

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





Strength of association with engagement



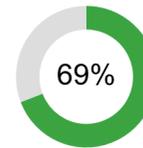
Statistically significant difference from comparison

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.

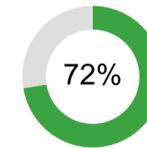
Drivers of Engagement

	Strength of association with engagement	Theme score % Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
Leadership and managing change		50%	+6 	+8 	-1
My work		74%	-2 	0	-4 
My manager		68%	+2	+1	-3 
Learning and development		47%	+7 	-3 	-9 
Pay and benefits		36%	-1	+6 	0
Resources and workload		73%	+3 	0	-4 
My team		79%	0	-1	-4 
Inclusion and fair treatment		78%	+2	+3 	-1
Organisational objectives and purpose		89%	+4 	+6 	+2 

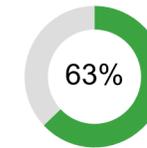
Wellbeing



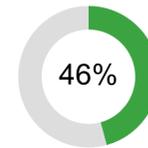
Overall, how satisfied are you with your life nowadays?



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

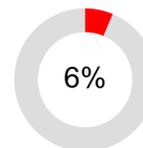


Overall, how happy did you feel yesterday?

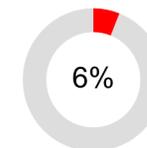


Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

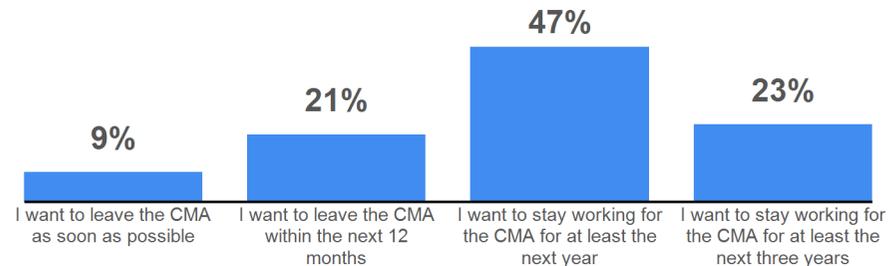


During the past 12 months have you personally experienced discrimination at work?



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
^ indicates a variation in question wording from your previous survey

My work

74% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B01 I am interested in my work	45	45	5	1	1	90%	-2 ◇	+1 ◇	-1 ◇
B02 I am sufficiently challenged by my work	29	48	11	8	4	77%	-1	-2 ◇	-6 ◇
B03 My work gives me a sense of personal accomplishment	23	52	14	8	3	75%	-3 ◇	-1	-4 ◇
B04 I feel involved in the decisions that affect my work	14	46	18	16	7	59%	-1	+3 ◇	-5 ◇
B05 I have a choice in deciding how I do my work	22	48	17	10	3	69%	-4 ◇	-4 ◇	-9 ◇

Organisational objectives and purpose

89% +4

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B06 I have a clear understanding of the CMA's purpose	42	50	6	1	1	92%	+4 ◇	+7 ◇	+2 ◇
B07 I have a clear understanding of the CMA's objectives	34	53	9	1	1	87%	+5 ◇	+8 ◇	+3 ◇
B08 I understand how my work contributes to the CMA's objectives	33	55	8	1	1	88%	+2 ◇	+5 ◇	+1

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

68% +2
Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	20	48	19	10	4	68%	0	+1	-4 ◇
B10	My manager is considerate of my life outside work	39	42	13	6	0	82%	+1	0	-4 ◇
B11	My manager is open to my ideas	36	47	11	5	1	83%	-1	+2 ◇	-2 ◇
B12	My manager helps me to understand how I contribute to the CMA's objectives	19	44	29	7	1	63%	-3 ◇	-1	-5 ◇
B13	Overall, I have confidence in the decisions made by my manager	26	52	15	6	1	77%	-1	+5 ◇	0
B14	My manager recognises when I have done my job well	34	47	12	6	1	81%	+5 ◇	+2 ◇	-1
B15	I receive regular feedback on my performance	17	48	21	12	2	65%	+5 ◇	-2 ◇	-5 ◇
B16	The feedback I receive helps me to improve my performance	18	44	24	11	3	62%	+6 ◇	+1	-3 ◇
B17	I think that my performance is evaluated fairly	18	48	21	9	4	66%	+5 ◇	+4 ◇	-2 ◇
B18	Poor performance is dealt with effectively in my team	6	30	45	13	6	36%	+3 ◇	-3 ◇	-7 ◇

My team

79% 0
Difference from previous survey



Strength of association with engagement



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	30	51	13	5	1	81%	-1	-4 ◇	-6 ◇
B20	The people in my team work together to find ways to improve the service we provide	27	53	14	6	0	81%	0	0	-3 ◇
B21	The people in my team are encouraged to come up with new and better ways of doing things	22	53	15	7	1	75%	+1	+1	-3 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
 ▲ indicates a variation in question wording from your previous survey

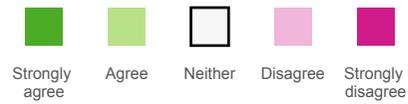
Learning and development

47% +7

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	8	46	27	15	6	54%	+10 ◆	-9 ◆	-14 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	40	34	13	6	49%	+9 ◆	-3 ◆	-9 ◆
B24	There are opportunities for me to develop my career in the CMA	7	36	26	19	12	43%	0	+2	-7 ◆
B25	Learning and development activities I have completed while working for the CMA are helping me to develop my career	8	34	35	17	6	41%	+10 ◆	-2 ◆	-8 ◆

Inclusion and fair treatment

78% +2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B26	I am treated fairly at work	29	52	10	6	3	81%	+2 ◆	+3 ◆	-1
B27	I am treated with respect by the people I work with	36	49	9	6	0	85%	+1	+1	-2 ◆
B28	I feel valued for the work I do	23	45	17	9	5	68%	+2	+5 ◆	-1
B29	I think that the CMA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	29	48	13	7	5	77%	+2	+5 ◆	0

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Resources and workload

73% +3

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	19	62	11	7	1	81%	+6 ◆	-3 ◆	-5 ◆
B31 I get the information I need to do my job well	16	55	18	10	1	71%	+3 ◆	+1	-3 ◆
B32 I have clear work objectives	17	60	13	9	1	77%	+7 ◆	+2 ◆	-2 ◆
B33 I have the skills I need to do my job effectively	33	60	5	1	1	93%	+3 ◆	+5 ◆	+2 ◆
B34 I have the tools I need to do my job effectively	16	53	16	12	1	69%	+3 ◆	0	-5 ◆
B35 I have an acceptable workload	9	48	18	16	9	57%	0	-3 ◆	-8 ◆
B36 I achieve a good balance between my work life and my private life	16	47	16	13	8	63%	0	-3 ◆	-8 ◆

Pay and benefits

36% -1

Difference from previous survey



Strength of association with engagement



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	6	32	19	27	16	37%	-2	+6 ◆	0
B38 I am satisfied with the total benefits package	5	33	23	25	13	38%	-1	+6 ◆	-1
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	5	27	22	27	20	32%	-2	+6 ◆	0

All questions by theme

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 ^ indicates a variation in question wording from your previous survey

Leadership and managing change

50% +6

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2015

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B40 I feel that the CMA as a whole is managed well	5	47	26	17	5	52%	+7 ◇	+7 ◇	-4 ◇
B41 Directors in the CMA are sufficiently visible	12	52	18	14	6	65%	+8 ◇	+12 ◇	-1
B42 I believe the actions of Directors are consistent with the CMA's values	9	49	31	9	4	57%	+8 ◇	+12 ◇	+1
B43 I believe that the Senior Executive Team has a clear vision for the future of the CMA	8	43	37	9	5	50%	+3	+8 ◇	-3 ◇
B44 Overall, I have confidence in the decisions made by the CMA's Directors	8	48	30	10	4	56%	+6 ◇	+15 ◇	+4 ◇
B45 I feel that change is managed well in the CMA	5	33	36	21	7	37%	+5 ◇	+7 ◇	-2 ◇
B46 When changes are made in the CMA they are usually for the better	5	27	47	15	6	32%	+2	+5 ◇	-3 ◇
B47 The CMA keeps me informed about matters that affect me	10	58	21	8	3	68%	+11 ◇	+12 ◇	+3 ◇
B48 I have the opportunity to contribute my views before decisions are made that affect me	5	35	33	19	7	40%	+6 ◇	+4 ◇	-4 ◇
B49 I think it is safe to challenge the way things are done in the CMA	6	41	30	15	8	47%	+5 ◇	+5 ◇	-3 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B50 I am proud when I tell others I am part of the CMA	18	50	24	5	5	68%	+7 ◆	+11 ◆	+1
B51 I would recommend the CMA as a great place to work	15	41	26	13	5	56%	+8 ◆	+9 ◆	-3 ◆
B52 I feel a strong personal attachment to the CMA	14	31	32	18	5	44%	+5 ◆	-2 ◆	-9 ◆
B53 The CMA inspires me to do the best in my job	11	37	30	15	6	49%	+4 ◆	+4 ◆	-2 ◆
B54 The CMA motivates me to help it achieve its objectives	10	36	34	14	6	46%	+3 ◆	+5 ◆	-2 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B55 I believe that Directors in the CMA will take action on the results from this survey	13	45	25	11	5	58%	+6 ◆	+15 ◆	+3 ◆
B56 I believe that managers where I work will take action on the results from this survey	19	47	20	9	5	65%	+3 ◆	+10 ◆	+3 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	12	31	40	10	7	43%	+12 ◆	+10 ◆	+1

All questions by theme

◆ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	26	57	9	6		83%	-1	-5 ◆	-7 ◆
B59 I believe I would be supported if I try a new idea, even if it may not work	14	48	21	12		63%	-2	-5 ◆	-9 ◆
B60 My performance is evaluated based on whether I get things done, rather than solely follow processes	14	52	22	9		66%	-2	+1	-3 ◆
B61 When I talk about the CMA I say "we" rather than "they"	29	50	12	7		79%	+4 ◆	+10 ◆	+1
B62 I have some really good friendships at work	26	44	22	8		69%	0	-6 ◆	-10 ◆

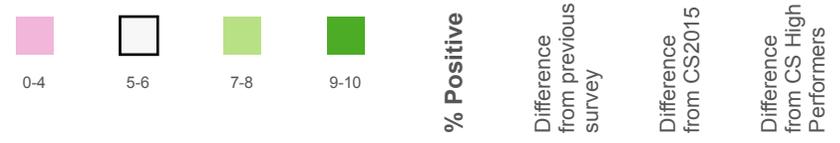
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
B63 My manager inspires my team to do our best	15	54	20	8		69%	--	+2 ◆	-2 ◆
B64 Directors inspire people across the CMA to do their best	6	41	36	14		46%	--	+9 ◆	0
B65 My manager leads our team with confidence	20	57	15	6		77%	--	+7 ◆	+2
B66 Directors lead the CMA with confidence	10	46	33	8		56%	--	+9 ◆	-1
B67 My manager empowers me to do my job effectively	20	51	19	7		71%	--	-1	-5 ◆
B68 The CMA's Directors empower teams to deliver	7	40	38	11	5	46%	--	+6 ◆	-2 ◆
B69 Directors in the CMA actively role model the behaviours set out in the Civil Service Leadership Statement	6	34	46	9		40%	--	+5 ◆	-3 ◆
B70 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	14	47	32	5		61%	--	+4 ◆	-1

All questions by theme

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Wellbeing



Unlike the questions B01-B70 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	12	19	57	12	69%	+3 ◆	+4 ◆	+1
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	10	18	54	18	72%	0	+1	-2
W03 Overall, how happy did you feel yesterday?	11	26	49	14	63%	+1	+1	-2 ◆

For question W04 the percent positive is the proportion answering 0, 1, 2 or 3 to the question.



W04 Overall, how anxious did you feel yesterday?	17	29	26	28	46%	0	-4 ◆	-7 ◆
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All questions by theme

◇ indicates statistically significant difference from comparison
 ^ indicates a variation in question wording from your previous survey

Your plans for the future

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

			Difference from previous survey	Difference from CS2015	Difference from CS High Performers
I want to leave the CMA as soon as possible		9%	+3 ◇	0	-2 ◇
I want to leave the CMA within the next 12 months		21%	-2	+5 ◇	+1
I want to stay working for the CMA for at least the next year		47%	+2	+15 ◇	+9 ◇
I want to stay working for the CMA for at least the next three years		23%	-2	-19 ◇	-28 ◇

The Civil Service Code

Differences are based on '% Yes' score

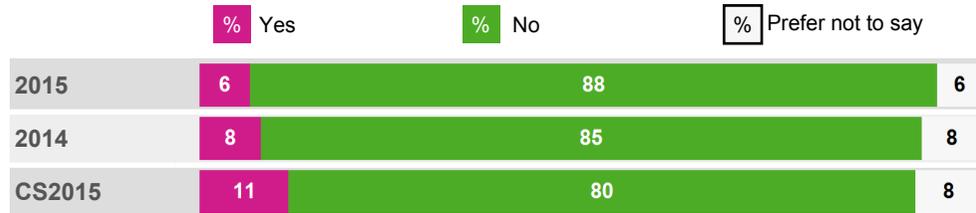
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2015	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		9	91%	+5 ◇	0	-4 ◇
D02. Are you aware of how to raise a concern under the Civil Service Code?		39	61%	+4 ◇	-6 ◇	-12 ◇
D03. Are you confident that if you raised a concern under the Civil Service Code in the CMA it would be investigated properly?		28	72%	+2	+4 ◇	-1

All questions by theme

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 ▲ indicates a variation in question wording from your previous survey

Discrimination, harassment and bullying

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



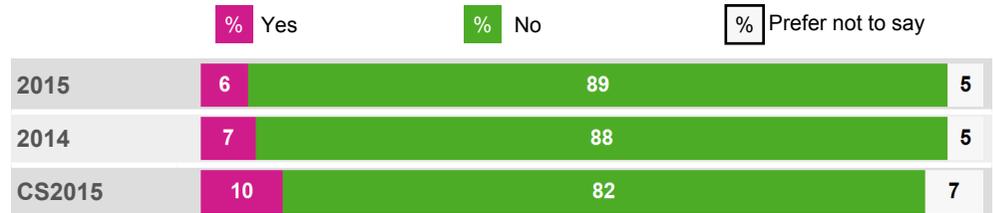
For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work 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	20
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
 ^ indicates a variation in question wording from your previous survey

Competition and Markets Authority questions

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey
F01 I know what my professional community is	30	47	12	8		77%	-1
F02 I feel part of my professional community	18	35	24	17	5	53%	+4 ◇
F03 (CCMG staff only) I know what my primary work area is (eg markets, mergers, antitrust etc.)^	32	51	6	10		83%	+9 ◇
F04 (CCMG staff only) I feel part of my primary work area (eg markets, mergers, antitrust etc.)^	22	37	22	15		60%	+2
F05 (CCMG staff only) I have the opportunity to develop new skills by working on different projects^	20	43	22	10	5	63%	+13 ◇
F06 (CCMG staff only) I have discussions with my staff manager of the right depth and frequency, to help me in accessing opportunities to develop new skills by working on different projects within the CCMG^	23	47	15	11		70%	+22 ◇
F07 (CCMG staff only) I know how to access opportunities to develop new skills by working on different projects within the CCMG^	10	43	22	17	8	53%	+11 ◇
F08 (CCMG staff only) I believe that the allocation of CCMG staff to opportunities to develop new skills by working on different projects within the CCMG is fair and transparent^	6	23	36	22	13	29%	+10 ◇

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).
Previous survey	Comparisons to the previous survey relate to the results from the 2014 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.
CS2015	The CS2015 benchmark is the median percent positive across all organisations that participated in the 2015 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 2015 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, CS2015 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 2015 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.