

Background

Purpose of report

This report contains your department's or agency's results for the 2018 Public Service Employee Survey (PSES). The report provides information on key people management issues and on current government priorities relating to various aspects of the workplace in your organization. The information will help your organization identify, address and monitor these issues and develop informed action plans for improving people management practices.

Survey history

The PSES is a survey of federal public servants that measures aspects of employee engagement, leadership, the workforce and the workplace. The PSES has been conducted every three years since 1999. The Office of the Chief Human Resources Office (OCHRO) transitioned from the triennial survey to the annual survey in 2018 which will enable your department to measure and track progress more frequently. The annual PSES will contain core questions that are repeated every year, questions that are rotated over a two to three year cycle, questions related to current and emerging government priorities, and organization-specific questions.

The 2018 PSES was developed by OCHRO within the Treasury Board of Canada Secretariat (TBS). Advanis, a Canadian market and social research firm, administered the survey on TBS's behalf. The 2018 PSES was conducted from August 20, 2018 to October 5, 2018.

Survey content

Extensive consultations with policy centres, employment equity group chairs and champions committees, central agencies, departments and agencies, and bargaining agents led to some content changes for the 2018 survey. Questions were added to examine workplace well-being and compensation-related issues. The 2018 PSES results will continue to support the Federal Public Service Mental Health Strategy and contribute to the Frameworks such as Departmental Results Framework and Management Accountability Framework.

The 2018 PSES contains 91 questions: 72 opinion questions and 19 demographic questions. Of the 72 opinion questions, 14 questions are new, and 58 were repeated from the 2017 PSES.

Respondent profile

Response rates

The invitation to complete the 2018 PSES was sent to 282,615 employees in 84 participating organizations in the federal public service.

A total of 163,121 employees participated in the survey, for an overall response rate of 57.7%.¹ In Natural Resources Canada (NRCan), 2,721 employees responded to the survey, for a response rate of 63.5%.

For details on the survey methodology, see Appendix: PSES Methodology and Technical Notes.

Selected demographic characteristics

This section describes some of the demographic characteristics of the respondents from NRCan.

1. The response rate is calculated by dividing the total number of responses received (electronic, paper and alternate format questionnaires) by the total number of potential participants.

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Regional distribution

The following table shows the breakdown of 2018 PSES respondents from NRCan by region.

Region	Percent
Atlantic	3.5%
Quebec (excluding National Capital Region)	9.6%
Ontario (excluding National Capital Region)	10.0%
Prairies, Nunavut, NWT	9.3%
British Columbia, Yukon	5.5%
National Capital Region	62.0%
Outside Canada	0.0%

Occupational distribution

The following table lists the top occupational groups among respondents from NRCan.

	Occupational group	Percent		Occupational group	Percent
1	EC	16.0%	6	PC	8.0%
2	AS	14.8%	7	CO	3.7%
3	EN	10.3%	8	CS	3.5%
4	EG	10.2%	9	EX	3.5%
5	SE	9.0%	10	CR	3.0%
Top occupational groups					82.0%

Note: Governor in council appointees, students and those who selected "Other" as their occupational group are excluded from this table.

Years of service

The following table shows the breakdown of respondents from NRCan by years of service in the organization and by years of service in the federal public service.

Years of service	In NRCan	In public service
Less than 3 years	29.7%	18.0%
3 to 10 years	29.9%	29.6%
11 to 20 years	26.1%	34.3%
More than 20 years	14.3%	18.1%

Supervisors

In NRCan, 28.5% of respondents indicated that they are supervisors, compared with 22.8% in the overall public service.

Overview of analytical approach

This report presents NRCan's results for the 2018 PSES. It also notes gaps between NRCan's results for this survey and its results for the previous two triennial employee surveys (the 2017 PSES and the 2014 PSES), if applicable, and compares NRCan's 2018 PSES results with those for the overall public service. Comparisons over time are possible only for questions that are identical in previous surveys.

Results in this report are provided as percentages. The totals used to calculate the percentages do not include the responses "Don't know" and "Not applicable". The percentages that are provided in this report refer to the following:

- the sum of "Strongly agree" and "Somewhat agree" responses for questions using an agreement scale;
- the sum of "Always / Almost always" and "Often" responses for questions using a frequency scale;
- the sum of "Very high" and "High" responses for questions using a level scale;
- the sum of "To a large extent" and "To a very large extent" using an extent scale, with the exception of a compensation related question (Q67), for which the percentages refer to the sum of "To a small extent," "To a moderate extent," "To a large extent" and "To a very large extent";
- "Yes" response for yes/no questions;
- the selected response for "Mark all that apply" lists

For most questions, the percentages in this report reflect positive results. As such, for these questions high percentages indicate good results. However, for the questions that ask about the sources of negative impact on work quality (Q16)², work related stress (Q62 and Q63), the feeling of being emotionally drained (Q64), harassment (Q48), discrimination (Q55), and pay or compensation issues (Q67 and Q73), the percentages reflect negative results. Therefore, for these questions, low percentages indicate good results.

Comparisons of NRCan's results over time (if applicable), with the overall public service, and with additional comparison points can be found in Tables 1 to 4, located at the end of the report.

To protect the confidentiality of individuals' responses, results are aggregated and are suppressed for groups of fewer than 10 respondents. Tables show blank when there are no historical comparisons, or when there is a low respondent count.

Results for questions with a low respondent count are not presented in the report (see the Appendix for details about data confidentiality). Consequently, sections of the report or comparisons to previous survey years may not appear.

Highlights of results

Historical comparison

This section highlights the largest positive and negative changes for NRCan from 2017 to 2018.

2. Throughout this report, question numbers are abbreviated as Q1, Q2, Q3, and so on.

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The largest positive changes from 2017 to 2018 for NRCan are as follows:

- 73% of employees indicated that their department or agency does a good job of raising awareness of mental health in the workplace (Q65), which is a more positive result than in 2017 (68%) by 5 percentage point(s);
- 46% of employees indicated that they believe they have opportunities for promotion within their department or agency, given their education, skills and experience (Q38), which is a more positive result than in 2017 (43%) by 3 percentage point(s);
- 82% of employees indicated that they know how their work contributes to the achievement of their department's or agency's goals (Q8), which is a more positive result than in 2017 (80%) by 2 percentage point(s);
- 47% of employees indicated that they feel that the quality of their work suffers because of too many approval stages (Q16c), which is a more positive result than in 2017 (49%) by 2 percentage point(s);
- 27% of employees indicated that they feel that the quality of their work suffers because of high staff turnover (Q16f), which is a more positive result than in 2017 (29%) by 2 percentage point(s).

The largest negative changes from 2017 to 2018 for NRCan are as follows:

- 66% of employees indicated that they have support at work to provide a high level of service (Q13), which is a more negative result than in 2017 (70%) by 4 percentage point(s);
- 45% of employees indicated that essential information flows effectively from senior management to staff (Q32), which is a more negative result than in 2017 (49%) by 4 percentage point(s);
- 68% of employees indicated that if they are faced with an ethical dilemma or a conflict between values in the workplace, they know where they can go for help in resolving the situation (Q34), which is a more negative result than in 2017 (72%) by 4 percentage point(s);
- 51% of employees indicated that they are satisfied with how matters related to discrimination are resolved in their department or agency (Q60), which is a more negative result than in 2017 (55%) by 4 percentage point(s);
- 36% of employees indicated that they are satisfied with the support they received from their department or agency to help resolve their pay or other compensation issues (Q71), which is a more negative result than in 2017 (40%) by 4 percentage point(s).

Comparison with public service-wide results

This section presents the largest positive and negative differences for NRCan's results compared with the results for the overall public service.

The largest positive differences between NRCan's results and the results for the overall public service are as follows:

- 74% of employees indicated that they are encouraged to be innovative or to take initiative in their work (Q12), which is a more positive result than the result for the overall public service (66%) by 8 percentage point(s);
- 27% of employees indicated that they feel that the quality of their work suffers because of high staff turnover (Q16f), which is a more positive result than the result for the overall public service (35%) by 8 percentage point(s);
- 26% of employees indicated that they feel that the quality of their work suffers because of lack of stability in their department or agency (Q16b), which is a more positive result than the result for the overall public service (33%) by 7 percentage point(s);
- 71% of employees indicated that they have opportunities to provide input into decisions that affect their work (Q11), which is a more positive result than the result for the overall public service (65%) by 6 percentage point(s);
- 83% of employees indicated that the people they work with value their ideas and opinions (Q21), which is a more positive result than the result for the overall public service (77%) by 6 percentage point(s).

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The largest negative differences between NRCan and the overall public service in 2018 are as follows:

- 65% of employees indicated that they can complete their assigned workload during their regular working hours (Q15), which is a more negative result than the result for the overall public service (70%) by 5 percentage point(s);
- 47% of employees indicated that they feel that the quality of their work suffers because of too many approval stages (Q16c), which is a more negative result than the result for the overall public service (43%) by 4 percentage point(s);
- 63% of employees indicated that their department or agency does a good job of communicating its vision, mission and goals (Q33), which is a more negative result than the result for the overall public service (67%) by 4 percentage point(s);
- 28% of employees indicated that they feel that the quality of their work suffers because of unreasonable deadlines (Q16d), which is a more negative result than the result for the overall public service (25%) by 3 percentage point(s);
- 45% of employees indicated that they feel that the quality of their work suffers because of overly complicated or unnecessary business processes (Q16g), which is a more negative result than the result for the overall public service (42%) by 3 percentage point(s).

Results

Employee engagement

	NRCan			Public Service		
	2018	2017	2014	2018	2017	2014
05 I get a sense of satisfaction from my work.	78	80	75	75	77	74
09 Overall, I feel valued at work.	70	69		66	65	
10 I am proud of the work that I do.	86	87	89	85	87	88
14 Overall, I like my job.	81	82	79	80	80	79
43 I would recommend my department or agency as a great place to work.	70	70	65	67	66	63
44 I am satisfied with my department or agency.	72	71	64	68	68	64
45 I would prefer to remain with my department or agency, even if a comparable job was available elsewhere in the federal public service.	62	62	58	59	59	57

In the PSES, employee engagement is assessed through questions that gauge job satisfaction, commitment, and satisfaction with one's organization. The 2018 PSES contains seven questions related to employee engagement.

In NRCan, 81% of employees agreed that they like their job (Q14), similar to 2017 (82%), a slight increase from 2014 (79%), and similar to the result for the overall public service (80%). In 2018, 78% of NRCan employees felt that they get a sense of satisfaction from their work (Q5), a slight decrease from 2017 (80%), an improvement from 2014 (75%), and higher than the result for the overall public service (75%). The 2018 PSES results show that 86% of NRCan employees agreed that they are proud of the work they do (Q10), similar to 2017 (87%), a decrease from 2014 (89%), and similar to the result for the overall public service (85%). In NRCan, 70% of employees indicated that they feel valued at work (Q9), similar to 2017 (69%), and higher than the result for the overall public service (66%).

In addition, 72% of NRCan employees agreed that they are satisfied with their organization (Q44), similar to 2017 (71%), a large improvement from 2014 (64%), and higher than the result for the overall public service (68%). In NRCan, 70% of employees would recommend their organization as a great place to work (Q43), unchanged from 2017 (70%), an improvement from 2014 (65%), and higher than the result for the overall public service (67%). Lastly, 62% of NRCan's employees felt that they would prefer to remain with their department even if a comparable job was available elsewhere in the federal public service (Q45), unchanged from 2017 (62%), an improvement from 2014 (58%), and higher than the result for the overall public service (59%).

Leadership

In the 2018 PSES, the questions about leadership were divided into two groups: questions pertaining to the respondent's immediate supervisor, and questions pertaining to senior management.

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Immediate supervisor

		NRCan			Public Service		
		2018	2017	2014	2018	2017	2014
23	I can count on my immediate supervisor to keep his or her promises.	77	77	76	76	77	75
24	My immediate supervisor keeps me informed about the issues affecting my work.	75	76	75	75	76	75
26	I am satisfied with the quality of supervision I receive.	76	77	77	75	77	77

In 2018, 76% of NRCan employees agreed they are satisfied with the quality of supervision they receive (Q26), similar to 2017 (77%) and 2014 (77%), and similar to the result for the overall public service (75%).

In NRCan, 77% of employees believed they could count on their immediate supervisor to keep his or her promises (Q23), unchanged from 2017 (77%), similar to 2014 (76%), and similar to the result for the overall public service (76%). In 2018, 75% of NRCan employees indicated that their immediate supervisor keeps them informed about the issues affecting their work (Q24), similar to 2017 (76%), unchanged from 2014 (75%), and the same as the result for the overall public service (75%).

Senior management

		NRCan			Public Service		
		2018	2017	2014	2018	2017	2014
29	Senior managers in my department or agency lead by example in ethical behaviour.	64	65	63	63	64	62
30	I have confidence in the senior management of my department or agency.	59	58	52	58	57	53
31	Senior management in my department or agency makes effective and timely decisions.	48	49	43	48	49	45
32	Essential information flows effectively from senior management to staff.	45	49	45	48	50	47

The survey shows that 59% of NRCan employees reported that they have confidence in the senior management of their organization (Q30), similar to 2017 (58%), a large improvement from 2014 (52%), and similar to the result for the overall public service (58%). Additionally, 64% of employees in NRCan felt that senior managers in their organization lead by example in terms of ethical behaviour (Q29), similar to 2017 (65%), similar to 2014 (63%), and similar to the result for the overall public service (63%).

In 2018, 48% of NRCan employees indicated that their senior management makes effective and timely decisions (Q31), similar to 2017 (49%), an improvement from 2014 (43%), and the same as the result for the overall public service (48%). In terms of communication, 45% of employees in NRCan agreed that essential information flows effectively from senior management to staff (Q32), a decrease from 2017 (49%), unchanged from 2014 (45%), and lower than the result for the overall public service (48%).

Workforce

Employees were asked 18 questions about the workforce. The questions covered 5 sub-themes: performance management, job fit and development, empowerment, work-life balance and workload, and retention.

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Performance management

		NRCan			Public Service		
		2018	2017	2014	2018	2017	2014
06	I receive meaningful recognition for work well done.	63	65	58	60	61	57
07	I have clear work objectives.	70	71		71	72	
19	In my work unit, unsatisfactory employee performance is managed effectively.	44	42	39	41	40	38
22	I receive useful feedback from my immediate supervisor on my job performance.	74	75	75	73	73	72
28	I receive the support I need from senior management to address unsatisfactory performance issues in my work unit.	62	60	65	65	66	66

Performance management is examined from two angles: performance management of the individual (setting objectives, providing feedback and recognition) and the management of unsatisfactory employee performance.

In NRCan, 70% of employees indicated that they have clear work objectives (Q7), similar to 2017 (71%), and similar to the result for the overall public service (71%). In 2018, 74% of NRCan employees reported that they receive useful feedback from their immediate supervisor on their job performance (Q22), similar to 2017 (75%) and 2014 (75%), and similar to the result for the overall public service (73%). When asked whether they receive meaningful recognition for work well done (Q6), 63% of employees in NRCan agreed in 2018, a slight decrease from 2017 (65%), an improvement from 2014 (58%), and higher than the result for the overall public service (60%).

In 2018, 44% of NRCan employees felt that unsatisfactory employee performance is managed effectively in their work unit (Q19), a slight increase from 2017 (42%), an improvement from 2014 (39%), and higher than the result for the overall public service (41%). It is also worth noting that 17% of NRCan employees responded "Don't know" to Q19, compared with 13% of the overall public service.

Asked of supervisors only, 62% of NRCan supervisors believed that they receive the support they need from senior management to address unsatisfactory performance issues in their work unit (Q28), a slight increase from 2017 (60%), a decrease from 2014 (65%), and lower than the result for the overall public service (65%).

Job fit and development

		NRCan			Public Service		
		2018	2017	2014	2018	2017	2014
01	I get the training I need to do my job.	72	71	65	70	66	63
02	My job is a good fit with my interests.	84	84	82	80	80	78
03	My job is a good fit with my skills.	87	88	85	84	84	82
37	My department or agency does a good job of supporting employee career development.	53	55	49	53	57	52
38	I believe I have opportunities for promotion within my department or agency, given my education, skills and experience.	46	43	35	48	48	42

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In 2018, 84% of employees in NRCan agreed that their job is a good fit with their interests (Q2), unchanged from 2017 (84%), a slight increase from 2014 (82%), and higher than the result for the overall public service (80%). In NRCan, 87% of employees felt that their job is a good fit with their skills (Q3), similar to 2017 (88%), a slight increase from 2014 (85%), and higher than the result for the overall public service (84%).

Additionally, 72% of NRCan employees believed they get the training they need to do their job (Q1), similar to 2017 (71%), a large improvement from 2014 (65%), and slightly higher than the result for the overall public service (70%).

In terms of career development, 53% of employees in NRCan felt that their organization does a good job of supporting career development (Q37), a slight decrease from 2017 (55%), an improvement from 2014 (49%), and the same as the result for the overall public service (53%). When asked whether they believe they have opportunities for promotion within their organization, given their education, skills and experience (Q38), 46% of NRCan employees agreed in 2018, an improvement from 2017 (43%), a large improvement from 2014 (35%), and slightly lower than the result for the overall public service (48%).

Empowerment

	NRCan			Public Service		
	2018	2017	2014	2018	2017	2014
11 I have opportunities to provide input into decisions that affect my work.	71	74	67	65	67	62
12 I am encouraged to be innovative or to take initiative in my work.	74	76	69	66	67	63
13 I have support at work to provide a high level of service.	66	70	64	67	69	66
39 I feel I would be supported by my department or agency if I proposed a new idea.	63	63		57	58	

In NRCan, 71% of employees felt that they have opportunities to provide input into decisions that affect their work (Q11), a decrease from 2017 (74%), an improvement from 2014 (67%), and much higher than the result for the overall public service (65%). In 2018, 74% of employees agreed that they are encouraged to be innovative or to take initiative in their work (Q12), a slight decrease from 2017 (76%), an improvement from 2014 (69%), and much higher than the result for the overall public service (66%). When asked if they felt they would be supported by their organization if they proposed a new idea (Q39), 63% of NRCan employees agreed in 2018, unchanged from 2017 (63%), and much higher than the result for the overall public service (57%).

Lastly, 66% of NRCan employees believed they have support at work to provide a high level of service (Q13), a decrease from 2017 (70%), a slight increase from 2014 (64%), and similar to the result for the overall public service (67%).

Work-life balance and workload

	NRCan			Public Service		
	2018	2017	2014	2018	2017	2014
04 I have support at work to balance my work and personal life.	78	77	73	76	74	71
15 I can complete my assigned workload during my regular working hours.	65	68	66	70	73	70

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In NRCan, 65% of employees felt that they can complete their assigned workload during their regular working hours (Q15), a decrease from 2017 (68%), similar to 2014 (66%), and lower than the result for the overall public service (70%). In terms of work-life balance, 78% of employees in NRCan reported that they have support at work to balance their work and personal life (Q4), similar to 2017 (77%), an improvement from 2014 (73%), and slightly higher than the result for the overall public service (76%).

Mobility and Retention

	NRCan			Public Service		
	2018	2017	2014	2018	2017	2014
46 Do you intend to leave your current position in the next two years?	28	27	27	27	26	26
47 Please indicate your reason for leaving						
To retire	19	18	18	17	18	18
To pursue another position within my department or agency	21	17	22	33	30	32
To pursue a position in another department or agency	34	36	35	30	29	30
To pursue a position outside the federal public service	6	6	11	6	6	10
End of my term, casual or student employment	15	17		8	10	
Other	6	6	13	6	6	11

In 2018, 28% of NRCan employees indicated that they intend to leave their current position in the next two years (Q46), similar to 2017 (27%) and 2014 (27%), and similar to the result for the overall public service (27%). Among employees indicating that they intend to leave in the next two years, the following are their reasons for leaving (Q47):

- To retire: 19%, which is slightly higher than the result for the overall public service (17%)
- To pursue another position within their organization: 21%, which is much lower than the result for the overall public service (33%)
- To pursue a position in another department or agency: 34%, which is higher than the result for the overall public service (30%)
- To pursue a position outside the federal public service: 6%, which is the same as the result for the overall public service (6%)
- Due to end of term, casual or student employment: 15%, which is much higher than the result for the overall public service (8%)

Workplace

The 2018 PSES contains 27 questions related to workplace practices, which can be grouped into 6 sub-themes: organizational goals, organizational performance, respectful workplace, ethical workplace, harassment and discrimination.

Organizational goals

	NRCan			Public Service		
	2018	2017	2014	2018	2017	2014
08 I know how my work contributes to the achievement of my department's or agency's goals.	82	80	79	84	81	79
33 My department or agency does a good job of communicating its vision, mission and goals.	63	64	64	67	67	65

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In 2018, 82% of NRCan employees reported that they know how their work contributes to the achievement of their organization (Q8), a slight increase from 2017 (80%), an improvement from 2014 (79%), and slightly lower than the result for the overall public service (84%). In NRCan, 63% of employees indicated that their organization does a good job of communicating its vision, mission and goals (Q33), similar to 2017 (64%) and 2014 (64%), and lower than the result for the overall public service (67%).

Organizational performance

	NRCan			Public Service		
	2018	2017	2014	2018	2017	2014
16 I feel that the quality of my work suffers because of						
a. constantly changing priorities	32	33	37	37	37	40
b. lack of stability in my department or agency	26	27	31	33	33	37
c. too many approval stages	47	49	61	43	43	48
d. unreasonable deadlines	28	27	28	25	25	27
e. having to do the same or more work, but with fewer resources	44	43	51	42	41	48
f. high staff turnover	27	29	24	35	33	31
g. overly complicated or unnecessary business processes	45	46	54	42	41	44

The questions related to organizational performance, which begin "I feel that the quality of my work suffers because of ...," are framed in such a way that responding in the affirmative indicates a negative situation. The higher the level of affirmative responses, the more negative the results.

When asked whether the quality of their work suffers, the following reasons were cited as occurring "Always/Almost always" or "Often":

- Constantly changing priorities (Q16a): 32%, similar to 2017 (33%), a decrease from 2014 (37%), and lower than the result for the overall public service (37%)
- Lack of stability in their organization (Q16b): 26%, similar to 2017 (27%), a decrease from 2014 (31%), and much lower than the result for the overall public service (33%)
- Too many approval stages (Q16c): 47%, a slight decrease from 2017 (49%), a large decrease from 2014 (61%), and higher than the result for the overall public service (43%)
- Unreasonable deadlines (Q16d): 28%, similar to 2017 (27%), unchanged from 2014 (28%), and higher than the result for the overall public service (25%)
- Having to do the same or more work but with fewer resources (Q16e): 44%, similar to 2017 (43%), a large decrease from 2014 (51%), and slightly higher than the result for the overall public service (42%)
- High staff turnover (Q16f): 27%, a slight decrease from 2017 (29%), an increase from 2014 (24%), and much lower than the result for the overall public service (35%)
- Overly complicated or unnecessary business processes (Q16g): 45%, similar to 2017 (46%), and higher than the result for the overall public service (42%)

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Respectful workplace

		NRCan			Public Service		
		2018	2017	2014	2018	2017	2014
18	In my work unit, every individual is accepted as an equal member of the team.	73	74	73	72	73	73
20	In my work unit, individuals behave in a respectful manner.	83	82	82	81	80	80
21	The people I work with value my ideas and opinions.	83			77		
41	I think that my department or agency respects individual differences (e.g., culture, work styles, ideas).	81	81	80	78	78	78
42	Overall, my department or agency treats me with respect.	84	82	80	81	80	79

In NRCan, 84% of employees felt that their organization treats them with respect (Q42), a slight increase from 2017 (82%), an improvement from 2014 (80%), and higher than the result for the overall public service (81%). In 2018, 83% of employees believed that individuals behave in a respectful manner in their work unit (Q20), similar to 2017 (82%) and 2014 (82%), and slightly higher than the result for the overall public service (81%).

In terms of diversity and inclusion, 73% of employees in NRCan believed that every individual in their work unit is accepted as an equal member of the team (Q18), similar to 2017 (74%), unchanged from 2014 (73%), and similar to the result for the overall public service (72%). In 2018, 81% of NRCan employees felt that their organization respects individual differences (Q41), unchanged from 2017 (81%), similar to 2014 (80%), and higher than the result for the overall public service (78%). Further, 80% of NRCan employees indicated that their organization implements activities and practices that support a diverse workplace (Q40), a slight increase from 2017 (78%), similar to 2014 (81%), and slightly higher than the result for the overall public service (78%).

In 2018, 83% of NRCan employees reported that the people they work with value their ideas and opinions (Q21), which is much higher than the result for the overall public service (77%).

Ethical workplace

		NRCan			Public Service		
		2018	2017	2014	2018	2017	2014
17	I am satisfied with how interpersonal issues are resolved in my work unit.	63	64	65	59	62	64
34	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.	68	72	76	71	74	77
35	My department or agency does a good job of promoting values and ethics in the workplace.	68			69		
36	I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal.	48	47	42	48	48	45

In 2018, 63% of employees in NRCan indicated that they are satisfied with how interpersonal issues are resolved in their work unit (Q17), similar to 2017 (64%), a slight decrease from 2014 (65%), and higher than the result for the overall public service (59%).

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In NRCan, 68% of employees reported that, if faced with an ethical dilemma or a conflict between values in the workplace, they know where to go for help in resolving the situation (Q34), a decrease from 2017 (72%), a large decrease from 2014 (76%), and lower than the result for the overall public service (71%). When asked whether they feel they can initiate a formal recourse process without fear of reprisal (Q36), 48% of employees in NRCan agreed, similar to 2017 (47%), a large improvement from 2014 (42%), and the same as the result for the overall public service (48%). It is also worth noting that 11% of NRCan employees responded "Don't know" to Q36, compared with 8% of the overall public service.

In NRCan, 68% of employees agreed that their department or agency does a good job of promoting values and ethics in the workplace (Q35), which is similar to the result for the overall public service (69%).

Harassment

In NRCan, 12% of employees indicated that they have been the victim of harassment on the job in the last twelve months (Q48), which is lower than the result for the overall public service (15%).

Sources of Harassment

Among the 12% of NRCan employees who indicated they have been the victim of harassment, the following were the most frequently reported sources of harassment (Q49):

- Individuals with authority over me: 63%, which is similar to the result for the overall public service (62%)
- Co-workers: 47%, which is lower than the result for the overall public service (51%)
- Individuals working for me: 11%, which is higher than the result for the overall public service (8%)
- Individuals from other departments or agencies: 6%, which is the same as the result for the overall public service (6%)
- Members of the public (individuals or organizations): 3%, which is much lower than the result for the overall public service (10%)
- Other: 2%, which is slightly lower than the result for the overall public service (4%)

Nature of harassment

Among the 12% of NRCan employees who indicated that they have been the victim of harassment, the following types of harassment were the most prevalent (Q50):

- Being excluded or being ignored: 47%, which is similar to the result for the overall public service (46%)
- Excessive control: 43%, which is higher than the result for the overall public service (40%)
- Humiliation: 40%, which is similar to the result for the overall public service (41%)
- Aggressive behaviour: 39%, which is similar to the result for the overall public service (40%)
- Interference with work / withholding resources: 37%, which is higher than the result for the overall public service (33%)
- Personal attack: 29%, which is much lower than the result for the overall public service (36%)

Actions

Among the 12% of NRCan employees who indicated they have been harassed, 5% indicated that they filed a grievance or formal complaint, which is slightly lower than the result for the overall public service (7%). The following are the most frequently cited other actions taken to address the harassment (Q51):

- I discussed the matter with my supervisor or a senior manager: 56%, which is higher than the result for the overall public service (51%)
- I discussed the matter with the person(s) from whom I experienced the harassment: 25%, which is slightly lower than the result for the overall public service (27%)
- I took no action: 24%, which is lower than the result for the overall public service (27%)

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- I contacted my union representative: 19%, which is similar to the result for the overall public service (20%)
- I resolved the matter informally on my own: 12%, which is slightly lower than the result for the overall public service (14%)
- Other: 9%, which is slightly lower than the result for the overall public service (11%)

Reasons for not filing a grievance or formal complaint

Of NRCan employees who indicated that they did not file a grievance or formal complaint, the following are the most frequently chosen reasons for not filing a grievance or formal complaint (Q52):

- I did not believe it would make a difference: 55%, which is similar to the result for the overall public service (56%)
- I was afraid of reprisal (e.g., having limited career advancement, being labelled a troublemaker): 46%, which is similar to the result for the overall public service (47%)
- I had concerns about the formal complaint process (e.g., confidentiality, how long it would take): 31%, which is similar to the result for the overall public service (30%)
- I did not think the incident was serious enough: 18%, which is similar to the result for the overall public service (19%)
- The behaviour stopped: 12%, which is slightly higher than the result for the overall public service (10%)
- I did not know what to do, where to go or whom to ask: 11%, which is the same as the result for the overall public service (11%)

As with the previous employee surveys, the 2018 PSES examined an organization's response to resolving harassment, as well as proactive efforts to prevent workplace harassment. The following table shows the results for these questions over time for NRCan and the overall public service.

Harassment – satisfaction with organization

	NRCan			Public Service		
	2018	2017	2014	2018	2017	2014
53 I am satisfied with how matters related to harassment are resolved in my department or agency.	48	50	52	48	50	50
54 My department or agency works hard to create a workplace that prevents harassment.	68	70	67	66	66	64

In NRCan, 48% of employees agreed that they are satisfied with how matters related to harassment are resolved in their organization (Q53), a slight decrease from 2017 (50%), a decrease from 2014 (52%), and the same as the result for the overall public service (48%). It is also worth noting that 31% of NRCan employees responded "Don't know" to Q53, compared with 23% for the overall public service.

In NRCan, 68% of employees felt that their organization works hard to create a workplace that prevents harassment (Q54), a slight decrease from 2017 (70%), similar to 2014 (67%), and slightly higher than the result for the overall public service (66%). It is also worth noting that 9% of NRCan employees responded "Don't know" to Q54, compared with 7% for the overall public service.

Discrimination

In NRCan, 7% of employees indicated that they have been the victim of discrimination on the job in the twelve months (Q55), which is similar to the result for the overall public service (8%).

Sources of discrimination

Among the 7% of NRCan employees who indicated they have been the victim of discrimination, the following were the most frequently reported sources of discrimination (Q56):

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- Individuals with authority over me: 78%, which is similar to the result for the overall public service (77%)
- Co-workers: 47%, which is much higher than the result for the overall public service (36%)
- Individuals working for me: 6%, which is slightly higher than the result for the overall public service (4%)
- Other: 5%, which is lower than the result for the overall public service (8%)
- Members of the public (individuals or organizations): 4%, which is lower than the result for the overall public service (9%)
- Individuals for whom I have a custodial responsibility (e.g., inmates, offenders, patients, detainees): 0%, which is lower than the result for the overall public service (4%)

Types of discrimination

Among the 7% of NRCan employees who indicated that they have been the victim of discrimination, the following types of discrimination were the most prevalent (Q57):

- Sex: 33%, which is higher than the result for the overall public service (29%)
- National or ethnic origin: 25%, which is higher than the result for the overall public service (20%)
- Age: 24%, which is slightly lower than the result for the overall public service (26%)
- Race: 17%, which is much lower than the result for the overall public service (25%)
- Family status: 15%, which is the same as the result for the overall public service (15%)
- Other: 13%, which is much lower than the result for the overall public service (19%)

Actions

Of the 7% of employees in NRCan who indicated they have experienced discrimination, 5% filed a grievance or formal complaint, which is similar to the result for the overall public service (6%). The following are the most common other actions taken to address the discrimination (Q58):

- I took no action: 54%, which is higher than the result for the overall public service (49%)
- I discussed the matter with my supervisor or a senior manager: 31%, which is slightly higher than the result for the overall public service (29%)
- I discussed the matter with the person(s) from whom I experienced the discrimination: 14%, which is similar to the result for the overall public service (15%)
- I contacted my union representative: 13%, which is lower than the result for the overall public service (17%)
- Other: 7%, which is slightly lower than the result for the overall public service (9%)
- I contacted a human resources advisor in my department or agency: 5%, which is the same as the result for the overall public service (5%)

Reasons for not filing a grievance or formal complaint

Of NRCan employees who did not file a grievance or formal complaint, the following are the most frequently chosen reasons for not filing a grievance or formal complaint (Q59):

- I did not believe it would make a difference: 64%, which is the same as the result for the overall public service (64%)
- I was afraid of reprisal (e.g., having limited career advancement, being labelled a troublemaker): 52%, which is much higher than the result for the overall public service (45%)
- I had concerns about the formal complaint process (e.g., confidentiality, how long it would take): 31%, which is higher than the result for the overall public service (27%)
- I did not think the incident was serious enough: 16%, which is higher than the result for the overall public service (13%)
- I did not know what to do, where to go or whom to ask: 15%, which is higher than the result for the overall public service (11%)
- I was too distraught: 10%, which is similar to the result for the overall public service (11%)

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As with harassment, the 2018 PSES asked employees to assess their organization's response to resolving discrimination and efforts to prevent discrimination in the workplace. The table below shows the results for these questions over time for NRCan and the overall public service.

Discrimination – satisfaction with organization

		NRCan			Public Service		
		2018	2017	2014	2018	2017	2014
60	I am satisfied with how matters related to discrimination are resolved in my department or agency.	51	55	55	53	56	55
61	My department or agency works hard to create a workplace that prevents discrimination.	71	73	72	69	72	70

In NRCan, 51% of employees agreed that they are satisfied with how matters related to discrimination are resolved in their organization (Q60), a decrease from 2017 (55%) and 2014 (55%), and slightly lower than the result for the overall public service (53%). It is also worth noting that 35% of NRCan employees responded "Don't know" to Q60, compared with 26% for the overall public service.

In NRCan, 71% of employees felt that their organization works hard to create a workplace that prevents discrimination (Q61), a slight decrease from 2017 (73%), similar to 2014 (72%), and slightly higher than the result for the overall public service (69%). It is also worth noting that 13% of NRCan employees responded "Don't know" to Q61, compared with 10% for the overall public service.

Workplace well-being

For Canada's federal public service employees to be engaged and productive, they need to have a workplace that is healthy. According to the Federal Public Service Workplace Mental Health Strategy, "A healthy workplace is essential to the physical and psychological health of all public service employees, as it enables them to bring the best of their diverse talents, skills and energy as they deliver services to Canadians."

A psychologically healthy workplace

		NRCan			Public Service		
		2018	2017	2014	2018	2017	2014
25	My immediate supervisor seems to care about me as a person.	82	82		80	80	
65	My department or agency does a good job of raising awareness of mental health in the workplace.	73	68		71	67	
66	I would describe my workplace as being psychologically healthy.	61	61		59	56	

The survey shows that 61% of employees in NRCan agreed that they would describe their workplace as being psychologically healthy (Q66), unchanged from 2017 (61%), and slightly higher than the result for the overall public service (59%). When asked if their organization does a good job of raising awareness of mental health in the workplace (Q65), 73% of employees in NRCan agreed, an improvement from 2017 (68%), and slightly higher than the result for the overall public service (71%).

Additionally, 82% of NRCan's employees indicated that their immediate supervisor seems to care about them as a person (Q25), unchanged from 2017 (82%), and slightly higher than the result for the overall public service (80%).

For the following questions related to factors causing stress at work and indicators of overall work-related stress, higher percentages represent more negative results.

Work-related stress

	NRCan			Public Service		
	2018	2017	2014	2018	2017	2014
62 Overall, to what extent do the following factors cause you stress at work?						
a. Pay or other compensation-related issues	27	25		32	34	
b. Heavy workload	29	28		27	26	
c. Unreasonable deadlines	22	22		21	21	
d. Not enough employees to do the work	33	34		32	32	
e. Overtime or long work hours	13	13		11	11	
f. Balancing work and personal life	21	19		20	19	
g. Lack of control or input in decision-making	15	18		17	18	
h. Competing or constantly changing priorities	19	21		22	22	
i. Lack of clear expectations	18	19		19	19	
j. Information overload	16	16		18	18	
k. Physical work environment	9	6		10	9	
l. Accessibility or accommodation issues	3			6		
m. Harassment or discrimination	7	7		9	8	
n. Issue(s) with my co-worker(s)	6	6		7	7	
o. Issue(s) with individuals with authority over me	11	11		12	11	
p. Issue(s) with individual(s) working for me	4	4		4	4	
q. Issue(s) with other individual(s) (e.g., members of the public, individuals from other departments or agencies)	2	3		4	4	
r. Lack of job security	8	8		10	10	
s. Personal issues	5	5		7	6	
63 Overall, my level of work-related stress is...(High or Very high)	18	19		19	20	
64 After my workday, I feel emotionally drained.	27	26		30	29	

Work-related stress

In NRCan, 18% of employees indicated that, overall, their level of work-related stress is "High" or "Very high" (Q63), similar to 2017 (19%), and similar to the result for the overall public service (19%).

Further, 27% of employees in NRCan indicated that they "Always/Almost always" or "Often" feel emotionally drained after their workday (Q64), similar to 2017 (26%), and lower than the result for the overall public service (30%).

Causes of stress at work

In NRCan, the following causes of stress at work were the most prevalent (Q62):

- Not enough employees to do the work: 33%, similar to 2017 (34%), and similar to the result for the overall public service (32%)
- Heavy workload: 29%, similar to 2017 (28%), and slightly higher than the result for the overall public service (27%)
- Pay or other compensation-related issues: 27%, a slight increase from 2017 (25%), and lower than the result for the overall public service (32%)
- Unreasonable deadlines: 22%, unchanged from 2017 (22%), and similar to the result for the overall public service (21%)

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- Balancing work and personal life: 21%, a slight increase from 2017 (19%), and similar to the result for the overall public service (20%)
- Competing or constantly changing priorities: 19%, a slight decrease from 2017 (21%), and lower than the result for the overall public service (22%)

Compensation

The 2018 PSES includes questions that ask about pay and other compensation issues related to the Phoenix pay system.

Pay or other compensation issues

In NRCan, 70% of employees indicated that their pay or other compensation has been affected by issues with the Phoenix pay system "To a small extent", "To a moderate extent", "To a large extent" or "To a very large extent" (Q67), an improvement from 2017 (65%), and the same as the result for the overall public service (70%).

Among the 70% of NRCan employees who indicated that their pay or other compensation has been affected, the following pay or other compensation issues were reported (Q68):

- Missing regular pay: 18%, unchanged from 2017 (18%), and lower than the result for the overall public service (23%)
- Underpayment of regular pay: 35%, similar to 2017 (36%), and the same as the result for the overall public service (35%)
- Overpayment of regular pay: 24%, an improvement from 2017 (19%), and similar to the result for the overall public service (23%)
- Incorrect or missing pay, overtime pay or other related extra duty pay: 28%, a decrease from 2017 (33%), and much lower than the result for the overall public service (44%)
- Incorrect or missing pay relating to a disability maternity or parental leave: 7%, similar to 2017 (6%), and the same as the result for the overall public service (7%)
- Incorrect or missing retroactive pay: 32%, which is similar to the result for the overall public service (33%)
- Other: 36%, a large decrease from 2017 (45%), and slightly higher than the result for the overall public service (34%)

Of the 70% of employees in NRCan who indicated pay or other compensation issues, the following provides a breakdown of the estimated number of hours that they spent, at work or outside of work, attempting to resolve their pay or other compensation issues (Q69):

- 0 hours: 4%, a slight decrease from 2017 (6%), and slightly lower than the result for the overall public service (6%)
- 1 - 9 hours: 44%, a large decrease from 2017 (51%), and higher than the result for the overall public service (41%)
- 10 – 19 hours: 20%, similar to 2017 (19%), and similar to the result for the overall public service (19%)
- 20 – 29 hours: 10%, a slight increase from 2017 (8%), and similar to the result for the overall public service (11%)
- 30 – 39 hours: 5%, similar to 2017 (4%), and the same as the result for the overall public service (5%)
- 40 hours or more: 17%, an improvement from 2017 (12%), and slightly lower than the result for the overall public service (19%)

Of the 70% of NRCan employees who indicated pay or other compensation issues, the estimated average number of hours spent attempting to resolve these issues was 23.00 hours, which is lower than the average number of hours for the overall public service (37.00 hours).

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In NRCan, 31% of employees indicated that all their pay issues have been resolved (Q70), which is lower than the result for the overall public service (35%).

In NRCan, 18% of employees indicated that issues with the Phoenix Pay system have affected their decision to seek or accept another position within their organization or the federal public service "To a large extent" or "To a very large extent" (Q73), which is lower than the result for the overall public service (22%).

Support to resolve pay or other compensation issues

	NRCan			Public Service		
	2018	2017	2014	2018	2017	2014
71 I am satisfied with the support (e.g., regular information, follow-up, making enquiries on my behalf, offering emergency or priority pay) I received from my department or agency to help resolve my pay or other compensation issues.	36	40		36	36	
72 I am satisfied with the support I received from the Pay Centre to help resolve my pay or other compensation issues.	18	17		19	16	

Among the 18% of NRCan employees who indicated that their pay or other compensation has been affected by issues with the Phoenix pay system, the following was also reported:

- 36% felt that they were satisfied with the support they received from their organization to help resolve these issues (Q71), a decrease from 2017 (40%), and the same as the result for the overall public service (36%)
- 18% indicated that they were satisfied with the support they received from the Pay Centre to help resolve these issues (Q72), similar to 2017 (17%), and similar to the result for the overall public service (19%)

Next steps

Acting on PSES results is an opportunity for departments and agencies to take concrete steps to strengthen people management and employee engagement. Organizations should communicate the findings from the 2018 PSES to their employees and work with them and with other stakeholders to identify and implement solutions to address issues raised in the survey.

By being transparent and following through, you demonstrate to your employees that your organization is committed to continuously improving people management and the work environment, which in turn builds employees' trust. When employees can see evidence that their views are being heard and acted upon, they feel encouraged to participate in future surveys because they see that their input makes a difference.

It is up to organizations to determine how best to communicate results and follow-up activities within their organization. Some good practices are as follows:

- **Discuss your organization's results with senior management and share them with employees.** To prepare, your organization can appoint a champion, supported by a survey committee, to help drive activities following the release of the 2018 PSES results. Also, consider establishing a governance structure to help senior management determine how best to engage employees in discussing your organization's results and developing its action plan. Create a communications plan to ensure consistent messaging about the results. Tell employees where they can access the results and how they can participate in dialogue about the results, helping to identify what your organization's follow-up actions should be. Engaging employees in this manner demonstrates that management takes what employees have to say seriously and that everyone needs to be involved to find and implement the best solutions.

- **Foster an open dialogue with employees on your organization's results.** Organizations that are committed to using the survey results in effective and meaningful ways are conveying to employees that their views matter. To help achieve a high level of involvement, using multiple avenues for discussion is recommended, online and in-person. As dialogue proceeds, you can use employee input to validate the issues the results raise, and to prioritize and refine concrete actions to address those issues. You can continue to use workshops and discussion groups with employees to promote a sense of ownership for its implementation.

- **Implement and communicate progress to employees.** Consider highlighting progress made on responding to findings from previous surveys. Let employees know how their participation in engagement activities has contributed to what your organization has achieved since the previous survey, and let them know what your organization plans to do in the future.

Tables

Table 1: 2018 PSES results for NRCan and the overall public service, and NRCan's PSES results over time

Table 1 shows 2018 PSES results for NRCan and for the overall public service, as well as NRCan 2008, 2011, 2014 and 2017 PSES results.

Table 2: 2018 PSES results for NRCan and for organizations with percentile rankings, and PSES results over time for the overall public service

Table 2 presents 2018 PSES results for departments and agencies in order of ranking and shows the 25th, 50th and 75th percentile cut-offs, as well as 2008, 2011, 2014 and 2017 PSES results for the overall public service.

Table 3: 2018 PSES results for NRCan and for organizations in the core public administration, for separate agencies, and for organizations grouped by population size

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Table 3 shows 2018 PSES results for the core public administration, for separate agencies, as well as for groupings of organizations based on population size.

Table 4: 2018 PSES results for NRCan and for organizations grouped by mandate

Table 4 presents 2018 PSES results for groups of organizations broken down by mandate.

Appendix: Methodology and technical notes

The appendix contains the details of the survey methodology and technical notes related to the presentation of the results in this report.

Target population

The survey targeted active employees of organizations in the core public administration and of participating separate agencies listed in Schedules I, IV and V of the Financial Administration Act. Indeterminate, term, seasonal, casual and student employees, as well as Governor in Council appointees were eligible to participate in the survey. Minister's exempt staff, contracted individuals and employees on leave without pay were not eligible to participate. This survey was conducted as a voluntary census of the target population.

Questionnaire design

The 2018 PSES questionnaire contains 91 questions. To test new 2018 PSES content, six focus group sessions were held in both official languages, the National Capital Region, in March 2018. Participants were from various departments and agencies, and various occupational groups and levels.

Participating departments and agencies had an opportunity to add up to five supplementary questions for their employees to answer; 16 departments and agencies did so. The supplementary questions were tested in a series of focus groups in each of these organizations.

The 2018 PSES questionnaire was designed as an electronic survey that respondents could complete online. It was also made available as a paper questionnaire and via telephone interview.

Data collection

The OCHRO contracted a service provider, Advanis, to administer the survey. The 2018 PSES was conducted from August 20, 2018 to October 5, 2018. Originally designed as a six week survey, the 2018 PSES was extended by one week because of technical issues. Paper questionnaires were accepted up until October 28, 2018.

The collection was primarily done using an electronic questionnaire. Departments and agencies were responsible for providing a complete list of email addresses for their employees.

Employees who did not have email addresses or access to the Internet received paper questionnaires, which were distributed through the human resources service of their department or agency. Paper questionnaires were returned directly to Advanis in a postage-paid return envelope.

Employees who wished to complete the survey by telephone contacted the Advanis PSES Help Line.

Respondents

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A total of 84 departments and agencies participated in the 2018 PSES survey. Of the 282,615 employees eligible to participate in the 2018 PSES, 163,121 responded to the survey, for an overall response rate of 57.7%. Of all respondents, 99.3% participated online and 0.7% submitted paper questionnaires.

As with the previous surveys, the results were adjusted for non-response and calibrated to departmental sizes to better represent the target population. The non-response adjustment was done by taking into account disparities between the distributions of respondents and the population across occupational groups within each organization. Adjustment for non-response at the occupational group level was limited to departments and agencies with 50 or more responses. Those with less than 50 responses were grouped together.

Results

For ease of reporting and interpretation, the results in this report are presented as a percentage of affirmative responses, which represent the following:

- the sum of "Strongly agree" and "Somewhat agree" responses for questions using an agreement scale;
- the sum of "Always / Almost always" and "Often" responses for questions using a frequency scale;
- the sum of "Very high" and "High" responses for questions using a level scale;
- the sum of "To a large extent" and "To a very large extent" using an extent scale, with the exception of a compensation related question (Q67), for which the percentages refer to the sum of "To small extent," "To moderate extent," "To large extent" and "To a very large extent";
- "Yes" response for yes/no questions
- the selected response for "Mark all that apply" lists

The affirmative results were calculated by removing the "Don't know" and "Not applicable" responses, and therefore, may not match the raw percentages across the full response scale. For most questions, affirmative responses mean positive results. However, for some questions that ask about a negative situation (such as harassment, discrimination, stress at work, and situations in which work quality suffers), an affirmative response means a negative result. Low percentages for these questions indicate good results, whereas high percentages may indicate areas for improvement.

Data confidentiality

Under the *Privacy Act*, Advanis is bound to protect the confidentiality of responses to this survey. Only results at aggregated levels were published or shared in datasets. Aggregated results were suppressed for groups with low respondent counts. For all questions, results were suppressed for groups with fewer than 10 respondents. For questions and sub-questions related to being a victim of harassment or discrimination,³ an additional suppression rule was applied for groups with fewer than 5 responses for any response category. For these questions, results were suppressed when a count for any response category was 1 to 4.

Technical notes

3. Pertains to Q63 to Q68, Q75 to Q80, Q88 and Q89.

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Suppressed data are not provided in the report text and are shown as blanks in the report tables. They are displayed as blanks in the Appendix Supplement Tables 1 to 4.

The following points provide additional details about comparison points found in Tables 1 to 4.

- Percentiles represent points in a ranking. The results for departments and agencies were ranked for every question. Only organizations with over 150 employees were included in the rankings. The 25th percentile represents the result that demarcates the bottom quarter of the list. In other words, if an organization's result is lower than that of the 25th percentile, the organization ranks in the bottom quarter of departments and agencies for that question. If an organization's result is higher than that of the 25th percentile, then the organization ranks above the bottom quarter of departments and agencies for that question. The 50th percentile (the median) marks the point that divides organizations' results into two equal groups—the halfway point. A result lower or higher than that of the 50th percentile means that the organization ranks in the bottom or top half for that question. The 75th percentile marks the beginning point of the top quarter of organizations. A result higher than that of the 75th percentile means that the organization ranks in the top quarter for that question.

- The results were broken down to show the results for the core public administration and for separate agencies, based on the Inventory of Government Organizations, found at <http://www.tbs-sct.gc.ca/pas-srp/index-eng.asp>.

The results were also broken down by population size, as follows:

- Very large (10,000 employees or more): 7 organizations
- Large (5,000 to 9,999 employees): 10 organizations
- Medium (1,000 to 4,999 employees): 14 organizations
- Small (500 to 999 employees): 13 organizations
- Very small (150 to 499 employees): 21 organizations
- Micro (fewer than 150 employees): 21 organizations

- The results were broken down according to organization mandate, as follows:

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Mandate categories	Number of organizations	Departments and agencies
Agents of Parliament	6	Office of the Auditor General of Canada Office of the Chief Electoral Officer Office of the Commissioner of Lobbying of Canada Office of the Information Commissioner of Canada Office of the Privacy Commissioner of Canada Office of the Public Sector Integrity Commissioner of Canada
Business and Economic Development	7	Atlantic Canada Opportunities Agency Canada Economic Development for Québec Regions Canadian Northern Economic Development Agency Federal Economic Development Agency for Southern Ontario Infrastructure Canada Innovation, Science and Economic Development Canada Western Economic Diversification Canada
Central Agency and Government Operations	8	Canada School of Public Service Department of Finance Canada Library and Archives Canada Privy Council Office Public Service Commission of Canada Public Services and Procurement Canada Shared Services Canada Treasury Board of Canada Secretariat
Enforcement and Regulatory	15	Canada Revenue Agency Canadian Dairy Commission Canadian Environmental Assessment Agency Canadian Food Inspection Agency Canadian Grain Commission Canadian Nuclear Safety Commission Canadian Radio-television and Telecommunications Commission Copyright Board of Canada Farm Products Council of Canada Financial Consumer Agency of Canada Indian Oil and Gas Canada National Energy Board Patented Medicine Prices Review Board of Canada Transport Canada Transportation Safety Board of Canada
Justice, Courts and Tribunals	11	Administrative Tribunals Support Service of Canada Canadian Transportation Agency Courts Administration Service Department of Justice Immigration and Refugee Board of Canada Military Grievances External Review Committee Office of the Commissioner for Federal Judicial Affairs Canada Parole Board of Canada Public Prosecution Service of Canada RCMP External Review Committee Veterans Review and Appeal Board

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Other	8	Canadian Intergovernmental Conference Secretariat Civilian Review and Complaints Commission for the RCMP Crown-Indigenous Relations and Northern Affairs Global Affairs Canada Indigenous Services Canada International Joint Commission Office of the Correctional Investigator Office of the Secretary to the Governor General
Science-Based	14	Agriculture and Agri-Food Canada Canadian Institutes of Health Research Canadian Space Agency Environment and Climate Change Canada Fisheries and Oceans Canada Health Canada National Research Council Canada Natural Resources Canada Natural Sciences and Engineering Research Council Polar Knowledge Canada Public Health Agency of Canada Social Sciences and Humanities Research Council Statistical Survey Operations Statistics Canada
Security and Military	7	Canada Border Services Agency Communications Security Establishment Canada Correctional Service Canada Department of National Defence Military Police Complaints Commission of Canada Public Safety Canada Royal Canadian Mounted Police
Social and Culture	8	Canadian Heritage Canadian Human Rights Commission Employment and Social Development Canada Immigration, Refugees and Citizenship Canada National Film Board of Canada Parks Canada Status of Women Canada Veterans Affairs Canada

End notes

ⁱ Federal Public Service Workplace Mental Health Strategy. 2016. Retrieved from <https://www.canada.ca/en/treasury-board-secretariat/services/healthy-workplace/workplace-wellness/mental-health-workplace/federal-public-service-workplace-mental-health-strategy.html>