

Survey Participants

Countries	International Organizations	Private Companies
Canada Australia Austria Belgium Denmark Finland France Germany Ireland New Zealand Netherlands Norway Spain Sweden Switzerland United Kingdom United States	Inter-American Development Bank International Committee for the Red Cross World Bank United Nations	Several Canadian financial services and manufacturing companies with international operations

We developed the survey questions in consultation with the four stakeholders. Appendix A contains our survey questionnaire sent out to the comparator organizations above. Certain questions were omitted on the versions of the questionnaire sent to international organizations and private sector companies because they were not applicable.

We identified contact points in each organization and elicited participation. The questionnaire was sent to each organization by e-mail and faxed or e-mailed back. We received responses from the participants indicated above (including DFAIT/CIC). One country, which was not on the stakeholders' original list, and several private companies, declined to participate. Despite considerable efforts, not all respondents completed every question.

After receiving completed surveys, we conducted follow-up calls with each survey respondent to confirm and clarify responses. In the course of these calls, we confirmed that participants understood the job match exercise and were indeed comparing their jobs to the right levels of Canadian jobs indicated in the surveys.

We also asked that DFAIT/CIC complete the survey to enable us to provide a benchmark for the other responses. The four stakeholders approved the responses before forwarding them to PwC.

The scope of the study also included comparisons with other public service groups. We have collected data from Treasury Board Secretariat that is pertinent to this comparison. Section 4 of this report contains the results of this comparison.