

the mix of factual and potential retention data and information and the different samples, a roll-up has not proven feasible.

Adopting a Different Approach - Perspectives on FS Retention

In response to the variances and difficulty in identifying trends, the four stakeholders adopted a different approach in respect of meeting their commitment to communicate Mercer's findings on the three data sets. That approach was to ask Mercer to review each of the three retention data sets separately, and then to set out the key findings from each of the three, again separately.

Mercer's further review has resulted in three distinct data sets set out in the following three appendices. Specifically, these are:

- **Appendix A:** Provides an overview of the Findings of the June 2001 FS Retention Survey
- **Appendix B:** Sets out three retention data sets sourced from the *Public Service Incumbent System or Pay System*. The tables summarize the results of:
 - FS Departures by Cohort and Length of Service (see pages 1 and 2)
 - Retention, Separation and Movement between Groups from March 89 to March 01 (see page 3); and,
 - Separation rates from from the Public Service FY 1990/91 to FY 01/02 for AS, CO, ES, FS, LA, PE and PM (see page 4).
- **Appendix C:** Provides two tables that denote actual reasons for separations from the Foreign Service as stated by DFAIT and C&I FS employees. Table 1 also highlights some of the job competencies of 50 DFAIT and 16 C&I non-retirement eligible FS employees hired between 1990 and 2002 who separated from the Foreign Service within that same time frame.

Please note that Appendices A, B and C, as well as Mercer's Report on the June 2001 survey are available on the Intranet at: <http://intranet/departement/hr/wgfs/menu-en.asp> (Extranet <http://lbp.dfait-maeci.gc.ca/messages/wgfs/menu-en.asp>)

The Three Perspectives - In Summary:

Mercer's Report on the Findings of the June 2001 FS Retention Survey confirmed three main reasons why FS Officers chose, or may choose, to leave the Foreign Service:

- Better financial remuneration
- Potential for career advancement outside the FS; and,
- To some extent, spousal/partner considerations.

DFAIT and C&I had assumed that most of the employees who were leaving the Foreign Service had between 6 to 10 years of experience in the Foreign Service. However, Mercer's review of Treasury Board's September 2001 Retention Data Report, which used data from the *Public Service Incumbent System or Pay System*, demonstrated otherwise. Specifically, of the 285 FS recruited between 1984 to 1991, a greater number who left the Foreign Service for reasons other than retirement, had less than 5 years of service (53 FS had 1 to 5 years of service v.s. 35 with 6 to 10 years of service).

And finally, amongst the sampling of employee files of DFAIT and C&I FS who separated from the Foreign Service between 1990 - 2002, Mercer determined that about a third of the 66 Foreign Service Officers, whose files were reviewed, were fluent in foreign languages. Many of these employees were trained in that competency at public expense.

What Next:

Over the next few months, DFAIT and C&I will hold Town Hall meetings to review with Foreign Service Officers