

Participant Profiles

COUNTRY G

Foreign Service Structure. Country G has five levels in its Foreign Service, with the top two levels considered senior management. Requirements for advancing differ across the levels. Performance appraisals are considered for progression to the third and fourth levels. Simulation exercises are used for progression to the second, fourth, and fifth levels.

The primary responsibilities of Foreign Service Officers are political/economic affairs, trade, administration immigration, aid, and consular affairs. Immigration Officers and Trade Officers are included in the Foreign Service, while Aid officers are a separate group. Foreign Service Officers below the senior management level are unionized.

New Recruits. There are no education requirements for entry into the Foreign Service, other than high school. There is no work experience requirement or foreign language requirement for entry. In actual practice, most entry-level recruits have an undergraduate degree and less than two years of work experience. Entry-level officers are recruited to generalist positions in the Foreign Service, to specific assignments abroad, and to specific positions such as accountant or scientist. Officers can also be recruited at mid-career, from within the Civil Service and from elsewhere, through an assessment centre. New recruits are trained on the job and in a classroom setting, and undergo language training. The orientation and training period is less than six months, followed by five days of training every subsequent year.

Assignments. Foreign postings average four years in length. Foreign Service officers typically return home after two or more foreign posting. Factors other than personal choice generally override the decision regarding posting location. Officers are usually provided with nine months' notice before leaving for a posting. Foreign Service Officers are not obligated to accept a hardship posting in their career.

The primary reason for turning down a posting are parental responsibilities, local conditions, and the inability of the spouse or partner to work in the posting location. Because officers bid for postings and are appointed by a selection Board, it is very rare for an officer to turn down a posting. When they do, most of the above reasons have already been taken into account and do not feature regularly. The attrition rate is 6-9% at all levels and has been falling. Officers tend to leave for promotion and career prospects elsewhere, better compensation, and a career change. The Foreign Ministry is looking into the development of a flexible benefits package to improve retention.

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

Title	Job Match	Minimum	Maximum	Average Actual
3 rd Secretary	Job A Match -			
2 nd Secretary	Job A Match	\$45,661	\$67,074	\$54,010
1 st Secretary	Job B Match +	\$77,930	\$110,036	\$87,339