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Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers (The FS Study)

- Three Perspectives on FS Retention – 2002-08-19
 - Appendix A – Overview of the Findings of the June 2001 FS Retention Survey
 - Appendix B – Three retention data sets sourced from the Public Service Incumbent System or Pay System
 - Appendix C – Two tables that denote actual reasons for separations from the Foreign Service as stated by DFAIT and C&I FS employees
- **Final Report of the FS Study – 2002-05-03 (modified 2002-07-18)**
 - Appendix A – Questionnaire
 - Appendix B – Final Summary Results Table
 - Appendix C – Detailed Results Table
 - Part I – Part II – Part III
 - Appendix D – Participant Profiles
 - PricewaterhouseCoopers' Slide Presentation
- Report on the Findings of the FS Retention Survey - 2001-07-26 (1.4 Meg pdf file)
- Update message – 2001-06-08
- Update message – 2001-05-10
- Launch message – 2001-03-05
- The Terms of Reference – 2001-02-28

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The Three Retention Data Sets

The three data sets were: the Findings of the June 2001 FS Retention Survey, a September 2001 Treasury Board Secretariat's FS Retention Data Report, and a sampling of the actual reasons stated by some 66 C&I and DFAIT FS employees, hired between 1990 and 2002, who separated from the Foreign Service over the same time frame. Mercer's primary task was to ascertain whether the reasons cited by 66 FS employees who separated from DFAIT and C&I could be appropriately linked with the TBS retention data and the findings of the June 2001 FS Retention Survey. Were there convergent or divergent trends amongst the three data sets.

Mercer's Initial Findings

After considerable work, Mercer Human Resource Consultants concluded that significant differences in data composition and collection methodology applied in each of the three data sets did not allow for a clear delineation of where the trends amongst the three data sets converge or diverge. For example, the June 2001 FS Retention Survey data is based on 537 FS respondents and reflects three reasons at the time of the survey for potential separations: while detailing feelings and attitudes of FS towards their work, their management and their compensation. The sample of "reasons for separation" of DFAIT and C&I employees is based on historical data for separation from the Foreign Service, but a considerably smaller sampling, notably 16 C&I FS Officers and 50 DFAIT FS Officers. In most cases, only one reason explaining the separation appeared on an employee's file. As such, only that reason could be captured. Similarly, the TBS Retention Data Report is based on objective, statistical data, but is limited to broad reasons for separation (e.g. retirement, resignation). Given