

**2002 Public Service  
Employee Survey**

**Results Related to the Health  
of the Merit System**

**April 2003**

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# Table of Contents

|  |     |
|--|-----|
| Results Related to the Health of the Merit System .....  | 1   |
| Next Steps .....   | 1   |
| Highlights from the 2002 Public Service Employee Survey – Results Related to the<br>Health of the Merit System ..... | 3   |
| Survey Results .....   | 3   |
| General Outcomes .....   | 4   |
| Recognition and promotion of merit in the workplace .....  | 5   |
| Careers and Career Development .....   | 6   |
| Workplace climate .....  | 8   |
| Discrimination .....   | 10  |
| APPENDIX .....   | A-1 |

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## Results Related to the Health of the Merit System

In evaluating the Public Service Commission's (PSC) role as a Central Agency the overall focus is on four main areas: fairness in selection, career opportunities and career development, discrimination and harassment, and other workplace climate issues which impact on perceptions concerning the health of the staffing system.

Overall the results are somewhat mixed. While there has been significant overall improvement in perceptions of the staffing system, there remains plenty of room for improvement.

### Next Steps

The PSC will discuss and share the results of their survey with departments, employees and other stakeholders in the merit system.

The PSC will also look at the results in the context of developing strategies to improve the health of the merit system:

- The PSC will examine the results of the survey to address issues that might be resolved solely under its jurisdiction.
- The PSC will work with unions, departments and other central agency partners responsible for staffing through the SFAAC (Survey Follow-up Action and Advisory Committee) to identify issues and develop action plans and policy initiatives at the central agency and corporate level.

In addition, the PSC will continue to examine the survey data from the perspective of the organization's ongoing role as a central agency. Future research will focus on the following:

*Organizational size as driver* The role that differences in organizational size may play in shaping employee experiences, perceptions, and expectations remains unexplored.

*Resourcing and work environment* Departments varied widely in the extent to which they are adequately resourced for their workload. There are indications that under-resourcing may be related to opportunities for career development and perceptions of the merit system.

*Circumstances associated with harassment* The rate and source of harassment reported in PSES-2002 varies by occupational group. Further inquiry into the work contexts more associated with harassment across the Public Service may help to identify effective points and types of intervention.

*Circumstances related to discrimination* Group differences in reported discrimination tend to track: perceived career opportunities, advancement, perceived obstacles to career progress, and perceived fairness in staffing and classification. The magnitude of, and basis for, this apparent relationship remains to be explored.

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## Highlights from the 2002 Public Service Employee Survey — Results Related to the Health of the Merit System

### Survey Results

- The 2002 Public Service Employee survey was sent out to over **164,000** federal employees world-wide in **68** organizations. Just over **95,000** replied, yielding a **57.8%** response rate. This is up from the 1999 return rate of **54.6%**.
- *Organizations:* Except for Revenue Canada, now Canada Customs and Revenue Agency (CCRA), the same organizations are included in 2002 survey results as in 1999. **67%** of all participating employees came from the **10** largest departments.
- *Employees:* **19%** of employees who participated have been public servants for less than 3 years (up from **12%** in 1999). The largest proportion of respondents (**37%**) work in the NCR. The majority (**84%**) were indeterminate.
- Designated employment equity groups responded at a rate comparable to their representation in the federal Public Service:
  - Women – 55%
  - Members of visible minorities – 8%
  - Persons with a disability – 5%
  - Aboriginal Peoples – 4%
- *State of analysis:* The initial survey data provided to departments and agencies do not permit demographic variables to be combined for purposes of analysis (e.g., occupational group by length of tenure or language of service). The analysis therefore is based on tabulations examining one employee characteristic at a time. In order to provide more accurate 1999-2002 comparisons the data shown below exclude CCRA from 1999 results.

**Survey Results at a Glance**

- Better response rate than 1999.
- Largest change in survey data is absence of CCRA from 2002 results and a significant increase in new employees.
- Public servants generally like where they work and feel their organizations treat them with respect.
- Employees are more confident that management will take action on problems identified in the survey than they were in 1999.

**General Outcomes**

*Satisfaction in the Workplace* Although there is considerable variation across organizations (range of 63% to 94%), in general the majority of employees across the Public Service (84%) described their organization as a good place to work (Q.88). This is up 8% from 1999. Employees similarly agreed that their organizations treat them with respect.

- The majority of occupational groups reflect this view with the following exceptions: 57% of correctional officers and 63% of foreign service officers indicated that their organization treated them with respect.
- Casual and term employees are more positive on both items than indeterminate employees.
- Persons with disabilities are generally a full 10% below the Public Service-wide result for both items, although it should be noted that 75% agreement is still a positive result.

*Confidence in management* 57% of employees believed that senior management would try to resolve concerns raised in the survey (Q.84). Though not ideal, this was a 14% improvement over 1999.

- Recent hires (<3 years Public Service experience) were more optimistic than those with more Public Service experience (67% vs 55% agree).

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## Recognition and promotion of merit in the workplace

*Merit and Fairness in Staffing* Relative to 1999, employees are slightly more likely to agree that their work unit hires people who can “do the job” (Q.64 - **80%**, **2%** improvement) and that the selection process in their work units is fair (Q.65 - **71%**, **3%** improvement). Similarly, employees were slightly more likely to perceive themselves as classified fairly (Q.5 - **53%**, **3%** improvement).

- Recent hires were more apt to be positive in their perceptions than those with 3 or more years Public Service tenure, both in the 1999 sample and in 2002. The rather modest gains made since 1999, coupled with the substantially greater presence of recent hires in the 2002 dataset (**19%** vs **12%** of the sample in 1999) suggest that apparent improvements should be interpreted cautiously for now.
- Visible minorities and persons with disabilities were less likely to perceive that their unit hires competent people (Q.64 - **74%** for each group) or selects people in a fair manner (Q.65 - **60%** for each group), and were also somewhat less likely to perceive themselves as classified fairly (Q.5 - **49%** and **46%**) respectively.
- Perceived fairness increased on these items as salary band went higher - better paid people were more likely to see themselves as classified fairly and hiring as more merit-based in their work unit. Accordingly, executives had the most positive views of staffing and classification, and employees in the operational group the most negative.

*Perceived fairness in competitions* Of those who indicated that they had applied to competitions during the preceding 3 years, the majority felt that such competitions were run fairly (Q.66 - **62%**) and had provided an opportunity for them to demonstrate their capabilities for the position (Q.67 - **67%**).

- Cynicism about the fairness of competitions increased with both departmental and Public Service tenure. Recent hires were more positive in their perceptions of how competitions were run (**70%**).
- Persons with disabilities were noticeably more negative in their responses to both of these questions (Q.66 - **52%** agree; Q.67 - **57%** agree), as were members of visible minorities (Q.66 - **53%** agree; Q.67 - **62%** agree).

In general executives were more positive on all elements of the staffing systems and access to potential career opportunities. We need to better understand the drivers behind these perceptions. Executives by the nature of their position in the hierarchical level have had more experience competing successfully in competitive processes. They are also the beneficiaries of a more structured and rigorous and therefore more objectively fair competitive processes. The



competitive processes in the executive cadre have historically been centrally managed as compared to a generally ad-hoc and laissez-faire approach at other levels in the hierarchy.

## Careers and Career Development

Employees are generally more satisfied with their careers this year than they were in 1999 (Q.89 - **78%**; up **5%**). A further **74%** of Public Service employees indicated they were satisfied with their career progress (Q.52).

- Employees were divided on the promotion opportunities afforded them in their current department (Q.46 - **49%** agree, **45%** disagree), but more positive when considering their promotion opportunities within the Public Service overall (Q.47 - **57%** agree vs **35%** disagree).
- Perceived opportunities for promotion were higher among those working in the National Capital Region (NCR) than in regional offices, both when evaluating opportunities in their department (**55%** vs **45%** agree) and at the Public Service-wide level (**65%** vs **52%**).
- Perceptions of promotion opportunities were least positive amongst persons with disabilities, both within their current department (**38%** agree) and the Public Service overall (**48%** agree).

### Career Development Highlights

- Most employees satisfied with their careers and cautiously optimistic about promotional opportunities.
- Moderate support for career development from immediate supervisor and department.
- NCR employees generally more positive concerning career opportunities and development.
- Lower salaried employees and persons with disabilities less positive.

*Support for Career Development* **60%** of public servants indicated that their organization did a good job supporting employee career development (Q.45 - up **4%** from 1999).

Employees were almost as positive (**56%** agree) about their supervisors' support for their career development (Q.44 - **4%** increase over 1999).

- Perceived departmental and supervisor support for career development was higher (**4-7%**) in the NCR than in the regions.

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- Perceived support for development declined moderately with tenure, and was highest for executives and lowest for operational and administrative support staff.
  - Persons with disabilities noted less departmental support for development than other groups (Q.44 - **43%** agree).

Employees indicated that they had opportunities to develop and apply skills needed for enhancing their careers (Q.43 - **67%** agree), although once again, both members of visible minorities (**58%**) and persons with disabilities (**53%**) were less positive.

*Barriers to Career Progress* The factor most consistently seen as a barrier to career progress was *restriction in the area of competition* (Q.53f - **46%**). Among broad occupational groups, only executives did *not* identify this as the most significant barrier. It is unclear to what extent the question was interpreted as referring to regional, organizational and/or group-based restrictions.

Factors seen as moderately or significantly slowing down career progress were:

- Lack of access to developmental opportunities (Q.53d - **39%**)
- Lack of information about job competitions (Q.53e - **37%**)
- Lack of access to learning opportunities (Q.53c - **33%**)

Executives ranked work/family conflicts (Q.53a - **36%**) as the most significant career barrier for them, noticeably higher than any of the other factors presented for consideration.

Employment equity groups members, excluding women, were more likely to rate the 8 factors listed as barriers to career progress than all others surveyed. Whereas only **12%** of the entire Public Service saw discrimination as an impediment to their career progress(Q.53h), **28%** of minority members, **27%** of those with disabilities, and **17%** of Aboriginal persons expressed this view.

Indeterminate employees were noticeably *more* likely than term employees to nominate work/family conflicts as slowing down their career (Q.53a - **29%** vs **15%**).

**Career Opportunities Highlights**

- Restriction in the area of competition is the most frequently cited career barrier. Lack of developmental and learning opportunities were also cited as important.
- Different factors were seen as important by different groups. Most factors rated as somewhat more important by under-represented groups and less important by younger recent hires.

*Dimensions of Career Development Issues* There are important demographic dimensions related to perceptions of career opportunities and career barriers.

- **48%** of those working in the NCR had received at least one promotion during the previous 3 years, compared to **30%** for those working elsewhere. Whereas **31%** of those in the NCR who had requested a developmental assignment during the previous 3 years had been denied, **47%** of those working elsewhere reported being denied an assignment.
- Across major occupational groups, executives were least likely (**19%**), and operational staff most likely (**64%**) to have been denied an assignment.
- Persons with disabilities were less likely to have received a promotion in the last 3 years than others (**30%** vs **37%**), compared to members of visible minorities (**33%**), and Aboriginal persons (**37%**). Persons with disabilities who had requested a developmental assignment in the past 3 years were more likely to have been turned down than were others (**55%** vs **40%** denied), and also compared to members of visible minorities (**52%**) and Aboriginal persons (**48%**). Women generally fared better than men, with respect to both proportion receiving a promotion (**41%** vs **32%**), and accessing assignments (**37%** denial rate vs **45%** for men).

Employees who had requested, but been denied, a developmental assignment, generally felt they had not received a reasonable explanation or justification for denial of the assignment (**22%** indicate reasonable explanation given).

## Workplace climate

Just over half of employees reported being able to complete their assigned work during regular working hours (Q.13 - **56%**, no change from 1999). The EX group was least likely (**22%**) and the Administrative Support and Operational groups were most likely (**66%** and **65%** respectively) to indicate being able to complete assigned work during normal hours.

Despite many employees feeling pressured to work longer hours, **90%** reported that their immediate supervisors (Q.90) respected the provisions of their collective agreement.

Employees in the Operational group were least likely to view supervisors or senior management as respecting their collective agreements, or committed to their health and safety.

### *Violence and harassment*

Of all employees, **2%** reported being a victim of physical violence on the job in the past 2 years (Q.56). The most common source of violence was from those for whom the employee had custodial responsibility. The majority of instances reported were from those in the CX category.

**21%** of all employees reported being harassed on the job *at least once* during the previous 2 years (Q.54). While these results are similar to those from the 1999 survey, data are not directly comparable, given changes to the question, timeframe and method used.

Just under half (**47%**) of all employees reporting harassment indicated that it had occurred only once or twice. For those who reported being harassed at least once the most commonly reported sources of harassment were those with authority over the individual (Q.55b - **76%**), coworkers (Q.55a - **67%**) and members of the public (Q.55f - **35%**).

Source and likelihood of harassment for those who reported it, depended on job factors:

- Employees who serve the public reported being harassed by members of the public more often (**49%** vs **21%**).
- Employees serving the public in two official languages were *less* likely to report harassment from the public than were those serving the public in one language (**40%** vs **55%**).
- Operational staff reported more harassment than other occupational groups (**29%** vs **20%**, respectively), with those in the CX (**38%**), NU (**36%**), SC (**34%**) and RO (**40%**) groups reporting the highest incidence of occurrence.

- Operational staff were more likely to be harassed by members of other departments and especially by those for whom they had custodial responsibility than other occupational groups. Executives were more likely to report harassment from subordinates and less likely to report it from coworkers.
- Employees in the NCR reported somewhat less harassment (**18%**) than those working in the regions (**23%**, all regions combined).

Source and likelihood of harassment also depended on employee characteristics:

- Recent hires (<3 yrs Public Service tenure) were less likely to experience harassment than employees with more tenure (Q.54 - **18%** vs **23%**).
- Persons with disabilities (**36%**), Aboriginal persons (**30%**), and members of visible minorities (**26%**) were more likely to report harassment than those who were not members of these groups (**20%**). Women were somewhat more likely to report being harassed than were men (**18%** vs **22%**).

#### **Harassment Issues Highlights**

- Greatest sources of harassment are those with authority over individuals and co-workers.
- Employees who serve the public directly or have custodial responsibilities report significant rates of harassment from those individuals.
- Higher levels of harassment reported by some employment equity and occupational groups. Lower levels reported by bilingual and francophone employees.

### **Discrimination**

Fully **17%** of employees reported being a victim of discrimination (Q.58) at least once during the previous 2 years.

Reported incidence of discrimination varied by demographic group. Those characteristics typical of more employees were cited as a basis for discrimination more often.

The most prevalent forms of discrimination were *age* (Q.60e - **6%** of all employees) and *sex* (Q.60e - **6%**).

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- **8%** of all women and **4%** of all men reported sex discrimination.
  - **10%** of those 29 years or less, and **10%** of those 55 or older reported being a victim of age discrimination, compared to **4%** of those between 30 and 54 years of age.
  - **34%** of visible minority members, **37%** of persons with disabilities, and **28%** of Aboriginal persons reported being a victim of discrimination.
  - About **13%** of visible minority employees and **20%** of Aboriginal employees reported being a victim of racial discrimination, compared to **4%** of other employees.
  - Roughly **22%** of persons with disabilities indicated they had been a victim of discrimination on the basis of a disability.

The most common source of reported discrimination was individuals with authority over the employee. This was true across all employment equity groups, occupational groups, language groups, and age groups.

Rates of reported discrimination across groups tended to track perceived and actual career mobility, perceived support for career development, perceived fairness of staffing, and degree of career satisfaction across those same groups.

- Groups which expressed lower expectations regarding promotion opportunities had higher reported rates of discrimination.
- Groups which had lower actual promotion rates during the previous 3 years and greater denial of developmental assignments reported higher rates of discrimination for that same time period.
- Groups which reported higher rates of discrimination overall were also more likely to indicate discrimination as having moderately or significantly slowed down their career progress.

#### **Discrimination Issues Highlights**

- Employment equity groups reported more discrimination, especially on account of their group membership.
- Likelihood of discrimination varied as a function of job type and context.
- Primary source of discrimination perceived to be from those in authority.
- Groups voicing most discrimination tend to be those with more career impediments.

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## APPENDIX

### Public Service 2002 Survey Snapshot of Staffing/Merit Issues

#### Explanatory Notes

- ▶ Figures shown are for 46 departments, commissions and agencies for which survey data was provided on a named-organization basis. An additional 20+ small organizations have their individual data pooled together in the survey results and are not listed here.
- ▶ Items were selected to provide a quick snapshot of staffing/merit issues in departments.
- ▶ The first table provides the 46 named organizations in alphabetical order. Numbers shown are proportions for the relevant result (e.g., .37 = 37%).
- ▶ Subsequent tables provide those same organizations and figures in order of their result for a given survey item. Based on the distribution of results across these organizations, the top (**green**) middle (**grey**) and lower (**red**) third of observed results are identified.
  - These divisions indicate approximate rank across the Public Service for a given organization, and do not necessarily indicate organizational difficulties or success for the item.
  - Figures shown do not indicate extent to which the department/agency has improved or declined since 1999 for any repeat items (Q.50, Q.64, Q.65, Q.68).
- ▶ Results for some items covary with factors such as occupational group or organizational size. For example, promotion opportunities may be constrained in small organizations, or less available for specific job types found in certain organizations. Ranking of an organization may reflect workforce makeup rather than other factors.
- ▶ Items shown vary in terms of how much they reflect occurrences within that particular organization, especially for recent hires. For example, denial of assignment or unfair competitions may have occurred outside the organization where the employee currently works.
- ▶ Care should also be taken in interpreting the meaning of figures listed here for smaller organizations where responses of a few individuals may produce several percentage points difference, particularly where an organization falls near the boundary of the upper, middle, or lower third. Results and rankings of large organizations may be treated as more reliable.
- ▶ Explanations for the derivation, and interpretation, of each statistic are provided in the item-wise tables, accompanied by Public Service-wide figures for that item.

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## Questions Examined

- Q.46:** I believe I have opportunities for promotion within my department or agency, given my education, skills, and experience. Shown: Proportion, of all reporting an opinion, who indicate agreement (**Higher is better**).
- Q.50:** In the last three years (If requested), were you denied a developmental assignment? Shown: Proportion of those who were NOT denied an assignment. (**Higher is better**).
- Q.53d:** To what extent, if at all, have any of the following adversely affected your career progress in the Public Service over the last three years? Lack of access to developmental assignments Shown: Proportion of those providing an opinion who indicate this was a moderate or significant factor (**Higher is worse**).
- Q.53f:** To what extent, if at all, have any of the following adversely affected your career progress in the Public Service over the last three years? Restriction in the area of competition Shown: Proportion of those providing an opinion who indicate this was a moderate or significant factor (**Higher is worse**).
- Q.64:** In my work unit, I believe that we hire people who can do the job. Shown: Proportion of those providing an opinion who either mostly or strongly agree with the statement (**Higher is better**).
- Q.65:** In my work unit, the process of selecting a person for a position is done fairly. Shown: Proportion of those expressing an opinion who either mostly or strongly agree with the statement (**Higher is better**).
- Q.66:** When I was a candidate in competitions during the past three years, I found that the competitions were run in a fair manner. Shown: Proportion of those who indicated having applied to competitions during past 3 years (**Higher is better**).
- Q.67:** When I was a candidate in competitions during the past three years, I had the opportunity to demonstrate my capabilities for the position. Shown: Proportion of those who indicated having applied to competitions during past 3 years (**Higher is better**).
- Q.68:** In the past three years, how many promotions have you had? Shown: Proportion having had at least one promotion during the past three years (**Higher is more promotions**).



| Public Service 2002 Survey Snapshot of Staffing/Merit Issues -<br>Department | Q.46       | Q.50       | Q.53D      | Q.53F      | Q.64       | Q.65       | Q.66       | Q.67       | Q.68       |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>Public Service-wide</b>   | <b>.53</b> | <b>.59</b> | <b>.43</b> | <b>.48</b> | <b>.80</b> | <b>.70</b> | <b>.62</b> | <b>.67</b> | <b>.37</b> |
| Agriculture and Agri-Food Canada   | .44        | .57        | .43        | .49        | .84        | .73        | .64        | .68        | .32        |
| Atlantic Canada Opportunities Agency   | .57        | .65        | .41        | .46        | .91        | .81        | .78        | .79        | .38        |
| Canadian Radio-television and Telecommunications Commission                  | .49        | .64        | .34        | .44        | .88        | .77        | .59        | .66        | .50        |
| Canadian Centre for Management Development                                   | .55        | .73        | .30        | .35        | .94        | .82        | .69        | .78        | .56        |
| Canadian Environmental Assessment Agency                                     | .40        | .72        | .33        | .46        | .88        | .86        | .80        | .93        | .51        |
| Canadian Grain Commission  | .41        | .52        | .51        | .54        | .74        | .66        | .62        | .73        | .23        |
| Canadian Heritage  | .60        | .72        | .43        | .47        | .85        | .73        | .69        | .75        | .47        |
| Canadian Human Rights Commission   | .41        | .59        | .42        | .52        | .87        | .83        | .65        | .67        | .52        |
| Canadian International Development Agency                                    | .46        | .66        | .40        | .52        | .85        | .73        | .58        | .62        | .42        |
| Canadian Space Agency  | .51        | .68        | .41        | .42        | .88        | .77        | .75        | .78        | .43        |
| Canadian Transportation Agency   | .63        | .78        | .32        | .52        | .85        | .74        | .60        | .73        | .40        |
| Citizenship and Immigration Canada   | .53        | .54        | .51        | .56        | .78        | .67        | .59        | .63        | .38        |
| Commissioner of Official Languages   | .42        | .65        | .41        | .42        | .85        | .75        | .65        | .63        | .39        |
| Communication Canada   | .50        | .61        | .47        | .52        | .83        | .72        | .70        | .79        | .58        |
| Correctional Service Canada  | .51        | .46        | .53        | .53        | .69        | .55        | .52        | .61        | .30        |
| Economic Development Agency for the Regions of Quebec                        | .63        | .88        | .36        | .46        | .90        | .77        | .66        | .70        | .43        |
| Elections Canada   | .54        | .69        | .41        | .45        | .86        | .78        | .73        | .67        | .47        |
| Environment Canada   | .54        | .62        | .42        | .45        | .87        | .80        | .71        | .76        | .35        |
| Finance Canada   | .59        | .69        | .32        | .47        | .87        | .81        | .68        | .72        | .58        |

| Public Service 2002 Survey Snapshot of Staffing/Merit Issues -<br>Department | Q.46       | Q.50       | Q.53D      | Q.53F      | Q.64       | Q.65       | Q.66       | Q.67       | Q.68       |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>Public Service-wide</b>   | <b>.53</b> | <b>.59</b> | <b>.43</b> | <b>.48</b> | <b>.80</b> | <b>.70</b> | <b>.62</b> | <b>.67</b> | <b>.37</b> |
| Fisheries and Oceans Canada  | .51        | .53        | .47        | .50        | .78        | .64        | .60        | .68        | .33        |
| Foreign Affairs and International Trade                                      | .44        | .51        | .46        | .59        | .84        | .74        | .59        | .63        | .37        |
| Health Canada  | .56        | .69        | .42        | .52        | .83        | .73        | .66        | .72        | .42        |
| Human Resources Development Canada   | .55        | .58        | .48        | .51        | .77        | .66        | .63        | .66        | .39        |
| Immigration and Refugee Board  | .43        | .53        | .51        | .61        | .75        | .67        | .58        | .64        | .42        |
| Indian and Northern Affairs Canada   | .57        | .63        | .42        | .51        | .79        | .71        | .66        | .71        | .40        |
| Industry Canada  | .54        | .67        | .40        | .53        | .83        | .72        | .62        | .69        | .41        |
| Information and Privacy Commissioner   | .53        | .64        | .36        | .44        | .92        | .85        | .74        | .79        | .57        |
| Justice Canada   | .56        | .70        | .36        | .45        | .89        | .76        | .68        | .75        | .43        |
| National Archives  | .36        | .69        | .47        | .53        | .82        | .75        | .67        | .73        | .32        |
| National Defence   | .41        | .50        | .44        | .50        | .77        | .67        | .62        | .69        | .26        |
| National Library   | .39        | .87        | .40        | .48        | .85        | .81        | .69        | .78        | .23        |
| National Parole Board  | .43        | .59        | .48        | .54        | .83        | .73        | .68        | .70        | .32        |
| Natural Resources Canada   | .48        | .61        | .40        | .47        | .87        | .77        | .65        | .72        | .34        |
| Privy Council Office   | .56        | .77        | .35        | .46        | .89        | .79        | .62        | .70        | .54        |
| Public Service Commission of Canada  | .51        | .73        | .44        | .42        | .87        | .78        | .71        | .75        | .47        |
| Public Works and Government Services Canada                                  | .57        | .62        | .39        | .48        | .81        | .72        | .66        | .71        | .40        |
| Royal Canadian Mounted Police  | .33        | .55        | .51        | .60        | .79        | .71        | .63        | .66        | .31        |
| Registry of the Federal Court of Canada                                      | .48        | .47        | .52        | .60        | .85        | .68        | .61        | .68        | .40        |

| Public Service 2002 Survey Snapshot of Staffing/Merit Issues -<br>Department | Q.46       | Q.50       | Q.53D      | Q.53F      | Q.64       | Q.65       | Q.66       | Q.67       | Q.68       |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>Public Service-wide</b>   | <b>.53</b> | <b>.59</b> | <b>.43</b> | <b>.48</b> | <b>.80</b> | <b>.70</b> | <b>.62</b> | <b>.67</b> | <b>.37</b> |
| Solicitor General Canada   | .59        | .68        | .38        | .41        | .92        | .80        | .75        | .78        | .70        |
| Statistics Canada  | .65        | .80        | .29        | .45        | .86        | .78        | .61        | .65        | .48        |
| Status of Women Canada   | .26        | .70        | .52        | .65        | .85        | .75        | .77        | .81        | .45        |
| Transport Canada   | .55        | .62        | .40        | .47        | .84        | .75        | .66        | .73        | .31        |
| Transportation Safety Board of Canada  | .36        | .44        | .53        | .54        | .86        | .82        | .70        | .84        | .36        |
| Treasury Board Secretariat   | .56        | .78        | .38        | .48        | .88        | .78        | .61        | .68        | .56        |
| Veterans Affairs Canada  | .47        | .61        | .46        | .49        | .80        | .70        | .64        | .70        | .28        |
| Western Economic Diversification Canada                                      | .43        | .62        | .47        | .57        | .86        | .78        | .73        | .73        | .39        |

**Q.46:** *I believe I have opportunities for promotion within my department or agency, given my education, skills, and experience.* **Shown:** Proportion, of all reporting an opinion, who indicate agreement (**Higher is better**). Comparable Public Service-wide result: **.53 (53%)**

**DEPARTMENT**

|  |            |
|--|------------|
| Statistics Canada  | <b>.65</b> |
| Canadian Transportation Agency;<br>Economic Development Agency for Regions of Quebec                                     | <b>.63</b> |
| Canadian Heritage  | <b>.60</b> |
| Finance Canada; Solicitor General Canada   | <b>.59</b> |
| Atlantic Canada Opportunities Agency; Indian and Northern Affairs Canada;<br>Public Works and Government Services Canada | <b>.57</b> |
| Health Canada; Justice Canada; Privy Council Office; Treasury Board Secretariat  | <b>.56</b> |
| Canadian Centre for Management Development; Human Resources Development<br>Canada; Transport Canada                      | <b>.55</b> |
| Elections Canada; Environment Canada; Industry Canada  | <b>.54</b> |
| Citizenship and Immigration Canada   | <b>.53</b> |
| Information and Privacy Commissioner   | <b>.53</b> |
| Correctional Service Canada; Canadian Space Agency;<br>Fisheries and Oceans Canada; Public Service Commission of Canada  | <b>.51</b> |
| Communication Canada   | <b>.50</b> |
| Canadian Radio-television and Telecommunications Commission  | <b>.49</b> |
| Natural Resources Canada; Registry of the Federal Court of Canada  | <b>.48</b> |
| Veterans Affairs Canada  | <b>.47</b> |
| Canadian International Development Agency  | <b>.46</b> |
| Agriculture and Agri-Food Canada; Foreign Affairs and International Trade  | <b>.44</b> |
| Immigration and Refugee Board; National Parole Board;<br>Western Economic Diversification Canada                         | <b>.43</b> |
| Commissioner of Official Languages   | <b>.42</b> |
| Canadian Grain Commission; Canadian Human Rights Commission; National<br>Defence   | <b>.41</b> |
| Canadian Environmental Assessment Agency   | <b>.40</b> |
| National Library   | <b>.39</b> |
| National Archives; Transportation Safety Board   | <b>.36</b> |
| Royal Canadian Mounted Police  | <b>.33</b> |
| Status of Women Canada   | <b>.26</b> |

**Q.50: In the last three years (if requested), were you denied a developmental assignment?**

**Show:** Proportion of those who were NOT denied an assignment (**Higher is better**).

Comparable Public Service-wide result: **.59 (59%)**

**DEPARTMENT**

|  |            |
|--|------------|
| Economic Development Agency for Regions of Quebec  | <b>.88</b> |
| National Library   | <b>.87</b> |
| Statistics Canada  | <b>.80</b> |
| Canadian Transportation Agency; Treasury Board Secretariat   | <b>.78</b> |
| Privy Council Office   | <b>.77</b> |
| Canadian Centre for Management Development; Public Service Commission of Canada  | <b>.73</b> |
| Canadian Environmental Assessment Agency; Canadian Heritage  | <b>.72</b> |
| Justice Canada; Status of Women Canada   | <b>.70</b> |
| Elections Canada; Finance Canada; Health Canada; National Archives   | <b>.69</b> |
| Canadian Space Agency; Solicitor General Canada  | <b>.68</b> |
| Industry Canada  | <b>.67</b> |
| Canadian International Development Agency  | <b>.66</b> |
| Atlantic Canada Opportunities Agency; Commissioner of Official Languages   | <b>.65</b> |
| Canadian Radio-television and Telecommunications Commission; Information and Privacy Commissioners                         | <b>.64</b> |
| Indian and Northern Affairs Canada   | <b>.63</b> |
| Environment Canada; Public Works and Government Services Canada; Transport Canada; Western Economic Diversification Canada | <b>.62</b> |
| Communication Canada; Natural Resources Canada; Veterans Affairs Canada  | <b>.61</b> |
| Canadian Human Rights Commission; National Parole Board  | <b>.59</b> |
| Human Resources Development Canada   | <b>.58</b> |
| Agriculture and Agri-Food Canada   | <b>.57</b> |
| Royal Canadian Mounted Police  | <b>.55</b> |
| Citizenship and Immigration Canada   | <b>.54</b> |
| Fisheries and Oceans Canada; Immigration and Refugee Board   | <b>.53</b> |
| Canadian Grain Commission  | <b>.52</b> |
| Foreign Affairs and International Trade  | <b>.51</b> |
| National Defence   | <b>.50</b> |
| Registry of the Federal Court of Canada  | <b>.47</b> |
| Correctional Service Canada  | <b>.46</b> |
| Transportation Safety Board of Canada  | <b>.44</b> |

**Q.53d: To what extent, if at all, have any of the following adversely affected your career progress in the Public Service over the last three years? Lack of access to developmental assignments** Show: Proportion of those providing an opinion who indicate that access to developmental assignments was a moderate or significant factor (**Higher is worse**).  
Comparable Public Service-wide result: **.43 (43%)**

#### DEPARTMENT

|   |            |
|---|------------|
| Correctional Service Canada; Transportation Safety Board of Canada  | <b>.53</b> |
| Registry of the Federal Court of Canada; Status of Women Canada   | <b>.52</b> |
| Canadian Grain Commission; Citizenship and Immigration Canada; Immigration and Refugee Board; Royal Canadian Mounted Police | <b>.51</b> |
| Human Resources Development Canada; National Parole Board   | <b>.48</b> |
| Communication Canada; Fisheries and Oceans Canada; National Archives; Western Economic Diversification Canada               | <b>.47</b> |
| Foreign Affairs and International Trade; Veterans Affairs Canada  | <b>.46</b> |
| National Defence; Public Service Commission of Canada   | <b>.44</b> |
| Agriculture and Agri-Food Canada; Canadian Heritage   | <b>.43</b> |
| Canadian Human Rights Commission; Environment Canada; Health Canada; Indian and Northern Affairs Canada                     | <b>.42</b> |
| Atlantic Canada Opportunities Agency; Canadian Space Agency; Commissioner of Official Languages; Elections Canada           | <b>.41</b> |
| Canadian International Development Agency; Industry Canada; National Library; Natural Resources Canada; Transport Canada    | <b>.40</b> |
| Public Works and Government Services Canada   | <b>.39</b> |
| Solicitor General; Treasury Board Secretariat   | <b>.38</b> |
| Justice; Economic Development Agency for the Regions of Quebec; Information and Privacy Commissioners                       | <b>.36</b> |
| Privy Council Office  | <b>.35</b> |
| Canadian Radio-television and Telecommunications Commission   | <b>.34</b> |
| Canadian Environmental Assessment Agency  | <b>.33</b> |
| Canadian Transportation Agency; Finance   | <b>.32</b> |
| Canadian Centre for Management Development  | <b>.30</b> |
| Statistics Canada   | <b>.29</b> |

**Q.53f: To what extent, if at all, have any of the following adversely affected your career progress in the Public Service over the last three years? Restriction in the area of competition.** Shown: Proportion of those providing an opinion who indicate that restriction in area of competition assignments was a moderate or significant factor (**Higher is worse**). Comparable Public Service-wide result: **.48 (48%)**

#### DEPARTMENT

|   |            |
|---|------------|
| Status of Women Canada  | <b>.65</b> |
| Immigration and Refugee Board   | <b>.61</b> |
| Royal Canadian Mounted Police; Registry of the Federal Court of Canada  | <b>.60</b> |
| Foreign Affairs and International Trade   | <b>.59</b> |
| Western Economic Diversification Canada   | <b>.57</b> |
| Citizenship and Immigration Canada  | <b>.56</b> |
| Canadian Grain Commission; National Parole Board; Transportation Safety Board   | <b>.54</b> |
| Correctional Service Canada; Industry Canada; National Archives   | <b>.53</b> |
| Canadian Human Rights Commission; Canadian International Development Agency; Canadian Transportation Agency; Communication Canada; Health Canada        | <b>.52</b> |
| Human Resources Development Canada; Indian and Northern Affairs Canada  | <b>.51</b> |
| Fisheries and Oceans Canada; National Defence   | <b>.50</b> |
| Agriculture and Agri-Food Canada; Veterans Affairs Canada   | <b>.49</b> |
| National Library; Public Works and Government Services Canada; Treasury Board Secretariat   | <b>.48</b> |
| Canadian Heritage; Finance Canada; Natural Resources Canada; Transport Canada   | <b>.47</b> |
| Atlantic Canada Opportunities Agency; Canadian Environmental Assessment Agency; Economic Development Agency for Regions of Quebec; Privy Council Office | <b>.46</b> |
| Elections Canada; Environment Canada; Justice; Statistics Canada  | <b>.45</b> |
| Canadian Radio-television and Telecommunications Commission; Offices of Information and Privacy Commissioners   | <b>.44</b> |
| Canadian Space Agency; Commissioner of Official Languages; Public Service Commission of Canada  | <b>.42</b> |
| Solicitor General Canada  | <b>.41</b> |
| Canadian Centre for Management Development  | <b>.35</b> |

**Q.64: *In my work unit, I believe that we hire people who can do the job.*** Shown: Proportion of those providing an opinion who either mostly or strongly agree with the statement (**Higher is better**). Comparable Public Service-wide result: **.80 (80%)**

**DEPARTMENT**

|   |            |
|---|------------|
| Canadian Centre for Management Development  | <b>.94</b> |
| Information and Privacy Commissioner; Solicitor General Canada  | <b>.92</b> |
| Atlantic Canada Opportunities Agency  | <b>.91</b> |
| Economic Development Agency for Regions of Quebec   | <b>.90</b> |
| Privy Council Office; Justice Canada  | <b>.89</b> |
| Canadian Environmental Assessment Agency; Canadian Radio-television and Telecommunications Commission; Canadian Space Agency; Treasury Board Secretariat  | <b>.88</b> |
| Canadian Human Rights Commission; Environment Canada; Finance Canada; Natural Resources Canada; Public Service Commission of Canada   | <b>.87</b> |
| Elections Canada; Statistics Canada; Transportation Safety Board; Western Economic Diversification Canada   | <b>.86</b> |
| Canadian Heritage; Canadian International Development Agency; Canadian Transportation Agency; Commissioner of Official Languages; National Library; Registry of the Federal Court of Canada; Status of Women Canada | <b>.85</b> |
| Agriculture and Agri-Food Canada; Foreign Affairs and International Trade; Transport Canada   | <b>.84</b> |
| Communication Canada; Health Canada; Industry Canada; National Parole Board   | <b>.83</b> |
| National Archives   | <b>.82</b> |
| Public Works and Government Services Canada   | <b>.81</b> |
| Veterans Affairs Canada   | <b>.80</b> |
| Indian and Northern Affairs Canada; Royal Canadian Mounted Police   | <b>.79</b> |
| Citizenship and Immigration Canada; Fisheries and Oceans Canada   | <b>.78</b> |
| Human Resources Development Canada; National Defence  | <b>.77</b> |
| Immigration and Refugee Board   | <b>.75</b> |
| Canadian Grain Commission   | <b>.74</b> |
| Correctional Service Canada   | <b>.69</b> |



**Q.65: In my work unit, the process of selecting a person for a position is done fairly.** Shown: Proportion of those expressing an opinion who either mostly or strongly agree with the statement (**Higher is better**). Comparable Public Service-wide result: **.70 (70%)**

**DEPARTMENT**

|   |            |
|---|------------|
| Canadian Environmental Assessment Agency  | <b>.86</b> |
| Information and Privacy Commissioner  | <b>.85</b> |
| Canadian Human Rights Commission  | <b>.83</b> |
| Canadian Centre for Management Development; Transportation Safety Board   | <b>.82</b> |
| Atlantic Canada Opportunities Agency; Finance Canada; National Library  | <b>.81</b> |
| Environment Canada; Solicitor General   | <b>.80</b> |
| Privy Council Office  | <b>.79</b> |
| Elections Canada; Public Service Commission of Canada; Statistics Canada; Treasury Board Secretariat; Western Economic Diversification Canada                   | <b>.78</b> |
| Canadian Radio-television and Telecommunications Commission; Canadian Space Agency; Economic Development Agency for Regions of Quebec; Natural Resources Canada | <b>.77</b> |
| Justice Canada  | <b>.76</b> |
| Commissioner of Official Languages; National Archives; Status of Women Canada; Transport Canada   | <b>.75</b> |
| Canadian Transportation Agency; Foreign Affairs and International Trade   | <b>.74</b> |
| Agriculture and Agri-Food Canada; Canadian Heritage; Canadian International Development Agency; Health Canada; National Parole Board                            | <b>.73</b> |
| Communication Canada; Industry Canada; Public Works and Government Services Canada  | <b>.72</b> |
| Indian and Northern Affairs Canada; Royal Canadian Mounted Police   | <b>.71</b> |
| Veterans Affairs Canada   | <b>.70</b> |
| Registry of the Federal Court of Canada   | <b>.68</b> |
| Citizenship and Immigration Canada; Immigration and Refugee Board; National Defence   | <b>.67</b> |
| Canadian Grain Commission; Human Resources Development Canada   | <b>.66</b> |
| Fisheries and Oceans Canada   | <b>.64</b> |
| Correctional Service Canada   | <b>.55</b> |

**Q.66: When I was a candidate in competitions during the past three years, I found that the competitions were run in a fair manner.** Shown: Proportion of those who indicated having applied to competitions during past 3 years (**Higher is better**).  
Comparable Public Service-wide result: **.62 (62%)**

**DEPARTMENT**

|   |            |
|---|------------|
| Canadian Environmental Assessment Agency  | <b>.80</b> |
| Atlantic Canada Opportunities Agency  | <b>.78</b> |
| Status of Women Canada  | <b>.77</b> |
| Canadian Space Agency; Solicitor General Canada   | <b>.75</b> |
| Information and Privacy Commissioner  | <b>.74</b> |
| Environment Canada; Public Service Commission of Canada; Transportation Safety Board; Western Economic Diversification Canada                                       | <b>.71</b> |
| Communication Canada; Elections Canada  | <b>.70</b> |
| Canadian Centre for Management Development; Canadian Heritage; National Library   | <b>.69</b> |
| Finance Canada; Justice Canada; National Parole Board   | <b>.68</b> |
| National Archives   | <b>.67</b> |
| Economic Development Agency for Regions of Quebec; Health Canada; Indian and Northern Affairs Canada; Public Works and Government Services Canada; Transport Canada | <b>.66</b> |
| Canadian Human Rights Commission; Commissioner of Official Languages; Natural Resources Canada  | <b>.65</b> |
| Agriculture and Agri-Food Canada; Veterans Affairs Canada   | <b>.64</b> |
| Human Resources Development Canada; Royal Canadian Mounted Police   | <b>.63</b> |
| Canadian Grain Commission; Industry Canada; National Defence; Privy Council Office  | <b>.62</b> |
| Registry of the Federal Court of Canada; Statistics Canada; Treasury Board Secretariat  | <b>.61</b> |
| Canadian Transportation Agency; Fisheries and Oceans Canada   | <b>.60</b> |
| Canadian Radio-television and Telecommunications Commission; Citizenship and Immigration Canada; Foreign Affairs and International Trade;                           | <b>.59</b> |
| Canadian International Development Agency; Immigration and Refugee Board  | <b>.58</b> |
| Correctional Service Canada   | <b>.52</b> |

**Q.67: When I was a candidate in competitions during the past three years, I had the opportunity to demonstrate my capabilities for the position. Shown: Proportion of those who indicated having applied to competitions during past 3 years (**Higher is better**).  
Comparable Public Service-wide result: **.67 (67%)****

## DEPARTMENT

|  |            |
|--|------------|
| Canadian Environmental Assessment Agency   | <b>.93</b> |
| Transportation Safety Board  | <b>.84</b> |
| Status of Women Canada   | <b>.81</b> |
| Atlantic Canada Opportunities Agency; Communication Canada; Information and Privacy Commissioner   | <b>.79</b> |
| Canadian Centre for Management Development; Canadian Space Agency; National Library; Solicitor General Canada                                    | <b>.78</b> |
| Environment Canada   | <b>.76</b> |
| Canadian Heritage; Public Service Commission of Canada   | <b>.75</b> |
| Canadian Grain Commission; Canadian Transportation Agency; Justice; National Archives; Transport Canada; Western Economic Diversification Canada | <b>.73</b> |
| Health Canada; Natural Resources Canada  | <b>.72</b> |
| Finance Canada; Indian and Northern Affairs Canada; Public Works and Government Services Canada  | <b>.71</b> |
| Economic Development Agency for the Regions of Quebec; National Parole Board; Privy Council Office; Veterans Affairs Canada                      | <b>.70</b> |
| Industry Canada; National Defence  | <b>.69</b> |
| Agriculture and Agri-Food Canada; Fisheries and Oceans Canada; Registry of the Federal Court of Canada; Treasury Board Secretariat               | <b>.68</b> |
| Canadian Human Rights Commission; Elections Canada   | <b>.67</b> |
| Canadian Radio-television and Telecommunication Commission; Human Resources Development Canada; Royal Canadian Mounted Police                    | <b>.66</b> |
| Statistics Canada  | <b>.65</b> |
| Immigration and Refugee Board  | <b>.64</b> |
| Citizenship and Immigration Canada; Commissioner of Official Languages; Foreign Affairs and International Trade                                  | <b>.63</b> |
| Canadian International Development Agency  | <b>.62</b> |
| Correctional Service Canada  | <b>.61</b> |

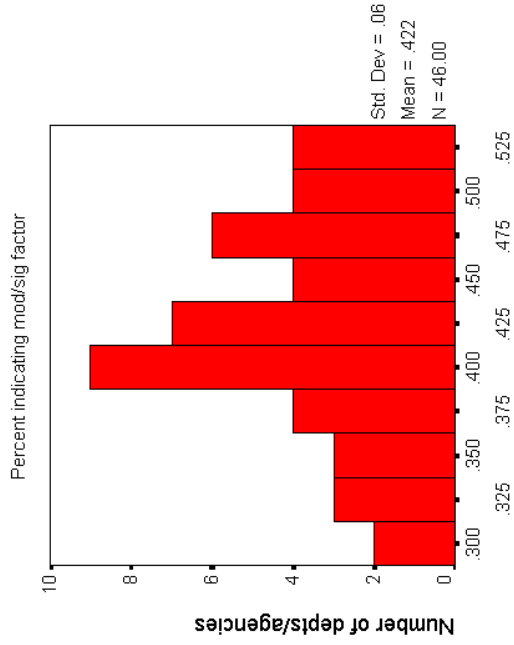
**Q.68: In the past three years, how many promotions have you had?** Shown: Proportion having had at least one promotion during the past three years (**Higher is more promotions**).  
Comparable Public Service-wide result: **.37 (37%)**

**DEPARTMENT**

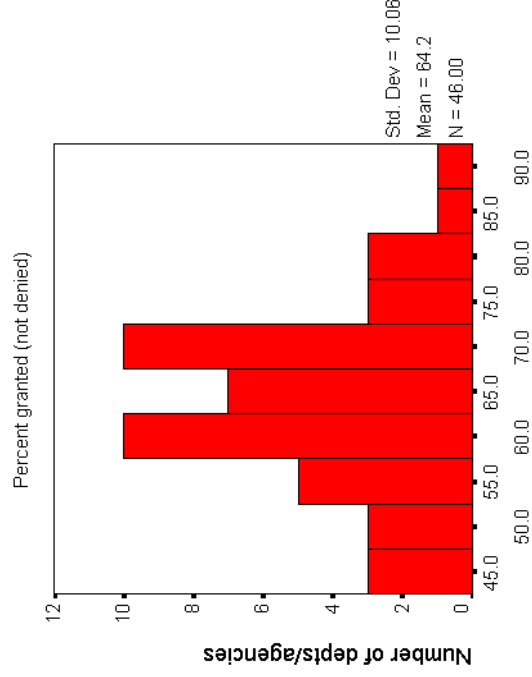
|   |            |
|---|------------|
| Solicitor General Canada  | <b>.70</b> |
| Communication Canada; Finance Canada  | <b>.58</b> |
| Information and Privacy Commissioner  | <b>.57</b> |
| Canadian Centre for Management Development; Treasury Board Secretariat  | <b>.56</b> |
| Privy Council Office  | <b>.54</b> |
| Canadian Human Rights Commission  | <b>.52</b> |
| Canadian Environmental Assessment Agency  | <b>.51</b> |
| Canadian Radio-television and Telecommunications Commission; Registry of the Federal Court of Canada            | <b>.50</b> |
| Statistics Canada   | <b>.48</b> |
| Canadian Heritage; Elections Canada; Public Service Commission of Canada  | <b>.47</b> |
| Status of Women Canada  | <b>.45</b> |
| Canadian Space Agency; Economic Development Agency for the Regions of Quebec; Justice Canada                    | <b>.43</b> |
| Canadian International Development Agency; Health Canada; Immigration and Refugee Board                         | <b>.42</b> |
| Industry Canada   | <b>.41</b> |
| Canadian Transportation Agency; Indian and Northern Affairs Canada; Public Works and Government Services Canada | <b>.40</b> |
| Commissioner of Official Languages; Human Resources Development Canada; Western Economic Diversification Canada | <b>.39</b> |
| Atlantic Canada Opportunities Agency; Citizenship and Immigration Canada  | <b>.38</b> |
| Foreign Affairs and International Trade   | <b>.37</b> |
| Transportation Safety Board   | <b>.36</b> |
| Environment Canada  | <b>.35</b> |
| Natural Resources Canada  | <b>.34</b> |
| Fisheries and Oceans Canada   | <b>.33</b> |
| Agriculture and Agri-Food Canada; National Archives; National Parole Board                                      | <b>.32</b> |
| Royal Canadian Mounted Police; Transport Canada   | <b>.31</b> |
| Correctional Service Canada   | <b>.30</b> |
| Veterans Affairs Canada   | <b>.28</b> |

|   |     |
|---|-----|
| National Defence                            | .26 |
| Canadian Grain Commission; National Library | .23 |

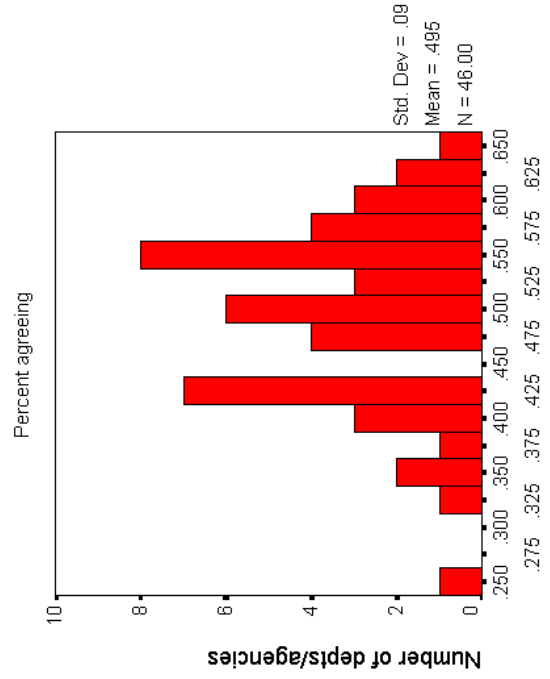
Q53d: Slower career progress due to lack of devel assignments



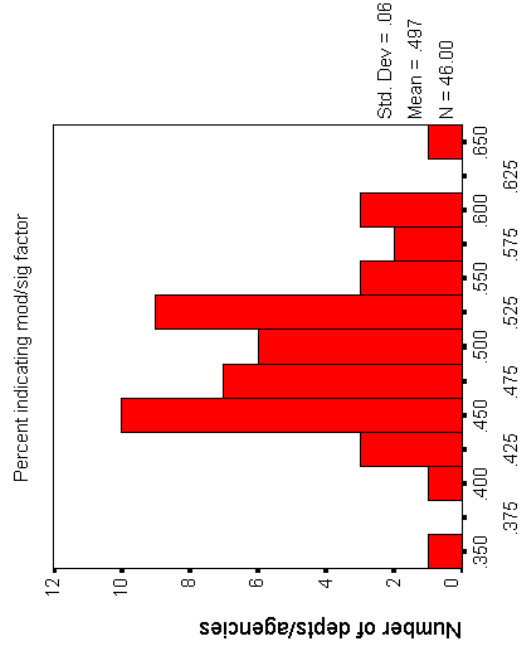
Q50: Granted assignments when requested



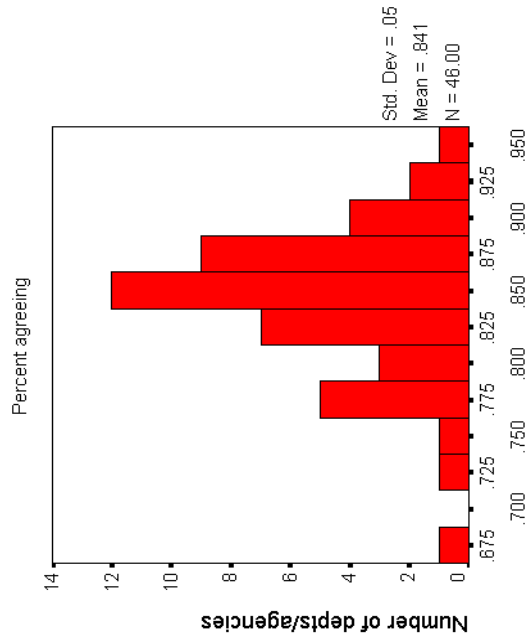
Q46: Promotion opportunities within dept/agency



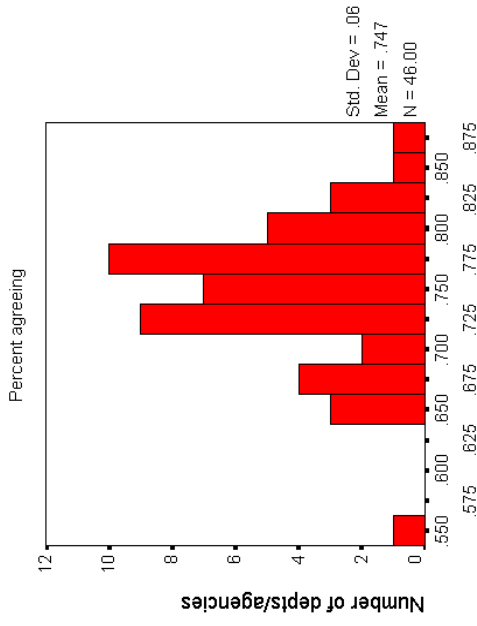
Q53f: Slower career progress due to restrictions in competitions



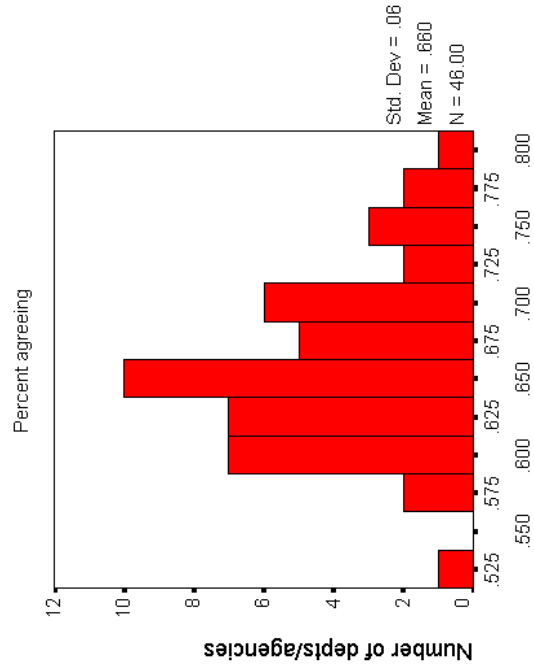
Q64: Work unit hires people who can do the job



Q65: Selection process in work unit is done fairly



Q66: Competitions (applied to) run fairly



Q67: Opportunity to show capabilities in competitions

