

**GRIEVANCE PROCEDURE
DEPARTMENT OF EXTERNAL AFFAIRS**

AUTHORIZED REPRESENTATIVES

OTTAWA

Protocol Division

Special Research Bureau

	First Level	Intermediate Level	Final Level
PAFSO Members	Director or Chief	N/A	PDM
PSAC Members	Director or Chief	N/A	PDM
ESSA Members	Director or Chief	N/A	PDM
IBEW Members	Director or Chief	N/A	PDM
PIPS Members	Director or Chief	PDA	PDM
EXCLUSIONS	Director or Chief	N/A	PDM
DIRECTOR OR CHIEF	PDA	N/A	PDM

ALL OTHER BRANCHES INCLUDING:

Bilingualism Adviser's Office	Minister's Office	Policy Analysis
Inspection Services	Office of the Under-Secretary	Group
	Operations Centre	Press Office

	First Level	Intermediate Level	Final Level
PAFSO Members	PDA	N/A	PDM
PSAC Members	PDA	N/A	PDM
ESSA Members	PDA	N/A	PDM
IBEW Members	PDA	N/A	PDM
PIPS Members	Director or Head	PDA	PDM
EXCLUSIONS	Director or Head	N/A	PDM
DIRECTOR OR HEAD	PDA	N/A	PDM