

## **Background**

In 2001:

- Department of Foreign Affairs and International Trade (DFAIT),
- the Professional Association of Foreign Service Officers (PAFSO),
- Citizenship and Immigration (C&I), and
- the Treasury Board Secretariat (TBS)

partnered with Mercer Human Resource Consulting to conduct the first Foreign Service Officers Retention Survey (FS Survey) to quantify factors contributing to employees' decision to stay with or leave a career with their Department