

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





Strength of association with engagement



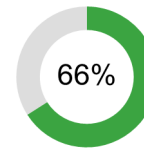
Statistically significant difference from comparison

The table below shows how you performed on each of the nine 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.

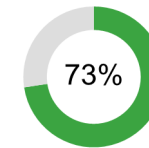
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from CS2014	Difference from CS High Performers
Leadership and Managing Change		44%	+1	-6 ✧
My work		76%	+1	-2 ✧
Learning and development		40%	-10 ✧	-15 ✧
My manager		66%	-1	-5 ✧
Pay and benefits		37%	+9 ✧	+2 ✧
Inclusion and fair treatment		76%	+1	-2 ✧
Resources and workload		70%	-4 ✧	-7 ✧
Organisational objectives and purpose		85%	+2 ✧	-2 ✧
My team		79%	0	-4 ✧

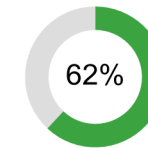
Wellbeing



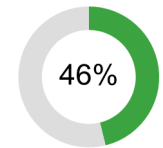
Overall, how satisfied are you with your life nowadays?



Overall, to what extent do you feel that the things you do in your life are worthwhile?

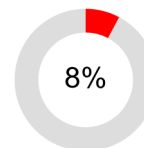


Overall, how happy did you feel yesterday?

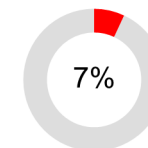


No or low anxiety yesterday

Discrimination, bullying and harassment

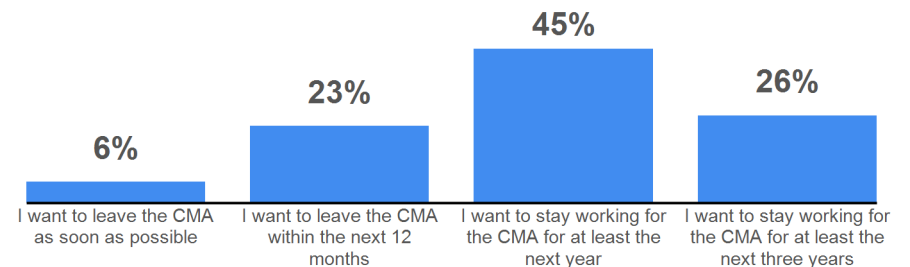


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



All questions by theme

◇ indicates statistically significant difference from comparison

My work

76%



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B01 I am interested in my work	52	41	5	0	0	92%	+3 ◇	0
B02 I am sufficiently challenged by my work	38	40	10	10	2	78%	-1	-4 ◇
B03 My work gives me a sense of personal accomplishment	30	48	12	8	2	78%	+2 ◇	0
B04 I feel involved in the decisions that affect my work	16	44	19	15	5	60%	+4 ◇	-2
B05 I have a choice in deciding how I do my work	21	52	16	8	3	74%	-1	-6 ◇

Organisational objectives and purpose

85%



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B06 I have a clear understanding of the CMA's purpose	39	49	9	3	1	88%	+2 ◇	-3 ◇
B07 I have a clear understanding of the CMA's objectives	34	48	13	5	0	82%	+1	-4 ◇
B08 I understand how my work contributes to the CMA's objectives	38	48	10	4	0	86%	+2 ◇	-2 ◇

All questions by theme

◆ indicates statistically significant difference from comparison

My manager

66%



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B09 My manager motivates me to be more effective in my job	22	46	20	9		68%	0	-3 ◆
B10 My manager is considerate of my life outside work	37	44	13	5		80%	-1	-5 ◆
B11 My manager is open to my ideas	38	46	10			84%	+4 ◆	0
B12 My manager helps me to understand how I contribute to the CMA's objectives	20	46	25	8		65%	+1	-4 ◆
B13 Overall, I have confidence in the decisions made by my manager	27	51	14	5		78%	+5 ◆	+1
B14 My manager recognises when I have done my job well	31	45	16	6		76%	-1	-5 ◆
B15 I receive regular feedback on my performance	17	43	22	15		59%	-6 ◆	-9 ◆
B16 The feedback I receive helps me to improve my performance	17	39	31	11		56%	-5 ◆	-10 ◆
B17 I think that my performance is evaluated fairly	18	43	26	9	5	61%	-2 ◆	-6 ◆
B18 Poor performance is dealt with effectively in my team	7	26	50	13		34%	-6 ◆	-9 ◆

My team

79%



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B19 The people in my team can be relied upon to help when things get difficult in my job	35	47	12			82%	-2 ◆	-5 ◆
B20 The people in my team work together to find ways to improve the service we provide	32	49	12	6		81%	0	-3 ◆
B21 The people in my team are encouraged to come up with new and better ways of doing things	28	46	18	6		74%	0	-4 ◆

All questions by theme

◆ indicates statistically significant difference from comparison

Learning and development

40%



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	9	35	35	16	5	44%	-18 ◆	-23 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	31	42	14	5	40%	-11 ◆	-17 ◆
B24	There are opportunities for me to develop my career in the CMA	8	35	26	19	12	43%	+1	-6 ◆
B25	Learning and development activities I have completed while working for the CMA are helping me to develop my career	8	24	43	17	8	32%	-11 ◆	-17 ◆

Inclusion and fair treatment

76%



Strength of association with engagement



Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B26	I am treated fairly at work	33	46	14	5	2	79%	0	-3 ◆
B27	I am treated with respect by the people I work with	37	48	11	2	2	85%	0	-2 ◆
B28	I feel valued for the work I do	25	42	17	10	7	66%	+2	-3 ◆
B29	I think that the CMA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	31	45	17	5	2	75%	+1	-3 ◆

All questions by theme

◆ indicates statistically significant difference from comparison

Resources and workload **70%**



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	21	53	15	9		74%	-9 ◆	-12 ◆
B31 I get the information I need to do my job well	14	53	19	12		67%	-3 ◆	-6 ◆
B32 I have clear work objectives	18	52	17	11		70%	-5 ◆	-9 ◆
B33 I have the skills I need to do my job effectively	32	58	7			90%	+1	-1 ◆
B34 I have the tools I need to do my job effectively	15	51	18	13		66%	-5 ◆	-9 ◆
B35 I have an acceptable workload	10	48	19	15	8	57%	-2	-9 ◆
B36 I achieve a good balance between my work life and my private life	15	49	15	15	6	64%	-3 ◆	-10 ◆

Pay and benefits **37%**



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	8	31	17	27	16	39%	+10 ◆	+3 ◆
B38 I am satisfied with the total benefits package	9	30	21	25	14	39%	+7 ◆	-1
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	28	20	27	20	33%	+9 ◆	+2 ◆

All questions by theme

◆ indicates statistically significant difference from comparison

Leadership and Managing Change

44%



Strength of association with engagement



% Positive

Difference from CS2014

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B40 I feel that the CMA as a whole is managed well	5	41	27	20	7	45%	0	-11 ◆
B41 Directors in the CMA are sufficiently visible	10	47	21	15	7	56%	+3 ◆	-6 ◆
B42 I believe the actions of Directors are consistent with the CMA's values	9	40	35	10	5	49%	+2	-7 ◆
B43 I believe that the Senior Executive Team has a clear vision for the future of the CMA	11	37	35	10	7	48%	+3 ◆	-5 ◆
B44 Overall, I have confidence in the decisions made by the CMA's Directors	9	41	30	14	7	50%	+6 ◆	-1
B45 I feel that change is managed well in the CMA	5	27	31	26	11	31%	0	-7 ◆
B46 When changes are made in the CMA they are usually for the better	5	24	45	17	8	29%	0	-7 ◆
B47 The CMA keeps me informed about matters that affect me	10	47	24	15	5	57%	-1	-7 ◆
B48 I have the opportunity to contribute my views before decisions are made that affect me	6	29	33	22	10	34%	-1	-8 ◆
B49 I think it is safe to challenge the way things are done in the CMA	8	34	34	16	9	42%	+1	-6 ◆

All questions by theme

◇ indicates statistically significant difference from comparison

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B50 I am proud when I tell others I am part of the CMA	19	42	32	5	5	61%	+2 ◇	-5 ◇
B51 I would recommend the CMA as a great place to work	13	35	32	14	5	48%	0	-12 ◇
B52 I feel a strong personal attachment to the CMA	11	29	31	24	6	39%	-9 ◇	-15 ◇
B53 The CMA inspires me to do the best in my job	9	35	32	17	6	44%	-1	-7 ◇
B54 The CMA motivates me to help it achieve its objectives	10	34	33	18	6	43%	+1	-6 ◇

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B55 I believe that Directors in the CMA will take action on the results from this survey	13	39	28	13	6	52%	+7 ◇	-1
B56 I believe that managers where I work will take action on the results from this survey	16	46	24	9	5	62%	+7 ◇	+2
B57 Where I work, I think effective action has been taken on the results of the last survey	7	24	50	12	7	31%	-4 ◇	-10 ◇

All questions by theme

◆ indicates statistically significant difference from comparison

Organisational Culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2014	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	28	57	8	7		84%	-4 ◆	-7 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	16	49	21	12		65%	-3 ◆	-7 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	16	52	24	7		68%	+3 ◆	-3 ◆
B61 When I talk about the CMA I say "we" rather than "they"	27	48	16	8		75%	+7 ◆	-3 ◆
B62 I have some really good friendships at work	24	45	23	6		69%	-6 ◆	-10 ◆

All questions by theme

◆ indicates statistically significant difference from comparison

Wellbeing



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

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

Question	0-4	5-6	7-8	9-10	% Positive	Difference from CS2014	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	14	20	52	14	66%	+2 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	51	21	73%	+3 ◆	0
W03 Overall, how happy did you feel yesterday?	15	23	44	18	62%	+2	-1
W04 Overall, how anxious did you feel yesterday?	15	31	22	32	46%	-4 ◆	-6 ◆

All questions by theme

◇ indicates statistically significant difference from comparison

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the CMA?

			Difference from CS2014	Difference from CS High Performers
I want to leave the CMA as soon as possible		6%	-1	-4
I want to leave the CMA within the next 12 months		23%	+9 ◇	+5 ◇
I want to stay working for the CMA for at least the next year		45%	+14 ◇	+8 ◇
I want to stay working for the CMA for at least the next three years		26%	-21 ◇	-28 ◇

The Civil Service Code

Differences are based on '% Yes' score

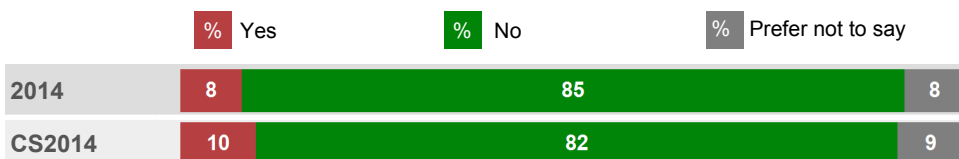
	% Yes	% No	% Yes	Difference from CS2014	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		14	86%	-4 ◇	-8 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		43	57%	-7 ◇	-15 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the CMA it would be investigated properly?		30	70%	+1	-3 ◇

All questions by theme

⚡ indicates statistically significant difference from comparison

Discrimination, harassment and bullying

E01. During the past 12 months, have you personally experienced discrimination at work?



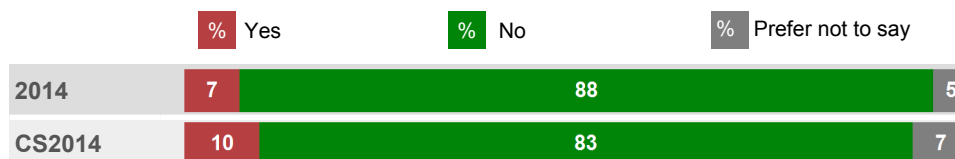
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination in the past 12 months? (multiple selection)

Ground	Response Count
Age	--
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	23
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	--
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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

E03. During the past 12 months, have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

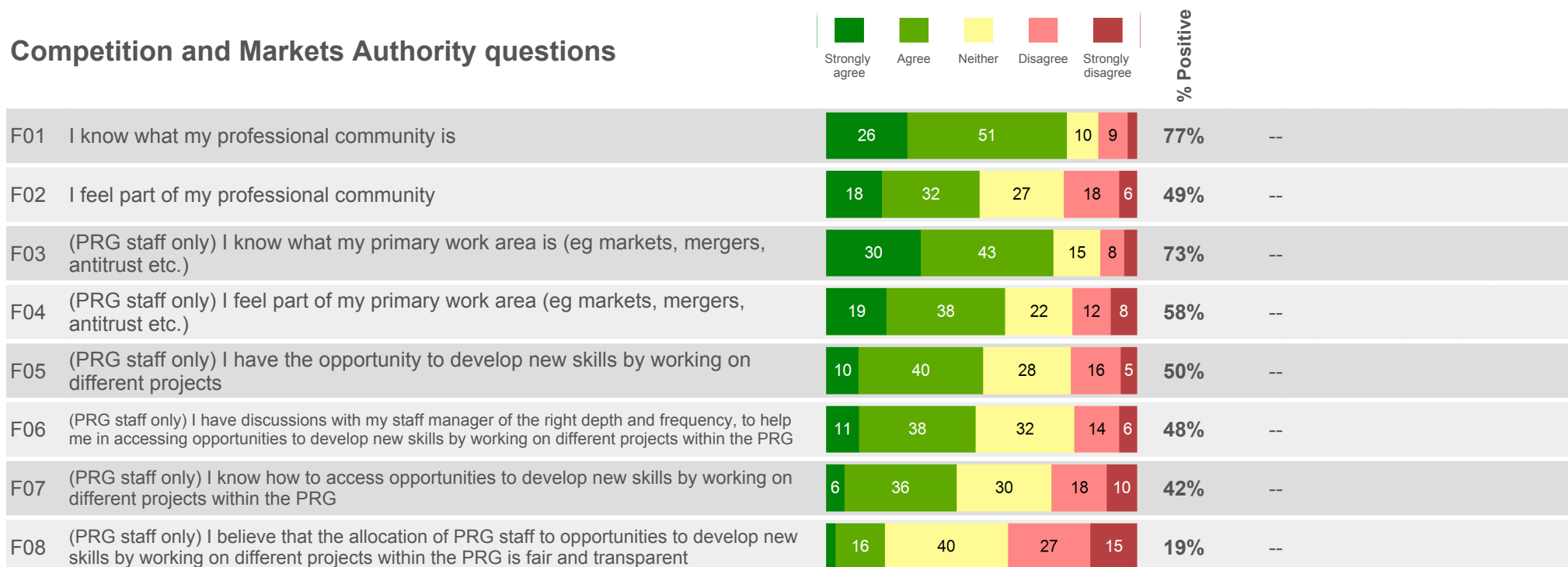
Who	Response Count
A colleague	--
Your manager	--
Another manager in my part of the CMA	--
Someone you manage	--
Someone who works for another part of the CMA	--
A member of the public	--
Someone else	--
Prefer not to say	--

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

All questions by theme

◆ indicates statistically significant difference from comparison

Competition and Markets Authority questions



Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive).
CS2014	The CS2014 benchmark is the median percent positive across all organisations that participated in the 2014 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2014 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 CS2014 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.

strength of association
with engagement



the analysis has not identified a
significant association with engagement

Confidentiality

The survey was carried out as part of the 2014 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of less than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.