

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

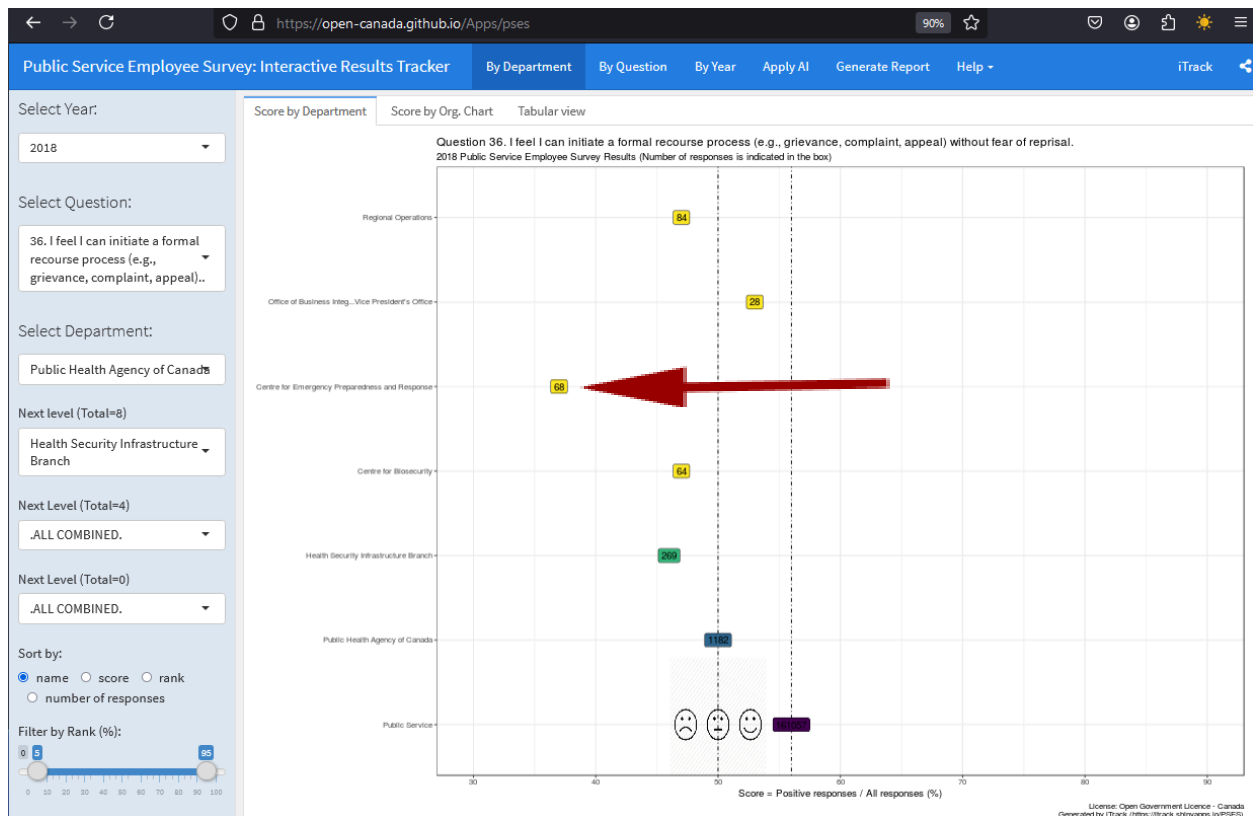
The iTrack PSES Web App generates data only for the PSES 2018 dataset.

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.

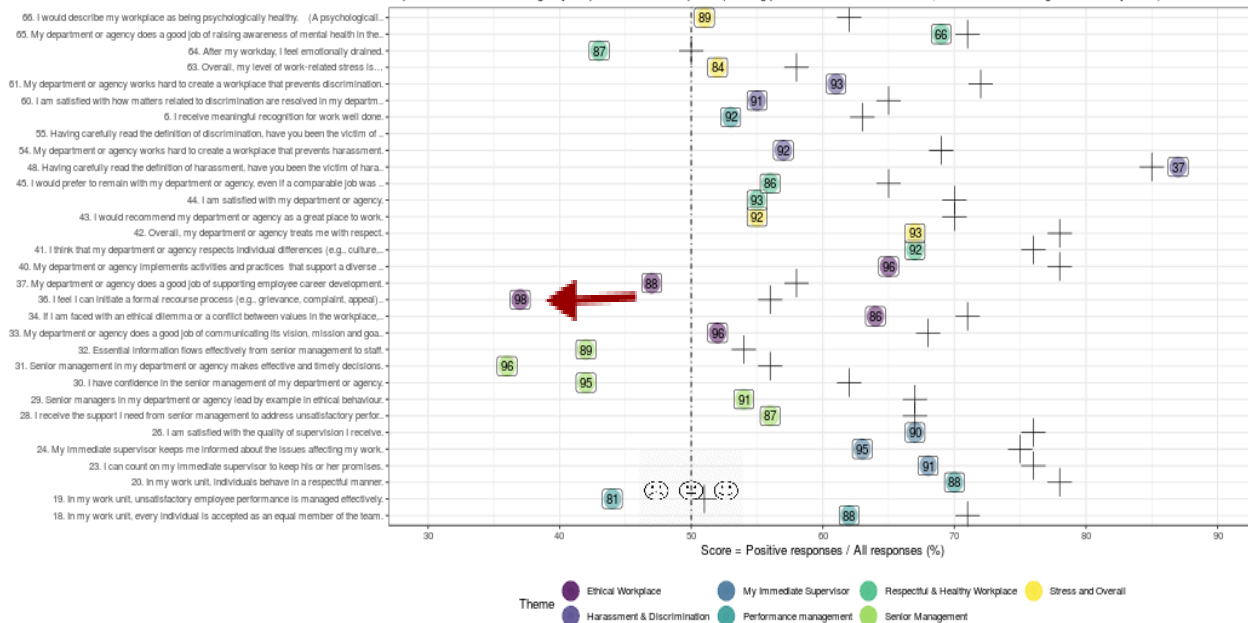
Interested individuals may contact Dmitry Gorodnichy to obtain images for any year or department (unit) of interest.

PHAC - Centre for Emergency Preparedness



2018 Public Service Employee Survey Results

Department: Centre for Emergency Preparedness and Response (Ranking percentile is indicated in the box, Public Service average is marked by cross)

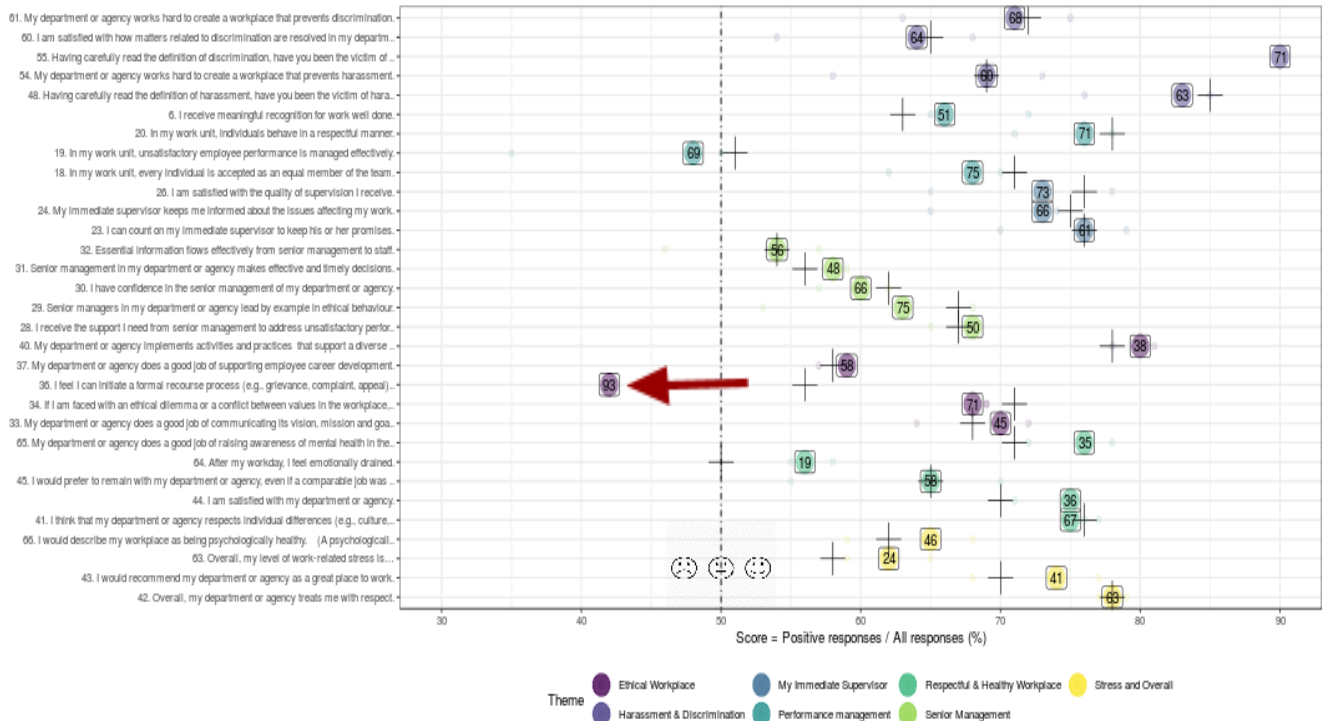


Health Canada - Marketed Health Products



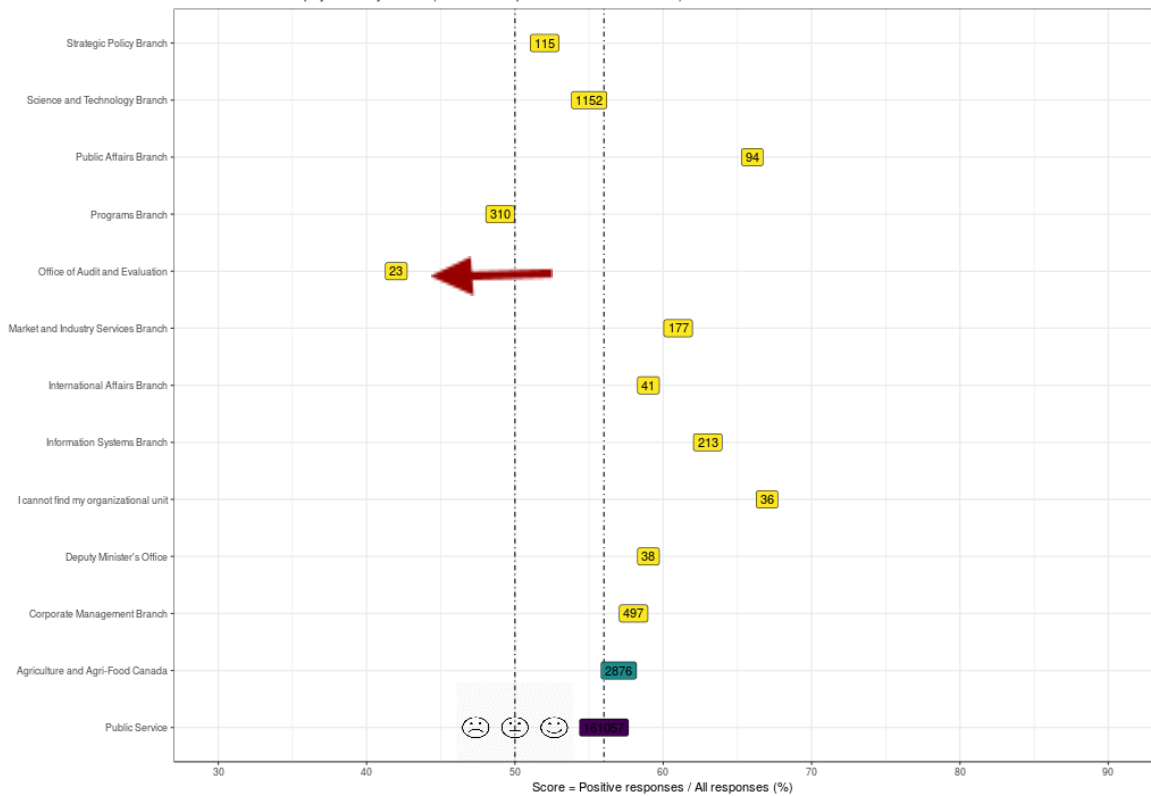
2018 Public Service Employee Survey Results

Department: Marketed Health Products (Ranking percentile is indicated in the box, Public Service average is marked by cross)



AAFC - Office of Audit and Evaluation

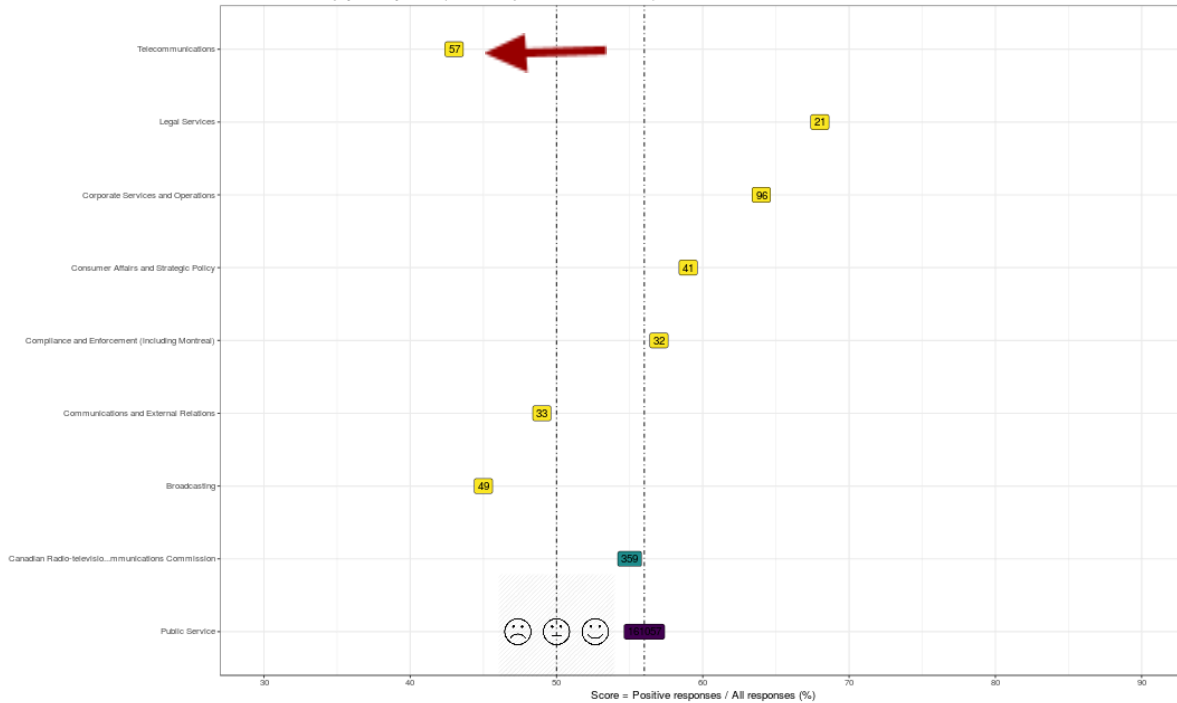
Question 36. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal.
2018 Public Service Employee Survey Results (Number of responses is indicated in the box)



Canadian Radio-Television Communications - Telecommunications

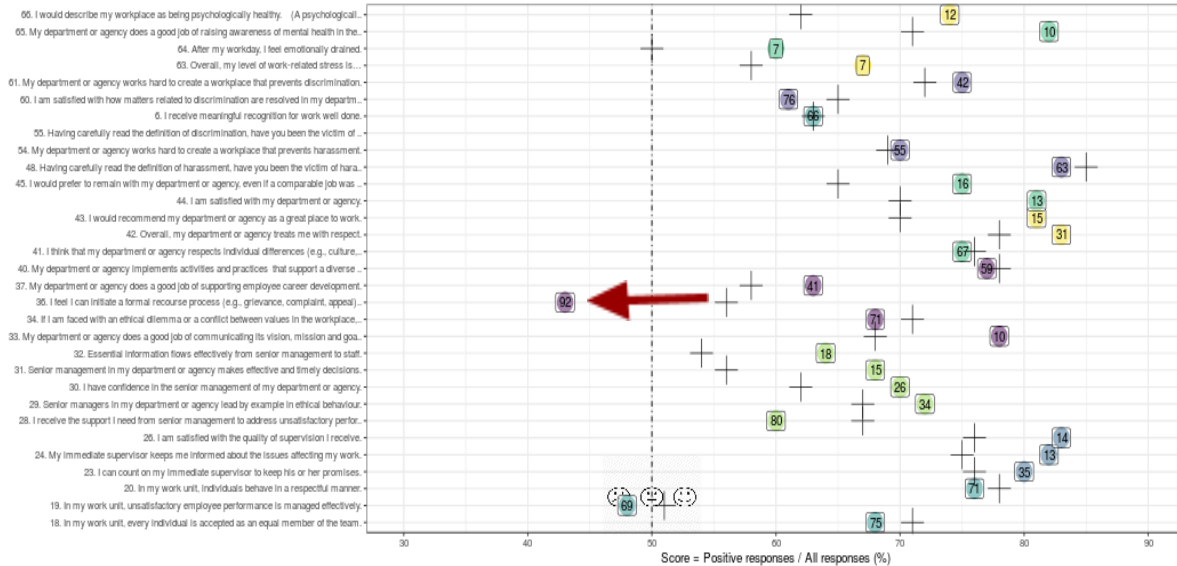
Canadian Radio-Television Communications - Broadcasting

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)



2018 Public Service Employee Survey Results

Department: Telecommunications (Ranking percentile is indicated in the box, Public Service average is marked by cross)



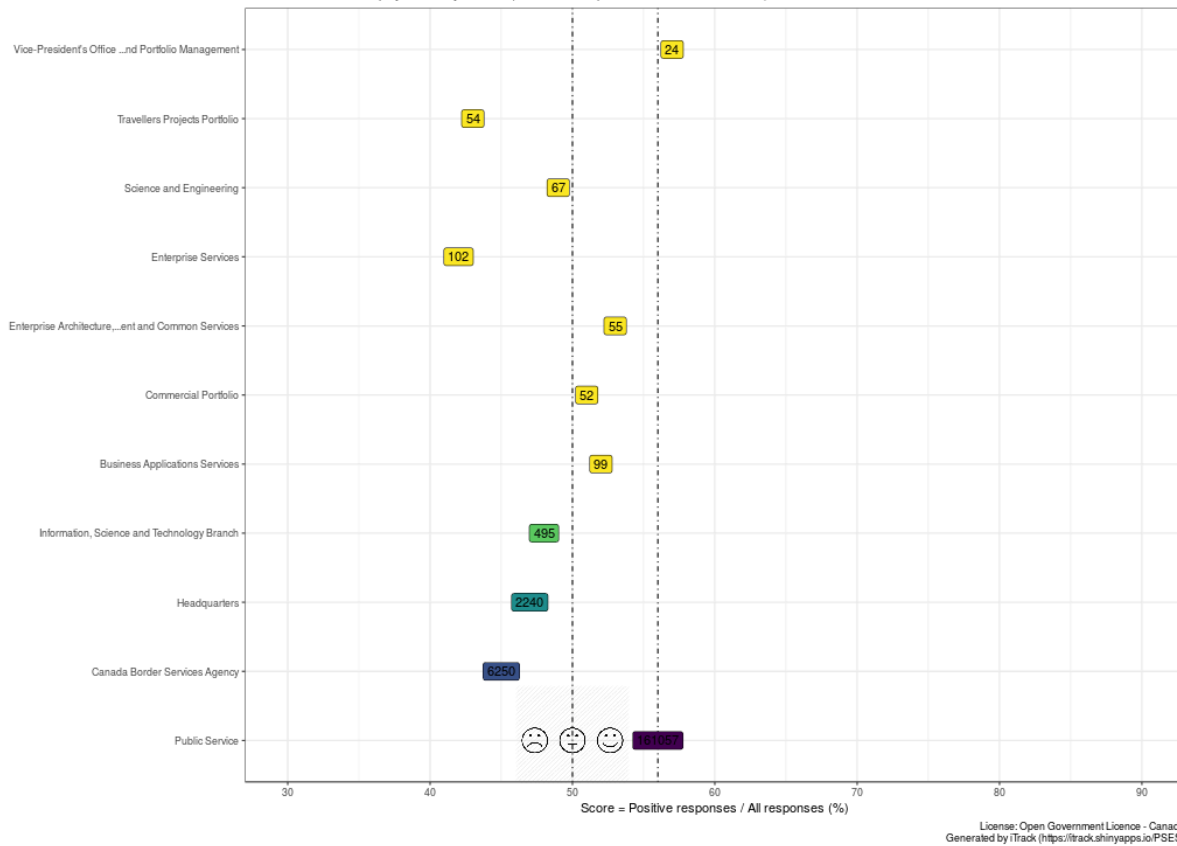
Theme

- Ethical Workplace
- Harassment & Discrimination
- My Immediate Supervisor
- Performance management
- Respectful & Healthy Workplace
- Senior Management
- Stress and Overall

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)



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)

