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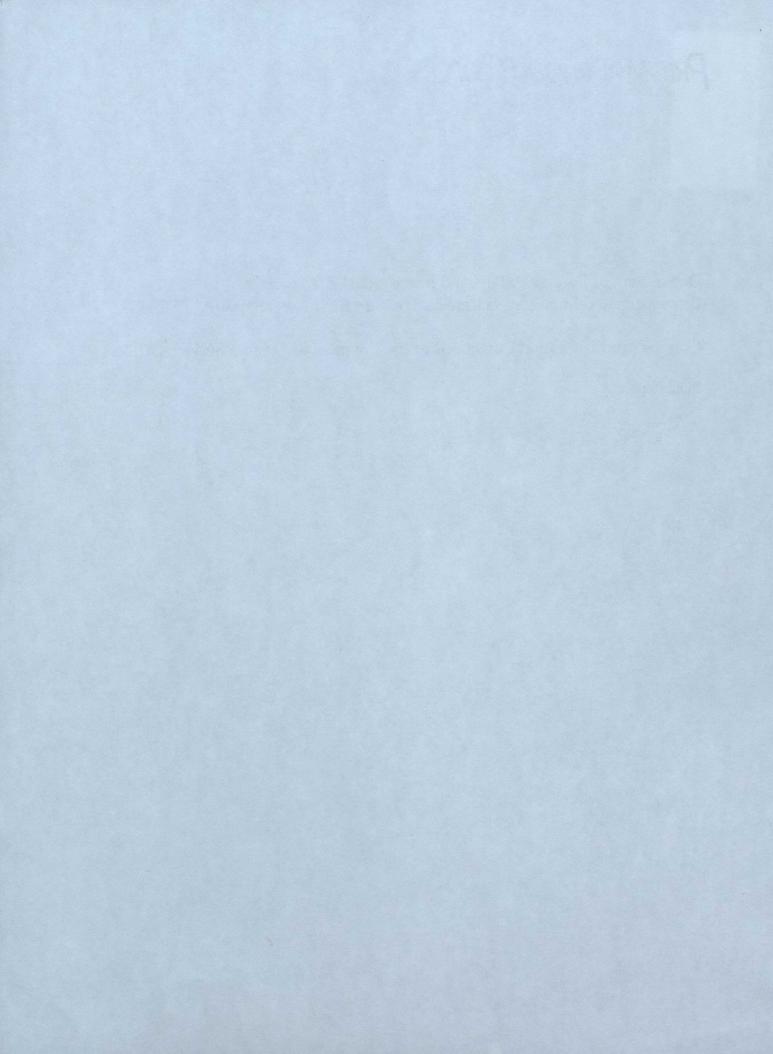
PRICEV/ATERHOUSE COOPERS I

Department of Foreign Affairs and International Trade/ Citizenship and Immigration Canada/Treasury Board Secretariat/PAFSO

Comparative Terms and Conditions of Employment of Foreign Service Officers

Final Report

April 23, 2002



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1 Introduction and Context

Members of the Foreign Service group and other professional rotational groups, mainly at the Department of Foreign Affairs and International Trade (DFAIT) and the Department of Citizenship and Immigration (CIC), play a key role in the delivery of the Government's international policy, trade and immigration agendas.

The DFAIT Human Resources Strategy and recent contract negotiations with the Professional Association of Foreign Service Officers (PAFSO) have brought to the fore the unique conditions and environment in which members of this group operate. They have also pointed out that the majority of Foreign Service Officers are of the opinion that they are not being compensated equitably for the aforesaid conditions or environment. The importance of an effective and motivated Foreign Service to the continued well-being of Canadians makes it imperative that the facts of the situation be determined in an agreed, thorough and objective manner.

Other factors have also led to a need for a study of comparative terms and conditions of employment for Foreign Service Officers, including:

- levels of attrition among all officers;
- new social realities such as dual income households, the impact of rotationality on foreign service spouses, and elder care;
- highly competitive labour market;
- concerns about recruiting and retaining the most suitable candidates;
- issues of internal and external relativities in the conditions and terms of employment in the Foreign Service;
- current demographic challenges;
- retention of senior officers eligible for early retirement; and
- initiatives to make the Public Service an exemplary employer.

This study is designed to provide the parties with a common set of comparators to evaluate issues of joint concern.

2 Objective and Mandate

The objectives of the study are:

- To provide a common factual understanding of some of the key comparative characteristics of the nature of the work of Foreign Service Officers and of the environment under which they operate; and
- To establish comparisons with relevant occupational groups in the Canadian Public Service, other like-minded foreign services, and a number of relevant private sector and international organizations with a view to drawing conclusions that can serve as a guide to develop a compensation and management framework that will respond to the issues noted above.

The mandate of the study is:

- To compare the compensation (salaries and benefits) of Foreign Service (FS) officers with equivalent professional groups within the Government of Canada, with Foreign Services of relevant OECD countries, and with a number of relevant private sector and international organizations;
- To compare conditions of service abroad, particularly dual career issues, and the impact of rotationality, with those of the Foreign Services of relevant OECD countries and a number of relevant private sector and international organizations; and
- To review management policies and best practices regarding human resource management, rotationality and postings, particularly with other relevant OECD countries and with a number of relevant private sector and international organizations.

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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.

Countries	International Organizations	Private Companies
Canada	Inter-American	Several Canadian
Australia	Development Bank	financial services and
Austria	International Committee	manufacturing
Belgium	for the Red Cross	companies with
Denmark	World Bank	international operations
Finland	United Nations	
France	A TO MARK STANDARY TOT ON	a cargin so near 13
Germany	AND DECK AND DECK	Carl Andrag Mask S to a
Ireland	erstren mittere	North most relation be
New Zealand		Strand Land and the law
Netherlands		Allen and the state of the second
Norway		Arriad para untu Ard
Spain		29 The roles is solvered
Sweden	Concentrate Submach	and the second second second
Switzerland		
United Kingdom	Constant Strand Stra	a state of the state of the state of the
United States		

We developed the survey questions in consultation with the four stakeholders. Appendix A contains our survey questionnaire sent out to the comparator organizations above. Certain questions were omitted on the versions of the questionnaire sent to international organizations and private sector companies because they were not applicable.

We identified contact points in each organization and elicited participation. The questionnaire was sent to each organization by e-mail and faxed or e-mailed back. We received responses from the participants indicated above (including DFAIT/CIC). One country, which was not on the stakeholders' original list, and several private companies, declined to participate. Despite considerable efforts, not all respondents completed every question.

After receiving completed surveys, we conducted follow-up calls with each survey respondent to confirm and clarify responses. In the course of these calls, we confirmed that participants understood the job match exercise and were indeed comparing their jobs to the right levels of Canadian jobs indicated in the surveys.

We also asked that DFAIT/CIC complete the survey to enable us to provide a benchmark for the other responses. The four stakeholders approved the responses before forwarding them to PwC.

The scope of the study also included comparisons with other public service groups. We have collected data from Treasury Board Secretariat that is pertinent to this comparison. Section 4 of this report contains the results of this comparison.

4 Findings – Comparison to Other Canadian Public Service Groups

The scope of this study, as stated in the Request for Proposal, included comparisons with the following Canadian public service groups: ES (Economics, Sociology, and Statistics); CO (Commerce); PM (Program Administration); LA (Law), AS (Administrative Services), CA (Career Assignment Program), and MM (Management Trainee).

4.1 Salary Comparisons

The table below presents the salary ranges of the various levels of these groups. The table specifies the effective date of each of the Public Service employee groups' salary bands. All figures are in Canadian dollars.

Employee Group	Level	Minimum Salary	Maximum Salary
ES	ES-01	\$36,823	\$42,830
Effective June 22, 2001	ES-02	\$41,615	\$47,258
Signing date: June 27, 2001	ES-03	\$48,995	\$56,873
Expiry date: June 21, 2003	ES-04	\$58,630	\$67,630
new effective rates will be available on	ES-05	\$66,625	\$76,988
22-Jun-2002	ES-06	\$74,928	\$86,106
	ES-07	\$82,000	\$93,205
	ES-08	\$86,178	\$99,749
СО	CO-DEV/PER	\$21,676	\$46,471
Effective June 22, 2001	CO-01	\$40,313	\$53,634
Signing date: Dec 19, 2001	CO-02	\$52,551	\$74,450
Expiry date: June 21, 2003	CO-03	\$64,410	\$82,508
new effective rates will be available on 22-Jun-2002	CO-04	\$73,538	\$89,453
PM	PM-DEV	\$24,383	\$36,548
Effective June 21, 2001	PM-1	\$38,404	
Signing date: Nov 19, 2001	PM-2	\$42,793	\$46,107
Expiry date: June 20, 2003	PM-3	\$45,868	\$49,421
new effective rates will be available on	PM-4	\$50,105	
21-Jun-2002	PM-5	\$59,817	\$64,670
	PM-6	\$70,135	\$80,191
	PM-7	\$72,417	\$85,239

Employee Group	Level	Minimum Salary	Maximum Salary
LA			
Effective March 1, 2002	LA-1	\$48,605	\$69,466
Signing date: February 1, 2002	LA-2(I)	\$70,567	\$96,564
Expiry date: February 28, 2004	LA-2(II)	\$87,807	\$107,025
Excluded LA employees			
National Rates of Pay for all regions	LA-DEV	\$24,780	\$36,990
except Toronto	LA-1	\$45,900	\$65,480
Effective April 1, 2000	LA-2A	\$66,520	\$91,255
	LA-2B	\$82,770	\$100,885
	LA-3A	\$94,000	\$119,200
	LA-3B	\$109,100	\$133,100
	LA-3C	\$124,200	\$151,400
AS	AS-DEV	\$24,383	\$36,548
Effective June 21, 2001	AS-01	\$38,404	\$42,952
Signing date: Nov 19, 2001	AS-02	\$42,793	\$46,107
Expiry date: Jun 20, 2003	AS-03	\$45,868	\$49,421
New effective rates will be available on	AS-04	\$50,105	\$54,141
21-Jun-2002	AS-05	\$59,817	\$64,670
	AS-06	\$66,628	\$71,878
	AS-07	\$70,135	\$80,191
	AS-08	\$72,417	\$85,239
CA	CA-01	\$57,421	\$73,278
Effective June 22, 2000	CA-02	\$67,390	\$81,957
MM Annual Rates of Pay	MM-1		\$39,570
Effective July 1, 2000	MM-2	and the second second	\$43,858
Note: The MM Group's rates of pay are linked	MM-3 1st Step		\$49,984
to the PM group's rates of pay.	MM-3 2nd Step	TO THE MAN DO NOT	\$51,937
	MM-3 3rd Step	and the second	\$57,421

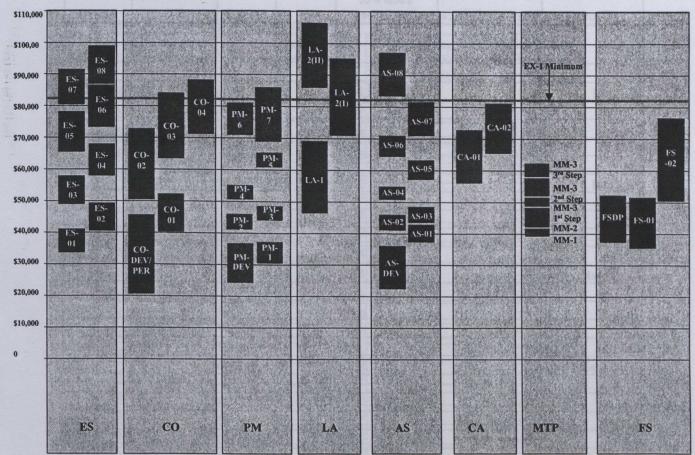
Source: Rates of Pay from Collective Agreements, TBS

Employee Group	Level	Minimum Salary	Maximum Salary
FS	A STATE OF		
Effective July 1, 2000	FSDP	39,570	\$51,937
tion of these is grade,	FS-01	37,857	\$51,507
	FS-02	50,475	\$75,423

Foreign Service (FS) salaries are as follows:

Although three levels of FS are indicated above, in effect, there are only two: FSDP and FS-02. There are some individuals, recruited prior to 1998, who are still at FS-01 level. However, in 1998, the Foreign Service Development Programme (FSDP) was instituted, replacing the FS-01 level. As of 1998, all new recruits enter the Foreign Service at the FSDP level. This is a five-year development programme, after which successful candidates are promoted to FS-02.

The salary figures from the table above are presented on the chart below.



Public Service Salaries Chart

4.2 Promotion Comparisons

This section contains two tables related to promotion. The first table contains information on the percent promoted to EX. The second table contains information on time in grade.

The table below indicates the proportion from each group who became EX (Executive Group) in 1998-1999. This was used as a representative year because in subsequent years, promotions were held up due to an appeal against a competition to promote employees from FS-02 to EX-01. Promotions to EX are indicated in the "EX" column. The figures in the columns labeled "Stayed" refer to those who remained at the same FS level. Note that the EX category in this table includes both rotational and non-rotational EX.

			Number		Percentage of the total #	
Group	Yrs Cont Service	Total # of Employees	EX	Stayed	EX	Stayed
FS	0 to 9	453	2	434	0.4%	95.8%
FS	10 to 19	304	26	276	8.6%	90.8%
FS	20 +	378	7	362	1.9%	95.8%
FS Total		1135	35	1072	3.1%	94.4%
ES	0 to 9	1517	23	1404	1.5%	92.6%
ES	10 to 19	992	50	917	5.0%	92.4%
ES	20 +	800	23	723	2.9%	90.4%
ES Total		3309	96	3044	2.9%	92.0%
СО	0 to 9	607	6	548	1.0%	90.3%
СО	10 to 19	726	21	667	2.9%	91.9%
СО	20 +	718	14	655	1.9%	91.2%
CO Total		2051	41	1870	2.0%	91.2%
PM	0 to 9	14478	21	13503	0.1%	93.3%
PM	10 to 19	12101	33	11397	0.3%	94.2%
PM	20 +	9642	43	8603	0.4%	89.2%
PM Total		36221	97	33503	0.3%	92.5%
LA	0 to 9	987		938	0.0%	95.0%
LA	10 to 19	504	2	485	0.4%	96.2%
LA	20 +	212	2	197	0.9%	92.9%
LA Total		1703	4	1620	0.2%	95.1%

Proportion of Public Service Employees Becoming EX, 1998-1999

	avonet Line. u	ACES AND	Number		Percentage of the total #	
Group	Yrs Cont Service	Total # of Employees	EX	Stayed	EX	Stayed
AS	0 to 9	3816	11	3552	0.3%	93.1%
AS	10 to 19	5534	35	5233	0.6%	94.6%
AS	20 +	5360	33	4948	0.6%	92.3%
AS Total		14710	79	13733	0.5%	93.4%
		and the second				A-1

Proportion of Public Service Employees Becoming EX, 1998-1999

Source: TBS, Feb. 27, 2002

As can be seen above, the percentage of FS becoming EX differs from the percentages of other groups promoted to EX.

The following table provides information on time in grade for the groups shown above. Note that only indeterminate and on-strength employees are reported.

Substantive Classification	Active Employees in Indeterminate Position	Average Length of Time in Years in Substantive Classification
FSDP	176	1.4
FS -01	161	6.3
FS -02	758	10.8
ES -01	75	0.7
ES -02	179	1.1
ES -03	355	3.3
ES -04	928	3.4
ES -05	1027	4.5
ES-06	924	4.8
ES-07	213	4.4
CO-00	15	0.8
CO-01	249	2.6
CO-02	1176	5.7
CO-03	761	6.7
CO-04	53	3.4
PM-00	3	0.2
PM-01	1479	5.4
PM-02	4598	7.9
PM-03	1772	2 4.7
PM-04	2326	5 4.6

vice Groups - Time in Grade blie Se P

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Substantive Classification	Active Employees in Indeterminate Position	Average Length of Time in Years in Substantive Classification
PM-05	1786	4.7
PM-06	1201	4.9
PM-07	1	11.8
LA-01	208	1.9
LA-2A	998	5.7
LA-3A	129	6.2
LA-2B	251	5.7
LA-3B	58	7.1
LA-3C	14	6.3
LA-2(I)	26	5.2
LA-2(II)	20	6.8
CA-01	57	1.2
CA-02	58	1.5
MM-01	82	1.0
MM-02	50	1.1
MM-03	28	1.9

Source: TBS Incumbent database.

Again, as can be seen above, the time in grade for the levels of FS differs from the time in grade for the other groups.

5 Findings – Survey of Other Foreign Services, International Organizations and Private Sector Companies

We present our findings from the survey in this section and in Appendices B, C and D. Appendix B (Summary Results Table) indicates the percentage of all respondents, countries, international organizations, and private companies that answered each response option. Averages are provided for certain questions (e.g., compensation). Appendix C (Detailed Results Table) indicates the response for each question for each respondent, except those that requested complete confidentiality.

Note that some respondents requested one of two levels of confidentiality. Some requested that they only be identified by a letter (e.g., Country "A"); others requested complete confidentiality, i.e., that their data only be provided together with the data of other participants in an average, as in Appendix B. Since one private company requested full confidentiality, all private company data is presented only in aggregate. The number of respondents in each category, for countries and international organizations, are shown below:

ter of lawyer. In The of countries (shalls compared two (ii) shart ho	No confidentiality issue	Represented by a letter	Complete Confidentiality (Included in the summary table only)
Countries	5	7	4
International Organizations	ets at mild-encoder by	4	countries noted that i

Number of Survey Participants by Level of Confidentiality

In addition, the identity and number of the private companies has been kept confidential. Four of the private companies are identified with a letter; others are included in the aggregate tables only (Appendix B).

Appendix D (Participant Profiles) contains short profiles for all respondents other than those than requested complete confidentiality.

5.1 Structure and Management Practices

5.1.1 Foreign Service Structure (asked of countries only)

The first questions in the survey sent to the countries listed in Section 3 above focused on the structure of their Foreign Service. Respondents have an average of 3.5 levels corresponding to the two Canadian Foreign Service levels below EX-01. (See Jobs A, B, and C, as described on pages 14-15 of the attached questionnaire). The distribution is shown below:

Two levels	1
Three levels	9
Four levels	5
More than four levels	1

DFAIT/CIC has two levels below the EX-01 level.

In 15 of the 16 countries surveyed, the Foreign Service is part of the overall Public Service, as is the case with DFAIT/CIC.

In all countries, Foreign Service Officers are responsible for Political/Economic affairs. Most countries' officers are responsible for Administration (13 out of 16) and Trade (10 out of 16). In 12 out of the 16 countries, Foreign Service Officers are also responsible for Aid.

Foreign Service Officers in 9 out of 16 countries are responsible for Immigration. In the other countries, Immigration Officers are not part of the Foreign Service. In three of the countries where immigration is separate from the Foreign Service, Foreign Service Officers have responsibility for Consular Affairs, which may include issuing visas, as do Canadian officers. Canada may differ from some other countries in the fact that it has open and active immigration policies that involve selecting from skilled workers, businesspersons, temporary workers, and others.

Most countries (69%) have specialist immigration officers in at least some postings. Of those who have specialist immigration officers, most are part of the Foreign Service.

Trade officers and Aid officers are included in the Foreign Service in 56% and 63% of countries respectively. At DFAIT/CIC, Trade officers are included in the Foreign Service, but Aid officers are a separate group.

In 13 out of 16 countries, Foreign Service Officers are represented for bargaining, as is the case at DFAIT/CIC.

5.1.2 Recruitment

We asked other countries and international organizations about their recruitment practices. The minimum education level for consideration as a recruit in half of all countries and in three-quarters of international organizations is a Master's degree or higher. At DFAIT/CIC and in five other cases, an undergraduate degree is required. Three countries have no minimum education requirement or require high school level only. In actual practice, new recruits in 76% of countries have a Master's degree or higher.

Seventy-nine percent of countries, including DFAIT/CIC, require no prior work experience; but 21% of countries and international organizations require a minimum of two years of experience. Forty-four percent of countries and all international organizations indicated that new recruits actually had two or more years of work experience. Ten out of 16 countries and all international organizations require knowledge of one or more foreign languages. Since 1998, in Canada, all new Foreign Service Officers must speak French and English.

Ninety-four percent of countries indicated that they recruit to the Foreign Service in general, like DFAIT/CIC. Half of the countries *also* recruit into specific specialties such as economic officer or lawyer. In 19% of countries, officers are recruited into a specific assignment abroad. In 87% of countries (and in 75% of countries that recruit to a specific specialty or position), officers are compensated as Foreign Service Officers and not according to their profession.

Unlike DFAIT/CIC, more than half of countries (and all international organizations) indicated that they recruit officers at mid-career. Fifty-seven percent of countries noted that mid-career recruits need at least two years of work experience, and all international organizations indicated they need at least four years of experience. Mid-career recruits are generally placed at an appropriate level commensurate with their work experience (78% of countries and 100% of international organizations), and progress at the same pace as early-career recruits.

The percentage of locally hired professionals is rising in half of the countries surveyed and in two-thirds of international organizations and private companies. (Please note that throughout the rest of the text, the term "other organizations" is used to refer to international organizations and private companies that responded to the survey.)

5.1.3 Professional Orientation and Training

All respondents provided an orientation and training program ranging from a few weeks to more than two years. Training programs in 10 countries are less than one year, and training programs in other organizations are generally less than six months. Only two respondents (both of them countries) provided training programs of more than two years. DFAIT/CIC provides a five-year training program. Most countries provide on-the-job training, classroom 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).

The most common reasons for turning down postings were local conditions (isolation, personal security cultural differences, climate, lack of health care facilities), parental responsibilities (care of children) and inability of the spouse to work at the posting location. At DFAIT/CIC, the top three responses were the same.

5.1.5 Career Progression

The most commonly cited criterion for promotion at all levels (75% for the two lower levels, 81% for higher levels) in other countries was a review of performance appraisals, as at DFAIT/CIC. The second most cited criterion was the existence of an opening at the next level, especially for more senior levels. At DFAIT/CIC, an opening must be available for promotion to the highest level. The number of years of experience in grade was cited in nearly half of all cases for promotion to the second level, increasing somewhat at higher levels. Postings abroad and interviews were cited less often; simulation exercises were only cited in two cases (other than DFAIT/CIC). In other organizations, performance appraisals, years of experience in grade, and the existence of an opening at the next level are criteria in the majority of cases.

Terrorian and the	DFAIT/CIC	Countries	Other Orgs	
Job A	5	3.2	2.8	
Job B		5.8	3.8	
Job C	10*	7.8	4.2	
Subtotal of A, B & C	15	16.8	10.8	
Job D	were converted	8.8	4.8	

Officers spend an average of 3.2 years at the entry level; 5.8 years at the second level, 7.8 years at the third level, and 8.8 years at the fourth level, as shown below:

Years in Each Level

* DFAIT/CIC only has two levels and two salary scales.

Among countries, 22% of officers at entry level are promoted from the entry level to the second level in a typical year, 15% from the second level to the third level, 13% from the third level to the fourth and 11% from the fourth level to the fifth. DFAIT/CIC has two levels below the EX-01 level, as indicated above. As the FSDP was only initiated in 1998, no FSDP officers have actually been promoted from FSDP to FS-02. The first such movement will only occur in 2003. However, for comparison purposes only, based on annual intake and on recent FS-01 to FS-02 promotion experience, about 18% of the FSDP officers at DFAIT/CIC are expected to be promoted from FSDP to FS-02 each year. In respect of FS-02 to EX-01, an average of 3-4% are promoted each year.

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5.1.6 Attrition

For the purposes of this study, we defined attrition as any individual who left the Foreign Service, not including promotions. Fifty-seven percent of countries have attrition under two percent, and 21% have 3-5% attrition. Attrition is somewhat higher at the second and third levels. At DFAIT/CIC, attrition is 3-4% among Foreign Service Officers. Voluntary separation is higher than attrition for any other reason, except at the highest levels. The most cited reasons for voluntary separation are compensation at the entry level, career change at the second level, family or spousal career at the third level, and career change at the fourth level. For DFAIT/CIC, family or spousal career is the primary reason for attrition for FSDP and FS-02.

Most of the countries (73%) and other organizations (75%) reported that turnover has remained steady over time. Twenty percent of countries reported an increase in turnover.

5.2 Compensation

5.2.1 Job Matching and Base Salary Comparison

Respondents were asked to match their positions to the four positions (Job A, B, C and D) explained in the questionnaire, and to indicate if the jobs had heavier or lighter responsibility than those described in the survey. We then asked for the minimum, maximum, and average actual salary for each level indicated by the respondent. The minimum and maximum refer to the top and bottom of relevant salary ranges set by the employer. The average actual refers to the average of current actual salaries received by all officers at a particular level (as distinct from the midpoint between the minimum and maximum).

Where a respondent provided two matches to one of the jobs, we took an average and calculated the figure as one data point. Note that despite considerable efforts, not all respondents provided full salary data.

As mentioned in the methodology above, PwC confirmed that participants understood the job match descriptions and the job match exercise and were indeed comparing their jobs to the right levels of jobs indicated in the surveys. Although the point of demarcation between foreign service officer and executive level differs in each case, those participants comparing jobs to Job D fully understood the responsibilities involved at that level.¹

The table below summarizes the information and provides an average for each level, where each respondent is counted as one data point. Figures associated with Job D are shaded to distinguish them from the Canadian Foreign Service levels. Matches at Job D are comparators to EX-01, which is the executive level (and not an FS level). Comparators at Job C do not include responsibilities at the Job D level.

All compensation figures were converted to Canadian dollars before averages were calculated. We caution any direct comparison due to differences in taxation levels, the cost of living and purchasing power.

¹ The reader should bear in mind that matching jobs and compensation plans between different organizations to obtain comparative data is challenging even when the organizations being compared are part of the same labour market. Matching such information between countries that may have very different classification and compensation regimes can present a particular challenge. PwC has endeavoured to mitigate this challenge by ensuring respondents read and understood the descriptions, including the fact that level D was an executive level in Canada.

5.1.6 A	No. Respondents Min/Max	Minimum Salary		Maximum Salary		No. Respondents Avg. Actual	Average Actual Salary	
or me p		Canada	Survey	Canada	Survey		Canada	Survey
Job A	16	\$39,570*	\$49,339	\$51,937*	\$67,959	12	\$40,249*	\$57,468
Job B	16	\$50,475	\$62,870	\$75,423	\$86,436	12	\$67,450	\$74,148
Job C	17		\$84,763		\$121,605	12		\$98,472
Job D	19	\$82,700 (EX-01 Min)	\$104,650	\$97,400 (EX-01 Max)	\$150,886	14	\$91,066 (EX- 01)**	\$132,361

Base Salary – All Respondents

*FSDP

**EX-01 in all Public Service, based on rates of pay prior to most recent adjustment

omained	No. Respondents Min/Max	Minimum Salary		Maximum Salary		No. Respondents Avg. Actual	Average Actual Salary	
903 000		Canada	Survey	Canada	Survey	ittem eat at R	Canada	Survey
Job A	13	\$39,570	\$42,251	\$51,937	\$57,189	10	\$40,249	\$47,400
Job B	13	\$50,475	\$55,722	\$75,423	\$74,743	10	\$67,450	\$63,703
Job C	12	com, caso	\$73,986	01100-10781 	\$102,709	9		\$80,449
Job D	13	\$82,700 (EX-01 Min)	\$91,544	\$97,400 (EX-01 Max)	\$126,156	9	\$91,066 (EX-01)	\$109,244

Base Salary – All Countries

Base Salary – Other Organizations

do not	No. Respondents Min/Max	Minimu	m Salary	ry Maximum Salary		No. Respondents Avg. Actual	Average Actual Salary	
	and the second second	Canada	Survey	Canada	Survey		Canada	Survey
Job A	3	\$39,570	\$80,053	\$51,937	\$114,627	2	\$40,249	\$107,804
Job B	3	\$50,475	\$93,842	\$75,423	\$137,103	2	\$67,450	\$126,371
Job C	5		\$110,629		\$166,954	3	gnizedou	\$152,539
Job D	6	\$82,700 (EX-01 Min)	\$133,047	\$97,400 (EX-01 Max)	\$204,467	5	\$91,066 (EX-01)	\$173,971

Among countries that provided compensation information, five have higher salaries than DFAIT/CIC overall, including two with salaries that are more than 60% higher; five have fairly similar salary levels, and four have somewhat lower salaries. All other organizations that provided compensation information have higher salary levels for the comparator jobs.

Among international organizations, however, education and work experience requirements are higher.

Only one country and none of the other organizations place any controls on the ability of an officer to earn a salary higher than the midpoint. Officers in 40% of other countries, but only 11% of other organizations, move through the salary range by a step-rated grid based on seniority. Officers at 13% of countries and 33% of other organizations move through the range by a percentage-rated grid based on seniority, as do officers at DFAIT/CIC. For the remainder of respondents, officers move through the range by individually determined increments based on performance (27% of countries and 44% of other organizations), or by other means. To move from the minimum to the maximum in a salary range, most countries (76%) and most other organizations (71%) indicated that it takes five years or more, as it does at DFAIT/CIC.

5.2.2 Other Compensation

We asked respondents to indicate the value of additional compensation, including bonuses, benefits, pension plans, perquisites, and allowances as a percentage of base salary. Answers varied widely as different respondents included different elements. Eight respondents indicated that a bonus was provided at an average of 12% of salary. In some cases, this was in the form of a 13th month of salary. Three countries indicated that a foreign language bonus is provided.

Twelve out of twenty-five respondents provided information on their pension plan. The average value of the employer contribution for these 12 was 15% of salary (14% at DFAIT/CIC). In our follow-up discussions, we asked respondents to indicate the value of assignment-related benefits as a percentage of salary. Respondents noted that this could vary from 30% to 300% of salary, depending on the posting location and family situation.

5.2.3 Comparison to Other Civil Service Professionals

We included some questions in this section asking respondents to compare FS salaries to other professional salaries in their civil service. Of all countries that responded, 42% reported that that their Foreign Service salaries were comparable to those of other public service occupations; 21% (and DFAIT/CIC) were in the top 30 percent; 7% were in the top 20 percent; and 14% were in the top 10 percent. Sixteen percent of the countries that responded indicated that their Foreign Service salaries are lower than other professional salaries.

5.3 Management of Family, Dual-Income and Dual-Career Issues

Respondents were asked to provide information on assistance for spouses of Foreign Service Officers or expatriates while on postings. Fifty percent of countries, but only 22 percent of other organizations, responded "Allowances provided to the FS officer include an amount for the spouse." DFAIT/CIC also provided this response, but noted that this amount was provided for either a spouse or other dependent. Most other organizations (56%), including all private companies, indicated that no assistance is offered.

Of the 12 countries that provide some sort of assistance, ten provide pension-related assistance: three countries provide spouses with supplemental pension benefits, four countries provide compensation for the loss of a spouse's public or private pension; and three countries allow spouses to continue to accrue pension entitlement under the social security program. . One other organization allows spouses to continue to accrue pension entitlement under the social security program.

For those who do assist spouses, we asked in our follow-up calls what the value of this was. Responses ranged from 2.5% of salary to up to \$16,000 US per year. The average value was approximately \$6,203 for the seven respondents who provided figures. In three cases, this amount is comprised of additional allowances provided to officers with dependents.

At DFAIT/CIC, the additional allowance amount (for spouse or another dependent) provided to accompanied officers is equivalent to approximately 8% of the officer's salary, or \$4,560.

We also asked respondents what type of job search assistance spouses received. Nine of fifteen countries that responded provide assistance in obtaining a work permit in the host country, while eight countries reported employing the spouse as a local staff member abroad if a suitable position is available. Most other organizations (75%) provide no assistance. In addition to the two types of assistance mentioned, DFAIT/CIC canvasses other organizations for available jobs (on posting); pays an allowance to cover job search expenses (on posting and on return); provides an annual allowance to cover home country professional certification or training under certain conditions (on posting and upon return), provides career counselling (upon return), and provides a series of workshops on career search, self-employment, consular training, and immigration.

Fifty percent of the countries indicated that fewer spouses are accompanying officers on postings due to career-related issues, and 31% reported no substantial changes in the trends. Forty-four percent of other organizations reported a decrease in the number of spouses

accompanying officers on postings due to career-related issues and 22% reported no substantial change in the trends.

Half of the participating countries and over 70% of other organizations provide no special home leaves or family visits to the host locations for unaccompanied Foreign Service Officers. Only 20% of the countries provide such trips, and no other organizations provide such trips. DFAIT/CIC provides two trips per assignment year to its officers when one or more dependents remain behind.

5.4 Conditions of Service Abroad

Questions in this section of the report focused on the types of allowances, benefits, and conditions provided, as opposed to the total value represented by these. Virtually all respondents have in place specific policies governing the conditions of service for employees abroad. For 76% of respondents (81% of countries), the primary objective of these policies is to maintain home country living standards and purchasing power. A third of respondents also indicated that the objective was to provide incentives to recruit and retain Foreign Service Officers/expatriates. While most other organizations (67%) reported that the conditions of service (other than perquisites) did not vary with the level of employee, 56% percent of the countries reported different conditions at the senior levels (senior managers, ambassadors, etc.).

5.4.1 Posting Orientation and Relocation

Like DFAIT/CIC, most countries (63%) and other organizations (56%) do not offer cultural sensitivity/ psychological suitability testing, but do offer cross-cultural training and language training, as at DFAIT/CIC. Also similar to DFAIT/CIC, 84% of countries and all other organizations provide orientation meetings to discuss relocation and other posting issues.

Three-quarters of the countries and other organizations pay for shipment of household goods but impose weight and/or volume limits. Most countries (75%) provide an incidental allowance to cover miscellaneous items, mostly as either as a percent of salary; or a fixed amount. Sixty-seven percent of other organizations provide an incidental allowance; either as a percent of base salary or as a fixed amount.

Sixty-three percent of countries and 44% of other organizations provide repatriation counselling for officers and their families upon their return from a posting.

5.4.2 Incentive and Hardship Premiums and Cost-of-Living

Ten out of 16 countries indicated that they do not provide an incentive premium. However, among those who do not provide incentive premiums, three provide a separate allowance ("overseas" or "special" allowance) associated with the posting, and one will be introducing a new overseas conditions of service allowance in July 2002. In addition, six of these ten countries do not require the officer to pay a portion of the cost of housing on posting. Of the six countries that do provide an incentive premium, four do not require the officer to pay a portion of the cost of housing on posting.

Among those who do provide an incentive premium, most provide it in the normal pay cycle, which is the case at DFAIT/CIC. Three of the countries calculate incentive premiums according to a step-rated table, as does DFAIT/CIC. Fifty-six percent of other organizations provide an incentive premium, either paid in the normal pay cycle or paid as a lump sum.

Fourteen out of 16 countries provide a hardship premium that is paid in the normal pay cycle, as at DFAIT/CIC. Five countries calculate hardship premium as a flat amount and four countries calculate the premium according to a step-rated table, as at DFAIT/CIC. Among other organizations, most pay a hardship premium in the normal cycle, as a percentage of salary (ranging from 5% as the minimum percentage to 23% as the maximum, on average)

With respect to a cost-of-living allowance, nine out of 16 countries provide a certain percentage of base salary, and four countries provide a lump sum. Fifty-five percent of other organizations also provide a cost-of-living allowance as a percentage of base salary, most without a monetary cap. Most countries reported that the cost-of-living amount is adjusted twice a year (38%) or once a year (19%). Other organizations adjust the amount either whenever new data are received (44%) or whenever differential changes by 5% (22%).

Incentive premiums are non-taxable in all countries and in 89% of other organizations. Hardship premiums are non-taxable in 87% of countries and 89% of other organizations. Cost-of-living allowances are non-taxable in all countries and in 78% of other organizations.

5.4.3 Housing Assistance – Home Country

The vast majority of respondents do not provide assistance with home country housing. Only one of the countries and one-third of other organizations pay expenses for third party home management services. In contrast, DFAIT/CIC pays for third-party home management services.

None of the countries, but 56% of other organizations, provide support for the sale of the home country residence. Only one country, and 33% of other organizations, provide support with the purchase of the home country residence. Again, in contrast to the majority, DFAIT/CIC provides assistance with the sale and purchase of the home country residence once per career.

As at DFAIT/CIC, half of the countries and two-thirds of the other organizations provide some form of assistance to officers whose families remain in the home country temporarily and join them after the start of the assignment.

5.4.4 Housing Assistance – Host Country

Ninety-four percent of the countries and 67% other organizations always provide housing assistance to officers at the host location, as does DFAIT/CIC. However, 10 out of 16 countries do not require the officer to pay a portion of the cost of housing. Most other organizations (89%) do require the officer to pay a portion of housing costs, as at DFAIT/CIC. Among those countries and organizations that do require the officer to pay a portion, this amount is based on a housing deduction norm of approximately 15% of salary. At DFAIT/CIC, the rent share is based on rental costs in the Ottawa/Hull area.

With respect to utilities costs (other than telephone), officers at 31% of countries and 22% of other organizations are reimbursed for actual costs. Officers at 31% of the countries and 22% of the other organizations are not reimbursed. At DFAIT/CIC and in 19% of countries and 33% of other organizations, utilities costs are included in the housing/cost-of-living allowance.

5.4.5 Medical Costs

The majority of countries cover the additional costs of medical/dental care while on posting, either through a special home country or international medical plan (38%), through cash as a reimbursement or others (25% respectively). Other organizations cover these costs through a special home country or international plan as well (56%) or through a host country group or individual medical plan (22%). DFAIT/CIC covers these costs through its standard private medical plan.

5.4.6 Perquisites (Perks)

As at DFAIT/CIC, 12 out of 16 countries and 56% of other organizations do not provide recreational club membership to officers. Eleven countries provide an automobile to the head of mission only. Most other organizations provide an automobile to specific levels and/or in accordance with the host country norms for the position being filled. Most countries (69%) do provide a representation allowance, either at specific levels or only in accordance with host country norms for the position being filled. In two cases, however, the officer must bear a portion of the cost. DFAIT/CIC provides a representation allowance at specific levels.

5.4.7 Education/Care of Dependents

Forty-four percent of countries and 56% of other organizations pay for elementary and secondary education as a matter of course. Thirty-two percent of countries and 33% of other organizations pay for these costs if local public schools are deemed inadequate, as at DFAIT/CIC. Thirty-one percent of countries and 33% of other organizations indicated they

would pay all reasonable education costs, including boarding, if local schools are inadequate. Nineteen percent of countries and 22% of other organizations indicated they would pay all reasonable costs up to a maximum amount, as at DFAIT/CIC.

Most countries (80%) and other organizations (56%) do not pay for post-secondary education of dependents while the officer is in the home country. Most countries (67%) do not pay for post-secondary education of dependents when the officer is on a posting, but 56% of other organizations do, as does DFAIT/CIC. Of those who do, most provide an amount up to a fixed limit, as does DFAIT/CIC.

Only 6% of the countries, and none of the other organizations, pay for day care in the home country. Thirty-one percent of countries and 22% of other organizations pay for day care on posting. In contrast, DFAIT/CIC pays for the difference in cost between the home and host country.

5.4.8 Leave

Frequency of home leave varies among respondents, as shown in the table below. At DFAIT/CIC, the frequency varies from one trip per four-year posting to one trip per year in hardship locations. The table below summarizes this information.

	More than 1 trip per year	One trip per year	One trip every two years	One trip every three years	
Countries	13%	44%	25%	18%	
Other Organizations		67%	33% (frequency depends on location)		
DFAIT/CIC			1		

Frequency of Home Leave Trips

Nineteen percent of countries and 56% of other organizations allow the employee to use home leave to travel to a different location, as at DFAIT/CIC.

In more than half of the countries (63%) and other organizations (56%), rest and recreation trips are provided to officers in hardship locations. DFAIT/CIC provides such trips to all officers posted abroad. Thirty-one percent of the countries and 44% of other organizations do not provide any rest and recreation trips. The number of R&R trips generally depends on the posting location in 55% of countries and 40% of other organizations. At DFAIT/CIC, R&R trips are provided once per year. Typically, the officer may choose the location of the R&R trip (in 64% of countries and 60% of other organizations), as at DFAIT/CIC.

Finally, 47% of the countries offer the same number of holidays as in the home country (as does DFAIT/CIC). Other countries either offer the greater of the home and host country entitlement, or some other combination. In contrast, seventy-eight percent of other organizations offer statutory holiday equal to the host country's holidays.

6 Highlights

The survey results indicate that Foreign Service Officers at DFAIT/CIC have similar terms and conditions of employment to the comparator group in most areas. This section highlights key points and areas of difference.

6.1 Structure of the Foreign Service

- Other countries have an average of 3.5 levels corresponding to the two FS levels at DFAIT/CIC.
- Unlike DFAIT/CIC, in 12 out of the 16 countries, Foreign Service Officers are also responsible for Aid.
- Similar to DFAIT/CIC, in most countries, Trade officers are part of the Foreign Service. However, in 7 out of 16 countries, Trade officers are not considered part of the Foreign Service.
- Foreign Service Officers in 9 out of 16 countries are responsible for Immigration. In the other countries, Immigration Officers are not part of the Foreign Service. However, even where immigration is separate, in three cases, Foreign Service Officers have responsibility for Consular Affairs, as do Canadian Immigration Officers.
- The minimum education level for consideration as a recruit in half of all countries and in three-quarters of other organizations is a Master's degree or higher. At DFAIT/CIC, an undergraduate degree is required.
- Fifteen out of sixteen countries indicated that they recruit to the Foreign Service in general, like DFAIT/CIC. However, eight of the 16 *also* recruit into specific specialties such as economic officer or lawyer. These individuals are compensated as Foreign Service Officers and not according to their profession
- Unlike DFAIT/CIC, more than half of countries (and all other organizations) indicated that they recruit officers at mid-career, in addition to recruiting in early-career.
- Only two respondents provide training programs of more than two years. DFAIT/CIC's initial orientation and training program is five years in duration.
- In the case of competing interests, the Human Resources department decides where an officer will be posted in 63% of countries. 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.

6.2 Highlights – Compensation

- Among countries that provided compensation information, five have higher salaries than DFAIT/CIC overall, including two with salaries that are more than 60% higher; five have fairly similar salary levels, and four have somewhat lower salaries. Among other organizations that provided data, all have higher salary levels for the comparator jobs. Among international organizations, education and work experience requirements are higher.
- Pension, one of the few comparable benefits, is a similar percentage of salary at DFAIT/CIC as among the respondents that provided information for this question.
- Three out of 16 countries indicated that a foreign language bonus is provided. DFAIT/CIC does not provide a foreign language bonus.

6.3 Management of Family, Dual-Income and Dual-Career Issues

- Nine out of 16 countries, as well as DFAIT/CIC, indicated that allowances provided to the FS officer include an amount for the spouse.
- Of a total of 12 countries that provide some sort of spousal assistance, 10 provide pensionrelated assistance: three countries provide spouses with supplemental pension benefits, four countries provide compensation for the loss of a spouse's public or private pension; and three countries allow spouses to continue to accrue pension entitlement under the social security program. DFAIT/CIC does not provide pension-related assistance to spouses.
- Nine of fifteen countries provide assistance in obtaining a work permit in the host country while eight countries reported employing the spouse as a local staff member abroad if a suitable position is available. Most other organizations (56%) provide no assistance. In addition to the two the types of assistance mentioned, DFAIT/CIC provides five other types of assistance, as noted on page 19.

6.4 Conditions of Service Abroad

• Ten out of 16 countries indicated that they do not provide an incentive premium. However, three of these 10 provide a separate allowance ("overseas" or "special" allowance) associated with the posting, and one will be introducing a new overseas conditions of service allowance soon. In addition, six of these ten countries do not require the officer to pay a portion of the cost of housing on posting. DFAIT/CIC provides incentive premiums for officers going abroad.

- Only one of the countries and one-third of other organizations pay expenses for third party home management services. In contrast, DFAIT/CIC pays for third-party home management services.
- None of the countries, but 56% of other organizations, provide support for the sale of the home country residence. Only one country, and 33% of other organizations, provide support with the purchase of the home country residence. DFAIT/CIC provides assistance with the sale and purchase of the home country residence once per career.
- Ten out of 16 countries do not require the officer to pay a portion of the cost of housing. DFAIT/CIC requires the officer to pay a portion of the cost of housing.
- Only 6% of the countries, and none of the other organizations, pay for day care in the home country. Thirty-one percent of countries and 22% of other organizations pay for day care on posting. DFAIT/CIC pays for the difference in cost between the home and host country.
- At DFAIT/CIC, officers are permitted to use home leave to travel to different locations. Only 19% of countries (and 56% of other organizations) allow the employee to use home leave to travel to a different location.

As the stakeholders have requested that we present only the facts, we will not comment on the implications of any of these differences.

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- Only one of the countries and one-third of enter organizations pay expenses for third party is first providement archives in countries. DRAIF/OICrass for third-party logistics of and Justice provides archives.
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In o infinition for first six profit on view mouth spours are to its between our or added state state four countries provide compensation for the loss of a grouse's public or prosess press and three countries allow spouses to commute to a grouse's public or proses or the social security program. DFAIT/CIC does not provide pression related assistance of spouses.

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4 Conditions of Service Albroad

Appendix A

Questionnaire ("Foreign Service in Other Countries" version)

Your control y a foreign Service has been adjected as a second parter. The granted questionary a control and the second second

Section II - Crospectenion Section II - Crospectenion Section III - Cruzi-Carne and Chail Income Issue

Before completing the docationnaire, please celer to the Glossory of Ferne first follows for Provider and information page. The Glossory cas been provided to explain the meaning of certain write used in this servey. We have left some for you to indicate if your definitions of the server differ from ones.

The curvey wall take appaultimetery rate hours to scapping and only require the higher of one or more of your contempore in addition to your own input. We returnize that this is asking a significant contribution of your time and effort, and we deoply appropriate your assistance.

In return for your participation, you will receive a report arounarizing the findings of the compared we souly. This information will be available early in the new year.

Please complete the survey and submit it to Sharen Clark by fax, et 1-613-237-3963

If you have day questions, please contact Sharen Clark by telephone at 0-613-755-5953 or by 6mail at shoron relack fore proglabel com , or contest has Fernandez at 0-613-237-3722, entreuen 8408 or ian a fernandez-fore proglobel com

Think you in advance for your parts include.

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"Foreign Service in Other Countries" Version

The Department of Foreign Affairs and International Trade and the Department of Citizenship and Immigration in Canada are conducting research to compare terms and conditions of employment of Foreign Service Officers to those in other countries. These two departments employ Foreign Service Officers who are stationed at Canadian missions abroad and across Canada. Throughout their careers they rotate between Headquarters and international postings. Canadian Foreign Service Officers are Public Servants with their own collective agreement. They are posted abroad based on a formal annual posting process that takes into account a number of criteria, including openings, employee skill sets and career objectives, employee preferences and management requirements.

Your country's Foreign Service has been selected as a comparator. The attached questionnaire contains questions relating to four areas:

Section I – Structure and Management Practices Section II – Compensation Section III – Dual-Career and Dual-Income Issues Section IV – Conditions of Service Abroad

Before completing the questionnaire, please refer to the Glossary of Terms that follows the Participant Information page. The Glossary has been provided to explain the meaning of certain terms used in this survey. We have left room for you to indicate if your definitions of the terms differ from ours.

The survey will take approximately two hours to complete and may require the input of one or more of your colleagues in addition to your own input. We recognize that this is asking a significant contribution of your time and effort, and we deeply appreciate your assistance.

In return for your participation, you will receive a report summarizing the findings of this comparative study. This information will be available early in the new year.

Please complete the survey and submit it to Sharon Clark by fax, at 1-613-237-3963.

If you have any questions, please contact Sharon Clark by telephone at 1-613-755-5953 or by email at sharon.r.clark@ca.pwcglobal.com, or contact Ian Fernandez at 1-613-237-3702, extension 8408 or ian.n.fernandez@ca.pwcglobal.com.

Thank you in advance for your participation.

1

PARTICIPANT INFORMATION (Please	
	amployment of Foreign Sarvice Officers to those in o employment of Foreign Service Officers who are stolic ed a
Survey questionnaire completed by:	Survey Report to be addressed to:
Name:	Name:
Title:	Title:
Mailing Address:	Mailing Address:
291123	 Beedon II - Companiation Section III - Dual-Canac and Dual-Income In Section IV - Conditions of Service Abroad
se Glossary of Terras that follows the	Bolom completing the questionnary, please refer to the
Telephone (with country code):	Telephone (with country code):
 Fax:	Fax:
	E-mail address:
	In raturn for your participation, you will receive a rep comparative study. This information will be available

Places complete the survey and submit it to Sharon Clark by isx, at 1-613-237-3963,

If you have any questions, please contact Sharon Clark by telephone at 1-613-755-5953 or by email at sharen.r.c ark@ca.pwcglobal.com , or contact lan Fernandez at 1-613-237-3702, extension 8408 or tan.n.fsmandez@ca.pwcglobal.com.

Fank you is advaged for your participation

Glossary of Terms

Please indicate in the space provided if definitions of these terms differ in your country's foreign service.

Term	Definition
Assignment/ Posting	Tour of duty outside the home country for a minimum of 12 months, from which the staff member is expected to return to the point of origin or to be posted to another location
Citram	Harbard A rocaron dat is mare terrient to the following lactors
Benefits in Kind	Benefits provided to staff in the form of goods or services paid for by the employer. For example, housing, meals, transportation, food vouchers
Сар	A limit, usually monetary, above which no benefit is provided
	inder nonnel elicientizaces, the lowest salary payable to as employee in a certain position
Compen- sation	The remuneration paid to an employee. Compensation can include salary or wages, insurance and other benefits provided by the employer, short-term (annual or shorter) incentive or bonus payments, long-term incentive payments, benefits in kind (non-cash goods, e.g., automobiles, meals, housing), or perquisites (benefits available only to certain levels of employees (e.g., club membership)
Cost-of- Living Allowance	An allowance meant to offset the additional cost of meeting day-to-day living expenses in the host location. Also called COLA, Goods and Services Allowance, Cost-of-Living or Goods and Services Differential, Post Index
Dependant	Spouse and any unmarried child for whom the staff member or the spouse is the main support and/or who normally lives with the staff member or the spouse
a to bobcrain	
Expatriate	A staff member working away from his/her home country or country of original hire
Forced Attrition	An employer-initiated termination of employment
Foreign Service Officer	A professional staff member of your country's Foreign Service who will generally be assigned to a number of foreign postings during his or her career to represent your country.

Hardship	An allowance payable in recognition of undesirable conditions existing at certain posts, including
Allowance/	any combination of the following factors:
Premium	Geographic isolation
	Personal security/safety
	Cultural differences/language
Count	Climate/environmental factors
si ustani nember is	Assignment 1 few of daty estade the home country facts miniment of 12 mondes, from which the
	Woeting [supeored to return to the point of origin on to be posted to another location
Hardship	A location that is more difficult to live in than the assignee's home location. Hardship may be caused by any
Location	combination of the following factors:
or example,	Geographic isolation
Name	Personal security/safety
	Cultural differences/language
1146	Climate/environmental factors
Matting	I continue may be clearified according to the level of hardship encountered
and a second	Locations may be classified according to the level of hardship encountered.
Headquarters	Typically, the capital city or seat of government of the home country
Location	The payment of a particular and the prove that only on the contracted entropy of the second manual states of the second
NO , CONTROL ALSO	leng-terni incentive paymente, benefite in kind (non-cash goods, e.g., automobiles, m
(qid	perquisites (bauefits available only to certain levels of employees (e.g., olub members
Home	The country or specific location from which an expatriate is sent
nome	The country of specific focution from which an expansion is some
August and	the all the all the strength of the
Home Leave	Entitlement to a paid trip to the home country or elsewhere as part of the assignment regardless of the host
Travel	location
11uvoi	
Host	The country or specific location to which an expatriate is sent
TROOL	
	Service of the service with any start of service with the service of the service of the
Housing Share	A fixed amount charged to expatriates which offsets the cost of host country housing provided or paid for by
or Deduction	the employer
or Doudonon	
Incentive	An amount provided to expatriates in recognition of the differences, some of which may be financial, that
Premium	could result from serving abroad. The incentive premium also serves to attract and retain employees to
. i viinwill	positions requiring service abroad.
8 02 03000008	Poleign Sorvice who was econalised in caber or your column is Poleign Sorvice who was econamy of
Pay (verb)	In the context of providing a benefit to an expatriate, paying will include direct provision of a benefit to the
	staff member, direct payment to the staff member, reimbursement of the staff member for incurred expenses,
	and payment to a third party on behalf of the staff member

Per Diem	A fixed amount of money provided for general daily expenses
ALL	
Perquisites	Benefits provided only to certain levels of staff. Typical perquisites include cars, social club memberships, personal expense accounts
Range Maximum	Under normal circumstances, the highest salary payable to an employee in a certain position
Range Mid- point	The salary halfway between the minimum and maximum of the range
Range Minimum	Under normal circumstances, the lowest salary payable to an employee in a certain position
Rest & Recreation Trip	Entitlement provided to staff members at a hardship location to take a paid trip to a non-hardship location
Salary	Salary should include any special payments (e.g., 13 th month, vacation bonus that is separate from travel allowance) paid to all staff as a normal part of the annual remuneration (but excluding any payment for knowledge of an additional language)
Salary Range	The range of rates of salary that an employee in a certain position may receive, from the minimum to the maximum
Spouse	In Canada, this is defined as the legal or common-law partner or same-sex partner with whom the staff member has a long-term relationship.
Statutory Holiday	Day designated as a non-work day for most workers and on which most government offices are closed. May be a legislated or religious holiday
Voluntary Separation	An employee-initiated termination of employment

SECTION I – STRUCTURE AND MANAGEMENT PRACTICES

The following questions address the structure of your country's Foreign service and management practices such as recruitment, training, and promotions. The purpose of these questions is to gain an understanding of how your Foreign Service is structured, as compared to Canada's Foreign Service, and to examine some of the less tangible aspects of employment.

Structure of the Foreign Service

- 1. Is your Foreign Service part of the overall Public Service or separate from it?
 - (a) Part of the Public Service
 - (b) Separate from the Public Service

2. What are the primary responsibilities of your Foreign Service Officers?

Please check all that apply

- (a) Political/Economic
- (b) Trade
- (c) Administration
- (d) Immigration
- (e) Aid
- (f) Other:

3. Are *trade* officers included in the Foreign Service Officer group, or are they a separate group?

Please check one response only.

- (a) Trade officers are included in the Foreign Service Officer group
- (b) Trade officers are a separate group

4. Do you have officers who specialize in *immigration* at postings abroad?

- (a) Yes, at all postings
- (b) At some postings
- (c) No

6

- 5. Are *immigration* officers included in the Foreign Service Officer group, or are they a separate group?
 - (a) Immigration officers are included in the Foreign Service Officer group
 - (b) Immigration officers are a separate group

- 6. Are *aid* officers included in the Foreign Service Officer group, or are they a separate group?
 - (a) Aid officers are included in the Foreign Service Officer group
 - (b) Aid officers are a separate group
- 7. Are your Foreign Service Officers represented for bargaining, that is, are they part of a collective bargaining agreement? (This may be a professional association, a union, or other formal group)
 - (a) No
 - (b) Yes

Recruitment

8. What are the minimum criteria for consideration as a Foreign Service Officer recruit? Please insert specific response for each category.

- (a) Educational level (High School, Undergraduate Degree, Master's Degree, PhD)
- (b) Years of work experience (number)
- (c) Foreign languages (number of languages)
- (d) Other:

9. In actual practice, what is the highest level of education possessed by most new recruits?

Please check one response only.

- (a) Undergraduate degree
- (b) Master's degree
- (c) PhD
- (d) Other:

10. In actual practice, how many years of work experience do most new recruits have?

- (a) Two years or less
- (b) More than two years but less than five years
- (c) Five years or more

11. To which of the following do you recruit?

Please check all that apply

- (a) Officers are recruited to the Foreign Service in general
- (b) Officers are recruited to a specific assignment abroad
- (c) Officers are recruited to a specific speciality or position

Please specify which specialities/positions

12. If your Foreign Service recruits are specialists in particular areas, are they compensated as Foreign Service Officers, or according to their profession?

- (a) Compensated as Foreign Service Officers
- (b) Compensated according to their profession

Mid-career Recruitment

- 13. Do you recruit Foreign Service Officers at mid-career, that is, professionals or others with extensive work experience who wish to make a career change?
 - (a) No, all officers are recruited early in their careers (*Please go to Question 16*)
 - (b) Yes, but only from within the Public Service
 - (c) Yes, from within the Public Service and the private sector

14. What are the minimum criteria for consideration as a mid-career recruit?

Please insert specific response for each category.

- (a) Educational level (High School, Undergraduate degree, Master's Degree, PhD)
- (b) Years of work experience (number)
- (c) Foreign languages (number of languages)
- (d) Other____

15. At what level are mid-career recruits typically placed?

- (a) Same level as early-career recruits
- (b) Same level as early-career recruits, but on a faster progression path
- (c) Appropriate level commensurate with work experience
- (d) Other:

8

Locally Hired Professional Staff (staff hired in the host country to work at a mission in that country)

16. What is the overall trend of staffing foreign missions with locally hired professionals instead of Foreign Service Officers?

Please check one response only.

- (a) Percentage of locally hired professionals is falling
- (b) Percentage of locally hired professionals remains steady
- (c) Percentage of locally hired professionals is rising
- (d) Other____

Professional Orientation and Training

17. What kind of orientation and training are provided to new Foreign Service Officers? Please check all that apply

- (a) On-the-job-training
- (b) Classroom-setting courses
- (c) Self-study courses
- (d) Domestic training assignments
- (e) Foreign training assignments
- (f) Language training
- (g) Other:

18. How long is the orientation and training program for new Foreign Service Officers?

- (a) 6 months or less
- (b) More than 6 but less than 12 months
- (c) 12 to 24 months
- (d) More than two years

19. After the initial orientation and training period, how many days of training are typically provided per year? Please insert the number of days.

Posting Information

20. What is the average length of a standard foreign posting (to one country), in years? Please round to the nearest year.

21. Do officers typically return to their home country after a foreign posting?

- (a) Yes, they typically return home and do not undertake any more foreign postings
- (b) Yes, they typically rotate between home and foreign postings
- (c) Yes, but only after two or more consecutive postings
- (d) No, they are typically posted to a new location and consider a posting to the home country as another temporary posting
- (e) Managed on a case-by-case basis
- (f) Other:

22. Are Foreign Service Officers able to influence if and where they will be posted?

- (a) No, they have no influence
- (b) Yes, but other factors override personal choice
- (c) Personal choice weighs heavily
- (d) Officers may turn down postings without consequence.

23. In the case of competing interests, who makes the final decision regarding where a Foreign Service Officer will be posted? *Please check one response only.*

- (a) Personnel or human resources department
- (b) Head of mission
- (c) Head of relevant section at headquarters
- (d) Other

24. On average how much notice are individuals given regarding their posting location and starting date, in *months*?

25. What is the typical duration of a hardship posting, in years?

Enter specific number of years, rounding to the nearest year.

- (a) "Easiest" hardship location
- (b) "Hardest" hardship location
- (c) Other ____
- (d) Other _____
- (e) Not applicable



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26. In a typical Foreign Service career, how many hardship postings must an Officer take?

(a)	None			
(b)	One			21
(c)	Two or more			18
(d)	Other			

27. The following is a list of possible reasons for candidates to turn down a foreign posting. Please rank them in order of frequency of occurrence in your organization.

Please enter "1" for the most common reason, "2" for the next most common, etc. Please do not use the same value twice.

- (a) Inadequate compensation offer
- (b) Poor fit of posting responsibilities with officer's skills
- (c) Inability of spouse/partner to work at the posting location
- (d) Inability of same-sex partner or common-law partner to be included on the officer's visa and/or passport
- (e) Parental/other adult care responsibilities
- (f) Local conditions (isolation, personal security, cultural differences, climate, absence of health care facilities)
- (g) Other:_
- (h) Other:

Career Progression

28. What criteria are used to determine if an individual will be promoted?

(Please check all that apply)	From entry level to 2 nd level	To 3 rd	To 4 th Level	To 5 th Level or Higher
Performance appraisals		Level		
Interview				100
Simulation exercise		1		a de l'anna
Years of experience in grade	and an and the first of a second	and made	57 and 107	
Postings abroad	carolyd asso	east and to	name not	
Existence of an opening at the next level				
Other:	o non anti-			1 2 2 3
Other:	Service			
	Performance appraisals Interview Simulation exercise Years of experience in grade Postings abroad Existence of an opening at the next level Other:	Performance appraisals entry level to 2 nd level Interview	Performance appraisals Interview Interview Interview Simulation exercise Image: Comparison of the exercise Years of experience in grade Image: Comparison of the exercise Postings abroad Image: Comparison of the exercise Existence of an opening at the next level Image: Comparison of the exercise Other: Image: Comparison of the exercise	Performance appraisals Interview To 3 rd To 4 th Interview Simulation exercise Image: Comparison of the system o

29. For each of the levels below, on average, how long (in years) will a Foreign Service Officer remain in that level before being promoted?

Level	Entry/ Trainee Level	Second Level	Third Level	Fourth Level	a eas more t	(6)
Years						

30. Does career progression differ for mid-career recruits?

(a)	Not applicable / No	o mid-career recruits	
(b)	No		
(c)	Yes		
	Please describe:		
	Contraction over which co	(b). Four in of possing responsibilities with officer a skills	
	"Yas, but other facto	(c) Institute of spouse/partner to work at the posting location suicely lengers abiration as	
Attr	ition	(i) too log and the second of	

31. For each of the levels below, what is the annual level of attrition of Foreign Service Officers, that is, Foreign Service Officers leaving the Foreign Service?

Rarolan Service-	Percentage Leaving							
Level	0-2%	3-5%	6-9%	10-15%	16-20%	> 20%		
Entry or Trainee Level						in the second		
Second Level				008	and Progress			
Third Level								
Fourth Level	papomond eq	lite inplicit	oine if an im	ueed to detern	one attorte are	11 35		
of the Fernerstern	From	in Individual		igo solo los ser	(Please c)			
iti davaha padawa	ling Intel "He w	ionthat see						
and the second second		Jane -	- Second -	electronyte of				
All Foreign Service	Literation e	4 insedskip	posting, in yo	1197				

32. Of the Foreign Service Officers who leave at each level, please indicate the percentage leaving for each of the reasons below:

Level	Retirement or Death in	Voluntary	Forced	Othen	(2)
	Service	Separation	Attrition	Promotion	Total
Entry or Trainee Level	and the second second				100%
Second Level		1211			100%

Level	Retirement or Death in Service	Voluntary Separation	Forced Attrition	Promotion	Total
Third Level	and the constraints of			14,1 36,35, 21, 75	100%
Fourth Level					100%
Sergences allows might b	alana minahawak hala	1 Sector en and	the prosition	an hiter analy	To order to an
encilqinteblabliyosqu	of and manipar a	averalised append	(Cascicense in	mohanibien	and work of 0
Net Dependent of the Tot of the T					of comparison

33. Of those who leave due to voluntary separation, please *rank* the top three reasons for leaving at each level. In each row, place a "1" in the column that reflects the most common reason, a "2" for the second most common reason, and a "3" for the third most common reason.

Level	Compensation	Family or spousal career	Career Change	Lifestyle	Other	If Other, Specify
Entry or Trainee Level	ordentes sussanne	position. Indiv	chusts or this tes	et would manage	and the support of the second	
Second Level		hat pedats is the give	1940104.3090-19		allanciety w	100
Third Level	()	timosa hinoitan	economic, inter	olicy (political)	n anna anna anna Threasan d	
Fourth Level		Annalismonante	an fair these restless	You want the second the second		
- server		action and a	echaelogy prov	has econoice an	DARGEST DE	*
					the second strength of the	
budged and my	environ and dires	ung both period	eff and investigat	iqui suntido leon	Section of the	ale -

34. Which of the following statements best characterizes turnover within your Foreign Service?

Please check one response only

- (a) On average, turnover is falling
- (b) On average, turnover remains steady
- (c) On average, turnover is rising

35. What initiatives are in place in the organization to encourage retention of Foreign Service Officers?

SECTION II – COMPENSATION

The objective of this section is to gather information on the base salary of comparable positions as well as other aspects of compensation, including bonuses, pension plans, benefits and perquisites.

In order to produce valid comparisons, we have provided brief descriptions of the qualifications and work of Canadian Foreign Service Officers below. We request that you provide descriptions of comparable jobs in your Foreign Service and the relevant compensation and benefits data for these jobs.

Job Matching

In this part of the survey we ask you to match certain Canadian Foreign Service Officer positions with similar positions in your Foreign Service. This will enable us to compare the compensation of similar positions.

Below you will find short descriptions of four levels of Canadian Foreign Service Officer positions. The job descriptions encompass activity in the following main subject areas, and related programs and services:

- foreign policy (political, economic, international security)
- trade policy
- international business development
- investment, science and technology promotion
- social and immigration policy and operations
- public diplomacy
- international cultural relations

JOB A

This is an <u>early career</u> position. Individuals at this level would participate in a combination of formal training and on-the-job assignments. The incumbent would typically carry the designation of <u>Second</u> <u>Secretary</u> after one year on assignment abroad, reporting to a head of section at a mission.

Responsibilities might include:

- Analyzing and reporting on issues and developments in assigned subject areas
- Researching and compiling information
- Doing field work on particular aspects of bilateral or multilateral matters affecting national interests
- Participating in projects or working groups to advocate or promote national positions internationally
- Assisting in planning and implementing particular programs, policies and initiatives
- Processing an assigned caseload

JOB B

This is an <u>analyst</u> position. Individuals at this level might also manage a component of a program. The incumbent would typically carry the designation of <u>First Secretary</u>, reporting to a head of section at a mission or act as head of section at a small mission.

Responsibilities might include:

- Analyzing and reporting on issues and developments in assigned subject areas
- Distilling the results of research and providing policy advice and recommendations
- Actively promoting national positions on bilateral or multilateral matters with foreign governments, international organizations, non-governmental organizations, the media, and private corporations
- Taking the lead on projects or working groups to advocate or promote national positions internationally
- Preparing plans and implementing particular programs, policies and initiatives
- Managing a component of a program

JOB C

This is an <u>operational or program manager</u> position. Individuals at this level would manage an operation or program. The incumbent would typically carry the designation <u>Counsellor</u>, reporting to the Head of Mission.

Responsibilities might include:

- Formulating strategic responses to developments affecting national interests in assigned subject areas
- Directing and overseeing policy in assigned subject areas
- Managing, coordinating and implementing programs, including managing related operational budgets and supervising and directing both national and locally-engaged officers and support staff
- Providing leadership in promoting, advocating and negotiating national policies and positions
 Monitoring control and enforcement activities, and liasing with domestic and international
- organizations on security-related issues
- Managing an operation or program.

JOB D

This is an <u>executive-level</u> position. Individuals at this level would typically carry the designation of <u>Minister-Counsellor</u> at a larger mission or <u>Ambassador</u> at a smaller mission.

Responsibilities might include:

- Overseeing the management of bilateral relations with another country or national representation at an international organization.
- Developing, coordinating, and managing national policies and programs on specific issues and developments
- Providing authoritative policy advice and briefings to Ministers and senior managers on policy priorities and objectives
- Developing and implementing operational policies, guidelines, and procedures to ensure costeffective pursuit of national objectives and delivery of services to priority clients.

Job Match Comparisons Guide

Since no two matches are expected to be identical, we have provided a guide to matching the positions:

Your job matches many of the characteristics of the Canadian position, and it exceeds certain Match ++: of them by a wide margin, or Your job exceeds many of the characteristics of the Canadian position by a small margin Match +: Your job matches many of the characteristics of the Canadian position, but it exceeds certain of them by a small margin Match: Your job is a close match of the characteristics of the Canadian position Match -: Your job matches many of the characteristics of the Canadian position, but it is lighter than certain of them by a small margin Match --: Your job matches many of the characteristics of the Canadian position, but it is lighter than certain of them by a wide margin, or Your job is lighter than many of the characteristics of the Canadian position by a small margin

1. In the following table, please match your country's Foreign Service Officer positions to the Canadian Foreign Service Officer positions described above. In the first column, indicate the level of your country's Foreign Service Officer to which you are making the comparison. In the middle column, please indicate the level of Canadian Foreign Service Officer to which you are making the comparison. In the right-hand column, indicate the degree of match based on the instructions above (e.g., "match -" if your officer has a *lower* level of responsibility than the Canadian officer)

Your Position Title	Canadian Position Title (Job A, Job B, Job C, or Job D)	Degree of Match (+/-)
This is an outly carrier position. Individual	fant this lovel would prettidigting to paid	interest in the second of
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	of the second	do bas estavoira
abes, and procedures to canto costs	appeared in cost allocated policities, grades	Developing and a

Salary Ranges

2. For the positions matched in the previous section, please provide the following data:

the state of the second state of the	Salary Range (Annual Rate)						
Job Title	Minimum	Maximum	Average Actual Salary				
		Valida au	and and and and and				
in the top 30 percent		neall to .?					
CODE		table participation					
		100%	Partie Markey				
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3. Do you place any controls on the ability of a Foreign Service Officer to earn a salary higher than the mid-point?

- (a) No, Foreign Service Officers may receive salaries up to the range maximum
- (b) Yes, salaries above the mid-point are restricted to special exceptions
- (c) Yes, the amount of salary above the mid-point must be earned each year by superior performance
- (d) Yes, other:

4. How do Foreign Service Officers typically move through the salary range?

- (a) By individually determined increments based on performance
- (b) By a percentage-rated grid based on performance
- (c) By a step-rated grid based on seniority
- (d) Other:_

5. On average, or by formula, how long would it typically take a Foreign Service Officer to move from minimum salary to the maximum or other control point?

- (a) Two years or less
- (b) More than two years but less than five years
- (c) Five years or more

Other Compensation

6. Please describe the total remuneration package provided to your Foreign Service Officers and estimate the cost or value of each element as a percentage of the position's salary range midpoint (half-way point between the minimum and maximum).

Compensation Type	Value as % of Base Salary Mid- Point	Description
Base salary	100%	
Annual bonus or incentive plan(s)	ches many or n n by a small m	Please specify the nature of the plan(s):
Other cash compensation (including foreign language bonus, if applicable)	thes many of 1 n by a wide au thirt then mere	Please specify the nature of the compensation:
Long-term incentive plans	picase match	Please specify the nature of the plan:
Pension/Retirement/ Superannuation plans	Sould all said and a said and a said and a said	Please specify the type of plan(s):
Employee benefits		Please specify which benefits:
Benefits in kind	vanies and dg	Please specify which benefits:
		(a) By individually determined increments based on
		 By a percentilgo-rated and based on performance
Perquisites		Please specify which perquisites:
		(4) 00007
Other (if significant)	y take a Forel	5. On average, or by formula, how long would it typical
are of presence		Officer to move here muchans salary to the maximum

Comparison to Other Civil Service Positions

7. As an approximation, where do Foreign Service salaries fall when compared to other professional groups in your civil service?

- (a) In the top 10 percent?
- (b) In the top 20 percent?
- (c) In the top 30 percent?
- (d) Other:

8. Please provide the salary minimum and maximum for the following positions in your civil service.

-	Economist	Lawyer	Trade officer (if separate from Foreign Service Officer and not locally engaged)	Immigration officer (if separate from Foreign Service Officer)	Investment Officer
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9. Please provide your civil service's executive salary range, from the minimum salary for the lowest level executive to the maximum salary for the highest level executive.

	Title/Position	Salary
Lowest Executive		(Minimum)
Highest Executive		(Maximum)

SECTION III – MANAGEMENT OF FAMILY, DUAL-INCOME AND DUAL-CAREER ISSUES

The questions below focus on aspects of life and work that affect a working spouse accompanying the Foreign Service Officer abroad.

1. What is your policy regarding compensation for the loss of spousal income and pension while on foreign postings? (Please see the Glossary for a definition of "spouse.")

Please check all that apply.

- (a) No assistance
- (b) No policy

(c) No policy yet, but currently under consideration

- (d) Allowances provided to the Foreign Service Officer include an amount for the spouse
- (e) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation only if they are not permitted to work in the host location
- (f) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation *under any circumstances*
- (g) Compensation is provided for the loss of a spouse's public or private pension
- (h) Accompanying spouses are provided with supplemental pension benefits
- (i) Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting
- (j) Accompanying spouses are provided compensation or an allowance in recognition of their *representational* responsibilities

Lowest level eligible (if applicable)

- (k) Managed on a case-by-case basis
- (1) Other:

2. Do you assist the spouse to find employment at the posting location and upon *return* from a foreign posting?

	Please check all those that apply:	On posting	Upon return
(a)	No		
(b)	Employ at foreign/home location as a local staff member if suitable position is available	oX (
(c)	Employ at foreign/home location as a <i>Foreign Service Officer</i> if suitable position is available	and acres	9 7
(d)	Canvass other organizations for available jobs	WELLSE LARG	v.
(e)	Pay allowance to cover job search expenses (e.g., curriculum vitae preparation, translation, employment agency fees)		
(f)	Assist to obtain work permit	101	N/A
(g)	Provide allowance to cover host country certification/continuing education/training programs if required for spouse to work		N/A
(h)	Provide annual allowance to cover home country professional certification, continuing education, training or personal interest programs		
(i)	Managed on a case-by-case basis		
(j)	Other:		

3. What is the trend with respect to spouses *not* accompanying Foreign Service Officers on posting due to career-related issues?

- (a) On average, fewer spouses are accompanying officers on posting due to career-related issues.
- (b) There has been no substantial change in the number of spouses not accompanying officers on posting due to career-related issues.
- (c) Don't know
- (d) N/A
- (e) Other

4. Are unaccompanied Foreign Service Officers provided with special Home Leaves or family visits to the host location?

- (a) No
- (b) Yes, one extra trip per assignment year
- (c) Yes, two extra trips per assignment year
- (d) Yes, more than two extra trips per assignment year

5. Please describe any policy changes that you are considering that would affect your answers to any of the questions above (please use a separate sheet of paper if necessary):

SECTION IV - CONDITIONS OF SERVICE ABROAD

The objective of this section is to gather information about the unique factors that affect life abroad for a Foreign Service Officer.

Administrative Information

- 1. Do you have specific policies governing the conditions of service of Foreign Service Officers abroad?
 - (a) Yes
 - (b) No

2.	What strategic objectives determine your general foreign assignment ter	ms
	nd conditions?	

Please check all that apply

- (a) Provide incentives to recruit and retain Foreign Service Officers
- (b) Maintain home country living standards and purchasing power (i.e., "keep whole")
- (c) Exceed home country living standards and purchasing power
- (d) Match host country living standards and purchasing power
- (e) Match terms and conditions typically offered by multinational companies
- (f) Other:___

3. Do the conditions of service abroad (other than perquisites) vary with the level of the Foreign Service Officer?

- (a) No
- (b) Yes

Please indicate the level at which the distinction is usually made:

Posting Orientation

4. Please indicate if the following services are provided:

(0)	Please check one box in each column. No	Cultural Sensitivity/ Psychological Suitability Testing	Language classes	Cross- Cultural Training
(a)	NO	stehip Preminus	all hgs svi	10000
(b)	Yes, Foreign Service Officer only			
(c)	Yes, Foreign Service Officer and spouse	liter year provide to Foundan Cared		Trease
(d)	Yes, on a case-by-case basis	president de la mainerana	all frank a s	bivera
(e)	Other	one bes in each c	Fonse chack	

5. Do you provide an orientation meeting to discuss relocation and other posting issues?

(a) Yes

(b) No

	you pay for the shipment of household goods to and from a foreign posting?	
(a)	No	
(b)	Yes, all reasonable costs	2
(c)	Yes, but with weight and/or volume limits	01
(d)	Yes, but only if the staff member leases unfurnished housing	
(e)	Yes, but only partial if fully/partially furnished quarters are leased	(9)
(f)	Other:	0
movi	ou provide an additional incidental allowance to Foreign Service Officers ing to and from a foreign posting to cover miscellaneous items not specifically red in the policy (e.g., sclephane or cable connections)? No	(40 (10
movi	ing to and from a foreign posting to cover miscellaneous items not specifically red in the policy (e.g., telephone or cable connections)?	(4) (8)
movi cove (a)	ing to and from a foreign posting to cover miscellaneous items not specifically red in the policy (e.g., telephane or cable connections)? No	(08 0 to (8) (6)
movi cove (a) (b)	ing to and from a foreign posting to cover miscellaneous items not specifically red in the policy (e.g., telephone or cable connections)? No Yes, expressed as a percent of base salary without a cap	(a) (a) (a)
movi cove (a) (b)	ing to and from a foreign posting to cover miscellaneous items not specifically red in the policy (e.g., telephone or cable connections)? No Yes, expressed as a percent of base salary without a cap Yes, expressed as a percent of base salary with a cap	
movi cove (a) (b)	ing to and from a foreign posting to cover miscellaneous items not specifically red in the policy (e.g., telephone or cable connections)? No Yes, expressed as a percent of base salary without a cap Yes, expressed as a percent of base salary with a cap Percentage of salary for response (b) or (c) Annual salary cap for response (c) Yes, fixed annount	
movi cove (a) (b) (c)	ing to and from a foreign posting to cover miscellaneous items not specifically red in the policy (e.g., telephone or cable connections)? No Yes, expressed as a percent of base salary without a cap Yes, expressed as a percent of base salary with a cap Percentage of salary for response (b) or (c) Annual salary cap for response (c)	

Incentive and Hardship Premiums and Cost-of-Living

8. Please indicate whether you provide an incentive premium (e.g., Foreign Service Premium, Assignment Bonus) to Foreign Service Officers accepting an overseas posting, and whether you provide a hardship premium to Foreign Service Officers accepting a posting at a hardship location.

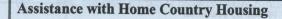
	Please check one box in each column.	Incentive	Hardship premium
(a)	No		
(b)	Yes, paid in a lump sum	Caracteria -	
(c)	Yes, paid in the normal pay cycle (e.g., monthly)	Y (5)	
(d)	Yes, paid annually	1 (1)	
(e)	Yes, at the end of posting		
(f)	Yes, but format varies by location		
(g)	Other:		

		Please check one box in each column.	Incentive	Hardship
	(a)	Expressed as a percent of base salary without a monetary cap	premium	premium
	(b)	Expressed as a percent of base salary with a monetary cap	0	
	Pleas	se respond to the following if you checked off (a) or (b)	- 14	
		Percentage, if the premium is the same for all postings	1	
		Lowest percentage, if the premium varies by location		entre la
		Highest percentage if the premium varies by location	Austela	and the second se
		Annual salary cap for response (b)		
	(c)	Varies according to a step-rated table	boy ou	2.5
	(d)	Expressed as a fixed number of months of base salary	36489963	
		Number of months	1911 	
	(e)	Flat amount for all officers		
		Annual flat amount	- M	
	(f)	Other:		
	posti (a)	the set of		
	(a)	No	0	
	(b)	Yes, paid out as a fixed amount	0	
	(c)	Yes, as a percentage of base salary without a monetary cap		
	(d)	Yes, as a percentage of base salary with a monetary cap	1972 Q (1	.94
		Annual salary cap	() () () () () () () () () () () () () (
	(e)	Other	(0)	
1.	If you	u provide a Cost-of-Living allowance, how often is the amount adjusted?		
	(a)	Allowance is fixed for length of posting		
	(b)	Adjusted annually	1	
	(c)	Adjusted whenever new data are received	(1)	
	(d)	Adjusted whenever differential changes by at least a fixed percentage		
		Minimum percentage	2010	23

12. Which of the following are taxable to the staff member?

Please check all that apply

- (a) Incentive premium
- (b) Hardship premium
- (c) Cost-of-living allowance
- (d) Other:



13.	Do you have a housing assistance program designed to help a Foreign Service
	Officer maintain a residence in the home country?

- (a) No
- (b) Yes, pay all expenses for third party home management services
- (c) Yes, pay third-party home management services to a set maximum

Annual maximum

- (d) Yes, but organization reimburses for only specific fees
- (e) Yes, organization pays a flat amount

Flat amount

- (f) Yes, organization reimburses on an ad hoc basis
- (g) Other:_

14. Do you guarantee to a Foreign Service Officer reimbursement of a loss from the rental of the home country principal residence?

- (a) No
- (b) Yes, with a cap of a specified monetary amount or number of months rent
- (c) Yes, organization absorbs the loss without limit
- (d) Will stop housing share/deduction for a period
- (e) Reduce housing share paid by the Foreign Service Officer to offset this loss
- (f) Managed on a case-by-case basis
- (g) Other:____

 15.
 Do you provide assistance with the sale and/or purchase of the home country principal residence?
 Purchase of the home country principal residence?

 (a)
 No
 No

- (b) Yes, once per posting
- (c) Yes, based on a different frequency_

16.	fami	Do you provide special financial assistance to Foreign Service Officers whose families remain in the home country temporarily and join them after the start of the posting?				
	(a)	No				
	(b)	Yes, home housing share/deduction delayed until family vacates home country residence.				
		Please specify maximum period				
	(c)	Other:				

Assistance with Host Country Housing (Abroad)

17. Do you provide assistance for housing to Foreign Service Officers at the host location?

- (a) No
- (b) Yes, always
- (c) Only where housing costs are higher
- (d) Other_

18. Do you require the officer to pay a portion of the cost of housing at the host location?

- (a) No
- (b) Yes

If yes, on what basis is the amount determined?_

(c) Other___

19. Do you pay for host location utilities costs (excluding telephone)?

- (a) No
- (b) Yes, included in the housing/Cost-of-Living allowance
- (c) Yes, Foreign Service Officer reimbursed for actual costs
- (d) Yes, reimbursed in selected locations only
- (e) Other:_

Employee Benefits Abroad

20. Do you cover the additional costs of medical/dental care while on a foreign posting?

Please check all that apply

- (a) No
- (b) Yes, though the home country organization's standard private medical plan
- (c) Yes, through a special home country or international medical plan
- (d) Yes, through a host country group or individual medical plan
- (e) Yes, through a cash reimbursement
- (f) Other_
- (g) Not applicable

Perquisites Abroad

21.		ise indicate if you provide the following perquisites: Please ck all those that apply.	Automobile	Recreational Club Membership	Represen- tation Allowance*
	(a)	No	Other	(0)	
	(b)	Managed on a case-by-case basis			
	(c)	Yes, without cost to Foreign Service Officer	in printpart to a	126. 28	
	(d)	Yes, with the Foreign Service Officer bearing a portion of the cost			
	(e)	Only in accordance with host country norms for the position being filled	Yes	0	
	(f)	Only in specific locations	S President		
	(g)	Only at specific levels			
		Lowest level eligible:	Other	(g)	
	(h)	Other:			

* compensation to offset the additional costs (e.g., clothes, entertainment) of representing your country

Education	A m the housing of of I wine showance.

22.	Do y	ou pay for private schooling in the host location?	Elementary	Secondary
	(a)	No	100	
	(b)	Yes, but only if the public schools are deemed inadequate	te object	
	(c)	Yes, as a matter of course		
	(d)	Yes, but only if the language of instruction is not spoken by the student		
	(e)	Managed on a case-by-case basis		
			States and the second	ALL MANAGEMENT

23. What dependant education costs (elementary and secondary grades) incurred by Foreign Service Officers on international posting do you pay for?

		Elementary	Secondary
(a)	All reasonable costs, including boarding if local schools are inadequate	(A)	
(b)	All reasonable costs excluding boarding	(6)	
(c)	All reasonable costs up to a maximum amount	(0)	1
(d)	All reasonable costs above a fixed amount	(2)	
(e)	Fixed amount		
(f)	Specific costs only	N. Do Yo	
(g)	Other:	differ	

24. Do you pay for any costs for post-secondary education of dependents?

- (a) No
- (b) Yes, up to a fixed limit Annual flat amount
- (c) Yes, but tuition only
- (d) Yes, dormitory room and board
- (e) No experience/No policy
- (f) Other_

25.		ou pay for day care (formal, "home day care" or nanny)/pre- ol/nursery school costs?		e home untry	In the host country
	(a)	No Shawala entri nationali di sediti nationali di sediti di sedita di sedita di sedita di sedita di sedita di sedita	(d) (d)	ngW	29
	(b)	Yes, difference between home and host		61679	
	(c)	Yes, if cost is above a fixed amount	EW T	(6)	
		Annual amount above which costs are covered	Mor	· (c)	
	(d)	Yes, but only if mandated in the home country	The	(0)	
	(e)	Managed on a case-by-case basis	di Ci	(9)	
	(f)	No policy/no experience		ante de	
	(g)	Other:	00/12		

In the home

country

In the host

country

1		he cover the additional costs of gradient deeper and additions a function when the
26.		you provide Home Leave travel to your Foreign Service Officers?
	(a)	No (Go to Question 28)
	(b)	Yes, organization offers one trip per posting year
	(c)	Yes, organization offers more than one trip per posting year
	(d)	Other:
27.	Do y diffe	ou permit a Foreign Service Officer to use Home Leave to travel to a rent country and still be eligible for reimbursement?
	(a)	No, the assignee must return to the home country
	(b)	Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country
	(c)	Yes, the assignee receives a cash allowance to use as he/she desires without providing receipts
	(d)	Other:
		No. Yes but minon coly
8.	Do yo Forei	ou provide Rest & Recreation trips <i>separate from home leave travel</i> to gn Service Officers?
	(a)	No (Go to Question 31)
	4.5	
	(b)	Yes, but only to Foreign Service Officers in hardship locations
	(b) (c)	
		Yes, but only to Foreign Service Officers in hardship locations
9.	(c)	Yes, but only to Foreign Service Officers in hardship locations Yes, to all Foreign Service Officers posted abroad
9.	(c)	Yes, but only to Foreign Service Officers in hardship locations Yes, to all Foreign Service Officers posted abroad
9.	(c) What	Yes, but only to Foreign Service Officers in hardship locations Yes, to all Foreign Service Officers posted abroad
9.	(c) What (a)	Yes, but only to Foreign Service Officers in hardship locations Yes, to all Foreign Service Officers posted abroad
9.	(c) What (a) (b)	Yes, but only to Foreign Service Officers in hardship locations Yes, to all Foreign Service Officers posted abroad
9.	(c) What (a) (b) (c)	Yes, but only to Foreign Service Officers in hardship locations Yes, to all Foreign Service Officers posted abroad t is the frequency of Rest & Recreation trips allowed? Once a year Twice a year More than twice a year
9.	(c) What (a) (b) (c) (d)	Yes, but only to Foreign Service Officers in hardship locations Yes, to all Foreign Service Officers posted abroad t is the frequency of Rest & Recreation trips allowed? Once a year Twice a year More than twice a year The number of leaves depends on the posting location
	(c) What (a) (b) (c) (d) (c) (d) (e)	Yes, but only to Foreign Service Officers in hardship locations Yes, to all Foreign Service Officers posted abroad t is the frequency of Rest & Recreation trips allowed? Once a year Twice a year More than twice a year The number of leaves depends on the posting location Other:
9.	(c) What (a) (b) (c) (d) (c) (d) (e)	Yes, but only to Foreign Service Officers in hardship locations Yes, to all Foreign Service Officers posted abroad t is the frequency of Rest & Recreation trips allowed? Once a year Twice a year More than twice a year The number of leaves depends on the posting location Other:

31. What is the Foreign Service Officer's statutory holiday entitlement during the posting?

- (a) Same number of holidays as in the home country
- (b) Host country's holidays
- (c) Greater of home or host country entitlement
- (d) Other:_

Repatriation

32. Do you provide repatriation counselling for Foreign Service Officers and their families upon their return from a foreign posting?

- (a) No
- (b) Yes
- 33. Are Foreign Service Officers who voluntarily terminate their posting early and return to the home country required to pay a portion of the repatriation cost?
 - (a) No, the organization assumes the full cost of relocation
 - (b) Yes, the Foreign Service Officer must pay a portion of the cost of relocation
 - (c) Yes, the Foreign Service Officer must pay the full cost of relocation
 - (d) Depends on the circumstances
 - (e) Other:

Current Concerns

34. Please provide information about any issues that have been voiced among Foreign Service Officers or others within the organization, and the response or intended response of the organization. These may be concerns that have been brought up by individuals or their bargaining agent, or by management.

Thank you for your cooperation in completing this questionnaire. Please fax the completed questionnaire back to Sharon Clark at 1-613-237-3963. Please call Sharon Clark at 1-613-755-5953 if you have any questions.

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77. Do you plada hucikooni/Orasioned ngiono kond gniikomtoo no halosoop cohivong noy off different country and still be eiterbio antipageneiten), assort a mutar used noqu sellimat

have been paid had be she teamed to the home country Non, the assistance provides a could allower as in this as heidewidestrate astituant

setures to the house country required to pay a partian of the rephiltration control

No. the organization assumes the full cost of relocation

(b) Yes, the Foreign Service Officer must pay a portion of the cost of relocation

The year provide Bens Sull torner internet for any some from the subject of the set of Springer Service Officers?

Question 311

Yes, but only to Poreign Service Officers at an isotopay to

Ves. to all Familia Service Officers parted shread

Entrent Concerns

Please provide information about any tones that have been voiced among foreign bervice Difficers or ethers within the organization, and the response or intended rangeafts of the organization. These may be concerns that have been brought up by individuals or their bargainsation genet, or by management

(c) More data twice a year

The musicer of haves depends on the particip location

(c) Others

5. Who enouses the Ren & Recreation descination?

(A) Organization

(b) Postier Service Others

Thank you for your cooperation in completing this questionnaire. Please far the completed questionnaire back to Sharon Clark at 1-613-237-3963. Please call Sharon Clark at 1-613-755-5953 if you have any questions.

Appendix B

Summary Results Table

a. These are the automatic enterin for consideration as a foreign Service Officer sponsity

DEATHORNER ANSO Commenter Study of Tenew and Conduines of CS Officer of

Appointix B

Summer Results Table

(a)

(b)

(a)

(b)

(c)

(d)

(e)

(f)

Aid

Other:

2.

Private International DFAIT/CIC All Respondents Countries Companie Structure of the Foreign Service 1. Is your Foreign Service part of the overall Public Service or separate from it? n= 16 Part of the Public Service 94% 94% n/a 1 n/a Separate from the Public Service 6% 6% n/a n/a What are the primary responsibilities of your Foreign Service Officers? n= 16 Political/Economic 100% 100% n/a n/a Trade 1 69% 69% n/a n/a Administration 81% 81% n/a n/a Immigration 1 56% 56% n/a n/a

81%

56%

10%

6%

25%

n/a

81%

56%

n/a

n/a

n/a

	(f)	Other:		56%	56%	n/a	n/a
		Common responses: consular affairs; protection of citizens					
3.	Are trade o	fficers included in the Foreign Service Officer group, or are they a separate g	group?				
		n= 16					
	(a)	Trade officers are included in the Foreign Service Officer group	,	56%	FON		
	(b)	Trade officers are a separate group		44%	56%	n/a	n/a
	(0)	Trade Onicers are a separate group		44%	44%	n/a	n/a
4.	Do you have	e officers who specialize in immigration at postings abroad?					
		n= 16					
	(a)	Yes, at all postings		0594	of word the itera	to playedual	
	(a) (b)	At some postings		25%	25%	n/a	n/a
	(D) (C)	No	-	44%	44%	n/a	n/a
	(C)	NO		31%	31%	n/a	n/a
5.	Are immigra	ation officers included in the Foreign Service Officer group, or are they a ser	arata aroun?				
		n= 15	parate group :				
	(a)	Immigration officers are included in the Foreign Service Officer group					
			1	47%	47%	n/a	n/a
	(b)	Immigration officers are a separate group		53%	53%	n/a	n/a
~	Are ald aff	and included in the Family Castley Off					
6.	Are ald offic	cers included in the Foreign Service Officer group, or are they a separate gro	oup?				
		n= 16					
	(a)	Aid officers are included in the Foreign Service Officer group		63%	63%	n/a	n/a
	(b)	Aid officers are a separate group	1	38%	38%	n/a	n/a
7.	Are your Fo	reign Service Officers represented for bargaining, that is, are they part of a c	collective bargaining agree	ement? (This ma	y be a professio	nal	
	association	, a union, or other formal group)					
		n= 16					
	(a)	No		19%	19%	n/a	n/a
	(b)	Yes	1	81%	81%	n/a	n/a
				01.0	0110		
	Recruitmen	1	Contract of the second state of the second state of the	and in the second state of the		CARLES A DE LA COMPANY]
					C. C		
8.	What are the	e minimum criteria for consideration as a Foreign Service Officer recruit?					
	(a)	Education					
		None		15%	19%	0%	n/a
		Undergraduate Degree	1	30%	31%	25%	
		Master's Degree	*				n/a
		PhD		45%	44%	50%	n/a
		FILD		10%	6%	25%	nla

			DEALECIA	All Respondents	Countries	International	Privat
(b)	Years of v	work experience (<i>number</i>)	DFAIT/CIC A		a contraction	Organizations	Compar
	0		1	61%.	79%	6 O%	
	1			0%			
	2			22%			
	3			6%			
	4			0%			
	5			6%			
	>6			6%	0%	25%	
(c)	Foreign la	nguages (<i>number of languages</i>)					
	0		1	25%	31%	0%	
	1			10%			
	2			65%			
	3			0%			
	4+			0%			
(d)	Other: Common re	responses: competitive exams	4	45%	56%	0%	
9. In actual	practice, what i	is the highest level of education posses	ssed by most new recruits?				
(a)	Undergrad	luate degree	87 mil	20%	25%	0%	
(a) (b)	Master's de		dhold jeolijo sopose u likojo ra	65%	63%		
(D) (C)	PhD	Alice		15%	13%	25%	
(d)	Other:		Chevrale egalition is molecul	0%	0%	0%	
10. In actual	practice, how m	nany gauss of work experience do most	t new recruits have?				
(a)	Two years	- ton the second s	1	45%	56%	0%	
(a) (b)		or less two years but lass than five years		45% 40%	38%	50%	
(D) (C)	Five years of			40% 15%	38% 6%	50%	
		do you ressuit?		and a start of a feat	ool stealite tes	Are boaugant	
	1000			2004	the notion of the	059/	
(a)		e recruited to the Foreign Service in gener		80%	94%	25%	
(b)		e recruited to a specific assignment abroa		20%	19%	25%	
(c)		e recruited to a specific speciality or position		60%	50%	100%	
		cify which apecialities/positions (Common					
	oreign Service re	acruits are specialists in particular are	as, are they compensated as Foreign Service Off				
			B) Be	found comol	inden, or othe	Andrestab	
(a)		ted as Foreign Service Officers	1	84%	87%	75%	
(b)	and the second	ted according to their profession		16%	13%	25%	

Page 2 of 30

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - April 23, 2002

uniu-caree	r Recruitment		Difference and the second second second		
		DFAIT/CIC All Respondents		nternational granizations C	Private
Do you re	cruit Foreign Service Officers at mid-career, that is, professionals or ot	hers with extensive work experience who wi	sh to make a care	er change?	ompanie
		tenter foreign missione sente topolity thread an	the brand these work	nto el sarrite de tra	
(a)	No, all officers are recruited early in their careers				
(b)	Yes, but only from within the Public Service	35%	44%	0%	
(c)	Yes, from within the Public Service and the private sector	10% 55%	13% 44%	0%	
Million and		55 70	4470	100%	
what are t	the minimum criteria for consideration as a mid-career recruit?				
(a)	Education				
	High School	9%	14%	001	
	Undergraduate Degree	36%	43%	0%	
	Master's degree			25%	
	PhD	36%	29%	50%	
	in the second second the second state and the s	9%	0%	25%	
(b)	Years of work experience (number)				
	0	27%	43%	0%	
	1 1 Contract of Chardenip see by in years?	9%	14%	0%	
	2	9%	14%	0%	
	3	0%	0%		
	4			0%	
	5	18%	14%	25%	
	>6	0%	0%	0%	
		45%	29%	75%	
(c)	Foreign languages (number of languages)				
	0	54%	67%	25%	
	1	15%	11%		
	2	31%	22%	25%	
	3			50%	
	4+	0%	0%	0%	
(d)	Other:	0%	0%	0%	
		54%	78%	0%	
	mmon Responses:				
Exams					
At what las	al are mid earser menuits to it. It. I also				
At what iev	vel are mid-career recruits typically placed?				
(a)	Same level as early-career recruits	e their hones country after a fareign (orthogo	e masin dina non	neolito 60 .11	
(b)	Same level as early-career recruits, but on a faster progression path	8%	11%	0%	1
(c)	Appropriate level commensurate with work experience	0%	0%	0%	1
(d)	Other:	85%	78%	100%	1
• •	mmon Responses:	8%	11%	0%	
	lated on case by case basis				

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - April 23, 2002

		CONTRACTOR CONTRACTOR	100 000 000 000 000 000	Contral Providence and the	ernational	Priva
		DFAIT/CIC All R	Respondents			omp
What is tl	he overall trend of staffing foreign missions with locally hired professionals instead of	Foreign Service (Officers?			
(a)	Percentage of locally hired professionals is falling		0%	0%	0%	
(b)	Percentage of locally hired professionals remains steady	active Service	36%	38%	50%	
(c)	Percentage of locally hired professionals is rising		56%	50%	50%	
(d)	Other Victory served		8%	12%	0%	
Professio	onal Orientation and Training					
What kind	d of orientation and training are provided to new Foreign Service Officers?					
(a)	On-the-job-training	1	85%	94%	50%	
(b)	Classroom-setting courses	1	95%	100%	75%	
(C)	Self-study courses	1	35%	44%	0%	
(c) (d)	Domestic training assignments	1	40%	50%	0%	
(d) (e)	Foreign training assignments	1	30%	38%	0%	
(f)	Language training	1	80%	94%	25%	
(g)	Other:		0%	0%	0%	
	ommon Responses:					
Work place	ement during orientation, Integration Courses					
How long	is the orientation and training program for new Foreign Service Officers?					
			409/	31%	75%	
(a)	6 months or less		40% 30%	31% 31%	75% 25%	
(b)	More than 6 but less than 12 months		30%	25%	25%	
(c)	12 to 24 months	1	20%	13%	0%	
(d)	More than two years	1	1076	1370	070	
After the i	initial orientation and training period, how many days of training are typically provided (per year?				
	uiter an unater	5.3	6.0	6.8	3.0	
Posting Ir	nformation					
	he average length of a standard foreign posting (to one country), in years?	and a series				
		3.5	3.2	3.4	2.8	
Do officer	rs typically return to their home country after a foreign posting?					
(a)	Yes, they typically return home and do not undertake any more foreign postings		12%	0%	0%	
(b)	Yes, they typically rotate between home and foreign postings	and show that gives				
		DFAIT	32%	44%	25%	
(c)	Yes, but only after two or more postings	CIC	20%	25%	25%	
(d)	No, they are typically posted to a new location and consider a posting to the home		2404	0.50/	F00/	
	country as another temporary posting		24%	25%	50%	
(e)	Managed on a case-by-case basis		12%	6%	0%	

		DFAIT/CIC All Re	spondents C	* \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	mational contractions contractions	ompani
Are Foreig	gn Service Officers able to influence where they will be posted?					
(a)	No, they have no influence		0%	0%	0%	
(b)	Yes, but other factors override personal choice	1	60%	56%	75%	
(c)	Personal choice weighs heavily	by have no influence ut other factors override personal choice all choice weighs heavily s may turn down post without consequence s may turn down post without consequence s may turn down post without consequence ting interests, who makes the final decision regarding where a Foreign Service Officer will be posted? mel or human resources department of relevant section at headquarters if relevant section at headquarters biplomatic Board; Dept. Administrator th notice are individuals given regarding their posting location and starting date, in months? uration of a hardship posting, in years? at hardship location at hardship location at hardship location at hardship location at hardship postings must an Officer take?				
(b)	Officers may turn down post without consequence		25%	25%	25%	
In the cas	e of competing interests, who makes the final decision regarding where a Fo	reign Service Officer will be	posted?			
(a)	Personnel or human resources department		44%	63%	25%	
(b)	Head of mission	1				
(c)	Head of relevant section at headquarters		32%	13%	75%	
(d)	Other		16%			
(-)	Comon responses: Diplomatic Board; Dept. Administrator					
On averag	e how much notice are individuals given regarding their posting location and	d starting date, in months?				
		6.0	47	5.7	26	
What is th	e typical duration of a hardship posting, in years?	0.0	4.1	5.7	3.0	
(a)		20	25	25	2.0	
(a) (b)						
(0)	totel sector and sector and		2.0	2.0	1.5	
	al Foreign Service career, how many hardship postings <i>must</i> an Officer take?	?				
In a typica						
	None	1	64%	50%	75%	
(a)	208 209 200 200 200 200 200 200 200 200 200	1				•
	None	1				
(a) (b)	None One	1	28%	38%	25%	
(a) (b) (c) (d)	None One Two or more Other		28% 4%	38% 6%	25% 0%	
(a) (b) (c) (d) The follow	None One Two or more		28% 4%	38% 6%	25% 0%	
(a) (b) (c) (d) The follow Please ran	None One Two or more Other		28% 4%	38% 6%	25% 0% 0%	
(a) (b) (c) (d) The follow Please ran	None One Two or more Other ving is a list of possible reasons for candidates to turn down a foreign postin that them in order of frequency of occurrence in your organization. Inadequate compensation offer		28% 4%	38% 6%	25% 0% 0% 5	1
(a) (b) (c) (d) The follow Please ran (a) (b)	None One Two or more Other		28% 4%	38% 6%	25% 0% 0%	1
(a) (b) (c) (d) The follow Please rat (a) (b) (c)	None One Two or more Other	ng. 3 6 1	28% 4%	38% 6%	25% 0% 0% 5	
(a) (b) (c) (d) The follow Please ran	None One Two or more Other Wing is a list of possible reasons for candidates to turn down a foreign postin the them in order of frequency of occurrence in your organization. Inadequate compensation offer Poor fit of posting responsibilities with officer's skills Inability of spouse/partner to work at the posting location Inability of same same-sex partner or common-law partner to be included on the second	ng. 3 6 1	28% 4% 4% 4% 4 2	38% 6% 6% 4 3 2	25% 0% 0% 5 5 2	
(a) (b) (c) (d) The follow Please rat (a) (b) (c) (d)	None One Two or more Other Wing is a list of possible reasons for candidates to turn down a foreign postin them in order of frequency of occurrence in your organization. Inadequate compensation offer Poor fit of posting responsibilities with officer's skills Inability of spouse/partner to work at the posting location Inability of same-same-sex partner or common-law partner to be included on t officer's visa and/or passport	ng. 3 6 1	28% 4% 4% 4% 4	38% 6% 6% 4 3	25% 0% 0% 5 5	1
(a) (b) (c) (d) The follow Please rat (a) (b) (c) (d) (e)	None One Two or more Other Wing is a list of possible reasons for candidates to turn down a foreign postin the min order of frequency of occurrence in your organization. Inadequate compensation offer Poor fit of posting responsibilities with officer's skills Inability of spouse/partner to work at the posting location Inability of same same-sex partner or common-law partner to be included on to officer's visa and/or passport Parental/other adult care responsibilities	ng. 3 6 1 the 1 5	28% 4% 4% 4% 4 2	$ \begin{array}{ccccccccccccccccccccccccccccccccc$		
(a) (b) (c) (d) The follow Please rat (a) (b) (c) (d)	None One Two or more Other Wing is a list of possible reasons for candidates to turn down a foreign postin them in order of frequency of occurrence in your organization. Inadequate compensation offer Poor fit of posting responsibilities with officer's skills Inability of spouse/partner to work at the posting location Inability of same-same-sex partner or common-law partner to be included on t officer's visa and/or passport	ng. 3 6 1 the 1 5	28% 4% 4% 4% 4 2	38% 6% 6% 4 3 2 5 3	25% 0% 0% 5 5 2 3 1	

Career Progression

DFAIT/CIC

28. What types of things are used to determine if an individual will be promoted?

	80% 75%	to FS-02	to EX-01
(a)	Performance appraisals	1	1
(b)	Interview		1
(c)	Simulation exercise	and the second se	1
(d)	Years of experience in grade	1	1
(e)	Postings abroad		
(f)	Existence of an opening at the next level	the second states and formers from the	1

All Respondents

	Self-roudy courses	entry level to 2 nd level	3 rd Level	4th LeBel	5 th Level or Higher
(a)	Performance appraisals	80%	80%	85%	85%
(b)	Interview	15%	10%	15%	20%
(c)	Simulation exercise	15%	5%	10%	15%
(d)	Years of experience in grade	45%	55%	50%	50%
(e)	Postings abroad	10%	10%	30%	20%
(f)	Existence of an opening at the next level	60%	75%	7:5%	80%
(g)	Other:	10%	10%	15%	15%
(h)	Other:	5%	5%	15%	15%

Countries

n= 16	1
-------	---

	and the second	entry level to 2 nd level	3 rd Level	4th Level	5 th Level or Higher
(a)	Performance appraisals	75%	75%	81%	81%
(b)	Interview	13%	6%	13%	19%
(c)	Simulation exercise	19%	6%	13%	19%
(d)	Years of experience in grade	44%	50%	44%	44%
(e)	Postings abroad	6%	6%	25%	13%
(f)	Existence of an opening at the next level	56%	75%	75%	81%
(g)	Other:	13%	13%	19%	19%
(h)	Other:	6%	6%	19%	19%

	(f) Officer	International Organizations			
	, r	entry level to 2 nd level	3 rd Level	4th Level	5 th Level or Higher
(a)	Performance appraisals	100%	100%	1:00%	100%
(b)	Interview	25%	25%	25%	25%
(c)	Simulation exercise	0%	0%	0%	0%
(d)	Years of experience in grade	50%	75%	75%	75%
(e)	Postings abroad	25%	25%	50%	50%
(f)	Existence of an opening at the next level	75%	75%	75%	75%

29. For each of the levels below, on average, how long (in years) will a Foreign Service Officer remain in that level before being promoted?

						DFAIT/CIC All Re		of the second second	inizations Co	mpan
					144					and all and a second
Entry/ Trainee Le	evel					5.0	3.1	3.2	2.8	
Second Level						10.0	5.5	5.8	3.8	
Third Level						0.0	7.2	7.8	4.2	
Fourth Level						0.0	8.2	8.8	4.8	
What percentag	e of officers	are promoted fro	om each leve	el each year?						
What percentag		are promoted fro	om each leve	el each year?		18%	39%	39%	o'i eli 10 - St n/a	
Lave		are promoted fro	om each leve	el each year?		18% 4%	39% 18%	39% 18%	n/a n/a	
Entry/ Trainee Le		are promoted fro	om each leve	el each year?						

on refers to promotions from FS-02 to EX-01

30. Does career progression differ for mid-career recruits?

(a)	Not applicable / No mid-career recruits	1	42%	47%	25%	n/a
(b)	No		42%	33%	75%	n/a
(c)	Yes		11%	13%	0%	n/a

Attrition

31. For each of the level's below, what is the annual level of attrition of Foreign Service Officers, that is, leaving the Foreign Service?

DFAIT/CIC

	Percentage Leaving							
Level	0-2%	3-5%	6-9%	10-15%	16-20%	> 20%		
FSDP	21	1				1		
FS-02	The second se	1				1		

All Respondents

	Percentage Leaving									
Level	0-2%	3-5%	6-9%	10-15%	16-20%	> 20%				
Entry or		and the second second second second second		Contraction of the						
Trainee Level	59%	18%	6%	12%	0%	0%				
Second Level	63%	19%	19%	0%	0%	0%				
Third Level	53%	12%	35%	0%	0%	0%				
Fourth Level	71%	18%	12%	0%	0%	0%				
All Foreign		and the second s								
Service	56%	17%	17%	11%	0%	0%				

	Countries
14	n=
entage Leav	Perc

Level	0-2%	3-5%	6-9%	10-15%	16-20%	> 20%
Entry or		and the sea	San Sul -			Lave
Trainee Level	57%	21%	7%	14%	0%	0%
Second Level	57%	21%	21%	0%	0%	0%
Third Level	50%	14%	36%	0%	0%	0%
Fourth Level	71%	14%	14%	0%	0%	0%
All Foreign	1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 - 1997 -					
Service	57%	21%	14%	7%	0%	0%

		ternational Organizations	A A S				
Parking Cherry	and the second second second second	and and the second second	n= 3			and an entry train	
	formative	and the second second second	Percenta	age Leaving			
Level	0-2%	3-5%		6-9%	10-15%	16-20%	> 20%
Entry or							
Trainee Level	67%		0%	0%	0%	0%	09
Second Level	100%	and the second of the second second	0%	0%	0%	0%	09
Third Level	67%	8.02	0%	33%	0%	0%	0%
Fourth Level	67%	0.0	33%	0%	0%	0%	0%
All Foreign	122 - 11 - 11 - 12 - 12 - 12 - 12 - 12	1.5					
Service	50%		0%	25%	25%	0%	09

32. Of the Foreign Service Officers who leave at each level, please indicate the percentage leaving for each of the reasons below:

		NAME OF A DESCRIPTION OF A	Contraction of the State of State	A CONTRACTOR
3766 1	and the starts	CAREAGE AND THE	T/CIC	ALCOTED NOT AND

Level	Retirement or Death in Service	Voluntary Separation	Forced Attrition	Promotion
FSDP	t way a braccas will and	100%		
FS-02	60%	40%		

All Respondents

Level	Retirement or Death in Service	Voluntary Separation		Forced Attrition	Promotion
Entry or					
Trainee Level	7%	and the second se	80%	6%	0%
Second Level	17%	and the second se	73%	2%	0%
Third Level	49%		43%	1%	0%
Fourth Level	76%	na rate u file sou pur felevisie for	22%	1%	0%
Fifth Level	58%		32%	11%	0%

Countries

and the second second	a sumplify a state of the state	n	= 11	
Level	Retirement or Death in Service	Voluntary Separation	Forced Attrition	Promotion
Entry or Trainee Level	8%	799	6 5%	0%
Second Level	18%			
Third Level	44%			a second s
Fourth Level	77%	239	6 0%	
Fifth Level	58%	32	% 11%	

International Organizations

Level	Retirement or Death in Service	Voluntary Separation Forced Attrition		Promotion	
Entry or					
Trainee Level	0%		91%	9%	0%
Second Level	0%		88%	13%	0%
Third Level	100%	And a second	0%	0%	0%
Fourth Level	75%		20%	5%	0%

33. Of those who leave due to voluntary separation, please rank the top three reasons for leaving at each level.

DFAIT/CIC

Level	Compen- sation	Family or spousal career	Career Change	Lifestyle
FSDP	2.0	1.0	3.0	0.0
FS-02	2.0	1.0	3.0	0.0
EX-01	2.0	1.0	3.0	0.0

Level	Compen- sation	Family or spousal career	Career Change	Lifestyle	
Entry or					
Trainee Level	2	2	1	2	
Second Level	2	2	1	2	
Third Level	2	1	2	1	
Fourth Level	2	2	1	2	

All Respondents

Countries

	transfer and the second		n= 8	
Level	Compen- sation	Family or spousal career	Career Change	Lifestyle
Entry or Trainee Level	1	2	1	2
Second Level	2	2	1	2
Third Level	2	1	2	
Fourth Level	2	2	1	2

International Organizations

	and the second second		n= 2	
Level	Compen- sation	Family or spousal career	Career Change	Lifestyle
Entry or Trainee Level	514	2	2	1
Second Level		1	2	2
Third Level		1	3	2
Fourth Level		1	3	2

Electrony and the second s	ALC: A CONTRACT OF A CONTRACT OF A	Card, and Solar Invariant approximation from	CONTRACTOR CONTRACTOR CONTRACTOR	STATISTICS AND STATISTICS AND A
Contraction of the Contraction of the Contraction of the		the second s	International	Private
LED SATI (COM	All Respondents	Countries	Property and the second s	and the second second second second
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Contraction of the second second second	CONTRACTOR AND A CONTRACT OF A CONTRACTACT OF A CONTRACT OF A CONTRACTACT OF A CONTRACTACT OF A CONTRACT OF A CONTRACTACT OF A CONTRACTACT OF A CONTRACTACTACTACTACTACTACTACTACTACTACTACTACTA	The ser party of the second seco	I Suganzanona	Companiaa

34. Which of the following statements best characterizes turnover within your Foreign Service?

(a)	On average, turnover is falling		9%	7%	33%	0%
(b)	On average, turnover remains steady	1	74%	73%	67%	80%
(c)	On average, turnover is rising		17%	20%	0%	20%

35. What initiatives are in place in the organization to encourage retention of Foreign Service Officers?

DFAIT/CIC

DFAIT has initiated a Comparative Study on the Terms and Conditions of Employment of FS Officers. DFAIT and CIC are placing more emphasis on attempting to address spousalrelated issues. DFAIT/CIC are looking at new salary packages and are considering the possibility of rewarding the acquisition of skills, such as foreign languages.

All Respondents Training Enhancements, Competitive Salaries, Financial Assistance for Education, Rewarding Career Opportunities

SECTION II - COMPENSATION

Job Matching - Compensation

1 & 2. In the following table, please match your country's Foreign Service Officer positions to the Canadian Foreign Service Officer positions and provide the salary minimum, maximum, and average actual salary for each level provided.

	Degree of Match (+/-)	Number that Provided Min and Max Data	 Minimum	N	laximum	Number that Provided Average Actual Data	100 C 100	verage ual Salary
Job A	Match		\$ -	\$	-		\$	-
Job A	Match -	2	\$ 36,291	\$	47,350	1	\$	37,150
Job A	Match	8	\$ 52,861	\$	76,228	6	\$	68,881
Job A	Match +	2	\$ 46,264	\$	64,851	3	\$	41,443
Job A	Match ++	3	\$ 45,894	\$	54,085	2	\$	57,425
Job A	All	16	\$ 49,339	\$	67,959	12	\$	57,468
DFAIT/CIC	Job A Match		\$39,570		\$51,937			\$40,249

Job B	Match	0	\$ minner	\$ -		\$
Job B	Match -	2	\$ 57,088	\$ 97,391	1	\$ 35,431
Job B	Match	9	\$ 61,830	\$ 83,770	9	\$ 74,065
Job B	Match +	4	\$ 60,581	\$ 79,009	3	\$ 75,698
Job B	Match ++	1	\$ 40,380	\$ 43,164	0	\$
Job B	All	16	\$ 62,870	\$ 86,436	12	\$ 74,148
Job C	Match		\$ -	\$ -		\$
Job C	Match -	3	\$ 92,416	\$ 118,838	1	\$ 99,840
Job C	Match	8	\$ 80,547	\$ 114,996	7	\$ 97,188
Job C	Match +	4	\$ 115,528	\$ 170,649	4	\$ 100.375
Job C	Match ++	line line and 1	\$ 44,568	\$ 58,488	0	\$ -
Job C	All	17	\$ 84,763	\$ 121,605	12	\$ 98,472
DFAIT/CIC	Job B and C Match		\$50,475	 \$75,423		\$67,450

DFAIT/CIC	Job D Match		\$82,700	\$97,400		\$91,066
Job D	All	19	\$ 104,650	\$ 150,886	14	\$ 132,361
ob D	Match ++	3	\$ 108,420	\$ 151,112	2	\$ 162,581
ob D	Match +	4	\$ 116,604	\$ 176,777	5	\$ 133,215
ob D	Match	12	\$ 100,289	\$ 144,060	7	\$ 125,890
lob D	Match -	1	\$ 153,336	\$ 163,049	1	\$ 155,296
Job D	Match	0	and and a second of	and the second second	ween to work	Servir Salars

Note: Number of observations may differ from the number of respondents for each level because some respondents submitted two figures for one level.

In the average for each level, each respondent counts as one data point. Where a respondent submitted more than one salary for a level, the figures were averaged and counted as one data point.

	Degree of Match (+/-)	Number that Provided Min and Max Data	nixen B	Minimum	M	aximum	Number that Provided Average Actual Data		Average ual Salary
Job A	Match		\$	-	\$	-		\$	energet -
Job A	Match -	2	\$	36,291	\$	47,350	1	\$	37,150
Job A	Match	8	\$	43,544	\$	61,660	5	\$	53,014
Job A	Match +	2	\$	46,264	\$	64,851	3	\$	41,443
Job A	Match ++	2	\$	38,889	\$	43,687	1	\$	47,458
Job A	All	13	\$	42,251	\$	57,189	10	\$	47,400
DFAIT/CIC	Job A Match			\$39,570		\$51,937	man no benefiting	ine tra	\$40,249
	1882	251							
Job B	Match	0	\$	-	\$	-		\$	Section 1
Job B	Match -	2	\$	57,088	\$	97,391	1	\$	35,431
Job B	Match	9	\$	52,600	\$	67,778	8	\$	61,403
Job B	Match +	3	\$	55,845	\$	72,066	2	\$	74,859
Job B	Match ++	an add of goales man 1 the most second as he	\$	40,380	\$	43,164	0	\$	annañ ya
Job B	All	13	\$	55,722	\$	74,743	10	\$	63,703
Job C	Match		\$	-	\$	-		\$	-
Job C	Match -	2	\$	94,944	\$	122,098	0	\$	-
Job C	Match	. 7	\$	66,250	\$	93,331	0	\$	78,428
Job C	Match +	3	\$	112,681	\$	152,261	6	\$	84,491
Job C	Match ++	1	\$	44,568	\$	58,488	3	\$	-
Job C	All	12	\$	73,986	\$	102,709	9	\$	80,449
DFAIT/CIC	Job B and C Ma	tch		\$50,475		\$75,423			\$67,450
***							n ngana (talaz e a	1949	or old he
Job D	Match	0							
Job D	Match -	1	\$	153,336	\$	163,049	1	\$	155,296
Job D	Match	9	\$	90,602	\$	129,966	5	\$	107,169
Job D	Match +	2	\$	78,016	\$	103,904	3	\$	90,879
Job D	Match ++	2	\$	112,710	\$	142,429	1	\$	194,121
Job D	All	13	\$	91,544	\$	126,156	9	\$	109,244
DFAIT/CIC	Job D Match	Fore		\$82,700		\$97,400		-	\$91,066

Countries

Note: Number of observations may differ from the number of respondents for each level because some respondents submitted two figures for one level.

In the average for each level, each respondent counts as one data point. Where a respondent submitted more than one salary for a level, the figures were averaged and counted as one data point.

1A. How many of the levels you have indicated are considered executive or senior management?

(a)	0		67%	83%
(b)	1	1	17%	17%
(c)	2		17%	17%
(d)	3		0%	0%
(e)	4		0%	0%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - April 23, 2002

(a)	No, Foreign Service Officers may receive salaries up to the range maximum	1	96%	93%	100%	1
(b)	Yes, salaries above the mid-point are restricted to special exceptions		0%	0%	0%	
(c)	Yes, the amount of salary above the mid-point must be earned each year by superior performance		0%	0%	0%	
(d)	Yes, other:		4%	7%	0%	
How do F	Foreign Service Officers typically move through the salary range?					
(a)	By individually determined increments based on performance		33%	27%	25%	
(b)	By a percentage-rated grid based on performance	1	25%	20%	50%	
(c)	By a step-rated grid based on seniority		29%	40%	25%	
(d)	Other:		13%	13%	0%	
Other - Co	ommon Responses:					

(a)	Two years or less		0%	0%	0%	0%
(b)	Three to four years		19%	14%	25%	33%
(c)	Five years or more	1	76%	79%	75%	67%

International

DFAIT/CIC All Respondents Countries

Private

Other Compensation

6. Please describe the total remuneration package provided to your Foreign Service Officers and estimate the cost or value of each element as a percentage of the position's salary range mid-point (half-way point between the minimum and maximum).

n	Compensation Type	Value as % of Base Salary Mid- Point	Value as % of Base Salary Mid-Point	Value as % of Base Salary Mid- Point	Value as % of Base Salary Mid- Point	Value as % of Base Salary Mid Point
	Base salary	100	100	100	100	100
8	Annual bonus or incentive plan(s)	0	12	3	5	26
2	Long-term incentive plans	0	31	6	-	55
12	Pension/ Retirement/ Superannuation plans	14	15	12	24	15
5	Employee benefits	4	15	5	7	28
3	Benefits in kind	0	17	1	25	-
3	Perquisites	0	23		he water-	23
0	All assignment-related benefits					
2	Other (if significant)	0	-	- 0	- 181	

Common response: generally equal to other occupations

Comparison to Other Civil Service Positions

Other:

(d)

7.	As an approximation, where do Foreign Service salaries fall when compared to other professional groups in your civil service?									
	(a)	In the top 10 percent?		14%	14%					
	(b)	In the top 20 percent?		7%	7%					
	(c)	In the top 30 percent?	1	21%	21%					

n= 14

57%

57%

Page 13 of 30

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1 1

SECTION III - MANAGEMENT OF FAMILY, DUAL-INCOME AND DUAL-CAREER ISSUES

(a) No assistance					
		32%	19%	25%	
(b) No policy		16%	6%	25%	
				25%	
(d) Allowances provided to the Foreign Service Officer include an amount for	the spouse	40%	50%	50%	
(e) Accompanying spouses are entitled to receive unemployment insurance of	r other	4%	6%	0%	
	not			ADA.	
		0%	0%	0%	
social security system loss-of-employment compensation under any circur	mstances				
(g) Compensation is provided for the loss of a spouse's public or private pens	tion	16%	25%	0%	
(h) Accompanying spouses are provided with supplemental pension benefits		12%	19%	0%	
(i) Accompanying spouses continue to accrue pension entitlement under the s	social	20%	25%	25%	
security program while on foreign posting		in the second second	the product by	The Property of	
 Accompanying spouses are provided compensation or an allowance in rec their representational responsibilities 	ognition of	8%	13%	©%	
(k) Managed on a case-by-case basis		0%	0%	0%	
(I) Other:		12%	19%	0%	
The Average House				070	
	 Allowances provided to the Foreign Service Officer include an amount for Accompanying spouses are entitled to receive unemployment insurance of social security system loss-of-employment compensation only if they are in permitted to work in the host location Accompanying spouses are entitled to receive unemployment insurance of social security system loss-of-employment compensation under any circuit Compensation is provided for the loss of a spouse's public or private pension Accompanying spouses are provided with supplemental pension benefits Accompanying spouses continue to accrue pension entitlement under the security program while on foreign posting Accompanying spouses are provided compensation or an allowance in recompanying spouses are provided compensation or an allowance in recompanying spouses basis 	d) Allowances provided to the Foreign Service Officer include an amount for the spouse ✓ e) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation <i>only if they are not permitted to work in the host location</i> If they are not permitted to work in the host location f) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation <i>under any circumstances</i> ✓ g) Compensation is provided for the loss of a spouse's public or private <i>pension</i> ✓ n) Accompanying spouses are provided with supplemental pension benefits ✓ ii) Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting ✓ iii) Accompanying spouses are provided compensation or an allowance in recognition of their <i>representational</i> responsibilities ✓ k) Managed on a case-by-case basis ✓	d) Allowances provided to the Foreign Service Officer include an amount for the spouse 40% e) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation only if they are not permitted to work in the host location 4% f) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation under any circumstances 0% g) Compensation is provided for the loss of a spouse's public or private pension 16% n) Accompanying spouses are provided with supplemental pension benefits 12% ii) Accompanying spouses are provided compensation or an allowance in recognition of their representational responsibilities 8% k) Managed on a case-by-case basis 0%	d) Allowances provided to the Foreign Service Officer include an amount for the spouse 40% 50% e) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation only if they are not permitted to work in the host location 4% 6% f) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation under any circumstances 0% 0% g) Compensation is provided for the loss of a spouse's public or private pension 16% 25% n) Accompanying spouses are provided with supplemental pension benefits 12% 19% ii) Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting 20% 25% iii) Accompanying spouses are provided compensation or an allowance in recognition of their representational responsibilities 0% 0%	d) Allowances provided to the Foreign Service Officer include an amount for the spouse 40% 50% 50% e) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation only if they are not permitted to work in the host location 6% 0% f) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation under any circumstances 0% 0% 0% g) Compensation is provided for the loss of a spouse's public or private pension 16% 25% 0% n) Accompanying spouses are provided with supplemental pension benefits 12% 19% 0% i) Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting 20% 25% 25% g) Companying spouses are provided compensation or an allowance in recognition of their representational responsibilities 0% 0% 0% g) Managed on a case-by-case basis 0% 0% 0% 0%

What is the estimated actual amount provided to spouses through the various forms indicated above (based on average salary)?

Do you assist the spouse to find employment at the posting location and upon return from a foreign posting? 2.

	DFAIT/CIC		
		On posting	Upon return
(a)	No		
(b)	Employ at foreign/home location as a local staff member if suitable position is	1	1
(c)	Employ at foreign/home location as a Foreign Service Officer if suitable position is available	A of Society	1
(d)	Canvass other organizations for available jobs	1	
(e)	Pay allowance to cover job search expenses (e.g., curriculum vitae preparation,	Sector -	1.30
	translation, employment agency fees)	1	1
(f)	Assist to obtain work permit	1	N/A
(g)	Provide allowance to cover host country certification/continuing education/training programs if required for spouse to work	16	N/A
(h)	Provide annual allowance to cover home country professional certification, continuing education, training or personal interest programs	1	
(i)	Managed on a case-by-case basis		
(j)	Other:	1	1

S.

1.5%

20 Manda - abret Tethna S vareness?

All Respondents

(a)	No	21%	75%		
(b)	Employ at foreign/home location as a local staff member if suitable position is	21/0	15%		
	available	33%	8%		
(c)	Employ at foreign/home location as a Foreign Service Officer if suitable position is	0070	070		
	available	13%	8%		
(d)	Canvass other organizations for available jobs	17%	8%		
(e)	Pay allowance to cover job search expenses (e.g., curriculum vitae preparation,		010		
	translation, employment agency fees)	17%	17%		
(f)	Assist to obtain work permit	42%			
(g)	Provide allowance to cover host country certification/continuing education/training		N/A		
	programs if required for spouse to work	4%			
(h)	Provide annual allowance to cover home country professional certification, continuing				
	education, training or personal interest programs		- and a stand of the		
	Particular and a second s	8%	0%		
(i)	Managed on a case-by-case basis	25%	0%		
(j)	Other:	13%	4%		
	Yes, Portion Sandra Churcherte				
	Countries				
	n= 15				
(a)	No	13%	070/		
(b)	Employ at foreign/home location as a local staff member if suitable position is	1370	87%		
	available	47%	7%		
(c)	Employ at foreign/home location as a Foreign Service Officer if suitable position is	4770	1 70		
	available	13%	7%		
(d)	Banvass other organizations for available jobs	27%	7%		
(e)	Pay allowance to cover job search expenses (e.g., curriculum vitae preparation,	2170	1 70		
	translation, employment agency fees)	0%	70/		
(f)	Assist to obtain work permit	60%	7%		
(g)	Provide allowance to cover host country certification/continuing education/training				
1.57	programs if required for spouse to work	0%	N/A		
(h)	Provide annual allowance to cover home country professional certification, continuing	070			
	education, training or personal interest programs		and the second		
		0%	0%		
(i)	Managed on a case-by-case basis	33%	0%		
(j)	Other:	20%	0%		
	Control Services in the	20701	070]		
	International Organizations				
	n= 4				
(a)	No				
(b)	Employ at foreign/home location as a local staff member if suitable position is	75%	75%		
(c)	Employ at foreign/home location as a Foreign Service Officer if suitable position is	0%	25%		
(-)	available	001	0504		
(d)	Canvass other organizations for available jobs	0%	25%		
(e)	Pay allowance to cover job search expenses (e.g. curriculum vitao proparation	0%	25%		
	translation, employment agency fees)	0%	00/		
(f)	Assist to obtain work permit	0%	0%		
(g)	Provide allowance to cover host country certification/continuing education/training		N/A		
	programs if required for spouse to work	0%			
(h)	Provide annual allowance to cover home country professional certification continuing	0%			
	education, training or personal interest programs				
	, and the second s				
(i)	Managed on a case-by-case basis	0%	0%		
	Other:	0%	0%		
(j)	Other.	0%	25%		

Private Companies

(a) No 0% (b) Employ at foreign/home location as a local staff member if suitable position is available 20% Employ at foreign/home location as a Foreign Service Officer if suitable position is (c) 20% (d) Canvass other organizations for available jobs 0% (e) Pay allowance to cover job search expenses (e.g., curriculum vitae preparation, translation, employment agency fees) 80% (f) Assist to obtain work permit 20% N/A Provide allowance to cover host country certification/continuing education/training (g) N/A programs if required for spouse to work 20% Provide annual allowance to cover home country professional certification, continuing (h) education, training or personal interest programs 40% (i) Managed on a case-by-case basis 20% Other:_ (j) 0%

DFAIT/CIC. All Respondents Countries International Private Organizations Companies

40%

0%

0%

0%

60%

0%

0%

0%

3. What is the trend with respect to spouses not accompanying Foreign Service Officers on posting due to career-related issues?

(a)	Fewer spouses are a	accompanying officers on	posting due to career-rel	lated issues.				
(b)	There has been no su	ubstantial change in the n	number of spouses not ac	ccompanying	48%	50%	0%	80%
	officers on posting du	ue to career-related issues	IS.					
(c)	Don't know				28%	31%	25%	20%
					16%	13%	50%	0%
(d)	N/A				4%	0%	25%	0%
(e)	Other				0%	0%	0%	0%
unacco	mpanied Foreign Servio	ce Officers provided wit	th special Home Leaves	s or family visits to the host locatio	n?			
(a)	No				EDO	500/		
(b)	Yes, one extra trip per	r assignment vear			56%	50%	50%	80%
(c)	Yes, two extra trips pe			a way	24%	25%	25%	20%
(-)	Con the Caud uips pe	CI designing the line of the level of the le			00/	1001		Concerns on the Name of Street of St

(c)	Yes, two extra trips per assignment year	1	8%	13%	0%	0%
(d)	Yes, more than two extra trips per assignment year		4%	0%	25%	0%

5. Please describe any policy changes that you are considering that would affect your answers to any of the questions above (please use a

DFAIT/CIC

DFAIT and CIC are considering/ exploring two new policies: provision of a spousal premiuj; and provision of Employment Insurance benefits for spouses who accompany the employee abroad and who would otherwise have been eligible fo El Benefits in Canada.

All Respondents

Considering spousal assistance, Annual family visits being considered, Support to allow spouse to work abroad

SECTION IV - CONDITIONS OF SERVICE ABROAD

4.

Are

	Administr	rative Information					
1.	Do you ha	ave specific policies governing the conditions of service of Foreign Service Officers ab	road?				
	(a) (b)	Yes No	1	92% 4%	94% 0%	75% 25%	100% 0%
2.	What strat	ategic objectives determine your general foreign assignment terms and conditions?					
	(a) (b)	Provide incentives to recruit and retain Foreign Service Officers Maintain home country living standards and purchasing power (i.e., "keep whole")	1	36% 76%	44% 81%	25% 50%	20% 80%
	(c) (d) (e) (f)	Exceed home country living standards and purchasing power Match host country living standards and purchasing power Match terms and conditions typically offered by multinational companies Other:		12% 8% 8%	13% 6% 6%	0% 25% 0%	20% 0% 20%
				4%	6%	0%	0%

3. Do the conditions of service abroad (other than perquisites) vary with the level of the Foreign Service Officer?

(a) No	1	52%	44%	75%	60%
(b) Yes		44%	50%	25%	40%
Level at which distiction is made: VP, Senior Manager, Ambassador					

Posting Orientation

4. Please indicate if the following services are provided:

		Cultural Sensitivity/ Psychological Suitability Testing	Language classes	Cross-Cultural Training
(a)	No	Suitability resting	COLUMN DE TEN	FOR THE ST STORE ST
(b)	Yes, Foreign Service Officer only		2	
(c)	Yes, Foreign Service Officer and spouse		1	
(d)	Yes, on a case-by-case basis		and the second second	and the second second second
(e)	Other			

All Respondents

DFAIT/CIC

		Cultural Sensitivity/ Psychological Suitability Testing	Language classes	Cross-Cultural Training
(a)	No	60%	12%	28%
(b)	Yes, Foreign Service Officer only	8%	8%	12%
(c)	Yes, Foreign Service Officer and spouse	20%	76%	40%
(d)	Yes, on a case-by-case basis	12%	4%	20%
(e)	Other	0%	4%	0%

Countries

		n= 16
		Cultural Sensitivity/ Language Cross-Cultur Psychological classes Training Suitability Testing
(a)	No	63% 0% 1
(b)	Yes, Foreign Service Officer only	6% 13% 1
(c)	Yes, Foreign Service Officer and spouse	13% 81% 3
(d)	Yes, on a case-by-case basis	19% 6% 3
(e)	Other	0% 6%

International Organizations

		n= 4		
		Cultural Sensitivity/ Psychological Suitability Testing	Language classes	Cross-Cultural Training
(a)	No	75%	75%	100%
(b)	Yes, Foreign Service Officer only	25%	0%	0%
(c)	Yes, Foreign Service Officer and spouse	0%	25%	0%
(d)	Yes, on a case-by-case basis	0%	0%	0%
(e)	Other	0%	0%	0%

Other - Common Responses:

-

		Cultural Sensitivity/	Language	Cross-Cultural			
		Psychological Suitability Testing	classes	Training			
(a)	No	40%	0%	0%			
(b)	Yes, Foreign Service Officer only	0%	0%	0%			
(c) (d)	Yes, Foreign Service Officer and spouse Yes, on a case-by-case basis	60%	100%	100%			
(e)	Other	0%	0%	0%			
Other C	Provide alteration to speak hold pattery contributing contract		0.01	076]			
Other - C	ommon Responses:						
		Cutural Sec	DFAIT/CIC	ul Respondents		ternational	Priva
Do you pi	rovide an orientation meeting to discuss relocation and other	r posting issues?				ganizations	Compar
(a)	Yes			Section Officer and			
(b)	No		1	84%	75%	100%	1
				12%	19%	0%	
Relocation	n			and the second second			
Do you pa	ay for the shipment of household goods to and from a foreigr	nostina?					
		i posting i					
(a)	No			0%	0%	0%	
(b)	Yes, all reasonable costs			12%	13%	0%	
(c) (d)	Yes, but with weight and/or volume limits		1	72%	69%	100%	
(d) (e)	Yes, but only if the staff member leases unfurnished housing Yes, but only partial if fully/partially furnished quarters are lea			0%	0%	0%	
(e) (f)	Other:	ised		8%	13%	0%	
.")				4%	0%	0%	
n the polic	ovide an additional incidental allowance to Foreign Service O cy (e.g., telephone or cable connections)?	fficers moving to and from	m a foreign po	sting to cover mise	cellaneous items	not specificall	y cover
a)	No			25%	20%	50%	:
b)	Yes, expressed as a percent of base salary without a cap			17%	13%	0%	
c)	Yes, expressed as a percent of base salary with a cap			8%	13%	0%	
	Percentage of salary for response (b)or(c)			13%	13%	078	4004
	Annual salary cap for response (c)					-	16%
d)	Yes, fixed amount		,	\$4,869	\$5,014	- (9)	\$4,000
e)	Other:			46%	47%	50%	4
	the work of a ready have been as the set of			4%	7%	0%	

Incentive and Hardship Premiums and Cost-of-Living

(c)

(d)

(e) (f)

(g)

Yes, paid in the normal pay cycle (e.g., monthly)

Yes, paid annually

Other:

Yes, at the end of posting

Yes, but format varies by location

Please indicate whether you provide an incentive premium (e.g., Foreign Service Premium, Assignment Bonus) to Foreign Service Officers accepting an overseas posting, 8. and whether you provide a hardship premium to Foreign Service Officers accepting a posting at a hardship location.

	DFAIT/CIC		
	the second s	Incentive	Hardship
		premium	premium
1)	No		
)	Yes, paid in a lump sum		and the second se
)	Yes, paid in the normal pay cycle (e.g., monthly)	1	1
)	Yes, paid annually		
)	Yes, at the end of posting		
)	Yes, but format varies by location		and the second s
)	Other:		and the second s
	All Respondents		
			11-11
		Incentive	Hardship
	south a Dest-of Elither addresses for Founder Buryles "Ream on	premium	premium
)	No	48%	16%
)	Yes, paid in a lump sum	0%	4%
)	Yes, paid in the normal pay cycle (e.g., monthly)	44%	72%
)	Yes, paid annually	0%	0%
)	Yes, at the end of posting	0%	0%
	Yes, but format varies by location	4%	4%
)	Other:	8%	4%
	Countries		
	n= 16	I	
		Incentive	Hardship
		premium	premium
)	No	56%	13%
)	Yes, paid in a lump sum	0%	0%
)	Yes, paid in the normal pay cycle (e.g., monthly)	38%	81%
)	Yes, paid annually	0%	0%
)	Yes, at the end of posting	0%	0%
	Yes, but format varies by location	6%	6%
)	Other:	6%	0%
	International Organizations n= 4		
		Incentive	Hardship
		premium	premium
)	No	50%	25%
)	Yes, paid in a lump sum	0%	0%
:)	Yes, paid in the normal pay cycle (e.g., monthly)	50%	75%
1)	Yes, paid annually	0%	0%
)	Yes, at the end of posting	0%	0%
)	Yes, but format varies by location	0%	0%
))	Other:	0%	0%
	Private Companies		
	And the second s		Usedable
		Incentive	Hardship
il de marte	inter and international statements of the second statement of the second state	premium	premium
1)	No	20%	20%
))	Yes, paid in a lump sum	0%	20%
10	Ves paid in the normal pay cycle (e.g. monthly)	60%	411%

60%

0%

0%

0%

20%

40%

0%

0%

0% 20%

(f)

Other:

9. If you provide an incentive premium and/or hardship premium, on what basis is it calculated?

	DFAI1/CIC		
		Incentive	Hardship
		premium	premium
(a)		promium	promum
(b)	Expressed as a percent of base salary with a monetary cap		
	Percentage, if the premium is the same for all postings		
	Lowest percentage, if the premium varies by location		
	Highest percentage if the premium varies by location		
	Annual salary cap for response (b)		
(c)		1	
(d)			
	Number of months		
(e)			
to source	Annual flat amount		
(f)	Other:		
	New York Control of the Control of t	L	
	All Respondents		
	A COSPONDERS		
		Construction of the second	
		Incentive	Hardship
(a)	Expressed as a percent of base salary without a monetary cap	premium	premium
(a) (b)	Expressed as a percent of base salary without a monetary cap Expressed as a percent of base salary with a monetary cap	23%	26%
(0)	Percentage, if the premium is the same for all postings	5%	9%
	Lowest percentage, if the premium is the same for all postings	11%	- Marken M
	Lowest percentage, if the premium varies by location	-	11%
(c)	Highest percentage if the premium varies by location	8%	21%
(d)	Varies according to a step-rated table	18%	17%
(u)	Expressed as a fixed number of months of base salary Number of months	0%	0%
(0)	Flat amount for all officers	-	-
(e)	Flat amount for all officers Annual flat amount	5%	23%
(f)	Annual flat amount Other:	\$12,500	- 9%
	n= 14	Incentive	Hardship
		premium	premium
(a)	Expressed as a percent of base salary without a monetary cap	0%	7%
(b)	Expressed as a percent of base salary with a monetary cap	7%	0%
	Percentage, if the premium is the same for all postings	8%	-
	Lowest percentage, if the premium varies by location	-	25%
	Highest percentage if the premium varies by location		13%
	Annual salary cap for response (b)		
(c)	Varies according to a step-rated table	29%	27%
(d)	Expressed as a fixed number of months of base salary	0%	0%
	Number of months		-
(e)	Flat amount for all officers	0%	36%
	Annual flat amount	-	-
(f)	Other:	7%	13%
	International Organizations		
	n= 3	In second	Undett
		Incentive	Hardship
(a)	Expressed as a percent of base salary without a monetary cap	premium	premium
(b)	Expressed as a percent of base salary without a monetary cap Expressed as a percent of base salary with a monetary cap	33%	33%
(0)	Percentage, if the premium is the same for all postings	0%	67%
	lowest percentage, if the promiting for all postings	10%	
	Lowest percentage, if the premium varies by location	Little or a	6%
(c)	Highest percentage if the premium varies by location	-	25%
(d)	Varies according to a step-rated table	0%	0%
(0)	Expressed as a fixed number of months of base salary	0%	0%
(0)	Number of months	-	-
(e)	Flat amount for all officers Annual flat amount	33%	0%
(f)	Annuai flat amount Other	-	-

33%

0%

.

10.

11.

12.

	Privata Companies					
		Incentive	Hardship			
1-1	-	premium	premium			
(a)	Expressed as a percent of base salary without a monetary cap	80%	80%			
(b)	Expressed as a percent of base salary with a monetary cap	0%	0%			
	Percentage, if the premium is the same for all postings Lowest percentage, if the premium varies by location	14%	- 4%			
	Highest percentage if the premium varies by location	15%	22%			
	Annual salary cap for response (b)	15%	2270			
(c)	Varies according to a step-rated table	0%	and a start of the			
(d)	Expressed as a fixed number of months of base salary	0%	0%			
(-)	Number of months	-	-			
(e)	Flat amount for all officers	0%	0%			
	Annual flat amount	-	-			
(f)	Other:	0%	0%			
		DFAIT/CIC A	Il Respondents	Countries	International	
					Organizations	Companies
Do you pr	ovide a Cost-of-Living allowance for Foreign Service Officers on posting?					
(a)	No		and the state of the second	And was served to be	100	
	Yes, paid out as a lump sum		0%	0%	09	
(b)			24%	25%	25%	
(c)	Yes, as a percentage of base salary without a monetary cap	1	40%	44%	50%	% 20%
(b)	Yes, as a percentage of base salary with a monetary cap		12%	6%	25%	% 20%
(e)	Other		20%	19%	0%	% 40%
Other - Co	ommon Responses:					
Varies with	number of dependants, position and location					
f you prov	vide a Cost-of-Living allowance, how often is the amount adjusted?					
(a)	Allowance is fixed for length of posting					
(4)	Allowarice is fixed for length of posting		4%	0%	0%	× 20%
(b)	Adjusted annually		4%	0%	0%	
(b)	Adjusted annually		16%	19%	25%	% 0%
(b) (c)	Adjusted annually Adjusted whenever new data are received		16% 28%	19% 19%	259 259	% 0% % 60%
(b)	Adjusted annually Adjusted whenever new data are received Adjusted whenever differential changes by at least a fixed %		16%	19%	25%	% 0% % 60%
(b) (c) (d)	Adjusted annually Adjusted whenever new data are received Adjusted whenever differential changes by at least a fixed % <i>Minimum percentage</i>	3%	16% 28%	19% 19%	259 259	% 0% % 60%
(b) (c)	Adjusted annually Adjusted whenever new data are received Adjusted whenever differential changes by at least a fixed %	3%	16% 28% 24%	19% 19% 25%	259 259 259	% 0% % 60% % 20% 5%
(b) (c) (d) (e)	Adjusted annually Adjusted whenever new data are received Adjusted whenever differential changes by at least a fixed % <i>Minimum percentage</i>	3%	16% 28% 24% 4%	19% 19% 25% 3%	25% 25% 25% 5%	% 0% % 60% % 20% 5%
(b) (c) (d) (e) Other - Co	Adjusted annually Adjusted whenever new data are received Adjusted whenever differential changes by at least a fixed % <i>Minimum percentage</i> Other:	3%	16% 28% 24% 4%	19% 19% 25% 3%	25% 25% 25% 5%	% 0% % 60% % 20% 5%
(b) (c) (d) (e) Other - Co Adjusted tw	Adjusted annually Adjusted whenever new data are received Adjusted whenever differential changes by at least a fixed % <i>Minimum percentage</i> Other: ommon Responses:	3%	16% 28% 24% 4%	19% 19% 25% 3%	25% 25% 25% 5%	% 0% % 60% % 20% 5%
(b) (c) (d) (e) Other - Co	Adjusted annually Adjusted whenever new data are received Adjusted whenever differential changes by at least a fixed % <i>Minimum percentage</i> Other: ommon Responses: vice a year	3%	16% 28% 24% 4%	19% 19% 25% 3%	259 259 259 5% 259	% 0% % 60% % 20% 5% % 0%
(b) (c) (d) (e) Other - Co Adjusted tv	Adjusted annually Adjusted whenever new data are received Adjusted whenever differential changes by at least a fixed % <i>Minimum percentage</i> Other:	3%	16% 28% 24% 4% 24%	19% 19% 25% 3% 31%	259 259 259 5% 259	% 0% % 60% % 20% % 0%
(b) (c) (d) (e) Other - Co Adjusted tw Which of t (a)	Adjusted annually Adjusted whenever new data are received Adjusted whenever differential changes by at least a fixed % <i>Minimum percentage</i> Other: ommon Responses: wice a year the following are taxable? Incentive premium	3%	16% 28% 24% 4% 24% 4% 24%	19% 19% 25% 3% 31%	259 259 259 259 259 259 259 09 09	% 0% % 60% % 20% % 0% % 20% % 20% % 20%
(b) (c) (d) (e) Other - Co Adjusted tw Which of t (a) (b)	Adjusted annually Adjusted whenever new data are received Adjusted whenever differential changes by at least a fixed % <i>Minimum percentage</i> Other: ommon Responses: wice a year the following are taxable? Incentive premium Hardship premium	3%	16% 28% 24% 4% 24%	19% 19% 25% 3% 31% 0% 13%	259 259 5% 259 09 09 09 259	% 0% % 60% % 20% % 0% % 20% % 20% % 20% % 20% % 20% % 20% % 20%

-

				CONTRACTOR DECISION	CERTIFICATION INTE	Allenic contexts of the	ternational	Priv
				DFAIT/CIC AILR	tespondents (omp
Do	o you hav	e a housing assistance program designed to help a Foreign	Service Officer maint	ain a residence in th	e home country	,		
	(a)	No			80%	88%	100%	
	(b)	Yes, pay all expenses for third party home management service		1	12%	0%	0%	
	(c)	Yes, pay third-party home management services to a set ma	iximum		0%	0%	0%	
	(d)	Yes, but organization reimburses for only specific fees			4%	6%	0%	
	(e) (f)	Yes, organization pays a flat amount Yes, organization reimburses on an ad hoc basis			0% 0%	0% 0%	0%	
	(g)	Other:			0%	0%	0% 0%	
Do	you gua	rantee to a Foreign Service Officer reimbursement of a loss	from the rental of the	home country princi	ipal residence?			
	(a)	No			88%	88%	100%	
	(b)	Yes, with a cap of a specified monetary amount or number of	months rent		4%	0%	0%	
	(c)	Yes, organization absorbs the loss without limit			0%	0%	0%	
	(d)	Will stop housing share/deduction for a period		1	0%	0%	0%	
	(e)	Reduce housing share paid by the Foreign Service Officer to	offset this loss		0%	0%	0%	
	(f)	Managed on a case-by-case basis			0%	0%	0%	
	(g)	Other:			0%	0%	0%	
Do	you prov	ide assistance with the sale and/or purchase of the home co	ountry principal reside	nce?				
		DEAIT/CIC	Sale	Purchase				
(a)		No	0%	0%				
(b) (c)		Yes, once per posting Yes, based on a different frequency	0%	0%				
(0)			1					
		i ioquoney	One buy and one sell p	er career				
		All Respondents	1					
		26% 25%	at boot 6					
(-)								
(a) (b)		No	Sale	Purchase				
		No Yes once per posting	80%	80%				
(c)		Yes, once per posting	80% 20%	80% 12%				
			80%	80%				
		Yes, once per posting Yes, based on a different frequency Frequency	80% 20%	80% 12%				
		Yes, once per posting Yes, based on a different frequency	80% 20% 0%	80% 12% 4%				
(c)		Yes, once per posting Yes, based on a different frequency Frequency Countries	80% 20% 0%	80% 12% 4%				
		Yes, once per posting Yes, based on a different frequency Frequency Countries n= No Yes, once per posting	80% 20% 0% 16 Sale	80% 12% 4% Purchase 88%				
(c) (a)		Yes, once per posting Yes, based on a different frequency Frequency Countries n= No Yes, once per posting Yes, based on a different frequency	80% 20% 0%	80% 12% 4%				
(c) (a) (b)		Yes, once per posting Yes, based on a different frequency Frequency Countries n= No Yes, once per posting	80% 20% 0% 16 Sale 100%	80% 12% 4% Purchase 88% 0%				
(c) (a) (b)		Yes, once per posting Yes, based on a different frequency Frequency Countries n= No Yes, once per posting Yes, based on a different frequency Frequency International Organizations	80% 20% 0% 16 5ale 100% 0%	80% 12% 4% Purchase 88% 0%				
(c) (a) (b) (c)		Yes, once per posting Yes, based on a different frequency <i>Countries</i> n= No Yes, once per posting Yes, based on a different frequency <i>Frequency</i> International Organizations n=	80% 20% 0% 16 5ale 100% 0% 0% 0%	80% 12% 4% 9 Purchase 88% 0% 6% 9 Purchase				
(c) (a) (b) (c) (a)		Yes, once per posting Yes, based on a different frequency Frequency Countries n= No Yes, once per posting Yes, based on a different frequency Frequency International Organizations n= No	80% 20% 0% 16 5ale 100% 0% 0% 0% 0% 0%	80% 12% 4% 9 Purchase 88% 0% 6% 9 Purchase 100%				
(c) (a) (b) (c)		Yes, once per posting Yes, based on a different frequency <i>Countries</i> n= No Yes, once per posting Yes, based on a different frequency <i>Frequency</i> International Organizations n=	80% 20% 0% 16 5ale 100% 0% 0% 0%	80% 12% 4% 9 Purchase 88% 0% 6% 9 Purchase				
(c) (a) (b) (c) (a) (b)		Yes, once per posting Yes, based on a different frequency Frequency Countries n= No Yes, once per posting Yes, based on a different frequency Frequency International Organizations n= No Yes, once per posting Yes, based on a different frequency	80% 20% 0% 16 5ale 100% 0% 0% 4 5ale 100% 0%	80% 12% 4% 9 Purchase 88% 0% 6% 6% 9 Purchase 100% 0%				
(c) (a) (b) (c) (a) (b) (c)		Yes, once per posting Yes, based on a different frequency Frequency Countries n= No Yes, once per posting Yes, based on a different frequency Frequency International Organizations n= No Yes, once per posting Yes, based on a different frequency Frequency Private Companies	80% 20% 0% 0% 16 5ale 4 5ale 100% 0% 0% 0% 0% 0%	80% 12% 4% Purchase 88% 0% 6% 9% Purchase 100% 0% 0% 0% 0%				
(c) (a) (b) (c) (a) (b) (c) (a)		Yes, once per posting Yes, based on a different frequency Frequency Countries n= No Yes, once per posting Yes, based on a different frequency Frequency International Organizations n= No Yes, once per posting Yes, based on a different frequency Frequency Private Companies No	80% 20% 0% 0% 16 Sale 4 Sale 100% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	80% 12% 4% Purchase 88% 0% 6% 6% Purchase 100% 0% 0% 0% 0% 0%				
(c) (a) (b) (c) (a) (b) (c)		Yes, once per posting Yes, based on a different frequency Frequency Countries n= No Yes, once per posting Yes, based on a different frequency Frequency International Organizations n= No Yes, once per posting Yes, based on a different frequency Frequency Private Companies	80% 20% 0% 0% 16 5ale 4 5ale 100% 0% 0% 0% 0% 0%	80% 12% 4% 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9				

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Yes, through a host country group or individual medical plan

Common response: Through location allowance, According to special legislation

Yes, through a cash reimbursement

(d)

(e)

(f)

Other_

Summary Results Table - April 23, 2002

International Private DFAIT/CIC All Respondents Countries Organizations

28%

8%

20%

12%

38%

0%

31%

19%

0%

0%

0%

0%

20%

40%

0%

0%

Compan 16. Do you provide special financial assistance to Foreign Service Officers whose families remain in the home country temporarily and join them after the start of the posting? (a) No 48% 50% 50% 40% (b) Yes, home housing share/deduction delayed until family vacates home country residence. 1 20% 13% 0% 60% (c) Other: 28% 31% 50% 0% Other - Common Responses: Separate maintenance grant is provided Assistance with Host Country Housing (Abroad) 17. Do you provide assistance for housing to Foreign Service Officers at the host location? (a) No 0% 0% 0% 0% (b) Yes, always 84% 94% 50% 80% Only where housing costs are higher (c) 8% 0% 25% 20% Other_ (d) 4% 0% 25% 0% 18. Do you require the officer to pay a portion of the cost of housing at the host location? No (a) 44% 63% 0% 20% (b) Yes 52% 31% 100% 80% (c) Other_ 0% 0% 0% 0% 19. Do you pay for host location utilities costs (excluding telephone)? (a) No 28% 31% 50% 0% Yes, included in the housing/Cost-of-Living allowance (b) 24% 19% 25% 40% Yes, Foreign Service Officer reimbursed for actual costs (c) 28% 31% 0% 40% Yes, reimbursed in selected locations only (d) 4% 0% 0% 20% (e) Other: 12% 13% 25% 0% Other - Common Responses: Officer contributes portion as well Employee Benefits Abroad 20. Do you cover the additional costs of medical/dental care while on a foreign posting? (a) No 12% 6% 50% 0% (b) Yes, though the home country organization's standard private medical plan 28% 13% 50% 60% (c) Yes, through a special home country or international medical plan

Perquisites Abroad

(a)

No

No

(a)

(h)

(a)

(b)

21. Please indicate if you provide the following perquisites:

DFAIT/CIC

Automobile Recreational Club Representation Membership Allowance* 1 1

(b)	Managed on a case-by-case basis	
(c)	Yes, without cost to Foreign Service Officer	
(d)	Yes, with the Foreign Service Officer bearing a portion of the cost	
(e)	Only in accordance with host country norms for the position being filled	an and the second
(f)	Only in specific locations	
(g)	Only at specific levels Lowest level eligible:	
(h)	Other:	
	All Respondents	

		1
		-
	vigit ens alkos∰h	Offer when a hour
Automobile	Recreational Club	Representation
	Membership	Allowance*
24%	64%	20%
0%	8%	20% 4%
0%	8%	16%

4%

12%

0%

4%

0

4%

8%

8%

4%

0

8%

6%

0%

25%

13%

6%

0%

31%

0

13%

36%

(b)	Managed on a case-by-case basis
(c)	Yes, without cost to Foreign Service Officer
(d)	Yes, with the Foreign Service Officer bearing part of cost
(e)	Only in accordance with host country norms for the position being filled
(f)	Only in specific locations

Only at specific levels (g) Lowest level eligible.

Other:

Countries

n= 16

Automobile Recreational Club Representation Membership Allowance*

		and the second second	
	31%	69%	
	0%	6%	
	0% 0%	6% 13%	
ost	0%	6%	
ng filled	0%	0% 0% 6%	1
	0%	0%	
	69%	6%	-
	0	0	
	0%	6%	10
			-

0%

12%

8%

56%

0

4%

Managed on a case-by-case basis Yes, without cost to Foreign Service Officer (c) (d) Yes, with the Foreign Service Officer bearing a portion of the co (e) Only in accordance with host country norms for the position bein

Only in specific locations (f) (g)

No

Only at specific levels

Lowest level eligible: (h) Other:

	International Organizations			
	n= 4	Automobile	Recreational Club	Representation
		Actinopile	Membership	Allowance*
(a)	No	25%	100%	25%
(b)	Managed on a case-by-case basis	0%	0%	0%
(c)	Yes, without cost to Foreign Service Officer	0%	0%	0%
(d)	Yes, with the Foreign Service Officer bearing a portion of the		010	070
1-1	cost	0%	0%	0%
(e)	Only in accordance with host country norms for the position being filled			The NECK
		25%	0%	0%
(f)	Only in specific locations	25%	0%	25%
(g)	Only at specific levels Lowest level eligible:	50%	0%	100%
(h)	Other:	0	0	(d)
		0%	0%	0%
	Private Companies			
		Automobile	Recreational Club	Representation
			Membership	Allowance*
(0)	No			
(a) (b)	No Managed on a case-by-case basis	0%	20%	60%
(c)	Yes, without cost to Foreign Service Officer	0%	20%	20%
(d)	Yes, with the Foreign Service Officer bearing part of cost	0%	0%	0%
e)	Only in accordance with host country norms for the position being filled	0%	0%	0%
	· · · · · · · · · · · · · · · · · · ·	40%	600/	0001
(f)	Only in specific locations	20%	60% 0%	20%
g)	Only at specific levels	20%	0%	0%
	Lowest level eligible:	0	0	0
h)	Other:	20%	0%	0%
a) b) c) d) e)	No Yes, but only if the public schools are deemed inadequate Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis		Secondary	
6)	All Respondents			
	No	Elementany	Secondary	
		Elementary 8%	Secondary 8%	
b)	Yes, but only if the public schools are deemed inadequate	Elementary 8% 32%	Secondary 8% 32%	
b) c)	Yes, as a matter of course	8% 32% 48%	8% 32% 48%	
b) c) d)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student	8% 32% 48% 0%	8% 32% 48% 0%	
b) c) d)	Yes, as a matter of course	8% 32% 48%	8% 32% 48%	
b) c) d)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis	8% 32% 48% 0%	8% 32% 48% 0%	
b) c) d)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis	8% 32% 48% 0% 12%	8% 32% 48% 0% 8%	
b) c) d) e)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis Countries n= 16 No	8% 32% 48% 0% 12%	8% 32% 48% 0% 8% Secondary	
b) c) d) e) a) b)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis Countries n= 16 No Yes, but only if the public schools are deemed inadequate	8% 32% 48% 0% 12%	8% 32% 48% 0% 8%	
b) c) d) e) a) b) c)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis Countries n= 16 No Yes, but only if the public schools are deemed inadequate Yes, as a matter of course	8% 32% 48% 0% 12% Elementary 13% 31% 44%	8% 32% 48% 0% 8% Secondary 13%	
(c) (c) (d) (e) (c) (c) (c)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis Countries n= 16 No Yes, but only if the public schools are deemed inadequate Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student	8% 32% 48% 0% 12% Elementary 13% 31% 44% 0%	8% 32% 48% 0% 8% Secondary 13% 31% 44% 0%	
b) c) d) e) a) b) c) d)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis Countries n= 16 No Yes, but only if the public schools are deemed inadequate Yes, as a matter of course	8% 32% 48% 0% 12% Elementary 13% 31% 44% 0% 13%	8% 32% 48% 0% 8% Secondary 13% 31% 44% 0% 6%	
b) c) d) e) a) c) c) d) c) d) e)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis Countries n= 16 No Yes, but only if the public schools are deemed inadequate Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis International Organizations n= 4	8% 32% 48% 0% 12% Elementary 13% 31% 44% 0% 13%	8% 32% 48% 0% 8% Secondary 13% 31% 44% 0% 6% Secondary	
b) c) d) e) a) c) c) d) c) d) e)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis Countries n= 16 No Yes, but only if the public schools are deemed inadequate Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis International Organizations n= 4	8% 32% 48% 0% 12% Elementary 13% 31% 44% 0% 13%	8% 32% 48% 0% 8% Secondary 13% 31% 44% 0% 6% Secondary 0%	
a) b) c) d) e) a) b) c) b) c) b) c) b) c)	Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis Countries n= 16 No Yes, but only if the public schools are deemed inadequate Yes, as a matter of course Yes, but only if the language of instruction is not spoken by the student Managed on a case-by-case basis International Organizations n= 4	8% 32% 48% 0% 12% Elementary 13% 31% 44% 0% 13%	8% 32% 48% 0% 8% Secondary 13% 31% 44% 0% 6% Secondary	

22.

23.

	Brivate Companies		
	Allowed and a Characterized and a second sec		
(a)	No	Elementary 0%	Secondary
(b)	Yes, but only if the public schools are deemed inadequate	60%	0% 60%
(c)	Yes, as a matter of course	40%	40%
(d)	Yes, but only if the language of instruction is not spoken by the student	0%	0%
(e)	Managed on a case-by-case basis	0%	0%
		The mounter, or personal tes	
t depe	ndant education costs (elementary and secondary grades) incurred by Fore	ign Service Officers of	n international pos
	DFAIT/CIC		
	and the second	Elementary	Secondary
(a)	All reasonable costs, including boarding if local schools are inadequate		
(b)	All reasonable costs excluding boarding		Shine and
(c)	All reasonable costs up to a maximum amount	1	1
(d)	All reasonable costs above a fixed amount		
(e)	Fixed amount		
(f)	Specific costs only		
(g)	Other:		
	Segmentale Permitted Data Reconstration	Lange and the second se	J
	All Respondents		
		Elementary	Casandan
(a)	All reasonable costs, including boarding if local schools are inadequate	Elementary	Secondary
		32%	32%
(b)	All reasonable costs excluding boarding	24%	24%
(c)	All reasonable costs up to a maximum amount	20%	24%
(d)	All reasonable costs above a fixed amount	0%	0%
(e)	Fixed amount	8%	8%
(f)	Specific costs only	4%	4%
(g)	Other:	8%	8%
	All second the second s	<u>0</u> /0]	0.19
	Countries		
	n= 16		
(a)	All reasonable costs, including boarding if local schools are inadequate	Elementary	Secondary
	and and and and and and and and and an and an and adding	31%	31%
(b)	All reasonable costs excluding boarding	19%	19%
(c)	All reasonable costs up to a maximum amount	19%	25%
(d)	All reasonable costs above a fixed amount	0%	0%
(e)	Fixed amount	6%	the second s
(f)	Specific costs only	6%	6%
(g)	Other:	13%	6%
(3)	The second s	[1370]	13%
	International Organizations		
	n= 4	Elementer	Count
	All reasonable costs, including boarding if local schools are inadequate	Elementary	Secondary
(a)		00/	0%
(a)		0701	
(a) (b)	All reasonable costs excluding boarding	0%	25%
(b) (c)	All reasonable costs excluding boarding All reasonable costs up to a maximum amount	25%	25%
(b)		25% 50%	50%
(b) (c) (d)	All reasonable costs up to a maximum amount	25% 50% 0%	50% 0%
b) c) d) e)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount	25% 50% 0% 25%	50% 0% 25%
b) c) d) e) (f)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount	25% 50% 0% 25%	50% 0% 25% 0%
(b) (c) (d) (e) (f)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount Specific costs only Other:	25% 50% 0% 25%	50% 0% 25%
(b) (c) (d) (e) (f)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount Specific costs only	25% 50% 0% 25%	50% 0% 25% 0%
(b) (c) (d) (e) (f) (g)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount Specific costs only Other: Private Companies	25% 50% 0% 25%	50% 0% 25% 0%
b) c) d) e) (f) g)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount Specific costs only Other:	25% 50% 25% 0% 0% Elementary	50% 0% 25% 0% 0% Secondary
(b) (c) (d) (e) (f) (g)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount Specific costs only Other: Private Companies	25% 50% 25% 0% 0% Elementary 60%	50% 0% 25% 0% 0% Secondary 60%
(b) (c) (d) (e) (f) (g) (a)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount Specific costs only Other: Private Companies All reasonable costs, including boarding if local schools are inadequate All reasonable costs excluding boarding	25% 50% 0% 25% 0% 0% Elementary 60% 40%	50% 0% 25% 0% 0% Secondary 60% 40%
(b) (c) (d) (e) (f) (g) (a) (b) (c)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount Specific costs only Other: Private Companies All reasonable costs, including boarding if local schools are inadequate All reasonable costs excluding boarding All reasonable costs up to a maximum amount	25% 50% 0% 25% 0% 0% Elementary 60% 40%	50% 0% 25% 0% 0% Secondary 60% 40% 0%
(b) (c) (d) (e) (f) (g) (a) (b) (c) (d)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount Specific costs only Other: Private Companies All reasonable costs, including boarding if local schools are inadequate All reasonable costs excluding boarding All reasonable costs up to a maximum amount All reasonable costs up to a maximum amount All reasonable costs above a fixed amount	25% 50% 0% 25% 0% 0% 0% Elementary 60% 40% 0%	50% 0% 25% 0% 0% 5econdary 60% 40% 0%
(b) (c) (d) (e) (f) (g) (a) (b) (c) (d) (e)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount Specific costs only Other: Private Companies All reasonable costs, including boarding if local schools are inadequate All reasonable costs excluding boarding All reasonable costs up to a maximum amount All reasonable costs above a fixed amount All reasonable costs above a fixed amount Fixed amount	25% 50% 25% 0% 0% 0% Elementary 60% 40% 0% 0%	50% 0% 25% 0% 0% 5econdary 60% 40% 0% 0%
(b) (c) (d) (e) (f) (g) (a) (b) (c) (d)	All reasonable costs up to a maximum amount All reasonable costs above a fixed amount Fixed amount Specific costs only Other: Private Companies All reasonable costs, including boarding if local schools are inadequate All reasonable costs excluding boarding All reasonable costs up to a maximum amount All reasonable costs up to a maximum amount All reasonable costs above a fixed amount	25% 50% 0% 25% 0% 0% 0% Elementary 60% 40% 0%	50% 0% 25% 0% 0% 5econdary 60% 40% 0%

24. Do you pay for any costs for post-secondary education of dependents?

(e) (f) No experience/No policy

Other_

	DFAIT/CIC	Home	When Posted
(a)	No		Villen Posted
(b)	Yes, up to a fixed limit		
(0)	Annual flat amount		¢0 470
(0)	Yes, but tuition only		\$3,173
(c) (d)	Yes, dormitory room and board		
	No experience/No policy		
(e) (f)	Other		
	All Respondents		
	Prane Witten Preised	-	
		Home	When Posted
(a)	No	71%	58%
(b)	Yes, up to a fixed limit	21%	21%
	Annual flat amount	\$11,168	\$17,988
(c)	Yes, but tuition only	4%	8%
(d)	Yes, dormitory room and board	0%	8%
(e)	No experience/No policy	0%	0%
(f)	Other	4%	4%
	Countries	to Foreign description (these descriptions)	
	n	= 15 Home	When Posted
(a)	No	80%	67%
(b)	Yes, up to a fixed limit	20%	20%
(0)	Annual flat amount	\$4,505	20%
(c)	Yes, but tuition only	0%	- 7%
(d)	Yes, dormitory room and board	0%	
	No experience/No policy		7%
(e) (f)	Other	0%	0%
(.,	Table + see 188		0/
	International Organizations n=	4	
	Conference and the second s	Home	When Posted
(a)	No	0%	0%
(b)	Yes, up to a fixed limit	50%	50%
	Annual flat amount	\$21,162	\$21,162
(c)	Yes, but tuition only	25%	25%
(d)	Yes, dormitory room and board	0%	0%
(e)	No experience/No policy	0%	0%
(f)	Other	25%	25%
	Private Companies]	
		Home	When Posted
(a)	No	100%	80%
(b)	Yes, up to a fixed limit	0%	0%
	Annual flat amount		-
(c)	Yes, but tuition only	0%	0%
(d)	Yes, dormitory room and board	0%	20%
(0)	No experience/No policy	0%	20%

0%

0%

0%

0%

25. Do you pay for day care (formal, "home day care" or nanny)/pre-school/nursery school costs?

	DFAIT/CIC	
	and an and a second sec	
(a)	No	Home When Posted
(b)		1
	Yes, difference between home and host	
(c)	Yes, if cost is above a fixed amount	Yes, up the second s
(d)	Yes, but only if mandated in the home country	Annual fiat ano in a second of a second of a
(e)	Managed on a case-by-case basis	You see totation pairs
(f)	No policy/no experience	
(g)	Other:	Not appreciated a policy
		Chart Chart
	All Respondents	
	No second and a second was and a second s	
		Home When Posted
(a)	No	96% 68%
(b)	Yes, difference between home and host	0% 4%
(c)	Yes, if cost is above a fixed amount	0% 0%
(d)	Yes, but only if mandated in the home country	0% 4%
e)	Managed on a case-by-case basis	0% 4%
(f)	No policy/no experience	
g)	Other:	<u> 0% 0%</u> 24% 20%
		24% 20%
Com	mon Responses:	And a second sec
	e, 20% of the costs, Pre-School costs are covered	
	Countries	
	n= 16	
a)	No	Home When Posted
))	Yes, difference between home and host	94% 63%
c)		0% 0%
() ()	Yes, if cost is above a fixed amount	0% 0%
	Yes, but only if mandated in the home country	0% 6%
()	Managed on a case-by-case basis	0% 0%
Ð	No policy/no experience	0% 0%
3)	Other:	6% 31%
		a second s
	International Organizations	
	n= 4	
		Home When Posted
1)	No	100% 100%
	Yes, difference between home and host	0% 0%
	Yes, if cost is above a fixed amount	
)		
) ;)	Yes, but only if mandated in the home country	
) ;) 1)	Yes, but only if mandated in the home country	0% 0%
));) 1) 1)	Yes, but only if mandated in the home country Managed on a case-by-case basis	0% 0% 0% 0%
))))))))))))))))))))))))))))))))))))))	Yes, but only if mandated in the home country Managed on a case-by-case basis No policy/no experience	0% 0% 0% 0% 0% 0%
))))))))))))))))))))))))))))))))))))))	Yes, but only if mandated in the home country Managed on a case-by-case basis	0% 0% 0% 0%
))))))))))))))))))))))))))))))))))))))	Yes, but only if mandated in the home country Managed on a case-by-case basis No policy/no experience Other:	0% 0% 0% 0% 0% 0%
))))))	Yes, but only if mandated in the home country Managed on a case-by-case basis No policy/no experience	0% 0% 0% 0% 0% 0%
))))))))))))))))))))))))))))))))))))))	Yes, but only if mandated in the home country Managed on a case-by-case basis No policy/no experience Other:	0% 0% 0% 0% 0% 0% 0% 0% 0% 0%
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	Yes, but only if mandated in the home country Managed on a case-by-case basis No policy/no experience Other: Private Companies	0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%
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SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - April 23, 2002

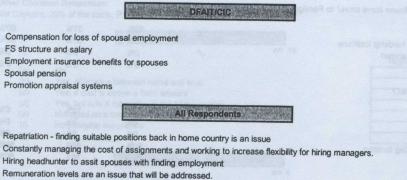
		DFAIT/CIC AII R	espondents C	APRIL 2 CT HONE HOUSE	and the state of the second state of the second	Private ompanie
Home Le	ave, R&R Leave, Vacation and Holidays			andene anver	Swey nd 1 32	
Do you p	provide Home Leave travel to your Foreign Service Officers?					
(a)	No		0%	0%	0%	
(b) (c)	Yes, organization offers one trip per posting year Yes, organization offers more than one trip per posting year		52%	44%	50%	8
(d)	Other:	1	8% 40%	13% 44%	0% 50%	
Do you n	ermit a Foreign Service Officer to use Home Leave to travel to a different country an	d still be eligible for	reimbursement?			
(a) (b)	No, the assignee must return to the home country Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country	·	64%	75%	50%	
		1	32%	19%	50%	
(c)	Yes, the assignee receives a cash allowance to use as he/she desires without providing receipts					
(b)	Other:		0% 0%	0% 0%	0% 0%	
Do you p	rovide Rest & Recreation trips separate from home leave travel to Foreign Service C	officers?				
(a)	No		36%	31%	50%	
(b)	Yes, but only to Foreign Service Officers in hardship locations		60%	63%	50%	18-19-5
(c)	Yes, to all Foreign Service Officers posted abroad	1	0%	0%	0%	
(d)	Other:		0%	0%	0%	
What is t	he frequency of Rest & Recreation trips allowed?					
(a)	Once a year	1	25%	18%	0%	
(b)	Twice a year		6%	9%	0%	
(c)	More than twice a year		0%	0%	0%	
(d)	The number of leaves depends on the posting location		50%	55%	50%	
(e)	Other:		19%	18%	50%	
Who cho	oses the Rest & Recreation destination?					
(a)	Organization		38%	36%	0%	
(b)	Foreign Service Officer	1	63%	64%	100%	
What is t	he Foreign Service Officer's statutory holiday entitlement during the posting?					
(a)	Same number of holidays as in the home country	1	33%	47%	25%	
(b)	Host country's holidays		29%	0%	50%	1
(c)	Greater of home or host country entitlement		13%	20%	0%	
(d)	Other:		21%	27%	25%	
	Common responses: depends on post; combination of home and host holidays					

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - April 23, 2002

Subserver of the below	rovide repatriation counselling for Foreign Service Officers and their families up	and rotain noin a l	ioreign posting r			
(a)	No	DFAIT	40%	31%	75%	
(b)	Yes	CIC	56%	63%	25%	
Are Fore	on Service Officers who voluntarily terminate their posting early and return to th	home country requir	ad to pay a portio	-	()	
Are Fore	gn Service Officers who voluntarily terminate their posting early and return to th	home country requir	ed to pay a portio	n of the repatri	ation cost?	
Are Fore	No, the organization assumes the full cost of relocation	home country requir				
	No, the organization assumes the full cost of relocation) home country requir	36%	19%	75%	
(a)	No, the organization assumes the full cost of relocation Yes, the Foreign Service Officer must pay a portion of the cost of relocation	home country requir	36% 16%	19% 25%	75% 0%	
(a) (b)	No, the organization assumes the full cost of relocation	home country requir	36%	19%	75%	

34. Please provide information about any current issues that have been voiced among Foreign Service Officers or others within the organization, and the response or intended response of the organization. These may be concerns that have been brought up by individuals or their bargaining agent, or by management.



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Final Report April 23, 2002

Appendix C

Detailed Results Table (excluding those requesting complete confidentiality) Pinal Report April 23, 2002 DF ATTEROTES PARKS Concerns in Study of Constitution of PS Officer

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Appendix C

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FS Survey of Terms and Conditions of Employment	art I – April 23, 2002
FS Survey of Terms and	Detailed Results Table Part I - April 23,

		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
SEC	TION I - STRUCT	URE AND MANAGI	SECTION I – STRUCTURE AND MANAGEMENT PRACTICES	Contractor Inc.			New Street	and the second se	and a second	Burgerstop
	Is your Foreign Service part of the overall Public Service?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
ri	What are the primary responsibilities of your Foreign Service Officers?	Political/Economic Trade Immigration	Political/Economic Trade Administration Immigration Aid Public Diplomacy	Political/Economic Trade <i>Policy</i> Administration	Political/Economic Trade Aid	Political/Economic Trade Administration Immigration Aid	Political/Economic Trade Administration Immigration Aid Consular, Cultural, Information	Political/Economic Administration Immigration Aid	Political/Economic Administrative Immigration Aid Protection of home country citizens, Consular Affairs	Political/Economic Administrative Aid
3	Are <i>trade</i> officers included in the Foreign Service?	Yes	Yes	Yes (Trade Policy, not Trade Promotion)	Yes	Yes	Yes	No	No	No
4	Do you have officers who specialize in <i>immigration</i> at postings?	At some postings	At all postings	At some postings (with Dept. of Immig. & Multicultural Affairs)	No	At some postings	Yes, at all postings	At some postings	No	At some postings
i	Are immigration officers included in the Foreign Service Officer group?	Yes	Yes	Ŷ	No	Yes	Yes	No	No	No
è.	Are aid officers included in the Foreign Service?	No	Yes	No	Yes	No	Yes	Yes	Yes	No
4	Are your Foreign Service Officers represented for bargaining?	Yes	Yes	Ŷ	Yes	Yes	Ž	Yes	Yes	Yes

FS Survey of Terms and Conditions of Employment	Detailed Results Table Part I - April 23, 2002

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DSA COUNTRY-A NEXALADD COUNTRY-B COUNTRY-C DOUNTRY-B DOUNTRY-B <thdountry-b< th=""> <thdountry< th=""><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th>a manara</th></thdountry<></thdountry-b<>											a manara
No. Ves, functional Ves, functional Ves, functional Ves, functional No. N		speak and the	DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
Termination No. Yes, but from Yes, from within the Prohis Service and the proves Yes, from within the Prohis Service service and the proves No.	Mid-	career Recruitment	these of Abstern	Provessool or	Personal art	Property or	Fernitiant or		Pointer of the	Personal or harman	Mand of reference
What set the cutation cut	13.	Do you recruit Foreign Service Officers at mid-career?	No	Yes, but from within the Public Service only	Yes, from within the Public Service and the private sector	Yes, from within the Public Service and the private sector	Yes, but from within the Public Service and the private sector	No	Yes, from within the Public Sector and the private sector	No	No
MultitudeMultitudeAppropriate levelAppropriate level<	14.	What are the minimum criteria for consideration as a mid- career recruit?	N/A	B.A. 4 years experience 0 foreign languages Other: Previous Government Service at a mid- career grade	No Specific degree No specific number of years work experience 0 foreign language	B.A 6 years work exp 0 foreign language	Other: No minimum criteria – merits relevant to the work	e monta pombound bologing commod as stropou oscompod as stropou oscompod as bound	Master's 1 year of work experience 2 Foreign Language Other: Foreign Service and Civil Service exams	N/A	N/A
all Hired Professional Saff Mat is the recentage of vally hired to cally hired to the call t	15.	At what level are mid-career recruits typically placed?	Division la contraction de la	Appropriate level commensurate with work experience.	Appropriate level commensurate with work experience.	Appropriate level commensurate with work experience	Appropriate level commensurate with work experience.		Other: level is calculated based on career up to time of entry into civil service (previous civil service considered at full value, private sector exp. at half value)	NA	NA
What is the staffing trend locally hired locally hired locally hired iningPercentage of locally hired inoldPercentage of locally hired professionals insing professionals insing professionals insingPercentage of locally hired professionals insing professionals insing professionals insing professionals insing professionalsPercentage of locally hired professionals insing professionals insing professionals insing professionals insing professionals insing professionals insing professionals insing professionals insing professionals insing professionals insing professionals insing professionals insing professionals insing <b< td=""><td>Loca</td><td>Illy Hired Profession</td><td>tal Staff</td><td></td><td></td><td>(1' BORRES</td><td></td><td></td><td></td><td></td><td></td></b<>	Loca	Illy Hired Profession	tal Staff			(1' BORRES					
fessional Orientation and TrainingKessional OrientationOn-the-job trainingOn-the-job trainingOn-the-job trainingOn-the-job trainingWhat kind of orientationOn-the-job trainingOn-the-job trainingOn-the-job trainingOn-the-job trainingOn-the-job trainingWhat kind of orientationOn-the-job trainingOn-the-job trainingOn-the-job trainingOn-the-job trainingOn-the-job trainingWhat kind of orientationOn-the-job trainingOn-the-job trainingOn-the-job trainingOn-the-job trainingOn-the-job trainingClassroom-setting and training serviceClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesClassroom-setting trainingOn-the-job-Nonestic training serviceSelf-study coursesSelf-study coursesClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesNonestic training serviceForeign training assignmentsForeign training assignmentsClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesKervice assignmentsSelf-study coursesSelf-study coursesDomestic training assignmentsClassroom-setting coursesClassroom-setting coursesKervice assignmentsSelf-study coursesDomestic training assignmentsClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesKervice assignmentsSelf-study course	16.	What is the staffing trend with respect to locally hired professionals instead of Foreign Service Officers?	Percentage of locally hired professionals is rising	Percentage of locally hired professionals remains steady.	Percentage of locally hired professionals remains steady.	Percentage of locally hired professionals is rising	Percentage of locally hired professionals is rising	Percentage of locally hired professionals is rising	Other: Locally hired staff at foreign missions comprises mostly administrative/ technical personnel	Percentage of locally hired professionals is rising	Percentage of locally hired professionals is rising
What kind of orientationOn-the-job training orientationOn-the-job training of classroom-settingOn-the-job training classroom-settingOn-the-job training classroom-settingOn-the-job- trainingOn-the-job- trainingOn-the-job- trainingand training and training coursesClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesOn-the-job- trainingOn-the-job- trainingOn-the-job- trainingand training and training soursesClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesClassroom-setting coursesOn-the-job- trainingare provided self-study coursesSelf-study courses solf-study coursesSelf-study courses trainingSelf-study courses coursesClassroom-setting coursesOn-the-job- trainingOn-the-job- trainingare provided serviceSelf-study coursesSelf-study coursesSelf-study coursesSelf-study coursesClassroom-setting trainingService assignmentsassignmentsDomestic training assignmentsDomestic training trainingDomestic training trainingDomestic training trainingLanguage training trainingClassroom-setting trainingIn new Foreign trainingDomestic training trainingForeign training assignmentsDomestic training trainingDomestic training trainingDomestic training trainingService assignmentsLanguage Training assignmentsDom	Prof	essional Orientation	and Training		whereadon and	the work at the		a supported at a		3. Statisticale	10 million 10 million
	11.	What kind of orientation and training are provided to new Foreign Service Officers?	On-the-job training Classroom-setting courses Self-study courses Domestic training assignments Foreign training assignments	On-the-job training Classroom-setting courses Self-study Courses Foreign training assignments Language Training	On-the-job training Classroom-setting courses Domestic training assignments	On-the-job training Classroom-setting courses Domestic training assignments Foreign training assignments Language training	On-the-job training Classroom-setting courses Self-study Courses Language Training	Classroom-setting courses Self-Study courses Language training	On-the-job- training Classroom-setting courses Domestic training assignments Foreign training assignments	On-the-job- training Classroom-setting courses Language training	On-the-job- training Classroom-setting courses Language training

FS Survey of Terms and Conditions of Employment Detailed Results Table Part I – April 23, 2002

COUNTRY - F	More than 6 but less than 12 months	2 days	Mark Over Lee	4 years	Yes, they typically rotate between home and foreign postings	Personal choice weighs heavily
COUNTRY - E	6 months or less	7 days	piero yotani or leas	4 years	No, they are typically posted to a new location and consider a posting to the home country as another temporary posting Other: Officers must return to home country for at least two years after nine years of being abroad	Yes, but other factors override personal choice
COUNTRY - D Language training	More than two years	14 days	Langesterner wee	3 years	Yes, but return home only after two or more consecutive postings	Yes, but other factors override personal choice
COUNTRY - C	12 to 24 months	3 days		3 years	No, they are typically posted to a new location and consider a posting to the home country as another temporary posting	Yes, but other factors override personal choice
COUNTRY - B	More than 6 but less than 12 months	he egicinatori bould elleved at disposeding guidt		4 years	Yes, return home but only after two consecutive postings	Personal choice weighs heavily
NEW SEALAND	More than 6 but less than 12 months	5 days		3 years	Yes, they typically rotate between home and foreign postings	Yes, but other factors override personal choice
COUNTRY - A	12 to 24 months	5 days		3 years	Yes, they typically rotate between home and foreign postings	Yes, but other factors usually override personal choice
AGU	More than 6 but less than 12 months (varies by assessment, but generally in this range)	Anticipation of the second sec		3 years	No, they are typically posted to a new location and consider a posting to the home country as another temporary posting.	Yes, but other factors usually override personal choice
DrAII/CIC Language training	More than two ycars	5.3 days		3.5 years	DFAIT – rotate between home and posting. C+I – rotate after 2 or more postings	Yes, but other factors usually override personal choice.
	How long is the orientation and training program for new Foreign Service Officers?	After the initial orientation and training period, how many <i>days</i> of training are typically provided per year?	Posting Information	What is the average length of a standard foreign posting in years?	Do officers typically return to their home country after a foreign posting?	Are Foreign Service Officers able to influence if and where they will be posted?
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	23. Who makes the final decision regarding where a Foreign Service Off will be post	24. On average, how much notice are individuals given regarding their posting location and starting date, in <i>months?</i>	25. What is the typical duration of a hardship posting, in years?	26. How many hardship postings <i>must</i> an Officer take?	27. Reasons to turn down a foreign posti
	kes Ig Officer osted?				tii a bo
DFAIT/CIC	Head of Mission	6 months	Easiest Hardship: 3 years Most difficult: 2 years	None	 Inability of spouse/ partner to work at posting and inability of same sex/common- law partner to obtain visa Local Local Inadequate compensation
USA	Personnel or human resources department	6 months	Easiest Hardship: 3 years Most difficult: 1 year	0	 Local Conditions Conditions Other: Inadequate schooling for children. Inability of spoused partner to work at the posting location.
COUNTRY - A	Personnel or human resources department	6 months	Easiest hardship: 3 years Most difficult: 2 years	0	 Other: Level of professional stimulation Other: Lack of education and other facilities at the locality Local conditions Inability of spouse/partner to work at the posting
NEW ZEALAND	Personnel or human resources department	9 months	Easiest hardship: 4 years Most Difficult: 2 years Other: East Timor (18 months)	0	 Local Conditions Inability of spouse/partner to work at the posting location Poor fit of posting responsibilitie s with officer's skills Parental/other
COUNTRY - B	Personnel or human resources department	paral paral procession in grantering procession in grantering processio	Easiest Hardship: 4.5 years Most difficult: 3.5 years	Two or more	 Inability of spouse/partner to work at the posting location Parental/other adult care responsibilitie s Poor fit of posting responsibilitie s with
COUNTRY - C	Personnel or human resources department	6 months	Easiest Hardship: 3 years Most difficult: 2 years	One	 Local Conditions Parental/other adult care responsibilitie s Poor fit of posting responsibilitie s with officer's skills Inability of spouse/partner
COUNTRY - D	Personnel or human resources department	6 months	Other: Managed on a case by case basis	One	 Parental responsibilities Local conditions Inadequate compensation offer Inability of spouse/partner to work at posting location Poor fit of
COUNTRY - E	Personnel or human resources department Other: Diplomatic Board	3 months	Easiest Hardship: 5 years Most difficult: 2 years	One	 Local conditions Parental responsibilities Inadequate compensation offer Poor fit of posting responsibilities with officer's skills Inability of
COUNTRY - F	Head of relevant section at HQ - Formally the Minister for higher positions or the Director General. The administrative department presents a proposal.	6 months		None	 Parental responsibilities Inability of spouse/partner to work at the posting location Local conditions Poor fit of posting responsibilities

	COUNTRY - F	Inability of same-sex/ common-law partner to be included on the officer's visa and/or passport Inadequate compensation offer		Promotion to 2 nd level: Performance Appraisal To 3 rd level Performance appraisal Existence of an opening at the next level
	COUNTRY - E C	common-law 5. partner to be included on the officer's visa and/or passport 6.		Promotion to 2 nd Promulevel: Performance Perfor appraisal Perfor Years of Appra Years of Appra Existence in Existence of an opening at the next Perfor Ievel To 3 rd Performance Perfor To 3 rd Perfor appraisal To 3 rd Performance appraisal Years of Perfor appraisal Years of appraisal Vears of Statence of an opening
	COUNTRY - D	responsibilities with officer's skills 6. Inability of same-sex/ common-law partner to be included on the officer's visa and/or passport		Promotion to 2 nd level: Performance appraisal To 3 nd level: Y ears of experience in grade
the static at the	COUNTRY - C	posting location 5. Inability of same-sex/ common-law partner to be included on the officer's visa and/or passport 6. Inadequate compensation offer	AGRAMMAN AND AND AND AND AND AND AND AND AND A	Promotion to 2 nd level: Performance Appraisal Years of experience in grade Existence of opening at the next level roo 3 rd level: Performance Appraisal Years of experience in grade Existence of an
and a spine -	COUNTRY - B	 Local conditions Inadequate compensation offer offer Inability of same-sex/ common-law partnet to be included on the officer's visa and/or passport 		Promotion to 2 nd level: Performance appraisal Years of experience in grade Existence of opening at the next level To 3 rd level: Performance appraisal Years of experience in grade Existence of an
squy ents	NEW ZEALAND	 responsibilities 5. Inadequate compensation offer 6. Inability of same-sex partner to work at the posting location 		Promotion to 2 nd level: Performance appraisal Other: Assessment of potential to perform at the next level To 3 rd level: Appraisal Existence of an opening at the next level Other: Assessment of potential to
(cannon	COUNTRY - A	 Inadequate compensation offer Inability of same-sex/ common-law partner to be included on the officuded on the officuded	The second	Promotion to 2 nd level: Performance appraisal Interview Simulation exercise Existence of an opening at the next level Other: Written and oral referee reports To 3 rd level: Appraisal Interview Existence of an opening at the next level, Other: Written application
To sit you?	USA	posting responsibilit ies with officer's skills. 5. Parental/oth er adult care resps.		Promotion to 2 nd level: Performance appraisal To 3 rd level: Performance appraisal Existence of an opening at the next level
Alter A Coords of	DFAIT/CIC	 Other: Does not meet career aspirations Parental/other adult care responsibilities Poor fit of posting responsibilities with officer's skills 		Promotion to 2 nd level: Years of experience in grade
		to a construction of construct	Career Progression	What criteria are used to determine if an individual will be promoted?
		4 4 4 4	Caree	28.

FS Survey of Terms and Conditions of Employment

1 4 4 4 1		DFAIT/CIC	NSA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY-C	COUNTRY - D	COUNTRY - E	1- ININAAA
	Of the Perezo		To 4 th level:	To 4 th level: Annraisal	To 4 th level: Annraisal	To 4 th level: Performance	To 4 th level: Performance	To 4 th level: Vears of	To 4 th level: Performance	To 4 th level: Performance
			appraisal	Interview	Existence of	appraisal	Appraisal	experience in	appraisal	appraisal
		And a standards	Existence of an opening at the next	Existence of onening at the next	opening Other: Assessment	Years of experience in	Years of experience in	graue Existence of an	Years of experience in	Postings abroad Existence of an
			level	level	of potential to	grade	grade	opening at the next	grade	opening at the next
		Sector and address		Other: written application	perform at the next level	Existence of an opening at the next	Existence of an opening at the next	Ievel	Existence of an opening at the next	level
		A Design of the second second		Other: Written and	Other:	level	level	1025 Volumen	level	(10% Selected
		and week		oral referee reports	experience posung s relevant to some			The second	The Land	separates Third Land
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		104% without	To 5 th level:	To 5 th level	To 5 th level	To 5 th level:	To 5th level:	To Sth level:	To Sth level:	To 5th level:
			Performance	Performance	Performance	Performance	Performance	Years of	Performance	Performance
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			opening at the next level	Existence of an opening at the next	level	grade	grade	opening at the next	grade	Fosungs abroad Existence of an
	presidents apre-			level	Other: Assessment	Existence of an	Existence of an	level	Existence of an	opening at the next
	Concrete Sectores			Other: Written Application	of potential to perform at the next	opening at the next level	opening at the next level	Versigneer 3. 204	opening at the next level	level
				Other: Written and	level Other		ALCOURT OF THE OWNER	NATIONAL OF SAL	Management of Tark	VILLAGENT & S.S.
	Salapasa was	- Andrew		oral referee reports	experience/posting	Eastly Lored	Several Society	in the second second	Energ Exten	and shows
	perception to subject the			Received conduct	s relevant to some degree, but not		Report Descourse		e antenna para Goodere aban Antenna para	Constant of the local data
	II and fame fin	ECDD. 5 Means	Entry lavel 4	Entry level: 1 year	Entry level: 4	No average figures	Entry Level: 3	Entry Level: 3	Entry Level: 9	Entry Level: 3
27.	years) will a	FS-2: 10 years	years	Second level: 2.5	years	2	years	years	years	years
	Foreign		Second level: 5	years	Second level: 4		Second level: 6.5	Second Level: 6	Second Level: 6	Second Level: 5.5
	Service Officer remain in a		years Third lough 75	Third level: 6.5	Third level: 5		Third Level: 6.5	Third Level: 10	Third Level: 12	Third Level: 8
	level before		years	Fourth level: 6	years	T. C.	years	years	years	years
2	being promoted?	The second	Fourth level: 8.5	years	Fourth level: 9 years	Third Land	Fourth Level: 4 years	Fourth Level: 20 years	Mile Level	Fourth Level: 4 years
29b	What	To FS-2: 18%		To second level:	To Second level:				Correct Cherge	Dynamics are approximate
	percentage of	To EX-1: 3-4%		1.1%	25%	Cardon Charles			Finally or spanne	
	officers are promoted from			1 o tnira levei: 8.8%	25%	and the second			Thursday.	
	each level each year?	PRANCIC	124	To fourth level: 3.4%	To fourth level: 25%	CONTRACTOR - 10	CONNUME - C	CONALSA - D	Augustine R	CENTRAL L

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		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRV - F	COUNTRY E
Ř.	Name of Arts			To fifth level: 6.8% To sixth level: 6.1% Overall: 5%	To fifth level: 25%					
30.	Does career progression differ for mid- career recruits?	No	No	No	Yes – posted quickly, but no fast track to management		N/A	No	N/A	N/A
Attrition	ion	22.25 30 ADVO	and a second		and a second			And	These and	
31.	What is the annual level of attrition of Foreign Service Officers, that is, Foreign Service Officers leaving the Foreign Service?	All levels: 3.4%		Entry level attrition: 11.5% Second level attrition: 7.6% Third level attrition: 8.6% All FS: 8.4%	Entry level attrition: 3-5% Second level attrition: 0-2% Third level attrition: 6-9% Fourth level attrition: 0-2% All FS: 3-5%	All FS: 14.2%	Entry Level Attrition: 0-2% Second Level attrition: 0-2% Third Level attrition: 0-2% Fourth Level attrition: 0-2% All FS: 0-2%	Entry Level Attrition: 0-2-% Second Level Attrition: 0-2% Third Level Attrition: 0-2% Fourth Level Attrition: 3-5% All FS: 0-2%	Entry Level Attrition: 0-2% Second Level Attrition: 0-2% Third Level Attrition: 0-2% Fourth Level attrition: 0-2% All FS: 0-2%	Entry Level Attrition: 3-5% Second Level Attrition: 3-5% Third Level Attrition: 6-9% Fourth Level attrition: 0-2% All FS: 3-5%

32. Of the Foreign Service Officers who leave at each level, please indicate the percentage		A NAME OF A DATA				- INTROOM	a mannon		I INTINOO
Service Officers wh leave at eac level, please indicate the percentage	ign Four:	Specific statistics	Entry level:	Entry level:	Ketired 1.9% (No	Very low attrition	Entry Level:	Entry Level:	Entry Level:
Officers wh leave at eac level, please indicate the percentage	0% retirement or	not available	74 7% retirement	0% retirement or	other figures		A0/ Detirement or	00/ Dotiment or	00/ D
leave at eachevel, please indicate the percentage			or death	danth	available)			0 /0 Methemeth 01	0.00 Venirement or
level, please indicate the percentage	1		OI UCALL	ucaut		The R. Conserver of	ucau	acau	death
level, please indicate the percentage	" 100% voluntary		25.3% voluntary	0% voluntary			100% Voluntary	100% Voluntary	100% Voluntary
indicate the percentage	separation		senaration	separation			Senaration	Senaration	Compution
percentage				Consel Innel.		a serie of strength of the	· · · · ·	nonnudad	Toparation
			Second level:	Second level:	A Statements	A STATE STATE STATE AND A	Second Level:	Second Level:	Second Level:
leaving for	58% voluntary		39.5% retirement	100% voluntary			0% Retirement or	0% Retirement or	0% Retirement or
each of the			or death	separation			death	death	death
more holo			20 50/luntour						
I Casulis Del			VIBILINION 0/ C.OO		a state of the state of the	Consider Street	100% Voluntary	100% Voluntary	100% Voluntary
	ncau		separation				Separation	Separation	Separation
	EX-01 level:		Third level:	Third lavel.			Third I evel.	Third I avol-	Third I aval-
	60 60% ratinament			This a fevel.				This tevel.	THIL TOTAL
			43.9% returement	100% voluntary	A share and a share a s	A de la companya de la compa	100% Ketirement	0% Retirement or	80% Retirement or
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	30.4% voluntary		56 1% voluntary				00/ Voluntari	1000/ Walnutson	
	senaration		constation				Comparison	Comparison	Contraction of the second
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	Chan Dect		Fourth Level:	Fourth Level.			Fourth Level:	Fourth Level:	Fourth Level:
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			48.2% voluntary	Fifth I evel			PLANK PLANER		4% Voluntary
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200 000				manundan					
33. Of those who	10 FSDP:	A Subbour randers	Entry Level	Entry Level	Entry Level		Entry Level	Entry Level	Entry Level
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cenaration			Career Unange	Career Change		Charles South State	Career Change	Career Change	Compensation
separation,	Compensation		Lifestyle	Family or Spousal	N/A	291-112 - 200 - 124	Family or spousal	Family or spousal	Family or spousal
picase rum	Career Change			Career	Compensation		career	career	career
an in day			International Procession	Second Level	Second Level		Second I aval	Sacond Laval	Socand I aval
reasons tor		Therefore a strengt	Second Level			Contraction of a series			
leaving at each	-		Career Change	Compensation	Family or spousal		Career Change	Compensation	Career Change
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and a strength of the strength	Compensation		I ifectule	Family or spousal	N/A		Family or spousal	Family or spousal	Family or spousal
Chicago and	Career Change			Career	Compensation		career	career	career
	EV.01.		I hird Level	Third I aval	Third I aval		Thind I and N/A	Thind I and	Thind I and
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	Family or spousal		career	Family or Spousal	Family or spousal		Fourth Level N/A	Compensation	Career Change
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			Competition Change	Fourth Level	Family or Spousal			Fourth Level	Fourth Level
			Calcul Cliange	Career Change	Career	1 - 1 M 1 7 - 1 M 1 3	CONTRACTOR - IN-	Comnensation	Career Change
			Litestyle	Commention	Career Change				Emil.
			Family or spousal	numberindul	0			Cartool Clialigo	raining or spousal

FS Survey of Terms and Conditions of Employment Detailed Results Table Part I - April 23, 2002

		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRV-C	COUNTRY	COUNTRY F	COUNTRY F
		Cases cyselse		career	Family or spousal Career	Length or Stoneof Roman Point			Family or spousal career	career Comnensation
34.	Which of the following statements best characterizes turnover within your Foreign Service?	Contraction and and any in prover and any Contraction	Steady	Steady	Steady	Rising	Steady	Steady	Steady	Rising
35.	What initiatives are in place in the organization to encourage retention of Foreign Service Officers?	DFAIT has initiated a Comparative Study on the Terms and Conditions of Employment of FS Officers. DFAIT and CIC are placing more emphasis on attempting to address spousal- related issues. DFAIT/CIC are	Family Liaison office works with families. Community Liaison office at most posts abroad to support families. Working to expand employment options for spouses,	The Department offers staff professionally rewarding career opportunities, incentives for high performance; attractive conditions of service; and fair and transparent staffing processes.	Family Friendly Policies, Training and Development, efforts to improve remuneration levels	Higher salaries; better conditions for dual careers	Turnover is very low	Fluctuation in the Foreign Service is on such low level, that no initiatives are necessary to retain Foreign Service Officers	None	Increasing salaries. Improving the possibilities for spouses to get a job abroad. Compensating economically families where the spouses live apart
		looking at new salary packages and are considering the possibility of rewarding the acquisition of skills, such as foreign languages.		avquite 24 SQA filterations Sectoration Sectoration 20 T3P adjorent 20 T3P adjorent 20 T3P adjorent 20 T3P adjorent	contrate provide Estimate provide International International			the school of th	ar qual good present good prese	
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FS Survey of Terms and Conditions of Employment Detailed Results Table Part I – Anril 23. 2002 Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in the Summary Results Table.

			Contraction and Contraction						In the second second	a management
	Descentions at	DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY-E	COUNTRY - F
SECT	SECTION II – COMPENSATION	NSATION			CLOBER CONTRACTOR		an and a second			
1.	Please match your country's	FSDP - Job A	Junior Officer (grade 6, 5, 4) – Joh A (Match)	3 rd /2 nd Secretary – Job A (Match)	Policy Officer 1 - Job A (Match)	Second Secretary – Job A (Match)	Second Secretary – Job A (Match +)	Second Secretary - Job A (Match -)	Second Secretary – Job A (Match +)	1st and 2nd Secretary – Job A (Match ++)
	Foreign Service Officer positions to the Canadian	FS-2 - Job B	Mid-Level Officer (grade 2 or 3) – Job B (Match -)	1ª Secretary – Job B (Match)	Policy Officer 2 – Job B (Match -) Senior Policy	First Secretary – Job B (Match)	First Secretary – Job B (Match)	First Secretary – Job B (Match)	First Secretary – Job B (Match)	Counsellor – Job C (Match)
	Foreign Service Officer positions	FS-2 – Job C	Mid-Level Officer (grade 1) – Job C (Match -)	Counselor – Job C (Match)	Officer – Job B (Match) External Policy 4 – Job C (Match)	Counselor, Deputy Director – Job C (Match)	Counselor – Job C (Match -)	Counsellor – Job C (Match)	Counsellor – Job C (Match) Minister-	Minister- Counsellor – Job D (Match +)
	An include and a second	EX-1 – Job D	Senior Officer (grade OC) – Job C (Match +)	Ambassador –Job D (Match)	External Policy 5 - Job D (Match)	Ambassador, Director – Job D (Match)	Min. Counselor/. Consul Gen – Job D (Match)	Ambassador - Job D (Match)	Counsellor – Job D (Match +)	Ambassador – Job D (Match)
	Notamical average Shipping American		Senior Officer (grade MC, CM) – Job D (Match)	The Miles			Coloren Diseasedy		the tap with	Ches events
5	Salary – Job A Match (including Match -, Match+) Match+)	FSDP: \$39,570 - \$51,937 (Average actual - \$40,249)	Junior Officer: \$54,352 - \$97,903 Mid-Level Officer (grade 2 or 3): (10.23% more in home country)	3 rd Secretary: \$33,422 - \$38,324 (Average actual - \$35, 873) 2 nd Secretary: \$36,143 - \$44,835 (Average actual: \$40,484)	Policy Officer 1: \$22,075 - \$33,374 (Average actual: \$26,050)	Second Secretary: \$37,356 - \$50,436 (Average actual: \$45,768)	Second Secretary: \$44,547 - \$64,851	Second Secretary: \$34,292 - \$38,579 (Average actual: \$37,150)	Latine-spare a 1/8 autocount latin spinolaisse spinolaisse	2nd Secretary: \$47,659 - \$53,055 (Average actual: \$49,458) 1st Secretary: \$50,537 - \$54,853 (Average actual: \$52,156
5	Salary – Job B Match	FS-02: \$50,475 - \$75,423 (Average actual - \$63,703)	Mid-Level Officer (grade 2 or 3) \$82,276 - \$149,114	1 st Secretary: \$40,006 - \$54,507 (Average Actual: \$47.250)	Policy Officer 2: \$31,900 - \$45,667 (Average actual: \$35,431) Senior Policy Officer: \$37,891 - \$57,149 (Average actual: 43,246)	First Secretary: \$37,356 - \$50,436 (Average actual: \$\$45,768	First Secretary: \$49,593 - \$70,865	First Secretary: \$38,580 - \$51,437 (average actual: \$45,722)	kinnumun nib poge ande parles oggena genere oggena	N/A
5	Salary – Job C Match	FS-02: \$50,475 - \$75,423 (Average actual - \$63,703)	Senior Officer (grade OC): \$171,521 - \$197,622 Mid-Level Officer (Grade 1): \$125,312 - \$155,312 -	Counselor: \$56,220 - \$65,878 (average actual: \$61,039)	External Policy 4: \$47,118 - \$78,290 (Average Actual: \$55,055)	First Secretary Job C: \$52,308 - \$65,376 (Average actual: \$59,772)	Counselor: \$64,575 - \$81,285	Counsellor: \$54,294 - \$125,733 (Average actual: \$71,722)	CONSERV-8	Counsellor: \$57,911 - \$69,242 (Average actual: \$64,745)

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FS Survey of Terms and Conditions of Employmen	Detailed Results Table Part I – April 23, 2002	

L		UNITIAN	TICA	COUNTRV A	NEW 7EAL AND	COUNTRY D	C TRANSING			
		DEALI/ULC	AGU	A - TAINING	INEW LEALAIND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
ri i i i	Salary – Job D Match	EX-01: \$82,700 - \$97,400 (Average actual - \$91,066)	Senior Officer (grade MC, CM): \$179,542 - 197,622	Ambassador: \$72,848 - \$80,901	External Policy 5: \$66,144 - \$105,451 (Average Actual \$79,084)	Job D - \$56,040 - \$78,456	Minister Counselor: \$71,314 - \$90,650	Ambassador: \$85,724 - \$154,303 (Average actual: \$107,161)		Minister- Counsellor: \$71,580 - \$77,354 (Average actual: \$74,655) Ambassador: \$71,580 - \$107,936 (Average actual: (\$79,153)
ŕ	Do you place any controls on the ability to earn a salary higher than the mid- point?	No, Foreign Service Officers may receive salaries up to the range maximum	No, Foreign Service Officers may receive salaries up to the range maximum	No, Foreign Service Officers may receive salaries up to the range maximum	No, Foreign Service Officers may receive salaries up to the range maximum	No, Foreign Service Officers may receive salaries up to the range maximum	No, Foreign Service Officers may receive salaries up to the range maximum	No, Foreign Service Officers may receive salary up to the range maximum	No, Foreign Service Officers may receive salary up to the range maximum	No, Foreign Service Officers may receive salary up to the range maximum
4	How do Foreign Service Officers typically move through the salary range?	By a percentage- rated grid based on performance	By a step-rated grid based on seniority	By individually determined increments based on performance	By a percentage- rated grid based on performance	By individually determined increments based on performance	By a step-rated grid based on seniority	By a step-rated grid based on seniority	By a step-rated grid based on seniority	By individually determined increments based on performance
vi	How long would it typically take to move from minimum to the maximum in a salary range?	Five years or more	Five years or more	More than two years but less than five.	Five years or more	ordenneder G dal - voze (danhi)	Five years or more	Five years or more	More than two years but less than five	Five years or more
٥	Please describe the total remuneration package provided to your Foreign Service Officers and estimate the cost or value of each element as a percentage of	Address - type a Address - type a Address - type a Address - type a	Annual bonus: 0% Other cash: Varies: Language incentive pay of \$8,000 - \$12,000 for officers assigned to 'incentive language" posts Long-term incentive: 6%	Annual bonus: 5.65% Pension: 14.6 employer contribution	Annual bonus: 0% Other cash: 0% Long-term incentive: 0% Pension: 5% - Superannuating – contribution valued at 5% of base salary Benefits: When overseas, all medical and some	Pension: According to a collective agreement for Civil Servants	Annual bonus: 6% - Approx 80% of one month base salary Other cash: 80% - 250% - Foreign posting compensation, housing allowance, schooling allowance Benefits: Approx 1% - Home Leave	Annual bonus: 14% - Quarterly payments of 50% of monthly income	Long-term incentive plans: 3.84% - Increase every three years Pension/Retireme nt: 8% - Retirement	Perquisites: Car (a few of our Ambassadors have cars to their disposal)
	the position's salary range		Officers may narticinate in a		dental costs are		payment			
Not	e: Some of the re	espondents are not	Note: Some of the respondents are not included in the table because they requested confidentiality.	ie because they re	quested confidenti	ality. Their data a	Their data are only included in the Summary Results Table.	the Summary Res	sults Table	I-12

FS Survey of Terms and Conditions of Employment	Detailed Results Table Part I – April 23, 2002
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		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
1	mid-point		participate in a long-term savings and investment program designed to provide retirement income. Pension (defined benefit): 6% Benefits: 8%: (Health Insurance, Life Insurance) Employer Pays 75%, Employee pays 25%	And Andrewsky and a second sec	paid – In NZ, State pays Other: telephone rental paid for EP5 staff in Wellington (i.e. Division Director level)	Allowance of the second			Administration Administration appearance and administration appearance and administration and a second seco	A contract of the contract of
	Where do Foreign Service salaries fall when compared to othersional groups in your civil service?	In the top 30%	Other: The Foreign Service Salary scale is tied to the civil service salary scale, or FSO salaries vary in a manner similar to that of professional civil servants.	Top 20%	Top 30%	Other: Not very high in comparison with the rest of the Government	Other: Exactly equal	Other: Salaries in the Foreign Service are calculated according to pay scale and regulations binding for all members of the civil service	In the top 10%	Other: Average
-	Adversion services and the service services and the services and the services and the services a		A CONTRACTOR OF A CONTRACTOR A C	Antonio and Antoni	Manual Andrewson and Andrewson	Provide a constraint of the second se	succession of the second secon			

COUNTRY - F	Economist: Level 1: \$44,789 - \$46,761 Level 2: \$46,042 - \$62,049 Level 3: \$52,256 - \$67,798 Level 4: \$65,460 - \$95,695 Level 1: \$44,789 - \$66,761 Level 1: \$44,789 - \$66,761 Level 2: \$46,042 - \$67,798 Level 3: \$52,156 - \$67,798 Level 4: \$65,460 - \$101,660 \$101,660	CODINERT - N
COUNTRY - E	And Provide a control of the second of the s	CONMUN E
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NEW ZEALAND		
COUNTRY - A	Economist: Level 1: \$28,821 - \$33,421 Level 2: \$33,422 - \$38,314 Level 2: \$33,422 - \$38,314 - \$44,829 Level 3: \$36,14 - \$65,878 Lawyer: Level 3: \$36,143 - \$65,878 Lawyer: Level 1: \$23,3421 - 33,421 Level 1: \$23,422 - \$38,314 Level 3: \$36,143 - \$34,829 Level 1: \$23,342 - \$54,829 Level 3: \$36,143 - \$54,829 Level 3: \$35,143 - \$54,829 Level 1: \$13,596 - \$55,878 Trade Officers: Level 2: \$25,645 - \$33,591 Immigration Officers: Level 1: \$23,231 - \$65,878 Tevel 2: \$25,645 - \$33,591 Immigration Officers: Level 2: \$33,228 - \$53,591 Immigration Officers: Level 2: \$33,228 - \$46,186 Level 3: \$51,241 -	\$55,331 Level 4: \$59,072 - \$67,008
1ISA	Economist: Level 1: \$47,111 - \$61,244 Level 4: \$189,067 -\$210,199 Lawyer: Level 1: \$69, 729 - \$90,643 Level 4: \$189,067 - \$210,199	
DEALT/CIC	Economist: Level 1: \$36,823 - \$42,830 Level 2: \$41,615 - \$47,258 Level 3: \$48,995 - \$56,873 Level 4: \$58,530 - \$67,630 Level 4: \$58,530 - \$67,630 Level 5: \$66,625 - \$76,998 - \$77,928 - \$76,998 - \$86,106 Level 7: \$82,00 - \$86,106 Level 1: \$45,900 - \$99,749 Level 1: \$45,900 - \$99,749 Level 1: \$45,900 - \$55,5480 Level 2A: \$66,520 - \$119,200 - \$119,200	ON VILLA
	Please provide the salary minimum and maximum for the following positions in your civil service.	
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	t of treasure	DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
in the second se		Contraction of the second	Incord Across	Level 5: \$69,251 - \$77,883	Optimite Sparts		and and and	fight particular so	bish't prove	On a substitute frame.
SEC	FION III - MANA	GEMENT OF FAMIL	SECTION III - MANAGEMENT OF FAMILY, DUAL-INCOME AND DUAL-CAREER ISSUES	AND DUAL-CAREE	R ISSUES					
	What is your policy regarding compensation for the loss of spousal income and pension while on foreign postings?	Allowances provided to the Foreign Service Officer include an amount for the spouse	No Policy	No Policy	Allowances provide to the Foreign Service Officer include an amount for the spouse (20% is added to expatriate allowance and additional allowances)	Allowances provided to the Foreign Service Officer include an amount for the spouse. Accompanying spouses are provided with supplemental provided with suppl	Allowances provided to the Foreign Service Officer include an amount for the spouse	Accompanying spouses are provided with supplemental pension benefits Accompanying spouses are provided compensation or an allowance in recognitional responsibilities	Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting only if spouse is a civil servant	Allowances provided to the Foreign Service Officer include an amount for the spouse. Accompanying spouses are provided with supplemental pension benefits Accompanying spouses are provided compensation or an allowance in responsibilities
4	Do you assist the spouse to find employment at the posting location and upon <i>return</i> from a foreign posting?	On posting: Employ at foreign/ home country as a local staff member if suitable position is available Canvass other organizations for available jobs Pay allowance to cover job search expenses Assist to obtain work permit Provide annual allowance to cover home country professional certification, continuing education, training	On posting Employ at foreign/home location as a local staff member if suitable position is available Canvass other organizations for available jobs Assist to obtain work permit Upon Return: No	On Posting: Managed on Case- by-case basis. Other: Provision of general information on work prospects and local requirements Upon Return No	On posting: Employ at foreign/home location as a local staff member if suitable position is available. Employ at <i>Service Officer</i> if suitable position is available Assist to obtain work permit Upon Return: Employ at foreign/home location as a local staff member if suitable position is	On posting Employ at foreign/home location as a local staff member if suitable position is available Managed on a case-by-case basis Other: Establishing a CR- database for spouses on the internet	On Posting: Employ at foreign/home location as a local suitable position is available Canvass other organizations for available jobs Assist to obtain work permit Upon Return: Canvass other organizations for available jobs	On Posting: Assist to obtain work permit	On Posting: Assist to obtain work permit	On Posting: Employ at foreign/home location as a local staff member if suitable position is available Canvass other organizations for available jobs Assist to obtain work permit No No

FS Survey of Terms and Conditions of Employment Detailed Results Table Part I - April 23, 2002

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	spouses are		spouse are	spouses are	substantial change	spouses are	substantial change	MOINT	UII average, lewer
	accompanying		accompanying	accompanying	in the number of	accompanying	in the murher of		spouses are
spouses not off	officers on posting		officers on posting	officers on posting	spouses not	officers on nosting	TO POSITIVIT AIR TH		accompanying

FS Survey of Terms and Conditions of Employment

Detailed Results Table Part I - April 23, 2002

Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in the Summary Results Table.

	accompanying Foreign	DFAIT/CIC due to career- related issues.	USA	COUNTRY - A due to career- related issues.	NEW ZEALAND due to career- related issues.	country - B accompanying officers on posting	COUNTRY - C due to career- related issues	COUNTRY - D accompanying officers on posting	COUNTRY - E	COUNTRY - F due to career- related issues
	Service Officers on posting due to career issues?					due to career- related issues.		due to career- related issues		
4	Are un- accompanied Officers given special Home Leaves or family visits to the host location?	Yes, two extra trips per assignment year	Ŷ	No; but Heads of Mission are entitled to mid- term-leave and consultations (with spouses).	Yes, more than two extra trips per assignment year	Yes, one extra trip per assignment year	Yes, more than two extra trips per assignment year	No	No	Yes, one extra trip per assignment year
vi	Please describe any policy changes that you are considering that would affect your affect your answers to any of the questions above (please use a separate sheet of paper if necessary):	DFAIT and CIC are considering/ exploring two new policies: • Provision of a spousal premium • Provision of El benefits for spouses and who would otherwise have been eligible for El benefits in Canada.	FSO's at posts where spouses are not permitted (usually due to dangerous conditions) generally receive one or two trips to the US per year for Rest & Recuperation travel. Unaccompanied (voluntarily) FSO's receive a Separate Maintennee Maintennee St12,800/year to \$12,800/year to \$12,800	Introduction of one home leave per posting – effective from January 2002.	Three return airfares per year for a recognized partner, up to a maximum of the return fare between the post and the head office location, even if the partner is resident of a third country. In addition, 7.5% of salary is provided as an expatriate allowance for each dependant child accompanying the officer.	Concentration Concentration (MAL) and Annual Particulation operation (MAL) and Annual Particulation (MAL) and Annual Particu	More bilateral agreements to allow spouse to work abroad (underway)		teresteres teresteres presses presses teresteres teresteres teresteres teresteres	Culture of
SECT	TION IV - COND	SECTION IV - CONDITIONS OF SERVICE ABROAD	E ABROAD			Sector Sector				
Admi	Administrative Information	ion	the soul	The state state 1		adding to apply a		Cro. prado	City , pub	(14. JAN
	Do you have policies for conditions of service of Officers abroad?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

FS Survey of Terms and Conditions of Employment Detailed Results Table Part I – April 23, 2002 Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in the Summary Results Table.

-B COUNTRY-C COUNTRY	ves Provide incentives Maintain home to recruit and country living retain Foreign standards and Service Officers purchasing power Maintain home (i.e.: "keep country living standards and whole") whole") whole")	No	es Cultural sensitivity Language Classes: /psychological for FS and spouse suitability testing: cross-Cultural case-by-case basis Language Classes: and spouse basis Cross-Cultural Training: for FS and spouse basis cross-by-case basis and spouse basis cross-by-case basis	Yes
NEW ZEALAND COUNTRY - B	Maintain home Provide incentives country living to recruit and standards and retain Foreign purchasing power Service Officers (i.e., "keep whole") Maintain home country living standards and purchasing power (i.e.: "keep whole") Exceed home country living standards and purchasing power purchasing power	Yes – Depends on No level and family size	Language classes for FS and spouse Cross-cultural training for FS and spouse by-case basis pouse	Ys
COUNTRY - A	Maintain home M country living co standards and st purchasing power p (i.e. "keep whole") (i Match terms and conditions typically offered by multinational companies	No si le	Language classes L for FS and spouse ff Cross-cultural C training for FS and tr spouse spouse	Yes
USA	Maintain home country living standards and purchasing power (i.e.: "keep whole")	Q	Language classes for FS and spouse Cross-cultural training for FS and spouse	۲œ
DFAIT/CIC	sic Provide incentives to recruit and retain Foreign Service Officers Maintain home country living standards and purchasing power (i.e., "keep whole")	No Z	tte Language classes for FS and spouse Cross-cultural training for FS and spouse	Yes
Concerta	What strategic objectives determine your general foreign assignment terms and conditions?	Do the conditions of service abroad (other than perquisites) vary with the level of the Foreign Service Officer?	Please indicate if the following services are provided:	Do you provide an orientation meeting to discuss relocation and other posting issues?

FS Survey of Terms and Conditions of Employment

Detailed Results Table Part I - April 23, 2002

Ser.	Transma Los Dest	DFAIT/CIC	NSA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
Relocation	ation									
	Do you pay for the shipment of household goods to and from a foreign posting?	Shipment of household goods is paid but with weight and/or volume limits	Shipment of household goods is paid but with weight and/or volume limits	Shipment of household goods is paid but with weight and /or volume limits	Shipment of household goods is paid but with weight and/or volume limits	Shipment of household goods is paid with reasonable costs	Shipment of household goods is partially paid if fully/partially furnished quarters are leased	Shipment of household goods is partially paid but with weight and/or volume limits	Shipment of household goods is paid but with weight and/or volume limits	Shipment of household goods is paid but with weight and/or volume limits
7.	Do you provide an additional incidental allowance to Officers moving toffrom a posting to cover miscellaneous items not specifically covered in the policy?	Additional incidental allowance – Fixed amount of \$2,177. This amount is reviewed and revised amually.	Additional incidental allowance – 3% of salary with a cap of \$4,969	Additional incidental allowance - Fixed amount (Accompanied) of Cdn \$1,180 (Unaccompanied) of \$610	Additional incidental allowance – fixed amount with a monetary cap of Cdn \$5,256	Additional incidental allowance – Fixed amount	Additional incidental allowance – base salary without a cap	Other: There is a special allowance paid before every move to a posting abroad. The calculation of the allowance is based on the marital status and the number of children of the office to be posted	Additional incidental allowance – base salary without a cap – 10% of salary	ŶZ
Incen	ntive and Hardship	Incentive and Hardship Premiums and Cost-of-Living	c-Living							
ø	Do you provide an incentive premium and a hardship premium?	Incentive premium paid in normal cycle Hardship premium paid in normal cycle	Incentive Premium: No Hardship premium patid monthly	Incentive premium: No (but new posting allowance will be introduced in July 2002) Hardship premium: paid in the normal cycle	Incentive premium paid in normal cycle Hardship premium paid in normal cycle	No Incentive premium Hardship premium paid normal cycle	Incentive premium: paid in normal cycle No Hardship premium	Incentive Premium: No (but special allowance is paid before moving abroad) Hardship Premium: Paid in normal cycle	No Incentive premium No Hardship premium	Incentive Premium: No Hardship Premium - Paid in normal cycle
9.	If you provide an incentive premium and/or hardship premium, on what basis is it calculated?	Incentive premium varies according to step-rated table Hardship premium varies according to step-rated table	Hardship premium expressed as a percent of base salary without a monetary cap 5%-	Hardship premium Flat amount for all officers. Annual flat amount varies from post to post	Incentive premium with a monetary cap, 15% premium, Salary cap S51,246 Hardship premium: Fixed amount paid to all officers at the same location	Hardship premium flat amount for all officers	Incentive premium varies according to a step-rated table	Hardship Premium varies according to a step-rated table Other: calculated on a case by case	Contract of	Hardship premium - flat amount for all officers

FS Survey of Terms and Conditions of Employment Detailed Results Table Part I – April 23, 2002

EALAND COUNTRY-B COUNTRY-C		mount Yes, paid out as a Yes, as a fixed amount percentage of base ial for salary without a ation with	l annually Adjusted annually Adjusted whenever every six months differential changes by at least a fixed percentage of 5%	one Other: None		N N	No No	No
COUNTRY - A NEW ZEALAND		Yes, as a Other: Armount percentage of base based on salary without a differential for monetary cap each location with a cap	Other: Fortnightly Adjusted annually - (Based on real- time exchange rates)	Hardship premium Other: None		9X V	N	No
	cap	Yes, as a percent Yes, of salary without a perconnectary cap mon	Adjusted whenever Othe new data are – (Bi received time rates	Hardship premium Hard	Tanana tanana 1 Canada	οN N	Ŷ	No
DFAIT/CIC L	cap cap	Yes, as a percentage of base of salary salary without a monetary cap	Adjusted whenever Adjusted differential new data changes by at least received a fixed percentage of 3%	12. Which of the Other: None Hardshi following are taxable to the staff member?	Su	Yes, pay all No expenses for third party home management services	Yes, with a cap of No a specified monetary amount or number of months rent	Sale: Yes-One No buy and one sell per career

		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
13	the sale and/or purchase of the home country principal residence?	per career Purchase – Yes – One buy and one sell per career	Risameteriori Al regarinalite conta actualitati boscitos di Pasal chinacia, sio sualensate concessos An	Research or 31 respective or 31 respective or 44 and a release to a research or 35 research or 35	Ofmensions - MI consultances and and some	Bearing to the	Concentration of the second se	Description of the second seco	Reserver M results of the results of the results of the Secondary of the	
16.	Do you provide special financial assistance to Officers whose families remain in the	Yes, home housing share/deduction delayed until family vacates home country residence	Maintenance Allowance	Yes, home housing share/deduction delayed until family vacates home country residence	°Z	Other: Child allowance for children staying alone in the home country	Other: Temporary separation allowance if separation deemed necessary	Other: Separation allowance of 6- 10% to replace representational amount the spouse would receive	Ŷ	ŶZ
	home country temporarily and join them after the start of the posting?	an along the second	a cumun or	operation of a state of the sta	Office Sector	connection of	pomies se é huses, og se en huses	conset by a transpar of percentar A + off	ento-pà critica prințe Autorităcia chi tr Autorităcia chi tr	Ja Y - y - a dan a da add Y - y - a da was a fond is - a dan was a fond is - a dan was a dan a dan a dan a dan wasan a dan a d
Assis	tance with Host Cou	Assistance with Host Country Housing (Abroad)			dis the future	e en	- domains	contac	conceptioning page.	bepge especie en
17.	Do you provide assistance for housing to Officers at the host location?	Yes, always	Yes, always	Yes, always	Yes, always	Yes, always	Yes, always	Yes, always	Other: Only if no housing is provided by the state	Ycs, always
18.	Do you require the officer to pay a portion of the cost of housing at the host location?	Yes - rent shares equivalent to what employee would pay at home	No	Yes, based on salary	No	No	Yes, fixed percentage of basic salary – 18%	No	Yes, part of the salary is meant to cover housing costs	ŶZ
19.	Do you pay for host location utilities costs (excluding telephone)?	Yes, included in the housing/Cost- of-Living allowance	Yes, included in the housing/Cost- of-Living allowance	Other: Yes, but officer makes a contribution	Yes, Foreign Service Officer reimbursed for actual costs	Yes, Foreign Service Officer reimbursed for actual costs	Ŷ	Ŷ	Ŷ	Yes, Foreign Service Officer reimbursed for actual costs
Emp	Employee Benefits Abroad	ad		months a babaran	The special of the part of the					
20.	Do you cover the additional costs of medical/dental care while on a	Yes, through the home country organization's standard private medical plan	Yes, through the home country organization's standard private medical plan	Yes, through a cash reimbursement	Other: All medical costs are covered and some dental costs are met up to specified limits	Yes, through a special home country or international medical plan	Yes, through a cash reimbursement – up to 50% costs	Yes, through the home country organization's standard private medical plan	Yes, through a special home country or international medical plan	Yes, through a special home country and/or international medical plan
	foreign posting?	persistent.	her	CONDERN-Y	and and an an an an an	tottautisty - B	CORONERA - C	Yes, through a special home	CODULSA - E	COLVERT &
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FS Survey of Terms and Conditions of Employment Detailed Results Table Part I – April 23, 2002

COUNTRY - F	anopposi kupa anticontra anticontra anticontra	amod lalaete	Automobile for Ambassador No Recreational Club Membership Representation allowance – Only in accordance with host country norms for the position being filled	ellownnee, rist.	Elementary: Yes, but only if the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate			
COUNTRY - E	tracpers; here presumptions; constact; ou	space of second	No Automobile No Recreation Club Membership Representation Allowance – For Ambassador, Consul	browers of ten.	Elementary: Managed on a case-by-case basis Secondary: Managed on a case-by-case basis			
COUNTRY - D	country or international medical plan	Jogston Character A	Automobile for Ambassador Recreational Club Membership Managed on a case-by-case basis Representation Allowance – with the Foreign Service Officer bearing a portion of the cost		Elementary: Yes, as a matter of course Secondary: Yes, as a matter of course	sound another a		
COUNTRY - C	 Leonamudation Leonamudation Leonamudation 	costs	Automobile for Head of mission No Recreational Club Membership Representation Allowance: Yes, FS officer bearing a portion of the cost		Elementary: Ycs, as a matter of course Secondary: Ycs, as a matter of course	Microsoft.Å Schoolersk		
COUNTRY - B	triangeous hanna presentationes contanto on	abanay porte	No Automobile No Recreational club membership Representation allowance provided without cost to Foreign Service Officer		Elementary: Yes, as a matter of course Secondary: Yes, as a matter of course			
NEW ZEALAND	almostras prasa colpress mas allo po anor anome comme	ponde sus sussand	Automobile provided without cost to Head of Mission. Other: 1- Available to head of mission only 2- Notional provision is included in allowance package, 3- Supplement included in allowance package for most officers		Elementary: No Secondary: No			
COUNTRY - A		crait	Automobile provided without cost only to Head of Mission Recreational club membership provided without cost to FS officer cost to FS officer allowance provided without cost to head of mission		Elementary: Yes, but only if the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate			
USA	officientians pairs	prove constra	Automobile provided without cost to Ambassador No Recreational club membership Representation allowance provided without provided without Ambassador who allocats for whole embassy		Elementary: Yes, as a matter of course Secondary: Yes, as a matter of course			
DFAIT/CIC	more again a sub- compart interme estimation and a sub-	Party Locality	No Automobile No Recreational club membership Representation allowance provided without cost to FS-02		Elementary: Yes, but only if the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate	sources and a second se		
1011100	cause approximate interpretation	Perquisites Abroad	Please indicate if you provide the following perquisites: <i>Please check all those that</i> <i>apply</i> .	ation	Do you pay for private schooling in the host location?	promotively 5 (complete of complete of complete of complete of complete complete of complete of complete of complete of complete complete of complete of complete of complete of complete of complete complete of complete of comple		
		Pergi	21.	Education	22.			

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EALAND COUNTRY-B COUNTRY-C COUNTRY-D Rary: All Becoss ge boarding noverseas including boarding noverseas including boarding noverseas including boarding noverseas not the costs secondary: All reasonable costs accurding boarding control remation including boarding control remation including boarding control remation including boarding control remation including boarding secondary: All reasonable costs ary: All ary: All ar					SCINSTA OF 10 100	ALCOLOGICAL CONTRACTOR	TRUE CENTRAL	Dost conside	predays as in the	book services and	hand the second states of the
What Elementary, All construction Elementary, All constru		S 10 10 10 10 10 10	DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
De you pay for aux osti for when Posted: Yes, When Posted: Yes, Spectradiant dependents?At Home: No when Posted: No Sistance only, Currently 33,173At Home: No Men Posted: No Sistance only, and board sistance only, and boardAt Home: No It at annout sistance only, and board sistance only, and boardAt Home: No It at annout sistance only, and board a sistance only, and board and accommodation and accommodation and accommodation and accommodation and accommodation and accommodation and accommodationAt Home: No When Posted: No When Pos	23.	What dependant education costs (elementary and secondary grades) incurred by Foreign Service Officers on international posting do you pay for?	Elementary: All reasonable costs up, to a maximum amount Secondary: All reasonable costs, up to a maximum amount	Elementary: All reasonable costs, including boarding if local schools are inadequate Secondary: All reasonable costs, including boarding if local schools are inadequate	Elementary: All reasonable costs, including boarding if local schools are inadequate Secondary: All reasonable costs, including boarding if local schools are inadequate	Elementary: All reasonable costs excluding boarding (children overseas only) Other: Boarding costs are met for children remaining in the home country Secondary: All reasonable costs excluding boarding (children overseas only) Other: Boarding costs are met for children remaining in the home costs are met for children remaining in the home	Elementary: All reasonable costs, including boarding if local schools are inadequate Secondary: All reasonable costs, including boarding if local schools are inadequate	Elementary: Other: Approximately 20% of the cost Secondary: Other: Approximately 20% of the cost	Elementary: All reasonable costs excluding boarding Secondary: All reasonable costs excluding boarding excluding boarding	Elementary: All reasonable costs up to a maximum amount Secondary: All reasonable costs up to a maximum amount	Elementary: All reasonable costs excluding boarding Secondary: All reasonable costs excluding boarding excluding boarding
Do your pay forHome country: NoHome country: NoHome country: NoHome country: NoHome country: Noday careWhen Posted: Yes,When Posted: Yes,ReimburseHome country: NoHome country: Noday careWhen Posted: Yes,When Posted: Yes,ReimburseNhen Posted: Yes,Nhen Posted: No(formal,Mifference betweenMome and hostfor children over 3the home countryWhen Posted: NoWhen Posted: No"home dayNome and hostYearsWhen Posted: NoWhen Posted: NoWhen Posted: No"home dayNome and hostYearsWhen Posted: NoWhen Posted: No"home dayNome and hostYearsWhen Posted: NoWhen Posted: No"home dayYearsWhen Posted: NoWhen Posted: NoWhen Posted: No"home dayYearsWhen Posted: NoWhen Posted: NoWhen Posted: No"home dayYearsWhen Posted: NoWhen Posted: NoYears"home dayYearsWhen Posted: NoWhen Posted: NoYears"home dayYearsWhen Posted: NoWhen Posted: NoYears"home dayYearsWhen Posted: NoYearsYears"home dayYearsWhen Posted: NoYearsYears"home dayYearsWhen Posted: NoYearsYears"home dayYearsWhen Posted: NoYearsYears"home dayYearsYearsYearsYears"home dayYearsYearsYears<	24.	Do you pay for any costs for post-secondary education of dependents?	At Home: No When Posted: Yes, up to a fixed limit - Shelter assistance only, Currently 33,173	At Home: No When Posted: No	At Home: No When posted: Dormitory room and board	At Home: Up to fixed limit Annual flat amount - \$1.875 pa & \$981 pa for maintenance and accommodation for tertiary students boarding in the home country When Posted: No	At Home: No When Posted: No	At Home: No When Posted: No	At Home: No When Posted: Yes, but tuition only	At Home: No When Posted: No	At Home: No When Posted: No
country.	25.	Do you pay for day care (formal, "home day care" or nanny)/pre- school/nursery school costs?	Home country: No When Posted: Yes, difference between home and host	Home Country: No When Posted: No	Home country: No When Posted: Yes, for children over 3 years	Home country: Reimburse childcare costs in the home country up to a set amount per employee per year (Cdn51,969) When Posted: Pre- school costs are paid for the equivalent number of hours provided in the home country.	Home Country: No When Posted: No	Home country: No When Posted: Other: 20% of the cost	Home Country: No When Posted: No	Home Country: No When Posted: No	Home Country: No When Posted: No

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FS Survey of Terms and Conditions of Employment Detailed Results Table Part I – April 23, 2002

		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
Home	e Leave, R&R Leav	Home Leave, R&R Leave, Vacation and Holidays	lays		editive spectra anticipes.					
26.	Do you provide Home Leave travel to your Foreign Service Officers?	Between 1 trip per 4 year posting to once per year for hardship locations	Mid-tour on a four-year assignment, or between overseas postings if on a three or two-year assignment	Yes, one trip per posting	One home leave airfare is met officially for officers and accompanying dependants undertaking a four year assignment	Yes, organization offers one trip per posting year	Yes, organization offers one trip per posting year	Yes, but frequency depends on geographical location of the post abroad and varies from yearly to once every 24 months	Other: One trip every two posting years	Yes, organization offers one trip per posting year
27.	Do you permit an FS Officer to use Home Leave to travel to a different country and still be eligible for reim- bursement?	Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country	No, the assignee must return to the home country	No, the assignee must return to the home country	No, the assignce must return to the home country	No, the assignce must return to the home country Other: At least for part of the leave	No, the assignee must return to the home country	No, the assignee must return to the home country	No, the assignce must return to the home country	No, the assignee must return to the home country
28.	Do you provide Rest & Recreation trips separate from home leave travel to Foreign Service Officers?	Yes, to all Foreign Service Officers posted abroad	Yes, but only to Foreign Service Officers in hardship locations	Yes, but only to Foreign Service Officers in hardship locations	Ŷ	Yes, but only to Foreign Service Officers in hardship locations	No	Yes, but only to a Foreign Service Officers in hardship locations	No	Yes, but only to Foreign Service Officers in hardship locations - Compensation paid by a Hardship allowance
29.	What is the frequency of Rest & Recreation trips allowed?	Once a year	Once a year	The number of leaves depends on the posting location	Opper, posteres cray) cray) cray) compared present environges comp percondensis, via consept compare percondensis, via consept consept compare present	The number of leaves depends on the posting location Other: Max. 2 per year. In Teheran and Riyadh female officers and spouses (and daughters) have an extra trip cost- coverage to Athens	Antonio	The number of leaves depends on the posting location	A standard A stand A standard A s	The number of leaves depends on the posting location
30.	Who chooses the Rest & Recreation destination?	Foreign Service Officer	Foreign Service Officer	Foreign Service Officer	IN specialization	Organization chooses the destination for cost coverage	Vhistorimately Ognic Epsenormatic	Organization	di standaran - a	Foreign Service Officer
31.	What is the Foreign	Same number of holidays as in the	All 11 Government holidays, plus up	Same number of holidays as in the	Same number of holidays as in the	Greater of home or host country	Greater of home or host country	Same number of holidays as in the	Greater of home or host country	Same number of holidays as in the

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and Conditions of Employment	Part I – April 23, 2002
FS Survey of Terms and	Detailed Results Table F

	Charles no	DFAIT/CIC	NSA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
	Service Officer's statutory holiday entitlement during the posting?	home country	to 9 host country holidays for a total cap of 20	home country	home country Other: A set entitlement of 13.5 statutory days is provided to officers in the host country	entitlement	entitlement	home country	entitlement Other: Depends on post	home country Other: In Addition – Bonus day (Maximum 9 ycars)
Repa	Repatriation									
32.	Do you provide repatriation counselling for Officers and their families upon their return from a posting?	No. However, CIC has a specific briefing that all employees returning from abroad must attend.	Yes	Yes	Ys	Yes	Ys	Yes	Ŷ	Q
33.	Are Officers who voluntarily end their posting early required to pay a portion of the repatriation cost?	Yes, the Foreign Service Officer must pay a portion of the cost of relocation	Depends on the circumstances	Depends on the circumstances	Yes, the Foreign Service Officer must pay a portion of the cost of relocation	No, the organization assumes the full cost of relocation	Depends on the circumstances	Yes, the Foreign Service Officer must pay a portion of the cost of relocation	Depends on the circumstances	Yes, the Foreign Service Officer must pay a portion of the cost of relocation
Curr	Current Concerns									
34.	Please provide information about any issues that have been voiced among Foreign Service Officers or others within the and the response of the organization.	Compensation for loss of spousal employment. FS structure and salary. Employment Insurance benefits for spouses. Spousal Pension. Promotion appraisal systems	Spousal employment opportunities are a key employee concern. A headhunting firm was hired to help spouses find employment in Mexico City, as a pilot project. This is being rolled out to other big capitals	The Department has fully reviewed overseas conditions in recent months, with a view to issuing a new set of provisions (i.e. June 02). During this review process, management and staff have sought to address all outstanding issues of concern	Remuneration levels, Partner issues (management of dual careers; de facto/same sex partner recognition and access to employment in host country. Education provisions		Bad career prospects due to general budget cuts. Lobby Parliament to improve budgeting situation of Foreign Office			

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FS Survey of Terms and Conditions of Employment Detailed Results Table Part 2 – April 23, 2002

Question numbering is as per "Foreign Service in other countries" survey. Questions that were not asked of international organizations and private sector companies are marked "N/A". A blank indicates that the responding country, business or organization did not complete that particular question.	DFAIT/CIC NETHERLANDS COUNTRY G IRELAND FRANCE ORGANIZATION ORGANIZATION ORGANIZATION ORGANIZATION ORGANIZATION D
numbering is as per ed "N/A". A blank ii	DFAIT/CI

				Longer an						
		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
SEC	TION I – STRUCT	URE AND MANAG	SECTION I – STRUCTURE AND MANAGEMENT PRACTICES							
1.	Is your Foreign Service part of the overall Public Service?	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A
5	What are the primary responsibilities of your Foreign Service	Political/ Economic Trade Immigration	Political/Economic	Political/ Economic Trade Administration Immigration	Political/ Economic Trade Administration Immigration	Political/ Economic Administration Immigration Aid	NA	N/A	N/A	N/A
12	Officers?		the second secon	Aıd Other: Consular, Public Diplomacy	Ald Other: Protocol and Information Consular	MAY .	Master's Degree 10-23 years work: agginterie	Matter e Digne 1 years work augemente 2 New Cort Lanamana	and the second s	Undergrad A young words approximate
ŕ	Are <i>trade</i> officers included in the Foreign Service Officer group?	Yes	Yes	Yes	No	No	N/A	N/A	N/A	N/A
4	Do you have officers who specialize in <i>immigration</i> at postings abroad?	At some postings	At some postings	Yes, At all postings	No	Yes, At all postings	N/A	N/A	N/A	N/A
ŝ	Are immigration officers included in the Foreign Service Officer group?	Yes	Yes	Yes	Ŷ	Yes	NA	N/A	N/A	N/A
ė.	Are aid officers included in the Foreign Service Officer group?	No	Yes	No	Ŷ	Yes	N/A	N/A	N/A	N/A

Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in Summary Results Table.

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	Lotella									
-	erestite Vis and	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
	Are your Foreign Service Officers represented for bargaining?	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A
rui	Recruitment		A MARINE MARK	Xee	Ma	A.W.	MA	NV.	NM	N/N
	What are the minimum criteria for consideration as a Foreign Service Officer recruit?	Undergrad 0 yrs work exp 0 languages Other: Minimum pass mark on personal suitability introduced in 2001	MA 2 years work experience 2 Foreign Languages	High School 0 years work experience 0 Foreign Languages	Undergrad 0 yrs work exp 1 language	Master 0 years work experience 2 Foreign Languages	Undergrad Degree 2 years work experience 2 Foreign Languages	Master's Degree 5 years work experience 2 Foreign Languages	PhD 9 years work experience 1 Foreign Language	Master's 3 years work experience 2 Foreign Languages Other: Driver's Licence
	In actual practice, what is the highest level of education possessed by most new recruits?	Undergrad degree	Master's degree	Undergrad Degree	Undergrad degree	Master's Degree	Master's Degree	Master's Degree	Ph. D.	Master's degree
	In actual practice, how many years of work experience do most new recruits have?	Two years or less	Two years or less	Two years or less	Two years or less	Two years or less	More than two years but less than five	Five years or more	Five years or more	More than two years but less than five
	To which of the following do you recruit? <i>Please</i> <i>check all that</i> <i>apply</i>	Recruited to the Foreign Service in general	Recruited to the Foreign Service in general. Recruited to a specific assignment abroad Recruited to a specific specialty or position	Recruited to the Foreign Service in general. Recruited to a specific specialty or position	Recruited to the Foreign Service in general	Recruited to the Foreign Service in general.	Recruited to a specific specialty or position – Economists, Lawyers etc.	Recruited to a specific specialty or position – Sector Specialist (Finance, Natural Resources, Sanitation etc.)	Recruited to the organization in general Recruited to a specific assignment abroad Recruited to a specific specialty or position – Technical/ Economic	Recruited to a specific specialty or position
12. Are Officers Compensated as Compensated as	Are Officers compensated	Compensated as Foreign Service	Compensated as Foreign Service	Compensated as Foreign Service	Compensated as Foreign Service	Compensated as Foreign Service	Compensated based on the position	Compensated based On the position	Compensated based on the position	Compensated according to their

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and Conditions of Employment	: Part 2 - April 23, 2002
FS Survey of Terms and C	Detailed Results Table Pa

	Tourset of the	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
The set	as Foreign Service Officers, or according to their profession?	Officers	Officers	Officers	Officers	Officers		annual in surged about to property particulation and and and an and an an an an	diameter and the	profession
<u>Mid-ca</u> 13.	Mid-career Recruitment 13. Do you recruit Officers at mid-career, that is, professionals or others with extensive work experience who wish to make a	N	Yes, from within the Public Service and the private sector	Yes, from within the Public Service and private sector	Yes, but only from within the Public Service	Ŷ	Yes, from within the organization and elsewhere	Yes, from within the organization and elsewhere	Yes, from within the organization and elsewhere	Yes, from within the organization and elsewhere
14.	career change? What are the minimum criteria for consideration as a mid- career recruit?	N/A	Master's 8 years work experience 2 Foreign Languages	High School 0 years work experience 0 Foreign Languages Other: Recruitment is through an assessment centre	Undergrad 0 years work experience 1 Foreign Language Other: Competitive examination and interview conducted by the civil service Commission	N/A	Master's Degree 10-15 years work experience 2 Foreign Languages	Master's Degree 7 years work experience 2 Foreign Languages	PhD 10 years work experience 1 Foreign language	Undergrad 4 years work experience
15.	At what level are mid-career recruits typically placed?		Appropriate level commensurate with work experience	Appropriate level commensurate with work experience	Appropriate level commensurate with work experience	N/A	Appropriate level commensurate with work experience	Appropriate level commensurate with work experience	Appropriate level commensurate with work experience	Appropriate level commensurate with work experience
16.	Locally Hired Professional Staff 16. Are there more Percention 16. Instant Percention 16. Percention Percention 16. Officers/ Percention 17. Expatriates? Percention	aal Staff Percentage of locally hired professionals is rising	Percentage of locally hired professionals is rising	Other: Has been rising, but now levelling off	Other: Foreign Service Officers are not hired in host country	Percentage of locally hired professionals remains steady	Percentage of locally hired professionals remains steady	Percentage of locally hired professionals remains steady	Percentage of locally hired professionals is rising	Percentage of locally hired professionals is rising

	other and a second s	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
ofess	Professional Orientation and Training	and Training	1 ca	Xer	Kee	Xox	N/A	MA	NA	N.N.
11.	What kind of orientation and training are provided to new Foreign Service Officers?	On-the-job training Classroom-setting courses Self-study courses Domestic training assignments Foreign training assignments Language training	On-the-job training Classroom-setting courses Language training Work placement during the orientation period	On-the-job- training Classroom- setting courses Language training	On-the-job training Classroom- setting courses Self-study courses Domestic training assignments Language training	On-the-job training Classroom- setting courses Self-study courses Self-study courses Domestic training assignments Foreign training assignments Language training	Classroom-setting courses Language training	On-the-job-training	On-the-job-training Classroom-setting courses	Classroom-setting courses
18.	How long is the orientation and training program for new Officers?	More than two years	6 months or less	6 months or less	More than 6 months but less than 12 months	6 months or less	6 months or less	More than 6 months but less than 12 months	6 months or less	6 months or less
19.	After the initial orientation and training period, how much training is typically provided per year?	5.3 days	8 days	5 days	1 – 3 days	8 days	5 days		0	7 days
stin	Posting Information			sug bezone						
20.	What is the average length of a standard foreign posting?	3.5 years	4 years	4 years	3 days	3 years	2 years	4 years	4 years	1 year
21.	Do officers typically return to their home country after a foreign posting?	DFAIT – rotate between home and posting. C+I – rotate after 2 or more postings	Yes, they typically rotate between home and foreign postings	Yes, but only after two or more consecutive postings	Yes, they typically rotate between home and foreign postings	Managed on a case-by-case basis	No, they are typically posted to a new location and consider a posting to the home country as another temporary posting	No, they are typically posted to a new location and consider a posting to the home country as another temporary posting	Yes, they typically rotate between home and foreign postings	No, they are typically posted to a new location and consider a posting to the home country as another temporary posting
22.	Are Officers able to influence if	Yes, but other factors usually override personal	Personal Choice weighs heavily	Yes, but other factors override personal choice	Personal Choice weighs heavily	Yes, but other factors override personal choice	Yes, but other factors override personal choice	Yes, but other factors override personal choice	Staff may turn down assignments without consequence	Yes, but other factors override personal choice

Note: Some of the respondents are not included in the table because they requested contidentiality. Their data are only included in Summary Results Table.

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FS Survey of Terms and Conditions of Employment Detailed Results Table Part 2 – April 23, 2002

ORGANIZATION	Lo 2a Bank	Head of relevant section at headquarters	1.5 months	Easiest Hardship: 2 years Most Difficult: 9 months	One	 Parental responsibilities Inability of same-sex partner or partner to be included on the staff member's visa and/or passport Inability of spouse/ partner to work at the posting location Local Condition Poor fit of assignment responsibilities with staff
ORGANIZATION	Do Ru Bank	Head of relevant section at headquarters	7 months	Easiest Hardship: 4 years Most Difficult: 4 years	None	 Local Conditions Conditions Econditions spouse/partner to work at the posting location Parental responsibilities Parental responsibilities Parental included on the staff member's visa and/or passport Inadequate compensation offer
ORGANIZATION	Series Bolds - more	Head of relevant section at headquarters	4 months	Other: Most Hardship posts: 3 years	None	 Parental responsibilities Local Conditions Poor fit of posting responsibilities with staff member's skills Inability of same-sex/ common-law partner to be included on the staff member's visa and/or passport Inability of spouse/partner to work at the
ORGANIZATION	and an and a	Personnel or Human resources department	2 months	Easiest Hardship: 3 years Most Difficult: 1 year	None	 Inability of spouse/partner to work at posting location Parental responsibilities Local Conditions Local Conditions Local compensation offer Inadequate compensation offer Inadequate compensation offer Inadequate compensation staff member's visa and/or passport
FRANCE	Rans Spectra	Personnel or human resources department	6 months	Easiest Hardship: 3 years Most Difficult: 2 years	None	 Inability of spouse/part ner to work at posting location
IRELAND	La Na Stratt	Head of relevant section at headquarters	7.5 months	Easiest Hardship: 3 years Most Difficult: 2 years	None	Parental responsibilities
COUNTRY G	an and	Selection Board	9 months	Easiest Hardship: 3 years Most Difficult: 1 year	None	 I. Inability of spouse/partn er to work at posting location 2. Parental responsibilities 3. Local Conditions
NETHERLANDS	Lo E _o posto	Personnel or human resources department	3 months	Easiest Hardship: 4 years Most difficult: 3 years	Not specified	 Inability of spouse/partner to work at the posting location Local Local Conditions Parental/other adult care responsibilities Poor fit of posting responsibilities with officer's skills Inability of skills Inability of smmon-law partner to be included on
DFAIT/CIC		Head of Mission	6 months	Easiest Hardship: 3 years Most difficult: 2 years	None	 Inability of spouse/ partner to work at posting AND inability of same sex/common -law partner to obtain visa Local visa Local conditions Local visa Local visa Local visa Conpensatio n offer Other: Does not meet
	they will be posted?	Who makes the final decision regarding where an Officer will be posted?	How much notice is given regarding posting location and starting date?	What is the typical duration of a hardship posting, in years?	How many hardship postings <i>must</i> an Officer take?	Reasons to turn down a foreign posting
		23.	24.	25.	26.	27.

Deta	ailed Kesult	s l'able Fart	Detailed Results Table Fart 2 – April 23, 2002	7			arris contrology &	2' Runnik of	s mandante	Analy interv
		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
		aspirations 5. Parental responsibilit ies 6. Poor fit of posting responsibilit ies with officer's skills	the officer's visa and/or passport 5. Inadequate compensation offer	Contraction Contraction Constru	Contrological participation contrological co	Un rhojd britnig britnig Classrycha setting Crassa setting Demaste britnig	 Poor fit of posting responsibilities with staff member's skills 	posting location 6. Inadequate compensation offer	 Poor fit of posting responsibilities with staff member's skills 	member's skills 6. Inadequate compensation offer
Caree	Career Progression		Rougerth	at Desired	T amongoo a		Sector Sector	Compations	and a share a	
28.	What criteria are used to determine if an	Promotion to 2 nd level: Years of	Promotion to 2 nd level: Performance	Promotion to 2 nd level: Simulation	Promotion to 2 nd level: Years of	Promotion to 2 nd level: Performance	Promotion to 2 nd level: Performance	Promotion to 2 nd level: Performance	Promotion to 2 nd level: Performance	Promotion to 2 nd level: Performance annraisal
N K	individual will be promoted?	experience in grade	Appraisal Existence of an opening at the next level	Exercise	experience in grade Existence of an opening at the next level	appraisals Simulation exercise Existence of an opening at the	appraisal Years of experience in grade Existence of an opening at the next	appraisal Years of experience in grade Existence of an opening at the next	appraisal Existence of an opening at the next level	Interview Postings abroad
2 3		5.1 Junys Neme Neme 1 Junus Livring (patigraph	To 3 rd level: Performance Appraisal Existence of an opening at the next level	To 3 rd level: Performance appraisal	To 3 rd level: Existence of an opening at the next level	To 3 rd level: Performance appraisals Simulation exercise Existence of an opening at the next level	To 3 rd level: Performance appraisal Years of experience in grade Existence of an opening at the next level	level To 3 rd level: Performance appraisal Years of experience in grade Existence of an opening at the next level	To 3 rd level: Performance appraisal Existence of an opening at the next level	To 3 rd level: Performance appraisal Interview Years of experience in grade Postings abroad
A A A	unational and a second	Chryster 19117 - Incore between hume	To 4 th level: Performance appraisal Existence of an opening at the next level	To 4 th level: Performance appraisal Simulation exercise	To 4 th level: Interview Existence of an opening at the next level	To 4 th level: Performance appraisals Simulation exercise Existence of an opening at the next level	To 4 th level: Performance appraisal Years of experience in grade Existence of an opening at the next level	To 4 th level: Performance appraisal Years of experience in grade Postings Abroad Existence of an opening at the next level	To 4 th level: Performance appraisal Existence of an opening at the next level	To 4 th level: Performance appraisal Interview Years of experience in grade Postings abroad
4 8			To 5 th level: Performance appraisal Existence of an opening at the next level	To 5 th level: Simulation exercise	To 5 th level: Interview Existence of an opening at the next level	To 5 th level: Performance appraisals Simulation exercise Existence of an opening at the	To 5 th level: Performance appraisal Years of experience in grade Existence of an opening at the next	To S th level: Performance appraisal Years of experience in grade Postings Abroad Existence of an	To 5 th level: Performance appraisal Existence of an opening at the next level	To 5 th level: Performance appraisal Interview Years of experience in grade Postings abroad

Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in Summary Results Table.

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FS Survey of Terms and Conditions of Employment	Detailed Results Table Part 2 - April 23, 2002
FS Sur	Detaile

	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
	Conset Conside		Contraction Street Press.	Companyanda Destatandes	next level	level	opening at the next level		grandtopaulie. Prantizen sconnol
How long (in years) will an Officer remain in a level before being promoted?	FSDP: 5 years FS-02: 10 years	Entry Level: 6 years Second Level: 10 years Third Level: 12 years Fourth Level: 10 years	Control Christian Control Christian Office Missing Y work Control Christian Control Christian	Entry Level: 3 years Second Level: 6 years Third Level: 5 years Fourth Level: 6 years	Entry Level: 1 year Second Level: Third Level: Fourth Level: 10 years	Entry Level: 3 years Second Level: 3 years Third Level: 4 years Fourth Level: 6 years	No average available	Entry Level: 3.5 years Second Level: 3.5 years Third Level: 3.5 years Fourth Level: 3.5 years	Entry Level: 2 years Second Level: 5 years Third Level: 5 years
What percentage of officers are promoted from each level each year?	To FS-2: 18% To EX-1: 3-4%	Entry level: Second level: Third level: Fourth level:	Entry level: Second level: Third level: Fourth level:	Entry level: Second level: Third level: Fourth level:	Entry level: Second level: Third level: Fourth level:	N/A	N/A	N/A	N/A
Does career progression differ for mid- career recruits?	°N N	Yes – Although this is not a deliberate policy, it often works out that way	No	No	N/A	Ŷ	Ŷ	No	N/A
Attrition 31. What is the annual level of annual level of annual level of foreign Service Officers, that is, Foreign Service Officers leaving the Foreign Foreign	Attrition at all levels: 3-4%	Entry Level Attrition: 0-2% Second Level Attrition: 3-5% Third Level Attrition: 3-5% Fourth Level Attrition: 3-5%	Entry Level Attrition: 6-9% Second Level Attrition: 6-9% Fourth Level Attrition: 6-9% All: 6-9%	Entry Level Attrition: 0-2% Second Level Attrition: 0-2% Third Level Attrition: 0-2% All: 0-2% All: 0-2%	Entry Level Attrition: 0-2% Second Level Attrition: 0-2% Third Level Attrition: 0-2% All: 0-2% All: 0-2%	Entry Level Attrition: 0-2% Second Level Attrition: 0-2% Third Level Attrition: 0-2% All: 0-2% All: 0-2%	Entry Level Attrition: 0-2% Second Level Attrition: 0-2% Third Level Attrition: 0-2% Fourth Level attrition: 0-2% All: 0-2%	All Professional Levels: 6-9%	Entry Level: >20% Second Level: Third Level: 6-9% Fourth Level: 3-5%
Set Mice:	territoria de la constante de	Activityou 15,00 A opraeta 25,00 A opraeta 25,000	Total Providence Connection (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1) (1)	the off of the off off off off off off off off off of		available and CDA	coditions well confi	participanti di contra di	dava Levis o termina internet internet internet internet internet

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		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION	ORGANIZATION B	ORGANIZATION C	ORGANIZATION
Of the l	Of the Foreign	FSDP:	Average of all	Entry level:	Entry level:	N/A	Very low attrition	Very low attrition	Entry Level:	Entry Level:
Service		0% retirement or	level:	19% retirement	0% retirement or		Particular Sector	A Bradograda	0% Retirement or	0% Kettrement or death
Utticers who	'S who	death	36% Retirement or	or death	death 100% Vichinteer		These chies	aller aller	0Cath 07 50/ Volumetone	95% Voluntary
level, please	lease	100% voluntary	420/ Wohnstory	/1 % volumary	Senaration				Senaration	Separation
indicate the	e the	separation ES 03.	4.5% Volumary Separation	10% Forced	0% Forced				12.5% Forced	5% Forced Attrition
percentage	tage	520% voluntary	21% Forced	Attrition	Attrition				Attrition	N/A
leaving tor	the	separation	Attrition	Second Level:	Second Level:				Second Level:	Third Level:
reasons	reasons below:	42%Retirement		52% retirement	100% retirement	WIE 0-5%	ME-0-2%	ALL-O-SAF	0% Retirement or	N/A
		or death	Allegian 2-22	or death	Or death	Attrition: 0-2%	Automa Contract	- and a second	death	Fourth Level:
	All and a	EX-01:	Providence in the	33% Voluntary	0% Voluntary				87.5% Voluntary	JU /0 NCUITCINCIN UI
	- Martin	69.6% retirement	ALC: LANDAR	Separation	Separation	Martin Contract		A Distriction of the second se	Separation	40% Voluntary
	ruine H an	or death	Third Point	15% Forced	0% Forced	a new local		Lines	12.5% Forced	Separation
	Stant with	30.4% voluntary	Social States of the second	Attrition	Attrition	A Contraction of the second	Martin Constant of the State		Attrition	10% Forced Attrition
	- Instruction	separation		Third Level	Third Level:				Third Level:	New Proves P-420
	le level	Second and	National Andrews	35% retirement	100% retirement	NOO LEADER		Contraction and the second	100% Retirement or	
				or death	or death			All and a second se	death	March Street Street Street
				11% Voluntary	0% Voluntary	Constant of the	Contractioner and the same	Excenses of ro	0% Voluntary	
				Separation	Separation	T mail level		A CONTRACT OF A	Separation	
			Minister and	54% Forced	0% Forced	The second second			0% Forced Attrition	
	the start		bost of other	Attrition	Attrition			To ST Beact	Fourth Level:	To 3" level
	and a		at the state of the state of	Fourth Level:	Fourth Level:			Professionen	100% Retirement or	Name and a
	ALCON.	140	AND DESCRIPTION - SON	81% retirement	100% retirement		North States		death	arages can
			L'obertine at the next	or death	or death			Your of dependent	0% Voluntary	
	doed by		Contine reason	2% Voluntary	0% Voluntary			BOOD IN THE	Separation	the second and the second s
	ind their			Separation	Separation			Continuent of an	0% Forced Attrition	Protents abread
	1111			17% Forced	0% Forced					
	To such			Attrition	Attrition	Mand Second		PC-CI		
Of those who	o who	FSDP:		Entry Level	Entry Level	N/A	Very low attrition	Very low attrition	Entry Level:	Entry Level:
leave due to	ueto	Family or sponsal		Other	Career Change			Transme	Career Change	Lifestyle
voluntary	ary	career		Compensation	Lifestyle				Second Level:	Family or spousal
separation,	tion,	Compensation		Career Change	Compensation	Construction of the second	Comparizones: 0 Austo		Career Change	career
please	please rank the	Career Change	2	Second Level	Second Level	Fairferman aftern	Dis underserver and lotter		ACCESS OF ALL DATE	Career change
top three	ree e for	FS-02	and the second second	Other	Career Change	valuation with	Towards of the read		El fora i lacosti	Second Level:
leaving	leaving at each	Family or spousal		Compensation	Lifestyle		A cloved because		North	Family or spousal
level.		career	gual room o	Career Change	Compensation	I thread general I	Earld Frank: 3 August	日本の日本の日本のである	Eatly Level 2.5	career
		Compensation		Third Level	Third Level	TON STATES	10 54400		and and and and	Lifestyle
		Career Change	The second s	Other	Career Change	Set humans	References.	elyptical at the target		Career change
		EX-01		Compensation	Lifestyle		~			Third Level:
		Family or spousal	ALL CALLER AND	Career Change	Compensation	Sugarvact	NOTIFICATION OF A DESCRIPTION	MORE CONTRACT	OBCVHSVIION	Family or spousal
		career		Fourth Level	Fourth Level				Towneds while next	career
		Compensation		Other	Career Change			The state of the state		Lirestyle

FS Survey of Terms and Conditions of Employment Detailed Results Table Part 2 - April 23, 2002 Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in Summary Results Table.

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100 - 10 - 10 - 10 - 10 - 10 - 10 - 10	ZATION ORGANIZATION	Fourth Level: Family or spousal career Lifestyle	Career change	Falling	Il training Financial Assistance nts for schooling, car and housing	And A
i active altered	IN ORGANIZATION C	AUX		Steady	g or enhancements enhancements	
	ORGANIZATION B	100-100-000 2012-300-090-000 2012-300-000		Steady	No observable problems attracting or retaining talent. Compensation package very competitive	File parts in man
THE REAL PROPERTY AND	ORGANIZATION	241/577 241/577 241/577		A Long to the second se		Organization of the second sec
	FRANCE	And Andrews		On average, turnover remains steady	The overall modernization of the measures in the Department of Foreign Affairs, especially around HR issues such as training, posting, partners and mobility.	B (Apresi) Spinster S
22.7 2.3	IRELAND	Lifestyle Compensation		On average, turnover remains steady		town D. (years)
NEWS RF	COUNTRY G	Compensation Career Change	and the second	Falling	Retention rates already good, but looking into development of e.g. Flexible Benefits Package.	
	NETHERLANDS					Jorith augustance A- Pay R Spars M- 13- Pay R Spars M- 13- Pay R Spars
	DFAIT/CIC			errit 210'940 Br 901 (y.c.940 BANDA -000M 502,500	DFAIT has initiated a Comparative Study on the Terms and Conditions of Employment of FS Officers. DFAIT and CIC are placing more emphasis on attempting to address spousal- related issues. DFAIT/CIC are looking at new salary packages and are	considering the possibility of rewarding the acquisition of skills, such as foreign lanteuages.
		and the		Which of the following statements best characterizes turnover within your Foreign Service?	What initiatives are organization to encourage Foreign Service Officers?	tion of the second seco

Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in Summary Results Table.

		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
Z	SECTION II - COMPENSATION	NSATION	A version of all	Electry levels	Eastry levels	NA	Vary low ambrida	Very tox station	Eutro Landa	Early Level
our oor oor oor oor oor oor oor oor oor	Please match your country's Foreign Service Officer positions Service Officer positions	FSDP - Job A FS-2 - Job B EX-1 - Job D	Policy officer scale 11 – Job A (Match) Policy officer scale 12 – Job B (Match +) Policy officer scale 13 – Job C (Match) Policy officer scale 14/15 – Job D (Match)	Third Secretary - Job A Second Second Secretary (C4) – Job A (Match) First Secretary (D6) – Job B (Match +) Counselor (SMS 1) – Job C (Match +) Ambassador (SMS 2) – Job D (Match) D (Match)	Third Secretary - Job A (Match) First Secretary – Job B (Match) Counselor – Job C (Match) Ambassador – Job D (Match)	Foreign Affairs Secretary – Job A (Match +) B (Match) B (Match) Foreign Affairs Counselor, Hors Classe (1st counselor, Hors Classe (1st counselor, Hors Classe (1st counselor, Hors Classe (3rd echelon) – Job C (Match +) Minister / Foreign Affairs Classe (3rd echelon) – Job C (Match +) Minister / Foreign Affairs Classe - Job D (Match +)	Assistant Officer P2 - Job A (Match) Officer P3- Job B (Match) Senior Officer P5 - Job C (Match) Director D1 - Job D (Match)	04 – Job A (Match) 03 – Job B (Match) 02 – Job C (Match) 01 – Job D (Match)	Senior Specialist/ Economist – Job C (Match +) Res. Rep/Country Manager – Job D (Match +)	Delegate - Job A (Match ++) Office Manager- Job B (Match +) Coordinator - Job C (Match ++) D (Match ++)
Salary Match Match Match Match	Salary – Job A Match (including Match -, Match+)	FSDP: \$39,570 - \$51,937 (Average actual - \$40,249)		Second Secretary (C4): \$45,661 - \$67,074 (Average actual: \$54,010)	Third Secretary: \$34,139 - \$60,344 (Average actual: \$47,240)	Foreign Affairs Secretary (Actual Average - \$25,782)	Assistant Officer P2: \$60,692 - \$77,736	04: \$120,216 - \$192,312 (Average actual: \$149,023)	N/A	Delegate: \$59,904 - \$74,880 (Average actual: \$67,392)
Ma	Salary – Job B Match	FS-02: \$50,475 - \$75,423 (Average actual - \$63,703)		First Secretary (D6): \$77,930 - \$110,036 (Average actual: \$87,339)	First Secretary: \$61,163 - \$89,859 (Average actual: \$76,006)	Foreign Affairs Counsellor (Actual Average - \$40,693)	Officer P3: \$72,849 - \$97,223	03: \$134,613 - \$215,407 (Average actual: \$176,315	N/A	Office Manager: \$74,880 - \$99,840 (Average actual: \$77,376)
Ma	Salary – Job C Match	FS-02: \$50,475 - \$75,423 (Average actual - \$63,703)	A Did	Counsellor (SMS 1): \$99,348 - \$175,669	Counsellor: \$82,453 - \$101,988 (Average actual:	Foreign Affairs Counsellor, Hors Classe (1 st echelon)	Senior Officer P5: \$102,229 - \$124,070	O2: \$159,749 to\$239,659 (Average actual: \$210,889)	Senior Specialist/ Economist: \$124,071 - \$225,815 (Average actual: \$148,026)	Coordinator: \$87,360 - \$112,320 (Average actual: \$99,840)

FS Survey of Terms and Conditions of Employment Detailed Results Table Part 2 - April 23, 2002

ns of Employment	e Part 2 – April 23, 2002
ms and Condition	[able Part 2 - A]
FS Survey of Terms and Conditions of Employment	Detailed Results Table

ORGANIZATION		Chief Delegate: \$99,840 - \$168,480 (Average actual: \$131,040)	No, professional staff members may receive salaries up to the range maximum	By individually determined increments based on performance	Five years or more	Annual Bonus or Incentive Plan: 5% salary increase, adjusted cost-of-
ORGANIZATION C		Res. Rep. Country Manager: \$205,284 - \$320,299 (Average actual: \$243,435)	No, professional staff members may receive salaries up to the range maximum	By a percentage- rated grid based on performance	More than two years but less than five years	Pension/Retirement: 40% - Approximately 40%, this combines
ORGANIZATION B		OI: \$182,485 - \$266,129 (Average actual: \$239,932	No, professional staff members may receive salaries up to the range maximum	By individually determined increments based on performance	Five years or more	nsion/Retirement: Other: 41% - Home Pension/Retirement: Ann 8% - Pension Plan Leave, education 40% - Ince benefits, dependency Approximately 40%, sala allowance discrete and this combines diversed and
ORGANIZATION		Director D1: \$113,570 - \$129,339	No, professional staff members may receive salaries up to the range maximum	By a step-rated grid based on seniority	Five years or more	
FRANCE	(Actual Average - \$51,962) Foreign Affairs Counsellor, Hors Classe (3 rd echelon) (Actual Average - \$57,952)	Minister / Foreign Affairs Counselor Hors Classe (Actual Average - \$95,927)		By a step-rated grid based on seniority	Five years or more	N/A
IRELAND	\$92,227)	Ambassador: \$121,236 - \$139,163 (Average actual \$130,219)	No, Foreign Service Officers may receive salaries up to the range maximum	By individually determined increments based on performance	Five years or more	Annual bonus: 0% Pension: 6.5% Pay Related
COUNTRY G	(Average actual: \$121,743)	Counsellor/Am bassador (SMS 2): \$109,531 - \$222,198 (Average actual \$138,482)	No, Foreign Service Officers may receive salaries up to the range maximum	By a percentage- rated grid based on seniority Other: Performance related Equity shares (Senior Management only)	Five years or more	Annual bonus: 2-10% Other cash compensation:
NETHERLANDS			T			6. Please describe the total Annual bonus: Annual bonus: N/A Pe compensation 0% 15 package compensation: Pay Related 2
DFAIT/CIC		EX-01: \$82,700 - \$97,400 (Average actual - \$91,066)	No, Foreign Service Officers may receive salaries up to the range maximum	By a percentage- rated grid based on performance	Five years or more	The Part
		Salary – Job D Match	Do you place any controls on the ability to earn a salary higher than the mid-point?	How do Foreign Service Officeally move typically move through the salary range?	On average, or by formula, how long would it typically take to move from minimum to the maximum in a salary range?	Please describe the total remuneration package
		5	3.	4.	vi	6.

Conditions of Employment	: Part 2 - April 23, 2002
FS Survey of Terms and Conditions of Employme	Detailed Results Table Pa

Appropriate Contraction	ORGANIZATION	living, performance incentives Pension/Retirement: 16% - 62 years old - mandatory, 57 pre- mandatory, 57 pre- anticipated retirement, (averages 70 and 80% of last of highest salary Employee Benefits: 7% - Unemployment, Disability, Old Age Benefits in Kind: 10% - housing,	automobile N/A	of the social sectors of the social sectors and the social sectors and the social sectors are social sectors and the social sectors are social sectors and the social sectors are social	No. boogenerican actual		
NORTHANDOR	ORGANIZATION C	pension and other employee benefits, including medical, life etc.	N/A	tite standa dansesana. Siteside dansesanan Siteside wijager nit.	olec, professional		
NOT STATES	ORGANIZATION B	Benefits in kind: 41% - housing	N/A	of or a negative maintenan equin	May here an and and and		
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Section of the	IRELAND	Social Income Benefits: 2.91% employee benefits - Pay Related Social Income	In the top 20%	tarde threatants replace is to po-			
	COUNTRY G	Foreign Language allowances Pension/Retire ment: Approx 14-18% of gross basic salary	In the top 30%	the tanks approx th go tank include			
	NETHERLANDS	ling officer, ender ling officer, ender ling officer, solds ling officer, and ling officer, and ling officer, and ling officer, and ling officer, and ling officer, and					
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	control	provided to your Foreign Service Officers and estimate the cost or value of each element as a percentage of the position's salary range mid-point	Where do Foreign Service salaries fall when	other professional groups in your civil service?			
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FRANCE	All civil servants of similar grade and level are paid at the same salary	diameter .	gerations su mocuri ga construction proprie tocorport in po vgpowrene	No. SERVICE
IRELAND	Economist: Level 1: \$34,139 - \$60,344 Level 2: \$62,163 - \$80,348 - \$80,346 - \$139,163 Level 4: 121,265 - \$139,163 Level 5: \$121,165 - \$139,163 - \$60,344 Level 1: \$34,139 - \$60,344 Level 2: \$62,163 - \$60,344 Level 2: \$62,163 - \$60,348 Level 3: \$82,453 - \$101,988 Level 4: \$121,265 - \$139,163 Level 5: \$121,165 - \$2121,265 - \$121,165 - \$204,881	glaster.	composition angles pot miniciph yes begins her yes versioner	Voc. more that offerencesses
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DFAIT/CIC	Economist: Level 1: \$36,823 - \$42,830 Level 2: \$41,615 - \$47,258 Level 3: \$48,995 - \$56,873 - \$56,873 - \$56,873 - \$56,625 - \$76,300 Level 4: \$8,56,625 - \$76,998 Level 5: \$66,625 - \$76,928 - \$66,625 - \$74,928 - \$66,625 - \$66,625 - \$74,928 - \$66,625 - \$56,625 - \$52,60 - \$56,520 - \$56,520 - \$51,255 Level 2B: \$56,520 - \$51,255 Level 2B: \$56,520 - \$51,255 Level 2B: \$591,255 Level 2B: \$54,000 - \$591,255 Level 2B: \$591,255 Level 2B: \$591,255 Level 3A: \$566,520 - \$51,200 - \$56,520 - \$51,200 - \$56,520 - \$51,200 - \$56,520 - \$56,520 - \$56,400 - \$56,400 - \$56,520 - \$56,400 - \$56,400 - \$56,520 - \$56,400 - \$56,520 - \$56,400 - \$56,520 - \$56,400 - \$56,400 - \$56,520 - \$56,400 - \$56,520 - \$56,400 - \$56,520 - \$56,400 - \$56,400 - \$56,520 - \$56,400 - \$56,520 - \$56,400 - \$56,520 - \$56,400 - \$56,500 - \$50,000 - \$50,00		Antibioni Contra antibio Contra anti	AN ALVER
	Please provide the salary minimum and maximum for the following positions in your civil service.			Are subcon-
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ORGANIZATION C	- March	And a second assessment assessment bases assessment bases bases bases bases bases bases bases bases bases bases bases bases bases bases ba	No substantial change.	Ŷ
ORGANIZATION B			N/A	No
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FRANCE		second se	No substantial change.	Ŷ
IKELAND			No substantial change.	Yes, more than two extra trips per assignment year
COUNTRY G	Y an at cools	Strategieses St	No substantial change.	No
NETHERLANDS			Don't Know	Yes, two extra trips per assignment year
DFAIT/CIC	of workshops are provided to spouses	Upon return: Employ at foreign/ home country as a local staff member if suitable position is available Employ at foreign/home location as <i>Foreign Service</i> <i>Officer</i> if suitable position is available Pay allowance to cover job search expenses Provide annual allowance to cover home contry professional certification, training or programs	On average, fewer spouses are accompanying officers on posting due to career-related issues.	Yes, two extra trips per assignment year
la scientificaria	Autoria Maria	A contract of the second secon	What is the trend with respect to spouses <i>not</i> accompanying Foreign Service Officers on posting due to career-related issues?	Are unaccom- panied Foreign Service Officers provided with
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ORGANIZATION		S II	N. C.			ome nd power whole")	WOITWY
ORGANI		Don't your	On Posting		Yes	Maintain home country living standards and purchasing power (i.e., "keep whole")	No
ORGANIZATION		If a staff member goes to a posting on an unaccompanied basis, we provide a one time for the assignment separate maintenance grant and they don't have to contribute to our housing and utilities cost sharing scheme	On Pruttery No Dista Research		Yes	Maintain home country living standards and purchasing power (i.e., "keep whole")	Ŷ
ORGANIZATION	A	None	On Predinge too Kime Talenne, Ho		N	Provide incentives to recruit and retain staff members	Yes
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FRANCE	Allo National Percodente la spe Duratingen Neuveue	None	On Posters Memory of a		Yes	Provide incentives to recruit and retain	Yes, Ambassador
IRELAND	10.1 (101-105) For therefore, No policy yet, Not coprover	constituents on constituents on constituents	On Poulong Nu Upua Autoro Se		Yes	Match host country living standards and purchasing power	Yes, Ambassador
COUNTRY G		an annual far the spinots Companying Company	Charleston Autority to chemic much present Upon Recent		Yes	Maintain home country living standards and purchasing power (i.e., "keep whole")	Yes, at each level
NETHERLANDS	N. MULL. DN UNK			E ABROAD	N	Maintain home country living standards and purchasing power (i.e.: "keep whole")	Yes
DFAIT/CIC		DFAIT and CIC are considering / exploring two new policies: • Provision of a spousal premium • Provision of El benefits for spouses and who would	ouncrwise have been eligible for El benefits in Canada.	SECTION IV – CONDITIONS OF SERVICE ABROAD Administrative Information	Yes	Provide incentives to recruit and retain Maintain home country living standards and purchasing power (i.e., "keep whole")	Q
transaut and	special Home Leaves or family visits to the host location?	Please describe any policy changes that you are considering that would affect your answers to any of the questions above (please use a separate	sheet of paper if necessary):	SECTION IV – CONDITI Administrative Information	Do you have specific policies governing the conditions of service of Officers abroad?	What strategic objectives determine your general foreign assignment terms and conditions?	Do the conditions of service abroad (other than perquisites) vary with the level of the
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entiality. Their data are only included in Summary Results Table.

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FS Survey of Terms and Conditions of Employment	Detailed Results Table Part 2 - April 23, 2002

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ORGANIZATION	are territore deretando Nationarelida - 2.2	Language Classes: Staff member and spouse Cross-Cultural Training: No	and and a set of a se	Yes		Shipment of household goods is partially paid but with weight and/or volume limits	Additional incidental allowance – Fixed Amount \$18,856
ORGANIZATION		Language Classes: No Cross-Cultural Training: No	one age to Sale append a sectorità parment regener rapado partement estre	Yes		Shipment of household goods is partially paid but with weight and/or volume limits	No Additional incidental allowance
ORGANIZATION		Language Classes: No Cross-Cultural Training: No		Ŷ		Shipment of household goods is partially paid but with weight and/or volume limits	Additional incidental allowance – Fixed Amount \$12,940. 30 days daily subsistence allowance for appropriate location
FRANCE		Cultural Sensitivity/ Psychological Suitability testing: FS and Spouse Language Classes: FS and Spouse	Cross-Cultural Training: FS and Spouse	Yes		Shipment of household goods is paid but with weight and/or volume limits	Ž
IRELAND		Language Classes: FS and Spouse Cross-Cultural Training: Yes on a case-by-case basis		Yes		Shipment of household goods are paid with reasonable costs	Additional incidental allowance – Fixed amount.
COUNTRY G		Language Classes: FS and spouse Cross-Cultural Training: No		ŶZ		Shipment of household goods is paid but with weight and/or volume limits	No Additional incidental allowance
NETHERLANDS		Language Classes: for FS and spouse Cross-Cultural training: for FS and spouse		Yes		Shipment of household goods is paid but with weight and/or volume limits	Ŷ
DFAIT/CIC	the state of the s	Language classes for FS and spouse Cross-cultural training for FS and spouse		Yes		Shipment of household goods is paid but with weight and/or volume limits	Additional incidental allowance – Fixed amount of \$2,177. This amount is reviewed and revised annually.
Shawada	Foreign Service Officer?	Please indicate if the following services are provided:	terson presentation presentation of 1210 Read	Do you provide an orientation meeting to discuss relocation and other posting issues?	ation	Do you pay for the shipment of household goods to and from a foreign posting?	Do you provide an additional incidental allowance to Officers moving to and from a foreign posting to cover miscellaneous items not specifically covered in the policy?
		4		ŝ	Relocation	ં	7.

8	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION	ORGANIZATION
rdship	Incentive and Hardship Premiums and Cost-of-Living	of-Living							2
Please indicate whether you provide an incentive premium. premium.	Incentive premium paid in normal cycle Hardship premium paid in normal cycle	Incentive premium: No Hardship premium: Paid in normal cycle	Incentive Premium: No (but Overseas Allowance is provided) Hardship Premium: Paid in normal cycle	Incentive Premium: Other – Additional Leave Entitlements Hardship Premium: Paid in normal cycle	No incentive or hardship premium per se; but housing allowance is 200- 300% of salary and is meant to cover other things. Housing allowance is paid in normal cycle but the format varies by location	Incentive Premium: No Hardship Premium: Paid in normal cycle	Incentive Premium: Paid in normal cycle Hardship Premium: Paid in normal cycle	Incentive Premium: Paid in normal cycle Hardship Premium: Paid in normal cycle	Incentive Premium: No Hardship Premium: No
If you provide an incentive premium and/or hardship premium, on what basis is it calculated?	Incentive premium varies according to step- rated table Hardship premium varies according to step- rated table	Hardship Premium varies according to a step-rated table	Hardship Premium: Other: Flat amount for all ranks but varying by location and marital status	Other: Percentage of Net Means of Scale for each grade, percentages vary in accordance with the degree of hardship of the post	Housing allowance varies according to step-rated table	Hardship Premium: Expressed as a percent of base salary with a monetary cap – 8% to 25%	Incentive Premium: Expressed as a percent of base salary without a monetary cap – 10% for all postings Hardship Premium: Expressed as a percent of base salary without a monetary cap – 5% to 25%	Incentive Premium: Flat amount for all professional staff members - \$25,000 Hardship Premium: Expressed as a percent of base salary with a monetary cap of \$174,942	Xa Xa
Do you provide a Cost-of- Living allowance for Foreign Service Officers on posting?	Yes, as a percentage of base salary without a monetary cap	Yes, as a percentage of base salary with a monetary cap	Other: Uplift to spend able home income, lump sum paid with salary each month	Other: Percentages of Net Mean of Scale for each grade using cost of living	Yes, as a percentage of base salary with a monetary cap	Yes, as a percentage of base salary without a monetary cap	Yes, as a percentage of base salary without a monetary cap	Yes, as a percentage of base salary with a monetary cap of \$69,977	Yes, paid as a fixed amount Other: If the cost of living is higher than in home country
If you provide a Cost-of- Living allowance, how often is the amount adjusted?	Adjusted whenever differential changes by at least a fixed percentage of 3%	Other: Adjusted twice a year	Other: Bi- Annually	Adjusted annually	Adjusted whenever new data are received	Adjusted whenever new data are received	Quarterly review	Adjusted whenever differential changes by at least a fixed percentage – 5% We review quarterly	Adjusted annually
Which of the following are taxable to the staff member?	Other: None	- Vbug 22 30	Other: Language Allowance	N/A	None	None	Other: All payments are non-taxable	None	Cost-of-living

ment	
FS Survey of Terms and Conditions of Employment	Detailed Results Table Part 2 - April 23, 2002
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ORGANIZATION D	Constant 148 an		No	No	Sale: No Purchase: No	Yes, monthly allowance		The organization always pays for housing.
ORGANIZATION C	and the second s		Ŷ	Ŷ	Sale: No Purchase: No	Other: Separate Maintenance grant is a provided; housing provided; housing required required		ther: Rental Only where housing Yes, always – but The bidy scheme costs are higher after they have hous contributed 15% of
ORGANIZATION B	Secondary Very 21 a		No	Ŷ	Sale: No Purchase: No	No		Only where housing costs are higher
A	Supervise these		ON .	No	Sale: No Purchase: No	No		Other: Rental subsidy scheme
	And the second s		Ŷ	No	Sale: No Purchase: No	Ž		Yes, always
	Distances of State		No	Q	Sale: No Purchase: No	Ŷ		Yes, always
			Yes, but organization reimburses for only specific fees (legal fees up to \$2,000)	Ŷ	Sale: No Purchase: Yes – Once only after at least one overseas posting has been completed	Ŷ		Yes, always
		Station of the second	No	No	oN	Yes, home housing share/deduction delayed until family vacates home country residence	and the set of the set of the set of the	Do you provide Yes, always Yes, always Yes, always O assistance for housing to O O Yes, always Yes, always O
200000	the public which is	ountry Housing	Yes, pay all expenses for third party home management services	Yes, with a cap of a specified monetary amount or number of months rent	Sale: Yes - One buy and one sell per career Purchase - Yes - One buy and one sell per career	Yes, home housing share/deduction delayed until family vacates home country residence.	Assistance with Host Country Housing (Abroad)	Yes, always
	N Salar	Assistance with Home Country Housing	Do you have a housing assistance program designed to help Officers maintain a residence in the home country?	Do you guarantee reimbursement of a loss from the rental of the home country principal residence?	Do you provide assistance with the sale and/or purchase of the home country principal residence?	Do you provide special financial assistance to Officers whose families remain in the home country temporarily and join them after the start of the posting?	ance with Host Coun	Do you provide assistance for housing to Officers at the
		Assis	13.	14.	15.	16.	Assiste	17.

ATION		and the second s	od in the t-of- ance		h the ry vate 1	- Contraction of the Contraction	: Only in with host ns for being i: No on nly at 1 - Chief		r: Yes, as ourse
ORGANIZATION		N	Yes, included in the housing/cost-of- living allowance		Yes, through the home country organization's standard private medical plan		Automobile: Only in accordance with host country norms for the posting being filled. Recreational Club Membership: No Representation allowance: Only at specific level – Chief of Mission		Elementary: Yes, as a matter of course
ORGANIZATION C	salary (up to the cap)	Yes – 15% of salary and any amount above the rental ceiling	Other: Employee contributes 4% of pay and the rest is reimbursed		No		Automobile: Only at specific locations, Eligible at Manager level Recreational Club Membership: No Representation allowance: Only at specific locations, Eligible at Manager level		Elementary: Yes, as a matter of course
ORGANIZATION B		Yes – 11-15% of base salary, based on salary range and size of housing (# of bedrooms) Employer pays up to 26% of salary but more if housing costs are higher. "Highest level" gets 20% more housing allowance	Yes, included in the housing/cost-of- living allowance		Yes, through the home country organization's standard private medical plan	A transfer of the second secon	Automobile: Representative only Recreational Club Membership: No Representation allowance – Representative only	are noted and the	Elementary: Yes, as a matter of course
ORGANIZATION A		Yes – At least 40% of the rent	No	And a dear francisco	Ŷ	addition a monotone	Automobile – No Recreational Club Membership – No Representation Allowance – Only for D2		Elementary: Managed on a case-
FRANCE		Yes – varies depending on the case	Yes, included in the housing/ Cost-of-Living allowance		No		Automobile: Ambassador, General Counsel (level 1 and 2) Recreational Club Membership: No Representation allowance – Yes, Ambassador, General Counsel (level 1 and 2)		Elementary: No
IRELAND		ŶZ	Other: Utilities are paid by all officers except Ambassadors		Other: The difference between the cost of private medical coverage by Ireland and the costs above		Automobile: Head of Mission only Recreational Club Membership: Representation allowance – Yes, without cost to Foreign Service Officer		Elementary: Managed on a
COUNTRY G		Ŷ	Yes, Foreign Service Officer reimbursed for actual costs Other: Usually paid direct to utility	a the set of the set o	Yes, through a cash reimbursement	I there are a	Automobile - No Recreational Club Membership - No Representation Allowance - Only for Third Secretary		Elementary: Yes, but only if
NETHERLANDS		Yes, Percentage of the net salary	Yes, Foreign Service Officer reimbursed for actual costs		Other: through the location allowance		Automobile: No Recreational Club Membership: No Representation allowance – Yes, with the Foreign Service Officer bearing a portion of the cost		Elementary: Managed on a case-
DFAIT/CIC		Yes - rent shares equivalent to what employee would pay at home	Yes, included in the housing/Cost- of-Living allowance	ad	Yes, through the home country organization's standard private medical plan		Automobile No Recreational club membership No Representation allowance provided without cost to FS-02		Elementary: Yes, but only if
A State of S	host location?	Do you require the officer to pay a portion of the cost of housing at the host location?	Do you pay for host location utilities costs (excluding telephone)?	Employee Benefits Abroad	Do you cover the additional costs of medical/dental care while on a foreign posting?	Perquisites Abroad	Please indicate if you provide the following perquisites: <i>Please check all</i> those that apply.	Education	Do you pay for private
1EII		18.	19.	Empl	20.	Pergi	21.	Educ	22.

FS Survey of Terms and Conditions of Employment Detailed Results Table Part 2 – April 23, 2002 Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in Summary Results Table.

	ca	Y G ca	IRE. case-by	IRELAND se-by-case	FRANCE Secondary: No	ORGANIZATION A by-case basis	ORGANIZATION B Secondary: Yes, as a	ORGANIZATION C Secondary: Yes, as	ORGANIZATION D Secondary: Yes, as
Secondary: Managed on a case- by-case basis by-case basis Secondary: Yes, but only if the public schools are deemed are the public schools are deemed	a case- deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate	: ly if	basis Secondary: Managed on case-by-case basis	57	All and the an	Secondary: Managed on a case- by-case basis	matter of course	a matter of course	a matter of course
Elementary: All Elementary: reasonable costs Specific costs only All reasonable up to a maximum Secondary: Specific costs, including Fees only amount costs only costs, including Fees only schools are Other - Tuition reasonable costs, including Fees only schools are Other - Tuition inadequate fees only schools are inadequate fees only boarding if local scondary: All costs, including fees only schools are inadequate fees only boarding if local scondary: All	Elementary: All reasonable costs, including boarding if local schools are inadequate Secondary: All reasonable costs, including boarding if local schools are inadequate		Elementary: Other - Tuition Fees only Secondary: Other - Tuition fees only		Elementary: Fixed amount Secondary: Fixed amount	Elementary: All reasonable costs up to a maximum amount Secondary: All reasonable costs up to a maximum amount	Elementary: All reasonable costs up to a maximum amount Secondary: All reasonable costs up to a maximum amount	Elementary: Fixed amount Secondary: Fixed amount	Elementary: All reasonable costs excluding boarding Secondary: All reasonable costs excluding boarding excluding boarding
Home country: no At Home: Yes, but Home Country: Home Country: When Posted: tuition only No Yes, up to a fixed limit Yes, up to a fixed When Posted: Yes, When Posted: When Posted: When Posted: Iimit - Shelter but tuition only No No No Currently \$3,173	Home Country: No No No	ne Country: an Posted:	Home Country: To a fixed limit When Posted: No		Home Country: No When Posted: No	Home Country: To a fixed limit of \$27,581 When Posted: to a fixed limit of \$27,581	Home Country: To a fixed limit of \$14,743 When Posted: to a fixed limit of \$14,743	Home Country: Other - up to age 21 - Flat amount that varies by country When Posted: Other - up to age 21 - Flat amount that varies by country	Home Country: Yes, tuition only When posted: Yes, tuition only
Home country: no Home Country: No Home Country: Home Country: When Posted: No Other: Limited No Vther Eaclifites No Creche When Posted: And host and host Yes, but only if mandated in home country home country	Home Country: Other: Limited Creche Facilities When Posted: Yes, but only if mandated in home country		Home Country: No When Posted: No	but a	Home Country: No When Posted: No	Home Country: No When Posted: No	Home Country: No When Posted: No	Home Country: No When Posted: No	Home Country: No When posted: No

Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in Summary Results Table.

rion organization c	allers (up to the	every Yes, organization offers one trip per year	e must No, the assignce me must return to the home country	ff Iship	o N/A ery mber with next	N/A	Same number of holidays as in the home country
ORGANIZATION B		Other: One trip every two years	No, the assignee must return to the home country	Yes, but only to professional staff members in hardship locations	Other: Every two years (so that every year the staff member travels, one year with home leave, the next with hardship leave - some countries)	Staff member	Host Country's holidays
ORGANIZATION		Other: In general, every 2 years	Yes, the assignce will receive reimbursement up to the amount that would have been paid had he'she returned to the home country	No	N/A	N/A	Host Country's holidays plus 2 days (Muslim holidays)
FRANCE		Yes, organization offers one trip per posting year	No, the assignee must return to the home country	No	N/A	N/A	Both home country and host country's national holidays.
IKELAND		Other: One trip offered every 18 months	Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country	Yes, but only to Foreign Service Officers in hardship locations	Once a year	Foreign Service Officer	Same number of holidays as in the home country
COUNTRY G		Yes, organization offers more than one trip per posting year	Other: As (b) but officer may vary expenditure within an overall travel package for the posting	Yes, but only to Foreign Service Officers in hardship locations	The number of leaves depends on the posting location	Foreign Service Officer	Same number of holidays as in the home country
INE LIENLAINDS	stan	Yes, organization offers one trip per posting year	No, the assignee must return to the home country	Other: Through the location allowance for hardship locations	Other: Not determined	Foreign Service Officer	Same number of holidays as in the home country
Hame Leave R&R Leave Vacation and Holidaw	e, Vacanon ana 1100	Other: Between 1 trip per 4 year posting to once per year for hardship locations	Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country	Yes, to all Foreign Service Officers posted abroad	Once a year	Foreign Service Officer	Same number of holidays as in the home country
I enve R&R I enve	TEAVE, NON LEAVE	Do you provide Home Leave travel to your Foreign Service Officers?	Do you permit a Foreign Service Officer to use Home Leave to travel to a different country and still be eligible for reimbursement ?	Do you provide Rest & Recreation trips separate from home leave travel?	What is the frequency of Rest & Recreation trips allowed?	Who chooses the Rest & Recreation destination?	What is the Foreign Service Officer's statutory holiday entitlement during the posting?
Home	MINT	26.	33.	28.	29.	30.	31.

Detailed Results Table Part 2 - April 23, 2002

Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in Summary Results Table.

ORGANIZATION D	Q	Other: Staff members are required to pay repatriation costs only if staff members comes back within the first few months of their assignment.	A COLORED OF COLORED O
ORGANIZATION C	No	No, the organization assumes the full cost of relocation	There is an issue with spouses, but no specific actions have been taken yet
ORGANIZATION B	N.	No, the organization assumes the full cost of relocation	The rest later The rest later and the rest later and the rest later and the rest later
ORGANIZATION	No	No, the organization assumes the full cost of relocation	Alex, but other focuse drawing partners focuse part of referred days partners and a based benerican 2 ye focus for a set
FRANCE	Yes	Depends on the circumstances	MI-VIACE
IRELAND	No	Depends on the circumstances	All and
COUNTRY G	Yes	Yes, the Foreign Service Officer must pay a portion of the cost of relocation	Normality for the second secon
NETHERLANDS	۲ß	Depends on the circumstances	Andrease (
DFAIT/CIC	No. However, CIC has a specific briefing that all employees returning from abroad must attend.	Yes, the Foreign Service Officer must pay a portion of the cost of relocation	Compensation for loss of spousal employment. FS structure and salary. Employment Insurance benefits for spouses. Spousal Pension. Promotion appraisal systems.
Repatriation	Do you provide repatriation counselling for Foreign Service Officers and their families upon their return from a foreign posting?	Are Foreign Service Officers who voluntarily terminate their posting early and return to the home country required to pay a portion of the repatriation cost?	Current Concerns 34. Please provide information about any isues that have been voiced among Foreign Service Officers or others within the organization, and the response or intended response or intended response or organization.
utr.		33.	34. Curren

FS Survey of Terms and Conditions of Employment Detailed Results Table Part 2 – April 23, 2002 Note: Some of the respondents are not included in the table because they requested confidentiality. Their data are only included in Summary Results Table.

have heen	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION	ORGANIZATION	ORGANIZATION	ORGANIZATION
navocu brought up by individuals or their bargaining agent, or by management.		All a second sec		Charac One of the other of the other of the other period for the other of the second s		Dilect dageneral. Nacry 7 years	Other The Hig meet	Men cupartantea oficis too trig per	Yes, supremining office out office
Manual Manua Manual Manual		tion the management				You, No Sooglee Will andrine sulf andrine statistication for an annual to the maintent for six house country.	Management and an and a second as	production and a second s	Too, Lo compete with recent of to the transmission of to the transmission of the trans

		R.K. W. 483 346 - 201 100				
Note: compar	Note: Question numbering is as per "Foreign Service in other countries" survey. Questions that were not asked of international organizations a companies are marked "N/A". A blank indicates that the responding country, business or organization did not complete that particular question.	ervice in other countries s that the responding co	" survey. Questions that untry, business or organi	were not asked of inter- zation did not complete	Questions that were not asked of international organizations and private sector iness or organization did not complete that particular question.	d private sector
		DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY – D
cally !	Locally Hired Professional Staff	the set of	and the second car		anapetradis Companies is	harmone tared on
16.	What is the overall trend of staffing foreign missions with locally hired professionals instead of Foreign Service Officers?	Percentage of locally hired professionals is rising	Percentage of locally hired professionals is rising	Percentage of locally hired professionals remain steady	Percentage of locally hired professionals is rising	Percentage of locally hired professionals is rising
ofessie	Professional Orientation and Training	12235-10p.4		Of Iwood traditions Disappend	Vice Provident - Job D	
17.	What kind of orientation and training are provided to new Foreign Service Officers?	On-the-job training Classroom-setting courses Self-study courses Domestic training assignments Foreign training assignments Language training	N/A	N/A	N/A	N/A
18.	How long is the orientation and training program for new Foreign Service Officers?	More than two years	N/A	N/A	N/A	N/A
19.	After the initial orientation and training period, how many <i>days</i> of training are typically provided per year?	5.3	N/A	N/A	N/A	N/A
20.	What is the average length of a standard foreign posting (to one country), in years?	3.5	3 years	4	3	2.5
21.	Do officers typically return to their home country after a foreign posting?	Other: DFAIT – rotate between home and posting. C+I – rotate after 2 or more postings	Yes, they typically return home and do not undertake any more foreign assignments	Managed on a case-by-case basis	Yes, they typically return home and do not undertake any more foreign assignments	Yes, they typically return home and do not undertake any more foreign assignments
22.	Are Foreign Service Officers able to influence if and where they will be posted?	Yes, but other factors usually override personal choice.	Staff may turn down assignments without consequence	Yes, but other factors override personal choice	Yes, but other factors override personal choice	Yes, but other factors override personal choice
23.	In the case of competing interests, who makes the final decision regarding where a Foreign Service Officer will be posted?	Head of Mission	Head of relevant department at the assignment location	Head of relevant department at the assignment location		Head of relevant section at headquarters
24.	On average, how much notice are individuals given regarding their posting location and starting date, in <i>months?</i>	9	1 month	3 months	3 months	2 months
25.	What is the typical duration of a hardship posting, in years?	Easiest Hardship: 3 years Most difficult: 2 years	N/A	Easiest Hardship: 3 years Most Difficult: 3 years	porspon at gro-confiscation	Easiest Hardship: 2.5 years Most Difficult: 1.5 years
26.	In a typical Foreign Service career, how many hardship postings <i>must</i> an Officer take?	None	None	None – Not relevant at this organization	None	None
27.	Reasons to turn down a foreign posting	1. Inability of spouse/ naturer to work at	1. Inadequate compensation offer		 Inability of spouse/partner to work 	 Inability of spouse/partner to work

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		DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY-D
	substant of solution of a practical of a practical of the solution of a practical of the solution of a practical of the solution of a solution	posting AND inability of same sex/common- law partner to obtain visa	 Local Conditions Inability of spouse/partner to work 	ener C. gudenski terasi ener C. gudenski teras	at the assignment location	at the assignment location. 2. Local Conditions
	pure total and and and house house the property of the second sec	 Local conditions Inadequate compensation offer 	at the assignment location 4. Inability of same-sex/ common-law partner to	2 Consulta	atteors &	 Poor fit of assignment responsibilities with staff member's skills Inodecute
	with such as when a far which had been a far and the sub-	 Other: Does not meet career aspirations Parental/other adult care 		st the see fleroer, perselos		
	Anna Parentana Anna Mala Jon Annana Ange to Jugannana K Vera Lana dan Derekter Oktorena Ange to Jugannana K		 Parental/other adult care responsibilities Poor fit of assignment responsibilities with staff member's skills 	martin business and	Automatical boardone graditatione Xett' prie orpet ground sprotecte Automatic procession Automatical and the automatic	 Inability of same-sex/ common-law partner to be included on the staff member's visa and/or passport
34.	Which of the following statements best characterizes turnover within your Foreign Service?	aning - TSARD como	Steady	Steady	Steady	Rising
35.	What initiatives are in place in the organization to encourage retention of Foreign Service Officers?	DFAIT has initiated a Comparative Study on the Terms and Conditions of Employment of FS Officers. DFAIT and CIC are placing more emphasis on attempting to address spousal-related issues. DFAIT/CIC are looking at new salary packages and are considering the possibility of rewarding the acquisition of skills, such as foreign languages.	New repatriation process is being established	AN	Turnover is not a significant problem unless it is company induced because of a lack of suitable position in the home country	N/A at this time. Entire employee population is being significantly downsized
CTI	SECTION II - COMPENSATION	Op-spolop satisfield	Nov -	MY	MAN	I MAY
	Please match your positions to the Canadian Foreign Service Officer positions	FSDP - Job A FS-2 - Job B FS-2 - Job C	Sunning a fundamentation	Manager/Consultant Level 10 – Job C (Match) Vice President Level 11– Job	Vice President – Job D (Match +)	the property is seen
	The second second and a second second second	EX-1 – Job D	Period without the mention and	Senior Vice President Level 12 – Job D (Match)		
1 16 4	For the positions matched in the previous section, please provide salary data.	FS-00: \$39,570 - \$51,937 (Average actual - 40,249) FS-02: \$50,475 - \$75,423 (Average actual - \$63,703)	contention v auth presides of olded	Level 10: \$80,600 - \$134,200 Level 11: N/A Level 12: N/A	Vice President: \$105,00 - \$169,000 (Average actual: \$150,000)	livere sector
		EX-01: \$82,700 - \$97,400 (Average actual - \$91,066)				

Note - Some of the respondents are not included in the table - data are only included in aggregate report.

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		DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
3.	Do you place any controls on the ability of a Foreign Service Officer to earn a salary higher than the mid-point?	No, Foreign Service Officers may receive salaries up to the range maximum	No, staff members may receive salaries up to the range maximum	No, staff may receive salary up to the range maximum	No, staff may receive salary up to the range maximum	No, staff may receive salary up to the range maximum
4.	How do staff typically move through the salary range?	By a percentage-rated grid based on performance	By individually determined increments based on performance	By individually determined increments based on performance	Other: Competitive position, competencies, Comparison to peers	By individually determined increments based on performance
ů.	On average, or by formula, how long would it typically take a staff member to move from minimum salary to the maximum or other control point?	Five years or more	Three to four years	Five years or more	water Versioner	Surged and
ė	Please describe the total remuneration package provided to your staff members and estimate the cost or value of each element as a percentage of the position's salary range mid-point			Annual Bonus: 5% to 28% - Annual Incentive Plan – performance based Long-term Incentive Plan: 10% to 100% - Employee Stock Option Plan, Restricted Share Awards for Executives represent 20-37% of total compensation. Other awards specific to individual lines of businesses Employee Benefits: 25% - Regular employee benefits, e.g. Health, Dental, Life Insurance, and Social Security etc. Perquisites: 3% to 20% - Car, financial planning, club membership	Annual Bonus: 35% - Bonus based on Company and individual performance Perquisites: 7.5% - Financial planning, Automobile	an second read
7.	Where do salaries fall when compared to other professional groups in your civil service?	In the top 30%	N/A	N/A	N/A	N/A
			Mise Annual			

Note - Some of the respondents are not included in the table - data are only included in aggregate report.

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	DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
Please provide the salary minimum and maximum for the following positions in your civil service.	pusteg AVD man (b) of same sector most- is righting to other	N/A	N/A	N/A	N/A
Please provide your civil service's executive salary range, from the minimum salary for the lowest level executive to the maximum salary for the highest level executive.	 Linsi Fandenan Linsi Fandenan Linsi Fandenan Linsi Fandenan Linse Andrea 	NA	NA	NA	N/A
SECTION III - MANAGEMENT OF FAMILY, DUAL-INCOME AND DUAL-CAREER ISSUES	OME AND DUAL-CAREER IS	SUES	acci provinci Daniela I. 19 geologia anti-police provingo geologia anti-police provingo provinsiona provinsiona policiping provin- provinsiona do 19.000 for the policies of the state of the sec-	Trainers is and a significant problem unless it is interpre- present homeway of a high of subsets proving in the home ground	NVK wirden diese. Euslie wenterswerpegeheiden is s egyntificaufte darmeniaet
What is your policy regarding compensation for the loss of spousal income and pension while on foreign postings?	Allowances provided to the Foreign Service Officer include an amount for the spouse		No Assistance	No Assistance	No Assistance
Do you assist the spouse to find employment at the posting location and upon <i>return</i> from a foreign posting?	On posting: Employ at foreign/ home country as a local staff member if suitable position is available Canvass other organizations for available jobs Pay allowance to cover job search expenses Assist to obtain work permit Provide annual allowance to sever home country	yrae to yet, hate bayanest bayanest persequent rede waspetter reter a respector yet ring waspetter reter a respector	When Assigned: Pay allowance to cover job search expenses (e.g.: curriculum vitae preparation, translation, employment agency fees) Assist to obtain work permit Upon Return: No	When Assigned: When Assigned: Provide annual allowance to cover home country professional certification, continuing education/training programs if required for spouse to work	When Assigned: Employ at foreign/home location as a local staff member if suitable position is available Employ at foreign/home location as a professional staff member if suitable position is available Pay allowance to cover job search expenses Provide annual allowance to

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Note - Some of the respondents are not included in the table - data are only included in aggregate report.

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FS Survey	Detailed Results Table Part 3 - April 23, 2002

	DFAIT/CIC professional certification, continuing education, training or personal interest programs Other: Career counselling offered to spouses on return from posting; a series of workshops are provided to spouses Upon return: Employ at from posting a series of workshops are provided to spouses Upon return: Employ at foreign/home country as a local staff member if suitable position is available Employ at foreign/home local staff member of suitable position is available Pay allowance to cover job search expenses Provide annual allowance to cover home country professional certification, continuing education, training or personal interest programs Other: Career counselling offered to spouses on return from posting a series of workshops are provided to workshops are provided t	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY – D cover home country professional certification, continuing education/training programs Upon Return: Pay allowance to cover job search expenses
What is the trend with respect to spouses <i>not</i> accompanying staff on posting due to career-related issues?	workshops are provided to spouses On average, fewer spouses are accompanying officers on posting due to career-related issues.	No Assistance No Policy	There has been no substantial change in the number of spouses not accompanying staff members on foreign assignments due to career- related issues.	There has been no substantial change in the number of spouses not accompanying staff members on foreign assignments due to career- related issues.	Fewer spouses are accompanying staff members on foreign assignments due to career-related issues
Are unaccompanied staff provided with special Home Leaves or family visits to the host location?	Yes, two extra trips per assignment year	When Assigned: Pay allowance to cover job search expenses (e.g. curriculum vitae preparation, translation, employment agency fees)	No	No	No

Note - Some of the respondents are not included in the table - data are only included in aggregate report.

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		DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
vi	Please describe any policy changes that you are considering that would affect your answers to any of the questions above (please use a separate sheet of paper if necessary):	 DFAIT and CIC are considering(exploring two new policies: Provision of a spousal premium Provision of El benefits for spouses and who would otherwise have been eligible for El benefits in Canada. 	There has been no substantial change in the number of spouses not accompanying staff members on foreign assignments due to career- related issues	official and the factor	MAN I I I I I I I I I I I I I I I I I I I	No.
SECT	SECTION IV - CONDITIONS OF SERVICE ABROAD	visitote		stati mambas on poulto	and members on fouring	capas-tolated intutes
Admin	Administrative Information	account on an chick corner	and tapen a			
1.	Do you have specific policies governing the conditions of service of staff abroad?	Yes	Yes	Yes	Yes	Yes
સં	What strategic objectives determine your general foreign assignment terms and conditions?	Provide incentives to recruit and retain Foreign Service Officers Maintain home country living standards and purchasing power (i.e., "keep whole")	Provide incentives to recruit and retain staff members Maintain home country living standards and purchasing power (i.e., "keep whole")	Maintain home country living standards and purchasing power (i.e.: "keep whole")	Provide incentives to recruit and retain staff members	Maintain home country living standards and purchasing power (i.e.: "keep whole") Match terms and conditions typically offered by multinational companies
3.	Do the conditions of service abroad (other than perquisites) vary with the level of the staff member?	No	Yes – VP	No	No	No
4	Please indicate if the following services are provided:	No Cultural sensitivity/ psychological suitability testing Language classes for FS and spouse Cross-cultural training for FS and spouse	Cultural Sensitivity/ Psychological Suitability testing: Staff member and spouse Language Classes: Staff Member and spouse Cross-Cultural Training: Staff Member and spouse	No Cultural Sensitivity/ Psychological Suitability testing Language classes for staff member and spouse Cross-Cultural Training for staff member and Spouse	Cultural Sensitivity/ Psychological Suitability testing: Staff member and spouse Language classes: Staff member and spouse Cross-Cultural Training: Staff member and spouse	Cultural Sensitivity/ Psychological Suitability testing: No Language Classes: Staff member and spouse Cross-Cultural training: Staff member and spouse
s.	Do you provide an orientation meeting to discuss relocation and other posting issues?	Yes	Yes	Yes	Yes	Yes
Relocation	tion	Non- South & Assistence				
ف	Do you pay for the shipment of household goods to and from a foreign posting?	Shipment of household goods is paid but with weight and/or volume limits	Shipment of household goods is partially paid but with weight and/or volume limits	Shipment of household goods is paid but with weight and/or volume limits	Shipment of household goods is paid for all reasonable costs	Other: A cost benefit analysis is done in each situation. May rent furnished accommodation, or rent furniture, or purchase firmiture
7.	Do you provide an additional incidental allowance to cover miscellaneous items not specifically covered in the policy (e.g., telephone or cable	Additional incidental allowance – Fixed amount of \$2,177. This amount is	Additional incidental allowance - base salary without a cap - Equal to one	Additional incidental allowance - paid out as a fixed amount - \$8,950	Additional incidental allowance – base salary with a cap of 16%	Additional incidental allowance – Fixed amount of \$6,336

Note - Some of the respondents are not included in the table - data are only included in aggregate report.

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FS Survey of Terms and Conditions of Employment	
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5	Detailed Results Table Part 3 - April 23, 2002
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		DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
	connections)?	reviewed and revised annually.	month's salary	Calvate to see the setting control production and approved to		Other: US: \$3,000 OR US \$5,000 depending on assignment
Incent	Incentive and Hardship Premiums and Cost-of-Living			about the spectrum prover sector		And the second of the second of the second
×.	Please indicate whether you provide an incentive premium and a hardship premium?	Incentive premium paid in normal cycle Hardship premium paid in normal cycle	Incentive Premium: Paid in normal cycle Hardship Premium: No	Incentive Premium: No Hardship Premium: Paid in normal cycle	Incentive Premium: Paid in normal cycle Hardship premium: paid in normal cycle	Incentive premium: Other: Depends on assignment option. Affects whether we say premium or not and when it is paid Hardship premium: Other: Depends on assignment option. Affects whether we say premium or not and when it is paid
.6	If you provide an incentive premium and/or hardship premium, on what basis is it calculated?	Incentive premium Caries according to step-rated table Hardship premium varies according to step-rated table	Incentive Premium: Expressed as a percent of base salary without a monetary cap 15% for all assignments Hardship premium: None	Hardship Premium: Expressed as a percent of base salary without a monetary cap Other: As determined by International Compensation Data provider	Incentive Premium: Expressed as a percent of base salary without a monetary cap 15% for all assignments Hardship premium: Expressed as a percent of base salary without a monetary cap – varies by location – Lowest percentage 5%, Highest percentage 15%	Incentive premium: Expressed as a percent of base salary without monetary cap – up to 15% Hardship Premium: Expressed as a percent of base salary without monetary cap – up to 25%
10.	Do you provide a Cost-of-Living allowance?	Yes, as a percentage of base salary without a monetary cap	Yes, as a percentage of base salary without a monetary cap	Yes, paid out as a fixed amount	Other: Part of the balance sheet process, ORC (Organization Research Counsellors) tables, based on position, family situation and location	Yes, as a percentage of base salary with a monetary cap
11.	If you provide a Cost-of-Living allowance, how often is the amount adjusted?	Adjusted whenever differential changes by at least a fixed percentage of 3%	Adjusted whenever new data are received – Twice a year	Adjusted whenever differential changes by at least a fixed percentage - 5%	Adjusted whenever new data are received	Adjusted whenever new data are received – Every six months
12.	Which of the following are taxable to the staff member?	Other: None	Other: None of the above is taxable, but in the future, cash amount to travel to location other than home will be taxable	Other: Grossed Up	Other: Nothing is taxable, but base salary amounts are reduced to account for tax	Incentive Premium Hardship Premium Cost-of-living allowance
Assist	Assistance with Home Country Housing	and the second second of the second sec			a south and	
13.	Do you have a housing assistance program designed to help maintain a residence in the home country?	Yes, pay all expenses for third party home management services	Yes, pay all expenses for third party home management services	Yes, pay all expenses for third party home management services	No	Yes, pay all expenses for third party home management services
14.	Do you guarantee reimbursement of a loss from the rental of the home country principal residence?	Yes, with a cap of a specified monetary amount or number of months rent	No	Yes, with a cap of a specified monetary amount of number of months rent	No	No
	_	din the table data and		tosos		

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Interface DFATTICIC CONFANY - A CONFANY - B 15. Bo you provide astistance with the sate and/or percentase of the home country principal encloted. Sile: Vis, Ome pre asignment Asignment Prover pretail Mitter elever of the Outer of t	Deta	FS SURVEY OF LETINS and CONDITIONS OF EMPLOYMENT Detailed Results Table Part 3 – April 23, 2002	mpioyment, 2002		of months and		
Image: Description of the point of the safe and/or DFATT/CIC COMPANY - A Description of the point country principal State Yes, Date parameter frequency - One segments State Yes, One parameter frequency - One segments State Yes, Date parameter frequency - One segments Yes, house dont and frequent frequency - One segments Yes, house dont and frequent frequency - One segments Yes, house dont and frequent frequency - One segments Yes, house dont and frequent frequency - One segments Yes, house dont and frequent frequency - One segments Yes, house dont and frequent frequency - One segments Yes, house dont and frequency - One segments		and the second s	Ya waka can of a specified	No.	Yes which a card of a structure		No.
Do you provide satisfance with the sale and/or reference. Bale: Yee, Nee, Once Per Satisment. Sale: Yee, Nee, Once Per Satisment. Interaction of the Jourse or Vist and Order of the Jourse or Vist Shared Order of The Shared Order of The Jourse of The Jo		qualities of the suppress a supprise of the party	DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
Device special financial assistance to starf sector financial assistance to starf sector source special financial assistance country residence. Yes, home housing serial financial assistance deviced in delayed util financial vacates home country residence. Yes, home housing at the home country residence. Yes, home housing at the host country residence. Yes, always Yes, always item country and four the start of the boy our require the officer to pay a portion of the boy our require the officer to pay a portion of the boy our require the officer to pay a portion of the boy our require the officer to pay a portion of the boy our require the officer to pay a portion of the boy our require the officer to pay a portion of the boy our require the officer to pay a portion of the boy our require the officer to pay a portion of the boy our require the officer to pay a portion of the boy our requires the out of the country or pay for housing at the host location of the boy our requires the out of the country or pays for housing at the host location of the boy our cover the additional costs of housing cost-of-living allowance. Yes, house the house country at house the house country or particulation is the out of the position of the house country or particulation is the out of the position of the house country or particulation is the out of the position of the house country or particulation is the out of the position of the house country of the position of the house country of the house country or particulation is the out of the position of the house country or particulation is the out of the position of the house country or particulation allowance and the house country or particulation is the outer of the position of the house country or particulation is the outer of the position of the house country oregarization is the outer of the position of the house country or	15.	Do you provide assistance with the sale and/or purchase of the home country principal residence?	Sale: Yes, based on a different frequency – One buy and one sell per career Purchase - Yes, based on a different frequency – One buy and one sell per career	Sale: Yes, Once per assignment Purchase: No	Sale – Yes, once per assignment Purchase – Yes, once per assignment	Sale – Yes, once per assignment Purchase – Yes, once per assignment	Sale – Yes, once per assignment Purchase – No
statute of the loss is a loss of broad! Do you provide assistance for housing at the host location? Ves, always Ves, always Do you provide assistance for housing at the host location? Do you pay for host location? Yes - tent shares equivalent is deducted from base salary at the host location? Yes, included in the host location? Do you pay for host location? Do you pay for host location? Yes, included in the host location? Yes, included in the host location? Do you pay for host location? Do you pay for host location? Yes, included in the host location? Yes, included in the host location? Do you pay for host location? Do you pay for host location?? Alowance Yes, included in the host location will fay the home excellent of the host location? Alowance Do you cover the additional costs of country organization's standard private medical plan host location? Automobile. Only at specific home host location? Anternobile Prease indicate if you provide the following the home perquisites: <i>Please check all those that apply</i> . Automobile. Not at the position being field Prease indicates? Prease indicate if you provide the following the home perquisites: <i>Please check all those that apply</i> . Automobile. Not at the position being field Prease indicates? Prease indicate if you provide the following the home perquisites: <i>Please check all those that apply</i> . Automobile. Not you country organization's standard private medical plan the home perquisites: <i>Please check all those </i>	16.	Do you provide special financial assistance to staff whose families remain in the home country temporarily and join them after the start of the posting?	Yes, home housing share/deduction delayed until family vacates home country residence.	Yes, home housing share/deduction delayed until family vacates home country residence	Yes, home housing share/deduction delayed until family vacates home country residence	No	Yes, home housing share/deduction delayed until family vacates home country residence
Do you provide assistance for housing at the host location? Yes, always Yes, always Incention? Do you require the officer to pay a portion of the cost of housing at the host location?? Yes, rent shares equivalent is ideducted from base salary at home cost of housing technone?? Yes, included in the host location utilities costs Yes, included in the home portion of the home cost of housing cost-of-living allowance. Do you pay for host location utilities costs Yes, included in the home possing/cost-of-living allowance of housing cost-of-living allowance. Yes, included in the home possing/cost-of-living allowance of allowance and the home post of the notice post of post of the home country organization is standard private medical plan are the indicated from how of the home perquisiters. <i>Please check all those that apply.</i> Automobile. Only at specific the perquisiters. <i>Please check all those that apply.</i> Automobile No Perversional Cub Automobile. Only at specific theore of the post of	Assista	ice with Host Country Housing (Abroad)					
Do you require the officer to pay a portion of the cost of housing keep home; Yes - Fune Housing kom to what employee would pay is deducted from base salary at home; Do you pay for host location? Do you pay for host location? Yes, included in the would pay is the home; Do you pay for host location? Nes, included in the would pay is the home; Yes, included in the would pay is the home; Do you pay for host location? Yes, included in the would pay is the home; Yes, included in the would pay is a home; Do you pay for host location? Yes, included in the would pay is a home; Yes, included in the would pay is a home; Do you pay for host location? Yes, included in the would pay is a home; Yes, included in the would pay is a home; Do you cover the additional costs of controp organization; standard private medical plan medical plan Yes, through the home; Indexter for while on a foreign posting? Yes, through the home; Yes, through the home; Indexter for while on a foreign posting? Yes, through the home; Yes, through the home; Indexter for while on a foreign posting? Yes, through the home; Yes, through the home; Indexter for while on a foreign posting? Yes, through the home; Yes, through the home; Indexter for while on a foreign posting? Yes, through the home; Yes, through the home; Indexter for while on a foreign posting? Yes, through the home; Yes, through the home; <td>17.</td> <td>Do you provide assistance for housing at the host location?</td> <td>Yes, always</td> <td>Yes, always</td> <td>Yes, always</td> <td>Yes, always</td> <td>Only where housing costs are higher</td>	17.	Do you provide assistance for housing at the host location?	Yes, always	Yes, always	Yes, always	Yes, always	Only where housing costs are higher
Do you pay for host location utilities costs Yes, included in the housing/Cost-of-Living Yes, included in the housing/cost-of-Living ploree Benefits Abroad nousing/Cost-of-Living Nousing/Cost-of-Living Nousing/Cost-of-Living ploree Benefits Abroad Yes, through the home Yes, through the home Nousing/Cost-of-Living Image: Abroad Yes, through the home Yes, through the home Yes, through the home Image: Abroad Yes, through the home Yes, through the home Yes, through the home quitat private medical plan through the home Yes, through the home Yes, through the home quitate: Abroad Yes Automobile Yes, through the home Yes, through the home quitate: Abroad Yes Automobile Yes, through the home Yes, through the home quitate: Abroad Automobile Automobile No Yes quitate: Abroad Automobile Automobile No Yes quitate: Abroad Percentional lower Automobile No Yes quitate: Abroad Percentional lower Automobile No Yes <	18.	Do you require the officer to pay a portion of the cost of housing at the host location?	Yes - rent shares equivalent to what employee would pay at home	Yes – Home Housing Norm is deducted from base salary	Yes - Home country housing norm deduction applies	Yes – Only if rental amount exceeds amount provided, which is calculated to be sufficient for the employee and family	Yes – 15% of salary to maximum (e.g. US \$1,500 per month)
ploree Benefits Abroad Yes, through the home country organization's standard private medical plan Yes, through the home country organization's standard private medical plan Do you cover the additional costs of medical/dental care while on a foreign posting' standard private medical plan Yes, through the home country organization's standard private medical plan autical for an interval Automobile New Please indicate if you provide the following perquisites: Please check all those that apply. Automobile: Only at specific Levels - VP membership No Representation allowance Nembership No Recreational Club membership No 0:0 0:0 Representation Allowance 0:0 0:0 Other: Transportation pass mention Novided for VP and above	19.	Do you pay for host location utilities costs (excluding telephone)?	Yes, included in the housing/Cost-of-Living allowance	Yes, included in the housing/cost-of-living allowance	Yes, reimbursed in selected locations only	Yes, staff member reimbursed for actual costs	Yes, staff member reimbursed for actual costs
Do you cover the additional costs of medical/dental care while on a foreign posting: Yes, through the home country organization's standard private medical plan quisites Abroad Yes, through the home country organization's standard private medical plan quisites Abroad Automobile No rease indicate if you provide the following perquisites: Please check all those that apply. Automobile No Recreational club Recreational club perquisites: Please check all those that apply. Recreational club Representation allowance No 0.2 Representation allowance No No Representation allowance No No No Representation allowance No Representation allowance No Representation allowance No Representation allowance No	Emplo	ee Benefits Abroad		Sates Manual and	Contra ve determined by	1) all all marine	i strutut have a second
quisites Abroad Automobile No Please indicate if you provide the following perquisites: Please check all those that apply. Automobile No Recreational club membership No Automobile: Only at specific Recreational Club membership No Representation allowance Membership - Only in accordance with host country provided without cost to FS- 0.2 Representation allowance No Representation Allowance No Representation Allowance No Representation Allowance No No Representation Allowance No	20.	Do you cover the additional costs of medical/dental care while on a foreign posting?	Yes, through the home country organization's standard private medical plan	Yes, through the home country organization's standard private medical plan	Yes, through the home country organization's standard private medical plan Yes, through a host country group or individual medical plan	Yes, through the home country organization's standard private medical plan	Yes, through a special home country and/or international medical plan
Please indicate if you provide the following perquisites: Please check all those that apply. Automobile No Recreational club membership No Automobile: Only at specific Levels - VP Representation allowance provided without cost to FS- 02 Mutomobile: Only at specific nembership No Representation allowance membership No Representation allowance provided without cost to FS- 02 Representation allowance membership No Mutomobile: Only at specific nembership No Representation allowance provided without cost to FS- 02 Representation allowance membership No No	Perqui	ites Abroad	and a second	Language Classers Carl	encodiver and sponse		
	21.	Please indicate if you provide the following perquisites: Please check all those that apply.	Automobile No Recreational club membership No Representation allowance provided without cost to FS- 02	Automobile: Only at specific Levels – VP Recreational Club Membership – Only in accordance with host country norms for the position being filled Representation Allowance – No Other: Transportation pass provided for VP and above	Automobile: Only in accordance with host country norms for the position being filled Recreational Club Membership: Only in accordance with host country norms for the position being filled Representation allowance: Only in accordance with host country norms for the position being filled	Automobile: Only in specific locations Recreational Club Membership: Managed on a case-by-case basis Representation allowance: Managed on a case-by-case basis	Automobile: Provided for specific program options with staff member bearing a portion of the cost Recreational Club Membership: No for staff member, provided to spouse only Representation allowance: No
	Educal	on and a second s					
Do you pay for private schooling in the host Elementary: Yes, but only if Elementary: Yes, but only if	22.	Do vou pay for private schooling in the host	Elementary: Yes, but only if	Elementary: Yes, but only if	Elementary: Yes, but only if	Elementary: Yes, but only if	Elementary: Yes. as a matter

Note - Some of the respondents are not included in the table - data are only included in aggregate report.

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		DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
	location?	the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate	the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate	the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate	the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate	of course Secondary: Yes, as a matter of course
23.	What dependant education costs (elementary and secondary grades) incurred on international posting do you pay for?	Elementary: All reasonable costs up to a maximum amount Secondary: All reasonable costs, up to a maximum amount	Elementary: All reasonable costs excluding boarding Secondary: All reasonable costs excluding boarding	Elementary: All reasonable costs including boarding if local schools are inadequate Secondary: All reasonable costs including boarding if local schools are inadequate	Elementary: All reasonable costs excluding boarding Secondary: All reasonable costs excluding boarding	Elementary: All reasonable costs including boarding if local schools are inadequate Secondary: All reasonable costs including boarding if local schools are inadequate
24.	Do you pay for any costs for post-secondary education of dependents?	Home country: no When Posted: Yes, up to a fixed limit - Shelter assistance only, Currently \$3,173	Home Country: No When Posted: No	Home Country: Yes, dormitory room and board When Posted:	Home country: No When Posted: No	Home country: No When Posted: No
25.	Do you pay for day care (formal, "home day care" or nanny)/pre-school/nursery school costs?	Home country: no When Posted: Yes, difference between home and host	Home Country: No When Posted: No	Home Country: No When Posted: No	Home Country: No When Posted: No	Home Country: No When Posted: Yes, but difference between home and host – but not daycare only pre-school
Home	Home Lenve. R&R Leave. Vacation and Holidavs	and and and and the				
26.	Do you provide Home Leave travel?	Other: Between 1 trip per 4 year posting to once per year for hardship locations	Yes, organization offers one trip per year	Yes, organization offers one trip per assignment year	Yes, organization offers one trip per assignment year	Other: Yes, one trip in 1st 24 months and then one trip per year thereafter
27.	Do you permit staff to use Home Leave to travel to a different country and still be eligible for reimbursement?	Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country	Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country	No, the assignee must return to the home country	Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country	Yes, the assignce will receive reimbursement up to the amount that would have been paid had he/she returned to the home country
28.	Do you provide Rest & Recreation trips separate from home leave travel?	Yes, to all Foreign Service Officers posted abroad	No	Yes, but only to staff members in hardship locations	Yes, but only to staff members in hardship locations	Yes, but only to staff members in hardship locations
29.	What is the frequency of Rest & Recreation trips allowed?	Once a year	N/A	Once a year	Once a year	The number of leaves depends on the assignment location
30.	Who chooses the Rest & Recreation destination?	Foreign Service Officer	N/A	Organization, Staff Member	Organization	Staff Member
31	What is the statutory holiday entitlement during	Same number of holidays as	Host Country's holidays	Host country's holidays	Host country's holidays	Host country's holidays
NI-4-	-	d in the table – data are	only included in aggrega	tte report.		6-III

FS Survey of Terms and Conditions of Employment Detailed Results Table Part 3 – April 23, 2002

Note - Dottle of the response

	Thereof a	DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
	the posting?	in the home country		CAPS B ADL	active states and	and to reason and
epatr	Repatriation	Although frequency - Con-	and a second s		applement.	- Apresido acta
32.	Do you provide repatriation counselling for staff and their families upon their return from a foreign posting?	No. However, CIC has a specific briefing that all employees returning from abroad must attend.	Yes	Yes	٥N	Yes
33.	Are staff who voluntarily terminate their posting early and return to the home country required to pay a portion of the repatriation cost?	Yes, the Foreign Service Officer must pay a portion of the cost of relocation	No, the organization assumes the full cost of relocation	Depends on the circumstances	No, The organization assumes the full cost of relocation Other: If they resign, no repatriation paid. If they terminate their assignment and return to home country for a new assignment, repatriation paid	Depends on the circumstances
irren	Current Concerns	and perception contestion				
34.	Please provide information about any issues that have been voiced within the organization, and the response or intended response of the organization.	Compensation for loss of spousal employment. FS structure and salary. Employment Insurance benefits for spouses. Spousal Pension. Promotion appraisal systems.	Repatriation – finding suitable positions back in home country is an issue. Company has recently developed a new repatriation process. Cost Containment – Company currently reviewing	There are no issues at present. We continue to localize employees going on foreign assignments whenever possible	Constantly managing the cost of assignments and working to increase flexibility for hiring managers	Coper, Jose care phy pa l page and the care phy pa l page and the care phy pa l page and the care phy pa l
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Note - Some of the respondents are not included in the table - data are only included in aggregate report.

III-10

Appendix D

Organization Profiles (excluding those requesting complete confidentiality)

incremented, and knowledge of two foreign languages. New recruits mend a beaming program hoting a few months that includes on the job training, classroom courses, and language training. They then have an avorage of 3 days of hallong per year. Recruiting is done in mid-career from with the Public Service, where recruits must have at least eight years of experience.

trangmments. Foreign pestings average four years in length. Foreign Service officers typically officers typically in posting devisions.

The promary receves for terming down a posting is the inability of the spouse or partner to work at the pesting location. Local bondhiors coolstion, security, cultural differences, climate, absence of health care besittees and parental responsibilities are also common reasons. Attritica responses 245 percent.

Companyation. No compensation information was gravided.

Spound Compressions destinance. Allowances provided to Foreign Service Officers include as a amount for the spouse. Accompanying spouses are also provided compression in recognition of their representational responsibilities.

Relocation and increasives. Policics related to conditions of service abroad have as that objective maintaining home country loong stendards and purchasing power. Foreign Service Officers are required to pay a bouard share based on a percentage of their solary. The Foreign Maniatry pays for the remainder of housing costs, and reimburses officers for attildes costs. Specific costs miniated to private schooling are paid for elementary and same acting lowels, but this to managed on a case-by-pase basis.

Tacce is no accessive precision provided. A herachip pressuary is paid in the moral pay cycle, with the amount varying according to a step-rated table. A cost-of-living difference is paid as a percentage of subry with a cep. Nultier the hardship pressures for the cost-of-living showance is teachic. Fund Roy of Logit 23 1000

UNATIVECTRS/PAFSO Constructive Study of Terms and Conditions of FS Officers

Appendix D

Organization Fronies (excluding dose requesting complete coalidenitality)

NETHERLANDS

Foreign Service Structure. The Netherlands has five levels (three levels below EX-01 equivalent) in its Foreign Service, which is part of the overall public service. Progression to the next level is based on performance appraisals and the existence of an opening at the next level. Most officers spend six years at the entry level, 10 years at the next level, 12 years at the third level, and 10 years at the highest level (equivalent to the Canadian "Job D").

Foreign Service Officers are responsible for political/economic affairs, trade, immigration, and aid matters. There are officers specializing in immigration at some postings. All officers are unionized.

New Recruits. New recruits must (and do) have a Master's degree, two years of work experience, and knowledge of two foreign languages. New recruits attend a training program lasting a few months that includes on-the-job training, classroom courses, and language training. They then have an average of 8 days of training per year. Recruiting is done in mid-career from with the Public Service, where recruits must have at least eight years of experience.

Assignments. Foreign postings average four years in length. Foreign Service officers typically rotate between home and foreign postings. Personal choice weighs heavily in posting decisions.

The primary reason for turning down a posting is the inability of the spouse or partner to work at the posting location. Local conditions (isolation, security, cultural differences, climate, absence of health care facilities) and parental responsibilities are also common reasons. Attrition averages 3-5 percent.

Compensation. No compensation information was provided.

Spousal Compensation/Assistance. Allowances provided to Foreign Service Officers include an amount for the spouse. Accompanying spouses are also provided compensation in recognition of their representational responsibilities.

Relocation and Incentives. Policies related to conditions of service abroad have as their objective maintaining home country living standards and purchasing power. Foreign Service Officers are required to pay a housing share based on a percentage of their salary. The Foreign Ministry pays for the remainder of housing costs, and reimburses officers for utilities costs. Specific costs related to private schooling are paid for elementary and secondary levels, but this is managed on a case-by-case basis.

There is no incentive premium provided. A hardship premium is paid in the normal pay cycle, with the amount varying according to a step-rated table. A cost-of-living allowance is paid as a percentage of salary with a cap. Neither the hardship premium nor the cost-of-living allowance is taxable.

Home Leave/R&R Leave. Home leave travel is provided (to the home country only) once a year. Rest and Recreation trips must be paid out of the location allowance for hardship locations, with the officer determining the frequency and location.

aext level is based on performance appraisals and the existence of an opening at the next level. Most officers spend six years at the entry level, 10 years at the next fevel, 12 years at the third level, and 10 years at the highest level (equivalent to the Cauadian "Job D").

Foreign Service Officers are responsible for political/economic affairs, trade, immigration, and aid matters. There are officers specializing in immigration at some postings. All officers are enionized.

New Heorada. New recruits must (and do) have a Master's degree, two years of work experience, and knowledge of two foreign languages. New recruits altend a training program lasting a few months that includes on-the-job training, classroom courses, and language training. They then have an average of 8 days of training per year. Recruiting is done in mid-career from with the Public Service, where recruits must have at least eight years of experience.

Assignments: Foreign postings average four years in length. Foreign Service officers typically rotate between home and foreign postings. Personal choice weight heavily in posting decisions.

The miniary reason for turning down a posing is the inability of the spouse or partner to work at the posting location. Local conditions (isolation, scourity, cultural differences, climate, absence of health care facilities) and parental responsibilities are also common reasons. Attrition averages 3-5 percent

Companyation. No compensation information was provided.

Spousal Compensation/Assistance. Allowances provided to Foreign Service Officers include an aniount for the spouse. Accompanying spouses are also provided compensation in recognition of their representational responsibilities.

Relatively and Incentives. Policies related to conditions of service abroad have as their elignetive maintaining home country living standards and purchasing power. Foreign Service Officers are required to pay a housing share based on a percentage of their salary. The Foreign Ministry pays for the remainder of housing costs, and reinfourses officers for utilities costs. Specific costs related to private schooling are paid for elementary and secondary levels, but this is managed on a case-by-case basis.

There is no incentive premium provided. A hardship premium is paid in the normal pay cycle, with the amount varying according to a proprated table. A cost-of-living allowance is paid as a percontage of sulary with a cap. Norther the hardship premium nor the cost-of-living allowance is taxable.

NEW ZEALAND

Foreign Service Structure. New Zealand has five levels in its Foreign Service (four levels below EX-01 equivalent). On average, a Foreign Service Officer will spend four years at the first and second levels, five years at the third level, and nine years at the fourth level. Progression to the next level is based on performance, but for advancement to the 3rd level and higher, an opening must exist. Approximately 25% are promoted at each level each year, except for promotion to the highest level, which is at a rate of 15% per year. The rate of promotions into the second-highest level has increased recently in anticipation of a higher rate of retirements among officers at the highest level.

Foreign Service Officers are responsible for political/economic affairs, trade policy and aid. Immigration Officers are not part of the Foreign Service. All Foreign Service Officers are unionized.

New Recruits. New officers must possess an undergraduate honours degree. Work experience is not a requirement. Mid-career recruits must meet the same educational criteria as their entry-level colleagues, but must have between six and fifteen years of work experience. These officers are recruited from the private and public sectors and are typically placed based on their level of work experience. New recruits receive on-the-job training and training in a classroom setting. Orientation and training programs are six months to a year, and officers receive five days of training every subsequent year.

Assignments. Foreign postings average three years in length. Foreign Service officers typically rotate between home and foreign posting. Officers are usually provided with nine months' notice before leaving for a posting. Officers are not required to accept hardship postings. On average, officers are posted for a period of four years to less difficult hardship locations and two years to more difficult hardship locations.

The primary reason for turning down a posting is local conditions (isolation, security, cultural differences, climate, absence of health care facilities). The inability of the spouse or partner to work at the posting location, poor fit of the posting responsibilities to the officer's skills, and parental responsibilities are also common reasons. Attrition remains steady at 3-5 percent.

Title	Job Match	Minimum	Maximum	Average Actual
Policy Officer I	Job A Match	\$22,075	\$33,374	\$26,050
Policy Officer II	Job B Match -	\$31,900	\$45,677	\$35,431
Sr. Policy Officer	Job B Match	\$37,891	\$57,149	\$43,246
External Policy IV	Job C Match	\$47,118	\$78,290	\$55,055
External Policy V	Job D Match	\$66,144	\$105,451	\$79,084

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Officers usually move through salary ranges according to a percentage-rated grid based on performance. The average length for an officer to move from minimum salary to the next salary band is five years or more. When compared to other professionals in the Civil Service, Foreign Service Officers' salaries are in the top 30%.

Assignment-related allowances range from 30% of salary for a senior officer with no children at a low cost post which attracts no location allowance to 200% of salary for a junior officer with a number of children at a difficult post which is also a reasonably high cost. Even at the same post (where cost of living and location category are the same) there can be a large difference between the percentages for individual officers depending on salary and family status.

Spousal Compensation/Assistance. Allowances provided to the Foreign Service Officer include an amount for the spouse (the expatriate allowance is 20% higher for a spouse, and an additional 7.5% higher for each dependent child). Spouses of officers can be employed at the foreign or home location as a local staff member or as a Foreign Service Officer if suitable positions are available. Spouses are assisted by the Foreign Service in obtaining a work permit when on posting, and receive an allowance to cover job search expenses at home.

Relocation and Incentives. The objective of the policy is to maintain home country living standards and purchasing power. Foreign Service Officers are not required to pay for housing or utilities when abroad. Private school tuition is paid at elementary and secondary levels. The cost of boarding is paid if the children remain in the home country. A fixed amount is provided to cover accommodation costs for postsecondary education of dependents while the Officer is posted abroad. A fixed amount (\$1,969/year) is provided for childcare costs in the home country. Pre-school education costs are paid overseas for the equivalent number of hours provided in the home country.

Incentive and hardship premiums are provided in the normal pay cycle. The incentive premium represents an additional 15% of the officer's salary, while the hardship premium is a fixed amount paid to all officers at the same location. The cost-of-living allowances are adjusted annually. None of the allowances is taxable.

Home Leave/R&R Leave. Home leave travel is provided (to the home country only) to officers on four-year assignments. No Rest and Recreation trips are provided.

UNITED STATES

Foreign Service Structure. The United State has nine pay ranges in its Foreign Service and four levels in its "senior ranks." Five of the Foreign Service grades are considered professional levels; the four lower grades (6, 7, 8, and 9) comprise secretaries and technicians. Grades 4, 5 and 6 were matched to Job A because all three have the same level of responsibility. Pay differs depending on the academic qualifications and amount of work experience of the individual. Grades 2 and 3 were matched to Job B (Match –) because both grades have the same level of responsibility (but again differ in pay depending on academic degree and work experience). Grade 1 is matched to Job C (Match –). The lowest of the senior ranks (grade OC) was also matched to Job C (Match +), while two additional senior ranks (MC and CM) were matched to Job D.

While Foreign Service salary is linked to the Civil Service, staffing and promotion rules are different. The Foreign Service has an "up or out" approach. Progression to the next level is based on performance appraisals and, for movement to the third, fourth and fifth levels, the existence of an opening at the next level. Most officers spend four years at the Junior Officer level, 5 years as a lower mid-level officer, 7.5 years as a higher mid-level officer, and 8.5 years as a lower senior-level officer. Most officers do not get as far as the Canadian "Job D" equivalent.

Foreign Service Officers are responsible for political/economic affairs, trade, administration, immigration, and aid matters. Officers are recruited into one stream and generally stay there for their entire career. Officers are unionized.

New Recruits. There are technically no education, work experience, or language requirements for entry. However, most entrants have a Master's degree and the average age for entry is 32. New recruits attend a training program lasting several months that includes seven weeks of orientation, several months of on-the-job training, and language training. They then have an average of 14 days of training per year. Recruiting is done in mid-career from with the Public Service, where recruits must have at least four years of experience and be at a mid-career grade.

Assignments. Foreign postings average three years in length. Foreign Service officers are typically posted to a series of locations and consider an assignment to the home country as another temporary posting. Officers must serve in Washington once every 15 years, for approximately two years. They have some say in where they will be posted, but other factors override personal choice. Foreign Service Officers are not required to go to any hardship posts.

The primary reason for turning down a posting is local conditions (isolation, security, cultural differences, climate, absence of health care facilities). Inadequate schooling for children and the inability of the spouse or partner to work at the posting location are also common reasons. Attrition remains steady, but specific attrition statistics are confidential and are not even provided to the unions.

Title	Job Match	Minimum	Maximum	Average Actual
Junior Officer	Job A Match	\$54,352	\$97,903	SVP1 - Eanst Jou
Mid-Level Officer (Grade 2 or 3)	Job B Match -	\$82,276	\$149,114	and a place of the
Mid-Level Officer (Grade 1)	Job B Match -	\$126, 312	\$162,910	Information not available
Senior Officer (Grade OC)	Job C Match +	\$171,521	\$197,622	and to Job (2 (Mar)
Senior Officer (Grade MC, CM)	Job D Match	\$179,542	\$197,622	gn Service Office 1 spouse, and an a

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

The salaries above are for overseas service. For salaries in Washington D.C., the home country location, an additional 10.23 percent is added. Employees may also participate in a retirement plan to which the employer contributes 6% of salary. Salary scales are comparable to those of economists and lawyers in the civil service.

Spousal Compensation/Assistance. Spouses receive no financial compensation. Spouses on posting may be employed as a local staff member if a suitable position is available. The State Department also canvasses other organizations for available jobs and assists in obtaining a work permit at the host location. Spousal employment opportunities are a key concern. An initiative is now being piloted in Mexico City, where an executive search firm has been hired to assist spouses in finding employment at the post location. This will be rolled out to other large postings where there is a reciprocal work agreement in place.

Relocation and Incentives. The objective of the State Department policy is to maintain home country living standards and purchasing power. Foreign Service Officers are not required to pay a housing or utility share. Private schooling is paid for both elementary and secondary levels.

There is no incentive premium provided. A hardship premium is provided in the normal pay cycle, ranging from 5-25 percent of salary with no cap. A cost-of-living allowance is paid as a percentage of salary with no cap. The hardship premium is taxable.

Home Leave/R&R Leave. Home leave travel is provided (to the home country only) every two years to officers on four-year assignments, or between postings on a three-year or two-year assignment.. Rest and Recreation trips are provided once a year to officers in hardship locations.

IRELAND

Foreign Service Structure. Ireland has six levels in its Foreign Service (three levels below EX-01 equivalent), including three levels of ambassador. Progression to the next level is based on the existence of an opening at the next level for all levels, years of experience in grade for promotion to the second level, and interviews for progression to the ambassador level. Most officers spend three years at the entry level, six years at the First Secretary level, five years at the Counsellor level, and six years at the ambassador level.

Foreign Service Officers are responsible for political/economic affairs, trade, administration, immigration, aid, protocol, and information consular matters. Officers below the level of ambassador are unionized.

New Recruits. The minimum criteria for entry into the Foreign Service are an undergraduate honours degree and knowledge of one foreign language. New recruits attend a training program lasting 6-12 months that includes on-the-job training, classroom courses, self-study courses, domestic training assignments, and language training. They then have an average of 1-3 days of training per year. Recruiting is done in mid-career from within the Civil Service, where recruits must undergo a competitive process and interview conducted by the Civil Service Commission. Career progression is the same as for early-career recruits

Assignments. Foreign postings average three years in length. Foreign Service officers typically rotate between home and foreign postings. Personal choice weighs heavily in the decision regarding posting location. Officers are not required to go to any hardship posts.

The primary reason for turning down a posting is parental responsibilities. Attrition is under two percent at all levels, and is a result of officers desiring 1) career change; 2) lifestyle change; and 3) compensation change.

Title	Job Match	Minimum	Maximum	Average Actual
Third Secretary	Job A Match	\$34,139	\$60,344	\$47,240
First Secretary	Job B Match	\$62,163	\$\$89,859	\$76,006
Counsellor	Job C Match	\$82,453	\$101,988	\$92,227
Ambassador	Job D Match	\$121,265	\$139,163	\$130,219
(achelen)	-	(Grade II)	\$164,016	-
ontriger Automotion	abb C Malco	(Grade I)	\$204,881	327227

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

Employees may participate in a retirement plan to which the employer contributes 6.5% of salary. They also receive 2.9% in Pay-Related Social Insurance.

Spousal Compensation/Assistance. There is currently no policy regarding spousal compensation, but it is under consideration. There has been no substantial change in the number of spouses not accompanying officers on posting due to career-related issues.

Relocation and Incentives. The objective of foreign assignment terms and conditions is to provide incentives to recruit and retain staff and to maintain home country living standards and purchasing power. Foreign Service Officers are not required to pay a housing share, but are required to pay utilities (except for ambassadors). Private school tuition costs are paid on a case-by-case at the elementary and secondary levels. Postsecondary tuition for dependents is paid while the officer is posted abroad.

Instead of an incentive premium, officers receive additional leave entitlements. A hardship premium is provided in the normal pay cycle and is calculated as a percentage of salary. The hardship premium percentage varies depending on the degree of hardship. A cost-of-living allowance is paid as a percentage of salary. These allowances are non-taxable.

Home Leave/R&R Leave. Home leave travel is provided once every 18 months. Officers receive reimbursement up to the amount that would have been paid if they had returned to the home country. Rest and Recreation trips are provided once a year to officers in hardship locations.

Employees may participate in a returement plan to which the employer contributes 6.5% of salary. They also receive 2.9% in Pay-Related Social Insurance.

FRANCE

Foreign Service Structure. France has five levels in its Foreign Service (four levels below EX-01 equivalent), which is part of the overall public service. Progression to the next level is based on a review of performance appraisals, years of experience and the existence of an opening at the next level. Most officers spend one year at the entry level, 5-10 years at the second level, 5-10 years at the third level, and 10 years at the fourth level.

Foreign Service Officers are responsible for political/economic affairs, administration, immigration, and aid. There are officers specializing in immigration at all postings. All officers are unionized. Trade officers are separate from the Foreign Service.

New Recruits. New recruits must (and do) have a Master's degree and knowledge of two foreign languages. Based on a new policy, certain categories of officers are required to be fluent in one language that is deemed "difficult," and all new recruits must have a basic understanding of German. New recruits attend a short training program that includes on-the-job training, classroom courses, self-study courses, domestic and foreign assignments and language training. They then have an average of 8 days of training per year. There is little mid-career recruiting; where it does occur, individuals are hired from within the Public Service.

Assignments. Foreign postings average three years in length. While some officers may rotate between home and foreign postings, others can be reassigned immediately to another posting. Although officers can influence the location of their posting, other factors override their personal choice.

The primary reason for turning down a posting is the inability of the spouse or partner to work at the posting location. The French Foreign Service has noted an increase over the last few years in officers turning down posting for that reason. Attrition is very low, averaging 0-2 percent.

Title	Job Match	Minimum	Maximum	Average Actual
Foreign Affairs Secretary	Job A Match +			\$25,782
Foreign Affairs Counsellor	Job B Match	tention and other	facilities at th	\$40,693
Foreign Affairs Counsellor, Hors Classe (1 st echelon)	Job C Match +	andy at arminol 2.		\$51,962
Foreign Affairs Counsellor, Hors Classe (3 rd echelon)	Job C Match +	an in Cathadaint du		\$57,952
Minister / Foreign Affairs Counsellor, Hors Classe	Job D Match +	\$33,822	\$38,324	\$95,927

Spousal Compensation/Assistance. Allowances provided to Foreign Service Officers for spousal compensation include an amount for the spouse. The Foreign Ministry assists spouses in finding employment on a case-by-case basis on postings, but does not provide assistance upon return.

Relocation and Incentives. Policies related to conditions of service abroad are designed to provide incentives to recruit and retain Foreign Service officers. The Foreign Ministry pays for housing and utilities costs through the housing allowance, which can be 200-300% of salary. The housing allowance also includes a "family allowance" (10% of the housing allowance) and a fixed amount to cover elementary and secondary schooling. The amount of the allowance varies based on the number of dependants and the posting location. There is no separate incentive premium or hardship premium. The allowance is not taxable.

Home Leave/R&R Leave. Home leave travel is provided every ten months (to the home country only). Rest and Recreation trips are not provided. Officers on posting observe their home country's and host country's national holidays.

between house and foreign postings, others can be reassigned immediately to another posting. Although officers can influence the location of their posting, other factors override their personal choice.

The printary reason for turning down a posting is the inability of the spouse or partner to work at the pasting location. The French Foreign Service has noted an increase over the last few years in officers turning down posting for that reason. Attrition is very low, averaging 0-2 percent.

COUNTRY "A"

Foreign Service Structure. Country A has five levels in its Foreign Service (four levels below EX-01 equivalent). On average, Foreign Service Officers will spend one year at the entry level, two to three years at the second level, six to seven at the third level, and six years at the fourth level.

Promotions to the second level require an interview, simulation exercise, the existence of an opening, a written application, and written and oral reference reports. At other levels, performance appraisals are also reviewed, in addition to the above criteria.

The primary responsibilities of Foreign Service Officers are political/economic, trade policy and administration. Aid and Immigration Officers are not part of the Foreign Service. (Immigration officers are represented through the Department of Immigration). However, at some postings, Foreign Service Officers undertake work on the behalf of the Department of Immigration. There is a separate Trade Commissioner function in many foreign embassies which are staffed by the Commerce Department. All Foreign Service Officers are unionized.

New Recruits. New recruits must possess an undergraduate degree. There are no requirements for work experience or foreign language at the entry level. In actual practice, most entry-level recruits have between two to five years of experience. Mid-career recruits have no specific entry criteria. Most of the mid-career recruits are recruited from the Public and Private sectors and are typically placed at a level based on their years of experience. All new recruits are trained on the job, in a classroom setting and through domestic training assignments for a period of six months to a year. Officers typically receive five days of training every following in subsequent years.

Assignments. Foreign postings average three years in length. Foreign Service Officers typically rotate between home and foreign posting. Officers are usually provided with six months' notice before leaving for a posting. Although officers are able to influence where they will be posted, other factors can override personal choice. Officers are not required to accept hardship postings. For those who do, on average, they will be posted for a period of three years at less difficult hardship locations and two years at more difficult hardship locations.

The primary reason for turning down a posting is the level of professional stimulation that would come with the posting. The lack of education and other facilities at the posting, the local conditions and the inability of the spouse or partner to work at the posting location are also common reasons. Attrition remains steady at around 8.4%.

\$44,835

\$54,507

\$40,484

\$47,250

Convert Compens				
Title	Job Match	Minimum	Maximum	Average Actual
3 rd Secretary	Job A Match	\$33,422	\$38,324	\$35,873

\$36,143

\$40,006

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

Job B Match

Job B Match

2nd Secretary

1st Secretary

Counsellor	Job C Match	\$56,220	\$65,878	\$61,039	
Ambassador	Job D Match	\$72,848	\$80,901	\$80,901	

Officers usually move through the salary range based on their individual performance. The average length of time for an officer to move from minimum salary range to the next is two to five years. Officers can receive a 5.65% performance appraisal bonus. Their salaries are in the top 20% of the Civil Service.

Spousal Compensation/Assistance. Currently, there is no assistance offered for the loss of income for the accompanying spouse. The Foreign Service may offer assistance to spouses to find employment while on posting, but this is managed on a case-by-case issue. The Foreign Service will offer general information on work prospects and local requirements.

Relocation and Incentives. The objective of the policy is to maintain home country living standards and purchasing power and to match the terms and conditions typically offered by multinational companies. The Foreign Service pays for shipment of household goods to and from a foreign posting as well as a fixed incidental allowance to of Cdn \$1,180 for Officers accompanied by spouses and Cdn \$610 for unaccompanied Officers. Officers are required to pay a portion of housing costs, and must make a contribution to utilities costs. Private School is paid for at the elementary and secondary levels if the public schools are deemed inadequate. Officers receive a partial remission for rent and utilities for dependents undertaking postsecondary studies in the home country while the Officer is abroad. The Foreign Service also pays for day care for children over the age of three in the host country.

There is currently no incentive premium, but a new posting allowance will be introduced in July 2002. Hardship premiums are provided in the normal pay cycle as a flat amount for all officers. The cost-of-living allowances are adjusted fortnightly and represent a percentage of the base salary without a monetary cap. Only the hardship premiums are taxable.

Home Leave/R&R Leave. Home leave travel is provided to officers once per posting and Rest and Recreation trips are provided only to officers who are in hardship locations. The number of R&R trips allowed depends on the location of the hardship.

COUNTRY "B"

Foreign Service Structure. Country B has four levels in its Foreign Service (three levels below EX-1), which is part of the overall Public Service. Progression to the next level is based on performance appraisals, years in grade and the existence of an opening at the next level.

Foreign Service Officers are responsible for political, trade, administration and immigration affairs. Aid officers are a separate group.

New Recruits. There are no minimum education, work experience, or language criteria. In actual practice most new recruits have a Master degree and 2-5 years' experience. New recruits are in orientation and / or training for a period of 6-12 months. Most of their training is done through classroom setting, self-study courses and on-the-job training. New recruits also receive language training. Recruiting for mid-career officers is done through the public and private sectors. Mid-career recruits are placed at a level based on their career experience.

Assignments. Foreign postings average four years in length. Foreign Service Officers generally return to their home country after two consecutive postings. Personal choice weighs heavily in their posting location. In a typical career, an officer would serve in at least two hardship posts.

The primary reason for turning down postings is the inability of the spouse / partner to work at the posting location. Other important reasons for turning down postings are parental responsibilities, poor fit of posting responsibilities with the officer's skills, and local conditions. Overall attrition is approximately 14%.

Title	Job Match	Minimum	Maximum	Average Actual
Second Secretary	Job A Match	\$37,356	\$50,436	\$45,768
First Secretary	Job B Match	\$37,356	\$50,436	\$45,768
Counsellor, Deputy	Job B Match	\$52,308	\$65,376	\$59,772
Director Ambassador,	Job C Match	\$56,040	\$78,456	N/A
Director	and the second		1	- Marganan

Compensation. Compensation is shown in the following table:

Salaries for Foreign Service Officers are considered to be "not very high in comparison to the rest of the Government Office."

Spousal Compensation. Accompanying spouses receive a supplemental pension benefit, allowances (allowances provided to the Officer include an amount for the spouse), and unemployment compensation upon returning home (if they have been abroad for less than seven years). Spouses on posting can be employed at the foreign location as a local staff member if there is a suitable position available. Furthermore, in an attempt to provide greater assistance to spouses, Country B has established a job database for them on the Internet.

Relocation and Incentives. The Foreign Service provides assistance for shipment of household goods within reasonable limits. An additional fixed incidental allowance is also provided. The Foreign Ministry pays for all housing and utilities costs abroad. Private schooling is paid for both elementary and secondary levels.

There is no incentive premium. Hardship premiums are flat amounts for all officers and are provided in the normal pay cycle. A cost-of-living allowance is paid and is adjusted every six months. Hardship premiums and cost-of-living allowances are non-taxable.

Home Leave/R&R Leave. Home leave travel is provided once per posting year. Rest and Recreation trips are provided to officers at hardship locations, with a maximum of two trips per year. The Foreign Ministry chooses the destination for R&R trips.

Sourced Compensations. Accompanying spouses receive a supplemental pension beauti, allowances (allowances provided to the Officer include an amount for the spouse), and unemployratest compensation upon returning home (if they have been abread for less than seven years). Spouses on positing can be employed at the foreign location as a local staff member if there is a suitable position available. Forthermore, in an attampt to provide greater assistance to spouses. Country B has established a job database for them on the Intermet.

COUNTRY "C"

Foreign Service Structure. Country C has four levels in its Foreign Service (three levels below EX-01 equivalent), which is part of the overall Public Service. Progression to the next level is based on performance appraisals, years of experience in grade, and the existence of an opening at the next level. Most officers spend three years at the entry level, 6.5 years at the First Secretary Level and at the Counsellor level, and four years at the highest level (Minister Counsellor/Ambassador/Consul General).

Foreign Service Officers are responsible for political/economic affairs, trade, administration, immigration, aid, and consular and cultural affairs. Trade officers, Immigration officers and Aid officers are included in the Foreign Service group. Officers are not unionized.

New Recruits. New recruits must have a Master's degree and knowledge of two foreign languages. New recruits attend a Diplomatic Academy for one year, where they have classroom courses, self-study courses, and language training. They then have an average of three days of training per year. There is no mid-career recruitment.

Assignments. Foreign postings average three years in length. Foreign Service officers are typically posted to a series of locations and consider an assignment to the home country as another temporary posting. They have some say in where they will be posted, and may turn down postings without consequence. In a typical career, an officer would serve at least once at a hardship post.

The primary reason for turning down a posting is local conditions (isolation, security, cultural differences, climate, absence of health care facilities). Parental responsibilities and poor fit of posting responsibilities with the officer's skills are also common reasons. Overall attrition is under two percent and remains steady.

Title	Job Match	Minimum	Maximum	Average Actual
Second Secretary	Job A Match +	\$44,547	\$64,851	nowing table.
First Secretary	Job B Match	\$49,593	\$70,865	Not provided.
Counsellor	Job C Match -	\$64,575	\$81,285	
Minister Counsellor/ Ambassador/ Consul	Job D Match	\$71,314	\$90,650	\$45,722
General	A College	- 2012. 134	1225.773	\$71,436

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

In addition to salary, an annual bonus of 6% of salary is provided to all officers. Salary scales are the same for Foreign Service Officers as they are for other professionals in the Public Service (i.e., they have one pay line).

Spousal Compensation/Assistance. Spouses generally receive five percent of the foreign posting allowance, equivalent to 5.75% of salary. If the spouse has a significant income, then this amount is reduced. When on posting, spouses may be employed as a local staff member if a suitable position is available. The Foreign Ministry will also assist the spouse in obtaining a work permit (on posting), and canvass other organizations for available jobs (both on posting and in the home country). On average, fewer spouses are accompanying officers on posting due to career-related issues. The Foreign Ministry is putting in place more bilateral agreements to allow spouses to work abroad.

Relocation and Incentives. Allowances are provided to create incentives to recruit and retain Foreign Service Officers and to maintain home country living standards and purchasing power. Foreign Service Officers must pay 18-23 percent of their base salary as a housing share. The Foreign Ministry pays the remainder of housing costs, but not for utilities. Private schooling is paid for both elementary and secondary levels. Post-secondary tuition is not paid.

A Foreign Posting allowance is paid in the normal pay cycle. There are no hardship premiums per se, but Foreign Posting allowances take into account living conditions, distance from home, the security situation, and other conditions. A cost-of-living allowance is paid as a percentage of salary with no cap. Neither the Foreign Posting allowance nor the cost-of-living allowance is taxable.

Home Leave/R&R Leave. Home leave travel is provided once a year (to the home country only). Rest and Recreation trips are not provided

he primary reason for turning down a posting is local conditions (isolation, security, cultura iffarences, climate, absence of health care (acilities). Parental responsibilities and poor fit o osting responsibilities with the officer's skills are also common reasons. Overall attrition is never two present and remains studies.

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

In addition to salary, an annual bonus of 6% of salary is provided to all officers. Salary scales are the same for Foreign Service Officers as they are for other professionals in the Public Service (i.e., they have one pay line).

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COUNTRY "D"

Foreign Service Structure. Country D has four levels in its Foreign Service (three levels below EX-01 equivalent), which is part of the overall Public Service. Progression to the second level is based on performance; progression to the third and fourth levels is based on years in grade. Movement to the fourth level also depends on openings. Most officers spend three years at the entry level, six years at the First Secretary Level, 10 years at the Counsellor level, and up to 20 years at the highest level.

Foreign Service Officers are responsible for political/economic affairs, administration, immigration policy, aid, and trade policy. These are not separate streams; officers usually work in all areas at some point during their career. Trade commissioners are in a separate group. Immigration officers fall under Consular Affairs, which is a separate unit. All Foreign Service Officers are unionized.

New Recruits. New recruits must have a Master's degree in law, political science, or business administration or 2 years at the Diplomatic Academy. Knowledge of two foreign languages, is required for entry. In actual practice most new recruits have limited work experience. New recruits go through a training period of approximately two and a half years, during which they have classroom and on-the-job training, and go on a six-month assignment at a mission abroad. They then have an average of 14 days of training per year. Recruiting is also done in mid-career from the public and private sectors; the level mid-career recruits are placed at depends on their career experience. The maximum age for entry into the Foreign Service is 40.

Assignments. Foreign postings average three years in length. Foreign Service officers generally return after two or more consecutive postings. Most are abroad for 60% of their career. In a typical career, an officer would serve at least once at a hardship post.

It is rare for officers to turn a post since they apply for those they consider suitable and are not sent on a posting without their explicit consent. In the event that they do turn down postings, the primary reason is parental responsibilities. Overall attrition is under two percent and remains steady.

Title	Job Match	Minimum	Maximum	Average Actual
Second Secretary	Job A Match –	\$34,292	\$38,579	\$37,150
First Secretary	Job B Match	\$38,580	\$51,437	\$45,722
Counsellor	Job C Match	\$54,294	\$125,733	\$71,436
Ambassador	Job D Match	\$85,724	\$154,303	\$107,161

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

In addition to salary, an annual bonus of 14% of salary is provided to all officers. Salary scales are the same for Foreign Service Officers as they are for other professionals in the Public Service (i.e., they have one pay line).

Spousal Compensation. Spouses receive a representational allowance of 6-10% of the Foreign Service Officer's salary. This amount is calculated from the base value of the post adjustment and is added to the officer's salary. Spouses also receive supplemental pension benefits, as well as assistance in obtaining a work permit when on posting.

Relocation and Incentives. The Foreign Ministry's objective is to maintain home country living standards and purchasing power. The Foreign Ministry pays for all housing costs abroad, but not for utilities. Private schooling is paid for both elementary and secondary levels. Post-secondary tuition is paid for dependents on postings. If a Foreign Service Officer voluntarily terminates the posting, the officer must pay up to 50% of repatriation costs.

There is no incentive premium, but a special allowance is paid before officers move abroad. Hardship premiums, calculated on a case-by-case basis, are provided in the normal pay cycle. A cost-of-living allowance is paid as a percentage of salary with no cap. Hardship premiums and cost-of-living allowances are not taxable.

Home Leave/R&R Leave. Home leave travel is provided, but the frequency depends on the geographical location of the posting, varying from yearly to every two years. Rest and Recreation trips are provided to officers at hardship locations, with frequency depending on location.

Issignements. Foreign postings average three years in length. Foreign Service officers generally churn after two or more consecutive postings. Most are abroad for 60% of their career. In a ypical career, an officer would serve at least once at a hardship post.

It is care for officers to turn a post since they apply for those they consider suitable and are not sent on a posting without their explicit consent. In the event that they do turn down postings, the primary reason is parental responsibilities. Overall attrition is under two percent and remains steady

Companyantian. Compensation is shown in Canadian doilars in the following table:

in addition to salary, an annual bonns of 14% of salary is provided to all officers. Salary scales are the same for Foreign Service Officers as they are for other professionals in the Public Service (i.e., they have one pay line).

COUNTRY "E"

Foreign Service Structure. Country E has four levels in its Foreign Service, which is part of the overall public service. Progression to the next level is based on performance appraisals, years of experience in grade, and the existence of an opening at the next level. Most officers spend nine years at the level of Secretary of the Embassy, six years at the Counsellor level, and 12 years at the Minister level. The number of years spent at the level of Ambassador depends on the circumstances; this is generally a political post. level.

Foreign Service Officers are responsible for political/economic affairs, administration, immigration, and aid, as well as protection of home country citizens and consular affairs. Officers are generalists who have responsibilities in all of these areas. Trade officers are in a separate group, but aid officers are included in the Foreign Service. All officers are unionized.

New Recruits. New recruits must have a Master's degree and knowledge of two foreign languages, and must pass competitive exams. New recruits spend six months in the diplomatic school where they undergo on-the-job training, classroom courses, and language training. They then have an average of seven days of training per year. There is no mid-career recruitment.

Assignments. Foreign postings average four years in length. Foreign Service officers do not typically return to their home country after a posting; they are posted to a new location and consider a posting to the home country as another temporary posting. Officers, however, must return to the home country for at least two years after nine years abroad. Other factors tend to override personal choice in the decision regarding posting location. Officers must take at least one hardship posting.

The primary reason for turning down a posting is local conditions (isolation, security, cultural differences, climate, absence of health care facilities). Parental responsibilities and inadequate compensation are also common reasons. Attrition averages 0-2 percent. The most common reason for voluntary attrition is compensation, due to the fact that allowances are not always kept up-to-date with changing conditions in various countries.

Title	Job Match	Minimum	Maximum	Average Actual	
Second Secretary	Job A Match +	Mishaon Maximum Average set			
First Secretary	Job B Match	Salary information is not comparable; base salary			
Counsellor	Job C Match	equivalent to about \$20,000; this amount is multip by different amounts depending upon the posting			
Minister Counsellor	Job D Match +	557.91	369.242	364.745	

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

Salary progression within a range is based on step-rated grid determined by seniority, where the range maximum is reached in less than five years.

DFAIT FS Survey-Participant Profiles

The country considers that, when compared to other professional civil service groups, foreign service officer salaries are in the top 10 percent. In addition to salary, officers receive an eight percent employer contribution to the retirement plan.

Spousal Compensation/Assistance. While on posting, a spouse continues to accrue pension entitlement under the social security program if the spouse is a civil servant. Spouses also receive assistance in obtaining a work permit abroad.

Relocation and Incentives. Policies related to conditions of service abroad have as their objective the maintenance of home country living standards and purchasing power. Housing costs are paid out of the allowances that officers receive, with the exception of the two highest levels, who are provided with houses. With respect to primary and secondary school, all reasonable costs up to a maximum amount are covered.

There is no incentive premium or hardship premium provided. A non-taxable cost-of-living allowance is paid as a percentage of salary with no cap.

Home Leave/R&R Leave. Home leave travel is provided (to the home country only) twice a year. No Rest and Recreation trips are provided.

consider a posting to the home country as another temporary posting. Officers, however, must start to the home country for at least two years after nine years abroad. Other factors tend to vertide personal choice in the decision regarding posting location. Officers must take at least the hardship nosting.

The primary reason for turning down a posting is local conditions (isolation, security, cultural differences, climate, absence of health care facilities). Parental responsibilities and inadequate compensation are also common reasons. Attrition averages 0-2 percent. The most common reasons reasons for voluntary attrition is compensation, due to the fact that allowances are not always kept ap-to-date with changing conditions in various commines.

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

Salary progression within a range is based on step-rated grid determined by seniority, where the range merimum is reached in less than five years.

COUNTRY "F"

Foreign Service Structure. Country F has five levels in its Foreign Service (three levels below EX-01 equivalent). On average, Foreign Service Officers spend three years at the entry level, five to six years at the second level, eight years at the third level and four years at the fourth level. Requirements for advancement differ across the levels. Performance appraisals are considered at all levels (and are the only criteria for promotion to the 2nd level). For promotion to levels three and above, there must be an opening at the next level. For promotion to the fourth and fifth levels, postings abroad are considered. Promotion to the fifth level also requires an interview.

The primary responsibilities of Foreign Service Officers are political/economic affairs, administration and aid. Immigration Officers and Trade Officers are not included in the Foreign Service. All Foreign Service Officers are unionized.

New Recruits. All entry-level Foreign Service Officers must possess an undergraduate degree, two years of experience and speak a minimum of two foreign languages. In actual practice, most entry-level recruits have between two to five years of experience and a Master degree. No recruitment is done at the mid-career level. New recruits are trained on the job and in a classroom setting, and undergo language training. The orientation and training period is 6-12 months, followed by two days of training every subsequent year.

Assignments. Foreign postings average four years in length. Foreign Service officers typically rotate between home and foreign posting. Personal choice weighs heavily in the posting decision. Officers are usually provided with a six-month notice before leaving for a posting. Foreign Service Officers are not obligated to accept a hardship posting in their career.

The primary reason for turning down a posting is parental responsibilities. The inability of the spouse/partner to work at the posting location, the local conditions and poor fit of posting responsibilities with the officer's skills are also common reasons. Attrition has been noted to be on the rise. The attrition rate is between three to five percent up to the second level, six to nine percent at the third level and zero to two percent at the fourth level.

Title	Job Match	Minimum	Maximum	Average Actual
2 nd Secretary	Job A Match ++	\$47,659	\$53,055	\$49,458
1 st Secretary	Job A Match ++	\$50,537	\$54,853	\$52,156
Counsellor	Job C Match	\$57,911	\$69,242	\$64,745
Minister Counsellor	Job C Match +	\$71,580	\$77,354	\$74,655
Ambassador	Job D Match +	\$71,580	\$107,936	\$79,153

Officers usually move through the salary range by increments based on their performance. The average length for an officer to move from minimum salary range to the next is five years or more. Salaries of Foreign Service Officers are similar to the salaries found in the Civil Service.

Spousal Compensation/Assistance. Foreign Service Officers are provided with an allowance that includes an amount for spouses. Accompanying spouses are provided with supplemental pension benefits, and continue to accrue pension entitlement under the social security program while being on foreign posting. Furthermore, spouses can be employed at foreign/home location as a local staff member if suitable position is available. The Foreign Ministry will also canvass other organizations for available jobs and assist spouses in obtaining a work permit on posting.

Relocation and Incentives. The objective of the assignment policy is to maintain home country living standards. The Foreign Service pays for shipment of household goods, but with weight and/or volume limits. Officers are not required to pay a portion of housing costs, and are reimbursed for utilities costs. Private school fees are paid for at the elementary and secondary levels if the public schools are deemed inadequate.

Hardship premiums are provided in the normal pay cycle and a flat amount is provided to all officers. Cost-of-living allowances are paid out as a fixed amount and are adjusted twice a year.

Home Leave/R&R Leave. Home leave travel is offered once per posting year. Rest and Recreation trips are provided only to officers who are in hardship locations. The number of R&R trips varies based on the level of hardship.

The primary reason for turning down a posting is parental responsibilities. The inability of the opeuse/partner to work at the posting location, the local conditions and poor fit of posting. responsibilities with the officer's skills are also common reasons. Attrition has been noted to be on the rise. The attrition rate is between three to five percent up to the second level, six to nine percent at the third level and zero to two percent at the fourth level.

\$53,055		

COUNTRY G

Foreign Service Structure. Country G has five levels in its Foreign Service, with the top two levels considered senior management. Requirements for advancing differ across the levels. Performance appraisals are considered for progression to the third and fourth levels. Simulation exercises are used for progression to the second, fourth, and fifth levels.

The primary responsibilities of Foreign Service Officers are political/economic affairs, trade, administration immigration, aid, and consular affairs. Immigration Officers and Trade Officers are included in the Foreign Service, while Aid officers are a separate group. Foreign Service Officers below the senior management level are unionized.

New Recruits. There are no education requirements for entry into the Foreign Service, other than high school. There is no work experience requirement or foreign language requirement for entry. In actual practice, most entry-level recruits have an undergraduate degree and less than two years of work experience. Entry-level officers are recruited to generalist positions in the Foreign Service, to specific assignments abroad, and to specific positions such as accountant or scientist. Officers can also be recruited at mid-career, from within the Civil Service and from elsewhere, through an assessment centre. New recruits are trained on the job and in a classroom setting, and undergo language training. The orientation and training period is less than six months, followed by five days of training every subsequent year.

Assignments. Foreign postings average four years in length. Foreign Service officers typically return home after two or more foreign posting. Factors other than personal choice generally override the decision regarding posting location. Officers are usually provided with nine months' notice before leaving for a posting. Foreign Service Officers are not obligated to accept a hardship posting in their career.

The primary reason for turning down a posting are parental responsibilities, local conditions, and the inability of the spouse or partner to work in the posting location. Because officers bid for postings and are appointed by a selection Board, it is very rare for an officer to turn down a posting. When they do, most of the above reasons have already been taken into account and do not feature regularly. The attrition rate is 6-9% at all levels and has been falling. Officers tend to leave for promotion and career prospects elsewhere, better compensation, and a career change. The Foreign Ministry is looking into the development of a flexible benefits package to improve retention.

Title	Job Match	Minimum	Maximum	Average Actual
3 rd Secretary	Job A Match –		incontraction represent	and sector and constraints
2 nd Secretary	Job A Match	\$45,661	\$67,074	\$54,010
1 st Secretary	Job B Match +	\$77,930	\$110,036	\$87,339
Counsellor	Job C Match +	\$99,348	\$175,669	\$121,743

Minister Counsellor Job D Match	\$109,531	\$222,198	\$138,482
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Officers usually move through the salary range by increments based on their performance. The average length for an officer to move from the minimum to the maximum in a salary range is five years or more. Other Civil Service jobs such as economist or lawyer have salaries similar to those in the Foreign Service.

Spousal Compensation/Assistance. Foreign Service Officers are provided with an allowance that includes an amount for spouses, as well as compensation for the loss of pension. Spouses also receive assistance in obtaining a work permit at postings abroad.

Relocation and Incentives. The objective of the assignment policy is to maintain home country living standards. Officers are not required to pay a portion of housing costs, and are reimbursed for utilities costs. Officers also receive reimbursement for legal fees in connection to their principal residence in the home country, and receive assistance with the purchase of a home country residence one time only, after at least one overseas posting has been completed. Private school fees are paid at the elementary and secondary levels only if the public schools are deemed inadequate. Day care costs are abroad in some cases. The Foreign Ministry provides limited day care facilities in the home country.

No incentive premium is provided, but an overseas allowance is provided as compensation for the extra cost of having to live and work overseas. Hardship premiums are provided in the normal pay cycle, with a flat amount is provided to all officers, varying by location and marital status. Cost-of-living allowances are paid as a lump sum with salary each month.

Home Leave/R&R Leave. Officers receive a "travel package" when going on a posting that is based on the price of airfare to the home location once a year. This amount can be used as the officer wishes, but the Officer must provide receipts. Rest and Recreation trips are provided only to officers who are in hardship locations. The number of R&R trips varies based on the level of hardship.

 Title
 Job Mattela
 Minimum
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 Average Actasi

 3rd Socardary
 Job A Match

ORGANIZATION "A"

Expatriate Workforce Structure. Organization A 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. Staff members spend approximately three years at the first and second level, four years at the third level and six years at the fourth level. Staff members typically move through levels via a step-rated grid based on seniority. It takes five years or more for a staff member to move to the maximum with each salary range.

New Recruits. The minimum requirement for new recruits is an undergraduate degree, two years of work experience and knowledge of two foreign languages. In actual practice, new recruits have a Master's degree and over two years of work experience. The minimum requirement for mid-career recruits is a Master's degree and 10-15 years of work experience, as well as two foreign languages. New recruits receive two days of orientation and classroom training, and are provided with a mentoring program. Staff members will generally receive an additional five days of training every following year.

Assignments. Foreign postings average two years in length. Staff members are typically posted from one posting to another, 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 are provided with a two-month 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 the inability of spouse/partner to work at the posting location. Parental responsibilities as well as local conditions (isolation, personal security, cultural differences, climate, absence of health care facilities) are also common reasons. Attrition ranges between zero and two percent.

Title	Job Match	Minimum	Maximum	Average Actual
Assistant Officer	Job A Match	\$60,692	\$77,736	\$149,023
Officer	Job B Match	\$72,849	\$97,223	Data were
Senior Officer	Job C Match	\$102,229	\$124,070	unavailable
Director	Job D Match	\$113,570	\$129,339	8239,932

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

Employees receive benefits worth an additional 15.8% of salary (pension).

Spousal Compensation/Assistance. The organization provides spouses with an allowance while being in the host country.

Relocation and Incentives. Policies related to conditions of service abroad have as their objective matching host country living standards and purchasing power. The organization

provides a 30 days daily subsistence allowance for certain locations to cover miscellaneous items not specifically covered in the relocation policy. Staff members sent abroad are required to pay a minimum of 40% of their housing costs and must pay the utilities costs in full.

Subsidization for private school is assessed on a case-by-case basis. When subsidized, all reasonable costs up to a maximum amount are paid. A flat amount for the post-secondary education of dependents is provided for staff in the home and host country.

The organization pays a hardship premium in the normal pay cycle. Hardship premiums are expressed as a percentage of base salary (8-25%) with monetary cap. A cost-of-living allowance is paid as a percentage of salary without a cap. Neither the hardship premium or the cost-of-living allowance is taxable.

Home Leave/R&R Leave. Home leave travel is provided generally once every two years. Staff members have the option to travel to another location and receive reimbursement up to the amount that would have been paid had they returned to the home country. Rest and Recreation trips are not provided.

The primary reason for huming down a posting is the inability of spouse/partner to work at the posting locatedre dramentating down a posting is the inability of spouse/partner to work at the posting locatedre dramentating goven a posting is the inability of spouse/partner to work at the security, editorial sliftledence dramate influence of iterationane confidence in order to the spouse based concerns, editorial sliftledence dramate influence of iteration and to the order in order to the security, editorial sliftledence dramate influence of iteration and solutions in order to the security, editorial sliftledence dramate influence of iteration and solutions in order to the security of the state of the secure of the secure of the state of the security of the security of the Attriften ranges between equation in the forecasts. Attriften and the security of the following the state of the state of the security is the following the following the following the following the state of the state of the state of the state of the security is the following the following the state of the

Employees receive benefits worth an additional 15.8% of salary (pension).

Spensal Compensation/Assistance. The organization provides spouses with an allowance while being in the host country.

Relocation and Incentives. Policies related to conditions of service abroad have as their objective matching host country living standards and purchasing power. The organization

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.

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

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

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

assistance only if the housing costs at the host location are higher than the home country. Staff members are required to pay between 11-15% of the housing costs. The cost of the housing utilities is subsidized by the organization through the housing/cost-of-living allowance. The organization subsidizes all reasonable costs for private school up to a maximum amount, as well as post-secondary education costs up to a maximum amount for dependents under than 25 years old.

The organization pays incentive and hardship premiums in the normal pay cycle. Both incentive and hardship premiums are expressed as a percentage of base salary with no monetary cap. The incentive premium is ten percent across all posting while hardship premiums range between five and twenty-five percent. Similarly, cost-of-living allowance is paid as a percentage of salary without a cap. None of the premiums or allowances is taxable.

Home Leave/R&R Leave. Home leave travel is provided generally once every two years. Rest and Recreation trips are offered every years to staff in hardship locations only and are provided every two years, so that the staff member can go on either home leave or R&R leave once a year.

The printary reason for turning down a posting is parental responsibilities Local conditions (coolation, 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 crystalization attributes part of its low attribut rate (0-2%) to its very competitive compensation produces.

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

Spawaal 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.

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

ORGANIZATION "C"

Expatriate Workforce Structure. Organization C was able to match expatriate jobs to the Canadian "Job C" and "Job D." Positions at levels A and B are filled abroad through locally engaged staff. Progression to the next level is based on performance appraisals and the existence of an opening at the next level. Most officers spend 3-4 years at each level.

New Recruits. New recruits must (and do) have a PhD degree, at least eight years of work experience, and knowledge of one foreign language. New recruits receive two weeks of orientation and some on-the-job training. There is generally no additional training provided following this period. Recruiting is done in mid-career from within the organization and elsewhere, of individuals with at least 10 years of work experience.

Assignments. Foreign postings average four years in length. Expatriates typically rotate between home and foreign postings. Personal choice weighs heavily in posting decisions, and staff may turn down postings, but international assignment experience is critical to reaching senior positions.

The primary reason for turning down a posting is local conditions (isolation, security, cultural differences, climate, absence of health care facilities). The inability of the spouse or partner to work at the posting location and parental responsibilities are also common reasons. Attrition averages nine percent – half voluntary and half "forced" where a package is negotiated. The most common reason for voluntary turnover is career change; many leave to go into another job in their specific profession.

Title	Job Match	Minimum	Maximum	Average Actual
Senior Specialist	Job C Match +	\$124,071	\$225,815	\$148,026
Country Manager	Job D Match +	\$205,384	\$330,299	\$243,435

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

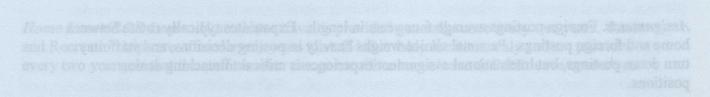
Employees receive benefits worth an additional 40% of salary (pension, medical, etc.)

Spousal Compensation/Assistance. There is currently no policy to compensate spouses. However, in July 2003, work will begin on exploring spousal benefits. Spouses may be employed at the home location as a professional staff member if a suitable position is available. The Organization Clso canvasses other organizations for available jobs in the home country, and has a service that provides advice about obtaining work.

Relocation and Incentives. Policies related to conditions of service abroad have as their objective maintaining home country living standards and purchasing power. Employees contribute 15% of their salary as a housing deduction, and the organization pays the rest, if the cost is higher. Employees contribute four percent of pay to cover utilities. Fixed amounts are provided to cover elementary, secondary, and post-secondary school costs, up to age 21.

Incentive premiums and hardship premiums are paid in the normal pay cycle. The incentive premium amount is Cdn \$39,283. The hardship premium ranges from five percent to 25 percent, with a cap of Cdn \$43,736. A cost-of-living allowance is paid as a percentage of salary with a cap of Cdn \$69,977. None of these allowances is taxable.

Home Leave/R&R Leave. Home leave travel is provided (to the home country only) once a year. There are no Rest and Recreation trips.



The primary reason for turning down a posting is local conditions (isolation, security, cultural differences, climate, absence of health care facilities). The inability of the spouse or partner to work at the posting location and parental responsibilities are also common reasons. Attrition averages nine percent – half voluntary and half "forced" where a package is negotiated. The most common reason for voluntary turnover is career change; many leave to go into another job in their specific profession.

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

imployees receive benefits worth an additional 40% of salary (pension, medical, etc.)

Spousal Compensation/Assistance. There is currently no policy to compensate spouses. However, in July 2003, work will begin on exploring spousal benefits. Spouses may be camployed at the home location as a professional staff member if a suitable position is available. The Organization Clao canvasses other organizations for available jobs in the home country, and has a service that provides advice about obtaining work.

Malecunies and Incentives. Policies related to conditions of activics alread have as their objective maintaining home country hving standards and purchasing power. Employees contribute 15% of their salary as a housing deduction, and the organization pays the rest, if the cost is higher. Employees contribute four percent of pay to cover utilities. Fixed amounts are provided to cover elementary, secondary, and post-secondary school costs, up to age 21.

ORGANIZATION "D"

Expatriate Workforce Structure. Organization D was able to match expatriate jobs to Canadian Jobs A, B, C and D. Progression to the next level is based on a percentage-rated grid based on performance. On average, officers will spend 2 years at the entry-level and five years at the following levels. Expatriates will spend five years or more to move from the salary band minimum to the maximum.

New Recruits. New recruits must (and do) have a Master's degree, three years of work experience, and knowledge of two foreign languages. New recruits receive one month of orientation and classroom-setting training. New expatriates will generally receive an additional seven days of training every following year. Recruitment of mid-career officers is done from within the organization and elsewhere. Mid-career recruits must have at least four years of work experience.

Assignments. Foreign postings average four years in length. Expatriates are typically posted from one foreign location to another, and consider a posting to the home country as another temporary posting. Other factors generally take precedence over personal choice in the decision regarding posting location. Staff members are required to accept one hardship posting in their career. The average length of the "easiest" hardship is two years while the "hardest" hardship averages nine months.

The primary reason for turning down a posting is parental responsibilities. The inability of a same-sex partner or common-law partner to be included on the staff member's visa and/or passport and the inability of spouse or partner to work at the posting location are also common reasons. Attrition averages 12 percent. The most common reason for voluntary turnover is the conflict with family or spousal career.

Title	Job Match	Minimum	Maximum	Average Actual
Delegate	Job A Match ++	\$59,904	\$74,880	\$67,392
Office Manager	Job B Match +	\$74,880	\$99,840	\$77,376
Coordinator	Job C Match -	\$87,360	\$112,320	\$99,840
Chief of Delegation	Job D Match ++	\$99,840	\$168,480	\$131,040

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

Employees receive benefits worth an additional 38% of salary (pension, medical, etc.)

Spousal Compensation/Assistance. Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting.

Relocation and Incentives. Policies related to conditions of service abroad have as their objective maintaining home country living standards and purchasing power. Housing is provided by the organization. Utilities must be paid out of other allowances provided. Private

school costs other than room and board are paid at the elementary and secondary levels. Postsecondary tuition is also paid for dependents of officers when they are at home and abroad.

The organization does not provide any incentive and hardship premiums. A taxable cost-ofliving allowance is provided if the standard of living is higher in the host country.

Home Leave/R&R Leave. Home leave travel is provided once per posting year. Staff members have the option to travel to another location and receive reimbursement up to the amount that would have been paid had they returned to the home country. The frequency of Rest and Recreation trips varies across locations. R&R trips are offered only to expatriates in hardship locations.

Aveignmental. Foreign postings average four years in length. Expannates are typically posted from one foreign location to another, and consider a posting to the home country as another comporary posting. Other factors generally take precedence over personal obvice in the decision regarding posting location. Staff members are required to accept oils hardship posting in their annex. The average length of the "castest" hardship is two years while the "hardeship twerages nine months.

The primary reason for turning down a posting is parental responsibilities. The mability of a same-sex partner or common-law partner to be included on the staff member's visa and/or passport and the inability of spouse or partner to work at the posting location are also common reasons. Attrition averages 12 percent. The most common reason for voluntary turnover is the conflict with family or spousal career.

		Average Actual

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

imployees receive benefits worth an additional 38% of salary (pension, medical, etc.)

Spousal Compensation/Assistance. Accompanying spouses continue to accrue pension confidement under the social security program while on foreign posting.

Relocation and Incentives. Folicies related to conditions of service shread have as their objective maintaining home country living standards and purchasing power. Housing is provided by the organization. Utilities must be paid out of other allowances provided. Private

COMPANY "A"

Expatriate Workforce Structure. Company A was unable to match any expatriate jobs to the Canadian Jobs.

Assignments. Foreign assignments average three years in length. Expatriates typically return home after an assignment abroad and do not undertake any more foreign assignments. Staff members may turn down assignments without consequence.

Staff members are not required to accept any hardship assignments. The main factor for staff members turning down assignments is inadequate compensation. Other factors such as local conditions (isolation, personal security, cultural differences) and the inability of the spouse/partner to work at the assignment location are also common reasons. Attrition has remained steady, and the percentage of locally hired professional has been increasing.

Spousal Compensation/Assistance. Spouses may receive an annual allowance to cover professional certification, continuing education, or other training when assigned abroad.

Relocation and Incentives. Policies related to conditions of service abroad are designed to provide incentives to recruit and retain staff members and to maintain home country living standards and purchasing power.

The employer provides assistance with the sale of the home country principal residence (once per assignment) and pays all expenses for third party home management services. In addition, financial assistance is provided to staff members whose families remain temporarily in the home country.

Employees must pay a portion of the housing cost abroad, which is deducted from the base salary. Utilities costs, paid through the housing/cost-of-living allowance, are reimbursed in selected locations. Private schooling costs at the elementary and secondary levels are paid (except boarding) if the public schools are deemed inadequate.

Incentive premiums are paid in the normal pay cycle. The incentive premium amount is 15 percent of salary with no monetary cap. The cost-of-living allowance is paid as a percentage of base salary with no monetary cap. Allowances and incentive premiums are not taxable.

Home Leave/R&R Leave. Home leave travel is provided once a year. Staff members can use home leave to travel to a different country and still be eligible for reimbursement. In such case, the assignee receives reimbursement up to the amount that would have been paid had he/she returned to the home country. Rest and Recreation trips are not provided.

COMPANY "B"

Expatriate Workforce Structure. Company B has three levels of expatriates, comparable to DFAIT/CIC's Job C and Job D.

Assignments. Foreign assignments average four years in length. While some return home after one assignment abroad, cases may differ. Other factors override personal choice with respect to location of the assignment. Staff are not required to go on hardship assignments.

No data were available on reasons for turning down assignments. Turnover remains steady among expatriates, and the percentage of locally hired professionals also remains steady.

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

Title	Job Match	Minimum	Maximum	Average Actual
Manager/Consultant	Job C Match	\$80,600	\$134,200	We are pursuing

Employees receive a bonus worth 5-28% of salary, based on performance; 10-100% of salary through an employee stock option plan and other business-line specific long-term incentives; 25% of salary in the form of benefits; and perquisites worth 3-20%, covering car allowance, financial planning, and club membership. These perquisites are provided in accordance with host country norms for the position.

Spousal Compensation/Assistance. There is currently no compensation assistance for spouses. Spouses receive an allowance to cover job search expenses abroad, and assistance in obtaining a work permit abroad.

Relocation and Incentives. Policies related to conditions of service abroad are intended to maintain home country living standards and purchasing power. Staff members are required to pay a housing deduction for housing abroad, if the cost is above a certain amount. Company B also assists expatriates with home country housing by paying all expenses for third-party home management services and by guaranteeing staff members reimbursement of a loss from the rental of the principal residence, with a cap. The company provides assistance with the sale and purchase of the home country principal residence once per assignment.

Private schooling costs abroad are paid (including boarding where necessary) if public schools are deemed inadequate. Room and board are paid for dependents pursuing post-secondary education while the staff member is abroad.

There is no incentive premium provided. Hardship premiums are paid in the normal pay cycle. Hardship premium amounts are determined by the International Compensation Data provider and are expressed as a percent of base salary with no monetary cap. A

cost-of-living allowance is paid out as a fixed amount. None of these allowances is taxable, but base salary amounts are reduced to account for tax.

Home Leave/R&R Leave. Home leave travel (to the home country only) is provided once a year. Rest and Recreation trips are provided once a year to staff members in hardship locations.

in many cases, camploynes self-intentity for essignments. In those instances, where they do not volunteer, a predominant reason is the mability of a same-sex partner or common-haw partner to be included on the staff mombor's visa or passport. Turnover is not a significant problem.

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

Employees receive a bonus worth up to 35% of salary, based an company and individual performance. Expatriates also receive perquisites - an automobile worth 7.5% of salary, and financial planning assistance worth 5-10% of salary.

Spousal Compensation/Astistance. There is currently no policy to compensate sponses. Spouses may receive an annual allowance to cover professional certification, confining extinction, or other training when assigned abroad. Expenses associated with a job search are also covered in the home country location.

Autocation and Locandres. Policies related to conditions of service abread exist to provide incentives to recruit and retain such members. The company is noving towards "localizing" employees suit abroad. Employees pay a portion of the housing cost abroad andy if the amount exceeds the amount provided, which is calculated to be sufficient for the standayse and his or her family. Employees are also reimburged for sufficient for abroad. Assistance is provided note per assignment in the sale and purchase of a house contany principal residence. Private schooling costs are paid (except southing) if the public schools are deamed inadequate.

Incost ve premiums and hardship premiums are paid in the nonnal pay cycle. The infoentive premium amount is 15 percent of salary. If adship premiums mage from 5 percent to 15percent, with no cap. A cost-of-living allowance is paid as a fixed amount offsed on amounts calculated by a company called Organization Research Counsellors. None of these allowances is brachie, but base salary amounts are techeced to account for the count for the count of the second form.

COMPANY "C"

Expatriate Workforce Structure. Company C has a small expatriate workforce, most of whom are in the United States. Company C was able to match an expatriate job to the Canadian Job D only. Lower level jobs are filled abroad through locally engaged staff.

Assignments. Foreign assignments average three years in length. Expatriates typically return home after an assignment abroad, and do not undertake any more foreign assignments. Other factors override personal choice in the decision regarding posting location.

In many cases, employees self-identify for assignments. In those instances where they do not volunteer, a predominant reason is the inability of a same-sex partner or common-law partner to be included on the staff member's visa or passport. Turnover is not a significant problem.

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

Title	Job Match	Minimum	Maximum	Average Actual
Vice President	Job D Match +	\$105,000	\$169,000	\$150,000

Employees receive a bonus worth up to 35% of salary, based on company and individual performance. Expatriates also receive perquisites – an automobile worth 7.5% of salary, and financial planning assistance worth 5-10% of salary.

Spousal Compensation/Assistance. There is currently no policy to compensate spouses. Spouses may receive an annual allowance to cover professional certification, continuing education, or other training when assigned abroad. Expenses associated with a job search are also covered in the home country location.

Relocation and Incentives. Policies related to conditions of service abroad exist to provide incentives to recruit and retain staff members. The company is moving towards "localizing" employees sent abroad. Employees pay a portion of the housing cost abroad only if the amount exceeds the amount provided, which is calculated to be sufficient for the employee and his or her family. Employees are also reimbursed for utilities costs abroad. Assistance is provided once per assignment in the sale and purchase of a home country principal residence. Private schooling costs are paid (except boarding) if the public schools are deemed inadequate.

Incentive premiums and hardship premiums are paid in the normal pay cycle. The incentive premium amount is 15 percent of salary. Hardship premiums range from 5 percent to 15percent, with no cap. A cost-of-living allowance is paid as a fixed amount based on amounts calculated by a company called Organization Research Counsellors. None of these allowances is taxable, but base salary amounts are reduced to account for tax.

Home Leave/R&R Leave. Home leave travel is provided once a year, in the form of a reimbursement up to the amount that would have been paid if the employee returned to the home country. Rest and Recreation trips are provided to employees in hardship locations once a year.

The primary reason for and to turn down assignments is the inshifty of the spouse or partner to work at the avsignment location. Poor fit of assignment responsibilities with staff member's skills and local conditions (isolation, security, cultural differences, climate, and health care facilities) are also contain reasons. Turnover among expatriates is raing. The percentage of locally hired protessionals is also on the rise.

Spearant Compensations/Assistances. Spouses may be employed at the foreign name location as a local staff measiber or as a professional staff member if the suitable position is is available. The company disc provides an allowance to cover job search expenses both abroad and in the home country. Spouses are provided an allowance to cover protessional certification, cominuing education, or other training when assigned abroad

Molecular and Incompose Policies related to conditions of service abroad me intended to maintain house country living standards and purchasing power as well as to match the lectus and conditions typically offered by suchamonal companies. The employer gays for all expenses for third party nome management service for staff members that maintain a residence in the home country and provides assistance with the sale of the home country principle residence. The amployer also care as the cost of housing and utilities abroad, the supployee and provides assistance with the sale of the home while on a function party more and provides assistance with the sale of the home because the first and provides assistance with the sale of the home abroad, the supployee and provides askin one costs of medical/dental care to expandence while on a function party more the difference in country or intermetical medical points. Frivate schooling costs are pain as a means for the difference in costs between home medical costs and home cover the difference in costs between home and host provide the employee does cover the difference in costs between home and host mesossary) and the employee flow cover the difference in costs between home and host for preschool care.

Incentive premiums and handaling promiums are provided on a case-by-case basis, depending on the location of the assignment. Incentive premium amounts are up to 15 percent of salary, with no cap, while the handaling promiume are up to 25percent with no cap as well. A cost-of-living allowance is paid as a percentage of base salary with a menatury cap. All of the premiums and the cost-of-living allowances are travelide

Mome Leave R & R Leave Home leave travel (to the home country only) is provided once in the first 24 months of the assignment and then once a year thereafter. Rest and

COMPANY "D"

Expatriate Workforce Structure. Company D was unable to match any expatriate jobs to the Foreign Service Jobs.

Assignments. Foreign assignments average two and a half years in length. Staff members generally are only assigned abroad once during their careers. Although staff members can influence the location of their assignment, other factors override personal choice. The Head of the relevant section at Headquarters will usually make the final posting decision. Expatriates are given, on average, 2 months notification before departure. There is no requirement to undertake a hardship assignment.

The primary reason for staff to turn down assignments is the inability of the spouse or partner to work at the assignment location. Poor fit of assignment responsibilities with staff member's skills and local conditions (isolation, security, cultural differences, climate, and health care facilities) are also common reasons. Turnover among expatriates is rising. The percentage of locally hired professionals is also on the rise.

Spousal Compensation/Assistumce. Spouses may be employed at the foreign/home location as a local staff member or as a professional staff member if the suitable position is available. The company also provides an allowance to cover job search expenses both abroad and in the home country. Spouses are provided an allowance to cover professional certification, continuing education, or other training when assigned abroad.

Relocation and Incentives. Policies related to conditions of service abroad are intended to maintain home country living standards and purchasing power as well as to match the terms and conditions typically offered by multinational companies. The employer pays for all expenses for third party home management service for staff members that maintain a residence in the home country and provides assistance with the sale of the home country principle residence. The employer also covers the cost of housing and utilities abroad, the employee and provides additional costs of medical/dental care to expatriates while on a foreign assignment through a special home country or international medical plan. Private schooling costs are paid as a matter of course (including boarding where necessary) and the employer does cover the difference in costs between home and host for preschool care.

Incentive premiums and hardship premiums are provided on a case-by-case basis, depending on the location of the assignment. Incentive premium amounts are up to 15 percent of salary, with no cap, while the hardship premiums are up to 25percent, with no cap as well. A cost-of-living allowance is paid as a percentage of base salary with a monetary cap. All of the premiums and the cost-of-living allowances are taxable.

Home Leave/R&R Leave. Home leave travel (to the home country only) is provided once in the first 24 months of the assignment and then once a year thereafter. Rest and

Recreation trips are provided only to staff members in hardship locations. The frequency of R&R leaves is dependent on the location of the assignment.

Ited sponsors OUTPOST, an independent network of information centres around the world, created to provide practical information to Shell experiates and their families. AUTPOST provides the following acronces:

- Information Services Personal contacts throughout the Global Network in over 50 locations, and a leading literary of personal reports, books, and videos
 - Impost A wolcoming and unformation service for newconcers to Tae Hagu
 - documenting the social history of Shell expandites.
 - www.outpostexuat.al An extensive desire of worldwide resources, for all expandences both at pre-departure stage and for sentimetin.
 - Destinations Magazère A quartery magazine for expansion families.

Employees use OUTPOST to research jobs and hostions before applying or accepting a new position.

In 1995, Shell created a Spours Employment Centre to assist spourses of employees to find employment. The Centre provides televisation and advice to spourse pursing earer interests during expansions and spourse spourses their corect and icareing modes as well femployment Gentre must with spourses to careras their corect and icareing modes as well as questions regarding opportunities and constraints in foreign to react and icareing modes as well also a an estimation approximation and constraints in foreign to react and icareing modes as well also a superficies cover workshops and attendances withing assessments and assist with astworking provides cover workshops and termines withing assessments and assists with astworking through a diffusions of more than 1960 paramets working assessments and assists with astworking

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ROYAL DUTCH SHELL

Royal Dutch Shell has 5,500 expatriates, including expatriates from joint ventures and subsidiaries. Employee wishing to move up the ranks can expect to be posted overseas at some point during their career.

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Shell sponsors OUTPOST, an independent network of information centres around the world, created to provide practical information to Shell expatriates and their families. OUTPOST provides the following services:

- Information Services Personal contacts throughout the Global Network in over 50 locations, and a lending library of personal reports, books, and videos.
- Inpost A welcoming and information service for newcomers to The Hague.
- Shell Family Archive Centre A collection or primary resources documenting the social history of Shell expatriates.
- <u>www.outpostexpat.nl</u> An extensive listing of worldwide resources, for all expatriates both at pre-departure stage and for settling in.
- Destinations Magazine A quarterly magazine for expatriate families.

Employees use OUTPOST to research jobs and locations before applying or accepting a new position.

In 1995, Shell created a Spouse Employment Centre to assist spouses of employees to find employment. The Centre provides information and advice to spouses pursuing career interests during expatriation and upon repatriation. Consultants in the Spouse Employment Centre meet with spouses to discuss their career and learning needs, as well as questions regarding opportunities and constraints in foreign locations. The consultants also scan several national and international publications for vacancies. The Centre provides career workshops and resume writing assistance, and assists with networking through a database of more than 1000 spouses worldwide.

Shell will reimburse up to 80 percent of the cost of eligible courses for spouses up to a certain value.

ap as well. A cost-of-living allowance is paid as a percentage of have solary with a constary cap. All of the premiums and the cost of-living allowances are taxable.



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