

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

<ul style="list-style-type: none"> Percentages reflect the affirmative responses (i.e., the sum of “Strongly agree” and “Somewhat agree,” the sum of “Always / Almost always” and “Often,” the sum of “Very high” and “High,” the sum of “To a large extent” and “To a very large extent,” “Yes,” or the selected response from a list). Up and down arrows indicate a difference of one percentage point or more. Horizontal arrows indicate no difference. Green arrows indicate a positive outcome. Red arrows indicate a negative outcome. Grey arrows indicate an outcome that is neither positive nor negative. Tables show blanks when there are no historical comparisons, or when there is a low respondent count. 	2018 PSES Results for the Public Service and NRCan				NRCan Comparison Over Time													
	NRCan	PS	Gap	Icon	PSES					Gap				Icon				
	2018	2018			2008	2011	2014	2017	2018	2008 2011	2011 2014	2014 2017	2017 2018	2008 2011	2011 2014	2014 2017	2017 2018	
EMPLOYEE ENGAGEMENT																		
05	I get a sense of satisfaction from my work.	78	75	3	▲	79	76	75	80	78	-3	-1	5	-2	▼	▼	▲	▼
09	Overall, I feel valued at work.	70	66	4	▲				69	70			1					▲
10	I am proud of the work that I do.	86	85	1	▲		89	89	87	86		0	-2	-1		▶	▼	▼
14	Overall, I like my job.	81	80	1	▲	85	83	79	82	81	-2	-4	3	-1	▼	▼	▲	▼
43	I would recommend my department or agency as a great place to work.	70	67	3	▲		66	65	70	70		-1	5	0		▼	▲	▶
44	I am satisfied with my department or agency.	72	68	4	▲	70	66	64	71	72	-4	-2	7	1	▼	▼	▲	▲
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	59	3	▲	60	61	58	62	62	1	-3	4	0	▲	▼	▲	▶
LEADERSHIP																		
Immediate supervisor																		
23	I can count on my immediate supervisor to keep his or her promises.	77	76	1	▲	76	75	76	77	77	-1	1	1	0	▼	▲	▲	▶
24	My immediate supervisor keeps me informed about the issues affecting my work.	75	75	0	▶	73	73	75	76	75	0	2	1	-1	▶	▲	▲	▼
26	I am satisfied with the quality of supervision I receive.	76	75	1	▲			77	77	76			0	-1			▶	▼
Senior management																		
29	Senior managers in my department or agency lead by example in ethical behaviour.	64	63	1	▲		59	63	65	64		4	2	-1		▲	▲	▼
30	I have confidence in the senior management of my department or agency.	59	58	1	▲	54	51	52	58	59	-3	1	6	1	▼	▲	▲	▲
31	Senior management in my department or agency makes effective and timely decisions.	48	48	0	▶	43	41	43	49	48	-2	2	6	-1	▼	▲	▲	▼

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32 Essential information flows effectively from senior management to staff.	45	48	-3	▼	47	44	45	49	45	-3	1	4	-4	▼	▲	▲	▼
WORKFORCE																	
Performance management																	
06 I receive meaningful recognition for work well done.	63	60	3	▲		63	58	65	63		-5	7	-2		▼	▲	▼
07 I have clear work objectives.	70	71	-1	▼				71	70				-1				▼
19 In my work unit, unsatisfactory employee performance is managed effectively.	44	41	3	▲			39	42	44			3	2			▲	▲
22 I receive useful feedback from my immediate supervisor on my job performance.	74	73	1	▲	71	74	75	75	74	3	1	0	-1	▲	▲	►	▼
28 I receive the support I need from senior management to address unsatisfactory performance issues in my work unit. (for supervisors)	62	65	-3	▼			65	60	62			-5	2			▼	▲
Job fit and development																	
01 I get the training I need to do my job.	72	70	2	▲	71	68	65	71	72	-3	-3	6	1	▼	▼	▲	▲
02 My job is a good fit with my interests.	84	80	4	▲	83	81	82	84	84	-2	1	2	0	▼	▲	▲	►
03 My job is a good fit with my skills.	87	84	3	▲	88	87	85	88	87	-1	-2	3	-1	▼	▼	▲	▼
37 My department or agency does a good job of supporting employee career development.	53	53	0	►	57	55	49	55	53	-2	-6	6	-2	▼	▼	▲	▼
38 I believe I have opportunities for promotion within my department or agency, given my education, skills and experience.	46	48	-2	▼	45	37	35	43	46	-8	-2	8	3	▼	▼	▲	▲
Empowerment																	
11 I have opportunities to provide input into decisions that affect my work.	71	65	6	▲		72	67	74	71		-5	7	-3		▼	▲	▼

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12 I am encouraged to be innovative or to take initiative in my work.	74	66	8	▲			69	76	74			7	-2			▲	▼
13 I have support at work to provide a high level of service.	66	67	-1	▼		73	64	70	66		-9	6	-4		▼	▲	▼
39 I feel I would be supported by my department or agency if I proposed a new idea.	63	57	6	▲				63	63				0				►
Work-life balance and workload																	
04 I have support at work to balance my work and personal life.	78	76	2	▲		77	73	77	78		-4	4	1		▼	▲	▲
15 I can complete my assigned workload during my regular working hours.	65	70	-5	▼	59	62	66	68	65	3	4	2	-3	▲	▲	▲	▼
Mobility and Retention																	
46 Do you intend to leave your current position in the next two years?	28	27	1	▲		26	27	27	28		1	0	1		▲	►	▲
47 Please indicate your reason for leaving																	
a To retire	19	17	2	▲		22	18	18	19		-4	0	1		▼	►	▲
b To pursue another position within my department or agency	21	33	-12	▼		21	22	17	21		1	-5	4		▲	▼	▲
c To pursue a position in another department or agency	34	30	4	▲		34	35	36	34		1	1	-2		▲	▲	▼
d To pursue a position outside the federal public service	6	6	0	►		11	11	6	6		0	-5	0		►	▼	►
e End of my term, casual or student employment	15	8	7	▲				17	15				-2				▼
f Other	6	6	0	►		11	13	6	6		2	-7	0		▲	▼	►
WORKPLACE																	
Organizational goals																	

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						2018	2018	2018	2011	2014	2017	2018	2011	2014	2017	2018	2011	2014	2017
08	I know how my work contributes to the achievement of my department's or agency's goals.	82	84	-2	▼	81	80	79	80	82	-1	-1	1	2	▼	▼	▲	▲	
33	My department or agency does a good job of communicating its vision, mission and goals.	63	67	-4	▼		62	64	64	63			2	0	-1		▲	▶	▼
Organizational performance																			
16	I feel that the quality of my work suffers because of																		
a	constantly changing priorities	32	37	-5	▼	39	41	37	33	32	2	-4	-4	-1	▲	▼	▼	▼	
b	lack of stability in my department or agency	26	33	-7	▼	32	34	31	27	26	2	-3	-4	-1	▲	▼	▼	▼	
c	too many approval stages	47	43	4	▲	49	51	61	49	47	2	10	-12	-2	▲	▲	▼	▼	
d	unreasonable deadlines	28	25	3	▲	28	30	28	27	28	2	-2	-1	1	▲	▼	▼	▲	
e	having to do the same or more work, but with fewer resources	44	42	2	▲	46	50	51	43	44	4	1	-8	1	▲	▲	▼	▲	
f	high staff turnover	27	35	-8	▼	29	26	24	29	27	-3	-2	5	-2	▼	▼	▲	▼	
g	overly complicated or unnecessary business processes	45	42	3	▲			54	46	45			-8	-1			▼	▼	
Respectful workplace																			
18	In my work unit, every individual is accepted as an equal member of the team.	73	72	1	▲			73	74	73			1	-1			▲	▼	
20	In my work unit, individuals behave in a respectful manner.	83	81	2	▲			82	82	83			0	1			▶	▲	
21	The people I work with value my ideas and opinions.	83	77	6	▲					83									
40	My department or agency implements activities and practices that support a diverse workplace.	80	78	2	▲			81	78	80			-3	2			▼	▲	
41	I think that my department or agency respects individual differences (e.g., culture, work styles, ideas).	81	78	3	▲			76	80	81	81		4	1	0		▲	▲	▶

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42 Overall, my department or agency treats me with respect.	84	81	3	▲	76	76	80	82	84	0	4	2	2	▶	▲	▲	▲
Ethical workplace																	
17 I am satisfied with how interpersonal issues are resolved in my work unit.	63	59	4	▲			65	64	63			-1	-1			▼	▼
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	71	-3	▼	67	71	76	72	68	4	5	-4	-4	▲	▲	▼	▼
35 My department or agency does a good job of promoting values and ethics in the workplace.	68	69	-1	▼					68								
36 I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal.	48	48	0	▶		43	42	47	48		-1	5	1		▼	▲	▲
Harassment																	
48 Having carefully read the definition of harassment, have you been the victim of harassment on the job in the past 12 months?	12	15	-3	▼					12								
49 <i>Of those who indicated that they were a victim of harassment:</i> From whom did you experience harassment on the job?																	
a Co-workers	47	51	-4	▼					47								
b Individuals with authority over me	63	62	1	▲					63								
c Individuals working for me	11	8	3	▲					11								
d Individuals for whom I have a custodial responsibility (e.g., inmates, offenders, patients, detainees)		5															
e Individuals from other departments or agencies	6	6	0	▶					6								
f Members of the public (individuals or organizations)	3	10	-7	▼					3								
g Other	2	4	-2	▼					2								

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50	<i>Of those who indicated that they were a victim of harassment:</i> Please indicate the nature of the harassment you experienced																		
a	Aggressive behaviour	39	40	-1	▼														39
b	Excessive control	43	40	3	▲														43
c	Being excluded or being ignored	47	46	1	▲														47
d	Humiliation	40	41	-1	▼														40
e	Interference with work / withholding resources	37	33	4	▲														37
f	Offensive remark	47	56	-9	▼														47
g	Personal attack	29	36	-7	▼														29
h	Physical violence		2																
i	Sexual comment or gesture	8	10	-2	▼														8
j	Threat	12	13	-1	▼														12
k	Unfair treatment	43	48	-5	▼														43
l	Yelling / shouting	21	27	-6	▼														21
m	Other	13	15	-2	▼														13
51	<i>Of those who indicated that they were a victim of harassment:</i> What action(s) did you take to address the harassment you experienced?																		

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a	I discussed the matter with my supervisor or a senior manager	56	51	5	▲					56								
b	I discussed the matter with the person(s) from whom I experienced the harassment	25	27	-2	▼					25								
c	I contacted a human resources advisor in my department or agency	7	8	-1	▼					7								
d	I contacted my union representative	19	20	-1	▼					19								
e	I used an informal conflict resolution process	7	10	-3	▼					7								
f	I filed a grievance or formal complaint	5	7	-2	▼					5								
g	I resolved the matter informally on my own	12	14	-2	▼					12								
h	Other	9	11	-2	▼					9								
i	I took no action	24	27	-3	▼					24								
52	<i>Of those who indicated that they were a victim of harassment and who did not file a grievance or formal complaint:</i> Why did you not file a grievance or formal complaint about the harassment you experienced?																	
a	The issue was resolved	10	11	-1	▼					10								
b	I did not think the incident was serious enough	18	19	-1	▼					18								
c	The behaviour stopped	12	10	2	▲					12								
d	The individual apologized	8	7	1	▲					8								
e	Management intervened	10	10	0	▶					10								
f	The individual left or changed jobs	9	9	0	▶					9								

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g I changed jobs	9	10	-1	▼						9														
h I did not know what to do, where to go or whom to ask	11	11	0	►						11														
i I was too distraught	9	12	-3	▼						9														
j I had concerns about the formal complaint process (e.g., confidentiality, how long it would take)	31	30	1	▲						31														
k I was advised against filing a complaint	9	9	0	►						9														
l I was afraid of reprisal (e.g., having limited career advancement, being labelled a troublemaker)	46	47	-1	▼						46														
m Someone threatened me	2	2	0	►						2														
n I did not believe it would make a difference	55	56	-1	▼						55														
o I intend to file a grievance or a formal complaint but I have not done so yet	4	4	0	►						4														
p Other	10	13	-3	▼						10														
53 I am satisfied with how matters related to harassment are resolved in my department or agency.	48	48	0	►						48					-2	-2	▼	▼						
54 My department or agency works hard to create a workplace that prevents harassment.	68	66	2	▲						68					75	67	70	68	-8	3	-2	▼	▲	▼
Discrimination																								
55 Having carefully read the definition of discrimination, have you been the victim of discrimination on the job in the past 12 months?	7	8	-1	▼						7														
56 <i>Of those who indicated that they were a victim of discrimination:</i> From whom did you experience discrimination on the job?																								
a Co-workers	47	36	11	▲						47														

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b Individuals with authority over me	78	77	1	▲						78								
c Individuals working for me	6	4	2	▲						6								
d Individuals for whom I have a custodial responsibility (e.g., inmates, offenders, patients, detainees)	0	4	-4	▼						0								
e Individuals from other departments or agencies	6	7	-1	▼						6								
f Members of the public (individuals or organizations)	4	9	-5	▼						4								
g Other	5	8	-3	▼						5								
57 <i>Of those who indicated that they were a victim of discrimination:</i> Please indicate the type of discrimination you experienced																		
a Race	17	25	-8	▼						17								
b National or ethnic origin	25	20	5	▲						25								
c Colour	9	15	-6	▼						9								
d Religion	7	6	1	▲						7								
e Age	24	26	-2	▼						24								
f Sex	33	29	4	▲						33								
g Sexual orientation	3	4	-1	▼						3								
h Gender identity or expression (including gender diverse identities or expressions such as transgender, two-spirit, or non-binary)	3	2	1	▲						3								
i Marital status	7	8	-1	▼						7								

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j	Family status	15	15	0	▶													15
k	Genetic characteristics (including a requirement to undergo a genetic test, or disclose the results of a genetic test)		1															
l	Disability	17	17	0	▶													17
m	Pardoned conviction or suspended record	0	0	0	▶													0
n	Other	13	19	-6	▼													13
58	<i>Of those who indicated that they were a victim of discrimination:</i> What action(s) did you take to address the discrimination you experienced?																	
a	I discussed the matter with my supervisor or a senior manager	31	29	2	▲													31
b	I discussed the matter with the person(s) from whom I experienced the discrimination	14	15	-1	▼													14
c	I contacted a human resources advisor in my department or agency	5	5	0	▶													5
d	I contacted my union representative	13	17	-4	▼													13
e	I used an informal conflict resolution process	4	4	0	▶													4
f	I filed a grievance or formal complaint	5	6	-1	▼													5
g	I resolved the matter informally on my own	3	9	-6	▼													3
h	Other	7	9	-2	▼													7
i	I took no action	54	49	5	▲													54

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59 <i>Of those who indicated that they were a victim of discrimination and who did not file a grievance or formal complaint:</i> Why did you not file a grievance or formal complaint about the discrimination you experienced?																		
a The issue was resolved	4	5	-1	▼					4									
b I did not think the incident was serious enough	16	13	3	▲					16									
c The behaviour stopped		3																
d The individual apologized		2																
e Management intervened	3	3	0	▶					3									
f The individual left or changed jobs	3	4	-1	▼					3									
g I changed jobs	7	7	0	▶					7									
h I did not know what to do, where to go or whom to ask	15	11	4	▲					15									
i I was too distraught	10	11	-1	▼					10									
j I had concerns about the formal complaint process (e.g., confidentiality, how long it would take)	31	27	4	▲					31									
k I was advised against filing a complaint	6	9	-3	▼					6									
l I was afraid of reprisal (e.g., having limited career advancement, being labelled a troublemaker)	52	45	7	▲					52									
m Someone threatened me		2																
n I did not believe it would make a difference	64	64	0	▶					64									
o I intend to file a grievance or a formal complaint but I have not done so yet	4	4	0	▶					4									

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p	Other	7	13	-6	▼	7													
60	I am satisfied with how matters related to discrimination are resolved in my department or agency.	51	53	-2	▼			55	55	51			0	-4			▶	▼	
61	My department or agency works hard to create a workplace that prevents discrimination.	71	69	2	▲		80	72	73	71			-8	1	-2		▼	▲	▼
WORKPLACE WELL-BEING																			
A psychologically healthy workplace																			
25	My immediate supervisor seems to care about me as a person.	82	80	2	▲				82	82			0						▶
65	My department or agency does a good job of raising awareness of mental health in the workplace.	73	71	2	▲				68	73			5						▲
66	I would describe my workplace as being psychologically healthy.	61	59	2	▲				61	61			0						▶
Work-related stress																			
62	Overall, to what extent do the following factors cause you stress at work?																		
a	Pay or other compensation-related issues	27	32	-5	▼				25	27			2						▲
b	Heavy workload	29	27	2	▲				28	29			1						▲
c	Unreasonable deadlines	22	21	1	▲				22	22			0						▶
d	Not enough employees to do the work	33	32	1	▲				34	33			-1						▼
e	Overtime or long work hours	13	11	2	▲				13	13			0						▶
f	Balancing work and personal life	21	20	1	▲				19	21			2						▲
g	Lack of control or input in decision-making	15	17	-2	▼				18	15			-3						▼

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

	2018 PSES Results for the Public Service and NRCan				NRCan Comparison Over Time														
	NRCan	PS	Gap	Icon	PSES					Gap				Icon					
	2018	2018			2008	2011	2014	2017	2018	2008 2011	2011 2014	2014 2017	2017 2018	2008 2011	2011 2014	2014 2017	2017 2018		
h Competing or constantly changing priorities	19	22	-3	▼				21	19									-2	▼
i Lack of clear expectations	18	19	-1	▼				19	18									-1	▼
j Information overload	16	18	-2	▼				16	16									0	►
k Physical work environment	9	10	-1	▼				6	9									3	▲
l Accessibility or accommodation issues	3	6	-3	▼					3										
m Harassment or discrimination	7	9	-2	▼				7	7									0	►
n Issue(s) with my co-worker(s)	6	7	-1	▼				6	6									0	►
o Issue(s) with individuals with authority over me	11	12	-1	▼				11	11									0	►
p Issue(s) with individual(s) working for me	4	4	0	►				4	4									0	►
q Issue(s) with other individual(s) (e.g., members of the public, individuals from other departments or agencies)	2	4	-2	▼				3	2									-1	▼
r Lack of job security	8	10	-2	▼				8	8									0	►
s Personal issues	5	7	-2	▼				5	5									0	►
63 Overall, my level of work-related stress is...(High or Very high)	18	19	-1	▼				19	18									-1	▼
64 After my workday, I feel emotionally drained.	27	30	-3	▼				26	27									1	▲
COMPENSATION																			
Pay or other compensation issues																			
67 To what extent has your pay or other compensation been affected by issues with the Phoenix pay system?	70	70	0	►				65	70									5	▲

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

	2018 PSES Results for the Public Service and NRCan				NRCan Comparison Over Time													
	NRCan	PS	Gap	Icon	PSES					Gap				Icon				
	2018	2018			2008	2011	2014	2017	2018	2008 2011	2011 2014	2014 2017	2017 2018	2008 2011	2011 2014	2014 2017	2017 2018	
68	<p><i>Of those who indicated that their pay or other compensation had been affected from "a small extent" to "a very large extent":</i> Please indicate which of the following pay or other compensation issues you have experienced:</p>																	
a	Missing regular pay	18	23	-5	▼				18	18				0				►
b	Underpayment of regular pay	35	35	0	►				36	35				-1				▼
c	Overpayment of regular pay	24	23	1	▲				19	24				5				▲
d	Incorrect or missing acting pay, overtime pay or other related extra duty pay	28	44	-16	▼				33	28				-5				▼
e	Incorrect or missing pay relating to a disability, maternity, or parental leave	7	7	0	►				6	7				1				▲
f	Incorrect or missing retroactive pay	32	33	-1	▼					32								
g	Other	36	34	2	▲				45	36				-9				▼
69	<p><i>Of those who indicated that their pay or other compensation had been affected from "a small extent" to "a very large extent":</i> Please estimate the number of hours you have spent, at work or outside of work, attempting to resolve your pay or other compensation issue(s)?</p>																	
a	0 hours	4	6	-2	▼				6	4				-2				▼
b	1 to 9 hours	44	41	3	▲				51	44				-7				▼
c	10 to 19 hours	20	19	1	▲				19	20				1				▲
d	20 to 29 hours	10	11	-1	▼				8	10				2				▲
e	30 to 39 hours	5	5	0	►				4	5				1				▲

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		2018 PSES Results for the Public Service and NRCan				NRCan Comparison Over Time																
		NRCan	PS	Gap	Icon	PSES					Gap				Icon							
		2018	2018			2008	2011	2014	2017	2018	2008 2011	2011 2014	2014 2017	2017 2018	2008 2011	2011 2014	2014 2017	2017 2018				
f	40 hours or more	17	19	-2	▼				12	17							5					▲
70	<i>Of those who indicated that their pay or other compensation had been affected from "a small extent" to "a very large extent":</i> Have all your pay or other compensation issues been resolved?	31	35	-4	▼					31												
73	To what extent have issues with the Phoenix pay system affected your decision to seek or accept another position (e.g., deployment, promotion, secondment, assignment, acting assignment) within your organization or the federal public service?	18	22	-4	▼					18												
Support to resolve pay or other compensation issues																						
71	<i>Of those who indicated that their pay or other compensation had been affected from "a small extent" to "a very large extent":</i> 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	36	0	►				40	36							-4					▼
72	<i>Of those who indicated that their pay or other compensation had been affected from "a small extent" to "a very large extent":</i> I am satisfied with the support I received from the Pay Centre to help resolve my pay or other compensation issues.	18	19	-1	▼				17	18							1					▲