



Government
of Canada

Gouvernement
du Canada

2002 Public Service Employee Survey

WHAT YOU
TOLD US...

Public Service-wide
RESULTS



2002

Canada 

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WHAT YOU TOLD US...

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WHAT YOU TOLD US... ✓

Message from the President

I am pleased to present the findings of the *2002 Public Service Employee Survey*. Although the Treasury Board of Canada Secretariat commissioned the survey, the development and delivery was made possible by the dedication and effort of people from a number of departments, agencies and bargaining agents. It was a team effort in every respect.

The 2002 Survey sought employee opinion on a wide variety of issues related to organizational effectiveness, workplace well-being and service delivery. To the thousands of you who completed the questionnaire, I extend my most sincere thanks.

An important goal was to measure our progress since the first survey in 1999. I am very pleased to report that we have shown improvement in several areas. Although in some cases progress is coming in small steps, I am confident that we are moving in the right direction. The Government of Canada is committed to improving the federal public service workplace. This will benefit our employees and ultimately result in better service to Canadians.

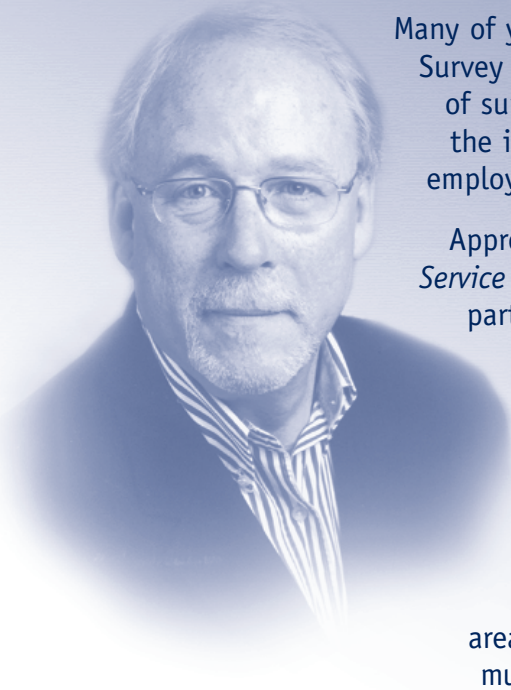
Several initiatives were launched as a result of employee feedback from the 1999 Survey. They range from a revised *Policy on the Prevention and Resolution of Harassment in the Workplace* to departmental measures on career development, official languages and service to clients. Other initiatives such as *Embracing Change*, which promotes diversity and inclusion in the public service, benefited directly from what employees told us in 1999.

Now, as we turn our attention to analyzing and taking action on the results of the *2002 Public Service Employee Survey*, I look forward to continued collaboration and partnerships between departments, agencies and bargaining agents.

“The paper version was signed by the honourable
Lucienne Robillard, President of Treasury Board of Canada”



Foreword



Many of you will remember the first Public Service Employee Survey in 1999. Our commitment to continue the process of survey feedback by way of the 2002 Survey reflects the importance placed on listening to what public service employees are saying and then acting on the findings.

Approximately 95,000 employees completed the *2002 Public Service Employee Survey*. This translates to a 57.8% participation rate, a 3.2% increase from the 54.6% of employees who responded in 1999. We view this positively because the increase in response suggests that employees value the opportunity to help improve the workplace.

For the 2002 Survey, we asked questions on a wide variety of issues. As is typically the case, the results point to areas where we are doing well, but also to areas where improvement is needed. Looking ahead, we must all work collaboratively in an ongoing effort to address the issues raised in the 2002 Survey, thereby improving the workplace and, ultimately, service to Canadians.

It is encouraging to note that we have shown improvement in a number of areas since the first survey, but we must take every step possible to keep up the momentum. Within three months, for example, I expect all employees will have participated in a meaningful dialogue on the survey at the team level. It is up to public service managers and supervisors to initiate this dialogue with their teams and with other stakeholders as appropriate such as bargaining agent representatives. Some suggestions have been prepared to help you work through this process. (See Appendix: Responding to the 2002 Public Service Employee Survey Results: Some Tips for Managers, Supervisors and Their Teams.)

For my part, I will meet with Deputy Ministers and Heads of Agencies from across the public service to discuss the survey findings at both the departmental and public service-wide level. We will address system-wide improvement goals for the next two to three years. I will keep you informed of the decisions flowing from these meetings through messages to your Departmental/Agency Survey Champion.

In closing, I would like to express my heartfelt thanks to the following members of the Interdepartmental/Union Survey Working Group who worked so diligently to develop this survey and provide support to departments and agencies throughout the exercise:

WHAT YOU TOLD US...



Members of the Interdepartmental/Union Survey Working Group

Nancy Averill, *Public Policy Forum*
Donald Bilodeau, *Indian and Northern Affairs Canada*
Sandra Brown, *Canadian Heritage*
Tom Boudreau, *Human Resources Development Canada*
Jack Cole, *Fisheries and Oceans Canada*
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Louise Henry, *Transportation Safety Board*
Graham Howell, *Treasury Board of Canada Secretariat*
James Ladouceur, *Privy Council Office*
Sylvie Lance Roussel, *Treasury Board of Canada Secretariat*
Noreen LeBlanc, *Treasury Board of Canada Secretariat*
Gary Lewis, *Environment Canada*
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Jon Peirce, *Professional Institute of the Public Service of Canada*
Eddy Ross, *Statistics Canada*
Randall Russell, *Correctional Service of Canada*
Gisèle Samson-Verreault, *Privy Council Office*
Paul Trottier, *Fisheries and Oceans Canada*
Rhonda Tsang, *Statistics Canada*
Howie West, *Public Service Alliance of Canada*

“The paper version was signed by
Jim Judd, Secretary of the Treasury Board
and Comptroller General of Canada”

THE 1999 AND 2002 PUBLIC SERVICE EMPLOYEE SURVEYS: HOW DO THE SURVEYS COMPARE?

In 1998, when work began in earnest on developing the first Public Service Employee Survey, we were aware of no other federal public service that had conducted a climate survey involving all employees. To date, as far as we know, we remain the only federal jurisdiction that conducts a survey of all employees. Accordingly, by inviting comments from all employees, the Public Service of Canada is breaking new ground.

The 1999 Survey was developed following extensive research into factors widely recognized as contributing to healthy and productive organizations. From the outset, the goal was to ask employees questions that would render a clear snapshot of the federal public service against well-regarded organizational principles and practices.

In preparing the 2002 Survey, ensuring a measurement capacity between the 1999 and the 2002 questionnaires was essential. Accordingly, key questions from the 1999 Survey are repeated word-for-word in the 2002 Survey, while some others are slightly modified. In place of certain questions from the 1999 Survey, a number of new questions have been added to enable the study of new themes and to facilitate delving more deeply into issues of concern identified in the first survey.

Readers will note in the section entitled, “Public Service-wide Results: The Numbers,” that in every instance where a question from the 1999 Survey is repeated, a side-by-side bar graph or percentages show the comparison between the 2002 and 1999 results.

In preparing the section that follows, ‘Summary of Survey Findings’, the results for questions where employees reported that they ‘mostly agree’ or ‘strongly agree’ are combined as ‘agree’. In instances where employees reported that they ‘mostly disagree’ or ‘strongly disagree’, the results are combined as ‘disagree’. In some instances, due to rounding, there is a variance of 1% between this section of the report, ‘Summary of Findings’, and the section of the report titled, ‘What You Told Us...Public Service-wide results: The Numbers’ (pg. 16).

SUMMARY OF SURVEY FINDINGS

The following is a summary of the findings of the *2002 Public Service Employee Survey*.

The purpose of this narrative section of the report is to pull together trends and key findings, and outline areas where we are doing well and areas where improvement is needed.

1 What do employees say about the nature of their work?

The first range of questions on employees' satisfaction with their work is a key indicator of workplace health. This is what employees told us.

Eighty-four per cent of employees agree that their department or agency is a good place to work (Q88), and 95% agree that they are strongly committed to making their organization successful (Q86).

Seventy-six per cent of employees agree that they can clearly explain to others the direction (for example, the vision, values or mission) of their organization (Q76), and 91% agree that they are proud of the work carried out in their work unit (Q33).

Eighty-one per cent of employees agree that in their work unit, people work cooperatively as a team (Q34). Eighty-nine per cent agree that they have the necessary materials and equipment to do the job (Q1).

Eighty-four per cent of employees agree that they have good ongoing communication with others in their organization who work on similar projects or issues (Q77), and 85% agree that people in their work unit learn from mistakes and do what it takes to correct them (Q35).

While 58% of employees say they are encouraged to always or often be innovative or to take initiative in their work (Q16), 44% indicate that they always or often have a say in decisions and actions that impact on their work, and 19% say that they rarely or never have a say in decisions and actions that impact on their work (Q18).

Employees also suggested that the quality of their work often or always suffers because of:

- constantly changing priorities - 37%;
- lack of stability in the organization - 35%;
- too many approval stages - 35%;
- unreasonable deadlines - 28%; and
- having to do the same or more work, but with fewer resources - 42% (Q12).

Twenty-six per cent of employees indicate that they have had three or more different supervisors over the past three years or less (Q31).

Sixty-seven per cent of employees agree that if they are faced with an ethical dilemma or conflict between values in the workplace, they know where they can go for help in resolving the situation (Q82); and 79% of employees agree that if faced with a health and safety issue in the workplace, they know where to go for help in resolving the situation (Q81).

2 What are employees saying about service to clients?

Regular feedback and measurement of success in meeting performance standards helps to ensure that we are providing results for Canadians.

Seventy-three per cent of employees say their work unit has clearly defined client service standards (Q72), and 69% agree that their work unit regularly applies the client service standards (Q73). A smaller number, 58%, agree that there are mechanisms in place in their work unit for linking client feedback or complaints to employees who can act on the information (Q74).

While 77% of employees agree that they have the flexibility to adapt their services to meet client needs (Q75), 31% do not agree that their work unit periodically takes time out to rethink the way it does business (Q36).

3 Workload and work-life balance: are we making progress?

Workload and work-life balance issues are persistent challenges in today's working environment.

We decided to delve more deeply into this topic in the *2002 Public Service Employee Survey* than we did in 1999. Accordingly, the Interdepartmental/Union Survey Working Group developed a number of additional questions regarding workload and work-life balance. The results are clear. Improvement is still needed.

While 87% of employees indicate that they are satisfied with their current work arrangements, (e.g. regular hours, telework, compressed work week) (Q8):

- 23% say that they feel pressured by others to work more than their regular hours (Q6);
- 17% say they can rarely or never complete their assigned workload during regular working hours; and
- 26% say they can complete their work only sometimes (Q13);
- 67% agree that they can often or always balance their personal, family and work needs in their current jobs (Q14); and
- slightly over a quarter of employees say that their career progress has been moderately or significantly affected by conflict between work and family or personal obligations (Q53).

As for the use of alternate working arrangements:

- 19% say they work a compressed work week;
- 33% work a flexible work schedule, such as variable start and end times;
- 5% telework;
- 2% are job sharing; and
- 3% report they take advantage of leave with income averaging (Q9).

4 Are the right people in the right jobs, and how are we doing in the area of retention?

One of our key goals as a public service is to ensure a healthy, supportive and challenging work environment. Accordingly, several questions asked relate to staffing and retention.

Seventy-eight per cent of employees believe that in their work unit, they hire people who can do the job (Q64), but a disappointingly high 45% of employees indicate that during the past three years, staff turnover has been a significant problem in their work unit (Q40).

In terms of departures from the public service, 29% of employees indicate they are planning to leave over the next five years (Q99). This is in line with manageable rates of attrition. It is worth noting that respondents could indicate more than one time frame and more than one reason for their departure.

Of that 29%:

- 22% (*approx. 6% of the total public service*) plan to leave within the next year;
- 41% (*approx. 12% of the total public service*) plan to leave within one to three years; and
- 51% (*approx. 15% of the total public service*) plan to leave within the next three to five years (Q100).

The following were selected most often by employees as being “very important” reasons for their intended departure from the public service:

- retirement - 57%;
- to pursue other employment opportunities - 37%; and
- health - 37% (Q101).

5 Are we creating a learning environment?

Enabling and sustaining a culture of continuous learning within the Public Service of Canada is important to an efficient, effective workforce.

While 75% of employees agree that they get the training they need to do the job (Q41) and 63% say that they are able to get on-the-job coaching to help improve the way they do their work (Q42), only 53% say their immediate supervisor helps them determine their learning needs (Q30).

Thirty-three per cent of employees indicate that, to a moderate or significant extent, lack of access to learning opportunities adversely affected their careers (Q53).

6 How well are we doing in the area of career development?

In 1999, career development was an area noted for focused action. In 2002, we probed this area more intensively.

Seventy-eight per cent of employees agree that they are satisfied with their careers in the public service (Q89), and 74% say they are moderately or significantly satisfied with their career progress in the public service (Q52). A lower percentage, 65%, agree that they have the opportunity to develop and apply the skills they need to enhance their careers (Q43).

Slightly less than 50% of employees agree that they have opportunities for promotion within their department or agency given their education, skills and experience (Q46). Less than 60% agree that they have opportunities for promotion within the public service given their education, skills and experience (Q47). Only 56% agree that their department does a good job of supporting employee career development (Q45).

Twenty-seven per cent of employees indicated that they had requested a developmental assignment within the last three years (Q49). However, 32% say that they would be reluctant to ask for a developmental opportunity, such as a secondment or new project (Q48). Of those that indicated they had requested an assignment in the last three years, 41% indicated that they had been denied the request (Q50), and of concern is the finding that only 22% of those who requested an assignment and were denied an assignment say they received a reasonable explanation or justification for the denial (Q51).

Forty per cent of employees indicate that to a moderate or significant extent, lack of access to developmental assignments adversely affected their careers (Q53).

7 Do employees believe they are treated fairly?

The Public Service of Canada places great emphasis on equal opportunity and diversity.

Overall, 89% of employees agree that in their work unit, every individual, regardless of race, colour, gender or disability would be/is accepted as an equal member of the team (Q39).

An encouraging 84% of employees agree that, overall, their organization treats them with respect (Q87), yet, less than 60% agree that they are satisfied with the way in which informal complaints on workplace issues are resolved in their work unit (Q37). Thirty-five per cent do not agree that they feel they can initiate a formal redress process (grievance, right of appeal, health and safety, etc.) without fear of reprisal (Q83).

Fifty-one per cent of employees agree that they are classified fairly (Q5). Twenty-one per cent of employees do not agree that when they were candidates in competitions during the last three years, the competitions were run in a fair manner (Q66). Nineteen per cent also do not agree that when they were candidates in competitions during the last three years, they had the opportunity to demonstrate their capabilities for the positions (Q67). Sixty-five per cent agree that in their work unit, the process of selecting a person for a position is done fairly (Q65).

Sixty-three per cent of employees agree that they feel they can claim overtime compensation (in money or in leave) for the overtime hours that they work (Q7). However, 16% of employees report that they were rarely or never compensated for overtime worked (Q15).

8 Can employees expect supportive supervision?

A key factor that contributes to employee perceptions of a healthy workplace is supportive managers and supervisors.

Seventy-eight per cent of employees say that they can count on their immediate supervisor to keep his or her promises (Q20). Seventy-seven per cent of employees also agree that their immediate supervisor understands and respects the provisions of their employees' collective agreement (Q90).

Thirty per cent of employees do not agree that they discuss with their immediate supervisor the results they are expected to achieve (Q24), and 27% do not agree that their immediate supervisor assesses their work against identified goals and objectives (Q26).

Seventy-one per cent of employees agree that they get adequate recognition from their immediate supervisor when they do a good job (Q21), while just over 50% agree that their supervisor does a good job of helping them develop their career (Q44).

Thirty per cent of employees disagree that they receive useful feedback from their immediate supervisor on their job performance (Q19). Twenty per cent disagree that their supervisor distributes work fairly (Q28), and 25% do not agree that their supervisors keep them informed about issues affecting their work (Q22).

Seventy-eight per cent of employees agree that if they were to suggest ways to improve how things were done, their immediate supervisor would take them seriously (Q27), yet 20% say they do not feel they can disagree with their immediate supervisor on work-related issues without fear of reprisal (Q25).

Only 16% of employees do not agree that their immediate supervisor supports the use of flexible working arrangements, subject to operational requirements (Q29).

9 How do employees perceive senior management in some key areas?

In 1999, only 37% of employees believed senior management would try to resolve concerns raised in the first Public Service Employee Survey. It is encouraging to note that, in 2002, the number has risen to 50% (Q84).

Nevertheless, only 36% of employees believe that senior management has made progress toward resolving the issues raised in the 1999 Survey (Q85). Clearly, more sustained management action is required in order to demonstrate to employees that practical survey follow-up is a priority.

Seventy-three per cent of employees agree that senior managers respect the provisions of their employees' collective agreements (Q91). Sixty per cent agree that senior management actively supports the use of flexible work arrangements (Q79), and 80% agree that supervisors and senior managers are committed to ensuring occupational health and safety (Q80).

Forty-two per cent of employees do not agree that senior management does a good job of sharing information (Q78).

With regard to labour management relations:

- 36% indicate that they do not know whether senior management in their organization engages in meaningful consultation with their union on workplace issues, and 17% do not agree that senior management in their organization engages in meaningful consultation with their union on workplace issues (Q92);
- 42% do not know whether the relationship between their union and senior management is highly productive, and less than 29% agree that the relationship between their union and senior management is highly productive (Q93); and
- 39% do not know if the relationship between their union and Treasury Board of Canada Secretariat is highly productive, and 31% do not agree that the relationship between their union and the Treasury Board of Canada Secretariat is highly productive (Q94).

10 Do employees encounter harassment and discrimination in the workplace?

According to the results of the 1999 Survey, 18% of employees said they had experienced discrimination and 20% experienced harassment.

Regrettably, harassment and discrimination are still reported as sources of concern. Twenty-one per cent of employees report they have personally been the victims of harassment on the job over the past two years (Q54), and 17% report they have personally been the victims of discrimination on the job in the past two years (Q58).

In response to the statement, "I am satisfied with the way in which my work unit responds to matters related to harassment and discrimination", 16% of employees disagree (Q61). Similarly, in response to the statement, "I am satisfied with the way in which my department or agency responds to matters related to harassment and discrimination", 18% disagree (Q62).

Moreover, 17% disagree with the statement, "My department or agency works hard to prevent harassment and discrimination" (Q63). Twelve per cent of employees also indicate that to a moderate or significant extent, discrimination adversely affected their careers (Q53).

11 Do we have a problem with physical violence in the workplace?

Violence in the workplace is a serious issue for any organization. In developing the 2002 Survey, the Interdepartmental/Union Survey Working Group decided to propose a proactive approach to this issue by asking employees whether or not they had been the victim of physical violence on the job, and if so, from whom (e.g., co-workers, members of the public, etc.).

Two per cent of employees indicated that within the last two years they have been the victims of physical violence on the job (Q56).

12 Do employees feel supported in regard to official languages?

The roll-up of reaction across Canada with regard to official languages shows remarkably strong and positive results which, in subsequent levels of analysis, will be broken down to take into consideration differences in bilingual and unilingual regions.

Ninety-two per cent of employees agree that the material and tools provided for work, including software and other automated tools, are available to employees in the official language of their choice (Q2).

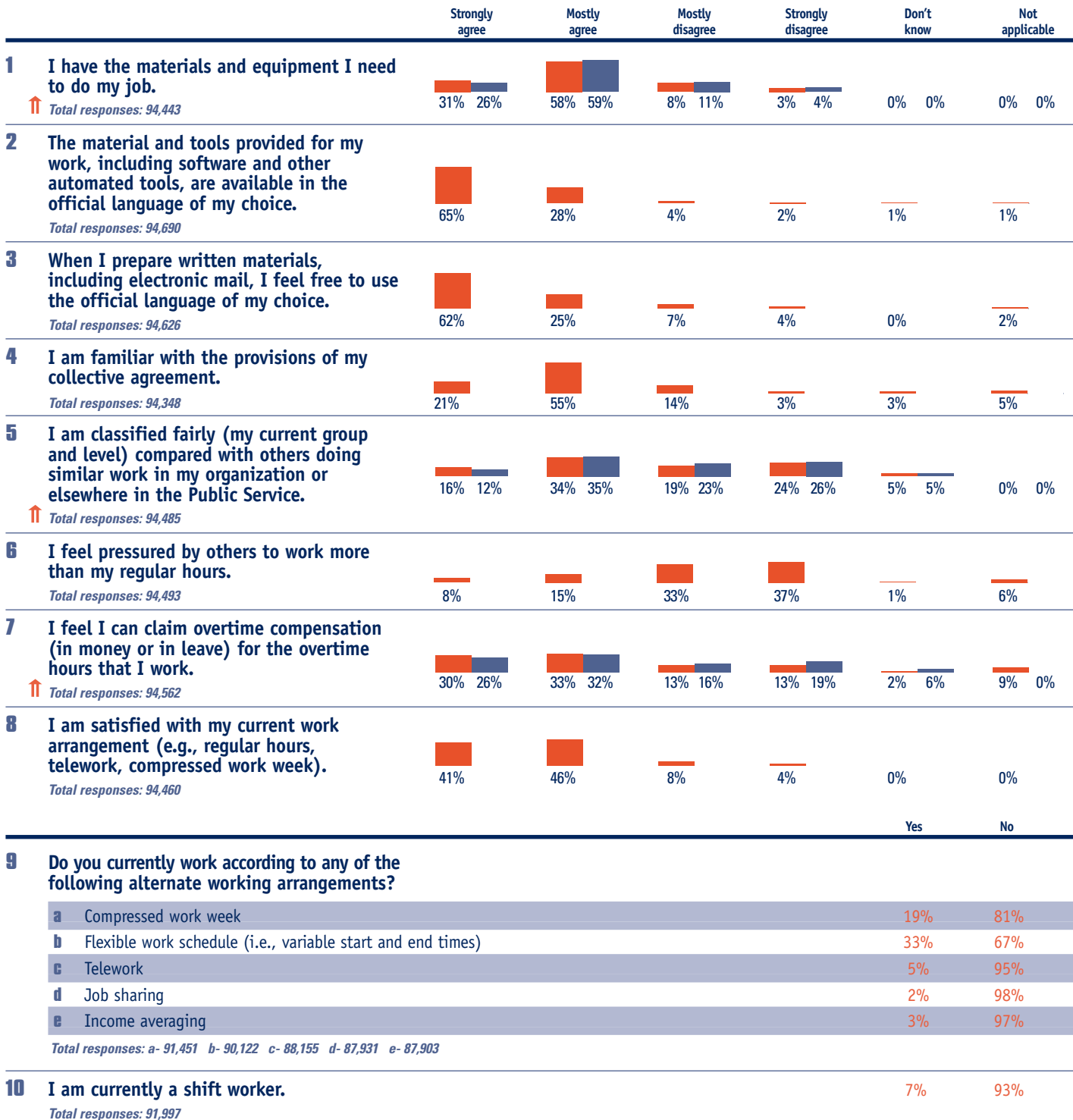
During meetings in their work units, 85% of employees feel free to use the official language of their choice (Q38). Eighty-seven per cent of employees agree that when they prepare written materials, including electronic mail, they feel free to use the official language of their choice (Q3), and 84% indicate that training offered by their department is often or always available in the official language of their choice (Q17).

Ninety per cent of employees agree that they feel free to use the official language of their choice when they communicate with their immediate supervisor (Q23). However, 16% do indicate that to a moderate or significant extent, lack of access to language training in their second official language adversely affected their careers (Q53).

**WHAT YOU
TOLD US...
Public Service-wide
RESULTS:**

The Numbers

MY JOB WORLD



Legend: ■ 2002 ■ 1999

- Due to rounding, percentage may not add to 100.
- In instances where questions are repeated from the 1999 Survey, a side-by-side bar graph or percentages show the comparison between the 2002 and 1999 results.
- In areas where the 2002 Survey results are better than in 1999, the improvement is referenced using a ↑
- In areas where the 2002 Survey results are less favourable, the decline is referenced using a ↓

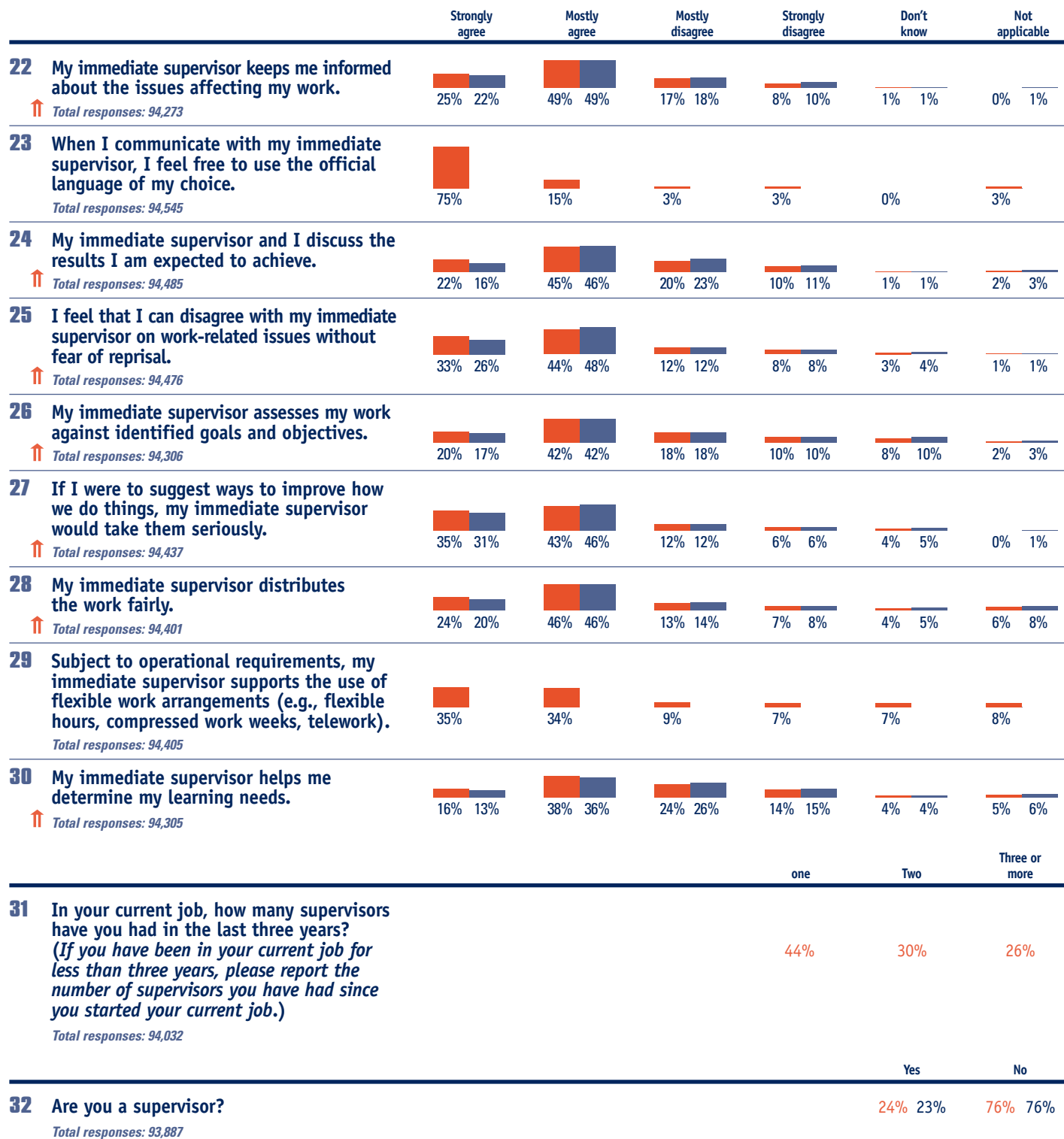


		Full-time				Part-time							
11	I am a full-time (i.e., 30 hours or more per week) or part-time worker.	96% 96%				4% 4%							
<i>Total responses: 93,792</i>													
		Always	Often	Sometimes	Rarely or never	Don't know	Not applicable						
12	I feel that the quality of my work suffers because of ...												
↑ a	constantly changing priorities	10%	12%	27%	32%	40%	39%	20%	17%	1%	1%	2%	0%
↑ b	lack of stability in the organization	12%	15%	24%	28%	34%	34%	27%	22%	2%	1%	3%	0%
c	too many approval stages	12%	12%	23%	23%	34%	35%	25%	26%	2%	3%	4%	0%
↑ d	unreasonable deadlines	7%	8%	20%	21%	39%	39%	30%	31%	1%	1%	3%	0%
↑ e	having to do the same or more work, but with fewer resources	16%	21%	26%	29%	30%	29%	23%	19%	1%	2%	3%	0%
<i>Total responses: a- 94,229 b- 94,179 c- 94,093 d- 94,147 e- 94,237</i>													
13	I can complete my assigned workload during my regular working hours.	14% 17%		42% 43%		26% 24%		17% 16%		0% 0%		1% 0%	
<i>Total responses: 94,615</i>													
14	I can balance my personal, family and work needs in my current job.	25%		43%		25%		7%		0%		1%	
<i>Total responses: 94,612</i>													
15	In the past year, I was compensated for the overtime worked (in money or in leave).	37%		13%		14%		16%		0%		20%	
<i>Total responses: 94,581</i>													
16	I am encouraged to be innovative or to take initiative in my work.	25% 16%		33% 33%		26% 31%		15% 19%		0% 0%		1% 0%	
<i>Total responses: 94,575</i>													
17	The training offered by my department is available in the official language of my choice.	67%		17%		6%		3%		4%		3%	
<i>Total responses: 94,600</i>													
18	I have a say in decisions and actions that have an impact on my work.	11% 11%		32% 33%		36% 36%		19% 20%		1% 0%		1% 0%	
<i>Total responses: 94,627</i>													

COMMUNICATION WITH MY IMMEDIATE SUPERVISOR

Your immediate supervisor is the person who evaluates your work performance.

		Strongly agree	Mostly agree	Mostly disagree	Strongly disagree	Don't know	Not applicable						
19	I receive useful feedback from my immediate supervisor on my job performance.	20% 18%		48% 43%		19% 22%		11% 13%		1% 2%		1% 1%	
<i>Total responses: 94,486</i>													
20	I can count on my immediate supervisor to keep his or her promises.	29% 27%		48% 47%		11% 12%		7% 8%		4% 5%		1% 1%	
<i>Total responses: 94,464</i>													
21	I get adequate recognition from my immediate supervisor when I do a good job.	27% 23%		45% 43%		17% 19%		9% 11%		2% 3%		1% 1%	
<i>Total responses: 94,316</i>													



Legend: ■ 2002 ■ 1999

■ Due to rounding, percentage may not add to 100.

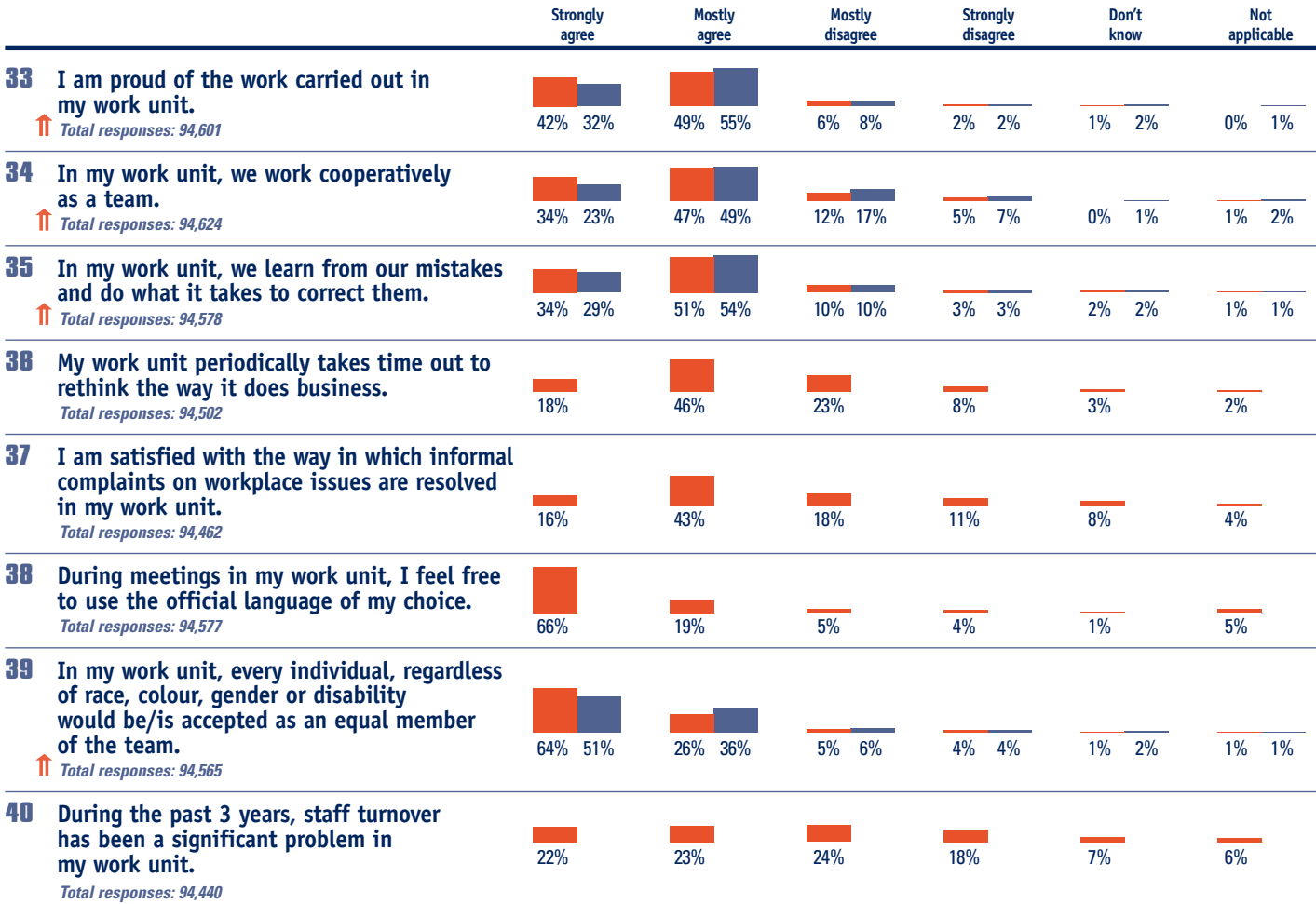
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■ In areas where the 2002 Survey results are better than in 1999, the improvement is referenced using a ↑

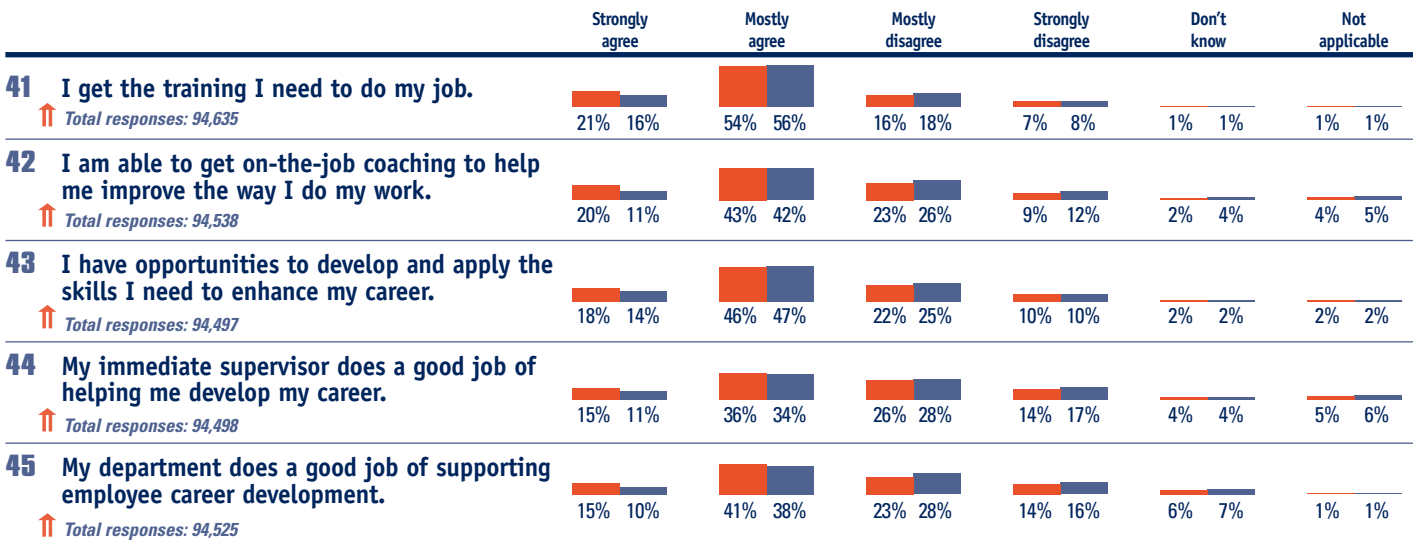
■ In areas where the 2002 Survey results are less favourable, the decline is referenced using a ↓

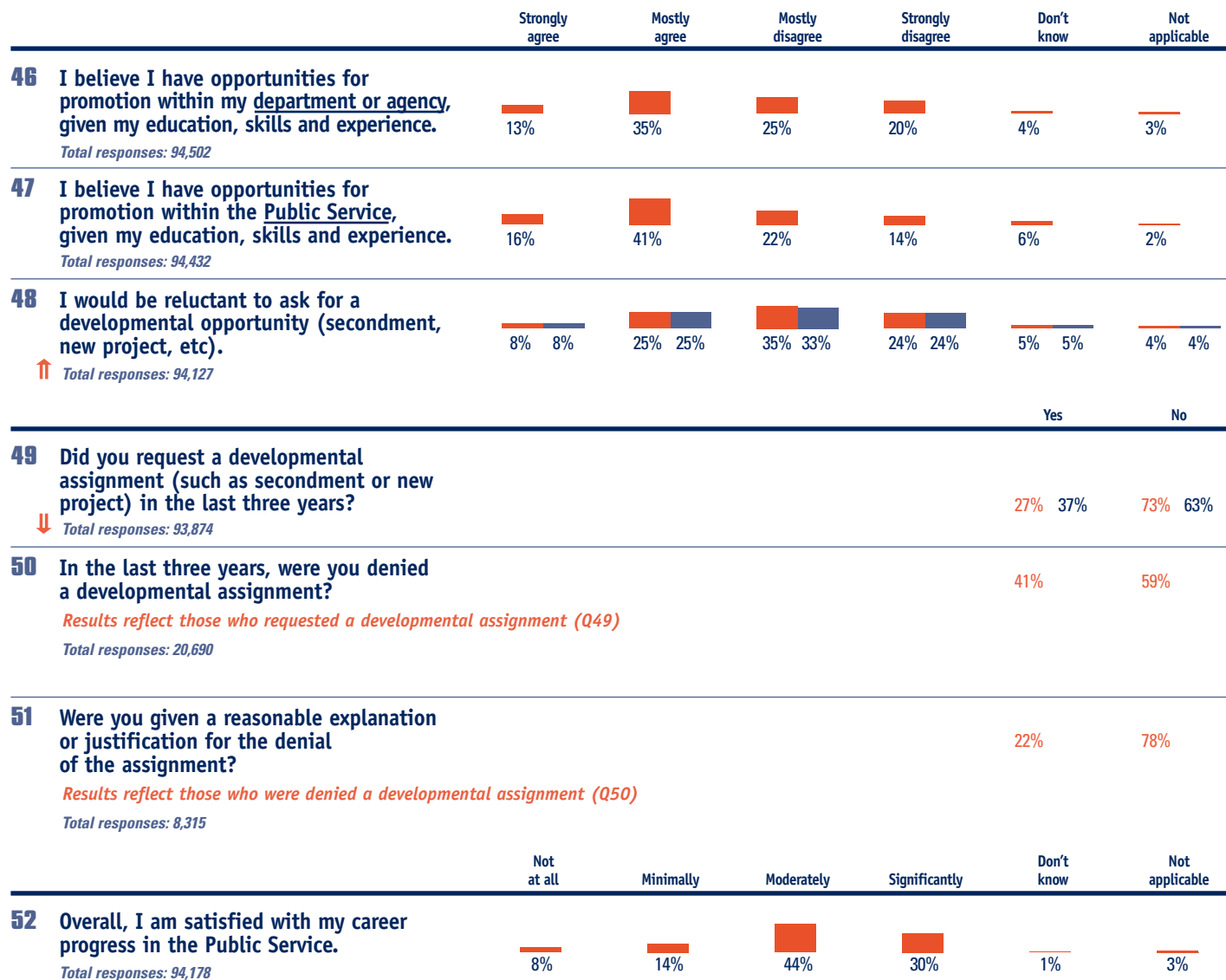
MY WORK UNIT

Your work unit includes you, your immediate supervisor and your colleagues.



MY SKILLS AND CAREER





Legend: ■ 2002 ■ 1999

- Due to rounding, percentage may not add to 100.
- In instances where questions are repeated from the 1999 Survey, a side-by-side bar graph or percentages show the comparison between the 2002 and 1999 results.
- In areas where the 2002 Survey results are better than in 1999, the improvement is referenced using a ↑
- In areas where the 2002 Survey results are less favourable, the decline is referenced using a ↓

	Not at all	Minimally	Moderately	Significantly	Don't know	Not applicable
53 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?						
a Conflict between work and family or personal obligations	42%	25%	16%	10%	1%	6%
b Lack of access to language training in my second official language	58%	14%	8%	8%	1%	12%
c Lack of access to learning opportunities	34%	28%	20%	13%	1%	5%
d Lack of access to developmental assignments	29%	22%	20%	19%	3%	7%
e Lack of information about job opportunities	31%	26%	21%	16%	1%	4%
f Restriction in the area of competitions	26%	19%	18%	28%	3%	5%
g Level of education	47%	23%	16%	9%	2%	5%
h Discrimination (See definition in question 58).	68%	10%	6%	6%	4%	7%
<i>Total responses: a- 93,689 b- 93,754 c- 93,638 d- 93,635 e- 93,697 f- 93,452 g- 93,635 h-92,626</i>						

HARASSMENT AND DISCRIMINATION

Harassment is any improper conduct by an individual, that is directed at and offensive to another person or persons in the workplace, and that the individual knew or ought reasonably to have known would cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles, or causes personal humiliation or embarrassment, and any act of intimidation or threat. It includes harassment within the meaning of the *Canadian Human Rights Act*.

	Yes	No
54 In the past two years, have you been the victim of harassment on the job?	21%	79%
<i>Total responses: 94,059</i>		

	Never	Once or twice	More than twice	Not applicable
55 From whom did you experience harassment on the job? <i>Results reflect those who answered 'yes' to Q54. Respondents could identify more than one source.</i>				
a Co-workers	32%	31%	34%	3%
b Individuals with authority over me	24%	30%	44%	2%
c Individuals working for me	50%	8%	7%	35%
d Individuals for whom I have a custodial responsibility (e.g., inmates, offenders, patients, detainees)	37%	3%	7%	53%
e Individuals from other departments or agencies	57%	12%	7%	24%
f Members of the public (individuals or organizations)	50%	15%	13%	21%
<i>Total responses: a- 17,724 b- 18,228 c- 17,041 d- 17,019 e- 17,121 f- 17,242</i>				

	Yes	No
56 In the past two years, have you been the victim of physical violence on the job?	2%	98%
<i>Total responses: 93,353</i>		

	Yes	No
57 From whom did you experience physical violence on the job?		
1 Co-workers	20%	80%
2 Individuals with authority over me	13%	87%
3 Individuals working for me	3%	97%
4 Individuals for whom I have a custodial responsibility (e.g., inmates, offenders, patients, detainees)	60%	40%
5 Individuals from other departments or agencies	4%	96%
6 Members of the public (individuals or organizations)	16%	84%

Results reflect those who answered 'yes' to Q56. Respondents could identify more than one source.

Total responses: 1,908

	Never	Once or twice	More than twice
58 Discrimination means to treat someone differently or unfairly because of a personal characteristic or distinction which, whether intentional or not, has an effect which imposes disadvantages not imposed upon others or which withholds or limits access to other members of society. There are eleven prohibited grounds under the <i>Canadian Human Rights Act</i>: race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, mental or physical disability and pardoned conviction.			
In the past two years, have you been the victim of discrimination on the job?	83%	11%	6%

Total responses: 93,946

	Yes	No
59 From whom did you experience discrimination on the job?		
1 Co-workers	35%	65%
2 Individuals with authority over me	73%	27%
3 Individuals working for me	3%	97%
4 Individuals for whom I have a custodial responsibility (e.g., inmates, offenders, patients, detainees)	4%	96%
5 Individuals from other departments or agencies	10%	90%
6 Members of the public (individuals or organizations)	9%	91%

Results reflect those who identified once or twice, more than twice in Q58. Respondents could identify more than one source.

Total responses: 15,542

	Yes	No
60 Please indicate the type of discrimination you experienced. (Mark all that apply.)		
1 Race	21%	79%
2 National or ethnic origin	19%	81%
3 Colour	10%	90%
4 Religion	4%	96%
5 Age	34%	66%
6 Sex	37%	63%
7 Marital status	6%	94%
8 Family status	11%	89%
9 Mental or physical disability	12%	88%
10 Pardoned conviction	2%	98%
11 Sexual orientation	5%	95%

Results reflect those who identified once or twice, more than twice in Q58. Respondents could identify more than one type of discrimination.

Total responses: 14,213

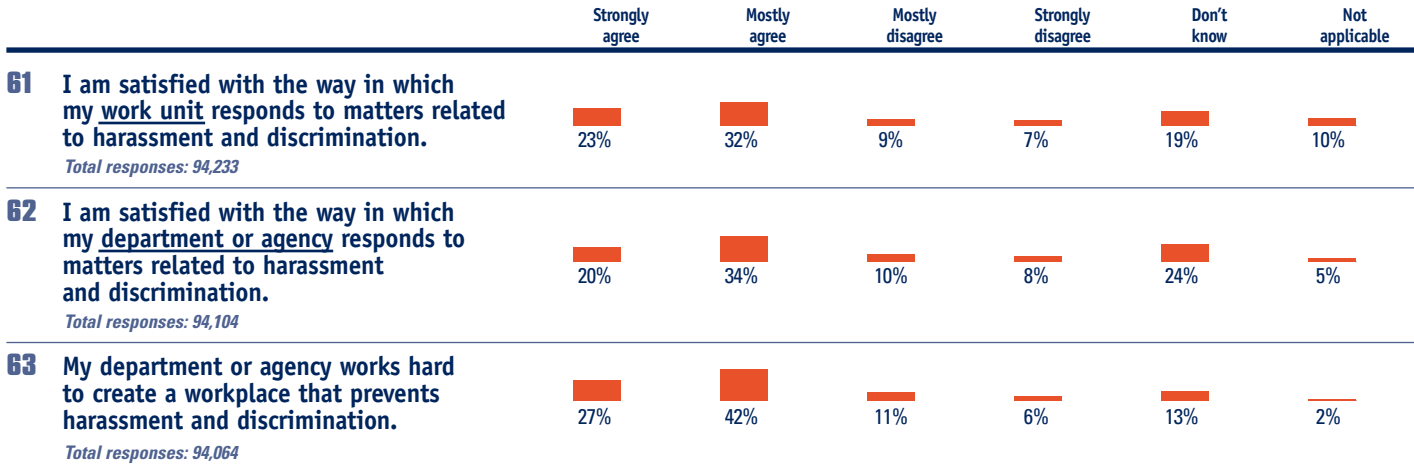
Legend: ■ 2002 ■ 1999

■ Due to rounding, percentage may not add to 100.

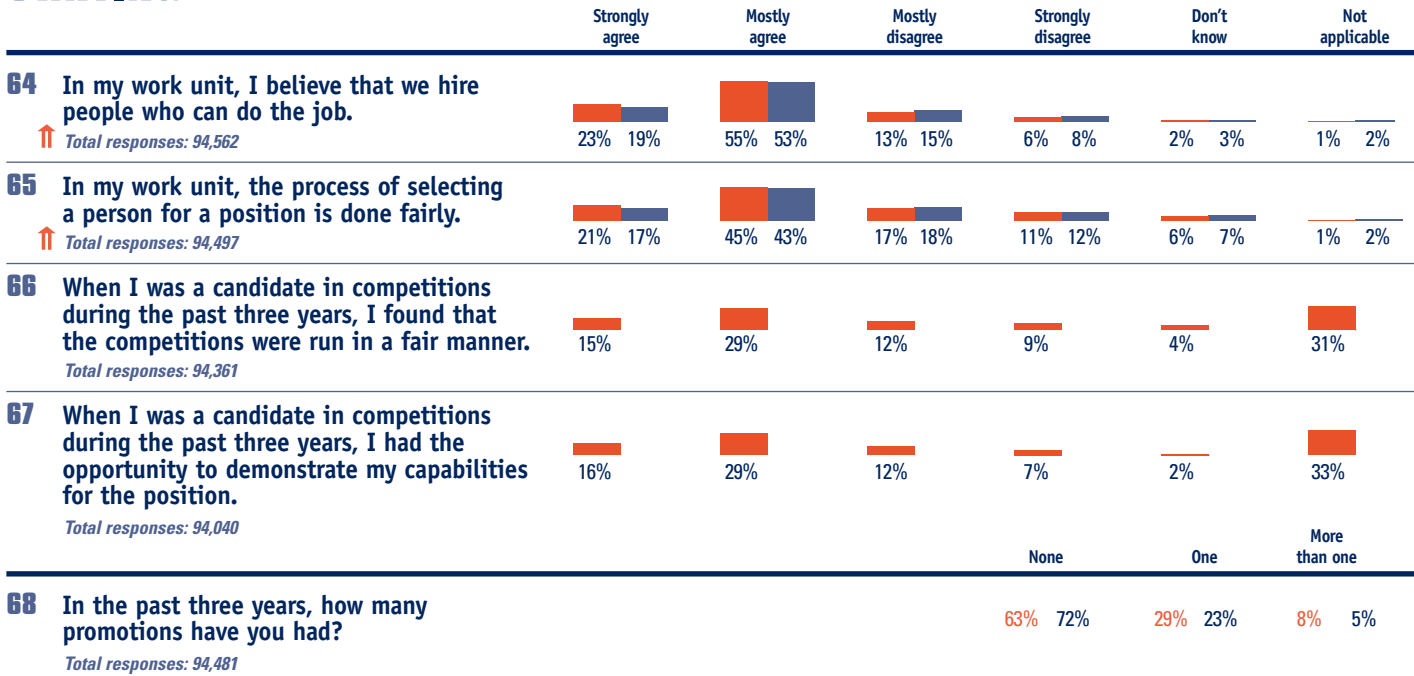
■ In instances where questions are repeated from the 1999 Survey, a side-by-side bar graph or percentages show the comparison between the 2002 and 1999 results.

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■ In areas where the 2002 Survey results are less favourable, the decline is referenced using a ↓



STAFFING



70 Indicate your occupational group using its two letter acronym (e.g., ST, AS, CR).

Group	%	Group	%	Group	%	Group	%	Group	%		
AC	.02	PS	.2	IS	.2	DE	.01	BI	.1	CM	.03
CR	.22	TI	.9	OM	.2	FR	.3	ED	.4	EL	.7
ES	.3	AI	.03	RO	.2	LI	.06	GL	.4	GT	.1
HP	.3	CX	.3	UT	.03	PC	.1	MA	.3	MM	.1
ND	.03	EX	.2	AR	.1	SE	.7	PG	.1	PI	.2
PR	.07	HS	.6	DD	.1	WP	.1	SI	.2	SR	.5
SW	.04	OE	.01	FO	.09	AU	.1	CH	.3	CO	.2
AG	.01	PY	.01	LA	.1	DS	.2	EG	.4	EN	.1
CS	.5	TR	.8	OP	.03	FS	.6	GS	.2	GX	.03
EU	.0	AO	.3	SC	.9	LS	.3	MD	.09	MT	.3
HR	.09	DA	.2	VM	.01	PE	.2	PH	.01	PM	.10
NU	.8	FI	.2	AS	.12	SG	.3	SO	.4	ST	.2

Total responses: 91,348

2002

71 Which salary range corresponds to your current annual salary?
(Please include any acting position.)

1	less than \$30,000	3%
2	\$30,000 to \$39,999	25%
3	\$40,000 to \$49,999	28%
4	\$50,000 to \$59,999	17%
5	\$60,000 to \$69,999	12%
6	\$70,000 to \$79,999	8%
7	\$80,000 to \$89,999	4%
8	\$90,000 or more	3%

Total responses: 94,243

Legend: ■ 2002 ■ 1999

■ Due to rounding, percentage may not add to 100.

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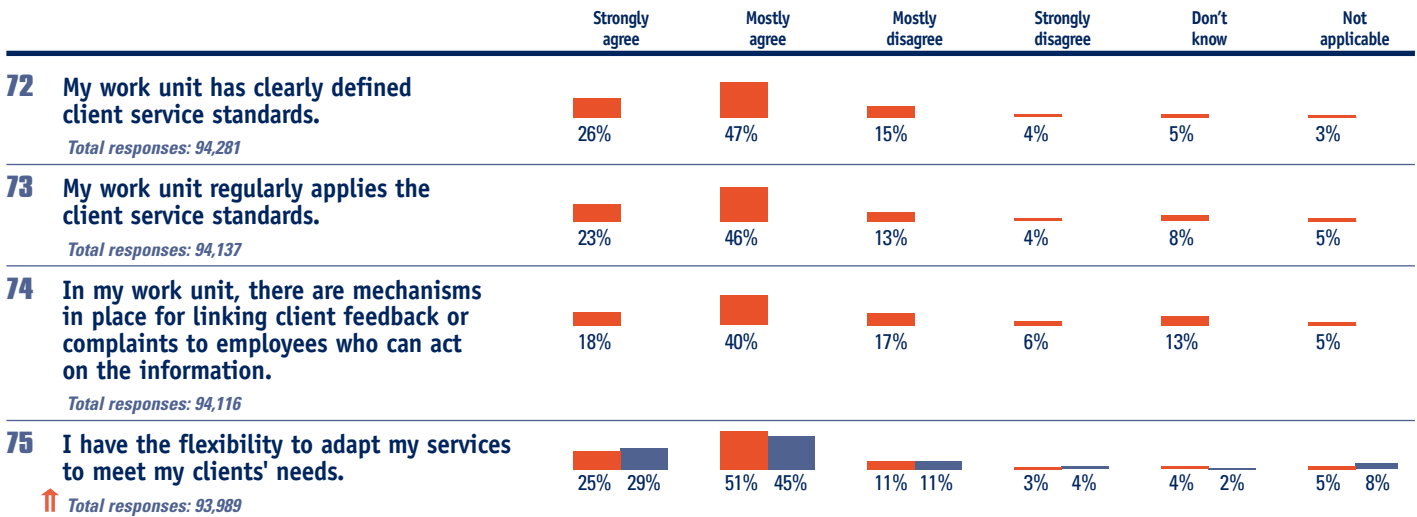
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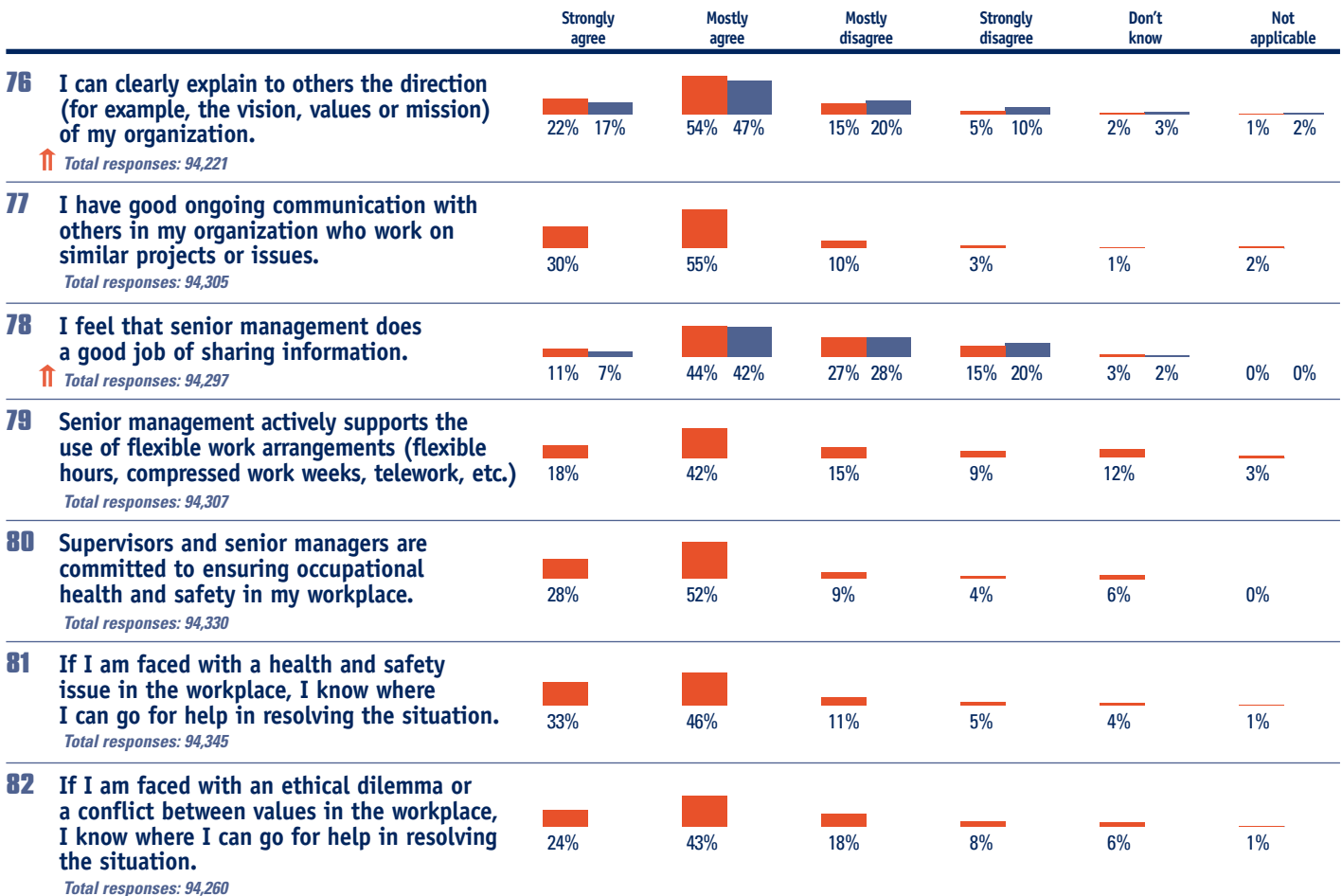


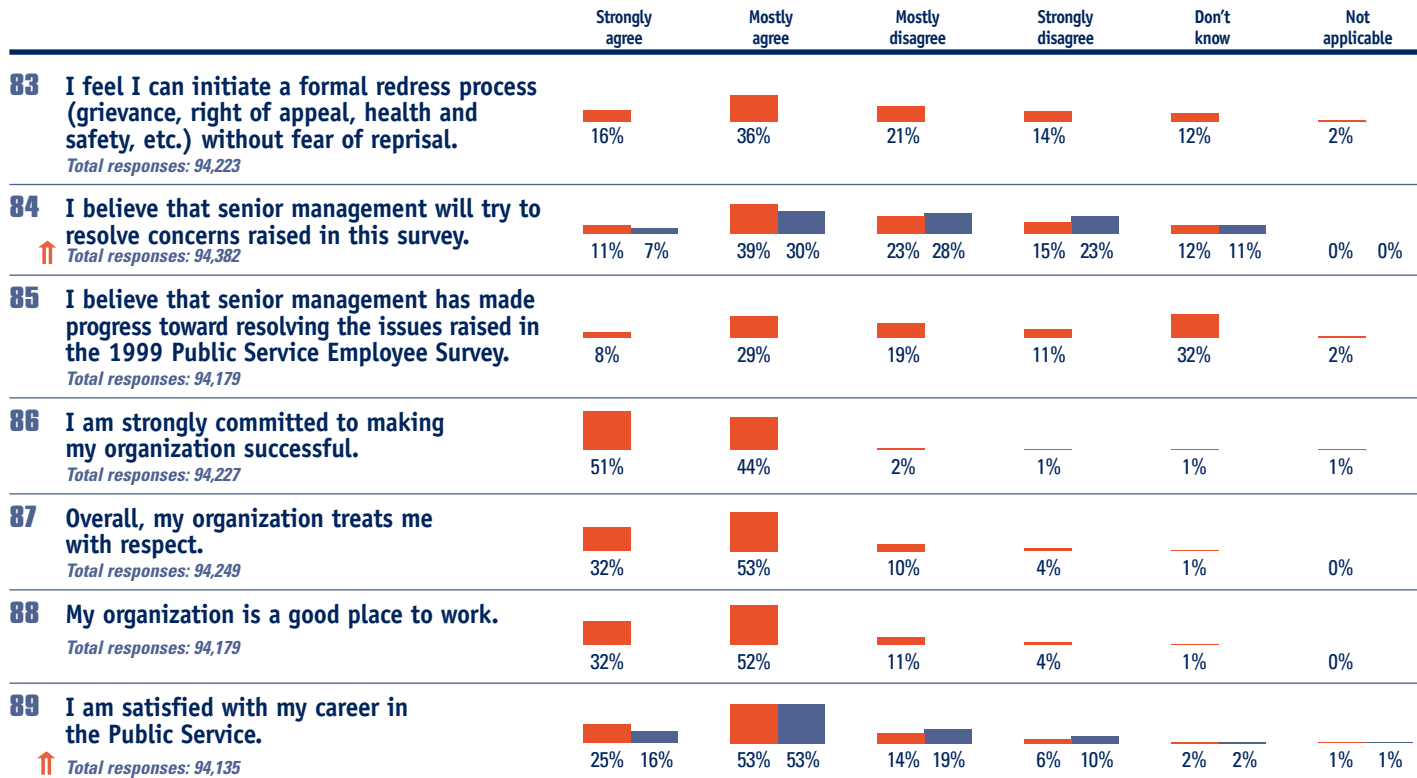
SERVICE TO CLIENTS

Every public service employee delivers goods or provides services to a client. A client could be another public service employee or a member of the Canadian public or other clients outside Canada.

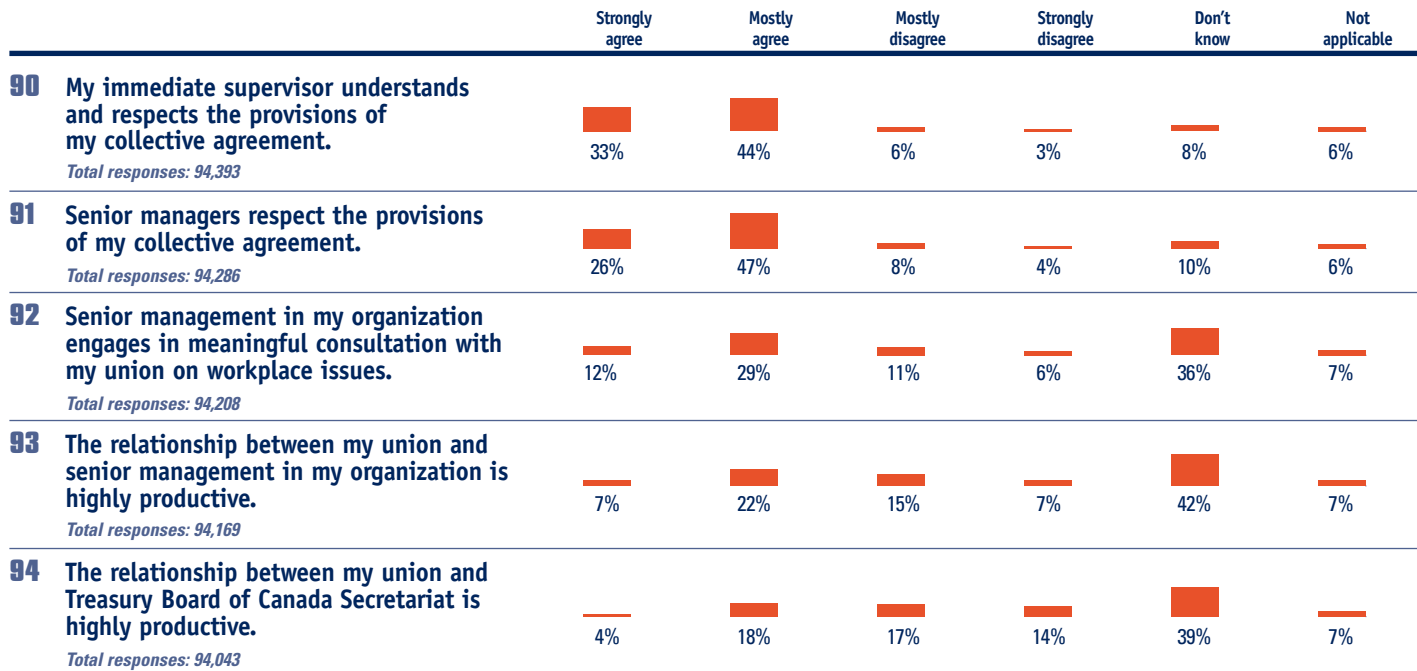


MY ORGANIZATION (DEPARTMENT OR AGENCY)





LABOUR MANAGEMENT RELATIONS



Legend: ■ 2002 ■ 1999

■ Due to rounding, percentage may not add to 100.

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GENERAL INFORMATION

		2002	1999	
95	In total, how many years have you been working for the Public Service?			
1	Less than 3 years	19%	12%	
2	3 to 10 years	22%	25%	
3	11 to 20 years	28%	34%	
4	More than 20 years	32%	29%	
<i>Total responses: 93,822</i>				
96	In total, how many years have you been working for the department or agency in which you are currently working?			
1	Less than 3 years	28%	22%	
2	3 to 10 years	27%	31%	
3	11 to 20 years	24%	28%	
4	More than 20 years	21%	18%	
<i>Total responses: 94,518</i>				
97	What is your current employee status?			
1	Indeterminate (permanent)	84%		
2	Seasonal	0.4%		
3	Term	13%		
4	Casual	2%		
5	Other (e.g., student, governor-in-council appointment, minister's exempt staff)			
<i>Total responses: 93,846</i>				
98	In which organizational unit are you currently working?	N/A	N/A	
<i>Organizational unit lists pertain only to compilation of department/agency results.</i>				
		Yes	No	
99	Are you planning to leave the Public Service within the next five years?	29%	71%	
<i>Total responses: 93,788</i>				
		Yes	No	Maybe
100	Within what time frame do you anticipate leaving the Public Service?			
a	The next year?	22% (approx. 6% of total public service)	46%	31%
b	1 to 3 years?	41% (approx. 12% of total public service)	17%	43%
c	3 to 5 years?	51% (approx. 15% of total public service)	7%	42%
<i>Results reflect those who responded "yes" to Q99. Respondents could identify more than one timeframe for their departure.</i>				
<i>Total responses: a- 13,100 b- 15,352 c- 17,744</i>				

Not at important Somewhat important Very important Not applicable

101 How important would each of the following reasons be for your departure from the Public Service?

	Not at important	Somewhat important	Very important	Not applicable
a Retirement	15%	11%	57%	17%
b Family obligations	21%	24%	30%	25%
c Return to school	33%	15%	9%	43%
d To pursue other employment opportunities	17%	22%	37%	24%
e Health (burnout, disability, etc.)	18%	24%	37%	22%
f To make better use of my training and skills	19%	20%	35%	26%
g End of contract or term of employment	18%	4%	13%	64%
h Workplace difficulties (conflict with management or colleagues, work environment, etc.)	23%	24%	25%	29%
i Workforce Adjustment Program	24%	11%	11%	55%
j Work unit transferred to private sector or other level of government	22%	10%	13%	55%

Results reflect those who responded "yes" to Q99. Respondents could identify more than one reason for their departure.

Total responses: a- 26,455 b- 24,981 c- 24,878 d- 25,194 e- 25,172 f- 25,083 g- 25,006 h- 25,082 i- 24,766 j- 24,855

2002 1999

102 What is your first official language?

1 English	67%	68%
2 French	33%	32%

Total responses: 93,371

103 What are the language requirements of your position?

1 Bilingual	42%	38%
2 Unilingual English	43%	47%
3 Unilingual French	4%	5%
4 Either English or French	11%	9%

Total responses: 94,234

Yes No

104 Do you occupy a position in which you provide services directly to the public as a regular part of your job?

46% 54%

Total responses: 94,160

Yes No

105 In which official language(s) do you provide services to the public?

1 English only	48%	54%
2 French only	4%	4%
3 Both English and French	49%	42%

Results reflect those who responded "yes" to Q104

Total responses: 42,123

Legend: ■ 2002 ■ 1999

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2002 1999

106 In which province or territory do you work? (Mark only one.)

01 Northwest Territories	0.5%	0.5%
02 Nunavut	0.1%	0.1%
03 Yukon	0.4%	0.3%
04 British Columbia	9%	9%
05 Alberta	6%	5%
06 Saskatchewan	3%	2%
07 Manitoba	4%	5%
08 National Capital Region	37%	36%
09 Ontario (excluding National Capital Region)	14%	16%
10 Quebec (excluding National Capital Region)	13%	13%
11 New Brunswick	4%	3%
12 Nova Scotia	5%	4%
13 Prince Edward Island	1%	1%
14 Newfoundland and Labrador	2%	2%
15 Outside Canada	1%	0.6%

Total responses: 93,532

107 Do you work in a designated bilingual area of Quebec or Ontario?

Results reflect those who chose 09 or 10 for Q106

1 Bilingual regions of Montréal, the Eastern Townships or the Gaspé area	29%
2 Eastern or Northern Ontario	19%
3 I do not work in one of these areas	52%

Total responses: 24,755

108 What is your age group?

1 Up to 29 years	11%	8%
2 30 to 39 years	23%	27%
3 40 to 49 years	38%	42%
4 50 to 54 years	18%	15%
5 55 years and over	10%	7%

Total responses: 94,152

109 What is your gender?

1 Male	44%	44%
2 Female	56%	55%

Total responses: 93,872

110 What is the highest level of education you have ever completed?

1 Secondary/high school graduation certificate or equivalent or less	25%
2 Diploma or certificate from a community college, CEGEP, institute of technology, nursing school, etc. or a trades certificate or diploma	29%
3 University certificate or diploma below the bachelor's level	6%
4 Bachelor's degree (e.g., BA, BSc)	24%
5 University certificate or diploma above the bachelor's level including Master's degree (e.g., MA, MSc, MEd) or professional degree (e.g., LLB, degree in medicine, dentistry, veterinary medicine or optometry [MD, DDS, DMD, DVM, OD] or earned doctorate (e.g., PhD, DSc, DEd).	16%

Total responses: 94,375

	Yes	No	
111 Do you have a professional designation (CGA, CMA, etc.)? <i>Total responses: 93,860</i>	13%	87%	
112 Are you an Aboriginal person? <i>(An Aboriginal person is a North American Indian or a member of a First Nation, a Métis or an Inuk. North American Indians or members of a First Nation include status, treaty or registered Indians, as well as non-status and non-registered Indians.)</i> <i>Total responses: 94,115</i>	4%	96%	
113 Are you a person with a disability? <i>(A person with a disability has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and considers himself or herself to be disadvantaged in employment by reason of that impairment, or believes that an employer or potential employer is likely to consider him or her to be disadvantaged in employment by reason of that impairment, and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.)</i> <i>Total responses: 94,179</i>	5%	95%	
	Yes	No	Not applicable
114 Are you provided with the accessibility tools and/or alternate media resources that are critical in the performance of your work? <i>Results reflect those who said "yes" to Q113.</i> <i>Total responses: 4,902</i>	50%	16%	34%
	Yes	No	
115 Are you a member of a visible minority group? <i>(A member of a visible minority in Canada may be defined as someone [other than an Aboriginal person] who is non-white in colour/race, regardless of place of birth. For example, Black, Chinese, Filipino, Japanese, Korean, South Asian/East Indian, Southeast Asian, non-white West Asian, North African or Arab, non-white Latin American, person of mixed origin [with one parent in one of the visible minority groups in this list], or other visible minority group.)</i> <i>Total responses: 93,638</i>	8%	92%	
116 Did you complete and return a questionnaire in the last Public Service Employee Survey (1999) <i>Total responses: 92,900</i>	65%	35%	

Legend: ■ 2002 ■ 1999

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Appendix

Responding to the 2002 Public Service Employee Survey Results: Some Tips for Managers, Supervisors and Their Teams

Survey follow-up action takes place at various levels across the public service. While all efforts are important, most employees will participate in Survey follow-up activities only at the team level. Therefore, the actions of managers and supervisors, in collaboration with their teams, are crucial to success.

The following is intended to support Public Service of Canada managers, supervisors and their teams in the important task of responding to the 2002 Survey findings. It is a short "roadmap" designed to help teams work collaboratively and take measurable steps leading to an improved workplace.

Managers and supervisors can initiate immediate action by discussing with their team the 2002 Survey results for the public service as a whole, and by subsequently talking about department/agency specific results. Depending on the size of the organization, survey data may also be available at the branch and/or division level.

Teams should ensure that improvement objectives are achievable and focused on results. Not everything needs to be done at once. If teams try to accomplish too much at once, they are likely to achieve less than they would like.

Managers, supervisors and teams should select a few key results that are important to them. They should initiate action and decide how to measure the expected results, beginning with just three or four items. When managers, supervisors and teams have succeeded in achieving some initial change, they should identify a few more required improvements and keep going.

As team members reflect on the 2002 Survey findings and discuss how to improve the workplace, there are some key questions to ask:

- 1- Where are we now as a team in reference to the survey results?
- 2- To what extent do the survey results reflect the picture of our team?
- 3- What areas should we focus on in our team to help improve our workplace?
- 4- What steps do we have to take as a team to make the changes required? What is the plan?
- 5- What other stakeholders might we need to involve (other teams, bargaining agent representatives, etc.)?
- 6- Do we need any special support or expertise to help us in this process (external consultants, internal human resources advisors and/or organization development resources)?
- 7- Who is responsible for leading/coordinating the various improvement efforts (sub-teams of employees, the manager or supervisor)?
- 8- By what date can we expect to realize the changes we need?
- 9- How will we know if we have succeeded? How will we measure our efforts?

Measuring progress

Don't wait. In a few months, think about administering a mini-survey, perhaps five or six questions, related directly to the areas your team is trying to improve.

For instance, if your team made a commitment to improve balance between work and family life, ask if things are improving. Then post the results for the team to see.

If the results are not going as expected, ask the following questions:

Questions	Yes	No
1 Did the team really have a frank discussion?	–	–
2 Did the team try different ways to ensure that everyone had a say?	–	–
3 Did all employees/team members understand?	–	–
4 Did the team involve union representatives or other stakeholders, such as clients, in the discussions?	–	–
5 Did the team set specific target dates for each improvement action?	–	–
6 Were the team's goals realistic?	–	–
7 Was someone asked to take leadership for each action item identified by the team members?	–	–
8 Was the role clearly explained to the person who agreed to take leadership for each action item?	–	–
9 Did members of the team offer to help the person who agreed to take leadership for each action item?	–	–