

## 2 Objective and Mandate

The objectives of the study are:

- To provide a common factual understanding of some of the key comparative characteristics of the nature of the work of Foreign Service Officers and of the environment under which they operate; and
- To establish comparisons with relevant occupational groups in the Canadian Public Service, other like-minded foreign services, and a number of relevant private sector and international organizations with a view to drawing conclusions that can serve as a guide to develop a compensation and management framework that will respond to the issues noted above.

The mandate of the study is:

- To compare the compensation (salaries and benefits) of Foreign Service (FS) officers with equivalent professional groups within the Government of Canada, with Foreign Services of relevant OECD countries, and with a number of relevant private sector and international organizations;
- To compare conditions of service abroad, particularly dual career issues, and the impact of rotationality, with those of the Foreign Services of relevant OECD countries and a number of relevant private sector and international organizations; and
- To review management policies and best practices regarding human resource management, rotationality and postings, particularly with other relevant OECD countries and with a number of relevant private sector and international organizations.

We also conducted interviews with key stakeholders to gain an understanding of the FS situation. The following individuals were interviewed:

- Guy St-Jeques, DO HR, DFAIT
- Martha Nixon, ADM Operations, CIC
- Kerry Buck, ex FS Officer who left the Foreign Service
- Nancy Fraser, Representative of the Foreign Service Community Association (FSCA)

The table below lists the organizations we used as comparators. The four stakeholders provided a list of countries, international organizations, and private sector companies, to which we added additional organizations to ensure sufficient response.