

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 CS2016	Difference from CS High Performers
Leadership and managing change		46%	-5 ✧	+3 ✧	-7 ✧
My work		74%	0	-1	-4 ✧
My manager		69%	+1	+1	-2 ✧
Resources and workload		74%	+1	0	-3 ✧
Organisational objectives and purpose		87%	-2 ✧	+4 ✧	-1
Pay and benefits		30%	-6 ✧	-1	-8 ✧
Learning and development		48%	+1	-2 ✧	-7 ✧
My team		78%	-1	-2 ✧	-5 ✧
Inclusion and fair treatment		75%	-3 ✧	-1	-5 ✧



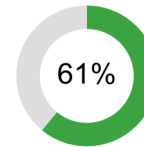
Strength of association with engagement



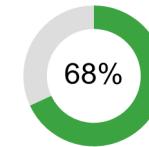
Statistically significant difference from comparison

Wellbeing

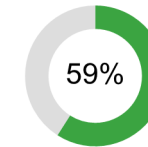
% responding positively (Answering 7,8, 9 or 10 for W01 – W03; Answering 0,1,2 or 3 for W04)



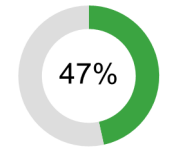
W01. Overall, how satisfied are you with your life nowadays?



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



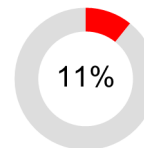
W03. Overall, how happy did you feel yesterday?



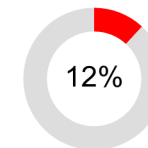
W04. Overall, how anxious did you feel yesterday?

Discrimination, bullying and harassment

% responding Yes

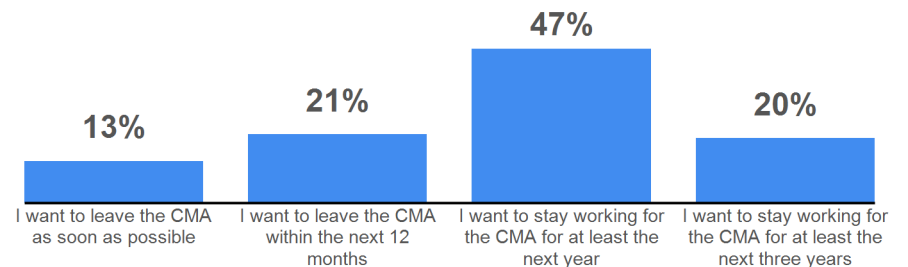


During the past 12 months have you personally experienced discrimination at work?



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

Your plans for the future



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 CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B01 I am interested in my work	39	51	5	5	0	90%	0	0	-1 ◆
B02 I am sufficiently challenged by my work	28	49	12	8	5	77%	0	-3 ◆	-6 ◆
B03 My work gives me a sense of personal accomplishment	22	52	15	9	0	74%	-1	-1	-5 ◆
B04 I feel involved in the decisions that affect my work	13	43	23	15	6	56%	-4 ◆	-1	-6 ◆
B05 I have a choice in deciding how I do my work	20	53	15	8	2	73%	+4 ◆	-1	-6 ◆

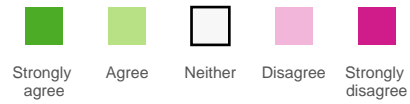
Organisational objectives and purpose

87% -2

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B06 I have a clear understanding of the CMA's purpose	40	49	6	4	0	89%	-3 ◆	+3 ◆	-1 ◆
B07 I have a clear understanding of the CMA's objectives	33	52	9	5	1	84%	-3 ◆	+4 ◆	0
B08 I understand how my work contributes to the CMA's objectives	35	52	8	5	0	87%	-1	+4 ◆	0

All questions by theme

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

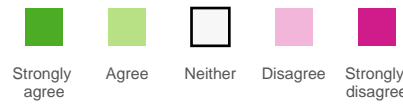
My manager

69% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B09	My manager motivates me to be more effective in my job	23	48	15	9	7	72%	+3 ◆	+3 ◆	-1
B10	My manager is considerate of my life outside work	41	42	10	7	1	84%	+2 ◆	+1	-2 ◆
B11	My manager is open to my ideas	39	44	10	7	1	84%	+1	+3 ◆	-1
B12	My manager helps me to understand how I contribute to the CMA's objectives	19	46	26	7	1	65%	+2	0	-5 ◆
B13	Overall, I have confidence in the decisions made by my manager	29	47	13	8	3	77%	-1	+3 ◆	-2 ◆
B14	My manager recognises when I have done my job well	36	44	10	8	2	79%	-1	+1	-2 ◆
B15	I receive regular feedback on my performance	19	48	16	12	5	67%	+2 ◆	+1	-2 ◆
B16	The feedback I receive helps me to improve my performance	19	43	23	11	4	62%	0	0	-4 ◆
B17	I think that my performance is evaluated fairly	19	45	20	11	6	63%	-3 ◆	0	-5 ◆
B18	Poor performance is dealt with effectively in my team	7	32	41	12	7	39%	+3 ◆	0	-3 ◆

My team

78% -1

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 CS2016	Difference from CS High Performers
B19	The people in my team can be relied upon to help when things get difficult in my job	31	51	11	7	1	83%	+2 ◆	-2 ◆	-4 ◆
B20	The people in my team work together to find ways to improve the service we provide	27	52	15	5	1	79%	-2	-3 ◆	-6 ◆
B21	The people in my team are encouraged to come up with new and better ways of doing things	25	47	17	8	3	73%	-2 ◆	-2 ◆	-6 ◆

All questions by theme

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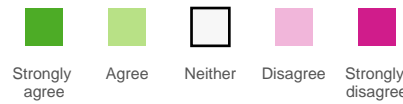
Learning and development

48% +1

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B22	I am able to access the right learning and development opportunities when I need to	11	48	22	14	6	59%	+5 ◆	-2 ◆	-9 ◆
B23	Learning and development activities I have completed in the past 12 months have helped to improve my performance	11	43	29	12	5	54%	+5 ◆	+3 ◆	-3 ◆
B24	There are opportunities for me to develop my career in the CMA	8	31	20	24	17	39%	-4 ◆	-4 ◆	-12 ◆
B25	Learning and development activities I have completed while working for the CMA are helping me to develop my career	8	32	33	18	9	40%	-1	-3 ◆	-11 ◆

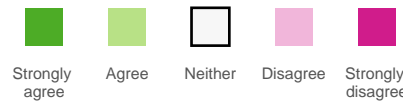
Inclusion and fair treatment

75% -3

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 CS2016	Difference from CS High Performers
B26	I am treated fairly at work	26	50	12	8	4	76%	-5 ◆	-2 ◆	-6 ◆
B27	I am treated with respect by the people I work with	32	52	7	7	1	84%	-1	0	-3 ◆
B28	I feel valued for the work I do	20	45	16	12	7	65%	-3 ◆	0	-5 ◆
B29	I think that the CMA respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)	27	46	15	6	5	73%	-4 ◆	-1	-5 ◆

All questions by theme

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^ indicates a variation in question wording from your previous survey

Resources and workload **74%** +1

Difference from previous survey: +1

Strength of association with engagement:

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B30 In my job, I am clear what is expected of me	17	63	11	8	8	80%	-1	-3 ◆	-7 ◆
B31 I get the information I need to do my job well	14	59	17	8	8	72%	+2	+3 ◆	-2 ◆
B32 I have clear work objectives	17	57	17	6	6	74%	-3 ◆	-1	-5 ◆
B33 I have the skills I need to do my job effectively	30	62	6	6	6	92%	-1	+3 ◆	+1
B34 I have the tools I need to do my job effectively	14	54	20	9	9	68%	-1	-2	-7 ◆
B35 I have an acceptable workload	10	53	17	14	6	63%	+6 ◆	+4 ◆	-2 ◆
B36 I achieve a good balance between my work life and my private life	15	52	16	12	5	67%	+4 ◆	0	-5 ◆

Pay and benefits **30%** -6

Difference from previous survey: -6

Strength of association with engagement:

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B37 I feel that my pay adequately reflects my performance	28	19	31	20	2	31%	-7 ◆	-1	-8 ◆
B38 I am satisfied with the total benefits package	30	22	27	18	3	33%	-5 ◆	-1	-8 ◆
B39 Compared to people doing a similar job in other organisations I feel my pay is reasonable	22	20	31	24	3	25%	-7 ◆	-2 ◆	-9 ◆

All questions by theme

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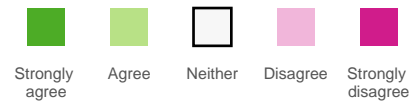
Leadership and managing change

46% -5

Difference from previous survey



Strength of association with engagement



% Positive

Difference from previous survey

Difference from CS2016

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B40	I feel that the CMA as a whole is managed well	44	27	18	8	47%	-5 ◆	+1	-11 ◆	
B41	Directors in the CMA are sufficiently visible	9	53	20	12	6	62%	-3 ◆	+7 ◆	-4 ◆
B42	I believe the actions of Directors are consistent with the CMA's values	8	44	32	10	6	52%	-5 ◆	+3 ◆	-6 ◆
B43	I believe that the Senior Executive Team has a clear vision for the future of the CMA	5	32	42	15	5	38%	-13 ◆	-5 ◆	-17 ◆
B44	Overall, I have confidence in the decisions made by the CMA's Directors	7	41	34	13	6	48%	-8 ◆	+4 ◆	-7 ◆
B45	I feel that change is managed well in the CMA	32	34	24	8	34%	-2	+5 ◆	-7 ◆	
B46	When changes are made in the CMA they are usually for the better	27	41	20	8	30%	-1	0	-8 ◆	
B47	The CMA keeps me informed about matters that affect me	6	56	22	11	62%	-5 ◆	+7 ◆	-2 ◆	
B48	I have the opportunity to contribute my views before decisions are made that affect me	35	33	18	11	39%	-1	+1	-8 ◆	
B49	I think it is safe to challenge the way things are done in the CMA	6	38	27	18	10	44%	-2	+1	-5 ◆

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 CS2016	Difference from CS High Performers
B50 I am proud when I tell others I am part of the CMA	16	45	31	5	5	61%	-7 ◆	+2 ◆	-5 ◆
B51 I would recommend the CMA as a great place to work	12	38	29	15	6	50%	-6 ◆	-1	-11 ◆
B52 I feel a strong personal attachment to the CMA	12	30	33	19	7	42%	-2	-6 ◆	-14 ◆
B53 The CMA inspires me to do the best in my job	8	36	34	17	5	44%	-5 ◆	-2 ◆	-9 ◆
B54 The CMA motivates me to help it achieve its objectives	8	36	33	18	5	44%	-3 ◆	0	-7 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B55 I believe that Directors in the CMA will take action on the results from this survey	13	46	22	12	7	59%	+1	+13 ◆	+5 ◆
B56 I believe that managers where I work will take action on the results from this survey	16	50	17	11	6	67%	+1	+11 ◆	+2 ◆
B57 Where I work, I think effective action has been taken on the results of the last survey	9	36	36	12	7	45%	+2	+10 ◆	+4 ◆

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 CS2016	Difference from CS High Performers
B58 I am trusted to carry out my job effectively	24	58	9	5		83%	0	-5 ♦	-7 ♦
B59 I believe I would be supported if I try a new idea, even if it may not work	14	46	23	12	5	60%	-3 ♦	-9 ♦	-14 ♦
B60 When I talk about the CMA I say "we" rather than "they"	27	50	11	9		77%	-2 ♦	+6 ♦	-1
B61 I have some really good friendships at work	23	45	20	8		68%	-1	-8 ♦	-12 ♦

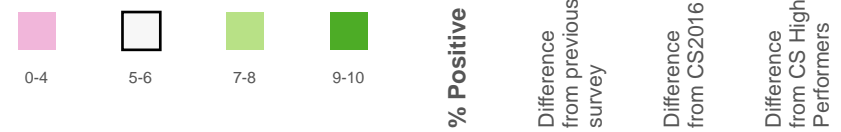
Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
B62 Directors in the CMA actively role model the behaviours set out in the Civil Service Leadership Statement	6	38	41	11	5	44%	+3 ♦	0	-6 ♦
B63 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	20	41	28	7		61%	+1	0	-6 ♦

All questions by theme

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Wellbeing



Unlike the questions B01-B63 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.

W01 Overall, how satisfied are you with your life nowadays?	13	26	51	10	61%	-8 ◆	-5 ◆	-8 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	11	21	51	17	68%	-4 ◆	-3 ◆	-6 ◆
W03 Overall, how happy did you feel yesterday?	17	24	45	14	59%	-4 ◆	-5 ◆	-7 ◆

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?	16	31	22	31	47%	+1	-3 ◆	-6 ◆
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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 CS2016	Difference from CS High Performers
I want to leave the CMA as soon as possible		13%	+4 ◇	+4	+2 ◇
I want to leave the CMA within the next 12 months		21%	0	+6 ◇	+2 ◇
I want to stay working for the CMA for at least the next year		47%	0	+14 ◇	+8 ◇
I want to stay working for the CMA for at least the next three years		20%	-4	-23 ◇	-31 ◇

The Civil Service Code

Differences are based on '% Yes' score

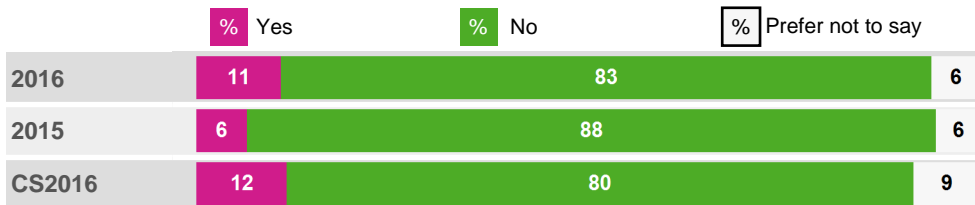
	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2016	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?		92%	+2 ◇	+1 ◇	-3 ◇	
D02. Are you aware of how to raise a concern under the Civil Service Code?		62%	+1	-5 ◇	-13 ◇	
D03. Are you confident that if you raised a concern under the Civil Service Code in the CMA it would be investigated properly?		67%	-5 ◇	0	-8 ◇	

All questions by theme

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Discrimination, harassment and bullying

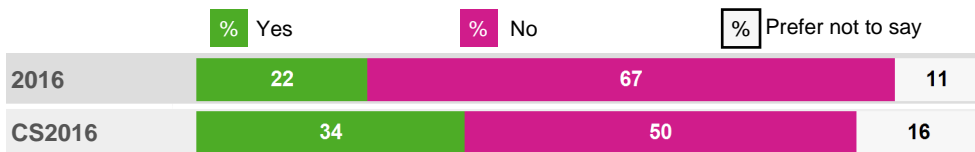
E01. During the past 12 months, have you personally experienced discrimination at work?



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)

Ground	Response Count
Age	10
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	11
Working location	--
Working pattern	11
Any other grounds	18
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)

Person	Response Count
A colleague	14
Your manager	--
Another manager in my part of the CMA	19
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	32	48	13			81%	+4 ◆
F02 I feel part of my professional community	19	34	28	14	5	53%	-1
F03 (CCMG staff only) I know what my primary work area is (e.g. markets, mergers, antitrust etc.)	29	54	9	5		82%	0
F04 (CCMG staff only) I feel part of my primary work area (e.g. markets, mergers, antitrust etc.)	21	42	21	12		63%	+4
F05 (CCMG staff only) I have the opportunity to develop new skills by working on different projects	15	51	21	8	6	66%	+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	19	53	15	9		71%	+1
F07 (CCMG staff only) I know how to access opportunities to develop new skills by working on different projects within the CCMG	10	47	22	16	5	57%	+4
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	24	35	26	11		29%	0

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 2015 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.
CS2016	The CS2016 benchmark is the median percent positive across all organisations that participated in the 2016 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 2016 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, CS2016 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 2016 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.