

CERM PI

2025



This webinar is being recorded and
will be available on UniSA's website

Local Government Organisational Culture & Values Alignment Study

July 2025 - Information Webinar

We acknowledge that we are hosting this webinar from Kaurna Country, the Traditional Lands of the Kaurna people. We recognise and respect their cultural heritage, beliefs and relationship with the land, and we acknowledge that they are of continuing importance to the Kaurna people living today.

We also acknowledge the Traditional Custodians of all the lands from which our participants join us today, and we pay our respects to Elders past and present.

Who We Are – UniSA & CERM PI



Based in the UniSA Business division



**30+ years of applied research in
performance and service quality**



**Worked with 27 councils since 2020 on
the Organisational Culture Study**

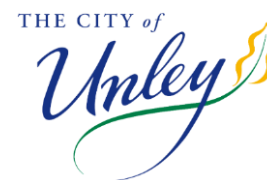


**Specialise performance measurement,
staff surveys, and benchmarking**

Our Partners

“We’ve introduced positive initiatives around communication, decision-making and staff wellbeing as a direct result of this collaboration.”

— Mark Irvin, Bega Valley Shire Council



Why Culture and Values Matter in Local Government



**STAFF
ENGAGEMENT**



**LEADERSHIP
ALIGNMENT**



**SERVICE
QUALITY**



**STRATEGIC
PLANNING**



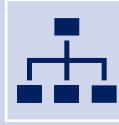
**PUBLIC
TRUST**



Organisational Culture Study

What it is and what it measures

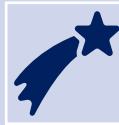
A confidential, evidence-based survey that helps councils understand and improve workplace culture, climate, and staff engagement.



Organisational Culture (OCAI)



Organisational Climate
(trust, recognition, fairness, support, innovation)



Psychological Capital
(resilience, optimism, hope, self-efficacy)



Organisational Citizenship Behaviour (OCB)



Satisfaction



Open-ended and optional custom questions

How the Organisational Culture Study Supports Council Leadership and Performance

Evidence-Based Insight
– Independent, academically validated staff feedback

Strategic Planning Support Identify risks, strengths, and areas for improvement

Leadership Alignment
– Compare perceptions across workforce groups

Progress Tracking – Multi-year option for measuring change over time and benchmarking

Staff Voice – Includes open-ended questions and optional focus groups

Assurance of Trust – Delivered by UniSA under strict ethical protocols



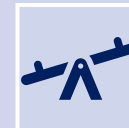
What's new in 2025?

Values Alignment Study

The Values Alignment Study is a new, optional research component designed to help councils explore:



How staff understand and experience organisational values



Where values are aligned or misaligned across teams



How to embed values meaningfully into people systems

	Depot Staff	Corporate Staff	Executive Leadership	Overall Council
Respect	✓	✓	✓	✓
Accountability	✓	!	✓	—
Service	✗	✓	✓	—
Innovation	✓	—		!



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Business



Values Alignment - Why?

When values are aligned, culture thrives, staff stay, and communities benefit.

- **Stronger Teams** – Alignment fosters collaboration and cohesion
- **Better Performance** – Clear expectations guide actions and results
- **Improved Communication** – Fewer mixed messages, more clarity
- **Community Confidence** – Consistent behaviour builds public trust



Values Alignment - How?

Importance vs Attainment Analysis

"Gap" between performance and attainment



Values Alignment - How?

Multi-Level Value Achievement Assessment

- Self
- Leaders
- Staff (for leaders)
- Overall Organisation

Personal and Organisational Value Congruence

- Do staff values align with organisational values and culture?

Directed, open-ended questions

	Self	Executive Leadership	Staff	Overall Council
Innovation	✓	✗	!	✗
Community Engagement	✓	!		
Respect & Inclusivity	!			
Leadership	✗			
Authenticity	✓			!
Safe Environment	✓			✓



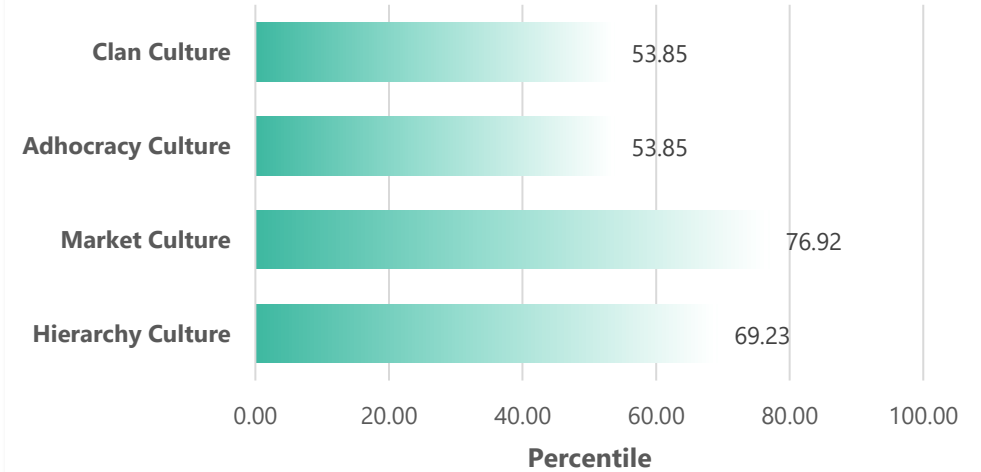
Bringing Culture & Values Together



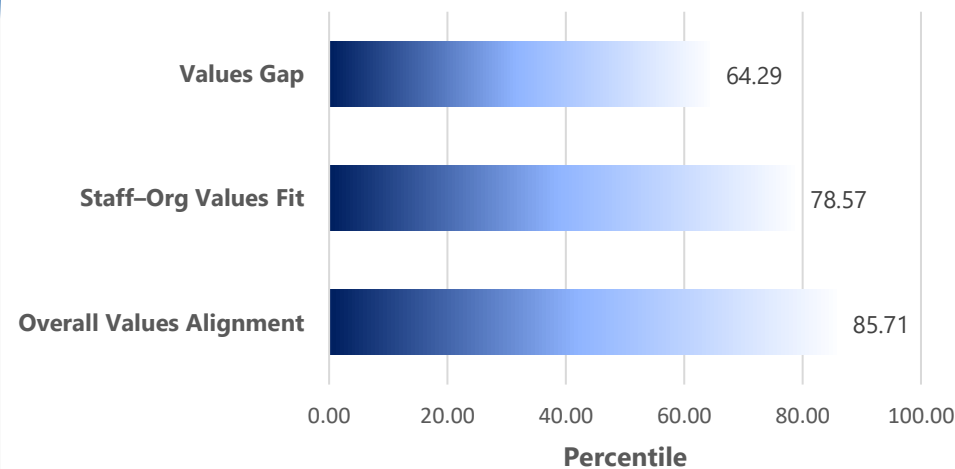
Compare internal trends with sector benchmarks across:

- Culture
- Climate
- OCB
- Psychological Capital
- Satisfaction
- **Values**

Organisational Culture 2025



Values 2025



- Robust, *de-identified* relative position comparison.
- Councils benefit from a collective learning ecosystem.
- Over time, potential opt-in case studies or peer learning partnerships could be offered.

Benchmarking

Package Options

1 Year

Culture Study + **Values Add-On (2025 only)**, full reporting

For councils wanting a snapshot for planning

3 Year

Annual tracking, benchmarking (internal and external) over time

For councils wanting to monitor progress

Pulse-check
Add-On

Mid-year follow-up or next-year snapshot

For councils seeking shorter, focused check-ins

Focus
Groups
Add-on

Staff discussions for deeper insights

For councils interested in qualitative feedback

Subsidised Participation for 2025

Component	Standard Cost	2025 Offer
Culture Study	\$8,600	\$8,600
Values Study	\$4,900	FREE
Total Value	\$13,500	\$8,600

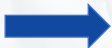
Enrol by 12 August 2025 to take advantage of subsidised participation.



Register



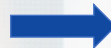
Survey Planning



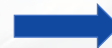
Survey Launch
(e.g., August 2025)



Analysis



Reporting



Presentation
briefing



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Our Team



Dr Duncan Murray

Duncan is Chief Investigator on CERM PI's Organisational Culture Study and has led research for both local government and national organisations, including strategic projects for Polocrosse Australia and the Indigenous Land Council. He holds a PhD and qualifications in Applied Science and Psychology, with research interests spanning consumer behaviour, toxic leadership, and social media. A published author and keynote speaker, he has presented at major conferences including Parks and Leisure Australia.



Dr Sarah Chua

Sarah is Chief Investigator on CERM PI's Organisational Culture Study and has led research for local government, including studies on culture, reward, and recognition. With a PhD in Business and expertise in leadership, diversity, and organisational behaviour, she brings both academic rigour and practical insight. Sarah is also a certified executive coach, passionate about embedding coaching cultures in organisations.



Mr Olly Townson

Olly is the Business Manager at CERM PI, overseeing projects and partnerships across the Organisational Culture Study and broader research program. With an MBA and a background in hospitality, sport, fitness, and tourism, he brings strong operational insight and a focus on practical outcomes. He leads research on customer service quality, venue and operational management, and performance benchmarking, contributing to practical projects focused on culture, placemaking, and performance improvement.



Dr Michelle Zacharko

Michelle is the Research Assistant on CERM PI's Organisational Culture Study, leading data analysis and co-authoring reports for councils across Australia. With a Master of Business, a Grad Dip in Project Management, and a PhD (pending conferral) on the use of virtual reality to shift workplace attitudes, she brings a blend of academic expertise and over a decade of local government experience, providing strong insight into culture and values in council settings.



Mr Connor MacDonald

Connor MacDonald is the senior project officer at CERM PI. He is involved with the numerous projects CERM PI offers, from Customer Service Quality reviews for aquatic and recreation centres, botanic gardens, and libraries, the annual Operational Management report for aquatic and recreation centres, and Council Organisational Culture & Satisfaction studies. He is also a researcher and lecturer based at UniSA Business. His interests lie in sociocultural understandings of sport and physical activity.

CERM PI

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Questions?



Ready to participate in 2025?



Like a follow-up call to explore participation options?



Enrol by 12 August, 2025 to take advantage of subsidised participation