



## North Carolina Procurement Transformation

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Change Readiness Survey  
February 4, 2011

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## Executive Summary

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The Change Readiness Assessment will 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 relevant information, a survey made up of seven (7) demographic questions and 35 survey questions has been designed. The analysis of the responses will provide the State and the project team with:

- A baseline measure of change readiness to allow for comparison as the project progresses
- Information about each agency's procurement/change history and current aptitude for change
- Potential barriers to successful change implementation
- An ongoing assessment method to monitor and react to people's readiness for change

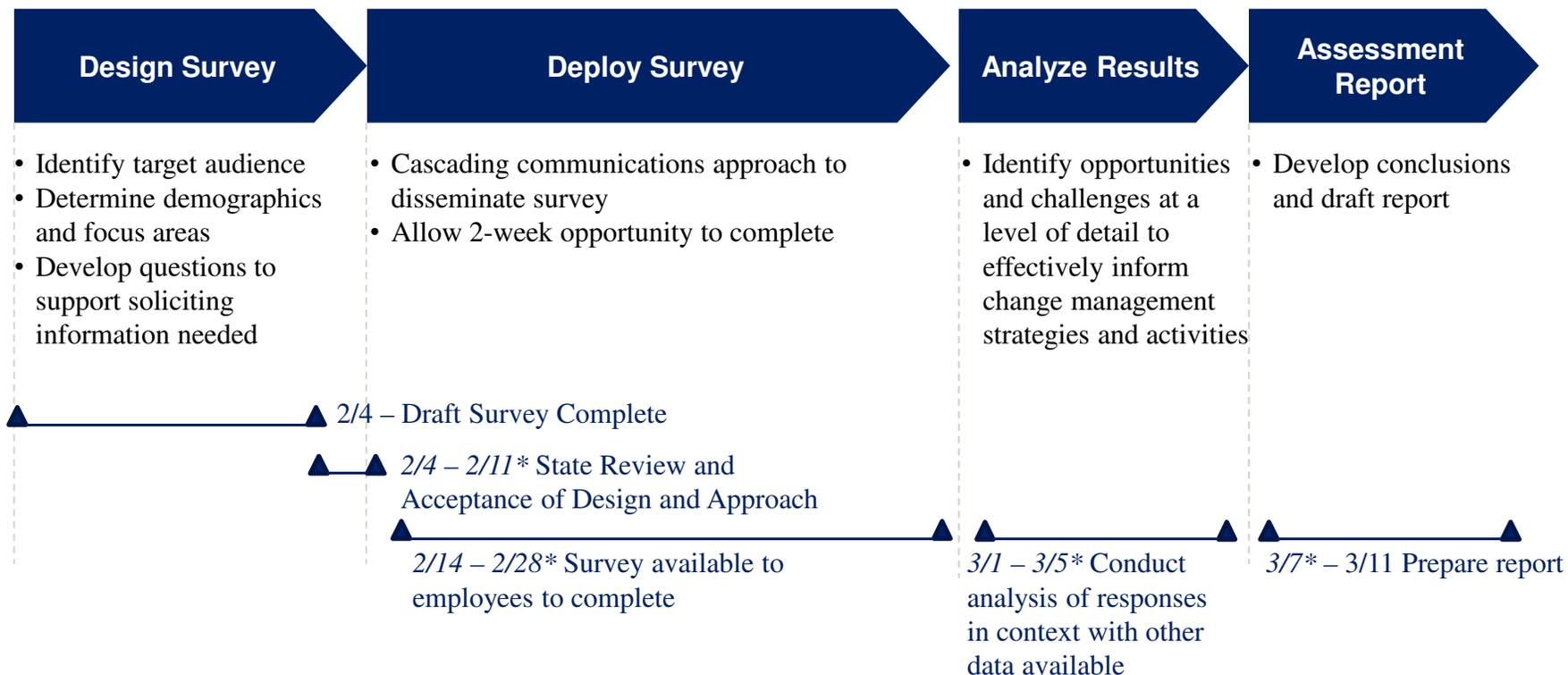
The goal of the Change Readiness Assessment is to provide a deeper level of understanding about the North Carolina procurement function and the employees both directly and indirectly impacted by potential changes. Although the State and the project team have a deep working knowledge of many of the organizations within North Carolina, it is important to have a more quantitative and qualitative assessment to understand behavioral patterns and attitudes across the target groups in order to more effectively design and deploy change management strategies and interventions to support Procurement Transformation.

The Change Readiness Assessment Survey is a one-time assessment developed by the project's Change Management Work Stream and approved by the State. It will capture DOA, ITS, agency, and community college workforce perceptions, motivations, and barriers to procurement changes for each of the main project areas (Organization, Strategy and Governance, Strategic Sourcing, Technology). Since stakeholder groups will be impacted differently by various approved initiatives, core survey questions are augmented by demographic questions in order to better understand specific concerns or challenges to change. Existing knowledge of North Carolina stakeholder groups—based on both the Stakeholder Map and survey discussions—will be used to help target the content, maximizing the value that can be extracted from the survey results.

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## Approach – Steps and Timeline

The following process shows the activities and timeline for creating, deploying, analyzing and reporting the results of the Change Readiness Assessment Survey :



\* Dates marked with an asterisk are dependent on the approval of the survey and the length of time approved for employees to complete the survey.



## Approach – Survey Design

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- **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—will be asked to complete the survey. Results will be 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 will be 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 will be requested to complete the survey during the two-week period between February **XX - XX**.



## Approach – Communications

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**Request to Complete the Survey** – A cascading communications approach will be used to request employees’ participation in this survey. An e-mail to the head of Purchase and Contract, IT Procurement, the Executive Branch Agency Procurement Officers, and the NC Community College System Office requesting the widest dissemination of the following request to the appropriate employees and management.

### **Recommended Text** –

**To:** All State Procurement Professionals

**Subject:** Action Requested by February XX, 2011 - Complete a Survey about Procurement Transformation

You have been selected to complete the Procurement Transformation’s Readiness Survey based on your role in the procurement function for North Carolina. The objective of this survey is to identify areas where the project team needs to focus the change management activities to best meet your needs. Your feedback is essential in order to improve our communications about this important initiative and support you through the transformation.

Please complete this [survey](#) no later than Friday, February XX. It should take only 5-10 minutes to complete. Your individual responses will be confidential.

If you have questions or concerns about this survey please send an e-mail to [Procurement@doa.nc.gov](mailto:Procurement@doa.nc.gov).



## Approach – Survey Analysis

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Overall statistics for responses will be reported. Additionally data will be 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 can be combined into an assessment of focus area to add further insight.

<b>Focus Area</b>	<b>Questions</b> ( <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 will be analyzed for the demographic segments indicated 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 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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## Survey Questions – Demographics

North Carolina's Department of Administration is leading the transformation of our statewide procurement function to better meet the needs of its customers and the taxpayers of the state of North Carolina. We want to hear from you to help us better understand your perspective on the necessary changes and the way we move forward on this effort. This survey should only take about 5-10 minutes to complete. Your individual responses will be combined and summarized with other responses. **Please complete the no later than February XX, 2011.**

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%



## Survey Questions – Demographics

*(cont'd)*

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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



# Survey Questions

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						
<b>Vision / Leadership</b>											
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
<b>Action / Alignment</b>											
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
<b>Adaptability / Change</b>											
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



# Survey Questions

(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		
	1	2	3	4	5	6	7	8	9	10	0
<b>Involvement / Collaboration</b>											
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
<b>Training and Performance Management</b>											
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
<b>Communications</b>											
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



## Survey Questions (cont'd)

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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:

Thank you for participating in this survey. If you'd like more information, please visit our website: <http://www.doa.state.nc.us/procurement/>. If you're interested in becoming more involved in the project or have specific questions about Procurement Transformation, send an e-mail to [Procurement@doa.nc.gov](mailto:Procurement@doa.nc.gov).