

TABLE OF CONTENTS

	<u>Page</u>
1 Introduction and Context.....	1
2 Objective and Mandate	2
3 Methodology	3
4 Findings – Comparison to Other Canadian Public Service Groups	5
5 Findings – Survey of Other Foreign Services, International Organizations and Private Sector Companies	11
6 Highlights.....	27
Appendix A - Questionnaire	
Appendix B – Summary Results Table	
Appendix C – Detailed Results Table	
Appendix D – Organization Profiles	

- highly competitive labour markets;
- concerns about recruiting and retaining the most suitable candidates;
- issues of internal and external mobility in the conditions and terms of employment in the Foreign Service;
- current demographic challenges;
- retention of senior officers despite early retirement; and
- initiatives to make the Public Service an exemplary employer.

This study is designed to provide the parties with a common set of comparisons to evaluate issues of joint concern.