



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

**Annual Report
on the
Management of Misconduct
and Wrongdoing
at the
CFIA 2024 to 2025**

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Message from Paul MacKinnon, President

I am pleased to share with you the first Annual Report on the Management of Misconduct and Wrongdoing at the CFIA.

CFIA employees—whether in offices, third party establishments, laboratories, in the field, or on the frontline at our borders—make decisions every day that preserve public trust and stakeholder confidence. I am proud of their professionalism and our collective commitment to fostering a workplace culture built on mutual respect, inclusivity, and ethical conduct.

At the CFIA, we provide support and resources to prevent misconduct and wrongdoing before they happen. This includes training, confidential counselling, conflict resolution services, and a formal recourse process for reporting concerning behaviour. In January

2025, we also established the CFIA Office of the Ombuds, offering a safe, independent, and confidential space to discuss workplace issues without fear of reprisal.

CFIA employees support ethical conduct by attending training on values and ethics, by understanding how we collectively apply CFIA values and the Code of Conduct in our daily work, and by reporting instances of misconduct or wrongdoing. Together, we use the mechanisms available to us to address misconduct and wrongdoing directly and decisively when they do occur.

This first annual report demonstrates the CFIA's commitment to accountability and transparency by providing information about all founded cases of misconduct and wrongdoing in the fiscal years 2023 to 2024 and 2024 to 2025 while maintaining the privacy of our employees.

As President, I am committed to ensuring that our workforce and workplaces are safe, inclusive, accessible, representative of the people we serve, and equipped with the tools needed to succeed. This report reflects the CFIA's unwavering commitment to fostering a respectful and ethical workplace for all.

Paul MacKinnon

President, CFIA

Introduction

Misconduct and wrongdoing can damage morale, job satisfaction, trust, loyalty and pride in the CFIA as an employer. Unacceptable behaviour can also erode public trust in the CFIA as a regulator, which could have negative implications both within Canada and on the global stage.

In the spirit of transparency, this report includes data on incidents of misconduct and wrongdoing reported during the 2023 to 2024 and 2024 to 2025 fiscal years. In this first report, we report data on instances of misconduct under 3 categories:

- harassment and violence
- breaches of the CFIA Code of Conduct
- breaches of the Scientific Integrity Policy.

We also report data on disclosures of wrongdoing submitted to and assessed by the agency's Senior Integrity Officer. To safeguard the privacy of individuals, data is presented in a way that protects the anonymity of those involved.

This is an annual report that could, over time, yield valuable information about areas where we can focus our preventative activities and address any systemic weaknesses. It is our hope that this report will be a valuable tool for our staff as we continue working together to make the CFIA an excellent place to work.

Your feedback is important to improve future editions of this annual report. Please send comments and suggestions to cfiavalues-valeursacia@inspection.gc.ca.

Agency context

The CFIA is dedicated to safeguarding food, animals and plants, which enhances the health and well-being of Canada's people, environment and economy.

With employees across Canada, in the National Capital Region, Atlantic Area, Quebec, Ontario and Western Canada, CFIA employees may work in:

- food production and processing facilities
- slaughterhouses
- fields
- farms
- forests
- ports of entry
- laboratories
- traditional offices
- other countries

CFIA employees interact with a variety of stakeholders. Our main international stakeholders are global trade partners and the international scientific community. Within Canada, we work with other federal departments, the provinces and territories, Indigenous peoples and rights-holders, consumers, academia, national industry associations and the bargaining agents. Front line inspection staff work day-to-day with regulated parties such as food producers and processors, slaughter facilities, food importers and exporters.

Everyone working at the CFIA is responsible for following our values and ethics as exemplified in the Work Place Harassment and Violence Prevention Policy and the CFIA Code of Conduct, regardless of level or workplace. While we cannot enforce employee codes and policies on people who do not work for the agency, the CFIA does not tolerate harassment or violence towards its employees from anyone, including people not employed by the agency. The CFIA addresses any such occurrences to the extent possible, through its internal controls as well as by reporting it to the employer of the outside party.

Defining misconduct and wrongdoing

Misconduct

Misconduct is any action in which an individual willfully contravenes a rule, departmental policy instrument, approved procedure, departmental code of conduct, and/or Values and Ethics Code for the Public Sector, or a reasonable and lawful management request. In short, it occurs when an employee fails to uphold any of the obligations they agree to when becoming a member of the CFIA.

Examples of misconduct can include a wide range of potential infractions, including:

- theft
- unauthorized absence
- failing to follow instruction
- insubordination
- harassment

Wrongdoing

Wrongdoing is strictly used to describe incidents addressed under the Public Servant Disclosure Protection Act (PSDPA). The PSDPA defines wrongdoing as:

- a. a contravention of any Act of Parliament or of the legislature of a province, or of any regulations made under any such Act, other than a contravention of section 19 of the PSDPA;
- b. a misuse of public funds or a public asset;
- c. a gross mismanagement in the public sector;

- d. an act or omission that creates a substantial and specific danger to the life, health or safety of persons, or to the environment, other than a danger that is inherent in the performance of the duties or functions of a public servant;
- e. a serious breach of a code of conduct established under section 5 or 6 of the PSDPA; and
- f. knowingly directing or counselling a person to commit a wrongdoing set out in any of paragraphs (a) to (e).

Mechanisms for reporting misconduct and wrongdoing

All CFIA employees should feel safe and confident in reporting any situation where they suspect that misconduct or wrongdoing has occurred, without fear of reprisal.

Managers should normally be the first point of contact for help in navigating the process and addressing issues of misconduct unless they are the source of the concern. The newly created Office of the Ombuds can provide confidential advice on how to navigate reporting and recourse mechanisms as can an employee's bargaining agent. Resources are outlined in Annex A.

Issues are frequently addressed quickly and satisfactorily through informal resolution methods such as conversations, mediation and corrective actions coordinated internally. When these approaches are not possible or don't lead to a resolution, a formal investigation or other processes may be used.

Reporting and determining misconduct

Harassment and violence

Preventing misconduct is the first priority for the CFIA. This goal is in part supported by the Work Place Harassment and Violence Prevention Policy, along with mandatory training on values, ethics, and workplace harassment and violence prevention. The CFIA Code of Conduct outlines the agency's values, expected behaviours, and ethical standards. Additionally, managers have access to resources and training to help them recognize early signs of conflict or misconduct and respond appropriately.

When issues do arise, the CFIA offers both informal and formal mechanisms to help employees and managers identify, address, and resolve misconduct.

Employees are encouraged to resolve concerns early and informally through open dialogue. Support is available from managers, human resources advisors, or the Informal Conflict Management System (ICMS), which provides services such as consultation, conflict coaching, facilitation, mediation, group needs assessments, and group interventions. Employees may also seek guidance from the CFIA Ombuds, the Senior Integrity Officer, or their bargaining agents.

If informal resolution is not possible or appropriate, employees have a variety of formal recourse options available to them, including filing a notice of occurrence, a grievance, or a human rights complaint:

- filing a notice of occurrence of work place harassment and violence via the Office for Workplace Civility and Prevention of Harassment and Violence
 - this process is used to determine potential systemic workplace issues within the organization that have led or could lead to harassment and violence and to develop preventive measures to mitigate the risk of harassment and violence in the workplace
 - the process is not used to determine fault or misconduct related to an individual or to provide individual redress
 - if there is concern of an allegation of individual misconduct, management may address this via a separate administrative fact finding or investigation, in line with the CFIA Discipline Policy or through the grievance process
- filing a grievance as per the applicable collective agreement or terms and conditions of employment
 - an employee can file a grievance as it relates to their terms and conditions of employment including a grievance alleging violation of the "no discrimination" clause in the applicable collective agreement
 - if the delegated manager determines during the grievance process that an investigation or fact finding is required and that the allegations are subsequently founded, then disciplinary measures may be undertaken

- submitting a complaint via the Canadian Human Rights Act, based on any of the prohibited grounds of discrimination
 - if an employee feels that they have been the subject of discrimination based on 1 or more of the 13 prohibited grounds, they may file a complaint with the Canadian Human Rights Commission (CHRC).

One or more resolution processes can be used at the same time or one after the other.

In all options, once a report is received, the situation is reviewed to determine the appropriate next steps, which may include informal resolution methods like the ICMS and mediation or, if necessary, a formal investigation. Principles of procedural fairness are followed during investigations and formal resolution avenues (administered by the Employer) comply with the Privacy Act.

Employees will not be penalized or disciplined for making a complaint or submitting a notice of occurrence in good faith. In fact, employees have a legal obligation to report all hazardous situations noted during the course of employment and should be encouraged to report occurrences of workplace harassment and violence so that they can be addressed and prevented.

Breach of the Code of Conduct

If a manager becomes aware of possible inappropriate behaviour by a CFIA employee, they must contact their labour relations advisor. Together, the manager and Labour Relations will determine if the behaviour is considered culpable. If it is, they will also determine what action could be taken if the allegations are upheld based on the CFIA Discipline Policy.

In some cases, an investigation or fact-finding process is needed to understand what happened. This can be done by the delegated manager, another manager, or by a contracted third party. During the investigation and any follow-up actions, management and Labour Relations follow the principles of fairness and natural justice. Decisions are based on what is most likely to have happened. Everyone involved must keep the information confidential during and after the process.

Besides discipline, management may take other steps to prevent future occurrences and make expectations clear. These steps could include informal conflict resolution, workplace restoration exercises, training, and changes to policies or procedures.

Breach of the Scientific Integrity Policy

When concerns arise about a possible breach of the Scientific Integrity Policy—such as the suppression of scientific findings, misrepresentation of data, or interference in scientific work—the agency takes them seriously.

The process begins when an employee, manager, or other party identifies and reports the concern. This can be done through several channels:

- by speaking with a supervisor
- contacting Human Resources
- informing the Science Integrity Lead
- using the internal disclosure process under the PSDPA

Once a report is received, the Science Integrity Lead reviews the information to determine whether it falls within the scope of the Scientific Integrity Policy and if further information must be requested before proceeding. If the concern is valid and substantiated, a formal investigation is launched.

The investigation is handled with care and confidentiality. It involves gathering evidence, reviewing documentation, and, when necessary, consulting scientific experts to ensure the facts are fully understood. The goal is to determine whether a breach occurred and, if so, what the implications are.

If the investigation confirms a breach, the CFIA takes appropriate corrective action. This might include communication updates publicly, implementing policy changes, or applying disciplinary measures to those involved. Throughout the process, the agency ensures that the employee who raised the concern is kept informed, within the limits of confidentiality.

Reporting and determining wrongdoing

Employees can report suspected wrongdoing to the CFIA Senior Integrity Officer (SIO) or the Office of the Public Sector Integrity Commissioner (PSIC). Employees are entitled to make submissions to either of these offices without fear of reprisal. If employees believe they are experiencing reprisal as a result of reporting wrongdoing, they should report it to the CFIA SIO or to the PSIC.

To report suspected wrongdoing to the CFIA SIO, employees, including students, can submit a written report directly to the SIO in person or via email. The disclosure should include a clear description of the alleged wrongdoing, when and where it occurred and

who was involved. When the SIO receives the disclosure, they will assess whether the issue falls under the definition of wrongdoing and whether there is enough information to proceed. If warranted, the SIO may launch an internal investigation or refer the matter to another authority, such as PSIC or law enforcement. If wrongdoing is confirmed, appropriate corrective actions are taken, and the discloser will be informed of the outcome, within the limits of confidentiality. If the disclosure does not meet the definition of wrongdoing, the SIO may refer the employee to appropriate resources within the CFIA to resolve their concern.

When a CFIA employee makes a disclosure of wrongdoing to the PSIC, the process is guided by the PSDPA. An employee can report wrongdoing directly to PSIC if they believe the matter cannot be addressed internally, or they are not comfortable using the internal CFIA disclosure process. If the disclosure is accepted, PSIC may launch an administrative investigation. If criminal activity is suspected, the case may be referred to law enforcement. If wrongdoing is found, PSIC prepares a report with findings and recommendations. The report is shared with the organization and may be tabled in Parliament. The discloser is informed of the outcome.

Both processes are confidential and protect the identity of the discloser.

Annex A contains information and contact details for each of these options.

Consequences of misconduct and wrongdoing

The CFIA addresses all suspected cases of misconduct and wrongdoing by following the guidance provided by the Discipline Policy.

An allegation of misconduct or wrongdoing can be determined to be unfounded or founded after reviewing the available facts and applying the standard of proof for administrative investigations.

As an employer, the CFIA has a responsibility to take appropriate disciplinary or administrative measures when misconduct or wrongdoing is determined to be founded. In some instances, a situation may call for the application of both disciplinary and administrative measures.

Disciplinary measures

Formal corrective measures that seek to correct behaviours and are generally progressive, increasing in severity with successive acts of misconduct. To determine the appropriate measure, the manager in consultation with Labour Relations, will reasonably

consider all aggravating and extenuating circumstances. In some cases, the misconduct may be sufficiently serious to warrant disciplinary action up to and including termination of employment. Disciplinary measures range from a verbal reprimand to a written reprimand, temporary suspension without pay, financial penalty, demotion, up to termination of employment.

Administrative measures

Measures that may be taken to make the necessary adjustments to a situation. Some situations may require the application of 1 or several administrative measures. In some instances, it may be determined that an administrative measure is sufficient to address the situation. An administrative measure could include:

- recovery of funds
- changing the employee's system access
- revocation of a reliability or status or security clearance
- etc.

The appropriate action is chosen based on the seriousness of the misconduct and individual circumstances, including any mitigating or aggravating factors. The goal is to encourage behaviour that aligns with the CFIA Code of Conduct and Values and Ethics Code for the Public Sector. Corrective action aims to successfully achieve the necessary behaviour change with the least amount of punishment.

Harassment and violence at the CFIA

Harassment and violence refer to any action, conduct or comment, including those of a sexual nature, that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to employee including any prescribed action, comment, or conduct (Canada Labour Code, Part II, subsection 122(1)). It includes:

- aggressive or threatening behaviour, including verbal threats or abuse
- retaliation against an employee
- serious or repeated rude, degrading, or offensive remarks
- put-downs or insults
- unwanted touching
- name calling
- unwanted romantic advances
- spreading malicious rumours or gossip

- socially excluding or isolating a colleague
- damaging, hiding or stealing someone's personal belongings or work equipment

Notices of occurrence (NOO)

To support the prevention of harassment and violence, the CFIA Office for Workplace Civility and Prevention of Harassment and Violence focuses on the identification and resolution of systemic concerns in the workplace.

Data on NOOs related to harassment and violence are reported on the basis of the calendar year. A NOO may include multiple allegations, and may be carried over into a following year, depending on the timing of the submission and the complexity of the allegations it contains.

In 2024, CFIA employees submitted 28 NOOs related to harassment and violence. This number was similar to that in 2023, as reflected in Table 1.

Table 2 summarizes the types of allegations reported in 2023 and 2024.

Table 1: Number of NOOs received, resolved or carried in calendar years 2024 and 2023

Year	Received	Resolved (includes NOOs submitted in previous years)	Carried over into the next year (ongoing at December 31)	Total resolved or carried over
2024	28	35	22	57
2023	28	18	29	47

Table 2: Breakdown of the nature of allegations in NOOs received in 2024 and 2023

A NOO can include more than 1 type of allegation.

Nature of allegation	2024	2023
Aggressive behaviour	5	8
Excessive control	1	3
Being excluded or being ignored	1	11
Humiliation	4	15

Nature of allegation	2024	2023
Interference with work or withholding resources	4	3
Offensive remarks	12	10
Personal attacks	2	3
Physical violence	0	2
Sexual comment or gesture	1	4
Threat	4	3
Unfair treatment	11	8
Yelling or shouting	1	6
Bullying	9	9
Discrimination	10	9
Retaliation	6	1
Total	71	95

Resolved notices of occurrence

The primary goal of the NOO process is to resolve allegations of harassment and violence in the most informal way feasible, at the lowest possible level within the organization, with the aim of least disruption possible for the parties and the work environment while identifying ways to prevent their reoccurrence in the workplace.

The resolution process for a NOO is considered complete if:

- the negotiated resolution or conciliation is successful
- the principal party chooses at any time not to continue with the resolution process
- an investigation into allegations of workplace harassment and violence occurred, the investigator has provided the report, and the employer has implemented the recommendations

Investigations related to NOOs do not lead to a determination of misconduct or discipline but focus on workplace improvements. The goal of the investigation is to determine:

- if the occurrence does or does not meet the definition of harassment and violence as outlined in the *Canada Labour Code*
- the circumstances, systemic gaps, and organizational risk factors that contributed to the occurrence, if any
- any recommendations to eliminate or minimize the risk of a similar occurrence

Table 3: Processes employed in the resolution of NOOs in 2023 and 2024

Processes employed for resolution	Resolved NOOs
Investigation	<ul style="list-style-type: none"> • 2024: 14 <ul style="list-style-type: none"> ◦ 5 NOOs were determined not to meet the definition of harassment and violence ◦ 9 met the definition ◦ In all cases, the implementation of the agreed-upon preventative recommendations from the investigation reports were completed • 2023: 8 <ul style="list-style-type: none"> ◦ 7 cases were determined not to meet the definition of harassment and violence ◦ 1 case met the definition ◦ In all cases, the implementation of the agreed-upon preventative recommendations from the investigation reports were completed

Processes employed for resolution	Resolved NOOs
Negotiated resolution	<ul style="list-style-type: none"> • 2024: 12 <ul style="list-style-type: none"> ◦ 7 cases were resolved with the assistance of management ◦ 4 were resolved after management implemented preventive measures ◦ 1 was resolved after management implemented corrective and preventive measures • 2023: 7 <ul style="list-style-type: none"> ◦ 5 cases were resolved when management implemented preventive measures to prevent future recurrence ◦ 1 was resolved when the principal party agreed the incident did not meet the definition of work place harassment and violence ◦ 1 was resolved with the assistance of management
Conciliation	<ul style="list-style-type: none"> • 2024: 0 • 2023: 1 <ul style="list-style-type: none"> ◦ Resolved via the services of the Office for Prevention and Resolution of Conflict (OPRC)
Conciliation and negotiated resolution	<ul style="list-style-type: none"> • 2024: 2 <ul style="list-style-type: none"> ◦ Both cases were resolved with both a conciliation via the services of OPRC and a negotiated resolution with the assistance of management • 2023: 0
Workplace assessment	<ul style="list-style-type: none"> • 2024: 0 • 2023: 1 <ul style="list-style-type: none"> ◦ Through a collaborative approach, management from the other organization took steps to address the occurrence and prevent future occurrences

Processes employed for resolution	Resolved NOOs
Closed for other reasons	<ul style="list-style-type: none"> • 2024: 7 <ul style="list-style-type: none"> ◦ In 6 cases, the principal party decided against initiating the NOO resolution process ◦ In 1 case, the actions taken at the negotiated resolution step did not meet the principal party's needs, and no other resolution option was identified within the scope of the NOO process • 2023: 1 <ul style="list-style-type: none"> ◦ The principal party did not proceed with the process
Total	<ul style="list-style-type: none"> • 2024: 35 • 2023: 18

Cases of misconduct at the CFIA in 2024 to 2025 and 2023 to 2024

The CFIA undertakes fact-finding exercises and investigations through multiple channels, including those conducted by management, by CFIA Security, by the Office for Civility as well as workplace assessments conducted by a third party.

In 2024 to 2025, these afore-mentioned activities were supported by external contractors in 4 instances. One of these investigations determined that the allegations were unfounded. Three determined the allegations were founded, leading to disciplinary measures.

In 2023 to 2024, these CFIA activities were supported by an external contractor in 1 instance. This investigation resulted in discipline for minor misconduct while more egregious allegations were deemed unfounded.

Harassment and violence

In 2024 to 2025, there were 3 founded cases of misconduct related to harassment and violence at the CFIA. As a result, 1 employee was terminated and 2 were given suspensions without pay following the Discipline Policy and the Work Place Harassment and Violence Prevention Policy.

In 2023 to 2024 as well, there were 3 founded cases of misconduct related to harassment and violence that led to disciplinary measures at the CFIA including 1 written reprimand, 1 suspension without pay and 1 termination of employment.

Breach of the CFIA Code of Conduct

This category covers a wide range of behaviours, including but not limited to:

- negligence of duties
- insubordination
- not disclosing a conflict of interest
- inappropriate use of government assets
- tardiness
- unauthorized leave
- failure to carry out duties or to follow instructions
- misuse of the government assets

Table 4: Founded cases of breaches of the CFIA Code of Conduct in 2024 to 2025 and 2023 to 2024

Fiscal year	Founded cases	Category of breach	Corrective measures initiated
2024 to 2025	18	<ul style="list-style-type: none"> • Failure to follow instruction • Failure to report absence • Negligence of duties • Insubordination • Failure to uphold the CFIA Code of Conduct • Arriving late or leaving early • Harassment 	<ul style="list-style-type: none"> • 8 employees were suspended without pay • 10 employees received a written reprimand

Fiscal year	Founded cases	Category of breach	Corrective measures initiated
2023 to 2024	23	<ul style="list-style-type: none"> • Absenteeism • Arriving late or leaving early • Insubordination • Failure to follow instruction • Unprofessional or inappropriate behaviour • Failure to adhere to Conflict-of-Interest report • Failure to uphold the CFIA Code of Conduct 	<ul style="list-style-type: none"> • 11 employees were suspended without pay • 11 employees received a written reprimand • 1 employee was terminated for cause

Breach of the Scientific Integrity Policy

The [CFIA Scientific Integrity Policy](#) reaffirms our commitment to openness, transparency and public dissemination of science and research to give Canadians confidence in government decision-making. It is important that employees, partners and Canadians understand the role of CFIA research and scientific activities in safeguarding Canada's food, plant and animal resources. Any alleged breaches of the Scientific Integrity Policy should be reported to the Scientific Integrity Lead.

The CFIA's Scientific Integrity Policy has no reported breaches to date and continues to serve as an immensely effective tool to mitigate significant scientific integrity issues and support our staff in their daily conduct of science activities.

Personnel security violations at the CFIA in 2024 to 2025 and 2023 to 2024

A security incident refers to any event that may threaten the safety, security, or integrity of CFIA employees, assets, or information.

Of the 5 allegations of personnel security violations in 2024 to 2025, 2 required investigations, and 1 was not formally investigated because of external circumstances which limited the individual's ability to participate.

Three of the 5 allegations were deemed founded. As a result, 2 employees had their reliability status revoked, which led to the termination of their employment as they no longer met that mandatory condition of employment.

In the third founded case, the employee's term had ended, and their security status was administratively cancelled.

During fiscal year 2023 to 2024, 2 allegations of personnel security violations were received; both warranted an investigation. Neither investigation resulted in the revocation of security status. One investigation determined that the allegations were unfounded; the other was terminated.

Cases of wrongdoing at the CFIA in 2024 to 2025 and 2023 to 2024

Disclosures are unique instances of public servants reporting alleged wrongdoing(s) received by their immediate supervisor ¹ or the Senior Integrity Officer regarding possible wrongdoing in the public sector, in accordance with section 12 of the PSDPA.

Allegations refers to each alleged wrongdoing reported within a single disclosure. A single disclosure can contain multiple allegations.

Disclosures of wrongdoing

Table 5: Results of disclosures of wrongdoing in 2024 to 2025 and 2023 to 2024

Fiscal year	Disclosures	Allegations
2024 to 2025	<ul style="list-style-type: none"> • Received: 8 • Addressed: 6 • Met the definition of wrongdoing: 0 • Referred to recourse mechanisms: 0 • Referred to other CFIA services: 6 • Carried forward to next fiscal year: 2 	<ul style="list-style-type: none"> • Received: 16 • Addressed: 9 • Met the definition of wrongdoing: 0 • Referred to recourse mechanisms: 0 • Referred to other CFIA services: 9 • Carried forward to next fiscal year: 7

Fiscal year	Disclosures	Allegations
2023 to 2024	<ul style="list-style-type: none"> • Received: 2 • Addressed: 2 • Met the definition of wrongdoing: 0 • Referred to recourse mechanisms: 2 • Referred to other CFIA services: 0 • Carried forward to next fiscal year: 0 	<ul style="list-style-type: none"> • Received: 2 • Addressed: 2 • Met the definition of wrongdoing: 0 • Referred to recourse mechanisms: 2 • Referred to other CFIA services: 0 • Carried forward to next fiscal year: 0

Summary of reviews in 2024 to 2025

In 2024 to 2025, the CFIA Senior Integrity Officer received a total of 8 disclosures, containing 16 individual allegations. Six disclosures, which together included 9 allegations, were addressed.

After review by the Senior Integrity Officer, none of these 6 disclosures met the definition of wrongdoing and none were referred to an official recourse process.

However, employees were counselled to use the ICMS, speak with their manager, speak with their Benefits and Compensation advisor or contact the Employee and Family Assistance Program to resolve their concerns. In addition, lessons learned from some of these assessments were shared with relevant managers and/or the agency's Human Resource Branch.

The remaining 2 disclosures, containing a total of 7 allegations, have been carried forward into 2025 to 2026 for further assessment.

Alongside these formal disclosures, the Senior Integrity Officer responded to 2 questions about the PSDPA or procedures established under the Act or possible wrongdoings, not including actual disclosures.

Summary of reviews in 2023 to 2024

In 2023 to 2024, a total of 2 disclosures, containing a total of 2 allegations, were submitted to the Senior Integrity Officer. Both disclosures were addressed. Neither met the definition of wrongdoing.

As a result of these reviews, the Senior Integrity Officer referred 1 employee to the grievance process and 1 to the staffing complaint process.

Alongside these formal disclosures, the Senior Integrity Officer responded to 4 questions about the Act or procedures established under the Act or possible wrongdoings, not including actual disclosures.

Conclusion

The 2024 to 2025 Report on the Management of Misconduct and Wrongdoing at the CFIA reaffirms the importance placed by the CFIA on ensuring that all allegations of misconduct and wrongdoing are reviewed and/or investigated, and that any founded cases are met with appropriate disciplinary and corrective action.

We will continue to provide information, resources, counselling, and advice on the appropriate recourse mechanisms available to CFIA employees, in a way that reinforces their ability to report any misconduct and wrongdoing without fear of reprisal.

Annex A - How to report wrongdoing

As provided by sections 12 and 13 of the PSDPA, when public servants have information that could indicate a serious breach of this Act, employees should bring this matter to their immediate supervisor, the CFIA Senior Integrity Officer, or the Public Sector Integrity Commissioner. The PSDPA prevents anyone from taking any reprisal against a public servant because the public servant has made a protected disclosure or has, in good faith, cooperated in an investigation into a disclosure.

[Expand All](#)[Collapse All](#)

▼ Senior Integrity Officer

The CFIA Senior Integrity Officer serves as an independent and neutral entity on matters of internal disclosure of wrongdoing.

- **Telephone:** 613-773-7393 or 833-390-7847 (Toll free)

How to make a report

To disclose wrongdoing, complete the Internal disclosure form for all CFIA employees for allegations of wrongdoing and submit it by:

- **Email:** cfia.disclosures-divulgations.acia@inspection.gc.ca

- **Mail:**

To be opened by addressee only

Senior Integrity Officer

Audit & Evaluation

1400 Merivale Road, Tower 2, Floor 6

Ottawa, ON K1A 0Y9

▼ Office of the Public Sector Integrity Commissioner

An independent federal organization that investigates wrongdoing in the federal public sector and helps protect whistleblowers and those who participate in investigations from reprisals. The commissioner reports directly to Parliament.

Information about the services of the Office of the Public Sector Integrity Commissioner is available on their website, by telephone or by email enquiry.

- **Telephone:** 613-941-6400 or 866-941-6400 (Toll free)
- **Email:** info@psic-ispic.gc.ca

How to make a report

The Office offers [secure online forms](#) for individuals looking to:

- make a protected disclosure of wrongdoing they believe is happening within the federal public sector
- make a complaint of reprisal
- submit a request for funding for legal advice related to a disclosure of wrongdoing or complaint of reprisal

The forms can also be downloaded and submitted in person or by fax.

- **Mail:**

Office of the Public Sector Integrity Commissioner of Canada

60 Queen Street, 4th Floor

Ottawa, Ontario K1P 5Y7

- **Fax:** 613-946-2151 (not a secure means of transmission)

Annex B - How to report misconduct

The following reporting options are available to employees facing real or apparent misconduct.

[Expand All](#)[Collapse All](#)

▼ Conflict of Interest (COI) Secretariat

The COI Secretariat provides information and training to support requirements related to the CFIA Conflict of Interest and Post-Employment Policy. The Secretariat answers enquiries, reviews conflict of interest reports and advises managers of potential resolutions for identified situations of conflict of interest.

Email: COIS-SCDI@inspection.gc.ca

▼ Labour Relations

Managers dealing with situations of possible misconduct may contact their labour relations advisor for information and support, including implementation of the CFIA Discipline Policy.

Managers should discuss any concerns with their labour relations advisor and ensure that individual circumstances are considered on a case-by-case basis.

▼ Office for Workplace Civility and Prevention of Harassment and Violence

The CFIA Office for Workplace Civility and Prevention of Harassment and Violence works directly with the parties to resolve an occurrence of workplace harassment and violence. This includes responding to notices of occurrences and managing the resolution process, including negotiated resolution, conciliation and investigation, as applicable. Employees and managers can become informed, raise enquiries or concerns, and put forward a notice of occurrence.

Email: cfia.harassmentviolence-violenceharcelement.acia@inspection.gc.ca

▼ Corporate Security Division

The Agency Security Division and Chief Security Officer (CSO) conduct investigations into incidents of security policy compliance related to:

- security of information (improper transmittal, transportation or unauthorized access of classified material)
- national security (questionable conduct related to loyalty to Canada)
- fraud (misuse of Government of Canada credit card, time-theft)
- insider risk (unauthorized information dissemination, espionage, sabotage)
- violations of the CFIA Directive on Acceptable use of IM-IT Systems and Devices
- security status and security clearance reviews
- other matters which would not fall under the purview of any of the other departmental investigation units

Email: cfia.security-securite.acia@inspection.gc.ca

▼ Scientific Integrity Policy

The Scientific Integrity Lead has the overall responsibility for the appropriate conduct of science at the CFIA and for the investigation of potential breaches of the [CFIA Scientific Integrity Policy](#).

Contact: Science Integrity Lead (David Nanang at david.nanang@inspection.gc.ca)

▼ Office of the Ombuds

The Office of the Ombuds offers a safe, independent space for CFIA employees to discuss workplace issues without fear of reprisal while helping to resolve conflict and foster a more ethical, diverse, and inclusive workplace.

Telephone: 1-855-670-0943

Email: cfia.ombuds-bureaudelombuds.acia@inspection.gc.ca

▼ Canadian Human Rights Commission

The [Canadian Human Rights Commission](#) advocates for human rights, and provides enforcement and dispute resolution processes that are fair, equitable, and respect the inherent dignity of all. They receive and screen complaints from people who believe they have experienced discrimination, harassment or an accessibility barrier.

Telephone: 613-995-1151 or 888-214-1090 (toll free)

TTY: 888-643-3304

Fax: 613-996-9661

Email: info.com@chrc-ccdp.gc.ca

Annex C – Definitions

Administrative measure

Measures that may be taken to make the necessary adjustments to a situation. Some situations may require the application of one or several administrative measures. In some instances, it may be determined that an administrative measure is sufficient to address the situation. An administrative measure could include:

- recovery of funds
- modifying the employee's system access
- revocation of a reliability or status or security clearance

Conflict of interest

Any situation in which personal assets, interests or activities affect in any way, or have the potential or appear to affect, the honest, impartial performance of an employee's duties or their judgement to act in the public interest.

A conflict of interest may be:

- real (existing at the present time)
- apparent (perceived by a reasonable observer to exist, whether that is the case)
- potential (reasonably foreseen to exist in the future)

Disciplinary measure

Formal corrective measures that seek to correct behaviours and are generally progressive, increasing in severity with successive acts of misconduct. To determine the appropriate measure, the manager in consultation with Labour Relations, will reasonably consider all aggravating and extenuating circumstances. In some cases, the misconduct may be sufficiently serious to warrant disciplinary action up to and including termination of employment. Disciplinary measures range from a verbal reprimand to a written reprimand, temporary suspension without pay, financial penalty, demotion, up to termination of employment.

Disciplinary process

Emphasizes conformity with the CFIA's rules and standards of conduct. It is to be applied consistently to ensure that employees are treated equitably and to maintain public confidence in the integrity of the CFIA and its employees.

Discrimination

Any action or decision that results in the unfair or negative treatment of a person under the prohibited grounds of discrimination, such as:

- race
- national or ethnic origin
- colour
- religion
- age
- sex
- sexual orientation
- gender identity or expression
- marital status
- family status
- genetic characteristics
- disability
- conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered

Fact-finding exercise

A limited scope assessment to identify the issue and clarify relevant facts. It involves gathering information before deciding whether to go ahead with a full-scale investigation.

Grievance

A grievance is a written complaint that may be filed by an individual on their own behalf, by a bargaining agent representative on behalf of a group of individuals or, in the case of a policy grievance, by a bargaining agent or an employer.

Harassment and violence

Means any action, conduct or comment including of a sexual nature that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee including any prescribed action, comment, or conduct.

Investigation - administrative or fact-finding investigation

A first administrative process usually conducted by management or an authorized investigator into alleged inappropriate activity or behaviour on the part of an employee the purpose of which is to collect information and to determine the existence, if any, and the extent of the alleged misconduct.

Misconduct

Defined as the wilful action or inaction or recklessness on the part of an employee that violates established standard of conduct, implicit or explicit, or other rules and policies.

Security incident

Refers to any event that may threaten the safety, security, or integrity of CFIA employees, assets, or information.

Wrongdoing

Wrongdoing is strictly used to describe incidents addressed under the Public Servant Disclosure Protection Act (PSDPA). As per the PSDPA, wrongdoing is defined as:

- a contravention of any Act of Parliament or of the legislature of a province, or of any regulations made under any such Act, other than a contravention of section 19 of the PSDPA;
- a misuse of public funds or a public asset;
- a gross mismanagement in the public sector;
- an act or omission that creates a substantial and specific danger to the life, health or safety of persons, or to the environment, other than a danger that is inherent in the performance of the duties or functions of a public servant;
- a serious breach of a code of conduct established under section 5 or 6 of the PSDPA; and
- knowingly directing or counselling a person to commit a wrongdoing set out in any of paragraphs (a) to (e).

Footnote

- 1 Upon becoming aware of such a disclosure, the employee's supervisor must forward the matter to the Senior Integrity Officer for assessment.