

3 Methodology

We began this assignment with a review of documents relative to the FS population, including the following:

- TBS Report on Foreign Service Retention Data, September 10, 2001 and PAFSO commentary on TBS Report on Foreign Service Retention Data
- Mercer Report on the FS Retention Survey, June 2002
- Results of File Review on Reasons for Departure
- Selected articles from the literature review
- The Foreign Service handbook
- FSDP pay plan and policy
- Public Service Rates of Pay
- Document addressing "Issues Concerning Spouses of Employees Assigned Abroad" – 26 March, 2001 and supporting documentation
- Foreign Service Directives
- Human Resources Management Manual
- HR Strategy and Action Plan
- TBS demographic information (separations, promotions, movement between groups) on FS, EX, AS, CO, PM, ES, LA.
- Blueprint for Organization Renewal for the Trade Commissioner Service
- Royal Commission on Conditions in the Foreign Service (McDougall Report), 1981
- Report to DFAIT: External Market Review for Foreign Service Positions – Draft for Discussion Purposes; 17 March, 1997
- Public Service Commission Report on Demographic Profile of Key Executive Feeder Groups, 1991-1998.

We also conducted interviews with key stakeholders to gain an understanding of the FS situation. The following individuals were interviewed:

- Guy St-Jacques, DG HR, DFAIT
- Martha Nixon, ADM Operations, CIC
- Kerry Buck, an FS Officer who left the Foreign Service
- Nancy Fraser, Representative of the Foreign Service Community Association (FSCA)

The table below lists the organizations we used as comparators. The four stakeholders provided a list of countries, international organizations, and private sector companies, to which we added additional organizations to ensure sufficient response.