

Participant Profiles

COUNTRY "A"

Foreign Service Structure. Country A has five levels in its Foreign Service (four levels below EX-01 equivalent). On average, Foreign Service Officers will spend one year at the entry level, two to three years at the second level, six to seven at the third level, and six years at the fourth level.

Promotions to the second level require an interview, simulation exercise, the existence of an opening, a written application, and written and oral reference reports. At other levels, performance appraisals are also reviewed, in addition to the above criteria.

The primary responsibilities of Foreign Service Officers are political/economic, trade policy and administration. Aid and Immigration Officers are not part of the Foreign Service. (Immigration officers are represented through the Department of Immigration). However, at some postings, Foreign Service Officers undertake work on the behalf of the Department of Immigration. There is a separate Trade Commissioner function in many foreign embassies which are staffed by the Commerce Department. All Foreign Service Officers are unionized.

New Recruits. New recruits must possess an undergraduate degree. There are no requirements for work experience or foreign language at the entry level. In actual practice, most entry-level recruits have between two to five years of experience. Mid-career recruits have no specific entry criteria. Most of the mid-career recruits are recruited from the Public and Private sectors and are typically placed at a level based on their years of experience. All new recruits are trained on the job, in a classroom setting and through domestic training assignments for a period of six months to a year. Officers typically receive five days of training every following in subsequent years.

Assignments. Foreign postings average three years in length. Foreign Service Officers typically rotate between home and foreign posting. Officers are usually provided with six months' notice before leaving for a posting. Although officers are able to influence where they will be posted, other factors can override personal choice. Officers are not required to accept hardship postings. For those who do, on average, they will be posted for a period of three years at less difficult hardship locations and two years at more difficult hardship locations.

The primary reason for turning down a posting is the level of professional stimulation that would come with the posting. The lack of education and other facilities at the posting, the local conditions and the inability of the spouse or partner to work at the posting location are also common reasons. Attrition remains steady at around 8.4%.

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

Title	Job Match	Minimum	Maximum	Average Actual
3 rd Secretary	Job A Match	\$33,422	\$38,324	\$35,873
2 nd Secretary	Job B Match	\$36,143	\$44,835	\$40,484