

City of Vincent's Productivity Trial



An Evidence-Based Evaluation

School of Business & Law

270 Joondalup Drive, Joondalup WA 6027 (Australia)

<https://www.ecu.edu.au/business-and-law>

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Authors:

Professor Ben Farr-Wharton

Dr Fleur Sharafizad

Dr Aglae Hernandez Grande

Ms Nickey Ludkins

Mr Brad Slater

Corresponding Author:

Professor Ben Farr-Wharton

b.farrwharton@ecu.edu.au

+61 8 6304 5136

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Executive Summary

In 2024, the City of Vincent (CoV) initiated a Productivity Trial for its 250+ full-time and part-time employees. The trial was predicated on participating employees and teams delivering 100% of their expected outcomes within 90% of their rostered hours. The trial also included a related provision specifically for outdoor workers. The underlying objective of the trial was to positively influence staff attraction and retention, and to promote greater efficiency, productivity, wellbeing, health and work-life balance.

The report herein presents an evaluation undertaken by researchers at Edith Cowan University (ECU) of the Productivity Trial. The study draws on interview and survey data to determine the effectiveness of the trial.

Findings from the 50 interviews conducted with CoV managers and employees indicated:

1. Employees who had participated in the Productivity Trial reported **improved productivity**. In addition, they also noted increased perceptions of **employee wellbeing, work-life balance, job satisfaction, team cohesion and intention to stay at CoV**.
2. In relation to the challenges associated with the Productivity Trial, a significant theme among the interviewees was a **perceived sense of inequity for those employees who were unable to take part in the trial**. This issue was raised by employees who could not participate themselves, as well as employees who were uncomfortable taking part when their colleagues were unable to.
3. Another important challenge identified among the interviews with CoV managers was **that they did not feel sufficiently prepared or supported in implementing the Productivity Trial within their teams**. Some managers struggled with the perceived gap that existed between an employee's desire to work a compressed working week and their ability to deliver on operational demands. Notwithstanding, managers, in the main, were positive and supported the Productivity Trial.
4. Across the interviewees there was an appreciation that the guidelines and policies around the Productivity Trial were not overly prescriptive, however, there was also the sense that this ambiguity caused a lot of **uncertainty and stress for managers**.

Key findings from the evaluation survey were:

1. **96% of the sample who participated in the Productivity Trial (n=167) felt that it should continue in some form. Of these, 62% felt that it should continue without changes, 25% suggested minor changes would be beneficial, and 9% recommended major changes.**
2. **Of those who participated in the trial, 75% agreed that their team performance had been positively impacted, and 78% agreed their individual performance had been positively impacted.**

3. **96%** of survey respondents who participated in the Productivity Trial gave the ‘idea’/concept of the Productivity Trial a **four- or five-star score (out of five)**. However, only 52% of respondents gave the trial’s **implementation** a four- or five-star rating. **74% of participants** provided a **four-or five-star rating** for the overall **effectiveness** of the trial.
4. Across a range of employee sentiment indicators, including those related to **satisfaction with income, satisfaction with work benefits**, recommendation of CoV as a **good place to work**, and **intention to remain employed by the City** in the next two years, those who participated in the trial and continued doing so, **scored higher than the average equivalent results in the 2023 Voice Project survey**. Nonetheless, some workload and work-life balance measures, across all sample respondents, were lower than the 2023 results.
5. **Those who began the Productivity Trial, but whose participation subsequently ceased, possessed significantly lower scores** on a range of survey measures, including Psychosocial Safety Climate, social support from supervisor and team belongingness. These findings suggest that the removal of the Productivity Trial may have had an adverse psychological impact on employees who could no longer take advantage of it.
6. A limitation of the survey data was that respondents who hadn’t participated in the trial were very few in number (n=21, of which the majority were managers). While this limits some comparisons between groups, the presented survey data provides robust analysis against past CoV and local government data and sentiment indices; and these results are supported by the analysis of 50 interviews from phase 1.

Recommendations

The findings included in this report present the Productivity Trial in a largely positive light with 96% of those survey respondents who had participated in the trial expressing a desire for it to continue. The interviews also revealed strong positive sentiment along with thoughtful and constructive feedback.

To inform any future iterations of the compressed working week, the report offers the following recommendations:

1. Given the positive sentiment, this evaluation endorses the continuation (albeit slightly modified) of the Productivity Trial, should CoV wish it to continue. For future iterations of this or similar productivity initiatives, it is recommended that **managers are invited to co-design its form, implementation and support resources**. Such resources would likely include clearer policies and guidelines for both employees and managers to streamline processes and mitigate perceived inequity.
2. Concerns were raised in both the interviews and surveys about **perceived inequity** across the organisation (particularly across different work units) in relation to the trial.

This relates to groups that were unable to take part in the trial, due to work demands, a lack of resources, or not being selected to participate.

This report recommends that these inequity concerns are addressed in future iterations of a compressed working week program, noting that a one-size-fits-all model may not be fit for purpose; however, reasonable accommodations that cater for different work units and contexts may be achieved through a **co-design activity**.

3. If the Productivity Trial initiative is not continued, CoV should consider the potential impact of a perceived loss of a benefit on the morale of its workforce and work to mitigate negative sentiment.

Glossary

Agree (A): A point on a Likert scale indicating general agreement with a statement.

ANOVA (Analysis of Variance): A statistical technique used to compare the means of three or more groups to see if at least one is significantly different from the others.

City of Vincent (CoV)

Disagree (D): A point on a Likert scale indicating general disagreement with a statement.

Flexitime: A flexible work arrangement allowing employees to accrue additional hours worked (beyond standard hours) to be taken later as time off, typically used to accommodate fluctuating work demands.

Neither agree or disagree (N): A neutral point on a Likert scale, indicating neither agreement nor disagreement with a statement.

New Public Management (NPM): A set of administrative practices that applies private-sector management techniques to public service organisations, with a focus on efficiency, outputs, and accountability.

Psychosocial Safety Climate (PSC): The organisational climate that reflects the priority given to employee psychological health and safety relative to productivity and operational goals.

p-value: A statistical measure indicating the probability that an observed difference or relationship occurred by chance. A p-value less than 0.05 is typically considered statistically significant.

Sample Size (n): The number of individual observations or participants included in a research study or survey.

Strongly agree (SA): The highest point on a Likert scale, indicating complete agreement with a statement.

Strongly disagree (SD): The lowest point on a Likert scale, indicating complete disagreement with a statement.

Introduction

This document presents an evaluation of a Productivity Trial initiated by the City of Vincent (CoV) in 2024. The evaluation was undertaken by researchers from the School of Business and Law (SBL), Edith Cowan University (ECU).

Context and background – Public values & employee management

Local governments play a vital role within communities, delivering a wide variety of services that directly shape community wellbeing and local economic activity. As the tier of government nearest to the people, they are accountable to the local community and are required to be attentive and responsive to their needs.

Over recent decades, public sector organisations have undergone major reforms in line with New Public Management (NPM) principles. These changes have focused on efficiency and effectiveness through the adoption of corporate sector strategies¹. For public servants this has meant an increased pressure to ‘do more with less’². As a result, key pull factors historically associated with public sector employment, including flexibility and non-monetary benefits, were diminished.

In recent years, building on (but not replacing) the austere workforce management approach of NPM, public sector organisations have sought to foster collaboration with diverse stakeholders, to overcome intractable problems in resource-constrained environments, in a shared quest for public value creation³. Similarly, ‘customers’ of public services have expectations that employees’ values and qualities are acknowledged and safeguarded⁴. As such, the public values movement has helped shift practice towards the ethical and fair management of public servants, while also remaining concerned with efficiency and effectiveness.

City of Vincent - Productivity Trial

Against the backdrop of a public service increasingly concerned with how it treats employees to promote both productivity (i.e. efficiency and effectiveness), as well as ethical and fair

¹ Lohrey, R. C., Horner, C. A., Williams, B. R., & Wilmshurst, T. D. (2019). Coming to grips with corporate governance in local government. *Australian Journal of Public Administration*, 78(4), 596-612.

² Esteve, M., Schuster, C., Albareda, A., & Losada, C. (2017). The effects of doing more with less in the public sector: Evidence from a large-scale survey. *Public Administration Review*, 77(4), 544-553.

³ Keast, R. 2011. Joined-Up Governance in Australia: How the Past Can Inform the Future. *International Journal of Public Administration*, 34(4), 221-231.

⁴ Dunlop, C. A., Ongaro, E., & Baker, K. 2020. Researching COVID-19: A research agenda for public policy and administration scholars. *Public Policy and Administration*, 35(4), 365-383.

employment conditions, the City of Vincent presents as a leading innovator within Western Australia's Local Government Sector.

The City's Productivity Trial was designed to promote better productivity and retention. The premise of the trial was that if employees could complete 100% of their assigned work tasks in 90% of the time, that they were rewarded with four hours off each week (for full-time workers, or pro rata equivalent for part-time workers). Provisions were also made for outdoor workers employed by the City, who, to avoid heat stress in a changing climate, received a specific leave provision for high temperature workdays.

This report presents the findings of a comprehensive evaluation of the Productivity Trial at the CoV. Specifically, the study sought to identify the benefits, as well as the challenges, of the Productivity Trial to inform any decisions around the viability and implementation of future iterations.

Report Structure

This report is structured over three sections. The first section provides an integrated evaluation analysis of the collected data, grouped under specific lines of enquiry regarding the trial and its effectiveness. Sections Two and Three, respectively, provide a detailed analysis of the qualitative and quantitative data of this project. The full three sections are provided to CoV to assist in their future workforce planning and management.

Methods

To inform the Productivity Trial evaluation, Edith Cowan University (ECU) researchers undertook a sequential mixed-method study. In the first phase, 50 CoV employees, drawn from across different roles, directorates, and departments participated in semi-structured interviews. These interviews were conducted between Thursday, 30 January 2025 and Tuesday, 25 February 2025 over MS Teams and face-to-face. Each interview lasted between 20 to 30 minutes. The focus of the interviews was to build an understanding of how the Productivity Trial impacted individuals, teams and managers.

Informed by the findings from the interviews, an online survey was developed. A link to the survey was distributed by email to all CoV employees by the Executive Manager of HR at the CoV. To maximise participation, the survey was live for three weeks between Friday, 21 February 2025 and Thursday, 13 March 2025, and took approximately 15 to 20 minutes to complete. It included bespoke items informed by the interview data, as well as standard scales to facilitate a comparison between the current findings and historical CoV data.

1. Integrated Evaluation

The purpose of this section is to consolidate the research evidence for Productivity Trial evaluation, responding to specific prompts or lines of inquiry. The aim of the section is to operate as a high-level summary for key City of Vincent (CoV) stakeholders (i.e. Executive Management and others they so deem), to guide future planning and initiatives to enhance workforce productivity, flexibility and retention outcomes.

The subsequent sections present a full analysis of the data underpinning this evaluation (qualitative and quantitative, respectively)—and can be reviewed to provide deeper insight into the current state of CoV's workforce more broadly.

Across this section, the survey analysis (n=200) is integrated alongside the analysis of interviews (n=50). Importantly, much of the survey data is reported noting differential scores for those who participated in the trial (n=167 respondents), including those who engaged with the trial and continued the arrangement in an ongoing capacity (at the time of responding to the survey) (n=89), those who engaged but who then stopped at the cessation of the trial (n=78), those respondents who never participated in the trial (n=21), and those who did not provide an answer to how they engaged with the trial (n=12). It should also be noted that of those who had never taken part in the trial, 11 were managers, coordinators or executives. As such, their responses are expected to be quite different from those of employees in any case.

Comparing results across these groups is helpful for understanding the aggregate impact of the trial across different cohorts. The response rate per department ranged from 41% (Beatty Park Leisure Centre) to 100% (a number of departments), and averaged 70% from across the entire organisation, indicating a very strong level of representativeness of the results. Importantly however, a limitation of the survey data was that there were very few respondents who hadn't participated in the productivity trial at all (i.e. n = 21, of which 11 were managers, coordinators or executives) to compare against the other groups.

Was the Productivity Trial well received? And, for whom in particular?

Of the total survey sample (n=200), 84% had taken part in the Productivity Trial. Of these, 45% were still participating, while 39% were not.

On the whole, the Productivity Trial was very well-received with 96% of the sample who had participated in the trial, supporting a continuation of the program in some form. Of these, 9% indicated that major, and 25% suggested that minor, changes were required to improve the program for future iterations.

The qualitative data indicated that the Productivity Trial was more suitable for some work groups, and less so for others. This distinction was primarily informed by their work tasks. For example, depot workers (i.e. those with physical work duties) reported that the reduced work week hours were ideal for them, particularly in the hotter summer months. They found efficiencies in their work and ensured that work tasks were completed in the reduced timeframe. However, for CoV employees in customer-facing roles the Productivity Trial was more challenging to implement owing predominantly to different work and operational demands that affect some teams more than others (this is explored more fully in later sections of this evaluation).

Respondents were asked to rate the impact of the trial on a one-to-five-star scale, against three criteria: idea, implementation and effectiveness. Of those who had participated in the trial, 96% rated the 'idea' with a four- or five-star score. However, only 52% of respondents gave the trial's implementation a four- or five-star rating. 74% of participants provided a four- or five-star rating for the overall effectiveness of the trial.

An advanced statistical computation was applied to the data, whereby those who had rated the trial's overall effectiveness as being either four- or five-stars were coded into a single variable, and correlations with the demographic variables of *age*, *length of tenure*, *role*, *caring duties* and *gender* were examined. The only demographic variable that possessed a statistically significant relationship with overall effectiveness was *role* (Chi-Square Test $\chi^2=28.788$, $p<.001$); where 77% of employee respondents rated the initiative as effective (with a four- or five-star rating), being the almost exact opposite of managers for whom 78% rated the effectiveness with one- to three-stars.

In summary, while sentiment varied across different teams, employees who participated in the trial, in the majority, appraised it as being positive and effective.

Did the Productivity Trial achieve its aim of accomplishing the same or more productivity for 10% less time?

From a research perspective, productivity is a challenging metric to investigate in contemporary work contexts. In the case of CoV's Productivity Trial this is also the case. Particularly as no comparable pre-trial data was available, and productivity is in many cases an individual's subjective, rather than objective, perception of their work output (particularly in knowledge-based – professional and/or administrative roles).

At the same time, the Trial was predicated on participating employees and teams delivering 100% of their outcomes within 90% of their rostered hours. While this metric is a suitable measure for work tasks which are more defined, such as for example, the more efficient collection of waste during the day, in an office context this is more challenging to measure.

The results presented herein speak to some of the challenges managers experienced in ascertaining whether, in such contexts, efficiencies were achieved to allow employees to take advantage of the Productivity Trial.

For some managers, this situation of determining whether employees were 10% more productive caused a degree of stress and anxiety, and some also took on work which was not attended to while their staff worked shorter hours. Notwithstanding, several managers, teams and employees did note improvements in efficiencies, particularly those who, as a group, worked to develop alternative ways of working in preparation for taking part in the trial.

In those situations where work tasks were well defined and teams worked together to improve efficiencies, boosts in productivity were noted by both employees and managers. As such, for these work groups, the Productivity Trial was cost neutral from a productivity perspective. Additionally, the trial appeared to bring about many other positives, including, for example, better work-life balance, reduced stress, and improved team cohesion and retention. These elements are further discussed in the next section. Over time, the synthesis of these positives would be expected to increase the overall health and retention of staff, with improved individual and organisational wellbeing and productivity outcomes.

Within the survey data, 75% of respondents who had participated in the trial agreed that their team performance was positively impacted. Similarly, 78% agreed that their individual performance improved.

In summary, the survey data suggests a widely held perception that work performance across CoV increased. Noting that productivity and outputs can be challenging to objectively measure in many of the functional operations of local government, the interview data painted a more nuanced perspective. Some people and teams experienced obvious productivity gains. In other cases, particularly where outputs could be more ambiguous, some managers experienced stress and ambiguity, and in some instances, took on extra work to cover for their team members.

Did the Productivity Trial affect employee sentiment regarding retention, work-life balance, wellbeing and stress, and other employee benefits that strengthen employer branding?

Table 1 on the adjacent page compares survey responses (% favourable – i.e. those who agreed or strongly agreed with the statements) from different CoV cohorts. The cohort results are compared with the same metrics present in the 2023 City of Vincent Voice Project survey – which had a similar response size and can thus be considered as a quasi-longitudinal baseline. The following trends can be noted:

<i>Table 1. Comparison of Voice questions</i>	Continued (n=89)	Stopped (n=78)	Non-Participants (n=21)	2025 Average Results	2023 Voice Results
% favourable					
I have access to the right equipment to do my job well	93%	83%	90%	88%	77%
I have access to the right resources to do my job well	85%	79%	90%	83%	77%
I have access to the information I need to do my job well	91%	76%	81%	84%	80%
My workload is manageable	62%	64%	48%	62%	67%
I am given enough time to do my job well	52%	67%	71%	61%	66%
City of Vincent has enough flexible work arrangements to meet my needs	79%	42%	67%	63%	84%
I maintain a good balance between work and other aspects of my life	78%	42%	67%	63%	79%
I am consulted before decisions that affect me are made	64%	60%	52%	62%	60%
I am satisfied with the income I receive	48%	35%	33%	42%	32%
I am satisfied with the benefits I receive	73%	55%	76%	66%	58%
I would recommend the City of Vincent as a good place to work	87%	73%	90%	82%	76%
I would like to still be working at the City of Vincent in two years' time	74%	79%	81%	78%	73%
The goals of City of Vincent are being reached	79%	60%	70%	71%	68%

■ = a score that is higher than the 2023 COV Voice result; ■ = a score that is less than 10 percentage points lower than the 2023 result; ■ = a score that is 10 percentage points lower, or more, than the 2023 result.

Those CoV employees who engaged in the Productivity Trial and had continued to do so at the time of the survey (n=89), noted in the main, very positive scores against the 2023 baseline. While there were exceptions, scores for resourcing, consultation, satisfaction with income and benefits, recommending the city as a good place to work, intention to still work at the City in two years' time, and the achievement of City of Vincent goals, were all positive and above the relatively good scores observed in 2023.

For this cohort, only scores related to *workload* (i.e. that it is manageable, and that there is enough time to do it), *flexibility* and *work-life balance* elements, scored lower than in 2023. Given the sector and State-level economic changes that have been experienced since 2023, including a move away from Pandemic-induced work from home provisions, a very competitive labour market, significant migration and the public service-stretching experienced in Western Australia, it is perhaps not a surprise that these metrics are poorer, even for those with ongoing access to the Productivity Trial.

Importantly, for the cohort who started the trial, but whose involvement ceased, sentiment scores were lower than for those who continued with the program, and were in some cases, lower than the 2023 Voice Project survey results. Specifically, the *workload*, *flexibility* and *work-life balance* elements were in the main markedly lower than all other cohorts.

Coupling the survey data with that obtained through the interviews, the cohort who were no longer able to participate in the Productivity Trial, appeared to experience a significant drop in positive sentiment towards their work. This is discussed further in subsequent sections of this report.

In relation to other indicators of a positive and productive work environment, the following graph (Figure 1) compares average (mean) results against a series of commonly used psychometric workplace measurements.

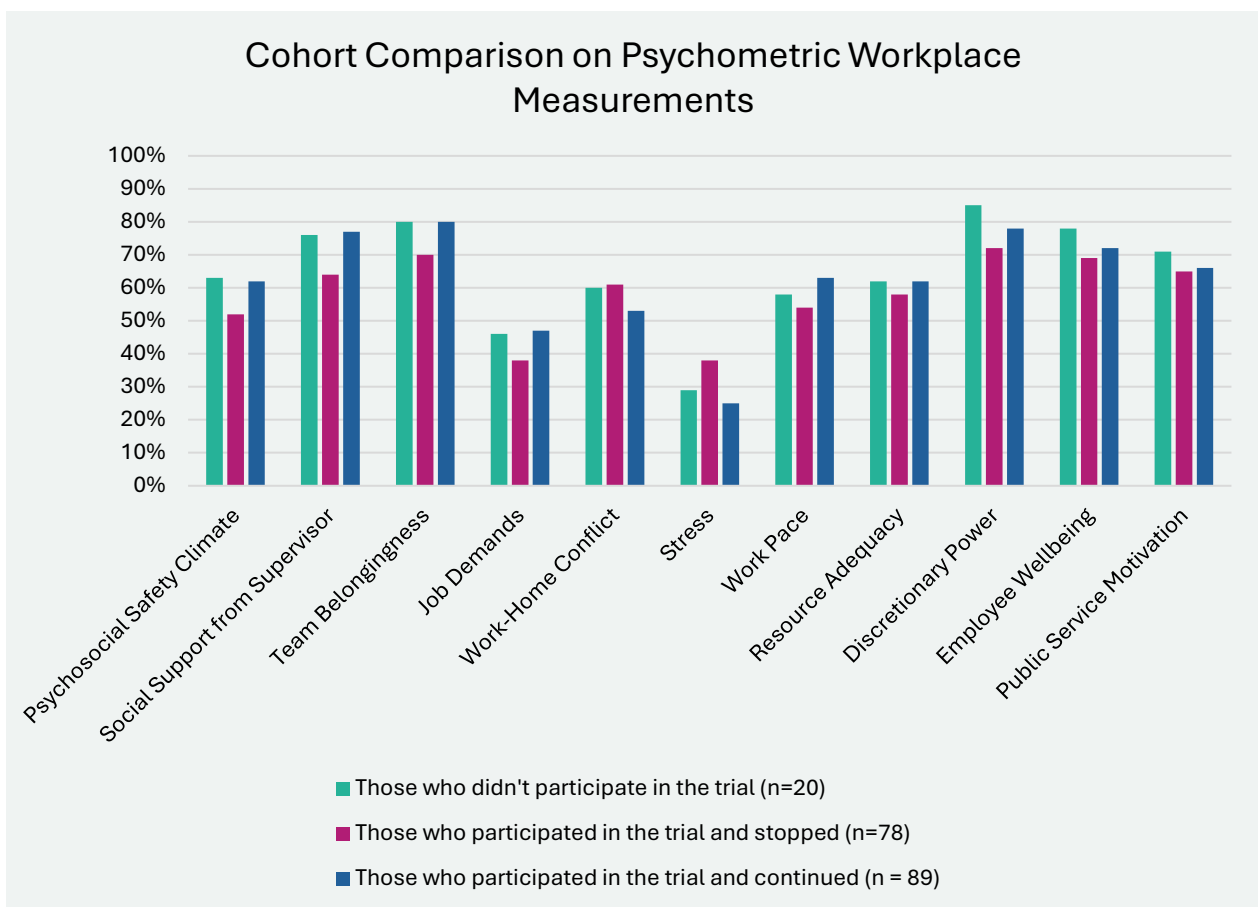


Figure 1. Cohort comparison on psychometric workplaces by participation

The graph paints a more nuanced picture of employee sentiment connected to participation with the Productivity Trial. Notwithstanding, it is important to caveat the comparison – the group comprised of those who did not participate in the trial (n=21) were predominantly executives, coordinators and managers (n=11), and as such, their employment experience is likely to be different in any case. The managers and coordinators who didn't participate in the Trial were from the Beatty Park directorate.

Those who participated in the trial and continued to do so had lower levels of stress (25%) and work-home conflict (53%), and higher scores for social support from supervisor (77%), team belongingness (80%) and resource adequacy (62%). However, they also reported comparatively higher scores for work pace (63%). This latter result is perhaps not unexpected, given that the trial was predicated on working more intensively (i.e. 100% of output in 90% of the time).

The qualitative data collected from CoV employees revealed an overall positive sentiment associated with the Productivity Trial. Triangulating the survey findings (with the interviews) - those individuals who were unable to take part in the Productivity Trial or whose participation

had ended, expressed a negative psychosocial impact on their wellbeing. In some instances, these experiences were expressed as a sense of injustice, and resentment for the exclusion experienced. Notwithstanding, such comments and themes cannot diminish that, on the whole, a positive experience was commonplace for those who could engage with the initiative. Benefits of taking part for individual employees included reduced stress, improved work-life balance and wellbeing, and a positive appreciation for their employer, the City of Vincent.

In summary, the cohort who participated in the Productivity Trial, and were able to continue to do so, noted higher levels of positive employee sentiment across a range of measures (excepting workload and work pace indicators). The cohort who was no longer able to continue engaging with the trial had lower sentiment scores. These findings align with the economic concept of ‘loss aversion’⁵ (Kahneman and Tversky, 1979) and ‘conservation of resources theory’⁶ (Hobfoll, 1989). In combination, these theories posit that losses are experienced with a disproportionately negative psychological impact than gains are perceived as positive. Some of the diminished wellbeing and perceived organisational support scores in the survey, as well as sentiment expressed through the interviews, collected from employees who were no longer able to take advantage of the Productivity Trial suggest that the loss of the trial has had a negative psychological impact on the cohort.

It is important that the CoV recognises and considers this impact on their staff and develops resources and avenues in which negative sentiment associated with not participating (or no longer participating) in the Productivity Trial can potentially be mitigated. Communication, and an acknowledgement of how the trial and its discontinuation may have impacted employees, is an important way to (re)build the psychosocial safety climate for those people and teams affected. Such proactive strategies are particularly pertinent if the City decides not to continue the trial at all into the future.

Should City of Vincent continue the Trial? And, under what circumstances?

Overall, the survey and interview results indicate that the continuance of the Productivity Trial is likely to have numerous advantageous individual and organisational outcomes.

⁵ Kahneman, D., & Tversky, A. (1979). Prospect theory: An analysis of decision under risk. *Econometrica*, 47, 263–291.

⁶ Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513-524.

As noted above, employees who were still taking part were found to have reduced stress and work-home conflict scores, and there was very strong support (96%) for the continuation of the program.

Additionally, when speaking of their experiences with the Productivity Trial in the interviews, employees confirmed that the trial gave them a chance to spend more time with their families or to, for example, pursue health and fitness goals. At the organisational level, teams reported working more efficiently.

Notwithstanding, there were some initial challenges associated with the implementation of the Productivity Trial, which appeared to predominantly impact managers who were tasked with putting the compressed work week into practice. Some managers experienced increased stress levels in balancing employees' desire for compressed working hours with the workload of the team. For more evidence regarding this, please see the section entitled 'managerial challenges' in section 2 of this report.

A second, meaningful consideration is the specific premise of the Productivity Trial, being, undertaking 100% of a person's assigned work tasks in 90% of the allocated time. Clearly, this premise translated well for job functions within CoV that had very tangible measures for work outputs – and specifically, those in the Depot who had identifiable targets and could organise to achieve these at an increased pace. However, for many of the knowledge workers within the City, for whom tasks are complex, and often perpetual (such as planning, drafting, customer service), the ability to tangibly account for 100% output in 90% of the time remains out of reach, or at best, challenging to implement. For these workers, the proxy of a personal commitment not to waste time, and/or having condensed break times through the day than they otherwise would, was the only tangible mechanism they could show as evidence that they had increased their work pace. Managers of such workers also struggled to account for tangible productivity measures in these contexts, and at times, released workers of their four hours, whereupon there was still significant work to do.

How then may CoV design a compressed work week program for all of its workers, irrespective of the type of work they do? Firstly, it is important to note that there is no simple way to do this, fairly, and that the CoV Productivity Trial remains a good and innovative attempt to do so. There is appreciation for the simplicity of the original premise of the Productivity Trial, despite its lack of customisation for every possible team or scenario. Yet, given how positive managers (in the main) were towards the initiative, despite their criticisms of it, a logical next step is to work directly across CoV managers and, potentially coordinators, to design a more nuanced structure for the entire organisation. Such a structure may also have inherent flexibility for each team to progress in a manner that is negotiated and fair for all parties. For example, it may be possible to establish some templates or resources which

could enable managers to identify their time-specific productivity goals, and for these to be used as a proxy for teamwork output where tangible measures of output are not reasonably applicable. Other suggestions which emerge through a co-design and/or consultation process with managers and coordinators might, similarly, address the issue of output and/or productivity measures which are comparable across the organisation, while accounting for differences in jobs and functions.

Should City of Vincent continue Flexitime if the Productivity Trial continues?

The CoV also requested that the ECU research team investigate the applicability of the current work benefit – Flexitime, if the Productivity Trial became standard. Flexitime is a benefit that allows staff to be compensated with time in lieu in non-busy periods after overtime was logged in specific, compressed demand periods (such as, for example, those required to attend council meetings). Flexitime was designed to come into effect when an employee worked over 38 hours in a week. By design, Flexitime and the Productivity Trial were mutually exclusive because of the eligibility of minimum hours of the former.

When asked via the survey, 51.5% (n=103) respondents noted that they had used Flexitime prior to the Productivity Trial provision.

This report recognises the complexity of offering both the Productivity Trial and Flexitime to CoV employees. While the most straightforward solution may be to avoid the associated challenges and abolish Flexitime in favour of the Productivity Trial, the findings of this project indicate that there are segments of the CoV workforce who cherish Flexitime and would be disappointed if it were removed. Specifically, according to these individuals, flexitime offers a level of flexibility that the Productivity Trial does not. This flexibility allows employees to draw on their Flexitime hours as relative compensation for highly intensive work period (an important consideration to avoid burnout and enhance psychological recovery from intense work).

This report does not recommend the discontinuation of Flexitime if the Productivity Trial were continued. However, it is recommended that CoV review for which specific roles Flexitime may be a more appropriate provision and, given the incongruence with the Productivity Trial, determine which provision is most fitting in each case.

Both Flexitime and the Productivity Trial are examples of flexible work initiatives, however, their specific benefit depends on which role a person undertakes. For those who are required to work extended hours for specific events or activities over a course of time, Flexitime is

more appropriate. For those with a more homogenous distribution of work hours over a course of time, the Productivity Trial may be more beneficial.

Summary

This section presents analysis indicating a high level of endorsement for the CoV's Productivity Trial initiative. The key metrics presented across the section indicate a high level of satisfaction with the initiative, and benefits for those who could access it on an ongoing basis.

For some CoV employees who participated in the trial – but for whom participation ceased, there was a notable negative reduction in employee sentiment. From a workforce strategy perspective, CoV should be mindful of a potential decrease in overall employee sentiment should the program be withdrawn in its entirety into the future. Additionally, consideration for those who experienced the program's cessation may also warrant attention to improve positive sentiment.

For managers particularly, the Productivity Trial posed some challenges, and specifically in relation to measuring productivity/work output for roles with complex functions and with intangible outputs. It is recommended that CoV work with its managers and coordinators, potentially through a co-design process, to construct a more nuanced and/or flexible benefit based on the Productivity Trial, which gives clarity, transparency and fairness in relation to the benefit, and the measures of outputs therein.

Finally, this evaluation recommends that the Productivity Trial and CoV's Flexitime provision are considered as separate benefits. In moving forward, it is recommended that CoV review which roles Flexitime may be more applicable to, and that such roles may be offered Flexitime in place of the Productivity Trial.

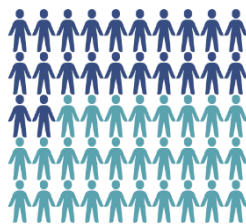
2. Qualitative Findings

This section of the report presents the qualitative findings obtained through 50 semi-structured interviews with CoV employees. The transcribed interview data was analysed using thematic analysis in NVivo (a qualitative data analysis computer software) with an initial focus on the sentiments expressed by interviewees about the Productivity Trial.

Interview demographics

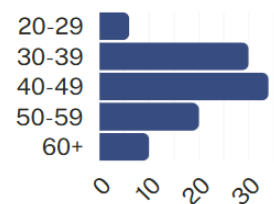
Gender

Of the total sample, 44% (n=22) were female, while 56% (n=28) were male.



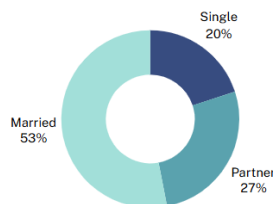
Age

34% (n=17) of the interviewees were 40 to 49 years old, and 30% (n=15) were 30 to 39 years old.



Family status

53% (n=26) of the sample were married and 20% (n=10) were single.



Caring responsibilities

54% of the sample had caring responsibilities.



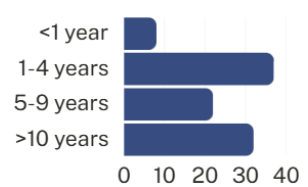
Role

43% (n=22) were employees. 24% (n=12) were coordinators, 20% (n=10) were managers and 14% (n=7) were executives.



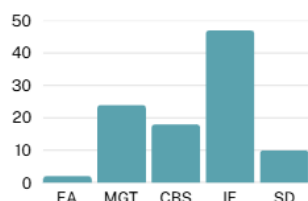
Tenure with CoV

The majority, 59% (n=29), have been working for CoV between 1 and 9 years.



Directorate

47% (n=24) of the sample worked in Infrastructure and Environment, 24% (n=12) were in Management and 18% (n=9) in Community and Business Services.



Employment type

94% (n=47) were employed on a full-time basis and 6% (n=3) on a part-time basis.



All transcribed text strings related to benefits or challenges associated with the Productivity Trial were coded accordingly and grouped together. Overall, 158 statements (53%) related to the positive outcomes, while 139 statements (47%) mentioned challenges as shown in Figure 2 below.

Each of these sentiments and associated themes will be discussed further in the following sections. To ensure anonymity, managers and executives have been combined in the presented findings. All these respondents are referred to as ‘managers’ in the qualitative findings section from this point forward.

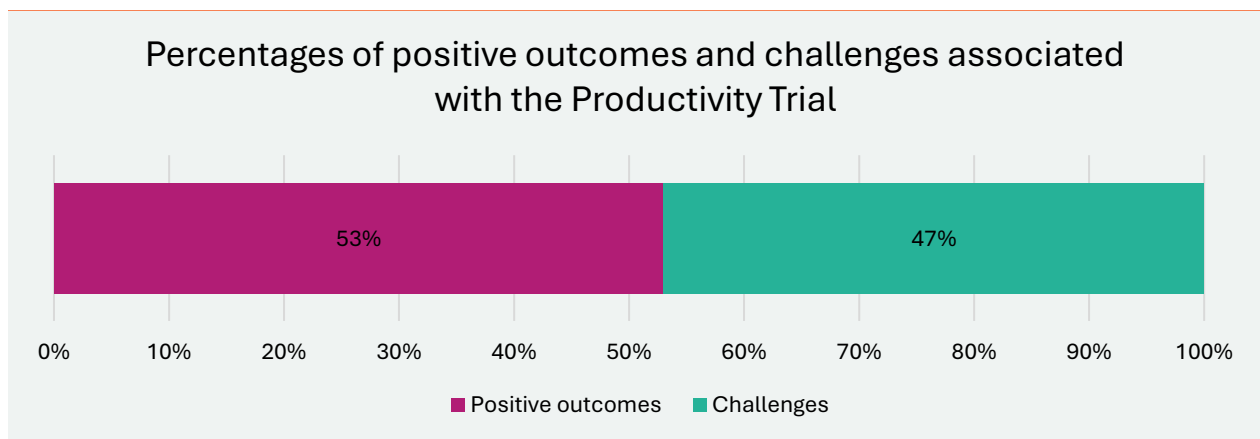


Figure 2. Percentage of comments related to positive outcomes and challenges associated with the Productivity Trial

Positive outcomes

As a part of this evaluation, the positive aspects of the Productivity Trial as expressed by interviewees were further thematically analysed to identify recurring subthemes. These are presented in Figure 3 and further discussed in the following sections.

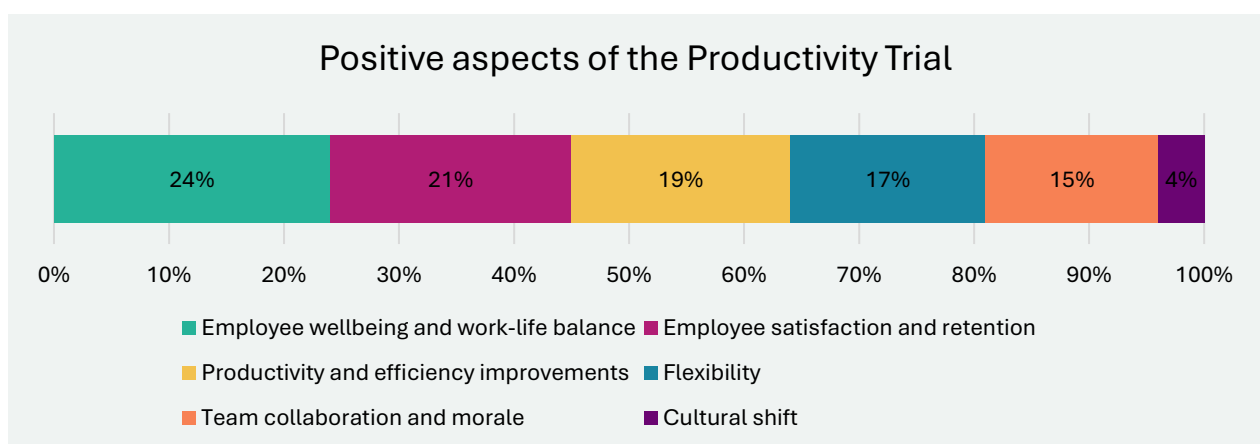


Figure 3. Positive aspects of the Productivity Trial as experienced by employees

Employee wellbeing and work-life balance

As demonstrated in Figure 3, work-life balance and associated employee wellbeing outcomes were identified as the most mentioned benefits of the trial (24%). Several employees described the positive impact the trial had on these aspects of their lives. For example,

I cannot rave about it highly enough honestly. I find myself much happier and more relaxed and not stressed about getting my work done either. But actually ... the not feeling guilty about going and, you know, doing something you might actually want to do for yourself. (#13, employee)

Similarly, another interviewee indicated the benefit of,

... just having that extra hour that you are free to sort of be at home or be present, do meal preps for the family, do a bit of self-care. (#25, employee).

One manager expressed that the improved work-life balance that resulted from the Productivity Trial also positively impacted work outcomes. They said:

I think they [work team] have all enjoyed it and taken the opportunity to have a better work-life balance ... I have noticed a couple in the team going away for long weekends with family and doing that kind of stuff, which I think improves your work productivity. (#6, coordinator)

Employee satisfaction and retention

Of the total responses, 21% related to employees feeling more satisfied at work and the Productivity Trial serving as a way to retain staff. Individual employees, for example, indicated that “people are a lot happier” (#2, manager). Another person found that,

I think it's just that kind of general morale and motivation. And maybe that like ... perhaps pride in that the organisation is willing to do something like this for the fact that it will benefit the staff. So yeah, I think it's a bit of just general appreciation for being bold enough to try it. (#22, coordinator)

Another noted that the Productivity Trial was a reason for him to stay employed at the City of Vincent. He came from a role with better pay and said,

It has certainly left me feeling ... not indebted to the organisation here necessarily, but certainly makes me more inclined to stick around here. (#13, employee)

Another respondent was also convinced that offering the Productivity Trial would result in the retention of staff, specifically talent. He stated,

It is work-life balance and flexibility. I would say it is something that is going to retain talent. It is hard to say because we are in a competitive market, but I think as somebody with a young family, or even my staff without family, it is nice to have that. We work hard, but then there is that time that we can relax and unwind and have a longer weekend. And you can come back with more motivation, really. (#48, manager)

Productivity and efficiency improvements

Across the sample, there were several employees who found that the trial, as intended, improved their productivity and efficiency. Specifically, of the comments collected 19% referred to this element. One interviewee indicated that he and his team had sat down together at the beginning of the trial to,

... nut out where we could save time and try and be more efficient. (#24, employee)

Similarly, in another team ways in which they could work more efficiently became a regular topic of conversation. The respondent said,

We had our manager following up with us a number of times asking what efficiencies we found. Is there anything else we can do to be more efficient? So, for my team it was really good because it got you thinking all the time about what you can do to minimise that time. (#45, employee)

Another said that he had become,

... more efficient with my procedures and processes. I think that even in this short period I am more efficient with my time. (#30, employee)

According to these accounts, several interviewees found that they had improved productivity and efficiencies because of the trial, in line with some of the primary objectives of the initiative.

Flexibility, collaboration and culture

Some of the other benefits of the Productivity Trial were found to be the flexibility it offered employees with other family engagements, such as doctor appointments, school events, or leisure activities.

The sense of cohesion and collaboration among team members also appeared to benefit.

I just feel like the overall atmosphere at work has changed as well. Everybody else seems to be happier. We all have the same goal. So instead of having two-hour meetings or needless meetings you're only having effective meetings if you want to have meetings. And this just creates the happiest of workplaces. (#3, executive)

Similarly, one interviewee noted that,

Morale definitely went through the roof. I have never seen this place so happy! (#42, employee)

Lastly, one interviewee suggested that the Productivity Trial also had a positive psychological impact removing employees' feelings of guilt about not staying in the office till 5pm. He stated,

I always felt very obliged to stay until 5pm and that was how it always was. And that was kind of widespread through the culture. [During the trial] I could see that people were perhaps leaving earlier in the day among other things, and I think that just released that, I don't know, guilt or whatever it might be around needing to stay or feeling bad for leaving. That for me I think has been the thing that I have recognised the most. (#22, coordinator)

Challenges

This section of the report will introduce some of the perceived challenges associated with the Productivity Trial as outlined by the interview data collected. As presented in Figure 4 below, there were a range of subthemes raised by participants. The primary subthemes will be further explored in the sections below.

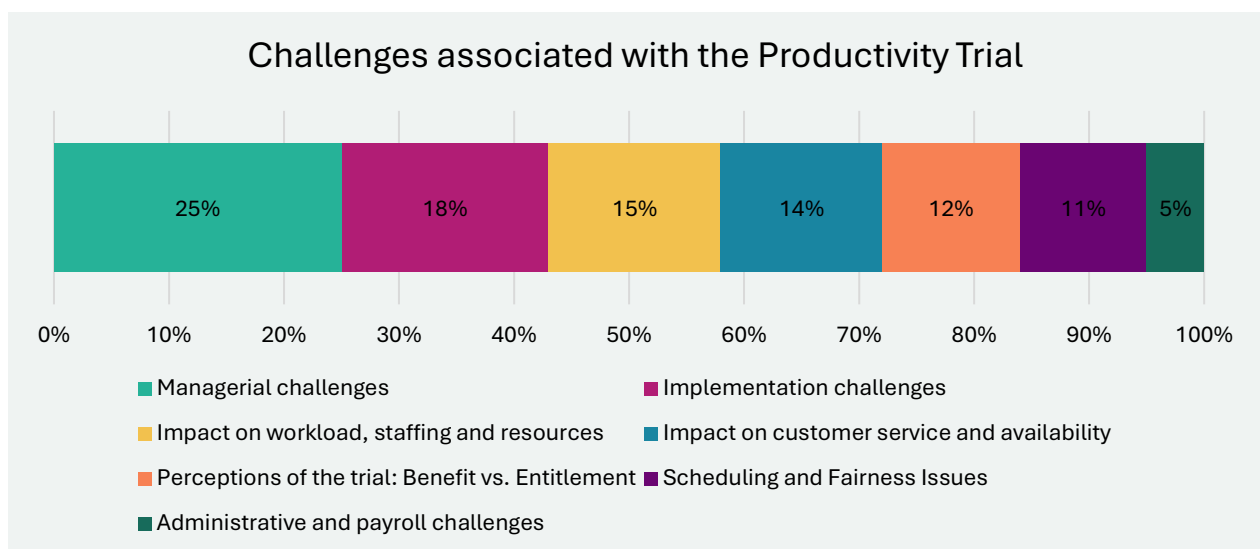


Figure 4. Challenges associated with the Productivity Trial

Managerial challenges

Foremost among the issues mentioned were managerial challenges associated with practically implementing the Productivity Trial in their teams. Some managers found the lack of structure and policies around the trial challenging as this situation left them having to

negotiate their team's workload and schedules without guidance. Some expressed feeling stuck between employees' expectations for a 34-hour work week, and completion of the overall workload. In some cases, the managers indicated that their workloads increased because of the trial. This was expressed by two respondents who shared that,

I have to balance that [the wellness benefit of the trial] against the stress levels that some of the managers went through and some of the coordinators went through trying to implement it and then managing the staff accordingly. Some are getting the benefit. Some are not. It is actually accelerating some of their stress levels. There were a couple of managers under extreme stress, trying to manage some things in that space, which wasn't fun to deal with. (#2, manager)

I really liked the idea of the flexibility of it, but to execute it in middle management was challenging is what I would say. And then when I say execute, I mean for me personally, not for the team. I mean for me, because you know, if you've got the team potentially working less hours ... So yes, we've made some great efficiencies, but there were still things that needed to be done. (#10, manager)

Subsequently, the majority of managers interviewed indicated that they were unable to fully take advantage of the Productivity Trial themselves, but they were eager for their staff to use it.

I would love it to work for my team and myself because I think it's a great initiative. I don't think in our current work hours that it would be possible for my team to take part without it impacting and the resources that we've got, I just don't think that, you know, it works for the moment, whether we can tweak it and make it work. From the team's point of view ... they love it. They want it to continue, but they also get that, at the moment, they can't do it. because we haven't got enough resources in the office. (#5, manager)

↳ If the Productivity Trial week is adopted moving forward, the City of Vincent may wish to invite managers to co-design the development, implementation and execution processes to ensure they feel appropriately supported and prepared to execute it in their teams. Their involvement in the design can furthermore increase their commitment to the implementation of the trial through increased ownership and agency.

Overall implementation of the trial

Another challenge identified was the overall implementation of the trial. For some, both managers and employees, the lack of standardisation created some difficulties. For example, one interviewee shared,

I will start by saying that having a shorter working week or working days is obviously fantastic. It is a big perk. But yes, the implementation was challenging. I think the guidance that we were given was between teams, you work it out, created resentment across teams. (#19, employee)

Some managers indicated that they would have liked to have received support to assist with the implementation of the trial as they were unsure how to make it work in their teams. One said,

I do think managers need more support in how they can navigate the implementation and the change with their team because I think you know, as with any change, there is a lot of resistance. If it seems uncertain and unknown. But if greater support was offered then maybe there would be a bit less resistance from some people. (#7, executive)

↳ Respondents expressed a lack of concrete guidelines and policies for managers going into the trial, leaving them to make these important decisions about their teams by themselves. In any potential future iterations, additional support, guidelines and policies for managers in implementing the compressed work week is recommended.

Impact on workload, staffing and resources

Some teams, despite being eager to engage with the Productivity Trial, reported that they were unable to take advantage of it due to operational challenges, such as their customer-facing responsibilities, workload, staffing or resources. One respondent suggested that,

The first issue is around customer service. So, we are open for 8 hours a day. Fairly limited resources, we don't have a lot of fat within the team. But yet we are asked to be more efficient. How do you answer calls more efficiently when they are not there? How do you deal with? How can you be more efficient at customer service when you are waiting for the customer to come in and give you your workload? (#4, employee)

Similarly, one interviewee expressed that their challenge related to a lack of staffing,

When you have vacancies, and you need people to step in and sort of cover... That does make it even more difficult to be able to say you can have a 34-hour work week when you still need to critically deliver things and that becomes an issue as well. We have not got a baseline staffing to be able to successfully deliver what we need to deliver. That is the issue. (#2, manager)

↳ In any future iteration of a Productivity Trial, work teams who are customer-facing, and bound to fixed hours, may require support to ensure that, like other teams, they can take

advantage of the compressed work week. This is particularly important for perceived equity around the organisation.

Impact on customer service and availability

In line with the previous section on workloads and resource shortages, interviewees found that the Productivity Trial had a direct impact on customer service when, for example, no one was available to answer a customer's inquiry. One person shared,

Do you know what? We just make excuses. We don't tell the customer that, hey, we are getting paid 38 hours to work 34. You are not getting a hold of someone because they have already gone for the day. We just say, look, they are in a meeting. They are unavailable. Do you know what I mean? That the customer doesn't know what is going on, but it is very, very difficult when we try and explain that they are not available. (#5, coordinator)

Similarly, some respondents found it challenging in their role liaising with other work groups. One person described,

We are a service-oriented team: customer service. We work with all people in the organisation, so you of course talk with them and when someone says well, I cannot meet your deadline because I have got a productivity day tomorrow that directly impacts on my team. Similarly, when my team say I cannot meet your deadline because I have got my productivity day tomorrow that impacts the rest of the organisation. (#6, executive)

Summary

The analysed interview data articulated a range of positive impacts, as well as challenges, associated with the Productivity Trial. There was a strong sense that the initiative was beneficial for the employee experience, with respondents expressing positive sentiments about their intention to stay and be productive within CoV. Notwithstanding these, the Productivity Trial also presented significant challenges, particularly for managers in how they were to implement it in more complex work environments. Additionally, for roles in teams that were experiencing resource constraints (e.g. lack of staff), who also had operational commitments (such as hours of customer service operations), implementing the Productivity Trial presented significant challenges and resultant stress.

3. Survey Results

The survey data was analysed using MS Excel and SPSS using frequency and descriptive analytics as well as difference analysis.

Survey demographics

All 285 full-time and part-time CoV employees were invited to participate in the survey, and 261 responses were collected. However, of these, four did not consent to participate, and 57 completed less than 79% of the full survey and were subsequently excluded. As such, the final sample consists of 200 employees, which represents an overall response rate of 70%.

Gender

Of those who completed the survey, 51% (n=101) identified as female, 48% (n=95) as male and 2% (n=4) as other. According to the ABS, the WA workforce (full-time and part-time) consisted of 47% females and 53% males in January 2025.

Age

Of the sample, 15% (n=30) were between 19 and 29 years of age, 30% (n=60) between 30 and 39 years, 25% (n=50) between 40 and 49 years, 21% were aged between 50 and 59 years, and 10% (n=19) were aged 60 years or older.

According to the ABS, in January 2025, the age distribution of the WA workforce (full-time and part-time employees) resembled that of the CoV workforce, with 45% between 20 and 39 years of age, and 55% aged over 40.

Caring responsibilities

Of the total sample, 39% (n=77) had caring responsibilities.

Tenure with the City of Vincent

When grouped by tenure, 56% (n=111) had worked at the CoV for less than 5 years, 31% (n=61) between 5 and 15 years, 9% (n=17) between 16 and 24 years, and 6% (n=11) for more than 25 years.

Role

The survey also collected information about employees' roles at the CoV. In total, 77% (n=154) of those who completed the survey were employees, 14% (n=27) were coordinators, 7% (n=14) were managers and the remaining 3% (n=5) were in executive roles.

Directorate and department

To analyse the impact of the trial by directorate and department this information was also collected from those surveyed. A breakdown of the response rate by working group is presented in Table 2.

Table 2. Response rate by directorate and department

	Population	Sample	%
Executive Assistants	5	3	60%
Executive Assistant	5	3	60%
Management	16	10	63%
Management	16	10	63%
Community and Business Services	59	53	90%
Communications and Engagement	23	19	83%
Financial Services and Project Management	17	15	88%
Human Resources	9	9	100%
ICT	10	10	100%
Infrastructure and Environment	156	93	60%
Beatty Park Leisure Centre	39	16	41%
City Buildings and Asset Management	8	7	88%
Engineering	18	12	67%
Library Services	15	8	53%
Parks	26	15	58%
Ranger Services	30	22	73%
Waste and Recycling	20	13	65%
Strategy and Development	49	41	84%
Corporate Strategy and Governance	3	3	100%
Development and Design	10	12	120%
Major Projects	2	0	0%
Place and Strategic Projects	10	8	80%
Public Health and Built Environment	16	13	81%
Strategic Planning and Sustainability	8	5	63%
TOTAL	285	200	70%

Evaluation of the trial

Participation status

To ascertain participation levels across the sample, respondents were asked if they were still part of the Productivity Trial (see Figure 5). About half, 47% (n=89), were still taking part in the trial, while 42% (n=78) were not. The remaining 11% (n=21) of those who answered this question never participated in the trial.

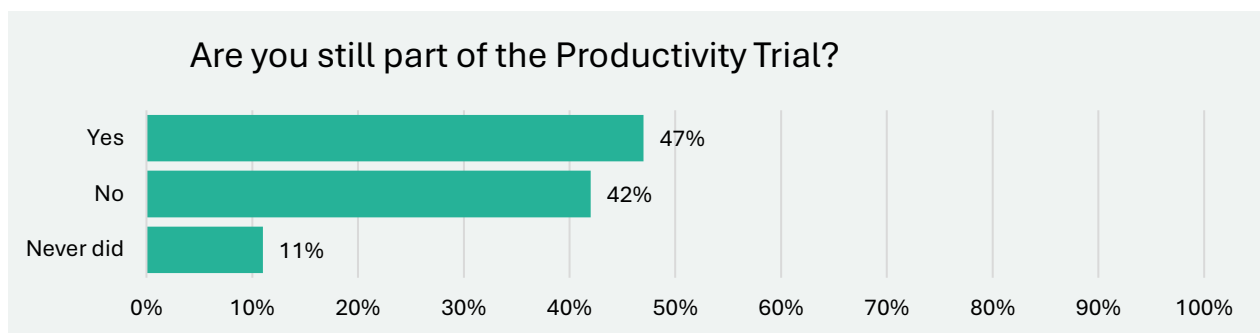


Figure 5. Participation status of the sample

An evaluation of aspects of the Productivity Trial

To assess some key elements of the Productivity Trial, participants were asked to rate three different aspects of the trial (effectiveness, implementation and idea) on a scale from one star (worst) to five stars (best) as shown in Figure 6.

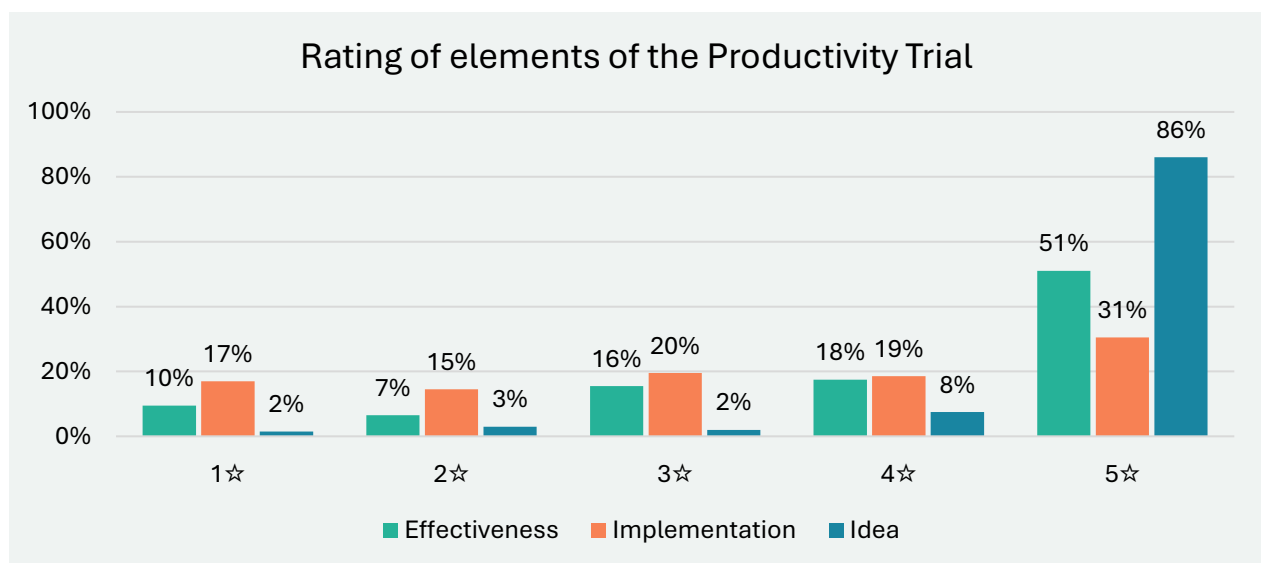


Figure 6. Rating of the Productivity Trial

In relation to the ‘idea’ behind the trial, 86% (n=172) evaluated it with five stars. The ‘implementation’, however, was not evaluated as positively with only 31% (n=61) giving it five stars. Finally, the ‘effectiveness’ of the trial was evaluated somewhat positively with 51% (n=101) awarding it five stars.

The answers to these questions were further analysed by level of trial participation. The results indicate that there is a statistically significant difference in the answers provided by the three groups (currently participating, no longer taking part, never took part) as presented in Table 3. Those who had never participated in the trial evaluated the ‘idea’ significantly lower than those who are still taking part ($F = 10.329$, $p < .001$). Similarly, those who are still

taking part in the Productivity Trial rated the ‘effectiveness’ of the trial much higher compared to those who have never been part of it ($F = 21.048$, $p < .001$). Finally, the ‘implementation’ of the Productivity Trial was evaluated the lowest by those who have never been part of it and the highest by those who are not part of it anymore ($F = 12.856$, $p < .001$). Those who were not able to take advantage of the Productivity Trial may have only heard about some of the challenges associated with the implementation from colleagues without being able to take advantage of the benefits, and their low score is therefore perhaps not surprising.

Table 3. Average star rating of the trial elements by participation status (out of 5 stars)

	Idea	Implementation	Effectiveness
Continued	4.9	3.3	4.1
Stopped	4.8	3.6	4.1
Non-participants	4.0	1.9	2.3
Total	4.7	3.3	3.9

When analysed by role, a statistically significant difference was also identified ($F = 4.471$, $p = .005$; $F = 12.275$, $p < .001$; $F = 9.844$, $p < .001$, respectively). As shown in Table 4, for all aspects evaluated, employees were the ones who rated them the highest, while managers rated the ‘implementation’ and ‘effectiveness’ elements the lowest. Executives also rated the ‘idea’ lower than individuals in other roles did. However, the overall rating was still relatively positive (3.6). Difference analyses were also undertaken by gender and directorate, but no significant findings were identified.

Table 4. Average star rating by role (out of 5 stars)

	Idea	Implementation	Effectiveness
Executive	3.6	2.0	2.6
Manager	4.7	1.8	2.6
Coordinator	4.6	2.6	3.6
Employee	4.8	3.6	4.2
Total	4.7	3.3	3.9

A notable finding is that respondents in senior roles rated the ‘implementation’ of the Productivity Trial extremely low with managers, on average, reporting 1.8 stars and executives 2 stars. These are the lowest scores recorded across this specific set of findings. This result supports earlier qualitative findings in which managers expressed struggling with the application of the trial due to a perceived lack of preparation, guidelines and support. They also reported having to navigate the tension between employees’ preferences for a 34-hour work week (Productivity Trial) and ensuring the existing workload was completed. In some

cases, managers individually took on the work not finished by their staff who were taking part in the Productivity Trials. As highlighted previously, any future iteration of a 34-hour work week may require the provision of additional guidelines and support structures for managers to ensure they are not impacted adversely.

Continuation of the Productivity Trial

Survey respondents who had taken part in the Productivity Trial were asked whether they would like to continue participating. They were able to select one of four options as shown in Figure 7 below. Overwhelmingly, 96% indicated that they would like the trial to continue. Of these, 9% suggested that major changes were required, while 25% reported that they would like to see minor changes to the implementation and execution of the trial. Overall, 62% wished to continue the trial without changes. Only 4% did not want to continue the trial.

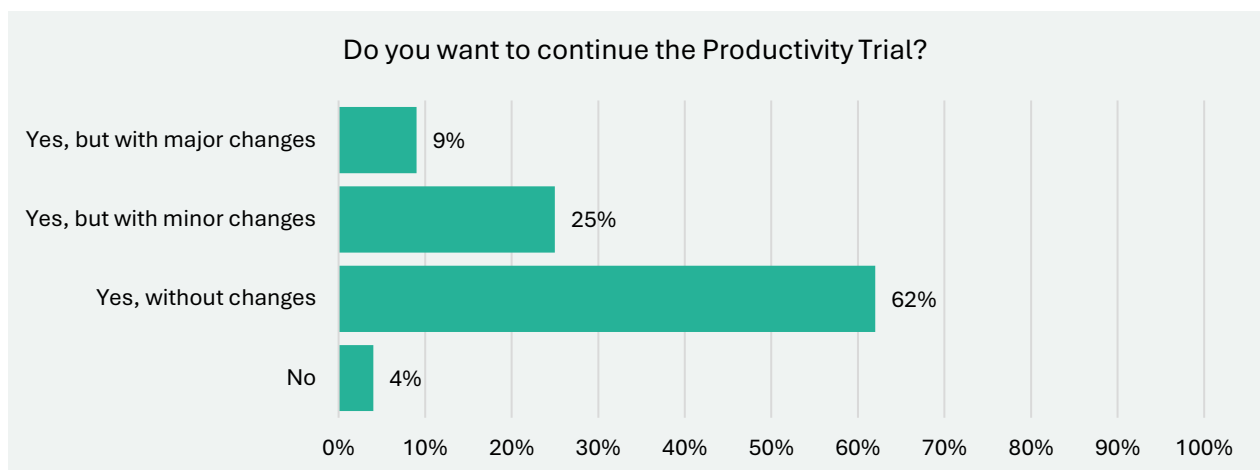


Figure 7. Continuation of the Productivity Trial

The respondents who indicated that they would like to see minor or major changes to the implementation and execution of the Productivity Trial requested any future iterations to have i) clearer and consistent guidelines and parameters, ii) equity across the organisation, and iii) more supportive systems.

Work processes and the Productivity Trial

Participants were asked several additional questions in relation to the Productivity Trial. For each question, the percentage of respondents who have answered “Agree” or “Strongly Agree” is presented in the “% Fav” column in Table 5. The last column presents the response distribution across all items of the Likert scale.

All questions received a moderately favourable response (between 52% and 71% of respondents agreed or strongly agreed). Overall, participants indicated that the trial positively impacted individual and team performance. However, while still positive, the

questions referring to the processes and efficiency of CoV were note as favourable as questions pertaining to team and individual performance.

Table 5. Work processes scores

	High Moderate Low	≥80% 50<80% <50%	SD	D	N	A	SA
		2025 % Fav	Distribution				
There are clear processes for how work is to be done		64%					
City of Vincent's processes are efficient		52%					
In City of Vincent, it is clear who has responsibility for what		60%					
My team performance has positively been impacted by the trial		69%					
My individual performance has positively been impacted by the trial		71%					

n = 200

Impact on team and individual performance

One of the open-ended survey questions asked respondents how they felt that the Productivity Trial had impacted on team and individual performance. In total, 151 written entries were received for this question within the survey. These responses were thematically analysed with a focus on themes related to the Productivity Trial objectives, such as productivity and efficiency. The primary themes, the number of times this theme was mentioned, and the percentage of the total number of responses the theme compromised are presented in Table 6 below.

Table 6. Qualitative themes about individual and team performance

Theme	Number of mentions	Percentage
Efficiency and productivity gains	59	39%
Positive work/life balance	37	25%
Implementation challenges	21	14%
Lack of participation and equity concerns	16	10%
Increased team morale	12	8%
Staff shortage/increased stress	6	4%
Total	151	100%

As can be observed, 39% of those surveyed indicated that they noted efficiency and productivity gains during the trial. Additionally, a quarter of entries related to the positive work-life balance respondents experienced due the compressed working week. In line with the previously presented interview results, 21 responses also reported implementation challenges. These ranged from inconsistent application across directorates and departments, and uncertainty associated with its implementation. Similarly, a percentage of those surveyed (10%) indicated that they had not been able to take part in the trial, while some respondents voiced equity concerns for others in the organisation. It was pleasing to note that 8% found that the trial increased team morale and cohesion. A quote related to this said,

There was cohesiveness in the team during the trial. Everyone seemed happier with more time to spend with family, resulting in better drive to serve the community.

On the other hand, the last theme, albeit minor, related to staff shortages and a focus on efficiency, which increased stress levels for some staff. One respondent wrote,

Everyone was individually complaining about not having enough time to do their work. We were all in the same boat and instead of everyone banding together to help it became every man for himself.

Final comments

At the conclusion of the survey, participants were provided with an opportunity to share any additional comments about the Productivity Trial. In total, 107 written entries were received. These were thematically analysed, and five primary themes were identified: eagerness to continue the Productivity Trial, equity concerns, implementation challenges, the need for additional support during the trial, and more flexibility. This distribution is shown in Figure 8.

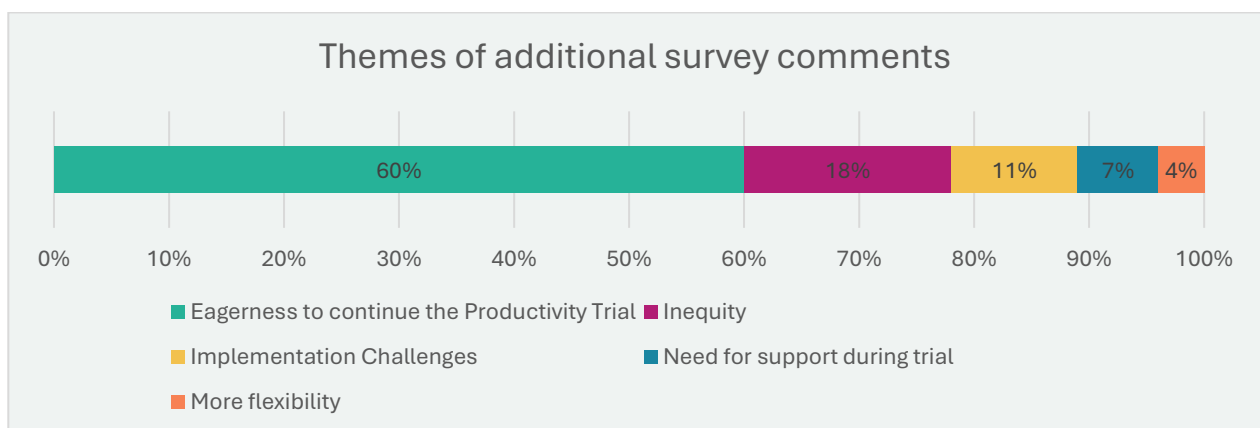


Figure 8. Themes identified among additional survey comments.

Eagerness to continue the Productivity Trial

As shown, 60% of those who entered a written comment, shared positive sentiments around the trial and its impact on their lives. All communicated that they would like the Productivity Trial to continue. One respondent shared,

It has been wholly successful and very useful in determining the core business of our work. Staff are happier, more engaged and more productive. We have managed to review our processes and cut out unnecessary red tape. Outside of work, I have managed to accomplish and do things for my family and myself that I wouldn't have had the time to do.

Many of these respondents, however, also indicated that no longer being able to take advantage of the Productivity Trial has impacted them negatively. In two cases, individuals were considering leaving CoV. This sentiment was especially strong in the following statements,

It's like giving a cookie to a child, watching them enjoy it and thrive, but then suddenly taking it away, leaving them confused and disappointed. Similarly, the 34-hour work week allowed us to excel, and now taking that away feels like a loss of something that was truly beneficial.

Similarly,

It [the Productivity Trial] was the best thing that happened to the workplace. I am now considering leaving as morale has dropped and everyone has gone back to their old ways.

Inequity

Of those who responded, 18% expressed that the trial created a sense of inequity, and at times resentment, across the organisation. These entries were both from individuals who wanted to be a part of the trial, but could not, as well as employees who were uncomfortable about taking part when others could not.

Equity across the organisation appears to be the most difficult aspect of the productivity trial. I am grateful to have participated, I understand the limitations and challenges of implementation, but on base principles I find it difficult to accept the ongoing level on inequity.

One team started the trial after others, and one of its members shared that those teams that did participate essentially received over 14 days more off work than they did. They indicated that they felt that,

This amount should be paid out to the teams that did not get to start at the same time as others.

Also, for those employees who work in an outdoor environment, disappointment was expressed when they were told that it,

... wasn't going to be implemented due to the office workers being unable to keep up with the workload. They have significant benefits that we do not receive, like the flexibility to work from home, later starts, flexible hours, being out of the elements in air conditioners or heaters and not being face-to-face with the public constantly. Many felt this was unfair.

One respondent suggested that CoV “should re-visit when all teams can do it and make it a fair playing field”.

Implementation challenges and support

In line with some of the content previously presented in this report, respondents were positive about the trial itself but felt that its implementation would have been more successful if efficiencies were put in place beforehand, and managers and employees were better prepared and supported. One person suggested that they were certain it would succeed if “the teams that faced challenges with implementation were given more assistance”.

Comparison with the 2023 Voice Project results

The survey included a set of questions that have also been previously collected through The Voice Project workforce survey of CoV staff. Only items that were relevant to the evaluation of the Productivity Trial were included in the 2025 evaluation survey. The current results, as well as an outline of how they compare with results from the previous Voice Survey in 2023 are included in Table 8.

For each question, the percentage of respondents who answered “Agree” or “Strongly Agree” is presented in the “% Fav” column. The column called “% Diff” represents the difference between the current results and those from the 2023 Voice workforce survey. The last column presents the response distribution across all items of the Likert scale.

In general, there has been an overall improvement in most items. However, a decrease was noted in the overall score to the following questions:

- My workload is manageable (-6%)
- I am given enough time to do my job well (-5%)
- City of Vincent has enough flexible work arrangements to meet my needs (-22%)

- I maintain a good balance between work and other aspects of my life (-17%)

A statistically significant difference was identified by level of participation with the trial when analysing the questions as shown in Table 7.

Table 7. Statistical difference by Productivity Trial participation status

	Question	Never did	Stopped	Continued
14	I have access to the information I need to do my job well	81%	76%	91%
26	City of Vincent has enough flexible work arrangements to meet my needs	67%	42%	79%
27	I maintain a good balance between work and other aspects of my life	67%	42%	79%
70	The goals of City of Vincent are being reached	70%	60%	79%

For all these questions posed, those who continue to participate in the trial present higher responses than those who did participate but are no longer taking part. These findings may indicate that not being able to take part in the trial has had a negative psychological impact on employees. This is an important factor to consider when deciding to let certain directorates or departments continue the trial, or when allowing others to take part. According to the data collected through interviews, respondents felt that essentially others were being paid the same amount for less work than they were.

Table 8. Results to the questions from the Voice survey 2023

		High Mod Low	≥80% 50<80% <50%	≥+10% ±10% ≤-10%	SD	D	N	A	SA
			2025 % Fav	2023 % Diff	Distribution				
12	I have access to the right equipment to do my job well		88%	+11%					
13	I have access to the right resources to do my job well		83%	+5%					
14	I have access to the information I need to do my job well		84%	+3%					
24	My workload is manageable		62%	-6%					
25	I am given enough time to do my job well		61%	-5%					
26	City of Vincent has enough flexible work arrangements to meet my needs		63%	-22%					
27	I maintain a good balance between work and other aspects of my life		63%	-17%					
35	I am consulted before decisions that affect me are made		62%	+2%					
41	I am satisfied with the income I receive		42%	+10%					
42	I am satisfied with the benefits I receive		66%	+8%					
59	I would recommend the City of Vincent as a good place to work		82%	+6%					
60	I would like to still be working at the City of Vincent in two years time		78%	+4%					
70	The goals of City of Vincent are being reached		71%	+2%					

N = 200; please note, colour ratings scale are different to table 1

Psychometric results

The survey also collected data on several psychometric measures. The scales employed have been widely used in academia, as well as industry. The psychometric results have been separated in three separate groups: organisational support, work design, and wellbeing and motivation. The results for each of these groups are presented in the following sections.

Organisational support

To measure organisational support the survey included scales for psychosocial safety climate (PSC), social support from supervisor, and team belongingness as shown in Table 9.

Table 9. Organisational support constructs included in the survey

Construct Measured	Description of Scale
Psychosocial Safety Climate	A leading indicator representing employees' perceptions concerning the organisation's prioritisation of employee wellbeing and psychological safety.
Social Support from Supervisor	This scale measures employees' perceptions regarding the degree to which their immediate line manager is supportive and receptive.
Team Belongingness	This measure assesses how much an individual feels accepted, valued and included as a part of their team.

Figure 9 presents the results of these constructs for the CoV Sample in a 'box-and-whisker' plot.

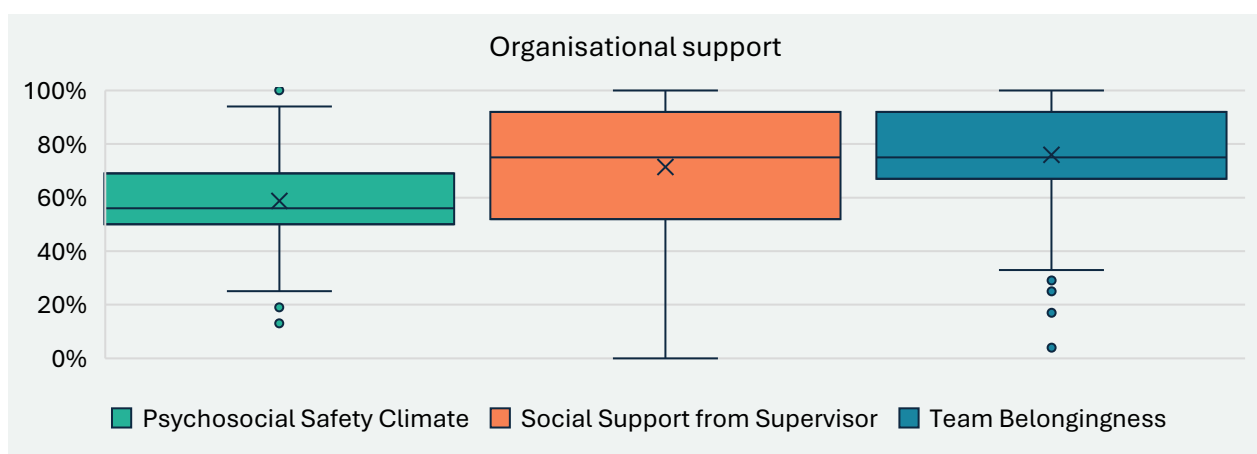


Figure 9. Organisational support distributions

In this type of graph, the 'box' represents the distribution of scores of 50% of respondents, while each of the 'whiskers' correspond to the upper or lower 25% of responses. In addition, the mean is represented by the X, while the median score is denoted by the horizontal line,

within the 'box'. The graph in Figure 9 also features a few outliers who reported significantly different scores than other respondents in terms of PSC, and team belongingness.

Psychosocial safety climate

Psychosocial safety climate (PSC) is a climate in which employees' psychological health and safety are prioritised over the need to meet productivity and efficiency targets. Higher levels of PSC have been positively linked to employee wellbeing outcomes, as well as improved performance and engagement. Low levels, however, were found to cost the Australian employers \$6 billion annually through increased presenteeism and sick leave⁷.

Overall, the mean of the PSC scores reported by CoV employees is 59%. According to the Centre for Workplace Excellence a score of 41% or higher⁸ indicates that CoV is performing well, but there may still be appropriate improvements to be considered. A study of Local Government (LG) employees in 2022, found that the mean level of PSC for the sample was 57% indicating that employees at CoV, on the whole, have a higher level of PSC.

To ascertain whether there were significant differences in the levels of PSC by role, gender or trial participation, additional statistical analyses were undertaken. Findings reveal that the only statistically significant difference was identified by trial participation. Namely, respondents who had never taken part in the trial (63%) and those who had been able to continue to take part (62%) had significantly higher mean levels of PSC, than those who had participated but were no longer taking part (52%). This finding may suggest that those who participated felt disappointed with the organisation for the cessation of the activity. No significant differences in PSC scores were found by role or gender.

Social support from supervisor

A critical element of organisational support relates to the support of one's immediate leadership and/or management. It is, therefore, important to ascertain whether employees perceive that, if in need, they can get help from their supervisor at CoV. This construct has been positively linked to improved wellbeing and positive attitude, career development, and work-family facilitation⁹. As shown in Figure 9, the mean for this measure among CoV sample was 71.4%, which indicates that employees generally feel positively about the support they receive, or can expect if required, from their supervisor. In a 2022 study of LG employees, the

⁷ Becher, H., & Dollard, M. (2016). Psychosocial safety climate and better productivity in Australian workplaces: costs, productivity, presenteeism, absenteeism. Safe Work Australia, University of South Australia.

⁸ <https://bjbs-news.csu.edu.au/wp-content/uploads/sites/4/2023/08/Psychosocial-Safety-Climate-Fact-Sheet.pdf>

⁹ Yousad, S., Rasheed, M.I., Hameed, Z., & Lugman, A. (2019). Occupational stress and its outcomes: the role of work-social support in the hospitality industry. *Personnel Review*, 49(3), 755-773.

mean score for social support from supervisor was quite a bit lower at 61%. This is an encouraging finding for CoV. However, it should be noted that the overall scores collected at CoV ranged from 0% to 100% suggesting that there are some directorates, departments, or work groups in which employees perceive low support from their supervisor. This experience can have a detrimental impact on the individual and team's wellbeing, as well as that of the organisation as a whole.

↳ This report suggests that additional leadership training on how to best provide support to employees may be appropriate.

When social support from supervisor was analysed by level of trial participation, those who had taken part but were no longer eligible (62%) reported significantly lower scores than those who had never taken part (76%), or those who were still taking part (77%). As previously noted, and in line with the qualitative data collected, this may be an indication that this group of employees felt disappointed about no longer being able to take part. These employees may hold their supervisor partially accountable, which is likely to reduce their overall perceptions of social supervisor support.

No significant differences in supervisor support scores were found by role.

Team belongingness

The team belongingness construct is informed by the belongingness hypothesis which contends that humans have a “need to form and maintain strong, stable interpersonal relationships”¹⁰. A sense of belonging contributes to optimal psychological functioning and supports positive emotions in a variety of work settings¹¹. When individuals do not experience belongingness, this can result in depressive symptoms and negative mental health implications. Pleasingly, across CoV there is a moderately high sense of team belongingness (mean is 75.9%). However, the scores range quite substantially, with some outliers reporting very low levels of belongingness. In future, this may be a suitable area of focus to ensure that everyone at CoV has a sense of belongingness at work.

When analysed by level of participation the results indicate that those who participated in the trial but were no longer able to, reported the lowest average level of team belongingness (70%). The other groups (those who never participated, and those who still were) both reported average team belongingness scores of 80%. It is interesting to note that in some of

¹⁰ Baumeister, R. F., & Leary, M. R. (2017). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Interpersonal Development*, 57-89.

¹¹ Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68.

the interviews, employees purported that the trial increased team cohesion and collaboration in that the team worked together to ensure their workload was completed in the compressed time frame. As such, this may be a suitable area for further investigation to ascertain whether the Productivity Trial may potentially have broader positive belongingness implications.

No significant differences in team belongingness scores were found by role or gender.

Work design

To measure elements of work design the six scales presented in Table 10 were deployed in the survey.

Table 10. Work design constructs

Construct Measured	Description of Scale
Job Demands	Job demands measures the extent to which the workload of employees is manageable. High levels of job demands, when experienced over a long period of time, can lead to poor health and wellbeing for employees.
Work-Home Conflict	The work-life conflict instrument measures a person's perception regarding incompatible work and life demands being placed upon them.
Work stress	Captures a person's perceptions regarding the amount of stress they are subjected to while at work.
Work Pace	Assesses one's job demands related to speed and intensity of work.
Resource Adequacy	This measure investigates whether employees perceive there to be sufficient staffing resources to complete the work.
Discretionary Power	The degree to which employees are afforded authority in discharging their set job tasks.

Figure 10 presents the results for the work design constructs.

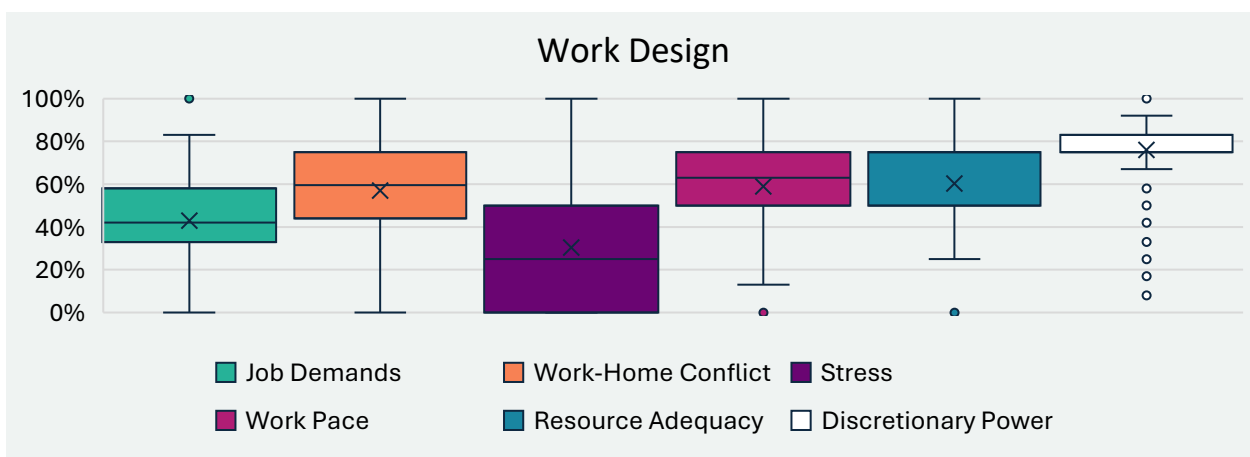


Figure 10. Work design results

Job demands

Quantitative demands are considered the demands inherent to one's work. These demands can include hours of work, one's ability to finish tasks, and overall workload. When employees experience chronic quantitative demands, this may lead to reduced wellbeing, performance, and have negative physical and mental health implications¹². The mean quantitative demands score for CoV employees surveyed was 42.9% while, overall, the scores ranged from 0% to 100%. In the 2022 LG study previously mentioned, the mean score for this construct was 55%. This level is significantly higher than for the CoV respondents, suggesting that CoV employees score better than the sector average on this measure.

Quantitative work demand scores did not differ significantly by gender. However, statistically significant differences were identified by role, and level of participation with the Productivity Trial. Specifically, employees in managerial roles were found to have the highest average quantitative demand score (58%), while Executive Assistants reported the lowest (39%).

When analysed by role, executives reported significantly higher levels of quantitative demands (70%) than employees (40%). This finding is to be expected, but it is worth noting that 70% is quite a high score which, if maintained over a longer period, may place CoV executives at risk of reduced wellbeing, and results in adverse physical and mental health implications.

Interestingly, when analysed by level of trial participation, those individuals who had taken part in the trial but were no longer able to, reported significantly lower levels of quantitative demands (38%) than those who never had (46%), or were still taking part (47%). This may

¹² Van Veldhoven, M. (2014). Quantitative job demands. Taris, T. W., Peeters, M. C. W., de Jonge, J. (Eds). *An introduction to contemporary work psychology*, 11, 7-43.

suggest that because of the trial they had been able to find efficiencies in their work processes resulting in perceived lower levels of quantitative demands.

Work-home conflict

The work-home conflict scale measures the conflict that an individual experiences between their work and home roles, and the extent to which these interfere with one another. Low work-home balance, and high work-home conflict, have been linked to many negative individual and organisational outcomes, including lower career satisfaction and satisfaction, productivity and commitment, and increased absenteeism, and diminished family functioning. As such, it is important to ascertain employees' levels of work-home conflict. Across the CoV workforce, a mean work-home conflict score of 56.9% was observed, which suggests that this remains a cause of concern for employees. Additional statistical analysis found that there were no significant differences between the levels of work-home conflict reported by employees in different roles, by gender, and by level of participation in the trial.

Work Stress

Work stress is described as the harmful physical and emotional responses which occur when an employee's job requirements do not match their resources, capabilities and needs¹³. Work stress impacts individual mental and physical health, as well as organisational health. In organisations in which employees experience high levels of work stress productivity is likely to suffer, making an organisation less competitive. Overall, CoV employees reported low levels of work stress scores (mean score of 30.4%). In contrast, in the aforementioned 2022 LG study, work stress scores across the sector were 42%. On this measure too then, CoV respondents scored better than the sector average.

When work stress levels were analysed further, significant differences in scores were noted by level of participation in the Productivity Trial.

Those respondents who had taken part in the trial but were no longer able to report higher levels of work stress (38%) than those who never did (29%) or those who were still a part of the trial (25%). Several findings throughout this report indicate that this group of employees may have been negatively impacted by the cessation of the trial. This situation may require addressing to ensure negative sentiment and experiences are alleviated. No significant differences in work stress levels were noted by role or gender.

¹³ National Institute for Occupational Safety and Health (NIOSH). 1999. Stress ... at Work. Centres for Disease Control and Prevention, U.S. Department of Health and Human Services. Publication no. 99-101.

Work pace

One specific quantitative work demand relates to work pace. In an increasingly high-speed society, work pace relates to working at high speed, due to increased market competition, performance pressure and shorter production processes¹⁴. Increased quantitative demands can have negative wellbeing, health and productivity outcomes. As such, it is important to investigate the perceived work pace at CoV to ensure that very high levels of work pace are adjusted to ensure they do not become chronic. Among those surveyed, the mean work pace score reported was 58.8%. This suggests that those who completed the survey are feeling some work pace pressures.

Work pace scores were investigated further, and significant differences were found in work pace levels by role, gender and level of participation with the trial. As expected, respondents in managerial and executive roles reported significantly higher work pace scores than those in employee or coordinator roles. When examined by gender, female respondents were found to have higher work pace scores than their male colleagues. This is an interesting finding that may require additional investigation to substantiate and explore further.

When examined by trial participation, the individuals who were still a part of the trial experienced the highest work pace (63%), while those who were no longer a part reported a significantly lower level (54%). Intuitively, these results seem justifiable, as an increase in work pace is observed among those required to complete 100% of work outputs in 90% of the allocated time.

Resource adequacy

One of CoV survey questions related specifically to staffing resource adequacy. Specifically, respondents were asked whether they feel that there are enough trained staff to get the work done at CoV. In a work context, when staffing resources are constrained and there are not sufficient trained staff to complete the work, this can cause work stress and have a detrimental impact on employees. Pleasingly, at the CoV there seems to be a generally positive sense of resource adequacy with a mean score of 60.3%. However, there does appear to be a wide range of experiences with approximately 25% of the sample reporting a neutral or negative response.

The resource adequacy scores were consistent across the CoV workforce with no statistically significant differences by role, gender or level of participation with the trial noted.

¹⁴ Mihelič, K. K., Zupan, N., & Merkuž, A. (2024). I feel the need—the need for speed! Unreasonable tasks, work pace, psychological detachment and emotional exhaustion. *Journal of Organizational Effectiveness: People and Performance*, 11(1), 162-177.

Discretionary power

Discretionary power captures the extent to which employees can exercise judgment and authority in fulfilling their job roles¹⁵. Higher levels of discretionary power suggest leaders trust and empower employees by sharing authority and resources. This practice has been found to have a positive impact on employees perceived self-efficacy, and ultimately performance and discretionary effort⁷. Conversely, micromanagement, in which employees do not have any discretionary power can result in employees doubting themselves, lowering their self-esteem and hindering their personal and professional development¹⁶.

Across CoV the average level of discretionary power was 76%. This an encouraging finding and suggests that, on average, employees feel empowered to draw on their own judgements and authority in completing their work tasks.

When the scores for discretionary power were analysed by role, significant differences were identified as expected. Respondents' level of discretionary power increased in line with seniority. Specifically, employees reported the lowest levels of discretionary power (74%), while executives (90%) and managers (89%) had the highest scores. The average level of discretionary power for supervisors was 81%.

When examined by level of trial participation, those who had taken part but were no longer doing so had significantly lower levels of discretionary power than those who had never taken part. There may be two reasons for this explanation. First, those employees who had been able to take advantage of the Productivity Trial, but were now no longer eligible may experience a perceived loss of discretionary power. In addition, managers and executives were most likely not to have taken part in the trial at all, and they were found to have the highest discretionary power. No significant differences in discretionary power scores were found by directorate or gender.

Wellbeing and motivation

In this section, the wellbeing and motivation constructs included in the survey will be presented and discussed. The variables included were employee wellbeing and public service motivation as shown in Table 11.

¹⁵ Brunetto, Y., Farr-Wharton, B., Farr-Wharton, R., Shacklock, K., Azzopardi, J., Saccon, C., & Shriberg, A. (2020). Comparing the impact of management support on police officers' perceptions of discretionary power and engagement: Australia, USA and Malta. *The International Journal of Human Resource Management*, 31(6), 738-759.

¹⁶ Cangemi, J. P. (2000). Leadership and micro managing: what are the consequences? *IFE Psychologia: An International Journal*, 8(1), 212-218.

Table 11. Wellbeing and motivation constructs

Construct Measured	Description of Scale
Employee Wellbeing	Measures employees' level of satisfaction with life and work.
Public Service Motivation	Assesses an individual's motivation to serve the public and contribute to society through public service roles.

The results for each variable are presented in Figure 11.

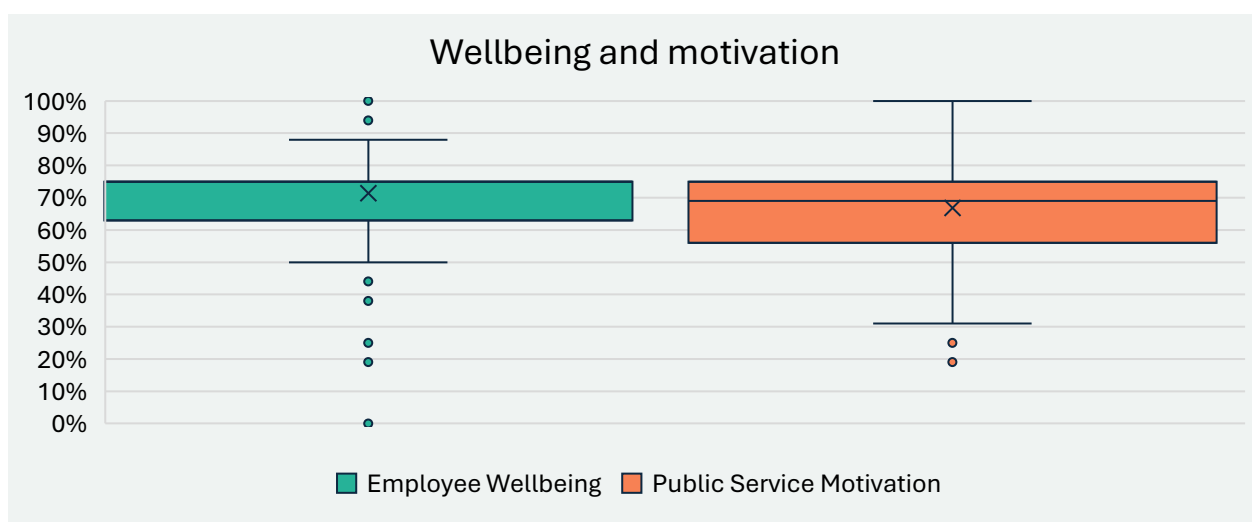


Figure 11. Wellbeing and motivation distribution

Employee wellbeing

Employee wellbeing has been defined as the part of an employee's overall wellbeing that they feel is largely impacted by their work and can be enhanced through actions taken in the workplace¹⁷. Employee wellbeing consists of both eudaimonic and hedonic perceptions of work. Hedonic wellbeing relates to a sense of contentment and joy with work, while eudaimonic encompasses the fulfilment of finding meaning, including a positive perspective of one's job and organisation. High employee wellbeing is linked to higher levels of engagement and performance, and reduced levels of turnover, absenteeism and injury.

Among CoV employees, the average level of employee wellbeing was moderately high (71.3%). It is pleasing to note that this is higher than the score recorded for the LG sample in 2022 (65%). However, there continues to be room for improvement to support overall

¹⁷ Juniper, B. (2011). Defining employee wellbeing. *Occupational Health & Wellbeing*, 63(10), 25.

retention strategies. No significant differences in employee wellbeing scores were found by role, gender or Productivity Trial participation.

Public service motivation

Public service motivation is defined as an individual's tendency to react to motivations that are mainly or exclusively rooted in public institutions and organisations¹⁸. It has been associated with employees working towards 'a greater good' and altruism. In addition, research suggests that it is positively linked to several organisational and individual outcomes, such as job satisfaction, commitment, organisational citizenship behaviour, and individual and organisational performance¹⁹. Among CoV employees the mean public service motivation score was found to be average to moderately high (66.3%). These scores were consistent across CoV workforce with no statistically significant differences by directorate, role, gender or level of participation with the trial noted.

Costs and benefits of the Productivity Trial

Costs

Survey respondents had the opportunity to describe the challenges and benefits of the Productivity Trial in up to three words. It was not compulsory to enter three words; some respondents entered one, two, three or no words. The words for each question were put into a word-cloud generator to assess the frequency with which certain words were entered. In a word cloud, the size of a word indicates the frequency with which it was mentioned as shown in Figure 12. Overall, 372 words were entered by 149 respondents.

¹⁸ Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), 367.

¹⁹ Ritz, A., Brewer, G. A., & Neumann, O. (2016). Public service motivation: A systematic literature review and outlook. *Public administration review*, 76(3), 414-426.

4. Conclusion and recommendations

This report has presented an evaluation of the Productivity Trial undertaken at the City of Vincent in 2024. The trial was based on the premise that participating employees and teams would deliver 100% of their expected work outcomes in 90% of their rostered hours. If achieved, employees would be able to gain an additional four hours off a week. The trial also included a bespoke arrangement for outdoor workers.

Key findings relating to the benefits of the Productivity Trial are:

1. The Productivity Trial was very well received with 96% of those who had participated in the trial supporting a continuation of the program in some form. Specifically, 62% felt that it should continue without changes, 25% suggested minor changes would be beneficial, and 9% recommended major changes
2. Survey respondents who had participated in the trial in an ongoing capacity reported a range of benefits, such as, for example, an improved work-life balance, wellbeing, productivity, and intention to remain employed at the City of Vincent.
3. When compared to the 2023 Voice Project Survey, respondents who had participated in the trial scored higher than the average equivalent results on a number of employee sentiment indications, including satisfaction with income, satisfaction with work benefits, recommendation of CoV as a good place to work, and intention to remain employed by the City in the next two years.
4. The qualitative data collected suggests that individuals who participated in the trial perceived it to have resulted in individual and team-level productivity and efficiency improvements. Furthermore, they reported improvements in perceived increased employee wellbeing, work-life balance, job satisfaction, team cohesion and intention to stay at COV.

Despite the largely positive sentiment some challenges associated with the Productivity Trial were also identified. The primary ones relate to:

1. The data indicates that the trial was more suitable for some work groups than others. Specifically, those with physical duties were able to create and demonstrate efficiencies in their work tasks. However, for employees in customer-facing roles, despite their best efforts, participation in the trial was more challenging due to operational demands.
2. The implementation of the Productivity Trial posed some challenges for managers who reported not feeling adequately supported and prepared in executing it within their teams. A struggle existed between employees' desire to work a compressed working week and their ability to deliver on operational demands. In some cases, this situation resulted in managers taking on some of the work not completed by their employees who were working compressed working hours.

3.

Another main theme among the interviewees was a perceived sense of inequity for those employees who were unable to take part in the trial. This was an issue for employees who themselves were unable to take part, as well as employees who were uncomfortable taking part when their colleagues were unable to.

4.

Those respondents who had been involved with the trial, but whose participation had since ceased were found to have significantly lower scores on a range of survey measures, including Psychosocial Safety Climate, social support from supervisor, and team belongingness. In combination, this situation suggests that the removal of the trial may have had an adverse psychological impact on employees who could no longer take advantage of the compressed working week trial.

To address some of the identified challenges, this report has provided the following recommendations:

1.

Based on the largely positive sentiment, and this being representative of the majority of CoV workers, this evaluation endorses the continuation (albeit slightly modified) of the Productivity Trial should the City wish for it to continue. However, in any future iteration of a Productivity Trial, work teams who are customer-facing, and bound to set hours, may require support to ensure that, like other teams, they can take advantage of the compressed work week. This is particularly important for perceived equity among directorates and the organisation.

To achieve this, it may be beneficial to engage with managers (and potentially coordinators) of such teams to discuss and consider ways in which their work teams can be supported in engaging with the program. Such resources would likely include clearer policies and guidelines for both employees and managers to streamline processes and mitigate perceived inequity. This report recommends that this engagement occurs through a co-design process (see recommendation 2 below).

2.

In any potential future iterations, additional support, guidelines and policies for managers in implementing the compressed work week is recommended. Building on the first recommendation, CoV could realise benefit from engaging its managers (and relevant coordinators) in an inclusive co-design process to advance the development, implementation and execution processes of any such productivity trial.

Co-design is a design approach that involves users and relevant stakeholders directly in the creative design process²⁰. Co-design can furthermore increase participants' commitment²¹ through increased ownership and agency. Tailoring the degree to which any future iteration is prescriptive, bespoke or open to the different work and

²⁰ Salmi, A., & Mattelmäki, T. (2021). From within and in-between—co-designing organizational change. *CoDesign*.

²¹ Goagoses, N., Kambunga, A. P., & Winschiers-Theophilus, H. (2018, August). Enhancing commitment to participatory design initiatives. In *Proceedings of the 15th Participatory Design Conference: Short Papers, Situated Actions, Workshops and Tutorial-Volume 2* (pp. 1-5).

	functional teams across CoV is an important consideration that can be navigated through a co-design process. Having broad input, and developing a program that can be fairly and/or reasonably used across the workforce is key to advancing perception of equality – a concern that was raised through this evaluation.
3.	The findings of this study suggest that the removal of the trial has had an adverse impact on those employees who are no longer able to work a compressed work week. If the compressed work week trial is not continued, it is imperative that the City of Vincent considers the potential negative impact of this loss on the morale of its workforce and works to mitigate negative sentiment through acknowledging it, and clearly communicating the information which informed the discontinuation of the trial.
4.	This report suggests that an ongoing approach to leadership training, specifically focused on self- and team- care and support, may be appropriate. While the average result for supervisor support to staff across CoV was, in the main, positive (71%), there is scope to build more consistency in this metric across the City – including in some teams and particular employee circumstances. Furthermore, as noted across this report, several managers expressed an increase in their stress and workload as a result of the trial. Mitigating such stress by building internal and external resources for managers will likely bring benefits such as staff wellbeing, productivity and career development outcomes.

In conclusion, and in addition to above listed recommendations, the City of Vincent deserves to be recognised as the innovative, forward-thinking and high performing Local Government that it is. The intention behind the Productivity Trial was meritorious, and in the majority of cases, the experience was very positive – with evidence of efficiency gains and employee sentiment improvements for the staff who engaged with the initiative. Given the positive standing of the City in the local government ecosystem of Western Australia, and indeed Australia, the ECU research team encourages the City to submit the program for consideration in various workplace innovation award schemes, particularly those focussed on the local government sector.

Based on the analysis, and the engagement with the City’s Executive Team, the ECU research team expresses its gratitude to the leadership of the City of Vincent. The Executive have demonstrated themselves to be excellent stewards of employee health and wellbeing, while simultaneously seeking to enhance the public value generation, services and reputation of the City to its clientele.