Measuring culture change progress and leadership performance in the ABS during Transformation

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Northern Lights ... Culture?
How culture works (Human Synergistics)
ABS used multiple data sources to ensure cultural attributes were informed by survey data and staff feedback.

What is our current and desired culture?

How can we change our culture in positive ways?

What do our staff value about working at the ABS?

What sorts of behaviours do we need to support our future culture?

State of the Service Employee Census
2017 results
2283 respondents
83% return rate

Organisational Culture Inventory
Random stratified sample
389 respondents
78% return rate

Focus groups and Interviews
Cross agency representation
Approx. 150 participants
We used the Organisational Culture Inventory to assess our current and desired culture.

The Organisational Culture Inventory measures three clusters and 12 thinking and behavioural styles.

**Constructive**
- Accomplish goals
- Strive
- Work well with others
- Innovation and creativity
- Develop others

**Aggressive/Defensive**
- Prove yourself
- Look good
- Critique ideas and others
- Control
- Dominate

**Passive/Defensive**
- Keep out of trouble
- Just do
- Avoid conflict
- Follow the rules
- Don’t ask questions

Source: Human Synergistics (2008) "Organisational Culture Inventory"
OCI results show we want a different culture

Preferred ABS Culture

Current ABS Culture
Preferred culture described by staff

People should be expected to:

- know the business, think ahead and plan, pursue a standard of excellence, and take on challenging tasks.
- maintain their personal integrity, communicate ideas, do even simple tasks well, and enjoy their work.
- help others to grow and develop, resolve conflicts constructively, be good listeners, and encourage others.
- use good human relations skills, treat people as more important than things, cooperate with others and deal with others in a friendly, pleasant way.

Customers would report that staff:

- take the initiative to solve problems, make things happen and deliver what they promise
- act with integrity, providing innovative and creative products and services
- go out of their way to assist them to satisfy their needs
- make them feel welcome and treat them in a courteous and friendly way.
It is our intent that the ABS culture brings out the best in all our people, enabling us to increase our impact through outstanding service delivery.

To achieve this cultural intent, we will all be consistently:

- Customer-focused
- Self-aware
- Collaborative
- Accountable
- Agile
- Innovative
ABS Transformation Survey: New metrics added in 2018 to measure desired behaviours from our Statement of Cultural Intent
ABS Transformation Survey – cont’d

I have seen my line manager:

![Bar chart showing the percentage of employees who have seen their line manager over the last six months for various activities. The chart includes participation rates for Advocate and champion Transformation goals, Balance business as usual work with new Transformation activity, Prioritise effectively, Identify and effectively respond to team members’ questions about Transformation, Engage with Transformation projects, Communicate Empower their people (behaviour added in 2018), Drive a customer focus and service orientation (behaviour added in 2018).]
Key Findings from 2017 ABS Culture Action Sessions
2018 Culture Action Planning currently underway!

**Communication**
- Break down silos by sharing knowledge across Divisions.
- SES to send regular updates to their staff.
- SES to take more opportunities to meet with staff.

**Collaboration**
- Improve collaboration across areas.
- Build cross-site relationships.
- Trial rotating/job sharing with other areas.

**Accountability**
- Allow staff to take appropriate risks and give them freedom to learn from mistakes.
- Clarify approval processes.
- Don’t push decisions upwards if possible.
Leader-Led Culture Change Program Evaluation

I believe I am well prepared to lead culture change in the ABS and know where I can find support

89%

76%

78%

I have changed the way I behave and interact with others as a result of the insights I gained from the culture change program

This program of work has provided me with useful experiences and new insights to help me shape our organisational culture
2018 State of the Service Employee Census

New items were added to evaluate desired behaviours from our Statement of Cultural Intent

<table>
<thead>
<tr>
<th>RESPONSE SCALE</th>
<th>% POSITIVE</th>
<th>VARIANCE FROM 2017</th>
</tr>
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<tbody>
<tr>
<td>The ABS is a Customer Focused organisation (i.e. we connect with, understand and respond to the needs of our stakeholders, customers and providers)</td>
<td>67%</td>
<td>-</td>
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<tr>
<td>In the ABS, we collaborate across the organisation (including sharing information and knowledge across work programs)</td>
<td>58%</td>
<td>-</td>
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<tr>
<td>Within my Section, we adopt an Agile approach to our work (i.e. frequently re-assessing and quickly adapting to changing priorities and environments)</td>
<td>73%</td>
<td>-</td>
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<tr>
<td>I understand what a high performing culture would look like in my Section</td>
<td>82%</td>
<td>+3</td>
</tr>
<tr>
<td>ABS leaders (EL2 and SES) are driving a high performing culture</td>
<td>57%</td>
<td>+7</td>
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Summing up ... and Questions?