



Strength of association with engagement



Statistically significant difference from comparison

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



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 CS2017	Difference from CS High Performers
Leadership and managing change		46%	+1	0	-5 ✧
My work		74%	0	-2 ✧	-6 ✧
Learning and development		45%	-3 ✧	-8 ✧	-12 ✧
My manager		66%	-3 ✧	-4 ✧	-7 ✧
Pay and benefits		22%	-7 ✧	-8 ✧	-14 ✧
Resources and workload		72%	0	0	-3 ✧
Organisational objectives and purpose		86%	+1	+5 ✧	-1
Inclusion and fair treatment		72%	-3 ✧	-5 ✧	-8 ✧
My team		77%	-1	-3 ✧	-7 ✧



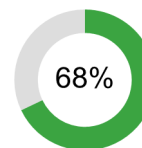
Strength of association with engagement



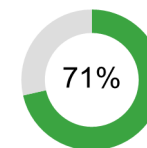
Statistically significant difference from comparison

## Wellbeing

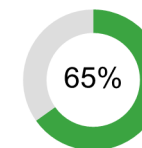
% responding positively (Answering 7,8,9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



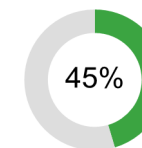
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?



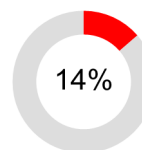
W03. Overall, how happy did you feel yesterday?



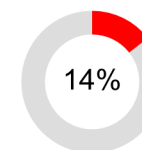
W04. Overall, how anxious did you feel yesterday?

## Discrimination, bullying and harassment

% responding Yes

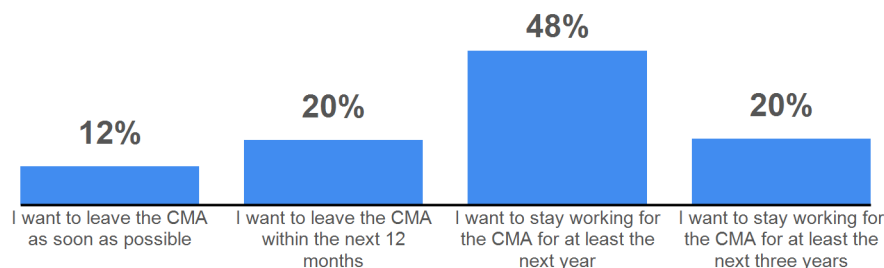


During the past 12 months have you personally experienced discrimination at work?



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

## Your plans for the future



## Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B31 I have the skills I need to do my job effectively	92%	B17 Poor performance is dealt with effectively in my team	41%	B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	59%
B01 I am interested in my work	89%	B59 Directors in the CMA actively role model the behaviours set out in the Civil Service Leadership Statement	40%	B35 I feel that my pay adequately reflects my performance	56%
B07 I understand how my work contributes to the CMA's objectives	87%	B43 When changes are made in the CMA they are usually for the better	39%	B36 I am satisfied with the total benefits package	53%
B06 I have a clear understanding of the CMA's objectives	86%	B42 I feel that change is managed well in the CMA	37%	B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	50%
B09 My manager is considerate of my life outside work	84%	B51 The CMA motivates me to help it achieve its objectives	35%	B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	48%

## All questions by theme

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

### My work

**74%** **0**

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B01 I am interested in my work	40	49	6	1	4	89%	-1	-1 ◆	-3 ◆
B02 I am sufficiently challenged by my work	30	47	9	10	4	77%	0	-4 ◆	-6 ◆
B03 My work gives me a sense of personal accomplishment	24	49	14	10	6	73%	-1	-4 ◆	-7 ◆
B04 I feel involved in the decisions that affect my work	14	46	15	17	8	60%	+4 ◆	+2	-4 ◆
B05 I have a choice in deciding how I do my work	19	51	16	9	5	70%	-3 ◆	-5 ◆	-10 ◆

### Organisational objectives and purpose\*

**86%** **+1**

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B06 I have a clear understanding of the CMA's objectives	30	56	9	3	2	86%	+2 ◆	+6 ◆	0
B07 I understand how my work contributes to the CMA's objectives	34	52	9	3	2	87%	0	+3 ◆	-1

All questions by theme

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^ indicates a variation in question wording from your previous survey

My manager

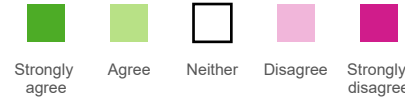
66%

-3

◆ Difference from previous survey



Strength of association with engagement



% Positive

◆ Difference from previous survey

◆ Difference from CS2017

◆ Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B08 My manager motivates me to be more effective in my job	21	44	21	11		65%	-7 ◆	-5 ◆	-9 ◆
B09 My manager is considerate of my life outside work	39	45	10			84%	0	0	-3 ◆
B10 My manager is open to my ideas	35	49	9	5		84%	0	+2 ◆	-1
B11 My manager helps me to understand how I contribute to the CMA's objectives	19	41	29	9		60%	-5 ◆	-6 ◆	-11 ◆
B12 Overall, I have confidence in the decisions made by my manager	27	47	18	6		74%	-3 ◆	-1	-5 ◆
B13 My manager recognises when I have done my job well	29	47	13	8		77%	-3 ◆	-3 ◆	-6 ◆
B14 I receive regular feedback on my performance	15	46	20	15		61%	-6 ◆	-7 ◆	-11 ◆
B15 The feedback I receive helps me to improve my performance	16	44	25	12		59%	-2	-4 ◆	-8 ◆
B16 I think that my performance is evaluated fairly	16	42	23	14	6	57%	-6 ◆	-8 ◆	-13 ◆
B17 Poor performance is dealt with effectively in my team	6	29	41	17	7	35%	-4 ◆	-4 ◆	-9 ◆

All questions by theme

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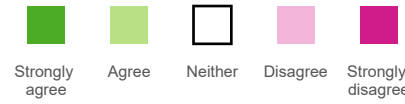
**My team**

**77%** -1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	31	52	9	5		84%	+1	-1 ◆	-4 ◆
B19	The people in my team work together to find ways to improve the service we provide	28	51	14		5	80%	+1	-3 ◆	-5 ◆
B20	The people in my team are encouraged to come up with new and better ways of doing things	24	45	19	9		69%	-4 ◆	-7 ◆	-11 ◆

**Learning and development**

**45%** -3 ◆

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	11	45	24	16		56%	-3 ◆	-8 ◆	-13 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	9	40	32	14	5	49%	-5 ◆	-3 ◆	-9 ◆
B23	There are opportunities for me to develop my career in the CMA	6	31	24	22	17	37%	-2	-10 ◆	-18 ◆
B24	Learning and development activities I have completed while working for the CMA are helping me to develop my career	7	31	34	17	10	39%	-2	-8 ◆	-13 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

**Inclusion and fair treatment**

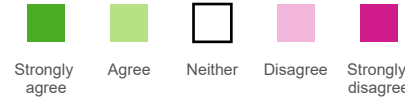
72%

-3

◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B25 I am treated fairly at work	25	50	12	8	5	75%	-1	-5	-8
B26 I am treated with respect by the people I work with	29	51	10	7	3	80%	-4	-5	-7
B27 I feel valued for the work I do	21	41	17	13	7	62%	-2	-3	-9
B28 I think that the CMA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	22	46	16	9	5	69%	-4	-7	-10

**Resources and workload\***

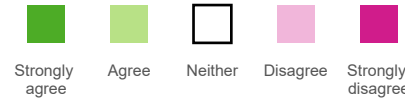
72%

0

◆ Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B29 I get the information I need to do my job well	14	56	17	10	3	70%	-2	0	-4
B30 I have clear work objectives	17	57	16	7	1	74%	0	-1	-5
B31 I have the skills I need to do my job effectively	36	56	6	0	0	92%	0	+4	+1
B32 I have the tools I need to do my job effectively	20	57	14	7	2	77%	+9	+7	0
B33 I have an acceptable workload	9	48	20	16	6	57%	-5	-3	-9
B34 I achieve a good balance between my work life and my private life	16	48	16	13	7	63%	-4	-5	-10

## All questions by theme

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### Pay and benefits

**22%**

-7 ◆ Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2017

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	21	21	32	24	23%	-7 ◆	-7 ◆	-14 ◆	
B36 I am satisfied with the total benefits package	22	22	30	23	24%	-9 ◆	-9 ◆	-16 ◆	
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	16	22	32	27	19%	-6 ◆	-7 ◆	-14 ◆	

### Leadership and managing change\*

**46%** +1

Difference from previous survey



Strength of association with engagement



\*This theme score is based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for the theme trend comparison

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B38 Directors in the CMA are sufficiently visible	11	51	21	11	6	62%	0	+2 ◆	-6 ◆
B39 I believe the actions of Directors are consistent with the CMA's values	8	43	31	10	8	50%	-2	-3 ◆	-10 ◆
B40 I believe that the Senior Executive Team has a clear vision for the future of the CMA	8	39	34	12	8	47%	+10 ◆	-1	-7 ◆
B41 Overall, I have confidence in the decisions made by the CMA's Directors	8	42	32	9	8	50%	+2	+1	-4 ◆
B42 I feel that change is managed well in the CMA	29	37	22	9	32%	-2	-1	-8 ◆	
B43 When changes are made in the CMA they are usually for the better	31	39	17	8	35%	+5 ◆	+2 ◆	-5 ◆	
B44 The CMA keeps me informed about matters that affect me	10	49	23	12	7	59%	-3 ◆	+1	-6 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	5	31	30	22	12	36%	-3 ◆	-3 ◆	-12 ◆
B46 I think it is safe to challenge the way things are done in the CMA	7	35	30	17	12	42%	-2	-4 ◆	-11 ◆



## 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 CS2017	Difference from CS High Performers
B47 I am proud when I tell others I am part of the CMA	18	46	25	7	7	65%	+4 ◆	+3 ◆	-4 ◆
B48 I would recommend the CMA as a great place to work	13	37	30	14	6	50%	+1	-5 ◆	-13 ◆
B49 I feel a strong personal attachment to the CMA	12	32	31	19	6	44%	+2	-5 ◆	-12 ◆
B50 The CMA inspires me to do the best in my job	9	36	33	15	6	45%	+1	-2 ◆	-9 ◆
B51 The CMA motivates me to help it achieve its objectives	7	36	35	16	6	43%	-1	-3 ◆	-10 ◆

### Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B52 I believe that Directors in the CMA will take action on the results from this survey	15	46	20	9	10	60%	+1	+10 ◆	+2 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	14	35	31	10	9	49%	+4 ◆	+13 ◆	+5 ◆

## 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 CS2017	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	24	55	10	9		79%	-4 ◆	-10 ◆	-12 ◆
B55 I believe I would be supported if I try a new idea, even if it may not work	11	49	21	14	5	60%	+1	-10 ◆	-15 ◆
B56 In the CMA, people are encouraged to speak up when they identify a serious policy or delivery risk	12	47	20	14	7	59%	New	-7 ◆	-12 ◆
B57 I feel able to challenge inappropriate behaviour in the workplace	9	46	26	12	7	55%	New	-8 ◆	-13 ◆
B58 The CMA is committed to creating a diverse and inclusive workplace	19	52	19	6		70%	New	-3 ◆	-7 ◆

### Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B59 Directors in the CMA actively role model the behaviours set out in the Civil Service Leadership Statement	6	33	40	14	7	39%	-5 ◆	-8 ◆	-16 ◆
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	18	45	26	8		63%	+2	-2 ◆	-9 ◆

### Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	27	20	39	12		30%	New	-13 ◆	-25 ◆
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	20	29	36	12		23%	New	-14 ◆	-22 ◆

## All questions by theme

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### 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.

Question	0-4	5-6	7-8	9-10	% Positive	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	11	21	57	11	68%	+7 ◆	+2 ◆	0
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	7	21	54	17	71%	+3 ◆	0	-2 ◆
W03 Overall, how happy did you feel yesterday?	13	21	50	15	65%	+6 ◆	+2 ◆	0

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?	12	33	23	31	45%	-1	-3 ◆	-6 ◆
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## All questions by theme

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### 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 CS2017	Difference from CS High Performers
I want to leave the CMA as soon as possible		12%	-1	+4	0
I want to leave the CMA within the next 12 months		20%	-1	+5 ◆	+2 ◆
I want to stay working for the CMA for at least the next year		48%	+1	+14 ◆	+9 ◆
I want to stay working for the CMA for at least the next three years		20%	+1	-24 ◆	-32 ◆

### The Civil Service Code

Differences are based on '% Yes' score

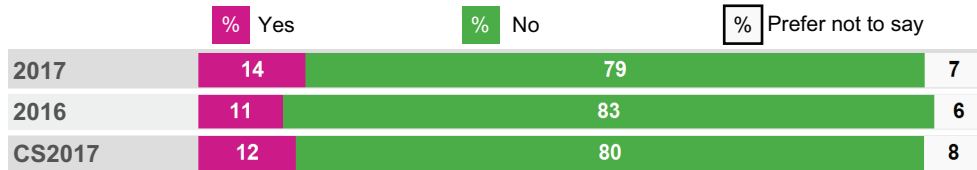
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2017	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		6	94%	+2 ◆	+2 ◆	0
D02. Are you aware of how to raise a concern under the Civil Service Code?		35	65%	+3 ◆	-3 ◆	-9 ◆
D03. Are you confident that if you raised a concern under the Civil Service Code in the CMA it would be investigated properly?		33	67%	-1	-4 ◆	-9 ◆

## All questions by theme

✦ indicates statistically significant difference from comparison  
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### Discrimination, harassment and bullying

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

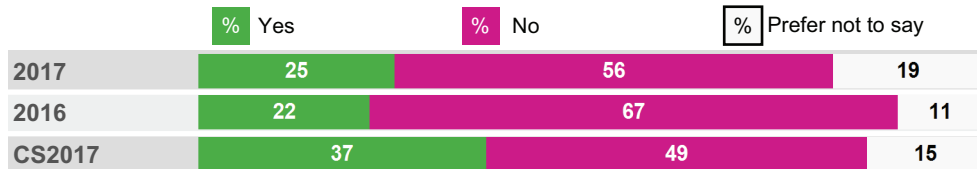


E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?



For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?



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)

	Response Count
Age	12
Caring responsibilities	--
Disability	--
Ethnic background	--
Gender	--
Gender reassignment or perceived gender	--
Grade, pay band or responsibility level	30
Main spoken/written language or language ability	--
Religion or belief	--
Sexual orientation	--
Social or educational background	13
Working location	--
Working pattern	--
Any other grounds	--
Prefer not to say	--

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)

	Response Count
A colleague	15
Your manager	13
Another manager in my part of the CMA	27
Someone you manage	--
Someone who works for another part of the CMA	--
A member of the public	--
Someone else	--
Prefer not to say	13

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

## All questions by theme

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### 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	35	48	12	5		82%	+2
F02 I feel part of my professional community	23	37	19	16		60%	+7 ◆
F03 (CCMG staff only) I know what my primary work area is (e.g. markets, mergers, antitrust etc.)	36	51	7	5		86%	+4 ◆
F04 (CCMG staff only) I feel part of my primary work area (e.g. markets, mergers, antitrust etc.)	20	46	21	10		66%	+3
F05 (CCMG staff only) I have the opportunity to develop new skills by working on different projects	21	47	18	9		69%	+3
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	21	48	18	10		69%	-3
F07 (CCMG staff only) I know how to access opportunities to develop new skills by working on different projects within the CCMG	12	52	21	13		64%	+7 ◆
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	32	33	20	10	37%	+8 ◆

## 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 <b>Theme score % positive</b> ).
Previous survey	Comparisons to the previous survey relate to the results from the 2016 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.
CS2017	The CS2017 benchmark is the median percent positive across all organisations that participated in the 2017 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 2017 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, CS2017 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 (B47-B51). 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

### Changes to theme scores in 2017

Small changes have been made to some of the headline themes in 2017. Three theme scores (Organisational objectives and purpose; Resources and workload; Leadership and managing change) are based on one fewer question in this year's survey. Previous survey scores have been recalculated on this basis, to allow for theme trend comparisons.

### Confidentiality

The survey was carried out as part of the 2017 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 fewer 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.