**Participant 6 Transcript**

| Demographic Information | |
| --- | --- |
| Age Group | (4) 36 - 45 |
| Gender | (2) Female |
| Organisational Level | (2) Employee in managerial |
| Familiar with retrenchments | (2) Yes |
| Currently a survivor of retrenchments | (1) Yes - Position was safe. Initially on list but the position became safe. |
| Aware of company wellness programme | (2) Yes |

| Time | Interviewer/Participant | Question/Response |
| --- | --- | --- |
| 0:0:0.0 --> 0:0:1.90 | Interviewer | Hi there. |
| 0:0:1.610 --> 0:0:2.280 | Participant | Hi Candice. |
| 0:0:3.0 --> 0:0:3.900 | Interviewer | How are you doing? |
| 0:0:4.10 --> 0:0:4.790 | Participant | Well and you? |
| 0:0:5.350 --> 0:0:18.740 | Interviewer | I am good. Thank you. Alright. You will see that I've started the recording and the transcription from my side. I just want to get confirmation from you that it is okay for me to continue this recording? |
| 0:0:19.320 --> 0:0:19.710 | Participant | Correct. |
| 0:0:20.390 --> 0:2:23.550 | Interviewer | Alright, great. Thank you so much. Alright. I've shared the informed letter of consent with you. It outlines a very brief understanding of what my research is about, but just to quickly give you just a quick breakdown. My research is based on the current retrenchments or the recent retrenchments that have taken place at the company that you work for. And what we find in literature is that majority of the time the attention is given to those people that are being retrenched and those people are classified as the victims of retrenchments and little attention is given to the employees who remain inside the company after retrenchments have taken place, and those people are considered as survivors. And the reason why they are so important is because these are the people that still need to drive the company forward. After these retrenchments have taken place. And therefore it is imperative that obviously attention is given to them and all the support that they need is provided to them. So yeah, that is basically what my research is about. I'm specifically targeting the company that you work at. And then I think you know, just for formalities. I just want to also mention that you are more than welcome to withdraw from the interview at any given point. You're welcome to just stop me obviously, given the sensitive nature of the topic, you are also welcome to not answer a specific question if you do not feel comfortable with asking a specific question. And then I also just want to highlight that everything will be confidential. Your name will not be mentioned at any point. Not In my research, not to the company either. So yeah, and then, yeah, that's pretty much it from my side in terms of that. I'm just going to quickly ask you some demographic information. Actually I'm going to read out the age groups to you and you can maybe just stop me when I get to your specific age group. I'm sorry. I've got 18 years or younger, 19 to 25, 26 to 35, 36 to 45, 46 to 55… |
| 0:2:37.700 --> 0:2:38.390 | Participant | That's it. |
| 0:2:38.680 --> 0:2:43.120 | Interviewer | Great. Thank you so much. And then what gender do you classify yourself as? |
| 0:2:43.370 --> 0:2:43.860 | Participant | Female. |
| 0:2:45.50 --> 0:2:52.530 | Interviewer | Thank you. And then in terms of organisational level, do you consider yourself as an employee in a non managerial role or as a manager? |
| 0:2:53.120 --> 0:2:59.880 | Participant | It is a managerial role. At the time of the restructuring, it's a non managerial role now, but at that stage it was managerial. |
| 0:3:0.340 --> 0:3:8.690 | Interviewer | Okay, alright, great. Alright. So I'm going to hop straight into the questions. So first question being, are you familiar with retrenchments? |
| 0:3:8.960 --> 0:3:9.350 | Participant | Yes. |
| 0:3:10.170 --> 0:3:13.670 | Interviewer | Alright. And then are you currently a survivor of the retrenchments? |
| 0:3:13.900 --> 0:3:14.330 | Participant | Yes. |
| 0:3:15.160 --> 0:3:24.900 | Interviewer | Alright, tell me, were you initially on the list of being retrenched and then taken off the list, or you found another opportunity internally? Or were you just always on the list? |
| 0:3:23.920 --> 0:3:30.270 | Participant | No, I was originally on the list and then the position was deemed safe and I was taken off the list to the latest stage. |
| 0:3:30.780 --> 0:3:39.50 | Interviewer | OK, great. Perfect. And then tell me, are you aware or familiar with the employee wellness program that the company offers you? |
| 0:3:39.230 --> 0:3:39.720 | Participant | Yes. |
| 0:3:40.550 --> 0:3:47.940 | Interviewer | Alright, great. Have you ever made use of this program, whether it was during the retrenchments? |
| 0:3:44.140 --> 0:3:44.560 | Participant | No. |
| 0:3:49.250 --> 0:4:7.40 | Interviewer | So tell me in terms of looking at the retrenchments now, so you said that it went or your position went from originally being affected to it was then taken off that list and it was now safe. It wasn't the case where they maybe found an alternative job for you? |
| 0:4:7.380 --> 0:4:7.760 | Participant | No. |
| 0:4:8.190 --> 0:4:50.550 | Interviewer | Okay, alright, great. So I mean, you go through a lot of emotions. I can assume that you deal with a lot of things or emotions when you see these retrenchments take place. I'm not too sure about how many colleagues in your specific department was affected by these retrenchments. But tell me, what did the company do? What did you feel the company did to help or accommodate you during that retrenchment process just to ease the process or like just ease the feelings and everything that you were dealing with, whether it was emotionally or whether it was workload? |
| 0:4:51.700 --> 0:10:4.940 | Participant | Maybe just to give some context to it, it was a very long retrenchment process. The original restructuring was announced in September 2020 and the final people left in December 2022 and that is a good and a bad thing. It's a good thing in that people are the two year time period in which to acclimatised to the idea and to actually look for something else. It was also very negative thing because it meant the stress on people was two years coming and we could see some people that it just snowballed it. So it was a good and a bad thing. Having such a lengthy restructuring period kind of thing. At the beginning, I think you have that initial shock reaction because at the beginning it was just a general announcement. It's going to be so 25% of the headcount etcetera, mainly moving the jobs to the hub. So it was not personal at that stage. It was a generic announcement. Everyone was, we were all in the same boat kind of thing and it was just that initial shock. There was a lot of anger on the floor. It was seen as a move to preserve jobs in Germany. That's and I'm being dead honest here. This is what the feeling was on the floor because, of course, all the jobs within Africa went to the Berlin hub. So there's a lot of anger on the floor in terms of all we preserving jobs within sort of the mother country. Also a lot of anger, I think just because it's a shock to people. So you have that initial knee jerk reaction. But everyone had this. We're all in the same boat. So you had a lot of fellowship with the other people when they started advising them that certain jobs were safe, you started to feel a bit polarized because the people who were safe obviously felt uncomfortable about it because your job was safe, that you felt really hot. So for your colleagues kind of thing and immediately you were taken off the GB project because your job is safe. But it then became hard to actually support your colleagues because you didn't know what they were going through. You know what the company is processed, what you know what was happening because you were totally removed from any discussions. So I would hear from my team afterwards because all of my team were affected. But I wasn't. And I would hear from them, oh, in the meeting, we heard this. And what about this? And of course, I had no knowledge. I couldn't support them because I wasn’t involved in any discussions, so it actually became a bit of an issue in terms of if you were manager, but you were completely out of the loop in terms of what was happening and you couldn't get involved in those discussions. They were confidential. There were only four. The people who were affected, but it made it difficult as a manager to support your team when you actually didn't know what was going on. So from that point of view, two years was very, very long to try and manage your team and legal team in what was a very challenging environment, we definitely saw a disengagement from people with this, you know, people will watch. Should we be loyal and dedicated and work. I mean, I work in finance. Why should we work over time over a month? And why should we give up December and all. I even, December when we're not going to keep us. So it was very, very difficult having such a long period. The company itself the support given was very, very good. They offered support to you in terms of we will help you put your CV together. We will help you with coaching lessons. We will pay for you to join LinkedIn on a sort of executive model so that you can basically put yourself out there. There's a lot of support given by the company. They also had access to something like an ICAS where they could, basically, we did see people suffer a lot of stress. I mean, you remember this also happened in COVID. It happened in September 2020. So you had the impact of COVID and the uncertainty and stress that board. And then you have this impact and we had situations, for example, where we would have a team member whose partner had lost their job because of COVID. And in this game. So you had great stress coming through in people, people who didn't know how they were going to financially come out, people who would be here for many, many years and were nervous putting themselves back out they. So it was. Really, really. Just unfortunate timing and a really long process kind of thing, but the company did have a lot of initiatives to try and support people in terms of ICAS, in terms of trying to help people just with the the coaching process, the interview process, putting your CV together, there was quite a few sessions given in terms of this is not to put your CV together. A lot of coaching, I think for my team, for example, we actually wrote to some agents and basically said to recruitment agents, these are the people we've got on board. How can you help them? We also actively look for jobs for our people in the other divisions to see if we could find a fit. And we were quite lucky. I had a team of seven. We were able to find really good local placements. Unfortunately you can't find for everyone, but we were able to find 3 placements and then one person went overseas and two of them are currently stored and employed. You are sorry so. How the company could have done it better, in a way, maybe not to have drawn it out so long, because it did actually play with people's mental health. |
| 0:10:7.500 --> 0:10:33.230 | Interviewer | Alright. No thank you for that. And you know what I'm. I'm not sure if you somehow managed to get hold of my notes, but I think you've covered so many answers. That's, but yeah, thank you so much for that. And then tell me, in your, just from your personal capacity, what did you do on your own to, you know, just deal with some of these emotions that you've explained when you saw these people leave? |
| 0:10:33.690 --> 0:13:20.110 | Participant | When it happened in September, it became a bit overwhelming. I would have calls from 6 in the morning and I literally would have team members calling me at 9:00 o'clock at night, having a panic moment. I had a staff member who was hospitalised with her asthma attack because she sort of hyper-ventilated in one of these meetings. And it actually became a bit pervasive because you couldn't separate yourself from it. You were trying very hard because you understood. The context to the people in your team, but basically you had to try and find a way that it did not overwhelm you and how I dealt with it is I actually started walking and I'm the laziest person you would ever meet. But I would basically leave my desk for half an hour and just walk somewhere. Whether it was through the building at work and walking outside, or whether it was getting home and walking somewhere at 8:00 o'clock at night just for half an hour. Just to get my head out my desk. Because even if you were eight, you know, if you had your phone at home, you're getting fired at 9:00, o'clock at night, or you had your computer at home and then people were sitting you teams, messages or whatever. So it was basically to move myself away from my desk for half an hour and just not have any interruptions. Do not take your phone with you. Do not answer calls from people to try and get yourself a bit of a gap there. I try to be as supportive as I could with my team. I also try to be as realistic as I could with my team to try when I am the person who had the estimate to say you need to speak to someone about this because it's affecting your health or your mental health is affected. It's very hard to put yourself out there in the market and sell yourself. So try and find a way for people to actually get resources that they could deal with. Whatever issues were getting to them. But actually I think the first six months were very, very hard as a manager. And then as I said when it then became the safe letters, it became harder in a way because you have people saying, oh, well, you don't know what you're talking about because you are safe. You don't know what we feel like, and you don't know what they felt like. You knew what they felt like for the first six months. You in the same position as them. But it was easy, you know, to forget and say, well, it's not your problem anymore. You don't understand how we feel. And it's quite hard. Not just not you don't want to come across as patronizing in a situation like that. And I think that’s how some people sometimes viewed it. So you were trying to be supportive, but in the way that you could in practical terms, in terms of, let's get agents together. Let's put you out with agents. Let's help you. Let's see what we can do there. Yeah, it was a challenge. |
| 0:13:22.450 --> 0:14:18.300 | Interviewer | I can imagine that must have been super, super tough for you. Sure, alright. And then tell me, did you at all have a chance to speak to someone, whether it was someone that you reported into or whether it was Human Resources where you could also just let loose and talk about. So I mean and this is referring to during the time when you were on the retrenchment list or even if you were off the list as well, did you all have that opportunity to actually just go and speak to someone and let loose and have your opportunity? |
| 0:13:57.900 --> 0:15:45.180 | Participant | Look, I've been in this position before. I'd been in another company probably about 15 years before. This way I had been retrenched and I've been through. I think what our team were going through here, that initial shock, that initial disbelief. Then you get to the anger stage and then you get to the resentment stage and whatever. And I think I've been through it. So I pretty much knew where everyone was coming from. But I've also seen people leave here. Excuse me and going on to see that there were other things out there and there was a bit of hope. And when we were able to find positions for some of our team, it gave hope to the rest of the team. You know that look, we are looking and we're trying to find something. And if jobs were coming out, I was actively, I mean, I was talking to managers here to say, do you have something in your team? I have this person who can do this. So I think it helped my network here is quite big. So I was able to reach out to managers and say look I've got this person do you have anyone you could make use of here? So for me it was trying to be more proactive in just trying to put my people out. They get them known to the industry, so something became available, they would at least be thought of. And for me, I have quite a good relationship with my managers and my fellow colleagues. So I mean, I had a really good relationships *with people in my departments and other departments*. Sorry, Candice. It was quite good to have that. They were also managers. They were in the same position. They were also having a lot of frustration, a lot of them were actually affected and having to deal with the emotions as well as the teams emotions and in a way that was harder than mine. So we had a lot of sort of discussions, I think, between us and on a professional level that I deal with. Did I actually speak to Human Resources about it? No, other than if I was looking for options for my teams. But I had a really strong support network with. Yeah, the managers and I was very lucky there. |
| 0:15:46.60 --> 0:16:2.460 | Interviewer | That's good, at least. Alright, so you've answered my next question but you mentioned that your relationships with your colleagues were quite strong. Would you say or are you still in contact, you know with some of the colleagues that have been returned? |
| 0:16:2.740 --> 0:16:27.240 | Participant | I mean contact with all of them. So one of my colleagues took a position in London at a consulting firm and I actually saw when she came out here at the end of the year, I have communication with her. Oh, I then was lucky to place two of my colleagues at *another entity of the chemical company* and one of my colleagues in *another entity* here and then the other two colleagues I am in contact with. They were still looking for work, so I'm still in contact with all of them. |
| 0:16:28.50 --> 0:16:29.50 | Interviewer | Okay, that’s good. |
| 0:16:39.680 --> 0:16:40.970 | Participant | Yes, it is. |
| 0:16:29.710 --> 0:16:41.940 | Interviewer | And then tell me you know now that we're, you know, post retrenchments phase, you know, do you feel as if there's a greater workload on your desk, you're not, do you feel more stressed out? |
| 0:16:41.750 --> 0:18:2.350 | Participant | I think it's become. It is probably, and again, this is not personal experience. I cannot speak for every single person who's gone through this, but my personal experience has been there was maybe a lack of information or lack of understanding in Europe in terms of what we deal with in an African context and the complexities within Africa. And we've had a lot of issues, for example, with a simple example. For example, when you do beta or taxes, you have to be a South African taxpayer and you register through efiling. So Germany regionally said we'll take everything over, but sales won't give them access to efiling. So now what's happened is we have no head count, but the task has stayed local. So there was definitely maybe a lack of understanding or a lack of full understanding at the beginning and it was preordained that everything would move over. Before, maybe the full analysis had been done of what could move and what could stay so a bit of a challenge. We've actually had to bring in two consultants at the moment and we have two consultants for three months to try and help close out some backlogs and with hindsight, I think *chemical company* tends to assume that everything works the same way. But country by country is very specific and we may be with hindsight it would be better to do a very detailed mapping before they decided on the headcount allocation. |
| 0:18:3.470 --> 0:18:17.810 | Interviewer | And then tell me, do you at all believe that you know, this whole retrenchment process, would, you know, at least streamline processes or job functions, whether it is in the near future or in say yeah from now? |
| 0:18:18.840 --> 0:19:32.860 | Participant | I believe it has its pros and cons. I believe that for example it definitely makes sense. There's a lot of digitalisation and automation that's done in Germany. So there is a lot of streamlining in certain things that can be simplified. However, on the other hand, things for example, cross-border payments, Africa is very, very specific regulations from either the Nigerian Reserve Bank or the South African Reserve Bank on what you can pay and when you can pay. And that for example does not happen within Europe. That is where you then have all the complexities coming in. It is just not a one-size-fits-all approach within the finance area and I think that's where we saw the gaps coming in. You cannot just play this in which you need to get Reserve Bank approval first. So definitely on some tasks these absolutely reinforce automation and digitalisation, but on other tasks. For example, we actually have seen it slow down because things have been put on hold because the process aren't the same and there's a bit of a hiccup in terms of trying to align where everything is very, very much globally done versus what is required from a local perspective. |
| 0:19:34.670 --> 0:19:50.870 | Interviewer | And then you know, just looking around you, looking at everyone's, what would you say some of the observable after effects are so that like talks to how people are feeling and their behavior in terms of workload, what their morale looks like, their commitment, just the emotional changes. And I think just in general, everything that falls under the umbrella of culture, what is that looking like at the moment? |
| 0:19:58.400 --> 0:22:2.430 | Participant | Again, this is my personal interpretation. I think what we're seeing then in some users hasn't worked. So today, for example, they announced that the demand planning rules are coming back to South Africa. I think what they've realised is that when you are actually planning stock purchases, you need to be with the business, not sitting in Germany. So those rules have been announced. They will be moved back locally and I think. Yeah, you know why this is a bit of frustration cause you had competent people. We're filling the roles. You've lost them, and now you're going to have to re employ people to take those tasks over. So I think maybe a bit of frustration in terms of, as I said, we should have maybe done a whole lot more homework upfront than have it pushed down on us and be trying to deal with it afterwards. Definitely on some areas. I mean, I think there definitely are efficiencies, as I said, lots of digitalisation, automation, over the, a lot of processes that maybe are a bit smoother. But on the areas where it's not working, you've got you've really got the two extremes, the areas that have gone well and then the areas that have sort of hiccupped and or now going backwards and I'm moving backwards here and it really depends where you set. I think the sales side of the business, we're frustrated in that if I mean solar strategy can answer where the stock is. Here you would have gone straight to a demon plan and said where's my stock? Give me an answer and now you don't have that? I think it's also important to note we have a very high staff turnover in Berlin. We are now the accountants since November. So the colleagues there are also taking strain with the volume of work coming over, the complexity of the work. So we are you know having your 5th business since November means you face a new learning curve. Every single person coming in and it's also it is stressful for them. You know it's not just on our side kind of thing. I think It's still early days of transition was only in November. It's really a bit too soon to say you're really seeing all the synergies or really seeing the efficiencies. I think it's going to take a bit longer to settle everything down and see the full benefit of the process. |
| 0:22:3.100 --> 0:22:13.630 | Interviewer | Okay. And then like just people's general behaviour. Like would you say people are a little bit like demotivated at this point or are they more you know engaged or? |
| 0:22:14.260 --> 0:23:9.600 | Participant | I think for the departments who have settled down, I think they're motivated and engaged. I think they're department said. So for example, I think the sales departments have now sort of found their way around it and not settled supply chain in terms of EHS or I think everyone sort of knows where they going finance. We a bit unsettled at the moment. We've entered being consultants, we sort of finding things or bottlenecking because all your audits happen at the same time. You've got one person, things are tending to bottleneck now and also. You're getting a lot of queries on the tax auditors, just in terms of the countries are desperate for money. So you don't have the resources. So generally it seems to have settled down, but we were the very last area to go and that is why it's still very early days. So will we see all the benefits? I think it still needs to settle down on the German side, it's still new for them and we still need to find our feature in terms of working with our colleagues, they to make it a success. |
| 0:23:10.490 --> 0:23:20.20 | Interviewer | Okay, alright. No, thank you for that. So then tell me you know, to what extent are you familiar with the label legislation that pertains to retrenchments? |
| 0:23:20.870 --> 0:23:39.10 | Participant | Reasonably, I'm not an expert in any way, but I have an understanding of the fact that, for example, you would have had to consult with the employees. You know that any jobs would have to be averted, that you know if you're changing people kind of thing and there's a suitable job that could be full somewhere else at the college should be given a chance but not an expert by any means. |
| 0:23:39.700 --> 0:23:48.50 | Interviewer | Okay. No, that's great. And then do you, in your opinion, you know, do you think the retrenchment process was procedurally fair? |
| 0:23:50.280 --> 0:24:22.740 | Participant | I think the process was followed. It was fair. I mean, as I said, we had plenty of time. We had two years. So there were very, very long consultative process. Everyone was involved in, etcetera. The benefits given by the chemical company would definitely form more than these offered in the industry out there. So in terms of it was a very fair package and the process and the consultation did happen, the jobs were advertised, people were given chances, and they could meet the requirements of the job. Etcetera. So for me it was fair. |
| 0:24:23.430 --> 0:24:38.40 | Interviewer | Okay. No, that's great. You've answered this question. So tell me, once again, this is just from you, what is your current level of commitment to the company now that these returns have you know taken place and wrapped up? |
| 0:24:39.660 --> 0:25:19.60 | Participant | It's a tricky one, personally, because we're just finding it very, very hard at the moment with a bit of an overload, and the losing the staffing, Germany, that we're losing it's, I'm hugely frustrated because I just think we should have done the homework beforehand instead of sitting with the problems we're sitting with now and we're trying to, we just fighting fires all the time. So from my personal perspective, it is an absolute challenge, but I cannot speak for everyone else on that because in the other areas, it seems to have settled down, it seems to be going okay. My personal experience at this stage it’s just been very frustrating. |
| 0:25:19.810 --> 0:25:38.350 | Interviewer | Okay, but in terms of commitment specifically you would would, would you say it's a bit less than you know what it previously was before? Yeah. |
| 0:25:26.550 --> 0:26:22.620 | Participant | Now look, my work ethic has always been good. My commitment is always being high kind of thing. I just think, and I'm still committed to trying to see these orders out and to trying to see the work. I just think there's a lot of frustration in that we've been put in this position because we didn't sort of identify up front and there's no one to blame you in this. I mean, Germany just took this decision that this would happen. And I don't think there was enough engagement done locally in terms of what makes sense, what doesn't make sense. And I think both sides are really billing at the moment to try and come to a proposal. So is my commitment less. It's definitely meaning working seven days a week and that does take its toll. I mean, there's, you know, it's just frustration in terms of we have to get through this. We have to resolve it and we have to settle it down. So there’s little commitment but maybe a ted resentment in it, I can put it that way. |
| 0:26:23.290 --> 0:26:39.990 | Interviewer | Yeah, sure. You must be completely mentally, physically, emotionally, everything exhausted by now. Wow. |
| 0:26:28.130 --> 0:26:46.720 | Participant | Yeah, we all are. We just, I think we're all just really bet linked to make it happen and we want it to happen and we want to get through to the other side, which is why I think the commitment still there because you want to push through this, but maybe just a third resentment in terms of you know we should have actually seen this beforehand and been more involved at the beginning. |
| 0:26:48.60 --> 0:26:48.420 | Interviewer | Sure. Sorry to hear about that. And then my last question is more around the psychological contract. So that's referring to the expectations between the employee and the employer. Umm, So what would you say your level of trust in management currently is like as well? |
| 0:27:8.230 --> 0:28:26.930 | Participant | It's a tricky one in general. These are, and again, this is my personal experience. There's a bit of a lack of trust in terms of how do we get into this position. We clearly did not define upfront what the terms of engagement where and now we're seeing the result, we are totally overloaded. We are not coping with work and we are now backpeddling to try and put who's going to be doing what in place. So maybe sense of frustration in terms of management. Should have been better defined up front to handle this. But then it's not all management you know. On the other hand side, I can see the other managers are very, very committed to supporting me. I mean, I've got a really good boss furlough as well. Basically everyone trying to just help out and do what they can to get these orders close to get things working. I think a shared frustration in terms of that. But for me it's just, how did we get to the situation where we had clearly not identified the correct allocation of responsibilities. So for me boots and leave just a bit of a laid down. |
| 0:28:29.120 --> 0:28:29.690 | Interviewer | Alright, But then that's it from my side. Is there anything else that you maybe want to add? |
| 0:28:35.940 --> 0:29:58.100 | Participant | No, just to say I mean these things are always emotional. Then you're trying to take the emotion out of it, but you have to realize you're always dealing with people and you know, people's emotions also prevalent in a situation like this. And it really is probably been. I've been with the chemical company for 18 years. That's probably been the worst years I've been through on a personal level as well as on a. Sort of just a managerial level in trying to deal with people. It's been really, really hard to see good quality people not find anything. It's just to see how people were emotionally broken down by others and you understand that this is the economy and this is the real world out there, but you're just not. You're not always equipped. To support people, I mean, you want to do your best on whatever, but you just feel like you let your team down. And I don't think there's ever one went on there. I don't think you can ever walk away and think shut. I did such a great job on that because your team have lost their jobs. They've had families affected by this. I don't think it's ever 11, ever. It it just is said to see people with all that experience, all that knowledge, all that loyalty, and yet you understand that this is how the world works. I mean, you get that this is last, but it just is. It's not a win-win situation for me. A process like this, it never is. |
| 0:29:59.160 --> 0:30:11.570 | Interviewer | Yeah. Shame. I'm so sorry that you had to, you know, deal with all these different things. But I mean, at least one thing you can take from it is that you at least try your best, even if it wasn't a one situation. |
| 0:30:11.880 --> 0:30:41.360 | Participant | You, you, you just have to. You have to just keep fighting. And as I said, it's the reason I'm still in involved with my team just to try and keep them motivated, keep them going forward, keep them focused. Because I do, I just feel. Umm, you, you, you, you have that survivors guilt. You're always do because you're still here, you know. And you have that someone is guilty. You have to try and keep them going forward so that you can sleep at night. But yeah, it's been rough. Candice. It's been really, really sad. |
| 0:30:44.630 --> 0:30:55.850 | Interviewer | Oh, I'm hoping that it does get better and you know, as you said, you know, if these positions do come back, then hopefully your team could also come back as well. So hoping hoping for a positive future, at least for your department. |
| 0:31:1.310 --> 0:31:2.50 | Participant | Thank you. |