



Tracking staff engagement at Germany's Federal Employment Agency to improve organisational performance



Public Procurement Principle: **Capacity**



Procurement Stage: **All stages**



Audience: **Policy maker, Procuring entity**

Description

Germany's Federal Employment Agency (BA) developed a specific engagement index whose results feed into the institution's human resource management and business strategy. The index is derived from a survey and focuses on teamwork, values and goal-oriented behaviour. The survey contains 19 questions in the following five dimensions:

1. willingness to strive (to what extent the employee's day-to-day behaviour at work is geared toward individual and team goals)
2. identification (to what extent the employee's attitude is aligned with BA's goals)
3. psychological contract (to what extent the employee feels they can voice ideas and be perceived as people beyond their work)
4. workability (to what extent the employee is able to deliver at work while being able to balance their private lives)
5. communication (whether the employee supports the team by actively participating in meetings and the exchange of information and ideas)

To ensure that the findings of the survey are transformed into concrete improvements for the BA, the survey results are shared transparently in an IT portal. Leadership workshops support the analysis of results. Top executives receive performance-related pay that is linked to the goals that are informed by the engagement index. Over time, BA's surveys have resulted in increased customer satisfaction, and are expected to have an impact on overall outcomes.

Source: OECD (2019), [Public Procurement in Germany: Strategic Dimensions for Well-being and Growth](#), OECD Publishing, Paris

