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Comprehensive Terms and Conditions of Employment of Foreign Service Officers

Final Report

April 21, 2002

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

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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.

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.

Survey Participants

Countries	International Organizations	Private Companies
Canada Australia Austria Belgium Denmark Finland France Germany Ireland New Zealand Netherlands Norway Spain Sweden Switzerland United Kingdom United States	Inter-American Development Bank International Committee for the Red Cross World Bank United Nations	Several Canadian financial services and manufacturing companies with international operations

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.

Public Service Salaries

Employee Group	Level	Minimum Salary	Maximum Salary
ES Effective June 22, 2001 Signing date: June 27, 2001 Expiry date: June 21, 2003 new effective rates will be available on 22-Jun-2002	ES-01	\$36,823	\$42,830
	ES-02	\$41,615	\$47,258
	ES-03	\$48,995	\$56,873
	ES-04	\$58,630	\$67,630
	ES-05	\$66,625	\$76,988
	ES-06	\$74,928	\$86,106
	ES-07	\$82,000	\$93,205
	ES-08	\$86,178	\$99,749
	ES-09		
CO Effective June 22, 2001 Signing date: Dec 19, 2001 Expiry date: June 21, 2003 new effective rates will be available on 22-Jun-2002	CO-DEV/PER	\$21,676	\$46,471
	CO-01	\$40,313	\$53,634
	CO-02	\$52,551	\$74,450
	CO-03	\$64,410	\$82,508
	CO-04	\$73,538	\$89,453
	CO-05		
PM Effective June 21, 2001 Signing date: Nov 19, 2001 Expiry date: June 20, 2003 new effective rates will be available on 21-Jun-2002	PM-DEV	\$24,383	\$36,548
	PM-1	\$38,404	\$42,952
	PM-2	\$42,793	\$46,107
	PM-3	\$45,868	\$49,421
	PM-4	\$50,105	\$54,141
	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			
<i>National Rates of Pay for all regions except Toronto</i>			
Effective April 1, 2000	LA-DEV	\$24,780	\$36,990
	LA-1	\$45,900	\$65,480
	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			
Effective June 21, 2001	AS-DEV	\$24,383	\$36,548
Signing date: Nov 19, 2001	AS-01	\$38,404	\$42,952
Expiry date: Jun 20, 2003	AS-02	\$42,793	\$46,107
New effective rates will be available on 21-Jun-2002	AS-03	\$45,868	\$49,421
	AS-04	\$50,105	\$54,141
	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			
Effective June 22, 2000	CA-01	\$57,421	\$73,278
	CA-02	\$67,390	\$81,957
MM Annual Rates of Pay			
Effective July 1, 2000	MM-1		\$39,570
	MM-2		\$43,858
<i>Note: The MM Group's rates of pay are linked to the PM group's rates of pay.</i>	MM-3 1st Step		\$49,984
	MM-3 2nd Step		\$51,937
	MM-3 3rd Step		\$57,421

Source: Rates of Pay from Collective Agreements, TBS

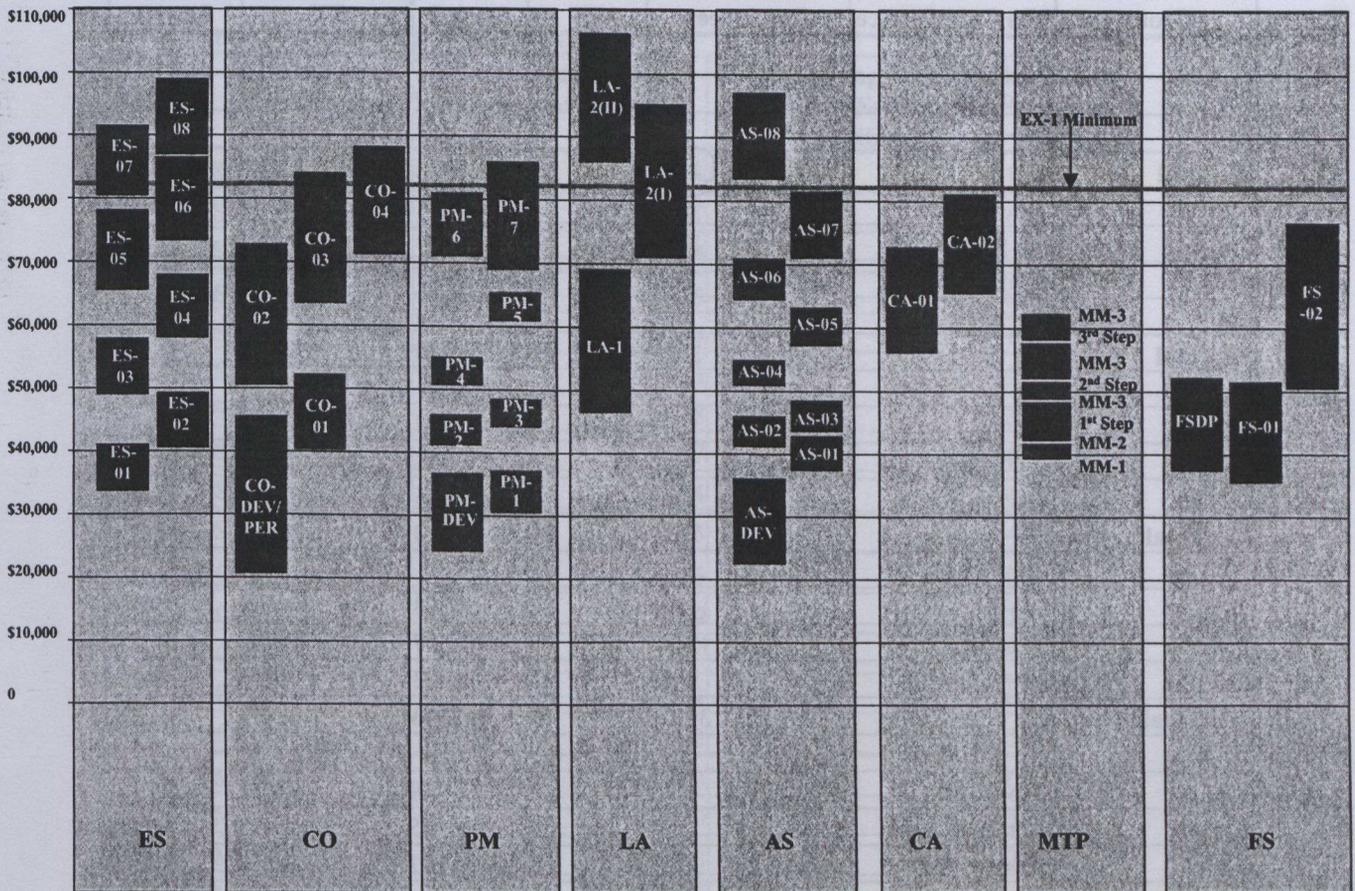
Foreign Service (FS) salaries are as follows:

Employee Group	Level	Minimum Salary	Maximum Salary
FS			
Effective July 1, 2000	FSDP	39,570	\$51,937
	FS-01	37,857	\$51,507
	FS-02	50,475	\$75,423

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.

Proportion of Public Service Employees Becoming EX, 1998-1999

Group	Yrs Cont Service	Total # of Employees	Number		Percentage of the total #	
			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%
CO	0 to 9	607	6	548	1.0%	90.3%
CO	10 to 19	726	21	667	2.9%	91.9%
CO	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

Group	Yrs Cont Service	Total # of Employees	Number		Percentage of the total #	
			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%

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.

Public Service Groups – Time in Grade

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	4.7
PM-04	2326	4.6

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:

Number of Survey Participants by Level of Confidentiality

	No confidentiality issue	Represented by a letter	Complete Confidentiality (Included in the summary table only)
Countries	5	7	4
International Organizations		4	

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:

Number of Foreign Service Levels Per Respondent (below EX-01 equivalent)

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.

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	Countries	Other Orgs
Job A	5	3.2	2.8
Job B	10*	5.8	3.8
Job C		7.8	4.2
Subtotal of A, B & C	15	16.8	10.8
Job D		8.8	4.8

* 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.

- trend in our attrition?

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.

Base Salary – All Respondents

	No. Respondents Min/Max	Minimum Salary		Maximum Salary		No. Respondents Avg. Actual	Average Actual Salary	
		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			\$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

*FSDP

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

Base Salary – All Countries

	No. Respondents Min/Max	Minimum Salary		Maximum Salary		No. Respondents Avg. Actual	Average Actual Salary	
		Canada	Survey	Canada	Survey		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		\$73,986		\$102,709			\$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 – Other Organizations

	No. Respondents Min/Max	Minimum Salary		Maximum Salary		No. Respondents Avg. Actual	Average Actual Salary	
		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			\$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.

Spouse 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.

4 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.

Frequency of Home Leave Trips

	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			✓	

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.

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 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. 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.

- housing

- spousal - pension

- ^{FS}career structure

- spousal / family = our biggest prob

- attrition: trends?

Appendix A

Questionnaire ("Foreign Service in Other Countries" version)

- 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 e-mail at sharon.clark@ca.pwcglobal.com, or contact Ian Fernandez at 1-613-237-3782, extension 8408 or ian.n.fernandez@ca.pwcglobal.com.

Thank you in advance for your participation.

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on Behalf of the Canadian Department of Foreign Affairs and International Trade
and Citizenship and Immigration Canada

“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 e-mail 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.

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PARTICIPANT INFORMATION (Please Print):

Country: _____

Survey questionnaire completed by:

Survey Report to be addressed to:

Name: _____

Name: _____

Title: _____

Title: _____

Mailing Address:

Mailing Address:

Telephone (with country code):

Telephone (with country code):

Fax: _____

Fax: _____

E-mail address: _____

E-mail address: _____

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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
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
Cap	A limit, usually monetary, above which no benefit is provided
Compensation	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
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.

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Hardship Allowance/ Premium	An allowance payable in recognition of undesirable conditions existing at certain posts, including any combination of the following factors: <ul style="list-style-type: none"> • Geographic isolation • Personal security/safety • Cultural differences/language • Climate/environmental factors
Hardship Location	A location that is more difficult to live in than the assignee's home location. Hardship may be caused by any combination of the following factors: <ul style="list-style-type: none"> • Geographic isolation • Personal security/safety • Cultural differences/language • Climate/environmental factors <p>Locations may be classified according to the level of hardship encountered.</p>
Headquarters Location	Typically, the capital city or seat of government of the home country
Home	The country or specific location from which an expatriate is sent
Home Leave Travel	Entitlement to a paid trip to the home country or elsewhere as part of the assignment regardless of the host location
Host	The country or specific location to which an expatriate is sent
Housing Share or Deduction	A fixed amount charged to expatriates which offsets the cost of host country housing provided or paid for by the employer
Incentive Premium	An amount provided to expatriates in recognition of the differences, some of which may be financial, that could result from serving abroad. The incentive premium also serves to attract and retain employees to positions requiring service abroad.
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

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Per Diem	A fixed amount of money provided for general daily expenses
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

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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

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

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

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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: _____

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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.**

--

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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
- (c) Two or more
- (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)

- (a) Performance appraisals
- (b) Interview
- (c) Simulation exercise
- (d) Years of experience in grade
- (e) Postings abroad
- (f) Existence of an opening at the next level
- (g) Other: _____
- (h) Other: _____

	From entry level to 2 nd level	To 3 rd Level	To 4 th Level	To 5 th Level or Higher

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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			
Years							

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

- (a) Not applicable / No mid-career recruits
- (b) No
- (c) Yes

Please describe: _____

Attrition

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?

Level	Percentage Leaving					
	0-2%	3-5%	6-9%	10-15%	16-20%	> 20%
Entry or Trainee Level						
Second Level						
Third Level						
Fourth Level						
All Foreign Service						

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 Service	Voluntary Separation	Forced Attrition	Promotion	Total
Entry or Trainee Level					100%
Second Level					100%

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Level	Retirement or Death in Service	Voluntary Separation	Forced Attrition	Promotion	Total
Third Level					100%
Fourth Level					100%

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						
Second Level						
Third Level						
Fourth Level						

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?

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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 early career 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 Second Secretary 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

Level	Foreign Service	Voluntary Services	Sorted Affiliates	Promotion	Total
Early Career					
Second Level					

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JOB B

This is an analyst position. Individuals at this level might also manage a component of a program. The incumbent would typically carry the designation of First Secretary, 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 operational or program manager position. Individuals at this level would manage an operation or program. The incumbent would typically carry the designation Counsellor, 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 liaising with domestic and international organizations on security-related issues
- Managing an operation or program.

JOB D

This is an executive-level position. Individuals at this level would typically carry the designation of Minister-Counsellor at a larger mission or Ambassador 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 cost-effective pursuit of national objectives and delivery of services to priority clients.

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Salary Ranges

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

Job Title	Salary Range (Annual Rate)		
	Minimum	Maximum	Average Actual Salary

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

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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).

Compensation Type	Value as % of Base Salary Mid-Point	Description
Base salary	100%	
Annual bonus or incentive plan(s)		Please specify the nature of the plan(s):
Other cash compensation (including foreign language bonus, if applicable)		Please specify the nature of the compensation:
Long-term incentive plans		Please specify the nature of the plan:
Pension/Retirement/Superannuation plans		Please specify the type of plan(s):
Employee benefits		Please specify which benefits:
Benefits in kind		Please specify which benefits:
Perquisites		Please specify which perquisites:
Other (if significant)		

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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		
(c) Employ at foreign/home location as a <i>Foreign Service Officer</i> if suitable position is available		
(d) Canvass other organizations for available jobs		
(e) Pay allowance to cover job search expenses (e.g., curriculum vitae preparation, translation, employment agency fees)		
(f) Assist to obtain work permit		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 _____	

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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

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2. What strategic objectives determine your general foreign assignment terms and 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:

Please check one box in each column.

- (a) No
- (b) Yes, Foreign Service Officer only
- (c) Yes, Foreign Service Officer and spouse
- (d) Yes, on a case-by-case basis
- (e) Other _____

Cultural Sensitivity/ Psychological Suitability Testing	Language classes	Cross-Cultural Training

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

- (a) Yes
- (b) No

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Relocation

6. Do you pay for the shipment of household goods to and from a foreign posting?

- (a) No
 - (b) Yes, all reasonable costs
 - (c) Yes, but with weight and/or volume limits
 - (d) Yes, but only if the staff member leases unfurnished housing
 - (e) Yes, but only partial if fully/partially furnished quarters are leased
 - (f) Other: _____
- | |
|--|
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| |

7. Do you provide an additional incidental allowance to Foreign Service Officers moving to and from a foreign posting to cover miscellaneous items not specifically covered in the policy (e.g., telephone or cable connections)?

- (a) No
 - (b) Yes, expressed as a percent of base salary without a cap
 - (c) 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)
 - (d) Yes, fixed amount
Monetary amount
 - (e) Other: _____
- | |
|--|
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| |

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 premium | Hardship premium |
|--|-------------------|------------------|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
- (a) No
 - (b) Yes, paid in a lump sum
 - (c) Yes, paid in the normal pay cycle (e.g., monthly)
 - (d) Yes, paid annually
 - (e) Yes, at the end of posting
 - (f) Yes, but format varies by location
 - (g) Other: _____

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

Please check one box in each column.

- (a) Expressed as a percent of base salary without a monetary cap
- (b) Expressed as a percent of base salary with a monetary cap

Incentive premium	Hardship premium

Please respond to the following if you checked off (a) or (b)

- 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) Varies according to a step-rated table
- (d) Expressed as a fixed number of months of base salary

- Number of months*
- (e) Flat amount for all officers
- Annual flat amount*
- (f) Other: _____

10. Do you provide a Cost-of-Living allowance for Foreign Service Officers on posting?

- (a) No
- (b) Yes, paid out as a fixed amount
- (c) Yes, as a percentage of base salary without a monetary cap
- (d) Yes, as a percentage of base salary with a monetary cap
- Annual salary cap*
- (e) Other _____

11. If you provide a Cost-of-Living allowance, how often is the amount adjusted?

- (a) Allowance is fixed for length of posting
- (b) Adjusted annually
- (c) Adjusted whenever new data are received
- (d) Adjusted whenever differential changes by at least a fixed percentage
- Minimum percentage*
- (e) Other: _____

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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: _____

Assistance with Home Country Housing

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?

- (a) No
- (b) Yes, once per posting
- (c) Yes, based on a different frequency _____

Sale	Pur- chase

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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
- (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: _____

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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. Please indicate if you provide the following perquisites: *Please check all those that apply.*

- (a) No
- (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
- (f) Only in specific locations
- (g) Only at specific levels
- (h) Other: *Lowest level eligible:* _____

	Automobile	Recreational Club Membership	Representation Allowance*

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

Education

22. Do you pay for private schooling in the host location?

- (a) No
- (b) Yes, but only if the public schools are deemed inadequate
- (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

	Elementary	Secondary

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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		
(b) All reasonable costs excluding boarding		
(c) All reasonable costs up to a maximum amount		
(d) All reasonable costs above a fixed amount		
(e) Fixed amount		
(f) Specific costs only		
(g) Other: _____		

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

	In the home country	In the host country
(a) No		
(b) Yes, up to a fixed limit <i>Annual flat amount</i>		
(c) Yes, but tuition only		
(d) Yes, dormitory room and board		
(e) No experience/No policy		
(f) Other _____		

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

	In the home country	In the host country
(a) No		
(b) Yes, difference between home and host		
(c) Yes, if cost is above a fixed amount <i>Annual amount above which costs are covered</i>		
(d) Yes, but only if mandated in the home country		
(e) Managed on a case-by-case basis		
(f) No policy/no experience		
(g) Other: _____		

Thank you for your cooperation in completing this questionnaire. Please fax the completed questionnaire back to Sharon Clark at 1-613-237-3667. Please call Sharon Clark at 1-613-255-5053 if you have any questions.

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Home Leave, R&R Leave, Vacation and Holidays

26. Do 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 you permit a Foreign Service Officer to use Home Leave to travel to a different 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: _____

28. Do you provide Rest & Recreation trips separate from home leave travel to Foreign Service Officers?

- (a) No (*Go to Question 31*)
- (b) Yes, but only to Foreign Service Officers in hardship locations
- (c) Yes, to all Foreign Service Officers posted abroad

29. What is the frequency of Rest & Recreation trips allowed?

- (a) Once a year
- (b) Twice a year
- (c) More than twice a year
- (d) The number of leaves depends on the posting location
- (e) Other: _____

30. Who chooses the Rest & Recreation destination?

- (a) Organization
- (b) Foreign Service Officer

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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.

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
 Summary Results Table - April 23, 2002

Appendix B

Summary Results Table

Proposals of the Reference Group						
1. Is your Foreign Service part of the overall Public Service or separate from it?						
n= 15						
(a)	Part of overall Public Service	✓	80%	87%	100%	100%
(b)	Separate		20%	13%	0%	0%
2. What are the primary responsibilities of your Foreign Service Officers?						
n= 15						
(a)	Administration		0%	0%	0%	0%
(b)	Management	✓	80%	87%	100%	100%
(c)	Adviser		0%	0%	0%	0%
(d)	Other		20%	13%	0%	0%
Other responses include: technical advice, protection of officers						
3. Are trade officers included in the Foreign Service Officer group, or are they a separate group?						
n= 15						
(a)	Trade officers are included in the Foreign Service Officer group	✓	80%	87%	100%	100%
(b)	Trade officers are a separate group		20%	13%	0%	0%
4. Do you have officers who specialize in foreign travel at public expense?						
n= 15						
(a)	Yes, substantially		0%	0%	0%	0%
(b)	Minor degree	✓	80%	87%	100%	100%
(c)	No		20%	13%	0%	0%
5. Are emergency officers included in the Foreign Service Officer group, or are they a separate group?						
n= 15						
(a)	Emergency officers are included in the Foreign Service Officer group	✓	80%	87%	100%	100%
(b)	Emergency officers are a separate group		20%	13%	0%	0%
6. Are all officers included in the Foreign Service Officer group, or are they a separate group?						
n= 15						
(a)	All officers are included in the Foreign Service Officer group		0%	0%	0%	0%
(b)	All officers are a separate group	✓	80%	87%	100%	100%
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)						
n= 15						
(a)	No		80%	87%	100%	100%
(b)	Yes	✓	20%	13%	0%	0%
8. What are the minimum efforts for consideration as a Foreign Service Officer recruit?						
(a)	None		0%	0%	0%	0%
(b)	Disruptive Degree	✓	80%	87%	100%	100%
(c)	Master's Degree		0%	0%	0%	0%
(d)	PhD		20%	13%	0%	0%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
 Summary Results Table - April 23, 2002

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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Structure of the Foreign Service

1. Is your Foreign Service part of the overall Public Service or separate from it?						
	n= 16					
(a)	Part of the Public Service	✓	94%	94%	n/a	n/a
(b)	Separate from the Public Service		6%	6%	n/a	n/a
2. What are the primary responsibilities of your Foreign Service Officers?						
	n= 16					
(a)	Political/Economic	✓	100%	100%	n/a	n/a
(b)	Trade	✓	69%	69%	n/a	n/a
(c)	Administration		81%	81%	n/a	n/a
(d)	Immigration	✓	56%	56%	n/a	n/a
(e)	Aid		81%	81%	n/a	n/a
(f)	Other:		56%	56%	n/a	n/a
	Common responses: consular affairs; protection of citizens					
3. Are trade officers included in the Foreign Service Officer group, or are they a separate group?						
	n= 16					
(a)	Trade officers are included in the Foreign Service Officer group	✓	56%	56%	n/a	n/a
(b)	Trade officers are a separate group		44%	44%	n/a	n/a
4. Do you have officers who specialize in immigration at postings abroad?						
	n= 16					
(a)	Yes, at all postings		25%	25%	n/a	n/a
(b)	At some postings	✓	44%	44%	n/a	n/a
(c)	No		31%	31%	n/a	n/a
5. Are immigration officers included in the Foreign Service Officer group, or are they a separate group?						
	n= 15					
(a)	Immigration officers are included in the Foreign Service Officer group	✓	47%	47%	n/a	n/a
(b)	Immigration officers are a separate group		53%	53%	n/a	n/a
6. Are aid officers included in the Foreign Service Officer group, or are they a separate group?						
	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	✓	38%	38%	n/a	n/a
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)						
	n= 16					
(a)	No		19%	19%	n/a	n/a
(b)	Yes	✓	81%	81%	n/a	n/a

Recruitment

8. What are the minimum criteria for consideration as a Foreign Service Officer recruit?						
(a)	Education					
	None		15%	19%	0%	n/a
	Undergraduate Degree	✓	30%	31%	25%	n/a
	Master's Degree		45%	44%	50%	n/a
	PhD		10%	6%	25%	n/a

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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		DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
(b)	Years of work experience (number)					
	0	✓	61%	79%	0%	n/a
	1		0%	0%	0%	n/a
	2		22%	21%	25%	n/a
	3		6%	0%	25%	n/a
	4		0%	0%	0%	n/a
	5		6%	0%	25%	n/a
	>6		6%	0%	25%	n/a
(c)	Foreign languages (number of languages)					
	0	✓	25%	31%	0%	n/a
	1		10%	6%	25%	n/a
	2		65%	63%	75%	n/a
	3		0%	0%	0%	n/a
	4+		0%	0%	0%	n/a
(d)	Other: _____	✓	45%	56%	0%	n/a
	Common responses: competitive exams					
9. In actual practice, what is the highest level of education possessed by most new recruits?						
(a)	Undergraduate degree	✓	20%	25%	0%	n/a
(b)	Master's degree		65%	63%	75%	n/a
(c)	PhD		15%	13%	25%	n/a
(d)	Other: _____		0%	0%	0%	n/a
10. In actual practice, how many years of work experience do most new recruits have?						
(a)	Two years or less	✓	45%	56%	0%	n/a
(b)	More than two years but less than five years		40%	38%	50%	n/a
(c)	Five years or more		15%	6%	50%	n/a
11. To which of the following do you recruit?						
(a)	Officers are recruited to the Foreign Service in general	✓	80%	94%	25%	n/a
(b)	Officers are recruited to a specific assignment abroad		20%	19%	25%	n/a
(c)	Officers are recruited to a specific speciality or position		60%	50%	100%	n/a
	Please specify which specialities/positions (Common Responses): Economist, lawyer, political officer					
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	✓	84%	87%	75%	n/a
(b)	Compensated according to their profession		16%	13%	25%	n/a

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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Mid-career Recruitment

		BFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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	✓	35%	44%	0%	n/a
(b)	Yes, but only from within the Public Service		10%	13%	0%	n/a
(c)	Yes, from within the Public Service and the private sector		55%	44%	100%	n/a
14.	What are the minimum criteria for consideration as a mid-career recruit?					
(a)	<i>Education</i>					
	High School		9%	14%	0%	n/a
	Undergraduate Degree		36%	43%	25%	n/a
	Master's degree		36%	29%	50%	n/a
	PhD		9%	0%	25%	n/a
(b)	<i>Years of work experience (number)</i>					
	0		27%	43%	0%	n/a
	1		9%	14%	0%	n/a
	2		9%	14%	0%	n/a
	3		0%	0%	0%	n/a
	4		18%	14%	25%	n/a
	5		0%	0%	0%	n/a
	>6		45%	29%	75%	n/a
(c)	<i>Foreign languages (number of languages)</i>					
	0		54%	67%	25%	n/a
	1		15%	11%	25%	n/a
	2		31%	22%	50%	n/a
	3		0%	0%	0%	n/a
	4+		0%	0%	0%	n/a
(d)	Other: _____		54%	78%	0%	n/a

Other - Common Responses:

Exams

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

(a)	Same level as early-career recruits	8%	11%	0%	n/a
(b)	Same level as early-career recruits, but on a faster progression path	0%	0%	0%	n/a
(c)	Appropriate level commensurate with work experience	85%	78%	100%	n/a
(d)	Other: _____	8%	11%	0%	n/a

Other - Common Responses:

Level calculated on case by case basis

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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Locally Hired Professional Staff (staff hired in the host country to work at a mission in that country)

	DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
16. What is the 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			36%	38%	20%
(c) Percentage of locally hired professionals is rising	✓		56%	50%	80%
(d) Other			8%	12%	0%

Professional Orientation and Training

17. What kind of orientation and training are provided to new Foreign Service Officers?					
(a) On-the-job-training	✓		85%	94%	50%
(b) Classroom-setting courses	✓		95%	100%	75%
(c) Self-study courses	✓		35%	44%	0%
(d) Domestic training assignments	✓		40%	50%	0%
(e) Foreign training assignments	✓		30%	38%	0%
(f) Language training	✓		80%	94%	25%
(g) Other: _____			0%	0%	0%

Other - Common Responses:
 Work placement during orientation, Integration Courses

18. How long is the orientation and training program for new Foreign Service Officers?					
(a) 6 months or less			40%	31%	75%
(b) More than 6 but less than 12 months			30%	31%	25%
(c) 12 to 24 months			20%	25%	0%
(d) More than two years	✓		10%	13%	0%

19. After the initial orientation and training period, how many days of training are typically provided per year?	5.3		6.0	6.8	3.0	n/a
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Posting Information

20. What is the average length of a standard foreign posting (to one country), in years?	3.5		3.2	3.4	2.8	3.1
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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			12%	0%	0%	60%
(b) Yes, they typically rotate between home and foreign postings	DFAIT		32%	44%	25%	0%
(c) Yes, but only after two or more postings	CIC		20%	25%	25%	0%
(d) No, they are typically posted to a new location and consider a posting to the home country as another temporary posting			24%	25%	50%	0%
(e) Managed on a case-by-case basis			12%	6%	0%	40%
(f) Other: _____			0%	0%	0%	0%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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22. Are Foreign Service Officers able to influence where they will be posted?

(a)	No, they have no influence		0%	0%	0%	0%
(b)	Yes, but other factors override personal choice	✓	60%	56%	75%	
(c)	Personal choice weighs heavily		30%	38%	0%	
(d)	Officers may turn down post without consequence		25%	25%	25%	

23. In the case of competing interests, who makes the final decision regarding where a Foreign Service Officer will be posted?

(a)	Personnel or human resources department		44%	63%	25%	0%
(b)	Head of mission	✓	8%	0%	0%	40%
(c)	Head of relevant section at headquarters		32%	13%	75%	60%
(d)	Other _____		16%	25%	0%	0%

Comon responses: Diplomatic Board; Dept. Administrator

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

	6.0	4.7	5.7	3.6	2.4
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25. What is the typical duration of a hardship posting, in years?

n= 21

(a)	"Easiest" hardship location	3.0	3.5	3.5	3.0	4.2
(b)	"Hardest" hardship location	2.0	2.3	2.3	1.9	2.5

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

(a)	None	✓	64%	50%	75%	100%
(b)	One		28%	38%	25%	0%
(c)	Two or more		4%	6%	0%	0%
(d)	Other _____		4%	6%	0%	0%

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.

(a)	Inadequate compensation offer	3	4	4	5	3
(b)	Poor fit of posting responsibilities with officer's skills	6	4	3	5	5
(c)	Inability of spouse/partner to work at the posting location	1	2	2	2	1
(d)	Inability of same same-sex partner or common-law partner to be included on the officer's visa and/or passport	1	5	5	3	4
(e)	Parental/other adult care responsibilities	5	2	3	1	4
(f)	Local conditions (isolation, personal security, cultural differences, climate, lack of health care facilities)	2	2	2	2	2

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Career Progression

DFAT/CIC

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

	to FS-02	to EX-01
(a) Performance appraisals	✓	✓
(b) Interview		✓
(c) Simulation exercise		✓
(d) Years of experience in grade	✓	✓
(e) Postings abroad		
(f) Existence of an opening at the next level		✓

All Respondents

	entry level to 2 nd level	3 rd Level	4 th 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%	75%	80%
(g) Other:	10%	10%	15%	15%
(h) Other:	5%	5%	15%	15%

Countries

n= 16

	entry level to 2 nd level	3 rd Level	4 th 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%

International Organizations

n= 4

	entry level to 2 nd level	3 rd Level	4 th Level	5 th Level or Higher
(a) Performance appraisals	100%	100%	100%	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%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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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 Respondents	Countries	International Organizations	Private Companies
(a) Entry/ Trainee Level	5.0	3.1	3.2	2.8	n/a
(b) Second Level	10.0	5.5	5.8	3.8	n/a
(c) Third Level	0.0	7.2	7.8	4.2	n/a
(d) Fourth Level	0.0	8.2	8.8	4.8	n/a

29b. What percentage of officers are promoted from each level each year?

	DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
(a) Entry/ Trainee Level	18%	39%	39%	n/a	n/a
(b) Second Level	4%	18%	18%	n/a	n/a
(c) Third Level		13%	13%	n/a	n/a
(d) Fourth Level		13%	13%	n/a	n/a

* Note that in the current FS structure the second level and third levels are combined. The 4% promotion 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	✓	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 levels below, what is the annual level of attrition of Foreign Service Officers, that is, leaving the Foreign Service?

DFAIT/CIC

Level	Percentage Leaving					
	0-2%	3-5%	6-9%	10-15%	16-20%	> 20%
FSDP		✓				
FS-02		✓				

All Respondents

Level	Percentage Leaving					
	0-2%	3-5%	6-9%	10-15%	16-20%	> 20%
Entry or 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 Service	56%	17%	17%	11%	0%	0%

Countries

n= 14

Level	Percentage Leaving					
	0-2%	3-5%	6-9%	10-15%	16-20%	> 20%
Entry or 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 Service	57%	21%	14%	7%	0%	0%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - April 23, 2002

International Organizations

n= 3

Level	Percentage Leaving					
	0-2%	3-5%	6-9%	10-15%	16-20%	> 20%
Entry or Trainee Level	67%	0%	0%	0%	0%	0%
Second Level	100%	0%	0%	0%	0%	0%
Third Level	67%	0%	33%	0%	0%	0%
Fourth Level	67%	33%	0%	0%	0%	0%
All Foreign Service	50%	0%	25%	25%	0%	0%

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

DFAIT/CIC

Level	Retirement or Death in Service	Voluntary Separation	Forced Attrition	Promotion
FSDP			100%	
FS-02	60%		40%	

All Respondents

Level	Retirement or Death in Service	Voluntary Separation	Forced Attrition	Promotion
Entry or Trainee Level	7%	80%	6%	0%
Second Level	17%	73%	2%	0%
Third Level	49%	43%	1%	0%
Fourth Level	76%	22%	1%	0%
Fifth Level	58%	32%	11%	0%

Countries

n= 11

Level	Retirement or Death in Service	Voluntary Separation	Forced Attrition	Promotion
Entry or Trainee Level	8%	79%	5%	0%
Second Level	18%	72%	1%	0%
Third Level	44%	46%	1%	0%
Fourth Level	77%	23%	0%	0%
Fifth Level	58%	32%	11%	0%

International Organizations

n= 2

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%	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	Compensation	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

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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All Respondents

Level	Compensation	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

Countries

n= 8

Level	Compensation	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

n= 2

Level	Compensation	Family or spousal career	Career Change	Lifestyle
Entry or Trainee Level		2	2	1
Second Level		1	2	2
Third Level		1	3	2
Fourth Level		1	3	2

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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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	✓	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 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.

All Respondents

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

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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.

All Respondents

	Degree of Match (+/-)	Number that Provided Min and Max Data	Minimum	Maximum	Number that Provided Average Actual Data	Average Actual 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	\$ -	\$ -		\$ -
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 ++	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
Job D	Match --	0				
Job D	Match -	1	\$ 153,336	\$ 163,049	1	\$ 155,296
Job D	Match	12	\$ 100,289	\$ 144,060	7	\$ 125,890
Job D	Match +	4	\$ 116,604	\$ 176,777	5	\$ 133,215
Job D	Match ++	3	\$ 108,420	\$ 151,112	2	\$ 162,581
Job D	All	19	\$ 104,650	\$ 150,886	14	\$ 132,361
DFAIT/CIC	Job D Match		\$82,700	\$97,400		\$91,066

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.

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

Countries

	Degree of Match (+/-)	Number that Provided Min and Max Data	Minimum	Maximum	Number that Provided Average Actual Data	Average Actual Salary
Job A	Match --		\$ -	\$ -		\$ -
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 \$40,249

Job B	Match --	0	\$ -	\$ -		\$ -
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 ++	1	\$ 40,380	\$ 43,164	0	\$ -
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 Match \$50,475 \$75,423 \$67,450

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 \$82,700 \$97,400 \$91,066

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	✓	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

Comparison to Other Civil Service Positions

n= 14

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?	21%	21%
(d)	Other: _____	57%	57%
Common response: generally equal to other occupations			

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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 Summary Results Table - April 23, 2002

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

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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1. What is your policy regarding compensation for the loss of spousal income and pension while on foreign postings?

	DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
(a) No assistance		32%	19%	25%	80%
(b) No policy		16%	6%	25%	40%
(c) No policy yet, but currently under consideration		16%	19%	25%	0%
(d) Allowances provided to the Foreign Service Officer include an amount for the spouse	✓	40%	50%	50%	0%
(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>		4%	6%	0%	0%
(f) Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation <i>under any circumstances</i>		0%	0%	0%	0%
(g) Compensation is provided for the loss of a spouse's public or private pension		16%	25%	0%	0%
(h) Accompanying spouses are provided with supplemental pension benefits		12%	19%	0%	0%
(i) Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting		20%	25%	25%	0%
(j) Accompanying spouses are provided compensation or an allowance in recognition of their <i>representational</i> responsibilities		8%	13%	0%	0%
(k) Managed on a case-by-case basis		0%	0%	0%	0%
(l) Other: _____		12%	19%	0%	0%

n= 7

1B. What is the estimated actual amount provided to spouses through the various forms indicated above (based on average salary)?

DFAIT/CIC	\$4,560	\$6,203	\$4,570
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2. Do you assist the spouse to find employment at the posting location and upon return from a foreign posting?

	DFAIT/CIC	
	On posting	Upon return
(a) No		
(b) Employ at foreign/home location as a local staff member if suitable position is available	✓	✓
(c) Employ at foreign/home location as a <i>Foreign Service Officer</i> if suitable position is available		✓
(d) Canvass other organizations for available jobs	✓	
(e) Pay allowance to cover job search expenses (e.g., curriculum vitae preparation, translation, employment agency fees)	✓	✓
(f) Assist to obtain work permit	✓	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: _____	✓	✓

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

All Respondents

(a)	No	21%	75%
(b)	Employ at foreign/home location as a local staff member if suitable position is available	33%	8%
(c)	Employ at foreign/home location as a <i>Foreign Service Officer</i> if suitable position is 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, translation, employment agency fees)	17%	17%
(f)	Assist to obtain work permit	42%	N/A
(g)	Provide allowance to cover host country certification/continuing education/training programs if required for spouse to work	4%	N/A
(h)	Provide annual allowance to cover home country professional certification, continuing education, training or personal interest programs	8%	0%
(i)	Managed on a case-by-case basis	25%	0%
(j)	Other: _____	13%	4%

Countries

n= 15

(a)	No	13%	87%
(b)	Employ at foreign/home location as a local staff member if suitable position is available	47%	7%
(c)	Employ at foreign/home location as a <i>Foreign Service Officer</i> if suitable position is available	13%	7%
(d)	Canvass other organizations for available jobs	27%	7%
(e)	Pay allowance to cover job search expenses (e.g., curriculum vitae preparation, translation, employment agency fees)	0%	7%
(f)	Assist to obtain work permit	60%	N/A
(g)	Provide allowance to cover host country certification/continuing education/training programs if required for spouse to work	0%	N/A
(h)	Provide annual allowance to cover home country professional certification, continuing education, training or personal interest programs	0%	0%
(i)	Managed on a case-by-case basis	33%	0%
(j)	Other: _____	20%	0%

International Organizations

n= 4

(a)	No	75%	75%
(b)	Employ at foreign/home location as a local staff member if suitable position is available	0%	25%
(c)	Employ at foreign/home location as a <i>Foreign Service Officer</i> if suitable position is available	0%	25%
(d)	Canvass other organizations for available jobs	0%	25%
(e)	Pay allowance to cover job search expenses (e.g., curriculum vitae preparation, translation, employment agency fees)	0%	0%
(f)	Assist to obtain work permit	0%	N/A
(g)	Provide allowance to cover host country certification/continuing education/training programs if required for spouse to work	0%	N/A
(h)	Provide annual allowance to cover home country professional certification, continuing education, training or personal interest programs	0%	0%
(i)	Managed on a case-by-case basis	0%	0%
(j)	Other: _____	0%	25%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

Private Companies

(a)	No	0%	40%
(b)	Employ at foreign/home location as a local staff member if suitable position is available	20%	0%
(c)	Employ at foreign/home location as a <i>Foreign Service Officer</i> if suitable position is available	20%	0%
(d)	Canvass other organizations for available jobs	0%	0%
(e)	Pay allowance to cover job search expenses (e.g., curriculum vitae preparation, translation, employment agency fees)	80%	60%
(f)	Assist to obtain work permit	20%	N/A
(g)	Provide allowance to cover host country certification/continuing education/training programs if required for spouse to work	20%	N/A
(h)	Provide annual allowance to cover home country professional certification, continuing education, training or personal interest programs	40%	0%
(i)	Managed on a case-by-case basis	20%	0%
(j)	Other: _____	0%	0%

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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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 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.	✓	48%	50%	0%	80%
(c)	Don't know		28%	31%	25%	20%
(d)	N/A		16%	13%	50%	0%
(e)	Other: _____		4%	0%	25%	0%
			0%	0%	0%	0%

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

(a)	No		56%	50%	50%	80%
(b)	Yes, one extra trip per assignment year		24%	25%	25%	20%
(c)	Yes, two extra trips per assignment year	✓	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 premium; and provision of Employment Insurance benefits for spouses who accompany the employee abroad and who would otherwise have been eligible for EI 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

Administrative Information

1. Do you have specific policies governing the conditions of service of Foreign Service Officers abroad?

(a)	Yes	✓	92%	94%	75%	100%
(b)	No		4%	0%	25%	0%

2. What strategic objectives determine your general foreign assignment terms and conditions?

(a)	Provide incentives to recruit and retain Foreign Service Officers	✓	36%	44%	25%	20%
(b)	Maintain home country living standards and purchasing power (i.e., "keep whole")	✓	76%	81%	50%	80%
(c)	Exceed home country living standards and purchasing power		12%	13%	0%	20%
(d)	Match host country living standards and purchasing power		8%	6%	25%	0%
(e)	Match terms and conditions typically offered by multinational companies		8%	6%	0%	20%
(f)	Other: _____		4%	6%	0%	0%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - April 23, 2002

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

(a) No	✓	52%	44%	75%	60%
(b) Yes		44%	50%	25%	40%

Level at which distinction is made:
VP, Senior Manager, Ambassador

Posting Orientation

4. Please indicate if the following services are provided:

DFAIT/CIC

	Cultural Sensitivity/ Psychological Suitability Testing	Language classes	Cross-Cultural Training
(a) No	✓		
(b) Yes, Foreign Service Officer only			
(c) Yes, Foreign Service Officer and spouse		✓	✓
(d) Yes, on a case-by-case basis			
(e) Other _____			

All Respondents

	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/ Psychological Suitability Testing	Language classes	Cross-Cultural Training
(a) No	63%	0%	19%
(b) Yes, Foreign Service Officer only	6%	13%	19%
(c) Yes, Foreign Service Officer and spouse	13%	81%	31%
(d) Yes, on a case-by-case basis	19%	6%	31%
(e) Other _____	0%	6%	0%

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:

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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Private Companies

	Cultural Sensitivity/ Psychological Suitability Testing	Language classes	Cross-Cultural Training
(a) No	40%	0%	0%
(b) Yes, Foreign Service Officer only	0%	0%	0%
(c) Yes, Foreign Service Officer and spouse	60%	100%	100%
(d) Yes, on a case-by-case basis	0%	0%	0%
(e) Other _____	0%	0%	0%

Other - Common Responses:

	DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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5. Do you provide an orientation meeting to discuss relocation and other posting issues?

(a) Yes	✓	84%	75%	100%	100%
(b) No		12%	19%	0%	0%

Relocation

6. Do you pay for the shipment of household goods to and from a foreign posting?

(a) No		0%	0%	0%	0%
(b) Yes, all reasonable costs		12%	13%	0%	20%
(c) Yes, but with weight and/or volume limits	✓	72%	69%	100%	60%
(d) Yes, but only if the staff member leases unfurnished housing		0%	0%	0%	0%
(e) Yes, but only partial if fully/partially furnished quarters are leased		8%	13%	0%	0%
(f) Other: _____		4%	0%	0%	20%

7. Do you provide an additional incidental allowance to Foreign Service Officers moving to and from a foreign posting to cover miscellaneous items not specifically covered in the policy (e.g., telephone or cable connections)?

(a) No		25%	20%	50%	20%
(b) Yes, expressed as a percent of base salary without a cap		17%	13%	0%	40%
(c) Yes, expressed as a percent of base salary with a cap		8%	13%	0%	0%
<i>Percentage of salary for response (b) or (c)</i>					
<i>Annual salary cap for response (c)</i>		13%	13%	-	16%
(d) Yes, fixed amount		\$4,869	\$5,014	-	\$4,000
(e) Other: _____	✓	46%	47%	50%	40%
		4%	7%	0%	0%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
 Summary Results Table - April 23, 2002

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.

DFAIT/CIC

- (a) No
- (b) Yes, paid in a lump sum
- (c) Yes, paid in the normal pay cycle (e.g., monthly)
- (d) Yes, paid annually
- (e) Yes, at the end of posting
- (f) Yes, but format varies by location
- (g) Other: _____

Incentive premium	Hardship premium
✓	✓

All Respondents

- (a) No
- (b) Yes, paid in a lump sum
- (c) Yes, paid in the normal pay cycle (e.g., monthly)
- (d) Yes, paid annually
- (e) Yes, at the end of posting
- (f) Yes, but format varies by location
- (g) Other: _____

Incentive premium	Hardship premium
48%	16%
0%	4%
44%	72%
0%	0%
0%	0%
4%	4%
8%	4%

Countries

n= 16

- (a) No
- (b) Yes, paid in a lump sum
- (c) Yes, paid in the normal pay cycle (e.g., monthly)
- (d) Yes, paid annually
- (e) Yes, at the end of posting
- (f) Yes, but format varies by location
- (g) Other: _____

Incentive premium	Hardship premium
56%	13%
0%	0%
38%	81%
0%	0%
0%	0%
6%	6%
6%	0%

International Organizations

n= 4

- (a) No
- (b) Yes, paid in a lump sum
- (c) Yes, paid in the normal pay cycle (e.g., monthly)
- (d) Yes, paid annually
- (e) Yes, at the end of posting
- (f) Yes, but format varies by location
- (g) Other: _____

Incentive premium	Hardship premium
50%	25%
0%	0%
50%	75%
0%	0%
0%	0%
0%	0%
0%	0%

Private Companies

- (a) No
- (b) Yes, paid in a lump sum
- (c) Yes, paid in the normal pay cycle (e.g., monthly)
- (d) Yes, paid annually
- (e) Yes, at the end of posting
- (f) Yes, but format varies by location
- (g) Other: _____

Incentive premium	Hardship premium
20%	20%
0%	20%
60%	40%
0%	0%
0%	0%
0%	0%
20%	20%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

Private Companies

	Incentive premium	Hardship 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%
<i>Percentage, if the premium is the same for all postings</i>	14%	-
<i>Lowest percentage, if the premium varies by location</i>	-	4%
<i>Highest percentage if the premium varies by location</i>	15%	22%
<i>Annual salary cap for response (b)</i>	-	-
(c) Varies according to a step-rated table	0%	-
(d) Expressed as a fixed number of months of base salary	0%	0%
<i>Number of months</i>	-	-
(e) Flat amount for all officers	0%	0%
<i>Annual flat amount</i>	-	-
(f) Other: _____	0%	0%

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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10. Do you provide a Cost-of-Living allowance for Foreign Service Officers on posting?

(a) No		0%	0%	0%	0%
(b) Yes, paid out as a lump sum		24%	25%	25%	20%
(c) Yes, as a percentage of base salary without a monetary cap	✓	40%	44%	50%	20%
(d) Yes, as a percentage of base salary with a monetary cap		12%	6%	25%	20%
(e) Other: _____		20%	19%	0%	40%

Other - Common Responses:

Varies with number of dependants, position and location

11. If you provide a Cost-of-Living allowance, how often is the amount adjusted?

(a) Allowance is fixed for length of posting		4%	0%	0%	20%
(b) Adjusted annually		16%	19%	25%	0%
(c) Adjusted whenever new data are received		28%	19%	25%	60%
(d) Adjusted whenever differential changes by at least a fixed %	✓	24%	25%	25%	20%
<i>Minimum percentage</i>		3%	4%	3%	5%
(e) Other: _____		24%	31%	25%	0%

Other - Common Responses:

Adjusted twice a year

12. Which of the following are taxable?

(a) Incentive premium		4%	0%	0%	20%
(b) Hardship premium		12%	13%	0%	20%
(c) Cost-of-living allowance		8%	0%	25%	20%
(d) Other: _____	✓	58%	47%	75%	80%

Other - Common Responses:

Transfer allowance, Risk allowance, None are taxable

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

Assistance with Home Country Housing

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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13. Do you have a housing assistance program designed to help a Foreign Service Officer maintain a residence in the home country?

(a)	No	80%	88%	100%	40%
(b)	Yes, pay all expenses for third party home management services	✓ 12%	0%	0%	60%
(c)	Yes, pay third-party home management services to a set maximum	0%	0%	0%	0%
(d)	Yes, but organization reimburses for only specific fees	4%	6%	0%	0%
(e)	Yes, organization pays a flat amount	0%	0%	0%	0%
(f)	Yes, organization reimburses on an ad hoc basis	0%	0%	0%	0%
(g)	Other: _____	0%	0%	0%	0%

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

(a)	No	88%	88%	100%	80%
(b)	Yes, with a cap of a specified monetary amount or number of months rent	4%	0%	0%	20%
(c)	Yes, organization absorbs the loss without limit	0%	0%	0%	0%
(d)	Will stop housing share/deduction for a period	✓ 0%	0%	0%	0%
(e)	Reduce housing share paid by the Foreign Service Officer to offset this loss	0%	0%	0%	0%
(f)	Managed on a case-by-case basis	0%	0%	0%	0%
(g)	Other: _____	0%	0%	0%	0%

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

		DFAIT/CIC	
		Sale	Purchase
(a)	No	0%	0%
(b)	Yes, once per posting	0%	0%
(c)	Yes, based on a different frequency	✓	✓
Frequency		One buy and one sell per career	

		All Respondents	
		Sale	Purchase
(a)	No	80%	80%
(b)	Yes, once per posting	20%	12%
(c)	Yes, based on a different frequency	0%	4%
Frequency			

		Countries n= 16	
		Sale	Purchase
(a)	No	100%	88%
(b)	Yes, once per posting	0%	0%
(c)	Yes, based on a different frequency	0%	6%
Frequency			

		International Organizations n= 4	
		Sale	Purchase
(a)	No	100%	100%
(b)	Yes, once per posting	0%	0%
(c)	Yes, based on a different frequency	0%	0%
Frequency			

		Private Companies	
		Sale	Purchase
(a)	No	0%	40%
(b)	Yes, once per posting	100%	60%
(c)	Yes, based on a different frequency	0%	0%
Frequency			

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DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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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.	✓	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%
(c) Only where housing costs are higher		8%	0%	25%	20%
(d) Other: _____		4%	0%	25%	0%

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

(a) No		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%
(b) Yes, included in the housing/Cost-of-Living allowance	✓	24%	19%	25%	40%
(c) Yes, Foreign Service Officer reimbursed for actual costs		28%	31%	0%	40%
(d) Yes, reimbursed in selected locations only		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		28%	38%	0%	20%
(d) Yes, through a host country group or individual medical plan		8%	0%	0%	40%
(e) Yes, through a cash reimbursement		20%	31%	0%	0%
(f) Other: _____		12%	19%	0%	0%

Common response: Through location allowance, According to special legislation

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

Perquisites Abroad

21. Please indicate if you provide the following perquisites:

DFAIT/CIC

		Automobile	Recreational Club Membership	Representation Allowance*
(a)	No	✓	✓	
(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			
(f)	Only in specific locations			
(g)	Only at specific levels			✓
	<i>Lowest level eligible:</i>			
(h)	Other: _____			-

All Respondents

		Automobile	Recreational Club Membership	Representation Allowance*
(a)	No	24%	64%	20%
(b)	Managed on a case-by-case basis	0%	8%	4%
(c)	Yes, without cost to Foreign Service Officer	0%	8%	16%
(d)	Yes, with the Foreign Service Officer bearing part of cost	0%	4%	8%
(e)	Only in accordance with host country norms for the position being filled	12%	12%	8%
(f)	Only in specific locations	8%	0%	4%
(g)	Only at specific levels	56%	4%	36%
	<i>Lowest level eligible:</i>	0	0	0
(h)	Other: _____	4%	4%	8%

Countries

n= 16

		Automobile	Recreational Club Membership	Representation Allowance*
(a)	No	31%	69%	6%
(b)	Managed on a case-by-case basis	0%	6%	0%
(c)	Yes, without cost to Foreign Service Officer	0%	13%	25%
(d)	Yes, with the Foreign Service Officer bearing a portion of the cost	0%	6%	13%
(e)	Only in accordance with host country norms for the position being filled	0%	0%	6%
(f)	Only in specific locations	0%	0%	0%
(g)	Only at specific levels	69%	6%	31%
	<i>Lowest level eligible:</i>	0	0	0
(h)	Other: _____	0%	6%	13%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

Private Companies

- (a) No
- (b) Yes, but only if the public schools are deemed inadequate
- (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

Elementary	Secondary
0%	0%
60%	60%
40%	40%
0%	0%
0%	0%

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

DFAIT/CIC

- (a) All reasonable costs, including boarding if local schools are inadequate
- (b) All reasonable costs excluding boarding
- (c) All reasonable costs up to a maximum amount
- (d) All reasonable costs above a fixed amount
- (e) Fixed amount
- (f) Specific costs only
- (g) Other: _____

Elementary	Secondary
✓	✓

All Respondents

- (a) All reasonable costs, including boarding if local schools are inadequate
- (b) All reasonable costs excluding boarding
- (c) All reasonable costs up to a maximum amount
- (d) All reasonable costs above a fixed amount
- (e) Fixed amount
- (f) Specific costs only
- (g) Other: _____

Elementary	Secondary
32%	32%
24%	24%
20%	24%
0%	0%
8%	8%
4%	4%
8%	8%

Countries

n= 16

- (a) All reasonable costs, including boarding if local schools are inadequate
- (b) All reasonable costs excluding boarding
- (c) All reasonable costs up to a maximum amount
- (d) All reasonable costs above a fixed amount
- (e) Fixed amount
- (f) Specific costs only
- (g) Other: _____

Elementary	Secondary
31%	31%
19%	19%
19%	25%
0%	0%
6%	6%
6%	6%
13%	13%

International Organizations

n= 4

- (a) All reasonable costs, including boarding if local schools are inadequate
- (b) All reasonable costs excluding boarding
- (c) All reasonable costs up to a maximum amount
- (d) All reasonable costs above a fixed amount
- (e) Fixed amount
- (f) Specific costs only
- (g) Other: _____

Elementary	Secondary
0%	0%
25%	25%
50%	50%
0%	0%
25%	25%
0%	0%
0%	0%

Private Companies

- (a) All reasonable costs, including boarding if local schools are inadequate
- (b) All reasonable costs excluding boarding
- (c) All reasonable costs up to a maximum amount
- (d) All reasonable costs above a fixed amount
- (e) Fixed amount
- (f) Specific costs only
- (g) Other: _____

Elementary	Secondary
60%	60%
40%	40%
0%	0%
0%	0%
0%	0%
0%	0%
0%	0%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

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

DFAIT/CIC

- (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 _____

Home	When Posted
<input checked="" type="checkbox"/>	
	<input checked="" type="checkbox"/>
	\$3,173

All Respondents

- (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 _____

Home	When Posted
71%	58%
21%	21%
\$11,168	\$17,988
4%	8%
0%	8%
0%	0%
4%	4%

Countries

n= 15

- (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 _____

Home	When Posted
80%	67%
20%	20%
\$4,505	-
0%	7%
0%	7%
0%	0%
0%	0%

International Organizations

n= 4

- (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 _____

Home	When Posted
0%	0%
50%	50%
\$21,162	\$21,162
25%	25%
0%	0%
0%	0%
25%	25%

Private Companies

- (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 _____

Home	When Posted
100%	80%
0%	0%
-	-
0%	0%
0%	20%
0%	0%
0%	0%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

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

DFAIT/CIC

- (a) No
- (b) Yes, difference between home and host
- (c) Yes, if cost is above a fixed amount
- (d) Yes, but only if mandated in the home country
- (e) Managed on a case-by-case basis
- (f) No policy/no experience
- (g) Other: _____

Home	When Posted
✓	
	✓

All Respondents

- (a) No
- (b) Yes, difference between home and host
- (c) Yes, if cost is above a fixed amount
- (d) Yes, but only if mandated in the home country
- (e) Managed on a case-by-case basis
- (f) No policy/no experience
- (g) Other: _____

Home	When Posted
96%	68%
0%	4%
0%	0%
0%	4%
0%	4%
0%	0%
24%	20%

Other Common Responses:
 Not Daycare, 20% of the costs, Pre-School costs are covered

Countries

n= 16

- (a) No
- (b) Yes, difference between home and host
- (c) Yes, if cost is above a fixed amount
- (d) Yes, but only if mandated in the home country
- (e) Managed on a case-by-case basis
- (f) No policy/no experience
- (g) Other: _____

Home	When Posted
94%	63%
0%	0%
0%	0%
0%	6%
0%	0%
0%	0%
6%	31%

International Organizations

n= 4

- (a) No
- (b) Yes, difference between home and host
- (c) Yes, if cost is above a fixed amount
- (d) Yes, but only if mandated in the home country
- (e) Managed on a case-by-case basis
- (f) No policy/no experience
- (g) Other: _____

Home	When Posted
100%	100%
0%	0%
0%	0%
0%	0%
0%	0%
0%	0%
0%	0%

Private Companies

- (a) No
- (b) Yes, difference between home and host
- (c) Yes, if cost is above a fixed amount
- (d) Yes, but only if mandated in the home country
- (e) Managed on a case-by-case basis
- (f) No policy/no experience
- (g) Other: _____

Home	When Posted
100%	60%
0%	20%
0%	0%
0%	0%
0%	20%
0%	0%
0%	0%

SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - April 23, 2002

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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Home Leave, R&R Leave, Vacation and Holidays

26. Do you provide Home Leave travel to your Foreign Service Officers?						
(a)	No		0%	0%	0%	0%
(b)	Yes, organization offers one trip per posting year		52%	44%	50%	80%
(c)	Yes, organization offers more than one trip per posting year					
(d)	Other: _____	✓	8%	13%	0%	0%
			40%	44%	50%	20%
27. Do you permit a Foreign Service Officer to use Home Leave to travel to a different country and still be eligible for reimbursement?						
(a)	No, the assignee must return to the home country		64%	75%	50%	40%
(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	✓	32%	19%	50%	60%
(d)	Other: _____		0%	0%	0%	0%
			0%	0%	0%	0%
28. Do you provide Rest & Recreation trips separate from home leave travel to Foreign Service Officers?						
(a)	No		36%	31%	50%	40%
(b)	Yes, but only to Foreign Service Officers in hardship locations		60%	63%	50%	60%
(c)	Yes, to all Foreign Service Officers posted abroad	✓	0%	0%	0%	0%
(d)	Other: _____		0%	0%	0%	0%
			0%	0%	0%	0%
29. What is the frequency of Rest & Recreation trips allowed?						
(a)	Once a year	✓	25%	18%	0%	67%
(b)	Twice a year		6%	9%	0%	0%
(c)	More than twice a year		0%	0%	0%	0%
(d)	The number of leaves depends on the posting location		50%	55%	50%	33%
(e)	Other: _____		19%	18%	50%	0%
30. Who chooses the Rest & Recreation destination?						
(a)	Organization		38%	36%	0%	67%
(b)	Foreign Service Officer	✓	63%	64%	100%	33%
31. What is the Foreign Service Officer's statutory holiday entitlement during the posting?						
(a)	Same number of holidays as in the home country	✓	33%	47%	25%	0%
(b)	Host country's holidays		29%	0%	50%	100%
(c)	Greater of home or host country entitlement		13%	20%	0%	0%
(d)	Other: _____		21%	27%	25%	0%
	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

Repatriation

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

(a) No		DFAIT	40%	31%	75%	40%
(b) Yes		CIC	56%	63%	25%	60%

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			36%	19%	75%	60%
(b) Yes, the Foreign Service Officer must pay a portion of the cost of relocation			16%	25%	0%	0%
(c) Yes, the Foreign Service Officer must pay the full cost of relocation		✓	4%	6%	0%	0%
(d) Depends on the circumstances			36%	44%	0%	40%
(e) Other: _____			4%	0%	25%	0%

Current Concerns

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.

DFAIT/CIC

- Compensation for loss of spousal employment
- FS structure and salary
- Employment insurance benefits for spouses
- Spousal pension
- Promotion appraisal systems

All Respondents

- Repatriation - finding suitable positions back in home country is an issue
- Constantly managing the cost of assignments and working to increase flexibility for hiring managers.
- Hiring headhunter to assist spouses with finding employment
- Remuneration levels are an issue that will be addressed.

Appendix C

Detailed Results Table

(excluding those requesting complete confidentiality)

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
SECTION I – STRUCTURE AND MANAGEMENT PRACTICES										
1.	Is your Foreign Service part of the overall Public Service?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2.	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 Policy Administration	Political/Economic Trade Aid	Political/Economic Trade Administration Immigration Aid	Political/Economic Trade Administration Immigration Aid Consular, Cultural, Information	Political/Economic Trade Administration Immigration Aid	Political/Economic Trade Immigration Aid Protection of home country citizens, Consular Affairs	Political/Economic Administrative Aid
3.	Are trade 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 immigration 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
5.	Are immigration officers included in the Foreign Service Officer group?	Yes	Yes	No	No	Yes	Yes	No	No	No
6.	Are aid officers included in the Foreign Service?	No	Yes	No	Yes	No	Yes	Yes	Yes	No
7.	Are your Foreign Service Officers represented for bargaining?	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes

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.

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

		DEAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
Recruitment										
8.	What are the minimum criteria for consideration as a Foreign Service Officer recruit?	Undergrad 0 yrs work exp 0 for. languages Other: Minimum pass park on suitability introduced in 2001	No education requ. 0 yrs work exp 0 for. languages Other: US Citizen between 21 and 59 years of age	Undergrad 0 yrs work exp 0 for. languages	B.A 0 yrs work exp 0 for. language Other: NZ citizenship required	No minimum criteria	Master's 0 years work exp 2 for. languages Other: completion of exams	Master's 0 years work exp 2 for. languages Other: Competitive exams	Master's 0 years work exp 2 for. languages Other: Competitive exams	Undergrad 2 years work exp 2 for. languages
9.	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	Master's degree	Master's degree
10.	In actual practice, how many years of work experience do most new recruits have?	Two years or less	Five years or more	More than two years but less than five years	Two years or less	More than two years but less than five years	Two years or less	Two years or less	Two years or less	More than two years but less than five years
11.	To which of the following do you recruit? <i>Please check all that apply</i>	Officers are recruited to the Foreign Service in general	Officers are recruited to a specific specialty or position (Political, economic, consular, administrative, and public diplomacy career tracks)	Officers are recruited to the Foreign Service in general Officers are recruited to a specific assignment abroad Officers are recruited to a specific specialty or position (accounting, finance, passports)	Officers are recruited to the Foreign Service in general	Officers are recruited to the Foreign Service in General Officers are recruited to a specific specialty or position (Economists, Lawyers, trade people)	Officers are recruited to the Foreign Service in General Officers are recruited to a specific specialty or position – Cultural Affairs, IT-Technical Personnel	Officers are recruited to the Foreign Service in General	Officers are recruited to the Foreign Service in General Officers are recruited to a specific specialty or position – Only for jobs in the Ministry, not abroad	Officers are recruited to the Foreign Service in General Officers are recruited to a specific specialty or position – Only for jobs in the Ministry, not abroad
12.	Are specialists compensated as FS Officers, or according to their profession?	Compensated as Foreign Service Officers	Compensated as Foreign Service Officers	Compensated as Foreign Service Officers	Compensated as Foreign Service Officers	Compensated as Foreign Service Officers Compensated according to their profession	Compensated as Foreign Service Officers	Compensated as Foreign Service Officers	Compensated as Foreign Service Officers	Compensated according to their profession

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.

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
<i>Mid-career Recruitment</i>										
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
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		Master's 1 year of work experience 2 Foreign Language Other: Foreign Service and Civil Service exams	N/A	N/A
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	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)	N/A	N/A
<i>Locally Hired Professional Staff</i>										
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
<i>Professional Orientation and Training</i>										
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	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

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.

**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
		Language training						Language training		
18.	How long is the orientation and training program for new Foreign Service Officers?	More than two years	More than 6 but less than 12 months (varies by assessment, but generally in this range)	12 to 24 months	More than 6 but less than 12 months	More than 6 but less than 12 months	12 to 24 months	More than two years	6 months or less	More than 6 but less than 12 months
19.	After the initial orientation and training period, how many days of training are typically provided per year?	5.3 days	0	5 days	5 days		3 days	14 days	7 days	2 days
Posting Information										
20.	What is the average length of a standard foreign posting in years?	3.5 years	3 years	3 years	3 years	4 years	3 years	3 years	4 years	4 years
21.	Do officers typically return to their home country after a foreign posting?	DFAIT – rotate between home and posting. C+1 – rotate after 2 or more postings	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	Yes, they typically rotate between home and foreign postings	Yes, return home but only after two consecutive postings	No, they are typically posted to a new location and consider a posting to the home country as another temporary posting	Yes, but return home only after two or more consecutive postings	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, they typically rotate between home and foreign postings
22.	Are Foreign Service Officers able to influence if and where they will be posted?	Yes, but other factors usually override personal choice.	Yes, but other factors usually override personal choice	Yes, but other factors usually override personal choice	Yes, but other factors override personal choice	Personal choice weights heavily	Yes, but other factors override personal choice	Yes, but other factors override personal choice	Yes, but other factors override personal choice	Personal choice weights heavily

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.

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

	Who makes the final decision regarding where a Foreign Service Officer will be posted?	DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
23.	Head of Mission	Personnel or human resources department	Personnel or human resources department	Personnel or human resources department	Personnel or human resources department	Personnel or human resources department	Personnel or human resources department	Personnel or human resources department	Personnel or human resources department Other: Diplomatic Board	Head of relevant section at HQ - Formally the Minister for higher positions or the Director General. The administrative department presents a proposal.
24.	On average, how much notice are individuals given regarding their posting location and starting date, in months?	6 months	6 months	6 months	9 months	6 months	6 months	6 months	3 months	6 months
25.	What is the typical duration of a hardship posting, in years?	Easiest Hardship: 3 years Most difficult: 2 years	Easiest Hardship: 3 years Most difficult: 1 year	Easiest hardship: 3 years Most difficult: 2 years	Easiest hardship: 4 years Most Difficult: 2 years Other: East Timor (18 months)	Easiest Hardship: 4.5 years Most difficult: 3.5 years	Easiest Hardship: 3 years Most difficult: 2 years	Other: Managed on a case by case basis	Easiest Hardship: 5 years Most difficult: 2 years	
26.	How many hardship postings must an Officer take?	None	0	0	0	Two or more	One	One	One	None
27.	Reasons to turn down a foreign posting	1. Inability of spouse/partner to work at posting and inability of same sex/common-law partner to obtain visa 2. Local conditions 3. Inadequate compensation offer	1. Local Conditions 2. Other: Inadequate schooling for children. 3. Inability of spouse/partner to work at the posting location. 4. Poor fit of	1. Other: Level of professional stimulation 2. Other: Lack of education and other facilities at the locality 3. Local conditions 4. Inability of spouse/partner to work at the posting location	1. Local Conditions 2. Inability of spouse/partner to work at the posting location 3. Poor fit of posting responsibilities with officer's skills 4. Parental/other adult care	1. Inability of spouse/partner to work at the posting location 2. Parental/other adult care responsibilities 3. Poor fit of posting responsibilities with officer's skills	1. Local Conditions 2. Parental/other adult care responsibilities 3. Poor fit of posting responsibilities with officer's skills 4. Inability of spouse/partner to work at the posting location	1. Parental responsibilities 2. Local conditions 3. Inadequate compensation offer 4. Inability of spouse/partner to work at posting location 5. Poor fit of posting	1. Local conditions 2. Parental responsibilities 3. Inadequate compensation offer 4. Poor fit of posting responsibilities with officer's skills 5. Inability of same-sex/	1. Parental responsibilities 2. Inability of spouse/partner to work at the posting location 3. Local conditions 4. Poor fit of posting responsibilities with officer's skills

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.

**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
	4. Other: Does not meet career aspirations 5. Parental/other adult care responsibilities 6. Poor fit of posting responsibilities with officer's skills	5. Parental/other adult care resps.	5. Inadequate compensation offer 6. Inability of same-sex/common-law partner to be included on the officer's visa and/or passport 7. Poor fit of posting responsibilities with officer's skills 8. Parental/other adult care responsibilities	5. Inadequate compensation offer 6. Inability of same-sex partner to work at the posting location	4. Local conditions 5. Inadequate compensation offer 6. Inability of same-sex/common-law partner to be included on the officer's visa and/or passport	5. Inability of same-sex/common-law partner to be included on the officer's visa and/or passport 6. Inadequate compensation offer	responsibilities with officer's skills 6. Inability of same-sex/common-law partner to be included on the officer's visa and/or passport	common-law partner to be included on the officer's visa and/or passport	5. Inability of same-sex/common-law partner to be included on the officer's visa and/or passport 6. Inadequate compensation offer
Career Progression									
28. What criteria are used to determine if an individual will be promoted?	Promotion to 2 nd level: Years of experience in grade	Promotion to 2 nd level: Performance appraisal	Promotion to 2 nd level: Performance appraisal Interview Simulation exercise Existence of an opening at the next level Other: Written application Other: Written and oral referee reports	Promotion to 2 nd level: Performance appraisal Other: Assessment of potential to perform at the next level	Promotion to 2 nd level: Performance appraisal Years of experience in grade Existence of opening at the next level	Promotion to 2 nd level: Performance Appraisal Years of experience in grade Existence of opening at the next level	Promotion to 2 nd level: Performance appraisal Years of experience in grade Existence of opening at the next level	Promotion to 2 nd level: Performance appraisal Years of experience in grade Existence of opening at the next level	Promotion to 2 nd level: Performance Appraisal To 3 rd level: Performance appraisal Existence of an opening at the next level

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	DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
		To 4 th level: Performance appraisal Existence of an opening at the next level	To 4 th level: Appraisal Interview Existence of opening at the next level Other: written application Other: Written and oral referee reports	To 4 th level: Appraisal Existence of opening Other: Assessment of potential to perform at the next level Other: experience/postings relevant to some degree, but not fundamental determining factor	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 Existence of an opening at the next level	To 4 th level: Years of experience in grade 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 Postings abroad Existence of an opening at the next level
		To 5 th level: Performance appraisal Existence of an opening at the next level	To 5 th level Performance appraisal Interview Existence of an opening at the next level Other: Written Application Other: Written and oral referee reports	To 5 th level Performance appraisal Existence of an opening at the next level Other: Assessment of potential to perform at the next level Other: experience/postings relevant to some degree, but not determining factor	To 5 th level: Performance appraisal Years of experience in grade Existence of an opening at the next level	To 5 th level: Performance Appraisal Years of experience in grade Existence of an opening at the next level	To 5 th level: Years of experience in grade Existence of an opening at the next level	To 5 th level: Performance appraisal Years of experience in grade Existence of an opening at the next level	To 5 th level: Performance appraisal Interview Postings abroad Existence of an opening at the next level
29.	How long (in years) will a Foreign Service Officer remain in a level before being promoted?	Entry level: 4 years Second level: 5 years Third level: 7.5 years Fourth level: 8.5 years	Entry level: 1 year Second level: 2.5 years Third level: 6.5 years Fourth level: 6 years	Entry level: 4 years Second level: 4 years Third level: 5 years Fourth level: 9 years	No average figures	Entry Level: 3 years Second level: 6.5 years Third Level: 6.5 years Fourth Level: 4 years	Entry Level: 3 years Second Level: 6 years Third Level: 10 years Fourth Level: 20 years	Entry Level: 9 years Second Level: 6 years Third Level: 12 years	Entry Level: 3 years Second Level: 5.5 years Third Level: 8 years Fourth Level: 4 years
29b	What percentage of officers are promoted from each level each year?	To FS-2: 18% To EX-1: 3-4%	To second level: 1.1% To third level: 8.8% To fourth level: 3.4%	To Second level: 25% To Third level: 25% To fourth level: 25%					

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	DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
30.	Does career progression differ for mid-career recruits?	No	No	Yes – posted quickly, but no fast track to management	N/A	No	N/A	N/A	N/A
Attrition									
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% Fifth level attrition: 3-5% 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: 0-2% 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%

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	DEAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
32. Of the Foreign Service Officers who leave at each level, please indicate the percentage leaving for each of the reasons below:	<p>FSDP: 0% retirement or death 100% voluntary separation</p> <p>FS-02: 58% voluntary separation 42% Retirement or death</p> <p>EX-01 level: 69.6% retirement or death 30.4% voluntary separation</p>	Specific statistics not available	<p>Entry level: 74.7% retirement or death 25.3% voluntary separation</p> <p>Second level: 39.5% retirement or death 60.5% voluntary separation</p> <p>Third level: 43.9% retirement or death 56.1% voluntary separation</p> <p>Fourth Level: 51.8% retirement or death 48.2% voluntary separation</p>	<p>Entry level: 0% retirement or death 0% voluntary separation</p> <p>Second level: 100% voluntary separation</p> <p>Third level: 100% voluntary separation</p> <p>Fourth Level: 100% Voluntary Separation</p> <p>Fifth Level 80% retirement or death 20% voluntary separation</p>	Retired 1.9% (No other figures available)	Very low attrition	<p>Entry Level: 0% Retirement or death 100% Voluntary Separation</p> <p>Second Level: 0% Retirement or death 100% Voluntary Separation</p> <p>Third Level: 100% Retirement or death 0% Voluntary Separation</p> <p>Fourth Level: 100% Retirement or death</p>	<p>Entry Level: 0% Retirement or death 100% Voluntary Separation</p> <p>Second Level: 0% Retirement or death 100% Voluntary Separation</p> <p>Third Level: 80% Retirement or death 20% Voluntary Separation</p> <p>Fourth Level: 96% Retirement or death 4% Voluntary Separation</p>	
33. Of those who leave due to voluntary separation, please rank the top three reasons for leaving at each level.	<p>FSDP: Family or spousal career Compensation Career Change</p> <p>FS-02: Family or spousal career Compensation Career Change</p> <p>EX-01: Family or spousal career Compensation Career Change</p>		<p>Entry Level Compensation Career Change Lifestyle</p> <p>Second Level Career Change Compensation Lifestyle</p> <p>Third Level Family or spousal career Career change Compensation Career Change Lifestyle</p> <p>Family or spousal</p>	<p>Entry Level Compensation Career Change Family or Spousal Career</p> <p>Second Level Compensation Career Change Family or spousal Career</p> <p>Third Level Family or Spousal Career Compensation Career Change Fourth Level Career Change Lifestyle</p> <p>Family or spousal</p>	<p>Entry Level Family or spousal career N/A Compensation</p> <p>Second Level Family or spousal career N/A Compensation</p> <p>Third Level Family or spousal career Career Change Fourth Level Family or Spousal Career Career Change</p>		<p>Entry Level Compensation Career Change Family or spousal career</p> <p>Second Level Career Change Compensation Family or spousal career</p> <p>Third Level Compensation Career Change Family or spousal career</p> <p>Fourth Level Compensation Career Change</p>	<p>Entry Level Career Change Compensation Family or spousal career</p> <p>Second Level Career Change Compensation Family or spousal career</p> <p>Third Level Career Change Family or spousal career Compensation</p> <p>Fourth Level Career Change Family or spousal career</p>	

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		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
34.	Which of the following initiatives are in place in the organization to encourage retention of Foreign Service Officers?		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 looking at new salary packages and are considering the possibility of rewarding the acquisition of skills, such as foreign languages.	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

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SECTION II – COMPENSATION		DEAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
1.	Please match your country's Foreign Service Officer positions to the Canadian Foreign Service Officer positions	FSDP - Job A	Junior Officer (grade 6, 5, 4) - Job 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 +)	1 st and 2 nd Secretary - Job A (Match ++)
		FS-2 - Job B	Mid-Level Officer (grade 2 or 3) - Job B (Match -)	1 st Secretary - Job B (Match)	Policy Officer 2 - Job B (Match -) Senior Policy Officer - Job B (Match)	First Secretary - Job B (Match)	First Secretary - Job B (Match)	First Secretary - Job B (Match)	First Secretary - Job B (Match)	Counsellor - Job C (Match)
		FS-2 - Job C	Mid-Level Officer (grade 1) - Job C (Match -)	Counselor - Job C (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-Counsellor - Job D (Match +)
		EX-1 - Job D	Senior Officer (grade OC) - Job C (Match +) Senior Officer (grade MC, CM) - Job D (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)	Minister-Counsellor - Job D (Match +)	Ambassador - Job D (Match)
2.	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)		2 nd Secretary: \$47,659 - \$53,055 (Average actual: \$49,458) 1 st Secretary: \$50,537 - \$54,853 (Average actual: \$52,156)
	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)		N/A
2.	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 - \$162,910	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	Counselor: \$54,294 - \$125,733 (Average actual: \$71,722)		Counsellor: \$57,911 - \$69,242 (Average actual: \$64,745)

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2. 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 Counselor: \$71,580 - \$77,354 (Average actual: \$74,655) Ambassador: \$71,580 - \$107,936 (Average actual: (\$79,153))	Minister Counselor: \$71,580 - \$77,354 (Average actual: \$74,655) Ambassador: \$71,580 - \$107,936 (Average actual: (\$79,153))
3. 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 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
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
5. 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	Five years or more	Five years or more	Five years or more	More than two years but less than five	Five years or more
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	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% (Foreign Service Officers may participate in a	Annual bonus: 5.65% Pension: 14.6 employer contribution	Annual bonus: 0% Other cash: 0% Long-term incentive: 0% Pension: 5% - Superannuation - contribution valued at 5% of base salary Benefits: When overseas, all medical and some dental costs are	Annual bonus: 0% Other cash: 0% Long-term incentive: 0% Pension: 5% - Superannuation - contribution valued at 5% of base salary Benefits: When overseas, all medical and some dental costs are	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 payment	Annual bonus: 14% - Quarterly payments of 50% of monthly income	Long-term incentive plans: 3.84% - Increase every three years Pension/Retirement: 8% - Retirement	Perquisites: Car (a few of our Ambassadors have cars to their disposal)

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	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%		paid - In NZ, State pays Other: telephone rental paid for EP5 staff in Wellington (i.e. Division Director level)					
7.	Where do Foreign Service salaries fall when compared to other professional 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

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	DFAIT/CIC	USA	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
8. Please provide the salary minimum and maximum for the following positions in your civil service.	<p>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 5: \$66,625 - \$76,998 Level 6: \$74,928 - \$86,106 Level 7: \$82,000 - \$93,205 Level 8: \$86,178 - \$99,749</p> <p>Lawyer: Level 1: \$45,900 - \$65,480 Level 2A: \$66,520 - \$91,255 Level 2B: \$82,770 - \$100,885 Level 3A: \$94,000 - \$119,200</p>	<p>Economist: Level 1: \$47,111 - \$61,244 Level 4: \$189,067 - \$210,199</p> <p>Lawyer: Level 1: \$69,729 - \$90,643 Level 4: \$189,067 - \$210,199</p>	<p>Economist: Level 1: \$28,821 - \$33,421 Level 2: \$33,422 - \$38,314 Level 3: \$36,14 - \$44,829 Level 4: \$40,006 - \$54,507 Level 5: \$56,220 - \$65,878</p> <p>Lawyer: Level 1: \$28,821 - \$33,421 Level 2: \$33,422 - \$38,314 Level 3: \$36,143 - \$44,829 Level 4: \$40,006 - \$54,507 Level 5: \$56,220 - \$65,878</p> <p>Trade Officers: Level 1: \$13,596 - \$25,132 Level 2: \$25,645 - \$28,526 Level 3: \$29,209 - \$31,746 Level 4: \$32,555 - \$35,437 Level 5: \$36,312 - \$38,591</p> <p>Immigration Officers: Level 1: \$23,231 - \$36,242 Level 2: \$37,228 - \$46,186 Level 3: \$51,241 - \$55,331 Level 4: \$59,072 - \$67,008</p>	Same as other groups	<p>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</p> <p>Lawyer: Level 1: \$44,789 - \$46,761 Level 2: \$46,042 - \$62,049 Level 3: \$52,156 - \$67,798 Level 4: \$65,460 - \$101,660</p>			

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	DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
SECTION III – MANAGEMENT OF FAMILY, DUAL-INCOME AND DUAL-CAREER ISSUES									
1.	What is your policy regarding compensation for the loss of spousal income and pension while on foreign postings?	No Policy	No Policy	Allowances provided 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 pension benefits. Other: Spouses receive unemployment compensation when returning home provided they have not been abroad more than seven years	Allowances provided to the Foreign Service Officer include an amount for the spouse. Accompanying spouses are provided with supplemental pension benefits. Other: Spouses receive unemployment compensation when returning home provided they have not been abroad more than seven years	Accompanying spouses are provided with supplemental pension benefits. Other: Spouses receive unemployment compensation when returning home provided they have not been abroad more than seven years	Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting <i>only if spouse is a civil servant</i>	Allowances provided to the Foreign Service Officer include an amount for the spouse. Accompanying spouses are provided with supplemental pension benefits. Other: Spouses receive unemployment compensation or an allowance in recognition of their representational responsibilities
2.	Do you assist the spouse to find employment at the posting location and upon return from a foreign posting?	No Policy	Managed on Case-by-case basis. Other: Provision of general information on work prospects and local requirements	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	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	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: Canvass other organizations for available jobs	Assist to obtain work permit	Assist to obtain work permit	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

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	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
<p>DFAIT/CIC 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 foreign/home country as a local staff member if suitable position is available Employ at foreign/home location as <i>Foreign Service Officer</i> if 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 spouses</p>	<p>USA</p>	<p>COUNTRY - A</p>	<p>available Employ at foreign/home location as a <i>Foreign Service Officer</i> if suitable position is available Pay allowance to cover job search expenses (e.g. curriculum vitae preparation, translation, employment agency fees)</p>	<p>COUNTRY - B</p>	<p>COUNTRY - C</p>	<p>COUNTRY - D</p>	<p>COUNTRY - E</p>	<p>COUNTRY - F</p>
<p>3. What is the trend with respect to spouses not</p>	<p>Don't Know</p>	<p>On average, fewer spouses are accompanying officers on posting</p>	<p>On average, fewer spouses are accompanying officers on posting</p>	<p>There has been no substantial change in the number of spouses not</p>	<p>On average, fewer spouses are accompanying officers on posting</p>	<p>There has been no substantial change in the number of spouses not</p>	<p>Don't know</p>	<p>On average, fewer spouses are accompanying officers on posting</p>

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		USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
	accompanying Foreign Service Officers on posting due to career issues?		due to career-related issues.	due to career-related issues.	accompanying officers on posting due to career-related issues.	due to career-related issues	accompanying officers on posting 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?	No	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
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):	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 or involuntarily) FSO's receive a Separate Maintenance allowance of Cdn \$3,500/year to \$12,800/year depending on family size.	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.		More bilateral agreements to allow spouse to work abroad (underway)			
SECTION IV – CONDITIONS OF SERVICE ABROAD									
<i>Administrative Information</i>									
1.	Do you have policies for service of Officers abroad?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

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	DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
2. What strategic objectives determine your general 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")	Maintain home country living standards and purchasing power (i.e., "keep whole") Match terms and conditions typically offered by multinational companies	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 Foreign Service Officers Maintain home country living standards and purchasing power (i.e., "keep whole") Exceed home country living standards and purchasing power	Provide incentives to recruit and retain Foreign Service Officers Maintain home country living standards and purchasing power (i.e., "keep whole")	Maintain home country living standards and purchasing power (i.e., "keep whole")	Maintain home country living standards and purchasing power (i.e., "keep whole")	Maintain home country living standards and purchasing power (i.e., "keep whole")
3. Do the conditions of service abroad (other than prerequisites) vary with the level of the Foreign Service Officer?	No	No	No	Yes - Depends on level and family size	No	No	No	No	No
4. Please indicate if the following services are provided:	Language classes for FS and spouse Cross-cultural training for FS and spouse	Language classes for FS and spouse Cross-cultural training for FS and spouse	Language classes for FS and spouse Cross-cultural training for FS and spouse	Language classes for FS and spouse Cross-cultural training for FS and spouse	Language classes for FS and spouse Cross-cultural training On a case-by-case basis	Cultural sensitivity /psychological suitability testing: case-by-case basis Language Classes: On a case-by-case basis Cross-Cultural Training: On a case-by-case basis	Language Classes: for FS and spouse Cross-Cultural Training: for FS and spouse	Language Classes: For FS and spouse No Cross-Cultural Training	Cultural sensitivity/psychological suitability testing - on a case-by-case basis Language Classes - For FS only Cross-Cultural training - on a case-by-case basis
5. Do you provide an orientation meeting to discuss relocation and other posting issues?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	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
<i>Relocation</i>										
6.	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 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 to/from 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 annually.	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	No
<i>Incentive and Hardship Premiums and Cost-of-Living</i>										
8.	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 paid 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% with no ceiling	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 \$51,246 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		Hardship premium – flat amount for all officers

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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
10.	Do you provide a Cost-of-Living allowance for Foreign Service Officers on posting?	25% with no salary cap	Yes, as a percentage of base salary without a monetary cap	Other: Amount based on differential for each location with a cap	Yes, paid out as a fixed amount	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 without a monetary cap	Yes, paid out as a fixed amount
11.	If you provide a Cost-of-Living allowance, how often is the amount adjusted?	Adjusted whenever new data are received	Other: Fortnightly – (Based on real-time exchange rates)	Adjusted annually	Adjusted annually every six months	Adjusted whenever differential changes by at least a fixed percentage of 5%	Adjusted whenever new data are received – Reviewed and adjusted monthly	Adjusted annually Adjusted whenever differential changes by at least a fixed percentage	Other: Adjusted twice a year
12.	Which of the following are taxable to the staff member?	Hardship premium	Hardship premium	Other: None		Other: None	Other: None	Other: None	Other: Transfer allowance, risk allowance
<i>Assistance with Home Country Housing</i>									
13.	Do you have a housing assistance program to help Officers maintain a residence in the home country?	No	No	No	No	No	No	No	No
14.	Do you guarantee reimbursement of the rental of the home country principal residence?	No	No	No	No	No	No	No	No
15.	Do you provide assistance with	No	No	No	No	No	No	No	No
	Sale: Yes- One buy and one sell per career								

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

		USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
	the sale and/or purchase of the home country principal residence?								
	per career Purchase – Yes – One buy and one sell per career								
16.	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?	Maintenance Allowance	Yes, home housing share/deduction delayed until family vacates home country residence	No	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	No	No
<i>Assistance with Host Country Housing (Abroad)</i>									
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	Other: Only if no housing is provided by the state	Yes, always
18.	Do you require the officer to pay a portion of the cost of housing at the host location?	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	No
19.	Do you pay for host location utilities costs (excluding telephone)?	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	No	No	No	Yes, Foreign Service Officer reimbursed for actual costs
<i>Employee Benefits Abroad</i>									
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 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 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

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

	DEAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
<i>Perquisites Abroad</i>									
21.	Please indicate if you provide the following perquisites: Please check all those that apply.	Automobile provided without cost to Ambassador No Recreational club membership Representation allowance provided without cost to Ambassador who allocates for whole embassy	Automobile provided without cost only to Head of Mission Recreational club membership provided without cost to FS officer Representation allowance provided without cost to head of mission	Automobile provided without cost to Head of Mission. Other: 1 - Available to head of mission only 2 - Notional provision is included in allowance package, \$- Supplement included in allowance package for most officers	No Automobile No Recreational club membership Representation allowance provided without cost to Foreign Service Officer	Automobile for Head of mission No Recreational Club Membership Representation Allowance: Yes, FS officer bearing a portion of the cost	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	No Automobile No Recreation Club Membership Representation Allowance – For Ambassador, Consul	Automobile for Ambassador No Recreational Club Membership Representation allowance – Only in accordance with host country norms for the position being filled
<i>Education</i>									
22.	Do you pay for private schooling in the host location?	Elementary: Yes, as a matter of course Secondary: Yes, as a matter of course	Elementary: Yes, but only if the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate	Elementary: No Secondary: No	Elementary: Yes, as a matter of course Secondary: Yes, as a matter of course	Elementary: Yes, as a matter of course Secondary: Yes, as a matter of course	Elementary: Yes, as a matter of course Secondary: Yes, as a matter of course	Elementary: Managed on a case-by-case basis Secondary: Managed on a case-by-case basis	Elementary: Yes, but only if the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate

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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
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 country	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	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
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 \$3,173	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
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 (Cdn\$1,969) 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**

		DEAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
<i>Home Leave, R&R Leave, Vacation and Holidays</i>										
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 reimbursement?	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 assignee must return to the home country	No, the assignee 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 assignee 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	No	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		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		The number of leaves depends on the posting location		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		Organization chooses the destination for cost coverage	Organization			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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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 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 years)
Repatriation									
32.	Do you provide repatriation counselling for Officers and their families upon their return from a posting?	Yes	Yes	Yes	Yes	Yes	Yes	No	No
33.	Are Officers who voluntarily end their posting early required to pay a portion of the repatriation cost?	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	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
Current Concerns									
34.	Please provide information about any issues that have been voiced among Foreign Service Officers or others within the 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	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 A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
SECTION I – STRUCTURE AND MANAGEMENT PRACTICES									
1.	Is your Foreign Service part of the overall Public Service?	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A
2.	What are the primary responsibilities of your Foreign Service Officers?	Political/Economic Trade Immigration	Political/Economic Trade Administration Immigration Aid Other: Consular, Public Diplomacy	Political/Economic Trade Administration Immigration Aid Other: Protocol and Information Consular	Political/Economic Administration Immigration Aid	N/A	N/A	N/A	N/A
3.	Are trade officers included in the Foreign Service Officer group?	Yes	Yes	No	No	N/A	N/A	N/A	N/A
4.	Do you have officers who specialize in immigration at postings abroad?	At some postings	Yes, At all postings	No	Yes, At all postings	N/A	N/A	N/A	N/A
5.	Are immigration officers included in the Foreign Service Officer group?	Yes	Yes	No	Yes	N/A	N/A	N/A	N/A
6.	Are aid officers included in the Foreign Service Officer group?	No	No	No	Yes	N/A	N/A	N/A	N/A

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

		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
7.	Are your Foreign Service Officers represented for bargaining?	Yes	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A
Recruitment										
8.	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
9.	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
10.	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
11.	To which of the following do you recruit? <i>Please check all that apply</i>	Recruited to the Foreign Service in general	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 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
12.	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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FS Survey of Terms and Conditions of Employment
Detailed Results Table Part 2 – April 23, 2002

		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
	as Foreign Service Officers, or according to their profession?	Officers	Officers	Officers	Officers	Officers				profession
<i>Mid-career Recruitment</i>										
13.	Do you recruit Officers at mid-career, that is, professionals or others with extensive work experience who wish to make a career change?	No	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	No	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.	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	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
<i>Locally Hired Professional Staff</i>										
16.	Are there more locally hired professionals instead of Foreign Service Officers/expatriates?	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

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

		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
<i>Professional Orientation and Training</i>										
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	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 Domestic training assignments Foreign training assignments Language training	Classroom-setting courses Language training	On-the-job-training Classroom-setting courses	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	0	7 days
<i>Posting Information</i>										
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+1 – 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 and where	Yes, but other factors usually override personal choice.	Personal Choice weights heavily	Yes, but other factors override personal choice	Personal Choice weights 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

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

	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
23.	Head of Mission	Personnel or human resources department	Selection Board	Head of relevant section at headquarters	Personnel or human resources department	Personnel or Human resources department	Head of relevant section at headquarters	Head of relevant section at headquarters	Head of relevant section at headquarters
24.	6 months	3 months	9 months	7.5 months	6 months	2 months	4 months	7 months	1.5 months
25.	Easiest Hardship: 3 years Most difficult: 2 years	Easiest Hardship: 4 years Most difficult: 3 years	Easiest Hardship: 3 years Most Difficult: 1 year	Easiest Hardship: 3 years Most Difficult: 2 years	Easiest Hardship: 3 years Most Difficult: 2 years	Easiest Hardship: 3 years Most Difficult: 1 year	Other: Most Hardship posts: 3 years	Easiest Hardship: 4 years Most Difficult: 4 years	Easiest Hardship: 2 years Most Difficult: 9 months
26.	None	Not specified	None	None	None	None	None	None	One
27.	1. Inability of spouse/partner to work at posting AND inability of same sex/common-law partner to obtain visa 2. Local conditions 3. Inadequate compensation offer 4. Other: Does not meet career	1. Inability of spouse/partner to work at posting location 1. Local Conditions 2. Parental/other adult care responsibilities 3. Poor fit of posting with officer's skills 4. Inability of same-sex/common-law partner to be included on	1. Inability of spouse/partner to work at posting location 2. Parental responsibilities 3. Local Conditions	Parental responsibilities	1. Inability of spouse/partner to work at posting location 3. Parental responsibilities 4. Local Conditions 5. Inadequate compensation offer 6. Inability of same-sex/common-law partner to be included on the staff member's visa and/or passport	2. Inability of spouse/partner to work at posting location 3. Parental responsibilities 4. Local Conditions 5. Inadequate compensation offer	1. Parental responsibilities 2. Local Conditions 3. Poor fit of posting with staff member's skills 4. Inability of same-sex/common-law partner to be included on the staff member's visa and/or passport 5. Inability of spouse/partner to work at the	1. Local Conditions 2. Inability of spouse/partner to work at the posting location 3. Parental responsibilities 4. Inability of same-sex/common-law partner to be included on the staff member's visa and/or passport 5. Inadequate compensation offer	1. Parental responsibilities 2. Inability of same-sex partner or common-law partner to be included on the staff member's visa and/or passport 3. Inability of spouse/partner to work at the posting location 4. Local Conditions 5. Poor fit of assignment responsibilities with staff

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

	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
	5. Parental responsibilities	the officer's visa and/or passport				7. Poor fit of posting responsibilities with staff member's skills	6. Inadequate compensation offer	6. Poor fit of posting responsibilities with staff member's skills	6. Inadequate compensation offer
	6. Poor fit of posting responsibilities with officer's skills	5. Inadequate compensation offer							
Career Progression									
28.	What criteria are used to determine if an individual will be promoted?	Promotion to 2 nd level: Performance Appraisal Existence of an opening at the next level	Promotion to 2 nd level: Simulation Exercise	Promotion to 2 nd level: Years of experience in grade Existence of an opening at the next level	Promotion to 2 nd level: Performance appraisals Simulation exercise Existence of an opening at the next level	Promotion to 2 nd level: Performance appraisal Years of experience in grade Existence of an opening at the next level	Promotion to 2 nd level: Performance appraisal Years of experience in grade Existence of an opening at the next level	Promotion to 2 nd level: Performance appraisal Existence of an opening at the next level	Promotion to 2 nd level: Performance appraisal Interview Postings abroad
		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	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
		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
		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 next level	To 5 th level: Performance appraisal Years of experience in grade Existence of an opening at the next level	To 5 th level: Performance appraisal Years of experience in grade Postings Abroad Existence of an opening at the next level	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

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

	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
29.	How long (in years) will an Officer remain in a level before being promoted?	Entry Level: 6 years Second Level: 10 years Third Level: 12 years Fourth Level: 10 years		Entry Level: 3 years Second Level: 6 years Third Level: 5 years Fourth Level: 6 years	next level Entry Level: 1 year Second Level: 10 years Third Level: 10 years Fourth Level: 10 years	level Entry Level: 3 years Second Level: 3 years Third Level: 4 years Fourth Level: 6 years	opening at the next level 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
29b	What percentage of officers are promoted from each level each year?	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
30.	Does career progression differ for mid-career recruits?	Yes – Although this is not a deliberate policy, it often works out that way	No	No	N/A	No	No	No	N/A
Attrition									
31.	What is the annual level of attrition of Foreign Service Officers, that is, Foreign Service Officers leaving the Foreign Service?	Attrition at all levels: 3-4%	Entry Level Attrition: 6-9% Second Level Attrition: 6-9% Third 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% Fourth Level Attrition: 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%	Entry Level Attrition: 0-2% Second Level Attrition: 0-2% Third Level Attrition: 0-2% Fourth Level Attrition: 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: 6-9% Third Level: 6-9% Fourth Level: 3-5%

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FS Survey of Terms and Conditions of Employment
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		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D	
32.	Of the Foreign Service Officers who leave at each level, please indicate the percentage leaving for each of the reasons below:	FSDP: 0% retirement or death 100% voluntary separation FS-02: 58% voluntary separation 42% Retirement or death EX-01: 69.6% retirement or death 30.4% voluntary separation	Average of all level: 36% Retirement or death 43% Voluntary Separation 21% Forced Attrition	Entry level: 19% retirement or death 71% Voluntary Separation 10% Forced Attrition Second Level: 52% retirement or death 33% Voluntary Separation 15% Forced Attrition Third Level: 35% retirement or death 11% Voluntary Separation 54% Forced Attrition Fourth Level: 81% retirement or death 2% Voluntary Separation 17% Forced Attrition	Entry level: 0% retirement or death 100% Voluntary Separation 0% Forced Attrition Second Level: 100% retirement or death 0% Voluntary Separation 9% Forced Attrition Third Level: 100% retirement or death 0% Voluntary Separation 0% Forced Attrition Fourth Level: 100% retirement or death 0% Voluntary Separation 0% Forced Attrition	N/A	Very low attrition	Very low attrition	Entry Level: 0% Retirement or death 95% Voluntary Separation 5% Forced Attrition Second Level: N/A Third Level: N/A Fourth Level: 50% Retirement or death 40% Voluntary Separation 10% Forced Attrition	Entry Level: 0% Retirement or death 87.5% Voluntary Separation 12.5% Forced Attrition Second Level: 0% Retirement or death 87.5% Voluntary Separation 12.5% Forced Attrition Third Level: 100% Retirement or death 0% Voluntary Separation 0% Forced Attrition Fourth Level: 100% Retirement or death 0% Voluntary Separation 0% Forced Attrition	Entry Level: 0% Retirement or death 95% Voluntary Separation 5% Forced Attrition Second Level: N/A Third Level: N/A Fourth Level: 50% Retirement or death 40% Voluntary Separation 10% Forced Attrition
33.	Of those who leave due to voluntary separation, please rank the top three reasons for leaving at each level.	FSDP: Family or spousal career Compensation Career Change FS-02 Family or spousal career Compensation Career Change EX-01 Family or spousal career Compensation Career Change	Other Compensation Career Change Second Level Other Compensation Career Change Third Level Other Compensation Career Change Fourth Level Other	Entry Level Career Change Lifestyle Compensation Second Level Career Change Lifestyle Compensation Third Level Career Change Lifestyle Compensation Fourth Level Career Change	N/A	Very low attrition	Very low attrition	Very low attrition	Entry Level: Career Change Second Level: Career Change	Entry Level: Lifestyle Family or spousal career Career change Second Level: Family or spousal career Lifestyle Career change Third Level: Family or spousal career Lifestyle Career change	

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**FS Survey of Terms and Conditions of Employment
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		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
				Compensation Career Change	Lifestyle Compensation					Fourth Level: Family or spousal career Lifestyle Career change
34.	Which of the following statements best characterizes turnover within your Foreign Service?			Falling	On average, turnover remains steady	On average, turnover remains steady		Steady	Steady	Falling
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.		Retention rates already good, but looking into development of e.g. Flexible Benefits Package.		The overall modernization of the measures in the Department of Foreign Affairs, especially around HR issues such as training, posting, partners and mobility.		No observable problems attracting or retaining talent. Compensation package very competitive	Professional training enhancements	Financial Assistance for schooling, car and housing

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

	DEFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
SECTION II – COMPENSATION									
1.	Please match your country's Foreign Service Officer positions to the Canadian Foreign Service Officer positions	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 Secretary (C4) – Job A (Match) First Secretary (D6) – Job B (Match +) Counselor (SMS 1) – Job C (Match +) Ambassador / Ambassador (SMS 2) – Job 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 +) Foreign Affairs Counselor – Job B (Match) Foreign Affairs Counselor, Hors Classe (1st echelon) – Job C (Match +) Foreign Affairs Counselor, Hors Classe (3rd echelon) – Job C (Match +) Minister / Foreign Affairs Counselor Hors 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)	O4 – Job A (Match) O3 – Job B (Match) O2 – Job C (Match) O1 – 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 -) Chief Delegate – Job D (Match +)
2.	Salary – Job A Match (including Match -, 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	O4: \$120,216 - \$192,312 (Average actual: \$149,023)	N/A	Delegate: \$59,904 - \$74,880 (Average actual: \$67,392)
2.	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	O3: \$134,613 - \$215,407 (Average actual: \$176,315)	N/A	Office Manager: \$74,880 - \$99,840 (Average actual: \$77,376)
2.	Salary – Job C Match	FS-02: \$50,475 - \$75,423 (Average actual - \$63,703)	Counsellor (SMS 1): \$99,348 - \$175,669	Counsellor: \$82,453 - \$101,988 (Average actual: \$92,220)	Foreign Affairs Counsellor, Hors Classe (1st echelon)	Senior Officer P5: \$102,229 - \$124,070	O2: \$159,749 to \$239,659 (Average actual: \$210,389)	Senior Specialist/Economist: \$124,071 - \$225,815 (Average actual: \$148,026)	Coordinator: \$87,360 - \$112,320 (Average actual: \$99,840)

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FS Survey of Terms and Conditions of Employment
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		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
2.	Salary – Job Match	EX-01: \$82,700 - \$97,400 (Average actual - \$91,066)		Counsellor/ Ambassador (SMS 2): \$109,531 - \$222,198 (Average actual \$138,482)	Ambassador: \$121,236 - \$139,163 (Average actual \$130,219)	Minister / Foreign Affairs Counsellor Hors Classe (3 rd echelon) (Actual Average - \$57,952)	Director D1: \$113,570 - \$129,339	O1: \$182,485 - \$266,129 (Average actual: \$239,932)	Res. Rep. Country Manager: \$205,284 - \$320,299 (Average actual: \$243,435)	Chief Delegate: \$99,840 - \$168,480 (Average actual: \$131,040)
3.	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, professional staff members may receive salaries up to the range maximum	No, professional staff members may receive salaries up to the range maximum	No, professional staff members may receive salaries up to the range maximum	No, professional staff members may receive salaries up to the range maximum	No, professional staff members may receive salaries 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 percentage-rated grid based on seniority Other: Performance related Equity shares (Senior Management only)	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 a percentage-rated grid based on performance	By a percentage-rated grid based on performance	By individually determined increments based on performance
5.	On average, or by formula, how long would it typically take to move from the minimum to the maximum in a salary range?	Five years or more	Five years or more	Five years or more	Five years or more	Five years or more	Five years or more	Five years or more	More than two years but less than five years	Five years or more
6.	Please describe the total remuneration package		Annual bonus: 2-10% Other cash compensation:	Annual bonus: 0% Pension: 6.5% Pay Related	N/A		Pension/Retirement: 15.8% - Pension Plan	Other: 41% - Home Leave, education benefits, dependency allowance	Pension/Retirement: 40% - Approximately 40%, this combines	Annual Bonus or Incentive Plan: 5% salary increase, adjusted cost-of-

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**FS Survey of Terms and Conditions of Employment
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	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
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			Foreign Language allowances Pension/Retirement: Approx 14-18% of gross basic salary	Social Income Benefits: 2.91% employee benefits – Pay Related Social Income			Benefits in kind: 41% - housing	pension and other employee benefits, including medical, life etc.	living, performance incentives Pension/Retirement: 16% - 62 years old - 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
7. Where do Foreign Service salaries fall when compared to other professional groups in your civil service?	In the top 30%		In the top 30%	In the top 20%		N/A	N/A	N/A	N/A

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

	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
8.	<p>Please provide the salary minimum and maximum for the following positions in your civil service.</p> <p>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 5: \$66,625 - \$76,998 Level 6: \$74,928 - \$86,106 Level 7: \$82,000 - \$93,205 Level 8: \$86,178 - \$99,749</p> <p>Lawyer: Level 1: \$45,900 - \$65,480 Level 2A: \$66,520 - \$91,255 Level 2B: \$82,770 - \$100,885 Level 3A: \$94,000 - \$119,200</p>	N/A	<p>Economist: Level 1: \$34,139 - \$60,344 Level 2: \$62,163 - \$89,859 Level 3: \$82,453 - \$101,988 Level 4: 121,265 - \$139,163 Level 5: \$121,165 - \$204,881</p> <p>Lawyer: Level 1: \$34,139 - \$60,344 Level 2: \$62,163 - \$89,859 Level 3: \$82,453 - \$101,988 Level 4: \$121,265 - \$139,163 Level 5: \$121,165 - \$204,881</p>	All civil servants of similar grade and level are paid at the same salary	N/A	N/A	N/A	N/A	N/A

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FS Survey of Terms and Conditions of Employment
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	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
SECTION III – MANAGEMENT OF FAMILY, DUAL-INCOME AND DUAL-CAREER ISSUES									
1.	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 Accompanying spouses are provided compensation or an allowance in recognition of their representational responsibilities	Allowances provided to the Foreign Service Officer include an amount for the spouse Compensation is provided for the loss of a spouse's public or private pension	No Assistance. No policy yet, but currently under consideration	Allowances provided to the Foreign Service Officer include an amount for the spouse	No Assistance No Policy	Allowances provided to the staff member include an amount for the spouse \$1360/year at home or abroad	No policy yet, but currently under consideration	Accompanying spouse continue to accrue pension entitlement under the social security program while on foreign posting
2.	Do you assist the spouse to find employment at the posting location and upon return 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 or personal interest programs Other: Career counselling offered to spouses on return from posting; a series	On Posting: Assist to obtain work permit Upon Return: No	On Posting: No Upon Return: No	On Posting: Managed on case-by-case basis Upon Return: No	On Posting: No Upon Return: No	On Posting: No Upon Return: No	Employ at foreign/home location as a local staff member if suitable position is available Employ at home location as a professional staff member if suitable position is available Other: For spouses of HQ based staff, we have a service that provides advice about obtaining work for spouses	On Posting: No Upon Return: No

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

	DEAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
	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 Officer</i> if 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								
3.	What is the trend with respect to spouses <i>not</i> accompanying <i>Foreign Service Officers</i> on posting due to career-related issues?	Don't Know	No substantial change.	No substantial change.	No substantial change.	Don't know	N/A	No substantial change.	Don't know
4.	Are unaccompanied <i>Foreign Service Officers</i> provided with	Yes, two extra trips per assignment year	No	Yes, more than two extra trips per assignment year	No	Yes, one extra trip per assignment year	No	No	Yes, over 2 extra trips per assignment year

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FS Survey of Terms and Conditions of Employment
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	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
special Home Leaves or family visits to the host location?									
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):	DFAIT and CIC are considering / exploring two new policies: <ul style="list-style-type: none"> • Provision of a spousal premium • Provision of EI benefits for spouses and who would otherwise have been eligible for EI benefits in Canada. 			None		None	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		
SECTION IV – CONDITIONS OF SERVICE ABROAD									
<i>Administrative Information</i>									
1. Do you have specific policies governing the conditions of service of Officers abroad?	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes
2. What strategic objectives determine your general foreign assignment terms and conditions?	Provide incentives to recruit and retain Maintain home country living standards and purchasing power (i.e., "keep whole")	Maintain home standards and purchasing power (i.e., "keep whole")	Maintain home country living standards and purchasing power (i.e., "keep whole")	Match host country living standards and purchasing power	Provide incentives to recruit and retain	Match host country living standards and purchasing power	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")
3. Do the conditions of service abroad (other than prerequisites) vary with the level of the	No	Yes	Yes, at each level	Yes, Ambassador	Yes, Ambassador	No	Yes	No	No

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FS Survey of Terms and Conditions of Employment
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	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
4. Please indicate if the following services are provided:	Language classes for FS and spouse Cross-cultural training for FS and spouse	Language Classes: for FS and spouse Cross-Cultural training: for FS and spouse	Language Classes: FS and spouse Cross-Cultural Training: No	Language Classes: FS and Spouse Cross-Cultural Training: Yes on a case-by-case basis	Cultural Sensitivity/ Psychological Suitability testing: FS and Spouse Language Classes: FS and Spouse Cross-Cultural Training: FS and Spouse	Language Classes: No Cross-Cultural Training: No	Language Classes: No Cross-Cultural Training: No	Language Classes: Staff member and spouse Cross-Cultural Training: No	Cultural Sensitivity/ Psychological Suitability testing: Yes, expatriate only Language Classes: No Cross-Cultural Training: No
5. Do you provide an orientation meeting to discuss relocation and other posting issues?	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes
Relocation									
6. 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 are paid with reasonable costs	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 partially 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
7. Do you provide an additional allowance to Officers moving to and from a foreign 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 annually.	No	No Additional incidental allowance	Additional incidental allowance – Fixed amount.	No	Additional incidental allowance – Fixed Amount \$12,940. 30 days daily subsistence allowance for appropriate location	No Additional incidental allowance	Additional incidental allowance – Fixed Amount \$18,856	No

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FS Survey of Terms and Conditions of Employment
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		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
<i>Incentive and Hardship Premiums and Cost-of-Living</i>										
8.	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: No Hardship premium: Paid in normal cycle	Incentive Premium: No 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	
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 varies according to a step-rated table	Hardship Premium: 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	
10.	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	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	
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%	Other: Adjusted twice a year	Other: Bi-Annually	Adjusted whenever new data are received	Quarterly review	Adjusted whenever differential changes by at least a fixed percentage – 5% We review quarterly	Adjusted annually	Adjusted annually	
12.	Which of the following are taxable to the staff member?	Other: None	Other: Language Allowance	N/A	None	Other: All payments are non-taxable	None	None	Cost-of-living	

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

	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
<i>Assistance with Home Country Housing</i>									
13.	Do you have a housing assistance program designed to help Officers maintain a residence in the home country?	No	Yes, but organization reimburses for only specific fees (legal fees up to \$2,000)	No	No	No	No	No	No
14.	Do you guarantee reimbursement of a loss from the rental of the home country principal residence?	No	No	No	No	No	No	No	No
15.	Do you provide assistance with the sale and/or purchase of the home country principal residence?	No	Sale: No Purchase: Yes – Once only after overseas posting has been completed	Sale: No Purchase: No	Sale: No Purchase: No	Sale: No Purchase: No	Sale: No Purchase: No	Sale: No Purchase: No	Sale: No Purchase: No
16.	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?	Yes, home housing share/deduction delayed until family vacates home country residence.	No	No	No	No	No	Other: Separate Maintenance grant is provided; housing and utilities share not required	Yes, monthly allowance
<i>Assistance with Host Country Housing (Abroad)</i>									
17.	Do you provide assistance for housing to Officers at the	Yes, always	Yes, always	Yes, always	Yes, always	Other: Rental subsidy scheme	Only where housing costs are higher	Yes, always – but staff reimbursed only after they have contributed 15% of	The organization always pays for housing.

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

		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
	host location?									
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, Percentage of the net salary	No	No	Yes - varies depending on the case	Yes - At least 40% of the rent	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	salary (up to the cap) Yes - 15% of salary and any amount above the rental ceiling	No
19.	Do you pay for host location utilities costs (excluding telephone)?	Yes, included in the housing/Cost-of-Living allowance	Yes, Foreign Service Officer reimbursed for actual costs	Yes, Foreign Service Officer reimbursed for actual costs Other: Usually paid direct to utility	Other: Utilities are paid by all officers except Ambassadors	Yes, included in the housing/Cost-of-Living allowance	No	Yes, included in the housing/cost-of-living allowance	Other: Employee contributes 4% of pay and the rest is reimbursed	Yes, included in the housing/cost-of-living allowance
Employee Benefits Abroad										
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	Other: through the location allowance	Yes, through a cash reimbursement	Other: The difference between the cost of private medical coverage by Ireland and the costs above	No	No	Yes, through the home country organization's standard private medical plan	No	Yes, through the home country organization's standard private medical plan
Perquisites Abroad										
21.	Please indicate if you provide the following perquisites: <i>Please check all those that apply.</i>	Automobile No Recreational club membership No Representation allowance provided without cost to FS-02	Automobile: No Recreational Club Membership: No Representation allowance - Yes, with the Foreign Service Officer bearing a portion of the cost	Automobile - No Recreational Club Membership - No Representation Allowance - Only for Third Secretary	Automobile: Head of Mission only Recreational Club Membership: Representation allowance - Yes, without cost to Foreign Service Officer	Automobile: Ambassador, General Counsel (level 1 and 2) Recreational Club Membership: No Representation allowance - Only for D2	Automobile - No Recreational Club Membership - No Representation Allowance - Only for D2	Automobile: Representative only Recreational Club Membership: No Representation allowance - Representative only	Automobile: Only at specific locations, Eligible at Manager level Recreational Club Membership: No Representation allowance: Only at specific locations, Eligible at Manager level	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
Education										
22.	Do you pay for private	Elementary: Yes, but only if	Elementary: Managed on a case-	Elementary: Yes, but only if	Elementary: Managed on a	Elementary: No	Elementary: Managed on a case-	Elementary: Yes, as a matter of course	Elementary: Yes, as a matter of course	Elementary: Yes, as a matter of course

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

	DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
schooling in the host location?	the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate	by-case basis Secondary: Managed on a case-by-case basis	the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate	case-by-case basis Secondary: Managed on a case-by-case basis	Secondary: No	by-case basis Secondary: Managed on a case-by-case basis	Secondary: Yes, as a matter of course	Secondary: Yes, as a matter of course	Secondary: Yes, as a matter of course
23. What dependent 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: Specific costs only Secondary: Specific costs only	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
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	At Home: Yes, but tuition only When Posted: Yes, but tuition only	Home Country: No When Posted: No	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
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: Other: Limited Creche Facilities When Posted: Yes, but only if mandated in home country	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	Home Country: No When Posted: No

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

		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
<i>Home Leave, R&R Leave, Vacation and Holidays</i>										
26.	Do you provide Home Leave travel to your Foreign Service Officers?	Other: Between 1 trip per 4 year posting to once per year for hardship locations	Yes, organization offers one trip per posting year	Yes, organization offers more than one trip per posting year	Other: One trip offered every 18 months	Yes, organization offers one trip per posting year	Other: In general, every 2 years	Other: One trip every two years	Yes, organization offers one trip per year	Yes, organization offers one trip per posting year
27.	Do you permit a Foreign Service Officer 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	No, the assignee must return to the home country	Other: As (b) but officer may vary expenditure within an overall travel package for the posting	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	No, the assignee must return 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
28.	Do you provide Rest & Recreation trips separate from home leave travel?	Yes, to all Foreign Service Officers posted abroad	Other: Through the location allowance for hardship locations	Yes, but only to Foreign Service Officers in hardship locations	Yes, but only to Foreign Service Officers in hardship locations	No	No	Yes, but only to professional staff members in hardship locations	No	Yes, but only to professional staff members in hardship locations
29.	What is the frequency of Rest & Recreation trips allowed?	Once a year	Other: Not determined	The number of leaves depends on the posting location	Once a year	N/A	N/A	Other: Every two years (so that every year the staff member travels, one year with home leave, the next with hardship leave – some countries)	N/A	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	Foreign Service Officer	N/A	N/A	Staff member	N/A	Staff member
31.	What is the Foreign Service Officer's statutory holiday entitlement during the posting?	Same number of holidays as in the home country	Same number of holidays as in the home country	Same number of holidays as in the home country	Same number of holidays as in the home country	Both home country and host country's national holidays.	Host Country's holidays plus 2 days (Muslim holidays)	Host Country's holidays	Same number of holidays as in the home country	Host Country's holidays

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

		DFAIT/CIC	NETHERLANDS	COUNTRY G	IRELAND	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
<i>Repatriation</i>										
32.	Do you provide repatriation counselling for Foreign Service Officers 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	No	Yes	No	No	No	No
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?	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	Depends on the circumstances	Depends on the circumstances	No, the organization assumes the full cost of relocation	No, the organization assumes the full cost of relocation	No, the organization assumes the full cost of relocation	Other: Staff members are required to pay repatriation costs only if staff members comes back within the first few months of their assignment.
<i>Current Concerns</i>										
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	Compensation for loss of spousal employment. FS structure and salary. Employment Insurance benefits for spouses. Spousal Pension. Promotion appraisal systems.							There is an issue with spouses, but no specific actions have been taken yet	

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

Note: 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	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
<i>Locally Hired Professional Staff</i>					
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 remain steady	Percentage of locally hired professionals is rising	Percentage of locally hired professionals is rising
<i>Professional Orientation and Training</i>					
17.	What kind of orientation and training are provided to new Foreign Service Officers?	N/A	N/A	N/A	N/A
18.	How long is the orientation and training program for new Foreign Service Officers?	N/A	N/A	N/A	N/A
19.	After the initial orientation and training period, how many days of training are typically provided per year?	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 years	4	3	2.5
21.	Do officers typically return to their home country after a foreign posting?	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?	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 months?	6	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	Easiest Hardship: 3 years Most Difficult: 3 years	Easiest Hardship: 2.5 years Most Difficult: 1.5 years	Easiest Hardship: 2.5 years Most Difficult: 1.5 years
26.	In a typical Foreign Service career, how many hardship postings must an Officer take?	None	None – Not relevant at this organization	None	None
27.	Reasons to turn down a foreign posting	1. Inability of spouse/partner to work at	1. Inadequate compensation offer	1. Inability of spouse/partner to work	1. Inability of spouse/partner to work

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

		DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
		posting AND inability of same sex/common-law partner to obtain visa 2. Local conditions 3. Inadequate compensation offer 4. Other: Does not meet career aspirations 5. Parental/other adult care responsibilities 6. Poor fit of posting responsibilities with officer's skills	2. Local Conditions 3. Inability of spouse/partner to work at the assignment location 4. Inability of same-sex/common-law partner to be included on the staff member's visa and/or passport 5. Parental/other adult care responsibilities 6. Poor fit of assignment responsibilities with staff member's skills		at the assignment location	at the assignment location. 2. Local Conditions 3. Poor fit of assignment responsibilities with staff member's skills 4. Inadequate compensation offer 5. Parental/other adult care responsibilities 6. 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?		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		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
SECTION II – COMPENSATION						
1.	Please match your positions to the Canadian Foreign Service Officer positions	FSDP - Job A FS-2 - Job B FS-2 - Job C EX-1 - Job D		Manager/Consultant Level 10 - Job C (Match) Vice President Level 11 - Job D (Match) Senior Vice President Level 12 - Job D (Match)	Vice President - Job D (Match +)	
2.	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) EX-01: \$82,700 - \$97,400 (Average actual - \$91,066)		Level 10: \$80,600 - \$134,200 Level 11: N/A Level 12: N/A	Vice President: \$105,000 - \$169,000 (Average actual: \$150,000)	

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

	DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
3.	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.	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
5.	Five years or more	Three to four years	Five years or more		
6.	Five years or more	Three to four years	Five years or more		
6.	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	
7.	In the top 30%	N/A	N/A	N/A	N/A
	Where do salaries fall when compared to other professional groups in your civil service?				

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FS Survey of Terms and Conditions of Employment
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	DEAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
8.	Please provide the salary minimum and maximum for the following positions in your civil service.	N/A	N/A	N/A	N/A
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.	N/A	N/A	N/A	N/A
SECTION III – MANAGEMENT OF FAMILY, DUAL-INCOME AND DUAL-CAREER ISSUES					
1.	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
2.	Do you assist the spouse to find employment at the posting location and upon return from a foreign posting?	<p>On posting: Employ at foreign/ home country as a local staff member if suitable position is available</p> <p>Canvass other organizations for available jobs</p> <p>Pay allowance to cover job search expenses</p> <p>Assist to obtain work permit</p> <p>Provide annual allowance to cover home country</p>	<p>When Assigned: Pay allowance to cover job search expenses (e.g.: curriculum vitae preparation, translation, employment agency fees)</p> <p>Assist to obtain work permit</p> <p>Upon Return: No</p>	<p>When Assigned: Provide annual allowance to cover home country professional certification, continuing education/training programs if required for spouse to work</p>	<p>When Assigned: Employ at foreign/home location as a local staff member if suitable position is available</p> <p>Employ at foreign/home location as a professional staff member if suitable position is available</p> <p>Pay allowance to cover job search expenses</p> <p>Provide annual allowance to</p>

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

	DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
	<p>professional certification, continuing education, training or personal interest programs Other: Career counselling offered to spouses on return from postings; a series of workshops are provided to spouses</p> <p>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 Officer</i> if 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 postings; a series of workshops are provided to spouses</p>				<p>cover home country professional certification, continuing education/training programs Upon Return: Pay allowance to cover job search expenses</p>
3.	<p>What is the trend with respect to spouses <i>not</i> accompanying staff on posting due to career-related issues?</p>	<p>No Assistance No Policy</p>	<p>There has been no substantial change in the number of spouses not accompanying staff members on foreign assignments due to career-related issues.</p>	<p>There has been no substantial change in the number of spouses not accompanying staff members on foreign assignments due to career-related issues.</p>	<p>Fewer spouses are accompanying staff members on foreign assignments due to career-related issues</p>
4.	<p>Are unaccompanied staff provided with special Home Leaves or family visits to the host location?</p>	<p>When Assigned: Pay allowance to cover job search expenses (e.g. curriculum vitae preparation, translation, employment agency fees)</p>	<p>No</p>	<p>No</p>	<p>No</p>

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

	DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
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):	DFAIT and CIC are considering/exploring two new policies: <ul style="list-style-type: none"> • Provision of a spousal premium • Provision of EI benefits for spouses and who would otherwise have been eligible for EI 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		
SECTION IV – CONDITIONS OF SERVICE ABROAD					
<i>Administrative Information</i>					
1.	Do you have specific policies governing the conditions of service of staff abroad?	Yes	Yes	Yes	Yes
2.	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")	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
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	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
5.	Do you provide an orientation meeting to discuss relocation and other posting issues?	Yes	Yes	Yes	Yes
<i>Relocation</i>					
6.	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	Other: A cost benefit analysis is done in each situation. May rent furnished accommodation, or rent furniture, or purchase furniture
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 – base salary with a cap of 16%	Additional incidental allowance – Fixed amount of \$6,336

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FS Survey of Terms and Conditions of Employment
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	connections)?	DEAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
		reviewed and revised annually.	month's salary			Other: US: \$3,000 OR US \$5,000 depending on assignment
<i>Incentive and Hardship Premiums and Cost-of-Living</i>						
8.	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
9.	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 1.5% 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: Crossed Up	Other: Nothing is taxable, but base salary amounts are reduced to account for tax	Incentive Premium Hardship Premium Cost-of-living allowance
<i>Assistance with Home Country Housing</i>						
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

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

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

	DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
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 – No
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	No	Yes, home housing share/deduction delayed until family vacates home country residence
<i>Assistance with Host Country Housing (Abroad)</i>					
17.	Do you provide assistance for housing at the host location?	Yes, always	Yes, always	Yes, always	Only where housing costs are higher
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 - 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)
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
<i>Employee Benefits Abroad</i>					
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 special home country and/or international medical plan
<i>Perquisites Abroad</i>					
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 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
<i>Education</i>					
22.	Do you pay for private schooling in the host	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.

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

	location?	DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
		the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate Elementary: All reasonable costs up to a maximum amount Secondary: All reasonable costs, up to a maximum amount	the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate Elementary: All reasonable costs excluding boarding Secondary: All reasonable costs excluding boarding	the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate Elementary: All reasonable costs including boarding if local schools are inadequate Secondary: All reasonable costs including boarding if local schools are inadequate	the public schools are deemed inadequate Secondary: Yes, but only if the public schools are deemed inadequate Elementary: All reasonable costs excluding boarding Secondary: All reasonable costs excluding boarding	of course Secondary: Yes, as a matter of course Elementary: All reasonable costs including boarding if local schools are inadequate Secondary: All reasonable costs including boarding if local schools are inadequate
23.	What dependant education costs (elementary and secondary grades) incurred on international posting do you pay for?	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
24.	Do you pay for any costs for post-secondary education of dependents?	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
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 Leave, R&R Leave, Vacation and Holidays						
26.	Do you provide Home Leave travel?	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, organization offers one trip per year	Yes, organization offers one trip per assignment year No, the assignee must return to the home country	Yes, organization offers one trip per assignment year Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country	Other: Yes, one trip in 1st 24 months and then one trip per year thereafter Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country
27.	Do you permit staff to use Home Leave to travel to a different country and still be eligible for reimbursement?	Yes, to all Foreign Service Officers posted abroad Once a year	No N/A	Yes, but only to staff members in hardship locations Once a year	Yes, but only to staff members in hardship locations Once a year	Yes, but only to staff members in hardship locations The number of leaves depends on the assignment location
28.	Do you provide Rest & Recreation trips separate from home leave travel?	Yes, to all Foreign Service Officers posted abroad Once a year	No N/A	Yes, but only to staff members in hardship locations Once a year	Yes, but only to staff members in hardship locations Once a year	Yes, but only to staff members in hardship locations The number of leaves depends on the assignment location
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

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

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

	DAFIT/CIC in the home country	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY - D
Repatriation					
32.	Do you provide repatriation counselling for staff and their families upon their return from a foreign posting?	Yes	Yes	No	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?	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
Current Concerns					
34.	Please provide information about any issues that have been voiced within the organization, and the response or intended response of the organization.	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	

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

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 7 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").

Appendix D

Organization Profiles

(excluding those requesting complete confidentiality)

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 7 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").

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 3 days of training per year. Recruiting is done in mid-career from within 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 traditions (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/Allowance: 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 executive 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.

DFAIT FS Survey –Participant Profiles

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 within 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.

DFAIT FS Survey –Participant Profiles

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.

DFAIT FS Survey –Participant Profiles

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.

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

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

DFAIT FS Survey –Participant Profiles

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.

Title	Job Match	Minimum	Maximum	Average Actual
Policy Officer I	Job A Match	\$23,075	\$33,374	\$28,050
Policy Officer II	Job B Match	\$21,900	\$42,677	\$25,431
Sr. Policy Officer	Job B Match	\$27,801	\$27,149	\$24,346
External Policy IV	Job C Match	\$47,118	\$78,290	\$55,032
External Policy V	Job D Match	\$66,144	\$102,451	\$79,084

DFAIT FS Survey –Participant Profiles

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.

DFAIT FS Survey –Participant Profiles

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

Title	Job Match	Minimum	Maximum	Average Actual
Junior Officer	Job A Match	\$54,352	\$97,903	Information not available
Mid-Level Officer (Grade 2 or 3)	Job B Match -	\$82,276	\$149,114	
Mid-Level Officer (Grade 1)	Job B Match -	\$126,312	\$162,910	
Senior Officer (Grade OC)	Job C Match +	\$171,521	\$197,622	
Senior Officer (Grade MC, CM)	Job D Match	\$179,542	\$197,622	

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.

DFAIT FS Survey –Participant Profiles

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.

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

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
		(Grade II)	\$164,016	
		(Grade I)	\$204,881	

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.

DFAIT FS Survey –Participant Profiles

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.

Category	Job A March	Job B March	Job C March	Job D March
Home Leave/R&R Leave	288,000	288,000	288,000	288,000
Relocation and Incentives	288,000	288,000	288,000	288,000
Spousal Compensation/Assistance	288,000	288,000	288,000	288,000
Hardship Premium	288,000	288,000	288,000	288,000
Cost-of-Living Allowance	288,000	288,000	288,000	288,000
Postsecondary Tuition	288,000	288,000	288,000	288,000
Private School Tuition	288,000	288,000	288,000	288,000
Utilities	288,000	288,000	288,000	288,000
Housing Share	288,000	288,000	288,000	288,000
Other	288,000	288,000	288,000	288,000

DFAIT FS Survey –Participant Profiles

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.

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

Title	Job Match	Minimum	Maximum	Average Actual
Foreign Affairs Secretary	Job A Match +			\$25,782
Foreign Affairs Counsellor	Job B Match			\$40,693
Foreign Affairs Counsellor, Hors Classe (1 st echelon)	Job C Match +			\$51,962
Foreign Affairs Counsellor, Hors Classe (3 rd echelon)	Job C Match +			\$57,952
Minister / Foreign Affairs Counsellor, Hors Classe	Job D Match +			\$95,927

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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.

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

Title	Job Match	Minimum	Maximum	Average Actual
Foreign Affairs Secretary	Job A Match +			\$22,782
Foreign Affairs Counselor	Job B Match			\$40,893
Foreign Affairs Counselor, Hors Classe (1 st section)	Job C Match +			\$51,963
Foreign Affairs Counselor, Hors Classe (2 nd section)	Job C Match +			\$57,952
Foreign Affairs Counselor, Hors Classe	Job D Match +			\$62,527

DFAIT FS Survey –Participant Profiles

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%.

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

Title	Job Match	Minimum	Maximum	Average Actual
3 rd Secretary	Job A Match	\$33,422	\$38,324	\$35,873
2 nd Secretary	Job B Match	\$36,143	\$44,835	\$40,484
1 st Secretary	Job B Match	\$40,006	\$54,507	\$47,250

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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.

Job Match	Minimum	Maximum	Average Actual
Job A Match	\$40,000	\$50,000	\$45,000
Job B Match	\$50,000	\$60,000	\$55,000
Job C Match	\$60,000	\$70,000	\$65,000
Job D Match	\$70,000	\$80,000	\$75,000

DFAIT FS Survey –Participant Profiles

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%.

Compensation. Compensation is shown in the following table:

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 Director	Job B Match	\$52,308	\$65,376	\$59,772
Ambassador, Director	Job C Match	\$56,040	\$78,456	N/A

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.

DFAIT FS Survey – Participant Profiles

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.

Job Match	Minimum	Maximum	Job Match	Title
Job A Match	237,350	230,430	245,763	Second Secretary
Job B Match	252,300	240,430	243,763	First Secretary
Job C Match	256,040	278,450	N/A	Counselor, Deputy Director Ambassador

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

Special Compensation. Accompanying spouses receive a supplemental pension benefit (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.

DFAIT FS Survey –Participant Profiles

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.

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

Title	Job Match	Minimum	Maximum	Average Actual
Second Secretary	Job A Match +	\$44,547	\$64,851	Not provided.
First Secretary	Job B Match	\$49,593	\$70,865	
Counsellor	Job C Match –	\$64,575	\$81,285	
Minister Counsellor/ Ambassador/ Consul General	Job D Match	\$71,314	\$90,650	

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).

DFAIT FS Survey –Participant Profiles

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

Job Match	Minimum	Maximum	Average Actual	Title
Job A Match +	\$48,247	\$64,821		Second Secretary
Job B Match	\$49,293	\$70,862	Not provided.	First Secretary
Job C Match -	\$64,272	\$81,282		Consul/Cor
Job D Match	\$71,314	\$90,830		Minister/Consul Ambassador/Consul General

DFAIT FS Survey –Participant Profiles

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.

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

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

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).

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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.

Compensation is shown in Canadian dollars in the following table:

Title	Job Match	Minimum	Maximum	Average Actual
Second Secretary	Job A Match	\$34,292	\$38,279	\$37,150
First Secretary	Job B Match	\$38,280	\$51,437	\$45,722
Counselor	Job C Match	\$54,294	\$127,733	\$71,436
Attaché	Job D Match	\$82,724	\$154,303	\$107,161

In addition to salary, an annual bonus of 1-2% 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).

DFAIT FS Survey –Participant Profiles

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.

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

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

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.

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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.

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

Title	Job Match	Minimum	Maximum	Average Actual
Second Secretary	Job A Match +			
First Secretary	Job B Match			
Counsellor	Job C Match			
Minister Counsellor	Job D Match +			

Salary information is not comparable; base salary is equivalent to about \$20,000; this amount is multiplied by different amounts depending upon the posting.

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

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.

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

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

DFAIT FS Survey –Participant Profiles

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.

Title	Job Match	Minimum	Maximum	Average Actual
3 rd Secretary	Job A Match ++	\$47,659	\$53,055	\$49,458
1 st Secretary	Job A Match ++	\$50,337	\$54,853	\$52,156
Counsellor	Job C Match	\$57,911	\$69,343	\$64,745
Minister Counsellor	Job C Match +	\$71,380	\$77,334	\$74,852
Ambassador	Job D Match +	\$71,380	\$107,936	\$79,123

DFAIT FS Survey –Participant Profiles

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.

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

Title	Job Match	Minimum	Maximum	Average Actual
3 rd Secretary	Job A Match –			
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

DFAIT FS Survey –Participant Profiles

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.

Job Match	Minimum	Maximum	Average Actual
Job A Match -	\$42,667	\$67,074	\$54,870
Job B Match +	\$77,970	\$110,076	\$94,329
Job C Match +	\$99,348	\$175,669	\$121,243

DFAIT FS Survey –Participant Profiles

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.

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

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

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

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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.

Title	Job Match	Minimum	Maximum	Average Actual
Assistant Officer	Job A Match	\$60,692	\$71,738	
Officer	Job B Match	\$72,849	\$91,723	Data were unavailable
Senior Officer	Job C Match	\$102,239	\$124,070	
Director	Job D Match	\$113,570	\$129,339	

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ORGANIZATION “B”

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

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

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

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

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

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

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

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

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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.

Title	Job Match	Minimum	Maximum	Average Actual
01	Job A Match	\$150,216	\$192,312	\$149,023
02	Job B Match	\$134,613	\$212,407	\$178,313
03	Job C Match	\$122,749	\$239,829	\$210,889
04	Job D Match	\$147,476	\$262,129	\$239,932

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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.

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

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

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 also 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.

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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.

Compensation is shown in Canadian dollars in the following table:

Title	Job Match	Minimum	Maximum	Average Actual
Senior Specialist	Job C Match +	\$124,071	\$222,812	\$148,036
Country Manager	Job D Match +	\$202,284	\$230,209	\$243,432

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 also 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.

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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.

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

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

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

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school costs other than room and board are paid at the elementary and secondary levels. Post-secondary 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-of-living 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.

Title	Job Match	Minimum	Maximum	Average Actual
Delegator	Job A Match ++	\$29,904	\$74,880	\$57,392
Office Manager	Job B Match +	\$24,380	\$53,540	\$37,378
Coordinator	Job C Match -	\$17,350	\$41,320	\$29,240
Chief of Delegation	Job D Match ++	\$29,840	\$68,480	\$49,040

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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.

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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

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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, 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. Turnovers are not a significant problem.

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

View Position	Job Match	Minimum	Maximum	Average Actual
Job D Match	Job Match	\$105,000	\$169,000	\$129,000

Employees receive a bonus worth up to 32% of salary, based on company and individual performance. Expatriates also receive perquisites - an automobile worth 7.5% of salary, and financial planning assistance worth 2-10% of salary.

Spouse 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.

Location and Incidental. 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 children's costs abroad. Assistance is provided once per assignment in the sale and purchase of a home equity 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 1.5 percent of salary. Hardship premiums range from 2 percent to 1.5 percent, with no cap. A cost-of-living allowance is paid as a fixed amount based on amounts calculated by a company called Organization Research Consultants. None of these allowances is taxable, but base salary amounts are reduced to account for tax.

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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 15 percent, 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.

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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.

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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/Assistance. 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

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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.

Shell has 2,500 employees, including expatriates from four countries and subsidiaries. Employees wishing to move up the ranks can expect to be posted overseas at some point during their career.

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 leading library of personal reports, books, and videos.
- Inpost - A welcoming and information service for newcomers to The Hague.
- Shell Family Archive Centre - A collection of primary resources documenting the social history of Shell expatriates.
- www.outpostshell.nl - An extensive listing of worldwide resources for all expatriates both at pre-departure stage and for settling in.
- Destination Magazine - A quarterly magazine for expatriate families.

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

In 1992, Shell created a Spouse Employment Centre to assist spouses of employees in find employment. The Centre provides information and advice to spouses pursuing career interests during expatriation. The Centre also provides information on the spouse employment market, as well as questions regarding opportunities and constraints in foreign locations. The Centre also scan several national and international publications for vacancies. The Centre provides career workshops and writing assistance and assists with networking through a database of more than 1,000 spouse worldwide.

Shell will reimburse up to 80 percent of the cost of child's country for spouses up to a

certain value
\$25,000
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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.

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 of primary resources documenting the social history of Shell expatriates.
- www.outpostexpat.nl - 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.

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