

# Buying Solutions

Returns: 327

Response rate: 87%

## Your engagement index

# 56%

Difference from  
previous survey

-3 ✧

Difference from  
CS2010

0

Difference from CS High  
Performers

-6 ✧

See the appendix for further details

### The three elements of engagement and their component questions are:

#### Say: speaks positively of the organisation...

	% Positive	Difference from previous survey	Difference from CS2010
B50. I am proud when I tell others I am part of Buying Solutions	47%	+2	-8 ✧
B51. I would recommend Buying Solutions as a great place to work	46%	-8 ✧	+4 ✧

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

B52. I feel a strong personal attachment to Buying Solutions	46%	-2	0
--	-----	----	---

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










B53. Buying Solutions inspires me to do the best in my job	40%	-3	+1
B54. Buying Solutions motivates me to help it achieve its objectives	36%	-4	+1

✧ = Statistically significant difference from comparison

The results for the engagement questions are shown in detail on page 8

## Drivers of engagement

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

	Strength of association with engagement	Theme score % positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
Leadership and managing change		37%	+4	0	-9 ✧
My work		67%	-4	-4 ✧	-8 ✧
My line manager		62%	-3	-3 ✧	-6 ✧
Learning and development		34%	-15 ✧	-10 ✧	-16 ✧
Organisational objectives and purpose		78%	-2	-4 ✧	-9 ✧
My team		79%	+1	+2 ✧	-1 ✧
Resources and workload		65%	+2	-8 ✧	-12 ✧
Inclusion and fair treatment		72%	+1	-1 ✧	-4 ✧
Pay and benefits		51%	-4	+14 ✧	+8 ✧




✧ = Statistically significant difference from comparison

# Top three key driver themes in more detail

The three themes which have the strongest association with engagement are shown below. Questions are ranked by difference from the Civil Service 2010 benchmark (CS2010).

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison







	% Positive	Diff. from previous survey	Diff. from CS2010
<b>Leadership and managing change</b> <span style="float: right;">Strength of association with engagement: </span>			
B47. Buying Solutions keeps me informed about matters that affect me	61%	+12 ◇	+7 ◇
B40. I feel that Buying Solutions as a whole is managed well	43%	+6	+2
B44. Overall, I have confidence in the decisions made by Buying Solutions' Board	36%	+8 ◇	0
B46. When changes are made in Buying Solutions they are usually for the better	23%	-1	0
B42. I believe the actions of the Board are consistent with Buying Solutions' values	39%	+10 ◇	0
B49. I think it is safe to challenge the way things are done in Buying Solutions	39%	+5	-1
B41. The Board in Buying Solutions are sufficiently visible	44%	+12 ◇	-1
B45. I feel that change is managed well in Buying Solutions	26%	0	-2 ◇
B48. I have the opportunity to contribute my views before decisions are made that affect me	30%	-1	-2 ◇
B43. I believe that the Board has a clear vision for the future of Buying Solutions	31%	-6	-4 ◇
<b>My work</b> <span style="float: right;">Strength of association with engagement: </span>			
B01. I am interested in my work	87%	-1	-1
B05. I have a choice in deciding how I do my work	68%	-2	-2 ◇
B02. I am sufficiently challenged by my work	69%	-8 ◇	-5 ◇
B04. I feel involved in the decisions that affect my work	44%	-3	-5 ◇
B03. My work gives me a sense of personal accomplishment	66%	-3	-6 ◇
<b>My line manager</b> <span style="float: right;">Strength of association with engagement: </span>			
B12. My manager helps me to understand how I contribute to Buying Solutions' objectives	59%	+3	0
B14. My manager recognises when I have done my job well	76%	-2	0
B18. Poor performance is dealt with effectively in my team	37%	-4	0
B09. My manager motivates me to be more effective in my job	61%	-2	-1
B13. Overall, I have confidence in the decisions made by my manager	67%	-5	-1
B11. My manager is open to my ideas	74%	-9 ◇	-3 ◇
B16. The feedback I receive helps me to improve my performance	53%	-1	-4 ◇
B15. I receive regular feedback on my performance	56%	-3	-4 ◇
B10. My manager is considerate of my life outside work	74%	-7 ◇	-4 ◇
B17. I think that my performance is evaluated fairly	57%	-1	-5 ◇

# All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>My work</b>									
 :Strength of association with engagement									
B01. I am interested in my work	39	49	7	4		87%	-1	-1	-4 ◇
B02. I am sufficiently challenged by my work	29	40	11	16	4	69%	-8 ◇	-5 ◇	-9 ◇
B03. My work gives me a sense of personal accomplishment	22	44	18	13		66%	-3	-6 ◇	-11 ◇
B04. I feel involved in the decisions that affect my work	6	38	22	22	11	44%	-3	-5 ◇	-12 ◇
B05. I have a choice in deciding how I do my work	17	52	15	12	5	68%	-2	-2 ◇	-9 ◇
<b>Organisational objectives and purpose</b>									
 :Strength of association with engagement									
B06. I have a clear understanding of Buying Solutions' purpose	31	52	10	6		83%	-1	-2 ◇	-7 ◇
B07. I have a clear understanding of Buying Solutions' objectives	23	51	15	9		74%	-4	-3 ◇	-12 ◇
B08. I understand how my work contributes to Buying Solutions' objectives	25	52	14	8		76%	0	-4 ◇	-10 ◇

# All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>My line manager</b>									
:Strength of association with engagement									
B09. My manager motivates me to be more effective in my job	15	46	19	13	7	61%	-2	-1	-6 ◇
B10. My manager is considerate of my life outside work	30	44	16	7		74%	-7 ◇	-4 ◇	-9 ◇
B11. My manager is open to my ideas	31	43	15	8		74%	-9 ◇	-3 ◇	-7 ◇
B12. My manager helps me to understand how I contribute to Buying Solutions' objectives	13	45	24	13	4	59%	+3	0	-5 ◇
B13. Overall, I have confidence in the decisions made by my manager	21	46	18	10	4	67%	-5	-1	-7 ◇
B14. My manager recognises when I have done my job well	21	56	13	8		76%	-2	0	-3 ◇
B15. I receive regular feedback on my performance	12	45	22	18		56%	-3	-4 ◇	-9 ◇
B16. The feedback I receive helps me to improve my performance	12	42	31	13		53%	-1	-4 ◇	-8 ◇
B17. I think that my performance is evaluated fairly	11	46	23	16	4	57%	-1	-5 ◇	-10 ◇
B18. Poor performance is dealt with effectively in my team	5	32	34	21	7	37%	-4	0	-4 ◇
<b>My team</b>									
:Strength of association with engagement									
B19. The people in my team can be relied upon to help when things get difficult in my job	28	55	10	6		83%	-1	0	-2 ◇
B20. The people in my team work together to find ways to improve the service we provide	26	57	10	6		83%	+2	+5 ◇	+1
B21. The people in my team are encouraged to come up with new and better ways of doing things	24	47	17	10		71%	+3	+1	-4 ◇

# All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Learning and development</b>									
■ ■ ■ :Strength of association with engagement									
B22. I am able to access the right learning and development opportunities when I need to	4	30	36	24	6	34%	-20 ◇	-22 ◇	-29 ◇
B23. Learning and development activities I have completed in the past 12 months have helped to improve my performance	5	33	33	21	8	38%	-11 ◇	-10 ◇	-14 ◇
B24. There are opportunities for me to develop my career in Buying Solutions		20	34	26	18	22%	-21 ◇	-6 ◇	-13 ◇
B25. Learning and development activities I have completed while working for Buying Solutions are helping me to develop my career	6	34	31	21	8	40%	-8 ◇	-1	-6 ◇
<b>Inclusion and fair treatment</b>									
■ ■ ■ :Association with engagement not identified									
B26. I am treated fairly at work	19	59	11	8		78%	+3	0	-3 ◇
B27. I am treated with respect by the people I work with	27	58	9			86%	-1	+2 ◇	-1
B28. I feel valued for the work I do	15	45	20	17	4	60%	0	0	-5 ◇
B29. I think that Buying Solutions respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	15	51	19	12	4	65%	+3	-5 ◇	-10 ◇

# All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison







	% Strongly agree	% Agree	% Neither	% Disagree	% Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Resources and workload</b>									
:Strength of association with engagement									
B30. In my job, I am clear what is expected of me	14	57	15	11		71%	+3	-11 ◇	-15 ◇
B31. I get the information I need to do my job well	6	44	29	15	5	51%	+3	-16 ◇	-20 ◇
B32. I have clear work objectives	11	48	20	16	6	59%	+7 ◇	-15 ◇	-20 ◇
B33. I have the skills I need to do my job effectively	21	63	10	4		85%	+2	-4 ◇	-6 ◇
B34. I have the tools I need to do my job effectively	7	58	21	12		65%	+1	-6 ◇	-10 ◇
B35. I have an acceptable workload	6	53	20	18	4	59%	-1	-3 ◇	-8 ◇
B36. I achieve a good balance between my work life and my private life	11	56	15	14	4	68%	-3	-2 ◇	-6 ◇
<b>Pay and benefits</b>									
:Association with engagement not identified									
B37. I feel that my pay adequately reflects my performance	6	47	21	20	6	53%	-1	+15 ◇	+8 ◇
B38. I am satisfied with the total benefits package	8	46	24	17	4	55%	-8 ◇	+16 ◇	+8 ◇
B39. Compared to people doing a similar job in other organisations I feel my pay is reasonable	7	37	25	22	9	44%	-1	+13 ◇	+5 ◇

# All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Leadership and managing change</b>									
 :Strength of association with engagement									
B40. I feel that Buying Solutions as a whole is managed well	40	25	23	9	43%	+6	+2	-10 ◇	
B41. The Board in Buying Solutions are sufficiently visible	40	22	25	9	44%	+12 ◇	-1	-16 ◇	
B42. I believe the actions of the Board are consistent with Buying Solutions' values	35	33	18	10	39%	+10 ◇	0	-13 ◇	
B43. I believe that the Board has a clear vision for the future of Buying Solutions	27	31	28	10	31%	-6	-4 ◇	-16 ◇	
B44. Overall, I have confidence in the decisions made by Buying Solutions' Board	32	36	18	10	36%	+8 ◇	0	-11 ◇	
B45. I feel that change is managed well in Buying Solutions	23	25	38	12	26%	0	-2 ◇	-13 ◇	
B46. When changes are made in Buying Solutions they are usually for the better	22	38	32	7	23%	-1	0	-8 ◇	
B47. Buying Solutions keeps me informed about matters that affect me	55	24	11	61%	+12 ◇	+7 ◇	-1		
B48. I have the opportunity to contribute my views before decisions are made that affect me	27	30	28	12	30%	-1	-2 ◇	-9 ◇	
B49. I think it is safe to challenge the way things are done in Buying Solutions	34	27	23	12	39%	+5	-1	-8 ◇	

# All questions by theme

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison

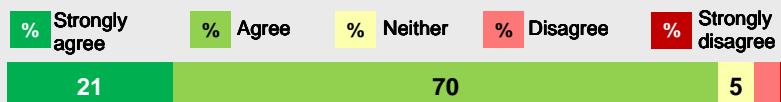
	 % Strongly agree	 % Agree	 % Neither	 % Disagree	 % Strongly disagree	% Positive	Difference from previous survey	Difference from CS2010	Difference from CS High Performers
<b>Engagement</b>									
B50. I am proud when I tell others I am part of Buying Solutions	11	36	39	11		47%	+2	-8 ◇	-17 ◇
B51. I would recommend Buying Solutions as a great place to work	8	38	33	17	4	46%	-8 ◇	+4 ◇	-6 ◇
B52. I feel a strong personal attachment to Buying Solutions	10	36	31	17	6	46%	-2	0	-8 ◇
B53. Buying Solutions inspires me to do the best in my job	5	34	36	20	4	40%	-3	+1	-9 ◇
B54. Buying Solutions motivates me to help it achieve its objectives	5	31	39	18	7	36%	-4	+1	-9 ◇
<b>Taking action</b>									
B55. I believe that the Board in Buying Solutions will take action on the results from this survey	8	41	25	19	7	49%	+13 ◇	+11 ◇	+1
B56. I believe that managers where I work will take action on the results from this survey	7	39	28	18	8	46%	+4	0	-7 ◇



# All questions by theme

## Data Security

C01. I know where to go to find out about how to handle personal and sensitive information



Differences are based on '% Positive' score

92%	2010 % Positive
+9 ^	Difference from previous survey
+9 ^	Difference from CS2010

C02. In the past 12 months, have you received training on handling data and procedures to protect personal and sensitive information?



Differences are based on '% Yes' score

92%	2010 % Yes
+6 ^	Difference from previous survey
+14 ^	Difference from CS2010

## Your plans for the future

D01. Which of the following statements most reflects your current thoughts about working for Buying Solutions?

		Difference from previous survey	Difference from CS2010
I want to leave Buying Solutions as soon as possible	6%	-1	-2
I want to leave Buying Solutions within the next 12 months	14%	+5 ^	+3
I want to stay working for Buying Solutions for at least the next year	29%	-3	+3 ^
I want to stay working for Buying Solutions for at least the next three years	51%	-1	-3 ^

## The Civil Service Code

Differences are based on '% Yes' score

		Difference from previous survey	Difference from CS2010
E01. Are you aware of the Civil Service Code?	98%	+12 ^	+17 ^
E02. Are you aware of how to raise a concern under the Civil Service Code?	69% Yes, 31% No	+20 ^	+17 ^
E03. Are you confident that if you raised a concern under the Civil Service Code in Buying Solutions it would be investigated properly?	73% Yes, 27% No	+9 ^	+11 ^

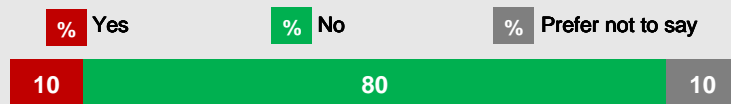
^ indicates a variation in question wording from your previous survey

^ indicates statistically significant difference from comparison

# All questions by theme

## Discrimination, harassment and bullying

F01. During the past 12 months, have you personally experienced discrimination at work?



% Yes

10% | Previous survey

10% ✧ | CS2010

F03. During the past 12 months, have you personally experienced bullying or harassment at work?



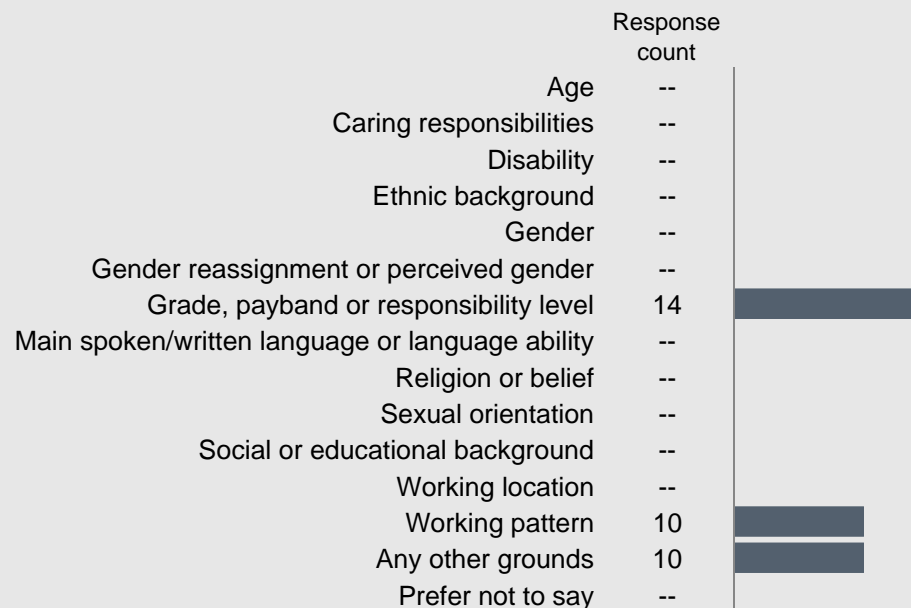
% Yes

9% | Previous survey

10% | CS2010

For respondents who selected 'Yes' to question F01.

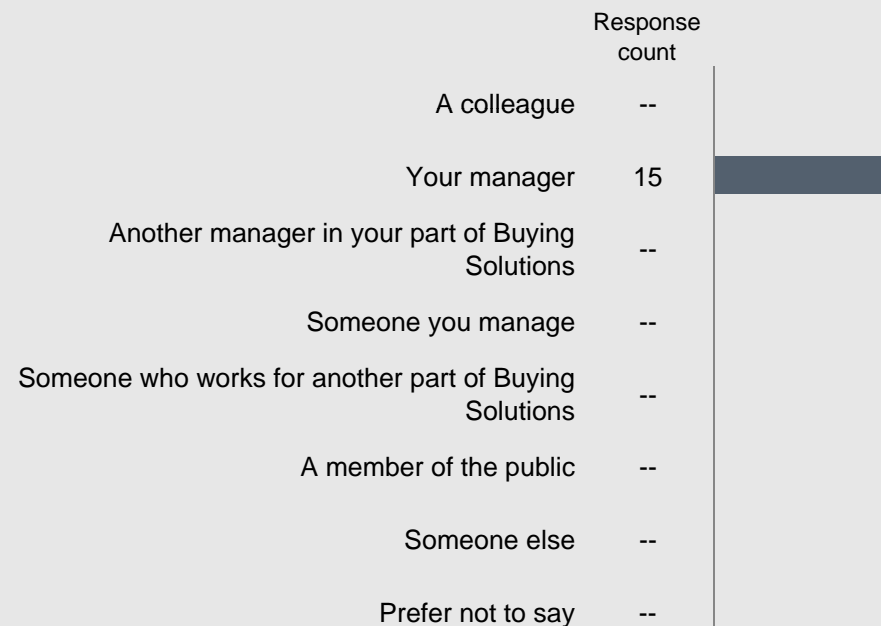
F02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)



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

For respondents who selected 'Yes' to question F03.

F04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)



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

^ indicates a variation in question wording from your previous survey

✧ indicates statistically significant difference from comparison

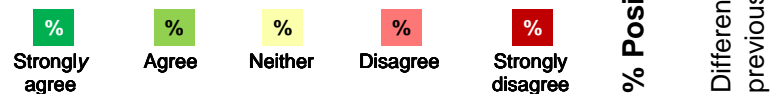
# All questions by theme

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

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

^ indicates a variation in question wording from your previous survey

◇ indicates statistically significant difference from comparison



## Buying Solutions questions

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
G01. This organisation provides a great service to its customers/clients	11	57	25	6		68%	-
G02. I think this organisation should put more back into the local community*	20		48	28		31%	-
G03. I believe this organisation does not do enough to protect the environment*	10		35	50	4	54%	-
G04. My organisation makes a positive difference to the world we live in	6	40	42	11		46%	-
G05. I have the support I need to provide a great service		46	28	23		47%	-
G06. I have a great deal of faith in the person leading this organisation	6	33	35	15	11	38%	-
G07. My manager does a lot of telling but not much listening*	6	12	18	51	14	65%	-
G08. I have confidence in the leadership skills of my manager	13	46	20	14	6	60%	-

# Appendix

## Glossary of key terms

<b>% positive</b>	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of <b>Theme score % positive</b> ).
<b>Previous survey</b>	Comparisons to the previous survey relate to the results from the 2009 Civil Service People Survey. Where a question is flagged as changed since the last survey comparisons should be treated with caution as changes to wording may affect how people respond to the question.
<b>CS2010</b>	The CS2010 benchmark is the median percent positive across all organisations that participated in the 2010 Civil Service People Survey.
<b>CS High Performers</b>	For each question, this is the upper quartile score across all organisations that have taken part in the 2010 Civil Service People Survey.

## Rounding

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

## Statistical significance: ✧

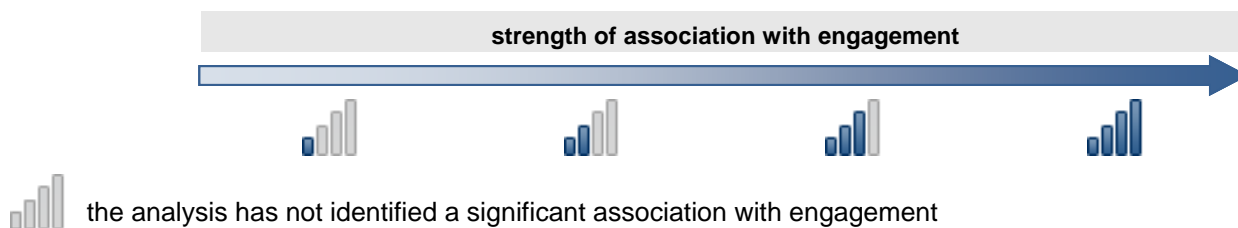
Statistical testing has been carried out on the comparisons between this year's results and your previous survey, CS2010 results and CS High Performers results to identify differences that are statistically significant. You can therefore be confident that the difference represents a real difference in opinion between the results.

## The employee engagement index

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

## The drivers of engagement

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



## Confidentiality

This survey was carried out as part of the 2010 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all the participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.