Appendix

Table A1: The Government of Canada organizations divided by departments and agency type.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Depts** | **Administrative agencies** | **Adjudicative**  **Agencies** | **Regulatory agencies** | **Enforcement agencies** | **Parliamentary agencies** |
| ESDC – 002  DoD – 003  FOC – 005  HC – 006  PSPC – 007  Agr – 009  ISEDC – 010  ECCC – 011  TC – 012  IRC – 013  GA – 014  NRC – 015  INAC – 017  VA – 018  DoJ – 019  Herit – 020  FIN – 024  TBS – 026  PCO – 028  WED – 043  PSafe – 053  InfC – 082  SOW – 140 | CRA – 001  Stats – 008  PSC – 021  CAS – 030  ACOA – 032  CSA – 033  EDQR – 034  SSC – 037  TSBC – 039  PHAC – 070  LAC – 074  FTRA – 087  Parks – 088  ATSS – 091  NFB – 092  FDev– 093  CICC – 103 | IRB – 023  CRTC – 031  PBC – 036  CHRC – 041  MPCC – 101  CRBC – 105  IJC – 107  NFPC – 109  PMPR -111  CRCC – 114  MGER – 119  RPER – 125  VRAB – 150 | CGC – 025  CEAA – 047  CTA – 054  NEB – 075  CFIA - 086  OCLC – 139  IOG – 149 | CSC – 004  RCMP – 016  ODPP – 046  CBSA – 083  CSEC – 089 | OCEO – 040  OCOL – 042  OAG – 052  OGG – 073  OPC – 080  OCJA – 110  OPSI – 143  OCI – 147  OICA – 151 |
| N = 134,191 | N = 68,226 | N = 2,650 | N = 2,154 | N = 47,177 | N = 1,920 |

Note: See the PSES 2017 survey guide for acronym definitions. The numbers are the codes given to each organization in the survey guide book.

Table A2: Covariates used for matching methods and subsequent regressions

|  |  |  |
| --- | --- | --- |
| **Variable** | **Original codes** | **Transformed codes to dummy** |
| gender | M (1); F (2); Other (3); NS (9) | M (1); rest (0) |
| age\_group | <24 (1); 25-29 (2); 30-34 (3); 35-39 (4); 40-44 (5); 45-49 (6); 50-54 (7); 55-59 (8); 60+ (9); NS (99) | <24, 25-29, 30-34, 35-39 (1); rest (0) |
| like\_job | SA (1)-SD (5); n/a (6), DK (97), NS (99) | SA, A (1); rest (0) |
| occ\_groups | Executive (1); Scientific and Professional (2); Administration and Foreign Services (3); Technical (4); Administrative Support (5); Operational (6); Other (7); NS (99) | Executive; Scientific and Professional; Administration and Foreign Services (1); rest (0) |
| region | Atlantic (1); Quebec, excl NCR (2); Ontario, excl NCR (3); Prairies, Nunavut, NWT (4); BC, Yukon (5); National Capital Region (6); Outside Canada (7); NS (99) | NCR (1); rest (0) |

Figure A1:

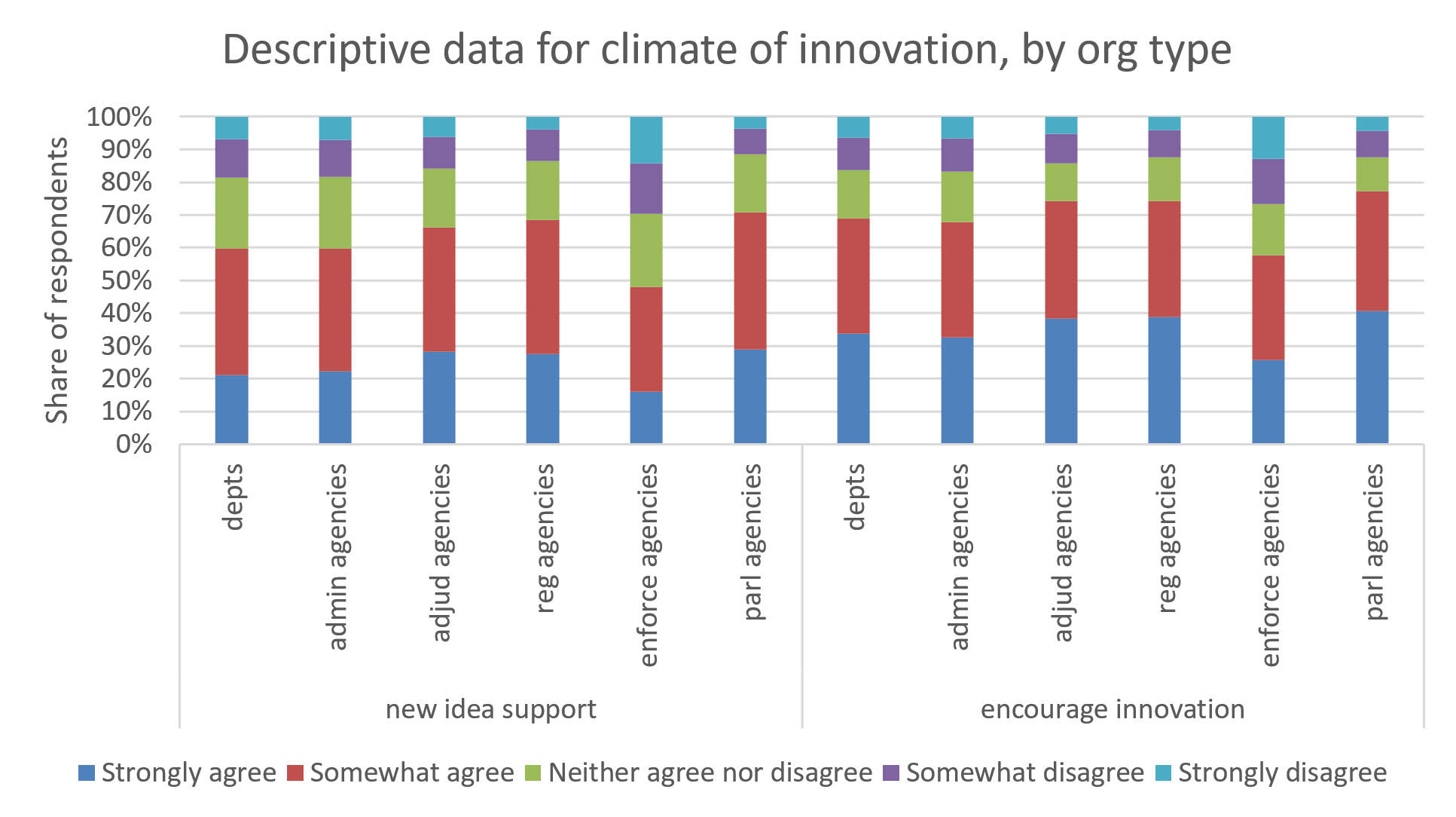


Figure A2:

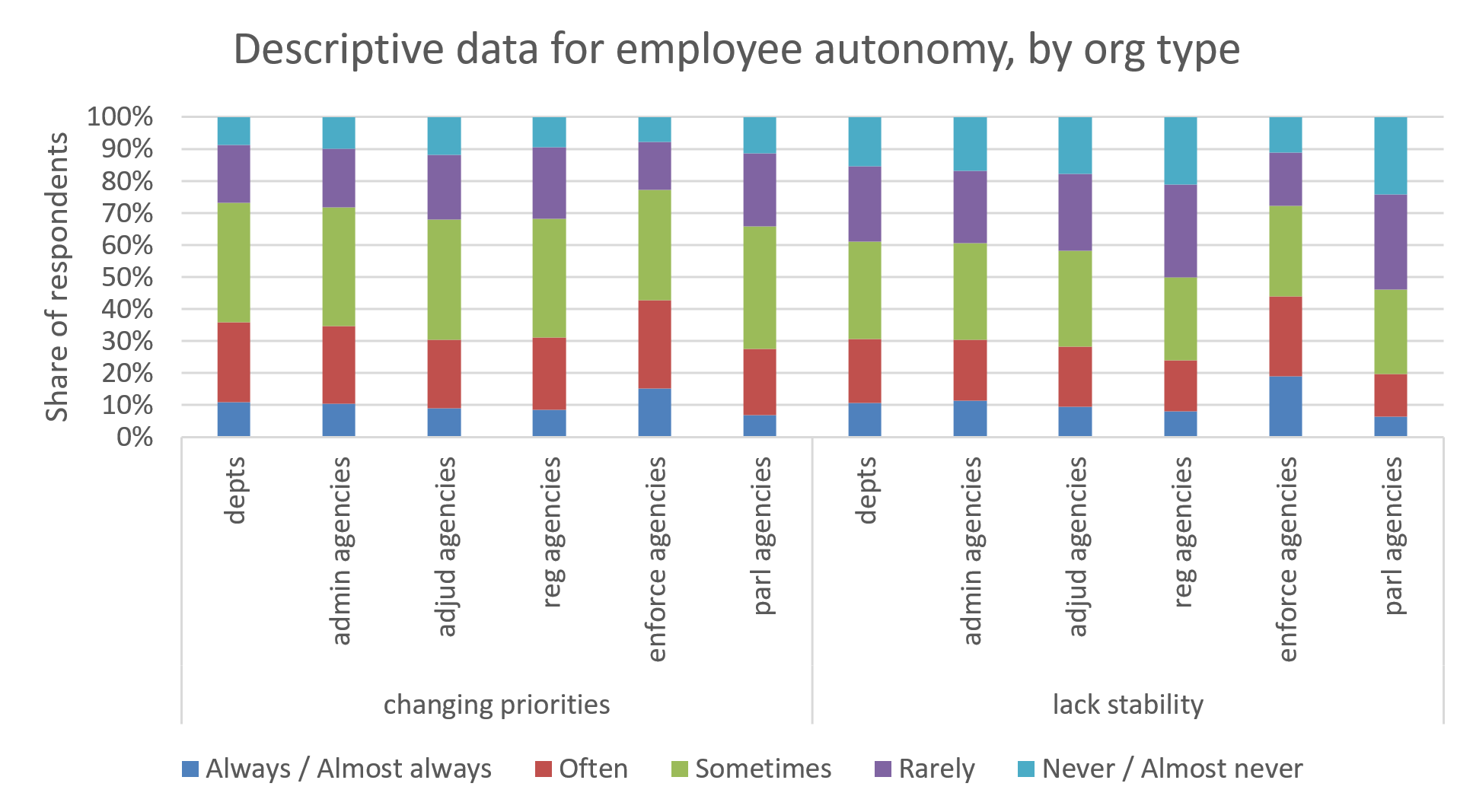


Figure A3:

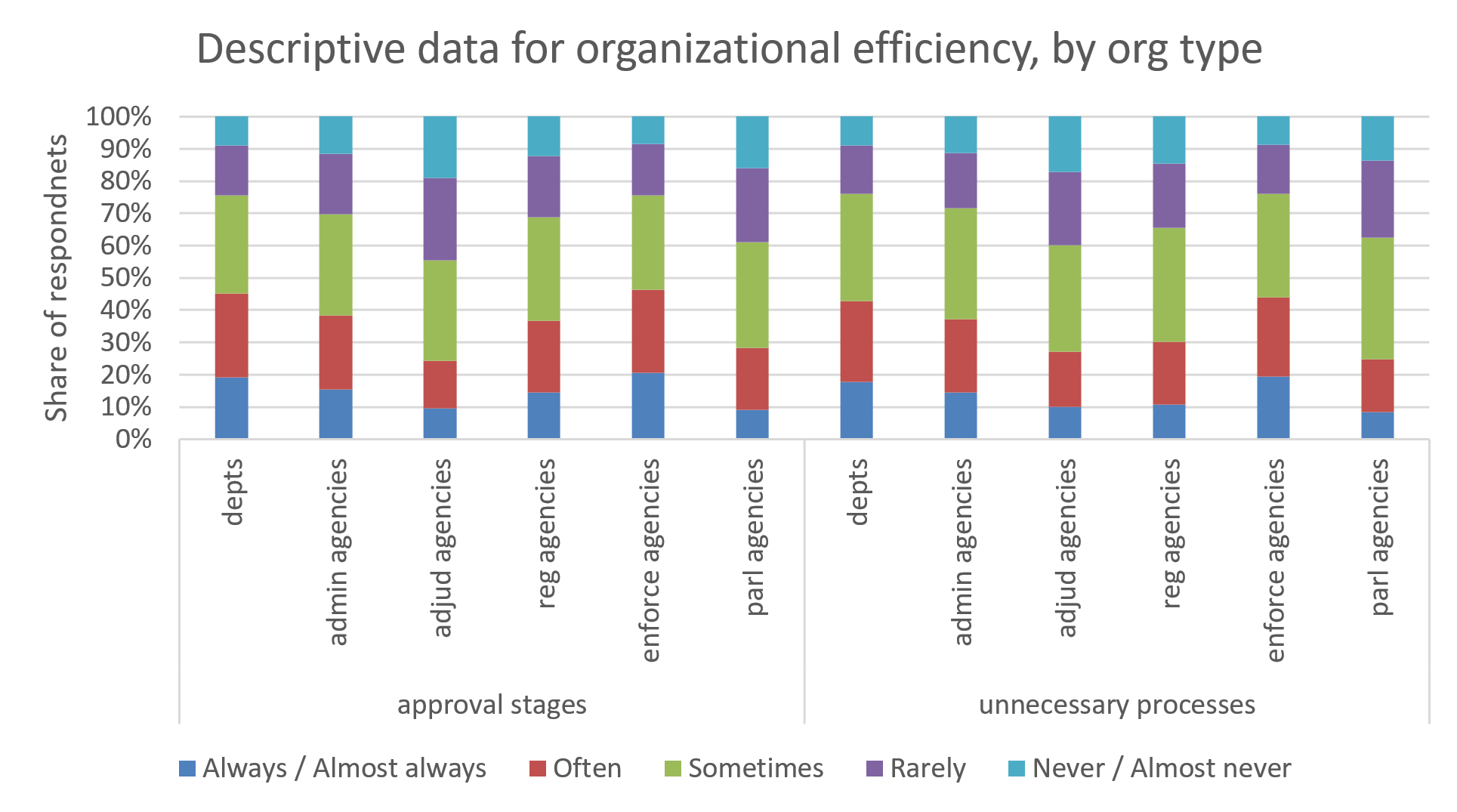


Table A3: *New idea support* logistic regression results (matched data)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 | Model 6 |
| Intercept | 0.27\*\*\*  (0.26-0.28) | 0.28\*\*\*  (0.26-0.29) | 0.24\*\*\*  (0.19-0.31) | 0.24\*\*\*  (0.18-0.31) | 0.24\*\*\*  (0.16-0.35) | -0.26\*\*\*  (0.25-0.28) |
| Agency (all) | 0.91\*\*\*  (0.89-0.93) | - | - | - | - | - |
| Administrative  agency | - | 1.05\*\*\*  (1.03-1.08) | - | - | - | - |
| Regulatory  agency | - | - | 1.69\*\*\*  (1.46-1.96) | - | - | - |
| Adjudicative agency | - | - | - | 1.28\*\*\*  (1.12-1.46) | - | - |
| Parliamentary  agency | - | - | - | - | 1.55\*\*\*  (1.32-1.83) | - |
| Enforcement agency | - | - | - | - | - | 0.71\*\*\*  (0.69-0.74) |
| gender (male) | 0.99  (0.97-1.01) | 0.99  (0.96-1.08) | 0.98  (0.85-1.13) | 0.87\*  (0.75-0.99) | 1.11  (0.94-1.31) | 1.05\*  (1.01-1.08) |
| age\_group  (young) | 0.83\*\*\*  (0.81-0.85) | 0.82\*\*\*  (0.79-0.84) | 0.81\*\* (0.69-0.94) | 0.79\*\*  (0.69-0.91) | 0.83\*  (0.70-0.97) | 0.85\*\*\*  (0.82-0.88) |
| like\_job  (like) | 5.92\*\*\*  (5.76-6.08) | 5.76\*\*\*  (5.56-5.97) | 6.18\*\*\*  (5.09-7.53) | 6.22\*\*\*  (5.11-7.61) | 5.96\*\*\*  (4.83-7.41) | 5.92\*\*\*  (5.64-6.21) |
| occ\_group  (policy/advice) | 1.20\*\*\*  (1.17-1.23) | 1.12\*\*\*  (1.09-1.16) | 1.32\*\*  (1.11-1.56) | 1.27\*\*  (1.09-1.47) | 1.14  (0.95-1.38) | 1.29\*\*\*  (1.24-1.34) |
| region  (NCR) | 1.40\*\*\*  (1.36-1.43) | 1.39\*\*\*  (1.36-1.43) | 1.44\*\*\*  (1.24-1.66) | 1.65\*\*\*  (1.42-1.89) | 1.38\*  (1.03-1.84) | 1.45\*\*\*  (1.39-1.51) |
| Matching N | treated (84,470); unmatched (5,604) | treated (51,684); unmatched (71,176) | treated (1,802); unmatched (170,940) | treated (2,001); unmatched (170,542) | treated (1,465); unmatched (171,614) | treated (43,221); unmatched (88,102) |

Note: Odds ratios, confidence intervals in brackets for 95%. \*p<.05; \*\*p<.01; \*\*\*p<.001

Table A4: *Encouraged innovation* logistic regression results (matched data)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 | Model 6 |
| Intercept | 0.32\*\*\* | 0.32\*\*\*  (0.30-0.33) | 0.35\*\*\*  (0.27-0.44) | 0.27\*\*\*  (0.21-0.36) | 0.31\*\*\*  (0.20-0.48) | 0.30\*\*\*  (0.29-0.32) |
| Agency (all) | 0.86\*\*\*  (0.84-0.88) | - | - | - | - | - |
| Administrative  agency | - | 1.02\*  (0.99-1.05) | - | - | - | - |
| Regulatory  agency | - | - | 1.35\*\*\*  (1.15-1.59) | - | - | - |
| Adjudicative agency | - | - | - | 1.22\*\*\*  (1.05-1.41) | - | - |
| Parliamentary  agency | - | - | - | - | 1.24\*\*\*  (1.03-1.49) | - |
| Enforcement agency | - | - | - | - | - | 0.67\*\*\*  (0.65-0.70) |
| gender (male) | 1.15\*\*\*  (1.12-1.17) | 1.11\*\*\*  (-1.08-1.15) | 1.17\*\*\*  (1.00-1.38) | 1.07  0.92-1.25) | 1.17  (0.97-1.42) | 1.26\*\*\*  (1.21-1.31) |
| age\_group  (young) | 0.87\*\*\*  (0.85-0.89) | 0.86\*\*\*  (0.83-0.89) | 0.87  (0.74-1.03) | 0.88  (0.75-1.04) | 0.94  (0.78-1.14) | 0.87\*\*\*  (0.84-0.91) |
| like\_job  (like) | 8.25\*\*\*  (8.03-8.47) | 7.99\*\*\*  (7.72-8.27) | 8.15\*\*\*  (6.76-9.85) | 8.75\*\*\*  (7.22-10.65) | 9.65\*\*\*  (7.79-11.99) | 8.28\*\*\*  (7.91-8.67) |
| occ\_group  (policy/advice) | 1.16\*\*\*  (1.14-1.19) | 1.09\*\*\*  (1.06-1.13) | 1.32\*\*\*  (1.09-1.59) | 1.16  (0.98-1.37) | 1.11  (0.89-1.38) | 1.26\*\*\*  (1.21-1.31) |
| region  (NCR) | 1.65\*\*\*  (1.61-1.69) | 1.68\*\*\*  (1.63-1.74) | 1.23\*\*\*  (1.05-1.44) | 1.86\*\*\*  (1.59-2.19) | 1.33  (0.95-1.84) | 1.78\*\*\*  (1.69-1.86) |
| Matching N | treated (84,470); unmatched (5,604) | treated (51,684); unmatched (71,176) | treated (1,802); unmatched (170,940) | treated (2,001); unmatched (170,542) | treated (1,465); unmatched (171,614) | treated (43,221); unmatched (88,102) |

Note: Odds ratios, confidence intervals in brackets for 95%. \*p<.05; \*\*p<.01; \*\*\*p<.001

Table A5: *Changing priorities* logistic regression results (matched data)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 | Model 6 |
| Intercept | 0.82\*\*\*  (0.79-0.85) | 0.80\*\*\*  (0.77-84) | 0.75\*\*\*  (0.60-0.93) | 0.98  (0.77-1.25) | 0.65\*\*\*  (0.44-0.96) | 0.82\*\*\*  (0.78-0.87) |
| Agency (all) | 1.07\*\*\*  (1.05-1.07) | - | - | - | - | - |
| Administrative  agency | - | 0.88\*\*\*  (0.86-0.90) | - | - | - | - |
| Regulatory  agency | - | - | 0.87  (0.76-1.00) | - | - | - |
| Adjudicative agency | - | - | - | 0.82\*\*\*  (0.72-0.94) | - | - |
| Parliamentary  agency | - | - | - | - | 0.66\*\*\*  (0.56-0.78) | - |
| Enforcement agency | - | - | - | - | - | 1.40\*\*\*  (1.36-1.46) |
| gender (male) | 0.99  (0.97-1.01) | 1.02  (0.99-1.04) | 1.15  (0.99-1.33) | 0.97  (0.85-1.12) | 1.22\*\*\*  (1.03-1.43) | 0.91\*\*\*  (0.88-0.95) |
| age\_group  (young) | 1.28\*\*\*  (1.25-1.29) | 1.32\*\*\*  (1.28-1.36) | 1.36\*\*\*  (1.17-1.58) | 1.22\*\*\*  (1.05-1.41) | 1.25\*\*\*  (1.06-1.47) | 1.23\*\*\*  (1.19-1.28) |
| like\_job  (like) | 0.43\*\*\*  (0.41-0.44) | 0.44\*\*\*  (0.42-0.46) | 0.47\*\*\*  (0.39-0.56) | 0.38\*\*\*  (0.32-0.46) | 0.46\*\*\*  (0.38-0.56) | 0.43\*\*\*  (0.41-0.45) |
| occ\_group  (policy/advice) | 1.08\*\*\*  (1.05-1.10) | 1.11\*\*\*  (1.08-1.14) | 0.92  (0.78-1.08) | 1.11  (0.95-1.30) | 1.14  (0.94-1.38) | 1.13\*\*\*  (1.09-1.17) |
| region  (NCR) | 0.98\*\*\*  (0.96-0.99) | 1.01  (0.98-1.03) | 0.87  (0.75-1.00) | 0.85\*\*\*  (0.74-0.99) | 1.09  (0.81-1.48) | 0.98  (0.94-1.02) |
| Matching N | treated (84,470); unmatched (5,604) | treated (51,684); unmatched (71,176) | treated (1,802); unmatched (170,940) | treated (2,001); unmatched (170,542) | treated (1,465); unmatched (171,614) | treated (43,221); unmatched (88,102) |

Note: Odds ratios, confidence intervals in brackets for 95%. \*p<.05; \*\*p<.01; \*\*\*p<.001

Table A6: *Lack stability* logistic regression results (matched data)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 | Model 6 |
| Intercept | 0.99  (0.96-1.03) | 1.03  (0.98-1.08) | 1.29\*\*\*  (1.03-1.63) | 1.48\*\*\*  (1.15-1.90) | 0.67  (0.43-1.02) | 0.97  (0.92-1.02) |
| Agency (all) | 1.22\*\*\*  (1.19-1.24) | - | - | - | - | - |
| Administrative  agency | - | 0.88\*\*\*  (0.86-0.91) | - | - | - | - |
| Regulatory  agency | - | - | 0.62\*\*\*  (0.52-0.72) | - | - | - |
| Adjudicative agency | - | - | - | 0.94  (0.81-1.09) | - | - |
| Parliamentary  agency | - | - | - | - | 0.57\*\*\*  (0.47-0.68) | - |
| Enforcement agency | - | - | - | - | - | 1.76\*\*\*  (1.70-1.83) |
| gender (male) | 0.91\*\*\*  (0.89-0.93) | 0.93\*\*\*  (0.91-0.96) | 1.04  (0.90-1.22) | 0.87  (0.74-1.01) | 0.90  (0.75-1.07) | 0.85\*\*\*  (0.82-0.88) |
| age\_group  (young) | 1.26\*\*\*  (1.23-1.28) | 1.26\*\*\*  (1.23-1.30) | 1.31\*\*\*  (1.11-1.54) | 1.17\*\*\*  (1.01-1.37) | 1.06  (0.89-1.27) | 1.19\*\*\*  (1.15-1.24) |
| like\_job  (like) | 0.31\*\*\*  (0.30-0.32) | 0.32\*\*\*  (0.31-0.33) | 0.28\*\*\*  (0.24-0.34) | 0.26\*\*\*  (0.21-0.30) | 0.34\*\*\*  (0.28-0.42) | 0.32\*\*\*  (0.30-0.33) |
| occ\_group  (policy/advice) | 0.93\*\*\*  (0.91-0.95) | 0.98  (0.95-1.01) | 0.92  (0.77-1.10) | 0.86  (0.73-1.01) | 1.09  (0.89-1.35) | 0.99  (0.96-1.04) |
| region  (NCR) | 0.81\*\*\*  (0.79-0.83) | 0.83\*\*\*  (0.80-0.85) | 0.62\*\*\*  (0.53-0.72) | 0.73\*\*\*  (0.62-0.85) | 1.36  (0.97-1.95) | 0.86\*\*\*  (0.82-0.90) |
| Matching N | treated (84,470); unmatched (5,604) | treated (51,684); unmatched (71,176) | treated (1,802); unmatched (170,940) | treated (2,001); unmatched (170,542) | treated (1,465); unmatched (171,614) | treated (43,221); unmatched (88,102) |

Note: Odds ratios, confidence intervals in brackets for 95%. \*p<.05; \*\*p<.01; \*\*\*p<.001

Table A7: *Approval stages* logistic regression results (matched data)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 | Model 6 |
| Intercept | 1.13\*\*\*  (1.09-1.17) | 1.02  (0.98-1.07) | 1.10  (0.89-1.37) | 1.05  (0.82-1.35) | 1.12  (0.76-1.63) | 1.01  (0.96-1.06) |
| Agency (all) | 0.86\*\*\*  (0.84-0.88) | - | - | - | - | - |
| Administrative  agency | - | 0.77\*\*\*  (0.75-0.79) | - | - | - | - |
| Regulatory  agency | - | - | 0.90  (0.78-1.04) | - | - | - |
| Adjudicative agency | - | - | - | 0.44\*\*\*  (0.38-0.51) | - | - |
| Parliamentary  agency | - | - | - | - | 0.51\*\*\*  (0.44-0.60) | - |
| Enforcement agency | - | - | - | - | - | 1.26\*\*\*  (1.21-1.30) |
| gender (male) | 0.80\*\*\*  (0.79-0.82) | 0.81\*\*\*  (0.79-0.83) | 0.87  (0.76-1.00) | 0.88  (0.77-1.02) | 0.85\*\*  (0.72-0.99) | 0.77\*\*\*  (0.74-0.79) |
| age\_group  (young) | 1.25\*\*\*  (1.23-1.28) | 1.25\*\*\*  (1.22-1.28) | 1.08  (0.94-1.25) | 1.39\*\*\*  (1.20-1.62) | 1.33\*\*\*  (1.14-1.57) | 1.24\*\*\*  (1.19-1.28) |
| like\_job  (like) | 0.48\*\*\*  (0.47-0.49) | 0.49\*\*\*  (0.48-0.51) | 0.48\*\*\*  (0.40-0.57) | 0.42\*\*\*  (0.35-0.50) | 0.43\*\*\*  (0.35-0.52) | 0.47\*\*\*  (0.45-0.48) |
| occ\_group  (policy/advice) | 1.08\*\*\*  (1.06-1.10) | 1.15\*\*\*  (1.12-1.19) | 1.09  (0.93-1.28) | 0.97  (0.83-1.14) | 0.99  (0.83-1.19) | 1.12\*\*\*  (1.08-1.16) |
| region  (NCR) | 1.09\*\*\*  (1.07-1.12) | 1.16\*\*\*  (1.12-1.19) | 0.96  (0.83-1.10) | 1.18\*\*\*  (1.01-1.36) | 1.23  (0.92-1.67) | 1.13\*\*\*  (1.09-1.18) |
| Matching N | treated (84,470); unmatched (5,604) | treated (51,684); unmatched (71,176) | treated (1,802); unmatched (170,940) | treated (2,001); unmatched (170,542) | treated (1,465); unmatched (171,614) | treated (43,221); unmatched (88,102) |

Note: Odds ratios, confidence intervals in brackets for 95%. \*p<.05; \*\*p<.01; \*\*\*p<.001

Table A8: *Unnecessary processes* logistic regression results (matched data)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Model 1 | Model 2 | Model 3 | Model 4 | Model 5 | Model 6 |
| Intercept | 1.21\*\*\*  (1.17-1.25) | 1.13\*\*\*  (1.08-1.18) | 1.28\*\*\*  (1.02-1.59) | 1.32\*\*\*  (1.03-1.69) | 1.12  (0.76-1.65) | 1.08\*\*\*  (1.03-1.14) |
| Agency (all) | 0.85\*\*\*  (0.83-0.87) | - | - | - | - | - |
| Administrative  agency | - | 0.76\*\*\*  (0.74-0.78) | - | - | - | - |
| Regulatory  agency | - | - | 0.74\*\*\*  (0.64-0.86) | - | - | - |
| Adjudicative agency | - | - | - | 0.65\*\*\*  (0.56-0.75) | - | - |
| Parliamentary  agency | - | - | - | - | 0.55\*\*\*  (0.46-0.64) | - |
| Enforcement agency | - | - | - | - | - | 1.22\*\*\*  (1.17-1.26) |
| gender (male) | 0.80\*\*\*  (0.84-0.87) | 0.81\*\*\*  (0.79-0.83) | 0.84\*\*\*  (0.72-0.97) | 0.82\*\*\*  (0.71-0.95) | 0.89  (0.76-1.06) | 0.77\*\*\*  (0.74-0.80) |
| age\_group  (young) | 1.34\*\*\*  (1.31-1.37) | 1.35\*\*\*  (1.31-1.39) | 1.25\*\*\*  (1.07-1.45) | 1.52\*\*\*  (1.30-1.76) | 1.44\*\*\*  (1.22-1.71) | 1.27\*\*\*  (1.22-1.32) |
| like\_job  (like) | 0.38\*\*\*  (0.37-0.39) | 0.39\*\*\*  (0.38-0.41) | 0.35\*\*\*  (0.29-0.41) | 0.31\*\*\*  (0.26-0.37) | 0.36\*\*\*  (0.29-0.44) | 0.39\*\*\*  (0.37-0.40) |
| occ\_group  (policy/advice) | 1.26\*\*\*  (1.24-1.29) | 1.31\*\*\*  (1.27-1.35) | 1.12  (0.95-1.32) | 0.99  (0.84-1.16) | 1.10  (0.91-1.34) | 1.26\*\*\*  (1.22-1.31) |
| region  (NCR) | 0.84\*\*\*  (0.82-0.86) | 0.86\*\*\*  (0.84-0.88) | 0.81\*\*\*  (0.70-0.93) | 0.82\*\*\*  (0.70-0.95) | 0.88  (0.65-1.19) | 0.90\*\*\*  (0.87-0.94) |
| Matching N | treated (84,470); unmatched (5,604) | treated (51,684); unmatched (71,176) | treated (1,802); unmatched (170,940) | treated (2,001); unmatched (170,542) | treated (1,465); unmatched (171,614) | treated (43,221); unmatched (88,102) |

Note: Odds ratios, confidence intervals in brackets for 95%. \*p<.05; \*\*p<.01; \*\*\*p<.001