

At a high level, the survey data revealed a number of significant factors impacting retention in the Foreign Service, including:

- Nature of Foreign Service Work
 - Gaps between FS expectations and experience with respect to work that provides a sense of accomplishment and makes good use of the employee's skills and abilities
- Career Path and Personal Growth
 - Dissatisfaction with career path and personal growth opportunities, particularly related to processes for promotions, assignments and available training
- Assignments Abroad
 - Spousal/partner considerations and work/life balance issues with respect to accepting assignments abroad
- Pay and Foreign Service Directives (FSDs)
 - Perception that compensation packages are not market competitive
- Management Practices
 - Inconsistent performance management practices
 - Low confidence in their department's system for handling employees' problems and complaints