Table of contents

EXECUTIVE SUMMARY ................................................................. 3
OUTLINE OF PROJECT ..................................................................... 4
RESULTS ......................................................................................... 7
THE TYPICAL CULTURE TYPE IN THE QUEENSLAND PUBLIC SECTOR .......... 6
THE TYPICAL CULTURE TYPE IN THE VICTORIAN PUBLIC SECTOR .............. 9
THE PREFERRED CULTURE TYPE IN QUEENSLAND ................................ 10
THE PREFERRED CULTURE TYPE IN VICTORIA .................................... 12
SATISFACTION LEVELS ..................................................................... 13
STRATEGIC ORIENTATIONS ........................................................ 14
SUMMARY AND RECOMMENDATIONS ........................................... 17

FIGURES

Figure 1: The Competing Values Framework 6

TABLES

Table 1: Mean Culture Scores 8
Table 2: Job Satisfaction Scores 13
Table 3: Strategic Orientation 14
Table 4: Preferred Strategic Orientation 16
EXECUTIVE SUMMARY

This report presents the findings from a 12-month project examining organisational culture in the public sector. The research project was coordinated by Dr Lisa Bradley and Dr Rachel Parker, in association with the School of Management, Queensland University of Technology. The project involved three stages. The first stage entailed in-depth interviews with the senior managers from each of the organisational units participating in the project. The second stage consisted of a survey sent to a random selection of people throughout each of the organisational units. This survey investigated perceptions of current and ideal organisational culture, the importance of a range of strategic objectives, and job satisfaction. The final stage was interviews with selected staff at various levels throughout the units, in order to clarify and provide some explanation of the survey results.

In summary, the research found that Queensland Public Sector agencies have a culture which reflects a focus on rules and regulations, with little flexibility. Employees have a preference for greater flexibility, and a more external focus than currently exists within their organisation. The research also found that staff are relatively satisfied with their jobs. Organisational members feel that acting in the public interest is the most important strategic objective, while meeting commercial objectives is seen as least important. Overall, the strategic objectives assessed in the research were rated as being of at least moderate importance, but it was felt by staff that most of the objectives should be given more importance than they currently are.

This report provides recommendations following from these findings. In particular, it is recommended that the organisation move toward practices which are more flexible, and less rule bound. It is suggested that these changes be incremental. This should result in the units being better able to meet their strategic objectives, while providing higher levels of trust, less conflict, and greater morale.
OUTLINE OF PROJECT

The organisational culture project coordinated by Dr Lisa Bradley and Dr Rachel Parker involved a first stage of interviews with senior public sector managers, a second stage survey of over 900 employees from Queensland and nearly 200 from Victoria, and a third stage of interviews with a cross section of employees from Queensland. This report presents the findings of that research. The project involved a total of 15 organisational units in the two states.

The survey asked respondents to identify both their current and ideal model of organisational culture, their level of job satisfaction and both the current and preferred level of importance attributed to a range of strategic objectives within their organisation. The interviews added detail to the survey information.

Models of Culture

The survey was based on a Competing Values Framework (CVF) of organisational culture. The CVF explores the competing demands within organisations between their internal and external environments on the one hand and between control and flexibility on the other. These conflicting demands constitute the two axes of the competing values model. Organisations with an internal focus emphasise integration, information management and communication whereas organisations with an external focus emphasise growth, resource acquisition and interaction with the external environment. On the second dimension of conflicting demands, organisations with a focus on control emphasise stability and cohesion while organisations with a focus on flexibility emphasise adaptability and spontaneity. Four models are provided by these two dimensions: Human Relations (internal and flexible); Internal Process (internal and control); Open Systems (external and flexible) and Rational Goal (control and external).

Combined, these two dimensions of competing values map out four major ‘types’ of organisational culture revealed in theoretical analyses of organisations (Zammuto, Gifford, & Goodman, 1999). The internal process model involves a control/internal focus in which information management and communication are utilised in order to achieve stability and control. This model has also been referred to as a ‘hierarchical culture’ because it involves the enforcement of rules, conformity, and attention to
technical matters (Denison & Spreitzer, 1991). The internal process model most clearly reflects the traditional theoretical model of bureaucracy and public administration that relies on formal rules and procedures as control mechanisms (Weber, 1948; Zammuto, Gifford, & Goodman, 1999).

The open systems model involves a flexibility/external focus in which readiness and adaptability are utilised in order to achieve growth, resource acquisition and external support. This model has also been referred to as a ‘developmental culture’ because it is associated with innovative leaders with vision who also maintain a focus on the external environment (Denison & Spreitzer, 1991). These organisations are dynamic and entrepreneurial, their leaders are risk takers, and organisational rewards are linked to individual initiative.

The human relations model involves a flexibility/internal focus in which training and the broader development of human resources are utilised to achieve cohesion and employee morale. This model of organisational culture has also been referred to as ‘group culture’ because it is associated with trust and participation through teamwork. Managers in organisations of this type seek to encourage and mentor employees.

The rational goal model involves a control/external focus in which planning and goal setting are utilised to achieve productivity and efficiency. This model of organisational culture is referred to as a rational culture because of its emphasis on outcomes and goal fulfilment (Denison & Spreitzer, 1991). Organisations of this type are production oriented, and managers organise employees in the pursuit of designated goals and objectives, and rewards are linked to outcomes.

The organisational culture framework is depicted in Figure 1. This framework was used as a basis for asking survey respondents to identify both their current and ideal model of organisational culture. It is therefore possible to compare the existing culture within the organisational units with the preferred or ideal culture type.
Flexibility

**Human relations model** (Group culture)
- Personal
- Warm and caring
- Loyalty and tradition
- Cohesion and morale
- Equity

**Open systems model** (Developmental culture)
- Dynamic and entrepreneurial
- Risk taker
- Innovation and development
- Growth and resource acquisition
- Rewards individual initiative

**Internal** ↔ **External**

- Formalised & structured
- Production oriented
- Rule enforcement
- Pursuit of goals and objectives
- Rules and policies
- Tasks and goal accomplishment
- Stability
- Competition and achievement
- Rewards based on rank
- Rewards based on achievement

**Internal process model** (Hierarchical culture)

**Rational Goal model**

**Control**

Figure 1: The Competing Values Framework of Organisational Culture

Adapted from Zammuto & Krakower (1991)
Job satisfaction

In addition to questions on organisational culture, the questionnaire also included items on job satisfaction. Respondents were asked to rate their level of job satisfaction from 1 (indicating not at all satisfied) to 7 (indicating very satisfied).

Strategic objectives

On the basis of interview responses, we identified seven major strategic objectives for public sector organisations. Senior management indicated that their organisations had derived strategies to manage the competing demands of multiple stakeholders, meet commercial objectives, satisfy political objectives, act in the public or community interest, provide independent policy advice, carry out research and information gathering and set professional or industry standards. These objectives were discussed in more specific ways relevant to each particular department. For the purposes of the survey, these specific objectives were translated into the seven more general strategic objectives. Survey respondents were asked to rate the importance of these objectives within their organisation on a scale from 1 (not at all important) to 7 (very important).

RESULTS

The typical culture type in the Queensland public sector

As shown in Table 1, the typical organisational unit in the Queensland public sector has an internal process culture which focuses on internal issues within the organisation and has an orientation towards control rather than flexibility. The survey results indicate that within Queensland public sector organisations, information management and communication are utilised in order to achieve stability and control. These organisations are perceived by respondents as hierarchical in nature with an emphasis on the enforcement of rules, conformity, and attention to technical matters. Queensland public sector organisations are characterised by cultures which appear to be in alignment with the traditional theoretical model of bureaucracy and public administration that relies on formal rules and procedures as control mechanisms.
Table 1: Mean Culture Scores

<table>
<thead>
<tr>
<th>Culture Type</th>
<th>Mean Score for Current Culture</th>
<th>Mean Score for Preferred Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Queensland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human relations</td>
<td>15.60</td>
<td>34.09</td>
</tr>
<tr>
<td>Open systems</td>
<td>12.07</td>
<td>25.11</td>
</tr>
<tr>
<td>Internal process</td>
<td>44.65</td>
<td>15.59</td>
</tr>
<tr>
<td>Rational Goal</td>
<td>27.69</td>
<td>25.39</td>
</tr>
<tr>
<td>Average Victoria</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human relations</td>
<td>17.27</td>
<td>26.53</td>
</tr>
<tr>
<td>Open systems</td>
<td>16.34</td>
<td>30.35</td>
</tr>
<tr>
<td>Internal process</td>
<td>30.73</td>
<td>10.32</td>
</tr>
<tr>
<td>Rational Goal</td>
<td>35.25</td>
<td>32.56</td>
</tr>
</tbody>
</table>

The strength of the internal process model is high in the Queensland public sector. This is demonstrated by the very high average score (44.65 out of 100) for the internal process model amongst Queensland public sector organisations. Of all Queensland organisations participating in the project, the lowest score allocated to the internal process model was 28.78 and the highest score was 53.51. The internal process model is therefore a very strong culture type in the Queensland public sector. The Queensland public sector organisations have a slightly higher orientation towards the internal process model than is typical of public organisations more generally around the world. International research on 43 public organisations from a number of different countries suggests that the typical public sector organisation is characterised by an allocation of 30.00 out of 100 points for the hierarchical or internal process culture (Cameron & Quinn, 1999, p.69). This is well below the average of 44.65 points allocated to this model in the Queensland public sector.

Of the other three culture types, Queensland public sector organisations indicate, on average, a higher orientation towards the rational goal model than either the human relations or open systems models. The average points allocated to the rational goal model was 27.69 out of a possible 100 points. Of all organisations in the Queensland public sector, the lowest score for this culture type was 23.32 and the highest was 34.04. The rational goal model is one involving a focus on the external environment, combined with an orientation towards control rather than flexibility. The characteristics typical of the rational goal model include the utilisation of planning
and goal setting to achieve goals such as productivity and efficiency. In this culture

type, there is a strong emphasis on outcomes and goal fulfilment. Organisations of this
type are production oriented, and managers organise employees in the pursuit of
designated goals and objectives, and rewards are linked to outcomes. Productivity and
efficiency are major goals of this culture type.

Both the human relations and open systems cultures scored low points in the
Queensland public sector on average. The average points allocation for the human
relations culture type was 15.60. Of all Queensland public sector organisations, the
highest allocation of points to this culture type was 28.17 and the lowest was 11.21
points. The human relations culture is a culture that has an emphasis on internal issues
within the organisation combined with flexibility. The results suggest that Queensland
public sector organisations have, on average, a relatively weak focus on the human
relations culture. As such, they can be characterised as organisations with a weak
emphasis on trust or participation through teamwork.

The weakest culture type in the Queensland public sector is the open systems culture.
On average, Queensland public sector organisations received an allocation of only
12.07 points for this culture type. Of all organisations, the highest score allocated to
the open systems model was 17.84 and the lowest was 9.97. This indicates that public
sector organisations in Queensland have the weakest orientation towards the open
systems model. The open systems model involves a flexible approach with an
orientation towards the external environment. The survey results indicate that
Queensland public sector organisations do not have a strong development culture and
are generally not regarded by employees as having innovative leaders with a visionary
focus on the external environment or a risk taking approach to management.

**The typical culture type in the Victorian public sector**

The survey results for the Victorian public sector indicate a different profile on
average to the Queensland organisations surveyed. The mean scores for Victoria are
reported in Table 1. In Victoria, the strongest orientation is towards the rational goal
culture. On average, those surveyed allocated 35.25 out of 100 points to that culture
type. In contrast, the average points allocated to this culture type in Queensland was
27.69. Victorian organisations have a greater emphasis on the use of control
mechanisms to achieve outcomes such as productivity and efficiency. There is a
stronger perception amongst Victorian public sector employees that rewards are strongly linked to outcomes within the Victorian public sector compared to Queensland participants.

A similarity between Victoria and Queensland is that Victoria also has a strong orientation towards the internal process model, although it is weaker than for Queensland. In Victoria, on average, 30.73 points were allocated to the internal process model. This score shows that while there is a strong orientation towards this culture type in Victoria, it is not the dominant organisational culture type in that State. This indicates that Victoria retains a strong orientation towards internal control mechanisms and the use of rules and procedures to achieve stability, despite its stronger orientation towards the rational goal model than is typical in Queensland.

As in Queensland, it is the human relations and open systems models which are weakest in the Victorian public sector. On average, respondents allocated only 17.27 points to the human relations culture type in Victoria, which is very similar to the 15.60 points allocated to that culture type in Queensland. In Victoria, as in Queensland, the open systems model scored the lowest points. On average, 16.34 points were allocated to the open systems model in Victoria, which is slightly higher than the 12.07 points allocated to that culture type in Queensland.

In summary, the greatest difference in the survey results for the two States is in relation to their allocation of points between the internal process and rational goal models. In Queensland, the internal process model, which is the typical bureaucratic culture, received the highest score. In contrast, in Victoria, the rational process model, which involves a culture that emphasises outcomes such as productivity and efficiency, received the highest score.

**The preferred culture type in Queensland**

In addition to asking respondents to identify the current culture that prevailed within their organisation, the survey instrument used in this research also asked respondents to allocate points to their 'preferred' or 'ideal' type of culture. It is therefore possible to compare the current or existing culture within organisations with the preferred or ideal culture type. The preferred culture profiles are reported in Table 1.
In Queensland, on average respondents indicated the strongest preference for the human relations culture type. Those surveyed allocated on average 34.09 points out of 100 to that culture type. The current (rather than ideal) human relations culture score for Queensland public sector organisations was 15.60. There is therefore a significant gap between the current emphasis on human relations culture within the Queensland public sector and the level of emphasis that would be preferred by employees. This suggests that respondents have a preference for their organisation to increase its emphasis on trust, participation, loyalty and consensus. Respondents indicate that they would prefer a culture with a greater orientation towards the fostering of cohesion and employee morale.

Respondents also indicated that they would prefer a greater emphasis on the open systems culture type, which was revealed to be the second weakest culture type in the Queensland public sector. Only 12.07 points were allocated to this culture type by respondents when asked to identify the current culture within their organisations. However, when respondents were asked to identify their preferred culture type, they allocated 25.11 points to the open systems model. This indicates that respondents would prefer a more flexible and externally oriented organisational type characterised by risk taking, an emphasis on individual initiative and a readiness for change.

There was very little difference between the score which respondents allocated to the rational goal model when asked to identify their organisation's current culture type (27.69) and the score that they allocated to that model when asked to identify their preferred culture type (25.39). Respondents appear to view the organisation's current level of orientation towards the achievement of outcomes as appropriate.

The greatest difference between current and ideal culture types was for the internal process model. Respondents clearly identified this as the strongest culture type within their organisation because they allocated, on average, 44.65 points to that model. However, respondents also indicated a strong preference for a reduced emphasis on the internal process model through the allocation of only 15.59 points to that model when asked to identify their preferred culture type.

In summary, respondents indicated a preference for a much reduced emphasis on bureaucratic rules and procedures and a much greater emphasis on cohesion and employee morale. There was also a preference for more orientation towards risk
taking and innovation, a characteristic of the open system model. The current degree of emphasis on the rational goal model is viewed by participants as being appropriate.

**The preferred culture type in Victoria**

The preferred culture scores for Victoria are reported in Table 1. In the Victorian public sector, respondents indicated the strongest preference for a rational goal model of organisational culture. 32.56 points were allocated to this culture type on average by respondents when identifying their cultural preferences. When identifying the current culture type within their organisation, respondents allocated 32.56 points to the rational goal model. This culture type is very oriented towards outcomes including efficiency and productivity. Victorian public sector employees indicated, on average, a higher preference for this culture type (32.56 points) than did Queensland public sector employees (25.39 points).

As is the case for Queensland, Victorian public sector employees are seeking a much reduced emphasis on the internal process model, the bureaucratic organisational culture. Respondents allocated on average 10.32 points to this model in identifying their preferred organisational culture, which is much lower than the 30.73 points allocated to this organisational type by respondents when describing their organisation's current culture. Victorian public sector employees demonstrate even weaker support for this culture type than do Queensland public sector employees, whom allocated on average 15.59 points to this model when describing their preferred organisational culture.

Respondents in Victoria indicated that they would prefer a much greater emphasis than currently exists on the open systems culture and the human relations culture. Victorian public sector employees allocated, on average, 26.53 points in the description of their preferred levels of a human relations culture, whereas their current emphasis on human relations culture was allocated 17.27 points. For the open systems model, current culture levels were allocated 16.34 points, whereas preferred culture was higher, allocated 30.35 points. This suggests that Victorian public sector employees would prefer a greater emphasis on employee cohesion and morale as well as risk taking, individual initiative and innovation. Queensland public sector employees also indicated a preference for more emphasis within their organisations on these two culture types. However, Queensland public sector employees had a stronger
preference for human relations culture characteristics and Victorian public sector employees had a stronger preference for open systems model characteristics.

**Satisfaction levels**

Job satisfaction results are reported in Table 2. The survey results indicate that the level of job satisfaction does not differ significantly across the units surveyed. Participants reported moderate to high satisfaction, scoring 4.82 on average. This level compares to an average of 5.16 for the Victorian respondents. Levels of satisfaction ranged from 4.47 to 5.38.

<table>
<thead>
<tr>
<th>Unit</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Queensland</td>
<td>4.82</td>
</tr>
<tr>
<td>Average Victoria</td>
<td>5.16</td>
</tr>
</tbody>
</table>

We have analysed the data in order to determine whether the degree of job satisfaction is correlated with the type of organisational culture which prevails within the organisation. Not surprisingly, respondents in organisations described as having higher levels of human relations culture indicated higher levels of job satisfaction. A similar pattern existed for the open systems culture and rational goal model. Lower satisfaction was associated with greater levels of the internal process model.

Results also indicate that for respondents in both Victoria and Queensland, the level of job satisfaction dropped as the difference between the current and preferred degree of emphasis on human relations culture increases. Respondents indicated lower levels of job satisfaction in cases where they indicated a preference for a much higher level of human relations culture than they believed currently existed within their organisation. A similar pattern existed for the open systems model; as the gap between the current and preferred emphasis on this culture type increased, levels of job satisfaction fell. The level of job satisfaction of respondents was lower when there was a greater gap between the current level of emphasis on the internal process model
and the preferred (reduced) level of emphasis on that culture type. There was no relationship between rational goal difference scores and satisfaction.

These results indicate that for the human relations, open systems and internal process model, levels of job satisfaction declined as the difference between the respondents preferred culture type and their current culture type increased.

**Strategic orientations**

As previously described, on the basis of interview responses, we identified seven major strategic objectives for public sector organisations. Senior management indicated that their organisations had derived strategies to manage the competing demands of multiple stakeholders, meet commercial objectives, satisfy political objectives, act in the public or community interest, provide independent policy advice, carry out research and information gathering and set professional or industry standards. Survey respondents were asked to rate the importance of these objectives within their organisation on a scale from 1 (not at all important) to 7 (very important).

<table>
<thead>
<tr>
<th>Objective</th>
<th>Qld</th>
<th>Vic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing competing demands of multiple stakeholders</td>
<td>5.25</td>
<td>5.98</td>
</tr>
<tr>
<td>Meeting commercial objectives</td>
<td>4.68</td>
<td>4.27</td>
</tr>
<tr>
<td>Satisfying political objectives</td>
<td>5.15</td>
<td>6.12</td>
</tr>
<tr>
<td>Acting in the public or community interest</td>
<td>5.80</td>
<td>6.04</td>
</tr>
<tr>
<td>Providing independent policy advice</td>
<td>5.03</td>
<td>5.62</td>
</tr>
<tr>
<td>Carrying out research and information gathering</td>
<td>4.89</td>
<td>5.07</td>
</tr>
<tr>
<td>Setting professional or industry standards</td>
<td>5.42</td>
<td>5.08</td>
</tr>
</tbody>
</table>
Within the Queensland public sector, the highest average score was given to the objective of acting in the public interest (5.80). This score is moderately high, and indicates that respondents believe that acting in the public or community interest is very important in the Queensland public service. Respondents, on average, believed that within their organisation, the objective of acting in the public or community interest was more important than any of the other objectives. In nearly all organisations surveyed within Queensland, acting in the public and community interest was rated as the most important. In contrast, Victorian respondents rated this strategic orientation as being the second most important orientation although it was still rated slightly higher on average by Victorian respondents (6.04) than by Queensland respondents (5.80).

The setting of professional or industry standards was rated as the second most important strategic orientation on average by Queensland respondents (5.42). This rating is also moderately high and most likely reflects the regulatory role that many parts of government play within the community. Interestingly, this orientation was the second lowest in Victoria, suggesting perhaps that regulation plays a greater role within the Queensland public sector than it does within the Victorian public sector.

The third most highly rated orientation was that of managing competing demands of multiple stakeholders (5.25). This score reflects the complex nature of the modern public sector, in which extensive consultation with a wide range of stakeholders from industry and the general public is necessary, along with high levels of public accountability.

The strategic orientation given the lowest average rating by Queensland respondents was that of meeting commercial criteria (4.68). This indicates that while this orientation was viewed as being of moderate importance to the respondents, it was seen as being of somewhat less importance than all other strategic orientations. Victorian respondents also rated meeting commercial criteria as being of least importance, rating this orientation as being only slightly less important than did their Queensland counterparts (4.27).
Table 4: Preferred Strategic Orientation

<table>
<thead>
<tr>
<th>Objective</th>
<th>Qld</th>
<th>Vic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing competing demands of multiple stakeholders</td>
<td>5.60</td>
<td>6.12</td>
</tr>
<tr>
<td>Meeting commercial objectives</td>
<td>5.10</td>
<td>4.48</td>
</tr>
<tr>
<td>Satisfying political objectives</td>
<td>4.73</td>
<td>5.63</td>
</tr>
<tr>
<td>Acting in the public or community interest</td>
<td>6.36</td>
<td>6.63</td>
</tr>
<tr>
<td>Providing independent policy advice</td>
<td>5.68</td>
<td>6.29</td>
</tr>
<tr>
<td>Carrying out research and information gathering</td>
<td>5.55</td>
<td>5.68</td>
</tr>
<tr>
<td>Setting professional or industry standards</td>
<td>6.05</td>
<td>5.53</td>
</tr>
</tbody>
</table>

Respondents were also asked to rate the importance that they believe the seven objectives should have within their organisation from 1 (not at all important) to 7 (very important). Once again, the objective respondents believed, on average, should be of most importance was acting in the public or community interest (6.36). Also to rate highly was the objective of providing professional or industry standards (6.05). These two results suggest that Queensland public sector staff view the two major traditional areas of government responsibility, public good and regulation, as foci their organisations should possess. While Victorian respondents also believed acting in the public or community interest should be the most important strategic orientation of their organisation, they differed from the Queensland respondents in what they viewed should be the next most important orientations. The second and third most important orientations as rated by Victorian respondents were providing independent policy advice (6.29) and managing competing demands of multiple stakeholders (6.12).

Respondents preferred the least importance to be attributed to the objective of satisfying political demands (4.73) and the second least importance to the objective of meeting commercial criteria (5.10). They believed that the objective of meeting political demands should be reduced in importance from its current level (5.14 to
4.73). For all other objectives, including the objective of meeting commercial criteria, respondents indicated a preference for a higher level of importance to be attributed to that objective than currently existed within the organisation. This pattern was the same for both Queensland and Victorian respondents.

**Summary and Recommendations**

The results of this research project present several major findings.

1. Organisational members perceive that the culture of Queensland public sector organisations is predominantly represented by the Internal Process model. The Rational Goal model of culture is also quite strong. The Human Relations model and Open Systems model are present to a much lesser extent.

2. This pattern of culture is similar across the Queensland Public sector in general. It is a little different to Victoria, which has a weaker emphasis on the Internal Process model.

3. Ideally, employees have a preference for much more of the Human Relations culture, and much less of the Internal Process model.

4. Acting in the public interest was identified as the most important strategic objective, followed by meeting the competing demands of stakeholders, and setting professional and industry standards. Meeting commercial criteria was seen as the least important objective.

5. Employees in the Queensland public sector reported that they were relatively satisfied with their jobs.

The recommendations which we suggest as a consequence of these findings are summarised below.

1. The emphasis on the Internal Process model is appropriate for the more traditional public sector objectives. However, it constrains the achievement of the objectives which rely on greater flexibility, and greater orientation toward the external environment. It is therefore suggested that some of the rules and regulations which constrain behaviour are examined, and replaced where possible with more flexible policies.

2. It is recommended that more emphasis be placed on the human relations. Staff indicated that they would prefer a work place which was more considerate of their
needs, valued loyalty and had a greater emphasis on employee development. This would also have the effect of improving individual’s job satisfaction.

3. Culture change is a slow and incremental process. It is important to keep the changes small, and reward people for their successes. Even small changes add up.

4. Ensure that all employees are aware of the strategic objectives of the department (and individual units), and that they know how they individually can contribute to the achievement of these objectives. Everyone should have a role to play. It is important to support and reward experimentation.

5. The factors which will influence the culture include how the leaders react to crises; what the leaders pay attention to; and how resources are allocated. The criteria by which people are selected, promoted and excommunicated also have a significant influence on the culture.

6. We recommend that Queensland public sector organisations work toward a culture that has greater flexibility. This should result in higher levels of trust, less conflict, and greater morale.
References

