

Participant Profiles

ORGANIZATION "B"

Expatriate Workforce Structure. Organization B was able to match expatriate jobs to Canadian Jobs A, B, C and D. Progression to the next level is based on performance appraisals, years of experience in the present grade and the existence of an opening at the next level. Postings abroad are also taken into account for promotion to the third and fourth levels. Staff members typically move through the salary range via individually determined increments based on performance, and may take five years or more to move from the salary band minimum to the maximum.

New Recruits. New recruits must have a Master's degree, five years of work experience and knowledge of two foreign languages. New entry-level staff are recruited as sector specialists (finance, natural resources, sanitation, etc.). Mid-career recruits must have a minimum of seven years of work experience. All new recruits receive on-the-job training for a period of six months to a year and are not provided with any additional training in following years.

Assignments. Foreign postings average four years in length. Staff members are typically assigned to a new posting following the completion of their previous assignment, and consider a posting to the home country as another temporary posting. Although staff members can influence the decision around their future postings, other factors override personal choice. Staff members are given four-months' notice prior to departure. Staff members are not required to accept a hardship posting in their career.

The primary reason for turning down a posting is parental responsibilities Local conditions (isolation, personal security, cultural differences, climate, absence of health care facilities) and the poor fit of posting responsibilities with staff member's skills are also common reasons. The organization attributes part of its low attrition rate (0-2%) to its very competitive compensation package.

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

Title	Job Match	Minimum	Maximum	Average Actual
01	Job A Match	\$120,216	\$192,312	\$149,023
02	Job B Match	\$134,613	\$215,407	\$176,315
03	Job C Match	\$159,749	\$239,659	\$210,889
04	Job D Match	\$143,476	\$266,129	\$239,932

Spousal Compensation/Assistance. The organization provides assistance to staff members for loss of spousal income and pension while on foreign postings. The amount is included in the allowance provided to the staff member.

Relocation and Incentives. Policies related to conditions of service abroad are designed to provide incentives to recruit and retain professional. The organization provides housing