



Commission de la fonction publique
du Canada

Public Service Commission
of Canada



Staffing and Non-Partisanship Survey: Treasury Board of Canada Secretariat

Canada

Staffing and Non-Partisanship Survey

Introduction

The Public Service Commission of Canada is responsible for promoting and safeguarding a merit-based, representative and non-partisan public service that serves all Canadians.

The Staffing and Non-Partisanship Survey was introduced in 2018 as a biennial public service-wide survey.¹ Data collection took place over a period of 8 weeks — between February 22 and April 20, 2018. The survey targeted employees, hiring managers and staffing advisors to gather their views on a wide range of staffing-related topics, including the New Direction in Staffing, organizational staffing policies and practices, as well as political activities and non-partisanship.

Invitations to complete the survey were sent to 214 275 public servants across 74 departments and agencies subject to the Public Service Employment Act. A total of 101 892 employees completed the survey, representing an overall response rate of 47.6%. A complete list of participating departments and agencies with their respective response rates is found in Appendix A.

This report provides a summary of key survey results for your organization, and compares them with results for departments and agencies of similar size², as well as for the federal public service as a whole.

In-scope survey respondents

The results in this report are based on all full-time indeterminate and term employees. Part-time and seasonal employees, casuals, students, contractors, Governor-in-Council appointees and ministers' exempt staff are excluded from this analysis. Results also include members of the regular Canadian Armed Forces and the Royal Canadian Mounted Police who conduct staffing activities under the Public Service Employment Act.

Results

The data presented in this report has been weighted to adjust for non-response and for respondents who did not want to share their data with the Public Service Commission. Therefore, the results can be generalized to the federal public service population in departments and agencies that are subject to the Public Service Employment Act.

Results are shown as percentages for 3 categories of responses:

1. "yes" or "no";
2. "strongly agree"; "somewhat agree"; "neither agree nor disagree"; "somewhat disagree"; or "strongly disagree";
3. "not at all"; "to a minimal extent"; "to a moderate extent"; or "to a great extent".

1. The Staffing and Non-Partisanship Survey was conducted by Statistics Canada on behalf of the Public Service Commission.

2. Size of department or agency: Very small (less than 100 employees); small (100-499 employees); medium (500-1 999 employees); large (2 000 or more employees).

For all of the above, the "don't know", "not applicable" and "unable to assess" responses are excluded. Due to rounding, figures may not always add up to 100%.

To protect the confidentiality of respondents, results are only provided for questions with at least 10 respondents. For ease of reference, the survey question numbers are reported in the tables. A copy of the survey questionnaire is available on Statistics Canada's website.

Results are reported in table format. Most questions in the survey are phrased in a positive manner. However, please note that some questions are negatively phrased in which case positive responses refer to negative outcomes. For example, a positive response to the statement "Within my organization, the administrative process involved in order to staff a position is burdensome," would represent a negative outcome.

In addition to this report, we developed an interactive web-based visualization tool allowing departments and agencies to explore the survey data and generate customized data tables. A series of thematic reports will also be made available.

| Treasury Board of Canada Secretariat Large-sized department or agency | 2018 Staffing and Non-Partisanship Survey responses |
|---|---|
| Number of employees ³ | 1,831 |
| Number of respondents ⁴ | 869 |
| - Number of staffing advisors ⁵ | 8 |
| - Number of managers or supervisors | 295 |
| - Number of managers who hired or attempted to hire an indeterminate or term employee between January 1 and December 31, 2017 | 177 |

If you have any questions related to the content of this report, don't hesitate to contact us by email at: cfp.SDIP-SNPS.psc@canada.ca

3. For a given department or agency - total number of employees who were sent the survey.

4. Total number of respondents who agreed to share their results with the Public Service Commission.

5. While survey respondents from a variety of occupational groups indicated they were a staffing advisor, results to staffing advisor questions in this report are restricted to those from the PE group, as the intent of these questions was to solicit views of the HR community.

Treasury Board of Canada Secretariat

Employees' number of years of experience

Table 1: Number of years employed in the federal public service (ALL_Q55)

| | Less than a year | 1 year to less than 3 years | 3 years to less than 10 years | 10 years to less than 20 years | 20 years to less than 30 years | 30 years or more |
|---|------------------|-----------------------------|-------------------------------|--------------------------------|--------------------------------|------------------|
| Treasury Board of Canada Secretariat | 1.8% | 6.9% | 23.2% | 48.3% | 15.6% | 4.0% |
| Large-sized departments and agencies | 3.2% | 8.5% | 23.2% | 39.6% | 17.6% | 7.8% |
| Federal public service | 3.2% | 8.5% | 23.4% | 39.9% | 17.5% | 7.5% |

Table 2: Number of years employed in current department or agency (ALL_Q50)

| | Less than a year | 1 year to less than 3 years | 3 years to less than 5 years | 5 years to less than 10 years | 10 years or more |
|---|------------------|-----------------------------|------------------------------|-------------------------------|------------------|
| Treasury Board of Canada Secretariat | 6.6% | 29.5% | 14.0% | 29.0% | 20.9% |
| Large-sized departments and agencies | 5.8% | 13.9% | 8.7% | 21.5% | 50.0% |
| Federal public service | 6.1% | 14.7% | 9.1% | 21.7% | 48.4% |

Table 3: Number of years employed in current work unit (ALL_Q45)

| | Less than 6 month | 6 months to less than 1 year | 1 year to less than 3 years | 3 years to less than 5 years | 5 or more years |
|---|-------------------|------------------------------|-----------------------------|------------------------------|-----------------|
| Treasury Board of Canada Secretariat | 7.3% | 11.4% | 36.8% | 13.7% | 30.9% |
| Large-sized departments and agencies | 6.1% | 10.9% | 23.5% | 12.0% | 47.4% |
| Federal public service | 6.1% | 11.0% | 24.0% | 12.2% | 46.7% |

Table 4: Years of experience as a **manager/supervisor** in the federal public service (MAN_Q05)

| | Less than a year | 1 to less than 5 years | 5 to less than 10 years | 10 years or more |
|---|------------------|------------------------|-------------------------|------------------|
| Treasury Board of Canada Secretariat | 11.3% | 25.6% | 28.1% | 35.0% |
| Large-sized departments and agencies | 16.1% | 27.6% | 21.6% | 34.7% |
| Federal public service | 15.8% | 27.7% | 21.8% | 34.7% |

Table 5: Years of experience as a **staffing advisor** in the federal public service (ADV_Q05)

| | Less than a year | 1 to less than 5 years | 5 to less than 10 years | 10 years or more |
|--------------------------------------|------------------|------------------------|-------------------------|------------------|
| Treasury Board of Canada Secretariat | N/A | N/A | N/A | N/A |
| Large-sized departments and agencies | 11.7% | 30.2% | 21.0% | 37.1% |
| Federal public service | 11.4% | 29.7% | 21.0% | 37.8% |

Perception of merit, fairness and transparency

Table 6: Extent **employees** agreed that people hired in their work units can do the job (ALL_Q05B)

| | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
|--------------------------------------|----------------|----------------|----------------------------|-------------------|-------------------|
| Treasury Board of Canada Secretariat | 26.3% | 39.5% | 12.7% | 13.9% | 7.6% |
| Large-sized departments and agencies | 15.3% | 37.0% | 15.6% | 20.6% | 11.5% |
| Federal public service | 16.4% | 37.4% | 15.3% | 19.8% | 10.9% |

Table 7: Extent **managers** agreed that appointees meet the performance expectations of the positions for which they were hired (MAN_Q60A)

| | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
|--------------------------------------|----------------|----------------|----------------------------|-------------------|-------------------|
| Treasury Board of Canada Secretariat | 65.5% | 24.2% | 1.2% | 5.2% | 4.0% |
| Large-sized departments and agencies | 63.0% | 28.5% | 3.6% | 2.5% | 2.4% |
| Federal public service | 63.7% | 28.2% | 3.3% | 2.5% | 2.3% |

Table 8: Extent **managers** agreed that the persons they appointed are a good fit within their assigned teams or work units (MAN_Q60B)

| | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
|--------------------------------------|----------------|----------------|----------------------------|-------------------|-------------------|
| Treasury Board of Canada Secretariat | 68.7% | 20.8% | 1.8% | 5.3% | 3.4% |
| Large-sized departments and agencies | 66.3% | 25.8% | 3.3% | 2.4% | 2.2% |
| Federal public service | 67.0% | 25.4% | 3.1% | 2.3% | 2.2% |

Table 9: Extent **managers** agreed that they felt external pressure to select a particular employee (MAN_Q85A)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 80.4% | 11.0% | 6.0% | 2.6% |
| Large-sized departments and agencies | 74.7% | 12.0% | 7.7% | 5.6% |
| Federal public service | 75.6% | 11.6% | 7.3% | 5.4% |

Table 10: Extent **managers** agreed that they felt a sense of personal indebtedness to one or more employees (MAN_Q85B)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 86.4% | 8.7% | 4.9% | 0.0% |
| Large-sized departments and agencies | 80.8% | 12.7% | 5.0% | 1.5% |
| Federal public service | 81.2% | 12.5% | 4.9% | 1.5% |

Table 11: Extent **employees** agreed that the process used for selecting persons for positions in their work units is done fairly (ALL_Q05D)

| | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
|--------------------------------------|----------------|----------------|----------------------------|-------------------|-------------------|
| Treasury Board of Canada Secretariat | 17.1% | 39.8% | 18.9% | 15.0% | 9.2% |
| Large-sized departments and agencies | 13.1% | 31.9% | 21.9% | 18.7% | 14.4% |
| Federal public service | 14.0% | 32.4% | 21.6% | 18.2% | 13.8% |

Table 12: Extent **employees** agreed that appointments for positions in their work units depend on who you know (ALL_Q05C)

| | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
|--------------------------------------|----------------|----------------|----------------------------|-------------------|-------------------|
| Treasury Board of Canada Secretariat | 21.6% | 38.1% | 19.4% | 12.4% | 8.6% |
| Large-sized departments and agencies | 20.0% | 34.9% | 22.5% | 12.1% | 10.6% |
| Federal public service | 19.5% | 34.5% | 22.5% | 12.5% | 11.0% |

Table 13: Extent **employees** agreed that staffing activities in their work units are carried out in a transparent way (ALL_Q05A)

| | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
|--------------------------------------|----------------|----------------|----------------------------|-------------------|-------------------|
| Treasury Board of Canada Secretariat | 16.2% | 34.6% | 13.8% | 19.4% | 15.9% |
| Large-sized departments and agencies | 13.1% | 30.1% | 17.7% | 20.2% | 18.9% |
| Federal public service | 13.8% | 30.5% | 17.5% | 20.0% | 18.2% |

Consideration of priority entitlements

Table 14: Extent **managers** indicated that they understand the provisions that help veterans gain employment in the federal public service (MAN_Q80I)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 13.5% | 25.6% | 32.2% | 28.7% |
| Large-sized departments and agencies | 13.8% | 20.7% | 36.1% | 29.5% |
| Federal public service | 13.5% | 20.7% | 35.9% | 29.9% |

Table 15: Extent **managers** agreed that priority entitlements limit their ability to appoint persons who are a good fit within their work unit (MAN_Q80H)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 25.8% | 37.9% | 28.8% | 7.5% |
| Large-sized departments and agencies | 17.5% | 31.3% | 30.7% | 20.5% |
| Federal public service | 18.5% | 31.6% | 30.4% | 19.5% |

Table 16: Extent **staffing advisors** indicated that they are sufficiently informed about changes to priority entitlements included in the Veterans Hiring Act so as to provide sound advice to managers within their organizations (ADV_Q10D)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | N/A | N/A | N/A | N/A |
| Large-sized departments and agencies | 1.0% | 6.0% | 32.0% | 61.0% |
| Federal public service | 1.0% | 6.0% | 31.6% | 61.4% |

Table 17: Percentage of **staffing advisors** who indicated that their strategic input was sought by managers regarding the consideration of persons with priority entitlements (ADV_Q15A)

| | Yes | No |
|--------------------------------------|-------|-------|
| Treasury Board of Canada Secretariat | N/A | N/A |
| Large-sized departments and agencies | 89.1% | 10.9% |
| Federal public service | 88.6% | 11.4% |

Table 18: Percentage of **staffing advisors** who indicated that their strategic input regarding the consideration of persons with priority entitlements influenced hiring managers' staffing actions (ADV_Q20A)

| | Yes | No |
|--------------------------------------|-------|-------|
| Treasury Board of Canada Secretariat | N/A | N/A |
| Large-sized departments and agencies | 83.7% | 16.3% |
| Federal public service | 83.4% | 16.6% |

Perception of the New Direction in Staffing

Table 19: Extent **staffing advisors** indicated that they are sufficiently informed about how their organization has chosen to implement the New Direction in Staffing (NDS) (ADV_Q10A)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | N/A | N/A | N/A | N/A |
| Large-sized departments and agencies | 1.4% | 5.9% | 21.1% | 71.5% |
| Federal public service | 1.4% | 5.3% | 20.4% | 72.9% |

Table 20: Extent **staffing advisors** indicated that they can explain to managers how their organization's implementation of the NDS relates to their staffing needs (ADV_Q10B)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | N/A | N/A | N/A | N/A |
| Large-sized departments and agencies | 1.8% | 6.1% | 22.1% | 70.1% |
| Federal public service | 1.6% | 5.3% | 21.8% | 71.3% |

Table 21: Extent **managers** indicated that they understand the NDS (MAN_Q80A)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 6.3% | 15.3% | 46.3% | 32.1% |
| Large-sized departments and agencies | 15.8% | 24.1% | 42.2% | 17.9% |
| Federal public service | 15.1% | 23.4% | 42.3% | 19.1% |

Table 22: Extent **staffing advisors** indicated that the NDS provides managers with the ability to customize their staffing activities based on organizational needs (ADV_Q10C)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | N/A | N/A | N/A | N/A |
| Large-sized departments and agencies | 1.1% | 6.0% | 26.5% | 66.3% |
| Federal public service | 1.1% | 5.7% | 26.9% | 66.3% |

Table 23: Extent **managers** indicated that the NDS has improved the way they hire and appoint persons to and within their organization (MAN_Q80B)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 6.4% | 16.3% | 41.4% | 35.9% |
| Large-sized departments and agencies | 19.5% | 26.1% | 38.2% | 16.2% |
| Federal public service | 18.5% | 25.4% | 38.9% | 17.2% |

Table 24: Extent **managers** indicated that the NDS has resulted in staffing being made simpler in their organization (MAN_Q80C)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 8.7% | 17.6% | 45.3% | 28.4% |
| Large-sized departments and agencies | 27.5% | 28.0% | 31.7% | 12.8% |
| Federal public service | 26.2% | 27.6% | 32.4% | 13.9% |

Table 25: Extent **staffing advisors** indicated that the implementation of the Attestation Form has served to reinforce sub-delegated managers' key accountabilities (ADV_Q10E)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | N/A | N/A | N/A | N/A |
| Large-sized departments and agencies | 6.3% | 21.2% | 40.9% | 31.6% |
| Federal public service | 6.3% | 20.5% | 41.7% | 31.6% |

Table 26: **Managers** who indicated that they have sub-delegated authority to make appointments to and within their organizations by their deputy heads (MAN_Q10A)

| | Yes | No |
|--------------------------------------|-------|-------|
| Treasury Board of Canada Secretariat | 19.0% | 81.0% |
| Large-sized departments and agencies | 22.8% | 77.2% |
| Federal public service | 23.6% | 76.4% |

Table 27: **Managers** who indicated that they have signed an **Attestation Form** (MAN_Q10B)

| | Yes | No |
|--------------------------------------|-------|------|
| Treasury Board of Canada Secretariat | 98.3% | 1.7% |
| Large-sized departments and agencies | 93.0% | 7.0% |
| Federal public service | 93.5% | 6.5% |

Perception of organizational staffing policies and practices

Table 28: Extent **managers** indicated that they understand their organizations' policies with respect to staffing (MAN_Q80D)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 4.4% | 14.1% | 42.4% | 39.1% |
| Large-sized departments and agencies | 6.5% | 21.5% | 45.6% | 26.5% |
| Federal public service | 6.1% | 20.7% | 45.2% | 27.9% |

Table 29: Extent **managers** indicated that the staffing options available to them within their organizations allow them to address their staffing needs as quickly as required (MAN_Q80F)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 8.0% | 30.8% | 47.3% | 13.9% |
| Large-sized departments and agencies | 26.5% | 38.0% | 28.7% | 6.8% |
| Federal public service | 24.9% | 37.5% | 29.9% | 7.7% |

Table 30: Extent **managers** indicated that staffing options available to them within their organizations provide them with the flexibility to appoint persons who are a good fit within their work units (MAN_Q80G)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 2.8% | 17.3% | 45.4% | 34.5% |
| Large-sized departments and agencies | 14.1% | 27.7% | 41.1% | 17.1% |
| Federal public service | 13.2% | 26.8% | 41.1% | 18.9% |

Table 31: Extent **managers** indicated that the administrative process to staff positions within their organizations is burdensome (MAN_Q80E)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 1.1% | 15.9% | 44.4% | 38.6% |
| Large-sized departments and agencies | 1.9% | 9.5% | 31.3% | 57.3% |
| Federal public service | 1.9% | 10.1% | 32.4% | 55.5% |

Perception of staffing advice and support

Table 32: Percentage of **staffing advisors** who indicated that their strategic input was sought by managers in each of the following areas (ADV_Q15B-Q15I)

| | Treasury Board of Canada Secretariat | Large-sized departments and agencies | Federal public service |
|--|--------------------------------------|--------------------------------------|------------------------|
| Testing accommodations for candidates | N/A | 65.8% | 66.1% |
| Employment equity considerations | N/A | 55.0% | 56.2% |
| Identifying the area of selection | N/A | 90.1% | 89.3% |
| Establishing the merit criteria | N/A | 96.0% | 95.7% |
| The assessment tools or methods to be used | N/A | 96.3% | 96.1% |
| The proposed length of time to advertise | N/A | 88.1% | 88.3% |
| Choice of method used to staff their positions | N/A | 95.4% | 95.3% |
| Aligning the manager's staffing needs with the priorities of your organization's HR plan | N/A | 59.5% | 59.4% |

Table 33: Percentage of **staffing advisors** who indicated that the input they provided to managers influenced managers' staffing actions in each of the following areas (ADV_Q20B-Q20I)

| | Treasury Board of Canada Secretariat | Large-sized departments and agencies | Federal public service |
|--|--------------------------------------|--------------------------------------|------------------------|
| Testing accommodations for candidates | N/A | 80.3% | 80.8% |
| Employment equity considerations | N/A | 77.2% | 76.8% |
| Identifying the area of selection | N/A | 95.0% | 94.8% |
| Establishing the merit criteria | N/A | 95.5% | 95.5% |
| The assessment tools or methods to be used | N/A | 94.8% | 94.5% |
| The proposed length of time to advertise | N/A | 90.2% | 90.7% |
| Choice of method used to staff their positions | N/A | 95.7% | 95.5% |
| Aligning the manager's staffing needs with the priorities of your organization's HR plan | N/A | 86.7% | 86.8% |

Table 34: Extent **staffing advisors** indicated that they are confident in their ability to provide managers with useful advice on staffing (ADV_Q10F)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | N/A | N/A | N/A | N/A |
| Large-sized departments and agencies | 0.3% | 1.4% | 16.5% | 81.8% |
| Federal public service | 0.4% | 1.3% | 16.0% | 82.3% |

Table 35: Extent **managers** agreed that staffing advisors in their organizations provide them with useful staffing advice (MAN_Q65B)

| | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
|--------------------------------------|----------------|----------------|----------------------------|-------------------|-------------------|
| Treasury Board of Canada Secretariat | 40.1% | 37.3% | 8.4% | 11.2% | 3.0% |
| Large-sized departments and agencies | 34.8% | 36.8% | 11.1% | 10.3% | 7.0% |
| Federal public service | 36.2% | 36.5% | 10.7% | 10.2% | 6.5% |

Table 36: Percentage of **managers** who indicated that the information provided to them by staffing advisors assigned to their appointment processes was **not useful** (MAN_Q70 01-09)

| | Treasury Board of Canada Secretariat | Large-sized departments and agencies | Federal public service |
|---|--------------------------------------|--------------------------------------|------------------------|
| Consideration of persons with priority entitlements | 19.0% | 25.1% | 24.2% |
| Testing accommodations for candidates | 4.7% | 15.8% | 15.4% |
| Employment equity considerations | 14.1% | 12.2% | 11.8% |
| Identifying the area of selection | 28.1% | 26.6% | 25.9% |
| Establishing the merit criteria | 37.5% | 50.0% | 50.2% |
| The assessment tools or methods to be used | 66.2% | 53.9% | 54.6% |
| The proposed length of time to advertise | 23.4% | 25.6% | 24.9% |
| Choice of method used to staff your positions | 52.5% | 55.0% | 55.4% |
| Aligning your staffing needs with the priorities of your organization's HR plan | 52.7% | 43.4% | 43.1% |
| Other | 38.0% | 34.1% | 33.4% |

Table 37: Extent **managers** agreed that staffing advisors in their organizations provide them with consistent staffing advice (MAN_Q65A)

| | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
|--------------------------------------|----------------|----------------|----------------------------|-------------------|-------------------|
| Treasury Board of Canada Secretariat | 37.7% | 35.8% | 9.5% | 11.8% | 5.2% |
| Large-sized departments and agencies | 31.5% | 36.0% | 10.5% | 13.4% | 8.6% |
| Federal public service | 33.1% | 35.7% | 10.3% | 12.9% | 8.0% |

Table 38: Extent **managers** agreed that staffing advisors in their organizations acted proactively to help them fill positions with the appointees they need (MAN_Q75A)

| | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
|--------------------------------------|----------------|----------------|----------------------------|-------------------|-------------------|
| Treasury Board of Canada Secretariat | 18.1% | 35.5% | 12.8% | 21.7% | 11.8% |
| Large-sized departments and agencies | 21.6% | 28.9% | 17.0% | 18.6% | 13.9% |
| Federal public service | 22.8% | 28.9% | 16.9% | 18.3% | 13.2% |

Table 39: Extent **managers** agreed that%, overall%, they were satisfied with the staffing services they received within their organizations (MAN_Q75B)

| | Strongly agree | Somewhat agree | Neither agree nor disagree | Somewhat disagree | Strongly disagree |
|--------------------------------------|----------------|----------------|----------------------------|-------------------|-------------------|
| Treasury Board of Canada Secretariat | 26.9% | 43.7% | 11.7% | 12.1% | 5.7% |
| Large-sized departments and agencies | 26.7% | 31.0% | 13.9% | 15.6% | 12.8% |
| Federal public service | 28.2% | 31.2% | 13.7% | 15.1% | 11.8% |

Awareness and understanding of political activities and non-partisanship

Table 40: Percentage of **employees** who indicated that they engaged in political activities – other than voting or seeking political candidacy - between January 1 and December 31, 2017 (ALL_Q25)

| | Yes | No |
|--------------------------------------|------|-------|
| Treasury Board of Canada Secretariat | 2.3% | 97.7% |
| Large-sized departments and agencies | 2.4% | 97.6% |
| Federal public service | 2.4% | 97.6% |

Table 41: Extent **employees** indicated that they are aware of their rights and obligations for engaging in political activities (ALL_Q15A)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 2.4% | 12.2% | 40.5% | 44.9% |
| Large-sized departments and agencies | 3.5% | 17.1% | 44.9% | 34.5% |
| Federal public service | 3.4% | 16.6% | 44.5% | 35.6% |

Table 42: Extent **employees** indicated that their organizations keep them informed of their right to engage in political activities (ALL_Q15C)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 6.9% | 17.1% | 38.5% | 37.5% |
| Large-sized departments and agencies | 11.6% | 25.8% | 36.0% | 26.6% |
| Federal public service | 11.2% | 25.2% | 35.9% | 27.7% |

Table 43: Extent **employees** indicated that they are able to make informed decisions about engaging in political activities (ALL_Q20D)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 1.1% | 6.8% | 24.2% | 67.8% |
| Large-sized departments and agencies | 2.2% | 9.7% | 33.3% | 54.8% |
| Federal public service | 2.1% | 9.3% | 32.8% | 55.7% |

Table 44: Extent **managers** indicated that they could provide guidance and answers to their employees regarding engagement in political activities (ALL_Q15E)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 2.0% | 12.6% | 43.1% | 42.3% |
| Large-sized departments and agencies | 6.0% | 18.3% | 42.1% | 33.6% |
| Federal public service | 5.7% | 17.7% | 41.7% | 34.9% |

Table 45: Extent **employees** indicated that they understand their responsibilities to be politically impartial in carrying out their duties as public servants (ALL_Q15B)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 0.8% | 3.1% | 18.9% | 77.3% |
| Large-sized departments and agencies | 1.4% | 6.6% | 26.5% | 65.5% |
| Federal public service | 1.3% | 6.3% | 25.8% | 66.5% |

Table 46: Extent **employees** indicated that their organizations kept them informed of their responsibilities to be politically impartial in carrying out their duties (ALL_Q15D)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 5.6% | 18.2% | 34.7% | 41.6% |
| Large-sized departments and agencies | 8.3% | 21.8% | 37.0% | 32.9% |
| Federal public service | 8.0% | 21.3% | 36.7% | 33.9% |

Table 47: Extent **employees** indicated that they understand the importance to be perceived as being politically impartial in carrying out their duties (ALL_Q20A)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 0.6% | 2.8% | 12.8% | 83.8% |
| Large-sized departments and agencies | 1.1% | 5.0% | 20.0% | 73.9% |
| Federal public service | 1.0% | 4.7% | 19.3% | 74.9% |

Table 48: Extent **employees** indicated that they are able to carry out their duties as public servants in a politically impartial manner (ALL_Q20B)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 0.6% | 2.2% | 12.6% | 84.6% |
| Large-sized departments and agencies | 0.8% | 3.0% | 16.3% | 79.9% |
| Federal public service | 0.7% | 2.9% | 15.9% | 80.5% |

Table 49: Extent **employees** indicated that, within their work units, employees carried out their duties as public servants in a politically impartial manner (ALL_Q20C)

| | Not at all | To a minimal extent | To a moderate extent | To a great extent |
|--------------------------------------|------------|---------------------|----------------------|-------------------|
| Treasury Board of Canada Secretariat | 0.7% | 2.2% | 15.6% | 81.4% |
| Large-sized departments and agencies | 1.1% | 4.3% | 22.6% | 72.0% |
| Federal public service | 1.1% | 4.0% | 21.8% | 73.0% |

Appendix A: Participating departments and agencies

Table 50: Participating departments and agencies, and final response rates

| Department or agency | Final response rate |
|--|---------------------|
| Administrative Tribunals Support Service of Canada | 51.7% |
| Agriculture and Agri-Food Canada | 44.3% |
| Atlantic Canada Opportunities Agency | 55.7% |
| Canada Border Services Agency | 44.2% |
| Canada Economic Development for Québec Regions | 51.7% |
| Canada School of Public Service | 46.5% |
| Canadian Environmental Assessment Agency | 56.4% |
| Canadian Grain Commission | 66.0% |
| Canadian Heritage | 48.7% |
| Canadian Human Rights Commission | 50.5% |
| Canadian Intergovernmental Conference Secretariat | 52.2% |
| Canadian Northern Economic Development Agency | 54.8% |
| Canadian Radio-television and Telecommunications Commission (CRTC) | 52.4% |
| Canadian Space Agency | 49.6% |
| Canadian Transportation Agency | 56.0% |
| Civilian Review and Complaints Commission for the RCMP | 54.7% |
| Copyright Board of Canada | 70.6% |
| Correctional Service Canada | 33.2% |
| Courts Administration Service | 45.2% |
| Department of Finance Canada | 47.2% |
| Department of Justice Canada | 49.4% |
| Department of National Defence (non-civilian managers) | 39.8% |
| Department of National Defence - public servants | 49.1% |
| Employment and Social Development Canada | 52.2% |
| Environment and Climate Change Canada | 48.2% |
| Farm Products Council of Canada | 68.8% |
| Federal Economic Development Agency for Southern Ontario | 54.6% |
| Financial Consumer Agency of Canada | 63.6% |
| Fisheries and Oceans Canada | 36.5% |
| Global Affairs Canada | 49.0% |
| Health Canada | 47.6% |
| Immigration and Refugee Board of Canada | 41.4% |
| Immigration, Refugees and Citizenship Canada | 50.5% |
| Indian Oil and Gas Canada | 69.0% |
| Indigenous and Northern Affairs Canada | 43.5% |

| Department or agency | Final response rate |
|--|---------------------|
| Infrastructure Canada | 47.5% |
| Innovation, Science and Economic Development Canada | 52.5% |
| International Joint Commission | 50.0% |
| Library and Archives Canada | 62.6% |
| Military Grievances External Review Committee | 66.7% |
| Military Police Complaints Commission of Canada | 55.6% |
| National Energy Board | 56.6% |
| Natural Resources Canada | 45.6% |
| Office of the Chief Electoral Officer | 52.2% |
| Office of the Commissioner for Federal Judicial Affairs Canada | 46.9% |
| Office of the Commissioner of Canada Elections | 72.0% |
| Office of the Commissioner of Lobbying of Canada | 75.0% |
| Office of the Commissioner of Official Languages | 51.4% |
| Office of the Correctional Investigator | 60.0% |
| Office of the Information Commissioner of Canada | 25.6% |
| Office of the Privacy Commissioner of Canada | 46.8% |
| Office of the Public Sector Integrity Commissioner of Canada | 65.2% |
| Office of the Secretary to the Governor General | 44.8% |
| Office of the Superintendent of Bankruptcy of Canada | 54.4% |
| Office of the Superintendent of Financial Institutions Canada | 45.0% |
| Parole Board of Canada | 48.9% |
| Patented Medicine Prices Review Board | 43.3% |
| Privy Council Office | 35.1% |
| Public Health Agency of Canada | 46.4% |
| Public Prosecution Service of Canada | 53.5% |
| Public Safety Canada | 48.1% |
| Public Service Commission of Canada | 51.6% |
| Public Services and Procurement Canada | 52.4% |
| RCMP External Review Committee | 66.7% |
| Royal Canadian Mounted Police (non-civilian managers) | 46.6% |
| Royal Canadian Mounted Police - public servants | 50.8% |
| Shared Services Canada | 52.5% |
| Statistics Canada | 60.9% |
| Status of Women Canada | 38.7% |
| Supreme Court of Canada | 38.8% |
| Transport Canada | 51.7% |
| Transportation Safety Board of Canada | 51.4% |
| Treasury Board of Canada Secretariat | 49.1% |

| | |
|--|-------|
| Veterans Affairs Canada | 55.1% |
| Veterans Review and Appeal Board | 52.7% |
| Western Economic Diversification Canada | 58.1% |
| Staffing and Non-Partisanship Survey | 47.6% |

6. Note: When the survey frame was created in October 2017, Crown-Indigenous Relations and Northern Affairs and the Department of Indigenous Services Canada did not exist. However, these departments did exist for selection purposes as departments when the data was collected. For the purpose of this report, the results of these 2 departments were combined with those of Indigenous and Northern Affairs Canada.