

Government Procurement Service

Returns: 227

Response rate: 86%

Your engagement index

56%

Difference from previous survey	Difference from CS2011	Difference from CS High Performers
0	0	-6 ✧

See the appendix for further details

The three elements of engagement and their component questions are:

Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2011
B50. I am proud when I tell others I am part of GPS [^]	51%	+3	-2
B51. I would recommend GPS as a great place to work [^]	41%	-4	-1

Stay: emotionally attached and committed to the organisation...

B52. I feel a strong personal attachment to GPS [^]	39%	-7 ✧	-7 ✧
--	-----	------	------










Strive: motivated to do the best for the organisation...

B53. GPS inspires me to do the best in my job [^]	41%	+1	+2
B54. GPS motivates me to help it achieve its objectives [^]	37%	+1	+2

✧ = Statistically significant difference from comparison
The results for the engagement questions are shown in detail on page 8

Drivers of engagement

Employee engagement is shaped by experiences at work, as measured by nine themes in the survey. The table below shows how you performed on each of these themes, ranked by the strength of association with engagement. The themes which have the strongest association with engagement should be the focus for action. See the appendix for further details.

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Leadership and managing change		50%	+13 ✧	+12 ✧	+3 ✧
My work		68%	+1	-3 ✧	-8 ✧
My line manager		60%	-2	-4 ✧	-8 ✧
Resources and workload		59%	-6 ✧	-14 ✧	-17 ✧
Learning and development		32%	-2	-11 ✧	-18 ✧
Pay and benefits		49%	-2	+17 ✧	+10 ✧
My team		78%	-1	+1	-3 ✧
Organisational objectives and purpose		81%	+3	0	-5 ✧
Inclusion and fair treatment		73%	+1	0	-4 ✧




✧ = Statistically significant difference from comparison

Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from CS2011.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

		% Positive	Diff. from previous survey	Difference from CS2011
Leadership and managing change		Strength of association with engagement: 		
B43.	I believe that the Board has a clear vision for the future of Government Procurement Service ^	63%	+32 ◇	+23 ◇
B44.	Overall, I have confidence in the decisions made by Government Procurement Service's Executive Board^	58%	+22 ◇	+21 ◇
B40.	I feel that Government Procurement Service as a whole is managed well^	60%	+17 ◇	+20 ◇
B46.	When changes are made in Government Procurement Service they are usually for the better^	36%	+13 ◇	+13 ◇
B49.	I think it is safe to challenge the way things are done in Government Procurement Service ^	51%	+13 ◇	+13 ◇
B42.	I believe the actions of the Executive Board are consistent with Government Procurement Service's values^	50%	+11 ◇	+11 ◇
B41.	The Executive Board in Government Procurement Service are sufficiently visible^	52%	+9 ◇	+7 ◇
B45.	I feel that change is managed well in Government Procurement Service ^	33%	+8 ◇	+6 ◇
B47.	Government Procurement Service keeps me informed about matters that affect me^	58%	-3	+3 ◇
B48.	I have the opportunity to contribute my views before decisions are made that affect me	38%	+8 ◇	+2
My work		Strength of association with engagement: 		
B04.	I feel involved in the decisions that affect my work	48%	+4	-1
B05.	I have a choice in deciding how I do my work	70%	+2	-1
B01.	I am interested in my work	87%	-1	-2 ◇
B02.	I am sufficiently challenged by my work	70%	+1	-5 ◇
B03.	My work gives me a sense of personal accomplishment	65%	-1	-8 ◇
My line manager		Strength of association with engagement: 		
B12.	My manager helps me to understand how I contribute to Government Procurement Service's objectives^	58%	-1	-1
B13.	Overall, I have confidence in the decisions made by my manager	69%	+1	-2 ◇
B10.	My manager is considerate of my life outside work	76%	+3	-3 ◇
B09.	My manager motivates me to be more effective in my job	59%	-2	-4 ◇
B11.	My manager is open to my ideas	74%	0	-4 ◇
B14.	My manager recognises when I have done my job well	71%	-5	-5 ◇
B15.	I receive regular feedback on my performance	55%	-1	-5 ◇
B18.	Poor performance is dealt with effectively in my team	32%	-5	-5 ◇
B17.	I think that my performance is evaluated fairly	55%	-2	-7 ◇
B16.	The feedback I receive helps me to improve my performance	50%	-4	-8 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



My work

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B01. I am interested in my work	33	54	6	7		87%	-1	-2 ✧	-5 ✧
B02. I am sufficiently challenged by my work	26	44	14	12	4	70%	+1	-5 ✧	-9 ✧
B03. My work gives me a sense of personal accomplishment	16	48	18	16		65%	-1	-8 ✧	-13 ✧
B04. I feel involved in the decisions that affect my work	12	36	20	22	9	48%	+4	-1	-11 ✧
B05. I have a choice in deciding how I do my work	17	53	15	11	4	70%	+2	-1	-7 ✧

Organisational objectives and purpose

:Strength of association with engagement

B06. I have a clear understanding of Government Procurement Service's purpose^	30	56	10			86%	+4	+2 ✧	-3 ✧
B07. I have a clear understanding of Government Procurement Service's objectives^	22	55	15	6		78%	+4	-1	-7 ✧
B08. I understand how my work contributes to Government Procurement Service's objectives^	24	55	13	7		79%	+2	-2 ✧	-7 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



My line manager

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B09. My manager motivates me to be more effective in my job	14	45	22	14	5	59%	-2	-4 ✧	-8 ✧
B10. My manager is considerate of my life outside work	27	49	15	6	4	76%	+3	-3 ✧	-6 ✧
B11. My manager is open to my ideas	27	47	18	6		74%	0	-4 ✧	-7 ✧
B12. My manager helps me to understand how I contribute to Government Procurement Service's objectives^	12	45	26	13	4	58%	-1	-1	-6 ✧
B13. Overall, I have confidence in the decisions made by my manager	21	48	19	8	5	69%	+1	-2 ✧	-6 ✧
B14. My manager recognises when I have done my job well	18	53	19	6		71%	-5	-5 ✧	-8 ✧
B15. I receive regular feedback on my performance	9	46	21	20	4	55%	-1	-5 ✧	-10 ✧
B16. The feedback I receive helps me to improve my performance	10	40	32	15		50%	-4	-8 ✧	-12 ✧
B17. I think that my performance is evaluated fairly	9	46	27	13	5	55%	-2	-7 ✧	-12 ✧
B18. Poor performance is dealt with effectively in my team	4	29	37	20	10	32%	-5	-5 ✧	-8 ✧

My team

:Strength of association with engagement

B19. The people in my team can be relied upon to help when things get difficult in my job	28	53	13	5		81%	-2	-1	-4 ✧
B20. The people in my team work together to find ways to improve the service we provide	26	55	13	5		81%	-2	+2 ✧	-1
B21. The people in my team are encouraged to come up with new and better ways of doing things	26	45	17	8		72%	+1	+3 ✧	-3 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



Learning and development

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B22. I am able to access the right learning and development opportunities when I need to	4	27	34	28	7	31%	-3	-23 ✧	-33 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	5	23	39	23	9	28%	-10 ✧	-16 ✧	-24 ✧
B24. There are opportunities for me to develop my career in Government Procurement Service ^	4	27	30	25	13	31%	+9 ✧	0	-7 ✧
B25. Learning and development activities I have completed while working for Government Procurement Service are helping me to develop my career^	4	34	30	24	9	37%	-3	-2	-8 ✧

Inclusion and fair treatment

:Strength of association with engagement

B26. I am treated fairly at work	15	66	11	6		81%	+3	+3 ✧	0
B27. I am treated with respect by the people I work with	21	66	8	4		88%	+2	+4 ✧	+1
B28. I feel valued for the work I do	14	43	26	12	5	57%	-3	-2	-9 ✧
B29. I think that Government Procurement Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)^	15	53	23	6		68%	+3	-2	-8 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison


% Strongly agree
 % Agree
 % Neither
 % Disagree
 % Strongly disagree
 % Positive
 Difference from previous survey
 Difference from CS2011
 Difference from CS High Performers

Resources and workload

 :Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B30. In my job, I am clear what is expected of me	14	56	13	15		69%	-2	-13 ◇	-17 ◇
B31. I get the information I need to do my job well	8	44	24	19	5	52%	+1	-15 ◇	-19 ◇
B32. I have clear work objectives	7	35	22	24	12	42%	-16 ◇	-31 ◇	-35 ◇
B33. I have the skills I need to do my job effectively	17	61	17	4		78%	-7 ◇	-10 ◇	-13 ◇
B34. I have the tools I need to do my job effectively	8	50	25	15		58%	-8 ◇	-13 ◇	-18 ◇
B35. I have an acceptable workload		46	18	23	10	48%	-10 ◇	-12 ◇	-17 ◇
B36. I achieve a good balance between my work life and my private life	7	58	18	12	5	65%	-3	-3 ◇	-9 ◇

Pay and benefits

 :Strength of association with engagement

B37. I feel that my pay adequately reflects my performance	4	44	22	20	9	48%	-5	+16 ◇	+9 ◇
B38. I am satisfied with the total benefits package	6	48	25	17	5	53%	-1	+19 ◇	+13 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	4	40	25	23	8	45%	0	+17 ◇	+9 ◇

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison



Leadership and managing change

:Strength of association with engagement

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
B40. I feel that Government Procurement Service as a whole is managed well [^]	9	51	21	15	4	60%	+17 ✧	+20 ✧	+6 ✧
B41. The Executive Board in Government Procurement Service are sufficiently visible [^]	10	42	22	22	4	52%	+9 ✧	+7 ✧	-7 ✧
B42. I believe the actions of the Executive Board are consistent with Government Procurement Service's values [^]	10	40	40	6	4	50%	+11 ✧	+11 ✧	0
B43. I believe that the Board has a clear vision for the future of Government Procurement Service [^]	13	50	25	10	4	63%	+32 ✧	+23 ✧	+12 ✧
B44. Overall, I have confidence in the decisions made by Government Procurement Service's Executive Board [^]	10	48	30	9	4	58%	+22 ✧	+21 ✧	+10 ✧
B45. I feel that change is managed well in Government Procurement Service [^]	3	30	22	36	9	33%	+8 ✧	+6 ✧	-3 ✧
B46. When changes are made in Government Procurement Service they are usually for the better [^]	4	32	34	22	7	36%	+13 ✧	+13 ✧	+5 ✧
B47. Government Procurement Service keeps me informed about matters that affect me [^]	6	53	25	14	4	58%	-3	+3 ✧	-3 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me	4	34	25	27	10	38%	+8 ✧	+2	-6 ✧
B49. I think it is safe to challenge the way things are done in Government Procurement Service [^]	4	47	25	16	8	51%	+13 ✧	+13 ✧	+5 ✧

All questions by theme

This section shows the results for each question in the survey, by theme.

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of GPS^	8	43	39	8	8	51%	+3	-2	-14 ✧
B51. I would recommend GPS as a great place to work^	5	36	39	16	4	41%	-4	-1	-14 ✧
B52. I feel a strong personal attachment to GPS ^	8	30	33	22	6	39%	-7 ✧	-7 ✧	-15 ✧
B53. GPS inspires me to do the best in my job^	6	35	37	18	5	41%	+1	+2	-9 ✧
B54. GPS motivates me to help it achieve its objectives^	5	32	39	18	6	37%	+1	+2	-8 ✧
Taking action									
B55. I believe that the Executive Board in Government Procurement Service will take action on the results from this survey^	8	43	29	16	4	50%	+2	+12 ✧	0
B56. I believe that managers where I work will take action on the results from this survey	5	43	28	17	7	49%	+3	0	-7 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	22	40	29	7	7	24%	-	-5 ✧	-13 ✧

All questions by theme

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for Government Procurement Service?^

			Difference from previous survey	Difference from CS2011	Difference from CS High Performers
I want to leave Government Procurement Service as soon as possible		6%	0	-2	-4
I want to leave Government Procurement Service within the next 12 months		12%	-2	+1	-3
I want to stay working for Government Procurement Service for at least the next year		30%	+1	+2	-5 ✧
I want to stay working for Government Procurement Service for at least the next three years		53%	+2	-1	-7 ✧

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2011	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	-1	+11 ✧	+5 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?			76%	+7 ✧	+17 ✧	+11 ✧
D03. Are you confident that if you raised a concern under the Civil Service Code in Government Procurement Service it would be investigated properly?^			76%	+2	+11 ✧	+4 ✧

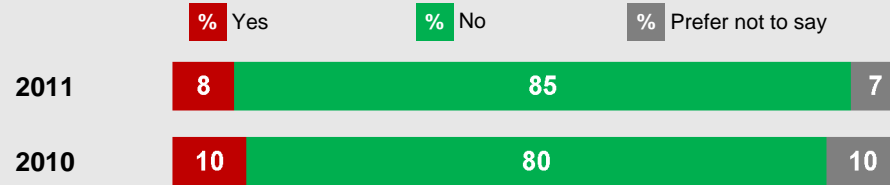
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

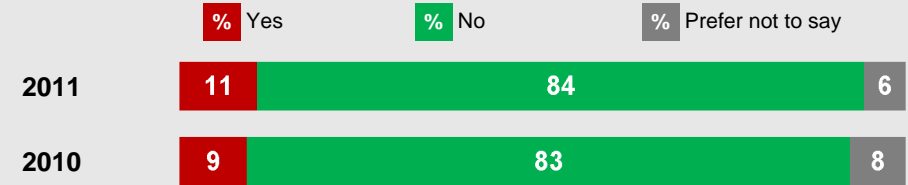
All questions by theme

Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?



E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

Ground	Response count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	--
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

Who	Response count
A colleague	--
Your manager	--
Another manager in my part of Government Procurement Service	--
Someone you manage	--
Someone who works for another part of Government Procurement Service	--
A member of the public	--
Someone else	--
Prefer not to say	--

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

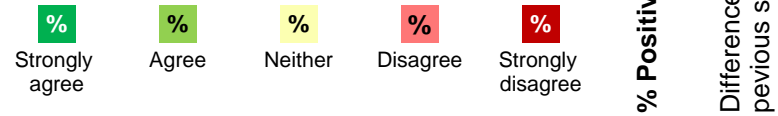
All questions by theme

This section shows the results for each question in the survey, by theme.

* indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree"

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



Government Procurement Service questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01. This organisation provides a great service to its customers/clients	53		35	8		56%	-12 ◇
F02. I think this organisation should put more back into the local community*	25	45		26		27%	-3
F03. I believe this organisation does not do enough to protect the environment*	13	41		42	4	45%	-8 ◇
F04. My organisation makes a positive difference to the world we live in	39	45		10		42%	-4
F05. I have the support I need to provide a great service	44	31		21		46%	-1
F06. I have a great deal of faith in the person leading this organisation	14	50	28	6		64%	+26 ◇
F07. My manager does a lot of telling but not much listening*	14	25	48	12		59%	-5
F08. I have confidence in the leadership skills of my manager	14	45	24	12	6	59%	-1
F09. I believe our TORCH values encourage positive behaviours across the organisation	6	48	26	16	4	54%	-
F10. My line manager clearly demonstrates our TORCH values	10	46	28	12		56%	-

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
Previous survey	Comparisons to the previous survey relate to the results from the 2010 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2011	The CS2011 benchmark is the median percent positive across all organisations that participated in the 2011 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2011 Civil Service People Survey.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy.

Statistical significance: ✧

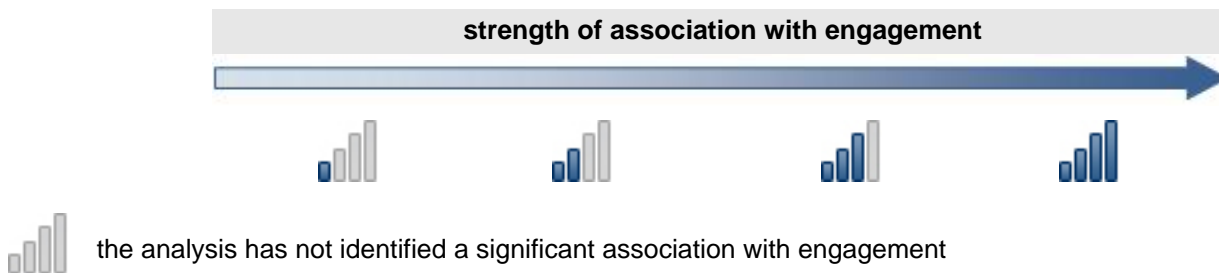
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2011 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

The employee engagement index

The survey includes five questions that make up the engagement index (B50-B54). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. Nine themes have been included in the survey to measure employees' experiences at work. A statistical technique, stepwise regression, is used to identify the extent to which each of these themes has an association with engagement. The themes identified as having an association are called the 'Drivers of engagement'. The strength of association with engagement varies by theme and is illustrated by a 4-bar icon, as show below. Themes with a full 4-bar icon have the strongest association with engagement.



Confidentiality

This survey was carried out as part of the 2011 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.