

courses, and language training (94%, 100%, and 94%, respectively). Seventy-five percent of other organizations provide classroom-setting courses, with half providing on-the-job training. After the initial training period, countries indicated they provide an average of 6.8 days of training per year (5.3 for DFAIT/CIC), while other organizations provide 3 days.

#### 5.1.4 Posting Information

The average length of a foreign posting for other countries is 3.4 years, which is slightly less than at DFAIT/CIC (3.5 years). Postings in other organizations average 2.9 years. Among the countries surveyed, officers in 7 out of 16 typically rotate between home and foreign postings; officers in five return home only after two or more postings, and officers in five are posted from one location to another, and consider a posting to the home country as temporary (i.e., there is not an expectation that they will spend much time at home during their career). Among international organizations, the proportions were similar. In 60% of private sector companies surveyed, individuals undertake one assignment abroad and then return home without the intention of going abroad again. At DFAIT, officers tend to rotate between assignments at home and postings, while at CIC, officers return to Ottawa after two or more postings, and then go abroad again.

In 60% of countries and 75% of other organizations, and at DFAIT/CIC, other factors override personal choice in the decision as to where an officer will be posted. In 25% of countries and 25% of other organizations (and at DFAIT/CIC), officers may turn down a posting without consequence. In 63% of countries, the Human Resources department decides where an officer will be posted, in the case of competing interests. In other organizations, this decision is usually made by the head of the relevant section at headquarters (for 67%). At DFAIT/CIC, the head of mission has the final say.

Officers in other countries are given an average of 5.7 months notice regarding their posting location and date (2.9 months in other organizations). At DFAIT/CIC, officers are given six months' notice.

Half of all countries and 89% of other organizations indicated that officers were not required to take any hardship postings. Five of 16 countries require one or more hardship postings. DFAIT/CIC does not require officers to go on hardship postings. The typical duration of a hardship post for other countries ranges from an average of 2 years (2.2 in other organizations) for postings with more difficult living conditions to 3.5 years (3.6 in other organizations) for hardship posts that are not as difficult. These durations are similar to those at DFAIT/CIC (two years and three years respectively).