



# Canada Customs and Revenue Agency - 2002 Employee Survey

01

Confidential when completed

Version française disponible



## To all Canada Customs and Revenue Agency Employees:

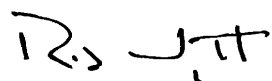
When you were invited to complete the first ever Public Service Employee Survey (PSES) in 1999, many of you took up the offer. Your input provided a wealth of information about how you viewed your work and your workplace.

Together, we have accomplished a lot since the 1999 PSES. In addition to the transition to Agency status, we have initiated many changes that continue to revitalize our organization. The 2002 survey repeats many of the same questions as the first survey, but also includes new questions on official languages, health and safety, values and ethics, retention and labour management relations. Your input will identify the areas where we have made progress and the areas where we can still improve.

I encourage you to take the time to fill out the second survey and make your voice heard. We want to know your views on your workplace in order that we can continue working together to improve it.

Your participation is voluntary, and your response will be anonymous and confidential.

Thank you for your time and participation.



**Rob Wright**  
Commissioner



**Alain Jolicoeur**  
Deputy Commissioner

## **To all Canada Customs and Revenue Agency Employees:**

All information provided to Statistics Canada through this survey is protected by law under the *Statistics Act*. No one, including your immediate supervisor, manager, director or commissioner, can access information you provide to Statistics Canada.

To ensure that your answers and your identity are protected, we have taken the following precautions:

- ◆ The survey is **ANONYMOUS**. Your name is not required.
- ◆ The data will be used only to produce statistical summaries in the form of tables and graphs.

- ◆ All tables will be verified to ensure that they do not reveal anyone's identity. If there are **not at least 5 people** with **exactly** the same characteristics for a table, the table will not be produced. You, as an individual will not be identified in any way.

Thank you for your cooperation.



**Ivan P. Fellegi**  
**Chief Statistician of Canada**



After you have completed the questionnaire, place it in the **postage-paid return envelope**, seal it and return it to Statistics Canada through internal mail or Canada Post.



For more information, visit our intranet site <http://infozone/english/r2732472/pses/default.htm> or call us free of charge at 1-866-337-3360. TTY/TDD : 1-800-465-7735.

This questionnaire is available in alternative formats. Please contact your employment equity co-ordinator for details.

# How to complete this questionnaire

Use a black or blue pen to:

Mark a circle  OR Print in a box

## ◆ My Job World

	Strongly agree	Mostly agree	Mostly disagree	Strongly disagree	Don't know	Not applicable
1. I have the materials and equipment I need to do my job.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
2. The material and tools provided for my work, including software and other automated tools, are available in the official language of my choice.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
3. When I prepare written materials, including electronic mail, I feel free to use the official language of my choice.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>4.</b> I am familiar with the provisions of my collective agreement.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>5.</b> I am classified fairly (my current group and level) compared with others doing similar work in my organization or elsewhere in the Public Service.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>6.</b> I feel pressured by others to work more than my regular hours.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>7.</b> I feel I can claim overtime compensation (in money or in leave) for the overtime hours that I work.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>8.</b> I am satisfied with my current work arrangement (e.g., regular hours, telework, compressed work week).	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

**9.** Do you currently work according to any of the following alternate working arrangements?

**a.** Compressed work week

<sup>1</sup>  Yes

<sup>1</sup>  No

**b.** Flexible work schedule (i.e., variable start and end times)

<sup>1</sup>  Yes

<sup>1</sup>  No

**c.** Telework

<sup>1</sup>  Yes

<sup>1</sup>  No

**d.** Job sharing

<sup>1</sup>  Yes

<sup>1</sup>  No

**e.** Income averaging

<sup>1</sup>  Yes

<sup>1</sup>  No

**10.** I am currently a shift worker.

<sup>1</sup>  Yes

<sup>1</sup>  No

**11.** I am a full-time (i.e., 30 hours or more per week) or part-time worker.

<sup>1</sup>  Full-time

<sup>1</sup>  Part-time

For information only

	Always	Often	Sometimes	Rarely or never	Don't know	Not applicable
<b>12.</b> I feel that the quality of my work suffers because of . . .						
<b>a.</b> constantly changing priorities	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>b.</b> lack of stability in the organization	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>c.</b> too many approval stages	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>d.</b> unreasonable deadlines	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>e.</b> having to do the same or more work, but with fewer resources	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>13.</b> I can complete my assigned workload during my regular working hours.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>14.</b> I can balance my personal, family and work needs in my current job.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

	Always	Often	Sometimes	Rarely or never	Don't know	Not applicable
<b>15.</b> In the past year, I was compensated for the overtime worked (in money or in leave).	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>16.</b> I am encouraged to be innovative or to take initiative in my work.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>17.</b> The training offered by the Agency is available in the official language of my choice.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>18.</b> I have a say in decisions and actions that have an impact on my work.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>



## ◆ 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
<b>19.</b> I receive useful feedback from my immediate supervisor on my job performance.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>20.</b> I can count on my immediate supervisor to keep his or her promises.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>21.</b> I get adequate recognition from my immediate supervisor when I do a good job.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>22.</b> My immediate supervisor keeps me informed about the issues affecting my work.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>23.</b> When I communicate with my immediate supervisor, I feel free to use the official language of my choice.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>24.</b> My immediate supervisor and I discuss the results I am expected to achieve.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>25.</b> I feel that I can disagree with my immediate supervisor on work-related issues without fear of reprisal.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>26.</b> My immediate supervisor assesses my work against identified goals and objectives.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>27.</b> If I were to suggest ways to improve how we do things, my immediate supervisor would take them seriously.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>28.</b> My immediate supervisor distributes the work fairly.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

	Strongly agree	Mostly agree	Mostly disagree	Strongly disagree	Don't know	Not applicable
<b>29.</b> Subject to operational requirements, my immediate supervisor supports the use of flexible work arrangements (e.g., flexible hours, compressed work weeks, telework).	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>30.</b> My immediate supervisor helps me determine my learning needs.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

**31.** In your current job, how many supervisors have you had in the last three years?  
*(If you have been in your current job for less than three years, please report the number of supervisors you have had since you started your current job.)*

1  One      2  Two      3  Three or more

**32.** Are you a supervisor?

1  Yes      2  No

## ◆ My Work Unit

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

	Strongly agree	Mostly agree	Mostly disagree	Strongly disagree	Don't know	Not applicable
<b>33.</b> I am proud of the work carried out in my work unit.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>34.</b> In my work unit, we work cooperatively as a team.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>35.</b> In my work unit, we learn from our mistakes and do what it takes to correct them.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>36.</b> My work unit periodically takes time out to rethink the way it does business.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>37.</b> I am satisfied with the way in which informal complaints on workplace issues are resolved in my work unit.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>38.</b> During meetings in my work unit, I feel free to use the official language of my choice.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>39.</b> In my work unit, every individual, regardless of race, colour, gender or disability would be/is accepted as an equal member of the team.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>40.</b> During the past 3 years, staff turnover has been a significant problem in my work unit.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

## ◆ My Skills and Career

	Strongly agree	Mostly agree	Mostly disagree	Strongly disagree	Don't know	Not applicable
<b>41.</b> I get the training I need to do my job.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>42.</b> I am able to get on-the-job coaching to help me improve the way I do my work.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>43.</b> I have opportunities to develop and apply the skills I need to enhance my career.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>44.</b> My immediate supervisor does a good job of helping me develop my career.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>45.</b> The Agency does a good job of supporting employee career development.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

	Strongly agree	Mostly agree	Mostly disagree	Strongly disagree	Don't know	Not applicable
46. I believe I have opportunities for promotion within the Agency, given my education, skills and experience.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
47. I believe I have opportunities for promotion within the Public Service, given my education, skills and experience.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
48. I would be reluctant to ask for a developmental opportunity (secondment, new project, etc).	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<p>49. Did you request a developmental assignment (such as secondment or new project) in the last three years?</p> <p>1 <input type="radio"/> Yes      2 <input type="radio"/> No - <b>Go to question 52</b></p>						
<p>50. In the last three years, were you denied a developmental assignment?</p> <p>1 <input type="radio"/> Yes      2 <input type="radio"/> No - <b>Go to question 52</b></p>						

**51. Were you given a reasonable explanation or justification for the denial of the assignment?**

<sup>1</sup>  Yes      <sup>2</sup>  No

	<b>Not at all</b>	<b>Minimally</b>	<b>Moderately</b>	<b>Significantly</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>52. Overall, I am satisfied with my career progress in the Public Service.</b>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>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?</b>						
<b>a. Conflict between work and family or personal obligations</b>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>b. Lack of access to language training in my second official language</b>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>c. Lack of access to learning opportunities</b>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>



	<b>Not at all</b>	<b>Minimally</b>	<b>Moderately</b>	<b>Significantly</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>d. Lack of access to developmental assignments</b>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>e. Lack of information about job opportunities</b>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>f. Restriction in the area of competitions</b>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>g. Level of education</b>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>h. Discrimination</b> (See definition in question 58).	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

## ◆ Harassment and Discrimination

Harassment means any improper behaviour by an employee that is directed at, and is offensive to any employee and which that person knew or ought reasonably to have known would be unwelcome. It comprises objectionable conduct, comment or display made on either a one-time or continuous basis that demeans, belittles, or causes personal humiliation or embarrassment to an employee. It includes harassment within the meaning of the *Canadian Human Rights Act. (CCRA Policy on Harassment)*

**54.** In the past two years, have you been the victim of harassment on the job?

<sup>1</sup>  Yes

<sup>2</sup>  No - **Go to question 56**

**55.** From whom did you experience harassment on the job?

**a.** Co-workers

<sup>1</sup>

<sup>2</sup>

<sup>3</sup>

<sup>4</sup>

**b.** Individuals with authority over me

<sup>1</sup>

<sup>2</sup>

<sup>3</sup>

<sup>4</sup>

**c.** Individuals working for me

<sup>1</sup>

<sup>2</sup>

<sup>3</sup>

<sup>4</sup>

**d.** Individuals for whom I have a custodial responsibility (e.g., detainees)

<sup>1</sup>

<sup>2</sup>

<sup>3</sup>

<sup>4</sup>

**Never**

**Once  
or  
twice**

**More  
than  
twice**

**Not  
applicable**

	Never	Once or twice	More than twice	Not applicable
e. Individuals from other departments or agencies	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
f. Members of the public (individuals or organizations)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

**56.** In the past two years, have you been the victim of physical violence on the job?

- 1  Yes      2  No - **Go to question 58**

**57.** From whom did you experience physical violence on the job?

- 1  Co-workers  
 2  Individuals with authority over me  
 3  Individuals working for me  
 4  Individuals for whom I have a custodial responsibility (e.g., detainees)  
 5  Individuals from other departments or agencies  
 6  Members of the public (individuals or organizations)

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 Canadian Human Rights Act: race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, mental or physical disability and pardoned conviction.  
*(Treasury Board Secretariat Policy on Discrimination)*

**58.** In the past two years, have you been the victim of discrimination on the job?

- <sup>1</sup>  Never - ***Go to question 61***
- <sup>2</sup>  Once or twice
- <sup>3</sup>  More than twice

**59.** From whom did you experience discrimination on the job?

- <sup>1</sup>  Co-workers
- <sup>2</sup>  Individuals with authority over me
- <sup>3</sup>  Individuals working for me
- <sup>4</sup>  Individuals for whom I have a custodial responsibility  
(e.g., detainees)
- <sup>5</sup>  Individuals from other departments or agencies
- <sup>6</sup>  Members of the public (individuals or organizations)

**60.** Please indicate the type of discrimination you experienced.  
(Mark all that apply.)

- <sup>1</sup> Race
- <sup>2</sup> National or ethnic origin
- <sup>3</sup> Colour
- <sup>4</sup> Religion
- <sup>5</sup> Age
- <sup>6</sup> Sex
- <sup>7</sup> Marital status
- <sup>8</sup> Family status
- <sup>9</sup> Mental or physical disability
- <sup>10</sup> Pardoned conviction
- <sup>11</sup> Sexual orientation

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>61.</b> I am satisfied with the way in which my work unit responds to matters related to harassment and discrimination.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>62.</b> I am satisfied with the way in which the Agency responds to matters related to harassment and discrimination.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>63.</b> The Agency works hard to create a workplace that prevents harassment and discrimination.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

## ◆ Staffing

	Strongly agree	Mostly agree	Mostly disagree	Strongly disagree	Don't know	Not applicable
<b>64.</b> In my work unit, I believe that we hire people who can do the job.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>65.</b> In my work unit, the process of selecting a person for a position is done fairly.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>66.</b> When I was a candidate in competitions during the past three years, I found that the competitions were run in a fair manner.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>67.</b> When I was a candidate in competitions during the past three years, I had the opportunity to demonstrate my capabilities for the position.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

**68.** In the past three years, how many promotions have you had?

- <sup>1</sup>  None
- <sup>2</sup>  One
- <sup>3</sup>  More than one

**69.** In total, how many years have you been at your current group and level?  
*(Please include any acting position)*

- <sup>1</sup>  Less than three years
- <sup>2</sup>  3 to 10 years
- <sup>3</sup>  11 to 20 years
- <sup>4</sup>  More than 20 years

**70.** Please indicate your occupational group using its two letter acronym (e.g., AU, CR, MG, PM).

Occupational Group   *(If you are in an acting position, specify the group of the acting position.)*

**If there are not at least five people with the same occupational group in a unit, the data will be grouped with others to protect anonymity.**



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

- |   |   |
|---|---|
| <sup>1</sup> <input type="radio"/> less than \$30,000   | <sup>5</sup> <input type="radio"/> \$60,000 to \$69,999 |
| <sup>2</sup> <input type="radio"/> \$30,000 to \$39,999 | <sup>6</sup> <input type="radio"/> \$70,000 to \$79,999 |
| <sup>3</sup> <input type="radio"/> \$40,000 to \$49,999 | <sup>7</sup> <input type="radio"/> \$80,000 to \$89,999 |
| <sup>4</sup> <input type="radio"/> \$50,000 to \$59,999 | <sup>8</sup> <input type="radio"/> \$90,000 or more     |

**◆ 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.

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>72.</b> My work unit has clearly defined client service standards.	<sup>1</sup> <input type="radio"/>	<sup>2</sup> <input type="radio"/>	<sup>3</sup> <input type="radio"/>	<sup>4</sup> <input type="radio"/>	<sup>5</sup> <input type="radio"/>	<sup>6</sup> <input type="radio"/>
<b>73.</b> My work unit regularly applies the client service standards.	<sup>1</sup> <input type="radio"/>	<sup>2</sup> <input type="radio"/>	<sup>3</sup> <input type="radio"/>	<sup>4</sup> <input type="radio"/>	<sup>5</sup> <input type="radio"/>	<sup>6</sup> <input type="radio"/>

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>74.</b> In my work unit, there are mechanisms in place for linking client feedback or complaints to employees who can act on the information.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>75.</b> I have the flexibility to adapt my services to meet my clients' needs.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

### ◆ **My Organization (The Agency)**

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>76.</b> I can clearly explain to others the direction (for example, the vision, values or mission) of my organization.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>77.</b> I have good ongoing communication with others in my organization who work on similar projects or issues.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Mostly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>78.</b> I feel that senior management does a good job of sharing information.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>79.</b> Senior management actively supports the use of flexible work arrangements (flexible hours, compressed work weeks, telework, etc).	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>80.</b> Supervisors and senior managers are committed to ensuring occupational health and safety in my workplace.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>81.</b> If I am faced with a health and safety issue in the workplace, I know where I can go for help in resolving the situation.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Mostly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>82.</b> If I am faced with an ethical dilemma or a conflict between values in the workplace, I know where I can go for help in resolving the situation.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>83.</b> I feel I can initiate a formal redress process (grievance, health and safety, etc.) without fear of reprisal.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>84.</b> I believe that senior management will try to resolve concerns raised in this survey.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>85.</b> I believe that senior management has made progress toward resolving the issues raised in the 1999 Public Service Employee Survey.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>86.</b> I am strongly committed to making my organization successful.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Mostly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>87.</b> Overall, my organization treats me with respect.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>88.</b> My organization is a good place to work.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>89.</b> I am satisfied with my career in the Public Service.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

## ◆ Labour Management Relations

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Mostly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>90.</b> My immediate supervisor understands and respects the provisions of my collective agreement.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>91.</b> Senior managers respect the provisions of my collective agreement.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

	<b>Strongly agree</b>	<b>Mostly agree</b>	<b>Mostly disagree</b>	<b>Mostly disagree</b>	<b>Don't know</b>	<b>Not applicable</b>
<b>92.</b> Senior management in my organization engages in meaningful consultation with my union on workplace issues.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>93.</b> The relationship between my union and senior management in my organization is highly productive.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>94.</b> <i>Question 94 is not applicable to Canada Customs and Revenue Agency employees.</i>						

## ◆ General Information

**95.** In total, how many years have you been working for the Public Service?

- 1  Less than 3 years
- 2  3 to 10 years
- 3  11 to 20 years
- 4  More than 20 years

**96.** In total, how many years have you been working for the Canada Customs and Revenue Agency (formerly Revenue Canada)?

- <sup>1</sup>  Less than 3 years
- <sup>2</sup>  3 to 10 years
- <sup>3</sup>  11 to 20 years
- <sup>4</sup>  More than 20 years

**97.** What is your current employee status?

- <sup>1</sup>  Indeterminate (permanent)
- <sup>2</sup>  Seasonal
- <sup>3</sup>  Term
- <sup>4</sup>  Casual
- <sup>5</sup>  Other (e.g., student, governor-in-council appointment, minister's exempt staff)

**98.** In which organizational unit are you currently working?  
(Please select your unit from the organizational coding list included.)

Code

**99.** Are you planning to leave the Public Service within the next five years?

<sup>1</sup>  Yes

<sup>2</sup>  No - **Go to question 102**

**100.** Within what time frame do you anticipate leaving the Public Service?

**a.** The next year? <sup>1</sup>  Yes <sup>2</sup>  No <sup>3</sup>  Maybe

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**b.** 1 to 3 years? <sup>1</sup>  Yes <sup>2</sup>  No <sup>3</sup>  Maybe

---

**c.** 3 to 5 years? <sup>1</sup>  Yes <sup>2</sup>  No <sup>3</sup>  Maybe



<b>101.</b> How important would each of the following reasons be for your departure from the Public Service?	<b>Not at all important</b>	<b>Somewhat important</b>	<b>Very important</b>	<b>Not applicable</b>
<b>a.</b> Retirement	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>b.</b> Family obligations	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>c.</b> Return to school	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>d.</b> To pursue other employment opportunities	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>e.</b> Health (burnout, disability, etc.)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>f.</b> To make better use of my training and skills	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>g.</b> End of contract or term of employment	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>h.</b> Workplace difficulties (conflict with management or colleagues, work environment, etc.)	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>i.</b> Workforce Adjustment Program	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
<b>j.</b> Work unit transferred to private sector or other level of government	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

**102.** What is your first official language?

<sup>1</sup>  English

<sup>2</sup>  French

**103.** What are the language requirements of your position?

<sup>1</sup>  Bilingual

<sup>2</sup>  Unilingual English

<sup>3</sup>  Unilingual French

<sup>4</sup>  Either English or French

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

<sup>1</sup>  Yes

<sup>2</sup>  No - ***Go to question 106***

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

- <sup>1</sup> English only
- <sup>2</sup> French only
- <sup>3</sup> Both English and French

**106.** In which province or territory do you work?

*(Mark only one)*

- <sup>1</sup> Northwest Territories
- <sup>2</sup> Nunavut
- <sup>3</sup> Yukon
- <sup>4</sup> British Columbia
- <sup>5</sup> Alberta
- <sup>6</sup> Saskatchewan
- <sup>7</sup> Manitoba
- <sup>8</sup> National Capital Region

***Go to question 108***

***See next page for more choices of answer. →***

**106. Concluded**

- <sup>9</sup>  Ontario (excluding National Capital Region)
- <sup>10</sup>  Quebec (excluding National Capital Region)
- <sup>11</sup>  New Brunswick
- <sup>12</sup>  Nova Scotia
- <sup>13</sup>  Prince Edward Island
- <sup>14</sup>  Newfoundland and Labrador
- <sup>15</sup>  Outside Canada
- Go to question 107**
- Go to question 108**

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

- <sup>1</sup>  Bilingual regions of Montréal, the Eastern Townships or the Gaspé area
- <sup>2</sup>  Eastern or Northern Ontario
- <sup>3</sup>  I do not work in one of these areas

**108.** What is your age group?

- <sup>1</sup> Up to 29 years
- <sup>2</sup> 30 to 39 years
- <sup>3</sup> 40 to 49 years
- <sup>4</sup> 50 to 54 years
- <sup>5</sup> 55 years and over

**109.** What is your gender?

- <sup>1</sup> Male
- <sup>2</sup> Female

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

- <sup>1</sup>  Secondary/high school graduation certificate or equivalent or less
- <sup>2</sup>  Diploma or certificate from a community college, CEGEP, institute of technology, nursing school, etc. or a trades certificate or diploma
- <sup>3</sup>  University certificate or diploma below the bachelor's level
- <sup>4</sup>  Bachelor's degree (e.g., BA, BSc)
- <sup>5</sup>  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)

**111.** Do you have a professional designation (CGA, CMA, etc.)?

- <sup>1</sup>  Yes
- <sup>2</sup>  No

**112. Are you an Aboriginal person?**

*(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.)*

<sup>1</sup>  Yes

<sup>2</sup>  No

**113. Are you a person with a disability?**

*(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.)*

<sup>1</sup>  Yes

<sup>2</sup>  No - **Go to question 115**

**114.** Are you provided with the accessibility tools and/or alternate media resources that are critical in the performance of your work?

- <sup>1</sup>  Yes
- <sup>2</sup>  No
- <sup>3</sup>  Not applicable

**115.** Are you a member of a visible minority group?

*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.)*

- <sup>1</sup>  Yes
- <sup>2</sup>  No



**116.** Did you complete and return a questionnaire in the last Public Service Employee Survey (1999)?

<sup>1</sup>  Yes

<sup>2</sup>  No

**Thank you for your co-operation in completing  
this questionnaire about your work world.**

**Your views are essential to  
the renewal of the Agency.**