

Job Content

By large margins of 90 per cent and more, respondents throughout the report repeatedly

Did job content attract you to IO?

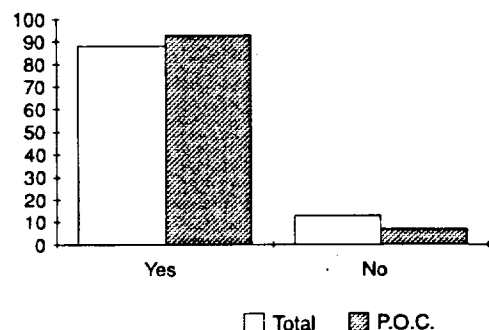


Figure 10

selected job content as the key (fig. 10), the number one issue regarding their employment at an IO.¹⁶ The difference was extraordinary between number 1, at over 90 per cent and number 2, long term career development, at 48 per cent, and number 3, salary at 41 per cent.

Moreover respondents said by more than 80 per cent that their IO job met their expectations. By an 8 to 1 margin, respondents considered their work load too heavy rather than too light while more than 50 per cent felt it was about right. More than half of the respondents said that IO job content was more satisfying than their last position in Canada and another 30 per cent felt that it was about the same.

Job satisfaction and content did not seem to be influenced by *national quotas*, or more euphemistically, geographical distribution of posts. More than 75 per cent of the professional level respondents, those primarily affected said that their position was subject to international competition. But 1 in 5 said 'don't know' to whether their position was subject to a national quota, while the remain-

ing who said 'yes' (42%) only marginally exceeded those who said 'no' (36%).

The comments did qualify the strong positive responses in the questionnaire, which at the professional level were quite homogeneous, particularly with regard to location. Despite the statistical responses, the *quota system* was the subject of a significant number of comments, not all of which were negative. Just as the universal and humanitarian mandate of IO attracted many respondents, so too did they accept the logic behind geographical considerations. While abuses were identified via work sharing or loading, others considered that a policy of increased job rotation would moderate such criticisms. Others noted that differences in cultures and work ethics often explained perceptions of unequal work loads amongst employees.

Job content gets compromised from scarce resources. Better budgeting would permit better office practices and technology to be introduced. Training and communications were clearly seen to be inadequate. At the Plevels, new recruits continue to be the "best and brightest" but are seen to be older, better educated, and even more specialized than in the past. Paradoxically, the intense competition and essential adherence to the merit principle during recruitment adds to greater needs for training and communications in IO. Few are hired for being good managers.

¹⁶ In question B1, job content was first amongst 14 factors considered as very or critically important to their decision to accept IO employment (see Table 1, above).