

Note: This section includes participants who have agreed to have this information presented (as opposed to the participants who requested that their information only be presented in aggregate form with few or no identifying details). 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 *Country A* that is provided.

Appendix D

Organization Profiles

(excluding those requesting complete confidentiality)

Country A Foreign Service Officers are recruited through the Foreign Service Development Programme and FS-2, which is part of the general 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, experience and years of experience in grade. Progression to the executive level is based on performance, experience, years of experience in grade, the existence of an opening, an interview, and a work-to-leave agreement. Officers spend five years in the Foreign Service Development Programme, which includes overseas training, classroom courses, self-study courses, domestic and foreign language assignments, and language training, and 18 years in FS-2.

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

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 consequences. 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.