

FOREWORD

The primary subject of this study is the Foreign Service Secretary. Who is she? Does she have distinctive traits by which she may be differentiated from other employees? After months of study and analysis we find it difficult to generalize about all of her characteristics with a high degree of certainty and to do so may be misleading if some facts are considered out of context. However, a broad brush portrait can be painted which is reasonably representative of her group and which has been a major consideration in formulating our recommendations.

Thus, according to our statistics the average ST is 34 years of age, has an educational level of senior matriculation, has been employed in the Department for seven years, has worked abroad for one-and-a-half years and of course she is unmarried.

We also know that she is a woman who joined the Department for an opportunity to travel, to live and work abroad and to have an interesting and worthwhile job. On joining, she sometimes sought a career and a permanent job, at other times she anticipated only a brief fling in the foreign service and occasionally her motivations were not clearly defined. In any case, more often than not her expectations have not been fully satisfied.

There is some evidence, however, that there are really two sisters in this group. The younger sister not yet wedded to the Service, keen to work abroad, adaptable, less concerned about status and career opportunities, is interested in promotion more because of remuneration and challenging work than as a step in a permanent job. The older sister, on the other hand, has crossed an invisible threshold leading to a permanent position where career opportunities and long-range development takes on