

Public Health Agency of Canada Addressing Misconduct and Wrongdoing Report

Fiscal Year 2025-2026



To promote and protect the health of Canadians through leadership, partnership, innovation and action in public health.

—Public Health Agency of Canada

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Introduction

The annual Addressing Misconduct and Wrongdoing Report reflects the Public Health Agency of Canada's continued commitment to foster a transparent, respectful, safe, and ethical workplace. The report provides an overview of misconduct and wrongdoing, along with a summary of cases and investigations addressed by internal programs and external bodies over the 2025–2026 fiscal year.

Where relevant, comparisons with the previous fiscal year are included to provide context and support trend analysis. In addition, categories of misconduct have been refined to better capture the nature of cases, supporting greater consistency in reporting and more effective analysis over time.

Multiple programs across Health Canada and the Public Health Agency of Canada were consulted to complete the data collection process to develop this report, including Labour Relations, Internal Disclosure Services, Special Examinations, Occupational and Psychological Health and Safety, Respect in the Work Place Office, Security Management Services, the Office of the Deputy Chief Science Officer and Human Resources Policy. While each program tracks and monitors relevant data individually, this report consolidates all relevant information for the 2025-2026 fiscal year.

The report also outlines both formal and informal mechanisms available to employees to raise concerns and to access support and tools. These mechanisms are intended to ensure that concerns are addressed in a fair, consistent, and transparent manner, in alignment with applicable legislation and policy instruments, including the *Values and Ethics Code for the Public Sector* and the Public Health Agency of Canada's *Code of Conduct*. The Agency also maintains protections against reprisal for employees who disclose wrongdoing in good faith.

Understanding Misconduct and Wrongdoing

Misconduct occurs when an employee knowingly violates an Act, regulation, policy, procedure, organizational code of conduct, or a reasonable and lawful management directive. This includes any breach of obligations employees agree to uphold as part of their role within the organization. Misconduct is typically addressed through corrective, administrative or disciplinary measures.

Wrongdoing refers specifically to serious violations covered under the **Public Servants Disclosure Protection Act (PSDPA)**. As defined by s. 8 of the PSDPA, wrongdoing includes:

- Violating federal or provincial laws or regulations (excluding section 19 of the PSDPA).
- Misusing public funds or assets.
- Engaging in gross mismanagement in the public sector.

- Creating a substantial and specific danger to life, health, safety, or the environment (beyond job-related risks).
- Committing a serious breach of a code of conduct established under the PSDPA.
- Knowingly advising or directing someone to commit any of the above acts of wrongdoing.

Whereas all wrongdoing involves misconduct, not all misconduct qualifies as wrongdoing under the PSDPA.

Addressing Misconduct and Wrongdoing at the Public Health Agency of Canada

Reporting Framework

At the Public Health Agency of Canada, alleged misconduct and wrongdoing can be reported through various means, including direct reporting to managers, organizational mechanisms or to external bodies. Refer to [Annex B](#) for a list of reporting mechanisms and available resources.

Misconduct

Managers are usually the first point of contact for employees alleging misconduct. They may also become aware of potential misconduct through direct observation, workplace incidents, or other sources of information. As such, managers play an important role in assessing each situation and determining whether to involve internal or external investigative groups. They play a critical role in ensuring that allegations and/or situations are handled professionally, appropriately, with confidentiality, and in a timely manner.

At the Public Health Agency of Canada, established policies, procedures, internal services and reporting mechanisms are available to support employees and managers, depending on the nature of the concern. These may include Labour Relations, the Centre for Ombuds and Resolution (COR), the Respect in the Work Place Office (RWO), and the Security Management Division.

Employees who experience or witness workplace harassment and violence may submit a Notice of Occurrence to the RWO under the *Work Place Harassment and Violence Prevention (WPHVP) Regulations*. The WPHVP Resolution Process is not disciplinary in nature; rather, it supports both employees and managers in identifying, addressing, and resolving workplace issues, while implementing preventative measures to reduce the risk of future occurrences. The intent of the process is not to determine misconduct, assign blame, or seek personal retribution.

Employees may also seek confidential support through the COR. A variety of services within the COR provide a safe, informal, and impartial space where employees can raise and discuss any workplace concerns.

In addition to internal reporting mechanisms, employees may also reach out to their union for guidance, representation, and support in addressing workplace issues. Employees also have the option to report alleged misconduct to external bodies, including the Public Service Commission of Canada (PSC) for concerns related to staffing practices, and the Canadian Human Rights Commission (CHRC) for complaints of discrimination and workplace harassment.

Wrongdoing

All allegations of wrongdoing must be handled fairly, objectively, and without reprisal, fostering a culture of integrity and trust within the Agency. This approach helps create an environment where employees feel secure in reporting wrongdoing. To support this, the Public Health Agency of Canada's Internal Disclosure Services (IDS) provides a confidential and impartial mechanism for employees to report workplace wrongdoing, in alignment with the *Public Servants Disclosure Protection Act* (PSDPA). Employees are encouraged to bring the matter, in confidence and without fear of reprisal, to the attention of their manager, or to the Senior Integrity Officer (SIO) through IDS, or to the Public Sector Integrity Commissioner of Canada.

Employees who make a disclosure under the PSDPA are legally protected from any reprisal against them for having come forward with information related to any wrongdoing in the public service. This protection also extends to other employees participating in the disclosure process, such as witnesses. The Public Health Agency of Canada's SIO is responsible for receiving and dealing with disclosures of wrongdoing in our organization, and reports to the Deputy Head as required by the PSDPA.

Investigation

The Public Health Agency of Canada addresses all allegations of misconduct and wrongdoing in accordance with the applicable policies and guidelines. This includes undertaking investigative processes, when needed. When faced with allegations, those responsible for oversight - such as management or other respective programs – must determine whether misconduct occurred based on a balance of probabilities. To make a determination of this kind, key factors, including whether the behaviour was intentional, whether the employee should know better, and whether the action was preventable, are considered. These considerations facilitate a fair and objective assessment before any further action is taken.

In some cases, when sufficient evidence is available to support that misconduct occurred, management may proceed directly to a disciplinary hearing with the support and guidance of Labour Relations. If evidence initially received is insufficient to make a determination, an investigative process may be conducted through the form of a fact-finding or an administrative investigation.

The investigative process serves to gather and analyze information to establish the facts of an event. This process typically involves collecting evidence, interviewing witnesses, and reviewing relevant documentation. Initially, a fact-finding exercise may help determine whether the issue is straightforward or requires a formal administrative investigation. While managers, with support from Labour Relations and/or other relevant programs, can handle more straight-forward cases, more complex situations may require the engagement of an external investigative consultant.

Investigations should begin promptly and be conducted with fairness, impartiality, and confidentiality, safeguarding the privacy of all individuals involved while upholding procedural fairness.

Although all allegations of misconduct and wrongdoing are assessed, further investigation is not always required. Through the initial assessment, it may be determined that further investigation is not warranted for reasons such as insufficient evidence, allegations not being substantiated, or a determination that other recourse mechanisms are more appropriate.

Disciplinary and Administrative Measures for Founded Cases

At the Public Health Agency of Canada, administrative or disciplinary measures are determined based on the outcome of a fact-finding process or investigation, when appropriate, and in accordance with applicable policies and guidelines, and the disciplinary process. These measures are governed by the TBS [Guidelines on Discipline](#), which focuses on a corrective approach rather than a punitive one, with the aim to:

- Motivate employees to accept and uphold the rules and standards of conduct necessary to achieve the organization's goals and objectives;
- Educate employees about the standards of conduct and the consequences of violations; and
- Deter future breaches of these standards.

In determining appropriate disciplinary measures, management considers factors such as the employee's length of service, past disciplinary record (if any), and the specific circumstances of each case.

Progressive discipline is then applied, typically starting with the least severe action determined necessary to correct the behaviour, and increasing in severity if the behaviour is not corrected. However, depending on the severity of the misconduct and the particular facts

of a case, there are times when progressive discipline is not possible and termination may be warranted at the first instance.

To ensure fairness, management must consistently apply rules, conduct thorough investigations, uphold due process, and take into account both mitigating and aggravating circumstances when determining misconduct and appropriate disciplinary measures.

In some cases, administrative measures may be taken to address the situation. Administrative measures can be applied separate to a situation, or in conjunction with disciplinary measures. Administrative measures are not considered discipline and may include a letter of expectation, training or coaching. Management is encouraged to address undesirable behaviour cooperatively and informally when possible. When informal measures are insufficient, the formal disciplinary process may be considered.

An employee who is disciplined as described in these guidelines is entitled to present an individual grievance at each of the levels in the grievance process, up to and including the final level, under the [Federal Public Sector Labour Relations Regulations](#) and the provisions of any applicable collective agreement. Individual grievances may also be subject to third-party adjudication, under paragraph 209(1)(b) of the [Federal Public Sector Labour Relations Act](#).

2025-2026 Findings Overview

Misconduct

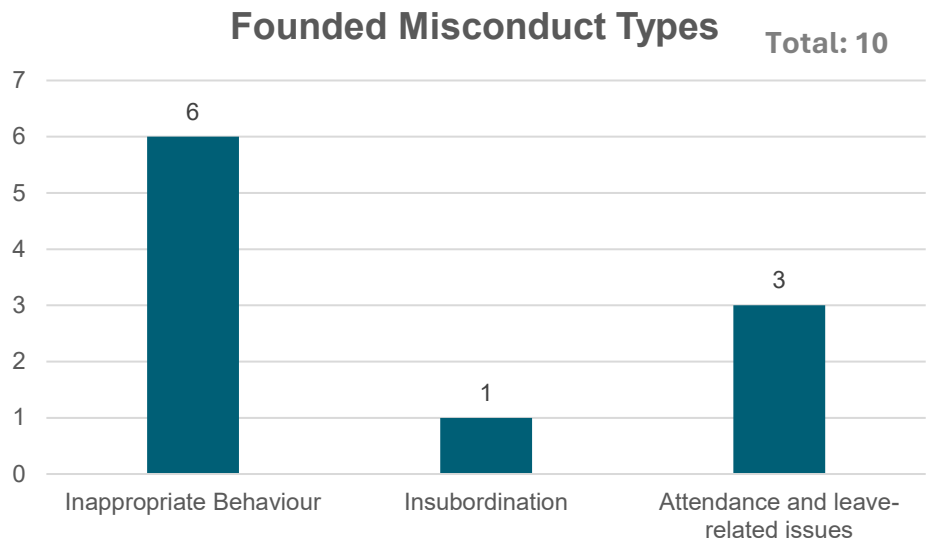
Misconduct cases arose through various processes, depending on the circumstances. In some instances, management and Labour Relations (LR) conducted their own investigations and fact-finding exercises to address the misconduct directly. In other situations, organizational programs with their own mandates and investigative processes carried out reviews before referring the matters to management and LR for further action. (The [Internal Investigations and Administrative Reviews](#) section provides an overview of these programs' findings).

Misconduct cases encompass various forms of inappropriate workplace behaviour, including tardiness, absenteeism, unauthorized leave, engaging in personal activities during work hours, insubordination, failure to perform duties or follow instructions, and misuse of government assets. It also includes a breach of policies and directives, including the Agency's Code of Conduct encompassing a broad spectrum of behaviours that violate the values and ethical standards employees, at all levels, are expected to uphold.

Founded Cases of Misconduct

During the 2025-2026 fiscal year, out of a **total 13** alleged misconduct cases, **10 cases** were founded and **three cases** were unfounded. These cases are based on eight fact-finding processes. The remaining cases were assessed without investigative processes based on the clarity of the allegations and the available information.

The figure below shows the proportion of founded misconduct cases by type.



The following table presents a summary of the 10 founded misconduct cases. The case summaries provide high-level information on the misconduct cases and the associated corrective measures. The measures vary based on the specific circumstances of each case, including the nature and severity of the behaviour and the mitigating and aggravating circumstances.

Table A – Breach and/or Misconduct

Case Summary	Measures
Inappropriate Behaviour	
An employee displayed disrespectful behaviour through an email that contained inappropriate tone and content.	Administrative – Verbal Expectations
An employee presented work material to external clients without management authorization or the opportunity to review the materials in advance.	Administrative – Letter of Expectations

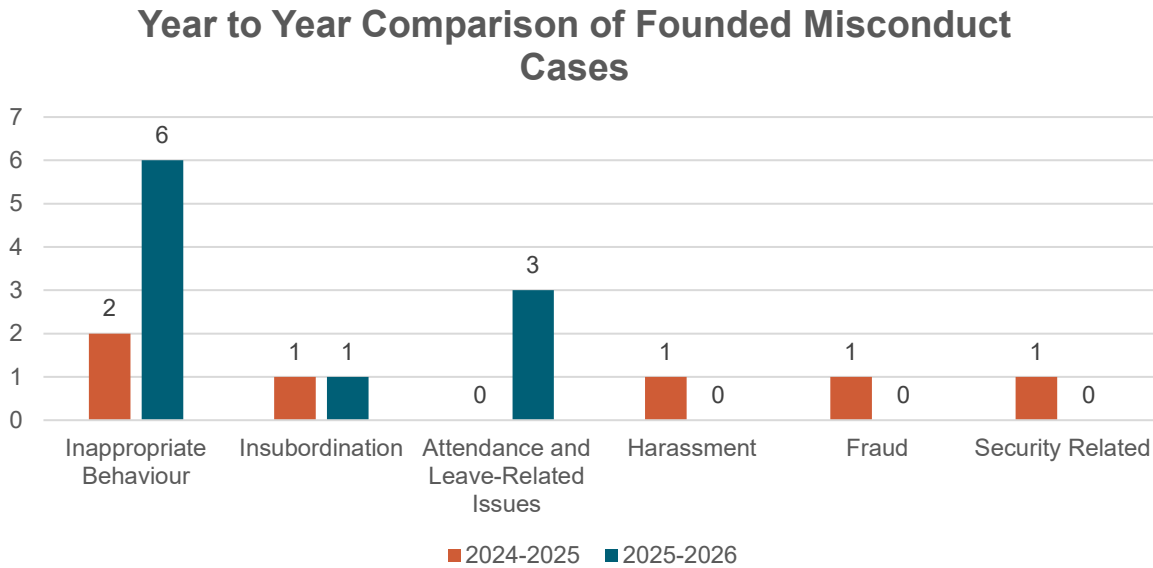
Case Summary	Measures
An employee displayed inappropriate and disrespectful behaviour towards a colleague in the workplace.	Administrative – Letter of Expectations
An employee displayed inappropriate and disrespectful behaviour towards a student in the workplace.	Disciplinary – Written Reprimand
An employee displayed inappropriate and disrespectful behaviour in the workplace.	No formal measure taken – COR services utilized
An employee displayed inappropriate and disrespectful behaviour towards their manager in the workplace.	No formal measure taken – COR services utilized
Insubordination	
A supervisor failed to comply with senior management’s direction.	Disciplinary – Written Reprimand
Attendance and Leave-Related Issues	
An employee did not comply with the directive on prescribed presence in the workplace; in addition, failure to adhere to work schedule requirements including attendance and hours of work.	Administrative - Letter of Expectations
An employee did not comply with the directive on prescribed presence in the workplace; in addition, did not inform management of absences, hours of work, and leave usage.	Administrative - Letter of Expectations
An employee was absent without authorization on multiple occasions.	Disciplinary - Five-day suspension without pay

The outcomes of these cases resulted in a range of administrative and disciplinary measures, from letters of expectation, to written reprimands and one suspension without pay, reflecting the nature and gravity of each case. Of the 10 founded cases, three led to disciplinary measures and five resulted in an administrative measure.

In comparison to the previous year, the total number of alleged misconduct cases dropped slightly from 20 to 13. The number of founded cases increased slightly from six founded cases last year to 10 founded cases this year. However, the increase in founded cases should be interpreted in context. Last year was the first year of producing and publishing the Public Health Agency of Canada Addressing Misconduct and Wrongdoing report. As such, the increase may reflect greater awareness of reporting mechanisms rather than a proportional rise in underlying misconduct. In addition, the number may be further influenced by the

introduction of a new Labour Relations case management tool. This tool aims to improve data collection and support better identification of trends and help highlight emerging areas of concern. The tool more effectively captures cases, including those resulting in informal measures, that may not have been consistently captured in last year’s report.

The figure below shows the comparison between founded misconduct cases in 2024-2025 and 2025-2026.



Overall, in comparing the two years, slight changes occurred in most categories. As context, misconduct categories were refined in 2025–2026 to better reflect the nature of cases. For comparison purposes in this report, last year’s data was aligned to these updated categories where possible. Within this context, it can be seen that there was an increase in founded cases of ‘inappropriate behaviour’ and ‘attendance and leave-related issues’ this fiscal year, and a decrease in cases of ‘harassment’, ‘fraud’ and ‘security related’.

Wrongdoing

Wrongdoing encompasses serious breaches of integrity or trust in the workplace. This includes gross mismanagement, serious breaches of a code of conduct, misuse of public funds or assets, and actions that create a substantial danger to health, safety, or the environment. It also includes knowingly directing or counseling others to commit such acts, as defined under the PSDPA.

Wrongdoing cases may arise through various reporting and investigative mechanisms, depending on the nature and severity of the concerns. Some can be reported through internal channels such as reporting to managers, while others are brought forward through formal disclosures under the PSDPA.

Founded Cases of Wrongdoing

During the 2025-2026 fiscal year, the Internal Disclosure Services team received a total of **four inquiries** from Public Health Agency of Canada employees. Of those inquiries, no disclosure was submitted under the PSDPA. An investigation was conducted during this fiscal year, following a disclosure submitted in the previous fiscal year. The investigation concluded that no wrongdoing was found.

Internal Investigations and Administrative Reviews

At the Public Health Agency of Canada, various organizational programs may receive allegations of misconduct and wrongdoing, and they carry out independent reviews or investigations within their respective mandates. When findings of misconduct are substantiated, cases may be referred to management, Labour Relations, or other relevant programs, such as Security, and may result in disciplinary action. However, in many instances, the focus is on administrative or preventative measures, such as publishing a report, providing coaching or training, or offering resources, to address the issue and help prevent recurrence.

The following presents the outcomes of the Internal Investigations and Administrative Reviews for the fiscal year 2025-2026. Detailed information regarding the respective program roles can be found in [Annex B](#).

Special Examinations (SE) Team

Fraud or Financial Misconduct

The Special Examination team received **two inquiries** from Public Health Agency of Canada employees and/or managers during the fiscal year. In both cases, there was insufficient evidence to proceed with investigations and the files were closed.

Security Management Services Directorate (SMSD)

Review of an employee's Reliability Status or Security Clearance

During the 2025-2026 fiscal year, many security screening Resolution of Doubt investigations of an employee's reliability status or Review for Cause investigations of security clearance occurred, including those resulting from an Administrative Investigation. **None resulted in the revocation of a security status or security clearance this fiscal year.**

Violations of the Standards on Acceptable Use of Electronic Devices and Networks

During the 2025-2026 fiscal year, **seven cases** were founded where a Government of Canada (GC) issued device assigned to an employee accessed the Agency's network from outside of

Canada without the required authorization. In accordance with section 6.2 of the Acceptable Use of Electronic Devices and Networks Standard, transporting or using GC devices outside Canada for personal or business purposes without proper authorization constitutes unacceptable use and is a violation of the Public Health Agency of Canada security requirements.

As part of the response measures, a fact-finding process occurs, which could lead to an administrative investigation. Employees are notified of the breach and instructed that upon their return, their GC-issued device must be inspected. For all seven cases, no administrative investigations occurred. After the fact-findings, results were assessed and discussed with individuals involved and, as necessary, with their management. Expectations to not repeat the behaviour were clearly delineated to the individuals. The files were then closed.

Administrative Investigations

During the 2025-2026 fiscal year, **two administrative investigations** were undertaken. The first case involved an alleged breach of the Acceptable Use of Electronic Devices and Networks Standard and the Scientific Integrity Policy. This investigation has resulted in the suspension of the individual's Reliability Status pending the outcome of the investigation. The second case involved theft of equipment. After investigation, it was determined that the incident was not related to Public Health Agency of Canada employees and the findings were presented to external authorities. As a result, there was no impact on any employee's security status or clearance.

Office of the Deputy Chief Science Officer (ODCSO)

Breach of Scientific Integrity

During the 2025-2026 fiscal year, **no investigations were completed** regarding breach of scientific integrity.

Respect in the Work Place Office (RWO)

Canada Labour Code, Part II – *Work Place Harassment and Violence Prevention Regulations* (SOR/2020-130)

During the 2025-2026 fiscal year, 22 Notices of Occurrence were received under the *Work Place Harassment and Violence Prevention (WPHVP) Regulations*. Of these, 18 have been resolved and 4 remain active. **No preventive investigations** were initiated during this period. Resolved Notices of Occurrence were addressed through negotiated resolution, conciliation, or, where a Notice of Occurrence was withdrawn, through a workplace assessment.

External Investigations

In addition to internal reporting mechanisms, employees have the option to report to various external federal organizations that conduct independent investigations in accordance with their mandate. At the Public Health Agency of Canada, dedicated programs maintain liaison with these external bodies to ensure adherence to relevant policies and directives. The following presents the outcomes of the External Investigations for the fiscal year 2025-2026. Detailed information regarding the respective program roles can be found in [Annex B](#).

Office of the Public Sector Integrity Commissioner (OPSIC)

During the 2025-2026 fiscal year, **no report** related to the Public Health Agency of Canada has been published.

Canadian Human Rights Commission (CHRC)

During the 2025-2026 fiscal year, there were **no CHRC investigations completed or decisions rendered** related to complaints from Public Health Agency of Canada employees.

Labour Program - Employment and Social Development Canada (ESDC)

During the 2025-2026 fiscal year, the Public Health Agency of Canada had **no infractions** under Part II of the Canada Labour Code.

Public Service Commission (PSC)

During the 2025-2026 fiscal year, the PSC completed **three investigations** involving personnel selection processes at the Public Health Agency of Canada, referred to them pursuant to section 69 of the *Public Service Employment Act* (PSEA). Of those, one investigation case was founded.

For the founded case, the PSC investigator concluded that three candidates in a selection process committed fraud. The candidates used artificial intelligence during the written exercise assessment stage of the process, which was in contravention of the exam instructions.

As corrective measures, the candidates are all required to notify the PSC before accepting an appointment in the public service for a one year period. If any of the candidates join the public service within that year, they are required to complete the Canada School of Public Service course on Values and Ethics Foundations for Employees. None of the candidates were employees of the Public Health Agency of Canada, nor were they public servants. The candidates were eliminated from the selection process.

During the 2025-2026 fiscal year, **no PSC investigation** was conducted involving improper political activities.

Conclusion

In conclusion, this report on Addressing Misconduct and Wrongdoing demonstrates the Public Health Agency of Canada's continued commitment to accountability, transparency, and trust. It also highlights our continued commitment to addressing allegations of misconduct and wrongdoing and taking appropriate action where warranted.

The Agency remains committed to upholding the highest standards of professionalism, guided by the Public Health Agency of Canada's Code of Conduct and the Values and Ethics Code for the Public Service. The publication of this report helps ensure employees understand the mechanisms available to report concerns and have confidence that issues are addressed in a timely and appropriate manner, and reinforces our collective responsibility in fostering a values-based, safe, inclusive, and respectful workplace.

Annex A: Definitions

Balance of Probabilities

The standard of proof used in administrative and disciplinary investigations. It requires that, based on the available evidence, it is more likely than not that the alleged misconduct occurred.

Conflict of Interest

A situation when an employee's private interests impair, or could be perceived to impair, their ability to make decisions with integrity, impartiality, honesty, and in the best interests of the government. There are three types of conflicts of interest (COIs):

- A **real COI** exists at the present time.
- An **apparent COI** could be perceived by a reasonable observer to exist, whether or not it is the case.
- A **potential COI** could reasonably be foreseen to exist in the future.

Delegated Authority

Deputy Heads delegate some of their authorities to managers and supervisors through the Human Resources Delegation Instrument, allowing them to act on behalf of the delegator within defined limits.

Disciplinary Hearing

A formal meeting to address allegations of employee misconduct, that provides an opportunity for the employee and/or their support person to present any additional information to management that they would like taken into consideration before a decision is made.

Disciplinary Measures

Actions taken by management to address employee misconduct. These measures, which vary in severity, may include verbal or written reprimands, suspension, demotion, financial penalty, or termination of employment, and may be applied progressively based on the nature and seriousness of the misconduct.

Discrimination

Any action, behaviour, decision, or omission that treats a person or a group of people unfairly based on prohibited grounds outlined in s. 3 of the [Canadian Human Rights Act](#) such as (but not limited to) race, gender, age, or disability.

Fact-Finding Exercise

A process undertaken to gather and analyze information to establish facts relevant to a specific issue or allegation.

Grievance

A formal employment-related written complaint presented in accordance with the [Federal Public Sector Labour Relations Act](#) (FPSLRA).

Harassment and Violence

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, conduct or comment, as per the [Canada Labour Code](#).

Misconduct

A wilful action or inaction on the part of an employee in breach of a code of conduct, policies, regulations, or an act. A **willful action** involves deliberately doing something contrary to expectations, while **willful inaction** involves intentionally failing to perform a required action or duty.

Mitigating and Aggravating Circumstances

Factors that may decrease (mitigating) or increase (aggravating) the severity of a misconduct, considered as part of the disciplinary process.

Procedural Fairness

Ensures the disciplinary process is fair by providing employees with knowledge of the allegations, an opportunity to respond, and awareness of potential consequences.

Progressive Discipline

A system of escalating responses to employee misconduct or performance issues, starting with milder corrective measures appropriate to the circumstances, and potentially leading to more severe actions if problems persist.

Scientific Integrity

Adherence to professional values and practices when conducting, managing, and communicating scientific research, ensuring objectivity, clarity, reproducibility, and honesty.

Wrongdoing

Serious violations covered under s. 8 of the [Public Servants Disclosure Protection Act](#), including violating laws or regulations, gross mismanagement, abuse of authority, or serious breaches of codes of conduct.

Annex B: Reporting Mechanisms and Roles

The following section outlines both internal and external reporting mechanisms, along with available resources to support employees in addressing workplace concerns. It is important to note that employees are encouraged to bring forward any issues related to their workplace to their immediate manager. Managers serve as a primary point of contact, offering guidance, support, and direction on appropriate steps to address concerns. Employees and managers are encouraged to visit program sites to learn about the reporting procedures, as well as the training, tools, and resources available in each program.

Internal Reporting Mechanisms and Roles

Office of Audit and Evaluation (OAE)

Public Servants Disclosure Protection Act (PSDPA)

The PSDPA gives federal public service employees and others a secure and confidential process for disclosing wrongdoing in the workplace as well as protection from acts of reprisal. It is part of the Government of Canada's ongoing commitment to promoting ethical practices in the public sector.

Employees may make a protected disclosure to their supervisor, the designated Senior Officer for Internal Disclosure or the Public Sector Integrity Commissioner.

Internal Disclosure Services (IDS)

The IDS team is part of the Office of Audit and Evaluation (OAE) which is under the authority of the Chief Audit and Evaluation Executive (CAEE) who is also the Senior Officer for Internal Disclosure. The OAE is a shared service between the Public Health Agency of Canada and Health Canada.

The IDS provides a safe, confidential, and impartial mechanism for employees of the Public Health Agency of Canada and Health Canada to report alleged wrongdoing in the workplace. The IDS is tasked with offering information, informal advice, and guidance to employees contemplating a protected disclosure under the *Public Servants Disclosure Protection Act* (PSDPA). Additionally, the IDS is responsible for receiving and reviewing disclosures of alleged wrongdoing within the Agency and Health Canada, and conducting investigations as necessary.

Contact:

- hc.ido-bdi.sc@phac-aspc.gc.ca
- Senior Integrity Officer for Internal Disclosure: 613-941-2028 or toll-free at 1-866-299-9114

Special Examinations (SE) Team

The SE team, also part of the OAE, provides a response and reporting function for employees of the Public Health Agency of Canada and Health Canada to report alleged fraud and/or misconduct in the workplace. However, this function works in close co-operation with other organizational functions involved in all aspects of prevention, detection and response. SE also provides the following core services as part of its responsibilities over investigations into potential fraud and financial misconduct in the organization:

- assisting with and/or conducting administrative investigations into losses of public funds and Crown property in accordance with the Treasury Board of Canada Secretariat's Directive on Public Money and Receivables;
- preventing and detecting potential fraud or any other financial misconduct resulting in the loss of public funds;
- coordinating the fraud risk assessment process and fraud risk management at the organizational level; and,
- making recommendations to senior management on strengthening internal controls.

Contact:

- tips-denonciations@phac-aspc.gc.ca

Respect in the Work Place Office (RWO)

Provides neutral, confidential, and impartial advice and guidance to employees and managers on the prevention and resolution of workplace harassment and violence. The RWO:

- Provides information on the Work Place Harassment and Violence Prevention Resolution Process and available resolution options to address and resolve issues related to respect in the workplace;
- Provides guidance on reporting workplace harassment and violence occurrences; and
- Provides advice on identifying and assessing workplace factors that may contribute to harassment and violence and on implementing preventative measures.

Contact:

- respectintheworkplaceoffice-bureaudurespectdanslelieudetravail@hc-sc.gc.ca
- Toll-Free: 1-844-899-3605

Centre for Ombuds and Resolution (COR)

Ombuds consultations

Provides consultations to employees at all levels regardless of their rank or tenures, offering a space to raise and discuss workplace issues while guiding them toward options, information, resources, recourse, and support to help resolve their concerns.

Informal Conflict Management services

Offers a range of services, including consultation, coaching, facilitated discussions, mediations, group interventions and training which employees at all levels can request if they are experiencing conflict in the workplace.

Contact:

- ombudsman@hc-sc.gc.ca
- Toll-Free: 1-888-490-2753

Values and Ethics Division

Offers confidential discussions for employees seeking information on the Codes of Values and Ethics or addressing work-related ethical concerns, while guiding them toward options, resources, and recourse to resolve them.

Contact:

- VE_TWCD@hc-sc.gc.ca

Office of the Deputy Chief Science Officer (ODCSO)

The Science Integrity Lead is responsible for addressing concerns related to potential breaches of scientific integrity. An allegation of Breach of Scientific Integrity may arise in relation to the conduct of employees of the organization at all levels who are involved in the design, conduct, management, review, communication or use of research, science and related activities. It may also arise in relation to individuals who conduct research, science or related activities pursuant to a contract with the Public Health Agency of Canada or in collaboration with Public Health Agency of Canada's employees. The breach can occur when individuals involved in these activities fail to uphold the principles of scientific integrity and the standards of responsible research conduct, as defined in the Health Canada and Public Health Agency of Canada Scientific Integrity Policy. Allegations of breach of scientific integrity may be brought forward by individuals from within or from outside the Public Health Agency of Canada, whether they are public servants or not.

Allegations of breach can be made by individuals to the Public Health Agency of Canada Science Integrity Lead, a manager, or through a separate and formal disclosure mechanisms under the PSDPA. When an employee submits a formal disclosure under the PSDPA, the respective disclosure process begins and the Science Integrity Lead is no longer involved. In cases where the allegation is reported to the ODCSO, the Science Integrity Lead will conduct a preliminary assessment, which will determine whether the allegation is within the scope of the Policy and whether an investigation is required. If an investigation occurs and a breach is confirmed, the accountable senior manager, in consultation with the Labour Relations Division, Security Management Services Directorate, Office of Audit and Evaluation, or the Centre for Ombuds and Resolution, as appropriate, develops an action plan with corrective

actions to reinforce integrity. The findings and action plan will be presented to the Deputy Head for approval.

Contact:

- phac.scientificintegrity-integritescientifique.aspc@canada.ca

Occupational and Psychological Health and Safety (OPHS)

The Occupational and Psychological Health and Safety (OPHS) Program receives and responds to reports of work-related physical and psychological incidents, injuries, illnesses, and hazardous occurrences. These include events or circumstances that occur in the course of employment and that cause, or have the potential to cause, injury or harm to an employee, or damage to property, equipment, or materials.

Contact:

- occup.health.safety-sante.securite.au.travail@hc-sc.gc.ca

Security Management Services Directorate (SMSD)

Review of an employee's Reliability Status or Security Clearance

One of the SMSD responsibilities involves reviewing an employee's reliability status or security clearance to assess whether they continue to meet the security requirements for their role in the federal public service. This review is based on information or behaviour that may raise concerns about the employee's reliability or loyalty to Canada.

Violations of the Standards on Acceptable Use of Electronic Devices and Networks

The SMSD also addresses violations of the Standards on Acceptable Use of IT Assets, which refer to breaches of the established rules governing the responsible, ethical, and secure use of government IT networks, systems, and data. The Standard ensures that employees use IT assets in a manner that protects government information, maintains system integrity, and upholds public trust.

Contact:

- smsd.csb-dsgs.dgsg@hc-sc.gc.ca

External Reporting Mechanisms and Roles

Bargaining Agents

Provide representation and support for employees facing workplace issues, including grievances, harassment, and disciplinary actions. They assist members in navigating collective agreements, filing complaints, and advocating for fair treatment.

Contact:

- Employees can contact their local union representatives through their respective unions' websites.

Office of the Public Sector Integrity Commissioner of Canada (OPSIC)

The OPSIC is an independent federal organization that was established to implement the *Public Servants Disclosure Protection Act*. The Office investigates wrongdoing in the federal public sector and helps protect whistleblowers, those who make a protected disclosure of wrongdoing, and those who participate in investigations, from reprisal. The Office contributes to strengthening accountability and increases oversight of government operations by:

- Providing an independent and confidential process for receiving and investigating disclosures of wrongdoing in, or relating to, the federal public sector from public servants and members of the public.
- Reporting founded cases of wrongdoing to Parliament and making recommendations to chief executives on corrective measures.
- Providing a mechanism for handling complaints of reprisal from public servants and former public servants for the purpose of coming to a resolution, including through conciliation and by referring cases to the Public Servants Disclosure Protection Tribunal.

Contact:

- [Wrongdoing | Office of the Public Sector Integrity Commissioner](#)

Public Service Commission of Canada (PSC)

As part of its mandate to oversee the integrity of the staffing system and the political impartiality of the federal public service, the PSC investigates concerns relating to specific appointment processes and allegations of improper political activities for organizations that are subject to the *Public Service Employment Act*.

Contact:

- [Public Service Commission of Canada - Canada.ca](#)

Canadian Human Rights Commission (CHRC)

The CHRC is an independent federal agency dedicated to promoting and protecting human rights in Canada. Its primary role is to ensure that individuals are treated fairly and equally under the *Canadian Human Rights Act* (CHRA). Under this Act, individuals or groups who believe they have been unfairly treated or negatively impacted based on prohibited grounds of discrimination can file a complaint with the CHRC. These grounds include:

- 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.

The CHRC reviews the discrimination complaints and, determines whether it will deal with the complaint or dismiss it, according to criteria in the CHRA. If necessary, it investigates to determine whether further inquiry is warranted. If so, it may refer the parties to conciliation, or to the Canadian Human Rights Tribunal (CHRT) for a hearing to decide if there has been discrimination.

Contact:

- [Homepage | Canadian Human Rights Commission](#)

Labour Program - Employment and Social Development Canada (ESDC)

The Labour Program administers and enforces Part II of the *Canada Labour Code* and may conduct investigations related to workplace health and safety matters within the Agency. Investigations may be initiated under the following circumstances:

- Following a work-related fatality or serious injury;
- Following an unresolved complaint under section 127.1 of Part II of the *Canada Labour Code* (Internal Complaint Resolution Process), where an employee believes that a contravention has occurred and that an accident, injury or illness could result; or

- Following an unresolved refusal to work under section 128 of Part II of the *Canada Labour Code*, where an employee continues to believe that a danger exists.

Following an investigation, the Labour Program may:

- Issue an **Assurance of Voluntary Compliance (AVC)**, which is a written commitment by the employer or employee to correct identified contraventions and provide confirmation of compliance within a specified timeframe; or
- Issue a **Direction**, which is a formal written order requiring the employer or employee to correct a contravention of Part II of the *Canada Labour Code* within a specified period.