

With regard to workload, employees are working long hours, and not claiming overtime. However, long hours in and of themselves is not what is causing dissatisfaction, but rather a) an inability to balance work and family (which is not related to number of hours overtime), and more importantly b) *what* employees are doing, i.e. the nature of the work itself.

The nature of the work and the variety of assignments are what drive employees to work long hours when they are not satisfied with either compensation or career development. When employees must spend more time on administrative or other tasks from HQ, they become increasingly dissatisfied with both the delivery of the Commercial Program, and the Department as a place to work. Given that FSSs, who constitute one of the largest groups of employees within the TCS, spend an average of 30% of their time on tasks not related to the delivery of the Commercial Program, it becomes clear that too much administrative work is a key issue both for satisfaction, and the efficiency of the program delivery itself. Moreover, the fact that many employees receive little feedback on the tasks they perform is the major cause of their being less satisfied with communications.

This summary report has presented the opinions, views and concerns of Trade Commissioner Service employees throughout the Department and around the world. Through this survey, employees have identified major issues and action items which, when addressed, will lead to more effective delivery of the commercial program and more satisfied employees. These results are now placed in the hands of the Management of the department, with a clear challenge to act. Management of the Department now has an opportunity, as well as complete and exhaustive information at its disposal, to address the issues stated here. We (PricewaterhouseCoopers) are confident that with a rapid and decisive movement towards change, the delivery of the Commercial Program and the satisfaction of TCS employees will be improved significantly.

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Norman Baillie-David
Principal