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Gorodnichy, Dmitry (Ph.D. / Dr.)

From: xxxxxxx,xxxxxxxxx on behalf of xxxxx xxxxxxxxx
Sent: January 7, 2019 10:08 AM
To: CBSA-ASFC-DIST-HQ_TEC_ALL_STAFF_IS&T_BRANCH
Subject: ISTB Bulletin - January Edition / Bulletin de la DGIST - Édition de janvier

Follow Up Flag: Follow up
Flag Status: Flagged

********** (La version française suit) **********

Happy New Year Colleagues,

I hope you enjoyed your holiday and feel rested and refreshed to start 2019! The January edition of the ISTB Bulletin is available for your reading pleasure here. This month you will find a new "Employee Wellness Spotlight" featuring Dmitry Gorodnichy from the Science and Engineering Directorate who shares how his love of nature provides clarity and creativity in his life. We also recognize our new ISTB Difference Award recipients, and we invite you to participate in our monthly Ted Talk viewing and discussion.

As you know, the ISTB Employee Hub was recently transitioned to Apollo, and has been revamped with new job opportunities, articles and events. If you have any suggestions for future events, like the ISTB speaker series or content for the ISTB Bulletins, please send them to us through the ISTB Engagement mailbox.

Thank you,

xxxxxxxxx xxxxx
Director General
Business, Corporate Projects and Portfolio Management Directorate
Information, Science and Technology Branch
ISTB Employee Hub | Forum des employés de la DGIST

********** (English precedes) **********

Bonne année chers collègues,

J'espère que vous avez bien profité de vos vacances et que vous vous sentez reposé pour bien commencer 2019! L'édition de janvier du Bulletin de la DGIST est disponible ici pour une lecture divertissante. Ce mois-ci, vous trouverez un nouveau « Pleins feux sur le bien-être des employés » mettant en vedette Dmitry Gorodnichy de la Direction des sciences et de l'ingénierie, qui explique comment son amour de la nature apporte clarté et créativité à sa vie. Nous reconnaissons également nos nouveaux récipiendaires du prix Différence de la DGIST et nous vous invitons à participer à la discussion mensuelle de Ted Talk !

Comme vous le savez, le Forum des employés de la DGIST a récemment été transféré sur Apollo et mis à jour avec de nouvelles opportunités d'emploi, articles et événements. Si vous avez des suggestions pour des événements, tel que la série de présentateurs de la DGIST, ou encore du contenu pour les bulletins de la DGIST, veuillez nous les envoyer à la boîte courriel Engagement de la DGIST.

Merci,

xxxxxxxxx xxxxx
Directrice générale
Direction des affaires, des projets corporatifs et de la gestion du portefeuille
Direction générale de l'information, des sciences et de la technologie
ISTB Employee Hub | Forum des employés de la DGIST

Gorodnichy, Dmitry (Ph.D. / Dr.)

From: Gorodnichy, Dmitry
Sent: December 23, 2019 04:39 PM
To: xxxxxxx; xxxxxxxxxxxxxxx; xxxx
Cc: xxxxxxx; xxxxxxxxxxxxxxxxxxxxx
Subject: FW: feedback for culture change ambassadors
Attachments: How to make CBSA happier place - Lab's experiment.pdf

Peter,
Attached is the deck that I've presented to you last week.
I'm also sharing it with xxxx (my DG). I've told him that we've met and he was also interested in learning about my ideas.

xxxx,
you can go straight to my five recommendations on slides 15-19, followed by related quotes from LinkedIn.

I also want to highlight that the Agency, in fact, has already started working on two of my recommendations :
#1 – talking the truth (by organizing "Engagement sessions" in the Lab)
And
#3 – limiting power of senior management (by introducing Scientific Integrity Policy)

These are the best new of the passing year for many of us.

I wonder though how much more the Agency could do, you think, along those recommendations - to make our Neighborhood a happier place?
May this be my new year wish for all of us. Merry Christmas and Happy New Year 2020!

PS.
Peter,
xxxx just told me that meeting with xxxxx xxxxxxxxxxwas postponed till January, and the question of clarifying the relationship between the Lab and CDO is also of great interest to him. I hope I will be able to help on that.

Dmitry

From: xxxxxxx, Peter <Peter.xxxxxxx@cbsa-asfc.gc.ca>
Sent: December 3, 2019 9:19 AM
To: Champagne, Amelie <Amelie.Champagne@cbsa-asfc.gc.ca>; Coelho, xxxxxxx< xxxxxxxCoelho@cbsa-asfc.gc.ca>; Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>; xxxxxxx; xxxxxxx< xxxxxxxxxxxxxxxx@cbsa-asfc.gc.ca>; xxxxxxx, Julie <Julie.xxxxxxx@cbsa-asfc.gc.ca>
Subject: RE: feedback for culture change ambassadors

Good morning. Unfortunately we will need to reschedule. I apologize but I am acting on behalf of my vice president and my calendar has been flooded with additional meetings. I will ask Amelie to reschedule to another day.

Thank you for your patience.

Peter

Redacted

"A Beautiful Day in the Neighborhood"

Main questions:

Q1: What is the Main factor for "Happiness" in the Directorate?

A:

[ ] Senior Management

[ ] Their Subordinates ("SME")

[ ] Other factors (Phoenix, office location, etc)

Q2: How can we measure "Happiness" ?

A:

By asking right questions, and listening to the responses:

[ ] …

Redacted

How to make CBSA a “happier” place:

Recommendations from the “Experiment” conducted by the “Lab”

Submission for Culture Change Ambassadors

November 2019

Redacted

“Biggest Experiment” ever conducted by Lab (2013-2019)

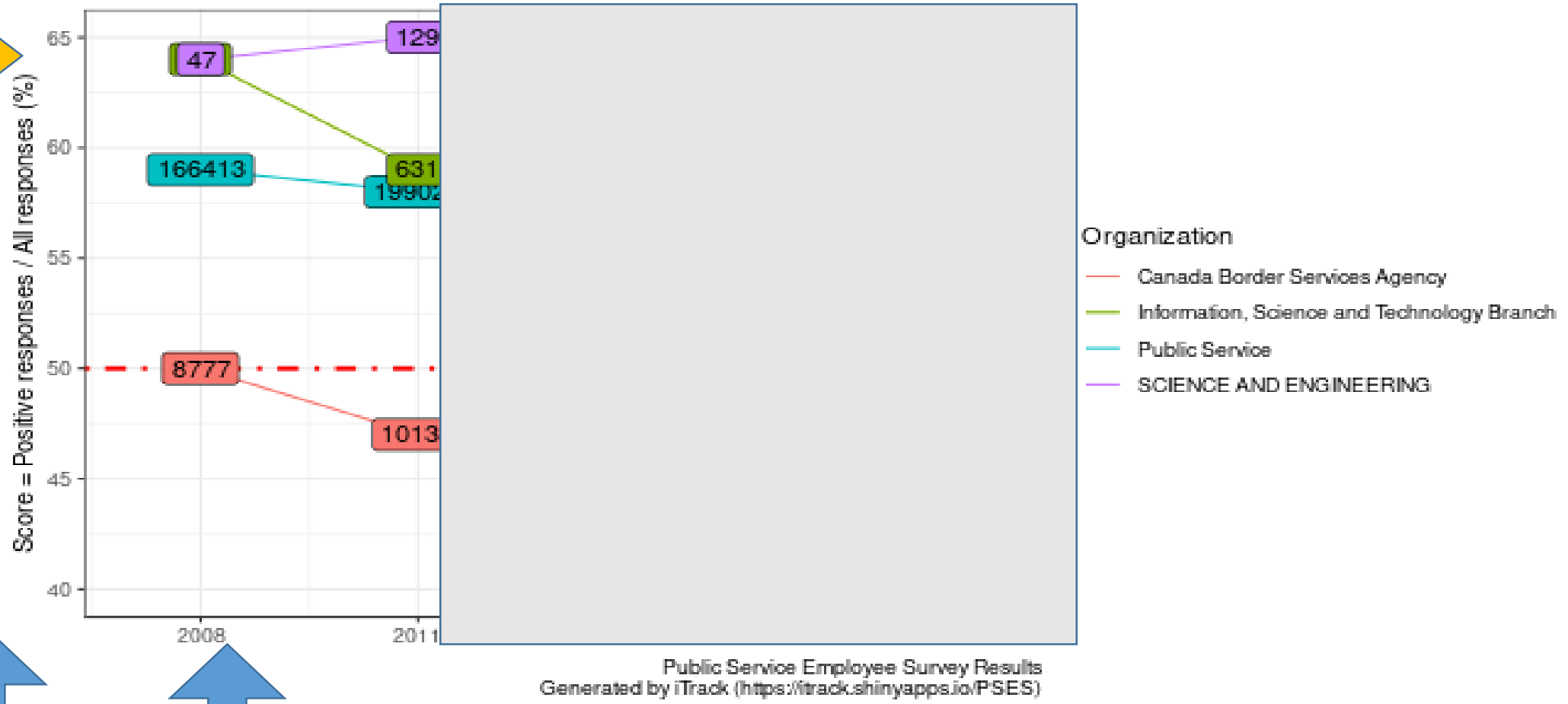
“Lab” is ideal test-bed for the Agency, in order to…

- … better understand the root causes behind low Agency’s “happiness” ranking, and
- … find out what needs to be done to make CBSA a “happier” place to work.

Why?

- Easy to analyze and compare results (before and after “Experiment”)
- Simple environment : “Controlled Factors” – many Variables are known:
  - People (SME) came here because they loved what they do
  - No danger to life (no weapons, criminals, overtimes, etc). In beautiful National Capital.
  - Isolated and Self-contained, away from other parts of the Agency
  - Not affected by DREP (Deficit Reduction)
- All references to “Senior management” are clearly about Senior management here in the Lab and …
  … there was only one most influential “Senior manager” during the considered period.

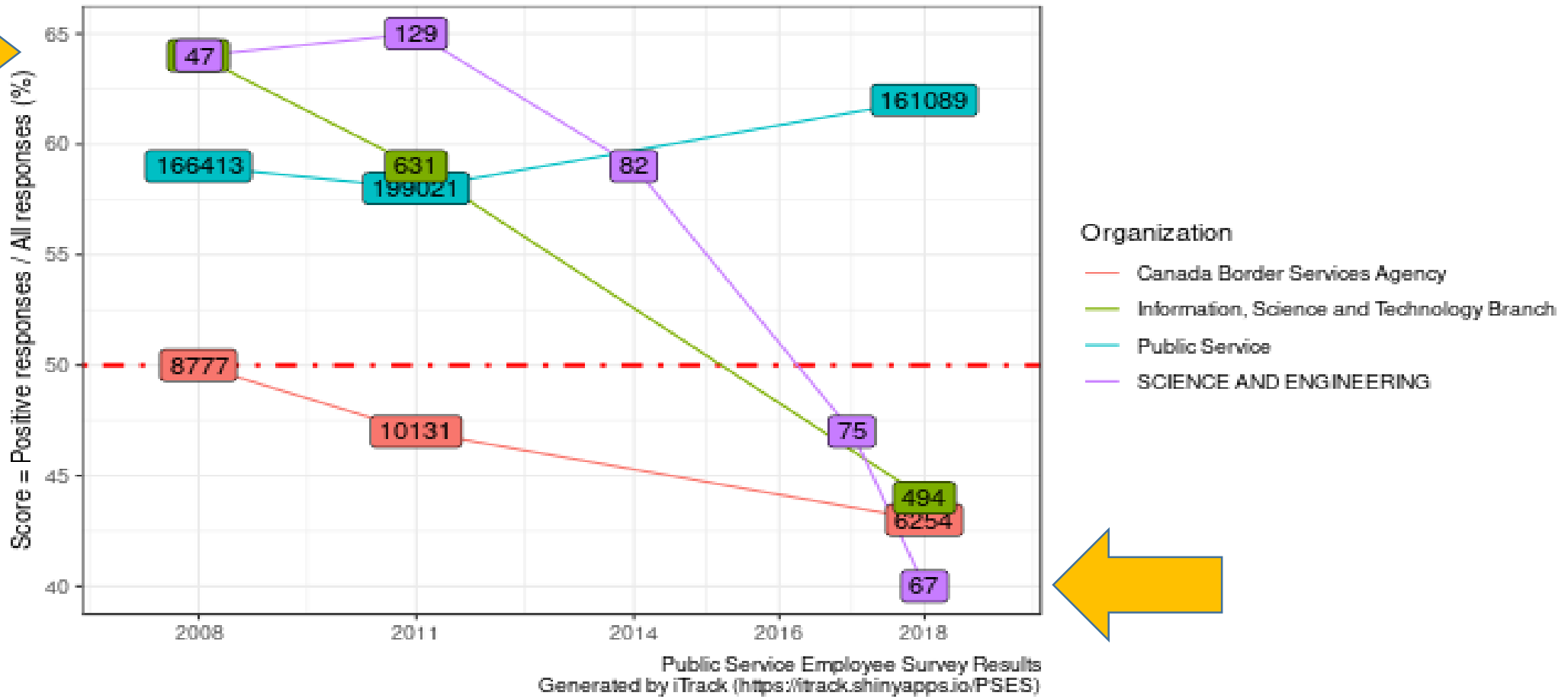
Question 30. I have confidence in the senior management of my department or agency.
(Number of responses is indicated in the box)



2006: New DG brought New Vision + New Messages for S&E Lab

2008: New Managers – chosen from group members

Question 30. I have confidence in the senior management of my department or agency.
(Number of responses is indicated in the box)



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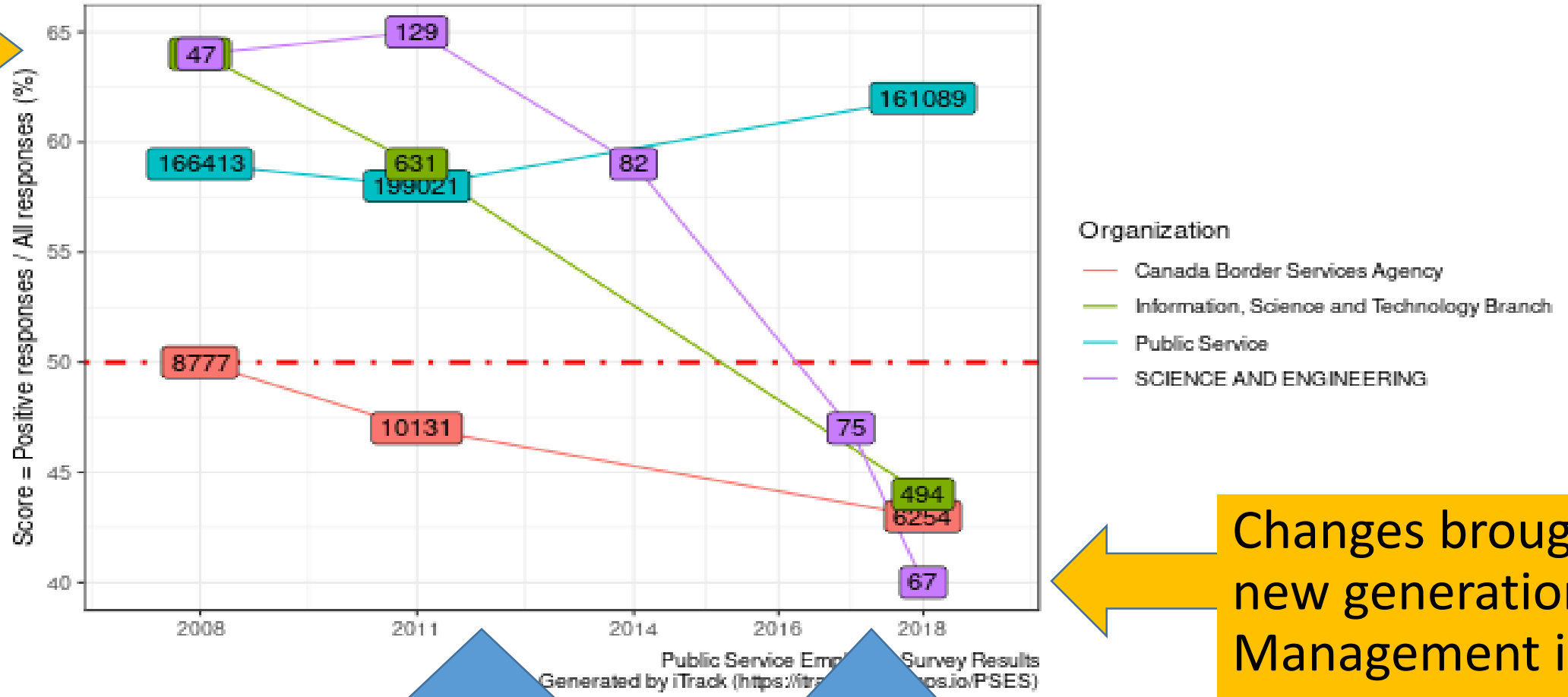

Changes brought by new generation of Management in SED

Possibly, in effort to "improve" (align) the Lab wrt the rest of Agency - according to the Lexicon introduced by ReOrg of 2012

2013:
New Director (Applied R&D) : introduces new Managers' Style - new Messages, Behaviours, Rules, KPI / Metrics, Disciplines, new Generation of Manager

2017-2018:
The same director acts DG, further extending and enforcing his style in the house

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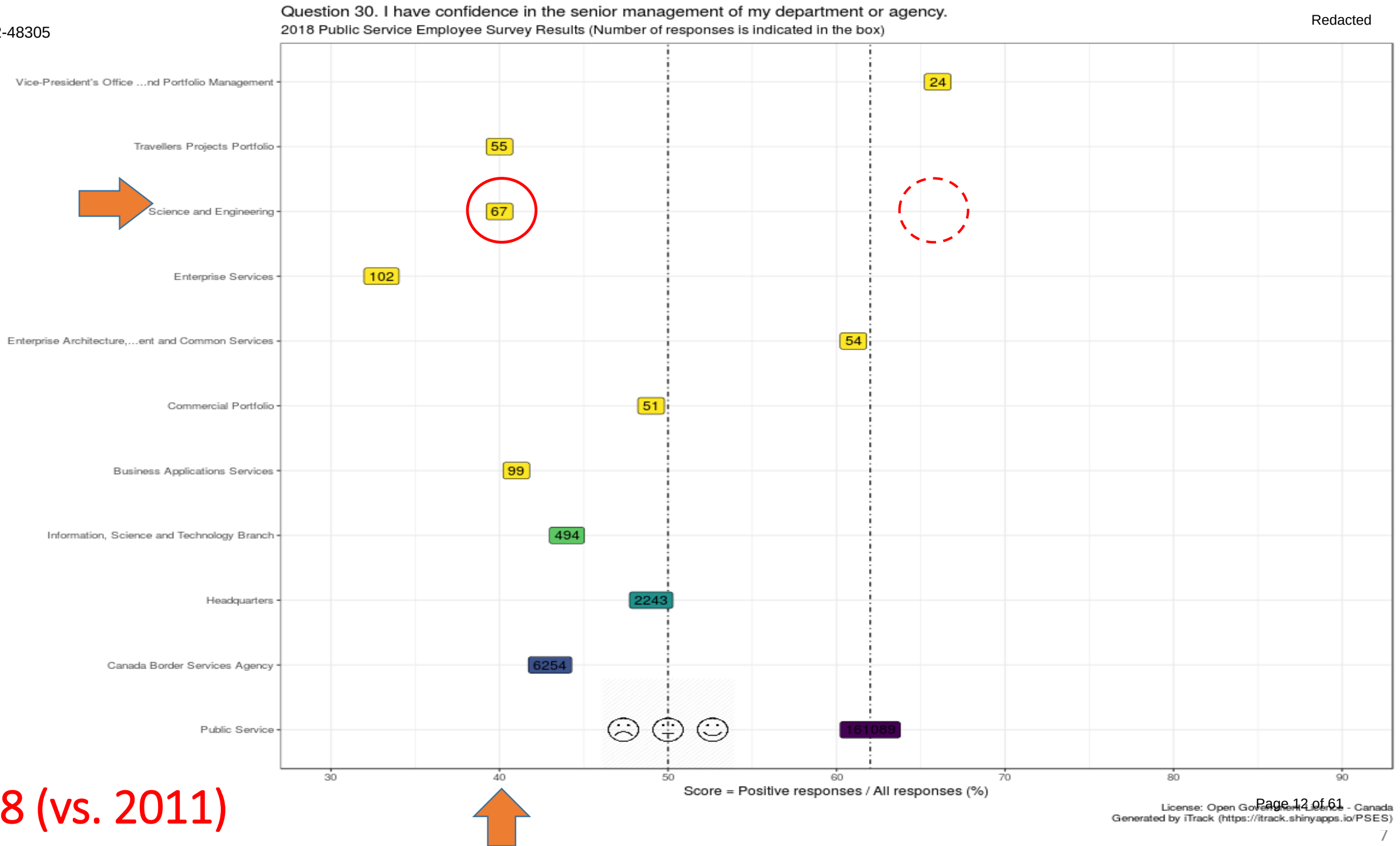

2018 (vs. 2011)

License: Open Government Licence - Canada
Generated by iTrack (https://itrack.shinyapps.io/PSES)

566-02-48305

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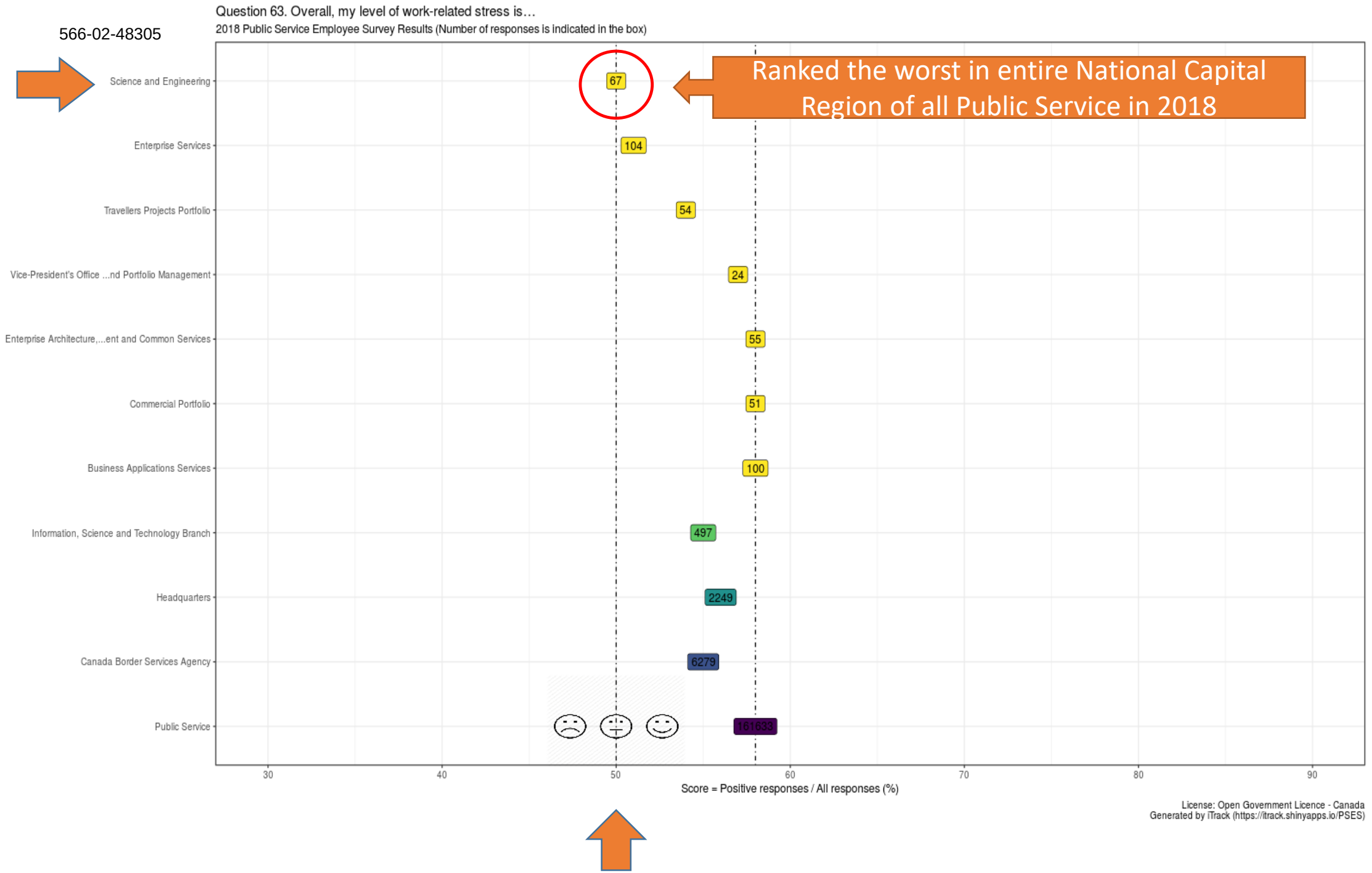
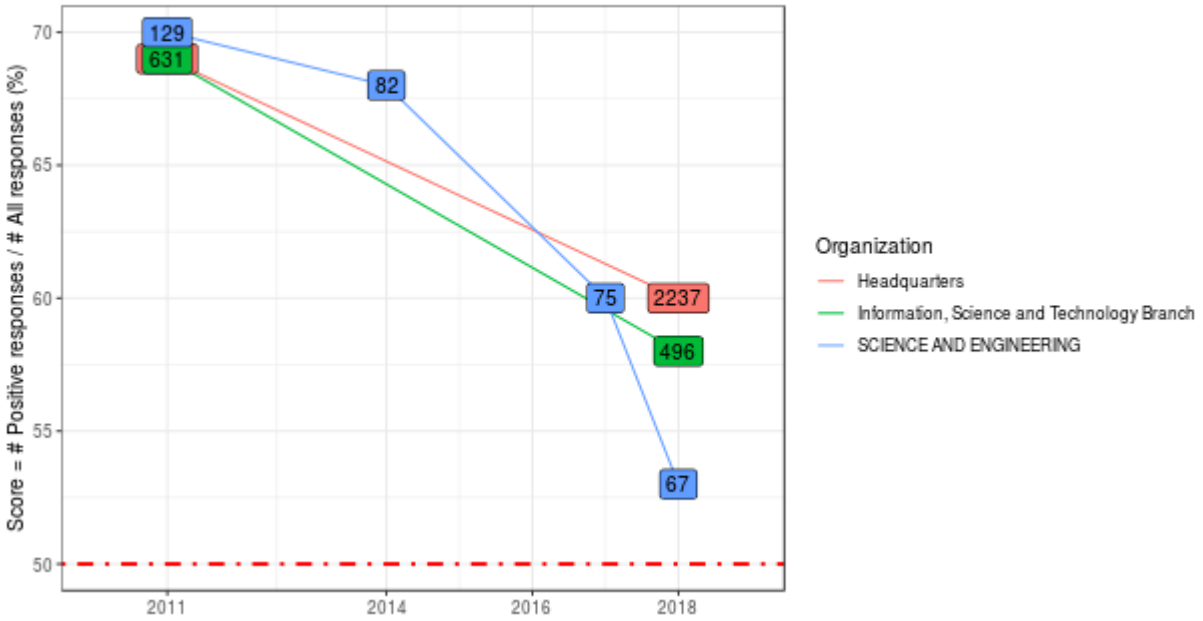
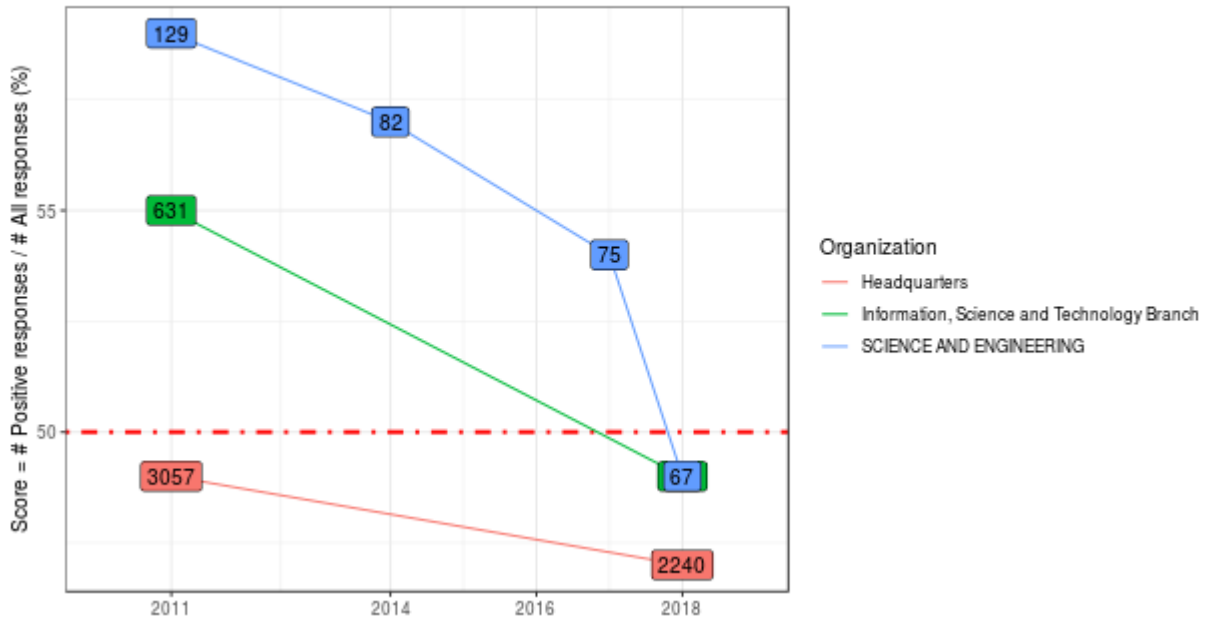


566-02-48305

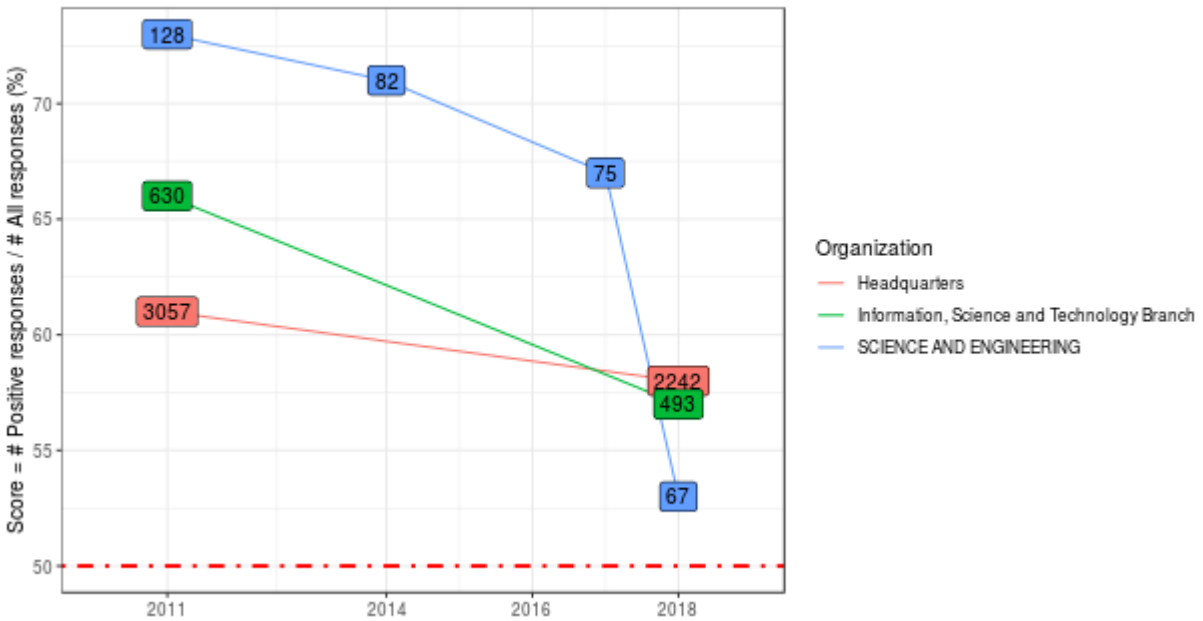
Question 23. My department or agency does a good job of communicating its vision, mission and goals.
(Number of responses is indicated in the box)



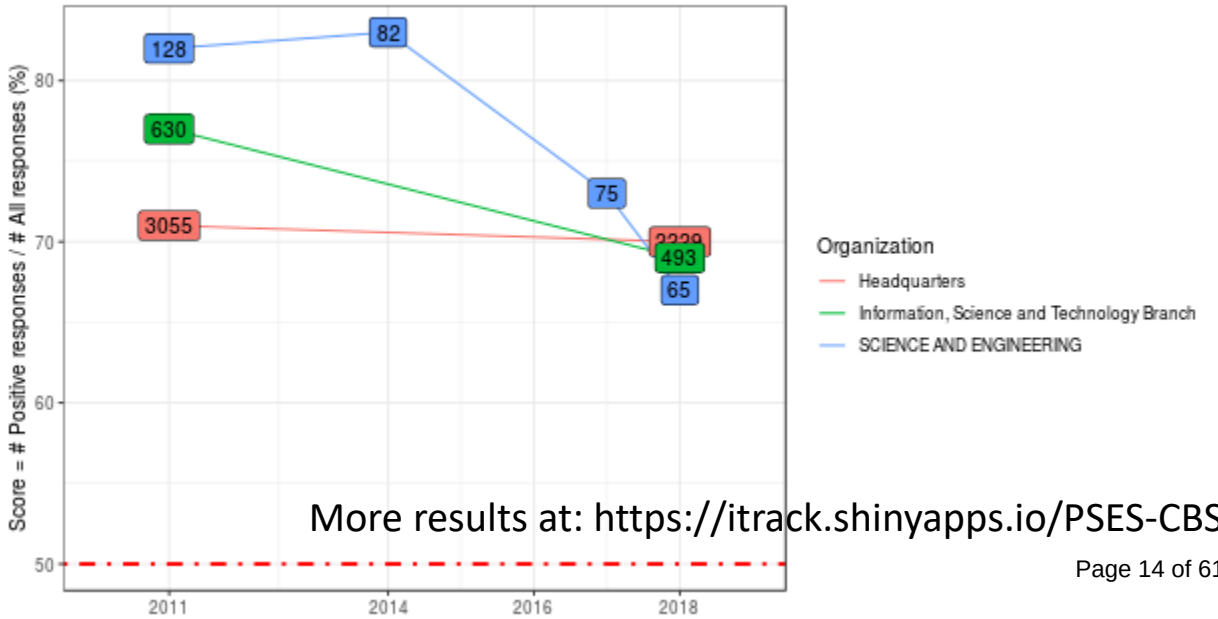
Question 36. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear.
(Number of responses is indicated in the box)



Question 29. Senior managers in my department or agency lead by example in ethical behaviour.
(Number of responses is indicated in the box)



Question 42. Overall, my department or agency treats me with respect.
(Number of responses is indicated in the box)



More results at: https://itrack.shinyapps.io/PSES-CBSA-SE

Redacted

The outcome of the “Experiment”:

From Top 5% (in 2011) ➔ To Bottom 5% (2018) in the National Capital

In particular:

- on questions related to :
  - Respect (Q41, Q42), Discrimination (Q60: 37%)
  - Psychologically healthy (Q66: 36%),
  - Stress (Q63), emotionally drained (Q64: 23%)
  - Fear of reprisals (Q36: 32%),
- on questions related to Senior Management:
  - Confidence (Q30: 29%)
  - Lead by example (Q29: 39%)
  - Effectiveness (Q31: 22%) , “transparency” (Q32: 23%), vision (Q33: 38%)
- Great place to work (Q43: 31%), Prefer to remain here (Q45: 27%)
- COMPARE TO 2011: (Q43: 71%) and (Q45: 71%)

Redacted

So what has changed?

Managers/Directors used to:

- Empower their Subject Matter Experts (SME)
- Constantly talking and listening to their SME
  - Encourage asking tough questions, challenging status quo,
  - Entrusting SME to know their area and made sure their expertise is used at fullest and they can communicate up their thoughts
- Encourage initiative, collaboration, leveraging interest of other groups
- Defined Directorate's and SME's performance metrics (e.g. quality of solutions, quality of recommendations to clients)
- Promoted their SME in many ways
  - "Go out", "Make yourself known", "Go present your work",
  - Encourage to publish and to present in national and international fora
- <u>One community. Everyone is equal. No suspicions or enemies - Fun Fun Fun, "5 star"place</u>

New generation of Managers/Directors :

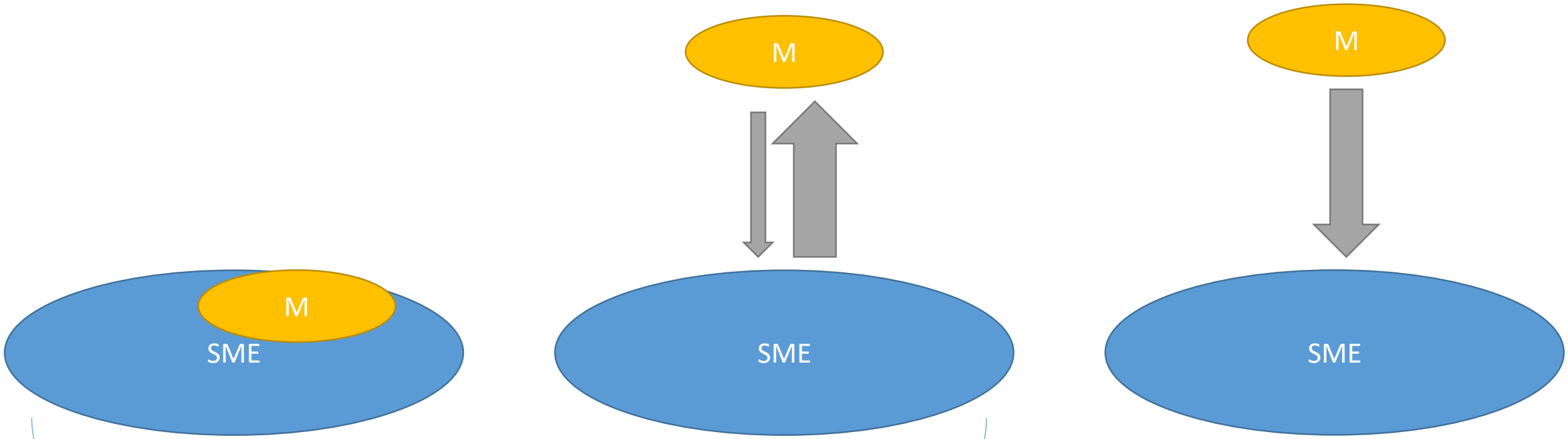
- Command, Police, Control (and Discipline) their subordinates
- Don't tolerate arguments with them. Don't welcome up forward feedback
- Control initiative, Seek hierarchy approval for any decision
- Impose their force and invest in enforcement tools
- New metric – how well you support your manager?
- <u>Two practically non-overlapping communities. Some are more equal than others. Mistrust, Fear, Stress</u>

Redacted

Three types of manager-subordinate relationship

When there's one community:

When there are two communities:
One way: M constantly takes feedback from SME
Other way: M does not take feedback from SME



Works

Does not work

Change of Rhetoric / Messages

Redacted

During the "Experiment"	Before the "Experiment"
-We are enforcement agency. -Disagreements with Managers will no be tolerated. -Managers responsibility to seek for approval from above and enforce decisions. -Your main responsibility to support your Manager. No decisions are made without approval from the top.	This never ever heard before in relationship to scientific work of Lab scientists. Your responsibility is to resolve your technical problems, help clients Managers responsibility to help you to do you work better
-Perfect is enemy of the good. "80% is good enough" -We have only few eggs in the basket (very limited capacity). We need to control how these eggs are used. -Who decides what is good and how eggs are used ? – this is responsibility of the manager. However What boss think is 80% good, in fact, could be 5% good, or a complete failure. -Archaic methods / tools are used	-SME (Scientists) are the best to know what is good and what is bad for their work -Industrial revolution , innovation and modernization is all about getting more with less "eggs". -Collaboration, person's initiative, ingenuity, skill, peer-to-peer network are conditions for getting more and better quality, not the number of eggs" -Through leverage and multiplying common projects
"Bosses know better" , "Boss is always right", "Agency will always support the bosses" in any dispute	
We don't do research. We are not a Science-based Department or Agency (SBDA) "You don't like my style, find another place to work"	We do Applied and Operations Research and it is very important to the Agency (see S&E Lab Vision of 2006) DHS publicized that Research is one of THREE pillars of success of their operational programs

Redacted

"New generation" of management in the Lab	Past generation of management in the Lab
Key role: Policing and Censoring their SME subordinates, Controlling teams, controlling messages	Key role: Enablers (for new projects and skills), Building teams
Lead by entitlement	Lead by example
Managers, coming from outside – Key connection: with LR and Management communities	Managers, coming from internal team, former SME. No separation between of community of SMEs and community of managers – They are coming from the same space
New tools: - Extensive use of Disciplines, formal measures (on their own will) vs. informal (on regular basis) - Silencing open discussions and inconvenient conversations	Tools: - Informal (family/friend- like) conversations at any time, many group meetings, anyone can say anything. - Promote through "In Briefs", Gcpedia , Cbsa wiki – to share our work and ideas
Rhetoric, Messages: - "Always check with manager" - "Manager is always right"	Rhetoric, Messages: "You are the expert – I trust you can decide yourself" "Noone is perfect, we all try our best - don't ever hesitate to express concerns/ideas"

Redacted

Recommendation 1: Start with Glasnost

Glasnost (Openness, Transparency) has lead to Perestroika …

Truths leads to Reconciliation …

… and Culture Improvement

1. Noone should ever feel Fear for talking about “Inconvenient Truths” (e.g. : “Our Directorate is the worst in NHQ on Fear and Stress PSES questions)

2. Once identified, the “Inconvenient Truths” need to be made known (e.g. Publish variation of PSES results by Directorate within the same Branch)
   - No more silencing ,masking, or averaging PSES results
   - Identify 5-star Directorates, and 1-star Directorates
     - within the same Branch/NHQ,
     - and in comparison to the other years (when led by other senior management)

3. Follow up (crowdsourcing, townhalls etc.) on all “Inconvenient Truths” – to find more “truth”

? Introduce guidelines or committee on Openness and Transparency in the Agency ?

Redacted

Recommendation 2: Accountability framework for Senior Management

1. Introduce new Lexicon (Messages): “Senior managers are ultimately responsible for moral in their divisions”
2. Make PSES or 360 (up forward feedback) results their performance metric (i.e. PMP)
3. Develop arm-length mechanisms for reporting complaints / disputes related to Senior Managers actions
4. <u>Disallow the use of disciplines on matters that can be resolved in discussion and proper people skill management</u>
    1. Ensure that ICMS is always is as the first step in resolving any dispute between a manager and his subordinate .
    2. The discipline should never be the first step!
5. Introduce the possibility of discipline actions against Managers who do not follow TB guidelines on Progressive Disciplines (e.g. who abused their power to suspend a subordinate without oral or written reprimand)

Redacted

Recommendation 3: Limit the power of Senior Managers over their subordinates

1. Implement the Scientific Integrity Policy that gives more rights to SME to do their work and protect it from Manager's interference. - IN PROGRESS

2. <u>Develop guidelines on the use of Discipline against Subordinates for issues related to disputes between Subordinate and Manager</u>

3. Extend the use of ICMS & EAP for addressing Manager-Subordinate disputes

4. The use of non-progressive discipline should be forbidden in the agency (ie using suspension without pay as the first step of disciplining a subordinate), in particular in cases involving the disputes between Subordinate and Manager

5. Establish arm-length procedure to allow subordinates to express concerns about their bosses without the fear of retaliation

Redacted

Recommendation 4: Clarify and publish vision/mandate for each section and division

1. Create new Agency Thumbnails document – with one-page description of tasks/responsibilities of each Section / Division in the Agency

   - last one found in Apollo dates 2010: http://apollo.omega.dce-eir.net/livelink/llisapi.dll/Overview/22554121
   - Searchable (e.g. CTRL+F “research”, “data”, “analytics”)

2. Similarly, provide more description OrgCharts on Atlas

Questions:

- Why all Scientific / Research matters are controlled by the S&E Lab?
  - SIP, Open Science
- There’s more to science than Chemistry , Physics, Biology
  - What about Data Science (in CDO/ SPB) ?
  - What about Economics, Policy, Psychology science
  - What about AI ?

Redacted

Recommendation 5: Clear and transparent Performance (PMA) indicators for all employees

1. Define measurable KPI for Management that measure Moral/well-being of subordinates

2. Clarify KPI for SME. Make them Objective
   - Is it to produce best quality solutions / recommendations for clients ?
     Vs.
   - Is it to best support the manager?

Redacted

About contributor:

- Grew up in Ukraine, USSR
  - Related experience: Glasnost' → Perestroika → Collapse of Soviet regime
  - Related Anecdote : Follow new Ukrainian President (on fighting corruption in Ukraine, war with Russia)

- Graduated from U. of Alberta: "Cultural Diversity" Leadership award

- with GoC since 2000 (at NRC): "Leader of tomorrow" & "NRC Leadership" awards.
  - Part of Consultation team for Parliament (2003-2005)
- with CBSA since 2008:
  Manager of new Video Surveillance and Biometrics (VSB) Section
  within Applied Research & Development Division (later renamed to Border Technology division)
    - Multiple Presentations for EC, contributions to S&E Vision / Strategy, and Agency Thumbnails
    - Supervised 18 subordinates/students in 5 years, many wanted to come back to Lab
    - Produced > 100 recommendations for clients, increased Agency's Capability + Capacity in VSB by > $ 1Mil
    - Contributed to highest ranking in GoC of the Lab in PSES in 2011.
- After 2013:
  Observed major changes in SED – from top %5 ➔ to bottom 5% in NHQ in five years
  - New generation of managers : not enablers but censors and policemen (New rhetoric and tools):
  - Witnessed :
    - Increased use of disciplines on issues that should have been resolved in discussion and proper people skill management
    - Efforts to silence the inconvenient discussions
    - Drastic increase of level of fear and stress, overall decrease of "happiness" in the Lab

APPENDIX:

Related quotes from LinkedIn

Redacted

7 Harsh Truths That Will Improve Your Leadership Skills Overnight

Posted on GCConnex:
https://www.inc.com/marcel-schwantes/7-brutal-truths-every-smart-leader-needs-to-constantly-revisit.html

1. The brutal truth that good leaders will first pump the fear out of the room.

2. The brutal truth that good leadership doesn't happen without trust.

- Every leader needs to ask a very important, look-in-the-mirror, question: "Does my behavior increase trust?"

3. The brutal truth that good leaders are willing to listen to feedback.

4. The brutal truth that good leaders are positive, even when things go bad.

- Good leaders practice positive thinking. They view stressful situations from a more positive perspective, which takes emotional intelligence.

6. The brutal truth that good leaders put strict boundaries on themselves.

7. The brutal truth that leadership, in the end, is really about love.

A person who feels appreciated will always do more than expected.

Unknown



Managers light a fire under people.
Leaders light a fire in people.

Kathy Austin

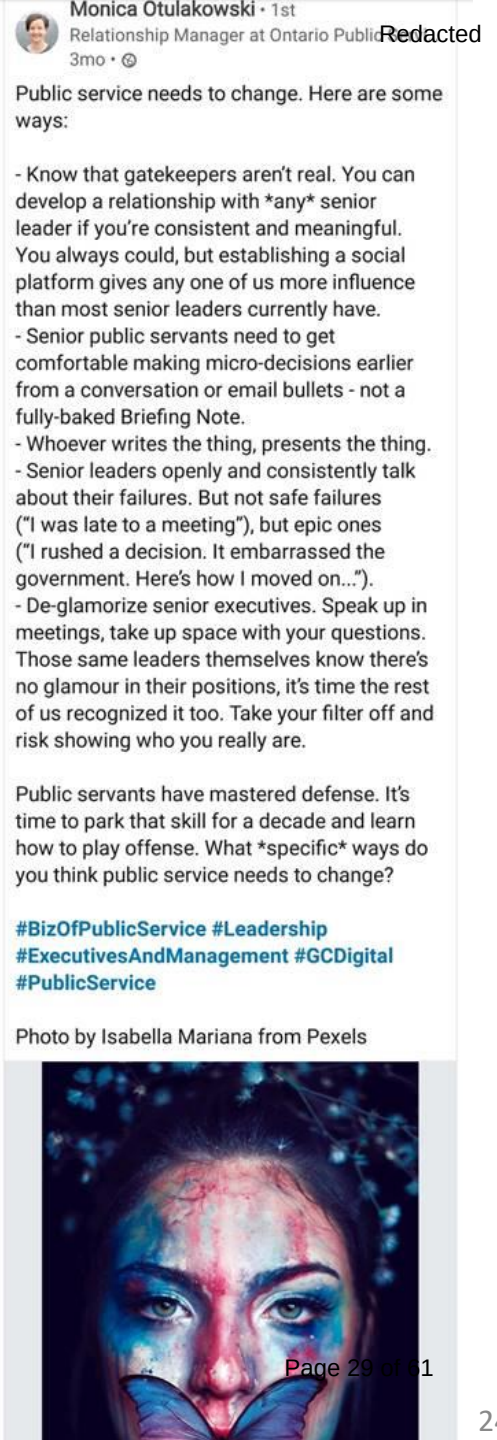
Traditional leaders	Collaborative leaders
Perform Annual performance reviews	Provide Immediate feedback and coaching
Create rigid rules	Believe in flexible working
See strong performers as a threat to own position	Surround oneself with best talent and empowers them
Use power of own authority to make all the decisions	Believe power is greatest in the collective team
Use people	Develop people
Demand	Inspire

Is that what happened in the Lab ?

From LinkedIn (1):

Public service needs to change. Here are some ways:

- Know that gatekeepers aren't real. You can develop a relationship with *any* senior leader if you're consistent and meaningful. You always could, but establishing a social platform gives any one of us more influence than most senior leaders currently have.
- Senior public servants need to get comfortable making micro-decisions earlier from a conversation or email bullets - not a fully-baked Briefing Note.
- Whoever writes the thing, presents the thing.
- **Senior leaders openly and consistently talk about their failures. But not safe failures ("I was late to a meeting"), but epic ones ("I rushed a decision. It embarrassed the government. Here's how I moved on...").**
- De-glamorize senior executives. Speak up in meetings, take up space with your questions. Those same leaders themselves know there's no glamour in their positions, it's time the rest of us recognized it too. Take your filter off and risk showing who you really are. Public servants have mastered defense. It's time to park that skill for a decade and learn how to play offense.



Monica Otulakowski · 1st
Relationship Manager at Ontario Public [redacted]
3mo ·

Public service needs to change. Here are some ways:

- Know that gatekeepers aren't real. You can develop a relationship with *any* senior leader if you're consistent and meaningful. You always could, but establishing a social platform gives any one of us more influence than most senior leaders currently have.
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- De-glamorize senior executives. Speak up in meetings, take up space with your questions. Those same leaders themselves know there's no glamour in their positions, it's time the rest of us recognized it too. Take your filter off and risk showing who you really are.

Public servants have mastered defense. It's time to park that skill for a decade and learn how to play offense. What *specific* ways do you think public service needs to change?

#BizOfPublicService #Leadership #ExecutivesAndManagement #GCDigital #PublicService

Photo by Isabella Mariana from Pexels

Redacted

Redacted

From LinkedIn (2)

To get started, here is a list of behaviours to praise in your public service colleagues and leaders:

- Creating time to teach by example
- - Writing out a process
- - Raising an objection, *especially* at an inconvenient time
- **- Unapologetically owning a mistake**
- - Answering a question for a colleague in another part of the public service
- **- Declaring a vulnerability**
- - Articulating rationale for their decision
- - Changing a narrative to be more “positive”. You don’t need a positive spin, the facts are fine –
- **Saying generic “thank you’s”**
- - Praising “above and beyond”
- What “xxxxx” behaviours have you started or stopped to improve culture?

Culture change isn’t easy because it requires aligning the hearts and minds of many leaders.

Redacted

From LinkedIn (3):

The higher you are, the more quickly you impact culture.

- Do you describe what you liked in staffs' analysis as quickly as you find perceived gaps?
- Do you tell them your rationale and context regularly and often?
- Do you have the self-awareness to expose where you have no expertise (and stand aside)?
- Do you expect top-of-the-line thinking, but don't fund research or positions?
- Is your primary decision criteria limited to dollar figures?
- **If you live in a head space that isn't predicated on improving relationships, our clock is ticking.**

We will wait for the day to operate with a positive relationship approach 🌱, it will make us more efficient even though efficiency won't be used as the primary goal.

<u>Let's not wait until it takes generations to recover.</u>

1 Comment

Most Relevant

Add a comment...



Dmitry Gorodnichy • 1st
Senior Research Scientist, Gov't of Canada

2mo (edited) ...

Question: In PSES questions referring to "Senior Management" , did you consider Senior Management outside of your directorate (e.g. Vice-president, President or Directors in other Directorates) ?

Answer: No, only the Senior Management of our own directorate (Directors and Director General) were considered. (Between 2011 and 2016, Senior Management within the Directorate has changed entirely. In 2017-2018 (i.e. during the period when the Directorate scored the lowest on questions about Senior Management and Great Place to Work - as shown in two images of this article) , the Director who joined the Agency in 2011 was acting Director General. The correlation between these two groups of questions was also found the highest (96%) among all other groups of PSES questions.

This is one of the reasons for the development of iTrack PSES App and this article, so that to help the Agency to improve the situation.

1 Like

566-02-48305
Redacted

Gmail

Dmitry O. Gorodnichy <dmitry.gorodnichy@gmail.com>

RE: Gorodnichy Meeting June 4

Thompson, xxxx <xxxx .Thompson@cbsa-asfc.gc.ca> Tue, Jun 2, 2020 at 11:41 AM
To: xxxxxxxxxxx xxxxxxx <c xxxxxxx@pipsc.ca>, "xxxxxxx, xxxxxx " <xxxxxx . xxxxxxx@cbsa-asfc.gc.ca>, Dmitry Gorodnichy <dmitry.gorodnichy@gmail.com>

Good morning all,

I can confirm that the article itself is not in question. The meeting will be to address the various comments that had been attributed to the LinkedIn article.

I have updated the meeting to 10am and hoping this will be ok for all concerned.

Thanks,

xxxx

From: xxxxxxxxxxxxxxxxxxx<c xxxxxxx@pipsc.ca>
Sent: June 2, 2020 11:00 AM
To: xxxxxxx, xxxxxx <xxxxxx . xxxxxxx @cbsa-asfc.gc.ca>; Thompson, xxxx <xxxx .Thompson@cbsa-asfc.gc.ca>; Dmitry Gorodnichy <dmitry.gorodnichy@gmail.com>
Subject: Gorodnichy Meeting June 4

Hello Gentlemen,

In preparation for the above-mentioned meeting, and in the expectation of full transparency on the part of CBSA, I would ask that Mr. xxxxxxx clarify specifically whether Dmity is being investigated for the article itself, or the comments by Dmitry? I ask the employer to clarify which at its earliest convenience prior to this meeting.

Also, Dmitry had informed me that he has a meeting at 9:00. Can this meeting be moved to 10am?

Thank you

xxxxxxxxxxx F. xxxxxxx

Employment Relations Officer/Agent des relations du travail

Professional Institute of the Public Service of Canada / Institut professionnel de la fonction publique du Canada

Redacted

566-02-46305

250 Tremblay Road / chemin Tremblay

Ottawa, ON K1G 3J8

Tel: (613)228-6310, ext. 4759

Fax: (613)228-9048

c xxxxxxx@pipsc.ca

Gorodnichy, Dmitry (Ph.D. / Dr.)

From: Gorodnichy, Dmitry
Sent: June 2, 2020 05:12 PM
To: xxxxx, xxxxxx
Cc: INTEGRITY / INTÉGRITÉ (CBSA/ASFC); xxxxxxxx, xxxxxxxx
Subject: RE: Disciplinary Framework question

xxxxxx ,

Sorry, I forgot to include in my previous communication the actual recommendation that I made to CTOB.
The recommendation is , obviously, to improve the Disciplinary framework to make more clear, transparent and accountable:

Disciplinary framework must be revised, made transparent and accountable. -
No employee should fear that she can be disciplined because of differences (incl. in opinions) with her management.
Currently, in some directorates over half suspensions (according to internal information, official numbers could not obtained) are on actions that are not listed in Disciplinary framework, classified using catch-all word "insubordination". –
In other words, it is simply enough for a "biased" manager (whether he is consciously or unconsciously* biased) to _think_ that "his instruction was clear" and that the employee "purposefully went against it" to suspend this employee. LR will always be on managers side and the employee will never be able to defend herself against such actions of her manager, except by going to external arbitration.

Until Disciplinary framework is revised and made transparent, many of CBSA employees in CBSA may feel vulnerable to unfounded/unjust decision of their managers , will show high level of stress at work place and have high fear of reprisal, and will not think of our Agency as "great place to work" - which are exactly the PSES questions, where CBSA scores the worst in entire Public Service.

*** Typical examples of "unconscious bias" include "in-group bias" - a tendency for people to favour their own group, and "confirmation bias" - a natural tendency of people to seek out the information that supports their existing point of view. (Quoted from the" UNCONSIOUS BIAS" course which is offered as mandatory training at NRC)**

xxxxxx , I would greatly appreciate your thoughts/ ideas on these observations and recommendation:
Do they make sense to you? Is there a better way to phrase them? What you could suggest as the best ways to address them?

Also, Do you have access to this training? It is offered by Canadian Centre for Diversity and Inclusion. A friend of mine from NRC made copy of it for me. I can share it with you, if you'd like to have a look

Please let me know
Look forward to your hearing from you.
Thank you

Dmitry

From: Gorodnichy, Dmitry
Sent: June 1, 2020 1:27 PM
To: xxxxx, xxxxxx <xxxxxx.xxxxx@cbsa-asfc.gc.ca>
Cc: INTEGRITY / INTÉGRITÉ (CBSA/ASFC) <CBSA.INTEGRITY-INTEGRITE.ASFC@cbsa-asfc.gc.ca>; xxxxxxx, Peter <Peter.xxxxxx@cbsa-asfc.gc.ca>; xxxx, xxxxxxxx <xxxxxxxxxx@cbsa-asfc.gc.ca>; xxxxxxxx, xxxxxxxx <xxxxxxxx.xxxxxxxx@cbsa-asfc.gc.ca>
Subject: RE: Disciplinary Framework question

Good morning xxxxxx
Hope you and your close are doing well in this uneasy times

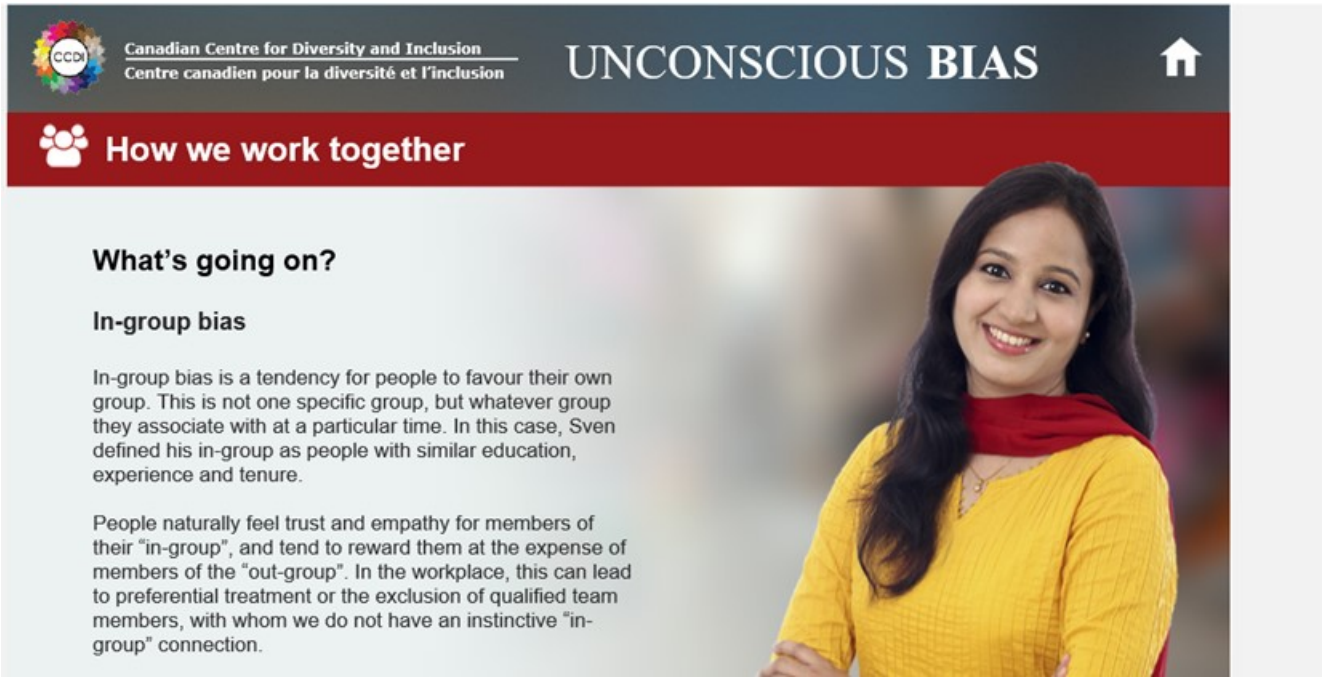
I'd like to follow up with you on the conversation we started with you at your Integrity Talk four months ago about the discrimination based on difference in opinion and cultures, and the investigation I conducted since related to the transparency of the existing Discipline Framework – specifically , in relationship to potential misuse of disciplines by managers that could lead to such discrimination (my email of 11 February below).

I've recently submitted the following recommendation to CTOB (in Cc:) that summarizes the findings from this investigation

> **Observation 1:**
> Based on the analysis of PSES data variation, it is found that the highest correlation of "Great place to work" is with "Confidence in Senior Management" (>90%) , followed by "Stress at work" and "Fear of reprisal" (>75%)
>
> At the same time,
>
> **Observation 2:**
> Based on the requests submitted to your team and ATIP, it is found that is not possible to obtain any statistics related to a) either the total number of disciplines in any particular directorate or branch, or b) the number of disciplines done in the Agency specifically for insubordination

Can please confirm that these statistics indeed could not be easily retrieved?
Or, if it is possible to retrieve such statistics, can you or colleague,s please share it with us?

Also, as related to above, I've recently learnt a new term from my colleagues in OGD (who have mandatory training on this) - It is called "In-group bias" (part of "unconscious bias") . It describes the phenomenon that is apparently quite common in many workspaces. Based on my own experience, which I described to you and CTOB colleagues, I believe, this phenomenon could be quite prevalent in some CBSA Directorates (in particular in my the S&E Lab), which may explain why PSES ranking Directorates on questions related to "fear of reprisal" and "confidence in senior management" are one of the lowest in entire GC in those directorates



Would you be interested to conduct one of your next Integrity Talks about such issue?

Finally, I also need you advise on whether it is permissible to share these findings (i.e., Observations 1 and 2) with public ?
For example,
I'd like submit my analysis of the PSES data variation and correlation within CBSA (where Observation 1 is obtained) to a peer-reviewed open source journal.
All data used there is Open Government. Is that permissible?

Note , I do this evidently , on my own initiative and time.

Thank you

Dmitry

From: xxxxx, xxxxxx <xxxxxx . xxxxx@cbsa-asfc.gc.ca>
Sent: March 10, 2020 9:08 AM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Cc: INTEGRITY / INTÉGRITÉ (CBSA/ASFC) <CBSA.INTEGRITY-INTEGRITE.ASFC@cbsa-asfc.gc.ca>
Subject: RE: Disciplinary Framework question

Hi,

Yes, it was received. I don't have the answer, but I reached out to my colleagues. I will send you a response as soon as I have one.

Have a good day,

M.

From: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Sent: March 9, 2020 4:27 PM
To: xxxxx, xxxxxx <xxxxxx.xxxxx@cbsa-asfc.gc.ca>
Cc: INTEGRITY / INTÉGRITÉ (CBSA/ASFC) <CBSA.INTEGRITY-INTEGRITE.ASFC@cbsa-asfc.gc.ca>
Subject: FW: Disciplinary Framework question

Hello xxxxxx ,

I just wanted to make sure this email (below) was received – sent to you a month ago.

Is that something (questions in Green) that you or your NICE / Integrity colleagues can help me with?

Thank you
Dmitry

From: Gorodnichy, Dmitry
Sent: February 11, 2020 2:46 PM
To: xxxxx, xxxxxx <xxxxxx.xxxxx@cbsa-asfc.gc.ca>
Subject: Disciplinary Framework question

Bonjour xxxxxx ,

Following our discussion at your Integrity Talk, I was trying to locate the page on atlas that introduces the Disciplinary Framework and "the consequences of misconduct" – shown below. But I could not.
Could you please help me to locate this page and connect with people who have Agency Stats presented on this page?

Specifically, the page shows Agency Stats for 2017 & 2018:

- Total days of suspension: 1,107

The question I'm investigating is –
How many of these 1,107 days of suspensions are
a) for the type of misconduct that is NOT described in the Disciplinary Framework (http://atlas/hrb-dgrh/lr-rt/documents/disciplinary_measures_framework_eng.pdf),
and specifically
b) for insubordination?

This is in relationship to the recommendation discussed with CTOB (Pat Boucher/Peter xxxxxx) to tackle the "fear of reprisal" issue – attached (also quoted below)

Recommendation #2: Revise CBSA Disciplinary Measure Framework to include guidelines on the use of Discipline for matters related to allegation of insubordination.
(Currently there are none. So, Directors have unlimited power to assign discipline measures at their own will when dealing with their subordinates who show disagreements with their management style)

You help will be much appreciated

Dmitry

Canada Border Services Agency | Agence des services frontaliers du Canada

Atlas

Branches and regions | Employees | Front Line Staff | Managers

Home > HRB > LR

HUMAN RESOURCES

- About the Branch
- VP's Corner
- Resources Directory
- Management Team
- Forms and Templates
- President and EVP's Space
- CBSA Renewal
- Border Update

Understanding the consequences of misconduct



Information

Video Length: 2 m

Misconduct has co
provides some ex
surprise you.

Description

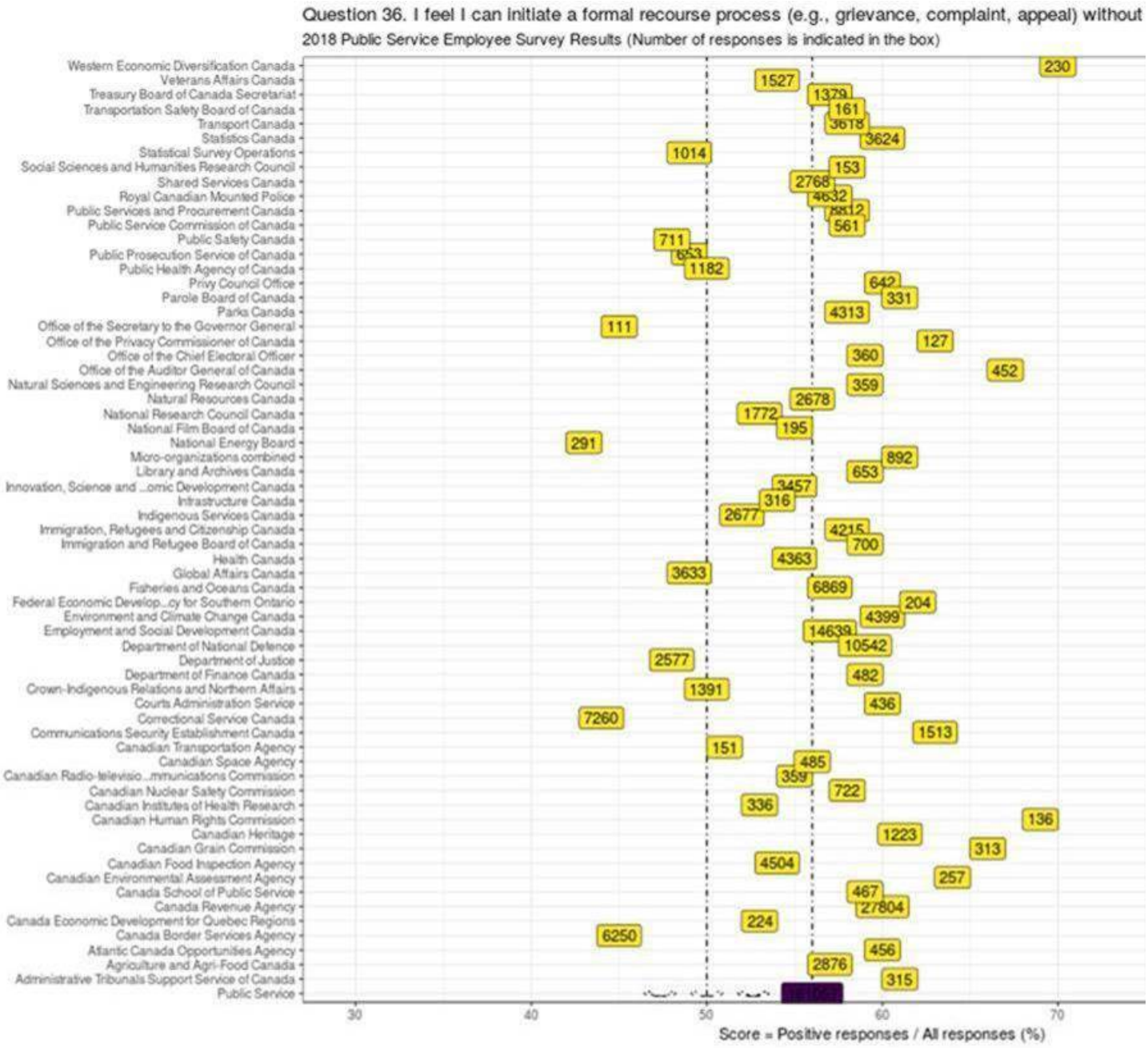
You may think no one notices.
You may think "It's no big deal".
You may think it's not being addressed.
It is.

Discipline in the workplace happens.
And the consequences may surprise you.

Consider the following examples.

Consequences of misconduct

Misconduct	
Duty firearm left unsecured in Dasco	Written
Voluntarily hiding your name tag while in uniform	1 day su
Using the government travel card to buy winter boots for your kids	7 day su
Willfully damaging the CCTV camera in the PIL booth	10 day s
Using CBSA's systems to obtain personal information of colleagues	15 day s
Disclosing personal information about your colleague to a traveller	20 day s
Making sexual comments/jokes to colleagues in the workplace	30 day s
CBSA employee failing to declare a luxury fashion item upon re-entering Canada	Termina
Running your personal business during working hours using CBSA networks	Termina
Purposely touching a colleague's buttocks in the workplace	Termina


Question 36. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without
2018 Public Service Employee Survey Results (Number of responses is indicated in the box)
Western Economic Diversification Canada
Veterans Affairs Canada
Treasury Board of Canada Secretariat
Transportation Safety Board of Canada
Transport Canada
Statistics Canada
Statistical Survey Operations
Social Sciences and Humanities Research Council
Shared Services Canada
Royal Canadian Mounted Police
Public Services and Procurement Canada
Public Service Commission of Canada
Public Safety Canada
Public Prosecution Service of Canada
Public Health Agency of Canada
Privy Council Office
Parole Board of Canada
Parks Canada
Office of the Secretary to the Governor General
Office of the Privacy Commissioner of Canada
Office of the Chief Electoral Officer
Office of the Auditor General of Canada
Natural Sciences and Engineering Research Council
Natural Resources Canada
National Research Council Canada
National Film Board of Canada
National Energy Board
Micro-organizations combined
Library and Archives Canada
Innovation, Science and ...omic Development Canada
Infrastructure Canada
Indigenous Services Canada
Immigration, Refugees and Citizenship Canada
Immigration and Refugee Board of Canada
Health Canada
Global Affairs Canada
Fisheries and Oceans Canada
Federal Economic Develop...cy for Southern Ontario
Environment and Climate Change Canada
Employment and Social Development Canada
Department of National Defence
Department of Justice
Department of Finance Canada
Crown-Indigenous Relations and Northern Affairs
Courts Administration Service
Correctional Service Canada
Communications Security Establishment Canada
Canadian Transportation Agency
Canadian Space Agency
Canadian Radio-televisio...mmunications Commission
Canadian Nuclear Safety Commission
Canadian Institutes of Health Research
Canadian Human Rights Commission
Canadian Heritage
Canadian Grain Commission
Canadian Food Inspection Agency
Canadian Environmental Assessment Agency
Canada School of Public Service
Canada Revenue Agency
Canada Economic Development for Quebec Regions
Canada Border Services Agency
Atlantic Canada Opportunities Agency
Agriculture and Agri-Food Canada
Administrative Tribunals Support Service of Canada
Public Service
230
1527
1379
161
3624
1014
153
2768
561
711
1182
642
331
4313
111
127
360
452
359
2678
1772
195
291
892
653
316
2677
700
4363
3633
6869
204
4399
10542
2577
482
1391
436
7260
1513
151
485
722
336
136
1223
313
4504
257
467
224
6250
456
2876
315
30
40
50
60
70
Score = Positive responses / All responses (%)

Gorodnichy, Dmitry (Ph.D. / Dr.)

From: Gorodnichy, Dmitry
Sent: November 5, 2020 10:02 AM
To: xxxxxx; xxxxxx; xxxxxxxxxx; xxxxxSPB Engagement / Engagement de la DGPS (CBSA/ASFC)
Cc: Coelho, xxxxxxx
Subject: RE: Thank you!
Attachments: FW: feedback for culture change ambassadors

Good morning, xxxxxx and xxxxx
You are too kind praising me :) – we all do what we can, I'm nothing special.

Yet, you got it quite right – I came from different cultural and education background, but also - just this summer- from a different Directorate, where the situation was much different from how it is here at SPB, and how it was there in the same directorate earlier when I joined it in 2008. Many good changes are now happening there too (including changes in upper management and some of us transferring to CDO!), but the contrast was so grim that many of us then were thinking there what we can do to change the situation (while many others, who could, left)

This is how I got connected with xxxxxxxand many others in Pat Boucher team last year. xxxxxxxcan you tell you more about that.
Attached is the presentation we discussed then – it has plenty of observations, recommendations and ideas on how to make our neighbourhood a happier place.
It's great to see how many of these are already being implemented, but some still need attention.

Looking forward seeing/talking to you all again

Dmitry Gorodnichy (343-551-9535)

From: xxxxxx, xxxxxx< xxxxxx.xxxxxx@cbsa-asfc.gc.ca>
Sent: November 4, 2020 6:17 PM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Cc: xxxxxxxxxx, xxxxx< xxxxx.xxxxxxxxxx@cbsa-asfc.gc.ca>; SPB Engagement / Engagement de la DGPS (CBSA/ASFC) <CBSA.SPB_Engagement_DGPS.ASFC@cbsa-asfc.gc.ca>
Subject: Thank you!

Dear Dmitry,

On behalf of xxxxxand myself, thank you very much for participating in today's Branch Transformation Team (BTT) meeting. The work you do is somewhat outside "the norm" for the majority of SPB employees, and we think this makes you such a valuable asset for the BTT—we look forward to having the diversity of your experience and perspectives feed into BTT initiatives.

Thank you for letting us learn a xxxxxbit about you, especially your wide range of skills, hobbies and interests. I especially loved how you spoke about passing along this same wide-ranging interest in life and all its joys to your children. We look forward to lots of great collaboration and partnership over the coming months. Thanks for being part of the team!

Best regards,

566-02-48305

xxxxxx xxxxxx **and** xxxxxxxxxxxxxx
Co-chairs, Branch Transformation Team

Gorodnichy, Dmitry (Ph.D. / Dr.)

From: Gorodnichy, Dmitry
Sent: November 5, 2020 12:44 PM
To: xxxxxx; xxxxxx
Cc: xxxxx; xxxxxx
Subject: RE: Thank you! - Introduction to NICE and SPBTT
Attachments: RE: Disciplinary Framework question

Bravo xxxxxx- You nailed it right on the head!

Imagine however what happens if in a situation like the one you described in Windsor, Sarnia and London, a manager - instead of talking to their subordinates to address the lack of understanding between them – engages LR to discipline them on the ground of challenging the authority and allegations of insubordination. Then it becomes really brutal, because – as we found out later – in any such LR disputes involving a manager and his/her subordinate, our LR machine – by design of our current CBSA system – is to always protect the superiors (regardless of how ludicrous sometimes such allegations are). Hence we in the Lab had a record number of disciplines and grievances over those years and highest "fear"/"stress" level in entire NCR.
This, of course, needs to stop. Being a superior in position should never entail being "more equal" (as in Orwell's "1984") than others, including in LR support.
There should be ways to protecting the weaker. The entire Discipline Framework should be rethought and made transparent in relationship to such matters . At the moment there are no specific numbers or any educational examples on how/when Discipline should or should not be applied for the matters related to manager-subordinate disputes. Presently, a director can progressively discipline you as many times as he wishes to - up to firing you, if he wishes.

I'm adding xxxxxx from our NICE (National Integrity Centre of Expertise) team.
We had great discussions with her about that.
As a way of introduction, I'm also attaching our latest communication with her. You'll see there has been also many questions, ideas and recommendations there.
I think xxxxxx is working on developing some sort of training for both managers and others to go deeper into this kind of problems.

xxxxxx , how are you? Hope you and yours are safe.
It would be great to hear from you on where you are up to with various trainings and in general how things are evolving around you.
On my side, there has been some great changes since we talked last time. – I moved to SPB (as in my new signature below). The director, whose managerial style was under question, has quietly retired. "Wind of change" is felt around.

Look forward to hearing from you.
Dmitry

Dmitry O. Gorodnichy, Ph.D.,

Senior Research Scientist (Data Science and Biometrics)
Chief Data Office / Strategic Policy Branch
Canada Border Services Agency / Government of Canada

Chercheur principal (science des données et biométrie)
Bureau principal des donnée / Direction des politiques stratégiques
Agence des services frontaliers du Canada / Gouvernement du Canada

343-551-9535 / dmitry.gorodnichy@cbsa-asfc.gc.ca

From: xxxxxx, xxxxxx< xxxxxx.xxxxxx@cbsa-asfc.gc.ca>
Sent: November 5, 2020 10:37 AM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Subject: RE: Thank you!

Wow – thanks for sharing, Dmitry.

The management challenges and working environment you articulate in your presentation are quite similar to the situation that I faced when I started managing a team of intelligence officers and intelligence analysts in Windsor, Sarnia and London. These were people who—like the SMEs in the Lab—we hired and trained specifically to think "outside the box" and to work in unconventional contexts to address unconventional problems. Yet, before I started managing the team, they were advised to basically shut up and do what they were told—which doesn't go over very well with a group of independent, self-motivated people!

It took me almost two years to undo some of the damage and distrust and low morale on that team, but it was well worth the effort and we had transformed into a cohesive, high-performing team by the time I left to return to Ottawa in 2018. Rebuilding trust and making that kind of lasting change takes a lot of work and sustained commitment. I am very glad we have people like you on the BTT who are clearly committed to trying to make our work neighbourhood a happier place.

Thanks again,

xxxxxx xxxxxx
Senior Policy Analyst, Strategic Policy Branch
Canada Border Services Agency / Government of Canada
xxxxxx.xxxxxx@cbsa-asfc.gc.ca/ Cell: 519-551-3313/ TTY: 866-335-3237

Analyste principale de la politique, Direction générale de la politique stratégique
Agence des services frontaliers du Canada / Gouvernement du Canada
xxxxxx.xxxxxx@cbsa-asfc.gc.ca / Cel. : 519-551-3313/ ATS : 866-335-3237

From: Gorodnichy, Dmitry
Sent: November 5, 2020 10:02 AM
To: xxxxxx, xxxxxx< xxxxxx.xxxxxx@cbsa-asfc.gc.ca>; xxxxxxxxxx, xxxxx< xxxxx.xxxxxxxxxx@cbsa-asfc.gc.ca>; SPB Engagement / Engagement de la DGPS (CBSA/ASFC) <CBSA.SPB_Engagement_DGPS.ASFC@cbsa-asfc.gc.ca>
Cc: Coelho, xxxxxxx< xxxxxxxCoelho@cbsa-asfc.gc.ca>
Subject: RE: Thank you!

Good morning, xxxxxx and xxxxx
You are too kind praising me :) – we all do what we can, I'm nothing special.

Yet, you got it quite right – I came from different cultural and education background, but also - just this summer- from a different Directorate, where the situation was much different from how it is here at SPB, and how it was there in the same directorate earlier when I joined it in 2008. Many good changes are now happening there too (including changes in upper management and some of us transferring to CDO!), but the contrast was so grim that many of us then were thinking there what we can do to change the situation (while many others, who could, left)

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Sent: November 4, 2020 6:17 PM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Cc: xxxxxxxxxx, xxxxx< xxxx.xxxxxxxxxx@cbsa-asfc.gc.ca>; SPB Engagement / Engagement de la DGPS (CBSA/ASFC) <CBSA.SPB_Engagement_DGPS.ASFC@cbsa-asfc.gc.ca>
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Thank you for letting us learn a xxxxx bit about you, especially your wide range of skills, hobbies and interests. I especially loved how you spoke about passing along this same wide-ranging interest in life and all its joys to your children. We look forward to lots of great collaboration and partnership over the coming months. Thanks for being part of the team!

Best regards,

xxxxxx xxxxxx **and** xxxxxxxxxxxxxx
Co-chairs, Branch Transformation Team

Gorodnichy, Dmitry (Ph.D. / Dr.)

From: xxxxx, xxxxxx
Sent: November 17, 2020 11:01 AM
To: Gorodnichy, Dmitry; xxxxxx, xxxxxx
Subject: RE: Thank you! - Introduction to NICE and SPBTT

Good morning Dmitry,

Thank you for this email and congratulations for your new job!! Nice to virtually meeting you, xxxxxx;)

The OVE is committed and will continue working on improving the organizational culture at the CBSA. We are currently working with TDD Training and Development Directorate (Leadership and Management Program)

Regarding the training on "Unconscious Bias," it was identified as one of the courses in the new Anti-Racism Strategy – the OVE is a member of this important taskforce. As for changes and/or updates, you want to see in the disciplinary framework, as previously discussed the NICE does not have authority over it as we are not involved when measures are taken this falls within the role of Labour Relations – please note that in my last email I requested your consent to share the information with the LR since this falls outside our role.

Hope you and your families stay safe ;)

M.

xxxxxx xxxxx(Mimi)
Values and Ethics Advisor|Conseillère en Valeurs et Éthique
National Integrity Centre of Expertise (NICE)|Centre d'expertise national en matière d'intégrité (CENI)
Canada Border Services Agency|Agence des services frontaliers du Canada

Email|Courriel: xxxxxx . xxxxx@cbsa-asfc.gc.ca|CBSA.INTEGRITY-INTEGRITE.ASFC@cbsa-asfc.gc.ca
Telephone | Téléphone: 613-941-2896
Telework | Télétravail : 613-240-7974



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Sent: November 5, 2020 12:44 PM
To: xxxxxx, xxxxxx< xxxxxx.xxxxxx@cbsa-asfc.gc.ca>
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Chief Data Office / Strategic Policy Branch
Canada Border Services Agency / Government of Canada

Chercheur principal (science des données et biométrie)
Bureau principal des donnée / Direction des politiques stratégiques
Agence des services frontaliers du Canada / Gouvernement du Canada

343-551-9535 / dmitry.gorodnichy@cbsa-asfc.gc.ca

From: xxxxxx, xxxxxx< xxxxxx.xxxxxx@cbsa-asfc.gc.ca>
Sent: November 5, 2020 10:37 AM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Subject: RE: Thank you!

Wow – thanks for sharing, Dmitry.

The management challenges and working environment you articulate in your presentation are quite similar to the situation that I faced when I started managing a team of intelligence officers and intelligence analysts in Windsor, Sarnia and London. These were people who—like the SMEs in the Lab—we hired and trained specifically to think "outside the box" and to work in unconventional contexts to address unconventional problems. Yet, before I started managing the team, they were advised to basically shut up and do what they were told—which doesn't go over very well with a group of independent, self-motivated people!

It took me almost two years to undo some of the damage and distrust and low morale on that team, but it was well worth the effort and we had transformed into a cohesive, high-performing team by the time I left to return to Ottawa in 2018. Rebuilding trust and making that kind of lasting change takes a lot of work and sustained commitment. I am very glad we have people like you on the BTT who are clearly committed to trying to make our work neighbourhood a happier place.

Thanks again,

xxxxxx xxxxxx
Senior Policy Analyst, Strategic Policy Branch
Canada Border Services Agency / Government of Canada
xxxxxx.xxxxxx@cbsa-asfc.gc.ca/ Cell: 519-551-3313/ TTY: 866-335-3237

Analyste principale de la politique, Direction générale de la politique stratégique
Agence des services frontaliers du Canada / Gouvernement du Canada
xxxxxx.xxxxxx@cbsa-asfc.gc.ca / Cel. : 519-551-3313/ ATS : 866-335-3237

From: Gorodnichy, Dmitry
Sent: November 5, 2020 10:02 AM
To: xxxxxx, xxxxxx< xxxxxx.xxxxxx@cbsa-asfc.gc.ca>; xxxxxxxxxx, xxxxx< xxxxx.xxxxxxxxxx@cbsa-asfc.gc.ca>; SPB Engagement / Engagement de la DGPS (CBSA/ASFC) <CBSA.SPB_Engagement_DGPS.ASFC@cbsa-asfc.gc.ca>
Cc: Coelho, xxxxxxx< xxxxxxxCoelho@cbsa-asfc.gc.ca>
Subject: RE: Thank you!

Good morning, xxxxxx and xxxxx
You are too kind praising me :) – we all do what we can, I'm nothing special.

Yet, you got it quite right – I came from different cultural and education background, but also - just this summer- from a different Directorate, where the situation was much different from how it is here at SPB, and how it was there in the same directorate earlier when I joined it in 2008. Many good changes are now happening there too (including changes in upper management and some of us transferring to CDO!), but the contrast was so grim that many of us then were thinking there what we can do to change the situation (while many others, who could, left)

This is how I got connected with xxxxxxxand many others in Pat Boucher team last year. xxxxxxxcan you tell you more about that.
Attached is the presentation we discussed then – it has plenty of observations, recommendations and ideas on how to make our neighbourhood a happier place.
It's great to see how many of these are already being implemented, but some still need attention.

Looking forward seeing/talking to you all again

Dmitry Gorodnichy (343-551-9535)

From: xxxxxx, xxxxxx< xxxxxx.xxxxxx@cbsa-asfc.gc.ca>
Sent: November 4, 2020 6:17 PM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Cc: xxxxxxxxxx, xxxxx< xxxxx.xxxxxxxxxx@cbsa-asfc.gc.ca>; SPB Engagement / Engagement de la DGPS (CBSA/ASFC) <CBSA.SPB_Engagement_DGPS.ASFC@cbsa-asfc.gc.ca>
Subject: Thank you!

Dear Dmitry,

On behalf of xxxxxand myself, thank you very much for participating in today's Branch Transformation Team (BTT) meeting. The work you do is somewhat outside "the norm" for the majority of SPB employees, and we think this makes you such a valuable asset for the BTT—we look forward to having the diversity of your experience and perspectives feed into BTT initiatives.

Thank you for letting us learn a xxxxxbit about you, especially your wide range of skills, hobbies and interests. I especially loved how you spoke about passing along this same wide-ranging interest in life and all its joys to your children. We look forward to lots of great collaboration and partnership over the coming months. Thanks for being part of the team!

Best regards,

xxxxxx xxxxxx **and** xxxxxxxxxxxxxxx
Co-chairs, Branch Transformation Team

Gorodnichy, Dmitry (Ph.D. / Dr.)

From: Gorodnichy, Dmitry (Ph.D. / Dr.)
Sent: January 26, 2026 12:47 PM
To: dmitry.gorodnichy@gmail.com
Subject: FW: Congratulations and thank you

From: Gorodnichy, Dmitry
Sent: March 4, 2021 5:43 PM
To: xxxxxxxxxx, xxxxx < xxxxx. xxxxxxxxxx@cbsa-asfc.gc.ca>
Subject: RE: Congratulations and thank you

Thank you xxxxx for your kind words

I was thinking xxxx Thompson would also be very glad to hear all that , if you can share it with him, can you? please
This really makes all of us feel great about being here and working together.
Very happy about that

Dmitry

-------- Original message --------
From: " xxxxxxxxxx, xxxxx" < xxxxx. xxxxxxxxxx@cbsa-asfc.gc.ca>
Date: 2021-02-23 20:46 (GMT-05:00)
To: "Gorodnichy, Dmitry" <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Cc: " xxxxxxxxxxxxx, xxxxxx" < xxxxx. xxxxxxxxxxxxx@cbsa-asfc.gc.ca>, " xxxxxxxxxxxxxxx, xxxxx" < xxxxxBennett-Gilmour@cbsa-asfc.gc.ca>, " xxxxxxxxx, xxxxx" < xxxxx. xxxxxxxxx@cbsa-asfc.gc.ca>
Subject: Re: Congratulations and thank you

Wow - What a great thread to read after a long day at the “office”

Thank you so much to all of you for your dedication and awesomeness.

I am happy you had such a good session Dmitry. I just received a big thank you from Umit on LinkedIn as well.

That’s a wrap for #5!

xxxxx

Sent from my iPhone

On Feb 23, 2021, at 6:08 PM, Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca> wrote:

I already said BIG THANKS to xxxxx and xxxxx at the end of my talk - for pushing forward such progressive Data Science work here at CBSA and creating such a positive environment where it is a pleasure to work together, being as creative and innovative as we could.

But here I also would like to say special THANKS to xxxxx, whose only face I was seeing and was talking to :) during the entire presentation (and practiced with prior to that) . It helped me a lot to feel comfortable and at ease throughout the entire workshop (…even when my computer froze for a minute, reloading the App, and I thought that we'll have to improvise for the rest of the workshop!!. :)

Looking back, I know, a few things could have been done and communicated better, with so much new info that I wanted to cover…
But overall I received much positive feedback, which I gladly paste below. (I longer doc with other comments/contributions will be created for archival at Apollo)

Thanks also to xxxxxand all conference organizers - top notch level. Look forward to continue seeing and working with you all.

"Loved your talk this morning on R and what you've done within CBSA. Could I please be added to your Friday Lunch & Learn sessions you eluded to? I'd like to be more active in this community and link us with other data enthusiasts interested (and using) R."
Tony Machado, Deputy Director – Data and Client Services, Measurement Canada, Innovation, Science and Economic Development Canada

"What a wonderful presentation today - both incredible content, and also a lively passionate and interactive session. Congrats."
Umit Mustafa Kiziltan, Chief Data Officer at Immigration, Refugees and Citizenship Canada

"Good job on your presentation! I hope you and your family are well"
Dr. Slawomir Wesolkowski, Certified Analytics Professional, Fighter Analytics Team Lead / Department of National Defence
Senior Analytics Consultant / Results & Delivery Unit / Privy Council Office

PS. I like more work as reward – it has always been ☺, especially in a team!

Dmitry Gorodnichy (343-551-9535)

From: xxxxxxxxx, xxxxx < xxxxx. xxxxxxxxx@cbsa-asfc.gc.ca>
Sent: February 22, 2021 1:59 PM
To: xxxxxxxxxxxxxxxxxxxx < xxxxx. xxxxxxxxxxxxxx@cbsa-asfc.gc.ca>; Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Cc: xxxxxxxxxxxxxxx, xxxxx< xxxxx.xxxxxxxxxxxxxxxx@cbsa-asfc.gc.ca>
Subject: RE: Congratulations and thank you

The reward of good work is more work ☺ I'm glad it was so well received! Well done, Dmitry!

I was just on a Branch Transformation Team meeting, and the Branch will be starting lunch and learns in March – we should have some data science-focused ones, stay tuned!

From: xxxxxxxxxxxxxxxxxxxx < xxxxx. xxxxxxxxxxxxxx@cbsa-asfc.gc.ca>
Sent: February 22, 2021 1:53 PM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>; xxxxxxxxx, xxxxx < xxxxx. xxxxxxxxx@cbsa-asfc.gc.ca>

Cc: xxxxxxxxxxxxxxx; xxxxx< xxxxx.xxxxxxxxxxxxxxxx@cbsa-asfc.gc.ca>
Subject: Congratulations and thank you

Dmitry and xxxxx, thank you SO SO MUCH for putting this together and making a success. I've been getting positive feedback on the event! We have to start dealing with problems of success. ☺ There is definitely demand for this type of work (it's 80% of technical work we do). I hope digital academy was there and took notes. ☺

Well done!

xxxxx xxxxxxxxxxxxx
Director, Data Science
Chief Data Office, Strategic Policy Branch
Canada Border Services Agency, Government of Canada
613-608-2244

xxxxx xxxxxxxxxxxxx
Directeur, science des données
Bureau principal des données, Direction générale des politiques stratégiques
Agence des services frontaliers du Canada, Gouvernement du Canada
613-608-2244

Gorodnichy, Dmitry (Ph.D. / Dr.)

From: Gorodnichy, Dmitry (Ph.D. / Dr.)
Sent: January 29, 2026 02:58 PM
To: 'dmitry.gorodnichy@gmail.com'
Subject: FW: Follow up from GC Data Conference

From: Gorodnichy, Dmitry
Sent: March 4, 2021 12:28 PM
To: xxxxx.xxxxxxx < xxxxxx.xxxxx@tbs-sct.gc.ca>
Subject: RE: Follow up from GC Data Conference

Do you have time later today (after 3 pm) to chat?

I've been creating curating plenty of resources and code,meet-ups for R for last 5 years – I'm thinking it would be better to migrate those or coordintate at least –with your open.canada.ca

Also, we meet every Friday 11:30 – various R fans (or wane-bees), from across from GC, for informal meet-ups. Wanna join?
More here: https://ivi-m.github.io/R-Ottawa/

Dmitry Gorodnichy

From: xxxxx.xxxxxxx < xxxxxx.xxxxx@tbs-sct.gc.ca>
Sent: March 4, 2021 11:51 AM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Subject: Follow up from GC Data Conference

UNCLASSIFIED / NON CLASSIFIÉ

Hi Dmitry,

I got your message on LinkedIn, Thanks for reaching out!

I don't remember specifically what my comment in Slido was during your presentation, but I'm thinking it was something about making public facing RShiny dashboards?

At TBS Open Government we've only really just dipped our toes in the water with one RShiny dashboard and we actually don't have a ton of experience with using R in our organization, we are much more of a Python shop.

Anyway happy to collaborate and make the connection.

Cheers,

xxxxxxx xxxxxx
Advisor, Open Government, Office of the Chief Information Officer
Treasury Board of Canada Secretariat / Government of Canada
xxxxxxx.xxxxx@tbs-sct.gc.ca / 613-698-8062

Conseiller, Gouvernement ouvert, Bureau du dirigeant principal de l'information
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada
xxxxxxx. xxxxxx@tbs-sct.gc.ca / 613-698-8062

Redacted

Gorodnichy, Dmitry (Ph.D. / Dr.)

From: xxxxxxxxxxxxx,xxxxxx
Sent: November 26, 2021 09:18 AM
To: Gorodnichy, Dmitry
Subject: 2021-11-gorodnichy-xxxxxx-Intern.MetholodologySymposium (002) (002).docx
Attachments: 2021-11-gorodnichy-xxxxxx-Intern.MetholodologySymposium (002) (002).docx

Made some changes. Looks good.

Gorodnichy, Dmitry (Ph.D. / Dr.)

From: xxxxxxxxxxxxx, xxxx - INS/SIN < xxxx.xxxxxxxxxxxxx@statcan.gc.ca>
Sent: February 25, 2022 12:56 PM
To: Gorodnichy, Dmitry
Subject: RE: https://dv-vd.shinyapps.io/71-607-x2020017_en/ + https://o-canada.shinyapps.io/vitals

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Dimitry,

Unfortunately other priorities popped up so I haven't been in touch, but I would like to revisit what you are trying to do with your visualizations to make Statistics Canada data more accessible. My team has done some work ourselves in this area and maybe we could help.

Would you be able to meet in the coming week or so to discuss further?

Thank you,

xxxx xxxxxxxxxxxxx
Innovation Program Manager / Gestionnaire de programme de l'innovation
613-292-5385

From: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Sent: January 27, 2022 2:08 PM
To: xxxxxxxxxxxxx, xxxx - INS/SIN < xxxx.xxxxxxxxxxxxx@statcan.gc.ca>
Subject: RE: https://dv-vd.shinyapps.io/71-607-x2020017_en/ + https://o-canada.shinyapps.io/vitals

Sure, glad to hear from you, xxxx

The first easiest step is just join us tomorrow for Friday'slunch meetup – to see what kind of discussion/training/coding we do there and meet some of our r4gc community members

The numbers for Friday's meetups are here: https://gccollab.ca/event_calendar/group/7391537
For Tomorrow: https://gccollab.ca/event_calendar/view/11012509/semantic-text-analysis-part-2

Then we could set a meeting just with your Statcan user group and some of our most active members from our group– to see if we can synch / build upon our mutual efforts .
(e.g. as mentioned to xxxxxx, we started building a generic dashboard to visualize any Statcan Cansim table, or any other table / dataset from Open Canada or Open Ontario – Repo: https://github.com/open-canada/datasets)

How's that?

Dmitry

From: xxxxxxxxxxxxxxxxxxx - INS/SIN < xxxx.xxxxxxxxxxxxx@statcan.gc.ca>
Sent: January 27, 2022 1:43 PM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Subject: RE: https://dv-vd.shinyapps.io/71-607-x2020017_en/ + https://o-canada.shinyapps.io/vitals

Hello Dmitry,

My name is xxxx xxxxxxxxxxxxxx and I work at Statistics Canada. xxxxxx xxxxxx sent me the email below because myself and my time do a lot of work with bringing R and Python to the mainstream at the agency. We are also heavily involved in data analytics and visualizations with R and Python.

From this email and looking at some of the links, I was wondering if we could meet to discuss not only the visualizations you were talking with xxxxxx xxxxxx about, but as well as R4GC. We have a very active R and Python User Group here at StatCan and we would love to partner and collaborate with other R users within the federal government.

Thank you,

xxxx xxxxxxxxxxxxx
Innovation Program Manager / Gestionnaire de programme de l'innovation
613-292-5385

From: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Sent: January 24, 2022 2:40 PM
To: xxxxxx xxxxxx - DISS/DIFF < xxxxxx.xxxxxx@statcan.gc.ca>
Subject: RE: https://dv-vd.shinyapps.io/71-607-x2020017_en/ + https://o-canada.shinyapps.io/vitals

xxxxxx, it was nice meeting you and your team.

As discussed, attached is the paper for StatCan conference proceedings. It provides intro to our r4gc group and resources that we've been building, including Apps

It would be great to get connected with your information team – to see if we can leverage each others' efforts, specifically in relationship to visualizing statcan data.

Regards

Dmitry Gorodnichy (343-551-9535)
Chief Data Office / Canada Border Services Agency

All recipients may respond in their official language of choice
Tous les des xxxxaires peuvent répondre dans la langue officielle de leur choix

From: xxxxxx xxxxxx - DISS/DIFF < xxxxxx.xxxxxx@statcan.gc.ca>
Sent: January 19, 2022 2:34 PM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Subject: RE: https://dv-vd.shinyapps.io/71-607-x2020017_en/ + https://o-canada.shinyapps.io/vitals

Good afternoon,

I and a couple of members of my team would be interested to hear about your experiences. Let me know when you would be free and I'll check our calendar and forward the meet to them.

Thank you,

xxxxxx xxxxxx

(he / il)
Unit Head – Dissemination Division, Strategic Engagement Field
Statistics Canada / Government of Canada
xxxxxx . xxxxxx@statcan.gc.ca / Tel: 613-762-2319

Chef de sous-section — Division de la diffusion, Secteur de l'engagement
Statistique Canada / Gouvernement du Canada
xxxxxx . xxxxxx@statcan.gc.ca / Tél. : 613-762-2319

From: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Sent: January 17, 2022 11:40 AM
To: STATCAN.F DISS-Data Visualization / DIFF-Visualisation des données F.STATCAN <dg150227269315049@statcan.gc.ca>
Subject: FW: https://dv-vd.shinyapps.io/71-607-x2020017_en/ + https://o-canada.shinyapps.io/vitals

Good morning, colleagues

Would you be interested to chat about how our R codes/visualizations (built by our R4GC community –like the one for visualizing CVSD data in the provided link) could potentially contribute to with your data visualization tasks?

Dmitry Gorodnichy (343-551-9535)
Chief Data Office / Canada Border Services Agency

All recipients may respond in their official language of choice
Tous les des xxxx*aires peuvent répondre dans la langue officielle de leur choix*

From: xxxx, xxxxxx - DSCD/DSCD < xxxxxx. xxxx@statcan.gc.ca>
Sent: January 4, 2022 1:20 PM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Subject: RE: https://dv-vd.shinyapps.io/71-607-x2020017_en/ + https://o-canada.shinyapps.io/vitals

Hi Dmitry,

The data owners asked the Data Visualization team to do it. Please contact STATCAN.F DISS-Data Visualization / DIFF-Visualisation des données F.STATCAN dg150227269315049@statcan.gc.ca.

xxxxxx

From: xxxx, xxxxxx - DSCD/DSCD
Sent: December 24, 2021 10:25 AM
To: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Subject: RE: https://dv-vd.shinyapps.io/71-607-x2020017_en/ + https://o-canada.shinyapps.io/vitals

Hi Dmitry,

Thank your for getting the approvals and I will apply your changes.

I think I know the team behind the page. I asked them but they are on vacation so you might not hear back from me until after the holidays. If you want a more accurate reply, feel free to email infostats@statcan.gc.ca.

Happy holidays
xxxxxx

From: Gorodnichy, Dmitry <Dmitry.Gorodnichy@cbsa-asfc.gc.ca>
Sent: December 23, 2021 5:34 PM
To: xxxx, xxxxxx - DSCD/DSCD < xxxxxx. xxxx@statcan.gc.ca>
Subject: https://dv-vd.shinyapps.io/71-607-x2020017_en/ + https://o-canada.shinyapps.io/vitals

Joan,

To keep it separated from the other email I just emailed you -

Would you know , being inside StatCan, (or is it possible for you to find out) the contact for person/group in charge of these pages https://www150.statcan.gc.ca/n1/pub/71-607-x/71-607-x2021028-eng.htm ?

I noted that they use R and shinyapps.io for visualizing data there.
(Some shinyapps are called directly from the above StatCan page. Here' s one of them https://dv-vd.shinyapps.io/71-607-x2020017_en/)

This is great ! This is great that StatCan started using R and Shinyapps for their dashboards - because (as you remember from my presentation at your seminar) one can so much more with R and Shiny compared to other viz tools. This also means that we (our R4GC community) may potentially help your colleagues, as we've also recently developed a shinyapp dashboard for visualizing the same data!
Check it out - https://o-canada.shinyapps.io/vitals (mirror https://open-canada.github.io/Apps/vitals), and codes are on github: https://github.com/open-canada/vitals

By looking at our dashboard, One quickly gets to appreciate the power of good data visualization - to analyze such important data (esp. since Vaccination)…

I'll be happy to provide more information or codes to your colleagues, should they be interested in upscaling their current dashboard to something like the one we built by our community.
Please let me know and happy holidays!

Dmitry

Dmitry O. Gorodnichy, Ph.D.,
(he/him, le/lui)

Senior Research Scientist, Chief Data Office, Strategic Policy Branch
Canada Border Services Agency / Government of Canada

Chercheur principal,Bureau principal des donnée,Direction des politiques stratégiques
Agence des services frontaliers du Canada / Gouvernement du Canada

dmitry.gorodnichy@cbsa-asfc.gc.ca / Tel : 343-551-9535