

5.1 Structure and Management Practices

5.1.1 Foreign Service Structure (asked of countries only)

The first questions in the survey sent to the countries listed in Section 3 above focused on the structure of their Foreign Service. Respondents have an average of 3.5 levels corresponding to the two Canadian Foreign Service levels below EX-01. (See Jobs A, B, and C, as described on pages 14-15 of the attached questionnaire). The distribution is shown below:

Number of Foreign Service Levels Per Respondent (below EX-01 equivalent)

Two levels	1
Three levels	9
Four levels	5
More than four levels	1

DFAIT/CIC has two levels below the EX-01 level.

In 15 of the 16 countries surveyed, the Foreign Service is part of the overall Public Service, as is the case with DFAIT/CIC.

In all countries, Foreign Service Officers are responsible for Political/Economic affairs. Most countries' officers are responsible for Administration (13 out of 16) and Trade (10 out of 16). In 12 out of the 16 countries, Foreign Service Officers are also responsible for Aid.

Foreign Service Officers in 9 out of 16 countries are responsible for Immigration. In the other countries, Immigration Officers are not part of the Foreign Service. In three of the countries where immigration is separate from the Foreign Service, Foreign Service Officers have responsibility for Consular Affairs, which may include issuing visas, as do Canadian officers. Canada may differ from some other countries in the fact that it has open and active immigration policies that involve selecting from skilled workers, businesspersons, temporary workers, and others.

Most countries (69%) have specialist immigration officers in at least some postings. Of those who have specialist immigration officers, most are part of the Foreign Service.

Trade officers and Aid officers are included in the Foreign Service in 56% and 63% of countries respectively. At DFAIT/CIC, Trade officers are included in the Foreign Service, but Aid officers are a separate group.

In 13 out of 16 countries, Foreign Service Officers are represented for bargaining, as is the case at DFAIT/CIC.