Autumn 2013 survey report for:

Government Procurement Service

Government Procurement Service

Returns: 299 Response rate: 74%

Your engagement index

58%	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
	-3 ✧	0	-4 ✧

See the appendix for further details

The three elements of engagement and their component questions are:	% Positive	Difference from previous survey	Difference from CS2013
Say: speaks positively of the organisation...			
B50. I am proud when I tell others I am part of Government Procurement Service	**57%**	-3	+1
B51. I would recommend Government Procurement Service as a great place to work	**48%**	-10 ✧	+3
Stay: emotionally attached and committed to the organisation...			
B52. I feel a strong personal attachment to Government Procurement Service	**39%**	-7 ✧	-7 ✧
Strive: motivated to do the best for the organisation...			
B53. Government Procurement Service inspires me to do the best in my job	**42%**	-8 ✧	-1
B54. Government Procurement Service motivates me to help it achieve its objectives	**39%**	-9 ✧	0

✧ = *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 CS2013	Difference from CS High Performers
Leadership and managing change		**32%**	-21 ✧	-10 ✧	-19 ✧
My manager		**64%**	-1	-3 ✧	-6 ✧
My work		**72%**	-2	-2	-6 ✧
Resources and workload		**64%**	-2	-10 ✧	-13 ✧
Pay and benefits		**42%**	-3	+13 ✧	+8 ✧
Learning and development		**38%**	-3	-10 ✧	-17 ✧
Inclusion and fair treatment		**74%**	+3	-1	-4 ✧
Organisational objectives and purpose		**79%**	-8 ✧	-3 ✧	-8 ✧
My team		**80%**	0	+1	-2

✧ = *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 CS2013.

^ indicates a variation in question wording from your previous survey
✧ indicates statistically significant difference from comparison

		% Positive	Diff. from previous survey	Difference from CS2013
Leadership and managing change			Strength of association with engagement:	
B46.	When changes are made in Government Procurement Service they are usually for the better	**31%**	-8 ✧	+4 ✧
B40.	I feel that Government Procurement Service as a whole is managed well	**42%**	-25 ✧	-2
B45.	I feel that change is managed well in Government Procurement Service	**23%**	-17 ✧	-6 ✧
B49.	I think it is safe to challenge the way things are done in Government Procurement Service	**31%**	-16 ✧	-7 ✧
B43.	I believe that the Board has a clear vision for the future of Government Procurement Service	**34%**	-32 ✧	-8 ✧
B48.	I have the opportunity to contribute my views before decisions are made that affect me	**28%**	-12 ✧	-9 ✧
B44.	Overall, I have confidence in the decisions made by Government Procurement Service's Executive Board	**31%**	-27 ✧	-9 ✧
B42.	I believe the actions of the Executive Board are consistent with Government Procurement Service's values	**32%**	-21 ✧	-12 ✧
B47.	Government Procurement Service keeps me informed about matters that affect me	**39%**	-21 ✧	-19 ✧
B41.	The Executive Board in Government Procurement Service are sufficiently visible	**30%**	-28 ✧	-21 ✧
My manager			Strength of association with engagement:	
B10.	My manager is considerate of my life outside work	**84%**	+8 ✧	+4 ✧
B11.	My manager is open to my ideas	**81%**	+3 ✧	+2 ✧
B18.	Poor performance is dealt with effectively in my team	**38%**	-5 ✧	0
B14.	My manager recognises when I have done my job well	**77%**	+3 ✧	-1
B09.	My manager motivates me to be more effective in my job	**64%**	-1	-1
B13.	Overall, I have confidence in the decisions made by my manager	**69%**	-2	-2
B16.	The feedback I receive helps me to improve my performance	**56%**	-6 ✧	-4 ✧
B12.	My manager helps me to understand how I contribute to Government Procurement Service's objectives	**58%**	-9 ✧	-4 ✧
B17.	I think that my performance is evaluated fairly	**58%**	0	-5 ✧
B15.	I receive regular feedback on my performance	**54%**	-4 ✧	-10 ✧
My work			Strength of association with engagement:	
B05.	I have a choice in deciding how I do my work	**74%**	+2	+2
B01.	I am interested in my work	**89%**	0	0
B04.	I feel involved in the decisions that affect my work	**52%**	-5 ✧	-2
B03.	My work gives me a sense of personal accomplishment	**72%**	0	-3 ✧
B02.	I am sufficiently challenged by my work	**73%**	-6 ✧	-4 ✧

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 CS2013	Difference from CS High Performers
My work									
:Strength of association with engagement									
B01. I am interested in my work	42	47	8			**89%**	0	0	-3 ✧
B02. I am sufficiently challenged by my work	30	43	14	10		**73%**	-6 ✧	-4 ✧	-8 ✧
B03. My work gives me a sense of personal accomplishment	23	49	15	13		**72%**	0	-3 ✧	-7 ✧
B04. I feel involved in the decisions that affect my work	10	41	17	24	7	**52%**	-5 ✧	-2	-9 ✧
B05. I have a choice in deciding how I do my work	20	55	13	11		**74%**	+2	+2	-3 ✧
Organisational objectives and purpose									
:Strength of association with engagement									
B06. I have a clear understanding of Government Procurement Service's purpose	24	61	9	6		**85%**	-5 ✧	0	-5 ✧
B07. I have a clear understanding of Government Procurement Service's objectives	19	55	14	11		**74%**	-11 ✧	-6 ✧	-11 ✧
B08. I understand how my work contributes to Government Procurement Service's objectives	23	56	12	8		**79%**	-8 ✧	-3 ✧	-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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
My manager :Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	21	43	19	12	4	64%	-1	-1	-6 ✧
B10. My manager is considerate of my life outside work	36	48	11			84%	+8 ✧	+4 ✧	0
B11. My manager is open to my ideas	32	50	10	6		81%	+3 ✧	+2 ✧	-1
B12. My manager helps me to understand how I contribute to Government Procurement Service's objectives	20	38	28	11		58%	-9 ✧	-4 ✧	-8 ✧
B13. Overall, I have confidence in the decisions made by my manager	24	44	19	8	4	69%	-2	-2	-7 ✧
B14. My manager recognises when I have done my job well	30	47	13	8		77%	+3 ✧	-1	-4 ✧
B15. I receive regular feedback on my performance	21	34	23	17	6	54%	-4 ✧	-10 ✧	-14 ✧
B16. The feedback I receive helps me to improve my performance	20	36	28	11	5	56%	-6 ✧	-4 ✧	-9 ✧
B17. I think that my performance is evaluated fairly	18	40	25	11	6	58%	0	-5 ✧	-9 ✧
B18. Poor performance is dealt with effectively in my team	8	30	34	17	10	38%	-5 ✧	0	-4 ✧
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	30	54	11	4		84%	+2	0	-2
B20. The people in my team work together to find ways to improve the service we provide	28	54	12	4		82%	+2	+2	-1
B21. The people in my team are encouraged to come up with new and better ways of doing things	25	48	18	5		74%	-3	+1	-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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Learning and development :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	10	38	23	22	7	**47%**	+2	-14 ✧	-17 ✧
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	6	29	35	22	8	**35%**	-2	-13 ✧	-19 ✧
B24. There are opportunities for me to develop my career in Government Procurement Service	6	29	28	22	14	**35%**	-7 ✧	-3	-12 ✧
B25. Learning and development activities I have completed while working for Government Procurement Service are helping me to develop my career	4	30	34	22	11	**33%**	-4 ✧	-8 ✧	-15 ✧
Inclusion and fair treatment :Strength of association with engagement									
B26. I am treated fairly at work	20	56	13	8		**77%**	+2	-2	-5 ✧
B27. I am treated with respect by the people I work with	26	61	9			**87%**	+4 ✧	+2 ✧	0
B28. I feel valued for the work I do	15	45	18	18	4	**60%**	0	-3 ✧	-7 ✧
B29. I think that Government Procurement Service respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	17	54	19	8		**71%**	+6 ✧	-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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
Resources and workload :Strength of association with engagement									
B30. In my job, I am clear what is expected of me	19	59	12	8		**78%**	-2	-5 ✧	-8 ✧
B31. I get the information I need to do my job well	10	48	20	20		**58%**	-5 ✧	-11 ✧	-15 ✧
B32. I have clear work objectives	12	45	19	15	8	**57%**	-11 ✧	-18 ✧	-22 ✧
B33. I have the skills I need to do my job effectively	23	62	11	4		**85%**	-2	-3 ✧	-5 ✧
B34. I have the tools I need to do my job effectively	7	46	18	21	8	**53%**	-4 ✧	-19 ✧	-23 ✧
B35. I have an acceptable workload	7	45	22	20	6	**52%**	+5 ✧	-8 ✧	-14 ✧
B36. I achieve a good balance between my work life and my private life	13	50	18	16		**63%**	+4 ✧	-5 ✧	-9 ✧
Pay and benefits :Strength of association with engagement									
B37. I feel that my pay adequately reflects my performance	6	37	19	27	11	**43%**	-2	+14 ✧	+8 ✧
B38. I am satisfied with the total benefits package	6	40	25	20	9	**46%**	-4 ✧	+13 ✧	+8 ✧
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	6	31	27	26	11	**37%**	-3	+11 ✧	+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

Leadership and managing change

:Strength of association with engagement

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B40. I feel that Government Procurement Service as a whole is managed well	5	36	28	24	6	42%	-25 ✧	-2	-15 ✧
B41. The Executive Board in Government Procurement Service are sufficiently visible	4	26	23	30	16	30%	-28 ✧	-21 ✧	-32 ✧
B42. I believe the actions of the Executive Board are consistent with Government Procurement Service's values		29	46	16	7	32%	-21 ✧	-12 ✧	-23 ✧
B43. I believe that the Board has a clear vision for the future of Government Procurement Service	4	29	37	22	7	34%	-32 ✧	-8 ✧	-21 ✧
B44. Overall, I have confidence in the decisions made by Government Procurement Service's Executive Board	5	26	42	20	7	31%	-27 ✧	-9 ✧	-19 ✧
B45. I feel that change is managed well in Government Procurement Service		21	29	37	11	23%	-17 ✧	-6 ✧	-16 ✧
B46. When changes are made in Government Procurement Service they are usually for the better		29	42	22	5	31%	-8 ✧	+4 ✧	-4 ✧
B47. Government Procurement Service keeps me informed about matters that affect me		36	29	27	5	39%	-21 ✧	-19 ✧	-26 ✧
B48. I have the opportunity to contribute my views before decisions are made that affect me		24	30	31	11	28%	-12 ✧	-9 ✧	-16 ✧
B49. I think it is safe to challenge the way things are done in Government Procurement Service		28	36	23	11	31%	-16 ✧	-7 ✧	-17 ✧

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 CS2013	Difference from CS High Performers
Engagement									
B50. I am proud when I tell others I am part of Government Procurement Service	12	44	35	7		**57%**	-3	+1	-9 ✧
B51. I would recommend Government Procurement Service as a great place to work	10	37	36	14		**48%**	-10 ✧	+3	-8 ✧
B52. I feel a strong personal attachment to Government Procurement Service	8	31	38	18	5	**39%**	-7 ✧	-7 ✧	-13 ✧
B53. Government Procurement Service inspires me to do the best in my job	7	35	38	17	4	**42%**	-8 ✧	-1	-8 ✧
B54. Government Procurement Service motivates me to help it achieve its objectives	7	32	36	19	6	**39%**	-9 ✧	0	-8 ✧
Taking action									
B55. I believe that the Executive Board in Government Procurement Service will take action on the results from this survey	5	32	29	25	8	**37%**	-14 ✧	-6 ✧	-15 ✧
B56. I believe that managers where I work will take action on the results from this survey	12	43	20	17	8	**54%**	+1	+1	-4 ✧
B57. Where I work, I think effective action has been taken on the results of the last survey	7	25	37	24	7	**32%**	-4 ✧	-1	-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

Organisational Culture

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
B58. I am trusted to carry out my job effectively	23	64	8	5		87%	+3 ✧	-1	-4 ✧
B59. I believe I would be supported if I try a new idea, even if it may not work	15	55	18	9		70%	+6 ✧	+3 ✧	0
B60. My performance is evaluated based on whether I get things done, rather than solely follow processes	12	46	24	13	4	59%	-5 ✧	-6 ✧	-11 ✧
B61. When I talk about Government Procurement Service I say "we" rather than "they"	21	59	16			80%	+3 ✧	+12 ✧	+3 ✧
B62. I have some really good friendships at work	23	50	21	6		73%	+3	-3 ✧	-6 ✧

Please note these questions were not asked on paper surveys in 2012.

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

Wellbeing

Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. This scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not all at satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question. For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.

	% 0-4	% 5-6	% 7-8	% 9-10	% Positive	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
W01. Overall, how satisfied are you with your life nowadays?	16	24	50	10	61%	+1	-2	-6 ✧
W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	21	51	18	69%	+7 ✧	0	-4 ✧
W03. Overall, how happy did you feel yesterday?	21	20	42	17	59%	+7 ✧	0	-4 ✧

	% 0-1	% 2-3	% 4-5	% 6-10				
W04. Overall, how anxious did you feel yesterday?	25	26	15	34	51%	+5 ✧	+1	-3

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 CS2013	Difference from CS High Performers
I want to leave Government Procurement Service as soon as possible	**6%**	+1	-2	-5
I want to leave Government Procurement Service within the next 12 months	**15%**	+7 ✧	+2	-1
I want to stay working for Government Procurement Service for at least the next year	**32%**	+3	+2	-3
I want to stay working for Government Procurement Service for at least the next three years	**47%**	-10 ✧	-1	-11 ✧

The Civil Service Code

Differences are based on '% Yes' score	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2013	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	91	9	**91%**	+1	+1	-3 ✧
D02. Are you aware of how to raise a concern under the Civil Service Code?	69	31	**69%**	-2	+5 ✧	-1
D03. Are you confident that if you raised a concern under the Civil Service Code in Government Procurement Service it would be investigated properly?	66	34	**66%**	-11 ✧	-2	-7 ✧

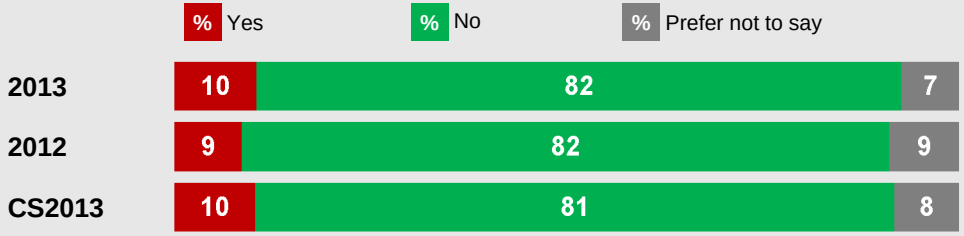
^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

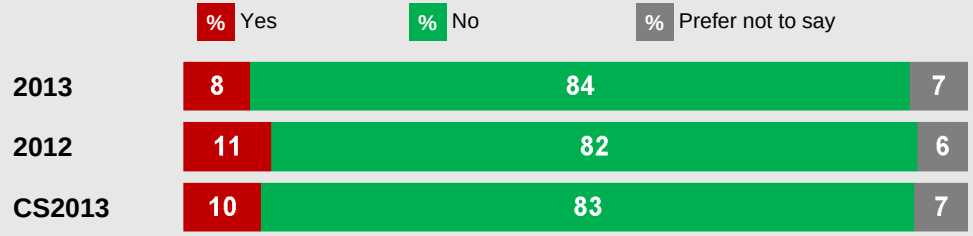
All questions by theme

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)

	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	12
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)

	Response count
A colleague	--
Your manager	10
Another manager in my part of Government Procurement Service	10
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

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey
F01. GPS does enough to understand the needs of its customers	7	41	25	25		48%	-11 ✧
F02. GPS does enough to support SMEs and economic growth	11	54	28	7		64%	+5 ✧
F03. I believe GPS cares about public service users	13	61	20	5		74%	-1
F04. GPS makes a positive contribution to public service delivery	20	62	14			83%	-1
F05. I have the support I need to provide a great service	8	41	29	20		49%	-6 ✧
F06. I have a great deal of faith in the person leading this organisation	8	21	52	15	5	28%	-38 ✧
F07. My manager does a lot of telling but not much listening*	4	13	16	49	18	67%	+6 ✧
F08. I have confidence in the leadership skills of my manager	19	45	22	11		64%	-1
F09. I believe our TORCH values encourage positive behaviours across the organisation	5	33	36	20	5	38%	-7 ✧
F10. My line manager clearly demonstrates our TORCH values	13	37	39	9		49%	-5 ✧

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 2012 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.
CS2013	The CS2013 benchmark is the median percent positive across all organisations that participated in the 2013 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 2013 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: ✧

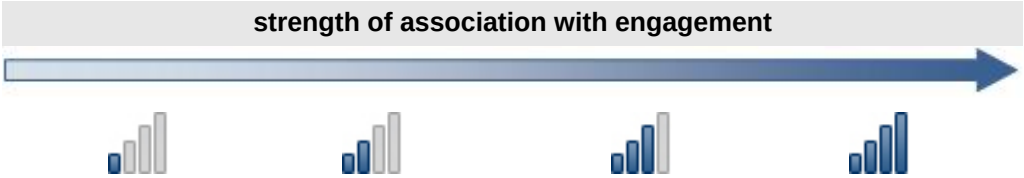
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2013 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in 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.



the analysis has not identified a significant association with engagement

Confidentiality

This survey was carried out as part of the 2013 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.