

His Worship the Mayor
Councillors
CITY OF MARION

NOTICE OF REVIEW AND SELECTION COMMITTEE MEETING

Committee Room 1, Council Administration Centre
245 Sturt Road, Sturt

Tuesday, 04 May 2021 at 06:00 PM

The CEO hereby gives Notice pursuant to the provisions under Section 83 of the Local Government Act 1999 that a Review and Selection Committee meeting will be held.

A copy of the Agenda for this meeting is attached in accordance with Section 83 of the Act.

Meetings of the Council are open to the public and interested members of this community are welcome to attend. Access to the Council Chamber is via the main entrance to the Administration Centre on Sturt Road, Sturt.



Tony Harrison
Chief Executive Officer



TABLE OF CONTENTS

OPEN MEETING	3
KAURNA ACKNOWLEDGEMENT	3
ELECTED MEMBERS DECLARATION (if any)	3
CONFIRMATION OF MINUTES	3
Confirmation of the minutes for the Special Review and Selection Committee Meeting held on 23 March 2021	3
BUSINESS ARISING	7
CONFIDENTIAL ITEMS	7
Cover Report - Staff Movements and Exit Survey Data	7
Staff Movements and Exit Survey Data	8
REPORTS FOR DISCUSSION	9
CEO Probation Performance Review Timeline and Approach 2021	9
Council Assessment Panel Recruitment Process	12
REPORTS FOR NOTING	14
Workforce of the Future	14
Corporate and CEO KPI Report Quarter Three 2020/21	22
City of Marion Organisational Culture Study Results	29
Use of Recruitment Agencies	103
WORKSHOP / PRESENTATION ITEMS	105
OTHER BUSINESS	105
MEETING CLOSURE	105

OPEN MEETING**KAURNA ACKNOWLEDGEMENT**

We acknowledge the Kurna people, the traditional custodians of this land and pay our respects to their elders past and present.

ELECTED MEMBERS DECLARATION (if any)**CONFIRMATION OF MINUTES****Confirmation of the minutes for the Special Review and Selection Committee Meeting held on 23 March 2021**

Originating Officer Manager People and Culture - Steph Roberts

Corporate Manager Manager People and Culture - Steph Roberts

Report Reference: RSC210504R01

RECOMMENDATION:

That the minutes of the Special Review and Selection Committee Meeting held on 23 March 2021 be taken as read and confirmed.

ATTACHMENTS:

#	Attachment
1	SRSC210323 - Final Minutes

MINUTES OF THE SRSC210323 - SPECIAL REVIEW AND SELECTION COMMITTEE

Tuesday, 23 March 2021 at 04:30 PM

Council Administration Centre, 245 Sturt Road, Sturt



PRESENT

His Worship the Mayor Kris Hanna

Councillor - Tim Gard

Councillor - Maggie Duncan

In Attendance

Chief Executive Officer – Adrian Skull

Manager People and Culture – Steph Roberts

OPEN MEETING

The Mayor opened the meeting at 04:30 PM

KAURNA ACKNOWLEDGEMENT

We acknowledge the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

ELECTED MEMBERS DECLARATION (if any)

Nil interests were disclosed.

CONFIRMATION OF MINUTES

Confirmation of the minutes for the Review and Selection Committee Meeting held on 2 February 2021

Report Reference: SRSC210323R01

Moved Councillor Gard, Seconded Councillor Duncan

That the minutes of the Review and Selection Committee Meeting held on 2 February 2021 be taken as read and confirmed.

CARRIED UNANIMOUSLY

CONFIDENTIAL ITEMS

Cover Report - CEO Recruitment

Report Reference: SRSC210323F01

Moved Councillor Duncan, Seconded Councillor Gard

That pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, Manager People and Culture be excluded from the meeting as the Committee receives and considers information relating to CEO Recruitment, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the recruitment of a Chief Executive Officer.

CARRIED UNANIMOUSLY

4.32pm the meeting went into confidence

Moved Councillor Duncan, Seconded Councillor Gard

In accordance with Section 91(7) and (9) of the Local Government Act 1999, orders that this report, the attachments to this report and any minutes arising from this report having been considered in confidence under Section 90 (2) and (3)(a) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2021.

CARRIED UNANIMOUSLY

4.46pm the meeting came out of confidence

OTHER BUSINESS

MEETING CLOSURE - Meeting Declared Closed at 04.46 PM

CONFIRMED THIS 4TH DAY OF MAY 2021

.....

CHAIRPERSON

BUSINESS ARISING**CONFIDENTIAL ITEMS****Cover Report - Staff Movements and Exit Survey Data**

Originating Officer Unit Manager People and Culture - Rachel Read

Corporate Manager Manager People and Culture - Steph Roberts

General Manager Acting Chief Executive Officer - Sorana Dinmore

Report Reference RSC210504F01

Confidential ☐

RECOMMENDATION

That pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Committee orders that all persons present with the exception of the following persons, Chief Executive Officer and Manager People and Culture, be excluded from the meeting as the Committee receives and considers information relating to Staff Movements and Exit Survey Data, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to past and present employees of the City of Marion.

Staff Movements and Exit Survey Data**CONFIDENTIAL****Reason For Passing This Resolution**

Local Government Act (SA) 1999 S 90 (2) 3(a): information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

REPORTS FOR DISCUSSION

CEO Probation Performance Review Timeline and Approach 2021

Originating Officer Manager People and Culture - Steph Roberts

Corporate Manager Manager People and Culture - Steph Roberts

General Manager N/A

Report Reference RSC210504R02

Confidential ☐

REPORT OBJECTIVE

To determine the recommendation to Council for the approach and timeline for the CEO probation performance review.

EXECUTIVE SUMMARY

The appointment of the CEO Tony Harrison has been finalised, with him commencing employment 27 April 2021. This report outlines a proposed approach and timeline for the Committee's consideration that covers the requirements of the CEO's employment contract to review the CEO performance prior to the end of the probationary period 27 October 2021. The Review and Selection Committee is requested to review the proposed approach and make a recommendation to Council, including proposed KPIs to be assessed during the probationary period, in consultation with the CEO.

RECOMMENDATION

That the Review and Selection Committee recommends to Council:

1. the following KPIs to be assessed during the CEO probationary period

- 1.
- 2.
- 3.
- 4.
- 5.

2. Recommends the proposed approach and timeline for the CEO's probation performance review as outlined in Appendix 1 subject to the following amendments:

-
-

GENERAL ANALYSIS

Council has the ultimate responsibility for setting strategy and the performance of the organisation and it exercises this responsibility through its only employee (the CEO). The CEO is entrusted with the organisation's day to day management with direction set from Council. As such, there is a unique relationship between the CEO and Council and the evaluation of the CEO's performance can impact this relationship in either a positive or negative manner. Therefore, when setting a CEO performance review, consideration should be given to a number of leading practice principles:

- Alignment of CEO performance with the objectives of the organisation.
- Be based on clear expectations developed and agreed in advance with the CEO.
- Be conducted in a manner conducive to ongoing good governance.
- Be tailored to the specific needs of the organisation.

- Comply with relevant standards for accountability and communication.

The proposed approach outlined in Appendix 1 has been developed with these principles in mind and the requirements of the CEO Employment Contract, the Review and Selection Committee Terms of Reference and the Local Government Association (LGA) Code of Conduct for Assessment of the Chief Executive Officer.

DISCUSSION

The Review and Selection Committee has the responsibility of making recommendations to Council regarding the CEO performance. The proposed approach has been developed with the CEO's employment contract requirements in mind including:

- The performance rating agreed by the Council and the CEO as outlined in Schedule 4 of the CEO Employment Agreement
- The position description
- The KPIs agreed by Council and the CEO
- The discharge of the duties, and
- Any other factors considered relevant.

Process

The outcomes of the CEO's performance is to be determined by aggregating the assessment of the performance criteria and all persons providing feedback against the performance rating scale set out in Schedule 4 of the Employment Agreement.

The Review and Selection Committee would then provide a recommendation to the Council on the outcomes of the CEO's probation performance review.

Council is required to consider and if agreed, adopt the recommendation from the Committee. The Mayor or Review and Selection Committee can provide feedback to the CEO on outcomes of the probation performance review and jointly determine appropriate courses of action.

Adopting a formalised, structured approach to the CEO performance review, gives Council a greater likelihood of not only optimising their relationship with the CEO but also improving the overall performance of the organisation.

Attachment

#	Attachment
1	Appendix 1_Proposed timeline for conducting the CEO Probationary Review

**Appendix 1 Proposed timeline for conducting the CEO's probationary period
27 April 2021 to 27 October 2021**

Timeline CEO Probationary Performance Review				
Date 2021	Activity	Meeting	Dependency	Contract / LGA Code of Conduct of the CEO
4 May	<ul style="list-style-type: none"> - Review proposed Timeline and process of the CEO probation performance review - Recommend to Council probationary period KPIs - Organisational KPIs 2021-2022 - CEO KPIs probation period - CEO KPIs 2021-2022 	Review and Selection Committee (RSC)	CEO engagement	
25 May	<ul style="list-style-type: none"> - Report to Council to seek resolution regarding the process and timeline for CEO Probation Performance and KPIs 	General Council meeting	CEO engagement	
17 August	<ul style="list-style-type: none"> - CEO/Elected members to discuss progress against KPIs 	Elected Member Forum <i>Confidential</i>	CEO engagement	
End Sept tbc	<ul style="list-style-type: none"> - CEO to provide an overview of the probation in review / assess own performance (KPI results) and provide to Review and Selection Committee - Committee assess achievement of KPIs - Probation outcome recommendation to Council 	Special RSC <i>confidential</i>	CEO engagement	
12 Oct	<ul style="list-style-type: none"> - Recommendation CEO probationary performance review / outcome, seeking resolution. - CEO to attend at the end of the confidential item to be informed of decision. 	General Council meeting		
Prior 27 Oct	Letter to CEO confirming probation review outcome	Mayor and CEO		Probation period
2 Nov	Review proposed Timeline and process for CEO performance/ remuneration review 2021-2022 and make recommendation to Council.	RSC	CEO Engagement	
23 Nov	Report to Council to seek resolution regarding the process and timeline for CEO Performance and Remuneration Review General Council meeting CEO engagement	General Council meeting	CEO Engagement	

Council Assessment Panel Recruitment Process

Originating Officer	Team Leader - Planning - Alex Wright
Corporate Manager	Manager Development and Regulatory Services - Warwick Deller-Coombs
General Manager	Acting General Manager City Development - Greg Salmon
Report Reference	RSC210504R03

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REPORT OBJECTIVE

To discuss the list of applicants for the Deputy Independent Member position of the Council Assessment Panel (CAP) and select candidates to progress to interviews.

EXECUTIVE SUMMARY

The Deputy Independent Member position for the CAP was advertised through Seek and Council's website from 15 March to 1 April 2021.

A total of 7 candidates applied for the deputy role. Copies of all applications have been circulated to members of the Review and Selection Committee as well as the Acting CEO and impending CEO.

Section 5.4 of the Review and Selection Committee's Terms of Reference outlines the process to source appointment of Expert Members to the Development Assessment Panel (now known as Council Assessment Panel).

The Terms of Reference state:

5.4.1 This Committee and the Chief Executive Officer will act as the selection panel for all expert members to the Development Assessment Panel.

5.4.2 This panel will be supported by the Manager Development Services and any other manager with the relevant expertise required for the operations of the Committee.

5.4.3 The process to be followed by the Committee is:

- Identification of potential candidates via general advertisement.*
- Short list candidates for interviews/discussion.*
- Interviews with candidates to determine suitability for selection.*
- Determine a preferred candidate and confirm their preparedness to be nominated for appointment.*
- Make recommendation to Council on a preferred candidate.*

The Panel is now required to select candidates to progress to interview. Following interviews, a special Review and Selection Committee meeting will be required (this could be held following the last interview). The Committee will be required to make a recommendation to Council for the appointment of the Deputy Independent Member to the Council Assessment Panel.

The Deputy Independent Member can be nominated for a period of between 12 to 24 months (the maximum period). It is noted the position was advertised for a 12 month period, however it is at the discretion of the Committee (12 or 24 month period).

It is worthwhile to note, Section 83 of the Planning, Development and Infrastructure Act 2016 does not prescribe a minimum or maximum number of deputy members able to be appointed. The Committee could therefore appoint multiple deputy members (noting a deputy member is only required should a regular member be unavailable).

General Council Meetings are scheduled for 25 May, 8 and 22 June 2021. The first CAP the Deputy Independent Member would be eligible to attend would be 7 July 2021.

If the Committee wishes to discuss the applications it is recommended that the Review and Selection Committee move into confidence in accordance with the following resolution:

That pursuant to Section 90(2) and 90(3)(a) of the Local Government Act 1999, the Review and Selection Committee orders that all persons present with the exception of the following persons: Chief Executive Officer, General Manager City Development, Manager People and Culture, Manager Development and Regulatory Services, Team Leader Planning and Manager Corporate Governance, be excluded from the meeting as the Committee receives and considers information relating to the Independent Council Assessment Panel Members upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the personal affairs of any persons.

RECOMMENDATION

That:

- 1. The Review and Selection Committee interview the following candidates for Deputy Independent Member Position of the Council Assessment Panel:**
 -
 -
- 2. In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2021.**

REPORTS FOR NOTING

Workforce of the Future

Originating Officer Manager People and Culture - Steph Roberts

Corporate Manager Manager People and Culture - Steph Roberts

General Manager Acting Chief Executive Officer - Sorana Dinmore

Report Reference RSC210504R04

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REPORT OBJECTIVE

To provide the Review and Selection committee with a briefing on the progress of workforce planning in preparation for the workforce of the future, supported by the approach explained in attachment 1.

EXECUTIVE SUMMARY

The People and Culture team has been focusing on workforce planning over the past two years, with various initiatives put in place to support aspects of workforce planning, such as succession planning, 9-box grid analysis (employee performance and capability, refer to attachment 2, which demonstrates the approach), realignments, building future skills into recruitment, specific department workforce plans (Information Systems, Neighbourhood Centres), the Gap Year and Inclusive Traineeship programs. It is important we now give greater attention to developing an overarching strategy, that will help us shape and plan our workforce of the future, in consultation with the organisation.

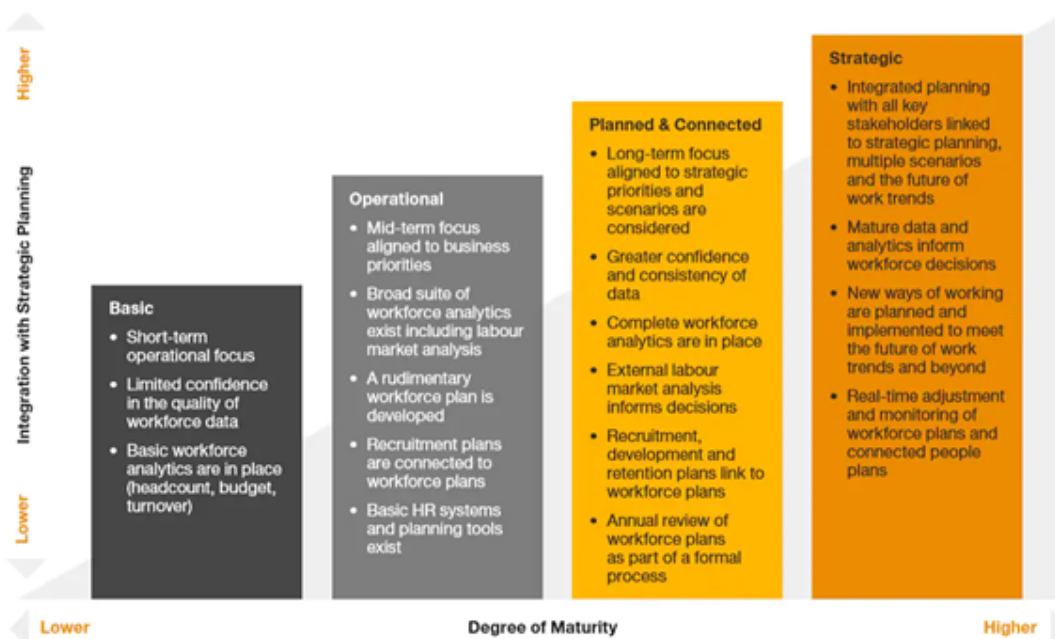
RECOMMENDATION

That the Review and Selection Committee:

- 1. Notes the report and information contained within the attachments.**

GENERAL ANALYSIS

A desktop review has been conducted against the PwC workforce planning maturity model (refer model 1. below). Our current state spans across all levels of the model and we are aiming to achieve a 'Strategic' degree of maturity, as a result of implementing the Workforce of the Future Strategy.



Model 1. PWC Workforce Planning Maturity model

Additional Resource Impact:

We will be seeking an additional resource to support with the implementation of the strategy in the 2021/2022 financial year, once we are clear on the level of work required, assessed against our existing resourcing capacity.

DISCUSSION

The vision is to develop a Workforce of the Future (WOTF) Strategy, (refer attachment 1), at the City of Marion that:

- delivers inclusive, innovative, and transformational outcomes for our community
- re-imagines the future of work
- drives a high-performance culture
- provides an exemplary employee experience
- enables our people and volunteers to grow and flourish
- leads the sector

The WOTF will define the human capital assets we need to meet our strategic objectives, considering current and future workforce trends. In particular it will recognise that we need to invest in our people assets if we are to realise the maximum benefits of our investment in technology through the Digital Transformation Program.

The workforce strategy will inform the workforce plans of individual business units as it cascades through, and becomes embedded in, the organisation.

More and more, customers are expecting high performance from government entities such as their local council. Having people with the right skills and capabilities is critical. Anticipating the skills and capabilities that will be required for the future, and planning for these, is even more critical. The City of Marion needs to be well-positioned to respond to these challenges so that it can deliver maximum value for its ratepayers.

The future of work is also changing. To attract and retain the best talent, all organisations need to consider the value of, and invest in, the employee experience (EX).

Our approach will involve consultation with Elected Members, Unions, staff and volunteers. Engagement sessions and co-design workshops will be held with key stakeholders. We will be working closely with other areas including the Digital Transformation Program to ensure that our WOTF strategy aligns with our strategic vision and supports the future state at the City of Marion.

The proposed WOTF Strategy road map has been developed, refer attachment 1. Once the strategy is developed (aiming to have this in place early in the 21/22 financial year), we will be translating it into an actionable roadmap and delivering against the plan.

Attachment

#	Attachment
1	City of Marion-Workforce of the Future Strategy - Infographic
2	9 box grid workforce planning

Workforce of the future strategy



Our vision: To have a holistic strategy that integrates workforce analysis, organisational planning and people asset management to align to and meet our strategic objectives

Why do we need a strategy?



- ✓ To deliver on our **Community Vision – Towards 2040** by ensuring our people assets of tomorrow are planned and managed in a strategic way today.
- ✓ To ensure the right people are recruited to the right roles at the right time in our future workforce.
- ✓ To attract and retain the in-demand skills and talent of tomorrow by reimagining the future of work today.
- ✓ To maximise the value of the employee lifecycle by offering an exemplary employee experience.
- ✓ To drive a high-performance culture by investing in developing skills for tomorrow.
- ✓ To ensure our future workforce reflects the diversity, equity, inclusiveness of the community we serve.

How will we develop the strategy?



- Consult with Elected Members, employees and Unions
- Hold co-design workshops with key stakeholders
- Engage with other areas including the Digital Transformation Program to ensure our workforce strategy is aligned to future state systems.
- Research emerging trends in order to leverage future skills opportunities
- Undertake data analysis and benchmarking activities

What are our measures of success?



- ✓ Measurable improvements in organisational culture and climate
- ✓ Implementation of a reporting framework that supports data-driven decision making
- ✓ Meet the Employer of Choice Tier One evaluation
- ✓ Achieving strategic workforce planning level of maturity
- ✓ Workforce mobilisation at 5%
- ✓ Achieving Digital Literacy skill levels (level 1 - Outdoor - level 2 - Admin)
- ✓ Future skill requirements integrated into recruitment and performance development planning

What do we need from our leaders?



Co-design the Framework



Commit to championing the final Framework



Be open minded, objective with a holistic view towards workforce planning



Shift in mindset by recognising our people as assets

Want to know more?

Connect with the People and Culture team



Visit the *Workforce of the Future* intranet page

Workforce of the future strategy

Our vision: To have a holistic strategy that integrates workforce analysis, organisational planning and people asset management to align to and meet our strategic objectives

ASSET MANAGEMENT **LIFECYCLE**

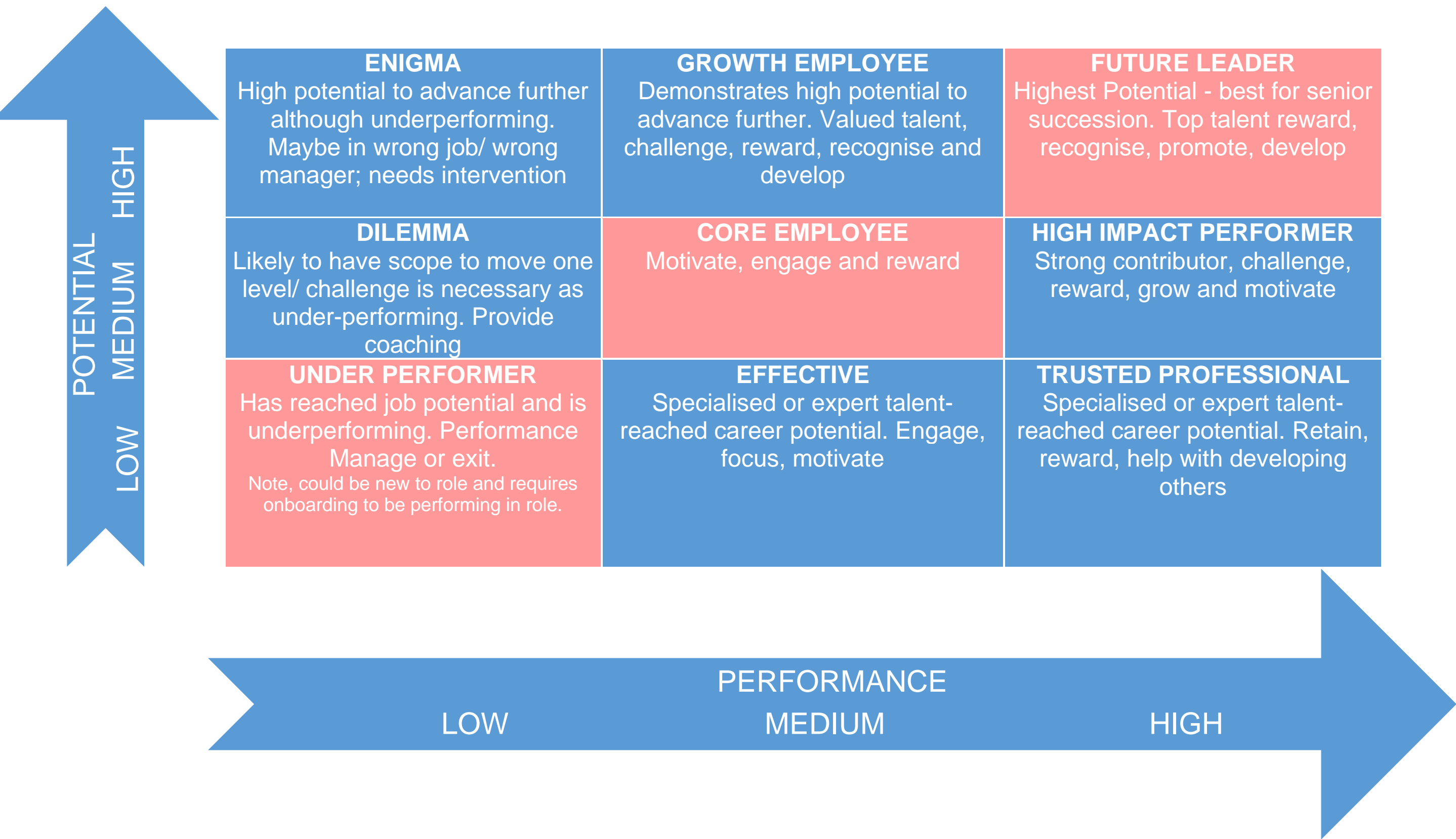


PEOPLE MANAGEMENT



STAKEHOLDER ENGAGEMENT PLAN

SLT FORECASTING AND ACTION PLAN : 9 Box Grid



9 Box Grid – Team Plot

9 Box Grid_Team Plot: _____

SLT Leader: _____

		Low	Soild	High
Potential: <i>Ability + Commitment + Motivation</i>	Upward 1 Level or More			
	Upward or Lateral Movement			John Smith
	Good Fit in Current Level Only/ Bad Fit?			

Performance: *WHAT and HOW they accomplish objectives*

Division: _____ **Department:** _____ **SLT:** _____

[illegible]

Corporate and CEO KPI Report Quarter Three 2020/21

Originating Officer Governance Officer - Victoria Moritz

Corporate Manager Manager Corporate Governance - Kate McKenzie

General Manager General Manager City Services - Tony Lines
Chief Executive Officer - Tony Harrison

Report Reference RSC210504R05

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REPORT OBJECTIVE

To advise the Committee of the results of the CEO and Corporate KPI's for quarter three 2020/21 and for the Committee to discuss any potential changes to the KPI's for 2021/22.

RECOMMENDATION

That the Review and Selection Committee:

1. **Notes this report and information contained within the attachments for Quarter Three.**
2. **Recommends to Council that the following amendments be considered for the CEO and Corporate KPI's for 2021/22:**
 - X
 - X

Attachment

#	Attachment
1	Attachment 1 - KPI Overview
2	Attachment 1a - Supporting Information for KPI2
3	Attachment 2 - KPI Summary
4	Attachment 3 - FTE Employees (Staff and Agency)
5	Attachment 4 - Labour and FTE Movement Summary

1 Financial Sustainability

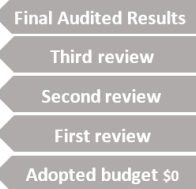
Core target: Council maintains, on average a break even or better funding (cash) position over the Long-Term Financial Plan

Stretch target: Council maintains a break-even or positive position in delivering its Annual Budget.

Measure: This target compares funding cash position at the relevant budget review with the adopted budget figure.

Result: Second budget review forecasts end of year surplus of \$0.049M. Stretch target is forecast to be met.

Forecast = \$0.049M



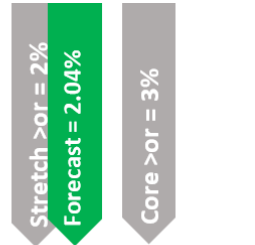
4 Total Employee Costs

Core target: Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements.

Stretch target: Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements.

Measure: The 2019/20 Actual audited figure = \$36.487M

Result: Actual Forecast is 4.0% - after adjusting for the additional positions approved by Council (Digital Transformation and CSI Resource) the KPI forecast result is reduced to 2.04%. Core Target is forecast to be met.



2 Delivery of agreed projects identified in ABP and 4-year Plan (33 projects)

Core target: Greater than or equal to 95%

Measure: Monthly data as at 31 March 2021

Result: 97% 32 projects are on track (including year 2 completed and deferred projects). 1 Project is off-track.

Note: Refer Appendix 1a for supporting information



5 Overall Satisfaction with Council's performance

Core target: Greater than or equal to 75% rated as satisfied or above.

Stretch target: Greater than or equal to 85% rated as satisfied or above.

Measure: Community Survey

Result: N/A

Note: As this is an annual measure the next survey results will be available at the end of the 2020/21 reporting year.

3 Lost Time Injury Frequency Rate.

Core target: Greater than or equal to 10% reduction from 2019/20 = 5.49

Stretch target: Greater than or equal to 15% reduction from 2019/20 = 5.19

Measure: The LTIFR for Q3 2020/21 is 11.6

Result: 90.17% Increase. The Core Target has not been met.

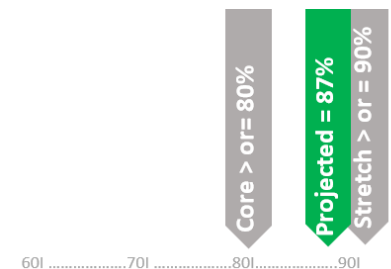


6 Asset Sustainability

Core target: Asset Renewal Funding Ratio greater than or equal to 80%

Stretch target: Asset Renewal Funding Ratio greater than or equal to 90%

Result: Projected at 87% per adopted budget. Core Target is forecast to be met.



The Asset Renewal Funding Ratio indicates whether Council is renewing or replacing existing assets at the rate of consumption.



7 Delivery of Council's capital works program

Core target: Greater than or equal to 85% delivery of Council's planned capital works program (adjusted for extraordinary items)
Stretch target: Greater than or equal to 90% delivery of Council's planned capital works program (adjusted for extraordinary items)
Result: This is an Annual Measure. The Core Target is expected to be met.

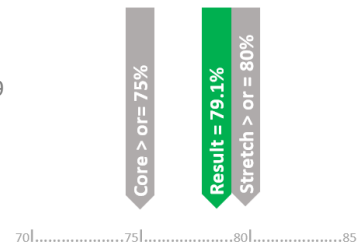
10 Carbon Neutrality

Core target: Actual annual emissions less than the plan's annual target emissions
Stretch target: Actual annual emissions 5% less than the plan's annual target emissions.
Measure: Carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan
Result: This KPI is applicable 2021/22 onwards and will not be reported during the 2020/21 financial year.

8 Staff Teamgage Survey and Field Staff

Survey Results

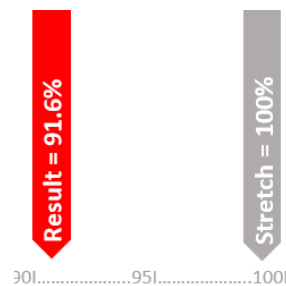
Core target: Achievement of an overall employee pulse survey result of 75%, based on 9 metrics
Stretch target: Achievement of an overall employee survey result of 80%
Measure: Staff Teamgage survey results.
Result: 79.1%. The Core Target has been met.



***Note:** The Teamgage employee engagement tool is now being utilised, based on 9 metrics (including Communication, Leader Support, Collaboration, Resources, Integrity, Respect, Innovation, Safety and Wellbeing).

9 Community Engagement / Communications

Core target: Project specific communications to the public should be timely and accurate
Stretch target: 100%
Measure: Based on feedback received on project specific distributed communications.
Result: 91.6%. The Stretch Target has not been met.
 There was one piece of project specific communication that was identified with inaccuracies.



As at 31 March 2021 - 97% (32 projects) are on-track and 3% (1 project) is off track.

1 project was completed in Q3 – Transition to the New Planning and Design Code

The on-track includes projects that were started or completed in the 2020/21 financial year and also includes those projects that are deferred.

Table 1: Year 2 Projects by exception (all other projects are considered on-track or completed)

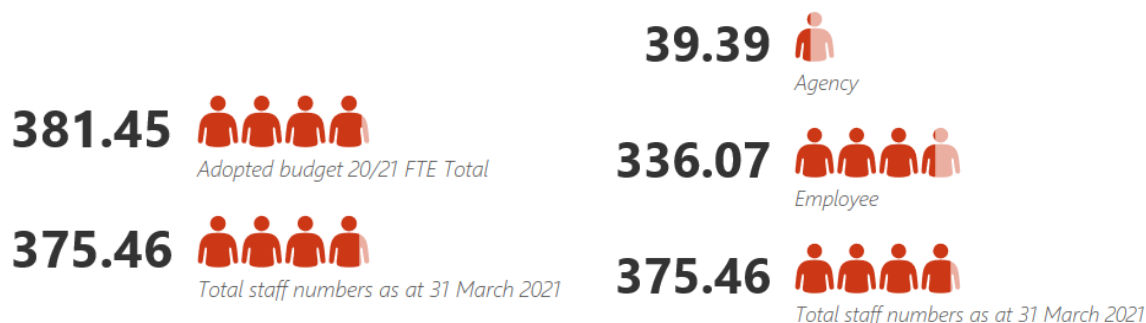
Project Name	Start Date	Completion Date / Due Date	Q1	Q3 Supporting Comments
Metrics that Matter 2.0	01/08/19		Deferred	Project is still deferred. There is a scope of works to still be worked out for Phase 2. This project is a cross council collaboration with more discussion to be had.
Third Community Bus Trial	01/07/2019		Deferred	New route information was being promoted when COVID 19 pandemic was announced the Community Bus service, including the new route and the third bus, was placed on hold. Unfortunately the new volunteers and some existing volunteers resigned during this time.
Transition to New Planning and Design Code	01/01/2020	31/03/2021	Complete Q3	
City Property Strategic Asset Management Plan	01/07/2019	30/06/2020	Off-track	This project was a year 1 deliverable but due to the delay in recruitment for the City Property manager it didn't commence until year 2. Advise of a revision start and end date for this deliverable.

Corporate and CEO KPI Report Quarter Three 2020/21 – ATTACHMENT 2

KPI	Details	Target	Stretch Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
1	Financial sustainability.	Council maintains, on average a break even or better funding (cash) position over the Long Term Financial Plan	Council maintains a break-even or positive cash funding position in delivering its Annual Budget	\$0.154M	\$0.163M	\$0.049M	
				Result: Second budget review forecast and end of year surplus of \$0.049M. Stretch target is forecast to be met.			
2	Delivery of agreed projects identified in the <i>Annual Business Plan</i> and the second year targets in the four-year plan.	Greater than or equal to 95%	No Stretch Target	97%	100%	97%	
				Result: 97% - 32 projects are on track including 1 project that was completed in Q3. 1 Project is identified as off-track.			
3	Lost Time Injury Frequency Rate.	Greater than or equal to 10% reduction from the previous year's result 2019/20 = 5.49	Greater than or equal to 15% reduction from the previous year's result 2019/20 = 5.19	47.4% increase	47.4% increase	90.17% increase	
				Result: 90.17% Increase. The Core Target has not been met.			
4	Total employee costs (inc agency).	Less than or equal to 3% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements	Less than or equal to 2% increase in actual employee costs (including agency staff) against prior year's actual costs – adjusted for Council endorsed changes to meet resourcing requirements	2.0%	2.04%	2.04%	
				Result: Actual Forecast is 4.0% - after adjusting for the additional positions approved by Council (Digital Transformation and CSI Resource) the KPI forecast result is reduced to 2.04%. Target is forecast to be met.			
5	Overall Satisfaction with Council's performance	Greater than or equal to 75% rated as satisfied or above	Greater than or equal to 85% rated as satisfied or above	N/A	N/A	N/A	
				As this is an annual measure the next survey results will be available at the end of the 2020/21 reporting year.			
6	Asset sustainability.	Asset Renewal Funding Ratio greater than or equal to 80%	Asset Renewal Funding Ratio greater than or equal to 90%	109% (projected)	87% (projected)	87% (projected)	
				Result: Projected at 87% per adopted budget. Core Target is forecast to be met.			
7	Delivery of Council's capital works program.	Greater than or equal to 85% of Council's planned capital works program (adjusted for extraordinary items)	Greater than or equal to 90% of Council's planned capital works program (adjusted for extraordinary items)	N/A	N/A	N/A	
				This is an Annual Measure. Expected to achieve core target.			
8	Staff Engagement	Achievement of an overall employee pulse survey result of 75% based on 9 metrics	Achievement of an overall employee pulse survey result of 80%	80.6%	78.4%	79.1%	
				Result: 79.1%. The Core target has been met.			
9	Community engagement / communications	Project specific communication to the public should be timely and accurate	100%	96.5%	100%	97%	
				Result = 97% accuracy. There was one piece of project specific communications during this period with identified inaccuracies.			
10	Carbon Neutrality – carbon emissions footprint, measured against Council's endorsed Carbon Neutral Plan (applicable 2021/22 onwards)	Actual annual emissions less than the plan's annual target emissions	Actual annual emissions 5% less than the plan's annual target emissions	NA	NA	NA	
				This KPI is applicable 2021/22 onwards and will not be reported during the 2020/21 financial year.			

FULLTIME EQUIVALENT (FTE) EMPLOYEE AGENCY

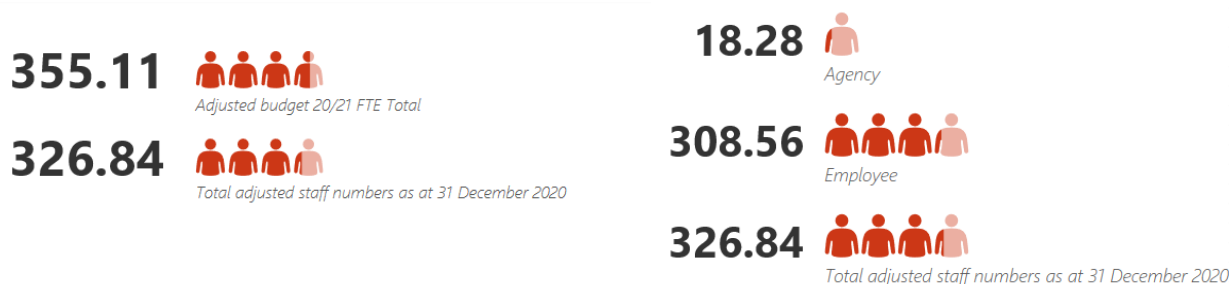
The number of FTE employees (staff and agency) employed across the organisation as at 31 March 2021.



There are currently 10 temporary vacant positions comprised of:

- | | |
|---|---|
| • Recruitment in progress (required position) | 9 |
| • Currently under review | 1 |
| • Vacant required position | 0 |

The following tables provide comparative FTE data with the Gap Year Team Members, Pool Staff, and Grant Funded positions being excluded.



LABOUR AND FTE MOVEMENT SUMMARY

	2020/21 \$000's	2019/20 \$000's	2018/19 \$000's	2017/18 \$000's	2016/17 \$000's	2015/16 \$000's	2014/15 \$000's	2013/14 \$000's	2012/13 \$000's
Total Employee Costs (including Agency) % Movement on Prior Year	37,973*	36,487	34,861	33,274	32,221	31,783	31,757	31,532	30,239
	4.07%	4.66%	4.77%	3.27%	1.40%	0.10%	0.70%	4.30%	
Total Number of Employees (FTE at 31 March 2021)** % Movement on Prior Year	375.46	358	365	360	344	342	348	351	359
	4.74%	-1.9%	1.38%	4.80%	0.60%	-1.70%	-0.90%	-2.20%	

5-Year average FTE to June 2020 353.8

*Adopted Budget used for second quarter comparative

City of Marion Organisational Culture Study Results

Originating Officer	Manager People and Culture - Steph Roberts
Corporate Manager	Manager People and Culture - Steph Roberts
General Manager	Acting Chief Executive Officer - Sorana Dinmore
Report Reference	RSC210504R06

Confidential ☐

REPORT OBJECTIVE

To provide the Review and Selection Committee with an overview of the recent City of Marion Culture Study results.

EXECUTIVE SUMMARY

At the end of 2020 the City of Marion undertook an organisational culture survey in partnership with the University of SA.

In all, 259 people responded to the survey. Understanding our organisational culture better gives us vital insight into our organisation and our collective ability to adapt and respond to external changes. An overview of the results have been shared with our staff and together with the Senior Leadership team we will be taking teams through an action planning approach, to engage our people and demonstrate their feedback is being considered in future planning.

The results demonstrate we have a strong positive culture at the City of Marion, so our focus is on maintaining what makes it strong and looking for areas we can build on this strength, considering the future of work.

RECOMMENDATION

That the Review and Selection Committee:

- 1. Notes the report and information contained within the attachments.**

GENERAL ANALYSIS

The full culture study report is included as attachment 1. Below is an overview of the survey results and next steps.

Overview of findings (our culture assessment consists of the below 5 areas)

1. Culture

Organisational Culture is made up of the following different 'personalities' types/profiles:

- Clan (attributes like an extended family, largely held together by tradition and loyalty)*
- Adhocracy Culture (innovation, agile, flexible, creativity)*
- Market (commercialisation, achievement, drive, competitiveness, productivity)*
- Hierarchy (policy, process, procedure, structure, predictability, efficiency)*

The City of Marion's organisational culture was well-balanced, with a slight emphasis towards an Adhocracy and Market culture blend, consistent with our values.

- Our culture profile puts us in a strong position to respond well to rapid environmental change, given we have a strong agile and flexible profile.
- Market culture emerged consistently across departments, suggesting communication on these aspects of culture resonates broadly.
- Some departments leaned towards different cultural profiles. However the strongest cultural profiles are the more balanced ones.
- There is an opportunity for discussion at the team level to explore:
 - why there is a stronger lean in some departments towards one cultural type.
 - how people experience culture in their teams compared to the organisational culture.
- Other Councils participating in this culture study exhibited more of a Hierarchy and Clan profile.

2. Climate

This is the current mood of the organisation, which can change more quickly. We continue to assess this through our employee pulse survey Teamgage (which informs the 'employee satisfaction' organisational KPI result)

Measures include: Trust, Fairness, Recognition, Innovation, Support.

Overall our climate is above average, indicating a general positive view of the current organisational climate.

Other findings are:

- Staff are generally quite satisfied and happy with their job.
- Levels of trust, support, innovation and fairness were quite positive in most departments.
- Perception of recognition is lower than other measures (although is still relatively high).
- There were no significant differences in the perceptions of climate based on age or length of tenure.
- There is an opportunity for discussion at the team level to explore:
 - how people experience the climate in their teams, compared with the overall climate of the organisation.
 - how staff would describe what an organisational climate that better emphasised recognition would look like.

3. Organisational Citizen Behaviour

These are discretionary personal behaviours across 5 facets:

- Altruism: Kindness in the workplace, willingness to help others
- Sportspersonship: Having a positive attitude, willingness to deal with adverse circumstances
- Civic Virtue: A genuine care and concern from employees about the organisation
- Conscientiousness: Employees that go beyond their role requirements
- Courtesy: Employees (and leaders) treating each other and leaders with respect

Overall staff rated themselves positively on their organisational citizen behaviours, with all facets high - apart from Civic Virtue, which although lower was still positive.

- There was a generally positive view of the organisation as a place to work and of colleagues.
- However some staff were not as positive in their view of the organisation or of other staff and their behaviours.
- On Civic Virtue, there was a greater variation in responses between some departments.
- There is an opportunity for discussion at team level to explore how people experience OCB in their teams compared with OCB of the organisation.

4. Psychological Capital

Optimism, Resilience, Self-efficacy, Hope

- Overall Psychological Capital is relatively strong amongst employees.
- Optimism is the lowest of the 4 elements (noting there is not a significant difference)

5. Staff Satisfaction

There are four key measures of satisfaction:

- *All-in all I am satisfied with my job*
- *In general I like my job*
- *In general I like working at my organisation*
- *In general I do not like my job*

Overall, staff are highly satisfied with their job and working at the City of Marion, with no significant differences found, based on age or length of tenure.

- Some slight satisfaction differences exist between departments.

- Combined with written comments, the results suggest a committed and connected employee group.
- This highlights it would be useful to have more discussion with staff surrounding their perceptions of the organisation, aiming to get a deeper understanding of their reasons for, for example, lower levels of Civic Virtue among some departments.

Short summary of results

- Overall, staff are satisfied with their job and their role.
- The overall current climate is seen as generally positively. That is of critical importance when considering any future changes.
- As a balanced, but predominately Market/Adhocracy Culture (a combination not overly common in local government, with values that most of the staff support and reflect), the values underpinning the organisational cultural profile include:
 - performance
 - innovation
 - creativity
 - achievement
 - continual improvement
- Particularly impressive is the high degree of connection between the values of the City of Marion and the cultural profile. Both quantitative data as well as written comments from staff reinforce the focus we have emphasised in our core values.
- There are still areas for future development and improvement, for example, whilst the overall climate was viewed as positive, recognition, as a sub-component of climate, is viewed notably more negatively by staff as a whole. Further, beyond recognition, some staff view the current climate less positively than others.
- Overall, staff deeply believe in their work groups, and the overarching function of the Council.
- It is an overall positive picture, but identifies some areas where we may wish to consider intervening and implementing some strategies to grow, change and positively enhance the culture and climate among our people.

Next steps

- Senior Leadership Team session planned to celebrate, align and set intentions, including:
 - Celebration and acknowledgement
 - Symbolic of 5 years of work – all a part of it
 - Strong constructive culture
 - Sense of values alignment – hit our aspirations
- Where do we hope our culture to be in the future?
- Consider the changing context of the City of Marion, e.g.
 - Political
 - Leadership
 - Digital Transformation
 - Workforce of the Future
 - Community expectation
- Is it time to move on from our aspirational values and or build on them? Involvement of new CEO
- Can employees connect with how the values help achieve our culture?
- Do employees understand how our desired culture helps us to accomplish our goals?
- Do leaders understand what expectations our desired culture creates for them and their leadership style?
- Do people processes reward desired leadership behaviour while also holding leaders accountable?
- The Leadership Team will be further briefed at a May Leadership Team Forum
- Leaders will then be engaging with teams to take staff through the results and what it means for their team.
- An opportunity to delve deeper where there are differences in how the team are experiencing the cultural/climate elements from the organisational view.
- We may consider some focus groups to explore apparent differences amongst departments to unpack/understand perceptions of culture and climate in more depth.
- In the coming months, we will have access to some comparative data from other participating Councils, which will enable us to benchmark our culture and climate.
- We have a strong positive culture at the City of Marion, so our focus is on maintaining what makes it strong and looking for areas we can build on this strength, considering the future of work.
- It presents an overall positive picture, but identifies some areas where we may wish to consider intervening and implementing some strategies to grow, change and positively enhance the culture and climate among staff.

Also refer to attachment 2, which outlines the City of Marion Culture Roadmap.

Attachment

#	Attachment
1	Marion Culture Study Org Report
2	SLT April 21_Culture Road Map



CITY OF MARION COUNCIL Organisational Culture Report

Prepared for: City of Marion Council
Prepared by: Dr Sarah Chua, Dr Duncan Murray,
Dr Gary Howat, and Mr Olly Townson CERMPI,
University of South Australia
Date: 3rd of February 2021

Executive Summary

This report details the findings of the CERM PI, UniSA 2020 report on Organisational Culture, Climate, Citizenship Behaviours, Psychological Capital and Satisfaction among staff in the City of Marion Council. The data collection comprised an online survey. Surveys were structured around identifying current staff profiles, measures of organisational culture, climate, satisfaction, organisational citizenship and psychological capital among staff. The survey also incorporated open-ended response options, where respondents were encouraged to provide richer detail on their responses to the survey items. A total of 256 employees participated in the survey.

Based upon the overall data provided in this report, it should be noted that, overall, **satisfaction among staff is high**. Likewise it should be noted that **preparedness to perform organisational citizenship behaviours was also, at the overall level, quite high**. Accordingly, the areas of potential concern identified are identified as relative to other areas, or overall in the Council, not against an externally determined guideline. The following findings for consideration need to be viewed through that lens.

Therefore, this report presents an overall positive picture, but identifies some areas where the Council may wish to consider intervening and implementing some strategies to grow, change and positively enhance the culture and climate among staff. These are outlined below in the key recommendations or findings of the report.

KEY FINDING 1: *The organisational culture of the Council is a Market/Adhocracy Culture blend. It is important to note that the other forms of culture (Clan and Hierarchy) were still apparent, with the final model being quite a balanced cultural profile.*

KEY FINDING 2: *The culture at the Council reflects a culture where some departments strongly feel some cultural profiles, and others other types. This may reflect the beginnings of a potential disconnect between some departments and others in how they see the culture of the organisation. As mentioned, the strongest cultural profiles are balanced ones. Discussion as to why some departments have a clearly stronger view on one cultural type (for example market culture in the Senior Leadership Team), is warranted.*

KEY FINDING 3: *Detailed discussion with management and staff in both Finance and Operations may wish to be considered, as these departments, at a general level, consistently rated lower than other areas of the Council in relation to perception of culture, climate, overall support, trust, civic virtue, hope, optimism and satisfaction. When combined with written comments, it paints a picture of potential concern if not addressed. Council may wish to open dialogue with staff in both departments to consider reasons for this, and strategies to move forward. Likewise, similar discussions with staff in departments such as People and Culture to understand their more positive view of Council, as a group, may identify areas of operation that may have transferability across other departments.*

KEY FINDING 4: *Overall, most staff rated recognition as the area of the current organisational climate they were least happy with. Overall levels of trust, support and fairness were quite positive in most departments, despite lower figures among certain groups as outlined. Accordingly, strategies to consider ways to more appropriately recognise staff may wish to be considered by management. This was particularly notable for staff in Finance.*

KEY FINDING 5: Overall, staff are generally quite satisfied and happy with their job. Any changes or strategies considered by management to improve based on the previous findings needs to be viewed through that lens.

DRAFT

Table of Contents

Rationale for the Review.....	9
Background to City of Marion Council.....	9
Vision, mission & core values	9
<i>Our Purpose</i>	9
<i>City of Marion Values.....</i>	9
Our Community Vision – Towards 2040	10
1. LIVEABLE.....	10
2. VALUING NATURE	10
3. ENGAGED	11
4. INNOVATIVE	11
5. PROSPEROUS.....	12
6. CONNECTED	13
Staff survey	14
Conceptual background to the survey and measurement	14
<i>The Clan Culture.....</i>	17
<i>The Adhocracy Culture</i>	18
<i>The Market Culture</i>	18
<i>The Hierarchy Culture</i>	18
<i>Organisational culture vs. organisational climate.....</i>	19
Psychological Capital (Optimism, Resilience, Self-efficacy and Hope)....	20
<i>Optimism.....</i>	21
<i>Hope.....</i>	21
<i>Self-Efficacy.....</i>	22
<i>Resilience.....</i>	22
<i>PsyCap and Organisational Culture</i>	22
Organisational Citizenship Behaviour	23

<i>OCB and organisational culture</i>	24
Respondent numbers	25
<i>Survey.....</i>	25
<i>Open-ended survey question.....</i>	25
Organisational Culture	29
<i>Market Culture</i>	30
<i>Adhocracy Culture</i>	31
<i>Group Difference Analysis based on Clan Profile Type.....</i>	32
<i>Clan Culture.....</i>	32
<i>Hierarchy Culture</i>	34
<i>Adhocracy Culture</i>	35
<i>Market Culture</i>	37
<i>Summary of organisational culture</i>	37
Overall rating of climate.....	38
<i>Gender differences and overall climate</i>	39
<i>Age, length of tenure and climate</i>	40
<i>Council department and organisational climate</i>	41
<i>Summary of organisational climate.....</i>	44
<i>Age, Length of tenure, Gender Council departments, and overall satisfaction</i>	53
<i>Summary and Recommendations.....</i>	55
<i>References.....</i>	57
<i>Appendix A.....</i>	61
<i>Appendix B</i>	69

List of Tables

Table i: Definition of the five dimensions of perceptions of psychological climate	20
Table ii: Definition of the five dimensions of organisational citizenship behaviours	23
Table 1: Gender of respondents	26
Table 2: Age of respondents	26
Table 3: Council Department	27
Table 3a: General Manager Units	27
Table 4: Education of respondents	28
Table 5: Length of time employed with the City of Marion Council	28
Table 6: Mean rating of organisational culture	29
Table 7: Mean rating of Clan Culture – Council Department.....	33
Table 7a: Mean rating of clan culture – Gender of respondents.....	33
Table 8: Mean rating of Hierarchy Culture – Council Department.....	34
Table 8a: Mean rating of hierarchy culture – Gender of respondents	35
Table 9: Mean rating of Adhocracy Culture – Council Department.....	36
Table 9a: Mean rating of adhocracy culture – Gender of respondents.....	36
Table 9b: Mean rating of clan, hierarchy and adhocracy culture – Operations teams	37
Table 10: Mean rating of organisational climate – Components of climate	38
Table 11: Mean rating of organisational climate – Gender of respondents.....	39
Table 12: Mean rating of organisational trust, support, fairness and innovation – Gender of respondents	39
Table 13: Mean rating of overall organisational climate – Council department	41
Table 13a: Mean rating of overall organisational climate – General Manager unit.....	41
Table 14: Mean rating of organisational trust, support, fairness, recognition and innovation – Council department	42

Table 14a: Mean rating of organisational trust, support, fairness, recognition and innovation – General Manager unit.....	43
Table 15: Mean rating of overall organisational citizenship behaviours and their overall facets.....	44
Table 16: Mean rating of Overall OCB and Civic Virtue by Council department	46
Table 16a: Mean rating of Overall OCB and Civic Virtue by General Manager unit	47
Table 17: Mean rating of overall psychological capital and its individual elements	48
Table 18: Mean rating of overall psychological capital, optimism and hope by Council department:	49
Table 19: Mean rating of overall psychological capital and optimism by gender of employee:	50
Table 20: Mean rating on all measures of satisfaction, including overall satisfaction	51
Table 21: Mean rating of overall satisfaction – Gender of respondents	52
Table 22: Mean rating of overall satisfaction – Council department	52

List of Figures

Figure 1: Elements of Organisational Culture	15
Figure 2: Competing Values Framework	17
Figure 3: Graphical representation (radar plot) of organisational culture at the City of Marion.....	30

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Rationale for the Review

Perhaps more than ever before the need for Councils to demonstrate they are flexible and adaptable has become the hallmark of 2020. However, such rapid changes to the way we work - to the traditional ways of doing things - that has been sparked by the Covid-19 crisis, results in limited lead-in-time for leaders, managers, teams and employees to process, adapt and embrace change. However, how people within organisations react to rapid change can relate directly to the type of culture within that organisation. Some organisational culture profiles are more agile, flexible and familiar with rapid environmental changes. In contrast other types of organisational cultures advocate and champion consistency, strict standards of behaviour and cohesiveness as the norm. Understanding your organisational cultural profile, therefore, can give you a vital insight into your organisation, and consequently how effectively your organisation may respond to changes in the external environment.

Background to City of Marion Council

The City of Marion in South Australia was renamed in May 1944. Covering an area of 56 square kilometres, the Council today services a population of over 93,448 people. The City of Marion Council's current Mayor is Mr Kris Hanna and the Chief Executive Officer is Mr Adrian Skull.

Drawing from the City of Marion website, the *City of Marion Strategic Plan 2019-2029* and the *City of Marion Business Plan 2019-2023*¹ includes considerable information that specifies the future direction for the Council. Excerpts from the Strategic Plan and Business Plan provide information relevant to this research project include the following.

Vision, mission & core values

Our Purpose

To improve our residents' quality of life; continuously, smartly and efficiently

City of Marion Values

With the community and safety at the forefront of everything we do, Marion values:

- **Respect:** Treating everyone as we want to be treated, where all contributions are valued
- **Integrity:** Fostering trust and honesty in all of our interactions
- **Achievement:** Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another
- **Innovation:** Encouraging new ideas, and learning from our experience to do things better

¹ *City of Marion Strategic Plan 2019-2029; & City of Marion Business Plan 2019-2023*

Our Community Vision – Towards 2040

Six themes of our Community Vision – Towards 2040: A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected. These are outlined below, with the

1. LIVEABLE

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated

10-Year Goal

By 2029 we will have attractive neighbourhoods with diverse urban development, vibrant community hubs, excellent sporting facilities, open spaces and playgrounds

10-Year Strategies

L1 We will make our services, facilities and open spaces more accessible

L2 We will create more opportunities for residents to enjoy recreation and social interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities

L3 We will create a series of streetscaped avenues to improve the amenity of our neighbourhoods

L4 We will celebrate our rich cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations

Key Outcomes

- Communities that are safe and inclusive, embracing active living and healthy lifestyles
- Access to housing choices and services for a growing and diverse population
- Neighbourhoods that reflect local character, heritage and create a sense of belonging

2. VALUING NATURE

By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimising the impact on the climate, and protecting the natural environment

10-Year Goal

By 2029 we will improve stormwater management, increase energy efficiency, promote biodiversity and improve opportunities for people to play in open spaces and interact with nature

10-Year Strategies

VN1 We will plan for and respond to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater

VN2 We will build community resilience to the impacts of climate change

VN3 We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible

VN4 We will, within budgetary constraints, provide playgrounds (including opportunities for “Nature Play”) within a fair distance to every resident

VN5 We will encourage more community gardening in public spaces

VN6 We will encourage our community to be careful in their energy and water consumption

VN7 We will encourage our community to minimise waste going to landfill, and we will adopt best technologies and methods for recycling of green-waste and other waste

Key Outcomes

- A healthy and climate resilient urban environment and community
- A city that reflects a deep value of the natural world
- Improved condition, diversity and connectivity of ecosystems

3. ENGAGED

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods

10-Year Goal

By 2029 our community will feel engaged and empowered to influence the improvement of their own neighbourhood

10-Year Strategies

- E1 We will increasingly use data and community responses to understand our community values and then we will deliver what they want
- E2 We will harness the experience, skills and interests of older people
- E3 We will foster emerging leaders and actively engaged young people
- E4 We will ensure our community is well informed about the services we provide
- E5 We will provide ample structured opportunities for volunteering
- E6 We will encourage community led initiatives and community responses to all of our significant proposals

Key Outcomes

- Communities that embrace partnering, volunteering and social interaction
- Meaningful opportunities for community engagement, partnerships and co-creation

4. INNOVATIVE

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all

10-Year Goal

By 2029 we will be constantly ready to adapt to technological advances. We will be better and quicker at sharing relevant information

10-Year Strategies

- I1 We will use the best technology possible to improve efficiency of our operations and delivery of our services
- I2 We will use data to provide evidence for resource allocation relating to our services
- I3 We will use technology and social media to improve our sharing of information
- I4 We will use technology to better engage with our communities, understand their needs and seek their feedback

Key Outcomes

- A community that harnesses creativity, research and collaboration to pursue innovative ideas
- A city that provides infrastructure and support that enables innovation to flourish

5. PROSPEROUS

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development

10-Year Goal

By 2029 our city will see realisation of the full potential of the Tonsley Precinct and other key commercial – industrial – retail zones

10-Year Strategies

- P1 We will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere
- P2 We will work with universities, business peak groups, Regional, State and Federal Governments to facilitate local economic growth
- P3 We will encourage our residential and business communities to pursue education and training, innovation and local investment
- P4 We will seek to activate our city through quality streetscapes and place making initiatives to deliver vibrant and prosperous business precincts
- P5 We will bring people together through networking opportunities to provide more economic opportunities (e.g. business to business, landlord and tenant)

Key Outcomes

- An exciting urban environment that attracts business investment and economic activity
- A city that promotes and supports business growth and offers increased local employment and skills development opportunities
- A welcoming city offering residents and visitors a wide range of leisure and cultural experiences

6. CONNECTED

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially and harnesses technology to enable them to access services and facilities

10-Year Goal

By 2029 it will be easier and safer to move around our city which will have accessible services and plenty of walking and cycling paths. New technology and community facilities will better connect our community

10-Year Strategies

C1 We will provide a variety of options for social interaction

C2 We will encourage, where economically feasible, the provision of the daily needs of residents within a short walk or bike ride

C3 We will provide more opportunities for use of the internet in public spaces

Key Outcomes

- A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel
- A city that advocates improved public transport systems, linkages and networks that connect people to destinations
- A city that supports equitable access to diverse information sources and reliable digital technologies

A key theme that emerges throughout this report as notable in relation to the organizational survey is that of Innovation. This will be revisited later in this report.

Research Design and Methodology

It was determined by the City of Marion Council, in conjunction with CERM PI, that the optimum research method to explore their organisational culture should be a deductive single method design incorporating an online quantitative survey of staff. The survey design included two open-ended optional questions which added some valuable, and insightful, more detailed responses from participants. One of the open-ended questions explored staff perceptions of the City of Marion's values, *Respect, Integrity, Achievement* and *Innovation*. In addition, it was determined that following the outcome of the survey results, the decision to add and explore richer qualitative data (which would see CERM PI applying the main themes identified from the survey open-ended responses) via focus groups would be revisited. This was specifically discussed in order to add depth and richer meaning to the survey responses.

Instrument Design and Development

The data collection instrument developed for the study included measures of:

- Organisational Culture,

- Climate of the organisation,
- Organisational Citizenship Behaviour (OCB),
- Psychological Capital (Optimism, Resilience, Self-efficacy and Hope), and,
- Overall satisfaction of staff (administered online).

The survey was conducted in December 2020. The procedure and rationale for the collection method is outlined below.

Staff survey

A survey for council staff was developed for the review. It comprised distinct sections that were based around the following key areas of interest:

- A demographic profile of the respondent,
- Identification of the department of each council respondent,
- Organisational culture measurement,
- Organisational climate (perceived psychological climate) measurement,
- Positive organisational behaviour (POB) of staff and,
- Overall satisfaction.

Conceptual background to the survey and measurement

Organisational Culture

Conceptually, the survey was informed by the large body of literature on organisational culture and resistance to change (e.g., Cameron & Quinn, 2011; Davis & Cates, 2018; Schein, 2010a). There has been general acknowledgement of the importance of organisational culture and the powerful effect it has on an organisation's long-term performance and effectiveness. In addition, organisational culture has been linked to a range of positive individual outcomes, including emotional well-being, employee morale, organisational commitment, increased productivity and improved physical health (Cameron & Quinn, 2011).

Schein (2010a) asserts organisational culture is a dynamic, ever present and coercive phenomenon that influences all organisations - private, public, volunteer and not-for-profit - in a variety of different ways. Despite there being multiple definitions of organisational culture nearly all of the dominant theorists within this field agree with Schein's (1992) interpretation of the concept. Schein (1992) states that culture embodies the values, beliefs, symbols, artefacts and assumptions held by members of the organisation and the ways in which they guide and shape behaviour in order to facilitate and create shared meaning (Denison, 1996; Denison, Nieminen & Kotrba, 2014). A useful way to think about the concept of culture is to associate it with what you may feel the underlying personality of the organisation to be. If the organisation was a person would you describe them as friendly? Happy? Judgemental or intuitive? Optimistic or pessimistic?

There is general agreement that an organisation's culture filters through all levels of an organisation. According to Schein (1992) there are three layers organisational culture predominantly manifests: *observable artefacts*, *espoused values* and *underlying basic assumptions*. Observable artefacts are best

thought of as the symbols representing the values of the organisation. These are the tangible, objective facets of an organisation and include things such as:

- member dress codes,
- rules and regulations,
- policies,
- storytelling and interpretation,
- products and
- specialised language, and or phrases (Worline, Wrzesniewski & Rafaeli, 2002).

Values represent intrinsic lasting and durable beliefs held by members, which characterise what is perceived as fundamentally right or wrong in an organisation. *Espoused values* are recognised and encouraged by the governance, management, or organisational at large, whereas *enacted values* are those that are shown, observed and then flow into member attitudes and behaviour. Finally, there are the basic assumptions of an organisation. These are the unobservable, subjective, fundamental core, which is a part of every organisations culture. Assumptions guide members toward what is real, as well as help to determine or discover reality (Schein, 2010). When considering assumptions in relation to culture they can manifest as *implicit* and *explicit*: implicit by what is implied but not spoken, and explicit by overt behaviour. Cheung, Wong and Lam (2012, p. 689) assert a “strong culture is one where the implicit and explicit assumptions are in harmony and are deeply entrenched and change-resistant”. This is represented in Figure 1.

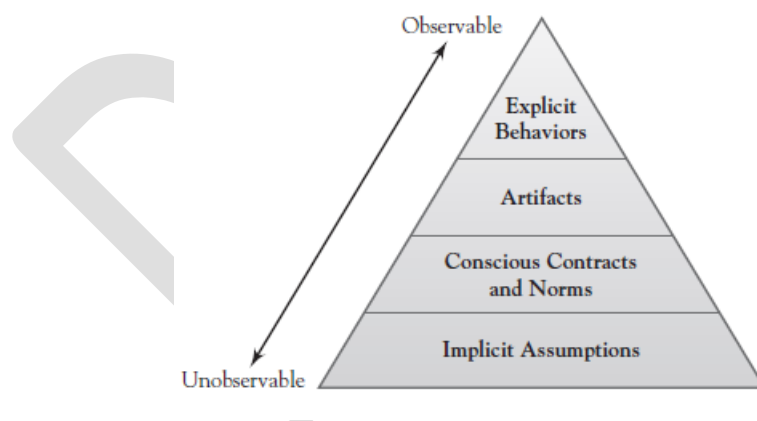


Figure 1: Elements of Organisational Culture (Cameron & Quinn, 2011)

It is widely acknowledged that for complex organisational structures, in particular structures that utilise casual, contract and volunteer workforces, there is the potential for multiple cultures (subcultures) to exist within the one organisation (Denison, D., Nieminen & Kotrba, 2014). Subcultures in an organisation can include specific units, separate clubs, functional departments, hierarchical levels and even teams. These all may reflect their own unique interpretations and nuances of the dominant organisational culture (Cameron & Quinn, 2011). However, they all typically still contain strong elements typical of the culture of the overarching organisation. Existence of subcultures within an organisation may well lead to cultural clashes, conflicts and dysfunctions, which may ultimately

fragment the organisation from the inside out. Cameron and Quinn (2011) suggest when there are strong differences between the dominant espoused organisational culture and the subcultures, effective organisational performance, employee well-being, satisfaction and productivity may be severely compromised.

Within the academic literature there are a number of scales, measures and frameworks that have been developed to operationalise and understand organisational culture. Notably, however, no one framework is necessarily better, worse, or more comprehensive than another. Rather, it is a matter of fit and appropriateness as to which framework is valid, and choosing the most suitable framework should be based on evidence (Cameron & Quinn, 2011). Accordingly, while a number of scales measuring organisational culture exist, the Organisational Culture Assessment Instrument (OCAI), developed by Cameron and Quinn (1999), based on the Competing Values Framework (CVF), has been found to be one of the most valid, reliable, and widely used frameworks of organisational culture (Cameron & Quinn, 2011; Lamond, 2003; Quinn & Spreitzer, 1991; Yu & Wu, 2009). The OCAI has been administered in thousands of organisations across the world showing empirically strong cross-cultural reliability and validity (Cameron & Quinn, 2011; Quinn & Spreitzer, 1991). As Cameron and Quinn (2011, p. 27) state, "The OCAI is probably the most frequently used instrument for assessing organisational culture in the world today". Of particular importance for the present study is the validity the OCAI has been found to have in an Australian context (Lamond, 2003). The OCAI includes six dimensions: *dominant characteristics*, *organisational leadership*, *management of employees*, *organisational glue*, *strategic emphases* and *criteria for success*, based on the CVF. Simply speaking, the CVF was developed based on research examining key indicators of organisational effectiveness by Quinn and Rohrbaugh (1983). From the original 39 effectiveness indicators identified these were then simplified further revealing two key dimensions (Cameron & Quinn, 2011). The first dimension distinguishes an importance between flexibility and discretion from an importance on stability and control, while the second dimension differentiates an internal and integration focus from an external focus and differentiation. The strength of these dimensions results in four cultural types and profiles, which include the clan culture, adhocracy culture, hierarchy culture and market culture (Cameron & Quinn, 2011). See Figure 2 below for a visual representation of the CVF.

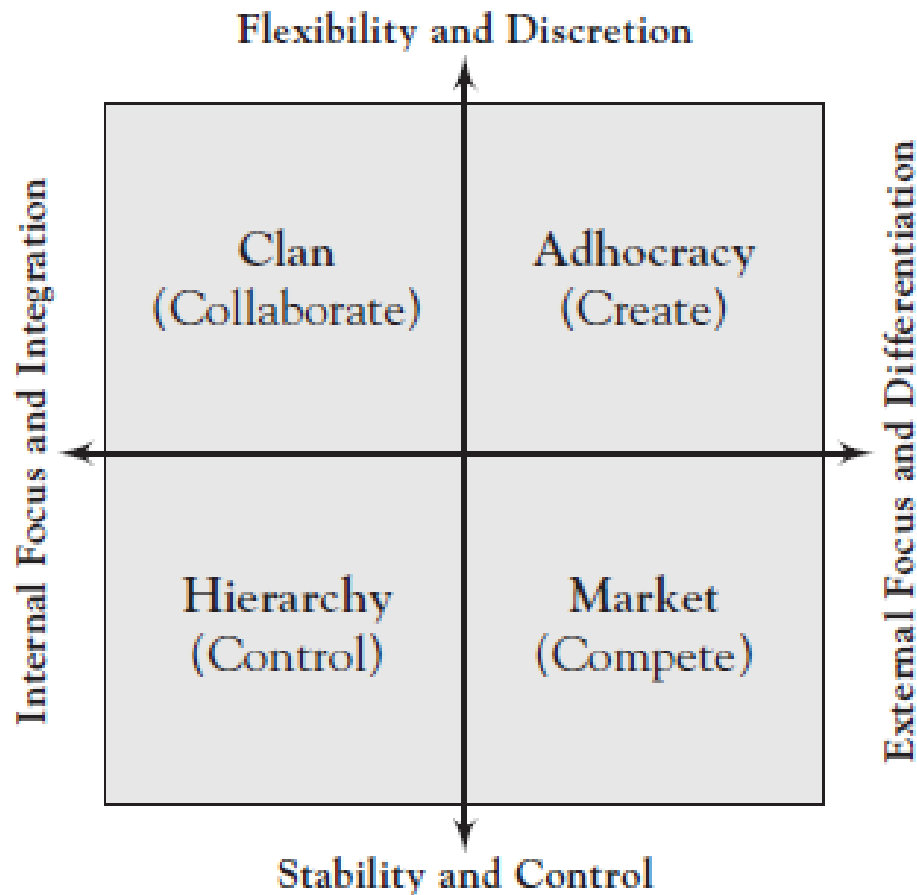


Figure 2: Competing Values Framework (Cameron & Quinn, 2011)

The Clan Culture

Clan Culture can best be described as being similar to a family-type organisation. It has an internal, unforced, and sometimes slowly driven focus, with organisational attributes more like an extended family than an economic powerhouse. Leaders and line managers are considered friendly mentors by their direct reports, and the organisation is largely held together by tradition and loyalty. According to Cameron and Quinn (2011) the dominant characteristics of a clan culture organisation include;

- Cooperation
- Shared internalised values and goals
- Cohesion
- Collectivism and a sense of 'we-ness'
- Teamwork
- Commitment
- Empowerment
- Dedication to morale

- Sensitivity and concern for people.

The Adhocracy Culture

Adhocracy Culture is rooted in an external, but still largely natural and organic, focus. Its name was derived from the term *ad hoc*, symbolising the transient, 'just for now', temporary, specialised and dynamic state of the organisation. Leaders and line managers operating in an adhocracy culture are viewed as innovative risk-takers. The main goal of an adhocracy culture is to nurture adaptability, flexibility and creativity as a replacement for uncertainty. More often than not these organisations have no, or unclear, organisational charts, temporary physical workspaces, and sometimes transient or temporary workforces. Ambiguity and information overload are also typical of an adhocracy culture. The dominant characteristics of this cultural type include;

- Individuality
- Risk-taking
- Future orientated
- Creativity and innovation
- Rapid growth
- Continual improvement of products, services and offerings.

The Market Culture

The term market with respect to a market-type culture refers to an organisation that in itself functions as its own unique market. A *Market Culture* has an external, control-driven focus, orientated more toward the external environment rather than its internal affairs. The organisation predominantly focuses its attention on transactions with the external public such as communities, regulators, licensees, customers and contractors. Leaders typically are hard line drivers, considered virulent producers and competitors to their organisational members and direct reports. Success in these types of organisations is determined by market share, competitive dynamics and lucrative monetary exchanges. Unsurprisingly the dominant characteristics underpinning a market cultural profile are competitiveness and productivity.

The Hierarchy Culture

A *Hierarchy Culture* is defined by its internal control focus, centralised decision-making, standardised rules and procedures, stability and accountability. The organisation is a formal and structured place to work where procedures and responsibility govern what people do. The leaders in this type of cultural profile are effective coordinators and organisers. One of the guiding philosophies include members' roles being clearly defined. Additional elements of the *Hierarchy Culture* are a clear organisational structure, predictability, stability and efficiency. Formal rules and policies are the principles holding a hierarchical culture together (Cameron & Quinn, 2011).

Organisational culture vs. organisational climate

Organisational culture and organisational climate have been considered in the literature as two distinct, often overlapping, sometimes used interchangeably, yet closely related concepts in research. Lewin, Lippitt and White (1939) originally introduced climate as a concept in order to explain and represent the psychological condition formed by organisational members' and leaders as an outcome of the leader's behaviours on attitudes, feelings and social processes. Similar to organisational culture there are many definitions of organisational climate. The general truism though is that organisational climate involves peoples' perceptions and experiences of their workplace environment, which is predominantly referring to members' emotional and affective responses. Therefore, the main concern of understanding organisational climate is to understand what people think and feel about their organisations, how these feelings and thoughts may then impact behaviour, productivity, satisfaction and effectiveness, and finally, the origins of these perceptions and feelings and where they may have been derived from.

Based on the definition outlined above, a clear difference between organisational culture and organisational climate is that culture can be considered as a more stable construct, enduring, harder to effect and change, whereas organisational climate can be thought of as a construct that is more impermanent, temporary and easier to impact (Denison, D. R., 1996). If we define organisational culture as the overall personality of the organisation then organisational climate can be thought of as the current mood of the organisation. Organisational climate is more malleable because it involves members' perceptions and feelings.

While some scholars have chosen to measure organisational climate using a single overall measure, others have proposed the concept incorporates several facets deserving of attention (McMurray & Scott, 2013). These have been proposed to include:

- cohesion,
- autonomy,
- trust,
- fairness,
- recognition,
- innovation,
- support, and
- job involvement.

How, for instance, these dimensions relate to organisational climate may include how members perceive they are treated and managed by their supervisors within the organisation (*support*), whether they perceive they are acknowledged for their hard work (*recognition*), compared with other organisational members (*fairness*).

The organisational climate dimensions selected for this study examined members' perceptions of

trust, recognition, fairness, support and innovation. These were chosen because they complement the OCAI scale and they show strong reliability and validity (Denison, D. R., 1996; McMurray & Scott, 2013). See Table 1 below for definitions of these dimensions of organisational climate.

Table i: Definition of the five dimensions of perceptions of psychological climate (Koys & DeCotiis, 1991).

Dimension	Definition
Trust	<i>The perception of freedom to communicate openly with members at higher organisational levels about sensitive or personal issues with the expectations that the integrity of such communications will not be violated</i>
Support	<i>The perception of the tolerance of member's behaviour including the willingness to let members learn from their mistakes without fear of reprisal</i>
Recognition	<i>The perception that member contributions in the organisation are acknowledged</i>
Fairness	<i>The perception that organisational practices are equitable and non-arbitrary or capricious</i>
Innovation	<i>The perception that changes and creativity are encouraged including risk-taking into new areas where the member has little or no prior experience</i>

Psychological Capital (Optimism, Resilience, Self-efficacy and Hope)

Drawing from the field of positive psychology (Csikszentmihalyi & Seligman, 2000), which according to Sheldon and King (2001) places a focus on an individual's strengths and what is right, as opposed to what is not working and is wrong: Psychological Capital (PsyCap) moves beyond human capital (generally accepted as the education, experience, skills and knowledge of an individual or human resources) to focus not only on who an individual is, but also, who the individual is becoming. PsyCap is a developmental state that is concerned with how an individual can flourish and be their best self (Luthans & Youssef, 2004; Luthans, Youssef & Avolio, 2007). Luthans et al. (2007, p. 3) define PsyCap as;

an individual's positive psychological state of development characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward the goals, and when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success.

The positive organisational behaviour (POB) field, which can include theories such as job satisfaction, organisational citizenship behaviours, organisational commitment, positive affect and intrinsic motivation supports the relationship and importance of the PsyCap construct. Research has found the four factors of PsyCap (Optimism, resilience, hope and self-efficacy) are significantly related to;

- desired employee attitudes and behaviours,
- the attainment of key organisational goals,
- facilitating positive organisational change,

- negatively related to undesired behaviours, and finally,
- mediates and effects the relationship between a supportive organisational culture and climate and employee performance (Norman, Avolio, & Luthans, 2010).

Of importance to the present project, PsyCap represents a statelike concept meaning it is amenable to development and change through performance and management (Luthans, 2002a, 2002b; Luthans et al., 2007).

Optimism

Optimism can be thought of as the expectation and belief in positivity and that good things will happen. Optimists tend to be the types of individuals who believe good things will happen to them whereas pessimists are people who may expect bad things to happen to them (Carver & Scheier, 2002; Luthans et al. 2010). This distinction is simplistic yet important in that optimists will approach challenges, manage problems, and deal with success, stress and adversity in the workplace differently compared with pessimists. There are two complimentary streams of thought in relation to optimism: *the expectancy approach* (Carver & Scheier, 2002) and *the attribution framework (explanatory style)* (Seligman, 1998). Seligman's (1998) explanatory style describes when optimists make internal, stable and global / broad causal attributions of positive events and external, unstable and detailed / specific attributions of negative events. The second stream examined by Carver and Scheier (2002) describes when optimistic individuals expect positive outcomes will result from increased effort. In contrast, pessimists tend to lack the belief that a desirable and positive outcome will result from increased effort. So than why increase the effort if not for a desirable outcome? Of notable importance is that both frameworks complement each other. Much like the overarching factor of PsyCap, optimism is state like and can be developed and learned, a theory Seligman (1998) coined *Learned Optimism*, which Carver and Scheier (2002) supported in their research. By employing organisational interventions, training and development individuals can become more optimistic in their explanatory style and expectancy approaches.

Hope

Within the psychological literature hope has generally been described as an empowering thought process and mindset (Snyder, 1994). Hope theory, developed by Snyder (1994), was formed by postulating that individuals are motivated to behave in a way that achieves something, meaning people tend to be goal orientated (Luthans et al. 2010). According to Snyder (2000) hope is comprised of two factors, agency (willpower) and pathways (waypower) (Luthans et al. 2010; Malik, 2013). Agency can be thought of as the determination and energy generated by a person to achieve their goals, while pathway thinking describes the ability to generate the necessary plans and routes (Malik, 2013). A person who is generally higher in hope is one who will create multiple pathways to achieve a goal. In addition, hope has been found to have a direct relationship with positive organisational behaviour. For example, Snyder and colleagues (2002) have found organisations higher in hope are more profitable, have greater retention rates and higher employee satisfaction and commitment. Likewise, managers and senior leadership teams who are higher in hope have better performing work units, and greater employee commitment and satisfaction than those executives lower in hope (Malik, 2013; Peterson & Luthans, 2003).

Self-Efficacy

Of all four of the PsyCap constructs self-efficacy has had the most extensive theoretical research and development (Bandura, 1997, 2005, 2008; Luthans, 2002a; Luthans et al. 2010; Malik, 2013). Self-efficacy is a key factor in Bandura's (1977: 1978) social learning theory as it describes an individual's core belief in their capability to perform specific tasks (Malik, 2013). According to Stajkovic and Luthans (1998, p. 66) Self-efficacy can be defined as an "individual's conviction about his or her abilities to mobilise the motivation, cognitive resources, and courses of action to execute a specific task in a given context". Considerable research supports the view that individuals higher in self-efficacy have a more positive impact on desired POB (i.e., satisfaction, attitudes and behaviour, retention and organisational citizenship behaviours). In addition, studies have found that employees will perform at levels consistent with those of their self-efficacy. This is an important point for organisations and Councils to be aware of, as individuals lower in self-efficacy may be more likely to set lower organisational and unit goals for themselves due to decreased beliefs in capability. This is compared with individuals higher in self-efficacy who would be likely to perform and set goals to a higher standard, and therefore, reinforce more positive beliefs about their abilities. In addition, self-efficacy has been found to directly influence an employee's learning and persistence within the workplace, such that people higher in self-efficacy may work harder to learn new tasks and procedures because they are confident their efforts will be successful, while those lower in self-efficacy may exercise less energy and effort to perform new and complex tasks as their confidence in their abilities leading to success are much lower (Malik, 2013; Luthans et al. 2010).

Resilience

Simply speaking, the concept of resilience refers to an individual's ability to not only bounce back quickly after adversity, but capacity to grow and thrive (Luthans et al. 2010; Malik, 2013; Yeager & Dweck, 2012). The importance of resilience as a concept, as stated by Luthans et al. (2010, p. 9) "...is the difference between those who recover well after adversity and those who remain devastated and unable to move ahead". An individual's capacity to bounce back and grow is of notable significance for current Councils and organisations. Much like the other three state like traits of PsyCap, resilience is not something people in the workplace either have or do not have, it is malleable, and involves a person's thoughts, behaviours and actions, all of which can be developed and improved. In today's current economic and uncertain climate, resilience is a key construct Council's want to progress and harness in their employees, as it tends to be incredibly effected by the broader environment. The concept of resilience could be compared to a muscle, if the muscle is under-developed and overworked this may cause fatigue, stagnation and stress on other parts of the body. Within the workplace if Council's create cultures and climates that support and encourage employee resilience than they will have a workforce with the potential to withstand significant economic insecurity and systematic and environmental disruptions by adapting, convalescing and challenging being affected, continuing to go about day-to-day business and core organisational functioning (Luthans et al. 2010; Malik, 2013; Masten & Reed, 2002; Yeager & Dweck, 2012).

PsyCap and Organisational Culture

Ultimately, it is the responsibility of boards and those in leadership positions (e.g., senior executives, leadership teams, managers and supervisors) to foster workplace cultures and climates that promote employee well-being, such as optimism, hope, self-efficacy and resilience, all of which significantly and

positively impact organisational behaviour (i.e., retention, satisfaction, commitment and organisational citizenship behaviour). Ongoing stressful and unpleasant demands, such as those resulting from mergers, a global pandemic, economic instability, restructures and downsizing will no doubt overload a workforce. Unrelenting uncertainty means there is insufficient time for people to recoup balance. Even when employees are generally managing everything well and stressors are potentially low, long drawn-out demands will increase employee burnout negatively impacting employee PsyCap and effectively harming the organisation in the long run. It is those in more senior positions who are responsible for ensuring an organisational culture and climate that is not unreasonable and that supports employee resilience, optimism, hope and self-efficacy. Indeed, as Malik (2013, p. 4) summates;

“In the face of negative or adverse events, individuals and cultures with optimistic explanatory styles are typically highly motivated, task oriented, socially interactive and supportive, resilient, able to persevere, less prone to stress and depression, able to make effective decisions, and solution focused”.

Psychological Capital is the overarching factor that includes the state like constructs of optimism, resilience, hope and self-efficacy. For this project PsyCap was measured using the 24-item psychological capital questionnaire (PCQ) develop by Luthans, Youssef and Avolio (2007). The scale has been found across cultures and industries to be an empirically valid and reliable measure of resilience, optimism, self-efficacy and hope (Luthans et al. 2007; Luthans et al. 2010).

Organisational Citizenship Behaviour

According to Organ (1988) Organisational citizenship behaviour (OCB) outlines a person’s discretionary behaviour within the workplace, which is not formally recognised under traditional and direct reward and remuneration systems. OCB’s describe the kinds of actions and gestures demonstrated by employees and that are desired, as collectively they promote harmony and effective organisational functioning (Khan & Rashid, 2012; Podsakoff, MacKenzie, Paine & Backrach, 2000). The term discretionary was further refined by Organ (1988) and Podsakoff et al. (2000) to mean behaviour not outlined within an employee’s position description, role requirements or contract, it is behaviour that comes down to individual choice. The factors that comprise OCB include altruism, sportsmanship, civic virtue, conscientiousness and courtesy (Organ, 1988; Moorman, 1991; Podsakoff, MacKenzie, Moorman & Fetter, 1990; Podsakoff et al. 2000).

Table ii: Definition of the five dimensions of organisational citizenship behaviours (Kahn & Rashid, 2012)

Dimension	Definition
Altruism	<i>Represents kindness in the workplace. An employee who displays altruistic behaviours willingly helps others within the workplace</i>
Conscientiousness	<i>Represents behavior by employees that goes well beyond minimum role requirements, which may include working from home or for longer hours</i>
Sportsmanship	<i>In the workplace implies employees have a positive attitude, which is demonstrated through their behavior. It is a willingness by employees to cope with less than ideal situations without complaint or incivility</i>
Courtesy	<i>Describes all staff treating each other with respect</i>

Civic Virtue	<i>Describes a genuine care and concern from employees about the welfare of the organisation. Civic virtue may be shown by employees participating in organisational events and attending non-critical meetings</i>
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Many studies have demonstrated the importance of OCB's and their positive relationship with organisational effectiveness, organisational performance, employee job satisfaction, employee commitment and retention (Cohen & Vigoda, 2000; Moorman, 1991; Podsakoff et al. 2000; Sharoni et al. 2012). Organisations will greatly benefit when their employees are willing to go above and beyond what is required of them and what is prescribed in their formal job requirements (Podsakoff et al. 2000; Podsakoff, Whiting, Podsakoff & Blume, 2009).

In today's increasingly dynamic, competitive and ever-changing environment in which organisations are expected to operate and thrive, OCB's are considered incredibly valuable, advantageous and important to the effective functioning of the business (Organ & Ryan, 1995; Somech & Ohayon, 2019). It is important to acknowledge OCB's are not performed in a vacuum, the organisational context will either encourage or discourage behaviour that goes above or beyond (Podsakoff, MacKenzie & Podsakoff, 2018; Somech & Ohayon, 2019). Specter (2006). For example, Specter (2006) asserts OCB is most likely to occur when employees are satisfied with their work, committed to their organisations, perceive they are treated fairly, and have good relationships with their superiors and colleagues (Chang & Smithikrai, 2010). Likewise OCB is contagious, when employees see other colleagues both superior and subordinate model extra role behaviour, kindness and courtesy in the workplace, they are more likely to engage in OCB themselves (Bommer, Miles & Grover, 2003; Chang & Smithikrai, 2010; Dunlop & Lee, 2003). A simple explanation for why this is the case can be found using reciprocity and exchange theory, which essentially describes how the stability of our social systems, such as organisations, depend on the norm of reciprocity amongst the members of the system (Deckop, Cirka & Andersson, 2004).

Deckop et al. (2004) found support for this whereby when employees witnessed or experienced helping behaviour from others in the workplace they were more likely to carry this forward and help others. A key implication for Council's from this study is that a work culture that promotes reciprocity and fairness can have a significant and positive impact on the amount and level of employee OCB behaviours (Chang & Smithikrai, 2010; Deckop et al., 2004). This works both ways. For example, if you have a working environment where employees witness acts of counterproductive workplace behaviour (e.g., behaviour that goes against the best interests of employees or the organisation) or acts of incivility (e.g., workplace gossip) against colleagues, then they are far less likely to engage in supportive OCB (Chang & Smithikrai, 2010). Simply speaking in this instance the organisational culture does not foster productive and positive workplace interactions and OCB amongst its members. The central focus, therefore, becomes how to maintain a positive culture that increases the possibility of encouraging employee extra-role behaviours.

OCB and organisational culture

Podsakoff et al. (2000) asserts the organisational cultural context can impact OCB. One explanation may be found in the notion that organisational culture works like glue binding and holding a business and its employees together (Khan, Ismail, Hussain & Alghazaail, 2020; Khan, Memon & Ramayah, 2018). Some organisational culture profiles may more naturally promote and support employee

organisational citizenship behaviours more than others. That is not to say one culture profile is better or worse than another, rather that it is important to have an awareness of the type of profile and aspects of this that may encourage greater discretionary behaviours. For example, Schein (1985) argues that because organisational culture is the sum of what individuals have learnt from their organisational spheres (i.e., observed past action, successes, failures and demonstration of discretionary behaviours by others) employee perceptions of their environment and culture will determine performance and satisfaction (Kar & Tewari, 1999; Podsakoff et al. 2000; Podsakoff et al. 2009). Supporting this argument Kar and Tewari (1999) found that organisational culture was positively and significantly related to all dimensions of OCB (sportsmanship, civic virtue, courtesy, altruism and conscientiousness).

For the present study OCB and its five factors were measured using the scale developed by Podsakoff, MacKenzie, Moorman and Fetter's (1990), which remains one of the most highly cited and widely used measures of organisational citizenship behaviour. Podsakoff et al's. (1990) scale shows strong reliability and validity across a range of different contexts making it the most appropriate measure to employ for the current research.

Profile of Respondents

Respondent numbers

Survey

In total 256 staff members completed the survey from an invited database of approximately 428 staff, a response rate of almost 60% (59.8%). This provides a highly acceptable level of power and accuracy when considering responses to the survey. Following data cleaning procedures (i.e., the removal of missing responses, removal of incomplete responses and removal of weak responses) the sample size only dropped to 253 respondents, with only 3 cases removed due to unacceptable levels of missing data. This low drop rate indicates that staff generally took the survey seriously, with very minimal missing data or non-completed surveys.

Open-ended survey question

Furthermore, 173 out of the 253 participants in the final sample responded to the organisational values-focussed open-ended survey question, a 68% response rate. In addition 82 out of the sample provided general open-ended comments to the survey (32.4%). These responses provided some much needed, valuable, in-depth, and rich qualitative data, which provided subjective context to the survey responses, necessary when examining organisational culture (Schein, 2010). Comments are employed throughout this report to add depth to the findings of the survey where applicable.

Demographic Profile

The profile of the respondents gives us an insight into the people who responded to the survey, and whether or not specific groups are over-represented among the respondents. In the following tables, the profile of respondents is outlined. Table 1 outlines the gender profile of respondents, with a roughly equal gender split; males comprising 47% and females 47.4% of the sample. People who identified in the survey as non-binary comprised 2.8%:

Table 1: Gender of respondents

GENDER	N	% OF RESPONDENTS
Male	119	47.0
Female	120	47.4
Non-binary	7	2.8
<i>Missing responses</i>	7	2.8
<i>Total</i>	253	100

As typical of most workplaces, age of the sample was concentrated within the middle age group cohorts. Of note the 33-42 years of age and 43-52 years of age groups had a combined total of close to 2/3rds of the sample (62.2% - each with 31.1% respectively). In contrast Table 2 highlights that only 3.2% of the survey respondents were aged between 63-70 years of age, with only two respondents aged 71 years or higher. Accordingly it should be noted that the culture and current organisational climate of the organisation identified in the survey may not accurately reflect issues of importance that specifically may exist for older staff within the Council.

Table 2: Age of respondents

AGE GROUP	N	% OF RESPONDENTS
16-32 years of age	26	10.4
33-42 years of age	78	31.1
43-52 years of age	78	31.1
53-62 years of age	59	23.5
63-70 years of age	8	3.2
71 years and over	2	0.8
<i>Missing responses</i>	2	0.8
<i>Total</i>	253	100

Respondents were also asked to identify the department they were attached to at the Council. Table 3 indicates the departments with the largest proportions of respondents were from Operations (26.4%) followed by Community Connections (22.8%).

Table 3: Council Department

COUNCIL DEPARTMENT	N	% OF RESPONDENTS
Senior leadership team	11	4.4
City Activation	14	5.6
City Property	16	6.4
Development & Regulatory Services	16	6.4
Governance Department	13	5.2
Engineering Asset and Environment	19	7.6
Community Connections	57	22.8
Operations	66	26.4
Finance	10	4.0
Customer Experience Department	15	6.0
Strategic Procurement	4	1.6
People & Culture	9	3.6
<i>Missing responses</i>	3	
<i>Total</i>	253	100

In addition, these departments were aggregated up to the three general manager responsibility units. In addition, People and Culture as well as the Senior Leadership Team were included at this level as per request. Response rates and numbers for staff who completed the survey across each of the 5 units are outlined in Table 3a.

Table 3a: General Manager Units

GENERAL MANAGER UNITS	N	% OF RESPONDENTS
General Manager – City Services	155	61.3
General Manager – Corporate Services	32	12.6
General Manager – City Development	46	18.2
People & Culture	9	3.6
Senior Leadership Team	11	4.3
<i>Missing responses</i>	0	
<i>Total</i>	253	100

Table 3a indicates that City Services recorded the highest proportion of respondents (61.3%), followed by City Development (18.2%) and then Corporate Services (12.6%). In contrast People and Culture (3.6%) and the Senior Leadership Team (4.3%) had notably fewer respondents as a proportion of total respondents.

Table 4 outlines the highest level of education achieved by respondents, highlighting that respondents with trade/certificate or diploma qualifications were the most represented single educational attainment group at Council (37.5%). Respondents having a postgraduate tertiary qualification (23.5%) were next, followed by respondents with an undergraduate tertiary qualification (19.9%). Only a single respondent stated that their highest level of educational attainment was primary school.

Table 4: Education of respondents

EDUCATION ACHIEVEMENT	N	% OF RESPONDENTS
Primary School	1	0.4
Secondary School	47	18.7
Trade/ Certificate / Diploma	94	37.5
Tertiary (Undergraduate)	50	19.9
Tertiary (Postgraduate)	59	23.5
<i>Missing responses</i>	2	
<i>Total</i>	253	100

Finally, participants were asked to indicate how long they had been employed at the City of Marion Council. Table 5 shows that respondents tended to have been employed at the Council for more than ten years (37.1%). This was followed by respondents who had been employed at the Council for a moderate amount of time: three to four years (13.5%), five to six years (11.2%) and 1-2 years (10.4%). Accordingly the sample highlights an appropriate diversity of employees in terms of their length of tenure. It also suggests that a notable proportion of the sample would hold a deep longer-term understanding and exposure of the organisational culture of the Council. Accordingly, some deeper discussion via interviews with both recent and longer-term staff may identify different perspectives on the current organisational culture, interpreted through the lens of staff with different historical perspectives on the Council given their length of time and changes they have witnessed.

Table 5: Length of time employed with the City of Marion Council

LENGTH OF TIME	N	% OF RESPONDENTS
Less than 6 months	20	8.0
6 months – 1 year	10	4.0
1 – 2 years	26	10.4
3 – 4 years	34	13.5
5 – 6 years	28	11.2
7 – 8 years	22	8.8
9 – 10 years	18	7.2
More than 10 years	93	37.1
<i>Missing responses</i>	2	
<i>Total</i>	253	100

Organisational culture, climate and satisfaction

Demographic questions were followed by a series of questions asking respondents about their perceptions of the:

- organisational culture of the City of Marion Council,
- the current organisational climate,
- their citizenship behaviours,
- participants' overall satisfaction with their employment at the City of Marion Council, and
- participants level of psychological capital.

Organisational Culture

In calculating organisational culture and its sub factors the mean (M), or average, was used as the benchmark for these analyses as it provides the most representative picture of how the overall sample is experiencing and perceiving the organisational culture of the City of Marion Council.

Overall, in terms of organisational culture the City of Marion Council was relatively balanced across the four types. However, the two dominant cultures that did emerge were *Market Culture* (M = 3.45) and *Adhocracy Culture* (M = 3.35). In contrast particularly *Clan Culture* (M = 2.98), and to a lesser extent *Hierarchy Culture* (M = 3.07) were proportionally rated as less obvious features of the organisational culture at the Council. The results are outlined in Table 6 and Figure 3 below.

Table 6: Mean rating of organisational culture

ORGANISATIONAL CULTURE		
	MEAN	STANDARD DEVIATION
Clan Culture	3.07	0.84
Hierarchy Culture	2.98	0.74
Market Culture	3.45	0.78
Adhocracy Culture	3.35	0.64

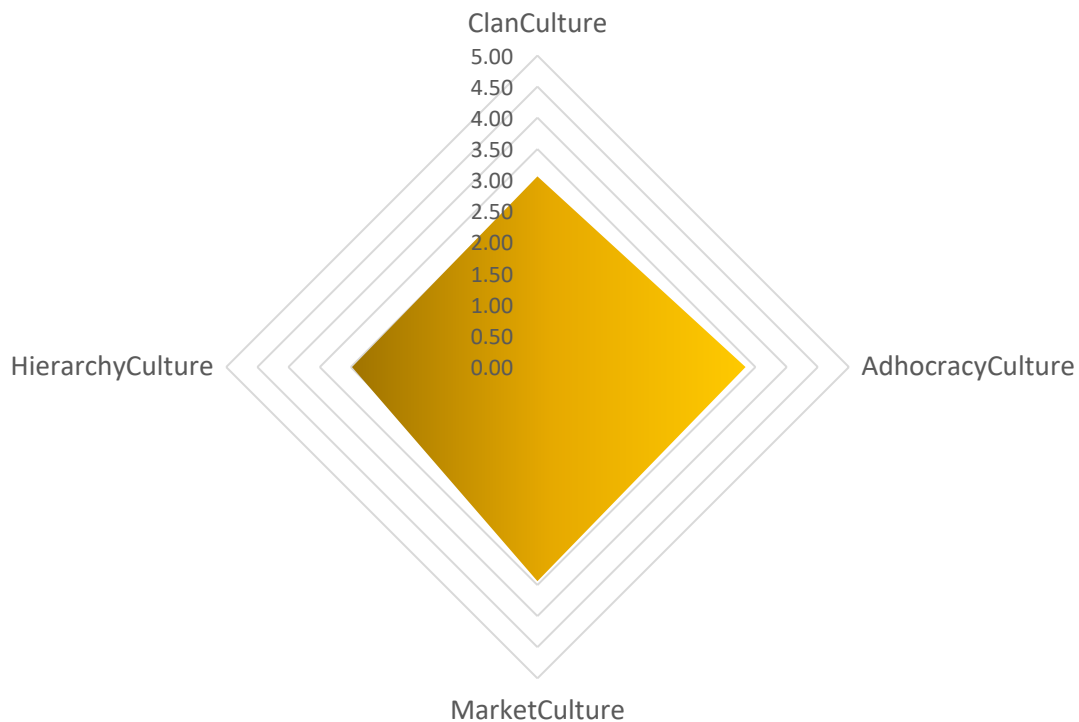


Figure 3: Graphical representation (radar plot) of organisational culture at the City of Marion Council

Market Culture

Strong or relatively high levels of *Market Culture* (as highlighted in Table 6) suggest that staff perceive the organisation as transaction focussed. In the context of local government this would be evidenced via transactions with the community, with stakeholders, contractors and other staff. In such a culture performance, productivity and competitiveness are seen as core aspects of the cultural mix. Likewise, leaders in strong *Market Cultures* are typically seen as performance and target-oriented, market values that strongly underpin and guide the organisation (Cameron & Quinn, 2011). The City of Marion outlines some of these aspects in its *Strategic Plan: 2019-2029*. As a Council of Excellence, it states that it is focussed on, among other features:

- Regularly seek meaningful responses from the community about Council performance, facilities and projects
- Develop a Council culture of frugal, common sense decision making
- Timely delivery of Council resolutions, and
- Outstanding project management

Whilst not exhaustive nor exclusive, these features of the City of Marion's Strategic Plan reflect the underlying premise of a *Market Culture*.

Comments from staff also reflected aspect of a Market Culture as a strong underlying theme at Council. For example, one comment highlighted the achievement inherent in a *Market Culture*, stating:

Achievement is always talked about and the basis of the majority of my work.

Similarly, another staff member noted simply that the Council was:

We are always encouraged to achieve and put forward any new ideas.

Finally, some staff noted that, whilst their personal work unit itself may reflect the values such as achievement of a market-type culture, this didn't necessarily translate to the whole organisation:

The organisation ... has a focus on achievement. However there are pockets / teams ... where [this] is lacking.

Adhocracy Culture

Adhocracy Cultures are typically cultures that value innovation, creativity and risk-taking. Leaders in such organisations typically tend to be agile and respond to the external environment in proactive, rather than reactive ways. However, a potential negative of *Adhocracy Culture* is also their strength – by focussing on individual creativity and initiative the organisation may suffer from a perceived lack of structure, policy and control.

Given the profile found for the City of Marion Council, it should be noted that there are aspects of similarity between some of the core aspects of features of both *Adhocracy* and *Market Cultures*. The most obvious is the external focus of both *Adhocracy* and *Market Cultures*, in comparison to the more internal focus of *Clan* and *Hierarchy Cultures*. Accordingly, a fit between the two cultural types does make intuitive sense.

What is also interesting to note, based on research conducted with other Councils across Australia, is that an organisation such as the City of Marion Council, with a cultural profile high in both *Adhocracy* and *Market Culture*, is relatively uncommon in local councils, which tend to be typified by *Clan* and *Hierarchy Culture* profiles.

A number of comments from staff highlighted the culture at the Council as reflective of an *Adhocracy Culture*. Most of these noted the innovative nature of the culture fostered at the Council, with one staff member noting:

Innovation. We are always looking ay [sic] innovative ways to improve our service and what we do.

Likewise another staff member also noted this feature of an *Adhocracy Culture* at Council, noting that:

Innovation I feel is always being talked about and is def (sic) upheld and focused on

Other staff were however somewhat more critical of management in relation to paying 'lip service' to the notion of Innovation, or simply being innovative or creative for its own sake, or penalising innovation. For example, one respondent noted that:

we could take more risks and there is fear that seems to come [that] the Chamber might not like what 'our' (staff) new ideas are and we need to work hard to justify why we're trying something new. Failure in innovation is also not well accepted in the Chamber.

Similarly, another staff member noted that:

some of the recent 'innovation' activities don't seem to adequately consider whether the project reflects good value for our community (or is just 'innovation' for the sake of being seen to be innovative)

Group Difference Analysis based on Clan Profile Type

The next section of the results explores the existence of any differences between relevant groups, i.e., gender, Council department, length of tenure etc at the City of Marion Council and age group, in perceptions of cultural profile types. Analysis of Variance (ANOVA) was used to test whether there were any significant differences between respondents based on the aforementioned relevant groups of interest. An ANOVA examines, for example, whether employees in *People and Culture* perceived the City of Marion Council to be stronger in any of the different types of culture when compared to, for example, employees from *Finance*.

To summarise, no significant differences in any of the culture profile types (Clan, Adhocracy, Hierarchy and Market) were found based on the:

- Age
- Length of Tenure
- General Manager's Department level

of respondents. However differences among some of the culture profile types were found based on:

- Gender
- Council Department

of the respondents. These are detailed below.

Clan Culture

A number of significant differences were found in perceptions of *Clan Culture* at the Council based on Council department and gender of the respondent. Table 7 outlines means for *Clan Culture* for employees in different Council departments. It clearly highlights that *Operations* (M=3.60) recorded the highest perception of a *Clan Culture* – a culture typified by values of perception of belonging and almost 'family' type bonds and connections. In contrast the *Senior Leadership Team* (M=2.31) recorded the lowest mean for *Clan Culture*. Differences among the departments were statistically significant².

² F=4.80; p<.05

Table 7: Mean rating of Clan Culture – Council Department³

COUNCIL DEPARTMENT	CLAN CULTURE	
	MEAN	STANDARD DEVIATION
Senior leadership team	2.31	0.38
City Activation	3.20	0.69
City Property	3.09	0.85
Development & Regulatory Services	3.13	0.60
Governance Department	2.95	0.74
Engineering Asset and Environment	2.64	0.48
Community Connections	2.85	0.75
Operations	3.60	0.97
Finance	3.05	0.61
Customer Experience Department	2.93	0.88
Strategic Procurement	2.79	0.64
People & Culture	2.78	0.69

Clan Culture was also perceived as significantly lower among female employees (M=2.86) compared to male employees (M=3.17). Analysis of Covariance (controlling for the effect of Council department) indicated this difference was significant independent of the department of the respondent. This is outlined in Table 7a below.

Table 7a: Mean rating of clan culture – Gender of respondents

GENDER OF RESPONDENTS	CLAN CULTURE	
	MEAN	STANDARD DEVIATION
Male	3.17	0.87
Female	2.86	0.71

³ All Council departments (aggregated from teams) included in the analysis

Hierarchy Culture

As with *Clan Culture*, respondents in different Council Departments, as well as male and female respondents, recorded significantly different perceptions of *Hierarchy Culture* at the Council. Specifically, in relation to Council department, it was found that *City Property* (M=3.11) and *Operations* (M=3.33) recorded the highest levels of perception of a *Hierarchy Culture*, with *Strategic Procurement* (M=2.54) and the *Senior Leadership Team* recording the lowest (M=2.67)⁴. These differences were statistically significant. Figures for *Hierarchy Culture* by Council department are detailed in Table 8.

Table 8: Mean rating of Hierarchy Culture – Council Department⁵

COUNCIL DEPARTMENT	HIERARCHY CULTURE	
	MEAN	STANDARD DEVIATION
Senior leadership team	2.67	0.40
City Activation	2.83	0.48
City Property	3.11	0.68
Development & Regulatory Services	2.83	0.56
Governance Department	2.79	0.58
Engineering Asset and Environment	2.87	0.41
Community Connections	2.88	0.59
Operations	3.33	0.81
Finance	2.81	0.27
Customer Experience Department	2.82	0.43
Strategic Procurement	2.54	0.52
People & Culture	2.80	0.48

Table 8a outlines the means and standard deviations of *Hierarchy Culture* based on the gender of respondent. Consistent with findings for *Clan Culture*, female respondents (M=2.83) across the Council recorded lower ratings of *Hierarchy Culture* as a feature of the culture profile at the Council compared to male respondents (M=3.09). This difference was found to be statistically significant⁶.

⁴ F=3.10; p<.05

⁵ All Council departments (aggregated from teams) included in the analysis

⁶ F=11.63; p<.05

Table 8a: Mean rating of hierarchy culture – Gender of respondents

GENDER OF RESPONDENTS	HIERARCHY CULTURE	
	MEAN	STANDARD DEVIATION
Male	3.09	0.71
Female	2.83	0.47

Again, as with *Clan Culture* this analysis controlled for the effect of Council department, to ensure a unique gender effect did exist, rather than be a result of departments with disproportional gender representation. No department effect was found, with the difference simply based on the gender of the respondent.

Adhocracy Culture

Consistent with both *Clan* and *Hierarchy Culture*, significant differences in *Adhocracy Culture* were found based again on Council department and gender of respondent. Table 9 outlines the perception of how strong an *Adhocracy Culture* is at the Council, based on Council department. What emerges is that, once more, *Operations* (M=3.71) had a higher perception of the culture as an *Adhocracy Culture*. In contrast *Strategic Procurement* (M=2.76) recorded the lowest perception of the culture at Council as reflective of an *Adhocracy Culture*⁷.

⁷ F=2.92; p<.05

Table 9: Mean rating of Adhocracy Culture – Council Department

COUNCIL DEPARTMENT	ADHOCRACY CULTURE	
	MEAN	STANDARD DEVIATION
Senior leadership team	3.03	0.44
City Activation	3.50	0.68
City Property	3.38	0.77
Development & Regulatory Services	3.18	0.68
Governance Department	3.36	0.50
Engineering Asset and Environment	3.11	0.45
Community Connections	3.12	0.68
Operations	3.71	0.86
Finance	3.42	0.51
Customer Experience Department	3.38	0.90
Strategic Procurement	2.76	0.77
People & Culture	3.17	0.47

Table 9a outlines the means of *Adhocracy Culture* based on the gender of respondent. Once more, female respondents (M=3.19) across the Council recorded lower ratings of *Adhocracy Culture* as a feature of the culture profile at the Council compared to male respondents (M=3.42). Again, as with previous cultural profiles, this difference was found to be statistically significant⁸.

Table 9a: Mean rating of adhocracy culture – Gender of respondents

GENDER OF RESPONDENTS	ADHOCRACY CULTURE	
	MEAN	STANDARD DEVIATION
Male	3.42	0.75
Female	3.19	0.65

⁸ F=5.99; p<.05

Market Culture

No significant differences were found for *Market Culture* based on any of the demographic groupings outlined. This suggests that the perception of the Council as a competitive, productivity-focussed, performance-oriented workplace tends to be quite universal across the Council.

Summary of organisational culture

To summarise, there is generally a consistent view among staff that the culture at the City of Marion Council reflects a balanced cultural profile, but one that emphasises the traits of a combined *Market Culture/ Adhocracy Culture* profile. Of note was that *Market Culture* was viewed as consistently universal across all departments and profiles of staff at the Council. This suggests that communication of these aspects of culture appears to be connecting with staff. This is reflected in comments by staff with one respondent stating:

Achievement [is] encouraged and acknowledged by the leadership team and work colleagues in general.

However, differences across Council departments were apparent in the other three cultural types, particularly in *Operations*, which perceived a far stronger cultural footprint in Adhocracy, Clan and Hierarchy Cultural types, and the *Senior Leadership Team*, which typically perceived these three facets of culture as lower. When *Operations* was broken down into its component teams, only Civil Services (n=29) and Open Space Operations (n=27) provided sufficient numbers to allow meaningful comparison (see Appendix B). When the three profiles of culture found to be higher in Operations were examined by teams, it was apparent that respondents from Civil Services recorded significantly higher means⁹ for all three cultural profiles compared to respondents from Open Space Operations. This is outlined in Table 9b, and suggests the higher cultural perceptions across these three cultural types in Operations is not homogenous, but driven by strong views held by staff from Civil Services.

Table 9b: Mean rating of clan, hierarchy and adhocracy culture – Operations teams

OPERATION TEAM	CLAN CULTURE	HIERARCHY CULTURE	ADHOCRACY CULTURE
	MEAN	MEAN	MEAN
Civil services	4.14	3.86	4.24
Open space operations	3.28	2.97	3.39

Accordingly, it is advised to explore these differences in more detail through follow up interviews or focus groups with staff in these departments, to unpack and explore their perceptions in more depth.

A final point of note is the dichotomy that exists between two departments – *Operations* and the *Senior Leadership Team*. Given the moderately low figures obtained by the *Senior Leadership Team* for

⁹ F=7.33, 9.56 and 11.12 respectively. All p<.05

Clan, *Adhocracy* and *Hierarchy* cultures, it is telling that it recorded the equal highest result for *Market Culture*. In contrast, *Operations*, obtaining high figures for *Clan*, *Adhocracy* and *Hierarchy* cultures, recorded a moderate figure for *Market Culture*. This raises two points. Firstly, it suggests a disconnect between some departments and others in how they see the culture of the organisation. Secondly, a strong culture, in almost all organisations, is a balanced culture. It is not advisable that any department, particularly a *Senior Leadership Team*, advocates or reflects one aspect of the culture more than others.

Organisational Climate

The next section of the report explores the organisational climate of the City of Marion Council and whether any differences existed based on the demographic variables already discussed (i.e., gender, Council department, age of employee, and length of time at the Council).

Organisational climate is concerned with how people think, feel and experience their day-to-day organisational environment. Organisational climate and its sub factors including;

- trust,
- innovation,
- fairness,
- recognition and
- support

were calculated, again using the mean as the standard. This provided an overall picture for how the sample perceived and were impacted upon by the organisational climate of the City of Marion Council.

Overall rating of climate

Respondents rated the overall climate of the Council somewhat above average ($M = 3.57$), indicating a generally positive view of the current organisational climate at the Council. Table 10 outlines the means for the key components of organisational climate. What is apparent is that the Council is perceived as moderately positive in Support, Fairness, Innovation and Trust. However, Recognition is perceived as less apparent as a feature in the current organisational climate ($M=3.13$).

Table 10: Mean rating of organisational climate – Components of climate

COMPONENT OF CLIMATE		
	MEAN	STANDARD DEVIATION
Trust	3.81	0.85
Support	3.78	0.83
Fairness	3.50	0.81
Recognition	3.13	0.64
Innovation	3.65	0.87
OVERALL CLIMATE	3.57	0.68

Gender differences and overall climate

ANOVA was again used to test for differences between groups. In relation to gender of respondent, a significant difference was found in the mean for perception of overall climate, with female respondents having an overall more positive view of the current climate at the organisation ($M=3.70$), compared to male respondents ($M=3.45$)¹⁰. Once again, this analysis controlled for the effect of Council department, suggesting the gender difference is unique to the gender of respondents, not embedded in gendered Council departments.

Table 11: Mean rating of organisational climate – Gender of respondents

GENDER OF RESPONDENTS	OVERALL CLIMATE	
	MEAN	STANDARD DEVIATION
Male	3.45	0.72
Female	3.70	0.61

When individual components of organisational climate were examined based on the gender of the respondent, some notable differences did emerge. Specifically, it was found that male respondents recorded significantly lower perceptions of trust, support, fairness and innovation as components of organisational climate, compared to female respondents. These are outlined in Table 12.

¹⁰ $F=8.87$; $p < .05$

Table 12: Mean rating of organisational trust, support, fairness and innovation – Gender of respondents

GENDER OF RESPONDENTS	TRUST ¹¹		SUPPORT ¹²		FAIRNESS ¹³		INNOVATION ¹⁴	
	MEAN	STANDARD DEVIATION	MEAN	STANDARD DEVIATION	MEAN	STANDARD DEVIATION	MEAN	STANDARD DEVIATION
Male	3.64	0.87	3.62	0.88	3.39	0.86	3.49	0.94
Female	3.97	0.80	3.94	0.74	3.60	0.75	3.81	0.76

Written comments also supported these findings, with some male respondents being notable with their view of lack of trust and support. One male respondent for example noted the lack of trust and support both from management and from staff, stating that

Integrity of work is not upheld by all staff and has damaged team morale/ trustworthiness because management has not followed up even after being notified continuously

Likewise another noted that

I feel in my time here the care and trust [in] the outdoor staff has gotten weaker.

Finally, in relation to both trust and support, another male respondent specifically noted a lack of trust, and perceived support, between some management and some staff, noting

Still seems us vs them mentality. Inside to outside worker. We are told safety is very important, yet some of our equipment has been breaking as getting too old. Not replacing tools as often to save money is fine, but it's hard to swallow when you see certain managers get multiple new cars in the time we have had nothing

Age, length of tenure and climate

No significant differences in either overall climate, or any of the sub-components or facets of climate, were found based on the age of the respondent. This suggests that aspects of climate, including organisational support, trust, innovation, recognition and fairness are viewed relatively homogenously across the age spectrum of staff at Council.

Likewise when length of tenure was examined, like age, no significant differences were found based on perceptions of climate at the Council and length of time the respondent had been employed at Council.

¹¹ F=6.94; p<.05

¹² F=9.27; p<.05

¹³ F=3.99; p<.05

¹⁴ F=8.43; p<.05

Council department and organisational climate

ANOVA was used to test for any differences in perceptions of organisational climate based on the Council department the employee was attached to. Significant differences were identified in aspects of organisational climate at both the department and the General Managers unit level. These are discussed below. Table 13 highlights overall climate by Council department. What emerges is that overall climate is generally consistently high across the departments. The significant difference in overall climate found appears to be based on two departments that recorded notably lower perceptions of overall climate: *Operations* (M=3.24), and *City Property* (M=3.35)¹⁵. Two other departments (*City Activation* – M=3.40 and *Development and Regulatory Services* – M=3.41) also recorded comparatively lower ratings of overall climate. However, this was not statistically significant.

Table 13: Mean rating of overall organisational climate – Council department

COUNCIL DEPARTMENT	OVERALL CLIMATE	
	MEAN	STANDARD DEVIATION
Senior leadership team	4.12	0.25
City Activation	3.40	0.39
City Property	3.35	0.53
Development & Regulatory Services	3.41	0.58
Governance Department	3.84	0.49
Engineering Asset and Environment	3.82	0.69
Community Connections	3.65	0.76
Operations	3.24	0.50
Finance	3.55	0.50
Customer Experience Department	3.89	0.56
Strategic Procurement	4.09	0.47
People & Culture	4.18	0.59

When departments are aggregated up to General Manager unit level, differences in overall climate were still apparent. This is outlined in Table 13a below. What emerges is that *City Development* (M=3.39) recorded a significantly lower mean for overall climate compared to other General Manager units¹⁶.

¹⁵ F=4.42; p<.05

¹⁶ F=5.47; p<.05

Table 13a: Mean rating of overall organisational climate – General Manager unit

GENERAL MANAGER UNIT	OVERALL CLIMATE	
	MEAN	STANDARD DEVIATION
General Manager – City Services	3.52	0.25
General Manager – Corporate Services	3.77	0.39
General Manager – City Development	3.39	0.50
People & Culture	4.18	0.47
Senior Leadership Team	4.12	0.59

Similar to gender some notable differences did emerge in the individual components of organisational climate based on the Council department of the respondent. These figures are outlined in Table 14.

Significant differences were found among all of the sub-components of climate, based on Council department of the respondent. However, when examined in more detail, what emerges is some trends, rather than random specific differences. Firstly, some specific departments have generally higher ratings of climate than other departments in all (or most) of the sub-components of climate. For example, four departments: *Senior Leadership Team*, *Strategic Procurement*, *People and Culture* and the *Customer Experience Department* all tended to report significantly higher levels of Trust, Support Fairness, Recognition and Innovation compared to other departments. However, at a more micro level, *Finance*, whilst recording comparative higher levels of Trust, Support, Fairness and Innovation, recorded far lower perceptions of Recognition in comparison to the previous departments. Accordingly, general discussion with staff and management in these departments, seeking to ascertain reasons for their position perception of climate across the board may be fruitful, as it may help identify systems, processes, or leadership that contributes to this positive perception. Likewise, discussion with staff and management in *Finance* may be warranted to determine reasons for the comparatively lower perception of the climate as one providing appropriate recognition.

Table 14: Mean rating of organisational trust, support, fairness, recognition and innovation – Council department

COUNCIL DEPARTMENT	TRUST ¹⁷	SUPPORT ¹⁸	FAIRNESS ¹⁹	RECOGNITION ²⁰	INNOVATION ²¹
	MEAN	MEAN	MEAN	MEAN	MEAN
Senior leadership team	4.29	4.22	4.15	3.67	4.29
City Activation	3.50	3.53	3.46	2.91	3.63
City Property	3.50	3.67	3.13	3.03	3.43
Development & Regulatory Services	3.48	3.69	3.33	3.00	3.52
Governance Department	4.13	4.13	3.95	3.25	3.75
Engineering Asset and Environment	3.95	3.94	3.79	3.27	4.16
Community Connections	3.94	3.91	3.56	3.20	3.67
Operations	3.50	3.45	3.11	2.90	3.22
Finance	4.02	3.72	3.50	2.88	3.62
Customer Experience Department	4.06	3.98	3.75	3.52	4.12
Strategic Procurement	4.40	4.53	3.87	3.33	4.33
People & Culture	4.43	4.23	4.30	3.68	4.29

When aggregated up to the General Manager unit level, similar patterns emerged. More specifically, we see two clear groups of units emerge in their perception of climate at the Council. Firstly, the three units, *Corporate Services*, *People and Culture* and the *Senior Leadership Team*, generally recorded far more positive perceptions of climate at the Council compared to the other two units: *City Services* and *City Development*, who recorded significantly lower means across all facets of climate compared to the previous three unit areas. Discussion with staff and management in *City Services* and *City Development* to further clarify reasons for these less positive perceptions of climate across the Council is warranted. Focus group discussions may be one appropriate and non-threatening starting point to gain staff input. Table 14a outlines the mean ratings for the sub-components of climate based on General Manager unit level.

¹⁷ $F=2.81; p<.05$

¹⁸ $F=2.34; p<.05$

¹⁹ $F=3.27; p<.05$

²⁰ $F=4.26; p<.05$

²¹ $F=4.03; p<.05$

Table 14a: Mean rating of organisational trust, support, fairness, recognition and innovation – General Manager unit

GENERAL MANAGER UNIT	TRUST ²²	SUPPORT ²³	FAIRNESS ²⁴	RECOGNITION ²⁵	INNOVATION ²⁶
	MEAN	MEAN	MEAN	MEAN	MEAN
General Manager – City Services	3.78	3.74	3.43	3.09	3.55
General Manager – Corporate Services	4.08	3.94	3.66	3.23	3.96
General Manager – City Development	3.49	3.63	3.31	2.98	3.53
People & Culture	4.43	4.23	4.30	3.68	4.28
Senior Leadership Team	4.30	4.22	4.15	3.68	4.29

Summary of organisational climate

What emerged from the survey is, at the overall level, a moderately positive view of overall organisational climate at the Council among employees. However, whilst a number of components of organisational culture were viewed positively, there were a few areas of note.

Firstly, and most notably, *Recognition* was viewed notably more negatively across employees compared to other facets of organisational climate. This was apparent across all departments, gender, age and length of tenure - perceptions of a lack of recognition as part of the current climate was evident. This requires further examination given the almost universal negative perception of recognition compared to other aspects of climate. Finally, in relation to recognition, an initial suggestion may be for department managers to discuss with their staff, perhaps through stories or ideals, to describe what an organisational climate that better emphasised recognition, whilst maintaining its existing positive features, would look like. This would demonstrate a step toward more positive climate change, as well as acknowledgement that the voice of staff has been heard.

Secondly, there are strong and clear differences in perceptions of climate at both the Council department and General Manager unit level. Of most note was the clear dichotomy that emerged in perceptions of climate at the General Manager unit level, notably the less positive view of *City Services* and *City Development* staff. Discussions, or follow up interviews or focus groups with employees from these departments may help to provide a deeper understanding surrounding the reasons behind their less positive view of trust, fairness and support.

²² F=2.81;p<.05

²³ F=2.34;p<.05

²⁴ F=3.27;p<.05

²⁵ F=4.26;p<.05

²⁶ F=4.03;p<.05

Organisational Citizenship Behaviour

One of the key monikers of a healthy and effective, functioning organisational culture and climate can be seen in the behaviours of its staff: are staff willing to go above and beyond for their organisation, do they help each other, do they care for their organisation, do they demonstrate a positive attitude?

In the study, employees' willingness to engage in a range of organisational citizenship behaviours were explored, grouped into five main facets or components:

- *Conscientiousness*: Employees that go beyond their role requirements (i.e., preparedness to work longer hours)
- *Altruism*: Kindness in the workplace. Employees who willingly help others
- *Civic Virtue*: A genuine care and concern, from employees, about the organisation.
- *Sportsmanship*: Employees having a positive attitude, a willingness to deal with adverse or less-than-ideal circumstances with limited complaint or negative reactions
- *Courtesy*: Employees (and management) treating each other and management with respect.

Table 15 provides an overall mean for overall organisational citizenship behaviours (OCB) as reported by staff, with all five facets also identified.

Table 15: Mean rating of overall organisational citizenship behaviours and their overall facets

ORGANISATIONAL CITIZENSHIP FACET		
	MEAN	STANDARD DEVIATION
Conscientiousness	6.05	0.78
Altruism	6.06	0.84
Civic Virtue	5.08	1.13
Sportsmanship	5.89	0.94
Courtesy	6.11	0.79
Overall Organisational Citizenship Behaviours (OCB)	5.84	0.69

Table 15 indicates that staff rate themselves positively in relation to their organisational citizenship behaviours (OCB), with an overall OCB mean of 5.84 out of a possible 7. All facets of OCB were equivalently high, or higher, except Civic Virtue, in which staff rated themselves notably lower, but still positively (M = 5.08), compared to the other facets of OCB.

This generally positive view of the organisation as a place to work was also reflected in written comments with some staff in particular noting pride in working for Council:

I really enjoy working at the City of Marion and always tell people outside the organisation that it's a great place to work.

The positive view of colleagues was also mentioned, with one respondent stating:

Overall, I think of the CoM 'personality' as friendly, helpful and generous. Well done, colleagues, on your kind good humour and positive attitude even when things are stressful or hard. :)

Other respondents noted that the notion of going 'the extra mile' and (in this case) altruism, was apparent in some sections of Council, stating:

Some people [here] seem to work over and above and do a lot of work

In contrast, however, some staff members were not so positive in their view of the organisation, or more specifically, other staff and their behaviours at the organisation, feeling they were not giving the same level of commitment to the organisation that others were. One respondent noted that:

... those that have been at the organisation for a period of time that know what to say and what to do, and to milk all the benefits available to them ... Due to changes in leadership these individuals are now being made accountable for their output and responsibility when in the past this has not occurred which results in a culture of new leaders being unreasonable and a "hard task master" when in actual fact the original outputs have been below standard but never addressed.

When examined by Council department and General Manager units, two areas were found to differ: Overall OCB and Civic Virtue. No other significant differences based on department or General Manager unit were identified. Findings for Overall OCB and Civic Virtue by Council department and General Manager unit are identified in Tables 16 and 16a respectively.

Table 16 shows that the main differences were in the generally lower levels of overall OCB as identified by staff in *Operations* (M=5.49) followed by *Strategic Procurement* (M=5.67) and *City Property* (M=5.69) when compared to other departments. These differences were found to be statistically significant²⁷. It is important to note, however, that the means for OCB for these three departments are still very high, ranking from 5.49 to 5.69 out of 7.

For Civic Virtue, it was apparent that there was more variation in responses than was evident with overall OCB. Specifically, it was clear that there was a divide between certain departments, with the *Senior Leadership Team* recording a very strong view of Civic Virtue (M=6.41), which contrasted notably with *Operations* (M=4.43) and *City Property* (M=4.69), with most other departments sitting between these extremes. These differences were found to be statistically significant²⁸.

²⁷ F=3.82;p<.05

²⁸ F=5.11;p<.05

Table 16: Mean rating of Overall OCB and Civic Virtue by Council department

COUNCIL DEPARTMENT	OVERALL OCB		CIVIC VIRTUE	
	MEAN	STANDARD DEVIATION	MEAN	STANDARD DEVIATION
Senior leadership team	6.44	0.44	6.41	0.44
City Activation	6.07	0.57	5.50	0.85
City Property	5.69	0.77	4.64	1.09
Development & Regulatory Services	5.74	0.55	5.00	0.76
Governance Department	6.26	0.42	5.89	0.72
Engineering Asset and Environment	5.97	0.55	5.28	1.09
Community Connections	5.88	0.75	5.21	0.99
Operations	5.49	0.72	4.43	1.30
Finance	5.78	0.47	4.98	0.84
Customer Experience Department	6.10	0.51	5.25	1.08
Strategic Procurement	5.67	0.60	5.00	0.25
People & Culture	6.31	0.47	5.72	0.74

When considered at the General Manager unit level, similar patterns emerged. Table 16a outlines the ratings for Overall OCB and Civic Virtue by General Manager units. Both Overall OCB²⁹ and Civic Virtue³⁰ were found to statistically differ based on the General Manager unit respondents were attached to.

What drove this difference was the higher perceptions of both Overall OCB and Civic Virtue held by the two units: *People and Culture* and the *Senior Leadership Team*. It should be noted, however, that both these units are small units, and thus more likely to reflect a more cohesive work unit in comparison to the three General Manager units, with far fewer respondents. This homogeneity within these two units is also reflected in the lower standard deviations both units recorded for both Overall OCB and Civic Virtue (Table 16a). Standard deviation, as a measure of the variation of responses, tends to be higher in areas where respondents differ strongly in their views. This was reflected in the responses for Civic Virtue among *City Services* staff, recording a standard deviation of 1.20, suggesting widely different views on Civic Virtue among staff within that General Manager unit.

²⁹ F=3.83;p<.05

³⁰ F=5.46;p<.05

Table 16a: Mean rating of Overall OCB and Civic Virtue by General Manager unit

GENERAL MANAGER UNIT	OVERALL OCB		CIVIC VIRTUE	
	MEAN	STANDARD DEVIATION	MEAN	STANDARD DEVIATION
General Manager – City Services	5.76	0.73	4.94	1.20
General Manager – Corporate Services	5.92	0.51	5.14	0.89
General Manager – City Development	5.83	0.64	5.05	0.95
People & Culture	6.32	0.47	5.72	0.73
Senior Leadership Team	6.45	0.44	6.41	0.44

Based on these tables, it is advised that discussion with staff in City Services may be warranted to ascertain reasons for both the comparatively (although still positive) lower scores for OCB and Civic Virtue in particular. Given the large standard deviation recorded for this unit for Civic Virtue, understanding the units that comprise City Services, and reaching out to each unit for discussion, may help to provide some understanding to this figure. Of note however, is that it must be remembered that all these figures are positive, and suggest, at the overall level, a high level of organisational citizenship behaviours among staff across all units and departments at the Council.

Psychological Capital

Psychological capital is comprised of four key elements: Hope, Resilience, Optimism and Self-efficacy. As a concept it is important for organisations to consider as it is concerned with the potential of the individual rather than an assessment of their exhibited behaviours. Accordingly it is a useful way to assess the hidden potential within an organisation. More specifically these four factors (Hope, Resilience, Optimism and Self-Efficacy) are significantly related to a range of desired organisational behaviours, including desired employee attitudes and behaviours and the attainment of key organisational goals. However of most note for this report are the fact that these four factors of psychological capital have been found to mediate and influence the relationship between a supportive organisational culture and climate and employee performance (Luthans, Avolio, Avey & Norman, 2010).

As we have identified earlier in this report, psychological capital influences a range of other organisational behaviours. A work environment, for whatever reason, that is perceived by staff as stifling or limiting feelings of Optimism, for example, is going to be perceived less positively in terms of its culture or climate. Conversely one that promotes and encourages positive views and perspectives may have staff who feel notably more optimistic.

Table 17 outlines the overall mean for psychological capital among employees of the Council who responded to the survey, as well as the mean for each of the four elements of psychological capital.

Table 17: Mean rating of overall psychological capital and its individual elements

PSYCHOLOGICAL CAPITAL		
	MEAN	STANDARD DEVIATION
Self-Efficacy	4.75	0.95
Hope	4.75	0.87
Resilience	4.78	0.75
Optimism	4.51	0.80
Overall Psychological Capital	4.69	0.74

Table 17 indicates that overall psychological capital is relatively strong among employees, recording an overall mean of 4.69 out of a possible 6. However, whilst the difference is not statistically significant, it also identifies Optimism as having the lowest mean of all the elements of psychological capital among employees at the Council (M = 4.51).

Analysis of variance was conducted for all facets of psychological capital, with overall psychological capital, optimism and hope being found to significantly differ based on Council department. This is outlined in Table 18.

When Table 18 is examined it is clear that, for overall psychological capital, the *Senior Leadership Team* once more reported a significantly higher score than other departments (M=5.41 compared to 4.69 overall). In contrast, *Finance* reported a notably lower score for overall psychological capital (M=4.13 compared to 4.69 overall).

In relation to Optimism, respondents from three departments recorded notably more positive views of their current situation; *Senior Leadership Team* (M=5.08), *People and Culture* (M = 5.02) and the *Governance Department* (M = 5.04). In contrast, four departments: *Development and Regulatory Services* (M = 4.11), *City Property* (M = 4.13), *Operations* (M = 4.22) and *Finance* (M = 4.23), recorded notably lower means compared to other departments.

Finally, Hope was found to significantly differ only for one department. Staff respondents based in *Finance* (M = 4.13), reported significantly lower levels of Hope compared to staff from all other departments. Whilst still slightly positive, this discrepancy warrants further discussion with staff and management in *Finance* to identify potential reasons for this difference, and to identify possible strategies to consider addressing the issue.

Table 18: Mean rating of overall psychological capital, optimism and hope by Council department:

COUNCIL DEPARTMENT	PSYCHOLOGICAL CAPITAL		
	OVERALL PSYCAP ³¹ (MEAN)	OPTIMISM ³² (MEAN)	HOPE ³³ (MEAN)
Senior leadership team	5.41	5.08	5.45
City Activation	4.94	4.71	4.99
City Property	4.58	4.13	4.65
Development & Regulatory Services	4.51	4.11	4.73
Governance Department	5.03	5.04	5.04
Engineering Asset and Environment	5.03	4.89	4.99
Community Connections	4.61	4.51	4.63
Operations	4.42	4.22	4.51
Finance	4.35	4.23	4.13
Customer Experience Department	4.87	4.69	5.01
Strategic Procurement	4.86	4.94	4.78
People & Culture	5.29	5.02	5.44

When the data for department was aggregated to the General Manager unit level, no differences in perceptions of psychological capital, or any of the sub-components of psychological, were found among the three main units³⁴.

Significant differences in overall psychological capital and optimism based on gender of respondents were also found with female respondents reporting significantly higher levels of both overall psychological capital and Optimism compared to male respondents³⁵. These findings are outlined in Table 19. As reported previously, to verify that the findings in relation to gender and to Council

³¹ $F=3.82; p<.05$

³² $F=3.79; p<.05$

³³ $F=2.73; p<.05$

³⁴ As both figures for both *People and Culture* and the *Senior Leadership Team* are included in the Department level analysis, they were not included in the unit level analysis for psychological capital due to proportionally far fewer numbers.

³⁵ $F=4.69$ $p<.05$ and $F=7.47$; $p<.05$ respectively

department were not intercorrelated, a crosstabulation was conducted to see if respondents from particular departments in the Council were more represented by a particular gender (i.e., if the vast majority of respondents from Operations were male, for example). No relationship between gender and department of Council was found, suggesting the findings in relation to perceptions of organisational culture, climate and psychological capital based on gender and Council department are independent from one another.

Age and length of tenure were also analysed for differences based on psychological capital of respondents. No significant difference in overall psychological capital, or any of the sub-components of psychological capital, was found based on neither the age nor length of tenure of the respondent.

Table 19: Mean rating of overall psychological capital and optimism by gender of employee:

GENDER OF EMPLOYEE	PSYCHOLOGICAL CAPITAL	
	OVERALL PSYCAP (MEAN)	OPTIMISM (MEAN)
Male	4.59	4.37
Female	4.80	4.65

Written comments from staff touch on the importance of optimism, and note the need for staff to take a positive view of the organisation and their roles. For example, one respondent noted that:

Some staff do not understand how lucky they are working for the City of Marion and they should not be whinging about an organisation that does look after its employees

Similarly, another staff member noted:

City of Marion is a great place to work, and we have been blessed with the current and previous CEO

However, a sense of lost optimism, and perhaps hope, also filtered through the responses. For example, one staff member commented:

...there seems to unrest in the team that I am working in, people seem tired and burnt out

Likewise, another staff member was somewhat more laconic, stating:

Judging by the amount of open space for full time staff that having resigned, the City of Marion is no longer a desirable place to work

Staff satisfaction

The final analysis of the survey explored staff overall satisfaction with Council. Satisfaction was measured by four key items;

- All-in-all, I am satisfied with my job,
- In general I do not like my job,
- In general I like working at my organisation

These were then combined (with the negative item “in general I do not like my job”) reverse coded to create a single overall satisfaction item. Using this overall measure of satisfaction as the mean standard, differences based on the demographic variables were again explored. The aim of this section was to establish a baseline level of satisfaction of staff at the Council.

Table 20 gives the overall mean of satisfaction, plus the mean for the three component measures.

Table 20: Mean rating on all measures of satisfaction, including overall satisfaction

SATISFACTION ITEM	MEAN	STANDARD DEVIATION
All-in-all I am satisfied with my job	4.11	0.89
In general I do not like my job	1.70	0.95
In general I like working at my organisation	4.26	0.77
Overall satisfaction	4.22	0.73

What is clear is that staff are generally highly satisfied with their job and working at the Council, recording means greater than 4 out of a possible 5 on the positive measures of satisfaction, and a mean of less than 2 out of 5 for the negative measure of satisfaction (M=1.70), suggesting again that staff are satisfied working for the Council and generally like their job. This is a notable finding as it suggests perceptions of culture or climate, or the demonstration of OCB's, or lower levels of Optimism, are not necessarily due to 'disgruntled' staff who just want to leave. Combined with written comments these findings suggest, in contrast, a committed and connected staff group. This highlights the need for more nuanced discussion with staff surrounding their perceptions of the organisation, aiming to get a deeper understanding of their reasons for, for example, lower levels of civic virtue among one or two Council departments.

Age, Length of tenure, Gender Council departments, and overall satisfaction

No significant differences in level of overall satisfaction was found based on age or length of tenure of respondents. However, some slight differences in satisfaction levels were found based on Council department and gender of the respondent.

Female respondents recorded significantly higher levels of satisfaction ($M = 4.37$) compared to their male counterparts ($M = 4.07$). Again, controlling for Council department found that this effect was independent of the gendered composition of departments. This is outlined in Table 21.

Table 21: Mean rating of overall satisfaction – Gender of respondents

GENDER OF RESPONDENTS	OVERALL SATISFACTION	
	MEAN	STANDARD DEVIATION
Male	4.07	0.80
Female	4.37	0.63

When examined at the department level, a significant difference was found. Two departments, *People and Culture*, and the *Senior Leadership Team* (both $M = 4.85$), reported significantly higher levels of satisfaction compared to other departments ($M = 4.22$). In contrast, staff in Finance ($M = 3.77$) recorded a significantly lower level of satisfaction compared to other staff. This is outlined in Table 22.

Table 22: Mean rating of overall satisfaction – Council department

COUNCIL DEPARTMENT	OVERALL SATISFACTION	
	MEAN	STANDARD DEVIATION
Senior leadership team	4.85	0.27
City Activation	4.40	0.49
City Property	4.02	0.86
Development & Regulatory Services	4.00	0.78
Governance Department	4.53	0.46
Engineering Asset and Environment	4.28	0.64
Community Connections	4.25	0.69
Operations	4.07	0.80
Finance	3.77	0.98
Customer Experience Department	4.33	0.78
Strategic Procurement	4.44	0.38
People & Culture	4.85	0.27

It should be noted that all of these differences, whilst interesting, still should be viewed within the lens of overall highly satisfied staff. However, this is not to say that discussions, particularly with staff in *People and Culture*, to better understand why they are highly satisfied, and with staff in *Finance*, to better understand why they are comparatively not as satisfied compared to other staff, would be warranted.

DRAFT

Summary and Recommendations

The story that is told from the report is an interesting one. Firstly, ***overall, staff are satisfied with their job and their role. Likewise, the overall current climate of the Council is seen generally positively.*** That is of critical importance and needs to be considered by management when considering any future changes.

As a balanced, but predominately *Market/Adhocracy* Culture, the values underpinning the organisational cultural profile of the Council include;

- performance,
- innovation,
- creativity,
- achievement,
- continual improvement

Particularly impressive was the high degree of connection between the values of the Council and the cultural profile. Both quantitative data as well as written comments from staff reinforce the focus Council has emphasised in their core values.

Still areas for future development and improvement were apparent. For example, whilst the overall climate was viewed as positive, recognition, as a sub-component of climate, was viewed notably more negatively by staff as a whole. Furthermore, beyond recognition, some staff viewed the current climate less positively than others. The groups that displayed the least positive perceptions of climate and other areas of organisational behaviour (including OCB) included;

- male staff,
- staff in the *Finance* department and the *Operations* department.

Staff who identify with one of the above categories consistently emerged across both the survey and the open-ended response as ones with the least positive, in a relative sense, perceptions of the Council. Open-ended responses supported some of the negative views uncovered from the survey. Still, it was apparent that, overall, staff deeply believed in their work groups, and the overarching function of the Council. Of note were the more optimistic views and perspectives of female staff, as a group, as well as the higher level of both Optimism and overall OCB that emerged from staff in a number of departments, including the *Senior Leadership Team* and the *People and Culture* department. It is important to balance and not solely focus on those groups with lower scores or figures, without also learning from the groups (such as the *People and Culture* department) that appear to be more optimistic, with a generally highly positive attitude.

To summarise, the City of Marion Council has a relatively strong dual *Market/Adhocracy Culture*, a combination not overly common in local government, with values that most of the staff support and reflect. However, this can present challenges as some staff perceive the current state of the organisation to be not as supportive as it may be. Whilst overall satisfaction is high, there are areas for concern, with a lack of recognition being one notable area requiring investigation. Likewise, certain areas, such as Finance or Operations, not only had somewhat less positive perceptions of areas of organisational climate such as the trust and support they receive, but also this translated into lower ratings of some areas of OCB's, and even lower ratings in optimism and lower levels of satisfaction (for staff in *Finance*). Accordingly, whilst this is not yet translating into lower job satisfaction across departments, it is imperative to address these perceptions promptly in order to offset this potential.

Therefore, this report presents an overall positive picture, but identifies some areas where the Council may wish to consider intervening and implementing some strategies to grow, change and positively enhance the culture and climate among staff. These are outlined below in the key recommendations or findings of the report.

KEY FINDING 1: *The organisational culture of the Council is a Market/Adhocracy Culture blend. It is important to note that the other forms of culture (Clan and Hierarchy) were still apparent, with the final model being quite a balanced cultural profile.*

KEY FINDING 2: *The culture at the Council reflects a culture where some departments strongly feel some cultural profiles, and others other types. This may reflect the beginnings of a potential disconnect between some departments and others in how they see the culture of the organisation. As mentioned, the strongest cultural profiles are balanced ones. Discussion as to why some departments have a clearly stronger view on one cultural type (for example market culture in the Senior Leadership Team), is warranted.*

KEY FINDING 3: *Detailed discussion with management and staff in both Finance and Operations may wish to be considered, as these departments, at a general level, consistently rated lower than other areas of the Council in relation to perception of culture, climate, overall support, trust, civic virtue, hope, optimism and satisfaction. When combined with written comments, it paints a picture of potential concern if not addressed. Council may wish to open dialogue with staff in both departments to consider reasons for this, and strategies to move forward. Likewise, similar discussions with staff in departments such as People and Culture to understand their more positive view of Council, as a group, may identify areas of operation that may have transferability across other departments.*

KEY FINDING 4: *Overall, most staff rated recognition as the area of the current organisational climate they were least happy with. Overall levels of trust, support and fairness were quite positive in most departments, despite lower figures among certain groups as previously outlined. Accordingly, strategies to consider ways to more appropriately recognise staff may wish to be considered by management. This was particularly notable for staff in Finance.*

KEY FINDING 5: *Overall, staff are generally quite satisfied and happy with their job. Any changes or strategies considered by management to improve based on the previous findings needs to be viewed through that lens.*

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DRAFT

Appendix A

Please help assess the current organisational culture of the City of Marion by completing this questionnaire (*organisational culture refers to the overall personality of the City of Marion*). As a guide perhaps consider the City of Marion as a person, *what kind of person are they? Are they friendly? Are they business orientated? Are they aggressive? Or are they compassionate?*

It is anticipated it should take no more than about 15 minutes. All responses provided are **completely anonymous** and your answers will be treated confidentially. **CERM PI and the City of Marion will in no way be able to identify any individual responses. Your personal information will not be used for any other purposes than stated here, or released to any external party and individual results are not released to the City of Marion.** Participants may choose to withdraw from this research at any time. Complete the questionnaire to reflect only your honest opinions.

This research is being conducted for the City of Marion in conjunction with CERM PI, University of South Australia Business Unit. For general enquiries please contact Sarah Chua, email sarah.chua@unisa.edu.au. The survey will close on **Friday, 4th December 2020** so please take the time to submit your response before then.

This project has been approved by the UniSA's Human Research Ethics Committee.

1. Please select the department/unit in the City of Marion you belong to (the department/unit that you work within most of the time). Where your business unit is not included please select your department.

For your role in the City of Marion which team / department do you belong to?

- | | |
|---|--|
| <input type="radio"/> Executive Leadership Team | <input type="radio"/> Asset Solutions |
| <input type="radio"/> City Services SLT Leadership | <input type="radio"/> Environmental Sustainability |
| <input type="radio"/> City Development SLT Leadership | <input type="radio"/> Libraries |
| <input type="radio"/> Corporate Services SLT Leadership | <input type="radio"/> Community Hubs |
| <input type="radio"/> City Activation | <input type="radio"/> Positive Ageing & Inclusion |
| <input type="radio"/> Economic & Cultural Development | <input type="radio"/> Vibrant Communities |
| <input type="radio"/> Open Space & Recreation Planning | <input type="radio"/> Operations Leadership Team |
| <input type="radio"/> Land & Property | <input type="radio"/> Civil Services |
| <input type="radio"/> Cultural Facilities & Marion Outdoor Pool | <input type="radio"/> Open Space Operations |
| <input type="radio"/> Sport & Recreation Facilities | <input type="radio"/> Operational Support |
| <input type="radio"/> Building Assessment | <input type="radio"/> Finance Partnering & Rates |
| <input type="radio"/> Planning Assessment | <input type="radio"/> Statutory Finance & Payroll |
| <input type="radio"/> Development Services—Administration | <input type="radio"/> Customer Experience |
| <input type="radio"/> Community Health & Safety | <input type="radio"/> Customer Service |
| <input type="radio"/> Community Safety | <input type="radio"/> Communications |
| <input type="radio"/> Corporate Governance | <input type="radio"/> ITT |
| <input type="radio"/> Risk | <input type="radio"/> Strategic Procurement |
| <input type="radio"/> Engineering | <input type="radio"/> People and Culture |

2. I would say the City of Marion is a very...

These questions are looking at the management of employees within the City of Marion. Again, there are no right or wrong ways to answer the questions. Please just give your honest responses.

	6 (100%)	5 (80%)	4 (60%)	3 (40%)	2 (20%)	1 (0%)
Teamwork, consensus, and participation.	0	0	0	0	0	0
Individual risk taking, innovation, freedom, and uniqueness.	0	0	0	0	0	0
Hard-driving competitiveness, high demands, and achievement.	0	0	0	0	0	0
Security of employment, conformity, predictability, and stability in relationships.	0	0	0	0	0	0

4. The glue that holds City of Marion together is...

5. The leadership at City of Marion is generally considered to exemplify...

	6 (100%)	5 (80%)	4 (60%)	3 (40%)	2 (20%)	1 (0%)
Mentoring, facilitating, or nurturing	0	0	0	0	0	0
Entrepreneurship, innovation, or risk taking	0	0	0	0	0	0
A no-nonsense, aggressive, results-oriented focus	0	0	0	0	0	0
Coordinating, organising, or smooth-running efficiency	0	0	0	0	0	0

6. The City of Marion emphasises...

	6 (100%)	5 (80%)	4 (60%)	3 (40%)	2 (20%)	1 (0%)
Human development.	0	0	0	0	0	0
High trust, openness, and participation persist.	0	0	0	0	0	0
Acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	0	0	0	0	0	0
Competitive actions and achievement. Hitting stretch targets and winning are dominant.	0	0	0	0	0	0
Permanence and stability. Efficiency, control, and smooth operations are important.	0	0	0	0	0	0

Finally, these last four questions of organisational culture look at what criteria for success may be within the City of Marion. Consistent with all the questions throughout this study they are not intended to be phrased in a negative way. There are no right or wrong answers when considering the choices.

7. The City of Marion defines success on the basis of...

	6 (100%)	5 (80%)	4 (60%)	3 (40%)	2 (20%)	1 (0%)
The development of human resources, teamwork, employee commitment, and concern for people.	0	0	0	0	0	0
Having unique or the newest programs and services. It is a program and service leader and innovator.	0	0	0	0	0	0
Winning and outpacing the competition. Competitive leadership is key.	0	0	0	0	0	0
Efficiency. Dependable delivery, smooth scheduling, and low cost production/service are critical.	0	0	0	0	0	0

8. The next series of questions are examining how you may perceive the current climate of the City of Marion. It helps, think of climate as the current mood of your organisation. As you respond consider the following questions:
- How supportive and trustworthy do you perceive employees at the City of Marion to be?
 - Is the City of Marion innovative?
 - Do they recognise hard-work?
 - Are they fair?
- Drawing from your experiences at the City of Marion please respond to the following statements with how strongly you would either agree or disagree.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I can count on people to keep the things I tell them confidential	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People have a lot of personal integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People are interested in me getting ahead in the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can count on a fair deal from people at the City of Marion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can count on people to help me when I need it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People follow through on commitments made to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People are not likely to give me bad advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people I work with are the kinds of people I can be honest with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people at the City of Marion are not likely to give me a hard time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People at the City of Marion use me as an example of what to do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The only time I hear about my performance is when I mess things up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People at the City of Marion do not play favourites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people at the City of Marion are quick to recognise good performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People at the City of Marion encourage me to improve on their methods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people at the City of Marion 'talk up' new ways of doing things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If people at the City of Marion reprimand someone, the person probably deserved it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people are behind me 100%	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People at the City of Marion like me to try new ways of doing my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The objectives people set for my job are reasonable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People are easy to talk to about work-related problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people at the City of Marion know what my strengths are and tell me them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can count on a pat on the back from people at the City of Marion when I perform well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people at the City of Marion back me up and let me learn from my mistakes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People at the City of Marion encourage me to develop my ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People encourage me to find new ways around old problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. The City of Marion have four organisational values (*Respect, Integrity, Achievement and Innovation*). In your opinion, how well are these four values, practiced, upheld and lived by the City of Marion and all their staff?
- For this question you may write as much or as little as you wish.

[illegible]

10. Below are statements that describe how you may think about yourself right now.**Using the following scale respond based on your level of agreement or disagreement with each one.**

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
I feel confident analysing a long-term problem to find a solution	0	0	0	0	0	0
I feel confident in representing my work area in meetings with leadership	0	0	0	0	0	0
I feel confident contributing to discussions about the organisation's strategy	0	0	0	0	0	0
I feel confident helping to set targets/goals in my work area	0	0	0	0	0	0
I feel confident contacting people outside the organisation (eg. suppliers, customers) to discuss problems	0	0	0	0	0	0
I feel confident presenting information to a group of colleagues	0	0	0	0	0	0
If I should find myself in a jam at work, I could think of many ways to get out of it	0	0	0	0	0	0
At the present time, I am energetically pursuing my work goals	0	0	0	0	0	0
There are lots of ways around any problem	0	0	0	0	0	0
Right now I see myself as being pretty successful at work	0	0	0	0	0	0
I can think of many ways to reach my current work goals	0	0	0	0	0	0
At this time, I am meeting the work goals that I have set for myself	0	0	0	0	0	0
When I have a setback at work, I have trouble recovering from it, moving on	0	0	0	0	0	0
I usually manage difficulties one way or another at work	0	0	0	0	0	0
I can be 'on my own', so to speak, at work if I have to	0	0	0	0	0	0
I usually take stressful things at work in stride	0	0	0	0	0	0
I can get through difficult times at work because I've experienced difficulty before	0	0	0	0	0	0
I feel I can handle many things at a time at this job	0	0	0	0	0	0
When things are uncertain for me at work, I usually expect the best	0	0	0	0	0	0
If something can go wrong for me work-wise, it will	0	0	0	0	0	0
I always look on the bright side of things regarding my job	0	0	0	0	0	0
I'm optimistic about what will happen to me in the future as it pertains to work	0	0	0	0	0	0
In this job, things never work out the way I want them to	0	0	0	0	0	0
I approach this job as if "every cloud has a silver lining"	0	0	0	0	0	0

- Answer as honestly as you can. Please remember once more that all of your responses are completely anonymous and individuals will not be able to be identified from their responses.**

Using the following scale please rate the extent to which each of the statements below describes you in your work-place.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I help others who have heavy work loads	0	0	0	0	0	0	0
I am the classic “squeaky wheel” that always needs greasing	0	0	0	0	0	0	0
I believe in giving an honest day’s work for an honest day’s pay	0	0	0	0	0	0	0
I consume a lot of time complaining about trivial matters	0	0	0	0	0	0	0
I try to avoid creating problems co-workers	0	0	0	0	0	0	0
I Keep up-to-date of changes in the organisation	0	0	0	0	0	0	0
I tend to make “mountains out of molehills”	0	0	0	0	0	0	0
I consider the impact of his/her actions on co-workers	0	0	0	0	0	0	0
I attend meetings that are not mandatory, but are considered important	0	0	0	0	0	0	0
I am always ready to lend a helping hand to those around me	0	0	0	0	0	0	0
I would typically attend functions/events that are not required, but help the City of Marion’s image	0	0	0	0	0	0	0
I read and keep up with organisational announcements, and so on	0	0	0	0	0	0	0
I help others who have been absent	0	0	0	0	0	0	0
I do not abuse the rights of others	0	0	0	0	0	0	0
I willingly help others who have work-related problems	0	0	0	0	0	0	0
I always focus on what’s wrong, rather than the positive side	0	0	0	0	0	0	0
I take steps to try to prevent problems with other colleagues	0	0	0	0	0	0	0
My attendance at work is above the norm	0	0	0	0	0	0	0
I always find fault with what the City of Marion is doing	0	0	0	0	0	0	0
I am mindful of how my behaviour affects other people’s jobs	0	0	0	0	0	0	0
I don’t take extra or long breaks while on duty	0	0	0	0	0	0	0
I obey organisational rules and regulations even when no-one is watching	0	0	0	0	0	0	0
I willingly help new comers to get oriented towards their new job	0	0	0	0	0	0	0
I am one of the most conscientious employees	0	0	0	0	0	0	0

12. Based on your perception and feelings of satisfaction at the City of Marion, please respond to the following statements with how strongly you would either agree or disagree.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
All in all, I am satisfied with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I do not like my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I like working at my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Are there any other comments you would like to add, in your opinion about the organisational culture (the personality) of the City of Marion? As with all of your responses to questions throughout this survey, individual responses will not be identifiable or provided to the City of Marion.

For this question you may write as much or little as you wish.

14. Are you?

- ☐ Male
- ☐ Female
- ☐ Non-binary

15. Which age group are you?

- ☐ 16 - 32 years
- ☐ 33 - 42 years
- ☐ 43 - 52 years
- ☐ 53 - 62 years
- ☐ 63 - 70 years
- ☐ 71+ years

17. How long have you been at the City of Marion? (i.e. 6 months, 1 year, 2 years etc.)

- ☐ < 6 months
- ☐ 6 months - 1 year
- ☐ 1 - 2 years
- ☐ 3 - 4 years
- ☐ 5 - 6 years
- ☐ 7 - 8 years
- ☐ 9 - 10 years
- ☐ 10+ years

16. What is the highest level of education you have attained?

- ☐ Primary school
- ☐ Secondary school
- ☐ Trade / certificate / diploma
- ☐ Tertiary (undergraduate)
- ☐ Tertiary (postgraduate)

Thank you for taking the time to complete this survey.

Appendix B

Breakdown tables for: Operations and Community Connections

Operations (frequencies by team unit)

TEAM UNIT - OPERATIONS	N	% OF RESPONDENTS
Operations leadership team	3	4.5
Civil services	29	43.9
Open space operations	27	40.9
Operational support	7	10.8
<i>Missing responses</i>	0	
<i>Total</i>	66	100

Community Connections – Team Unit

TEAM UNIT - COMMUNITY CONNECTIONS	N	% OF RESPONDENTS
Libraries	32	56.1
Community Hubs	1	19.3
Positive Aging and Inclusion	9	15.8
Vibrant Communities	5	8.8
<i>Missing responses</i>	0	
<i>Total</i>	57	100



Purpose: To understand our current cultural state, reflect on the vision for our future cultural state. Engage with our workforce to develop a road map from current to future state, aligned to our Workforce of the Future strategy.

Review and Reflect

- ✓ Review Results
 - What are employees telling us?
 - Which groups are having an inconsistent experience?
- ✓ Reflect
 - Review feedback

Feedback provides essential insight into leadership and the experience of employees.

 - Consider what we can learn / areas of potential focus
 - Important we take time to absorb/process employee feedback before action.

Celebrate Align & set intentions

- ✓ Celebration and acknowledgment
 - Capture stories of what our culture is today
- ✓ Where do we hope our culture to be in the future
 - Consider the changing context of the CoM, e.g.
 - Political
 - Leadership
 - DTP
 - Workforce of the Future
 - Community expectation
 - Is it time to move on from our aspirational values and or build on them? Involvement of new CEO
 - Can employees connect with how the values help achieve our culture?
 - Do employees understand how our desired culture helps us to accomplish our goals?
 - Do leaders understand what expectations our desired culture creates for them and their leadership style?
 - Do people processes reward desired leadership behaviour while also holding leaders accountable?
- ✓ Define/identify gaps in the cultural findings and our desired state, to guide discussion/actions

What are our measures of success?

- ✓ Defined future cultural state, including what we wish to maintain
- ✓ Action plan in place organisationally and team based
- ✓ Measurable improvements in organisational culture and climate towards desired state
- ✓ Teamgage utilised to measure progress, team meetings occur.
- ✓ Employee feedback
- ✓ Workforce of the future strategy incorporates future cultural state
- ✓ Others?

What do we need from our leaders?

Share/discuss results organisational and team

Conduct listening sessions gaining deeper insights

Commit to action planning in line with SLT direction

Evaluate and ongoing communication with team

Support

Connect with the People and Culture team

Teamgage
- to measure progress
- support meetings / actions

Use of Recruitment Agencies

Originating Officer Unit Manager People and Culture - Rachel Read

Corporate Manager Manager People and Culture - Steph Roberts

General Manager Acting Chief Executive Officer - Sorana Dinmore

Report Reference RSC210504R07

Confidential ☐

REPORT OBJECTIVE

To provide members with an overview of the recruitment agency usage used over the last 12 months.

EXECUTIVE SUMMARY

A review of the recruitment service was undertaken in early 2020 to ensure the needs of the business were being met, including our people leaders receiving a high level of customer experience. Due to a change in key staff and a decline in service delivery with the previous recruitment provider Talent Propeller, a decision was made to explore suitable alternative recruitment providers. This presented an opportunity for us to explore the use of local provider(s) in Adelaide rather one that was interstate/international. Since June 2020 we have predominantly used two local providers. This report outlines the approach and cost of recruitment over the past 12 months.

RECOMMENDATION

That the Review and Selection Committee:

1. Notes the report.

GENERAL ANALYSIS

The table below provides a breakdown in costs associated with outsourcing our recruitment to external providers over the last 12 months (April 2020 to March 2021).

Supplier	Budget actual \$
Ashby Magro Consulting	49,855
Harrison McMillan Pty Ltd	134,461
Hender Consulting	13,960
McArthur	16,650
Ranstad Pty Ltd (not agency staff cost)	2,750
Talent Propeller Pty Ltd	2,100

The total cost for the period is \$219,776.

DISCUSSION

During this time we have partnered with Ashby Magro Consulting and Harrison McMillan Pty. Both of these recruitment providers are located in Adelaide and provide the City of Marion with a 'letter box' approach to recruitment, in that they manage the recruitment process from advertising through to short listing (referee checks provided at additional cost).

Hender Consulting and McArthur have been used in recent times for Senior Leadership Team positions, one of these being the Chief Executive Officer.

Over this period, whilst we have recruited for 67 positions with external providers (compared to 37 the previous year), we have also recruited internally for 43 positions (compared to 27 the previous year). Positions recruited internally have been for reasons such as expressions of interest, short term secondments and acting arrangements. External recruitment is undertaken when there is a longer term opportunity, a vacant position or when there is a need to test the market for a particular position ensuring we attract the best candidate. All positions are advertised internally. The level of external recruitment has been impacted by the realignment of the Information Systems department, the digital transformation project, retirement, end of contract, dismissal due to performance and employees seeking alternative opportunities.

We will continue to partner with Ashby Magro Consulting and Harrison McMillan for our external recruitment until we have implemented the Human Resource Information System (HRIS), utilising alternative agencies where there is a need for a more specialised provider. Once the HRIS has been implemented we will be in a position to review the current arrangements and reassess our needs, taking into account HRIS system capability and assessing the cost/benefits of an internal resource, to ensure an effective recruitment service across the business.

WORKSHOP / PRESENTATION ITEMS**OTHER BUSINESS****MEETING CLOSURE**