

Participant Profiles

COUNTRY "E"

Foreign Service Structure. Country E has four levels in its Foreign Service, which is part of the overall public service. Progression to the next level is based on performance appraisals, years of experience in grade, and the existence of an opening at the next level. Most officers spend nine years at the level of Secretary of the Embassy, six years at the Counsellor level, and 12 years at the Minister level. The number of years spent at the level of Ambassador depends on the circumstances; this is generally a political post. level.

Foreign Service Officers are responsible for political/economic affairs, administration, immigration, and aid, as well as protection of home country citizens and consular affairs. Officers are generalists who have responsibilities in all of these areas. Trade officers are in a separate group, but aid officers are included in the Foreign Service. All officers are unionized.

New Recruits. New recruits must have a Master's degree and knowledge of two foreign languages, and must pass competitive exams. New recruits spend six months in the diplomatic school where they undergo on-the-job training, classroom courses, and language training. They then have an average of seven days of training per year. There is no mid-career recruitment.

Assignments. Foreign postings average four years in length. Foreign Service officers do not typically return to their home country after a posting; they are posted to a new location and consider a posting to the home country as another temporary posting. Officers, however, must return to the home country for at least two years after nine years abroad. Other factors tend to override personal choice in the decision regarding posting location. Officers must take at least one hardship posting.

The primary reason for turning down a posting is local conditions (isolation, security, cultural differences, climate, absence of health care facilities). Parental responsibilities and inadequate compensation are also common reasons. Attrition averages 0-2 percent. The most common reason for voluntary attrition is compensation, due to the fact that allowances are not always kept up-to-date with changing conditions in various countries.

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

Title	Job Match	Minimum	Maximum	Average Actual
Second Secretary	Job A Match +	Salary information is not comparable; base salary is equivalent to about \$20,000; this amount is multiplied by different amounts depending upon the posting.		
First Secretary	Job B Match			
Counsellor	Job C Match			
Minister Counsellor	Job D Match +			