

## Participant Profiles

**Note:** This section includes participant profiles only for those participants who agreed to have this information presented (as opposed to the participants who requested that their information only be presented in aggregate form with that of other participants). Some participants are indicated by a letter (e.g., Country A) based on their request for anonymity. In addition, general information on the expatriate policies of Royal Dutch Shell is provided.

### CANADA

**Foreign Service Structure.** Canada has two levels in its Foreign Service (Foreign Service Development Programme and FS-2), which is part of the overall public service. Executive levels (e.g., ambassador) are considered separate from the Foreign Service itself. Progression to the FS-2 level is based on performance appraisals and years of experience in grade. Progression to the executive level is based on performance appraisals, years of experience in grade, the existence of an opening, an interview, and a simulation exercise. Officers spend five years in the Foreign Service Development Programme, which includes on-the-job training, classroom courses, self-study courses, domestic and foreign training assignments, and language training, and 10 years in FS-2.

Foreign Service Officers are responsible for political/economic affairs, trade, and immigration matters. All officers are unionized.

**New Recruits.** New recruits must (and do) have an undergraduate degree. All new Foreign Service Officers must speak French and English. As mentioned above, the Foreign Service Development Programme is a comprehensive training and development programme lasting five years. Officers then have an average of 5 days of training per year. There is no formal mid-career recruitment; however, from time to time, recruitment that is separate from the entry-level recruitment exercise takes place to address shortages. Recruits in this case must have five or more years of work experience.

**Assignments.** Foreign postings average three to four years in length. Foreign Service officers typically rotate between home and foreign postings, with the exception of immigration officers, who return home after two postings, before undertaking additional postings. Personal choice weighs heavily in posting decisions, but other factors generally override personal choice. Officers may, however, turn down certain postings without consequence. In the case of competing interests, the head of mission makes the final decision regarding where an officer will be posted.

The primary reasons for turning down a posting are the inability of the spouse or partner to work at the posting location and the inability of a common-law or same-sex partner to be included on the officer's visa and/or passport. Local conditions (isolation, security, cultural differences, climate, absence of health care facilities) and inadequate compensation are also common reasons. Attrition averages 3-4 percent.