

## Participant Profiles

### COUNTRY "H"

**Foreign Service Structure.** Country H has six levels in its Foreign Service (three levels below EX-01 equivalent), including three levels of ambassador. Progression to the next level is based on the existence of an opening at the next level for all levels, performance appraisals for promotion to the second and third levels, years of experience in grade for promotion to the second level, and interviews for progression to the two highest levels. Most officers spend four years at the entry level, six years at the First Secretary level, five years at the Counsellor level, and six years at the ambassador level.

Foreign Service Officers are responsible for political/economic affairs, trade, administration, aid, protocol, and information consular matters. Officers below the level of ambassador are unionized.

**New Recruits.** The minimum criteria for entry into the Foreign Service are an undergraduate honours degree and knowledge of one foreign language. New recruits attend a training program lasting 6-12 months that includes on-the-job training, classroom courses, self-study courses, domestic training assignments, and language training. They then have an average of 1-3 days of training per year. Recruiting is done in mid-career from within the Civil Service, where recruits must undergo a competitive process and interview conducted by the Civil Service Commission. Career progression is the same as for early-career recruits

**Assignments.** Foreign postings average three years in length. Foreign Service officers typically rotate between home and foreign postings. Personal choice weighs heavily in the decision regarding posting location, but other factors override personal choice. Officers are not required to go to any hardship posts.

The primary reason for turning down a posting is parental responsibilities. Attrition is under two percent at all levels, and is a result of officers desiring 1) career change; 2) lifestyle change; and 3) compensation change.

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

Title	Job Match	Minimum	Maximum	Average Actual
Third Secretary	Job A Match	\$34,139	\$60,344	\$47,240
First Secretary	Job B Match	\$62,163	\$89,859	\$76,006
Counsellor	Job C Match	\$82,453	\$101,988	\$92,227
Ambassador	Job D Match	\$121,265	\$139,163	\$130,219
		(Grade II)	\$164,016	
		(Grade I)	\$204,881	