



North Carolina Procurement Transformation

Change Readiness Survey Report
March 11, 2011

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Executive Summary

The results of the Change Readiness Assessment highlight the degree of readiness for DOA, ITS, other executive agency stakeholders and community college employees involved in the procurement function to change or serve as sponsors of change.

To gather information relevant to Procurement Transformation, a survey was distributed to employees in the Division of Purchase and Contract, IT Procurement, Executive State Agencies, and Community Colleges. Of the potential 464 employees identified as having a role in the procurement function, 188 responded to the survey for a response rate of 40%. Response rate by organization was as follows:

- **Division of Purchase and Contract:** 88% (30 of 34)
- **IT Procurement:** 110% (11 of 10) – *Most likely included a response from ITS leadership team*
- **Executive Branch Agency:** 22% (66 of 302)
- **Community Colleges:** 73% (80 of 109)

The survey included seven (7) demographic questions and 35 survey questions to provide a deeper level of understanding about the North Carolina procurement function and the employees both directly and indirectly impacted by potential changes. The analysis of these responses will help in more effectively designing and deploying change management strategies and interventions to support Procurement Transformation. The 35 survey questions were grouped into the following six (6) focus areas to guide the analysis:

- **Vision / Leadership** – to assess alignment of employees with the vision, as well as leadership/management support
- **Action / Alignment** – to determine potential barriers to implementing changes specifically at the working level
- **Adaptability / Change** – to understand organizational and individual reactions to changes
- **Involvement / Collaboration** – to gauge individual degree of involvement and group collaboration
- **Training / Performance Management** – to understand importance/need for training (also related to adaptability/change)
- **Communications** – to evaluate effectiveness of project communications and determine best communications channels

Executive Summary

(cont'd)

Following is a summary of the analysis and observations:

Vision and Leadership

- Overall, individuals indicated they understand why procurement needs to change, but generally disagree leadership is attempting to involve employees in the change.
- Only 50% of all respondents think the vision for transformation has been well communicated and a significant number of responses indicate there is an issue with being kept informed and up-to-date regarding changes impacting their work. ***This should be a watch area moving forward with Procurement Transformation.***

Action and Alignment

- A significant number of respondents indicated the authority and responsibility for changes is not always clear and agree statutes and rules are not consistent and easy to follow.
- Respondents generally disagree they are organized to effectively and efficiently execute responsibilities.
- Respondents generally indicated technology is not adequate to support procurement processes.
- Nearly 90% of respondents from all organizations indicated replacing outdated processes and procedures is needed to improve the procurement function.
- While almost 90% of respondents indicated working with people in other functional areas is effective, there is only moderate cooperation when implementing changes.

Executive Summary

(cont'd)

Adaptability and Change

- A significant number of respondents indicated they feel comfortable asking questions if they don't understand.
- A majority of respondents recognize there will be challenges and uncertainty during the transformation.
- There is significant recognition from all respondents there is a need to change what they do.
- Respondents consider themselves flexible and enjoy learning new things and acquiring new skills.
 - Almost 100% of respondents indicated they are flexible when faced with changes; this drops to 94% for those with more than 15 years in their position.
 - Almost 100% of all respondents indicated they enjoy learning new things and acquiring new skills; this drops to 90% for those respondents with more than 15 years in their position.

Involvement and Collaboration

- A significant number of respondents indicated they have an informal network which includes people from various agencies.
- Respondents indicated working with people in other functional areas is effective, however, cooperation in making changes is challenging.
 - Between 70-80% of respondents with their primary focus on core procurement tasks regularly offer new ideas on ways to do business and most indicated management values their opinion.
 - More than 94% of respondents with their primary focus on core procurement tasks indicated they are the person others look to for help.

Executive Summary (cont'd)

Training and Performance Management

- There are significant opportunities to improve training provided to employees. Respondents indicated training has only marginally prepared them to do their job; only 25% of Contract Administrators and 20% of Procurement Operations employees agreed training was sufficient. ***This is both an opportunity and a watch area during Procurement Transformation.***
 - Over 95% of respondents, and 90% of those with more than 15 years in their current position, state they enjoy learning new things and acquiring new skills.
 - More than 89% of all respondents indicated they are the “go-to” person reflecting an informal network of learning and collaboration is in place.
- More than 70% of respondents agreed their performance is evaluated against standard objectives.
- There are significant gaps in recognizing employees for their contributions with between 20 and 75% of respondents in various positions indicating they are not recognized for their contributions.

Communications

- There is a significant gap in communicating the vision and objectives of Procurement Transformation and respondents identified a shortfall in keeping people in their organizations up-to-date on information regarding changes.
- Over 30% of respondents indicated they do not know who to contact for more information about the transformation.
 - By organization, there are significant opportunities to better communicate the vision and information pertaining to Procurement Transformation. Based on comments received (See Comments), individuals stated they would like to know specifics of what is changing as part of the transformation.
- Respondents to the survey indicated E-mails, Website, Face-to-Face Meetings, Staff Meetings, and Conference Calls are their preferred communications channels; only 9 of 188 individuals indicated Town Halls are preferred.

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Approach – Survey Design

- **Who** – All employees who have a primary role in the procurement function at either of the central purchasing and contracting groups (P&C and IT Procurement), executive branch agencies, and community colleges—and the supervisors of the procurement function within the various organizations—were asked to complete the survey. Results were analyzed by respondent segmentation based on the following seven (7) demographic questions:

- Type of organization/agency
- Primary responsibilities (*e.g., purchasing, contracting, management*)
- Percentage of time spent on procurement responsibilities
- Length of time in current position
- Education level
- Relevant experience
- Certification(s)

Note: Since respondents will self-identify, segmentation may not be exact

- **What** – The remaining 35 survey questions were grouped and presented in six (6) focus areas to assess employees’ perspectives on:
 - ***Vision / Leadership*** – to assess alignment of employees with the vision, as well as leadership/management support
 - ***Action / Alignment*** – to determine potential barriers to implementing changes specifically at the working level
 - ***Adaptability / Change*** – to understand organizational and individual reactions to changes
 - ***Involvement / Collaboration*** – to gauge individual degree of involvement and group collaboration
 - ***Training / Performance Management*** – to understand importance/need for training (also related to adaptability/change)
 - ***Communications*** – to evaluate effectiveness of project communications and determine best communications channels
- **When** – Employees were requested to complete the survey during the one-week period between February 25 and March 4.



Approach – Survey Analysis

Overall statistics for responses are reported. Additionally data was analyzed to identify further correlations regarding perspectives of sub-groups, e.g., purchasing or contracting; central function or state agency, with regard to the six focus areas of the survey.

Questions generally fall into one of the six (6) focus areas, however the responses received for other questions were combined into an assessment of focus area to add further insight.

Focus Area	Questions <i>(corresponds to question numbers in the following section)</i>
Vision / Leadership:	1-5, 7-9, 22, 31
Action / Alignment:	3-4, 6-13, 15, 24-25, 33
Adaptability / Change:	7, 9, 14-18, 21-22, 25, 29-30, 33
Involvement / Collaboration:	4, 8, 14, 17, 19-25
Training / Performance Management:	4, 9, 14, 18, 23, 26-30
Communications:	9, 14, 19-20, 31-35



Approach – Survey Analysis

(cont'd)

The 35 questions regarding the focus areas were analyzed for the demographic segments shown in the diagram below:

Focus Area	Demographics						
	Organization	Focus of Work	Percentage of Focus	Time in Position	Level of Education	Related Experience	Certifications
Vision / Leadership	X					X	X
Action / Alignment	X	X	X	X	X	X	X
Adaptability / Change		X	X	X	X	X	X
Involvement / Collaboration		X	X	X	X		
Training / Performance Management		X	X	X	X	X	X
Communications	X						

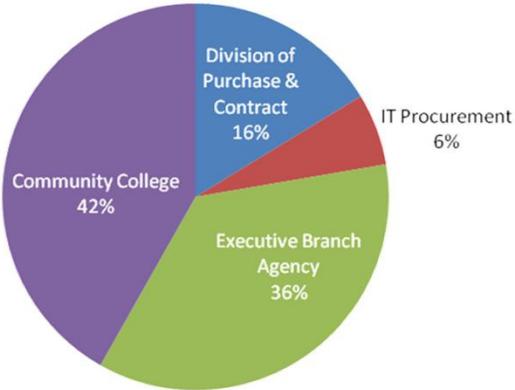
The goal of analyzing responses using the segmentation based on the demographics is to gain a deeper understanding and insight on specific focus areas and the potential to use targeted change management and communications activities. For example, identifying a strong correlation between Related Experience and Adaptability might be used to solicit volunteers for change initiative. Conversely, finding a relationship between Action/Alignment and the Time in Position may indicate a challenge in changing roles and responsibilities that may result from Procurement Transformation which would require a different change strategy.

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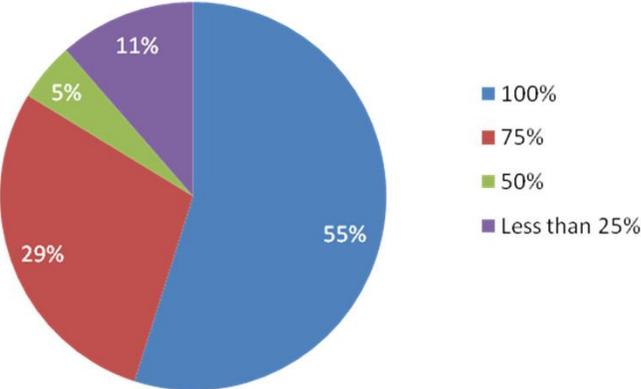


Demographics – Organization and Focus

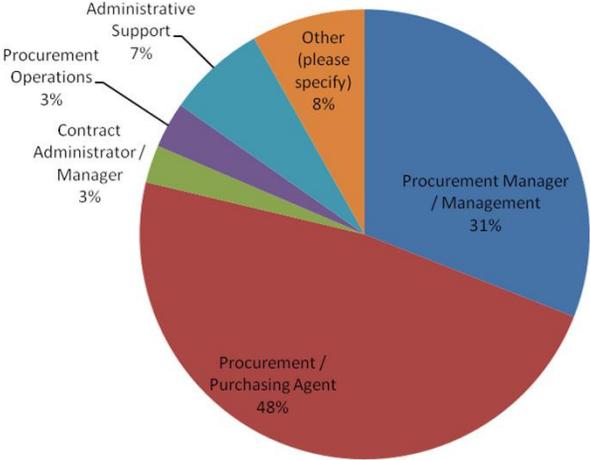
What organization do you currently belong to?



What percentage of time do you typically spend on procurement activities during a normal week? *



Which of the following best describes the primary focus of your work in procurement?



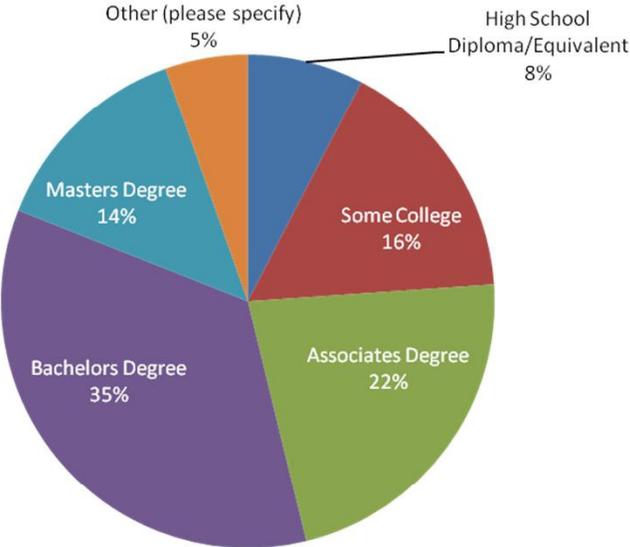
Role descriptions used in the survey for this question:

- **Procurement Manager / Management** - Manage overall purchasing division or specific area of purchasing
- **Procurement / Purchasing Agent** – Process submitted requisitions, sourcing and buying goods/services, award contracts
- **Contract Administrator / Manager** – Manage / monitor contracts once awarded
- **Procurement Operations** – Provide non-administrative support for the procurement function, e.g., conduct compliance reviews, provide procurement training, create procurement-related reports

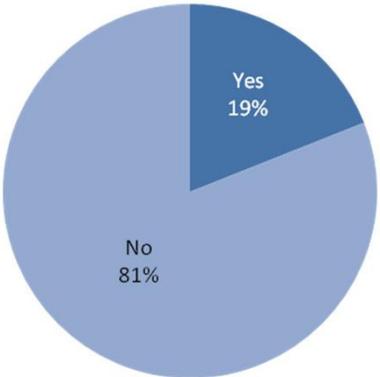
* There were no significant differences in the patterns of responses based solely on the amount of time an employee spends on procurement activities.

Demographics – Education, Experience, and Certification

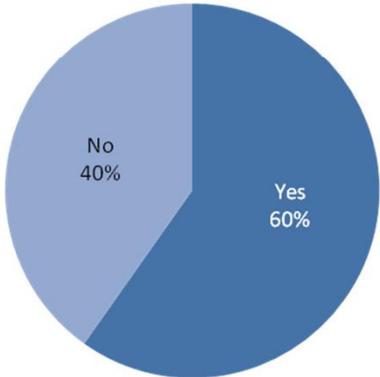
What is your highest level of education?



Do you have any procurement-related certifications from a state or nationally recognized group?



Have you ever performed procurement-related duties at another agency/organization?



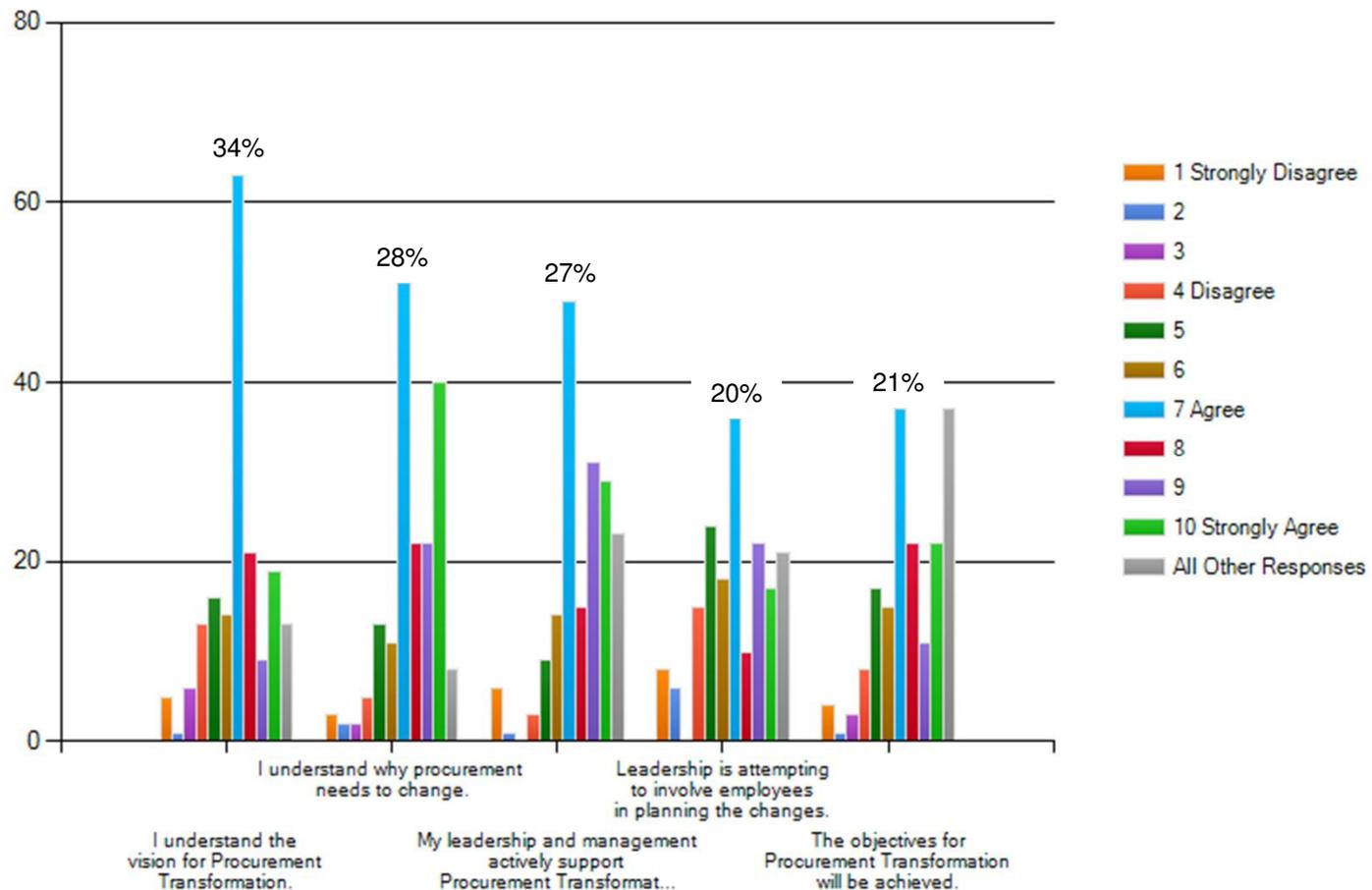
Survey Results – All Responses

Analysis of responses:

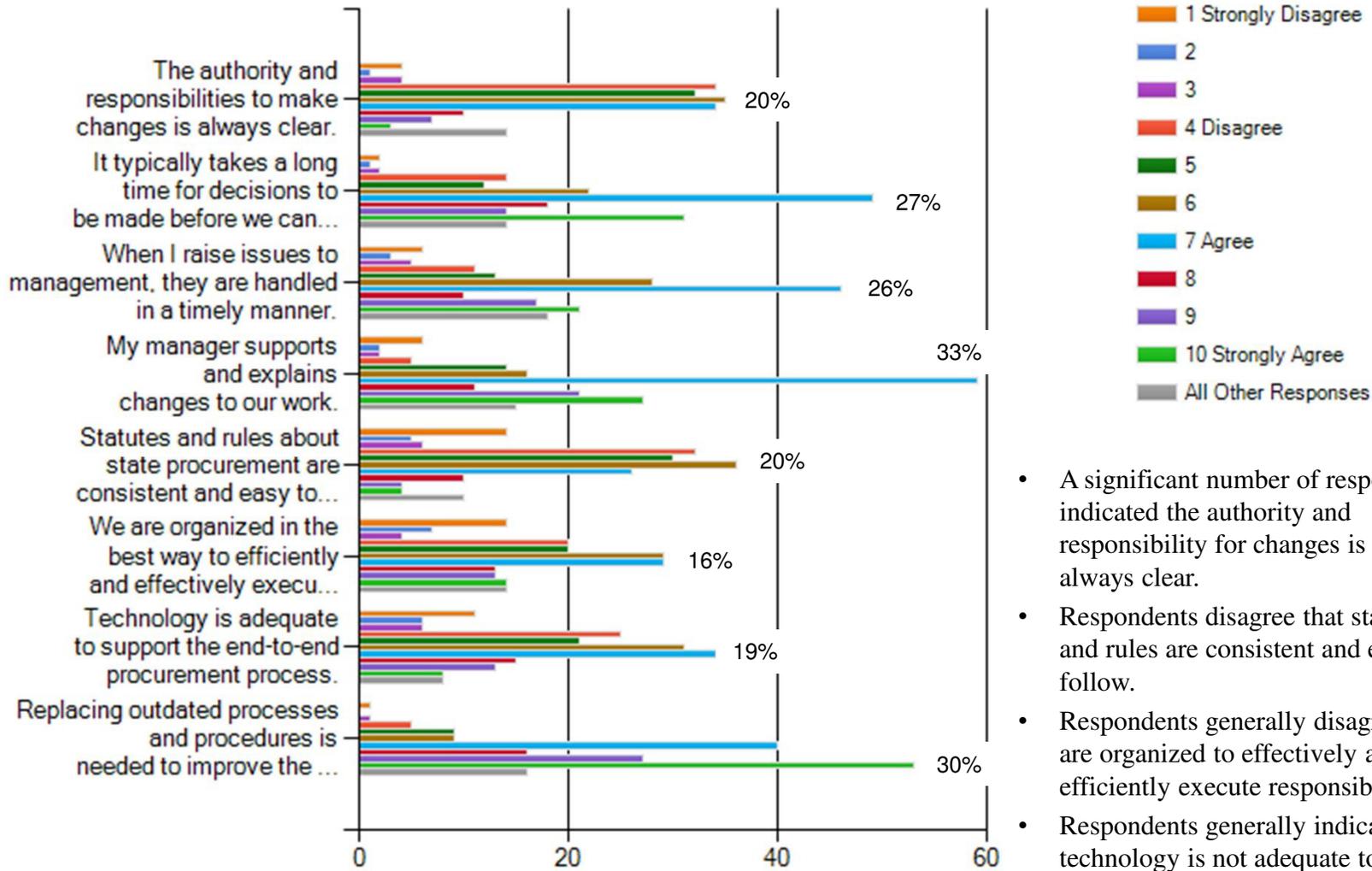
- Overall, individuals indicated they understand why procurement needs to change.
- There is general disagreement that leadership is attempting to involve employees in the change.
- There is general skepticism that the objectives of the transformation will be achieved.
- A significant number of respondents indicated the authority and responsibility for changes is not always clear.
- Respondents disagree that statutes and rules are consistent and easy to follow.
- Respondents generally disagree they are organized to effectively and efficiently execute responsibilities.
- Respondents generally indicated technology is not adequate to support procurement processes.
- A significant number of respondents indicated they feel comfortable asking questions if they don't understand.
- Respondents are generally split on their opinion about the time it takes to make changes in their organization.
- A majority of respondents recognize there will be challenges and uncertainty during the transformation.
- Respondents consider themselves flexible and enjoy learning new things and acquiring new skills.
- A significant number of respondents indicated they have an informal network which includes people from various agencies.
- Respondents indicated working with people in other functional areas is effective, however, cooperation in making changes is challenging.
- There are significant opportunities to improve training provided to employees.
- A significant number of respondents see the need to change what they do.
- There is a significant gap in communicating the vision and objectives of Procurement Transformation.
- Respondents identified a shortfall in keeping people in their organizations up-to-date on information regarding changes.
- More than 1/3 of respondents indicated they do not know who to contact for more information about the transformation.

Vision and Leadership – All Responses

- Overall, individuals indicated they understand why procurement needs to change.
- There is general disagreement that leadership is attempting to involve employees in the change.
- There is general skepticism that the objectives of the transformation will be achieved.



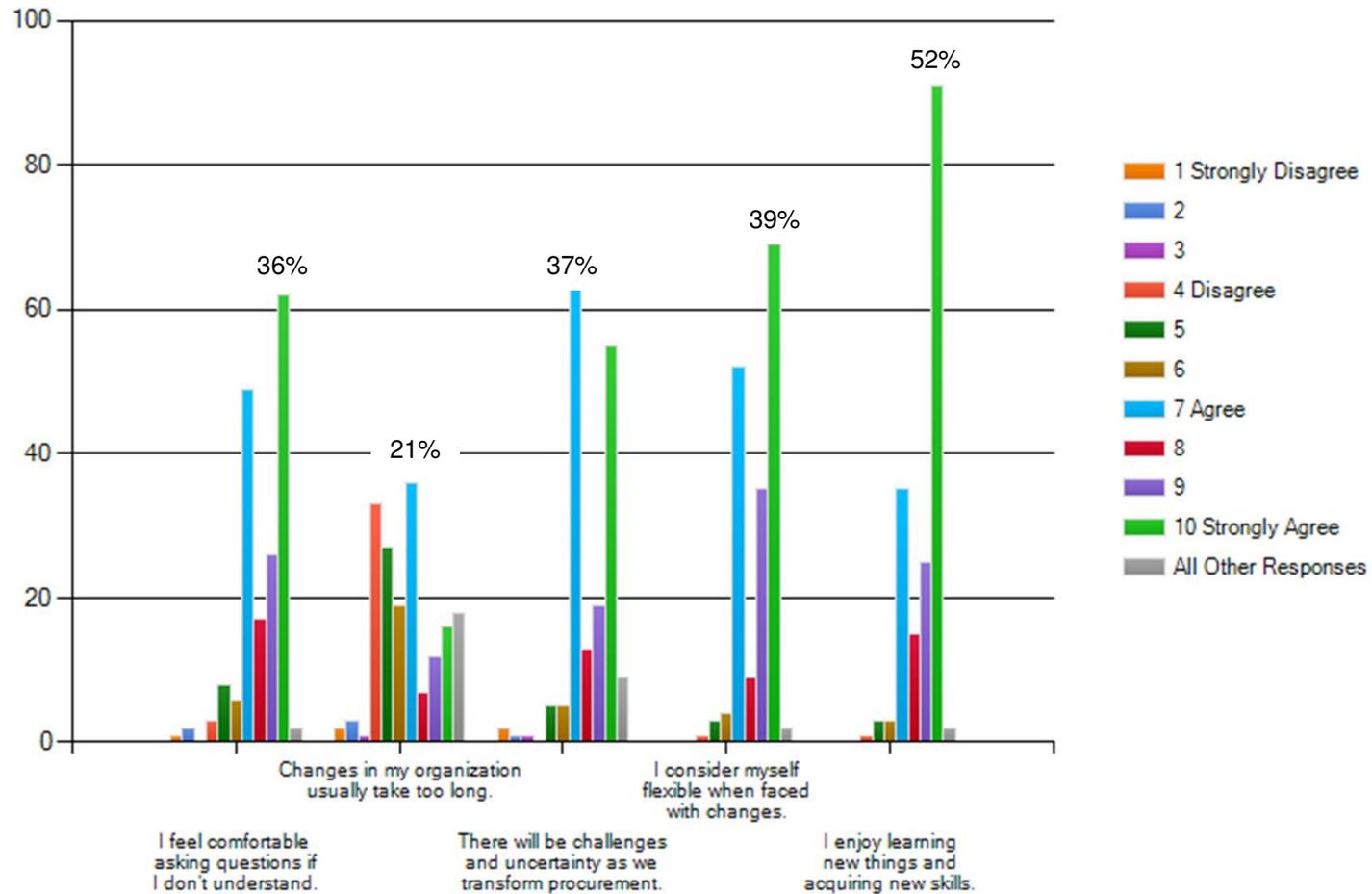
Action and Alignment – All Responses



- A significant number of respondents indicated the authority and responsibility for changes is not always clear.
- Respondents disagree that statutes and rules are consistent and easy to follow.
- Respondents generally disagree they are organized to effectively and efficiently execute responsibilities.
- Respondents generally indicated technology is not adequate to support procurement processes.

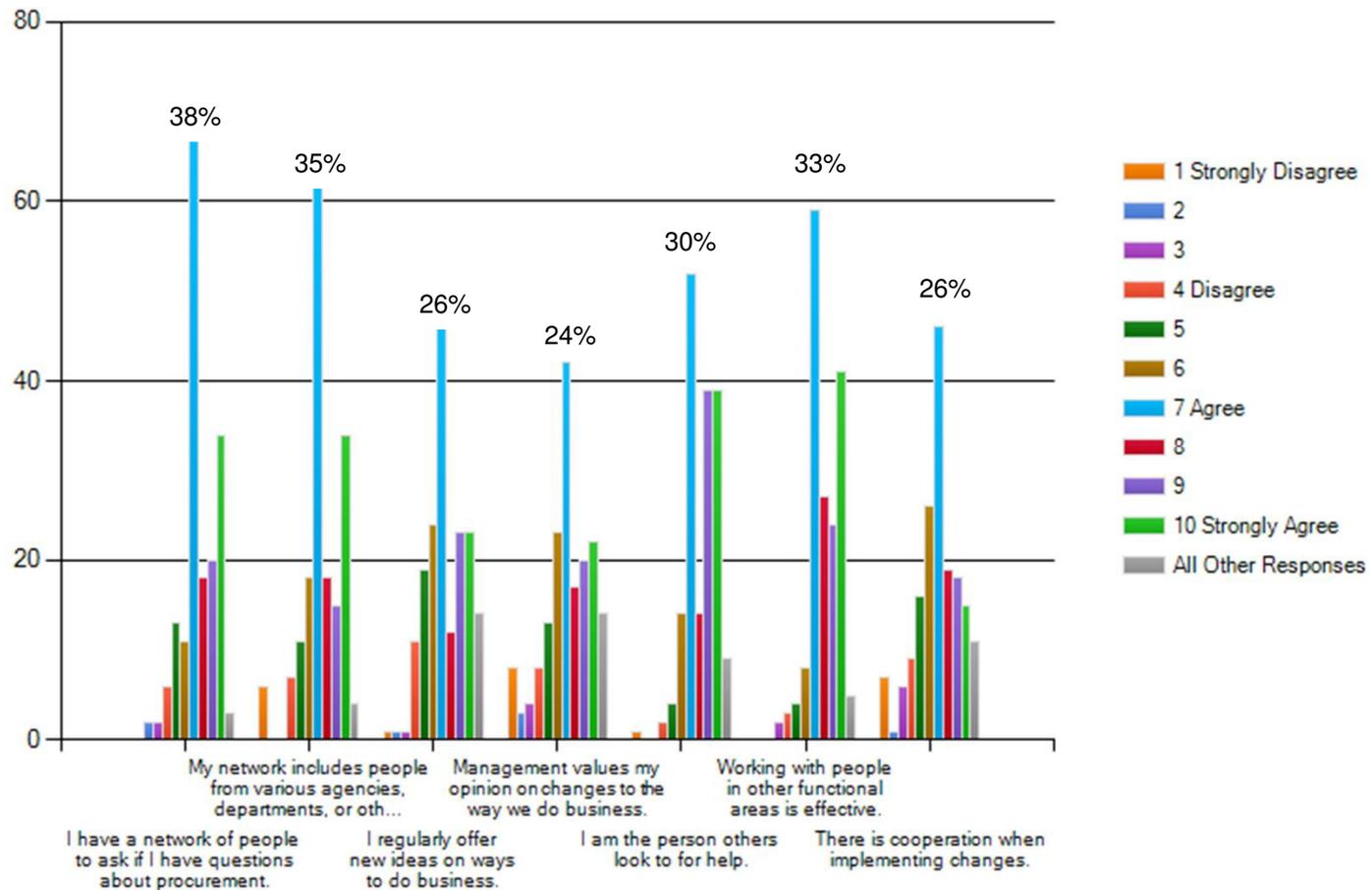
Adaptability and Change – All Responses

- A significant number of respondents indicated they feel comfortable asking questions if they don't understand.
- Respondents are generally split on their opinion about the time it takes to make changes in their organization.
- A majority of respondents recognize there will be challenges and uncertainty during the transformation.
- Respondents consider themselves flexible and enjoy learning new things and acquiring new skills.



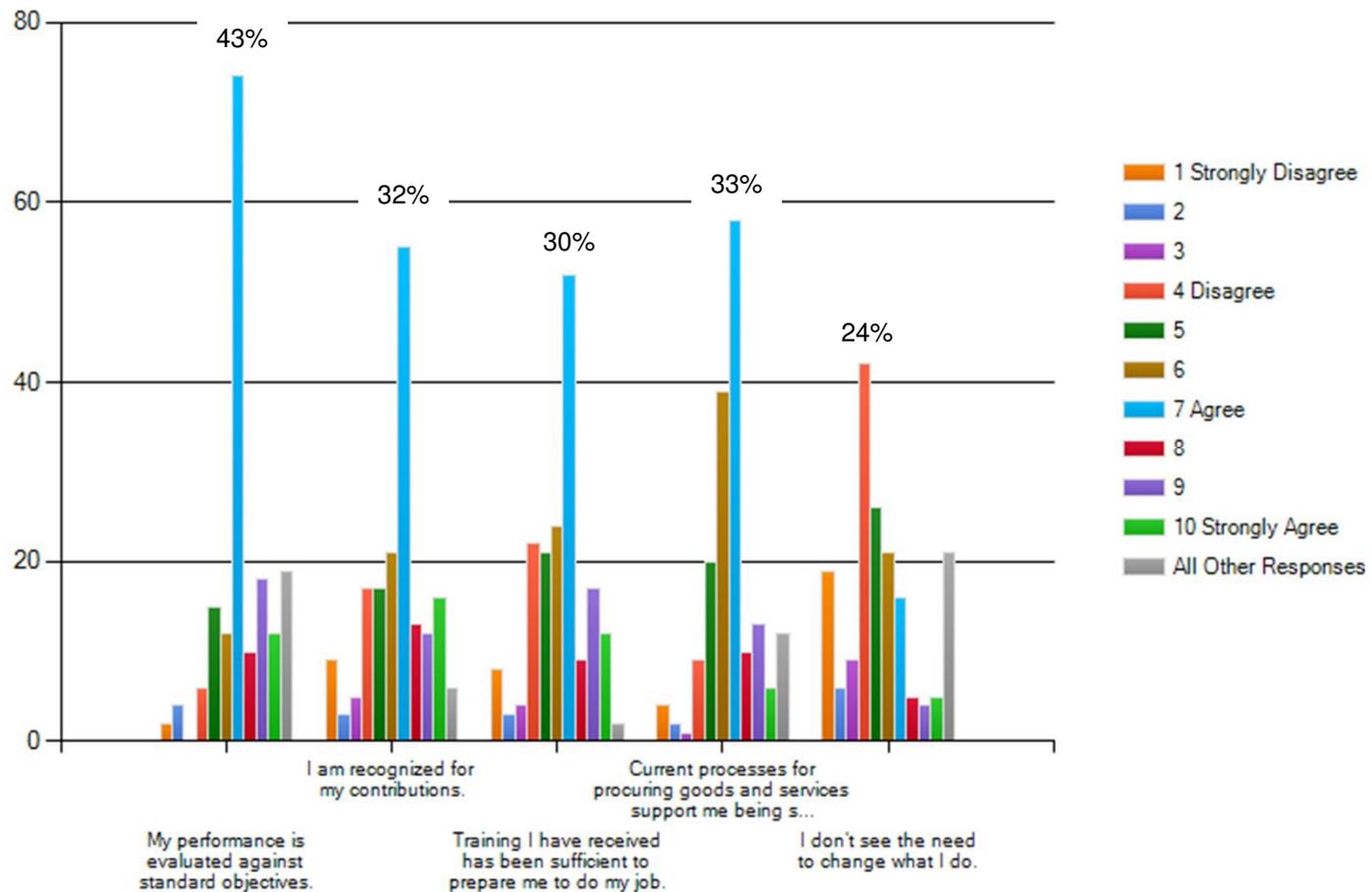
Involvement and Collaboration – All Responses

- A significant number of respondents indicated they have an informal network which includes people from various agencies.
- Respondents indicated working with people in other functional areas is effective, however, cooperation in making changes is challenging.



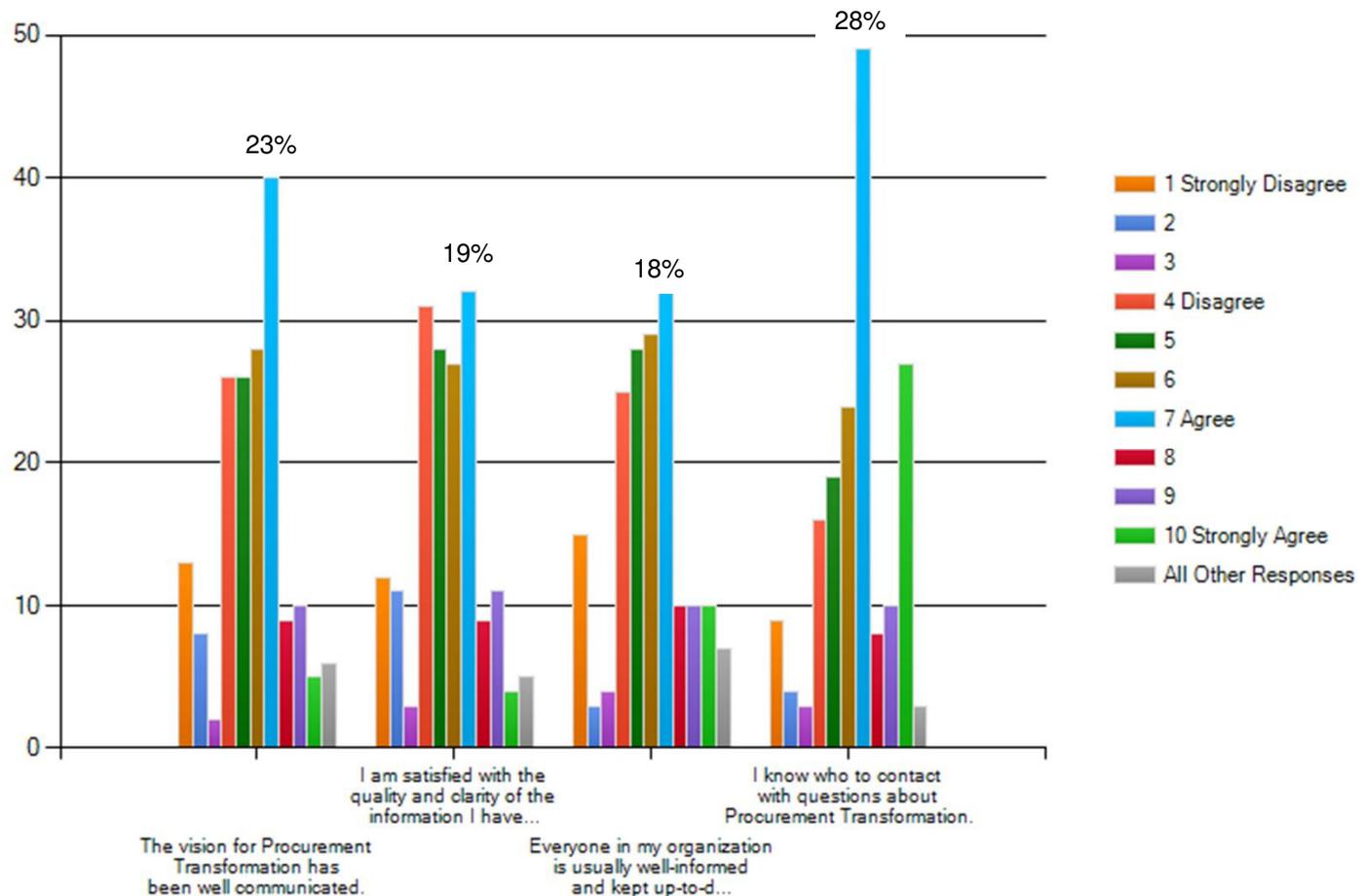
Training and Performance Management – All Responses

- There are significant opportunities to improve training provided to employees.
- A significant number of respondents see the need to change what they do.



Communications – All Responses

- There is a significant gap in communicating the vision and objectives of Procurement Transformation.
- Respondents identified a shortfall in keeping people in their organizations up-to-date on information regarding changes.
- More than 1/3 of respondents indicated they do not know who to contact for more information about the transformation.





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Focus Area	Demographics						
	Organization	Focus of Work	Percentage of Focus	Time in Position	Level of Education	Related Experience	Certifications
Vision / Leadership	X					X	X



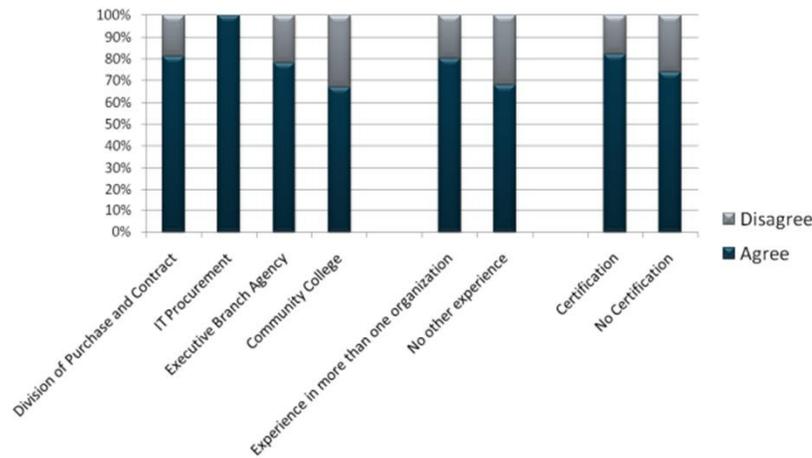
Survey Analysis – Vision / Leadership

- **The responses to survey questions 1-5, 7-9, 22, and 31 by Organization were used to analyze the focus area “Vision and Leadership” to determine any patterns and gain understanding about opportunities and risks in this area.**
- **Summary of Observations:**
 - More than 80% of respondents understand why procurement needs to change, however, there is still a gap in understanding the vision for Procurement Transformation.
 - While most respondents indicated leadership and management actively support the transformation, a significant number also indicated there is a gap in attempting to involve employees in planning the changes.
 - Nearly 30% of all respondents indicated they are skeptical Procurement Transformation objectives will be achieved. This may be in part be due to their perspective about decisions taking too long.
 - Only 55% of respondents from Division of Purchase and Contract indicated issues are handled in a timely manner by management; the same respondents indicated a lack of management support and explanation regarding changes.
 - 40% of respondents with a procurement-related certification also indicated issues raised to management are not handled in a timely manner.
 - 45% of respondents from Purchase and Contract, and 30% from Executive Branch Agencies indicated management does not value their opinion.
 - Nearly 50% of all respondents do not think the vision for transformation has been well communicated.

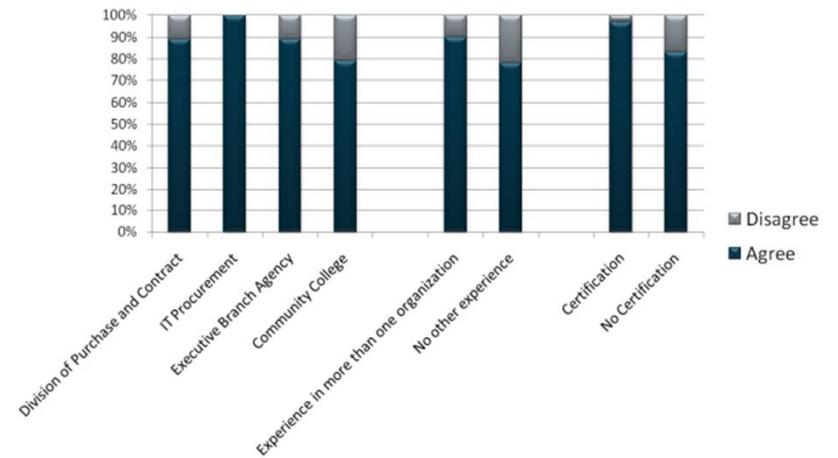
Survey Analysis – Vision / Leadership

- More than 80% of respondents understand why procurement needs to change, however, there is still a gap in understanding the vision for Procurement Transformation.

Q1: I understand the vision for Procurement Transformation.



Q2: I understand why procurement needs to change.

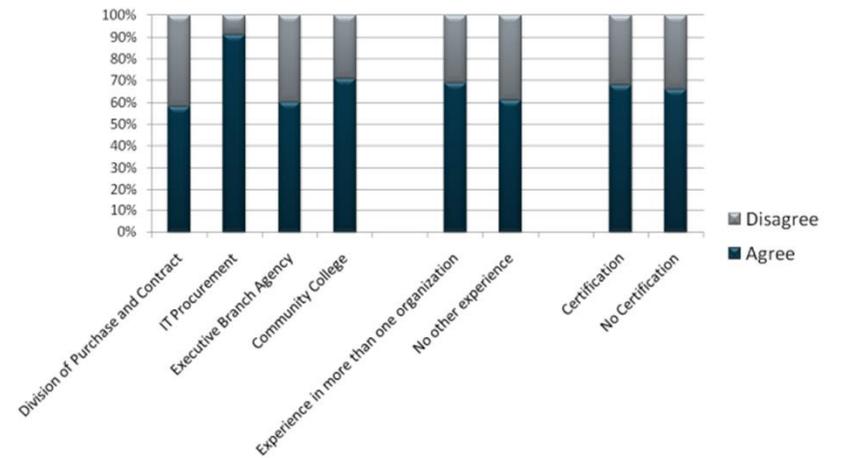
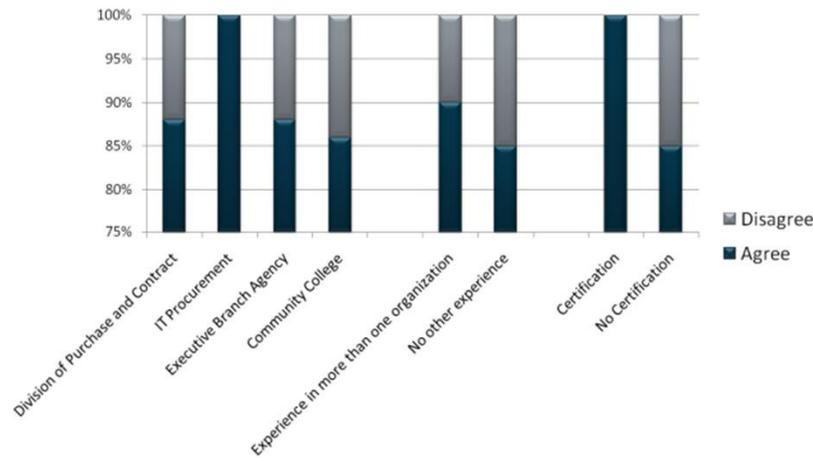




Survey Analysis – Vision / Leadership

- While most respondents indicated leadership and management actively support the transformation, a significant number also indicated there is a gap in attempting to involve employees in planning the changes.

Q3: My leadership and management actively support Procurement Transformation. Q4: Leadership is attempting to involve employees in planning the changes.

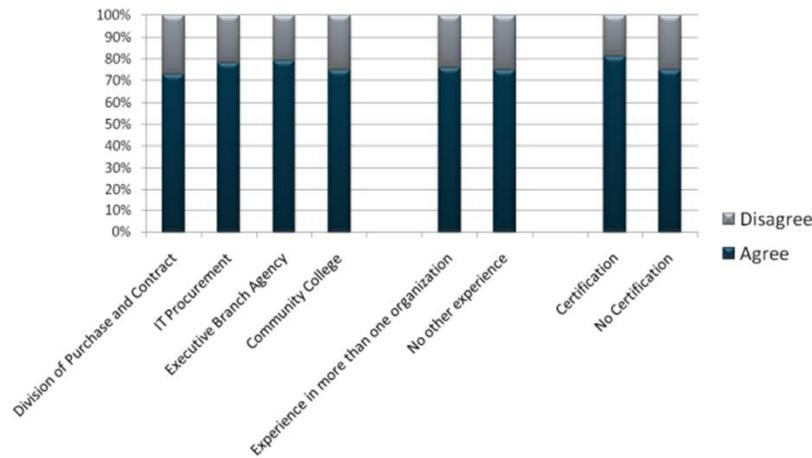




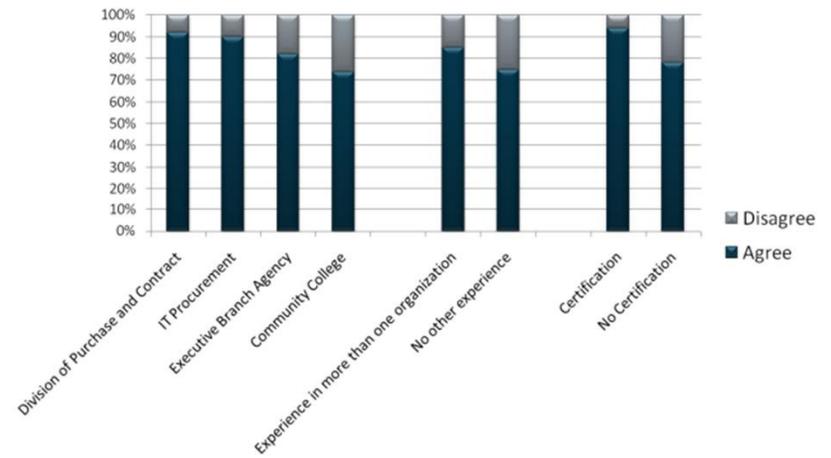
Survey Analysis – Vision / Leadership

- Nearly 30% of all respondents indicated they are skeptical Procurement Transformation objectives will be achieved. This may be in part be due to their perspective about decisions taking too long.

Q5: The objectives for Procurement Transformation will be achieved.



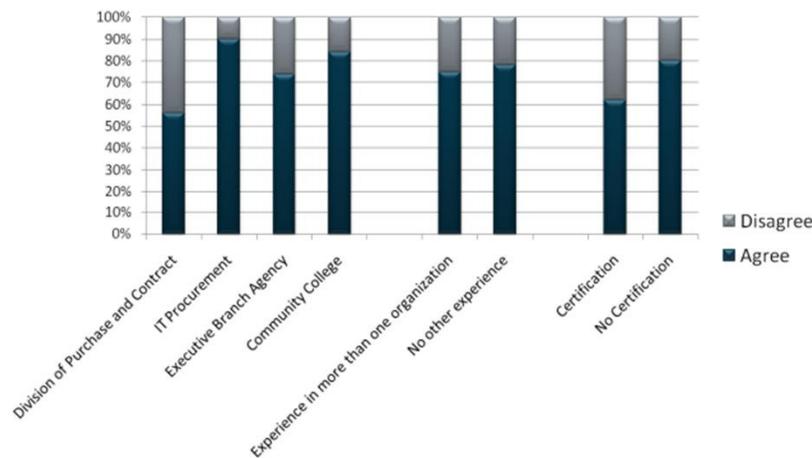
Q7: It typically takes a long time for decisions to be made before we can implement a change.



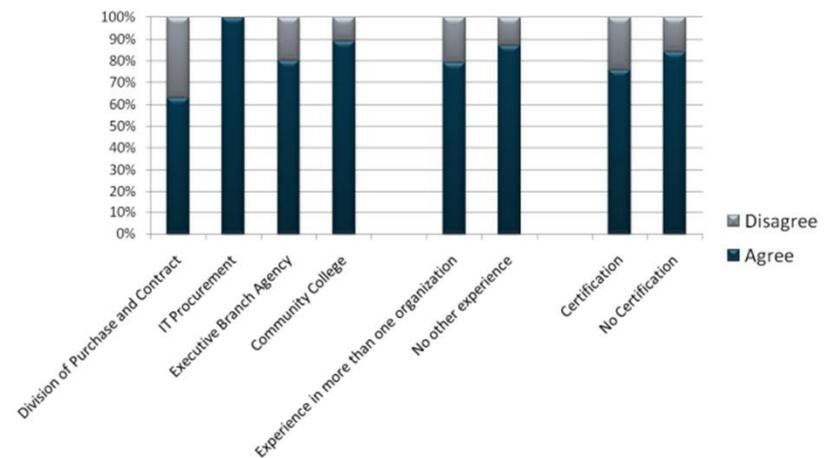
Survey Analysis – Vision / Leadership

- Only 55% of respondents from Division of Purchase and Contract indicated issues are handled in a timely manner by management; the same respondents indicated a lack of management support and explanation regarding changes.
- 40% of respondents with a procurement-related certification also indicated issues raised to management are not handled in a timely manner.

Q8: When I raise issues to management, they are handled in a timely manner.



Q9: My manager supports and explains changes to our work.

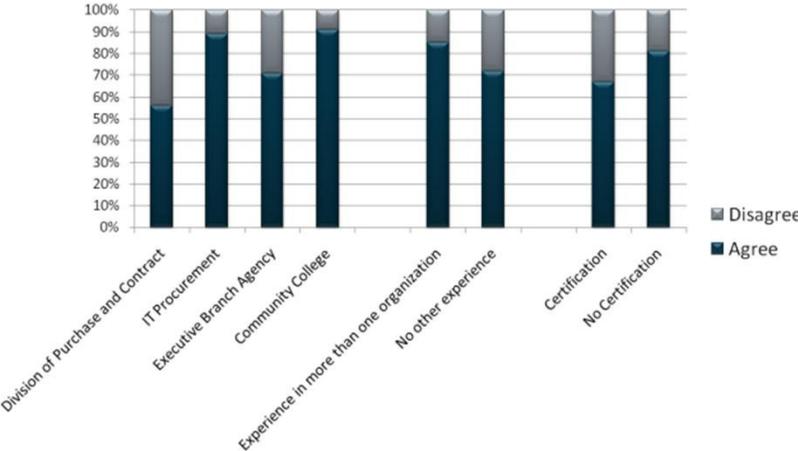




Survey Analysis – Vision / Leadership

- 45% of respondents from Purchase and Contract, and 30% from Executive Branch Agencies indicated management does not value their opinion.

Q22: Management values my opinion on changes to the way we do business.

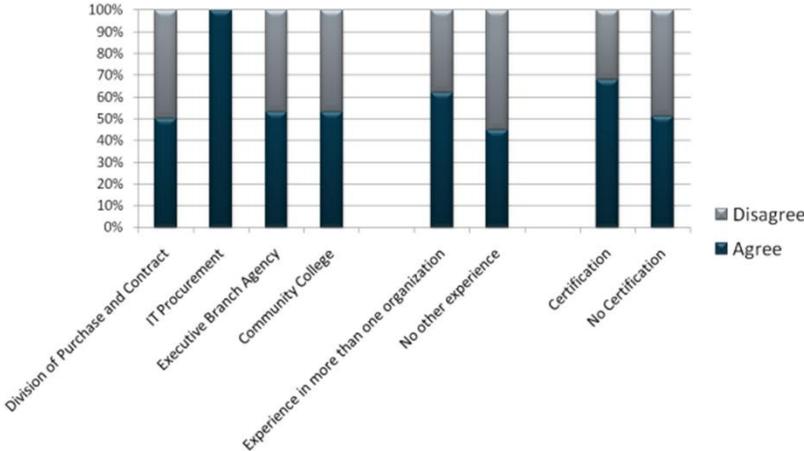




Survey Analysis – Vision / Leadership

- Nearly 50% of all respondents do not think the vision for transformation has been well communicated.

Q31: The vision for Procurement Transformation has been well communicated.





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Demographics

Focus Area	Organization	Focus of Work	Percentage of Focus	Time in Position	Level of Education	Related Experience	Certifications
Action / Alignment	X	X	X	X	X	X	X

Survey Analysis – Action / Alignment

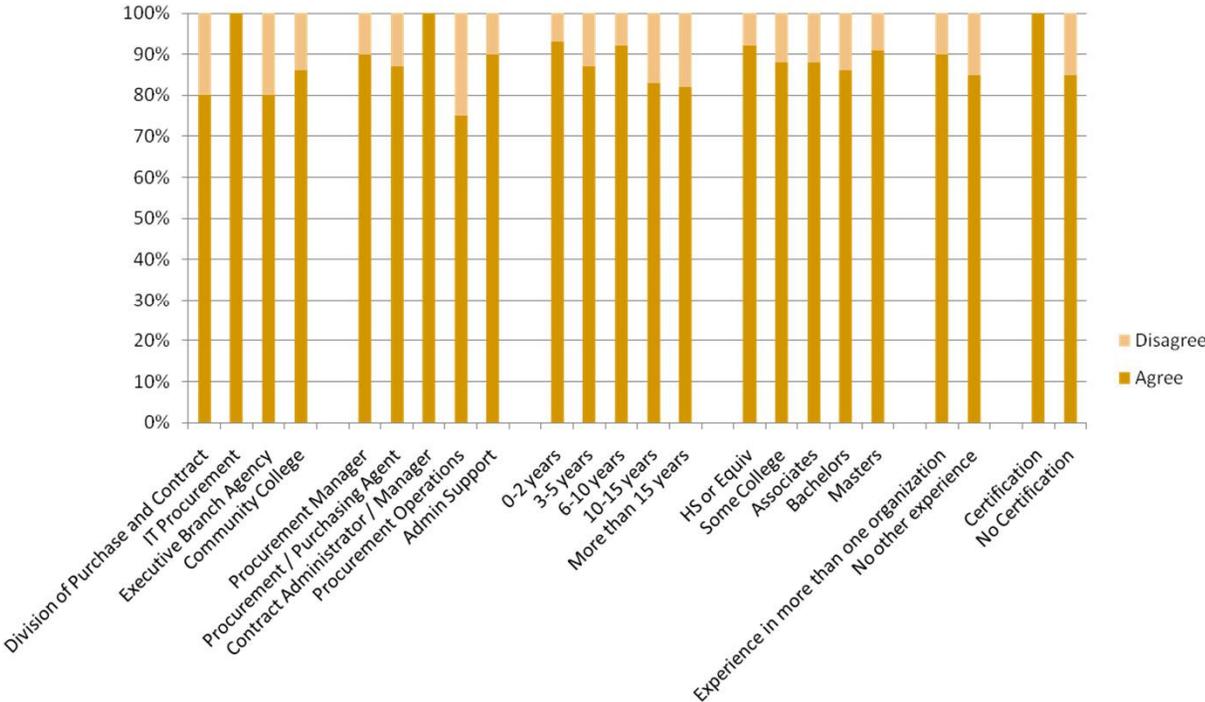
- **The responses to survey questions 3-4, 6-13, 15, 24-25, and 33 by Organization, Focus of Work, Time in Position, Level of Education, Related Experience, and Certification were used to analyze the focus area “Action and Alignment” to determine any patterns and gain understanding about opportunities and risks in this area.**
- **Summary of Observations:**
 - Most employees indicated leadership and management are actively supporting the transformation indicating a strong alignment across leadership; exceptions are 20 % of respondents from both Purchase and Contract and Executive Branch Agencies.
 - A significant number of employees do not view leadership and management as attempting to engage them in planning the changes.
 - Nearly 50% of all respondents indicated the authority and responsibilities to make changes is not always clear.
 - 100% of Contract Administrators indicated authority and responsibilities are always clear.
 - Most respondents typically think it takes a long time to make decisions; those at the 10-15 year point in their career tend to think decision do not take as long as other respondents.
 - Nearly 50% of respondents from Purchase and Contract do not think issues raised to management are handled in a timely manner.
 - 38% of respondents from Purchase and Contract indicated managers do not support or explain changes to work.
 - There is a high degree of consistency across respondents indicating statutes and rules are not consistent or easy to follow.
 - 100% of Procurement Operations respondents (only 3% of the total responses or about 6 people) disagree with the statement about statutes and rules being consistent and easy to follow.
 - A large percentage of respondents, and more than 70% of employees responding from Purchase and Contract, do not think they are organized in the best way to efficiently and effectively execute their responsibilities.
 - There is a strong indication respondents think technology is not adequate to support the end-to-end procurement process.
 - 80% of responses from Purchase and Contract employees indicated there is a lack of adequate technology to support the procurement process.
 - Nearly 90% of respondents from all organizations indicated replacing outdated processes and procedures is needed to improvement the procurement function.
 - Respondents from Purchase and Contract and IT Procurement, specifically those involved in Contract Administration, Procurement Operations, and Administrative Support indicated changes take too long.
 - While almost 90% of respondents indicated working with people in other functional areas is effective, there is only moderate cooperation when implementing changes.
 - A significant number of responses indicate there is an issue with being kept informed and up-to-date regarding changes impacting their work. This should be a watch area moving forward with Procurement Transformation.



Survey Analysis – Action and Alignment

- Most employees indicated leadership and management are actively supporting the transformation indicating a strong alignment across leadership; exceptions are 20 % of respondents from both Purchase and Contract and Executive Branch Agencies.

Q3: My leadership and management actively support Procurement Transformation.

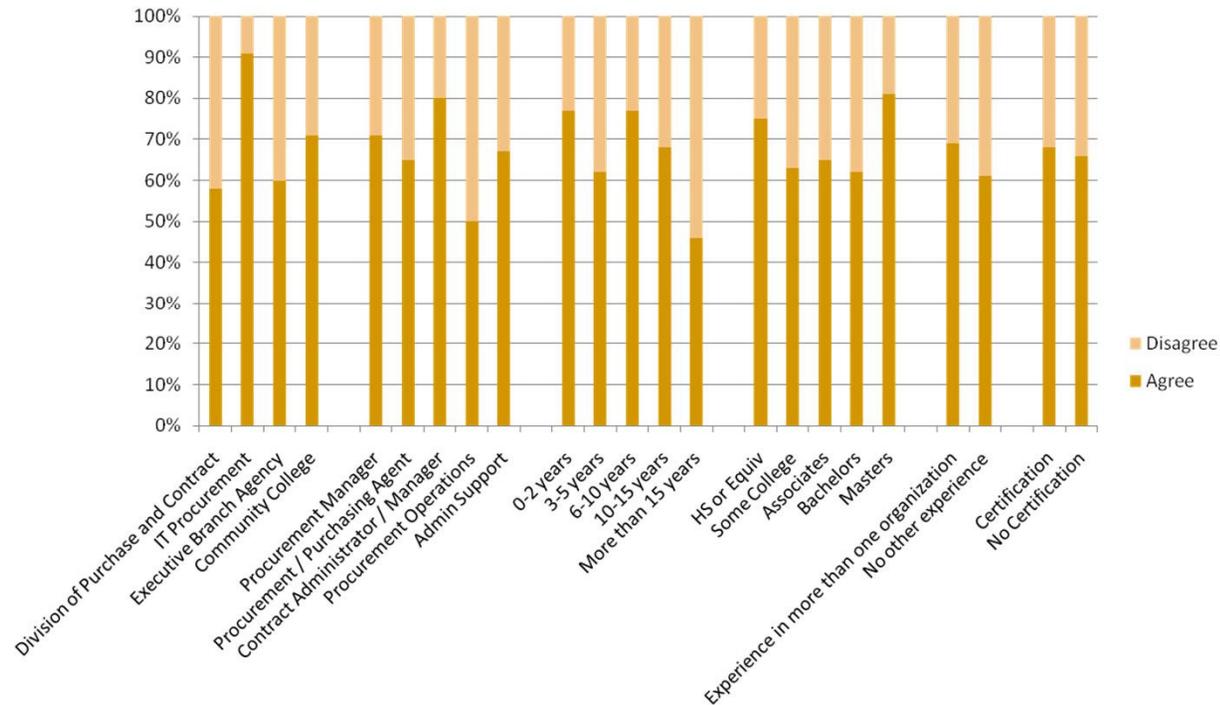




Survey Analysis – Action and Alignment

- A significant number of employees do not view leadership and management as attempting to engage them in planning the changes.

Q4: Leadership is attempting to involve employees in planning the changes.

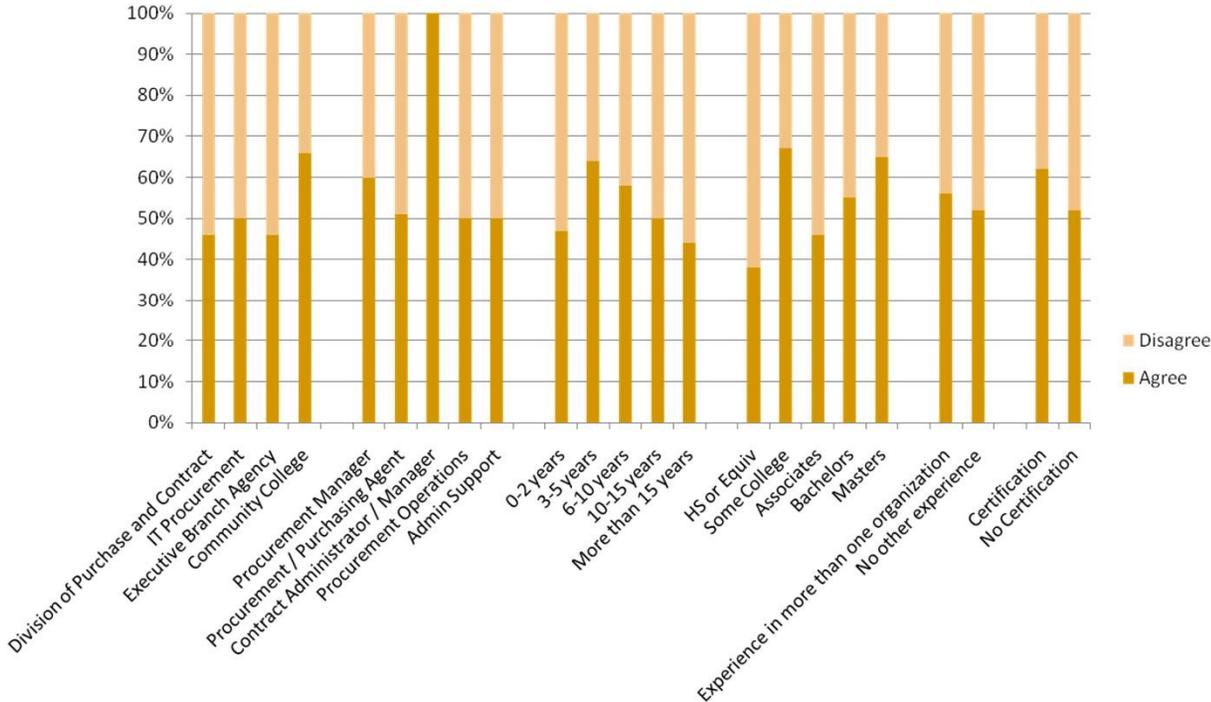




Survey Analysis – Action and Alignment

- Nearly 50% of all respondents indicated the authority and responsibilities to make changes is not always clear.
- 100% of Contract Administrators indicated authority and responsibilities are always clear.

Q6: The authority and responsibilities to make changes is always clear.

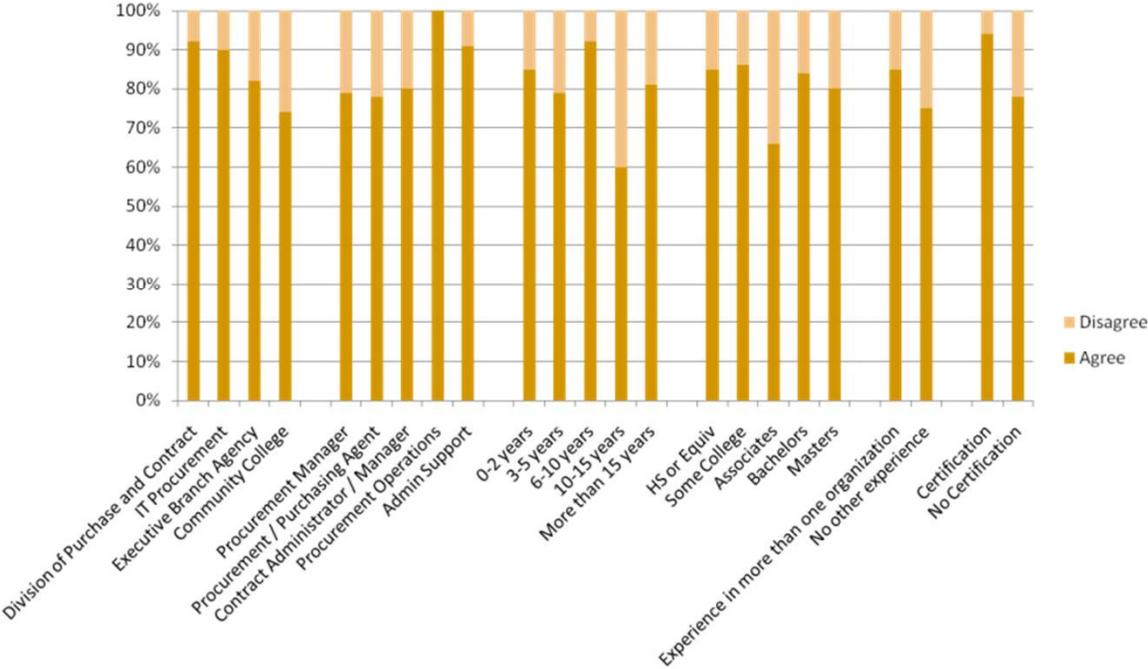




Survey Analysis – Action and Alignment

- Most respondents typically think it takes a long time to make decisions; those at the 10-15 year point in their career tend to think decision do not take as long as other respondents.

Q7: It typically takes a long time for decisions to be made before we can implement a change.

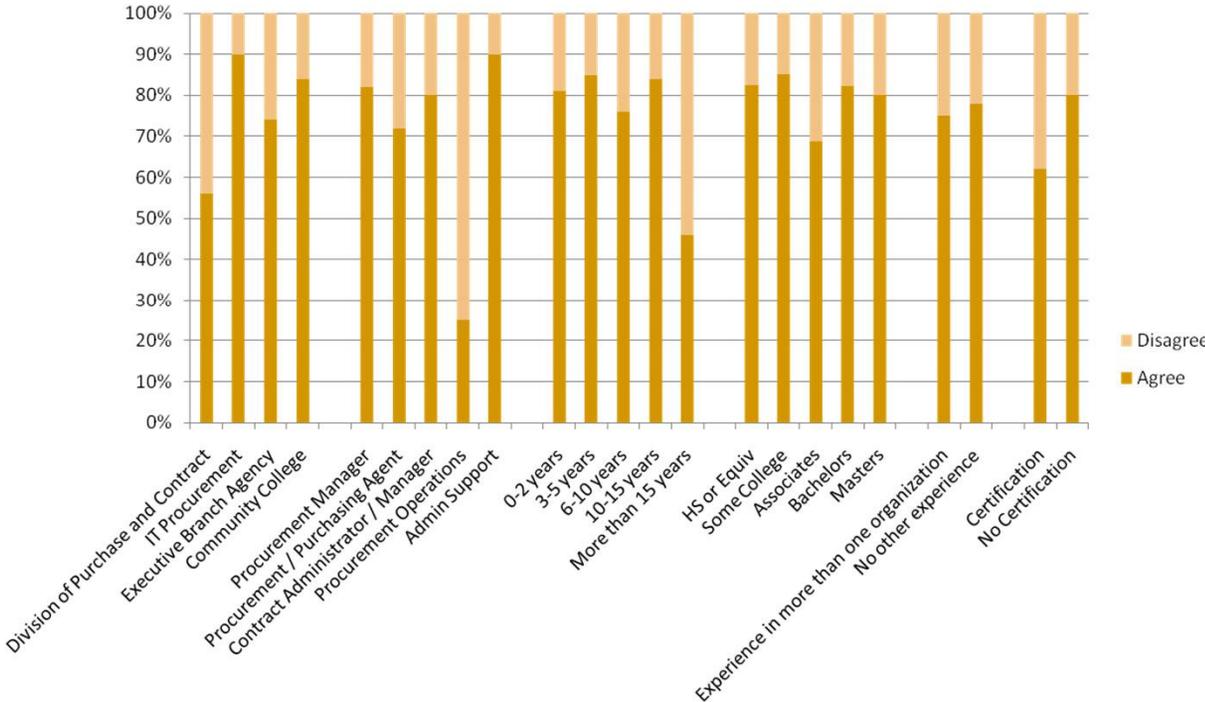




Survey Analysis – Action and Alignment

- Nearly 50% of respondents from Purchase and Contract do not think issues raised to management are handled in a timely manner.

Q8: When I raise issues to management, they are handled in a timely manner.

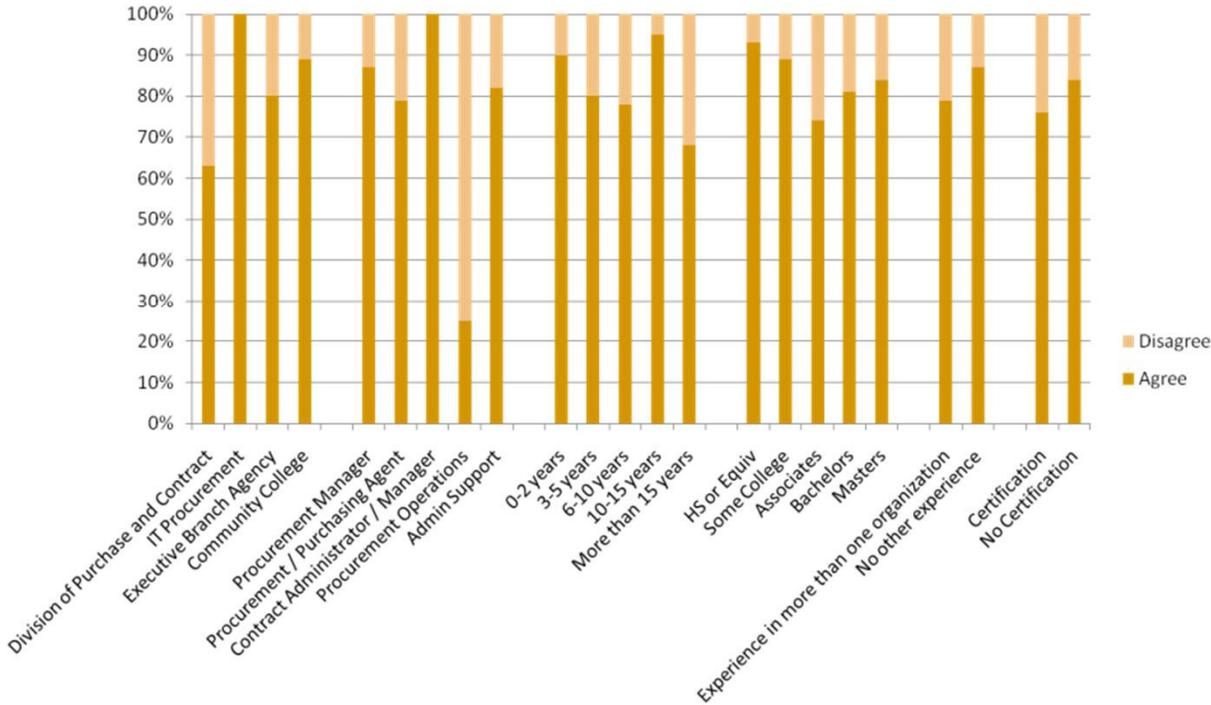




Survey Analysis – Action and Alignment

- 38% of respondents from Purchase and Contract indicated managers do not support or explain changes to work.

Q9: My manager supports and explains changes to our work.

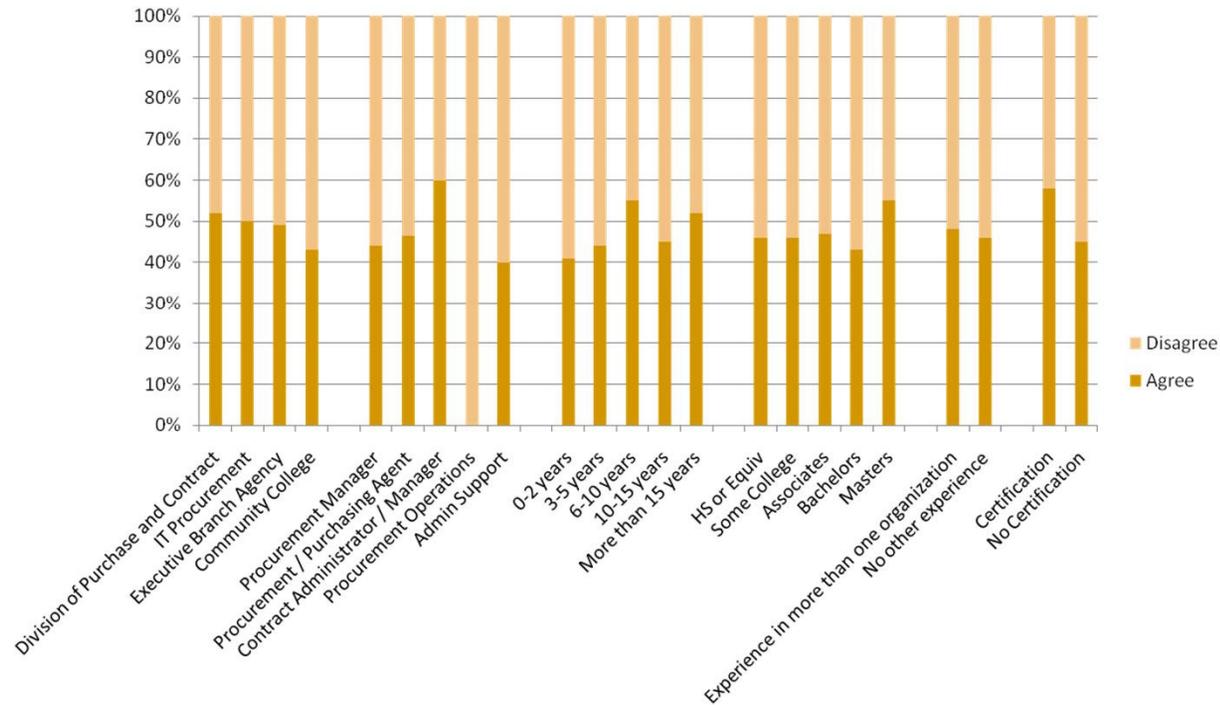




Survey Analysis – Action and Alignment

- There is a high degree of consistency across respondents indicating statutes and rules are not consistent or easy to follow.
- 100% of Procurement Operations respondents (only 3% of the total responses or about 6 people) disagree with the statement about statutes and rules being consistent and easy to follow.

Q10: Statutes and rules about state procurement are consistent and easy to follow.

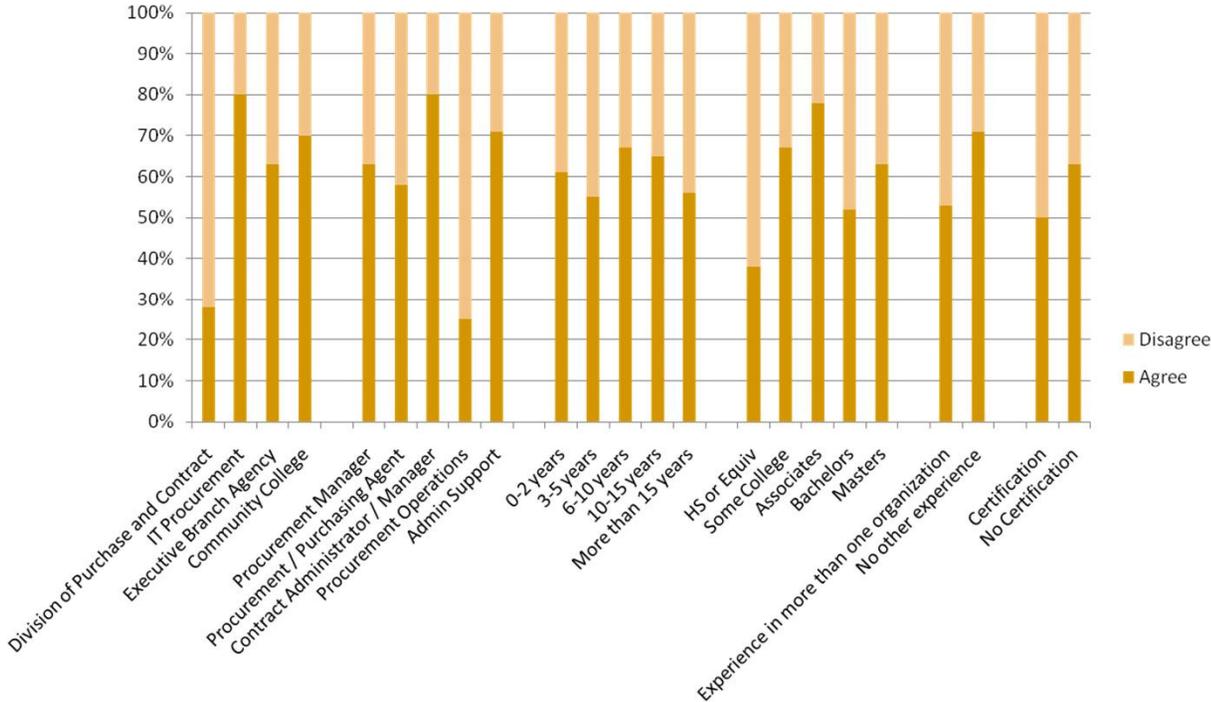




Survey Analysis – Action and Alignment

- A large percentage of respondents, and more than 70% of employees responding from Purchase and Contract, do not think they are organized in the best way to efficiently and effectively execute their responsibilities.

Q11: We are organized in the best way to efficiently and effectively execute procurement responsibilities.

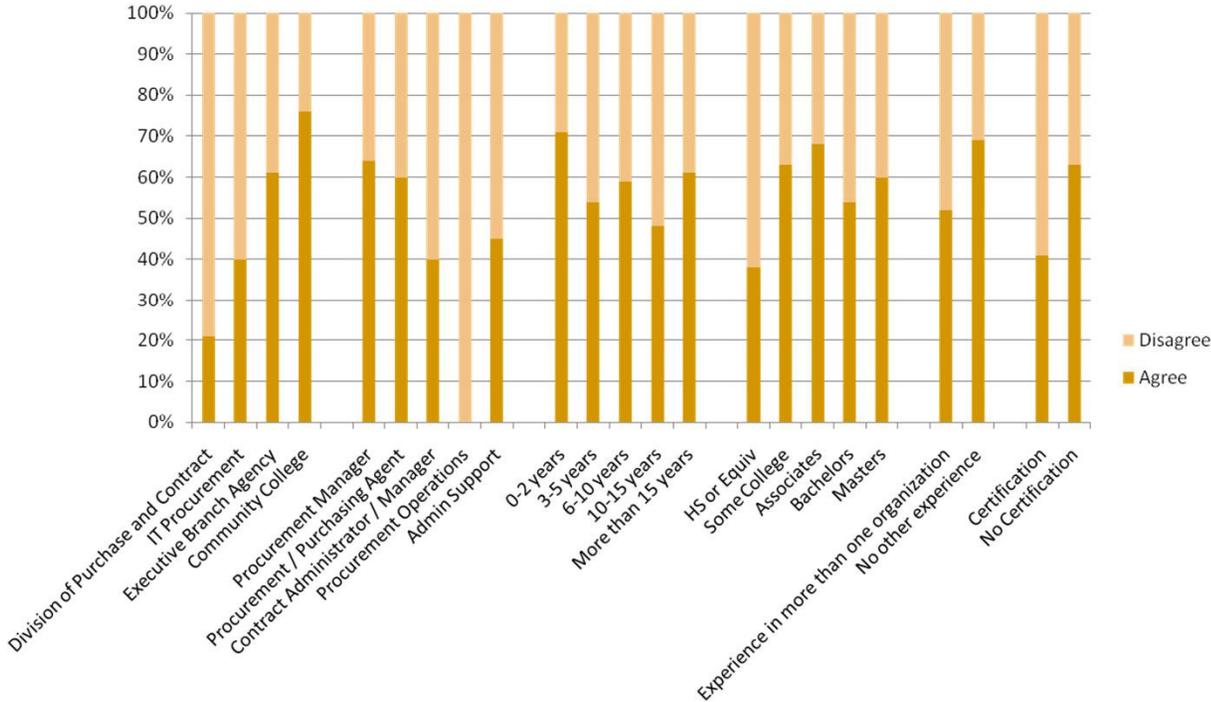




Survey Analysis – Action and Alignment

- There is a strong indication respondents think technology is not adequate to support the end-to-end procurement process.
- 80% of responses from Purchase and Contract employees indicated there is a lack of adequate technology to support the procurement process.

Q12: Technology is adequate to support the end-to-end procurement process.

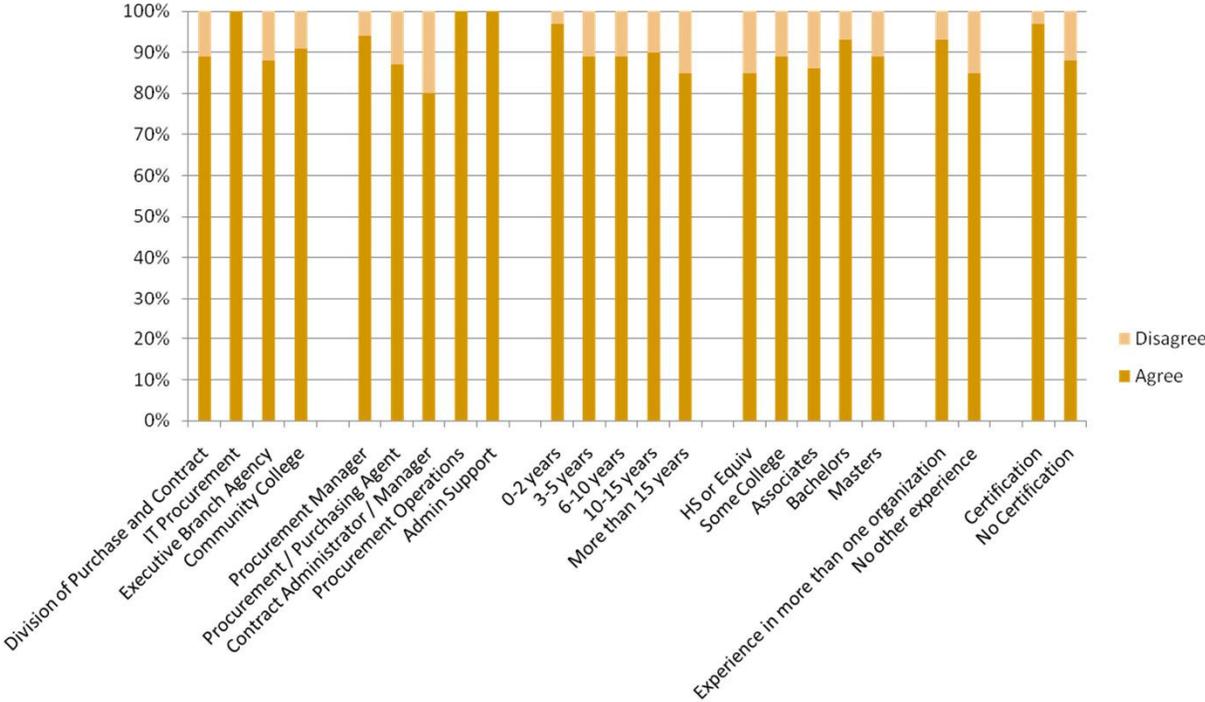




Survey Analysis – Action and Alignment

- Nearly 90% of respondents from all organizations indicated replacing outdated processes and procedures is needed to improvement the procurement function.

Q13: Replacing outdated processes and procedures is needed to improve the procurement function.

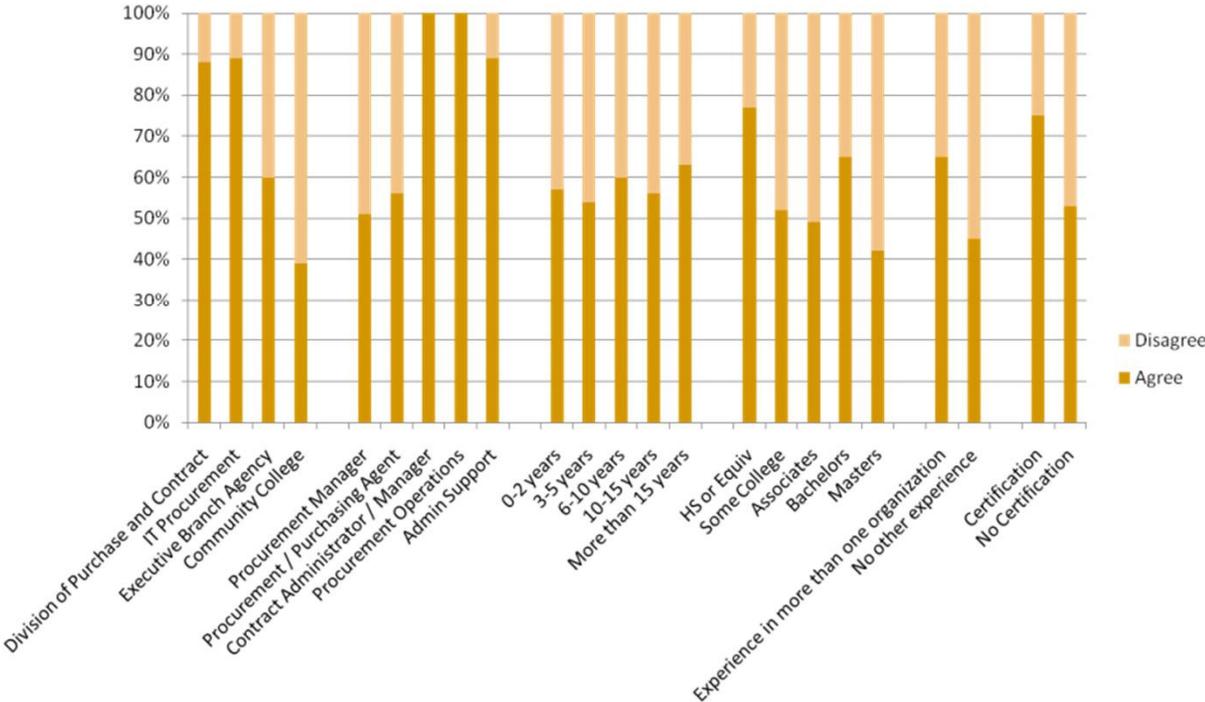




Survey Analysis – Action and Alignment

- Respondents from Purchase and Contract and IT Procurement, specifically those involved in Contract Administration, Procurement Operations, and Administrative Support indicated changes take too long.

Q15: Changes in my organization usually take too long.

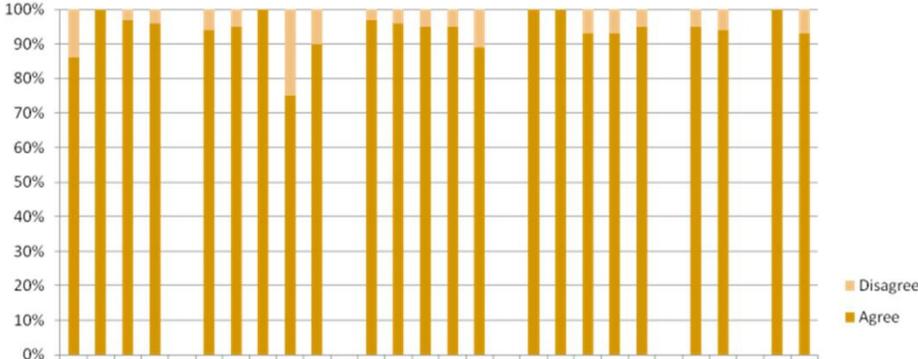




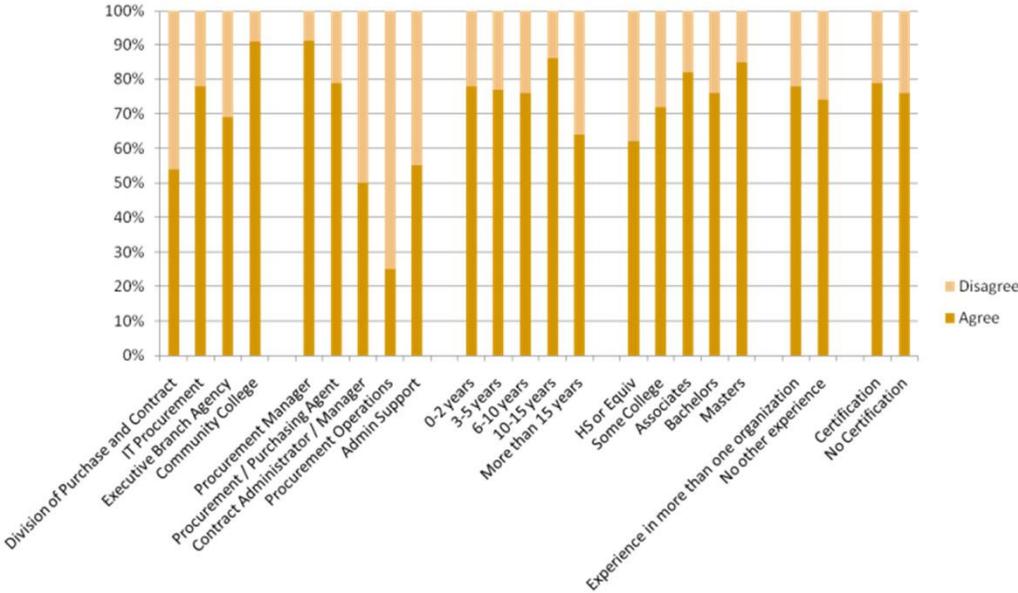
Survey Analysis – Action and Alignment

- While almost 90% of respondents indicated working with people in other functional areas is effective, there is only moderate cooperation when implementing changes.

Q24: Working with people in other functional areas is effective.



Q25: There is cooperation when implementing changes.

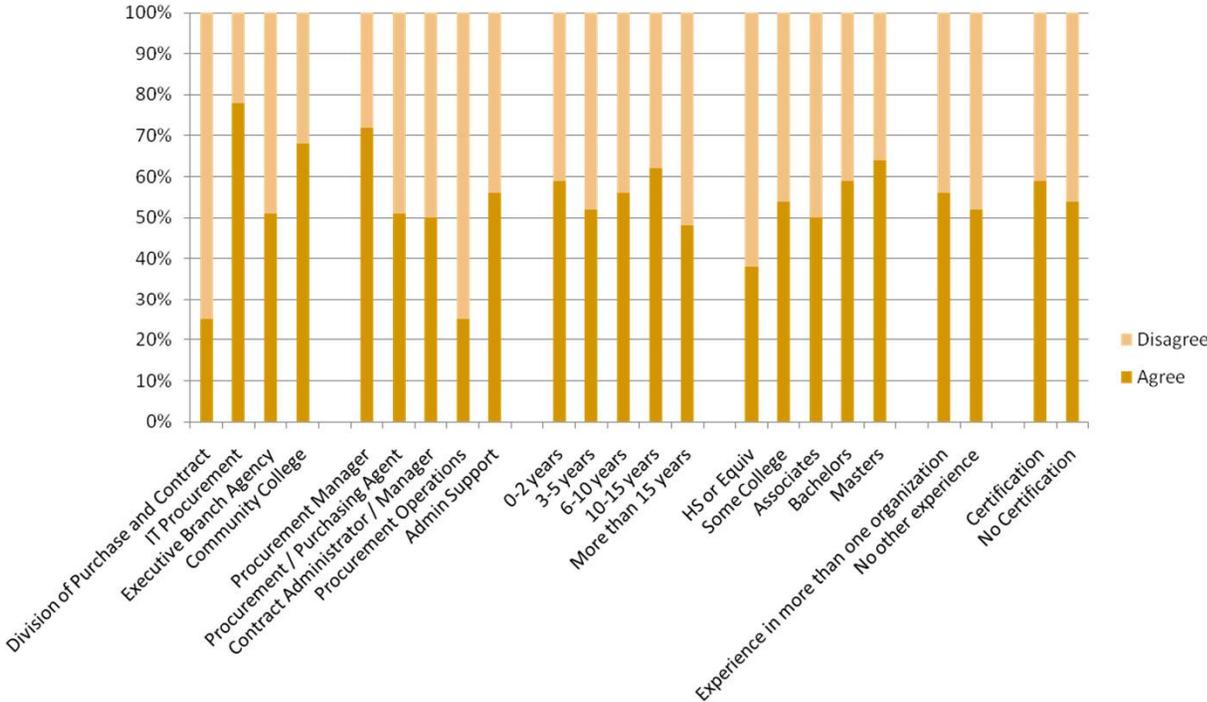




Survey Analysis – Action and Alignment

- A significant number of responses indicate there is an issue with being kept informed and up-to-date regarding changes impacting their work. This should be a watch area moving forward with Procurement Transformation.

Q33: Everyone in my organization is usually well-informed and kept up-to-date on changes impacting their work.





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Focus Area	Demographics						
	Organization	Focus of Work	Percentage of Focus	Time in Position	Level of Education	Related Experience	Certifications
Adaptability / Change		X	X	X	X	X	X



Survey Analysis – Adaptability / Change

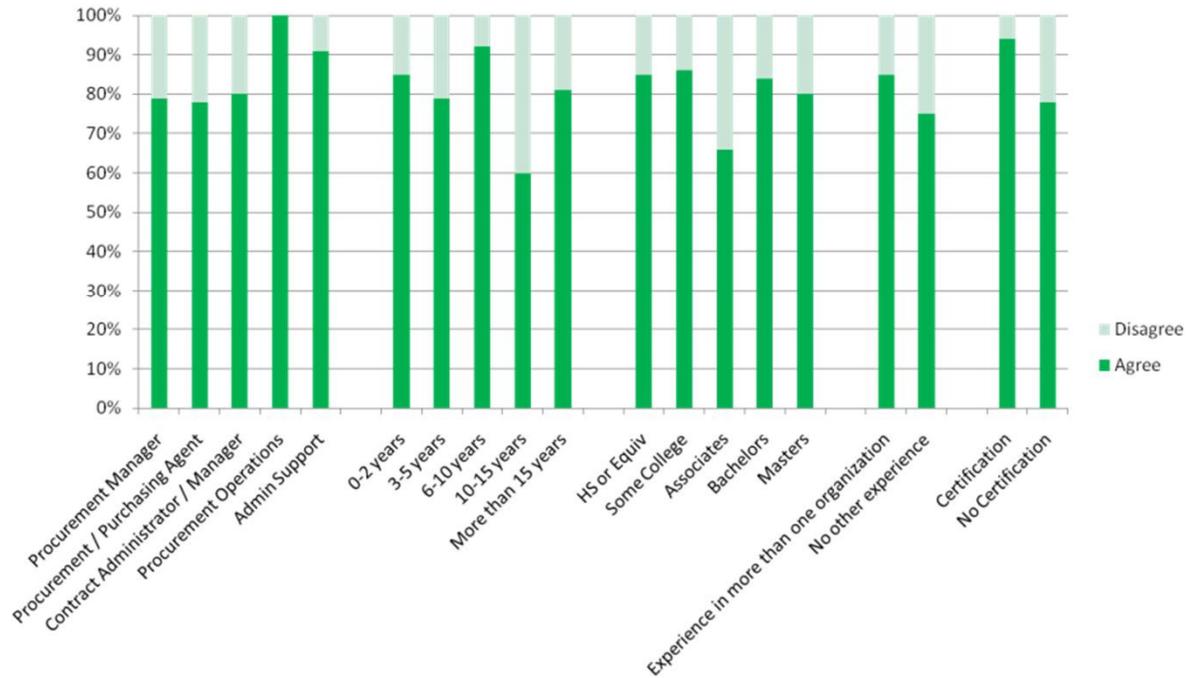
- **The responses to survey questions 7, 9, 14-18, 21-22, 25, 29-30, and 33 by Focus of Work, Time in Position, Level of Education, Related Experience, and Certification were used to analyze the focus area “Adaptability and Change” to determine any patterns and gain understanding about opportunities and risks in this area.**
- **Summary of Observations:**
 - With regard to Adaptability and Change, 40% of employees responding at the 10-15 year point in their career indicated they do not feel it takes a long time to make decisions.
 - Only 25% of respondents from Procurement Operations think the manager supports and explains the changes to the work performed.
 - Over 85% of respondents feel comfortable asking questions.
 - With regard to Adaptability and Change, there is a split between those who think changes take too long and those who don't; 100% of respondents identified as Contract Administrators and Procurement Operations think changes take too long.
 - Across all variables, there is a strong indication employees understand there will be challenges and uncertainty during the transformation project.
 - Almost 100% of respondents indicated they are flexible when faced with changes; this drops to 94% for those with more than 15 years in their position.
 - Almost 100% of all respondents indicated they enjoy learning new things and acquiring new skills; this drops to 90% for those respondents with more than 15 years in their position.
 - Between 70-80% of respondents with their primary focus on core procurement tasks regularly offer new ideas on ways to do business.
 - There appears to be a relationship between years in position and level of education regarding respondents' view that management does or does not value their opinion on changes. As the number of years in position goes up, they indicated management values their opinion to a lesser degree; as level of education increases, they indicated management values their opinion more.
 - Only 50% of Contractor Administrators and 25% of Procurement Operations respondents indicated there is cooperation when implementing changes.
 - 75% of Procurement Operations respondents disagree that current processes support their success at work.
 - There is significant recognition from all respondents there is a need to change what they do.
 - There are significant areas for improvement regarding informing employees regarding changes impacting their work.



Survey Analysis – Adaptability / Change

- With regard to Adaptability and Change, 40% of employees responding at the 10-15 year point in their career indicated they do not feel it takes a long time to make decisions.

Q7: It typically takes a long time for decisions to be made before we can implement a change.

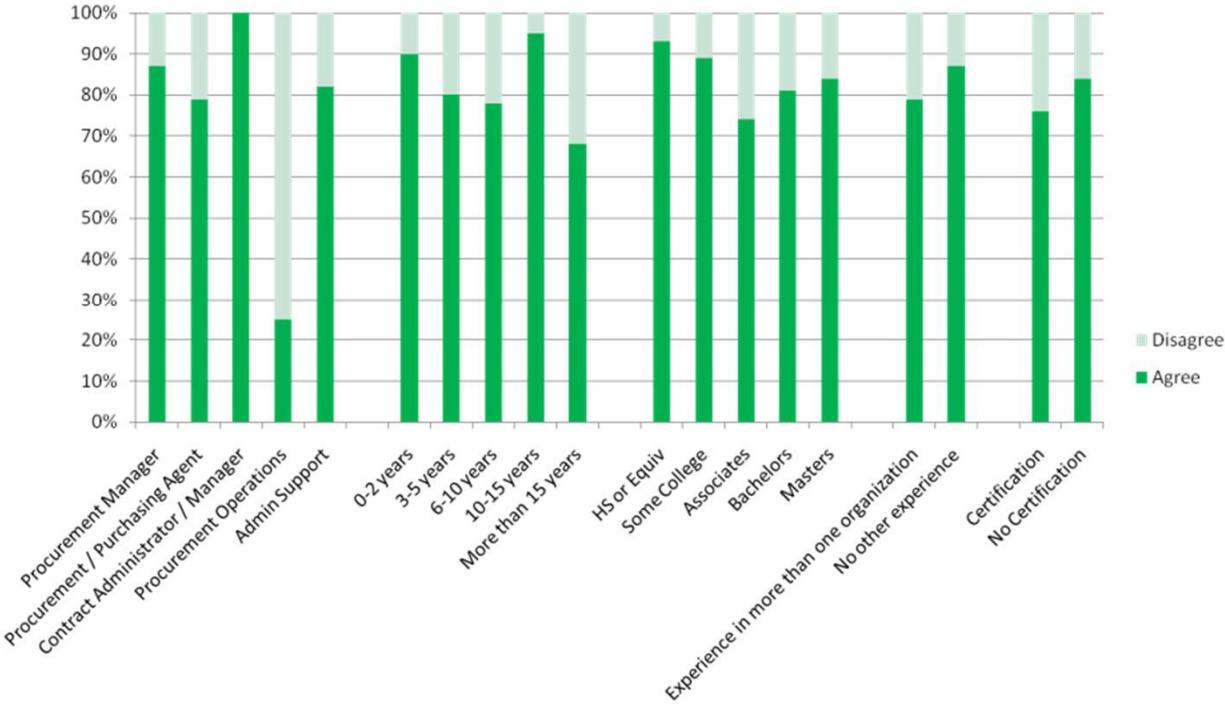




Survey Analysis – Adaptability / Change

- Only 25% of respondents from Procurement Operations think the manager supports and explains the changes to the work performed.

Q9: My manager supports and explains changes to our work.

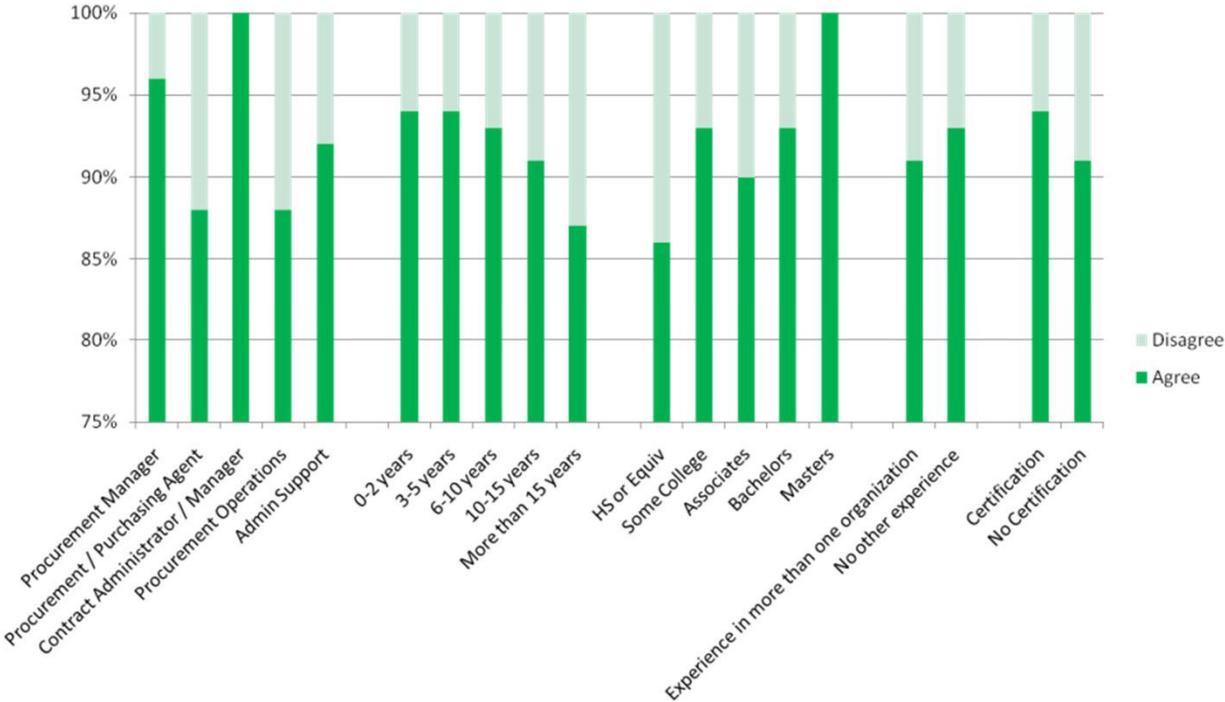




Survey Analysis – Adaptability / Change

- Over 85% of respondents feel comfortable asking questions.

Q14: I feel comfortable asking questions if I don't understand.

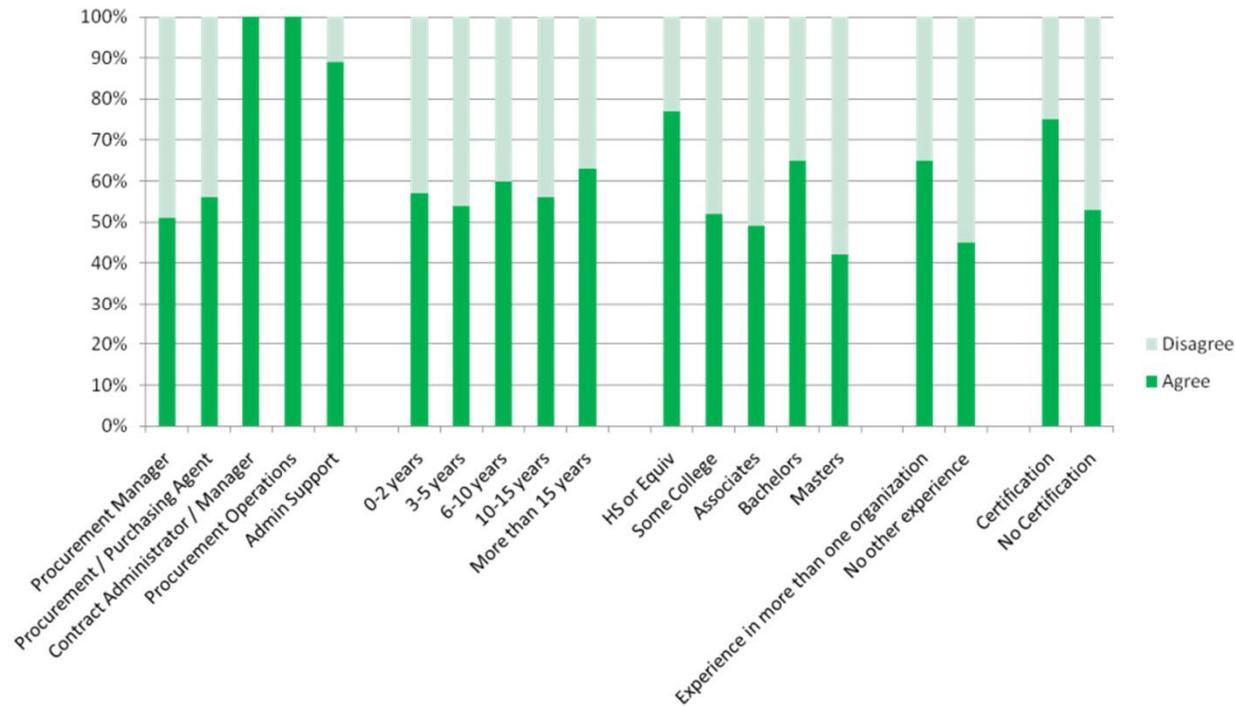




Survey Analysis – Adaptability / Change

- With regard to Adaptability and Change, there is a split between those who think changes take too long and those who don't; 100% of respondents identified as Contract Administrators and Procurement Operations think changes take too long.

Q15: Changes in my organization usually take too long.

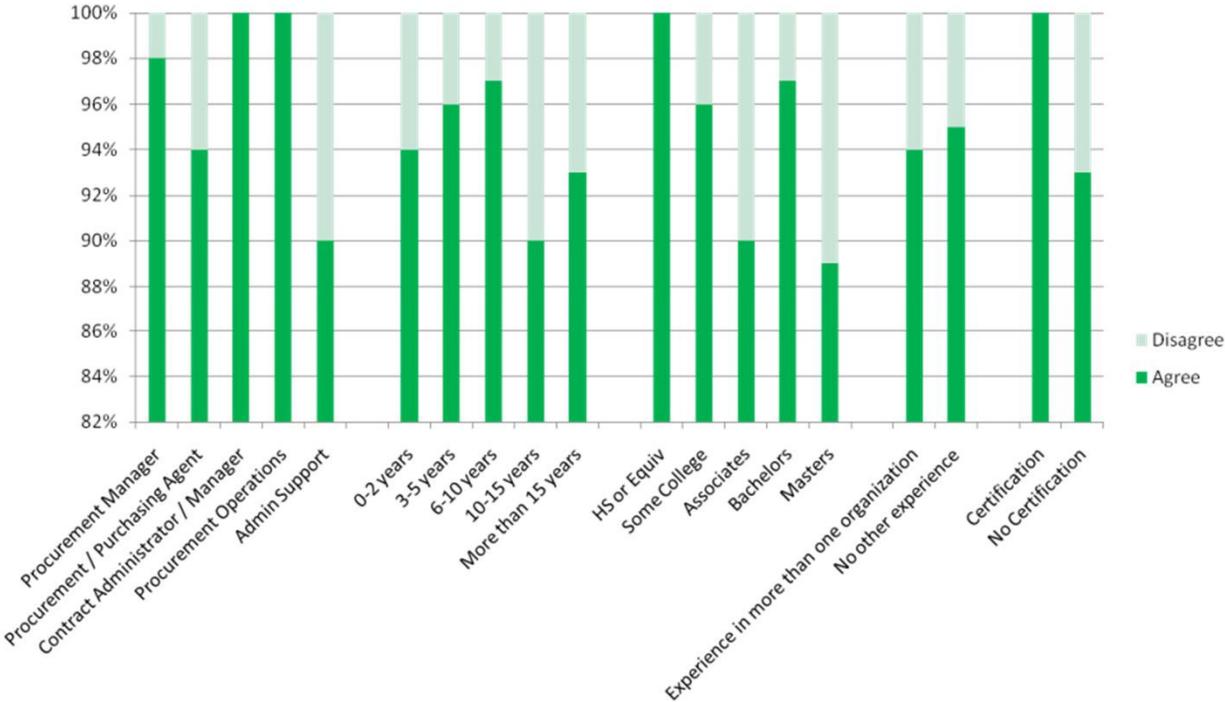




Survey Analysis – Adaptability / Change

- Across all variables, there is a strong indication employees understand there will be challenges and uncertainty during the transformation project.

Q16: There will be challenges and uncertainty as we transform procurement.

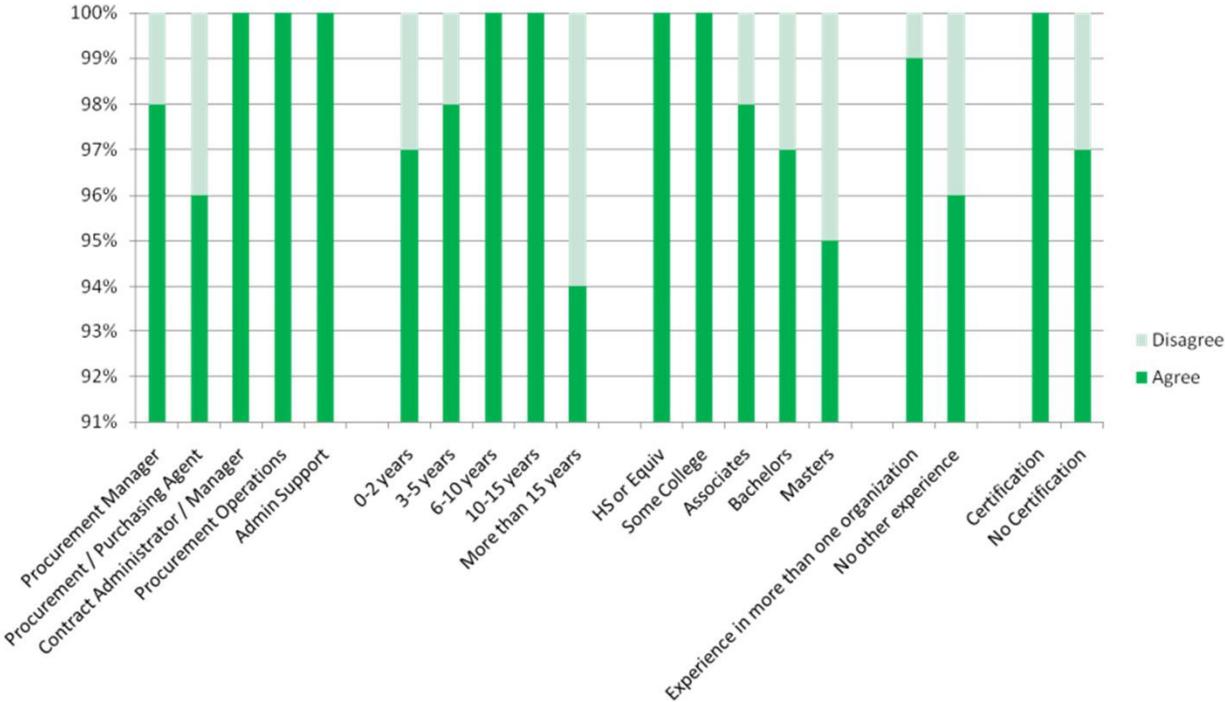




Survey Analysis – Adaptability / Change

- Almost 100% of respondents indicated they are flexible when faced with changes; this drops to 94% for those with more than 15 years in their position.

Q17: I consider myself flexible when faced with changes.

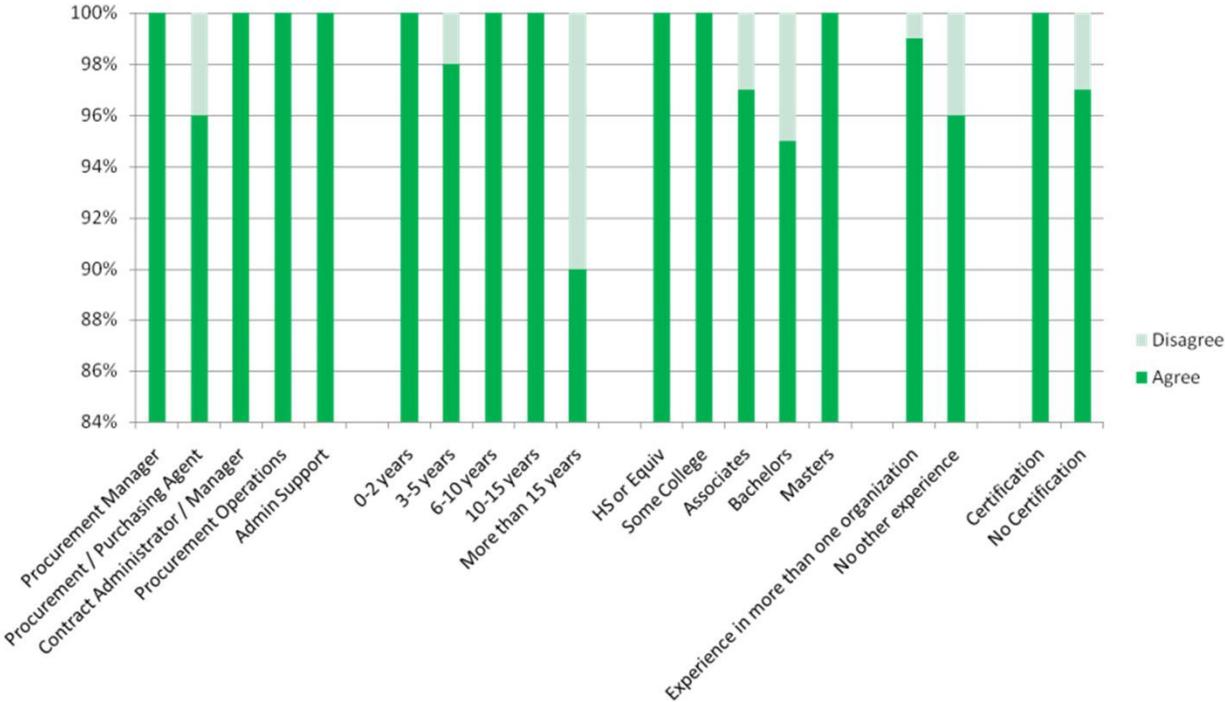




Survey Analysis – Adaptability / Change

- Almost 100% of all respondents indicated they enjoy learning new things and acquiring new skills; this drops to 90% for those respondents with more than 15 years in their position.

Q18: I enjoy learning new things and acquiring new skills.

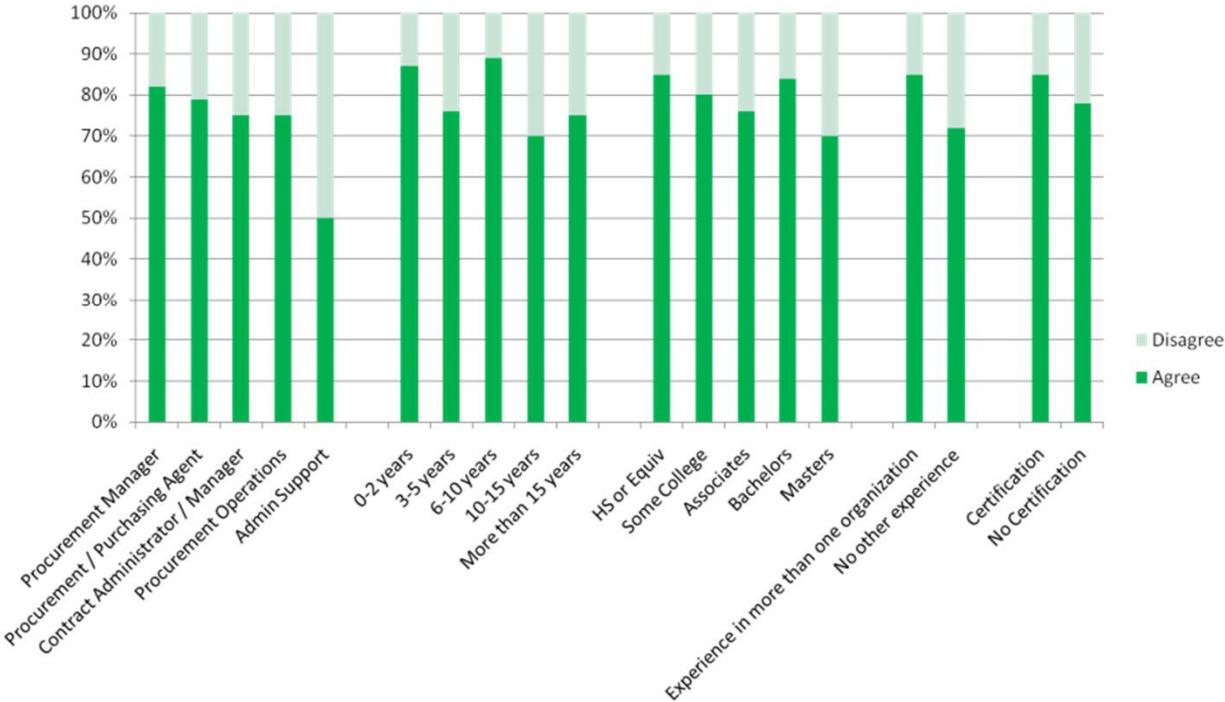




Survey Analysis – Adaptability / Change

- Between 70-80% of respondents with their primary focus on core procurement tasks regularly offer new ideas on ways to do business.

Q21: I regularly offer new ideas on ways to do business.

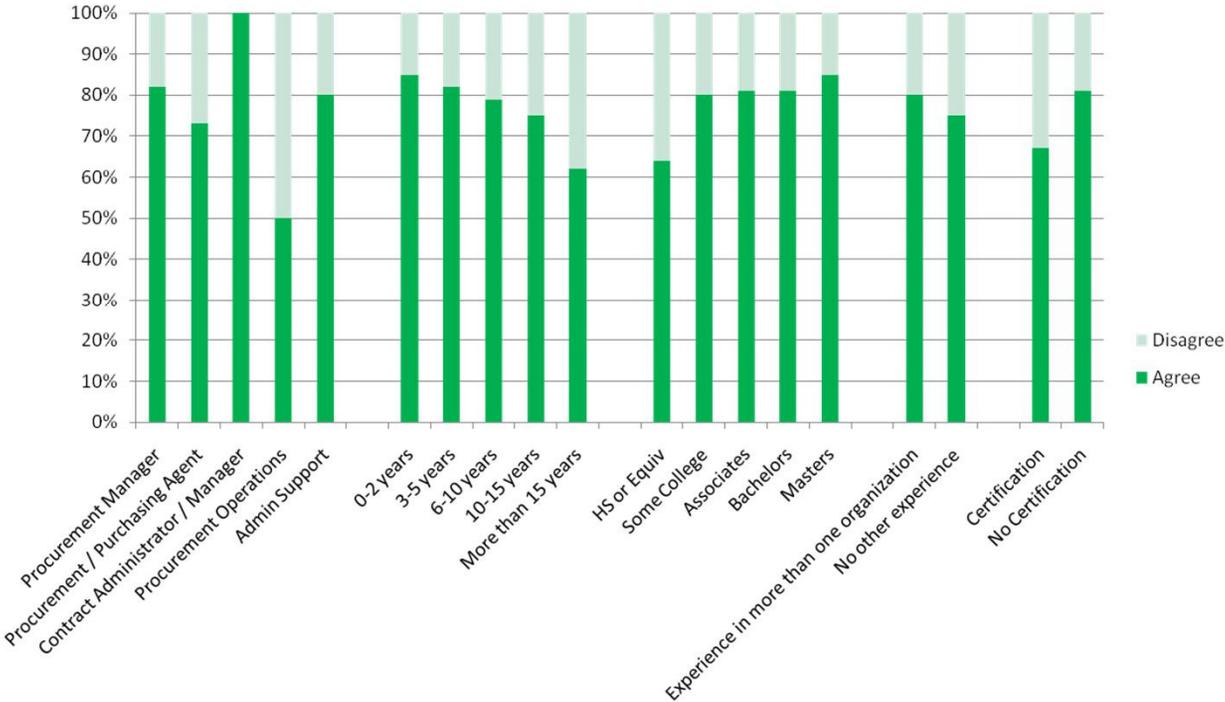




Survey Analysis – Adaptability / Change

- There appears to be a relationship between years in position and level of education regarding respondents’ view that management does or does not value their opinion on changes. As the number of years in position goes up, they indicated management values their opinion to a lesser degree; as level of education increases, they indicated management values their opinion more.

Q22: Management values my opinion on changes to the way we do business.



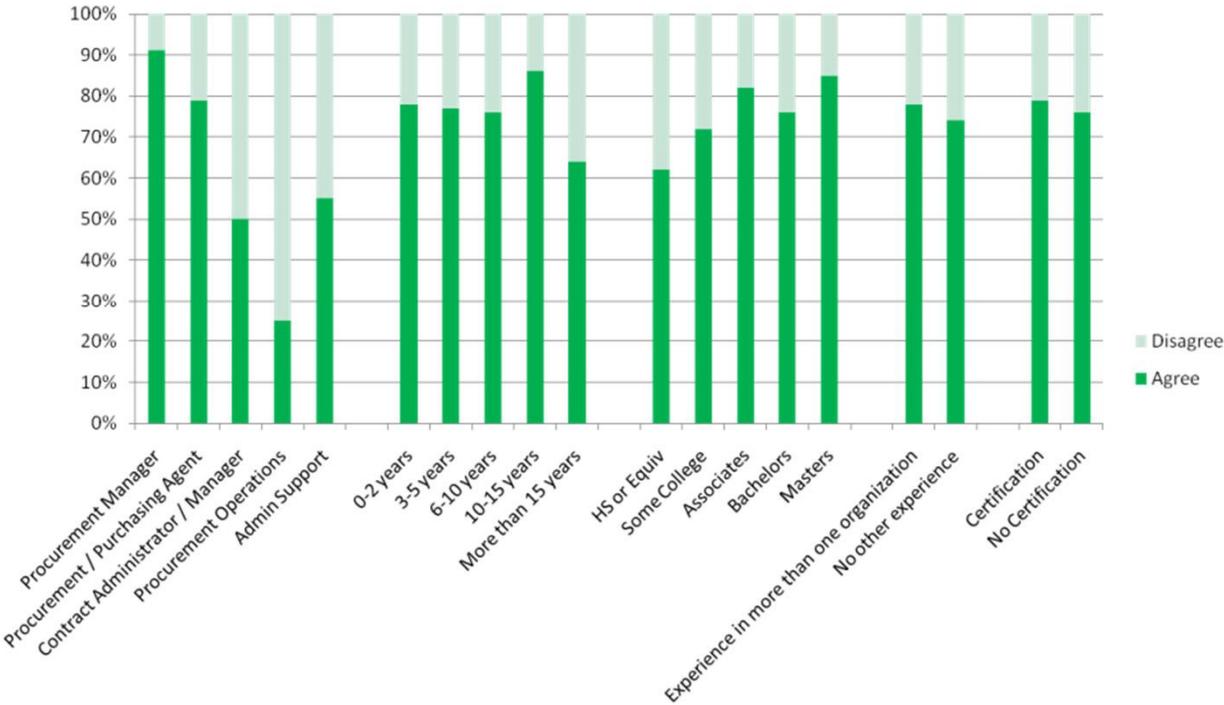


Survey Analysis – Adaptability / Change

- Only 50% of Contractor Administrators and 25% of Procurement Operations respondents* indicated there is cooperation when implementing changes.

* Procurement Operations equal only 3.2% of total responses or 6 people.

Q25: There is cooperation when implementing changes.



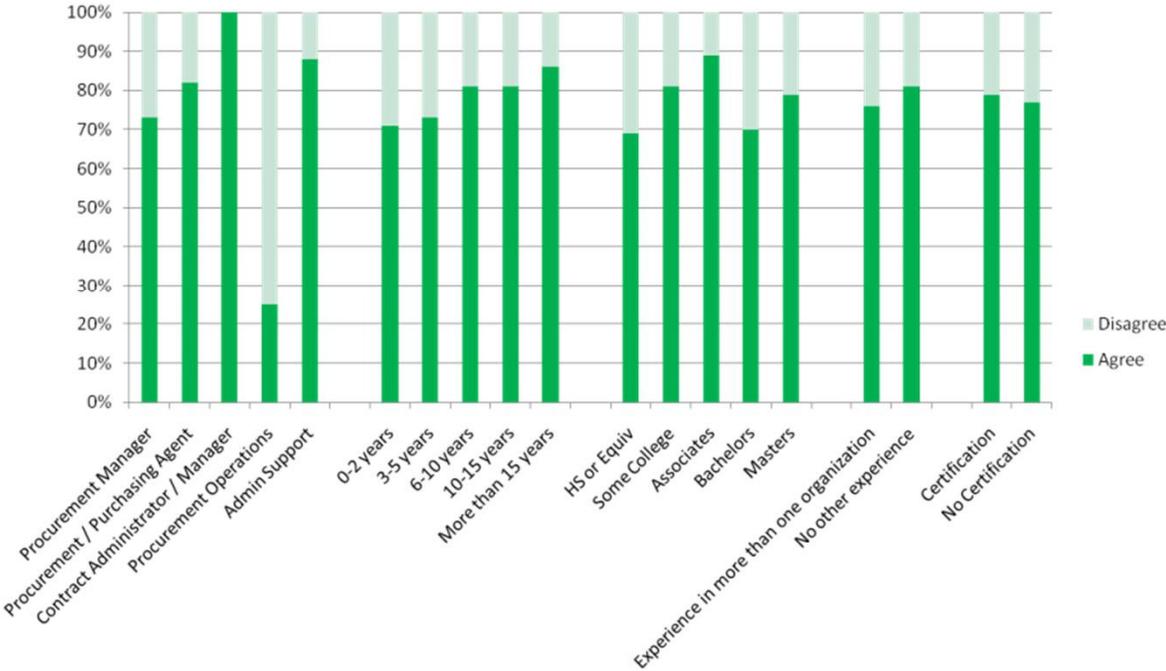


Survey Analysis – Adaptability / Change

- 75% of Procurement Operations* respondents disagree that current processes support their success at work.

* Procurement Operations equal only 3.2% of total responses or 6 people.

Q29: Current processes for procuring goods and services support me being successful at my job.

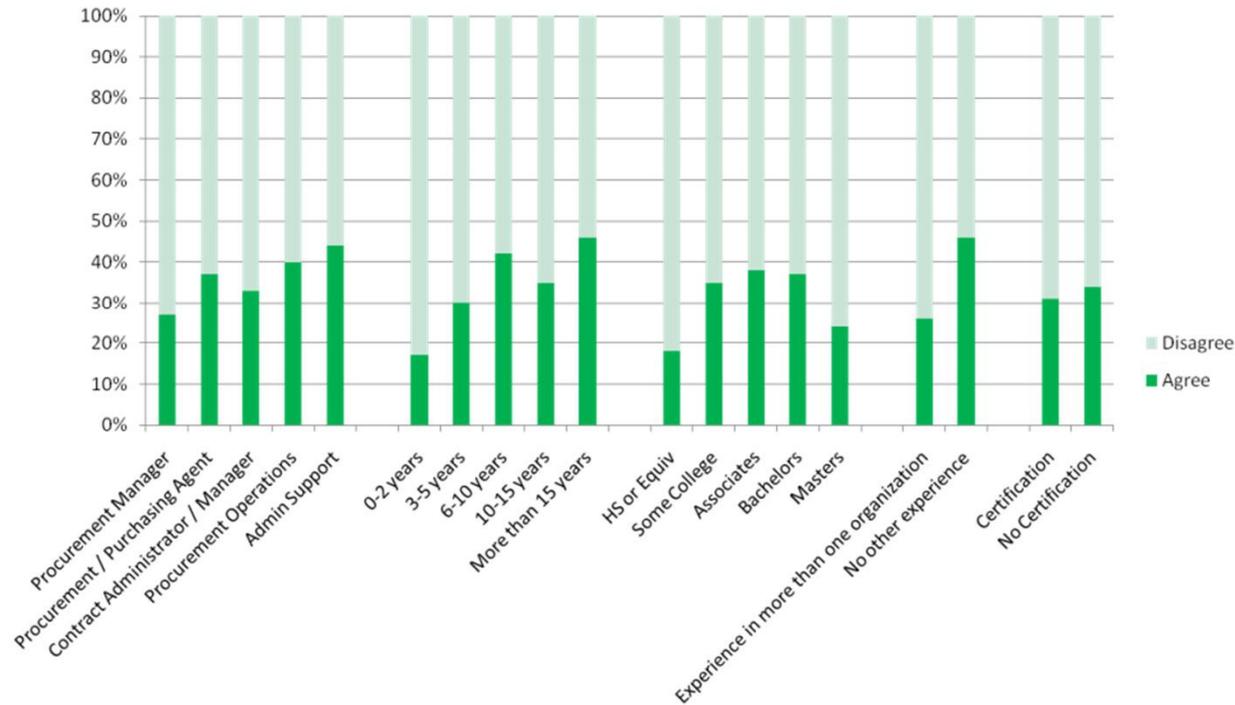




Survey Analysis – Adaptability / Change

- There is significant recognition from all respondents there is a need to change what they do.

Q30: I don't see the need to change what I do.

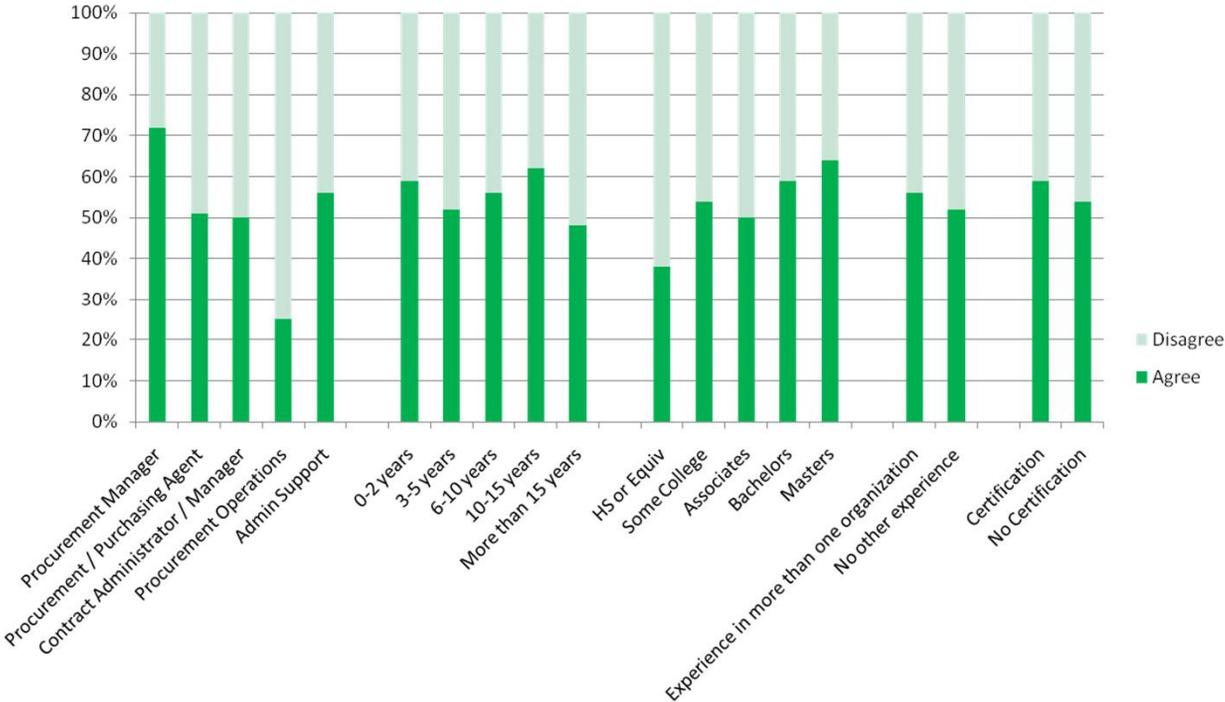




Survey Analysis – Adaptability / Change

- There are significant areas for improvement regarding informing employees regarding changes impacting their work.

Q33: Everyone in my organization is usually well-informed and kept up-to-date on changes impacting their work.





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Focus Area	Demographics						
	Organization	Focus of Work	Percentage of Focus	Time in Position	Level of Education	Related Experience	Certifications
Involvement / Collaboration		X	X	X	X		

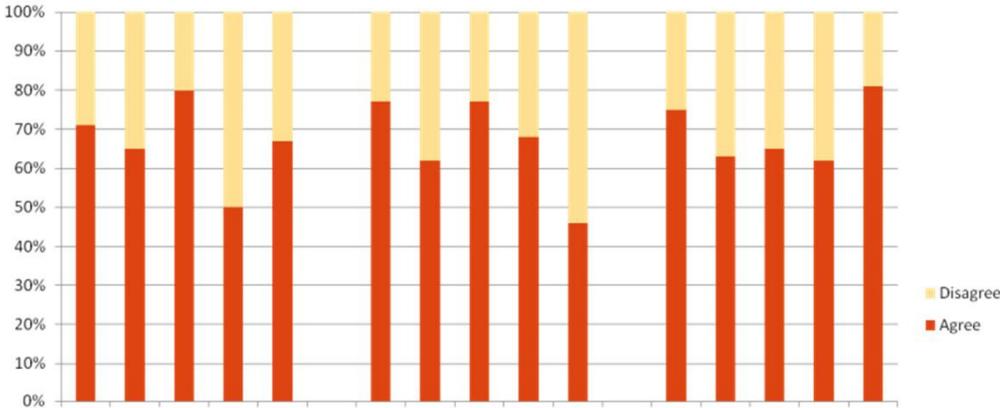
Survey Analysis – Involvement / Collaboration

- **The responses to survey questions 4, 8, 14, 17, 19-25 by Focus of Work, Time in Position, and Level of Education were used to analyze the focus area “Involvement and Collaboration” to determine any patterns and gain understanding about opportunities and risks in this area.**
- **Summary of Observations:**
 - Generally there is an opportunity to attempt to involve employees in planning the changes, specifically Procurement Operations and those employee with more than 15 years in their position.
 - Over 85% of respondents stated they are comfortable asking questions indicating an openness to involvement and collaboration.
 - Almost 100% of respondents indicated they are flexible when faced with changes; this drops to 94% for those with more than 15 years in their position.
 - Over 80% of respondents indicated having an extended network of people across agencies, departments, or other organizations with the exception of employees in Procurement Operations.
 - Between 70-80% of respondents with their primary focus on core procurement tasks regularly offer new ideas on ways to do business and most indicated management values their opinion.
 - More than 94% of respondents with their primary focus on core procurement tasks indicated they are the person others look to for help.
 - While almost 90% of respondents indicated working with people in other functional areas is effective, there is only moderate cooperation when implementing changes.

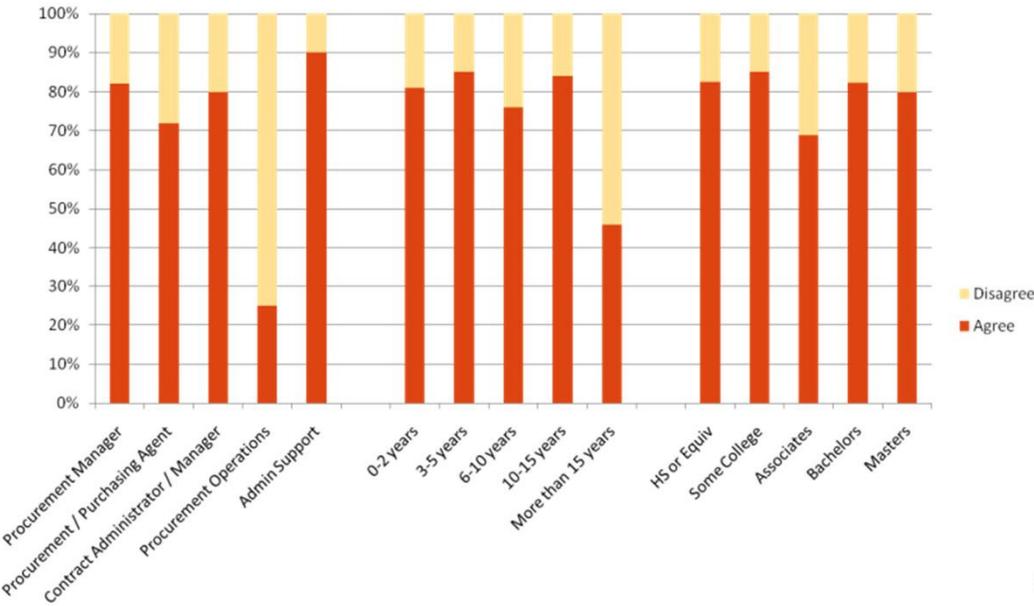


Survey Analysis – Involvement / Collaboration

Q4: Leadership is attempting to involve employees in planning the changes.



Q8: When I raise issues to management, they are handled in a timely manner.



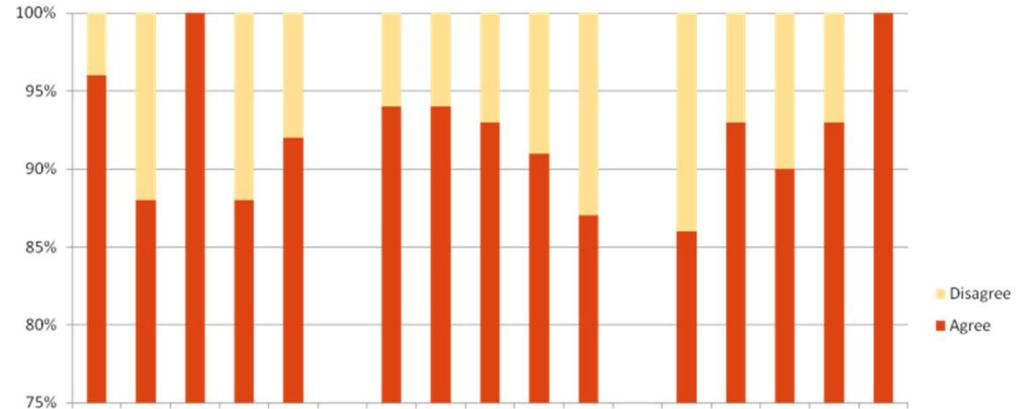
- Generally there is an opportunity to attempt to involve employees in planning the changes, specifically Procurement Operations* and those employees with more than 15 years in their position.

* Procurement Operations equal only 3.2% of total responses or 6 people.

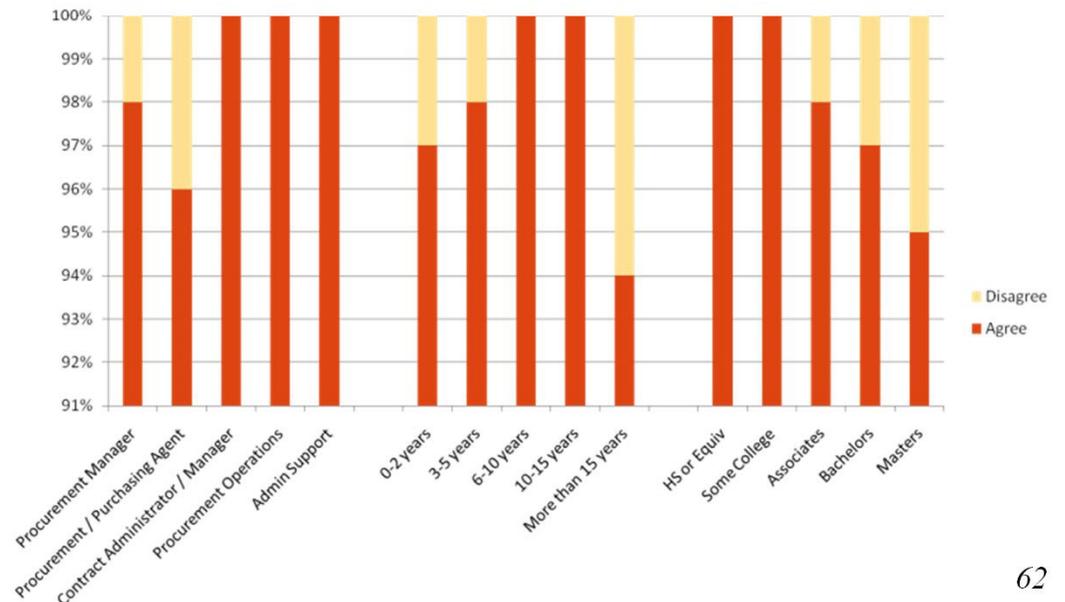
Survey Analysis – Involvement / Collaboration

- Over 85% of respondents stated they are comfortable asking questions indicating an openness to involvement and collaboration.
- Almost 100% of respondents indicated they are flexible when faced with changes; this drops to 94% for those with more than 15 years in their position.

Q14: I feel comfortable asking questions if I don't understand.



Q17: I consider myself flexible when faced with changes.

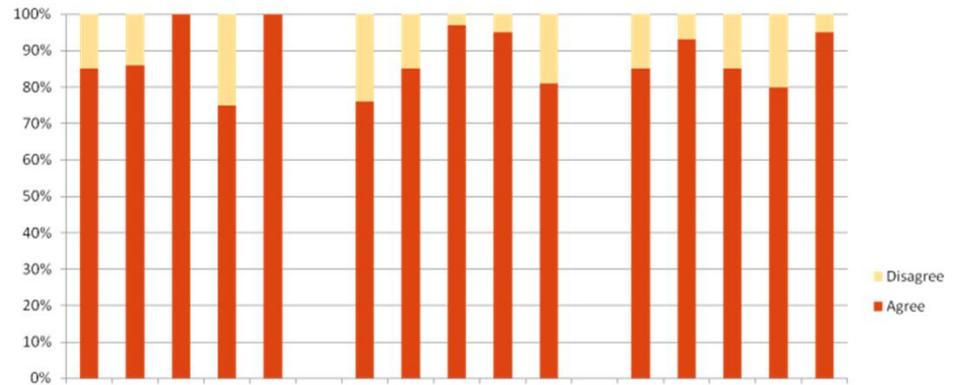




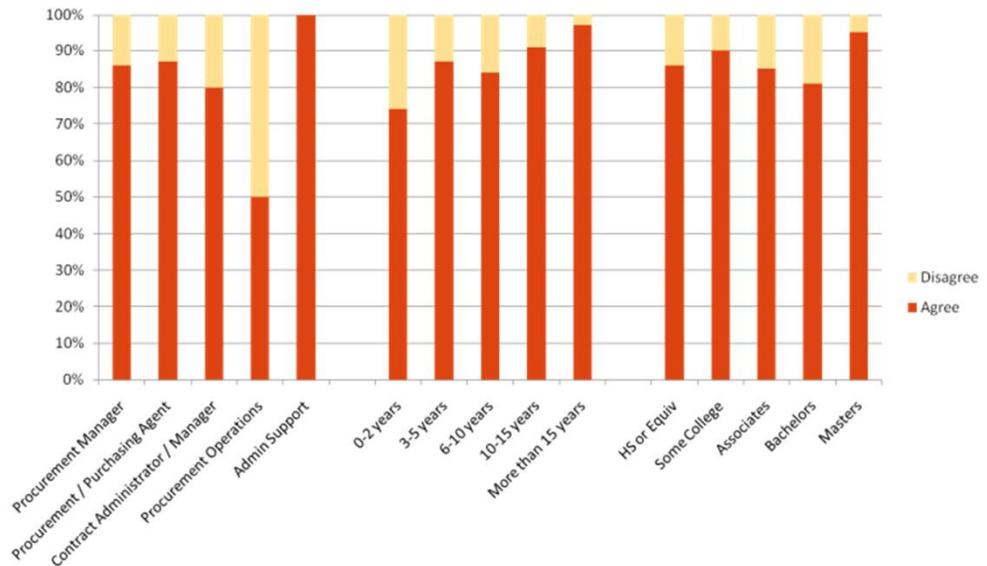
Survey Analysis – Involvement / Collaboration

- Over 80% of respondents indicated having an extended network of people across agencies, departments, or other organizations with the exception of employees in Procurement Operations.

Q19: I have a network of people to ask if I have questions about procurement.



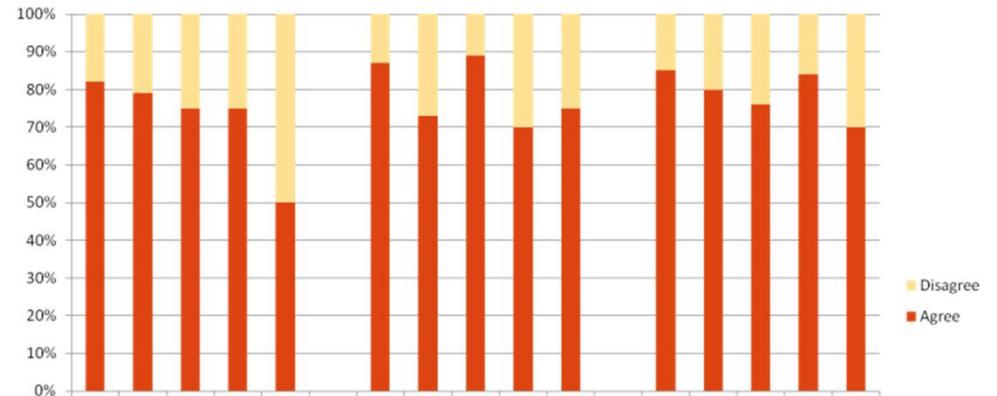
Q20: My network includes people from various agencies, departments, or other organizations.



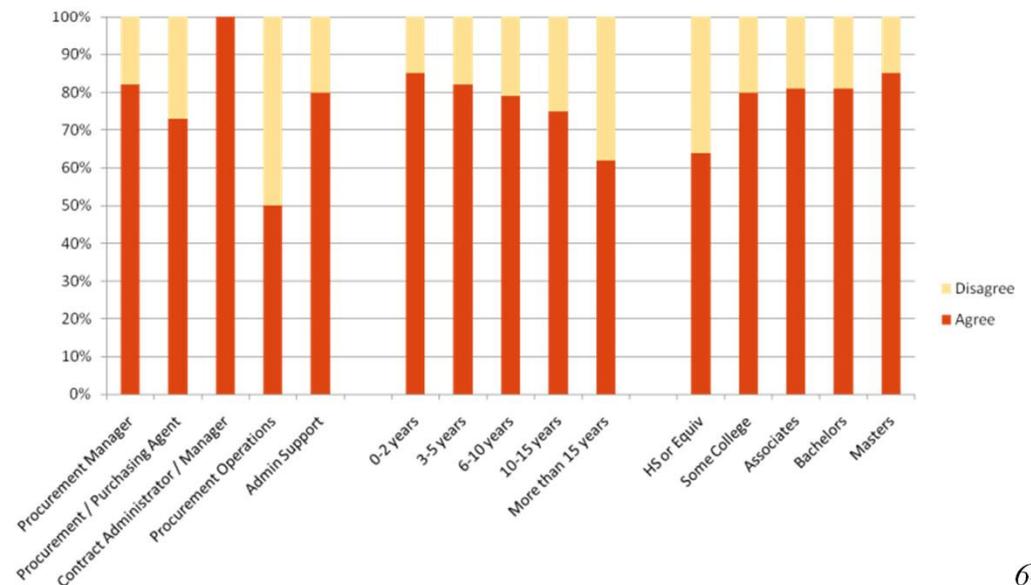
Survey Analysis – Involvement / Collaboration

- Between 70-80% of respondents with their primary focus on core procurement tasks regularly offer new ideas on ways to do business and most indicated management values their opinion.

Q21: I regularly offer new ideas on ways to do business.



Q22: Management values my opinion on changes to the way we do business.

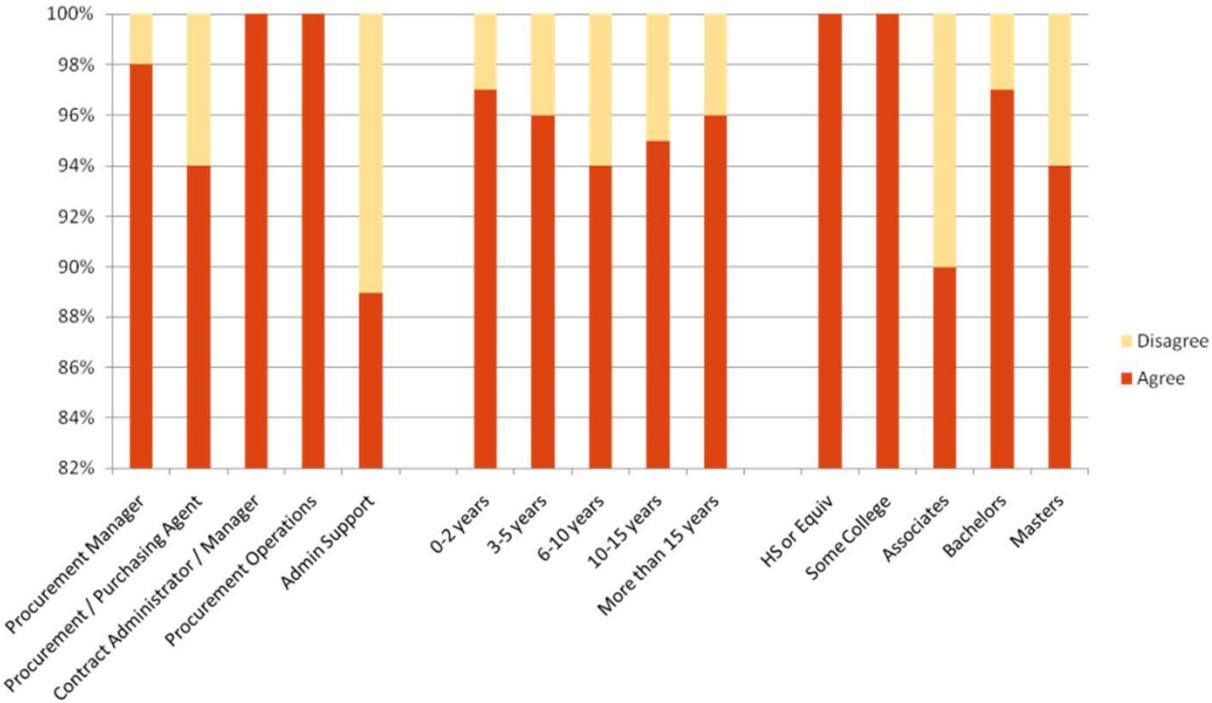




Survey Analysis – Involvement / Collaboration

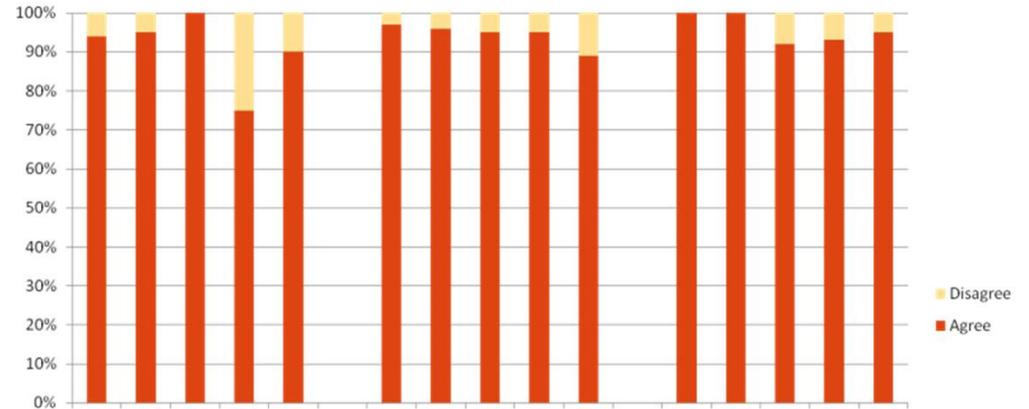
- More than 94% of respondents with their primary focus on core procurement tasks indicated they are the person others look to for help.

Q23: I am the person others look to for help.



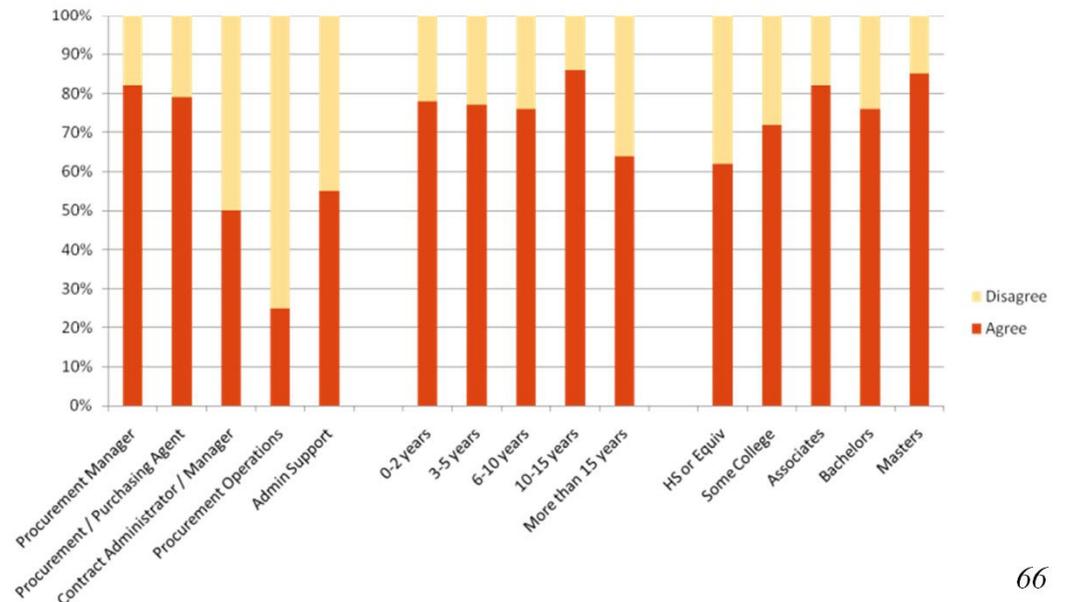
Survey Analysis – Involvement / Collaboration

Q24: Working with people in other functional areas is effective.



- While almost 90% of respondents indicated working with people in other functional areas is effective, there is only moderate cooperation when implementing changes.

Q25: There is cooperation when implementing changes.





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Focus Area	Demographics						
	Organization	Focus of Work	Percentage of Focus	Time in Position	Level of Education	Related Experience	Certifications
Training / Performance Management		X	X	X	X	X	X

Survey Analysis – Training / Performance Management

- **The responses to survey questions 4, 9, 14, 18, 23, 26-30 by Focus of Work, Time in Position, Level of Education, Related Experience, and Certification were used to analyze the focus area “Training and Performance” to determine any patterns and gain understanding about opportunities and risks in this area.**
- **Summary of Observations:**
 - Between 20-50% of respondents identified a gap in leadership attempting to involve employees in planning changes. This gap will potentially impact performance management of employees who think they are not being included in planning activities for the transformation.
 - With the exception of Procurement Operations, managers appear to be supporting and explaining changes in work.
 - More than 85% of respondents indicated they are comfortable asking questions when they don’t understand indicating a strong informal learning and feedback loop exists within the organizations.
 - Over 95% of respondents, and 90% of those with more than 15 years in their current position, state they enjoy learning new things and acquiring new skill.
 - More than 89% of all respondents indicated they are the “go-to” person reflecting an informal network of learning and collaboration is in place.
 - More than 70% of respondents agreed their performance is evaluated against standard objectives.
 - There are significant gaps in recognizing employees for their contributions with between 20 and 75% of respondents in various positions indicating they are not recognized for their contributions.
 - Respondents indicated training has only marginally prepared them to do their job; only 25% of Contract Administrators and 20% of Procurement Operations employees agreed training was sufficient. This is both an opportunity and a watch area during Procurement Transformation.
 - With the exception of Procurement Operations, respondents indicated the current processes support them being successful.
 - Between 45% and 72% of respondents agree there is a need to change what they do.

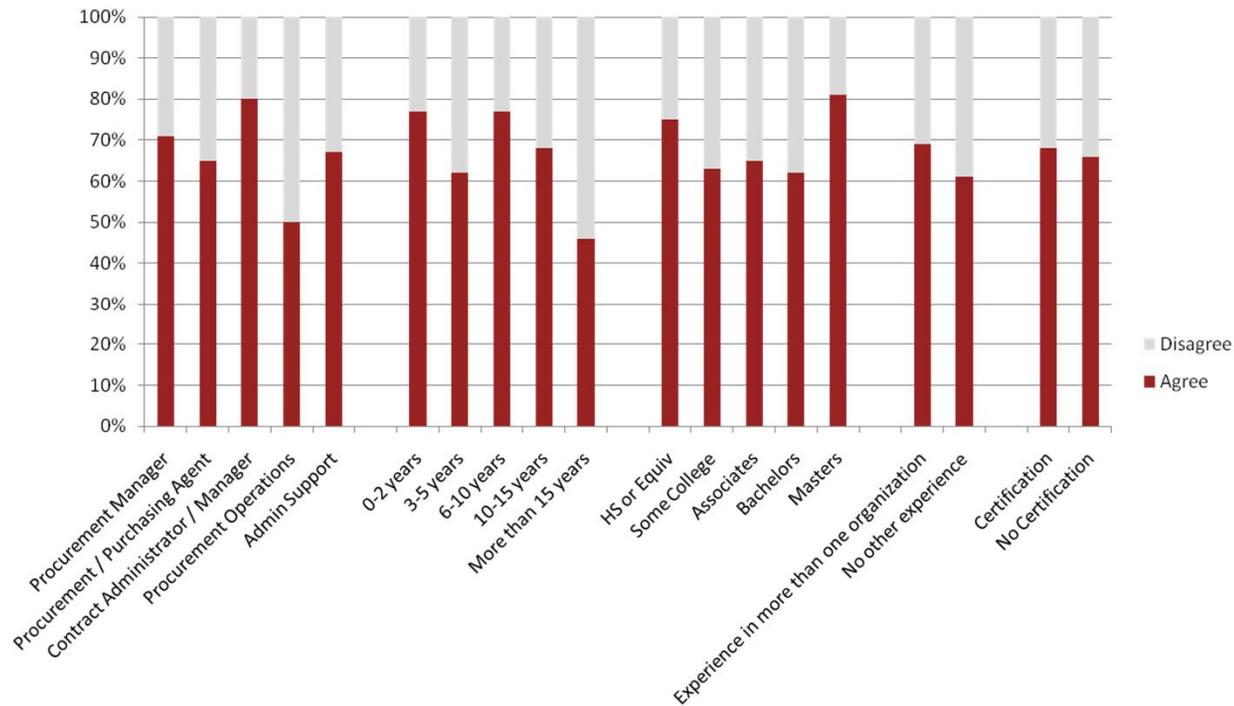


Survey Analysis

- Training / Performance Management

- Between 20-50% of respondents identified a gap in leadership attempting to involve employees in planning changes. This gap will potentially impact performance management of employees who think they are not being included in planning activities for the transformation.

Q4: Leadership is attempting to involve employees in planning the changes.

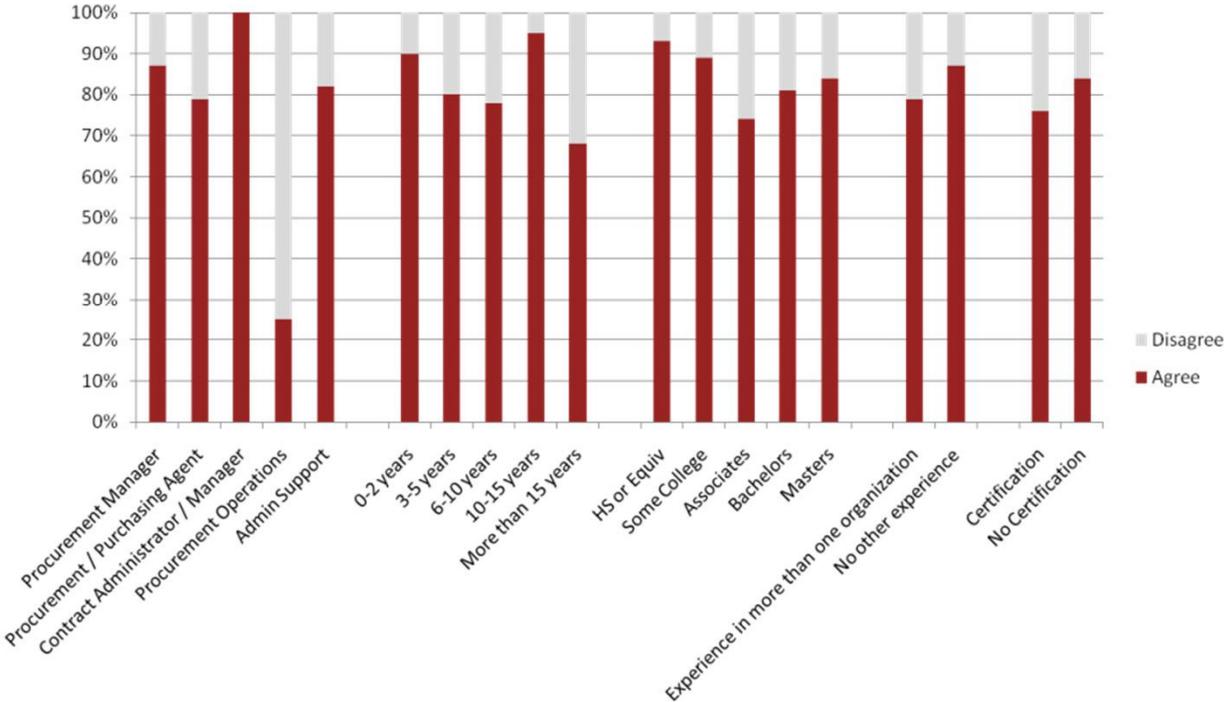




Survey Analysis – Training / Performance Management

- With the exception of Procurement Operations, managers appear to be supporting and explaining changes in work.

Q9: My manager supports and explains changes to our work.

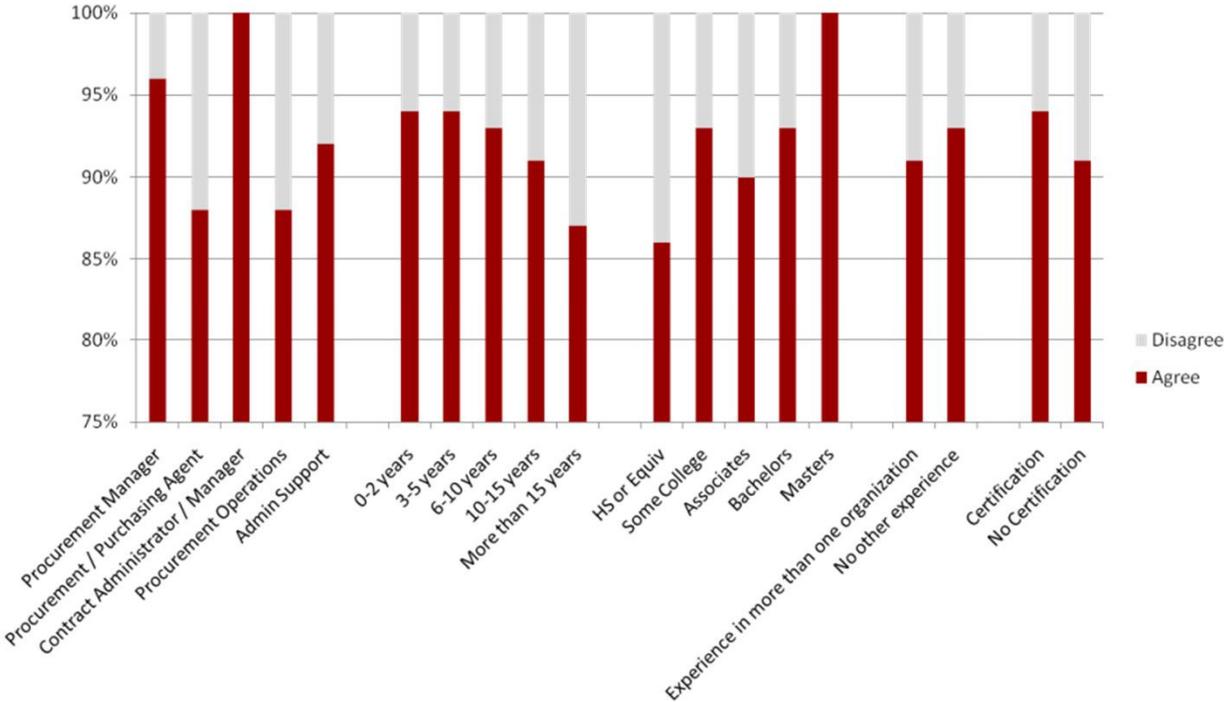




Survey Analysis – Training / Performance Management

- More than 85% of respondents indicated they are comfortable asking questions when they don't understand indicating a strong informal learning and feedback loop exists within the organizations.

Q14: I feel comfortable asking questions if I don't understand.

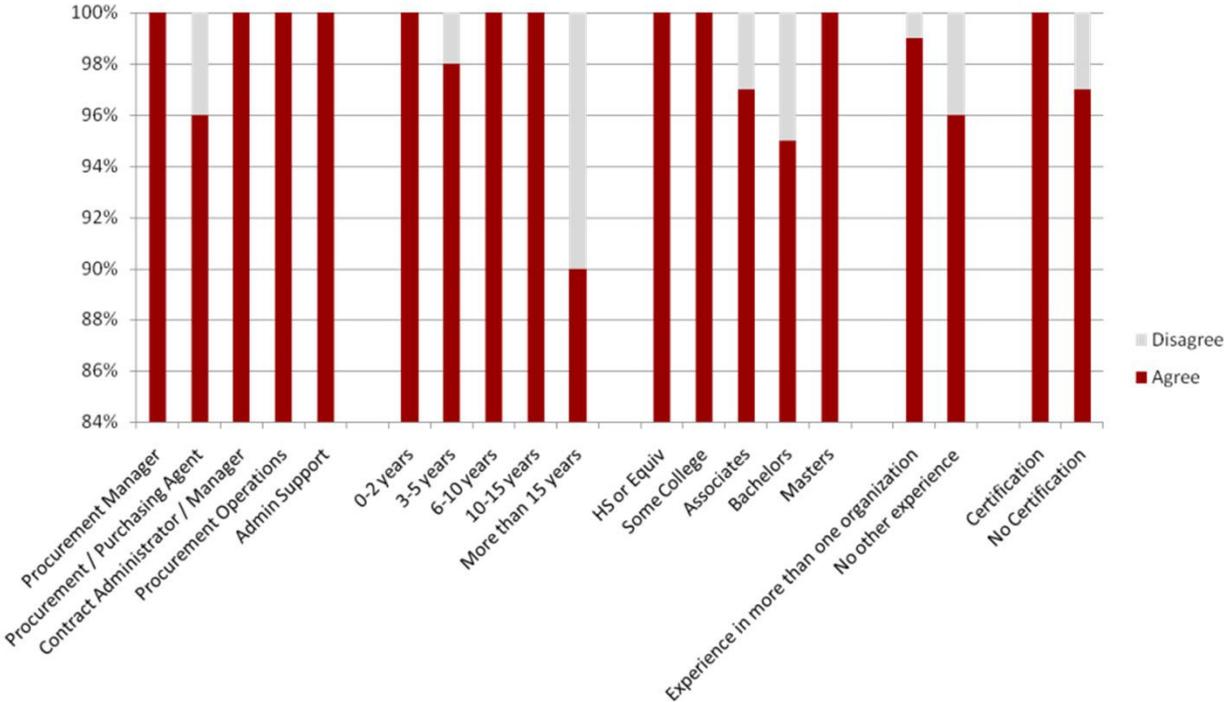




Survey Analysis – Training / Performance Management

- Over 95% of respondents, and 90% of those with more than 15 years in their current position, state they enjoy learning new things and acquiring new skill.

Q18: I enjoy learning new things and acquiring new skills.

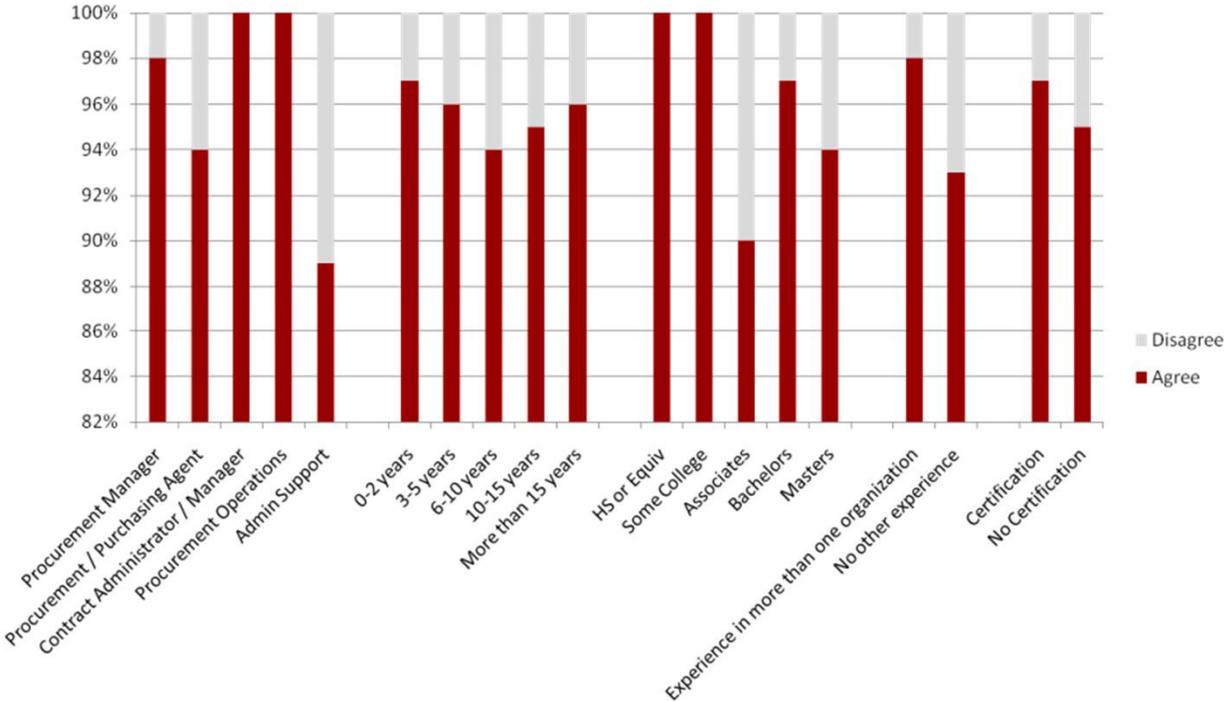




Survey Analysis – Training / Performance Management

- More than 89% of all respondents indicated they are the “go-to” person reflecting an informal network of learning and collaboration is in place.

Q23: I am the person others look to for help.

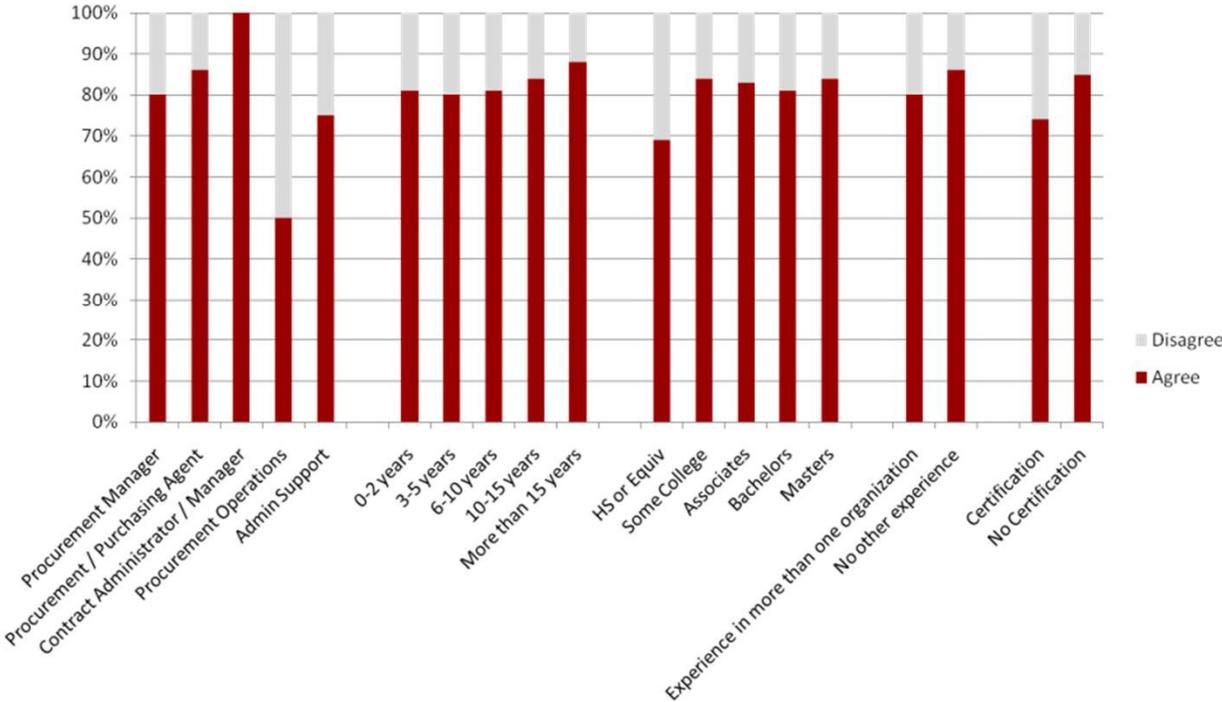




Survey Analysis – Training / Performance Management

- More than 70% of respondents agreed their performance is evaluated against standard objectives.

Q26: My performance is evaluated against standard objectives.

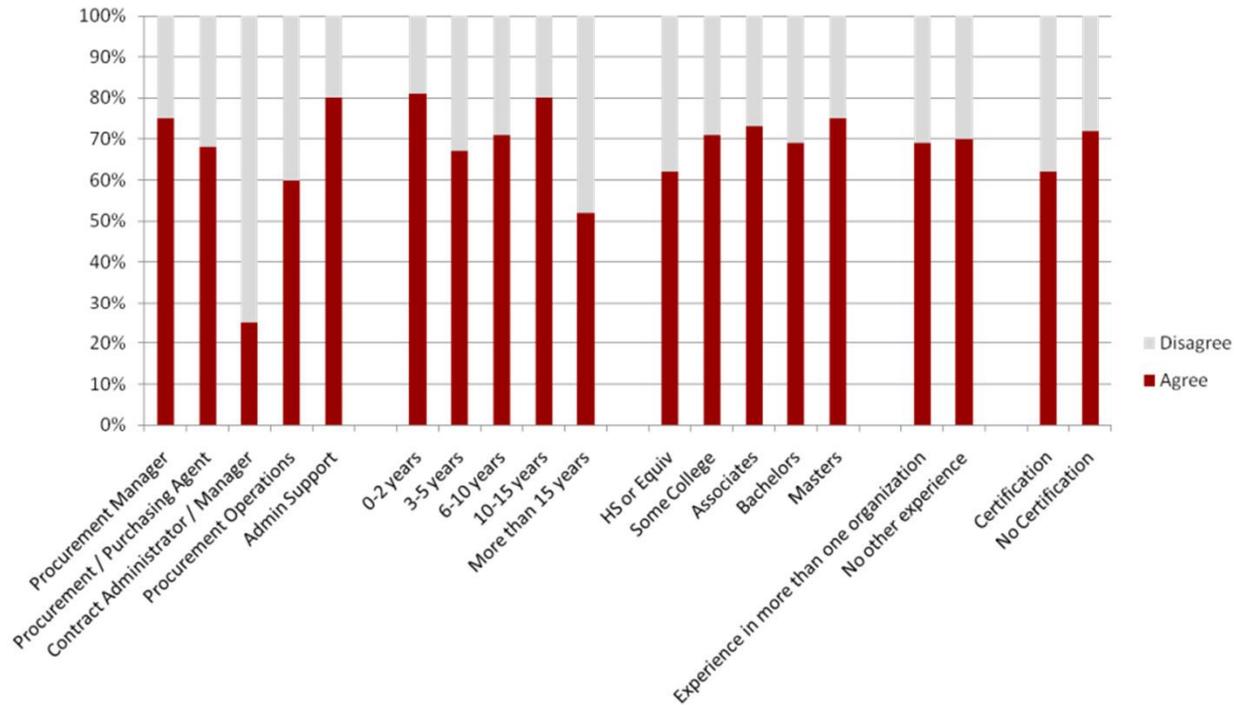




Survey Analysis – Training / Performance Management

- There are significant gaps in recognizing employees for their contributions with between 20 and 75% of respondents indicating they are not recognized for their contributions.

Q27: I am recognized for my contributions.

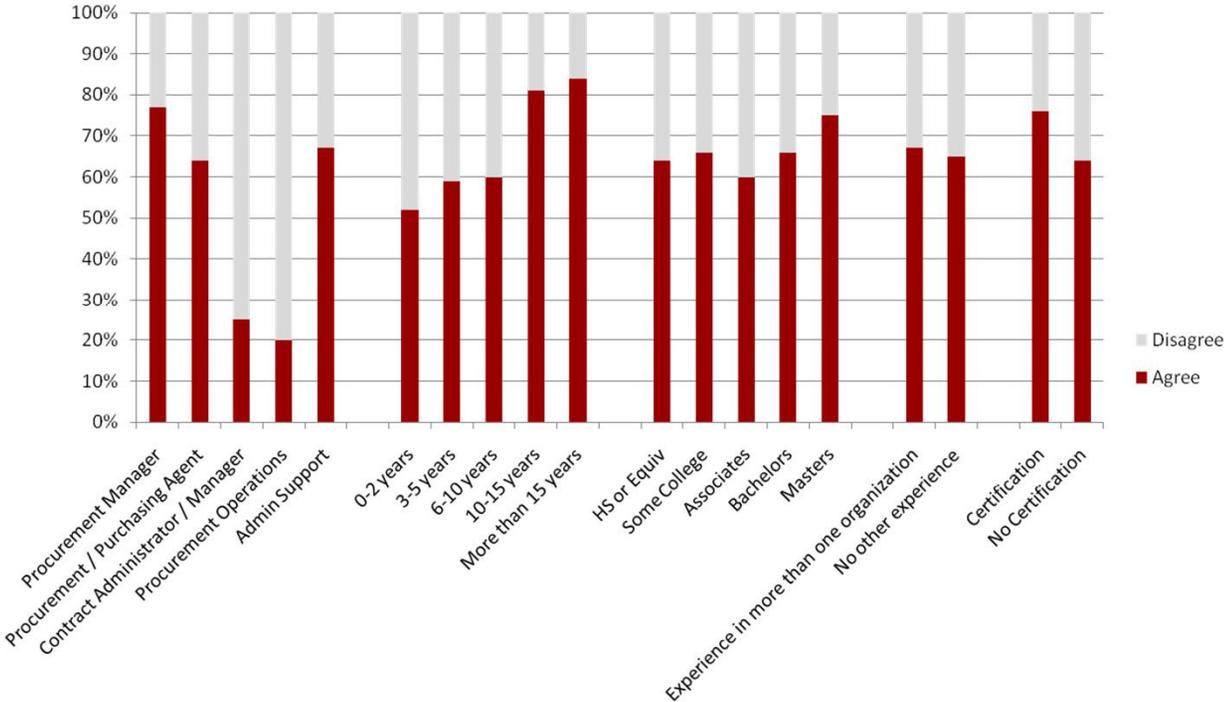




Survey Analysis – Training / Performance Management

- Respondents indicated training has only marginally prepared them to do their job; only 25% of Contract Administrators and 20% of Procurement Operations employees agreed training was sufficient. This are is both an opportunity and a watch area during Procurement Transformation.

Q28: Training I have received has been sufficient to prepare me to do my job.

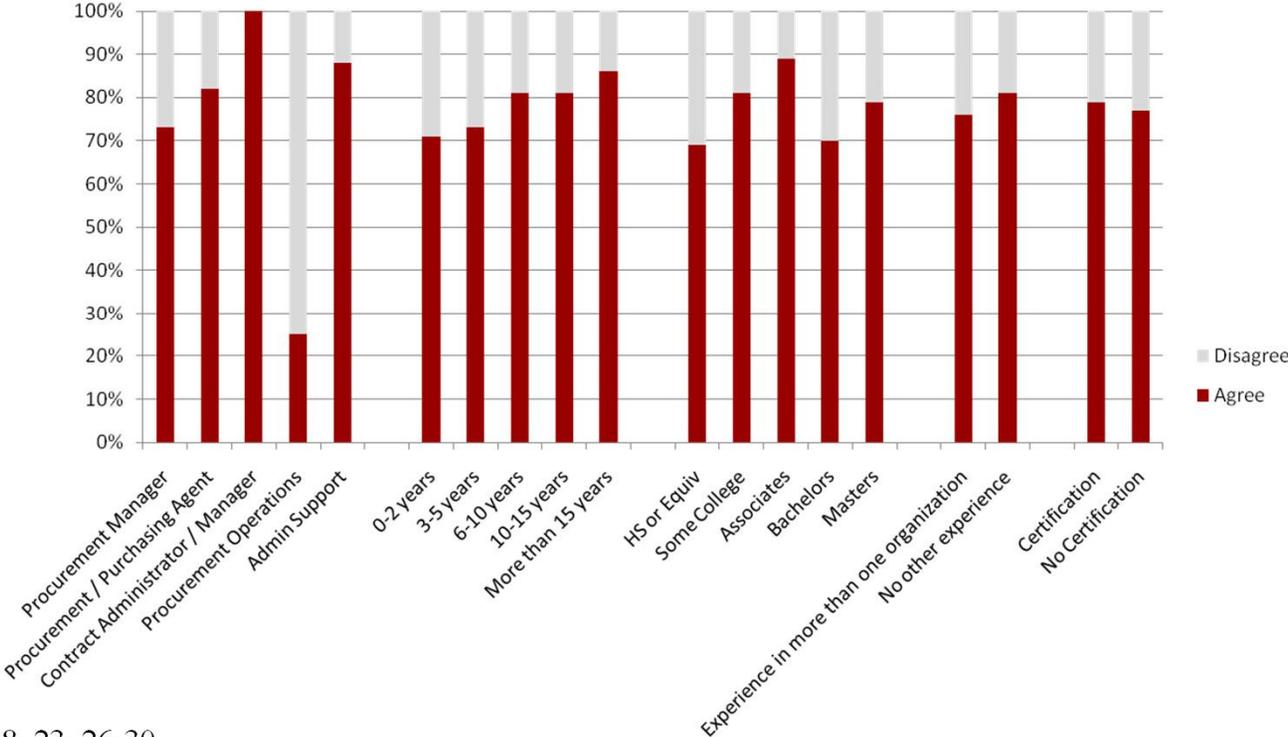




Survey Analysis – Training / Performance Management

- With the exception of Procurement Operations, respondents indicated the current processes support them being successful.

Q29: Current processes for procuring goods and services support me being successful at my job.

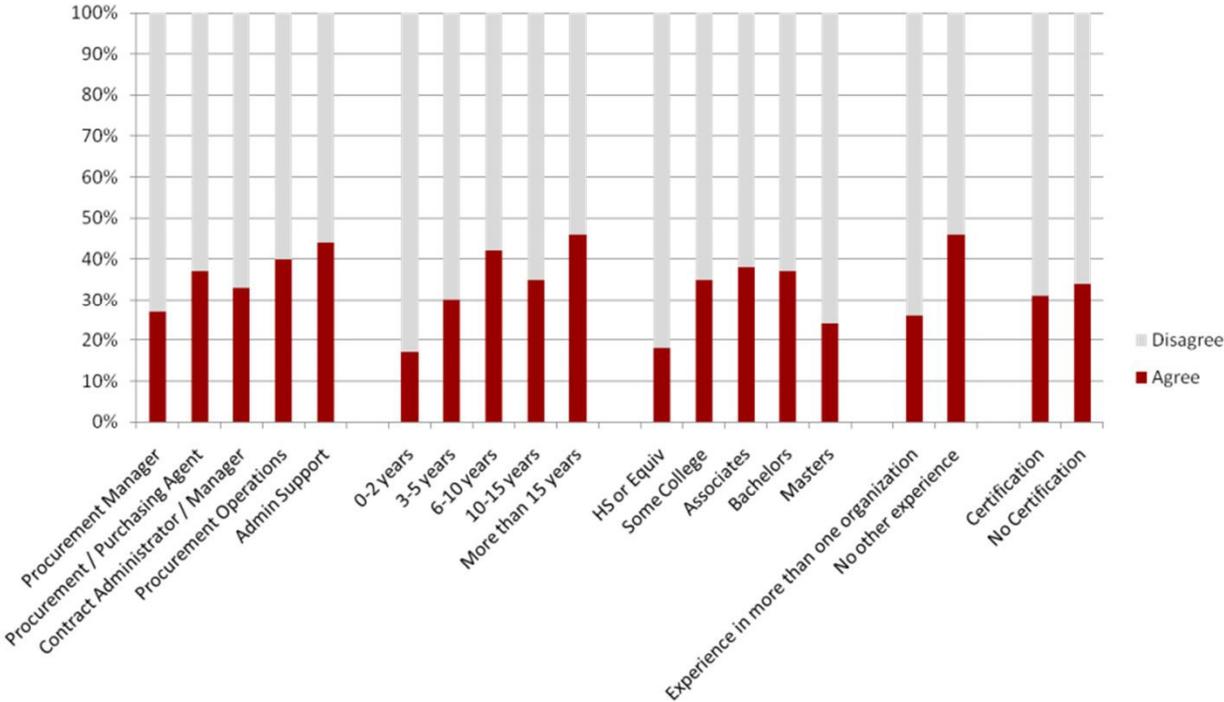




Survey Analysis – Training / Performance Management

- Between 45% and 72% of respondents agree there is a need to change what they do.

Q30: I don't see the need to change what I do.





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Demographics

Focus Area	Organization	Focus of Work	Percentage of Focus	Time in Position	Level of Education	Related Experience	Certifications
Communications	X						

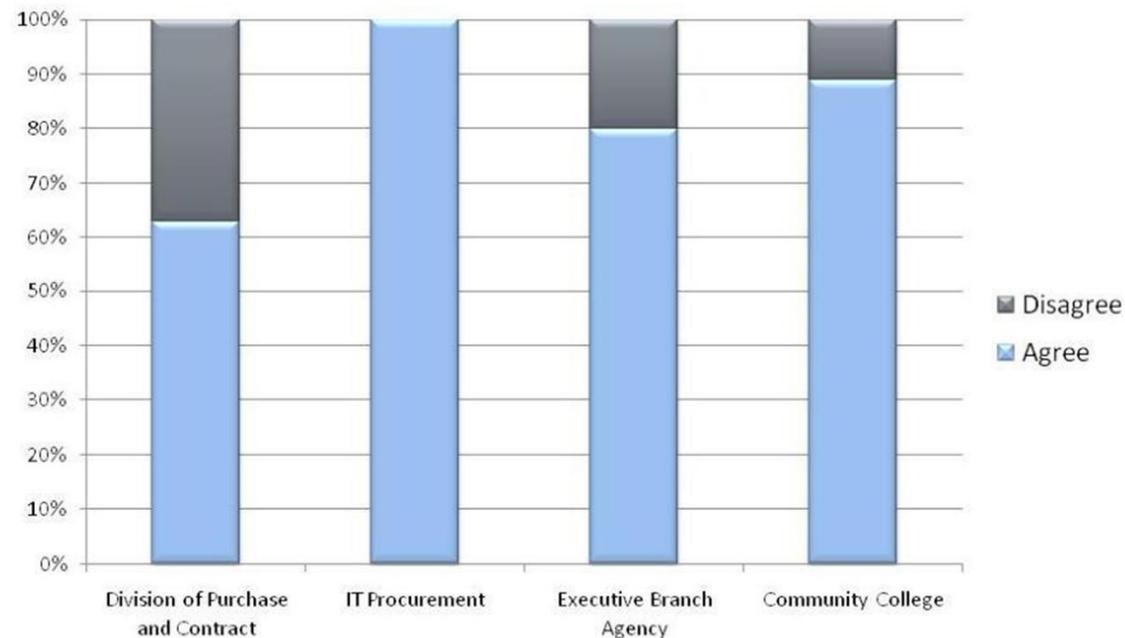
Survey Analysis – Communications

- **The responses to survey questions 9, 14, 19-20, 31-35 by Focus of Work, Time in Position, Level of Education, Related Experience, and Certification were used to analyze the focus area “Communications” to determine any patterns and gain understanding about opportunities and risks in this area.**
- **Summary of Observations:**
 - With only 62% of Purchase and Contract respondents indicating their manager supports and explains changes to their work, there is both an opportunity and risk regarding communications about the transformation.
 - With over 85% of respondents indicating they are comfortable asking questions, there is a good informal feedback loop on communications.
 - Over 80% of respondents indicated having an extended network of people across agencies, departments, or other organizations with the exception of employees in Procurement Operations.
 - By organization, there are significant opportunities to better communicate the vision and information pertaining to Procurement Transformation. Based on comments received (See Comments), individuals stated they would like to know specifics of what is changing as part of the transformation.
 - With only 25% of respondents from Purchase and Contract and 50% from Executive Branch Agencies stating everyone in their organization is kept up-to-date regarding changes, there is both significant opportunity and risk in maintaining effective communications during the transformation.
 - 30-40% of respondents indicated they do not know who to contact if they have questions regarding Procurement Transformation.
 - Respondents to the survey indicated E-mails, Website, Face-to-Face Meetings, Staff Meetings, and Conference Calls are their preferred communications channels; only 9 of 188 individuals indicated Town Halls are preferred.

Survey Analysis – Communications

- With only 62% of Purchase and Contract respondents indicating their manager supports and explains changes to their work, there is both an opportunity and risk regarding communications about the transformation.

Q9: My manager supports and explains changes to our work.

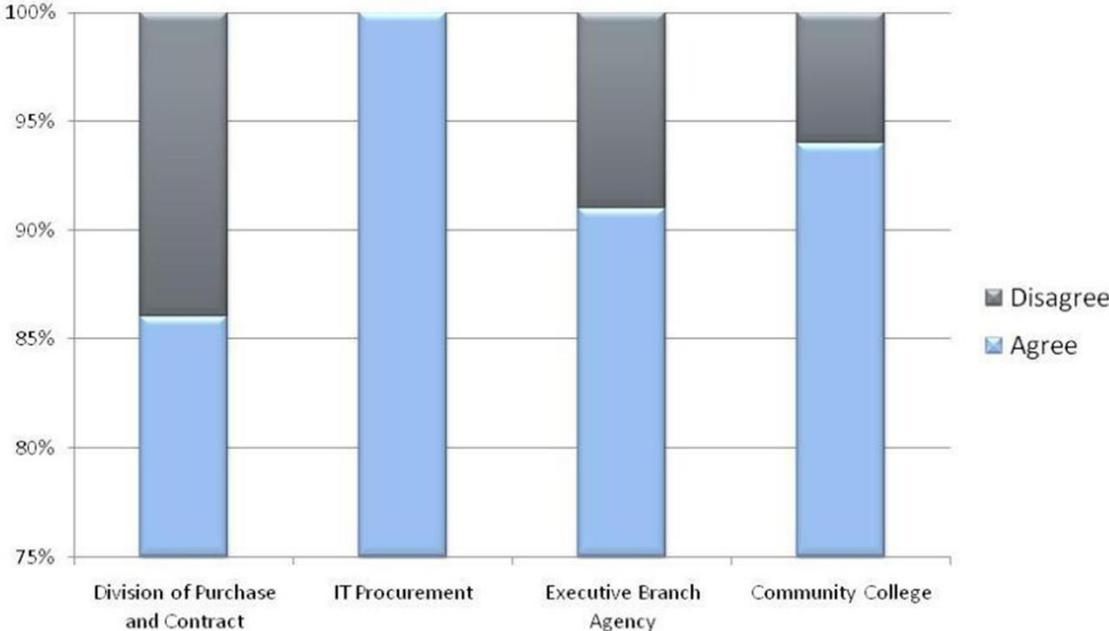




Survey Analysis – Communications

- With over 85% of respondents indicating they are comfortable asking questions, there is a good informal feedback loop on communications.

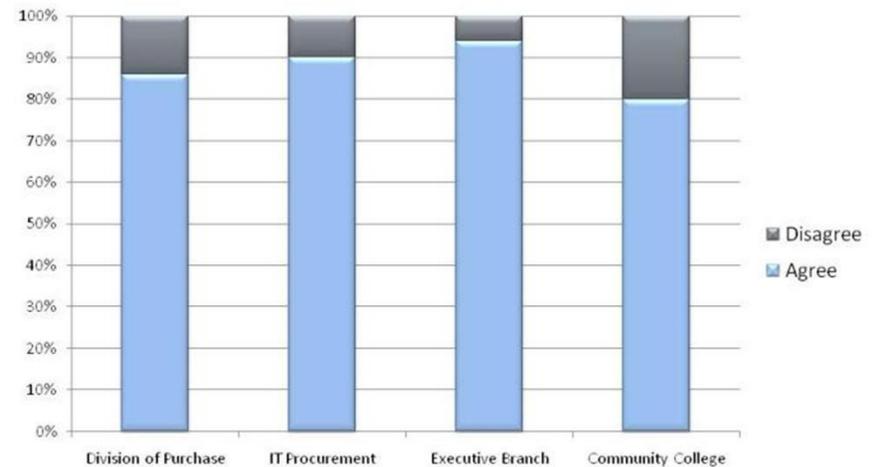
Q14: I feel comfortable asking questions if I don't understand.



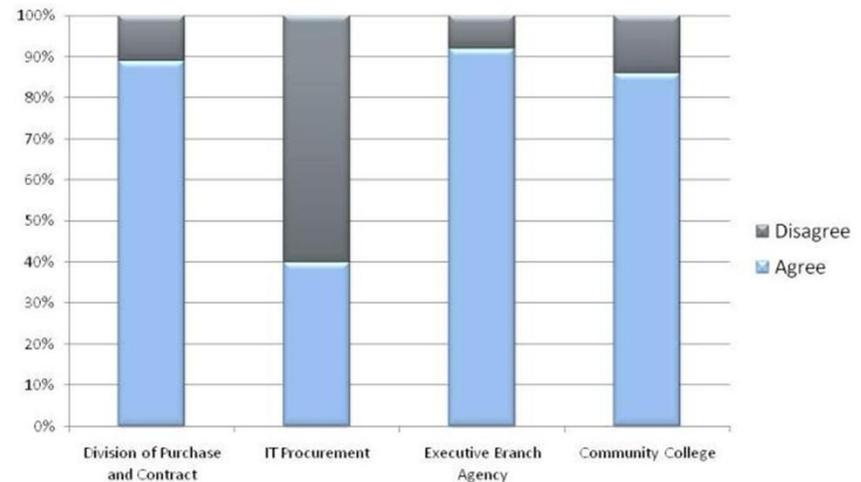
Survey Analysis – Communications

- Over 80% of respondents indicated having an extended network of people across agencies, departments, or other organizations with the exception of employees in Procurement Operations.

Q19: I have a network of people to ask if I have questions about procurement.



Q20: My network includes people from various agencies, departments, or other organizations.

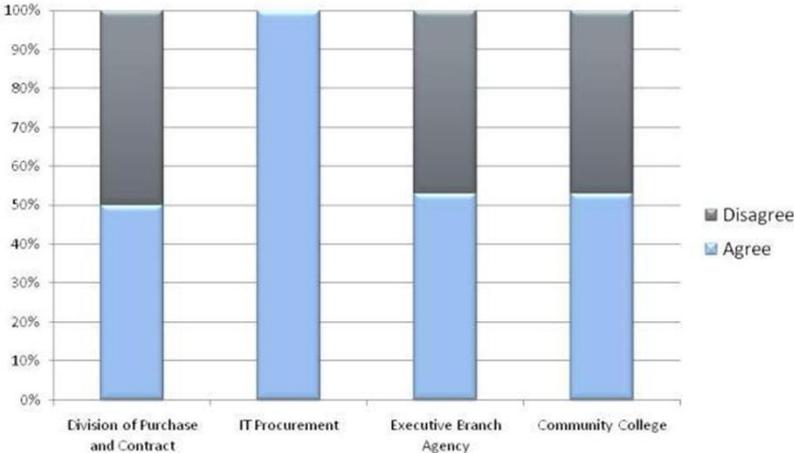




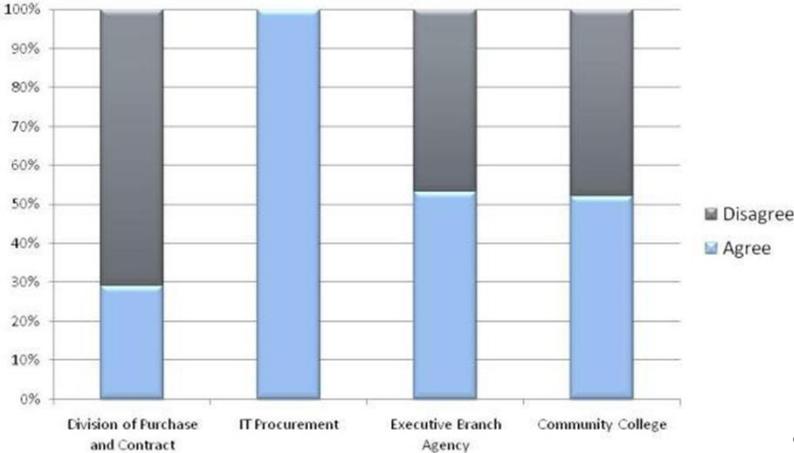
Survey Analysis – Communications

- By organization, there are significant opportunities to better communicate the vision and information pertaining to Procurement Transformation. Based on comments received (*See Comments*), individuals stated they would like to know specifics of what is changing as part of the transformation.

Q31: The vision for Procurement Transformation has been well communicated.



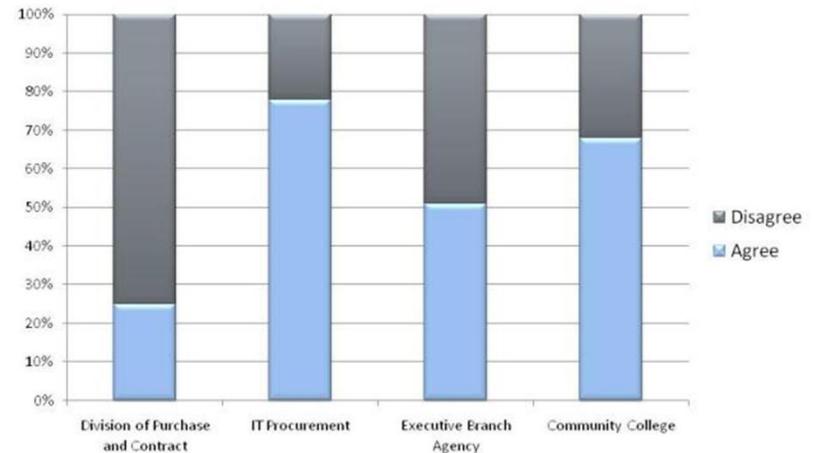
Q32: I am satisfied with the quality and clarity of the information I have received about Procurement Transformation.



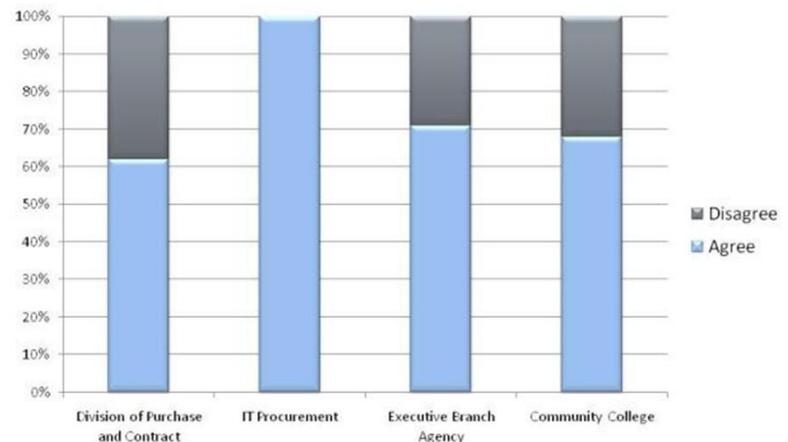
Survey Analysis – Communications

- With only 25% of respondents from Purchase and Contract and 50% from Executive Branch Agencies stating everyone in their organization is kept up-to-date regarding changes, there is both significant opportunity and risk in maintaining effective communications during the transformation.
- 30-40% of respondents indicated they do not know who to contact if they have questions regarding Procurement Transformation.

Q33: Everyone in my organization is usually well-informed and kept up-to-date on changes impacting their work.



Q34: I know who to contact with questions about Procurement Transformation.

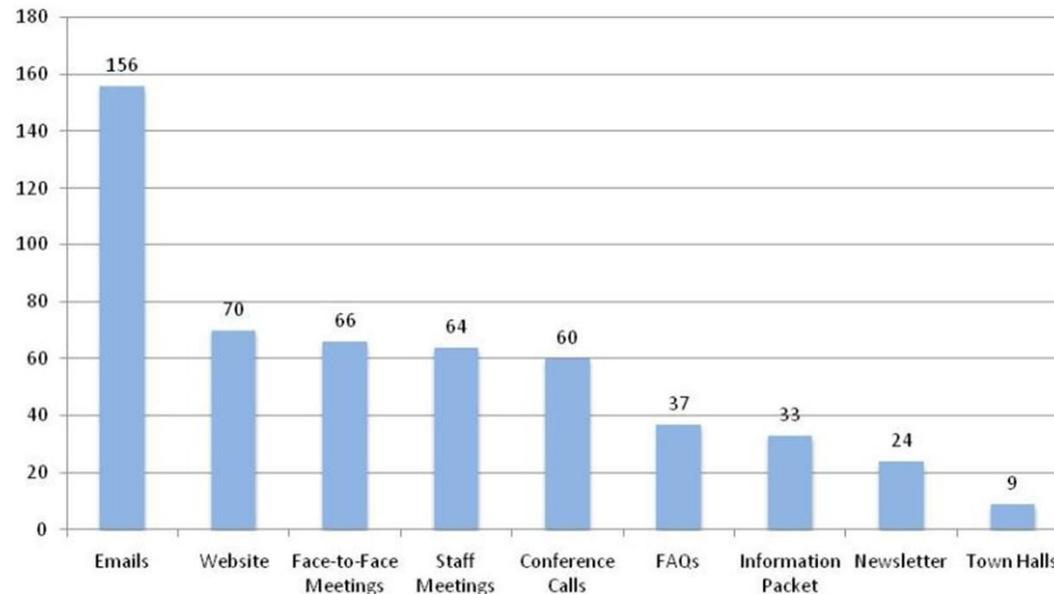




Survey Analysis – Communications

- Respondents to the survey indicated E-mails, Website, Face-to-Face Meetings, Staff Meetings, and Conference Calls are their preferred communications channels; only 9 of 188 individuals indicated Town Halls are preferred.

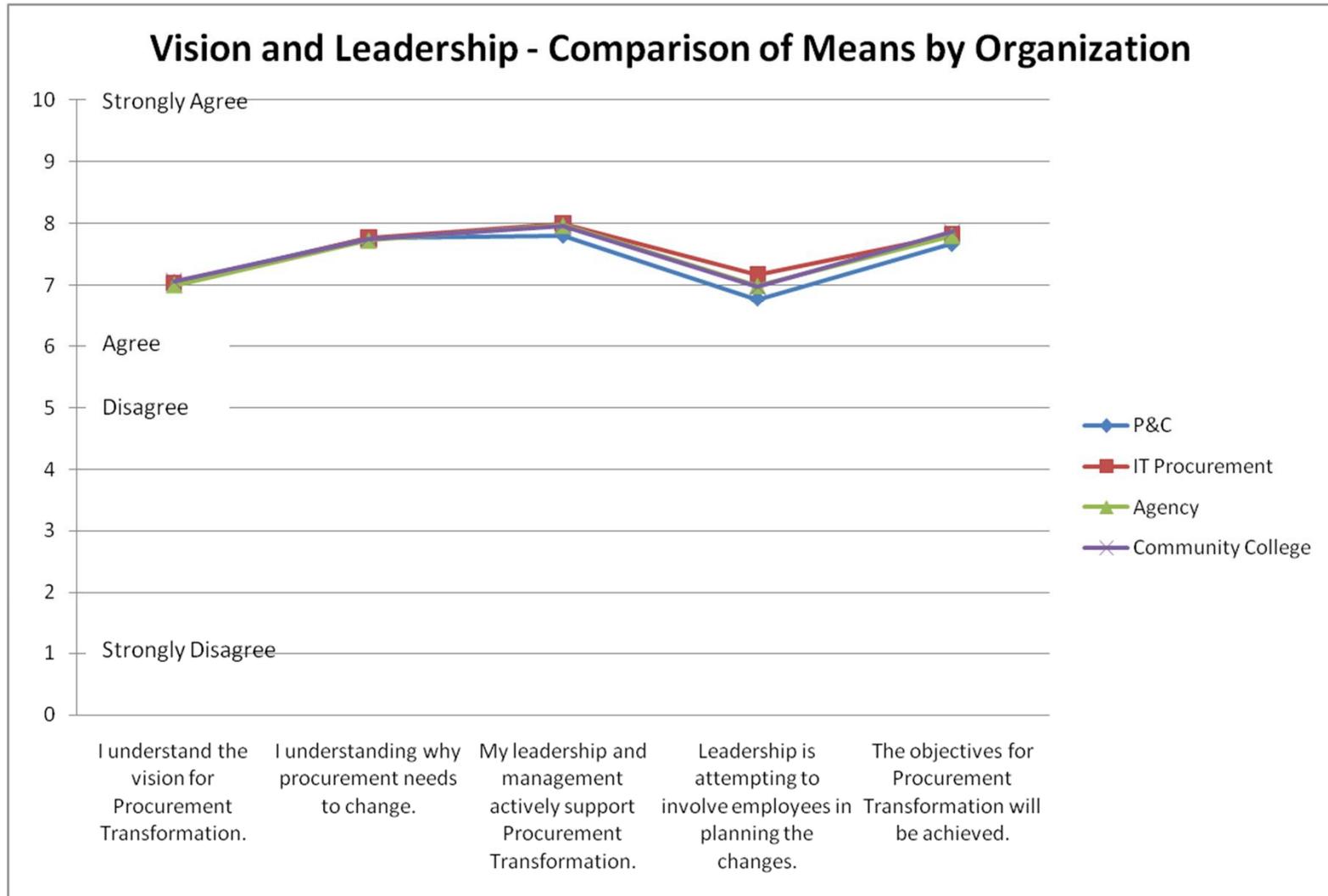
Q35: As more information is available about Procurement Transformation, I would like to receive updates in the following ways: (Choose 3 options)



- Executive Summary
- Survey Approach
- Survey Analysis
 - Demographics and Survey Results
 - Vision and Leadership
 - Action and Alignment
 - Adaptability and Change
 - Involvement and Collaboration
 - Training and Performance Management
 - Communications
 - Comparison of Means
 - Comments
- Appendix – Survey



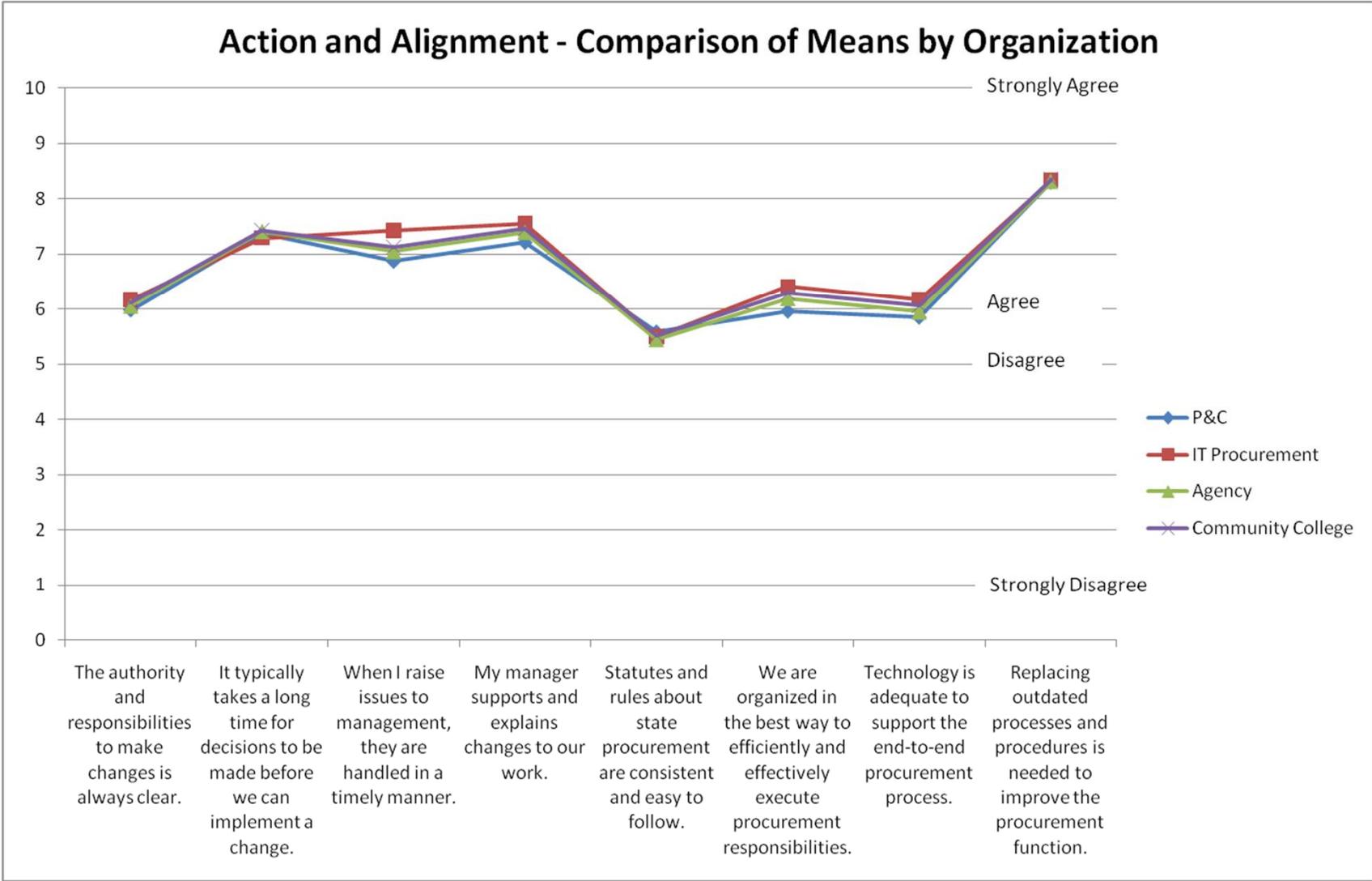
Comparison of Means by Organization



There is alignment across employees from all organizations in responding to the all survey questions.

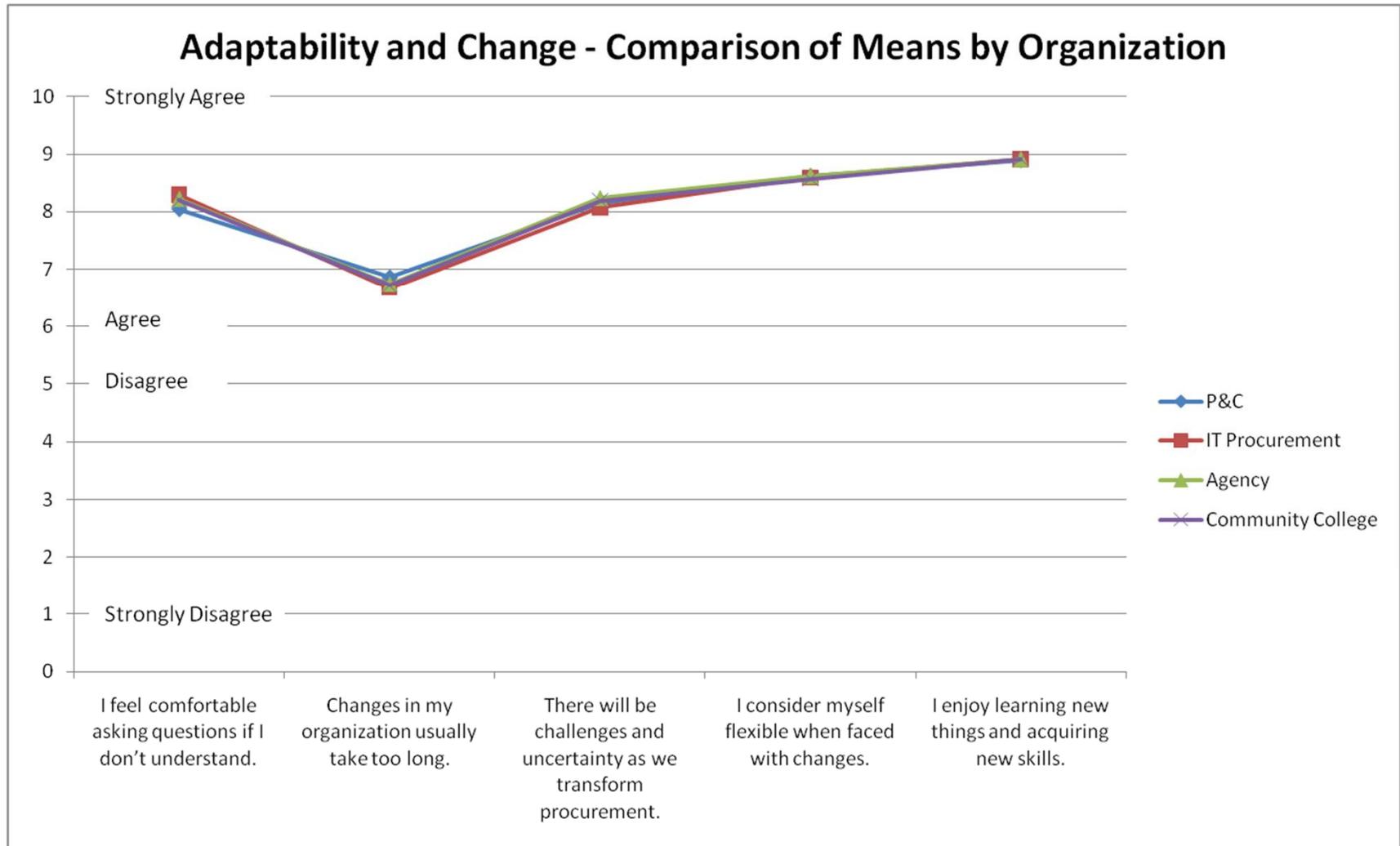


Comparison of Means by Organization



There is alignment across employees from all organizations in responding to the all survey questions.

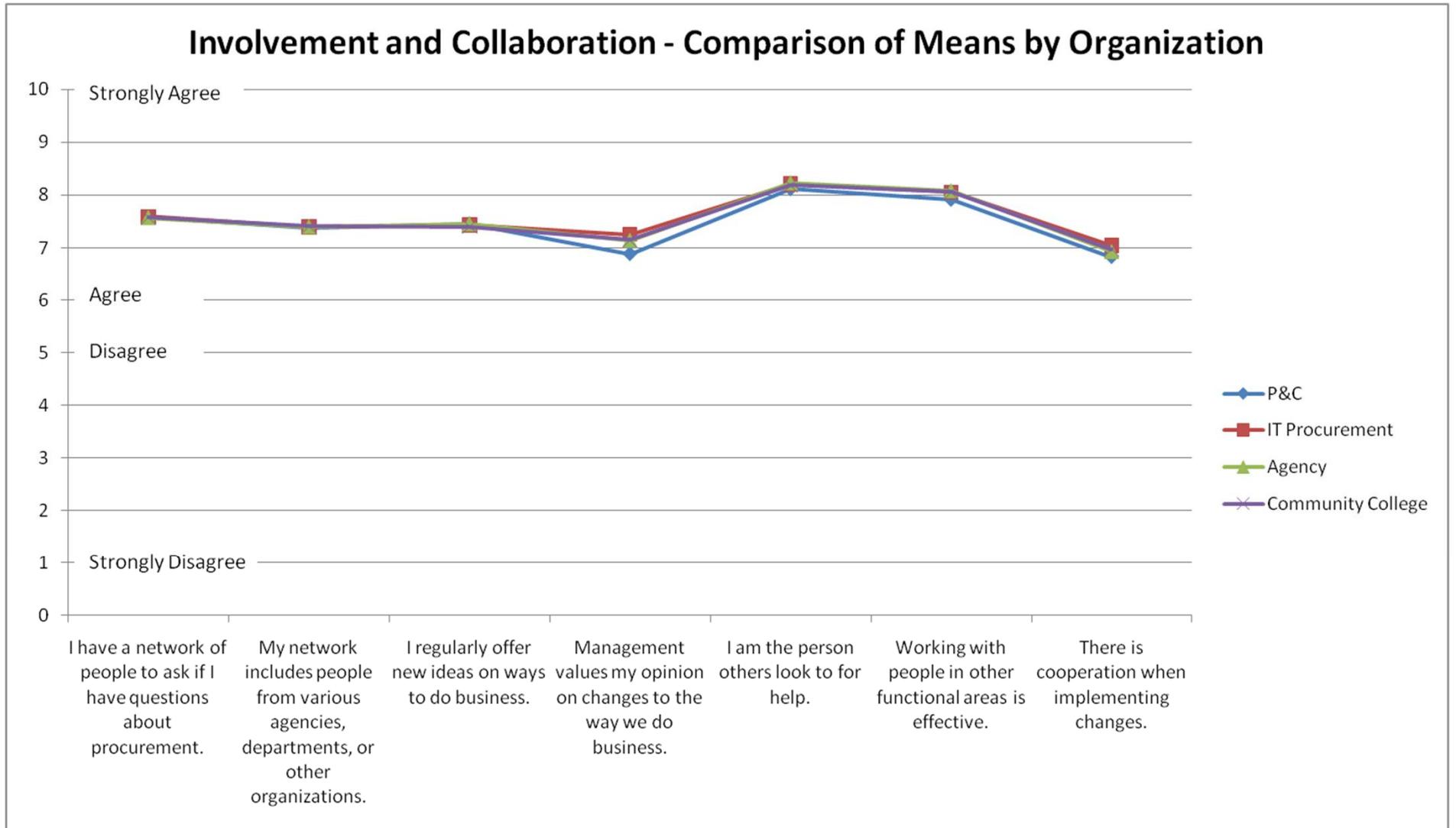
Comparison of Means by Organization



There is alignment across employees from all organizations in responding to the all survey questions.



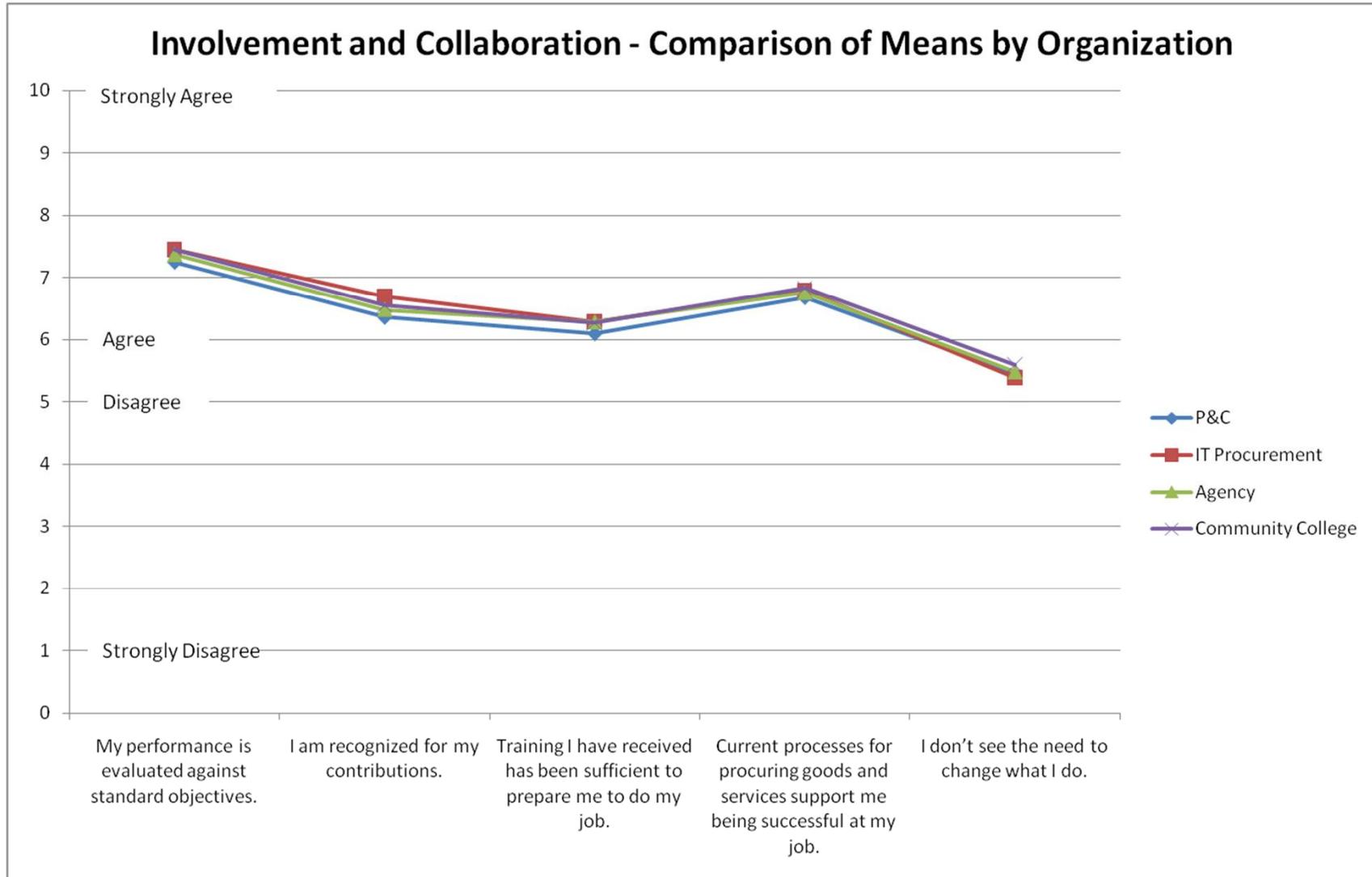
Comparison of Means by Organization



There is alignment across employees from all organizations in responding to the all survey questions.



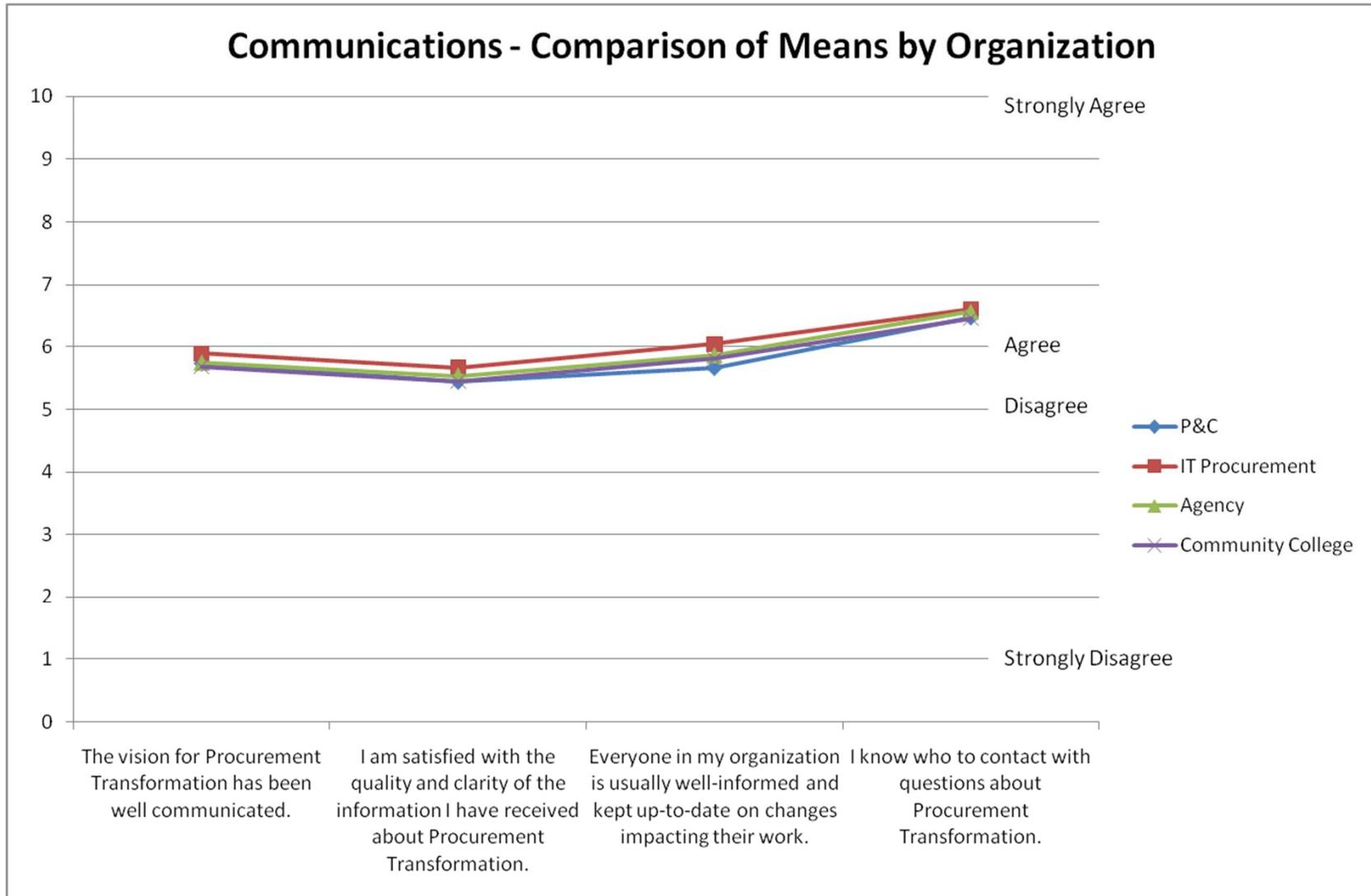
Comparison of Means by Organization



There is alignment across employees from all organizations in responding to the all survey questions.



Comparison of Means by Organization



There is alignment across employees from all organizations in responding to the all survey questions.

Content

- Executive Summary
- Survey Approach
- Survey Analysis
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Comments

The following unedited comments were collected as a part of the survey:

Need well defined processes and where responsibilities shift between P&C, IT Procurement and State Construction. Too many gray areas where excessive dollars are spent that could have been better accomplished in a more defined process.

Long over due centralization of purchasing is underway at our agency.

I welcome the Procurement Transformation. It is long past due.

The only information we have received regarding Procurement Transformation was through a conference call. We didn't get an understanding of the vision or objective of this initiative. Some of the questions here - it is unclear whether you are asking about our interaction/relationship with State Purchasing rules & requirements or College level interactions.

Looking forward to moving forward with the project.

I attended the recent conference call that gave a summary of who is in charge of what areas of the procurement transformation. No one really asked any questions because we do not know what you are changing. Are you changing State Contracts? Are you adding more contracts? Are you doing away with E-Procurement? Are you changing General Statutes? Are Community Colleges and other agencies going to be following the same rules? From what I have seen and heard no one is saying what exactly will be changed? From my viewpoint no one follows the same rules or agenda.

Other agencies like the Controller's offices see procurement transformation as only a purchasing office project that they little to nothing to do with.

I am excited about the transformation and look forward to the future.

There is a great void for training in this department. It is needed both for the agent and those who are served by the agents. There is NO cooperation or team work in this department.

The entire e-procurement process is a hindrance in doing competitive purchasing in the real world. Vendors should not have to pay a fee to do business within the state of NC.

Comments

(cont'd)

Thank You for asking my opinion

We spend the majority of our time searching state contracts. I feel as if any money that is saved on a state contract is fully offset, if not more, by the employee cost and time in searching the items. Bidding rules and requirements seem to change based on who you talk to. Purchasing goods should not be this invasive and time consuming. I fully believe the state is losing money rather than saving money if labor is factored into the equation. I have one person in purchasing and could use at least two more full-time employees in purchasing due to the time it takes to create one purchase order. I have faith we can fix this and be more efficient in this process.

I wish we were given more information pertaining to the procurement transformation. I know very little about what is going to happen. However I would like to say that customer service in the private sector today is a thing of the past. Most people are rude and don't have the time to help you. Being a State employee I feel that my requestors are entitled to excellent customer service and I try to accommodate them in all ways possible. I love my job and want to keep it. One thing I worry about is how are you going to keep the buddy-buddy system out of privatization of goods. Seems to me that this will hurt the NC economy instead of helping it because a lot of your small companies will be overlooked. Also I think it would be a good idea to let the State buy off of GSA contracts.

Quite frankly, the dissolution of P&C and E-procurement would be best for our institution. We spend more resources and money trying to comply with conflicting rules than we would if others quit interfering in our business. After all, it is in our best interest to pursue competition, so why do we need the State making it more difficult by binding us to State term contracts and unreasonable thresholds.

I am in full support of the need for better training and the move towards procurement certification. I question whether the changes will in fact make the system better and therefore save money.

My experience in Procurement with a state agency shows processes and procedures are time consuming and need to be more efficient. At my college we struggle to meet the needs of our college due to too much red tape along with inefficient out dated processes. Also, nobody at my college is happy with the EProcurement system and required processes thru EProcurement.

Comments *(cont'd)*

I went to training on E-Procurement about 7 years ago initially. I went to a refresher about a year ago because my job has evolved so much that I no longer key any requisitions in E-Procurement. I wanted to be able to get back into knowing how to key in case I had to do so. My director never got around to getting me the correct password and access information. My job took off again into building construction projects, so it was never mentioned again. In training, I found E-Quotes to be an excellent tool. My director let me share the information that I learned but never implemented it. So I don't quite understand having a great tool to use that your own director won't use or allow employees to learn to use. I think the transformation is great and applaud those taking on this task.

I have worked with P and C for a long time with a lot of respect for the people who use to work there. As they retired, many of their replacements lack a lot of knowledge and skills. However, there are still a few good people there, but I also have to work with a number of people that I had rather not have dealing with. Every bid I send that winds up with them gets screwed up. This is the first time I have complained about the poor quality of service. I have just put up with it over the past few years. In talking with other purchasing people I find that I am not the only one who feels this way. I feel some of those folks there now need some retraining.

There is a need for a procurement certification program that the State's Procurement management team values enough to support with its' resources (time, talent, and money). The certification of a set of skills would be very beneficial to both the state and the tax payer.

I DO NOT UNDERSTAND WHY THEY WANT TO PRIVATIZE PURCHASING. THAT WILL BE MORE EXPENSIVE AND WILL BE MORE WASTE OF TAX DOLLARS.

In processing e procurement purchase orders I have noticed that the turnover has improved significantly from last year which was rather pitiful, considering. Many times the vendor never even received the e procurement purchase order which delayed shipment of goods, etc. Now when No Items is displayed it usually takes a couple of days for the purchase order to reach the vendor for processing if all the documentation is in order (i.e. tax id #, vendor registration, etc.). It is much better than it has been.

Comments *(cont'd)*

Transformation should be to private industry. Otherwise, inadequate staff will continue to somehow make it through each day and of course want to get paid whether they accomplished anything or not.

It would be great if P&C employees were given the raw facts and what changes are going to be implemented that effects watch of our jobs.

Honestly, there is still a mystery surrounding the "Transformation" objective. All of the P&C people I speak with are NOT certain what is the true objective of the transformation. Terms like privatize, outsource, layoffs, RIF's are what we the workers in the trenches are most concerned about daily. And, quite honestly, the bi-weekly meetings are not focusing on the transformation initiative like most of us had assumed. How about telling us the truth of your objectives and clear the air of the "transformation" fog that is hanging over our heads? My years in private industry are remembered as openness and participative. Here, there's too much secrecy for fear of upsetting the troops, I presume. And finally, many promises were made to P&C employees when the big transformation was first introduced. Many of those promises never came to fruition which has eroded trust and raised suspicion despite that we all continue to do our missions every day. Thank you

Here at P&C we are getting a very conflicting information between what the Governor is saying and what the 5th floor is saying. Privatization or transformation, which is it?? We are very nervous from day to day not knowing the outcome whether we will have a job in the coming months. Please be honest with us and let us know if we need to start looking for a job now or not.

I have attempted to answer this survey with honesty and in good faith. I hope the information is used wisely in the development of Procurement Transformation and not as a tool to determine which positions can be eliminated. I believe that is the sole purpose of the survey.

Morale at P&C is very low due to all the uncertainties surrounding us.

There has been no transparency, openness, or communication about this transformation. Meetings are held behind closed doors with a select few. P&C staff have not been involved AT ALL. It seems the selected vendor had already decided about transformation because the interviews conducted were held in such a hurriedly manner that they were NOT interested in any input - just going through the process.

Comments *(cont'd)*

THIS SURVEY CONCERNS ME THAT THE TRANSFORMATION TEAM/ORGANIZATION IS QUESTIONING THEIR DIRECTION? WHY WOULD OUR OPINION MATTER AT THIS POINT?

My suggestion would be to eliminate E-Quote in the E-Procurement System. The system itself has improved greatly over the last several years; however the E-Quote part of it needs to go. We find this to be very cumbersome and time consuming. Vendors are reluctant to go into E-Quote to reply to our request. We are not able to make any edits to it or extend the due date. Numerous times, we have had to re-issue the E-Quote due to no responses. We have had to re-issue some requests as much as three times. This is very time consuming and I feel in the end, it costs the state additional funds. (Product may be a higher cost than originally quoted and the administrative costs of re-entering.)

Employees have begged for procurement training for years. PLEASE expedite the SB1213 training, and get the UNC School of Government to offer numerous training courses. It is important to invest in employees and provide them the necessary training and tools!!

Could choose 1 item to describe primary focus - should have been able to select multiple items (contract admin, admin support) NO up to date technology, nor equip nor support staff to effectively perform work.

This has been a process with the purchasers' input. Round tables only confirm that this are being done and we are asked questions after the fact. Why Bother, you are going to replace us anyway.

I would ask that e-quote be revamped. It is not advantageous to our college because the process take's so much time.

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- **Appendix – Survey**



Appendix – Survey

What organization do you currently belong to?

- Division of Purchase & Contract
- IT Procurement
- Executive Branch Agency
- Community College
- Other: _____

Which of the following best describes the primary focus of your work in procurement?

- Procurement Manager / Management - Manage overall purchasing division or specific area of purchasing
- Procurement / Purchasing Agent – Process submitted requisitions, sourcing and buying goods/services, award contracts
- Contract Administrator / Manager – Manage / monitor contracts once awarded
- Procurement Operations – Provide non-administrative support for the procurement function, e.g., conduct compliance reviews, provide procurement training, create procurement-related reports
- Administrative Support
- Other: _____

What percentage of time do you typically spend on procurement activities during a normal week?

- 100%
- 75%
- 50%
- Less than 25%



Appendix – Survey (cont'd)

How long have you been in your current position?

- 0-2 years
- 3-5 years
- 6-10 years
- 10-15 years
- More than 15 years

What is your highest level of education?

- High School Diploma/Equivalent
- Some College
- Associates Degree
- Bachelors Degree
- Masters Degree
- Other: _____

Have you ever performed procurement-related duties at another agency/organization?

- Yes
- No

Do you have any procurement-related certifications from a state or nationally recognized group?

- Yes
- No



Appendix – Survey

For each of the following statements, please select the response that most closely reflects your perspective where 1 is Strongly Disagree and 10 is Strongly Agree **as it relates specifically to your role in the procurement function.**

	Strongly Disagree		Disagree		Agree		Strongly Agree		No Opinion		
Vision / Leadership											
1. I understand the vision for Procurement Transformation.	1	2	3	4	5	6	7	8	9	10	0
2. I understand why procurement needs to change.	1	2	3	4	5	6	7	8	9	10	0
3. My leadership and management actively support Procurement Transformation.	1	2	3	4	5	6	7	8	9	10	0
4. Leadership is attempting to involve employees in planning the changes.	1	2	3	4	5	6	7	8	9	10	0
5. The objectives for Procurement Transformation will be achieved.	1	2	3	4	5	6	7	8	9	10	0
Action / Alignment											
6. The authority and responsibilities to make changes is always clear.	1	2	3	4	5	6	7	8	9	10	0
7. It typically takes a long time for decisions to be made before we can implement a change.	1	2	3	4	5	6	7	8	9	10	0
8. When I raise issues to management, they are handled in a timely manner.	1	2	3	4	5	6	7	8	9	10	0
9. My manager supports and explains changes to our work.	1	2	3	4	5	6	7	8	9	10	0
10. Statutes and rules about state procurement are consistent and easy to follow.	1	2	3	4	5	6	7	8	9	10	0
11. We are organized in the best way to efficiently and effectively execute procurement responsibilities.	1	2	3	4	5	6	7	8	9	10	0
12. Technology is adequate to support the end-to-end procurement process.	1	2	3	4	5	6	7	8	9	10	0
13. Replacing outdated processes and procedures is needed to improve the procurement function.	1	2	3	4	5	6	7	8	9	10	0
Adaptability / Change											
14. I feel comfortable asking questions if I don't understand.	1	2	3	4	5	6	7	8	9	10	0
15. Changes in my organization usually take too long.	1	2	3	4	5	6	7	8	9	10	0
16. There will be challenges and uncertainty as we transform procurement.	1	2	3	4	5	6	7	8	9	10	0
17. I consider myself flexible when faced with changes.	1	2	3	4	5	6	7	8	9	10	0
18. I enjoy learning new things and acquiring new skills.	1	2	3	4	5	6	7	8	9	10	0



Appendix – Survey (cont'd)

For each of the following statements, please select the response most closely reflects your perspective where 1 is Strongly Disagree and 10 is Strongly Agree *as it relates specifically to your role in the procurement function.*

	Strongly Disagree	Disagree	Agree	Strongly Agree	No Opinion						
Involvement / Collaboration											
19. I have a network of people to ask if I have questions about procurement.	1	2	3	4	5	6	7	8	9	10	0
20. My network includes people from various agencies, departments, or other organizations.	1	2	3	4	5	6	7	8	9	10	0
21. I regularly offer new ideas on ways to do business.	1	2	3	4	5	6	7	8	9	10	0
22. Management values my opinion on changes to the way we do business.	1	2	3	4	5	6	7	8	9	10	0
23. I am the person others look to for help.	1	2	3	4	5	6	7	8	9	10	0
24. Working with people in other functional areas is effective.	1	2	3	4	5	6	7	8	9	10	0
25. There is cooperation when implementing changes.	1	2	3	4	5	6	7	8	9	10	0
Training and Performance Management											
26. My performance is evaluated against standard objectives.	1	2	3	4	5	6	7	8	9	10	0
27. I am recognized for my contributions.	1	2	3	4	5	6	7	8	9	10	0
28. Training I have received has been sufficient to prepare me to do my job.	1	2	3	4	5	6	7	8	9	10	0
29. Current processes for procuring goods and services support me being successful at my job.	1	2	3	4	5	6	7	8	9	10	0
30. I don't see the need to change what I do.	1	2	3	4	5	6	7	8	9	10	0
Communications											
31. The vision for Procurement Transformation has been well communicated.	1	2	3	4	5	6	7	8	9	10	0
32. I am satisfied with the quality and clarity of the information I have received about Procurement Transformation.	1	2	3	4	5	6	7	8	9	10	0
33. Everyone in my organization is usually well-informed and kept up-to-date on changes impacting their work.	1	2	3	4	5	6	7	8	9	10	0
34. I know who to contact with questions about Procurement Transformation.	1	2	3	4	5	6	7	8	9	10	0



Appendix – Survey *(cont'd)*

35. As more information is available about Procurement Transformation, I would like to receive updates in the following way : (Choose three (3))

- Conference Calls
- E-mails
- Face-to-Face Meetings
- FAQs
- Information Packet
- Newsletter
- Staff Meetings
- Town Halls
- Website

If you have comments, please include them here: