

Building our culture – moving from good to great.

Wellington City Council is focussed on being a good employer and ensuring its workplace is healthy, safe and productive.

To achieve this, we have used the [Human Synergistics tool](#) to benchmark and measure our culture and climate. The tool gives the council robust information, which informs management decisions around what initiatives will support us being a great workplace.

The Council has completed the climate and culture surveys twice during the past four years. We completed our first culture and climate surveys using the Human Synergistics Tool in 2013 (culture survey) and 2014 (climate survey). Both surveys were repeated in 2017 and the results are published on our website:

[Culture and climate surveys 2013/14](#)

Culture and climate surveys 2017(see attached)

2013/14 Survey findings

The 2013/2014 culture and climate surveys showed three key areas the council needed to improve to achieve the constructive and high performing workplace staff said they wanted.

These were greater role clarity; improved employee satisfaction, and better customer service.

As a result of these findings the council developed an action plan which included a focus on:

- Leadership – a comprehensive Leadership Development Programme was developed to improve leadership capability at all levels of the organisation.
- Communication – regular communication channels were established including; intranet videos, weekly emails from the Chief Executive to all staff, weekly updates following Executive Team meetings, and more face-to-face meetings.
- Training and Development – all staff were encouraged to complete a 2 day ‘Crucial Conversations’ course which provided staff with the tools to: speak persuasively, not abrasively; foster teamwork and better decision making; build acceptance rather than resistance; and resolve individual and group disagreements.

2017 Survey findings

In 2017 the council repeated the culture and climate surveys. The results indicated some progress had been made including an increase in staff who feel the Council's culture is supportive, constructive and open. But building a great culture takes time and we know we've got more work to do.

Information from the 2017 surveys led to the development of:

- A vision for how the council works together, which included what values and behaviours staff would display. The vision, values and behaviours were co-created with staff.
- Culture action plans, which saw teams discussing the survey results and what changes they would make to improve their working environment.
- The naming of Culture Advocates. These are staff members who support the various projects and activities run to progress towards our desired culture.

Our work continues to improve our culture.