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Post-Activity Report: DHSS Organisational Culture and Performance Workshop

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ABSTRACT

The Organisational Culture and Performance workshop, held during the Defence Human Science Symposium (2012), provided a forum for discussing the challenges associated with identifying an ideal organisational culture in Defence, and then measuring such a culture. This post-activity report summarises the outcomes of the workshop hosted by the DSTO Army Learning Organisation (ALO) team. Professor Karen Watkins (University of Georgia) facilitated the workshop (applying Action Learning principles) to generate critical reflection and questioning of Defence organisational culture. The workshop highlighted the complexity of defining an aspirational organisational culture (given culture has both intangible and tangible elements). The tangible elements of organisational culture can be measured directly. Developing measures for the intangible, more abstract elements would require more effort (expertise, time and resources). Both elements are needed to generate a full understanding in order to track Defence organisational culture towards its aspirational state. The stakeholders also identified the importance of collaboration and active information and knowledge sharing in order to generate a Defence wide understanding of this area. Finally, we offer some reflections on the limitations of the workshop design.

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Post-Activity Report: DHSS Organisational Culture and Performance Workshop

Executive Summary

The Defence Science and Technology Organisation (DSTO) Army Learning Organisation (ALO) team conducted a workshop for Australian Defence Force (ADF) stakeholders working in the area of organisational culture and change in order to address two main gaps we identified: one, the lack of awareness and collaboration by key stakeholders working in this area; and two, an absence of a clear definition of what, exactly, makes up an 'ideal' Defence organisational culture. In identifying gaps between the ideal state and the current state of organisational culture, further work can then be done to develop targeted measures to monitor and reduce these critical gaps, and focus attention on these key aspects of organisational culture.

The workshop was structured to generate critical reflection and discussion about organisational culture, and associated initiatives within Defence. Prof Karen Watkins (University of Georgia) used the principles of Action Learning to encourage participants to critically reflect on their experiences, and to generate thoughtful questioning of their shared assumptions. Using Schein's (1992; 2004) definition of organisational culture, the factors generated within the workshop were synthesised into either tangible or intangible elements of organisational culture. Tangible elements can be directly measured using information that is currently available within Defence. For example, one indicator of achieving the "ideal" Defence culture would be a reduction in work-related mental health issues. Generating direct measures of a culture's artefacts and espoused values (that is, the tangible elements) is relatively straight forward.

In contrast, generating measures of the intangible cultural elements such as shared assumptions requires significantly more expertise, effort, time and resources. As an example, an intangible element indicating an 'ideal' Defence organisational culture would be "leaders having a greater diversity of thought". This is a far more difficult concept to measure than "work-related mental health issues". For example, what exactly would diversity of thought look like? What does this mean? How would you recognise diverse thought(s) if you saw it in

practice? Developing these more abstract, intangible concepts into concrete measures requires expertise and resources (time and effort).

Consequently, measuring organisational culture may take a staged approach, initially measuring the direct observable aspects of culture, while supporting the development of the measures to address the more abstract cultural elements. Both the concrete and the more abstract elements are needed to generate a full understanding of Defence's organisational culture. Outcomes from the workshop indicate that there is a consensus around some key indicators of success for Pathway to Change[1] along with some of the major issues with which Defence needs to contend (e.g. political pressure, media, and changing perceptions). In particular, the outcomes of these activities may direct stakeholders towards the most useful avenues for implementing and measuring organisational cultural change.

The workshop's outcomes confirmed that measuring, monitoring, or evaluating organisational culture is not an easy task, particularly within an organisation like the Australian Defence Organisation (ADO), with its different services and subsequent subcultures. The workshop presented a valuable opportunity for sharing knowledge and raising awareness of different cultural change initiatives cross Defence. Primarily, the workshop outcomes will provide a useful starting point for further exploration of how to best measure and monitor ADO culture. This workshop contributed to improving overall efficiency within Defence by avoiding duplication of work. Finally, the workshop offered a unique opportunity to build networks and strengthen existing associations. This will support current and future initiatives, providing original and relevant contributions to the ADF's goal of growing a healthy organisational culture.

[1] 'Pathway to Change' is the Defence initiative that encompasses the various organisational changes needed to address the many recommendations generated from Reviews: the *Review of the Defence Accountability Framework* (the *Black Review*), the *Review of the Use of Alcohol in the Australian Defence Force* (ADF), the *ADF Personnel Conduct Review*, the *Review of the Use of Social Media in Defence*, the *Review of Defence Australian Public Service* (APS) *Women's Leadership Pathways*, the *Review of the Management of Incidents and Complaints*, and the *Review into the Treatment of Women in the ADF*.

Contents

ACRONYMS

1. INTRODUCTION 1
1.1 Organisational Culture: Current understanding 1
1.2 Summary: Defence organisational science and research 2
1.2.1 Gaps identified: Defence organisational science and research 2
1.3 Workshop Aims 3

2. METHODOLOGY 3
2.1 Participants 4
2.2 Workshop Structure 4

3. RESULTS 5
3.1 Group Brainstorming Activity 5
3.1.1 Group brainstorming activity: Results, synthesis and analysis. 7
3.1.2 Measuring tangible elements of organisational culture: "Picking the low hanging fruit" 8
3.1.3 Measuring intangible elements of organisational culture: "Making the invisible, visible". 10
3.1.4 Measuring Defence aspirational culture: Summary 12
3.2 Group Activity: Discussion 13
3.2.1 Group discussion: Summary and synthesis 14

4. CONCLUSION 15
4.1 Workshop reflections 16

5. REFERENCES 17

APPENDIX A: INITIAL SCOPE OF WORKSHOP 19

APPENDIX B: LIST OF WORKSHOP ATTENDEES AND PRESENTERS 21
B.1 Organisational Culture and Performance Workshop Attendees 21
B.2 Organisational Culture and Performance Workshop Presenters 21
B.3 Presenters: 22
B.4 Workshop Structure 22
B.4.1 Session One – Measuring Organisational culture 22
B.4.2 Session Two – Changing culture, changing performance 23

APPENDIX C: WORKSHOP POWERPOINT SLIDES 25

C.1 Organisational Culture and Performance Workshop PowerPoint 25

APPENDIX D: GROUP BRAINSTORMING ACTIVITY 51
D.1 WORKSHOP "Organisational Culture and Performance in Defence" 51

Acronyms

ADC	Australian Defence College
ADF	Australian Defence Force
ADFA	Australian Defence Force Academy
ADO	Australian Defence Organisation
ALO	Army Learning Organisation
ALOQ	Army Learning Organisation Questionnaire
APS	Australian Public Service
DHSS	Defence Human Sciences Symposium
DSPPR	Directorate of Strategic Personnel Planning and Research
DSTO	Defence Science and Technology Organisation
PAR	Post Activity Report
PtC	Pathway to Change

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1. Introduction

Recently the Australian Defence Organisation's (ADO) culture has been under the spotlight, with a plethora of reviews generating much public interest in attitudes, behaviours and practices within Defence. These reviews include: the *Review of the Defence Accountability Framework* (the *Black Review*), the *Review of the Use of Alcohol in the Australian Defence Force* (ADF), the *ADF Personnel Conduct Review*, the *Review of the Use of Social Media in Defence*, the *Review of Defence Australian Public Service* (APS) *Women's Leadership Pathways*, the *Review of the Management of Incidents and Complaints*, and the *Review into the Treatment of Women in the ADF*. In order to address the recommendations within all the reviews, Defence has implemented a cultural reform programme – the Pathway to Change: Evolving Defence Culture.

As a "strategy for cultural change and reinforcement" (Department of Defence, 2012), Pathway to Change draws our attention to behaviour and values, and their perceived cultural underpinnings, and in particular the damaging effects of problematic behaviour which violates societal and organisational expectations. Pathway to Change consolidates the series of recommendations suggested in the reviews, and suggests the strategies to be implemented across Defence. Improving and monitoring of organisational culture in Defence is seen as a crucial step to implementing Pathway to Change.

Defining and measuring organisational culture allows us to determine the extent to which Defence is demonstrating behaviours which are aligned to its own and societal expectations. It is important for Defence to clearly define what organisational culture *is*, and the desired end-state, in order to determine what needs to be measured and monitored. Organisational culture is a complex concept with many definitions within the research literature. According to Schein (1992), organisational culture is more than organisational values and behaviour, it also includes artefacts (concrete elements identified as part of culture), as well as the critical underlying assumptions that shape behaviour. All aspects need to be addressed to progress with organisational cultural change.

1.1 Organisational Culture: Current understanding

A review of literature on organisational culture across multidisciplinary domains shows that there are many and varied definitions of culture. However, there *are* commonalities across the multiple definitions. The commonality is that culture has components of both:

- Tangible aspects, for example, concrete and identifiable elements such as uniforms, building style or structures, timetables or schedules.
- Intangible aspects, which are not directly or easily observable; the shared expectations and assumptions within a workplace that, for example, underpin that "this is just the way things are done here".

We use Schein's (1992; 2004) definition of organisational culture as a basis of our work within the Army Learning Organisation (ALO) task. Schein (1992; 2004) identified three distinct levels of organisational culture:

1. Artefacts: the visible elements of culture which can be recognised by those outside the organisation e.g. military uniforms, equipment, buildings, marching style.
2. Espoused values: an organisation's stated values and rules of behaviour. For example, these values are articulated within Army's mission statements and doctrine, *21st Century Soldier*.
3. Assumptions: the deeply embedded assumptions within the culture about how and why we do what we do. This is found within personnel's own understanding, their mental models or shared understandings about their organisation. The assumptions under which we operate are often hard to articulate and identify.

So, by definition, organisational culture has an intangible aspect making it difficult to directly observe or address. It is the third element of Schien's definition – the shared assumptions - that contributes to the inertia that is found within organisational culture. Schein (2004) and many others within the academic domain acknowledge that this aspect is not easily addressed.

1.2 Summary: Defence organisational science and research

Army Learning Organisation's (ALO) role in investigating Army's (learning) culture as part of Defence's science and research capability (that is, as part of Defence Science and Technology Organisation) gives us a unique view of this area. Since 2008, we have scanned the literature across Defence, within Australia and internationally, and across the multidisciplinary academic and research domains. We investigated the different Services and Defence-wide approaches to defining and measuring organisational culture by reviewing the available documentation. It became obvious that whilst there was much worthwhile and useful work going on, such as *Navy Next Generation*, *Adaptive Army* and Air Force's programmes, there was not a wide spread awareness nor a cohesive approach to defining and measuring organisational culture.

The opportunity to engage with key stakeholders within Defence, including Army, Air Force and the research arm of the APS, at the Defence Human Sciences Symposium 2012, appeared to be an important step in establishing an awareness of what is happening across Defence. The DSTO ALO team was uniquely placed to facilitate this workshop, as we are a part of an independent research organisation within Defence, working in this space yet not directly part of the Pathway to Change. Thus, while we are part of Defence, we also have access to significant and varied knowledge bases within and outside Defence.

1.2.1 Gaps identified: Defence organisational science and research

This workshop was designed to bring together ADO stakeholders currently working in this area to address the gap that we identified, namely, difficulties in accessing other's

work in organisational culture. There are no forums or easily accessible opportunities to engage with other stakeholders. There is much excellent work being conducted in implementing and addressing organisational culture issues yet little awareness of their synergies and potential for collaboration.

A second gap that has been identified is the lack of a clear articulation of what, exactly, makes up an ideal Defence organisational culture. Culture has been treated as a given; as an assumed, known, static phenomenon within the Defence corporate literature. There have been many characteristics (problems) attributed to the culture yet there has been very little examination of exactly what this means, nor what an aspirational Defence culture would look like. While we use Schien's (1992; 2004) definition within our own work in the social sciences, we have noted that, across the plethora of Defence corporate literature, the components of an ideal organisational culture has not been clearly articulated. If the concept of an ideal culture is not well articulated it makes developing measures of difficult. Providing this forum for the key stakeholders allows for discussion about these issues to start.

1.3 Workshop Aims

In light of these observed gaps, the workshop focused on the following three issues:

1. Provide a forum for sharing of Defence organisational cultural programs and implementations;
2. Explore the aspirational or ideal Defence culture generated by key stakeholders working within this area; and
3. Explore stakeholders' thoughts on factors effecting organisational culture within Defence.

These three aims were distilled from our initial questions concerning organisational culture within Defence (see Appendix A for the initial list of questions we generated as part of the workshop development).

The aim of the workshop post-activity report is to capture the discussions and outcomes from the group activities, so as to inform key stakeholders and share the expertise found within the ADO. The secondary aim of the post-activity report is to use the outcomes as a basis for further work in this area, to start to address the larger questions about what it means to define and measure Defence organisational culture.

2. Methodology

The workshop and its activities were designed using the Action Learning approach. Action Learning is premised on the importance of learning from experience and through critical reflection. It is particularly useful when addressing workplace problems or issues

in complex situations and conditions, especially when these issues do not have easy or merely technical solutions. As Zuber-Skerritt notes:

> Action learning, in brief, is learning from concrete experience and critical reflection on that experience – through group discussion, trial and error, discovery, and learning from and with each other (2002, p.114-115).

In order to fulfil workshop aims the workshop was structured to provide:

1. An overview of the theoretical construction of organisational culture and measuring culture change using current understanding in research and practice;
2. Defence presentations on current organisation culture work e.g. Implementing Pathway to Change, and,
3. Group activities/discussion.

2.1 Participants

The workshop comprised of 20 civilian, Defence and military personnel. The attendees had previously worked, or currently work in the area of organisational culture within Defence or academia. As part of the DHSS, the workshop provided a rare opportunity to bring together a number of experts or practitioners dealing with issues related to Defence culture.

2.2 Workshop Structure

Participants were invited to share introductory comments so as to promote group rapport and discussion. Following welcoming and introductory remarks, workshop norms were stated (i.e. leave rank at the door, keep conversations to an unclassified level, encourage honest and open communication etc.) The workshop outline was then described (i.e. workshop aims and agenda).

The workshop was divided into two sessions (see Appendix A.4 for full workshop structure):

Session 1 - Measuring Organisational culture

a. Presentations from Prof. Watkins[2] and Services
b. Group brainstorming activity

Session 2 - Changing culture, changing performance

c. Presentations from Defence
d. Group discussion

[2] Prof Watkins is the Director of the School of Leadership and Lifelong Learning at the University of Georgia, is a partner in Partners for Learning And Leadership, and is a distinguished scholar specialising in adult learning, human resource and organisational learning.

The outcomes from the group activities (brain storming and group discussion) will be considered in the next section.

3. Results

The outcomes of the workshop were generated from the group activities described below. Discussions centred on issues concerning the implementation, monitoring and measurement of culture change initiatives; leadership; and, the relevance of subcultures.

3.1 Group Brainstorming Activity

As noted above, workshop participants were presented with the following question:
'Looking backward from *perfect*, what specifically would be different if you have successfully implemented the Pathway to Change?'

In acknowledgement of the gap that often exists between espoused (or rhetorical) and actual measures for success, participants were specifically asked to think of both:

- *Objective* and *subjective* indicators of success, and
- *Espoused* and *enacted* indications of success.

Note takers captured group discussion, producing a list of indicators of success.

From this list of indicators of success (64 statements in total, see Appendix C), the participants were given a set of five red-dot stickers and asked to assign each sticker to one of the statements. This activity produced a prioritised list of statements which represented a 'perfect' organisational culture. The top three priorities (statements with the highest sticker assignment) were:

1. "Greater diversity of thought in leadership",
2. "Lower incidence of mental health issues", and
3. "Open and fair culture".

Some other important indicators of success identified included:

- "Clear performance expectations"
- "Leaders who facilitate learning"
- "Legitimate respect (up & down) "
- "Retain/Attract high talent"
- "High trust"
- "Situation- match talent and job"

- "More female leaders"
- "Personal Accountability"
- "Have a strategic plan"
- "Knowledge easy to access"
- "No subcultures over Defence culture"
- "Diversity is valued"
- "People want to belong/feel included"

A review of the statements produced by the brainstorming activity highlighted the following points for consideration:

- Leadership
- Gender
- Management Practices
- Communication
- Organisational Ethos
- Staff Characteristics
- Knowledge Management

These statements represent the main themes identified by the workshop participants as contributing to the perceived success of Pathway to Change. The themes also shared many similarities and points of overlap. These themes provide a good starting point to establish what is important to measure and monitor during Defence cultural change.

Key outcome

For workshop participants the aspirational Defence organisational culture (achieved through the successful implementation of Pathway to Change) would see a reduction in mental health issues and leaders who exhibit a greater diversity of thought, facilitate learning and set clear performance expectations. These leaders would be situated within an organisation that has a high trust environment, and can attract and retain high talent to the right job. This organisation would further support, encourage and expect an open and fair culture, with personnel who are accountable, show legitimate respect and consideration regardless of rank, position, or gender. People would have a sense of belonging and inclusion, where diversity is valued and where organisational culture of Defence has priority over subcultures (there are no "tribes" within Defence).

These points indicate that there is a level of consensus over what successful implementation of the Pathway to Change initiative would look like. It also highlights

some of the goals of stakeholders and Defence as a whole, in achieving their cultural intent.

These statements could be used as the basis for developing a measure of an "ideal" Defence organisational culture. The process of developing scales or measures in order to measure an intangible phenomena is well documented and described within the Social Sciences (Streiner and Norman, 2003; 2008). The ability to measure organisational culture is important because it provides a way for Defence to monitor their progress towards intended targets, as well as capture cultural change.

3.1.1 Group brainstorming activity: Results, synthesis and analysis.

The outcomes from the group brainstorming activity – using the aspirations within Pathway to Change as the 'perfect' organisational culture to reach back from – show that participants within the workshop considered a wide variety of both tangible and intangible aspects when considering the question. Sixty-four statements naming various aspects of organisational culture were made. Participants' generated factors that went far beyond the behaviours and values described in Pathway to Change. Interestingly, the most highly ranked factor was "greater diversity of thought in leadership". This is an intangible element, at the level of shared assumptions using Schien's definition of organisational culture, yet it was judged to be the critical factor in generating the aspirational organisational culture. In contrast, the second ranked factor "reduced incidence of mental health issues" would be considered to be a tangible factor, and thus, easily and directly measured. The third factor "open and fair culture" essentially encapsulates the whole concept of culture, and would need to be explored further to untangle the various tangible and intangible aspects.

The 64 items (tangible to intangible, individual to organisation-wide,) generated from the group also shows how culture can be seen through multiple lenses, and across multiple levels. The elements generated from the group activity were synthesised and then grouped using Schein's three levels of organisational culture.

1. Tangible

    1. Artefacts (concrete, observable practices that are readily identified as belonging to the culture or organisation)
        - Staff Characteristics
        - Knowledge Management
    2. Espoused values (stated)
        - Management Practices
        - Communication

2. Intangible

    3. Shared assumptions (unquestioned practices)
        - Leadership

- Gender[3]
- Organisational Ethos

The breadth of organisational factors (and the coverage across the whole spectrum of Schein's definition) generated by Defence stakeholders working within this domain, shows that despite the lack of a documented organisational culture definition, there are useful mental models of culture operating within Defence. However, these mental models of organisational culture have not yet been captured in the formal corporate documentation.

Following the workshop, the 64 items generated were categorised into either tangible (directly measureable) or intangible (not directly measureable) (see table 1 and table 2 below). The stakeholder-generated markers of aspirational culture were (almost) equally spread between both tangible and intangible elements. Each participant was given 3 "votes" and could then distribute their votes to any of the items generated. The votes were totalled, and thus the items were ranked by the stakeholders.

Developing useful and coherent measures of Defence culture will need metrics for both concrete and tangible aspects of culture together with indicators of indirect, abstract and intangible aspects of culture. Relatively more effort is required to develop measures for the abstract and intangible aspects of culture, yet this effort will be rewarded by providing more useable and comprehensive information on Defence culture.

3.1.2 Measuring tangible elements of organisational culture: Picking the low hanging fruit

Measuring and monitoring organisational artefacts and espoused values (the tangible aspects) provides an indication of how the organisation is tracking. Ideally, this would demonstrate that Defence is both paying attention to organisational cultural elements ("to be seen to be doing something") as well as demonstrating real improvements in organisational culture and performance. For example, Defence would show improvements in organisational culture by:

- tracking the changing rates of reported work-related mental health;
- the increased use of ICT; and
- showing a greater diversity of demographic characteristics in ranks and roles.

[3] 'Gender' here is referring to the assumptions and unquestioned practices associated with how gender is treated within Defence and wider society.

Table 1: Tangible aspects: Direct measures for quick implementation of monitoring organisational culture

Tangible (directly measureable)	**Suggested direct measures – current and available**
Reduction of mental health issues	Incidence /rate of work-related mental health reports, rates of return to work after stress leave, incidence of stress leave, resolution of stress leave.
Clear performance expectations	Documented performance standards, rate of performance managements,
Leaders who facilitate learning	Rate of subordinate's learning and training, and promotion opportunities, time and resources given to subordinates. Rate of training course completed by subordinates.
Retain / attract high talent	Rates of retention and recruitment of best candidates
Situation – match talent and job	Rates of retention, and rate of turn-over in particular work or positions with high demand
More female leaders	Rates of gender distribution across ranks and roles.
Have a strategic plan	Presence, circulation and engagement of a strategic plan
Knowledge easy to access	ICT access, knowledge repositories accessed, hits on web-based browsers within Defence, access to libraries, to doctrine, to TTPs, to senior experts for advice (do they have an open door).
Commonality of language	Extent of duplication or translation across commands, rates of miscommunications or clarification required.
Communication (up & down)	ICT access and formal communications systems accessed or used. Informal communications, more intangible and therefore harder to measure.
Sound management practices	Measured with good communication, indicators of management 'best practice'
Redundancy	Level of redundancy across systems and of knowledge bases.
Less bureaucratisation	Level of hierarchy, auditing the number of processes within organisation that cover work elements.
Greater competitions for jobs	Number of applications for a position; job selection and specification.
Interdepartmental connectedness	The number of shared work practices, training processes, collaborative work conducted.
Less scandals (published events)	Frequency of Defence mentioned negatively within the media.
Succession planning	Formal and informal succession planning for transfer of knowledge within Defence.
Familiarity with vision (clear vision)	Extent personnel understand or familiar with Defence's vision.
Genuine equality across organisation	Is there equal representation of all gender, ethnicity, and other minorities across all ranks and roles?

Career development	Rates of career progression, and transfer between roles, ranks, retention.
Reduced need for dispute resolution services	Rates of dispute resolution at each step.
No more glass ceilings	Rates of gender, ethnicity and minorities distribution across ranks and roles.
Increased flexibility	Rate of both asking for and successfully accessing flexible work arrangements – part-time, work from home etc.
Collaboration across sections	Rate of cooperative training, or projects, or outcomes
Reduced absenteeism	Rate of absenteeism over time

The direct measures will provide pertinent information on the observable aspects of Defence's organisational culture; this can be used to start to address (and to be seen to address) various cultural issues. However, by themselves, direct measures do not provide complete measures of organisational culture. Developing measures for less tangible aspects of culture is critical, in order to demonstrate shifts in leadership, in organisational ethos (such as trust, respect and accountability) and gender issues (assumptions about roles and responsibilities within Defence). These elements – the shared assumptions – underpin much of the observed artefacts and the overt behaviour within an organisation.

3.1.3 Measuring intangible elements of organisational culture: Making the invisible, visible

Intangible elements (within Table 2) can only, by definition, be observed indirectly. "Leadership", "trust" and "accountability" are elements of organisational culture, and we have standards of behaviour that Defence aspires to for these elements. Yet what exactly do we mean by "trust"? Which aspects of trust are important? Engagement? Reliability? Honesty? Is trust a quality within a relationship – invested in the link itself – or is it a quality invested by the person trusting, or in the person who is trusted? Once you examine these intangible elements, such as leadership, trust and respect, you can see that these concepts are complex and multidimensional. No one single measurable and observable aspect of the concept will be a sufficient metric to encompass the whole. For example, we can define trust as being made up of engagement; that higher trust within Defence will lead to higher levels of engagement, and the converse. Disengagement is indicating a lack of trust. A direct measurement of lack of engagement is, say, rates of separation. So is trust within Defence best measured solely by the rate of separation? We would argue that while engagement may be a part of trust, engagement is not equivalent *only* to trust. Thus separation rates are not a sufficient measure of trust within Defence. Trust within Army is more complex than just (dis)engagement or separation rates. Trust is generated through building relationships, communication and perceptions of reliability, integrity and honesty. There are many other factors that should be considered when examining trust within organisations.

Table 2: Intangible culture measures and ranking

Intangible (abstracted measures)	**Partipants' votes**
Greater diversity of thought in leadership	11
Open and fair culture	7
Legitimate respect (up & down)	5
High trust	5
Personal accountability	3
No subcultures over Defence culture	3
Diversity is valued	3
People want to belong / feel included	3
Simplify	2
Forgiveness of mistakes	2
Multiple definitions of "good"	2
Supportive culture for getting the job done	2
Outcome focused versus process	2
Make use of informal networks	2
Respect (up & down)	1
Stronger perception of support	1
Motivated to speak and act	1
Recognition	1
More resilience	1
Respect for technical expertise	1
Ask why regardless of rank	1
Stronger individual commitment	1
Cultural volunteers	0
Greater political credibility	0
Firm and fair response to different behaviour	0
Gender neutrality	0
Informal conversations in more positive climate	0
No more / less risk aversion	0
Creative problem solvers	0
Creating knowledge	0

Defence has developed measures for establishing such intangible elements such as leadership, morale and engagement with the PULSE, Defence Attitude Survey and we have developed our own – Army Learning Organisation Questionnaire (ALOQ). We defined a concept, for example, leaders that support learning, and then expanded it, after exploring what this might look like in action. In order to expand an abstract concept, such as 'leadership that supports learning' we adapted these questions as providing a measure. For example, we asked the extent that personnel agreed or disagreed with the following:
"My supervisor:

- Usually support requests for learning and training opportunities.
- Share information quickly and easily.

- Empower those to help carry out Defence's vision.
- Mentor and coach those they lead.
- Continually look for opportunities to learn.
- Ensure that all actions are consistent with Defence's values."

From results (the extent respondents agreed strongly or disagreed) we then inferred the level of support for learning within their workplace.

There are measures addressing some intangible elements of organisational culture currently available within Defence (e.g. ALOQ, PULSE, DAS), however, these measures may not map directly onto those identified by the stakeholders. The initial analysis of the intangible elements found that they could be grouped into three broad constructs; leadership, organisational ethos and gender (or diversity). Developing indirect measures of the most pertinent elements of organisational culture would be a significant first step. So, for example, we would explore what "leadership", "organisational ethos" and "diversity/gender" would mean within Defence by examining and expanding our understanding within this context. We would build on what work has already been done within Defence on these issues, and expand to include the most useful measures. This process would require an investment of time, effort, and expertise. Developing appropriate empirical measures for intangible elements is most definitely possible, and useful, in order to provide information on otherwise unknown or unobserved cultural elements; however it is not necessarily quick or simple.

Once these indirect measures are developed and combined with the direct and tangible measures of organisational culture, we can triangulate the results; providing an understanding of the whole, complex, multi-dimensional phenomena that is Defence's organisational culture. Using a combined approach – of direct and indirect measures – allows for a thorough and consistent understanding of Defence's achievement of its aspirational organisational culture.

3.1.4 Measuring Defence aspirational culture: Summary

Measuring all aspects of organisational culture is critical in order to understand what and how culture influences organisational outcomes and performance. Combining both tangible and intangible elements of organisational culture allows for a greater depth of understanding, however, the effort needed to develop measures for both aspects is not equivalent. The direct, tangible measures can provide a relatively quick and easy assessment of a limited range of organisational culture. The more critical understanding of organisational culture is in the intangible elements, the shared assumptions that shape personnel's attitudes and behaviours, and measuring these require commensurately more expertise, time and efforts. A staged approach to developing metrics for organisational culture would allow for the initial data gathering and reporting cycle to be met, and ideally, allow for the time and resources necessary for the development of the more difficult aspects to be addressed.

The next section describes the guided group discussions that were generated immediately after the Defence presentations on Pathway to Change. The discussion, while free flowing, was guided and moderated using Action Learning principles in order to generate reflection and questioning, and promoting learning from other's experiences and thoughts.

3.2 Group Activity: Discussion

All participants contributed to lively group discussions throughout the course of the workshop. Presented below are the major topics and statements covered within the discussions.

Implementation, measure and monitor adaptive culture initiatives:

- Using measures like worker retention or engagement.
- Focus on what we value.
- Need to track research and report back to participants/personnel. Extensive reviews should also be summarised.
- It is important to acknowledge good things. Question: How to track "good behaviour"? It is easy to see bad behaviour e.g. through complaints process, but where is the visibility of good behaviour? For example, how can you see the desired behaviours such as supportive leadership?
- Changing the narrative, how they talk will help culture change. "We shape culture but are also shaped by it". Stakeholders also acknowledged that things can also change at different rates – so what is staying the same or lagging?

Leadership in guiding and generating organisational culture:

- It's important *how* you accept criticism and acknowledge feedback. Personnel need to believe in and feel good about leadership to make allowances for occasional failures.
- Query proposed: How would senior leaders perceive the group's activity, or would they value the same things as lower ranks? Would there be a significant difference between perceptions of senior leadership in Defence and the rest of the organisation?
- There should be joint ownership of behaviour, not just left up to leadership.
- Enforcement is punitive.
- Competition over resources would be less with more balanced reward, and resource allocation.
- Need to address "what's in it for me" when looking at any change initiative or you may have a case of: "when good ideas go bad".

Interplay between "*a* Defence organisational culture" and "*many* Defence organisational cultures" (subcultures).

- Issues: subcultures potentially have a greater influence on personnel behaviour than the organisational culture. People find greater profit in deviating from norms to subculture (which may be an unintended consequence of strategy). A subculture can have more direct influence over people than the overarching culture.

Issues with the media and changing perceptions within, and outside Defence:

- Deputy Chief of Army initiative: encouraging and promoting good news stories. Example: fact sheets (positive points under themes) as a way of acknowledging success (ADFA). Spreading this out to all of Defence may be valuable for retention rates.
- Organisation and people are feeling smashed-good people as well. At a tipping point. People are tired of bad media. There has been a focus on cadets because they were being targeted by the media however stats show that bad media didn't effect recruitment.
- ADFA dealing with some of the same issues as universities. Universities push back against ADFA: ownership and promulgation of data, and potential damage to universities brand. Universities have not wanted to collaborate with ADO to examine university student's behaviour in comparison to ADFA students. The point was also made that there is limited ability for external comparison (of Defence with other organisations).
- Participants also highlighted that there seemed to be less good news that wasn't about disaster relief.

  Views: No news is good news. "You don't wait for news, you make news".

- Within a strong culture biases can develop that cancel out external views/input.
- Reviews are costly but legitimise problem. (They bring attention).

3.2.1 Group discussion: Summary and synthesis

Results from the group brainstorming activity and the discussion demonstrate that there is a consensus around some key indicators of success for Pathway to Change along with some of the major issues (media, political pressure) with which Defence needs to contend. The key themes that were repeatedly raised included issues surrounding:

- Implementing, measurement and monitoring culture.
- Leadership.
- Subculture(s) within Defence.
- Media and changing perceptions within, and outside Defence.

Many of these issues raised and discussed are intertwined, such as the interaction between leadership, subcultures and changing perception of culture within and outside Defence. A reoccurring theme was questioning drivers for organisational cultural change; is Defence changing for the sake of change, in order to be *seen* to be addressing deficiencies by media and by Government, as well as addressing issues that need to be addressed. Stakeholders then expanded on how and why Defence, from their point of view, has responded to the Reviews and media scrutiny. The discussion certainly promoted sharing of views and information across the workshop, which allowed for dialogue surrounding the political environment within which Defence operates.

The wider political and social context of Defence indeed shapes organisational culture. Defence is nested within Australian Government and the wider cultural landscape. The discussion reflected on the interplay between Defence's organisational culture, Service's own organisational cultures, and the broader Australian culture. Stakeholders were questioning the assumption of a single over-arching Defence culture, rather, the nested nature of specific workplace's cultures and the impact of measuring and monitoring culture within this multitude of cultures within Defence.

4. Conclusion

The workshop has enabled an exploration of some of the major cultural issues confronting ADO from the perspective of those working in this area. The scope was relevant to issues both internal and external to Defence. Group discussions also brought current initiatives to light that could be of benefit to the wider Defence community and warrants further support.

Analyses and synthesis of the results found that there were both tangible (directly observable) and intangible (unobservable) measures that could be implemented in a staged approach. The direct measures (tangible) could be developed relatively quickly, with greater effort and resources put towards developing measures of the intangible elements. While Defence has some indicators of intangible elements available, such as the DAS, PULSE and ALOQ, the suitability of these measures has not been investigated. Resources would need to be provided to develop these measures further.

Workshop participants recognised that due to political pressure and an inherent urgency to act, the focus of cultural change seems to be directed towards the more public/formal indicators of change (i.e. values, behaviour, artefacts, and policy). The question is; is the importance of 'required' cultural change being perceived by Defence as fixed largely by policy change? Although policy change is an important step, it is essential to consider both formal/informal and espoused/enacted aspects of culture. In other words, while implementing changes formally (i.e. by changing policy), people will "say" things that they are expected to say but whether this will actually change their attitudes is another question (Schein, 1992).

In addition the value of these initiatives needs to be established in order to get support and engagement from the Defence services and the wider Defence organisation. According to Schein (1992), this is where the leaders' abilities to acknowledge and demonstrate desired behaviours are vital. This becomes a powerful way to communicate and implement the proposed organisational cultural change. Hard work has gone into creating the Pathway to Change initiative and other service specific initiatives, therefore it is important for Defence to both act quickly and to keep the long term organisational cultural change in mind.

By providing a forum for sharing of Defence organisational cultural implementation programs, stakeholders' understanding of Defence organisational culture was explored through group activities that generated critical reflection and examination. Using Pathway to Change as a framework for discussing organisational culture we found that the stakeholders had a sophisticated understanding of the interplay between the Defence sub-culture(s), leadership and the wider Australian culture expectations. It is important that this understanding is shared across the wider Defence community so as to promote a more efficient and effective approach to cultural reform, rather than producing pockets of excellence.

4.1 Workshop reflections

This final section is an opportunity to examine both the utility and shortcomings of the workshop in order to examine what could be sustained, improved and fixed.

Sustain:
Information sharing in this very topical area is needed in order to properly understand the scope and complexity of the organisational cultural issues facing Defence. The workshop should be recognised as a stepping stone for continuing discussions beyond the Defence Human Sciences Symposium. We need to sustain the relationships generated within the workshop, and build on the shared discussions.

Improve:
The limitations of the workshop included an ambitious original list of aims, together with a lack of time. The size and complexity of the issue (measuring organisational culture in Defence) meant it was difficult to summarise and discuss within a single three hour session. Thus, the solution would be to extend the time and personnel available for understanding these issues within Defence.

Fix:
To adequately address this complex area, further forums need to be created to allow for further discussions with key stakeholders.

5. References

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Appendix A: Initial scope of workshop

The original questions included:

- Is there a common understanding of what is culture in Defence?
- What are the key indicators of a healthy and effective Defence culture?
- Are these indicators the same for Operational Culture and Barracks Culture? Or is there a difference?
- How have various stakeholders and representatives measured Defence culture?
- How do we best gauge the relationship between organisational culture and organisational performance?
- What are some of the challenges faced when measuring, monitoring and applying effective cultural interventions and strategies?
- Who has the overarching responsibility for improving Defence's culture?
- What research is being conducted to inform current cultural change programs in Defence?
    - What are key theoretical frameworks that are being used to measure and monitor culture?
- How do programs of research link to Pathway to Change?
- Are there elements that each one of our work areas could address to improve how Defence measures, monitors and implements effective cultural changes?

Realising that the above questions would require far more time than the original workshop, we refocused on the three issues that would provide a basis for further work.

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Appendix B: List of Workshop Attendees and Presenters

B.1 Organisational Culture and Performance Workshop Attendees

List of attendees:

Agostino, Katerina
Arizmendi, Clint
Bollard, Lauren
BRIG Peter Gates
BRIG Marcus Thompson
Butavicius, Marcus
Chesney, Cate
Keane, Therese (replacing SOCOMD: Tim Bussell)
Maher, Andy
MAJ Ross Cable
Martin, David
McCormac, Agata
Mullins, Karen
Newton, Tom
Parsons Kathryn
LTCOL Anita Rynne
LTCOL Michael Say
Smith, Michael
Thiele. Luke
Williams, Kaylene
Young, Elise

B.2 Organisational Culture and Performance Workshop Presenters

Workshop facilitators:

Prof Karen Watkins
Christina Stothard
Dr Steven Talbot
Tiffany Fischer
Mirela Stjelja

B.3 Presenters:

- RAAF: GPCAPT Margot Forster,
- Adaptive Army: LTCOL Michael Say,
- ADC Reviews Implementation: Mrs Susan Longbottom and Dr Neil Miller
- Defence People Group DSPPR: Dr Jodie Vaile and Ms Rachel Greene
- International: Prof Karen Watkins- Understanding and Measuring Organisational Culture'

B.4 Workshop Structure

B.4.1 Session One – Measuring Organisational culture

The presentations aimed to provide participants with an understanding of the key themes and current organisational cultural programs or initiatives in place within the Defence Services. The first presenter, Professor Karen Watkins, briefly described DSTO ALO's approach to organisational culture.

- Professor Watkins discussed different nature of organisational culture and past research on measuring organisational culture/learning culture. Discussion also pertained to The Black Review and some ALOQ findings and different measurements and methods in the context of organisational culture (see Appendix B for more information).

The next presenters included Army and Air Force, showing that the Services bring their own concerns to an understanding of organisational culture, which has driven their programs and implementation of organisational culture initiatives.

- Lieutenant Colonel Mick Say presented Army's current Culture initiatives (for slides refer to Appendix B) such as the current Adaptive Army Program and related measures and methods. Past Army initiatives were also discussed, as well as how the 'Pathway to Change' document lead to the Army Cultural Framework.
- The presentation provided by GPCAP Margot Forster, outlined the Air Force's previous and current culture programs, approaches, metrics and challenges in understanding and measuring organisational culture. Lessons learned included:
    - the need for senior leadership buy in,,
    - to encourage participation,
    - design questionnaires with rank and background accounted for,
    - give people time to provide narrative scenarios, and anonymity, and
    - the importance of accurate and clear communication and knowledge sharing

Navy was unable to attend but they have the New Generation Navy program that addresses their aims.

B.4.2 Session Two – Changing culture, changing performance

The presentations were intended to provide participants with an understanding of the current activities being conducted in response to the multiple reviews of Defence:

- Mrs Susan Longbottom and Dr Neil Miller gave a summary of a number of cultural reviews that had relevance and recommendations for Australian Defence College and Australian Defence Force Academy. A behavioural change process and some critical success factors for cultural adaptation to occur were also proposed (for more information please refer to Appendix B).
- "Pathway to Change Evolution Framework" presented by Dr Jodie Vaile and Ms Rachel Greene sparked some important discussion around current issues in defence and the measurement, monitoring and evaluation of ADF culture. It gave an overview of the Pathway to Change strategy, and their role in trying to measure, monitor and evaluate cultural change (refer to Appendix B for more information).
- The group discussions/comments about the issues raised in the presentations are described in the next section, Methods and Activities. At the conclusion of the workshop, the main points were summarised and all the participants were thanked.

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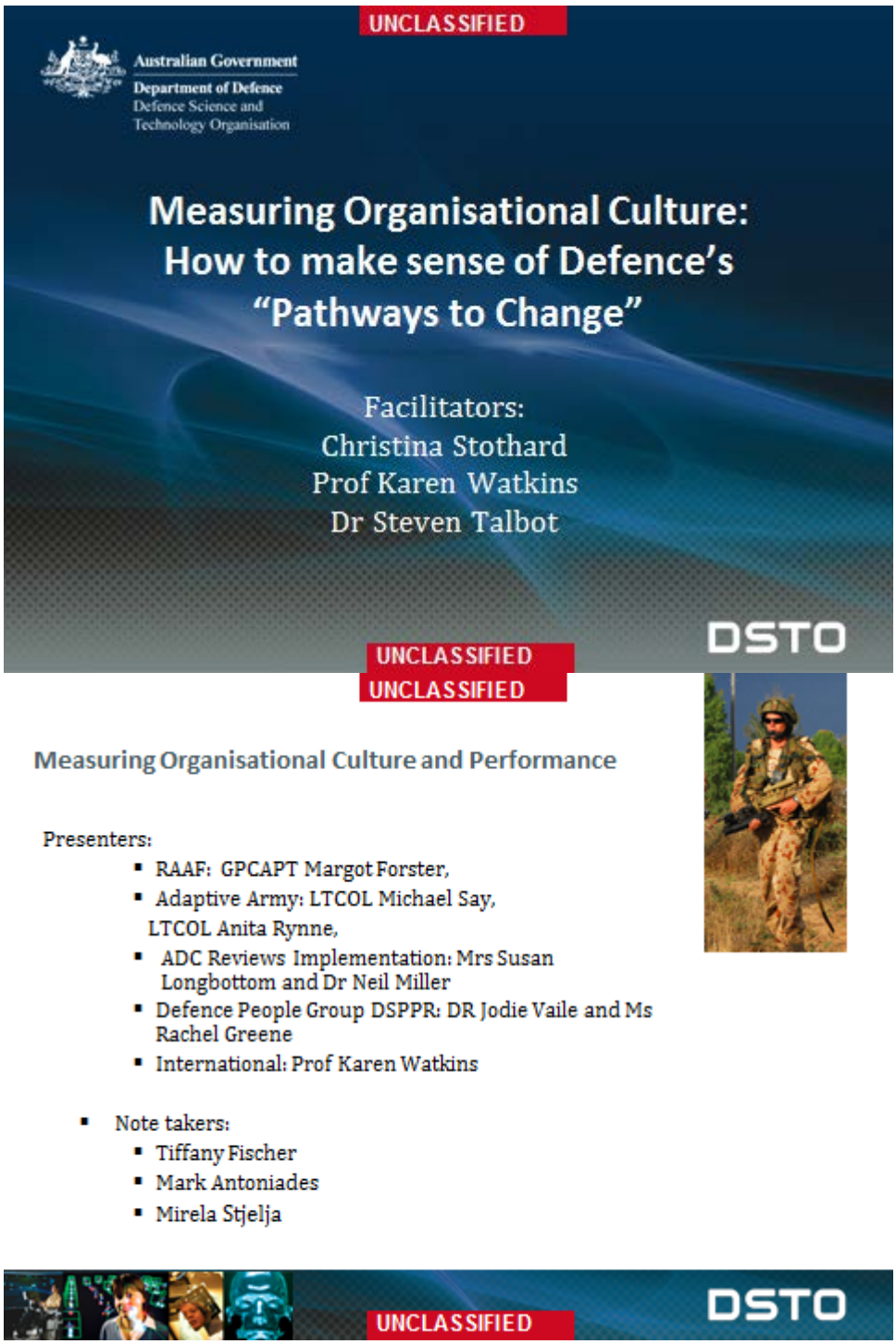
Appendix C: Workshop PowerPoint slides

C.1 Organisational Culture and Performance Workshop PowerPoint



Workshop Norms

- Leave rank at the door.
- Open, respectful and honest communication that encourages expression of differing viewpoints.
- Keep conversation at an unclassified level.
- Input from discussions and group activities will be documented by note-takers:
  - All participant contributions will remain anonymous.
  - Outcomes of the workshop will be aggregated and briefed to senior stakeholders via a Post Activity Report (PAR).

Workshop aims

Aim:

- Explore issues around measuring culture and organisational performance within Defence to help:
  - Inform implementation and monitoring of Pathways to Change initiatives
- Create an information base for discussions with key Defence stakeholders. The post-activity report (PAR) from this workshop will be briefed to interested stakeholders.
- Start an ongoing community of interest/practice about this area.

Workshop Agenda – *Understanding* and *Measuring* Culture
Session 1

Measuring

- Understanding and measuring organisational culture
- Services approaches:
  1. An overview of your service and role;
  2. What are the approaches or metrics used in your service; and
  3. What are the challenges for your role or service?
- Group brainstorming
- Short break (10 minutes)

Workshop Agenda – *Changing* culture, *changing* performance
Session 2

Defence's response – "Pathways to Change"

- ADC Reviews Implementation: Mrs Susan Longbottom and Dr Neil Miller
- Defence People Group DSPPR: DR Jodie Vaile and Ms Rachel Greene
- Changing culture, changing performance – Professor Karen Watkins
- Group Action Learning Activity
- Conclusion and summary

Session One:

'*Measuring* organisational culture'

Karen E. Watkins, Ph.D.
Professor of Human Resource and Organization Development
The University of Georgia

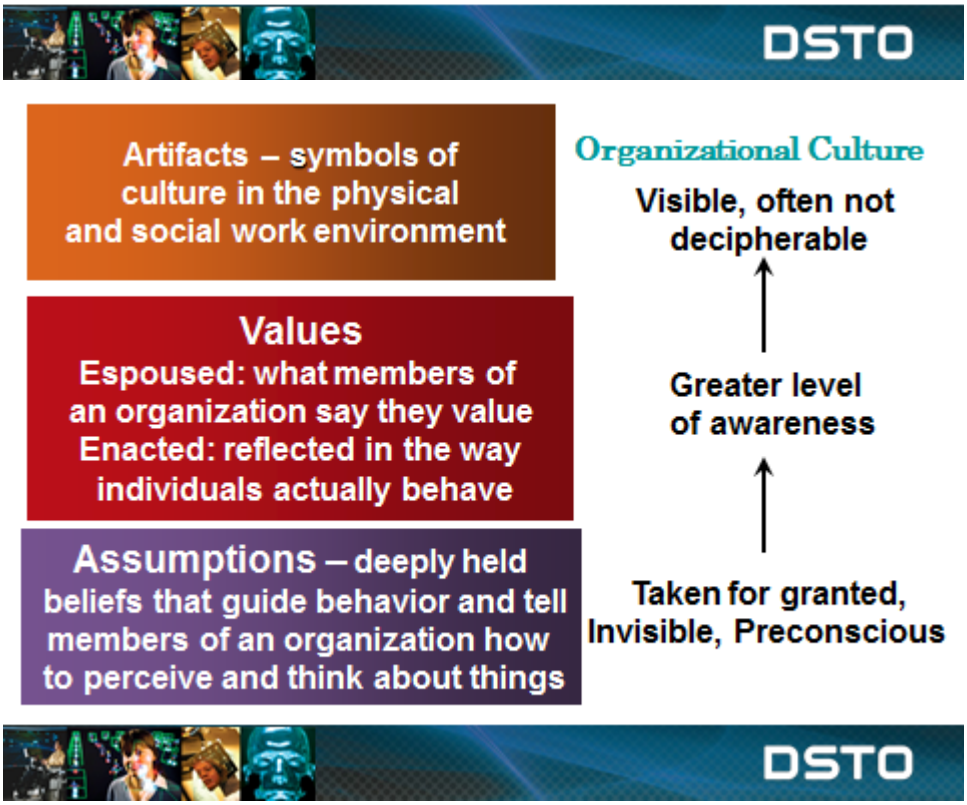
SESSION ONE: UNDERSTANDING AND MEASURING ORGANISATIONAL CULTURE

Understanding Culture

- How we define culture determines how we measure it. A couple of definitions follow.
  - Culture is a system of "collectively accepted meanings operating for a given group at a given time… offsprings are… symbol, language, ideology, beliefs, ritual, and myth." [Pettigrew, 1979, p. 374.]
  - "Culture – 'how things are done around here' – is created by the history and deep beliefs held in an organization." [Black, 2011, p. 100]

Organization Culture is…

- " …a pattern of basic assumptions-invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration-that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems." [Schein, 1985]
- Schein (1990) emphasizes that there are visible and invisible levels.



About Defence Culture, The Black Report found. . .

a "picture . . . emerges ... of a complex, sometimes unwieldy organisation that can be

- Slow to respond"
- "insular and inwardly focused"

Perceptions of Defence from outside, were:

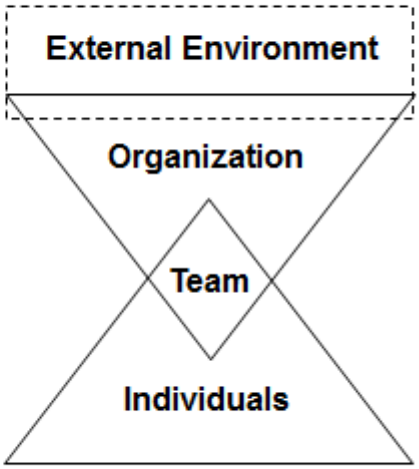
- "A traditional, excessively rules-based culture"
- "an organisation that values process over outcomes"
- "A lack of agility, trust and empowerment"
- "A culture of diffusing accountabilities (e.g., in favour of shared accountabilities in committees)"
- "A culture lacking in fiscal discipline"
- "Little appetite to make reference to external practices [e.g., benchmarking]"

Measuring Culture

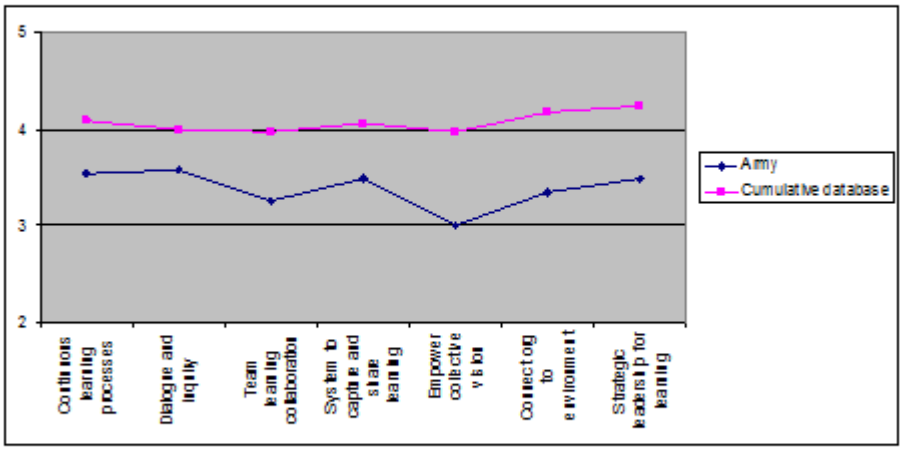
- Experimental Studies: Hawthorne Studies– climate and culture
- Survey Research:
  - National vs organizational culture: Geert Hofstede–
    - the software of the mind [5 key dimensions]
  - Watkins & Marsick:
    - capturing perceptions of critical dimensions indicative of larger cultural phenomena;
    - a focus on a learning culture.

Assessing the Learning Culture: The Watkins & Marsick Model

- Leaders model learning
- Connect the organization to its environment
- Empower people toward a collective vision
- Establish systems to capture and share learning
- Encourage collaboration and team learning
- Promote inquiry & dialogue
- Create continuous learning opportunities



DLOQ – Army mean score



Comparing Measurement Methods in the Context of Organizational Culture

Experimental– Quasi-Experimental Designs

- Controls variance, can explain causal relationships
- Simulation

Anthropological, phenomenological– stories, anecdotes, case studies

- Generates thick description of the phenomena
- Links actual behavior to the more abstract and generalized data from aggregate measures
- Best for uncovering the hidden part of the iceberg, reasoning patterns, enacted culture

Survey–

- gather a wide array of perceptions across the organization
- Creates a base line for comparison
- Creates the possibility of change

DSTO

Defence Services Approach:

- ***RAAF Adaptive Culture Program***

GPCAPT Margot Forster

Air Force, Director Pathways to Change

- **Adaptive Army**

LTCOL Michael Say

SO1 Directorate of Army Research and Analysis (DARA).

LTCOL Anita Rynne

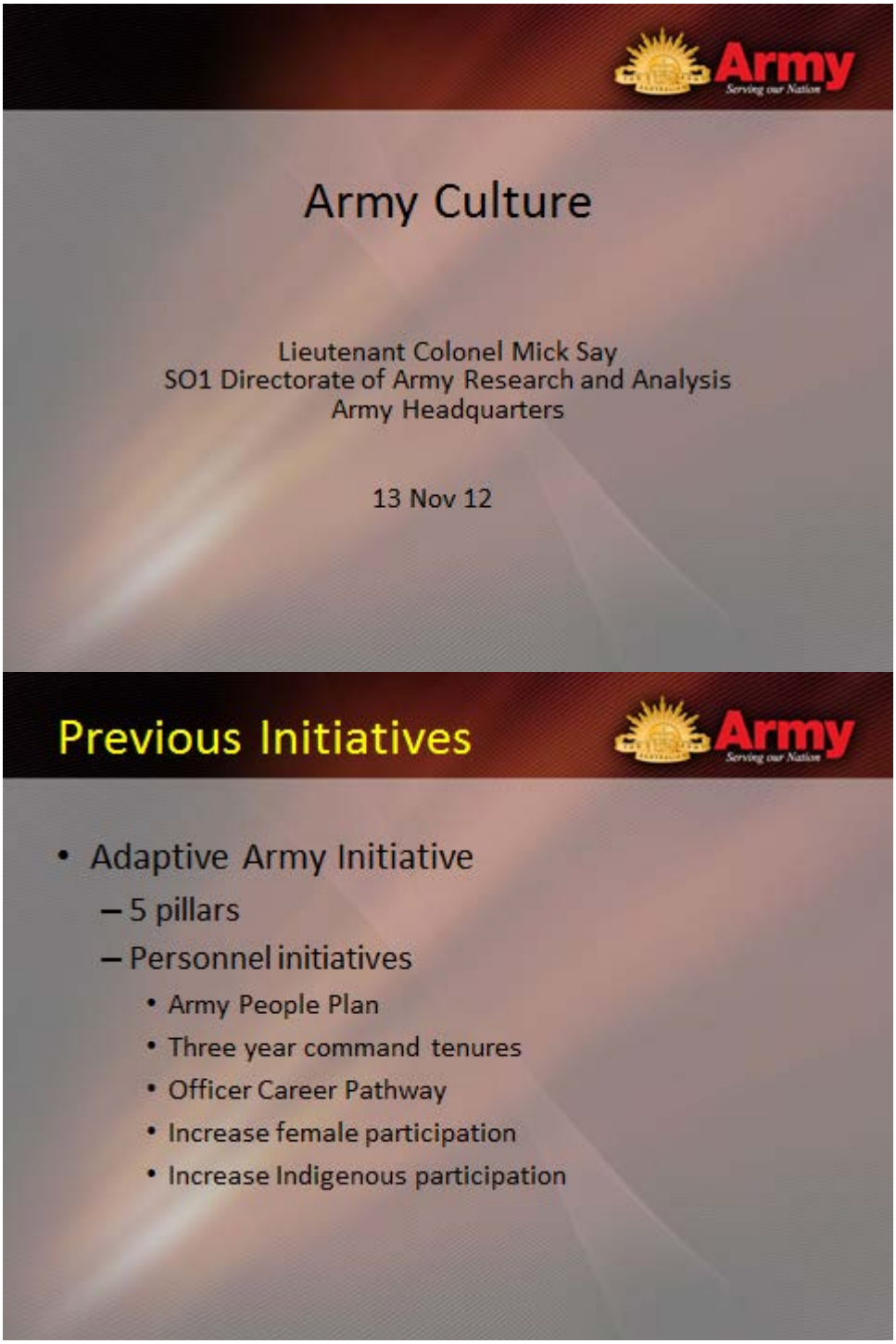
SO1 Land Warfare Development Centre (LWDC).

- Next Generation Navy

CAPT Warren Bairstowe

Navy Strategic Command, Program Director, Next Generation Navy. (Unable to attend).

DSTO


Army
Serving our Nation
Army Culture
Lieutenant Colonel Mick Say
SO1 Directorate of Army Research and Analysis
Army Headquarters
13 Nov 12
Previous Initiatives
Army
Serving our Nation
• Adaptive Army Initiative
– 5 pillars
– Personnel initiatives
• Army People Plan
• Three year command tenures
• Officer Career Pathway
• Increase female participation
• Increase Indigenous participation

Current Initiatives
Army
Serving our Nation
ARMY CULTURAL FRAMEWORK
PILLARS
METHODS
LINES OF OPERATION
ENDSTATE
PEOPLE OPERATIONS MODERNISATION
COMMAND AND LEADERSHIP
EDUCATION AND TRAINING
POLICY, DOCTRINE AND REGULATIONS
OTHER COMMUNICATION APPROACHES
ENHANCING CAPABILITY THROUGH DIVERSITY
STRENGTHEN PERSONAL AND INSTITUTIONAL ETHICS
RESPONSIBLE USE OF ALCOHOL
EFFECTIVELY MANAGE INCIDENTS AND COMPLAINTS
MAXIMISING ARMY'S SAFETY
APPROPRIATE USE OF SOCIAL MEDIA
A JUST AND INCLUSIVE CULTURE

Current Initiatives
Army
Serving our Nation
• Diversity
– AIS
– Gender
• Removal of gender restrictions
• Force Protection – alcohol
• Australian Army Journal

Measurement

- Data gathered by Defence
- Profile of Unit Leadership, Satisfaction and Effectiveness (PULSE) surveys
- Army Incident Management System (AIMS)
- Initial liaison with NRL

POCs

- AHQ:
  - OCA: Dr Corinne Manning
  - DGPers-A: COL Brendan Stevens

Session Two :

***'Changing* culture, *changing* performance'**

Defence approach: Pathway to Change

- Australian Defence College

Australian Defence Force Academy

Reviews Implementation Team

Susan Longbottom

Director, ADC Reviews Implementation Team (DLB).

Dr Neil Miller

Defence ADC Education Services Centre

- Defence People Group, DSPPR

Dr Jodie Vaile

Rachel Greene

VICE CHIEF OF THE DEFENCE FORCE

Australian Defence College
Australian Defence Force Academy

Reviews Implementation Team

November 2012

2011 Defence Cultural Reviews – Summary

Treatment of Women at the ADFA Ph 1
Treatment of Women in the ADF & Pathways for Women into ADF Leadership Ph 2
Ms Elizabeth Broderick, Federal Sex Discrimination Commissioner

Pathways for Defence Australian Public Service Women
Ms Carmel McGregor, Deputy Public Service Commissioner

Use of Alcohol in the ADF
Professor Margaret Hamilton, Executive Member Australian National Council on Drugs

Use of Social Media in Defence
Mr Rob Hudson, George Patterson Y & R

Personal Conduct of ADF Personnel
Major General Craig Orme, ADF

Management of Incidents & Complaints in Defence
Mr Geoffrey Earley, Inspector General ADF

Additional Defence Reviews and Investigations

Allegations of Sexual & Other Forms of Abuse
DLA Piper

Defence Accountability Framework
Associate Professor Rufus Black,
Master of Ormond College University of Melbourne

Shared Services Review

Pathway to Change: Evolving Defence Culture

- An aggregation of the Defence Culture Reviews
- 175 recommendations
- 15 Key Actions
- 6 Cultural Change Levers

- Pathway to Change provides a clear commitment to shape Defence's collective attitudes, systems and behaviours to improve capability and ensure the continued support of the Australian public.

- The success of Pathway to Change requires the support and active involvement of all Defence people.

- RIT focus – 'Right from the Start' Lever

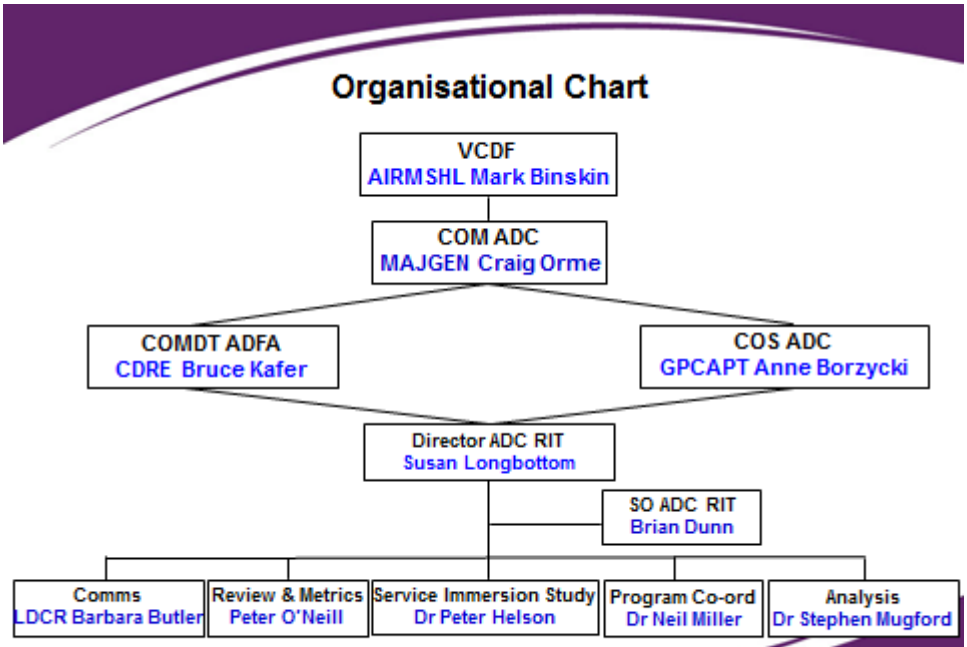
'Pathway' Key Actions

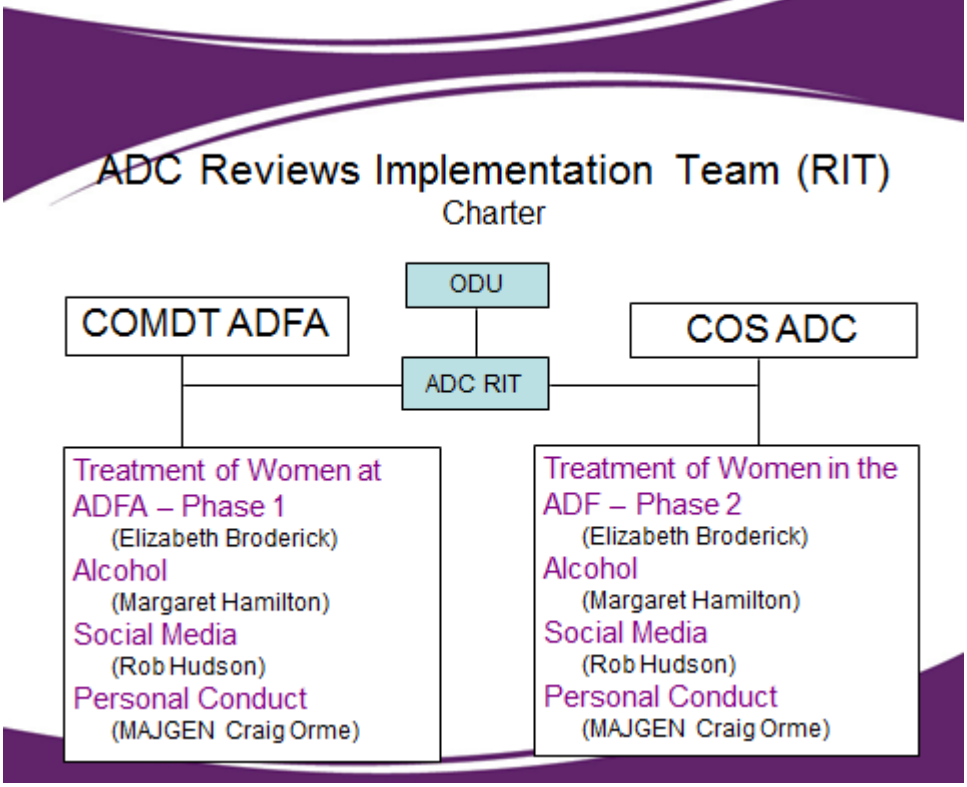
- Leadership and Accountability *(4 key actions)*
- Values and Behaviours *(3 key actions)*
- Right from the Start *(2 key actions)*
- Practical Measures *(2 key actions)*
- Corrective processes *(1 key actions)*
- Structure and Support *(3 key actions)*

15 Key Actions to implement Pathway to Change

Linking With Universities to Improve the Development of Young Leaders

- Established May 2011
- Meetings:
  2011 - Jun, Aug, Oct, Nov
  2012 - Mar, Jun, Sep, Dec
- Collaboration with:
  – Group of Eight Universities
  – Australian Institute of Sport
  – NSW Police College


Organisational Chart
VCDF
AIRM SHL Mark Binskin
COM ADC
MAJGEN Craig Orme
COMDT ADFA
CDRE Bruce Kafer
COS ADC
GPCAPT Anne Borzycki
Director ADC RIT
Susan Longbottom
SO ADC RIT
Brian Dunn
Comms
LDCR Barbara Butler
Review & Metrics
Peter O'Neill
Service Immersion Study
Dr Peter Helson
Program Co-ord
Dr Neil Miller
Analysis
Dr Stephen Mugford


ADC Reviews Implementation Team (RIT)
Charter
ODU
COMDT ADFA
COS ADC
ADC RIT
Treatment of Women at ADFA – Phase 1
(Elizabeth Broderick)
Alcohol
(Margaret Hamilton)
Social Media
(Rob Hudson)
Personal Conduct
(MAJGEN Craig Orme)
Treatment of Women in the ADF – Phase 2
(Elizabeth Broderick)
Alcohol
(Margaret Hamilton)
Social Media
(Rob Hudson)
Personal Conduct
(MAJGEN Craig Orme)

ADC RIT Methodology

Item	Year	Reports, Inquiries, Reviews	Author	Total Recs.	No. of Recs. R, Rob Recs.	Alcohol Recs. R, Rob Recs.	Equity Recs. R, Rob Recs.	Personal Relationships Recs. R, Rob Recs.	Duty Recs. R, Rob Recs.	Training Recs. R, Rob Recs.	Governance Recs. R, Rob Recs.	Data Recs. R, Rob Recs.
1	1998	Report of Review into Sexual Harassment & Offences	Ms Sherrie Cray, Director, Defence Equity Programs	88	88	0	8	31	42	36	23	8
2	2000	Progress Report on ADF Culture 2000	Wing Commander D. Jim Kelly, Guardians & Guardians Social Research	33	33	1	0	6	12	0	3	3
3	2001	Progress Report on ADF Culture 2001	MAJ L.J. Smith, Project Officer ADFA	0	0	0	0	0	0	0	0	0
4	2002	Learning Culture Inquiry 2002	Mr Brian Pledger, ISC Former Public Service Commissioner	47	47	3	10	7	10	31	10	1
5	2003	Inquiry into Allegations of Unacceptable Behaviour	CMDR Jo Bastian, RAN Inquiry Officer ADFA	14	14	0	1	3	6	3	3	1
6	2010	Report of the Review of ADFA Military Organisation & Culture	COMD Bruce Keller, AM, CSC RAN COMDT ADFA	47	47	1	0	3	33	10	8	6
7	2010	Inquiry into Alleged Unreported Incidents (Burnham 2010)	MAJ Ross Cook, Inquiry Officer ADFA	38	38	0	0	0	6	0	14	1
8	2010	Inquiry into Sexual Misconduct (Burnham II) 2010	COL A.C. Bass, Inquiry Officer ADFA	13	13	0	0	0	8	1	1	0
9	2010	Progress Evaluation of the CMBT Program 2010	Margel Lyons, Director of Joint Education and Training Services, ADC	0	0	0	0	0	0	0	0	0
10	2010	10 DSP Audit of Misconducted ADF 2010	Inspector General, ADF	18	18	0	0	0	0	1	0	10
11	2010	Grimes Investigation 2010 (Burnham 2010)	Grimes	1	1	0	0	0	1	0	0	0
12	2011	Report on the Review into the Treatment of Women at ADFA	Ms Elizabeth Broderick, Sex Discrimination Commissioner; Hon Pat Rowley, Commissioner	34	34	0	10	10	36	10	22	10
13	2011	Review of Social Media and Defence	Mr Peter Hughes, National Digital Director, George Patterson Y&R	7	7	0	0	0	6	1	0	1
14	2011	The Use of Alcohol in the ADF	Professor Margaret Hamilton AO, Chair, Independent Advisory Panel on Alcohol	33	34	33	0	0	33	1	14	6
15	2011	Review of Employment Pathways for ADF Women in the Department of Defence	Ms Carmel McGregor, Deputy Commissioner, Australian Public Service Commission	33	33	0	33	0	13	6	0	0
16	2011	Review of the ADF Personal Conduct Review	Mr Neil Gibson, Director of Public Prosecutions, ACT	2	2	0	0	0	1	0	0	1
17	2011	Review of the Defence Accountability Framework	Associate Professor Rufus Black, Master of Criminal Defence, University of Melbourne	16	16	0	0	0	16	0	0	0
18	2011	Review of the Management of Incidents and Complaints in Defence including Civilian Military Jurisdiction	Mr Geoff Harley AM, Inspector General, ADF	43	43	0	0	0	33	0	0	0
19	2012	HSW Working Inquiry Report June 2012 Incident	HSW Rosen & Ventura Services	7	7	0	0	0	1	1	0	0
20	2012	Pathway to Change: Shaping Defence Culture 2012	Defence Committee	0	0	0	0	0	0	0	0	0
			Total	441	468	40	54	69	250	125	187	57

Reviews Coding Framework

			1: Structure	2: Individual Knowledge and Skills	3: Management Processes	4: Technologies
Theme	Function					
Health and Wellbeing	A	Alcohol				
	B	Equity and Diversity				
	C	Personal Care / Duty of Care				
	D	Mentoring				
	E	Unacceptable Behaviour				
	F	Injury Management				
People Management	G	Organisational Structure				
	H	Staffing				
	I	Supervision				
Data and Communication	J	Incident Data Gathering				
	K	Incident Data Monitoring and Analysis				
	L	Incident Data Reporting				
	M	Data Systems (Software eg LMS)				
	N	Social Media				
Safety	O	Accommodation				
	P	Infrastructure				

ADC RIT Progress

Broderick Ph 1 Recommendations

13 Recs Completed

(5, 6, 7, 8, 9, 10, 11, 13, 20, 24, 27, 28, 31)

Collaboration:

Chief Instructor ADFA – Education and Training
Executive Officer ADFA – Alcohol
Senior Equity Advisor ADFA – Equity and Diversity
Defence Strategic Personnel Policy Research – Surveys

Reporting/Liaison

- Ministerial – Senate Estimates, Questions on Notice, etc
- Elizabeth Broderick, Federal Sex Discrimination Commissioner (AHRC)
- Group of Eight Universities (Go8)
- Chiefs of Service Committee (COSC)
- ADFA Working Group (ADFAWG)
- Organisational Development Unit (ODU)
- ADC Executive Group (ADCEG)

Where does cultural change occur?

In each person's head

Behavioural Change Process

1. Knowledge
2. Attitudes
3. Individual Behaviour
4. Group Behaviour

What each person wants!

Just tell me what I need to do

Critical Success Factors

1. Top level management support
2. Alignment - vision and dynamic plans
3. Actually doing - implementing plans
4. Feedback - tracking and plan progress
5. Checking - personal accountability & metrics

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Department of Defence

Pathway to Change Evaluation Framework

Dr Jodie Vaile
Deputy Director Personnel Research
13 November 2012

Scope

- Pathway to Change
  - Background
- Evaluation Framework
  - Issues
  - Overview
  - Approach (L&A example)
  - Where to from here

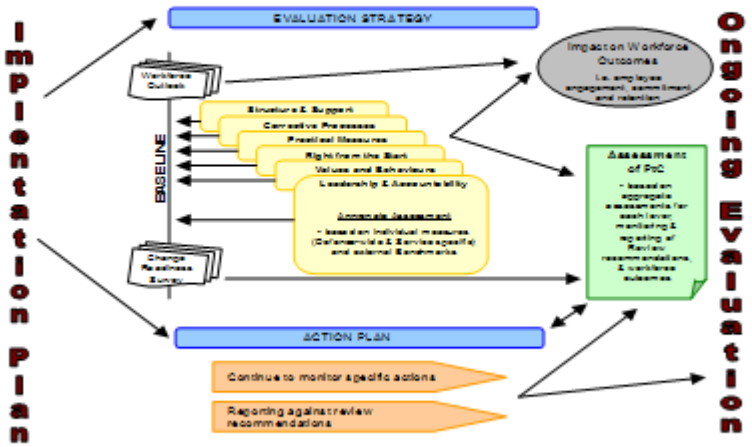
Pathway to Change: Background

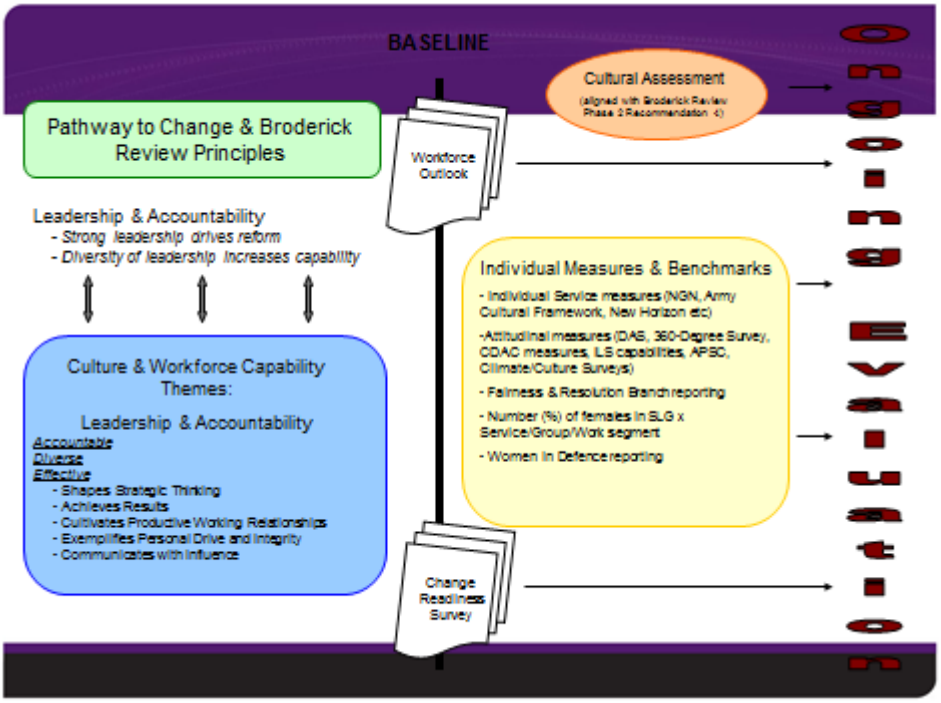
- Defence's strategic commitment
- Six key levers for cultural change and reinforcement (5 year timeframe)
  - Leadership & Accountability
  - Values & Behaviours
  - Right from the Start
  - Practical Measures
  - Corrective Processes
  - Structure & Support
- ODU established
  - Implementation Strategy
    - Action Plan
  - Evaluation Strategy
    - Evaluation framework & baseline data

Evaluation Framework: Issues

- Reviews as baseline
- Desired end-state not easily quantified
- No Evaluation Strategy
  - Evaluation Technical Reference Group
- Therefore…
  - A framework is being developed within Workforce Planning Branch to enable evaluation against the six PtC key levers and to provide a baseline for ongoing evaluation.
  - The framework incorporates the single Service programs and will allow the flexibility to look at both the micro (metrics) and macro (PtC) levels.
  - Monitoring and tracking system against levers to enable aggregated assessment
  - The PtC evaluation framework will make use of internal and external benchmarks where available.
  - Using what we have & identifying where we need more

Evaluation Framework: Overview





Evaluation Framework: Where to From Here

- Evaluation Technical Reference Group
- Culture and Workforce Capability Outlook
  - Leadership & Accountability
  - Values & Behaviours
  - Focus on workforce outcomes (employee engagement, retention
- Culture Awareness & Adaptability Survey
- Broderick Phase 2 Recommendation 4

Summation and conclusions

- The outcomes of todays workshop will be documented in a Post Activity Report and briefed to senior stakeholders
- If you're interested in establishing a community of interest/practice in this area please let me know

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Appendix D: Group Brainstorming Activity

Defence Human Sciences Symposium 2012

Pushing the Boundaries of Human and Organisational Performance
13 -16 November 2012

D.1 WORKSHOP "Organisational Culture and Performance in Defence"

Q: Imagine if you were looking back from perfect, what specifically would be different if you have successfully implemented the Pathways to Change?
On the newsprint we will list all of the indicators of success you can identify. Think of *both*:
Objective and *subjective* indicators of success;
Espoused and *enacted* indications of success.

Bucher paper notes –
64 statements were produced.
Statements were grouped according to received votes or 'red dots'

- Greater diversity of thought in leadership (11 dots)
- Reduction of mental health issues (7 dots)
- Open and fair culture (7 dots)

- Clear performance expectations (5 dots)
- Leaders who facilitate learning (5 dots)
- Legitimate respect (up & down) (5 dots)
- Retain / attract high talent (5 dots)
- High trust (5 dots)
- Situation – match talent and job (5 dots)

- More female leaders (4 dots)
- Personal accountability (3 dots)
- Have a strategic plan (3 dots)
- Knowledge easy to access (3 dots)
- No subcultures over Defence culture (3 dots)
- Diversity is valued (3 dots)
- People want to belong / feel included (3 dots).
- Commonality of language (2 dots)
- Simplify (2 dots)

- Communication (up & down) (2 dots)
- Forgiveness of mistakes (2 dots)
- Multiple definitions of 'good' (2 dots)
- Sound management practices (2 dots)
- Redundancy (2 dots)
- Less bureaucratization (2 dots)
- Supportive culture for getting the job done (2 dots)
- Outcome focused versus process (2 dots)
- Make use of informal networks (2 dots)

- Respect (up & down) 1 dot
- Greater competitions for jobs (1 dot)
- Interdepartmental connectedness (1 dot)
- Less scandals (published events) (1 dot)
- Succession planning (1 dot)
- Stronger perception of support (1 dot)
- Motivated to speak and act (1 dot)
- Have strategic plan (1 dot)
- Recognition (1 dot)
- More resilience (1 dot)
- Respect for technical expertise (1 dot)
- Ask why regardless of rank (1 dot)
- Stronger individual commitment (1 dot)
- Familiarity with vision (clear vision) (1dot)

Other:

- Cultural volunteers
- Greater political credibility
- Firm and fair response to different behaviour
- Gender neutrality
- Not gender blindness
- Informal conversations in more positive climate
- Genuine equality across organisation
- No more / less risk aversion
- Creative problem solvers
- Creating knowledge
- Career development
- Reduced need for dispute resolution services
- Consistent directions
- No more glass ceilings
- Increased flexibility
- Know what have to do

- Greater competition
- No more cynicism
- Collaboration across sections
- Reward moral courage
- Reduced absenteeism
- Innovation is encouraged
- More efficient practice

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Organisation, Culture Change, Defence organisation, Organisational Culture,

The Organisational Culture and Performance workshop, held during the Defence Human Science Symposium (2012), provided a forum for discussing the challenges associated with identifying an ideal organisational culture in Defence, and then measuring such a culture. This post-activity report summarises the outcomes of the workshop hosted by the DSTO Army Learning Organisation (ALO) team. Professor Karen Watkins (University of Georgia) facilitated the workshop (applying Action Learning principles) to generate critical reflection and questioning of Defence organisational culture. The workshop highlighted the complexity of defining an aspirational organisational culture (given culture has both intangible and tangible elements). The tangible elements of organisational culture can be measured directly. Developing measures for the intangible, more abstract elements would require more effort (expertise, time and resources). Both elements are needed to generate a full understanding in order to track Defence organisational culture towards its aspirational state. The stakeholders also identified the importance of collaboration and active information and knowledge sharing in order to generate a Defence wide understanding of this area. Finally, we offer some reflections on the limitations of the workshop design.