

## Participant Profiles

### ORGANIZATION "C"

**Expatriate Workforce Structure.** Organization C was able to match expatriate jobs to the Canadian "Job C" and "Job D." Positions at levels A and B are filled abroad through locally engaged staff. Progression to the next level is based on performance appraisals and the existence of an opening at the next level. Most officers spend 3-4 years at each level.

**New Recruits.** New recruits must (and do) have a PhD degree, at least eight years of work experience, and knowledge of one foreign language. New recruits receive two weeks of orientation and some on-the-job training. There is generally no additional training provided following this period. Recruiting is done in mid-career from within the organization and elsewhere, of individuals with at least 10 years of work experience.

**Assignments.** Foreign postings average four years in length. Expatriates typically rotate between home and foreign postings. Personal choice weighs heavily in posting decisions, and staff may turn down postings, but international assignment experience is critical to reaching senior positions.

The primary reason for turning down a posting is local conditions (isolation, security, cultural differences, climate, absence of health care facilities). The inability of the spouse or partner to work at the posting location and parental responsibilities are also common reasons. Attrition averages nine percent – half voluntary and half "forced" where a package is negotiated. The most common reason for voluntary turnover is career change; many leave to go into another job in their specific profession.

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

Title	Job Match	Minimum	Maximum	Average Actual
Senior Specialist	Job C Match +	\$124,071	\$225,815	\$148,026
Country Manager	Job D Match +	\$205,384	\$330,299	\$243,435

Employees receive benefits worth an additional 40% of salary (pension, medical, etc.)

**Spousal Compensation/Assistance.** There is currently no policy to compensate spouses. However, in July 2003, work will begin on exploring spousal benefits. Spouses may be employed at the home location as a professional staff member if a suitable position is available. The Organization also canvasses other organizations for available jobs in the home country, and has a service that provides advice about obtaining work.

**Relocation and Incentives.** Policies related to conditions of service abroad have as their objective maintaining home country living standards and purchasing power. Employees contribute 15% of their salary as a housing deduction, and the organization pays the rest, if the