add the 20%, 30% of value where he can most add. Which is Fiona's point about the Formula 1 driver. It's allowed him to work four times faster. It's allowed him to expand his team. And it's allowed him to become a bit of a robotics programmer. And he does something which is called cobotics. Which is one of the other new words I learnt this week, which is shared work between a human and a robot or an automated process. And I just wanted to maybe ask, certainly Peter, Fiona and maybe Nasa if you think it's relevant, what are some of the examples of the augmentation, the AI augmentation or the technological augmentation that maybe people could think about using or think about learning more about that might be relevant to the white collar workforce that's in this room. So start with you Peter.

PETER: Okay. So augmentation comes from use of technology. It doesn't have to be AI machine learning. There's lots of augmentation that already happens. It's got nothing to do with some of the newer technology happening. But coupled with that I guess coming from the Queensland Chief Information Office we probably get interested in information. So the ability for organisations to have better access to information, but also to classify it and categorise it and secure it is one of the important things that we're doing. And there's a couple of projects happening in government trying to make sure that information you know is identified, it exists and it gets classified. And we're looking at stuff now some of the Microsoft technology that lets you classify all your emails and your documents to be a certain level. And the classification levels like sensitive and protected and official. That you can classify your stuff. And one of the things with the collection of government information we collect so much information that we don't always know what to do with it. And one thing we actually don't know is when we can get rid of it. When do we know we don't need it anymore. And there are guidelines around that. But things like information classification is the first step towards working out whether stuff needs to be kept for a day, for a year or for a lifetime. And that stuff. So I think augmentation in that space will help us do that sort of space. And technologies are coming down the path to do that. It's an important one. It's a simple one. And no-one's out of a job doing that in that space. It's just doing our job a lot easier and making us having to not collect as much stuff and maintain it and control it all the time because it's being done automatically.

ROBERT: Fiona.

FIONA: We're using AI on data, on analytics, when we are analysing our client's data. Obviously data is huge volumes and only growing bigger every day. And when we actually need to analyse that information you bring in a human element of you can make mistake cause you can miss things cause there is a lot of data. So we're using AI to help our teams to look at that data and highlight where there can be some anomalies. It's not taking away the human element it's just helping. The human element still needs to runs through that data, because they are human, they are people, and they do have an understanding of the client itself. And external factors to the client that may impact that data. But that AI is a help. It really does help them. And we need people that are sitting behind that that is teaching that AI to be better. And it's that people element that we use to teach and to make it better which then improves the outputs that we're actually giving to our clients. So they get better information.

NASA: So at the RTA we have an automated process robot named Fred. And Fred was introduced just over 16 months ago. Fred manages an email box. He doesn't do, when I say doesn't do much, he works a lot. So the thing about Fred, he was like any new employee, we had to on-board him. And the staff were really fearful because it was the first time for them a robot had been really deployed with machine learning behind it in the organisation. And they were fearful around the job. And it was all around a volume of an email address. We work in bonds. For those of you, 34% of Queenslanders rent. We look after, we're the independent watchdog and we look after your bond. Obviously when you're moving house you want that bond back pretty quickly. And we have an email address that gets used. When it started that email address was getting probably around 5 to 6,000 emails a day. It's now in the three figures a week. So it's well and truly outstanding. But in that 16 months we still only had the four employees. So Fred simply goes in and he sorts the emails. And he sorts the emails and he's programmed and the person who was the most successful in programming Fred was that team lead, it was the AO4. And she loves Fred now and she calls him as part of her team. Yes, he doesn't take cigarette breaks or coffee breaks and he doesn't joke much, and every so often he does you know need a work, he has a sick day and we have to make sure that he comes back to work. But he works 24/7 for her. He never stops. And he's processing a fair amount. Now we made some conscious decisions around that staff fear of embracing that robot. We didn't deploy him to his full capacity. He's still only operating at 33%. And doing that he has stopped the growth, as I said, of probably an FTE workforce. But what's really exciting for me is that team of four who work with Fred they now want to introduce Bernie and Wilma. They love it. And I recently spoke to a colleague at the Heritage Bank and they did an APR and it did, unfortunately, lose a few admin clerks at the frontline their roles. But one of those admin clerks said I know how this could work more. She's now one of their most successful programmers of APR's. Because she comes from the admin background she knows exactly what proportions of jobs can be automated. And that's the career future. That's the new job.

ROBERT: Maybe I should take some tips from Fred because 33% functionality seems pretty good for me some days. I'm going to hand over to you for questions shortly. So if you got some questions start having a think and we'll have some roving mics coming to you. I just want to maybe finish off with a quick question again for the whole panel. And someone, myself with a disability who's enabled by \$20,000 worth of prosthetics, including an \$8,000 German knee. So I don't know if you work for a prosthetic manufacturer in Germany, but they produce good prosthetic knees which only fail sometimes. I'm really interested in how this stuff can be an enabler for breaking down barriers and building people up, particularly groups who are not

as well represented in the workforce: woman, people with disability, people from a non English speaking background. So maybe Nasa might start with you.

NASA: Yeah, so that's come a really long way. Again, Health, they've been innovators in technology. Most of it has been in the biomedical space. So they've been embracing it for years. And in fact Health could actually probably give a few other of the government agencies a few tips on what you do, because you actually do it really really well and you think outside the box. And it's because of those challenges. But some of the technology that's coming out now when you now need to produce an app for Apple you now need to have voice recognition or voice reading augmentation. So someone who is blind - and that's very clear to my heart because I'm going blind - it is one of those things now that your app must be able to, if I have the disability setting on my phone it reads everything to me. So it's really important now that that is becoming inherent in everything that's being produced. And it is those philosophies and the cultures behind these digital tech companies to make sure that these applications apply to everyone. And in fact enhance those. And because I find like everyone most people with a disability embrace technology a bit more because it helps them, I actually think they're going to be leading in that space. So I think that's a real future.

ROBERT: Thank you. Fiona.

FIONA: I think for us I mean across culture, language, disabilities, we very much want to hear everyone's perspective and how can we use technology to get those ideas and to get that information. Because we work across borders I think a recent example, and this is probably more on the cultural language side rather than the disability, although we definitely embrace people from diverse backgrounds in our organisation, we need to go to Japan and we need to work with them on how we can improve our working relationships. And English is not a prevalent, it's not a language. So how do we communicate. So it's really us looking at what translation tools to Nasa's point that we can use to then collaborate and work together. So that's how we would be using it.

ROBERT: Thank you. Peter.

PETER: Well they said some good things already so I won't drill into those. But I do think language is a barrier that's going to be broken down the quickest. But also disability stuff is important. And I'm not disabled, I'm not, but I'm not as young as I used to be. I don't know if I want one of those knees but sometimes I wake up thinking this knee isn't behaving the way it should. I would like more bionic ones that actually make you run faster and things like that. But there was an article on TV some months back about BMW who are using exoskeletons. And so a lot of BMW employees when they're building cars spend a lot of time with their arms above their head doing things under a car. And obviously their arms get tired and the ability to do their work is limited by how much time they can spend doing that. So they're now using exoskeletons to support the arms of the workers so when they're above their head they can do things for a lot longer. And this maintains I guess people in the workforce longer that can do that sort of job. And it means that you haven't got to reach a point when your shoulders give out, you can't continue to do the role. I think that's really good. Home automation in terms of keeping elderly people in their homes longer. Being able to control things around your house I think is a big thing as well.

ROBERT: Awesome. Thank you. Over to you. We've got about 10 minutes for audience questions. I'm sure there's some stuff I haven't covered that you're interested to hear from the panel about. Have we got a first volunteer?



ROBYN: Hi, I'm Robyn Iser, I'm a futurist from Department of Environment and Science. So as we build our AI strategy and look towards developing our very challenging AI governance I've got a question for you. So how do we involve human resources for teams to get an understanding and build in how they're going to manage workforce impacts.

PETER: So Robyn are you suggesting HR's reluctant or is it just a case of...

ROBYN: No, no, I'm just wondering how we go about engaging them more and more so we can really build that understanding about we bring in AI technologies and we've got to fill that missing middle that we have there. And it's going to provide some improvements to the workforce. So how do we go about engaging the human resources teams?

NASA: I'm happy to take that. So me being a CDO and Executive of my organisation I work very closely with People and Culture. So the employee experience is very much around growing not only your digital strategy but your workforce strategy. And if your organisation doesn't have those two partnered, and it should have your third, your customer experience strategies should be there as well. If those three aren't closely aligned you will impact your workforce. Technology is not something to be frightened around. As I said Fred when he was first introduced did have that fear factor until realised that the best person around Fred was actually his team. I'm a purist in terms of technology. I might delivery technology projects, but I don't initiate technology projects. Projects come from the business. Start asking the workforce what areas that this suits the best in your organisation. Pick off that task. We introduced a digital mail centre. People were pretty scared about that in January when the digital mail centre went live. But we had a chat. Those staff in the mail room they knew their jobs, they'd seen all of this. They were sitting there frightened already because they knew it was coming one day. And what we did with them is then invest in the training. For the CSO's in the room and those who have influence over budget the days of not spending training on your workforce are gone. You need to put in under your workforce strategy the training budget to take this on. You need to have these staff re-trained and able to use and embrace technology and become the programmers and the coders and the support team for them. So you need to have those three strategies together. And you need to start with the staff about how to embrace it. Because everybody there in the workplace I guarantee you are already frightened by the news stories that 47% of jobs are going to go. They just don't know what to do and how to start.

FIONA: And I think it's all about, just to add on very quickly, it's also about involving them in the project. Because really the project should be, to Nasa's point, is actually about their process, and how to improve that. And they are actually the masters that will make it great. So involve them so then they, word of mouth is the best form of advertisement and change integrator into the business as well. So start to involve them. And that's what we do. We bring people that are really the most knowledgeable in the processes. And to Nasa's point, they actually can be at that junior level. But they are actually doing it today. Involve them and then they are your change agents as well.

ROBERT: Peter did you want cut in?

PETER: I think based on what's already said I think the one additional thing is know the problem you're trying to solve. I mean don't just stand up and say we're going to implement this technology without identifying how it's going to improve the work that gets done. And Fiona's point is make the people involved in that change make them involved not victims of it to some extent. So if they're controlling the change they'll be more happy than if they're sitting back watching it happen to them. But make sure they understand why it's happening, as in this

is going to improve either this part of the business, or this is going to stop you having to do this dull dangerous and boring stuff that you have to do today.

FIONA: What's in it for me? Is always key.

PETER: Yeah.

ROBERT: Thank you. I think we had a question down on table 37.

LASANTHI: Hi, I'm Lasanthi I'm from Robogals Brisbane. So I guess my question is sort of more about just like the broader societal implications of AI and automation. So what I've sort of heard throughout all the speeches and even the panel discussion is that there is still going to be a good amount of people who will lose their jobs and potentially be permanently unemployed or have insecure work, at least in the transition to sort of the new economy. And I guess like the most recent example that I can cite off the top of my head is during the mid to late 2000's four million auto workers in the United States lost their jobs. And so economics tend to say that most people will just re-train and re-adjust and find new jobs. But the studies I saw show that like half of them have never found work again. And the government re training programs that were given to these auto workers had an efficacy rate of like zero to 15%. So I guess even with the sort of 9% low figure of jobs lost it seems like that's still a lot of people who are going to have insecure work. So I guess has EY or the government looked at just generally what sort of changes need to be implemented on a societal level to manage that transition? Yeah, that's it.

ROBERT: We're going to lightening round of 45 second answers.

PETER: 45 second answers.

ROBERT: Ready, set, go Peter.

PETER: Talk to Brett. He knows more about that stuff.

ROBERT: I like that answer.

FIONA: Organisations need to be, have social responsibility. And that's what we do, people first strategy. It's key. You need to be socially responsible and you need to re-train your people. You need to keep your eye on the ball.

NASA: I have to say I can never unpick American economics. They don't do things the way that I could ever imagine doing. What I would tell you is in some of those reports what they don't focus on is that yes there is some of those who don't, especially in the manual labour that are replaced by more robotic technology. We've seen that in the car industry. We've seen what it does in manufacturing. It's a pretty sad state in what the impact of that can have to a society is, and you saw that in Brett's report as well, is that manufacturing jobs growth in Queensland is only going to be 6% over the next you know 10 years. What we need to understand is is that those machines break down. Those machines to be innovative and to work forward they need to be fixed, they need to be supported. There are sub industries to those that still actually require that. The other good news I want to talk to you about in terms of social responsibility is the conversations that are occurring around AI. And the one thing it can't do right now is replace human intuition. I heard from Michelle Price from Australian Cyber Security who was talking that intuition in cyber security is the new forefront of where it's going. And it's really interesting thoughts to think about this. But she still believe that that's somewhere between two to six generations away. So intuitive AI that we see in all the scary movies, and I know we did talk about the Terminator earlier, those things are coming. But it is

that social responsibility to understand. And it's also some limitations that intuition is never going to be really replaced by humans.

ROBERT: Okay. We've probably got time for one more quick question.

AARON: I'm Aaron Davis from Queensland Health. How do we keep education in step? And what I'm particularly thinking about is the university sector. Obviously the university sector has innovated a lot with different degrees, most of which I probably won't even know about, but there's a lot of tradition degrees where there's still a large emphasis on, and probably more of emphasis than there are jobs. So I'm thinking of jobs you know lawyers there's an over supply of people coming out of university with law degrees. Traditional accounting degrees. All these people that they're pushing out and probably (ui) for our economic purposes. But where they're pushing out people where the jobs aren't. where there's going to be the existing need or the predicted need but there's not enough you know people in those areas. So what would the panel sort of suggest as an approach if government could do something to sort of direct the universities to make people more ready for the jobs of the future?

ROBERT: Start with Nasa again.

NASA: So I'm going to start...

ROBERT: 45 second lightning round.

NASA: So Queensland Health has been leading that way. You've introduced the electronic medical record. As CIO at West Moreton one of the first things that we did was we called in our local TAFE and we called in the University of Southern Queensland and we asked them had they seen it. How were they going to train the new nursing workforce coming out how to use it straight away. It was the first time that somebody had had that conversation. And we fed that back up the line strategically to start talking about partnerships. Government needs to partner with the universities. And as we release something that's an embrace in innovation and technology tell them we're doing that and get them to change their course learning. It can take up to two to three years for universities to change their approved course. Cause they're accredited for those course learnings. You need to get in early to be able to do that.

FIONA: We have regular conversations with government. And this is globally. And we talk about what is coming and how do we actually get the right people to fill our jobs. Because to your point we get people coming out with accounting degrees. And is that fit for purpose for the work that we're going to be asking them to do. And so it's having that conversation with them so they can make changes so we get the right people that are coming in to our organisation and that they actually have the right skills. And we are asking for our people when they're joining the firm to be inquisitive, be creative, be resilient. And they are not always what we are seeing at the moment come out of universities. Very text book in some cases. And so it's cherry-picking to get that creative mindset and inquisitive mindset. And adaptable too.

ROBERT: Bring us home Peter.

PETER: I'll bring us home. I don't have the same experience as you people have, but I'm aware of a number of things. Firstly, universities are very concerned about the level of skill that they're turning out. They're seeing people go in other directions to get skills. They're seeing companies reduce their expectation that people will have a degree to get a job with the company. And so their level of relevance has certainly been noted. And I'm sure they're addressing it. I don't work a university so I can't comment. Governments certainly do have good relationships with some universities. And particularly QUT who have a really good set of



courses down there around robotics. That's a really big thing. So it's happening in some spaces. I don't get visibility what's happening in that space, I just know, in fact I was at a presentation that a university professor did about cyber security the other night. And it was interesting yeah he was recognising the relevance, or the lack of relevance of some of the university stuff they do. In fact he was saying that he doesn't, he made his students combine the cyber security degree they wanted to do with an MBA in stuff he said because the people that you're going to want to convince to employ your technology work on spreadsheets and financial plans and so you need to be able to talk their language. So he was working on combining courses to get a outcome rather than specialising on a particular thing that might not be as relevant as it should be.

ROBERT: That brings our panel discussion to an end. Can we just thank our three very human and wonderful panellists.