

## Participant Profiles

### ORGANIZATION "D"

**Expatriate Workforce Structure.** Organization D was able to match expatriate jobs to Canadian Jobs A, B, C and D. Progression to the next level is based on a percentage-rated grid based on performance. On average, officers will spend 2 years at the entry-level and five years at the following levels. Expatriates will spend five years or more to move from the salary band minimum to the maximum.

**New Recruits.** New recruits must (and do) have a Master's degree, three years of work experience, and knowledge of two foreign languages.. New recruits receive one month of orientation and classroom-setting training. New expatriates will generally receive an additional seven days of training every following year. Recruitment of mid-career officers is done from within the organization and elsewhere. Mid-career recruits must have at least four years of work experience.

**Assignments.** Foreign postings average four years in length. Expatriates are typically posted from one foreign location to another, and consider a posting to the home country as another temporary posting. Other factors generally take precedence over personal choice in the decision regarding posting location. Staff members are required to accept one hardship posting in their career. The average length of the "easiest" hardship is two years while the "hardest" hardship averages nine months.

The primary reason for turning down a posting is parental responsibilities. The inability of a same-sex partner or common-law partner to be included on the staff member's visa and/or passport and the inability of spouse or partner to work at the posting location are also common reasons. Attrition averages 12 percent. The most common reason for voluntary turnover is the conflict with family or spousal career.

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

Title	Job Match	Minimum	Maximum	Average Actual
Delegate	Job A Match ++	\$59,904	\$74,880	\$67,392
Office Manager	Job B Match +	\$74,880	\$99,840	\$77,376
Coordinator	Job C Match -	\$87,360	\$112,320	\$99,840
Chief of Delegation	Job D Match ++	\$99,840	\$168,480	\$131,040

Employees receive benefits worth an additional 38% of salary (pension, medical, etc.)

**Spousal Compensation/Assistance.** Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting.

**Relocation and Incentives.** Policies related to conditions of service abroad have as their objective maintaining home country living standards and purchasing power. Housing is provided