# Where is the Highest Fear of Reprisal and Why? Data Evidence from PSES 2018-2022 Results

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Data: Public Service Employee Survey datasets (2018)

Web App: Open Canada PSES App (Mirror: iTrack PSES)

Source Code: GitHub Repository

#### Question 1: Where in the Public Service is the Fear of Reprisal the Highest?

**Answer:** The highest fear of reprisal is found in units or divisions that provide scientific evaluation for government policies and industry products.

The images below show the results for "Fear of Reprisal" (Question 36 in PSES 2018) across the government. Divisions or units that have mandates in policy and vendor product evaluations show the highest levels of fear of reprisal (lowest positive ranking) in the public service.

The following units are listed in order of ranking (lowest ranking first). Those marked with an asterisk (\*) have improved their ranking since the original analysis in 2019:

- PHAC Health Security Infrastructure Centre for Emergency Preparedness
- PHAC Infectious Disease Prevention
- Health Canada Health Products and Foods Marketed Health Products
- Health Canada Regulatory Operation Health Product Compliance
- Canada Border Services Agency ISTB, Several Directorates\*
- ECCC Industrial, Chemical Waste Directorate
- AAFC Office of Audit and Evaluation
- Canadian Institute of Health Research Research Knowledge Transfer Ethics

## Question 2: Why is the Fear of Reprisal High in These Divisions/Units?

**Answer:** The fear is NOT related to harassment and discrimination.

Notably, the fear of reprisal in the specified divisions or units is not correlated with harassment and discrimination (Questions 48 - 61). This indicates that the fear arises from other reasons.

It is also noted that for the same agencies, the divisions or units not involved in policy and vendor product evaluations have much lower fear of reprisal (higher positive ranking). This further confirms that the primary source of fear in those units where it is high comes from

the work they do, which—based on observations and firsthand accounts—is conducted under political and industry interference.

In summary, the fear of reprisal highly correlates with the level of political and industry interference in the work performed by professionals in those units where it is high.

# How to Read the Images

The iTrack PSES Web App generates two types of images:

## Type 1: By Department

For a selected question (e.g., Question 36), this image shows the variation across all departments (units) at the same organizational level.

- Public Service averages and whole organization average are shown at the bottom (in black and blue boxes, respectively).
- The numbers in the boxes indicate the number of responses for each department (unit).

## Type 2: By Question

For a selected unit (the unit with the highest fear of reprisal, i.e., lowest score for Question 36), this image shows the variation across all questions.

- Questions are grouped and colored by theme.
- The numbers in the boxes show the ranking of the selected unit on each question (measured as a percentile of units that show better results).
- The black crosses indicate the Public Service average for all questions.

**Note:** All images are generated automatically. Viewing them online from the Web App is recommended for better quality.

## **Data for Later Years**

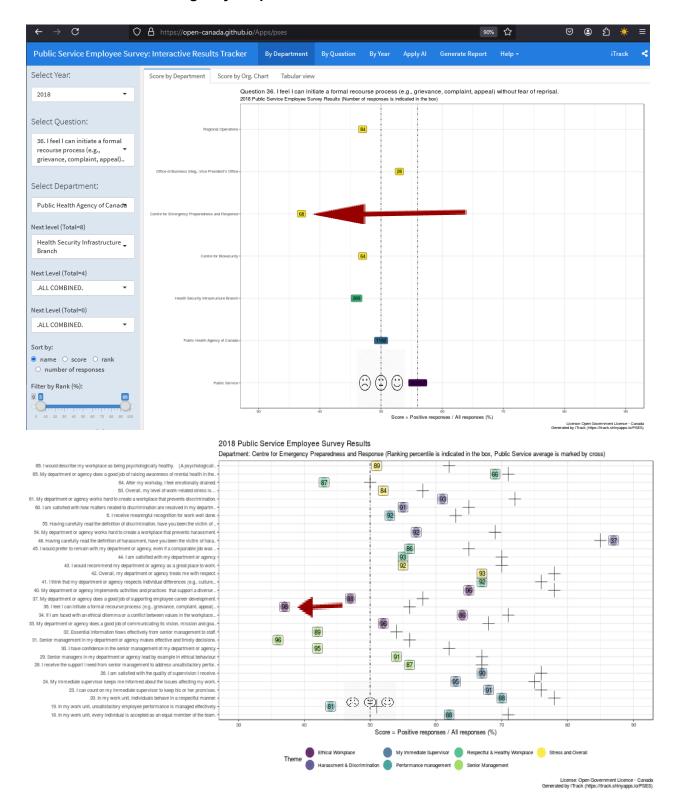
The iTrack PSES Web App generates data only for the PSES 2018 dataset.

Data for other years (2020, 2022) became available after the app was built.

A manual examination of the latest data for the departments (units) in question (i.e., those that showed the highest fear of reprisal in 2018) confirmed that this high level of fear is consistent for all years for which PSES data is published for those units, with a small exception: CBSA, where results have slightly improved since 2018.

Interested individuals may contact Dmitry Gorodnichy to obtain images for any year or department (unit) of interest.

## **PHAC - Centre for Emergency Preparedness**



#### Additional references:

"Fisman Fraud: The Rise of Canadian Hate Science." by Regina Watteel (PhD. Statistics)
 On Amazon: <a href="https://www.amazon.ca/Fismans-Fraud-Rise-Canadian-Science/dp/1988363241">https://www.amazon.ca/Fismans-Fraud-Rise-Canadian-Science/dp/1988363241</a>.
 URL: <a href="https://www.FismansFraud.ca">www.FismansFraud.ca</a>

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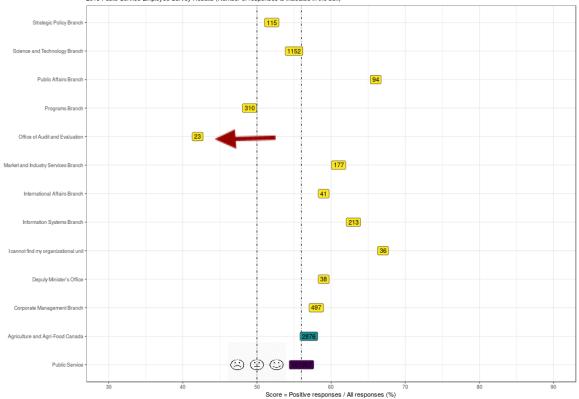
#### Health Canada - Marketed Health Products



## 20. In my work unit, individuals behave in a respectful manner. 19. In my work unit, unsatisfactory employee performance is managed effectively 18. In my work unit, every individual is accepted as an equal member of the team. 25. I am satisfied with the quality of supervision I receive. 24. My immediate supervisor keeps me informed about the issues affecting my work 23. I can count on my immediate supervisor to keep his or her promises. 32. Essential information flows effectively from senior management to staff. 31. Senior management in my department or agency makes effective and timely decisions. 30. I have confidence in the senior management of my department or agency. 29. Senior managers in my department or agency lead by example in ethical behaviour 28. I receive the support I need from senior management to address unsatisfactory perfor. 40. My department or agency implements activities and practices that support a diverse. 37. My department or agency does a good job of supporting employee career develops 35. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal). 34. If I am faced with an ethical dilemma or a conflict between values in the workplace. 33. My department or agency does a good job of communicating its vision, mission and goa. 65. My department or agency does a good job of raising awareness of mental health in the. 64. After my workday, I feel emotionally drained 45. I would prefer to remain with my department or agency, even if a comparable job was . 44. I am satisfied with my department or agency 41. I think that my department or agency respects individual differences (e.g., culture,... Nould describe my workplace as being psychologically healthy. (A psychological). Overall, my level of work-related stress is... (A) (B) (B) 43. I would recommend my department or agency as a great place to work 42. Overall, my department or agency treats me with res Score = Positive responses / All responses (%) My Immediate Supervisor 💮 Respectful & Healthy Workplace 🦲 Stress and Overall Harassment & Discrimination Performance management Senior Management

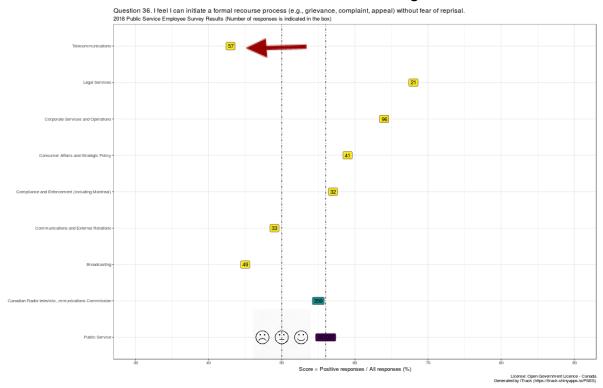
# **AAFC - Office of Audit and Evaluation**

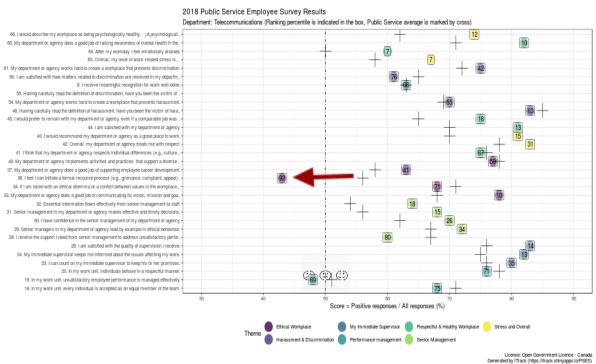
Question 36. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal. 2018 Public Service Employee Survey Results (Number of responses is indicated in the box)



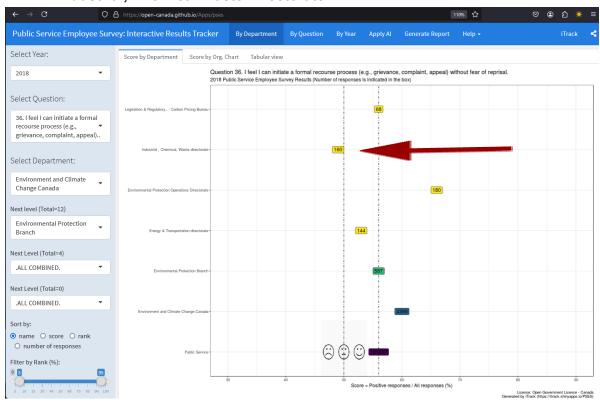
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# Canadian Radio-Television Communications - Telecommunications Canadian Radio-Television Communications - Broadcasting



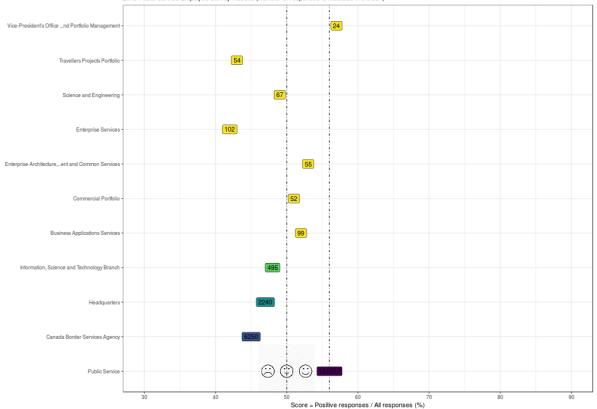


# **ECCC - Industrial, Chemical Waste Directorate**



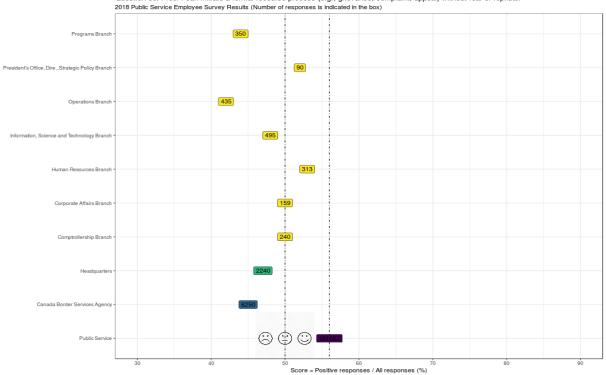
## CBSA:

Question 36. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal. 2018 Public Service Employee Survey Results (Number of responses is indicated in the box)



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Question 36. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal.



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