

Participant Profiles

ORGANIZATION "A"

Expatriate Workforce Structure. Organization A was able to match expatriate jobs to Canadian Jobs A, B, C and D. Progression to the next level is based on performance appraisals, years of experience in the present grade and the existence of an opening at the next level. Staff members spend approximately three years at the first and second level, four years at the third level and six years at the fourth level. Staff members typically move through levels via a step-rated grid based on seniority. It takes five years or more for a staff member to move to the maximum with each salary range.

New Recruits. The minimum requirement for new recruits is an undergraduate degree, two years of work experience and knowledge of two foreign languages. In actual practice, new recruits have a Master's degree and over two years of work experience. The minimum requirement for mid-career recruits is a Master's degree and 10-15 years of work experience, as well as two foreign languages. New recruits receive two days of orientation and classroom training, and are provided with a mentoring program. Staff members will generally receive an additional five days of training every following year.

Assignments. Foreign postings average two years in length. Staff members are typically posted from one posting to another, and consider a posting to the home country as another temporary posting. Although staff members can influence the decision around their future postings, other factors override personal choice. Staff are provided with a two-month notice prior to departure. Staff members are not required to accept a hardship posting in their career.

The primary reason for turning down a posting is the inability of spouse/partner to work at the posting location. Parental responsibilities as well as local conditions (isolation, personal security, cultural differences, climate, absence of health care facilities) are also common reasons. Attrition ranges between zero and two percent.

Compensation. Compensation is shown in Canadian dollars in the following table:

Title	Job Match	Minimum	Maximum	Average Actual
Assistant Officer	Job A Match	\$60,692	\$77,736	Data were unavailable
Officer	Job B Match	\$72,849	\$97,223	
Senior Officer	Job C Match	\$102,229	\$124,070	
Director	Job D Match	\$113,570	\$129,339	

Employees receive benefits worth an additional 15.8% of salary (pension).

Spousal Compensation/Assistance. The organization provides spouses with an allowance while being in the host country.