



PMES 2023 Agency forum



Monday 15 May 2023
10:00AM-11:30AM

Agenda

-
- Welcome
 - Housekeeping
 - Key dates overview
 - Hierarchies
 - Trend
 - Response rates
 - Dashboard & PDF Reporting
 - Known issues and fixes
 - Q&A

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Housekeeping

Housekeeping and Q & A

- All microphones will be muted during the session
- Please send your questions to the Meeting Chat
- We'll make a note of these and come back to them during our Q&A
- This session will be recorded and the details will be shared after the session



PMES 2023 partnership



- The survey is a collaboration between all agencies in the sector, the PSC and our survey providers.
- Like last year, the survey fieldwork at the PSC sits in the Performance and Insights branch.
- The survey design, including the content of the survey is being led by the Workforce Inclusion and Experience branch.

BiG ViLLAGE



qualtrics^{XM}

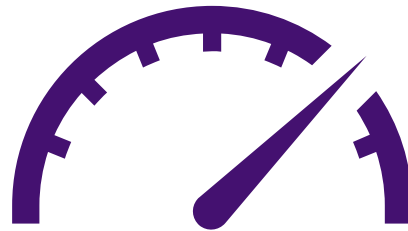
PMES 2022 – Thank you!

Invited



418,944

Response Rate



49%

Engagement



64

2

Timeline overview

Key dates 2023

Event	Date
Hierarchy platform opens	Monday 29 May
Hierarchy deadline	Friday 28 July
Headcount deadline	Friday 28 July
Online survey technical testing	Monday 7-10 August
Survey link and launch email	Mid - July
Trend matching documents	16 August (to be returned to the PSC by 1 September)
Survey period	Monday 21 August to Friday 15 September
Results available	Tuesday 10 October
Results published to PSC website	Tuesday 7 November

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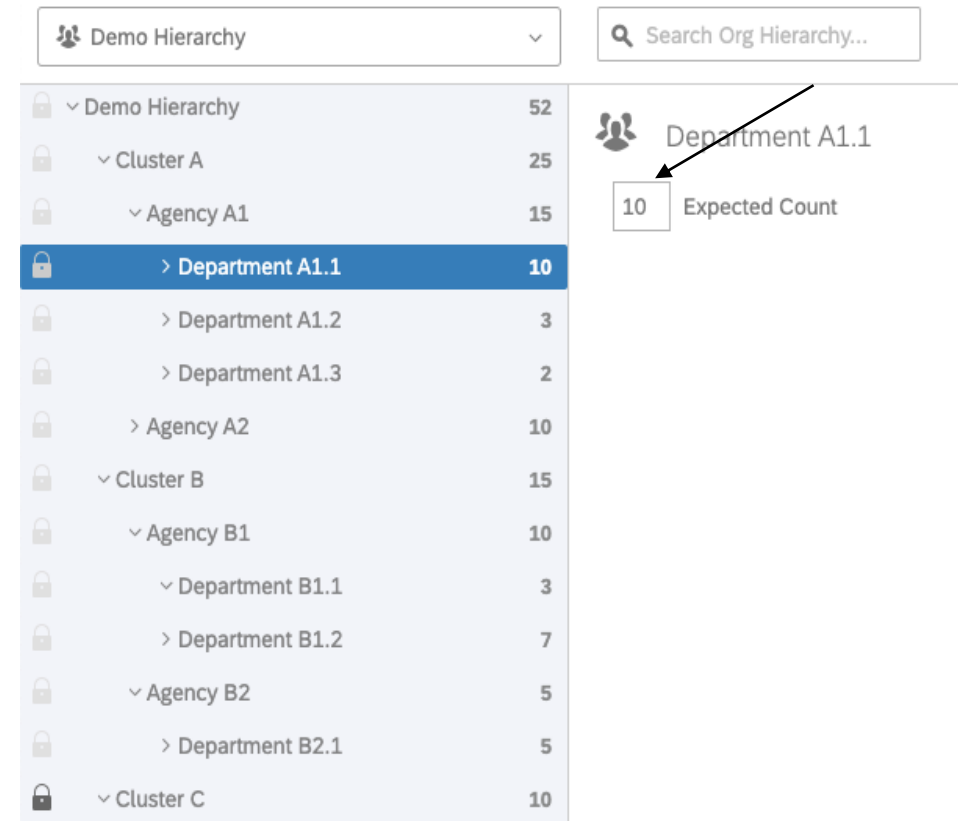
Hierarchies

Demonstration

Updating headcount

Drill down into a selected part of the hierarchy unit and update the 'Expected Count'

Note: The expected count will tell the hierarchy how many people are responding per unit, since an anonymous link is used.

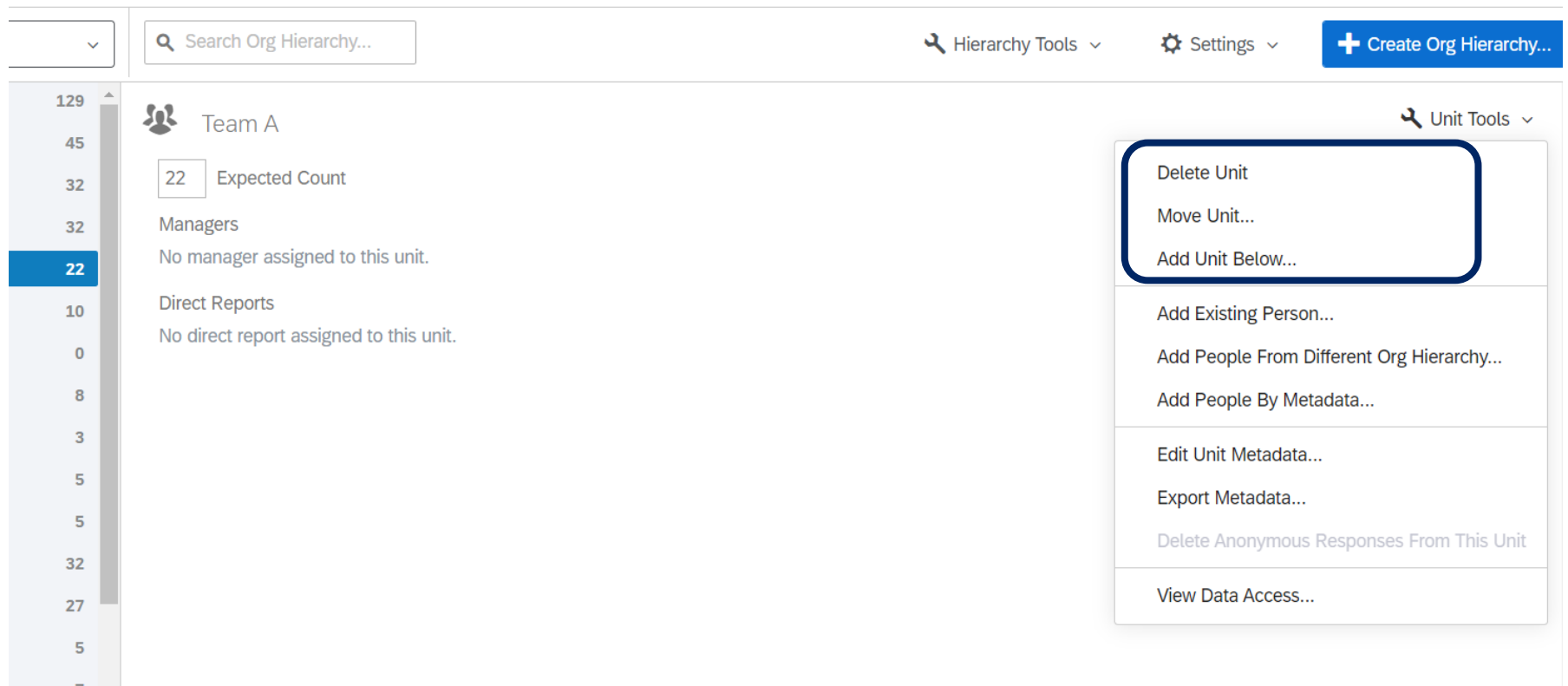


The screenshot shows a user interface for managing an organizational hierarchy. At the top, there is a dropdown menu labeled 'Demo Hierarchy' and a search bar 'Search Org Hierarchy...'. Below this is a tree view of the hierarchy. The 'Department A1.1' node is selected and highlighted in blue. To the right of the tree view, a detail view for 'Department A1.1' is shown, featuring a person icon, the text 'Department A1.1', and a text input field containing the number '10' with the label 'Expected Count' next to it. An arrow points from the 'Department A1.1' node in the tree to the detail view.

Unit	Count
▼ Demo Hierarchy	52
▼ Cluster A	25
▼ Agency A1	15
> Department A1.1	10
> Department A1.2	3
> Department A1.3	2
> Agency A2	10
▼ Cluster B	15
▼ Agency B1	10
▼ Department B1.1	3
> Department B1.2	7
▼ Agency B2	5
> Department B2.1	5
▼ Cluster C	10

Hierarchy tools

Unit Tools allow you to adjust your units on a unit level. These can be found in the upper right-hand corner of a selected unit when in the Org Hierarchies section of the Participants tab.



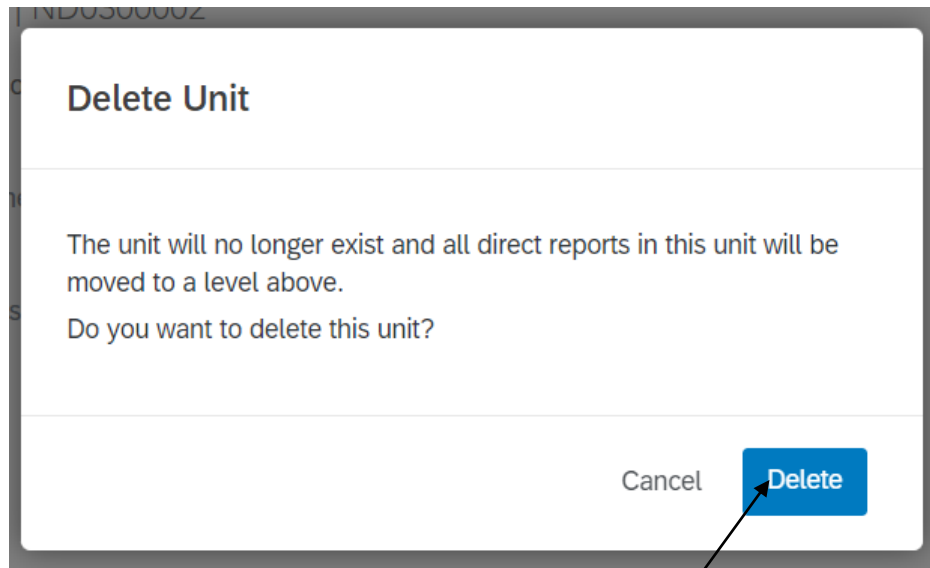
The screenshot displays the 'Org Hierarchies' interface. At the top, there is a search bar labeled 'Search Org Hierarchy...' and navigation options for 'Hierarchy Tools', 'Settings', and a '+ Create Org Hierarchy...' button. The main content area shows a tree view of units. The unit 'Team A' is selected, and its details are shown below: 'Expected Count' (22), 'Managers' (No manager assigned to this unit.), and 'Direct Reports' (No direct report assigned to this unit.). On the right side, the 'Unit Tools' menu is open, listing various actions: 'Delete Unit', 'Move Unit...', 'Add Unit Below...', 'Add Existing Person...', 'Add People From Different Org Hierarchy...', 'Add People By Metadata...', 'Edit Unit Metadata...', 'Export Metadata...', 'Delete Anonymous Responses From This Unit', and 'View Data Access...'. The 'Delete Unit', 'Move Unit...', and 'Add Unit Below...' options are highlighted with a blue border.

Delete org hierarchy unit

Permanently deletes the selected unit. To mitigate risk, you will only be able to delete units at the lowest level of your hierarchy

Please proceed with caution as this permanently removes all units that reported into the selected unit. To further mitigate risk, it is recommended that all units slated for deletion are named 'to be deleted' and the headcount reduced to 0, prior to deletion

1. Select unit to be deleted > Unit Tools > Delete Unit



Delete Unit

The unit will no longer exist and all direct reports in this unit will be moved to a level above.
Do you want to delete this unit?

Cancel

2. Confirm delete



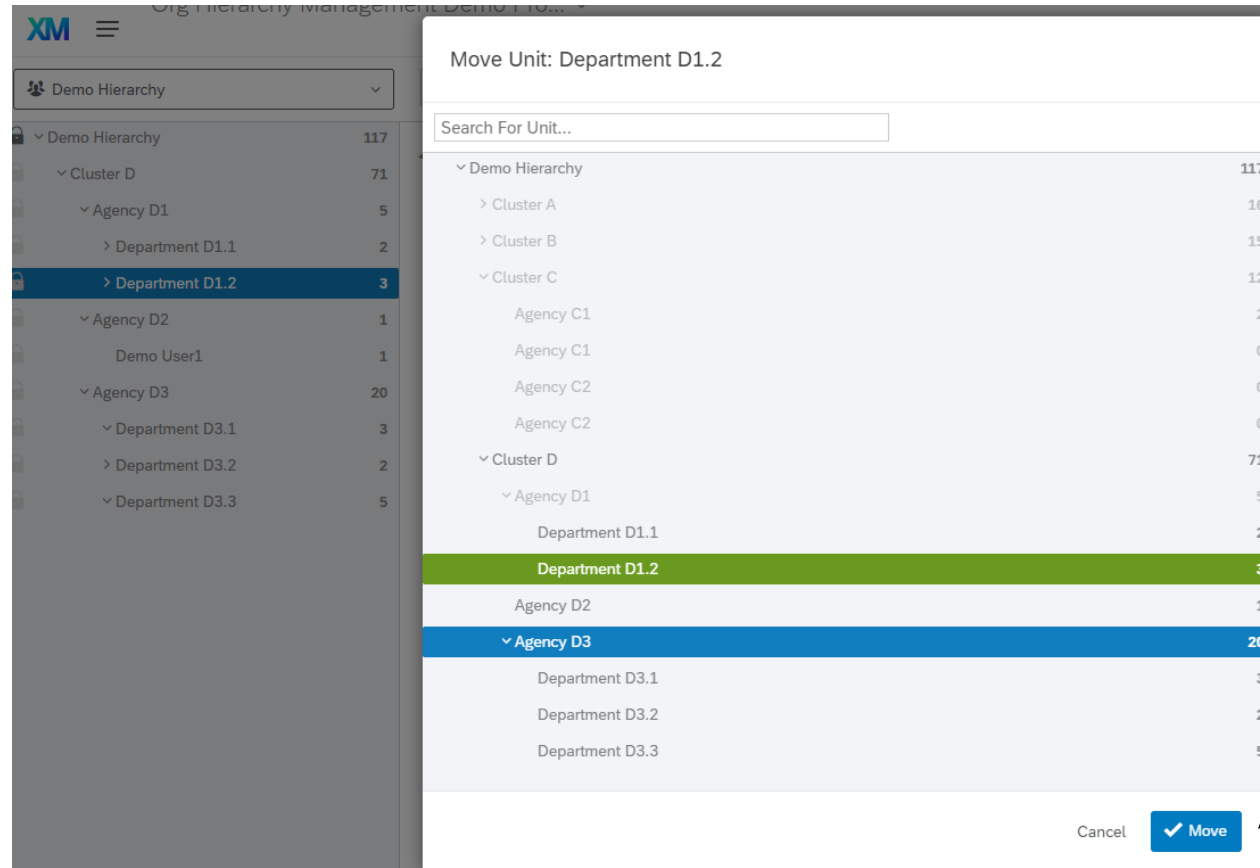
▼ Demo Hierarchy	72
▼ Cluster D	25
> Agency D1	5
> Agency D3	20

3. The org unit will now be removed

Move org unit

To move an org unit, Select Unit Tools > Move Unit. Select the hierarchy unit that you want to move the current unit to.

1. Select unit to be moved > Unit Tools > Move Unit



The screenshot shows the 'Move Unit: Department D1.2' dialog box. The left sidebar shows the 'Demo Hierarchy' with 'Department D1.2' selected. The main dialog area shows a search bar and a list of units. 'Department D1.2' is highlighted in green. The 'Move' button is highlighted in blue.

Unit	Count
Demo Hierarchy	117
Cluster A	16
Cluster B	15
Cluster C	12
Agency C1	2
Agency C1	0
Agency C2	0
Agency C2	0
Cluster D	71
Agency D1	5
Department D1.1	2
Department D1.2	3
Agency D2	1
Agency D3	20
Department D3.1	3
Department D3.2	2
Department D3.3	5

2. Select parent unit where the selected unit is to be moved to

3. Confirm move

Move unit (con'd)

Units can also be moved by dragging and dropping them in the hierarchy

↳ Department A1.1	32
↳ Team A	22
↳ Team B	10
> Department A1.2	0
↳ Agency A2	8
> Department A2.1	3
↳ Department A2.2	5
↳ Cluster B	37
> Agency A3	5
↳ Agency B1	27
> Department B1.1	5
> Department B1.2	7

1. Select unit a unit, click and hold

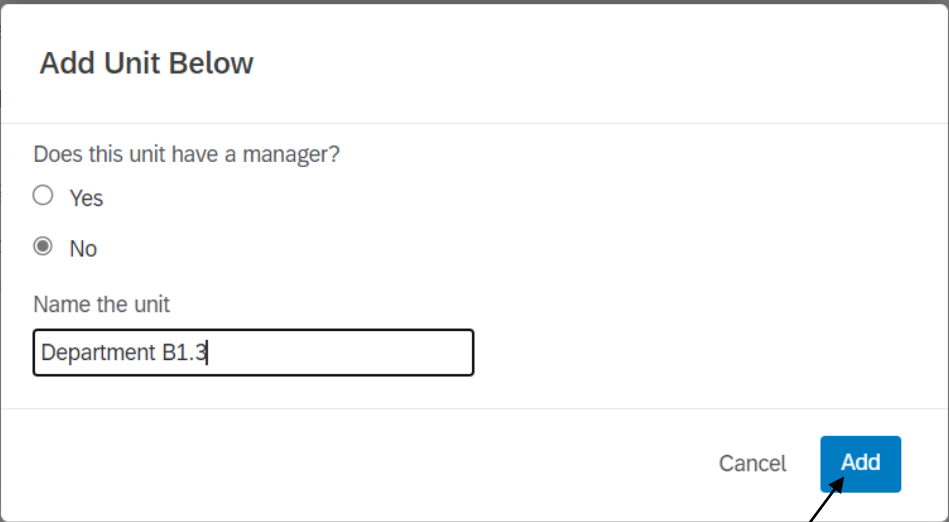
2. Drag this over to where you wish to the unit to sit under

↳ Department A1.1	45
↳ Team A	22
↳ Team B	23
↳ Agency A2	13
> Agency A3	5
> Department A2.1	3
↳ Department A2.2	5
↳ Department A1.2	0
↳ Cluster B	32
↳ Agency B1	27
> Department B1.1	5

Add unit below

1. Select parent unit to add child unit > Unit Tools > Add Unit Below

2. Select 'No'



Does this unit have a manager?

Yes

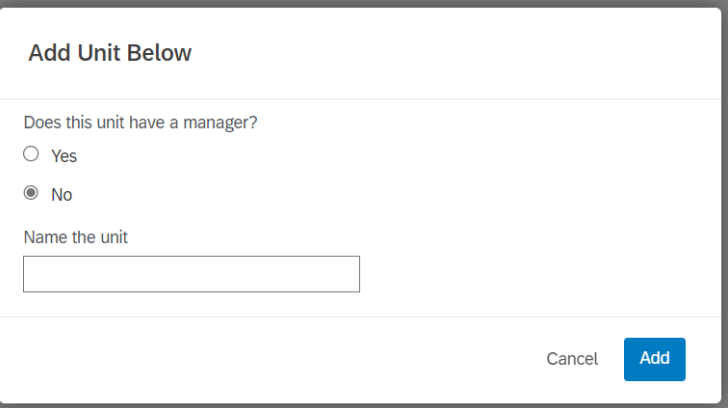
No

Name the unit

Department B1.3

Cancel Add

3. Add Unit Name



Add Unit Below

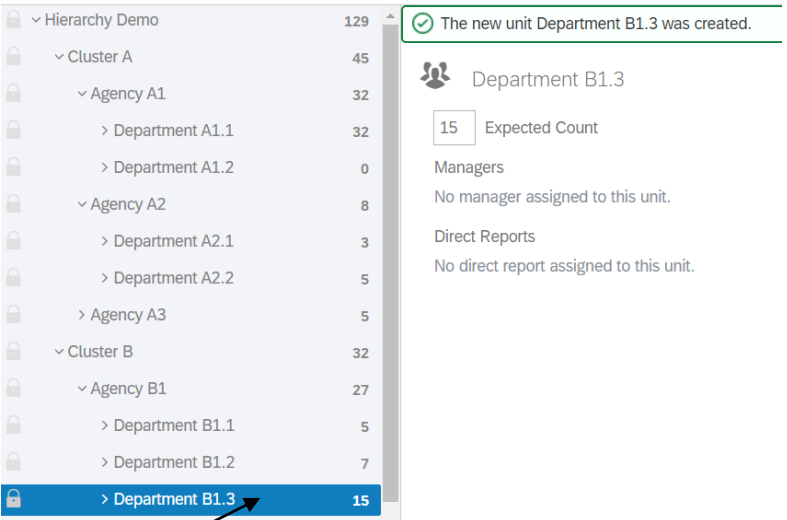
Does this unit have a manager?

Yes

No

Name the unit

Cancel Add



Hierarchy Demo 129

- Cluster A 45
 - Agency A1 32
 - Department A1.1 32
 - Department A1.2 0
 - Agency A2 8
 - Department A2.1 3
 - Department A2.2 5
 - Agency A3 5
- Cluster B 32
 - Agency B1 27
 - Department B1.1 5
 - Department B1.2 7
 - Department B1.3 15

The new unit Department B1.3 was created.

Department B1.3

15 Expected Count

Managers
No manager assigned to this unit.

Direct Reports
No direct report assigned to this unit.

4. Unit is created. Don't forget to update the Expected Count

Export hierarchy request

There's an out-of-system process for you to get Excel exports of your hierarchy

- Send an email to supportau@big-village.com with “PMES 2023 hierarchy export request” in the subject line.
- In the body of the email, include your full name and email address (in the form of your normal email signature is fine, if you've got one).

Export hierarchy request

- Big Village will validate your user access and will email your export to you within 1 hour. The turnaround time may increase to a maximum of 2 hours during peak periods.
- For any requests sent through outside of business hours, Big Village support will respond as early as possible the next business day.
- Note that Big Village will email you your full hierarchy each time. You can then create subsets of your hierarchy by copying and pasting the relevant rows into a new Excel workbook.

Useful tips about the hierarchy export

- The export will already be formatted in a user-friendly way.
- You'll find the export useful for seeking executive sign-off of your hierarchy. Please leave enough time to make changes before the hierarchy deadline.

Hierarchy template

D	E	F	G	H	N	O	P	Q	R
Level 0	Level 1	Level 2	Level 3	Level 4	Expected count	HierarchyStructured	OwningCluster	Total Headcount	Level
2020 NSW Public Sector	Separate Agencies	Public Service Commission			0	Public Service Commission	Separate Agencies	142	2
2020 NSW Public Sector	Separate Agencies	Public Service Commission	Capability and Leadership Strategy Division		0	Capability and Leadership Strategy Division	Separate Agencies	52	3
2020 NSW Public Sector	Separate Agencies	Public Service Commission	Capability and Leadership Strategy Division	Leadership and Talent Branch	36	Leadership and Talent Branch	Separate Agencies	36	4
2020 NSW Public Sector	Separate Agencies	Public Service Commission	Capability and Leadership Strategy Division	Workforce Strategy Branch, LGBT	16	Workforce Strategy Branch, LGBTQ+ Network	Separate Agencies	16	4
2020 NSW Public Sector	Separate Agencies	Public Service Commission	Corporate		13	Corporate	Separate Agencies	13	3
2020 NSW Public Sector	Separate Agencies	Public Service Commission	Office of the Commissioner, Legal Services, People & Engagement, Communications		30	Office of the Commissioner, Legal Services, People & Engagement, Communications	Separate Agencies	30	3
2020 NSW Public Sector	Separate Agencies	Public Service Commission	Performance and Analytics Division		0	Performance and Analytics Division	Separate Agencies	47	3
2020 NSW Public Sector	Separate Agencies	Public Service Commission	Performance and Analytics Division	Performance and Reporting, Innovation and Design, Work of the Future	17	Performance and Reporting, Innovation and Design, Work of the Future	Separate Agencies	17	4
2020 NSW Public Sector	Separate Agencies	Public Service Commission	Performance and Analytics Division	Workforce Analytics & Systems	30	Workforce Analytics & Systems	Separate Agencies	30	4

Important tips

- All changes made to the **org hierarchies are permanent, without the option to undo changes**. Please be careful when performing any changes to the org unit
- Before you delete, add 'DELETE' in the title text to review and delete later
- Please ensure unit names do not exceed 50 characters.

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Trend

Trend documents will be provided by PSC Wednesday 16 August (to be returned Friday 1 September)

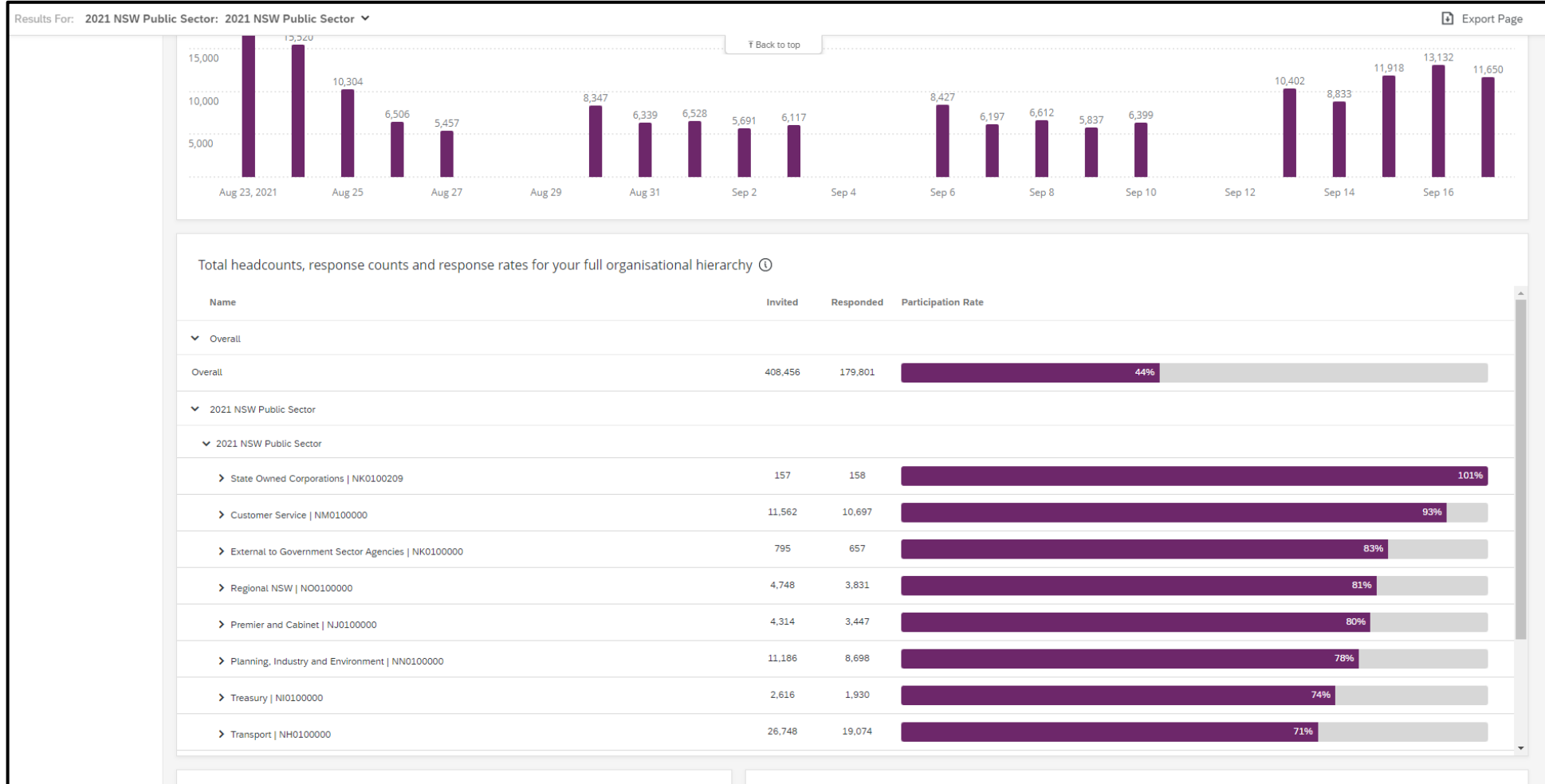


	3	7	10	11	12	14	15
		Level	TrendCode	Trend DeptTitle	Notes		Total Units
1	2020 PMES hierarchy						
2	Customer Service	1	nmm000	Customer Service			389
3	Department of Customer Service	2	nmm100	Department of Customer Service			
4	Better Regulation	3	nc0074	Better Regulation			Units matched
5	BRD Deputy Secretary Office	4	nc0075	BRD Deputy Secretary Office			23
6	Business Operations, Performance & Assurance	4					
7	Community Engagement	4					Units unmatched
8	Community and Engagement Executive Team	5					366
9	Complaints & Issues Resolution	5					
10	Digital & Program Delivery	5					
11	Regulatory Capability	5					
12	Regulatory Research	5					
13	Stakeholder Engagement & Regulatory Education	5					
14	Testing Services	5					
15	Compliance & Dispute Resolution	4					
16	Building & Compliance - Metro	5					
17	Building & Compliance - Regions	5					
18	Compliance - Liquor & Gaming	5					
19	Compliance and Dispute Resolution Executive Team	5					
20	Consumer, Building & Property	5					
21	Health & Safe Design	5					
22	Intervention Design	5					
23	Specialised Regulation - Chemical Safety	5					
24	WHS - Metro	5					
25	WHS - Regions	5					
26	Investigations & Enforcement	4					
27	Compliance - Prosecution	5					
28	Data, Intelligence & Analytics	5					
29	Disciplinary Action Unit	5					
30	Investigations & Emergency Response	5					
31	Investigations & Enforcement Executive Team	5					
32	Investigations & Operations	5					
33	Investigations, Intervention & Review	5					
34	Subsidence Advisory NSW	5					

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Response rates

Response rates will be made available throughout the survey period



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Dashboard and PDF Reporting

Dashboards

Results Dashboard

- Executive Summary
- Employee engagement
- Burnout
- All attitudinal topics
- All attitudinal questions
- Negative workplace behaviours
- Respondent profile
- All response rates
- Results by child unit
- Results by demographics group
- All employee experience questions
- Custom questions (if applicable)

Comments dashboard

- Comment themes
- Sentiment analysis
- Verbatim comments

Results dashboard



PMES 2021 Results
Export Page Responses 179,801

Results For: 2021 NSW Public Sector: 2021 NSW Public Sector

Filters
Advanced Filter
Gender: All
Age: All
Country of birth: All
Aboriginal and/or Torres Strait Islander: All
Disability: All
Care for a child: All
Caring responsibility: All

Employment status: All
Manager status: All
Organisation tenure: All
Salary: All
Language other than English at home?: All
Employee Seniority: All
Type of work: All
[Hide Filters](#)

Employee engagement insights

Employee engagement

67.2
total score

Employee engagement trend

Year	Score (%)
2016	65.0%
2017	64.6%
2018	65.3%
2019	65.7%
2020	67.2%
2021	67.2%

Employee engagement questions

Question	Responses	Distribution	2020	2019	2018	2017	2016	Sector	2021 NSW Public Sector
07k - I am proud to tell others I work for my organisation	168,000	73.7% 17.8% 8.6%	-0.2	+3.9	+4.6	+5.5	+5.4	0.0	0.0
07j - I would recommend my organisation as a great place to work	168,026	66.7% 19.6% 13.6%	-1.4	+4.3	+5.6	+7.1	+7.1	0.0	0.0
07i - I feel a strong personal attachment to my organisation	167,961	63.1% 22.6% 13.3%	-0.7	+1.4	+1.7	+1.9	+0.9	0.0	0.0

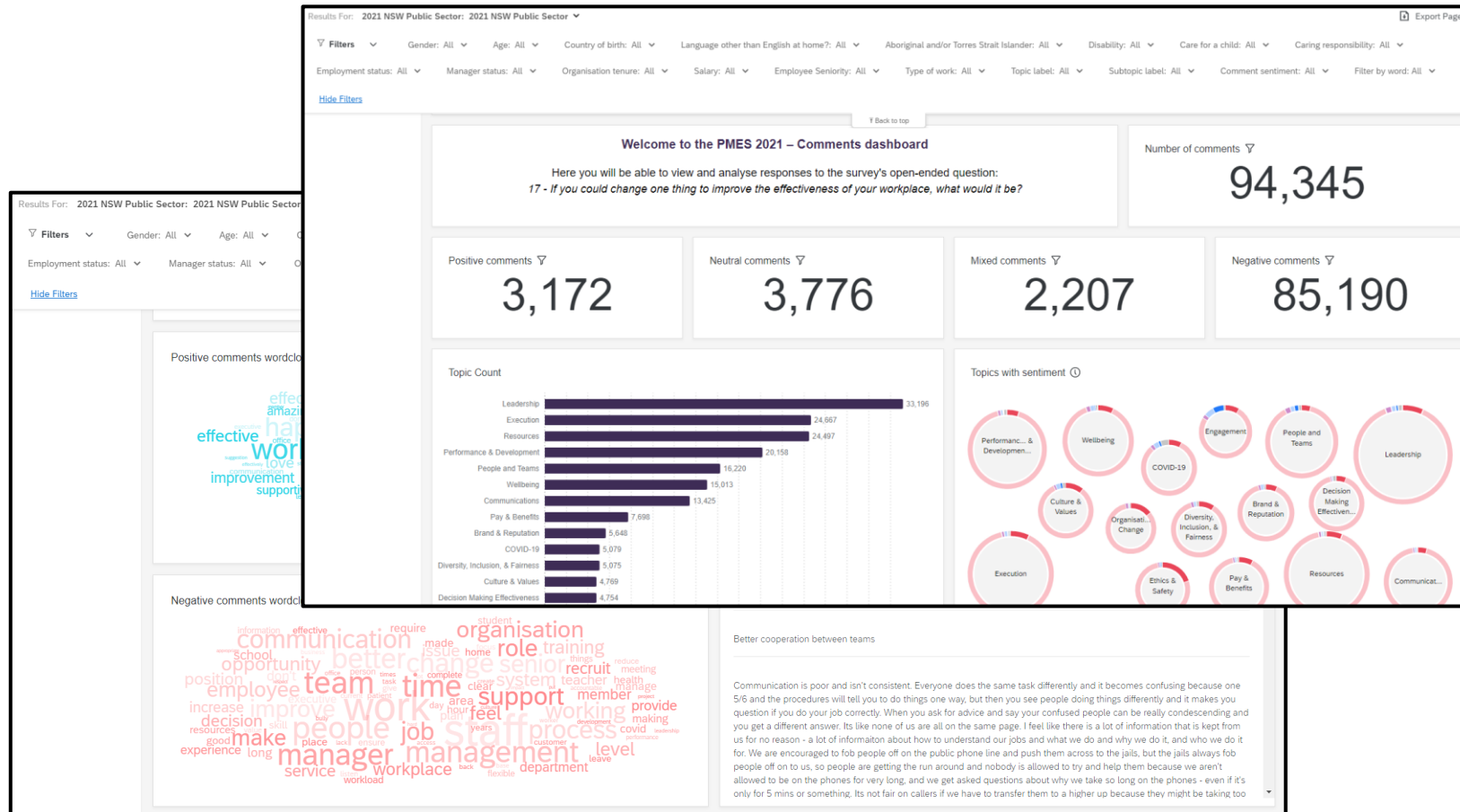
Results by demographic group

Question	Responses	Distribution	2020	2019	2018	2017	2016	Sector	2021 NSW Public Sector
08b - Personal organisation (e.g. cultural background, age, disability, sexual orientation, gender)	170,815	80.2% 12.2% 7.6%	79.4%	76.1%	75.1%	74.0%	-	80.2%	80.2%
08a - My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	170,842	79.3% 13.3% 7.5%	79.1%	77.1%	75.6%	74.2%	75.1%	79.3%	79.3%
02a - My workgroup works collaboratively to achieve its goals	179,443	79.2% 11.9% 8.8%	78.4%	79.0%	-	-	79.2%	79.2%	-
05b - My manager listens to what I have to say	175,666	76.7% 11.8% 9.5%	78.6%	76.4%	75.6%	74.5%	72.7%	78.7%	78.7%
07p - I am confident work health and safety issues I raise will be addressed promptly	168,285	74.4% 13.6% 10.0%	-	-	-	-	76.4%	76.4%	-

Results by demographic group

Year	Employee engagement (%)	Job satisfaction (%)	Wellbeing (%)	Customer service (%)
2016	65.0%	58.3%	60.1%	58.3%
2017	64.6%	59.7%	60.9%	58.7%
2018	65.3%	59.7%	61.7%	60.9%
2019	65.7%	61.4%	61.7%	60.9%
2020	67.2%	61.4%	61.7%	60.9%
2021	67.2%	61.4%	61.7%	60.9%

Comments dashboard



Report segments (subject to change)

- Headlines results for key topics
- Most and least improved
- Highest and lowest
- Key drivers of engagement
- Attitudinal topics (i.e. Role Clarity and Support, Learning and Development etc.)
- Child unit comparison for key topics
- Demographics for key topics
- Employee engagement
- Respondent profile

PDF Highlights reports

People Matter

Key drivers for employee engagement

The key driver analysis identifies questions with the strongest influence on your employee engagement.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). Look for ways to maintain your strengths and improve your priorities.

Topic	Score
Learning and development	74
Recognition	74
Risk and innovation	74
Ethics and values	74
Communication and change management	74
Customer service	74

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People Matter

Highest and lowest questions

These are the questions with the highest and lowest % favourable scores. % favourable is based on the respondents who selected 'strongly agree' or 'agree'.

Questions with the highest favourable scores

Question	Score	Response
Risk and innovation	1l	I am committed
Ethics and values	7q	I support
Role clarity and support	1a	I understand
Customer service	2d	My work
Customer service	2c	People

Questions with the lowest favourable scores

Question	Score	Response
Burnout (disagree)	1n	I feel burnt out
Communication and change management	7b	Change
Action on survey results	9	I am committed
Inclusion and diversity / Senior managers	6f	Senior managers
Recruitment	7f	My organization

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People Matter

Headline results for key topics

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.

We've flagged the top 3 (*) and bottom 3 (!) topics for you. Use these topics as a starting point for exploring your results.

See 'Additional information about the survey' for interpretation guidance including the burnout (disagree) question and details about the survey model.

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support 64% 2021 -3 (67%)	Teamwork and collaboration 62% 2021 -2 (64%)	Recruitment 48% 2021 -	Senior managers 51% 2021 -	Employee engagement 64 2021 -3 (67)
Job purpose and enrichment 70%* 2021 -1 (72%)	Inclusion and diversity 68% 2021 -	Learning and development 55% 2021 -2 (57%)	Decision making and accountability 60% 2021 -1 (61%)	Job satisfaction 68% 2021 -4 (73%)
Risk and innovation 73%* 2021 -3 (75%)	Flexible working 63% 2021 -4 (66%)	Pay 48%!* 2021 -11 (59%)	Communication and change management 55% 2021 -3 (58%)	Wellbeing 58% 2021 -4 (62%)
Ethics and values 69% 2021 -	Grievance handling 53% 2021 -	Recognition 60% 2021 -3 (63%)	Employee voice 64% 2021 -2 (67%)	Customer service 70%* 2021 -3 (73%)
	Health and safety 69% 2021 -4 (73%)	Feedback and performance management 55% 2021 -2 (57%)	Action on survey results 44%!* 2021 -3 (47%)	
	Burnout (disagree) 34%!* 2021 -			

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Difference from (percentage point)
 +5 or more +4 to -4 -5 or less
 r = below privacy cut-off

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Known issues and fixes

Known issues and fixes

Challenge



Comment export limits

At present, only 10,000 comments can be pulled out of the dashboard at any one time

Hierarchy cannot be locked

The hierarchy cannot be locked so that users can enter headcounts without accidentally changing hierarchy

Hierarchy based widgets do not have 'expand all' option

At present, the export does not allow for full export of hierarchy and needs to be manually expanded by cluster/unit

Solution



Where more than 10,000 comments, we can provide excel outputs

As per last year, hierarchy and headcount deadlines have been aligned to mitigate risk

Currently we have a workaround of an excel output

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Q&A



**Public
Service
Commission**