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The FS Study – Updated Final Report

From: The Steering Committee of the Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers

To: All employees at Headquarters and at missions

Date: 2002-10-17

Summary: The Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers (The FS Study) has been updated to include additional data and information provided by three of the participating countries.

Shortly after presenting the Final Report on the FS Study to the four stakeholders, PwC Consulting received additional information from three of the 16 participating OECD countries. We have now updated the Final Report and the appendices of The FS Study to reflect the most current data within the timeframe of the study.

The updated report can be found

- on the DFAIT HR Intranet site at http://intranet/department/hr/wgfs/menu-en.asp (Extranet: http://lbp.dfait-maeci.gc.ca/messages/wgfs/menu-en.asp)
- and will soon be on the CIC HR website at http://www.cichq.dfait-maeci.gc.ca/cicexplore/english/org/rid/ris/fs2002/index.htm
- as well as on the PAFSO website at http://www.pafso-apase.com

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Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers

(The FS Study)

- Three Perspectives on FS Retention – 2002-08-19
  - Appendix A – Overview of the Findings of the June 2001 FS Retention Survey
  - Appendix B – Three retention data sets sourced from the Public Service Incumbent System or Pay System
  - Appendix C – Two tables that denote actual reasons for separations from the Foreign Service as stated by DFAIT and C&I FS employees
- **Final Report of the FS Study** – 2002-05-03 (modified 2002-07-18)
  - Appendix A – Questionnaire
  - Appendix B – Final Summary Results Table
  - Appendix C – Detailed Results Table
    Part I – Part II – Part III
  - Appendix D – Participant Profiles
  - PricewaterhouseCoopers' Slide Presentation
- Report on the Findings of the FS Retention Survey - 2001-07-26 (1.4 Meg pdf file)
- Update message – 2001-06-08
- Update message – 2001-05-10
- Launch message – 2001-03-05
- The Terms of Reference – 2001-02-28

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Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers – Three Perspectives on FS Retention

From: The Steering Committee of the Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers

To: All employees at Headquarters and at missions

Date: 2002-08-19

Summary: As a direct follow up to the June 2001 FS Retention Survey, Mercer Human Resource Consulting reviewed three specific data sets on retention of officers in Canada's Foreign Service

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Three Perspectives on FS Retention

At the conclusion of our *June 7, 2002* message that broadcast the results of the Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers (The FS Study), we stated that further information would be forthcoming on FS retention at both DFAIT and C&I. As part of the comparative study, and as a direct follow-up to the June 2001 FS Retention Survey, Mercer Human Resource Consulting was contracted to review three specific data sets on retention of officers in Canada's Foreign Service.

The Three Retention Data Sets

The three data sets were: the Findings of the June 2001 FS Retention Survey, a September 2001 Treasury Board Secretariat's FS Retention Data Report, and a sampling of the actual reasons stated by some 66 C&I and DFAIT FS employees, hired between 1990 and 2002, who separated from the Foreign Service over the same time frame. Mercer's primary task was to ascertain whether the reasons cited by 66 FS employees who separated from DFAIT and C&I could be appropriately linked with the TBS retention data and the findings of the June 2001 FS Retention Survey, i.e were there convergent or divergent trends amongst the three data sets.

Mercer's Initial Findings

After considerable work, Mercer Human Resource Consultants concluded that significant differences in data composition and collection methodology applied in each of the three data sets did not allow for a clear delineation of where the trends amongst the three data sets converge or diverge. For example, the June 2001 FS Retention Survey data is based on 837 FS respondents and reflects three reasons at the time of the survey for potential separations, while detailing feelings and attitudes of FS towards their work, their management and their compensation. The sample of "reasons for separation" of DFAIT and C&I employees is based on historical data for separation from the Foreign Service, but a considerably smaller sampling, notably 16 C&I FS Officers and 50 DFAIT FS Officers. *In most cases, only one reason explaining the separation appeared on an employee's file. As such, only that reason could be captured.* Similarly, the TBS Retention Data Report is based on objective, statistical data, but is limited to broad reasons for separation (e.g. retirement, resignation). Given

the mix of factual and potential retention data and information and the different samples, a roll-up has not proven feasible.

Adopting a Different Approach - Perspectives on FS Retention

In response to the variances and difficulty in identifying trends, the four stakeholders adopted a different approach in respect of meeting their commitment to communicate Mercer's findings on the three data sets. That approach was to ask Mercer to review each of the three retention data sets separately, and then to set out the key findings from each of the three, again separately.

Mercer's further review has resulted in three distinct data sets set out in the following three appendices. Specifically, these are:

- **Appendix A**: Provides an overview of the Findings of the June 2001 FS Retention Survey
- **Appendix B**: Sets out three retention data sets sourced from the *Public Service Incumbent System or Pay System*. The tables summarize the results of:
  - FS Departures by Cohort and Length of Service (see pages 1 and 2)
  - Retention, Separation and Movement between Groups from March 89 to March 01 (see page 3); and,
  - Separation rates from from the Public Service FY 1990/91 to FY 01/02 for AS, CO, ES, FS, LA, PE and PM (see page 4).
- **Appendix C:** Provides two tables that denote actual reasons for separations from the Foreign Service as stated by DFAIT and C&I FS employees. Table 1 also highlights some of the job competencies of 50 DFAIT and 16 C&I non-retirement eligible FS employees hired between 1990 and 2002 who separated from the Foreign Service within that same time frame.

  Please note that Appendices A, B and C, as well as Mercer's Report on the June 2001 survey are available on the Intranet at: http://intranet/department/hr/wgfs/menu-en.asp (Extranet http://lbp.dfait-maeci.gc.ca/messages/wgfs/menu-en.asp)

The Three Perspectives - In Summary:

Mercer's Report on the Findings of the June 2001 FS Retention Survey confirmed three main reasons why FS Officers chose, or may choose, to leave the Foreign Service:

- Better financial remuneration
- Potential for career advancement outside the FS; and,
- To some extent, spousal/partner considerations.

DFAIT and C&I had assumed that most of the employees who were leaving the Foreign Service had between 6 to 10 years of experience in the Foreign Service. However, Mercer's review of Treasury Board's September 2001 Retention Data Report, which used data from the *Public Service Incumbent System or Pay System,* demonstrated otherwise. Specifically, of the 285 FS recruited between 1984 to 1991, a greater number who left the Foreign Service for reasons other than retirement, had less then 5 years of service (53 FS had 1 to 5 years of service v.s. 35 with 6 to 10 years of service).

And finally, amongst the sampling of employee files of DFAIT and C&I FS who separated from the Foreign Service between 1990 - 2002, Mercer determined that about a third of the 66 Foreign Service Officers, whose files were reviewed, were fluent in foreign languages. Many of these employees were trained in that competency at public expense.

What Next:

Over the next few months, DFAIT and C&I will hold Town Hall meetings to review with Foreign Service Officers

the findings of the Comparative Study, and the analysis of the data on retention in the Foreign Service. *C&I established an Employee Departure Feedback Program last year at the departmental level. DFAIT will begin piloting a new Exit Interview process shortly. Such initiatives will provide both departments with a better sense of the reasons why officers leave the Foreign Service.* And, as we approach September, the four stakeholders will meet again to consider further areas of best practices in respect of the terms and conditions of employment of Foreign Service Officers. Stay tuned.

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Appendix A
Mercer Findings of the 2001 FS Retention Survey

[redacted]

Background

In 2001:

- Department of Foreign Affairs and International Trade (DFAIT),
- the Professional Association of Foreign Service Officers (PAFSO),
- Citizenship and Immigration (C&I), and
- the Treasury Board Secretariat (TBS)

partnered with Mercer Human Resource Consulting to conduct the first Foreign Service Officers Retention Survey (FS Survey) to quantify factors contributing to employees' decision to stay with or leave a career with their Department

Five Content Areas Were Tested in the FS Survey

A total of 837 employees responded to the survey in June 2001, representing a response rate of 80%

Survey focussed on:

- Nature of Foreign Service Work
  - The extent to which employees are satisfied with, and value, various aspects of Foreign Service work
- Career Path and Personal Growth
  - The extent to which employees are satisfied with specific aspects of career growth and personal development
- Assignments Abroad
  - The extent to which various characteristics of assignments abroad impact a decision to accept an assignment abroad
- Pay and Foreign Service Directives (FSDs)
  - The extent to which employees perceive pay to be fair and are satisfied with Foreign Service Directives
- Management Practices
  - The extent to which employees perceive that management practices are equitable and are applied fairly

At a high level, the survey data revealed a number of significant factors impacting retention in the Foreign Service, including:

- Nature of Foreign Service Work
  - Gaps between FS expectations and experience with respect to work that provides a sense of accomplishment and makes good use of the employee's skills and abilities
- Career Path and Personal Growth
  - Dissatisfaction with career path and personal growth opportunities, particularly related to processes for promotions, assignments and available training
- Assignments Abroad
  - Spousal/partner considerations and work/life balance issues with respect to accepting assignments abroad
- Pay and Foreign Service Directives (FSDs)
  - Perception that compensation packages are not market competitive
- Management Practices
  - Inconsistent performance management practices
  - Low confidence in their department's system for handling employees' problems and complaints

FS Departures By Cohort and Length of Service

This data reflects the number of officers, from each cohort, who departed the FS during varying lengths of service. The data for each service period -- 1-5 years, 6-10 years, and greater than 10 years -- is separate, not cumulative.

Cohort/ Recruits	% of Total Cohort Departures within 1-5 Years of Service	% of Total Cohort Departures within 6-10 Years of Service	% of Total Cohort Departures with Greater than 10 Years of Service	Total FS Cohort Departures
1984 (22)	14% (3 people)	5% (1 person)	0% (0 people)	18% (4 people)
1985 (5)	20% (1 person)*	0% (0 people)	0% (0 people)	20% (1 person)
1986 (8)	13% (1 person)	13% (1 person)	13% (1 person)	38% (3 people)
1987 (31)	13% (4 people)	10% (3 people)	6% (2 people)	29% (9 people)
1988 (38)	18% (7 people)	13% (5 people)	3% (1 person)	34% (13 people)
1989 (65)	19% (12 people)	15% (10 people)	3% (2 people)	37% (24 people)
1990 (66)	23% (15 people)	12% (8 people)	17% (11 people)	51% (34 people)
1991 (50)	20% (10 people)	14% (7 people)	4% (2 people)	38% (19 people)
Sub-total (285 recruits from 1984 to 1991)	***19% (53 people)***	***12% (35 people)***	***7% (19 people)***	***38% (107 people)***

*Sample size of 5

The data shown above, which reflects headcount for each cohort, differs from the data shown on page 3, which reflects separation rates by year.

Note (1): Departures include FS leaving the FS group to other groups, and FS separated from the Public Service.

Note (2): Data also includes FS remaining as FS or becoming EX.

FS Departures By Cohort and Length of Service (con't)

This data reflects the number of officers, from each cohort, who departed the FS during varying lengths of service. The data for each service period -- 1-5 years, 6-10 years, and greater than 1ears -- is separate, not cumulative.

Cohort/ Recruits	% of Total Cohort Departures within 1-5 Years of Service	% of Total Cohort Departures within 6-10 Years of Service	% of Total Cohort Departures with Greater than 10 Years of Service	Total FS Cohort Departures
1992 (55)	16% (9 people)	15% (8 people)	N/A	31% (17 people)
1993 (53)	23% (12 people)	6% with at least 6 years of service (3 people)	N/A	28% (15 people)
1994 (43)	9% (4 people)	7% with at least 6 years of service (3 people)	N/A	16% (7 people)
1995 (30)	13% (4 people)	13% with at least 6 years of service (4 people)	N/A	27% (8 people)
1996 (27)	11% (3 people)	4% with at least 6 years of service (1 people)	N/A	15% (4 people)
1997 (28)	18% (5 people)	N/A	N/A	18% (5 people)
Sub-total (236 recruits from 1992 to 1997)	***16% (37 people)***	***8% (19 people with at least 6 years of service)***	***N/A***	***24% (56 people)***

The data shown above, which reflects headcount for each cohort, differs from the data shown on page 3, which reflects separation rates by year.

Note (1): Departures include FS leaving the FS group to other groups, and FS separated from the Public Service.

Note (2): Data also includes FS remaining as FS or becoming EX.

Retention, Separation and Movement Between Groups from March 1989 to March 2001

This table below indicates the year-by-year movement of FS employees beginning in March 1989 through to March 2001.

Retention, Separation and Movement Between Groups March 1989 to March 2002							
		Status at year end - March 31st following year					
Beginning Period		Remained in FS Group		SM/EX (see note 2)		Switched to Another Group or Left the PS	
Date	No.	No	%	No	%	No	%
Mar-1989	1176	1143	97%	6	1%	27	2%
Mar-1990	1177	1075	91%	31	3%	71	6%
Mar-1991	1126	1075	95%	20	2%	31	3%
Mar-1992	1226	1144	93%	11	1%	71	6%
Mar-1993	1185	1119	94%	19	2%	47	4%
Mar-1994	1173	1120	95%	20	2%	33	3%
Mar-1995	1170	1111	95%	19	2%	40	3%
Mar-1996	1152	1070	93%	2	0%	80	7%
Mar-1997	1116	1072	96%	2	0%	42	4%
Mar-1998	1135	1063	94%	35	3%	37	3%
Mar-1999	1115	1079	97%	1	0%	35	3%
Mar-2000	1150	1081	94%	15	1%	54	5%
Mar-2001	1187	1017	86%	104 (note 3)	9%	66	5%

Source: The Public Service Incumbent System or Pay System.

Note (1): The population includes term employees and employees on leave without pay. Groups are based on the position for which the employee is being paid.

Note (2): SM / EX includes rotational and non-rotational positions.

Note (3): The number of employees under SM/EX also includes FS acting in EX positions.

Separation Rates from the Public Service By Fiscal Year
Full-Time Indeterminate

This table below indicates the overall separation rates for full-time indeterminate employees of the comparative groups for the period from fiscal 1990/91 to fiscal 2001/2002.

GROUP	90 - 91	91 - 92	92 - 93	93 - 94	94 - 95	95 - 96	96 - 97	97 - 98	98 - 99	99 - 00	00 - 01	01- 02	AVERAGE
AS	5.6%	6.2%	3.4%	3.6%	4.0%	9.9%	8.3%	7.5%	8.7%	1.8%	2.0%	2.5%	5.3%
CO	6.0%	5.6%	3.0%	3.7%	4.2%	13.1%	6.6%	7.6%	7.5%	2.1%	2.0%	3.2%	5.4%
ES	4.9%	5.0%	3.5%	2.9%	2.7%	7.8%	4.8%	5.5%	4.7%	3.1%	2.7%	3.5%	4.3%
FS	**5.3%**	**2.3%**	**2.7%**	**3.8%**	**2.3%**	**3.1%**	**6.5%**	**3.4%**	**2.8%**	**1.9%**	**1.9%**	**3.4%**	**3.3%**
LA	5.5%	5.0%	3.0%	2.6%	2.5%	4.2%	2.8%	2.8%	4.0%	2.6%	2.5%	2.1%	3.3%
PE	4.8%	5.2%	3.1%	4.2%	3.8%	8.9%	9.0%	8.2%	9.9%	2.4%	2.8%	3.1%	5.5%
PM	4.9%	4.6%	3.8%	3.1%	2.9%	7.2%	5.7%	6.6%	7.6%	2.2%	5.2%	2.6%	4.7%

Source: The Public Service Incumbent System or Pay System.
Note: The population includes all full-time and part-time indeterminate employees.

Table 1 (see notes [1] and [2] below)
SUMMARY OF EMPLOYEE FILE DATA
C&I: Immigration (C&I)
DFAIT: Political-Economic (P-E)
DFAIT: Commercial-Economic/Trade (C-E)

Group/ Separations*	Gender	Classification Level At Separation	Foreign Languages	Years	Separations (Years at Current Classification)	Separations (Years of Service)	Categorized Reasons for Separation**	Separations
C&I/16 1990–2001	Male – 9 (56%) Female – 7 (44%)	FSDP/FS00 – 2 (13%) FS01 – 6 (38%) FS02 – 8 (50%)	Data Not Available/Applicable	5 yrs. or less 6–10 11+	12 (75%) 4 (25%) N/A	4 (25%) 11 (69%) 1 (6%)	Nature of foreign service work Career path and personal growth Assignments abroad Pay and foreign service directives Management practices *Other* *No reason on file*	0 6 (38%) 1 (6%) 6 (38%) 0 *1 (6%)* *2 (13%)*
P-E/25 1990–1999	Male – 19 (76%) Female – 6 (24%)	FSDP/FS00 – 0 FS01 – 22 (88%) FS02 – 3 (12%)	Data Not Available/Applicable – 14 Spanish – 4 Mandarin – 2 Arabic – 1 Russian – 1 German – 1 Indonesian & Spanish – 1 German & Italian – 1	5 yrs. or less 6–10 11+	18 (72%) 7 (28%) N/A	16 (64%) 9 (36%) N/A	Nature of foreign service work Career path and personal growth Assignments abroad Pay and foreign service directives Management practices *Other* *No reason on file*	0 5 (20%) 2 (8%) 15 (60%) 0 *1 (4%)* *2 (8%)*
C-E/25 1990–2002	Male – 10 (40%) Female – 15 (60%)	FSDP/FS00 – 0 FS01 – 17 (68%) FS02 – 8 (32%)	Data Not Available/Applicable – 15 Japanese – 3 Spanish – 3 Mandarin, Japanese & Korean – 1 Arabic – 1 Portuguese – 1 Indonesian & Spanish – 1	5 yrs. or less 6–10 11+	21 (84%) 3 (12%) 1 (4%)	14 (56%) 10 (40%) 1 (4%)	Nature of foreign service work Career path and personal growth Assignments abroad Pay and foreign service directives Management practices *Other* *No reason on file*	0 3 (12%) 1 (4%) 20 (80%) 0 *1 (4%)* *0*
TOTAL=66[1] (a total of 273 non retirement-eligible[2] employees separated between 1990-1991 and 1999-2000)	Male – 38 (58%) Female – 28 (42%)	FSDP/FS00 – 2 (3%) FS01 – 45 (68%) FS02 – 19 (29%)	Data Not Available/Applicable – 45 Spanish – 7 Mandarin – 2 Japanese – 3 Arabic – 2 Russian – 1 German – 1 Portuguese – 1 Indonesian & Spanish – 2 German & Italian – 1 Mandarin, Japanese & Korean – 1	5 yrs. or less 6–10 11+	51 (77%) 14 (21%) 1 (2%)	34 (52%) 30 (45%) 2 (3%)	Nature of foreign service work Career path and personal growth Assignments abroad Pay and foreign service directives Management practices *Other* *No reason on file*	0 14 (21%) 4 (6%) 41 (62%) 0 *3 (5%)* *4 (6%)*

***For more accurate comparison among C&I, P-E, and C-E groups, we have only used separation data for employees who were hired from 1990 onward.**

**** The various reasons for separation have been compiled into broad categories for purposes of comparing data with FS Retention Survey results. Refer to attached for description of each category.**

[1]excludes (a) departures under Work Force Adjustment (WFA), (b) departures of retirement-eligible employees, and (c) promotions

[2]to be considered retirement-eligible, an employee must be (a) 55 years of age with a minimum of 30 years of service, or (b) 60 years of age with a minimum of 2 years of service

Table 2
DESCRIPTIONS OF EACH CATEGORY ACROSS DATA SOURCES
C&I: Immigration (C&I)
DFAIT: Political-Economic (P-E)
DFAIT: Commercial-Economic/Trade (C-E)

FS Retention Survey Description	C&I Exit Data Description	P-E Exit Data Description	C-E Exit Data Description
Nature of foreign service work The extent to which employees are satisfied with, and value, various aspects of foreign service work	**N/A**	**N/A**	**N/A**
Career path and personal growth The extent to which employee are satisfied with specific aspects of career growth and personal development	• Lack of career opportunity and lack of recognition in terms of salary or promotion (x1) • Request for LWOP denied (x1) • Won non-rotational competition in CIC (x3) • Won non-rotational competition in OGD (x1)	• Foreign Service was wrong career path (x1) • Request for LWOP denied (x1) • Wanted serious training (x1) • Return to academic studies (x1) • Had been denied a career opportunity (x1)	• Changes in personal life and career aspirations (x1) • Return to academic studies (x1) • Request to change type of LWOP denied (x1)
Assignments abroad The extent to which various characteristics of assignments abroad impact a decision to accept an assignment abroad	• Lack of career opportunity for spouse (x1)	• Spouse/partner unable to re-locate to Ottawa due to work commitments abroad (x1) • Denied LWOP and no opening at post where spouse/partner was assigned (x1)	• Relocation of spouse (x1)
Pay and foreign service directives The extent to which employees perceive pay to be fair and are satisfied with foreign service directives	• Transferred to OGD (x3) • Employment in private sector (x2) • Accepted job with provincial government (x1)	• Pay was insufficient/unsatisfactory/appalling (x3) • Can make more money in private sector/outside employment (x6) • Transferred to OGD (x4) • Accepted job with provincial government (x2)	• Can make more money in private sector/outside employment (x16) • Transferred to OGD (x4)
Management practices The extent to which employees perceive that management practices are equitable and are applied fairly	**N/A**	**N/A**	**N/A**
Other*	• *Resigned while on language training (x1)*	• *Terminated under Workforce Adjustment Program (x1)*	• *Resigned for personal reasons (x1)*
No reason on file*	• *No indication of reason on file (x2)*	• *No reason stated (x2)*	***N/A***

***Additional categories not found in FS Retention Survey data**

PRICEWATERHOUSECOOPERS

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

July 18, 2002

PRICEWATERHOUSECOOPERS

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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
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
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** Signing date: February 1, 2002 Expiry date: February 28, 2004	LA-1	$48,605	$69,466
	LA-2(I)	$70,567	$96,564
	LA-2(II)	$87,807	$107,025
Excluded LA employees ***National Rates of Pay for all regions except Toronto*** **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** Signing date: Nov 19, 2001 Expiry date: Jun 20, 2003 New effective rates will be available on 21-Jun-2002	AS-DEV	$24,383	$36,548
	AS-01	$38,404	$42,952
	AS-02	$42,793	$46,107
	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** *Note: The MM Group's rates of pay are linked to the PM group's rates of pay.*	MM-1		$39,570
	MM-2		$43,858
	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

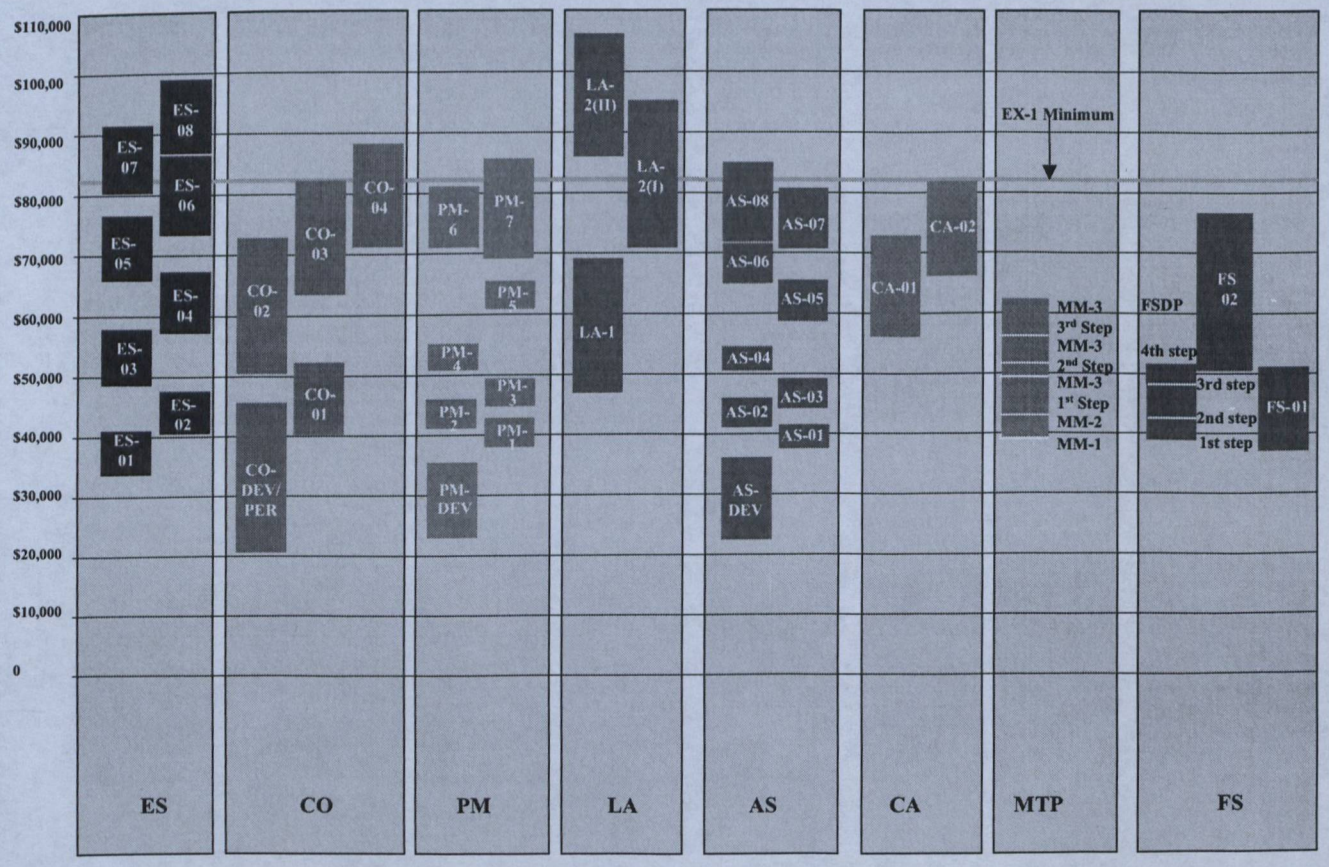
Foreign Service (FS) salaries are as follows:

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

			Number		Percentage of the total #	
Group	Yrs Cont Service	Total # of Employees	EX	Stayed	EX	Stayed
FS	0 to 9	453	2	434	0.4%	95.8%
FS	10 to 19	304	26	276	8.6%	90.8%
FS	20 +	378	7	362	1.9%	95.8%
FS Total		**1135**	**35**	**1072**	**3.1%**	**94.4%**
ES	0 to 9	1517	23	1404	1.5%	92.6%
ES	10 to 19	992	50	917	5.0%	92.4%
ES	20 +	800	23	723	2.9%	90.4%
ES Total		**3309**	**96**	**3044**	**2.9%**	**92.0%**
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

			Number		Percentage of the total #	
Group	**Yrs Cont Service**	**Total # of Employees**	**EX**	**Stayed**	**EX**	**Stayed**
AS	0 to 9	3816	11	3552	0.3%	93.1%
AS	10 to 19	5534	35	5233	0.6%	94.6%
AS	20 +	5360	33	4948	0.6%	92.3%
AS Total		**14710**	**79**	**13733**	**0.5%**	**93.4%**

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	4	8	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 8 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 (75%) 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 69% 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 and all organizations 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 and development 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 63% 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 responses were inability of spouse/partner to work at the posting location, inability of same-sex partner or common-law partner or common-law partner to be included on the officer's visa, location conditions, and inadequate compensation.

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	3.3	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.

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.

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.

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[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	17	$39,570*	$49,055	$51,937*	$68,034	12	$40,249*	$58,918
Job B	17	$50,475	$62,255	$75,423	$85,979	12	$67,450	$75,385
Job C	18		$83,739		$119,749	12		$101,478
Job D	20	$82,700 (EX-01 Min)	$102,963	$97,400 (EX-01 Max)	$148,461	14	$91,066 (EX-01)**	$135,727

*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	14	$39,570	$42,412	$51,937	$58,049	10	$40,249	$49,141
Job B	14	$50,475	$55,486	$75,423	$75,024	10	$67,450	$65,187
Job C	13		$73,396		$101,593	9		$84,457
Job D	14	$82,700 (EX-01 Min)	$90,070	$97,400 (EX-01 Max)	$124,459	9	$91,066 (EX-01)	$114,480

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	3		$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, six have higher salaries than DFAIT/CIC overall, including two with salaries that are more than 60% higher; six have fairly similar salary levels, and three 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 countries, but only 11% of other organizations, move through the salary range by a step-rated grid based on seniority. Officers at 20% of countries and 33% of other organizations move through the range by a percentage-rated grid based on performance. At DFAIT/CIC, officers in FSDP move through the salary range by steps in the scale based on performance, and officers in FS-02 move through the salary range by annual percentage increments based on performance. For the remainder of respondents, officers move through the range by individually determined increments based on performance (20% 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. Sixty-three percent of countries, but only 22 percent of other organizations, responded "Allowances provided to the FS officer include an amount for the spouse." DFAIT/CIC also provided this response, but noted that this amount was provided for either a spouse or other dependent. Most other organizations (56%), including all private companies, indicated that no assistance is offered.

Of the 13 countries that provide some sort of assistance, nine provide pension-related assistance (with one country providing more than one type of pension-related assistance): three countries provide spouses with supplemental pension benefits, four countries provide compensation for the loss of a spouse's public or private pension; and three countries allow spouses to continue to accrue pension entitlement under the social security program. One other organization allows spouses to continue to accrue pension entitlement under the social security program.

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

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

We also asked respondents what type of job search assistance spouses received. Nine of sixteen 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 (56%) 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. Forty-four percent of the countries provide such trips, and a third of 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. Twenty-eight percent 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, 81% 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-nine 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, provides 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

All 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/Gatineau area.

With respect to utilities costs (other than telephone), officers at 38% 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%) or through a cash reimbursement (25%). 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-eight 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 (75%) and other organizations (56%) do not pay for post-secondary education of dependents while the officer is in the home country. Most countries (69%) 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. Forty-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		,		

One-quarter 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 73% of countries and 60% of other organizations), as at DFAIT/CIC.

Finally, 53% of the countries offer the same number of holidays as in the home country (as does DFAIT/CIC). Other countries either offer the greater of the home and host country entitlement, or some other combination. In contrast, seventy-eight percent of other organizations offer statutory holiday equal to the host country's holidays.

6 Highlights

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

6.1 Structure of the Foreign Service

- Other countries have an average of 3.5 levels corresponding to the two FS levels at DFAIT/CIC.
- Unlike DFAIT/CIC, in 12 out of the 16 countries, Foreign Service Officers are also responsible for Aid.
- Similar to DFAIT/CIC, in most countries, Trade officers are part of the Foreign Service. However, in 7 out of 16 countries, Trade officers are not considered part of the Foreign Service.
- Foreign Service Officers in eight 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, six have higher salaries than DFAIT/CIC overall, including two with salaries that are more than 60% higher; six have fairly similar salary levels, and three 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

- Ten 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, nine 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. Forty-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 one-quarter 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.

Appendix A

Questionnaire
("Foreign Service in Other Countries" version)

PricewaterhouseCoopers LLP
Survey of Terms and Conditions of Employment
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.

PricewaterhouseCoopers LLP
Survey of Terms and Conditions of Employment
on Behalf of the Canadian Department of Foreign Affairs and International Trade and Citizenship and Immigration Canada

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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:
_____	_____

PricewaterhouseCoopers LLP
Survey of Terms and Conditions of Employment
on Behalf of the Canadian Department of Foreign Affairs and International Trade and Citizenship and Immigration Canada

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
Compen-sation	The remuneration paid to an employee. Compensation can include salary or wages, insurance and other benefits provided by the employer, short-term (annual or shorter) incentive or bonus payments, long-term incentive payments, benefits in kind (non-cash goods, e.g., automobiles, meals, housing), or perquisites (benefits available only to certain levels of employees (e.g., club membership)
Cost-of-Living Allowance	An allowance meant to offset the additional cost of meeting day-to-day living expenses in the host location. Also called COLA, Goods and Services Allowance, Cost-of-Living or Goods and Services Differential, Post Index
Dependant	Spouse and any unmarried child for whom the staff member or the spouse is the main support and/or who normally lives with the staff member or the spouse
Expatriate	A staff member working away from his/her home country or country of original hire
Forced Attrition	An employer-initiated termination of employment
Foreign Service Officer	A professional staff member of your country's Foreign Service who will generally be assigned to a number of foreign postings during his or her career to represent your country.

Hardship Allowance/ Premium	An allowance payable in recognition of undesirable conditions existing at certain posts, including any combination of the following factors: • 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: • Geographic isolation • Personal security/safety • Cultural differences/language • Climate/environmental factors Locations may be classified according to the level of hardship encountered.
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 exp atriate, paying will include direct provision of a benefit to the staff member, direct payment to the staff member, reimbursement of the staff member for incurred expenses, and payment to a third party on behalf of the staff member

Per Diem	A fixed amount of money provided for general daily expenses
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., 13th 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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Survey of Terms and Conditions of Employment
on Behalf of the Canadian Department of Foreign Affairs and International Trade and Citizenship and Immigration Canada

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 ☐

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

(a) Aid officers are included in the Foreign Service Officer group ☐

(b) Aid officers are a separate group ☐

7. Are your Foreign Service Officers represented for bargaining, that is, are they part of a collective bargaining agreement? (This may be a professional association, a union, or other formal group)

(a) No ☐

(b) Yes ☐

Recruitment

8. What are the minimum criteria for consideration as a Foreign Service Officer recruit?

Please insert specific response for each category.

(a) Educational level (*High School, Undergraduate Degree, Master's Degree, PhD*) ☐

(b) Years of work experience (*number)* ☐

(c) Foreign languages (*number of languages*) ☐

(d) Other:_____ ☐

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

Please check one response only.

(a) Undergraduate degree ☐

(b) Master's degree ☐

(c) PhD ☐

(d) Other:_____ ☐

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

(a) Two years or less ☐

(b) More than two years but less than five years ☐

(c) Five years or more ☐

11. To which of the following do you recruit?

Please check all that apply

(a) Officers are recruited to the Foreign Service in general ☐

(b) Officers are recruited to a specific assignment abroad ☐

(c) Officers are recruited to a specific speciality or position ☐

Please specify which specialities/positions_____

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

(a) Compensated as Foreign Service Officers ☐

(b) Compensated according to their profession ☐

Mid-career Recruitment

13. Do you recruit Foreign Service Officers at mid-career, that is, professionals or others with extensive work experience who wish to make a career change?

(a) No, all officers are recruited early in their careers (*Please go to Question 16)* ☐

(b) Yes, but only from within the Public Service ☐

(c) Yes, from within the Public Service and the private sector ☐

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

Please insert specific response for each category.

(a) Educational level (*High School, Undergraduate degree, Master's Degree, PhD*) ☐

(b) Years of work experience (*number)* ☐

(c) Foreign languages (*number of languages*) ☐

(d) Other_____ ☐

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

(a) Same level as early-career recruits ☐

(b) Same level as early-career recruits, but on a faster progression path ☐

(c) Appropriate level commensurate with work experience ☐

(d) Other: _____ ☐

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

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

Please check one response only.

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

Professional Orientation and Training

17. What kind of orientation and training are provided to new Foreign Service Officers?

Please check all that apply

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

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

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

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

Posting Information

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

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

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

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

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

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

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

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

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

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

(a) "Easiest" hardship location
(b) "Hardest" hardship location
(c) Other_____
(d) Other_____
(e) Not applicable

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)

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

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?

	Percentage Leaving					
Level	**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%

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?

_____

_____

_____

_____

_____

_____

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

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 liasing 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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Job Match Comparisons Guide

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

Match ++: Your job matches many of the characteristics of the Canadian position, and it exceeds certain of them by a wide margin, or
Your job exceeds many of the characteristics of the Canadian position by a small margin

Match +: Your job matches many of the characteristics of the Canadian position, but it exceeds certain of them by a small margin

Match: Your job is a close match of the characteristics of the Canadian position

Match -: Your job matches many of the characteristics of the Canadian position, but it is lighter than certain of them by a small margin

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

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

Your Position Title	Canadian Position Title (Job A, Job B, Job C, or Job D)	Degree of Match (+/-)

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 ☐

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)		

Comparison to Other Civil Service Positions

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

(a) In the top 10 percent? ☐

(b) In the top 20 percent? ☐

(c) In the top 30 percent? ☐

(d) Other:_____ ☐

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

	Economist	Lawyer	Trade officer (if separate from Foreign Service Officer and not locally engaged)	Immigration officer (if separate from Foreign Service Officer)	Investment Officer
Level 1 Min					
Level 1 Max					
Level 2 Min					
Level 2 Max					
Level 3 Min					
Level 3 Max					
Level 4 Min					
Level 4 Max					

9. **Please provide your civil service's executive salary range, from the minimum salary for the lowest level executive to the maximum salary for the highest level executive.**

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

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

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

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

   Please check all that apply.

(a)	No assistance	☐
(b)	No policy	☐
(c)	No policy yet, but currently under consideration	☐
(d)	Allowances provided to the Foreign Service Officer include an amount for the spouse	☐
(e)	Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation *only if they are not permitted to work in the host location*	☐
(f)	Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation *under any circumstances*	☐
(g)	Compensation is provided for the loss of a spouse's public or private *pension*	☐
(h)	Accompanying spouses are provided with supplemental pension benefits	☐
(i)	Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting	☐
(j)	Accompanying spouses are provided compensation or an allowance in recognition of their *representational* responsibilities	☐
	Lowest level eligible (if applicable)	☐
(k)	Managed on a case-by-case basis	☐
(l)	Other:_____	☐

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

Please check all those that apply:

		On posting	Upon return
(a)	No		
(b)	Employ at foreign/home location as a local staff member if suitable position is available		
(c)	Employ at foreign/home location as a *Foreign Service Officer* 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_____	

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

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

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

_____
_____
_____
_____
_____
_____
_____
_____

SECTION IV – CONDITIONS OF SERVICE ABROAD

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

Administrative Information

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

   (a) Yes ☐
   (b) No ☐

2. What strategic objectives determine your general foreign assignment 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.

	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_____			

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

(a) Yes ☐

(b) No ☐

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:_____	

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:_____	

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:_____		

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

Please check one box in each column.

		Incentive premium	Hardship premium
(a)	Expressed as a percent of base salary without a monetary cap		
(b)	Expressed as a percent of base salary with a monetary cap		
	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:_____	

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?

	Sale	Purchase
(a) No		
(b) Yes, once per posting		
(c) Yes, based on a different frequency_____		

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.*

		Automobile	Recreational Club Membership	Represen-tation 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			
	Lowest level eligible:			
(h)	Other:_____			

* 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?

		Elementary	Secondary
(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		

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		
	Annual flat amount		
(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		
	Annual amount above which costs are covered		
(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 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

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.

Appendix B

Summary Results Table

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

			DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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			50%	50%	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			50%	50%	n/a	n/a
(c)	No			25%	25%	n/a	n/a
5.	**Are *immigration* officers included in the Foreign Service Officer group, or are they a separate group?**	**n= 16**					
(a)	Immigration officers are included in the Foreign Service Officer group			44%	44%	n/a	n/a
(b)	Immigration officers are a separate group			56%	56%	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			69%	69%	n/a	n/a
(b)	Aid officers are a separate group			31%	31%	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

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

		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

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

Mid-career Recruitmen

		DFAIT/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)	*Education*					
	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)	Years of work experience (*number)*					
	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)	Foreign languages (*number of languages*)					
	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

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - July 18, 2002

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%	0%
(b)	Percentage of locally hired professionals remains steady		36%	38%	50%	20%
(c)	Percentage of locally hired professionals is rising		60%	56%	50%	80%
(d)	Other		4%	12%	0%	0%
	Professional Orientation and Trainin					
17.	**What kind of orientation and training are provided to new Foreign Service Officers?**					
(a)	On-the-job-training		85%	94%	50%	n/a
(b)	Classroom-setting courses		95%	100%	75%	n/a
(c)	Self-study courses		35%	44%	0%	n/a
(d)	Domestic training assignments		40%	50%	0%	n/a
(e)	Foreign training assignments		30%	38%	0%	n/a
(f)	Language training		80%	94%	25%	n/a
(g)	Other:_____		0%	0%	0%	n/a
	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%	n/a
(b)	More than 6 but less than 12 months		30%	31%	25%	n/a
(c)	12 to 24 months		20%	25%	0%	n/a
(d)	More than two years		10%	13%	0%	n/a
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
	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
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%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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		DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
22.	**Are Foreign Service Officers able to influence where they will be posted?**					
(a)	No, they have no influence		0%	0%	0%	
(b)	Yes, but other factors override personal choice		65%	63%	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		28%	6%	75%	60%
(d)	Other_____		20%	31%	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
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 passpor	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 facilitie	2	2	2	2	2

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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Career Progression

DFAIT/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 2nd level	3rd Level	4th Level	5th Level or Higher
(a)	Performance appraisals	85%	85%	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	15%	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 2nd level	3rd Level	4th Level	5th Level or Higher
(a)	Performance appraisals	81%	81%	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	13%	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 2nd level	3rd Level	4th Level	5th 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%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

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	3.2	3.3	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?

(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

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

All Respondents

	Percentage Leaving					
Level	**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

	Percentage Leaving					
Level	**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%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

International Organizations

n= 3

	Percentage Leaving					
Level	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
FSDP		100%	
FS-02	60%	40%	

All Respondents

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

Countries

n= 11

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

International Organizations

n= 2

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

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

DFAIT/CIC

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

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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All Respondents

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

Countries

n= 8

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

International Organizations

n= 2

Level	Compen-sation	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

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

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
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SECTION II – COMPENSATION

Job Matching - Compensatio

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	11	$ 52,102	$ 75,592	6	$ 68,881
Job A	Match +	2	$ 46,264	$ 64,851	3	$ 47,246
Job A	Match ++	3	$ 45,894	$ 54,085	2	$ 57,425
Job A	**All**	**17**	**$ 49,055**	**$ 68,034**	**12**	**$ 58,918**
DFAIT/CI 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	11	$ 61,830	$ 83,770	9	$ 75,714
Job B	Match +	5	$ 58,948	$ 78,942	3	$ 75,698
Job B	Match ++	1	$ 40,380	$ 43,164	0	$ -
Job B	**All**	**17**	**$ 62,255**	**$ 85,979**	**12**	**$ 75,385**
Job C	Match --		$ -	$ -		$ -
Job C	Match -	3	$ 92,416	$ 118,838	1	$ 99,840
Job C	Match	11	$ 79,253	$ 112,558	7	$ 97,188
Job C	Match +	4	$ 115,528	$ 170,649	4	$ 109,394
Job C	Match ++	1	$ 44,568	$ 58,488	0	$ -
Job C	**All**	**18**	**$ 83,739**	**$ 119,749**	**12**	**$ 101,478**
DFAIT/CI 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	13	$ 98,029	$ 140,855	8	$ 125,890
Job D	Match +	4	$ 116,604	$ 176,777	5	$ 142,641
Job D	Match ++	3	$ 108,420	$ 151,112	2	$ 162,581
Job D	**All**	**20**	**$ 102,963**	**$ 148,461**	**14**	**$ 135,727**
DFAIT/CI 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.

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

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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	9	$ 43,651	$ 62,501	5	$ 53,014
Job A	Match +	2	$ 46,264	$ 64,851	3	$ 47,246
Job A	Match ++	2	$ 38,889	$ 43,687	1	$ 47,458
Job A	**All**	**14**	**$ 42,412**	**$ 58,049**	**10**	**$ 49,141**
DFAIT/CI 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	$ 63,258
Job B	Match +	4	$ 54,988	$ 73,717	2	$ 74,859
Job B	Match ++	1	$ 40,380	$ 43,164	0	$ -
Job B	**All**	**14**	**$ 55,486**	**$ 75,024**	**10**	**$ 65,187**
Job C	Match --		$ -	$ -		$ -
Job C	Match -	2	$ 94,944	$ 122,098	0	$ -
Job C	Match	8	$ 66,258	$ 92,688	0	$ 78,428
Job C	Match +	3	$ 112,681	$ 152,261	6	$ 96,516
Job C	Match ++	1	$ 44,568	$ 58,488	3	$ -
Job C	**All**	**13**	**$ 73,396**	**$ 101,593**	**9**	**$ 84,457**
DFAIT/CI 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	10	$ 88,632	$ 127,209	5	$ 107,169
Job D	Match +	2	$ 78,016	$ 103,904	3	$ 106,589
Job D	Match ++	2	$ 112,710	$ 142,429	1	$ 194,121
Job D	**All**	**14**	**$ 90,070**	**$ 124,459**	9	**$ 114,480**
DFAIT/CI 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%

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		DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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	☞	96%	93%	100%	100%
(b)	Yes, salaries above the mid-point are restricted to special exceptions		0%	0%	0%	0%
(c)	Yes, the amount of salary above the mid-point must be earned each year by superior performance		0%	0%	0%	0%
(d)	Yes, other:_____		4%	7%	0%	0%
4.	**How do Foreign Service Officers typically move through the salary range?**					
(a)	By individually determined increments based on performance		29%	20%	25%	60%
(b)	By a percentage-rated grid based on performance	☞	25%	20%	50%	20%
(c)	By a step-rated grid based on seniority		29%	40%	25%	0%
(d)	Other:_____		17%	20%	0%	20%
	Other - Common Responses:					
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		0%	0%	0%	0%
(b)	Three to four years		19%	14%	25%	33%
(c)	Five years or more	☞	76%	79%	75%	67%

Other Compensation

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

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

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

Comparison to Other Civil Service Positions

		DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
			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					

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*?**					
(a)	No assistance		28%	13%	25%	80%
(b)	No policy		16%	6%	25%	40%
(c)	No policy yet, but currently under consideration		8%	6%	25%	0%
(d)	Allowances provided to the Foreign Service Officer include an amount for the spouse		48%	63%	50%	0%
(e)	Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation *only if they are not permitted to work in the host location*		4%	6%	0%	0%
(f)	Accompanying spouses are entitled to receive unemployment insurance or other social security system loss-of-employment compensation *under any circumstances*		0%	0%	0%	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		16%	19%	25%	0%
(j)	Accompanying spouses are provided compensation or an allowance in recognition of their *representational* responsibilities		12%	19%	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)?	$4,560	$6,203	$4,570		

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

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		
(c)	Employ at foreign/home location as a *Foreign Service Officer* 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:_____		

All Respondents

(a)	No	20%	72%
(b)	Employ at foreign/home location as a local staff member if suitable position is available	36%	8%
(c)	Employ at foreign/home location as a *Foreign Service Officer* if suitable position is available	12%	8%
(d)	Canvass other organizations for available jobs	16%	8%
(e)	Pay allowance to cover job search expenses (e.g., curriculum vitae preparation, translation, employment agency fees)	16%	16%
(f)	Assist to obtain work permit	40%	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	24%	0%
(j)	Other:_____	12%	4%

Countries

n= 16

(a)	No	13%	81%
(b)	Employ at foreign/home location as a local staff member if suitable position is available	50%	6%
(c)	Employ at foreign/home location as a *Foreign Service Officer* if suitable position is available	13%	6%
(d)	Canvass other organizations for available jobs	25%	6%
(e)	Pay allowance to cover job search expenses (e.g., curriculum vitae preparation, translation, employment agency fees)	0%	6%
(f)	Assist to obtain work permit	56%	N/A
(g)	Provide allowance to cover host country certification/continuing education/training programs if required for spouse to wor	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	31%	0%
(j)	Other:_____	19%	0%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

		International Organizations n= 4	Private Companies
(a)	No	75%	0%
(b)	Employ at foreign/home location as a local staff member if suitable position is	75%	40%
(c)	Employ at foreign/home location as a *Foreign Service Officer* if suitable position is available	0%	20%
(d)	Canvass other organizations for available jobs	25%	0%
(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	25%	80%
(g)	Provide allowance to cover host country certification/continuing education/training programs if required for spouse to work	0%	20%
(h)	Provide annual allowance to cover home country professional certification, continuing education, training or personal interest programs	N/A	N/A
(i)	Managed on a case-by-case basis	0%	40%
(j)	Other:_____	0%	0%
		0%	0%
		25%	0%

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies

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.	48%	50%	0%	80%
(b)	There has been no substantial change in the number of spouses not accompanying officers on posting due to career-related issues.	28%	31%	25%	20%
(c)	Don't know	20%	19%	50%	0%
(d)	N/A	4%	0%	25%	0%
(e)	Other_____	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	12%	19%	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 fo 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		8%	6%	25%	0%

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

(a)	Provide incentives to recruit and retain Foreign Service Officers		28%	31%	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		16%	19%	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%

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		48%	56%	25%	40%

Level at which distiction 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%	8%
(c)	Yes, Foreign Service Officer and spouse	20%	76%	44%
(d)	Yes, on a case-by-case basis	12%	4%	20%
(e)	Other_____	0%	4%	0%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - July 18, 2002

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%	13%
(c)	Yes, Foreign Service Officer and spouse	13%	81%	38%
(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:

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%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

		DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
5.	**Do you provide an orientation meeting to discuss relocation and other posting issues?**					
(a)	Yes		88%	81%	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		76%	75%	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		28%	25%	50%	20%
(b)	Yes, expressed as a percent of base salary without a cap		16%	13%	0%	40%
(c)	Yes, expressed as a percent of base salary with a cap		8%	13%	0%	0%
	Percentage of salary for response (b)or(c)		13%	13%	-	16%
	Annual salary cap for response (c)		$5,681	$6,017	-	$4,000
(d)	Yes, fixed amount		44%	44%	50%	40%
(e)	Other:_____		4%	6%	0%	0%
	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, a whether you provide a hardship premium to Foreign Service Officers accepting a posting at a hardship location.**

	DFAIT/CIC	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:_____		

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

All Respondents

		Incentive premium	Hardship premium
(a)	No	52%	16%
(b)	Yes, paid in a lump sum	0%	4%
(c)	Yes, paid in the normal pay cycle (e.g., monthly)	40%	76%
(d)	Yes, paid annually	0%	0%
(e)	Yes, at the end of posting	0%	0%
(f)	Yes, but format varies by location	4%	4%
(g)	Other:_____	8%	4%

Countries

n= 16

		Incentive premium	Hardship premium
(a)	No	63%	13%
(b)	Yes, paid in a lump sum	0%	0%
(c)	Yes, paid in the normal pay cycle (e.g., monthly)	31%	88%
(d)	Yes, paid annually	0%	0%
(e)	Yes, at the end of posting	0%	0%
(f)	Yes, but format varies by location	6%	6%
(g)	Other:_____	6%	0%

International Organizations

n= 4

		Incentive premium	Hardship premium
(a)	No	50%	25%
(b)	Yes, paid in a lump sum	0%	0%
(c)	Yes, paid in the normal pay cycle (e.g., monthly)	50%	75%
(d)	Yes, paid annually	0%	0%
(e)	Yes, at the end of posting	0%	0%
(f)	Yes, but format varies by location	0%	0%
(g)	Other:_____	0%	0%

Private Companies

		Incentive premium	Hardship premium
(a)	No	20%	20%
(b)	Yes, paid in a lump sum	0%	20%
(c)	Yes, paid in the normal pay cycle (e.g., monthly)	60%	40%
(d)	Yes, paid annually	0%	0%
(e)	Yes, at the end of posting	0%	0%
(f)	Yes, but format varies by location	0%	0%
(g)	Other:_____	20%	20%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

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

DFAIT/CIC

		Incentive premium	Hardship premium
(a)	Expressed as a percent of base salary without a monetary cap		
(b)	Expressed as a percent of base salary with a monetary cap		
	Percentage, if the premium is the same for all postings		
	Lowest percentage, if the premium varies by location		
	Highest percentage if the premium varies by location		
	Annual salary cap for response (b)		
(c)	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:_____		

All Respondents

		Incentive premium	Hardship premium
(a)	Expressed as a percent of base salary without a monetary cap	27%	26%
(b)	Expressed as a percent of base salary with a monetary cap	5%	9%
	Percentage, if the premium is the same for all postings	11%	-
	Lowest percentage, if the premium varies by location	-	11%
	Highest percentage if the premium varies by location	8%	21%
(c)	Varies according to a step-rated table	14%	22%
(d)	Expressed as a fixed number of months of base salary	0%	0%
	Number of months	-	-
(e)	Flat amount for all officers	5%	22%
	Annual flat amount	$12,500	-
(f)	Other:_____	9%	9%

Countries

n= 14

		Incentive premium	Hardship premium
(a)	Expressed as a percent of base salary without a monetary cap	7%	7%
(b)	Expressed as a percent of base salary with a monetary cap	7%	0%
	Percentage, if the premium is the same for all postings	8%	-
	Lowest percentage, if the premium varies by location	-	25%
	Highest percentage if the premium varies by location	-	13%
	Annual salary cap for response (b)	-	-
(c)	Varies according to a step-rated table	21%	33%
(d)	Expressed as a fixed number of months of base salary	0%	0%
	Number of months	-	-
(e)	Flat amount for all officers	0%	33%
	Annual flat amount	-	-
(f)	Other:_____	7%	13%

International Organizations

n= 3

		Incentive premium	Hardship premium
(a)	Expressed as a percent of base salary without a monetary cap	33%	33%
(b)	Expressed as a percent of base salary with a monetary cap	0%	67%
	Percentage, if the premium is the same for all postings	10%	-
	Lowest percentage, if the premium varies by location	-	6%
	Highest percentage if the premium varies by location	-	25%
(c)	Varies according to a step-rated table	0%	0%
(d)	Expressed as a fixed number of months of base salary	0%	0%
	Number of months	-	-
(e)	Flat amount for all officers	33%	0%
	Annual flat amount	-	-
(f)	Other:_____	33%	0%

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

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies

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		16%	13%	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%
	Minimum percentage	3%	4%	3%	5%	5%
(e)	Other:_____		28%	38%	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

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - July 18, 2002

Assistance with Home Country Housing

		DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
13.	**Do you have a housing assistance program designed to help a Foreign Service Officer maintain a residence in the home country?**					
(a)	No		84%	94%	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		92%	94%	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%	84%
(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%	94%
(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		

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies

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.	24%	19%	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	88%	100%	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	56%	38%	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	32%	38%	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	16%	25%	0%	0%
(f)	Other_____	16%	25%	0%	0%

Common response: Through location allowance, According to special legislation

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 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			
	Lowest level eligible:			-
(h)	Other:_____			

All Respondents

		Automobile	Recreational Club Membership	Representation Allowance*
(a)	No	24%	68%	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%	0%	12%
(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%
	Lowest level eligible:	0	0	0
(h)	Other:_____	4%	4%	8%

Countries

n= 16

		Automobile	Recreational Club Membership	Representation Allowance*
(a)	No	31%	75%	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%	0%	19%
(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%
	Lowest level eligible:	0	0	0
(h)	Other:_____	0%	6%	13%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

International Organizations

n= 4

		Automobile	Recreational Club Membership	Representation Allowance*
(a)	No	25%	100%	25%
(b)	Managed on a case-by-case basis	0%	0%	0%
(c)	Yes, without cost to Foreign Service Officer	0%	0%	0%
(d)	Yes, with the Foreign Service Officer bearing a portion of the cost	0%	0%	0%
(e)	Only in accordance with host country norms for the position being filled	25%	0%	0%
(f)	Only in specific locations	25%	0%	25%
(g)	Only at specific levels	50%	0%	100%
	Lowest level eligible:	0	0	
(h)	Other:_____	0%	0%	0%

Private Companies

		Automobile	Recreational Club Membership	Representation Allowance*
(a)	No	0%	20%	60%
(b)	Managed on a case-by-case basis	0%	20%	20%
(c)	Yes, without cost to Foreign Service Officer	0%	0%	0%
(d)	Yes, with the Foreign Service Officer bearing part of cost	0%	0%	0%
(e)	Only in accordance with host country norms for the position being filled	40%	60%	20%
(f)	Only in specific locations	20%	0%	0%
(g)	Only at specific levels	20%	0%	0%
	Lowest level eligible:	0	0	0
(h)	Other:_____	20%	0%	0%

Education

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

DFAIT/CIC

		Elementary	Secondary
(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		

All Respondents

		Elementary	Secondary
(a)	No	8%	8%
(b)	Yes, but only if the public schools are deemed inadequate	36%	36%
(c)	Yes, as a matter of course	48%	48%
(d)	Yes, but only if the language of instruction is not spoken by the student	0%	0%
(e)	Managed on a case-by-case basis	8%	8%

Countries

n= 16

		Elementary	Secondary
(a)	No	13%	13%
(b)	Yes, but only if the public schools are deemed inadequate	38%	38%
(c)	Yes, as a matter of course	44%	44%
(d)	Yes, but only if the language of instruction is not spoken by the student	0%	0%
(e)	Managed on a case-by-case basis	6%	6%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

International Organizations

n= 4

		Elementary	Secondary
(a)	No	0%	0%
(b)	Yes, but only if the public schools are deemed inadequate	0%	0%
(c)	Yes, as a matter of course	75%	75%
(d)	Yes, but only if the language of instruction is not spoken by the student	0%	0%
(e)	Managed on a case-by-case basis	25%	25%

Private Companies

		Elementary	Secondary
(a)	No	0%	0%
(b)	Yes, but only if the public schools are deemed inadequate	60%	60%
(c)	Yes, as a matter of course	40%	40%
(d)	Yes, but only if the language of instruction is not spoken by the student	0%	0%
(e)	Managed on a case-by-case basis	0%	0%

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

DFAIT/CIC

		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:_____		

All Respondents

		Elementary	Secondary
(a)	All reasonable costs, including boarding if local schools are inadequate	32%	32%
(b)	All reasonable costs excluding boarding	24%	24%
(c)	All reasonable costs up to a maximum amount	20%	20%
(d)	All reasonable costs above a fixed amount	0%	0%
(e)	Fixed amount	8%	8%
(f)	Specific costs only	8%	8%
(g)	Other:_____	8%	8%

Countries

n= 16

		Elementary	Secondary
(a)	All reasonable costs, including boarding if local schools are inadequate	31%	31%
(b)	All reasonable costs excluding boarding	19%	19%
(c)	All reasonable costs up to a maximum amount	19%	19%
(d)	All reasonable costs above a fixed amount	0%	0%
(e)	Fixed amount	6%	6%
(f)	Specific costs only	13%	13%
(g)	Other:_____	13%	13%

International Organizations

n= 4

		Elementary	Secondary
(a)	All reasonable costs, including boarding if local schools are inadequate	0%	0%
(b)	All reasonable costs excluding boarding	25%	25%
(c)	All reasonable costs up to a maximum amount	50%	50%
(d)	All reasonable costs above a fixed amount	0%	0%
(e)	Fixed amount	25%	25%
(f)	Specific costs only	0%	0%
(g)	Other:_____	0%	0%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

Private Companies

		Elementary	Secondary
(a)	All reasonable costs, including boarding if local schools are inadequate	60%	60%
(b)	All reasonable costs excluding boarding	40%	40%
(c)	All reasonable costs up to a maximum amount	0%	0%
(d)	All reasonable costs above a fixed amount	0%	0%
(e)	Fixed amount	0%	0%
(f)	Specific costs only	0%	0%
(g)	Other:_____	0%	0%

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

DFAIT/CIC

		Home	When Posted
(a)	No		
(b)	Yes, up to a fixed limit		
	Annual flat amount		$3,173
(c)	Yes, but tuition only		
(d)	Yes, dormitory room and board		
(e)	No experience/No policy		
(f)	Other_____		

All Respondents

		Home	When Posted
(a)	No	68%	60%
(b)	Yes, up to a fixed limit	20%	16%
	Annual flat amount	$13,960	$17,988
(c)	Yes, but tuition only	8%	12%
(d)	Yes, dormitory room and board	0%	8%
(e)	No experience/No policy	0%	0%
(f)	Other_____	4%	4%

Countries

n= 16

		Home	When Posted
(a)	No	75%	69%
(b)	Yes, up to a fixed limit	19%	13%
	Annual flat amount	$6,758	-
(c)	Yes, but tuition only	6%	13%
(d)	Yes, dormitory room and board	0%	6%
(e)	No experience/No policy	0%	0%
(f)	Other_____	0%	0%

International Organizations

n= 4

		Home	When Posted
(a)	No	0%	0%
(b)	Yes, up to a fixed limit	50%	50%
	Annual flat amount	$21,162	$21,162
(c)	Yes, but tuition only	25%	25%
(d)	Yes, dormitory room and board	0%	0%
(e)	No experience/No policy	0%	0%
(f)	Other_____	25%	25%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT
Summary Results Table - July 18, 2002

Private Companies

		Home	When Posted
(a)	No	100%	80%
(b)	Yes, up to a fixed limit	0%	0%
	Annual flat amount	-	-
(c)	Yes, but tuition only	0%	0%
(d)	Yes, dormitory room and board	0%	20%
(e)	No experience/No policy	0%	0%
(f)	Other_____	0%	0%

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

DFAIT/CIC

		Home	When Posted
(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:_____		

All Respondents

		Home	When Posted
(a)	No	96%	72%
(b)	Yes, difference between home and host	0%	4%
(c)	Yes, if cost is above a fixed amount	0%	0%
(d)	Yes, but only if mandated in the home country	0%	4%
(e)	Managed on a case-by-case basis	0%	4%
(f)	No policy/no experience	0%	0%
(g)	Other:_____	24%	20%

Other Common Responses:
A portion of the costs, Pre-School costs are covered

Countries
n= 16

		Home	When Posted
(a)	No	94%	69%
(b)	Yes, difference between home and host	0%	0%
(c)	Yes, if cost is above a fixed amount	0%	0%
(d)	Yes, but only if mandated in the home country	0%	6%
(e)	Managed on a case-by-case basis	0%	0%
(f)	No policy/no experience	0%	0%
(g)	Other:_____	6%	31%

International Organizations
n= 4

		Home	When Posted
(a)	No	100%	100%
(b)	Yes, difference between home and host	0%	0%
(c)	Yes, if cost is above a fixed amount	0%	0%
(d)	Yes, but only if mandated in the home country	0%	0%
(e)	Managed on a case-by-case basis	0%	0%
(f)	No policy/no experience	0%	0%
(g)	Other:_____	0%	0%

Private Companies

		Home	When Posted
(a)	No	100%	60%
(b)	Yes, difference between home and host	0%	20%
(c)	Yes, if cost is above a fixed amount	0%	0%
(d)	Yes, but only if mandated in the home country	0%	0%
(e)	Managed on a case-by-case basis	0%	20%
(f)	No policy/no experience	0%	0%
(g)	Other:_____	0%	0%

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - July 18, 2002

		DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
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		8%	13%	0%	0%
(d)	Other:_____		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		36%	25%	50%	60%
(c)	Yes, the assignee receives a cash allowance to use as he/she desires without providing receipts		0%	0%	0%	0%
(d)	Other:_____		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:_____		4%	6%	0%	0%
29. What is the frequency of Rest & Recreation trips allowed?						
(a)	Once a year		25%	18%	0%	67%
(b)	Twice a year		0%	0%	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:_____		25%	27%	50%	0%
30. Who chooses the Rest & Recreation destination?						
(a)	Organization		31%	27%	0%	67%
(b)	Foreign Service Officer		69%	73%	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		38%	53%	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					

DFAIT/CIC SURVEY OF FS TERMS AND CONDITIONS OF EMPLOYMENT

Summary Results Table - July 18, 2002

Repatriation

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

		DFAIT/CIC	All Respondents	Countries	International Organizations	Private Companies
(a)	No	DFAIT	40%	31%	75%	40%
(b)	Yes	CIC	60%	69%	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?

		All Respondents	Countries	International Organizations	Private Companies
(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	40%	50%	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 assit 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 – May 3, 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 Administration Immigration Aid	Political/Economic Administrative 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 – May 3, 2002

		DFAIT/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 personal 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	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	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	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?** ***Please check all that apply***	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 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
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 – May 3, 2002

		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
Mid-career Recruitment										
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
Locally Hired Professional Staff										
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
Professional Orientation and Training										
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 – May 3, 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+I – 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 weighs heavily	Yes, but other factors override personal choice	Yes, but other factors override personal choice	Yes, but other factors override personal choice	Personal choice weighs 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 – May 3, 2002

		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
23.	**Who makes the final decision regarding where a Foreign Service Officer will be posted?**	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 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	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	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

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		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	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	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	posting location 5. Inability of same-sex/ common-law partner to be included on the officer's visa and/or passport 6. Inadequate compensation offer	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 2nd level:** Years of experience in grade	**Promotion to 2nd level:** Performance appraisal	**Promotion to 2nd 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 2nd level:** Performance appraisal Other: Assessment of potential to perform at the next level	**Promotion to 2nd level:** Performance appraisal Years of experience in grade Existence of opening at the next level	**Promotion to 2nd level:** Performance Appraisal Years of experience in grade Existence of opening at the next level	**Promotion to 2nd level:** Performance appraisal	**Promotion to 2nd level:** Performance appraisal Years of experience in grade Existence of an opening at the next level	**Promotion to 2nd level:** Performance Appraisal
			To 3rd level: Performance appraisal Existence of an opening at the next level	**To 3rd level:** Appraisal Interview Existence of an opening at the next level., Other: Written application Other: Written and oral referee reports	**To 3rd level:** Appraisal Existence of an opening at the next level Other: Assessment of potential to perform at the next level	**To 3rd level:** Performance appraisal Years of experience in grade Existence of an opening at the next level	**To 3rd level:** Performance Appraisal Years of experience in grade Existence of an opening at the next level	**To 3rd level:** Years of experience in grade	**To 3rd level:** Performance appraisal Years of experience in grade Existence of an opening at the next level	**To 3rd level** Performance appraisal Existence of an opening at the next level

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			To 4th level: Performance appraisal Existence of an opening at the next level **To 5th level:** Performance appraisal Existence of an opening at the next level	**To 4th level:** Appraisal Interview Existence of opening at the next level Other: written application Other: Written and oral referee reports **To 5th level** Performance appraisal Interview Existence of an opening at the next level Other: Written Application Other: Written and oral referee reports	**To 4th 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 5th 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 4th level:** Performance appraisal Years of experience in grade Existence of an opening at the next level **To 5th level:** Performance appraisal Years of experience in grade Existence of an opening at the next level	**To 4th level:** Performance Appraisal Years of experience in grade Existence of an opening at the next level **To 5th level:** Performance Appraisal Years of experience in grade Existence of an opening at the next level	**To 4th level:** Years of experience in grade Existence of an opening at the next level **To 5th level:** Years of experience in grade Existence of an opening at the next level	**To 4th level:** Performance appraisal Years of experience in grade Existence of an opening at the next level **To 5th level:** Performance appraisal Years of experience in grade Existence of an opening at the next level	**To 4th level:** Performance appraisal Postings abroad Existence of an opening at the next level **To 5th 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?**	**FSDP**: 5 years **FS-2:** 10 years	**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
				To fifth level: 6.8% **To sixth level:** 6.1% **Overall:** 5%	**To fifth level:** 25%					
30.	**Does career progression differ for mid-career recruits?**	No	No	No	Yes – posted quickly, but no fast track to management		N/A	**No**	**N/A**	**N/A**
Attrition										
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:** 3-5% **All FS:** 0-2%	**Entry Level Attrition:** 0-2% **Second Level Attrition:** 0-2% **Third Level Attrition:** 0-2% **Fourth Level attrition:** 0-2% **All FS:** 0-2%	**Entry Level Attrition:** 3-5% **Second Level Attrition:** 3-5% **Third Level Attrition:** 6-9% **Fourth Level attrition:** 0-2% **All FS:** 3-5%

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		DFAIT/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:**	**FSDP:** 0% retirement or death 100% voluntary separation **FS-02:** 58% voluntary separation 42%Retirement or death **EX-01 level:** 69.6% retirement or death 30.4% voluntary separation	Specific statistics not available	**Entry level:** 74.7% retirement or death 25.3% voluntary separation **Second level:** 39.5% retirement or death 60.5% voluntary separation **Third level:** 43.9% retirement or death 56.1% voluntary separation **Fourth Level:** 51.8% retirement or death 48.2% voluntary separation	**Entry level:** 0% retirement or death 0% voluntary separation **Second level:** 100% voluntary separation **Third level:** 100% voluntary separation **Fourth Level:** 100% Voluntary Separation **Fifth Level** 80% retirement or death 20% voluntary separation	Retired 1.9% (No other figures available)	Very low attrition	**Entry Level:** 0% Retirement or death 100% Voluntary Separation **Second Level:** 0% Retirement or death 100% Voluntary Separation **Third Level:** 100% Retirement or death 0% Voluntary Separation **Fourth Level:** 100% Retirement or death	**Entry Level:** 0% Retirement or death 100% Voluntary Separation **Second Level:** 0% Retirement or death 100% Voluntary Separation **Third Level:** 0% Retirement or death 100% Voluntary Separation **Fourth Level:** 100% Retirement or death	**Entry Level:** 0% Retirement or death 100% Voluntary Separation **Second Level:** 0% Retirement or death 100% Voluntary Separation **Third Level:** 80% Retirement or death 20% Voluntary Separation **Fourth Level:** 96% Retirement or death 4% Voluntary Separation
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		**Entry Level** Compensation Career Change Lifestyle **Second Level** Career Change Compensation Lifestyle **Third Level** Family or spousal career Career change Compensation **Fourth Level** Career Change Lifestyle Family or spousal	**Entry Level** Compensation Career Change Family or Spousal Career **Second Level** Compensation Career Change Family or spousal Career **Third Level** Family or Spousal Career Compensation Career Change **Fourth Level** Career Change Compensation	**Entry Level** Family or spousal career N/A Compensation **Second Level** Family or spousal career N/A Compensation **Third Level** Family or spousal career Career Change **Fourth Level** Family or Spousal Career Career Change		**Entry Level** Compensation Career Change Family or spousal career **Second Level** Career Change Compensation Family or spousal career **Third Level** N/A **Fourth Level** N/A	**Entry Level** Compensation Career Change Family or spousal career **Second Level** Compensation Career Change Family or spousal career **Third Level** Compensation Career Change Family or spousal career **Fourth Level** Compensation Career Change	**Entry Level** Career Change Compensation Family or spousal career **Second Level** Career Change Compensation Family or spousal career **Third Level** Career Change Family or spousal career Compensation **Fourth Level** Career Change Family or spousal

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		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
				career	Family or spousal Career				Family or spousal career	career Compensation
34.	**Which of the following statements best characterizes turnover within your Foreign Service?**		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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FS Survey of Terms and Conditions of Employment
Detailed Results Table Part I – May 3, 2002

		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
SECTION II – COMPENSATION										
1.	**Please match your country's Foreign Service Officer positions to the Canadian Foreign Service Officer positions**	FSDP - Job A FS-2 - Job B FS-2 – Job C EX-1 – Job D	Junior Officer (grade 6, 5, 4) – Job A (Match) Mid-Level Officer (grade 2 or 3) – Job B (Match -) Mid-Level Officer (grade 1) – Job C (Match -) Senior Officer (grade OC) – Job C (Match +) Senior Officer (grade MC, CM) – Job D (Match)	3rd/2nd Secretary – Job A (Match) 1st Secretary – Job B (Match) Counselor – Job C (Match) Ambassador –Job D (Match)	Policy Officer 1 – Job A (Match) Policy Officer 2 – Job B (Match -) Senior Policy Officer – Job B (Match) External Policy 4 – Job C (Match) External Policy 5 – Job D (Match)	Second Secretary – Job A (Match) First Secretary – Job B (Match) Counselor, Deputy Director – Job C (Match) Ambassador, Director – Job D (Match)	Second Secretary – Job A (Match +) First Secretary – Job B (Match) Counselor – Job C (Match -) Min. Counselor/. Consul Gen – Job D (Match)	Second Secretary – Job A (Match -) First Secretary – Job B (Match) Counsellor – Job C (Match) Ambassador - Job D (Match)	Second Secretary – Job A (Match +) First Secretary – Job B (Match) Counsellor – Job C (Match) Minister-Counsellor – Job D (Match +)	1st and 2nd Secretary – Job A (Match ++) Counsellor – Job C (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)	3rd Secretary: $33,422 - $38,324 (Average actual - $35, 873) 2nd 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)		2nd Secretary: $47,659 - $53,055 (Average actual: $49,458) 1st Secretary: $50,537 - $54,853 (Average actual: $52,156
2.	**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	1st 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	Counsellor: $54,294 - $125,733 (Average actual: $71,722)		Counsellor: $57,911 - $69,242 (Average actual: $64,745)

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FS Survey of Terms and Conditions of Employment
Detailed Results Table Part I – May 3, 2002

		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
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-Counsellor: $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 salary up to the range maximum	No, Foreign Service Officers may receive salary up to the range maximum	No, Foreign Service Officers may receive salary up to the range maximum
4.	**How do Foreign Service Officers typically move through the salary range?**	FSDP: By increments based on performance FS-02: 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	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 **Other:** Language allowance – amount varies depending on skill level, location of posting	**Annual bonus**: 0% **Other cash:** 0% **Long-term incentive:** 0% **Pension:** 5% - Superannuating – contribution valued at 5% of base salary **Benefits:** When overseas, all medical and some 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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	salary range 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	COUNTRY - A	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.**	**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: $82,00 - $93,205 Level 8: $86,178 - $99,749 **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	**Economist:** Level 1: $47,111 - $61,244 Level 4: $189,067 - $210,199 **Lawyer:** Level 1: $69, 729 - $90,643 Level 4: $189,067 - $210,199	**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 **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 **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 **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				Same as other groups		**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 **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

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		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
				Level 5: $69,251 - $77,883						
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 Policy	No Policy	Allowances provide to the Foreign Service Officer include an amount for the spouse (20% is added to expatriate allowance and additional allowances)	Allowances provided to the Foreign Service Officer include an amount for the spouse. Accompanying spouses are provided with supplemental 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 Accompanying spouses are provided compensation or an allowance in recognition of their representational responsibilities	Accompanying spouses continue to accrue pension entitlement under the social security program while on foreign posting *only if spouse is a civil servant*	Allowances provided to the Foreign Service Officer include an amount for the spouse. Accompanying spouses are provided with supplemental pension benefits Accompanying spouses are provided compensation or an allowance in 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?**	**On posting:** Employ at foreign/ home country as a local staff member if suitable position is available Canvass other organizations for available jobs Pay allowance to cover job search expenses Assist to obtain work permit Provide annual allowance to cover home country professional certification, continuing education, training	**On posting** Employ at foreign/home location as a local staff member if suitable position is available Canvass other organizations for available jobs Assist to obtain work permit **Upon Return:** No	**On Posting:** Managed on Case-by-case basis. Other: Provision of general information on work prospects and local requirements **Upon Return** No	**On posting:** Employ at foreign/home location as a local staff member if suitable position is available. Employ at foreign/home location as *Foreign Service Officer* if suitable position is available Assist to obtain work permit **Upon Return:** Employ at foreign/home location as a local staff member if suitable position is	**On posting** Employ at foreign/home location as a local staff member if suitable position is available Managed on a case-by-case basis Other: Establishing a CR-database for spouses on the internet	**On Posting:** Employ at foreign/home location as a local 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	**On Posting:** Assist to obtain work permit	**On Posting:** Assist to obtain work permit	**On Posting:** Employ at foreign/home location as a local staff member if suitable position is available Canvass other organizations for available jobs Assist to obtain work permit **Upon Return** No

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

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		DFAIT/CIC	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.	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?**	Yes, two extra trips per assignment year	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):**	DFAIT and CIC are considering/ exploring two new policies: • Provision of a spousal premium • Provision of EI benefits for spouses and who would otherwise have been eligible for EI benefits in Canada.	FSO's at posts where spouses are not permitted (usually due to dangerous conditions) generally receive one or two trips to the US per year for Rest & Recuperation travel. Unaccompanied (voluntarily 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										
Administrative Information										
1.	**Do you have policies for conditions of service of Officers abroad?**	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

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FS Survey of Terms and Conditions of Employment
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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 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")	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")	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 perquisites) 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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		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
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 is paid but with weight and/or volume limits	Shipment of household goods is paid with reasonable costs	Shipment of household goods is partially paid if fully/partially furnished quarters are leased	Shipment of household goods is partially paid but with weight and/or volume limits	Shipment of household goods is paid but with weight and/or volume limits	Shipment of household goods is paid but with weight and/or volume limits
7.	**Do you provide an additional incidental allowance to Officers moving 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
Incentive and Hardship Premiums and Cost-of-Living										
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%-25% with no salary	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 b i d bl		Hardship premium – flat amount for all officers

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		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
			25% with no salary cap					basis and payable to all categories of service at a certain post		
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 percent of salary without a monetary 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 differential changes by at least a fixed percentage of 3%	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?**	Other: None	Hardship premium	Hardship premium	Other: None		Other: None	Other: None	Other: None	Other: Transfer allowance, risk allowance
Assistance with Home Country Housing										
13.	**Do you have a housing assistance program to help Officers maintain a residence in the home country?**	Yes, pay all expenses for third party home management services	No	No	No	No	No	No	No	No
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	No	No	No	No	No	No	No
15.	**Do you provide assistance with**	Sale: Yes– One buy and one sell per career	No	No	No	No	No	No	No	No

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		DFAIT/CIC	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?**	Yes, home housing share/deduction delayed until family vacates home country residence	Maintenance Allowance	Yes, home housing share/deduction delayed until family vacates home country residence	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
Assistance with Host Country Housing (Abroad)										
17.	**Do you provide assistance for housing to Officers at the host location?**	Yes, always	Yes, always	Yes, always	Yes, always	Yes, always	Yes, always	Yes, always	Other: Only if no housing is provided by the state	Yes, always
18.	**Do you require the officer to pay a portion of the cost of housing at the host location?**	Yes - rent shares equivalent to what employee would pay at home	No	Yes, based on salary	No	No	Yes, fixed percentage of basic salary – 18%	No	Yes, part of the salary is meant to cover housing costs	No
19.	**Do you pay for host location utilities costs (excluding telephone)?**	Yes, included in the housing/Cost-of-Living allowance	Yes, included in the housing/Cost-of-Living allowance	Other: Yes, but officer makes a contribution	Yes, Foreign Service Officer reimbursed for actual costs	Yes, Foreign Service Officer reimbursed for actual costs	No	No	No	Yes, Foreign Service Officer reimbursed for actual costs
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	Yes, through the home country organization's standard private medical plan	Yes, through a cash reimbursement	Other: All medical costs are covered and some dental costs are met up to specified limits	Yes, through a special home country or international medical plan	Yes, through a cash reimbursement – up to 50% costs	Yes, through the home country organization's standard private medical plan Yes, through a special home	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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		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
								country or international medical plan		
Perquisites Abroad										
21.	**Please indicate if you provide the following perquisites:** *Please check all those that apply.*	No Automobile No Recreational club membership Representation allowance provided without cost to FS-02	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, 3- 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
Education										
22.	**Do you pay for private schooling in the host location?**	**Elementary:** Yes, but only if the public schools are deemed inadequate **Secondary**: Yes, but only if the public schools are deemed inadequate	**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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		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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		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
Home Leave, R&R Leave, Vacation and Holidays										
26.	**Do you provide Home Leave travel to your Foreign Service Officers?**	Between 1 trip per 4 year posting to once per year for hardship locations	Mid-tour on a four-year assignment, or between overseas postings if on a three or two-year assignment	Yes, one trip per posting	One home leave airfare is met officially for officers and accompanying dependants undertaking a four year assignment	Yes, organization offers one trip per posting year	Yes, organization offers one trip per posting year	Yes, but frequency depends on geographical location of the post abroad and varies from yearly to once every 24 months	Other: One trip every two posting years	Yes, organization offers one trip per posting year
27.	**Do you permit an FS Officer to use Home Leave to travel to a different country and still be eligible for reim-bursement?**	Yes, the assignee will receive reimbursement up to the amount that would have been paid had he/she returned to the home country	No, the assignee must return to the home country	No, the assignee must return to the home country	No, the 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 countr	Same number of holidays as in the	Greater of home or host country	Same number of holidays as in the

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		DFAIT/CIC	USA	COUNTRY - A	NEW ZEALAND	COUNTRY - B	COUNTRY - C	COUNTRY - D	COUNTRY - E	COUNTRY - F
	Service Officer's statutory holiday entitlement during the posting?	home country	to 9 host country holidays for a total cap of 20	home country	home country Other: A set entitlement of 13.5 statutory days is provided to officers in the host country	entitlement	entitlement	home country	entitlement Other: Depends on post	home country Other: In Addition – Bonus day (Maximum 9 years)
Repatriation										
32.	**Do you provide repatriation counselling for Officers and their families upon their return from a posting?**	No. However, CIC has a specific briefing that all employees returning from abroad must attend.	Yes	Yes	Yes	Yes	Yes	Yes	No	No
33.	**Are Officers who voluntarily end their posting early required to pay a portion of the repatriation cost?**	Yes, the Foreign Service Officer must pay a portion of the cost of relocation	Depends on the circumstances	Depends on the circumstances	Yes, the Foreign Service Officer must pay a portion of the cost of relocation	No, the organization assumes the full cost of relocation	Depends on the circumstances	Yes, the Foreign Service Officer must pay a portion of the cost of relocation	Depends on the circumstances	Yes, the Foreign Service Officer must pay a portion of the cost of relocation
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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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	COUNTRY H	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	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	Political/ Economic Trade Administration Immigration Aid Other: Consular, Public Diplomacy	Political/ Economic Trade Administration Culture Aid Other: Protocol , public diplomacy, 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	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	At some postings	Yes, At all postings	At some postings	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	Yes	No	Yes	N/A	N/A	N/A	N/A
6.	**Are *aid* officers included in the Foreign Service Officer group?**	No	Yes	No	Yes	Yes	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	COUNTRY H	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 PhD ENA (National School of Administration)	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?** ***Please check all that apply***	Recruited to the Foreign Service in general	Recruited to the Foreign Service in general. Recruited to a specific assignment abroad Recruited to a specific specialty or position	Recruited to the Foreign Service in general. Recruited to a specific specialty or position	Recruited to the Foreign Service in general	Recruited to the Foreign Service in general.	Recruited to a specific specialty or position – Economists, Lawyers etc.	Recruited to a specific specialty or position – Sector Specialist (Finance, Natural Resources, Sanitation etc.)	Recruited to the organization in general Recruited to a specific assignment abroad Recruited to a specific specialty or position – Technical/ Economic	Recruited to a specific specialty or position
12.	**Are Officers compensated**	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
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		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
	as Foreign Service Officers, or according to their profession?	Officers	Officers	Officers	Officers	Officers				profession
Mid-career Recruitment										
13.	**Do you recruit Officers at mid-career, that is, professionals or others with extensive work experience who wish to make a 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	Generally, no, but a few recruitments take place from within the public service	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	Experience and status	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 experience and status.	Appropriate level commensurate with work experience	Appropriate level commensurate with work experience	Appropriate level commensurate with work experience	Appropriate level commensurate with work experience
Locally Hired Professional Staff										
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	Percentage of locally hired professionals is rising, especially in Africa	Percentage of locally hired professionals remains steady (50/50)	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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		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
Professional Orientation and Training										
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	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
Posting Information										
20.	**What is the average length of a standard foreign posting?**	3.5 years	4 years	4 years	3 days	3 years	2 years	4 years	4 years	1 year
21.	**Do officers typically return to their home country after a foreign posting?**	DFAIT – rotate between home and posting. C+I – rotate after 2 or more postings	Yes, they typically rotate between home and foreign postings	Yes, but only after two or more consecutive postings	Yes, they typically rotate between home and foreign postings	Yes, but after two or more consecutive stays.	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 weighs heavily	Yes, but other factors override personal choice	Personal Choice weighs heavily, but other factors weigh 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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		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
	they will be posted?				on personal choice					
23.	**Who makes the final decision regarding where an Officer will be posted?**	Head of Mission	Personnel or human resources department	Selection Board	Management Advisory Committee, consisting of Secretary General and Assistant Secretary level	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.	**How much notice is given regarding posting location and starting date?**	6 months	3 months	9 months	7.5 months	6 months	2 months	4 months	7 months	1.5 months
25.	**What is the typical duration of a hardship posting, in years?**	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: 10 months	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.	**How many hardship postings *must* an Officer take?**	None	Not specified	None	None	None	None	None	None	One
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 4. Other: Does not meet	1. Inability of spouse/partner to work at the posting location 1. Local Conditions 2. Parental/other adult care responsibilities 3. Poor fit of posting responsibilities with officer's skills 4. Inability of same-sex/ common-law partner to be	1. Inability of spouse/partner to work at posting location 2. Parental responsibilities 3. Local Conditions	1. Parental responsibilities 2. Inability of spouse/ partner to work at posting location 3. Local conditions	4. Family situation (including rising concerns about the inability of spouse/ partner to work at posting location 5. Local conditions	6. Inability of spouse/partner to work at posting location 7. Parental responsibilities 8. Local Conditions 9. Inadequate compensation offer 10. Inability of same-sex/ common-law partner to be included on the staff member's visa and/or	1. Parental responsibilities 2. Local Conditions 3. Poor fit of posting responsibilities 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	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	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 Condition 5. Poor fit of assignment responsibilities

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		career aspirations 5. Parental responsibilities 6. Poor fit of posting responsibilities with officer's skills	included on the officer's visa and/or passport 5. Inadequate compensation offer				passport 11. Poor fit of posting responsibilities with staff member's skills	to work at the posting location 6. Inadequate compensation offer	offer 6. Poor fit of posting responsibilities with staff member's skills	with staff member's skills 6. Inadequate compensation offer
Career Progression										
28.	**What criteria are used to determine if an individual will be promoted?**	**Promotion to 2nd level:** Years of experience in grade	**Promotion to 2nd level:** Performance Appraisal Existence of an opening at the next level	**Promotion to 2nd level:** Simulation Exercise	**Promotion to 2nd level:** Performance appraisal Years of experience in grade Postings abroad Existence of an opening at the next level	**Promotion to 2nd level:** Performance appraisals Existence of an opening at the next level	**Promotion to 2nd level:** Performance appraisal Years of experience in grade Existence of an opening at the next level	**Promotion to 2nd level:** Performance appraisal Years of experience in grade Existence of an opening at the next level	**Promotion to 2nd level:** Performance appraisal Existence of an opening at the next level	**Promotion to 2nd level:** Performance appraisal Interview Postings abroad
			To 3rd level: Performance Appraisal Existence of an opening at the next level	**To 3rd level:** Performance appraisal	**To 3rd level:** Performance appraisal Existence of an opening at the next level	**To 3rd level:** Performance appraisals Existence of an opening at the next level	**To 3rd level:** Performance appraisal Years of experience in grade Existence of an opening at the next level	**To 3rd level:** Performance appraisal Years of experience in grade Existence of an opening at the next level	**To 3rd level:** Performance appraisal Existence of an opening at the next level	**To 3rd level:** Performance appraisal Interview Years of experience in grade Postings abroad
			To 4th level: Performance appraisal Existence of an opening at the next level	**To 4th level:** Performance appraisal Simulation exercise	**To 4th level:** Interview Existence of an opening at the next level	**To 4th level:** Performance appraisals Existence of an opening at the next level	**To 4th level:** Performance appraisal Years of experience in grade Existence of an opening at the next level	**To 4th level:** Performance appraisal Years of experience in grade Postings Abroad Existence of an opening at the next level	**To 4th level:** Performance appraisal Existence of an opening at the next level	**To 4th level:** Performance appraisal Interview Years of experience in grade Postings abroad
			To 5th level: Performance appraisal Existence of an	**To 5th level:** Simulation exercise	**To 5th level:** Interview Existence of an opening at the	**To 5th level:** Performance appraisals Existence of an	**To 5th level:** Performance appraisal Years of experience	**To 5th level:** Performance appraisal Years of experience	**To 5th level:** Performance appraisal Existence of an	**To 5th level:** Performance appraisal Interview Years of experience

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			opening at the next level		next level	opening at the next level	in grade Existence of an opening at the next level	in grade Postings Abroad Existence of an opening at the next level	opening at the next level	in grade Postings abroad
29.	**How long (in years) will an Officer remain in a level before being promoted?**	**FSDP**: 5 years **FS-02:** 10 years	**Entry Level:** 6 years **Second Level:** 10 years **Third Level:** 12 years **Fourth Level:** 10 years		**Entry Level:** 4 years **Second Level:** 6 years **Third Level:** 5 years **Fourth Level:** 6 years	**Entry Level:** 1 year **Second Level:** **Third Level:** **Fourth Level:** 10 years	**Entry Level:** 3 years **Second Level:** 3 years **Third Level:** 4 years Fourth Level: 6 years	No average available	Entry Level: **3. 5 years** Second Level: **3.5 years** Third Level: **3.5 years** Fourth Level: **3.5 years**	**Entry Level:** 2 years **Second Level**: 5 years Third Level: **5 years**
29b	**What percentage of officers are promoted from each level each year?**	**To FS-2**: 18% **To EX-1:** 3-4%	**Entry level:** **Second level:** **Third level:** **Fourth level:**	**Entry level:** **Second level:** **Third level:** **Fourth level:**	**Entry level:** **Second level:** **Third level:** **Fourth level:**	**Entry level:** **Second level:** **Third level:** **Fourth level:**	N/A	N/A	N/A	N/A
30.	**Does career progression differ for mid-career recruits?**	No	Yes – Although this is not a deliberate policy, it often works out that way	No	No	No	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:** 0-2% **Second Level Attrition:** 3-5% **Third Level Attrition:** 3-5% **Fourth Level Attrition:** 3-5%	**Entry Level Attrition:** 6-9% **Second Level Attrition**: 6-9% **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**: **Third Level**: 6-9% **Fourth Level**: 3-5%

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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 0% 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 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		**Entry Level** 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	Very low attrition Career change is the main reason for those who do leave.	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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				Compensation Career Change	Lifestyle Compensation Family or spousal career can also be a factor					**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.	Improved training and flexibility in regard to assignment	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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SECTION II – COMPENSATION										
1.	**Please match your country's Foreign Service Officer positions to the Canadian Foreign Service Officer positions**	FSDP - Job A FS-2 - Job B FS-2 – Job C EX-1 – Job D	Policy officer scale 11 – Job A (Match) Policy officer scale 12 – Job B (Match +) Policy officer scale 13 – Job C (Match) Policy officer scale 14/15 – Job D (Match)	Third Secretary - Job A Second 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)	Policy Officer Scale 11: $44,508 - $69,233	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 – $43,192)	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)	Policy Officer Scale 12: $52,418 - $78,673	First Secretary (D6): $77,930 - $110,036 (Average actual: $87,339)	First Secretary: $62,163 - $89,859 (Average actual: $76,006)	Foreign Affairs Counsellor (Actual Average - $55,535)	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)	Policy Officer Scale 13: $58,594 - $88,186	Counsellor (SMS 1): $99,348 - $175,669	Counsellor: $82,453 - $101,988 (Average actual: $	Foreign Affairs Counsellor, Hors Classe (1st echelon)	Senior Officer P5: $102,229 - $124,070	O2: $159,749 to$239,659 (Average actual: $210,889)	Senior Specialist/ Economist: $124,071 - $225,815 (Average actual: $148,026)	Coordinator: $87,360 - $112,320 (Average actual: $99,840)

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				(Average actual: $121,743)	$92,227)	(Actual Average - $87,360) Foreign Affairs Counsellor, Hors Classe (3rd echelon) (Actual Average - $94,704)				
2.	**Salary – Job D Match**	EX-01: $82,700 - $97,400 (Average actual - $91,066)	Policy Officer Scale 14: $66,314 - $97,650 Policy Officer Scale 15: $75,507 - $107,139	Counsellor/Ambassador (SMS 2): $109,531 - $222,198 (Average actual $138,482)	Ambassador Grade III: $121,265 - $139,163 (Average actual $130,219) Grade II: $164,016 (maximum) Grade III: $204,881(maximum)	Minister / Foreign Affairs Counselor Hors Classe (Actual Average - $143,057)	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, 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?**	FSDP: By increments based on performance FS-02: 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 a percentage-rated grid based on a combination of seniority performance and by interview	By a step-rated grid based on seniority	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

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5.	**On average, or by formula, 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	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 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**			Annual bonus: 2-10% Other cash compensation: Foreign Language allowance – varies depending on the situation. Pension/Retirement: Approx 14-18% of gross basic salary	Annual bonus: for Assistant Secretaries and Ambassadors Pension: 6.5% Pay Related Social Income Benefits: 2.91% employee benefits – Pay Related Social Income	N/A	Pension/Retirement: 15.8% - Pension Plan	Other: 41% - Home Leave, education benefits, dependency allowance Benefits in kind: 41% - housing	Pension/Retirement: 40% - Approximately 40%, this combines pension and other employee benefits, including medical, life etc.	Annual Bonus or Incentive Plan: 5% salary increase, adjusted cost-of-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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8.	**Please provide the salary minimum and maximum for the following positions in your civil service.**	**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: $82,00 - $93,205 Level 8: $86,178 - $99,749 **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		N/A	**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 **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	All civil servants of similar grade and level are paid at the same salary	N/A	N/A	N/A	N/A

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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	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	Allowances provided to the Foreign Service Office include an amount for the spouse.	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	**On Posting:** No **Upon Return:** 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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		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	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 *Foreign Service Officer* 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 *not* accompanying Foreign Service Officers on posting due to career-related issues?**	On average, fewer spouses are accompanying officers 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 Foreign Service Officers provided with**	Yes, two extra trips per assignment year	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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	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: • Provision of a spousal premium • Provision of EI benefits for spouses and who would otherwise have been eligible for EI benefits in Canada.			The system of Foreign Service allowances is being revised to ensure that it complies with existing equality and employment legislation.	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										
Administrative Information										
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 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")	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 perquisites) 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
Detailed Results Table Part 2

		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
	Foreign Service Officer?									
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 incidental 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
Detailed Results Table Part 2

		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
Incentive and Hardship Premiums and Cost-of-Living										
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 (but Overseas Allowance is provided) Hardship Premium: Paid in normal cycle	Incentive Premium: Other – Additional Leave Entitlements Hardship Premium: Paid in normal cycle	No incentive or hardship premium per se; but housing allowance is 200-300% of salary and is meant to cover other things. Housing allowance is paid in normal cycle but the format varies by location	Incentive Premium: No Hardship Premium: Paid in normal cycle	Incentive Premium: Paid in normal cycle Hardship Premium: Paid in normal cycle	Incentive Premium: Paid in normal cycle Hardship Premium: Paid in normal cycle	Incentive Premium: No Hardship Premium: No
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: Other: Flat amount for all ranks but varying by location and marital status	Other: Percentage of Net Means of Scale for each grade, percentages vary in accordance with the degree of hardship of the post	Housing allowance varies according to step-rated table	Hardship Premium: Expressed as a percent of base salary with a monetary cap – 8% to 25%	Incentive Premium: Expressed as a percent of base salary without a monetary cap – 10% for all postings Hardship Premium: Expressed as a percent of base salary without a monetary cap – 5% to 25%	Incentive Premium: Flat amount for all professional staff members - $25,000 Hardship Premium: Expressed as a percent of base salary with a monetary cap of $174,942	
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	Other: Percentages of Net Mean of Scale for each grade using cost of living	Yes, as a percentage of base salary with a monetary cap	Yes, as a percentage of base salary without a monetary cap	Yes, as a percentage of base salary without a monetary cap	Yes, as a percentage of base salary with a monetary cap of $69,977	Yes, paid as a fixed amount Other: If the cost of living is higher than in home country
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 annually	Adjusted whenever new data are received	Adjusted whenever new data are received	Quarterly review	Adjusted whenever differential changes by at least a fixed percentage – 5% We review quarterly	Adjusted annually
12.	**Which of the following are taxable to the staff member?**	Other: None		Other: Language Allowance	N/A	None	None	Other: All payments are non-taxable	None	Cost-of-living

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FS Survey of Terms and Conditions of Employment
Detailed Results Table Part 2

		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
Assistance with Home Country Housing										
13.	**Do you have a housing assistance program designed to help Officers maintain a residence in the home country?**	Yes, pay all expenses for third party home management services	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?**	Yes, with a cap of a specified monetary amount or number of months rent	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?**	Sale: Yes - One buy and one sell per career Purchase – Yes – One buy and one sell per career	No	Sale: No Purchase: Yes – Once only after at least one 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.	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
Assistance with Host Country Housing (Abroad)										
17.	**Do you provide assistance for housing to Officers at the**	Yes, always	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

		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
	host location?								salary (up to the cap)	
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	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:** *Please check all those that apply.*	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 – Yes, Ambassador, General Counsel (level 1 and 2)	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:** Yes, but only if	**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

		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	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	the public schools are deemed inadequate. **Secondary:** Yes, but only if the public schools are deemed inadequate	**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 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:** 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 and Secondary:** Other – Tuition Fees are paid for dependants on international posting. If dependants are at boarding school in Ireland, half of the tuition and boarding fees are paid.	**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: No 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

		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
Home Leave, R&R Leave, Vacation and Holidays										
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 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	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; extra leave for hardship posts	Home country or 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

		DFAIT/CIC	NETHERLANDS	COUNTRY G	COUNTRY H	FRANCE	ORGANIZATION A	ORGANIZATION B	ORGANIZATION C	ORGANIZATION D
Repatriation										
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.
Current Concerns										
34.	**Please provide information about any issues that have been voiced among Foreign Service Officers or others within the organization,**	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 – May 3, 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
Locally Hired Professional Staff						
16.	**What is the overall trend of staffing foreign missions with locally hired professionals instead of Foreign Service Officers?**	Percentage of locally hired professionals is rising	Percentage of locally hired professionals is rising	Percentage of locally hired professionals remain steady	Percentage of locally hired professionals is rising	Percentage of locally hired professionals is rising
Professional Orientation and Training						
17.	**What kind of orientation and training are provided to new Foreign Service Officers?**	On-the-job training Classroom-setting courses Self-study courses Domestic training assignments Foreign training assignments Language training	N/A	N/A	N/A	N/A
18.	**How long is the orientation and training program for new Foreign Service Officers?**	More than two years	N/A	N/A	N/A	N/A
19.	**After the initial orientation and training period, how many *days* of training are typically provided per year?**	5.3	N/A	N/A	N/A	N/A
20.	**What is the average length of a standard foreign posting (to one country), in years?**	3.5	3 years	4	3	2.5
21.	**Do officers typically return to their home country after a foreign posting?**	Other: DFAIT – rotate between home and posting. C+I – rotate after 2 or more postings	Yes, they typically return home and do not undertake any more foreign assignments	Managed on a case-by-case basis	Yes, they typically return home and do not undertake any more foreign assignments	Yes, they typically return home and do not undertake any more foreign assignments
22.	**Are Foreign Service Officers able to influence if and where they will be posted?**	Yes, but other factors usually override personal choice.	Staff may turn down assignments without consequence	Yes, but other factors override personal choice	Yes, but other factors override personal choice	Yes, but other factors override personal choice
23.	**In the case of competing interests, who makes the final decision regarding where a Foreign Service Officer will be posted?**	Head of Mission	Head of relevant department at the assignment location	Head of relevant department at the assignment location		Head of relevant section at headquarters
24.	**On average, how much notice are individuals given regarding their posting location and starting date, in *months?***	6	1 month	3 months	3 months	2 months
25.	**What is the typical duration of a hardship posting, in years?**	Easiest Hardship: 3 years Most difficult: 2 years	N/A	Easiest Hardship: 3 years Most Difficult: 3 years		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	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

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

		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: $105,00 - $169,000 (Average actual: $150,000)	

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

		DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY – D
3.	**Do you place any controls on the ability of a Foreign Service Officer to earn a salary higher than the mid-point?**	No, Foreign Service Officers may receive salaries up to the range maximum	No, staff members may receive salaries up to the range maximum	No, staff may receive salary up to the range maximum	No, staff may receive salary up to the range maximum	No, staff may receive salary up to the range maximum
4.	**How do staff typically move through the salary range?**	FSDP: By increments based on performance FS-02: 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.	**On average, or by formula, how long would it typically take a staff member to move from minimum salary to the maximum or other control point?**	Five years or more	Three to four years	Five years or more		
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.	**Where do salaries fall when compared to other professional groups in your civil service?**	In the top 30%	N/A	N/A	N/A	N/A

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

		DFAIT/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?**	**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		**When Assigned:** Pay allowance to cover job search expenses (e.g.: curriculum vitae preparation, translation, employment agency fees) Assist to obtain work permit **Upon Return:** No	**When Assigned:** Provide annual allowance to cover home country professional certification, continuing education/training programs if required for spouse to work	**When Assigned:** Employ at foreign/home location as a local staff member if suitable position is available Employ at foreign/home location as a professional staff member if suitable position is available Pay allowance to cover job search expenses Provide annual allowance to

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

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

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

		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: • 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						
Administrative Information						
1.	**Do you have specific policies governing the conditions of service of staff abroad?**	Yes	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")	Provide incentives to recruit and retain staff members Maintain home country living standards and purchasing power (i.e., "keep whole")	Maintain home country living standards and purchasing power (i.e.: "keep whole")	Provide incentives to recruit and retain staff members	Maintain home country living standards and purchasing power (i.e.: "keep whole") Match terms and conditions typically offered by multinational companies
3.	**Do the conditions of service abroad (other than perquisites) vary with the level of the staff member?**	No	Yes – VP	No	No	No
4.	**Please indicate if the following services are provided:**	No Cultural sensitivity/ psychological suitability testing Language classes for FS and spouse Cross-cultural training for FS and spouse	Cultural Sensitivity/ Psychological Suitability testing: Staff member and spouse Language Classes: Staff Member and spouse Cross-Cultural Training: Staff Member and spouse	No Cultural Sensitivity/ Psychological Suitability testing Language classes for staff member and spouse Cross-Cultural Training for staff member and Spouse	Cultural Sensitivity/ Psychological Suitability testing: Staff member and spouse Language classes: Staff member and spouse Cross-Cultural Training: Staff member and spouse	Cultural Sensitivity/ Psychological Suitability testing: No Language Classes: Staff member and spouse Cross-Cultural training: Staff member and spouse
5.	**Do you provide an orientation meeting to discuss relocation and other posting issues?**	Yes	Yes	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 partially paid but with weight and/or volume limits	Shipment of household goods is paid but with weight and/or volume limits	Shipment of household goods is paid for all reasonable costs	Other: A cost benefit analysis is done in each situation. May rent furnished accommodation, or rent furniture, or purchase 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 - paid out as a fixed amount - $8,950	Additional incidental allowance – base salary with a cap of 16%	Additional incidental allowance – Fixed amount of $6,336

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

		DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY – D
	connections)?	reviewed and revised annually.	month's salary			Other: US: $3,000 OR US $5,000 depending on assignment
Incentive and Hardship Premiums and Cost-of-Living						
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 15% for all assignments Hardship premium: None	Hardship Premium: Expressed as a percent of base salary without a monetary cap Other: As determined by International Compensation Data provider	Incentive Premium: Expressed as a percent of base salary without a monetary cap 15% for all assignments Hardship premium: Expressed as a percent of base salary without a monetary cap – varies by location – Lowest percentage 5%, Highest percentage 15%	Incentive premium: Expressed as a percent of base salary without monetary cap – up to 15% Hardship Premium: Expressed as a percent of base salary without monetary cap – up to 25%
10.	**Do you provide a Cost-of-Living allowance?**	Yes, as a percentage of base salary without a monetary cap	Yes, as a percentage of base salary without a monetary cap	Yes, paid out as a fixed amount	Other: Part of the balance sheet process, ORC (Organization Research Counsellors) tables, based on position, family situation and location	Yes, as a percentage of base salary with a monetary cap
11.	**If you provide a Cost-of-Living allowance, how often is the amount adjusted?**	Adjusted whenever differential changes by at least a fixed percentage of 3%	Adjusted whenever new data are received – Twice a year	Adjusted whenever differential changes by at least a fixed percentage – 5%	Adjusted whenever new data are received	Adjusted whenever new data are received – Every six months
12.	**Which of the following are taxable to the staff member?**	Other: None	Other: None of the above is taxable, but in the future, cash amount to travel to location other than home will be taxable	Other: Grossed Up	Other: Nothing is taxable, but base salary amounts are reduced to account for tax	Incentive Premium Hardship Premium Cost-of-living allowance
Assistance with Home Country Housing						
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.

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		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 – 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	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
Assistance with Host Country Housing (Abroad)						
17.	**Do you provide assistance for housing at the host location?**	Yes, always	Yes, always	Yes, always	Yes, always	Only where housing costs are higher
18.	**Do you require the officer to pay a portion of the cost of housing at the host location?**	Yes - rent shares equivalent to what employee would pay at home	Yes – Home Housing Norm is deducted from base salary	Yes – Home country housing norm deduction applies	Yes – Only if rental amount exceeds amount provided, which is calculated to be sufficient for the employee and family	Yes – 15% of salary to maximum (e.g. US $1,500 per month)
19.	**Do you pay for host location utilities costs (excluding telephone)?**	Yes, included in the housing/Cost-of-Living allowance	Yes, included in the housing/cost-of-living allowance	Yes, reimbursed in selected locations only	Yes, staff member reimbursed for actual costs	Yes, staff member reimbursed for actual costs
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	Yes, through the home country organization's standard private medical plan	Yes, through the home country organization's standard private medical plan Yes, through a host country group or individual medical plan	Yes, through the home country organization's standard private medical plan	Yes, through a special home country and/or international medical plan
Perquisites Abroad						
21.	**Please indicate if you provide the following perquisites:** *Please check all those that apply.*	Automobile No Recreational club membership No Representation allowance provided without cost to FS-02	Automobile: Only at specific Levels – VP Recreational Club Membership – Only in accordance with host country norms for the position being filled Representation Allowance – No Other: Transportation pass provided for VP and above	Automobile: Only in accordance with host country norms for the position being filled Recreational Club Membership: Only in accordance with host country norms for the position being filled Representation allowance: Only in accordance with host country norms for the position being filled	Automobile: Only in specific locations Recreational Club Membership: Managed on a case-by-case basis Representation allowance: Managed on a case-by-case basis	Automobile: Provided for specific program options with staff member bearing a portion of the cost Recreational Club Membership: No for staff member, provided to spouse only Representation allowance: No
Education						
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, 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.

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

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

		DFAIT/CIC	COMPANY - A	COMPANY - B	COMPANY - C	COMPANY – D
	the posting?	in the home country				
Repatriation						
32.	**Do you provide repatriation counselling for staff and their families upon their return from a foreign posting?**	No. However, CIC has a specific briefing that all employees returning from abroad must attend.	Yes	Yes	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?**	Yes, the Foreign Service Officer must pay a portion of the cost of relocation	No, the organization assumes the full cost of relocation	Depends on the circumstances	No, The organization assumes the full cost of relocation Other: If they resign, no repatriation paid. If they terminate their assignment and return to home country for a new assignment, repatriation paid	Depends on the circumstances
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.**	Compensation for loss of spousal employment. FS structure and salary. Employment Insurance benefits for spouses. Spousal Pension. Promotion appraisal systems.	Repatriation – finding suitable positions back in home country is an issue. Company has recently developed a new repatriation process. Cost Containment – Company currently reviewing	There are no issues at present. We continue to localize employees going on foreign assignments whenever possible	Constantly managing the cost of assignments and working to increase flexibility for hiring managers	

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

Appendix D

Organization Profiles
(excluding those requesting complete confidentiality)

Participant Profiles

Note: This section includes participant profiles only for those participants who agreed to have this information presented (as opposed to the participants who requested that their information only be presented in aggregate form with that of other participants). Some participants are indicated by a letter (e.g., Country A) based on their request for anonymity. In addition, general information on the expatriate policies of Royal Dutch Shell is provided.

CANADA

Foreign Service Structure. Canada has two levels in its Foreign Service (Foreign Service Development Programme and FS-2), which is part of the overall public service. Executive levels (e.g., ambassador) are considered separate from the Foreign Service itself. Progression to the FS-2 level is based on performance appraisals and years of experience in grade. Progression to the executive level is based on performance appraisals, years of experience in grade, the existence of an opening, an interview, and a simulation exercise. Officers spend five years in the Foreign Service Development Programme, which includes on-the-job training, classroom courses, self-study courses, domestic and foreign training assignments, and language training, and 10 years in FS-2.

Foreign Service Officers are responsible for political/economic affairs, trade, and immigration matters. All officers are unionized.

New Recruits. New recruits must (and do) have an undergraduate degree. All new Foreign Service Officers must speak French and English. As mentioned above, the Foreign Service Development Programme is a comprehensive training and development programme lasting five years. Officers then have an average of 5 days of training per year. There is no formal mid-career recruitment; however, from time to time, recruitment that is separate from the entry-level recruitment exercise takes place to address shortages. Recruits in this case must have five or more years of work experience.

Assignments. Foreign postings average three to four years in length. Foreign Service officers typically rotate between home and foreign postings, with the exception of immigration officers, who return home after two postings, before undertaking additional postings. Personal choice weighs heavily in posting decisions, but other factors generally override personal choice. Officers may, however, turn down certain postings without consequence. In the case of competing interests, the head of mission makes the final decision regarding where an officer will be posted.

The primary reasons for turning down a posting are the inability of the spouse or partner to work at the posting location and the inability of a common-law or same-sex partner to be included on the officer's visa and/or passport. Local conditions (isolation, security, cultural differences, climate, absence of health care facilities) and inadequate compensation are also common reasons. Attrition averages 3-4 percent.

Participant Profiles

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

Title	Job Match	Minimum	Maximum	Average Actual
FSDP	Job A Match	$39,570	$51,937	$40,249
FS-2	Job B and C Match	$50,475	$75,423	$63,703
EX-1	Job D Match	$82,700	$97,400	$91,066

Spousal Compensation/Assistance. Allowances provided to Foreign Service Officers include an amount for the spouse. Spouses receive several types of employment-related assistance, including employment as a local staff member abroad, an allowance to cover job search expenses, assistance in obtaining a work permit, an allowance to cover continuing education or certification in some cases, carer counselling, and career workshops.

Relocation and Incentives. Policies related to conditions of service abroad have as their objective maintaining home country living standards and purchasing power, and providing an incentive recruit and retain officers. When abroad, Foreign Service Officers are required to pay a housing share based on what they would be paying in the home country. Officers also receive some assistance with home country housing: all expenses for third-party home management services are paid, and financial assistance is provided once per career for the purchase and sale of the home country residence. With respect to private schooling, tuition and other reasonable costs up to a maximum amount are paid if the public schools are deemed inadequate.

An incentive premium and hardship premium are 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 without a cap. None of the premiums is taxable.

Home Leave/R&R Leave. Officers receive an amount for home leave that they can use to travel home or to another location if desired. Rest and Recreation trips are provided once a year to all officers posted abroad, with the officer determining the frequency and location.

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 with the Public Service, where recruits must have at least eight years of experience.

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

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

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

Title	Job Match	Minimum	Maximum
Policy Officer Scale 11	Job A Match	44,508	69,233
Policy Officer Scale 12	Job B Match +	52,418	78,673
Policy Officer Scale 13	Job C Match	58,594	88,186
Policy Officer Scale 14	Job D Match	66,314	97,650
Policy Officer Scale 15	Job D Match	75,507	107,139

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

Participant Profiles

Officers are required to pay a housing share based on a percentage of their salary. The Foreign Ministry pays for the remainder of housing costs, and reimburses officers for utilities costs. Specific costs related to private schooling are paid for elementary and secondary levels, but this is managed on a case-by-case basis.

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

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

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

Participant Profiles

External Policy V	Job D Match	$66,144	$105,451	$79,084

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.

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 Serivice 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.

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. Language incentive pay of $8,000-$12,000 is provided to officers assigned to "incentive language" posts, if they achieve a certain level of fluency in these languages (for most languages other than those in the Romance and Germanic families). 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.

Participant Profiles

FRANCE

Foreign Service Structure. France has five levels in its Foreign Service, 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, culture, immigration, and aid. There are officers specializing in immigration at all postings. All officers have, if they so wish, the possibility to be 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. Certain categories of officers are required to be fluent in one language that is deemed difficult. . Based on a new policy, 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, 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. Officers may rotate between home and foreign postings, or be reassigned immediately to another posting (return home after two consecutive stays). Although officers can influence the location of their posting, other factors override their personal choice.

One of the most frequent reasons 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 +			$43,192
Foreign Affairs Counsellor	Job B Match			$55,535
Foreign Affairs Counsellor, Hors Classe (1st echelon)	Job C Match +			$87,360
Foreign Affairs Counsellor, Hors Classe (3rd echelon)	Job C Match +			$94,704

Participant Profiles

Minister / Foreign Affairs Counsellor, Hors Classe	Job D Match +			$143,057

Spousal Compensation/Assistance. Allowances provided to Foreign Service Officers for spousal compensation include an amount for the spouse if she doesn't work (10% of the housing allowance). This compensation is paid to the officer. 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 amount can be higher than the salary itself. The housing allowance also includes a "family allowance" (depending on the number of children and the posting) 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 20 or 30 months according to the posting (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.

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
3rd Secretary	Job A Match	$33,422	$38,324	$35,873
2nd Secretary	Job B Match	$36,143	$44,835	$40,484

Participant Profiles

1st Secretary	Job B Match	$40,006	$54,507	$47,250
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. A language allowance is also paid, depending on the skill level and location of posting. 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.

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.

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.

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).

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

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

Participant Profiles

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

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

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

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

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

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.

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.

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
2nd Secretary	Job A Match ++	$47,659	$53,055	$49,458
1st 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

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.

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
3rd Secretary	Job A Match –			
2nd Secretary	Job A Match	$45,661	$67,074	$54,010
1st Secretary	Job B Match +	$77,930	$110,036	$87,339

Participant Profiles

Counsellor	Job C Match +	$99,348	$175,669	$121,743
Minister Counsellor	Job D Match	$109,531	$222,198	$138,482

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. Foreign language allowances are paid in some situations. 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.

Participant Profiles

COUNTRY "H"

Foreign Service Structure. Country H 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, performance appraisals for promotion to the second and third levels, years of experience in grade for promotion to the second level, and interviews for progression to the two highest levels. Most officers spend four 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, 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, but other factors override personal choice. 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	

Participant Profiles

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

Spousal Compensation/Assistance. Allowances provided to the Foreign Service Officer include an amount for the spouse. There has been no substantial change in the number of spouses not accompanying officers on posting due to career-related issues. The system of Foreign Service allowances is currently being revised to ensure that it complies with existing equality and employment legislation.

Relocation and Incentives. The objective of foreign assignment terms and conditions is 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 at the host location if public schools are deemed inadequate.

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.

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.

Participant Profiles

Relocation and Incentives. Policies related to conditions of service abroad have as their objective matching host country living standards and purchasing power. The organization provides a 30 days daily subsistence allowance for certain locations to cover miscellaneous items not specifically covered in the relocation policy. Staff members sent abroad are required to pay a minimum of 40% of their housing costs and must pay the utilities costs in full.

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

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

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

Participant Profiles

ORGANIZATION "B"

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

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

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

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

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

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

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

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

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.

Participant Profiles

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 Clso canvasses other organizations for available jobs in the home country, and has a service that provides advice about obtaining work.

Relocation and Incentives. Policies related to conditions of service abroad have as their objective maintaining home country living standards and purchasing power. Employees contribute 15% of their salary as a housing deduction, and the organization pays the rest, if the

cost is higher. Employees contribute four percent of pay to cover utilities. Fixed amounts are provided to cover elementary, secondary, and post-secondary school costs, up to age 21.

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

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

Participant Profiles

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 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.

Participant Profiles

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.

Participant Profiles

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
Manager/Consultant	Job C Match	$80,600	$134,200

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

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

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

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

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

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

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

Participant Profiles

COMPANY "C"

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

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

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

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

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

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

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

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

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

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

Participant Profiles

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 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.

Participant Profiles

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.

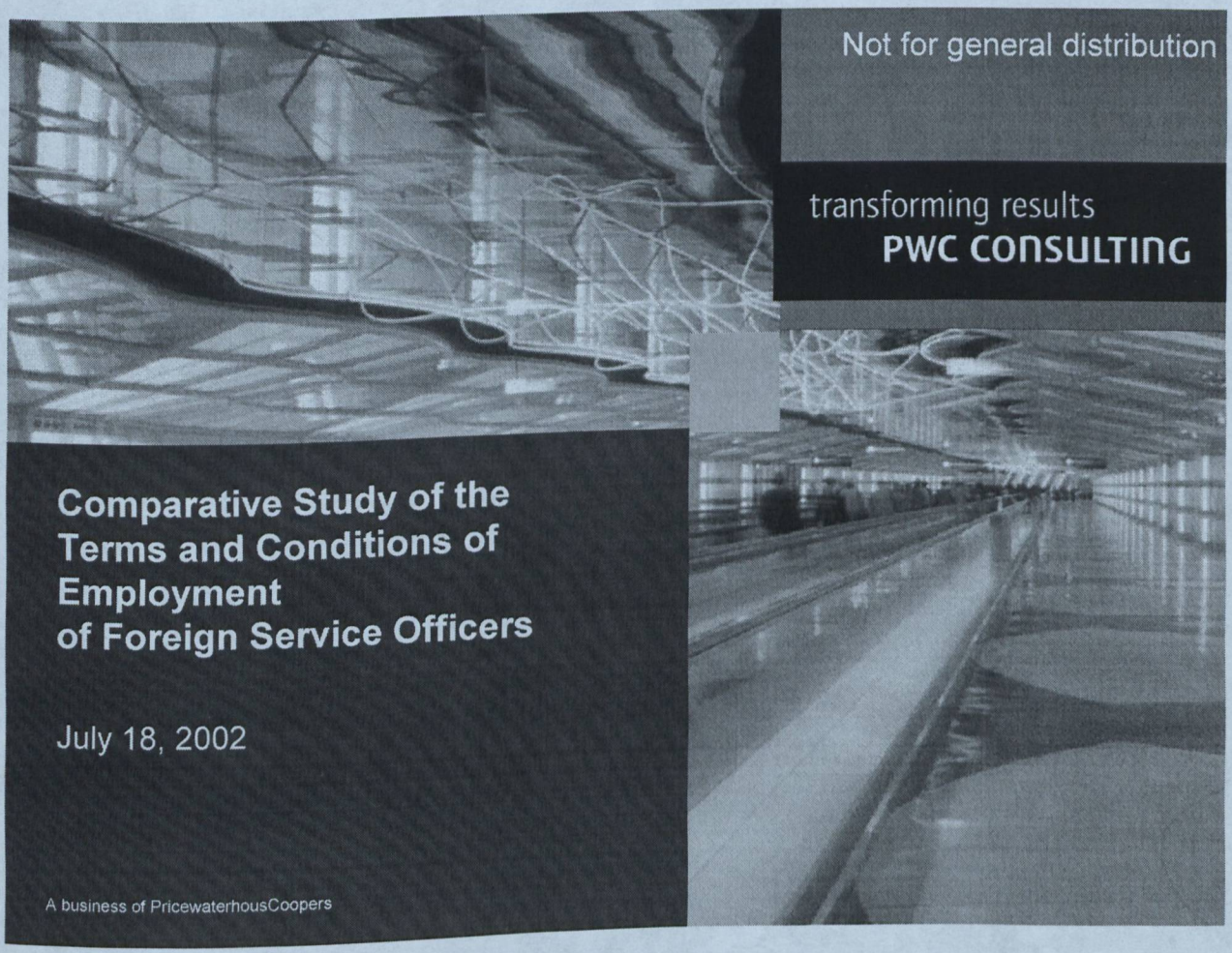
Shell sponsors OUTPOST, an independent network of information centres around the world, created to provide practical information to Shell expatriates and their families. OUTPOST provides the following services:

- **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 or 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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PWC CONSULTING

Comparative Study of the Terms and Conditions of Employment of Foreign Service Officers

July 18, 2002

A business of PricewaterhouseCoopers

Agenda

- Objective, Scope and Mandate of the Study
- Methodology
- Comparison with other Public Service Groups
- External Survey Findings
  - Structure and Management Practices
  - Compensation
  - Management of Family, Dual-Income and Dual-Career Issues
  - Conditions of Service Abroad

Objective of the Study

- To provide a common factual understanding of key comparative characteristics of the nature of the work of Foreign Service Officers and of the environment under which they operate;
- 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 to serve as a guide to develop a compensation and management framework.

Scope and Mandate of the Study

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

Study Methodology

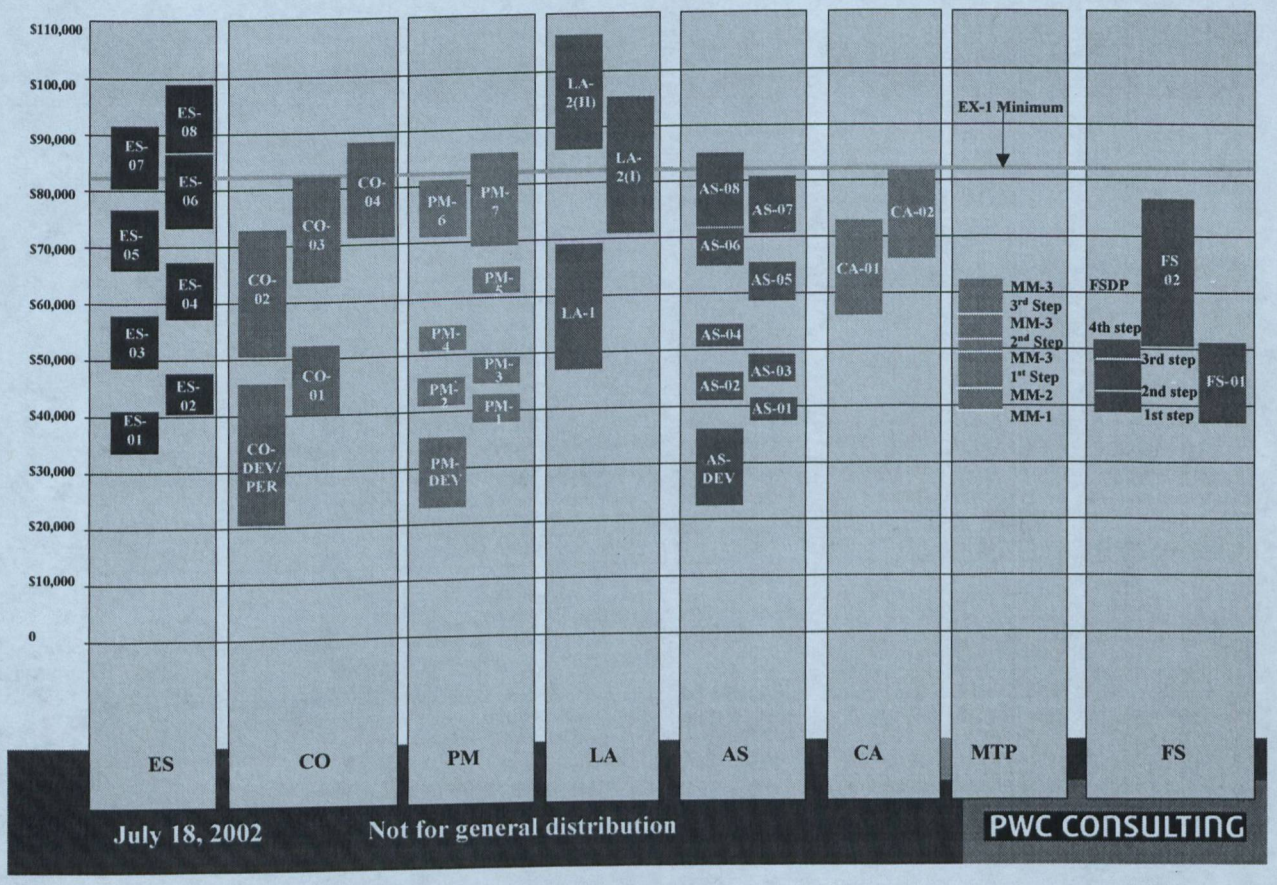
- Developed survey questions
  - Reviewed recent literature and data relating to the FS population
  - Interviewed representative stakeholders to gain an understanding of the FS situation
- Gathered data on other Federal Public Service groups
- Elicited participation and conducted survey of Foreign Services of other OECD countries, major Canadian employers, and international non-governmental agencies
- Attended multiples meetings with the FS Study Working Group.

Comparison With Other Public Service Groups

- Comparison groups included
  - ES (Economics, Sociology, and Statistics)
  - CO (Commerce)
  - PM (Program Administration)
  - LA (Law)
  - AS (Administrative Services)
  - CA (Career Assignment Program)
  - MM (Management Trainee)
- Comparisons looked at salary, promotion and time in grade.

Comparison With Other PS Groups – Salary

Page



Comparison with Other PS Groups – Promotion

Group	Total no. of employees	No. promoted to EX	% promoted to EX
FS Total	1135	35	3.1%
ES Total	3309	96	2.9%
CO Total	2051	41	2.0%
PM Total	36,221	97	0.3%
LA Total	1703	4	0.2%
AS Total	14,710	79	0.5%

Source: TBS data for 1998-1999

Note: 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.

Comparison with Other PS Groups – Years in Grade

FSDP	5
FS-02	10

ES-01	0.7
ES-02	1.1
ES-03	3.3
ES-04	3.4
ES-05	4.5
ES-06	4.8
ES-07	4.4

CO-00	0.8
CO-01	2.6
CO-02	5.7
CO-03	6.7
CO-04	3.4

PM-00	0.2
PM-01	5.4
PM-02	7.9
PM-03	4.7
PM-04	4.6
PM-05	4.7
PM-06	4.9

LA-01	1.9
LA-2A	5.7
LA-3A	6.2
LA-2B	5.7
LA-3B	7.1
LA-3C	6.3
LA-2(I)	5.2
LA-2(II)	6.8

MTP-01	1.0
MTP-02	1.1
MTP-03	1.9

Source: TBS, Incumbent Database – Active Indeterminate Employees as of March 2001

External Survey

- Participants:
  - 16 countries participated out of 17 countries approached
  - 4 international organizations participated out of 4 approached
  - Several private corporations participated
- We conducted follow-up calls with each survey respondent to confirm and clarify responses.
- Some questions were not answered despite considerable efforts.

Survey Findings

- **Structure and Management Practices**
- Compensation
- Management of Family, Dual-Income and Dual-Career Issues
- Conditions of Service Abroad

Structure/Responsibilities of Foreign Service

	Participating Countries	DFAIT/CIC
Number of levels	– 3.5 levels below EX-01 equivalent, on average	- 2 levels below EX-01
Respon-sibilities	– In all countries, officers have responsibility for Political/Economic affairs	- Political/Economic
	– 13 out of 16 countries – Administration	
	– 10 of 16 – Trade	- Trade
	– 12 of 16 – Aid	
	– ***8 of 16 – Immigration***, + 3 who have responsibility for consular affairs	- Immigration

Recruitment Practices

	Participants	DFAIT/CIC
Education	– Master's degree required in 50% of countries; 75% of int'l orgs (most have Master's or higher)	– Undergraduate degree required (most have undergrad)
Years of Experience	– 79% of countries have no work experience requirement (but 44% have 2+ years exp)	– No experience required (most have less than 2 years exp.)
Languages	– 63% of countries and all int'l orgs require knowledge of one or more foreign languages	– Knowledge of English and French required
Positions recruited into	– 94% recruit into the Foreign Service in general, but 50% also recruit into specific positions such as lawyer or economist – but pay as Foreign Service officer	– Recruit into Foreign Servi in general
Mid-career Recruitment	– 57% of countries and all int'l orgs recruit in mid-career as well as early career	– No recruitment in mid-career

Training and Posting Information

	Participants	DFAIT/CIC
Orientation & Training	– In 10 of 16 countries, less than one year initial training	– FSDP: 5 years training development
Length of Posting Term	– 3.4 years among countries; 2.9 at other organizations	– 3.5 years on average
Notice of posting	– Countries provide 5.7 months advance notice, while other organizations provide 2.9 months.	– 6 months advance notic
Nature of Rotationality	– 44% of Countries rotate between home and posting; in other countries, either return home after two or more postings or go from posting to posting.	– DFAIT: rotate between home and postings – CIC: 2 postings, then home, then 2 postings

Hardship Postings and Posting Choice

	Participants	DFAIT/CIC
Hardship postings	– 50% of countries require at least one hardship posting; 75% of other orgs don't require this	– No hardship posting requirement
Posting decisions	– ***In 63% of countries*** and 75% of other orgs, other factors override Officer's personal preference	– DFAIT/CIC can override personal preference
	– 25% of countries and 25% of other orgs allow officer to turn down posting without consequence	– Officer can turn down posting without consequence
	– Main reasons for turning down postings are local conditions, family responsibilities and spousal career	– Spousal/partner career, local conditions, inadequate compensation

Career Progression

Participants	DFAIT/CIC
- Progression typically is based on performance and secondly on availability of an opening	– Progression is based on performance and years of experience in grade. For promotion to EX-01, also need simulation exercise, interview, and opening at that level.
- 3 years at lowest level; 14 years in combined 2nd and 3rd levels	– 5 years at FSDP and 10 years at FS-02
– The annual rate of promotion for countries is 22% to the second level, 15% to the third level and 13% to the fourth level.	– Annual promotion rate is approximately 18% to FS-02 and 4% to EX-01.

Attrition

Participants

- 57% of respondents have 0-2% attrition.
- 21% of respondents have 3-5%.
- Attrition at the lower level is mainly due to voluntary separation.
- At higher levels attrition is due mainly to retirement/death.
- Career change is main reason for voluntary separation, followed by family or spousal career.

DFAIT/CIC

- DFAIT/CIC attrition: 3-4% for all FS.

All separation at FSDP level is voluntary.

- 58% of FS-02 separation is voluntary; 42% is due to retirement/death.
- Family or spousal career is main reason for voluntary separation, followed by compensation.

Survey Findings

- Structure and Management Practices
- **Compensation**
- Management of Family, Dual-Income and Dual-Career Issues
- Conditions of Service Abroad

Compensation – Matching Jobs

- 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.
- Respondents were asked for minimum, maximum, and average actual salary for each level indicated by the respondent.
- Where a respondent provided two matches to one of the jobs, we took an average and calculated the figure as one data point.

Base Salary – All Respondents

	No. Participants Min/Max	Minimum Salary		Maximum Salary		No. Participants Avg. Actual	Average Actual Salary	
		Canada	Survey	Canada	Survey		Canada	Survey
Job A	***17***	$39,570	***$49,055***	$51,937	***$68,034***	12	$40,249	**$58,918**
Job B	***17***	$50,475	***$62,255***	$75,423	***$85,979***	12	$67,450	**$75,385**
Job C	***18***		***$83,739***		***$119,749***	12		**$101,478**
Job D	***20***	$82,700 (EX-01 Min)	***$102,963***	$97,400 (EX-01 Max)	***$148,461***	14	$91,066 (EX-01)	**$135,727**

Note: All figures have been converted to Canadian dollars, but have not been adjusted to take into account different taxation levels, cost of living, and purchasing power parity.

Base Salary – All Countries

	No. Participants Min/Max	Minimum Salary		Maximum Salary		No. Participants Avg. Actual	Average Actual Salary	
		Canada	Survey	Canada	Survey		Canada	Survey
Job A	*14*	$39,570	***$42,412***	$51,937	***$58,049***	10	$40,249	**$49,141**
Job B	*14*	$50,475	***$55,486***	$75,423	***$75,024***	10	$67,450	**$65,187**
Job C	*13*		***$73,396***		***$101,593***	9		**$84,457**
Job D	*14*	$82,700 (EX-01 Min)	***$90,070***	$97,400 (EX-01 Max)	***$124,459***	9	$91,066 (EX-01)	**$114,480**

Note: All figures have been converted to Canadian dollars, but have not been adjusted to take into account different taxation levels, cost of living, and purchasing power parity.

Base Salary – All Countries Excluding Two Highest Data Points for Each Level

	No. Participants Min/Max	Minimum Salary		Maximum Salary		No. Participants Avg. Actual	Average Actual Salary	
		Canada	Survey	Canada	Survey		Canada	Survey
Job A	*12*	$39,570	***$36,946***	$51,937	***$50,265***	8	$40,249	**$41,939**
Job B	*12*	$50,475	***$48,335***	$75,423	***$64,912***	8	$67,450	**$56,010**
Job C	*11*		***$64,217***		***$87,706***	7		**$72,476**
Job D	*2*	$82,700 (EX-01 Min)	***$80,992***	$97,400 (EX-01 Max)	***$110,217***	6	$91,066 (EX-01)	**$102,448**

Note: All figures have been converted to Canadian dollars, but have not been adjusted to take into account different taxation levels, cost of living, and purchasing power parity.

All Countries Excluding Two Highest Countries Overall

	No. Participants Min/Max	Minimum Salary		Maximum Salary		No. Participants Avg. Actual	Average Actual Salary	
		Canada	Survey	Canada	Survey		Canada	Survey
Job A	*12*	$39,570	***$36,946***	$51,937	***$50,265***	9	$40,249	**$43,280**
Job B	*12*	$50,475	***$48,335***	$75,423	***$64,912***	9	$67,450	**$59,491**
Job C	*11*		***$61,691***		***$88,854***	8		**$78,635**
Job D	*12*	$82,700 (EX-01 Min)	***$76,775***	$97,400 (EX-01 Max)	***$113,285***	68	$91,066 (EX-01)	**$106,952**

Note: All figures have been converted to Canadian dollars, but have not been adjusted to take into account different taxation levels, cost of living, and purchasing power parity.

Base Salary – Other Organizations

	No. Participants Min/Max	Minimum Salary		Maximum Salary		No. Participants 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**	3		**$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**

Note: All figures have been converted to Canadian dollars, but have not been adjusted to take into account different taxation levels, cost of living, and purchasing power parity.

Progression Through the Salary Range

Participants	DFAIT/CIC
• Officers in 40% of countries and 11% of other organizations move through the salary range based on a step-rated grid based on seniority	• Step-rated grid based on performance – FSDP; percentage-rated grid based on performance for FS-02
• In ***20%*** of countries and 33% of other organizations have a percentage-rated grid based on ***performance***	
• In ***20% of countries*** and 44% of other orgs – individually determined increments based on performance	
• 76% - five years or more to move from the minimum to the maximum in a salary range	• 5 years or more to move to the maximum in a salary range

Compensation of FS vs. Other Civil Service - Survey

Participants	DFAIT/CIC
• 42% of countries said salaries are comparable to other civil service jobs • 21% said salaries are in top 30% • 7% - top 20% • 14% - top 10%	• FS Salaries are in top 30% of the entire public service

Survey Findings

- Structure and Management Practices
- Compensation
- **Management of Family, Dual-Income and Dual-Career Issues**
- Conditions of Service Abroad

Assistance to Spouses

Participants	DFAIT/CIC
– ***63% of countries***/50% of int'l orgs/ 0% of companies said allowances include an amount for the spouse	– Additional allowance amount for spouse or other dependent
– Amount of assistance equivalent to anywhere between 2.5% of salary to $16,000 – average of $6,203 for 7 respondents that provided figures	– Equivalent to $4,560 (8% of salary) on average
– 56% of countries and one int'l org provide some sort of pension assistance: 4 provide compensation for the loss of pension; 3 provide supplemental pension benefits, and 4 allow spouse to continue to accrue pension	– No pension assistance

Employment Assistance

Participants	DFAIT/CIC
– Typically none in home country	– In Canada: pay for job search expenses; provide allowance to cover prof. certification; career counselling
– 60% of countries assist in obtaining work permit in host country	– Abroad: assist to obtain work permit; employ as local staff member; canvass other orgs for jobs; pay job search expenses; provide allowance to cover prof. certification; provide career counselling
– ***50% of countries*** employ spouse as local staff member if a suitable position is available, usually as a local hire	

Survey Findings

- Structure and Management Practices
- Compensation
- Management of Family, Dual-Income and Dual-Career Issues
- **Conditions of Service Abroad**

Posting Orientation and Relocation

Participants	DFAIT/CIC
Language training for FSO and spouse is provided to officer and spouse for 76% of respondents	Language training for officer and spouse
Cross-cultural training offered by half (12% to officer only; 40% to officer and spouse)	Cross-cultural training provided
Pre-assignment suitability testing is uncommon	No pre-assignment suitability testing
Pre-move and pre-repatriation relocation orientation is typical	Pre-move and pre-repatriation provided

Allowances and Premiums

Participants	DFAIT/CIC
– 10 out of 16 countries do not provide incentive premiums – but 3 provide a separate allowance	– Incentive premium provided
– 14 out of 16 countries pay hardship premium	– Hardship premium provided
– All provide cost-of-living allowance – 69% of countries as % of salary; 25% as lump sum	– COLA provided as % of salary
– Allowances and premiums are generally non-taxable	– Allowances are non-taxable

Housing Assistance

	Participants	DFAIT/CIC
Home Country	– Assistance with home country residence is rare	– Pays for 3rd-party home management services – Provides assistance with sale and purchase of home once per career
Host Country	– ***All countries*** provide housing assistance	
	– 63% of countries do not require officer to pay rent share	– Officers pay rent share
	– Half provide some assistance to families who stay behind temporarily	– Assistance to families who stay behind temporarily

Perquisites, Education/Care of Dependents

	Participants	DFAIT/CIC
Perks	– Club memberships are not common – Representation allowances are typical, but are often restricted to certain levels – Cars are provided only at certain levels	– No club membership – Representation allowance at certain levels – No car below HOM or certain Deputy HOM at major missions.
Education/ Care	– Private school expenses are usually covered, but in ***38% of countries***, only if local public schools are deemed inadequate – ***6% of countries*** pay for day care at home; ***41%*** on posting	– Private school costs covered if local schools inadequate – Day care cost differential between home and host country is paid

Home Leave/R&R Leave

Participants	DFAIT/CIC
– Home leave eligibility is split between once per year (44%) and once every 2-3 years for countries (43%)	– Frequency of home leave varies from 1 trip per posting to 1 trip per year
– Only ***25% of countries*** and 56% of other organizations allow the employee to use home leave to travel to a different location	– Will reimburse for travel home or elsewhere
– R&R leaves are common for hardship locations (63% of countries)	– R&R leave for all officers posted abroad
– The number of R&R leaves per year usually depends on the posting location	– R&R leave once per year

Moving forward

- The findings from the study lead us to the question: What next?
- PwC Consulting would be pleased to assist in the development and implementation of a strategy to address issues raised by the FS Study.

Foreign Service Retention Survey
Report on Findings

Department of Foreign Affairs and International Trade

July 26, 2001

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About the Survey

The Department of Foreign Affairs and International Trade (DFAIT), the Professional Association of Foreign Service Officers, Citizenship and Immigration (CIC) and the Treasury Board Secretariat partnered with William M. Mercer Limited to conduct their first Foreign Service Officers Retention Survey.

This report presents the data compiled from the survey.

Objective of the Retention Survey: As part of a wider retention study initiative, the objective of this survey was to obtain quantitative data to better understand the factors that contribute to an employee's decision to stay with or leave a career with the Department.

Survey Instrument Design Methodology: In developing the survey instrument, William M. Mercer Limited collaborated with the Foreign Service Study Team on the following steps:

- Establish research goals
- Determine appropriate content areas
- Draft survey questions
- Test the survey with Foreign Service Officers*
- Revise the survey to reflect feedback from the Officers
- Finalize survey instrument

*The questionnaire was tested through a series of five focus groups. The English survey was tested with the Foreign Service in Ottawa, London, Paris and Beijing. The French survey was tested with the Foreign Service in Paris and Ottawa. A Mercer representative facilitated all focus groups with the exception of the Beijing focus group. The focus groups provided participant input which was used to align the survey content areas and questions with participant perspectives.

About the Survey (cont'd)

The content areas tested in the survey included:

Section 1: Background Information
Relevant participant demographics

Section 2: Nature of Foreign Service Work
The extent to which employees are satisfied with, and value, various aspects of Foreign Service work

Section 3: Career Path and Personal Growth
The extent to which employees are satisfied with specific aspects of career growth and personal development

Section 4: Assignments Abroad
The extent to which various characteristics of assignments abroad impact a decision to accept an assignment abroad

Section 5: Pay and Foreign Service Directives (FSDs)
The extent to which employees perceive pay to be fair and are satisfied with Foreign Service Directives

Section 6: Management Practices
The extent to which employees perceive that management practices are equitable and are applied fairly

Survey Administration:

The Survey questionnaire was administered via a secure internet website to facilitate access by Foreign Service Officers world-wide. The survey was available in English and French, and copies in both languages are included in Appendix 4.

On June 11, 2001, advanced notice of the survey launch was sent to participants via e-mail. On June 15, a second e-mail message was sent to all eligible participants including the URL, generic password and information about the purpose of the survey. Employees then completed the survey online. On June 22, 2001, a reminder e-mail was sent to FS Officers to encourage them to complete the survey. These e-mails are included in Appendix 5.

About the Survey (cont'd)

A survey completion period of two weeks was established. The survey opened on Friday, June 15 and closed on Friday, June 29. It was re-opened on Tuesday, July 3 at 3p.m. E.S.T. until midnight on Wednesday, July 4, to accommodate requests from FS Officers who were not able to complete the survey during the initial period.

Response Rate: Of the approximately 1,047 potential participants, 837 responded to the survey, a response rate of 80%. This is considered a high response rate for an Employee Opinion Survey, and supports a high degree of reliability in the results.

Survey Analysis and Reporting: Survey data was compiled and reviewed by William M. Mercer. In accordance with the project parameters established by the FS Study Team, three data books (sets) were produced as follows.

1) Total respondents
2) Single respondents
3) Married respondents

In addition, Mercer produced a data set for all respondents who answered "Strongly agree "or "Agree" to question 3.1b *"I intend to leave the Foreign Service within the next year or at the end of my current assignment."* The fact that nearly 25% of respondents agreed or strongly agreed with the above statement, and a further 24% responded that they were undecided, provided a compelling reason to produce a separate data set in order identify key gap areas.

Respondents had the opportunity to provide written comments to 2 questions:

1) If you answered disagree or strongly disagree to the statement "My department will take action on the findings of this survey", what would it take to change your opinion
2) The most important action that could be taken in the next year to support retention of Foreign Service Officers is . . .

These comments are included in appendices 1 and 2 respectively.

About the Survey (cont'd)

Report Structure: This report is structured under the following sections:

- respondent demographics
- summary of notable results for each of the survey sections
- graphic displays for each survey question, comparing three data sets (total, married, single)
- graphic displays correlating the expectations of and evidence of various nature of work factors
- graphic displays for those respondents planning to leave the Foreign Service, comparing three data sets (total, married, single)

Analysis of Findings

This section provides an overview of the most notable findings with respect to the factors affecting retention of Foreign Service Officers.

The findings, organized by the section in which they appeared in the survey, are reported in terms of favourable responses (i.e., all of the time and most of the time, strongly agree and agree, very important and important) and unfavourable responses. The purpose of this method of reporting is to identify key areas for consideration by the FS Study Team.

Graphical displays of the results for all survey questions follows this overview.

Analysis Scale

The following scale is used throughout the summary to group responses into favourable, mixed messages, and unfavourable.

Unfavourable - Less than 50% respond favourably

- Indicates the factors that may negatively influence retention

Mixed - Between 50% and 66% respond favourably

- Indicates evolving factors that may potentially negatively influence retention

Favourable - More than 66% respond favourably

- Indicates factors that may positively influence retention

Highlights of Demographics

A total of 837 employees responded to the survey. Of these, 615 (73%) were married, and 222 (27%) were single.

A complete demographic profile is listed in the Background Information Section of the report. Below are key highlights of the demographic characteristics.

Gender	▪ 66% male ▪ 34% female
Current classification	▪ 71% FS2 classification ▪ 17% FSDP ▪ 12% FS1
Home Department	▪ 41% DFAIT Political-Economic ▪ 35% DFAIT - Commercial - Economic ▪ 24% - C&I Immigration
Time in current classification	▪ 55% have been at their current classification level for 5 years or less ▪ 21% have been at their current classification for between 11 and 20 years ▪ 15% have been at their current classification for between 6 and 10 years
Marital status	▪ 37% are married, or have a common-law partner, with dependants ▪ 24% are single without dependants ▪ 20% are married/common law without dependants
Education	▪ 45% have a Masters Degree ▪ 35% have an undergraduate degree ▪ 15% have a Professional Degree
Current assignment	▪ 46% are located abroad at a Canadian Mission ▪ 37% are located in Canada at DFAIT
First official language	▪ 76% English ▪ 24% French

Nature of Foreign Service Work

In this section, participants were asked questions about their experiences and expectations involving various aspects of their work.

Favourable Responses

Experiences

The most positive elements in this section (where approximately 80% of employees answered that they agreed with these elements all or most of the time) of the nature of Foreign Service work included:

- assignments abroad
- belief that they work with quality employees

Between 67% and 74% of employees responded that the Foreign Service provides them (all or most of the time) with:

- challenging and interesting work
- good co-operation and teamwork among colleagues
- the opportunity to be part of a team influencing Canadian policy

Expectations

The elements employees indicated are important or very important in their Foreign Service work, at this point in their career, are listed in descending order of importance:

1) Challenging and interesting work - 95%
2) Work that provides a sense of accomplishment - 95%
3) Work that makes good use of my skills/abilities - 93%
4) Working with quality colleagues – 90%
5) Confidence in Senior Management - 81%
6) Teamwork amongst colleagues -74%
7) Living and working abroad - 73%
8) Experiencing other cultures -71%
9) The opportunity to be part of team influencing Canadian policy - 67%

Nature of Foreign Service Work (cont'd)

Mixed Messages

Experiences

Sixty-six percent of the respondents indicated that the best thing about the Foreign Service is the nature of the work.

Approximately half of the Foreign Service's employees agreed or strongly agreed with the statements:

- My work provides a sense of accomplishment (52%)
- My work makes good use of my skills/abilities (48%)
- My work is important to the success of my department (53%)

Unfavourable Responses

Experiences

Less than half of the respondents stated that the work expected of them is appropriate:

- When they are based in their Headquarters city (42%), with 20% stating that it is hardly every appropriate
- When they are assigned abroad (33%), with 28% stating that it is hardly ever appropriate

Almost 25% of employees would hardly ever recommend the Foreign Service as a good place to work.

Expectations

Most of the elements in the survey regarding the nature of the work were quite important to employees. However, 49% stated that learning languages other than English and French is important or very important to them, with 20% actually saying that it is unimportant.

Nature of Foreign Service Work (cont'd)

Expectations and experience comparison

In this section, participants answered questions about their experience related to various elements of their work. They were also asked about the importance of these elements. Comparing the responses to these two sets of questions enabled an assessment of areas where the nature of the work at the Foreign Service is and/or is not meeting employee expectations. (See Expectations and Experience Comparison section for more detailed charts of this comparison.)

Foreign Service work meet employee expectations in providing them with the opportunity to be part of a team influencing Canadian policy, teamwork amongst colleagues both when based in the Headquarters city and when assigned abroad, and working with quality colleagues. In these instances, the gap between employee expectations and their experience at the Foreign Service is less than 10%.

The nature of Foreign Service work appears to fall short in meeting employee expectations of work that provides a sense of accomplishment, and that makes good use of employee skills and abilities. In these instances, the gap between employee expectations and their experience is more than 40%.

Career Path and Personal Growth

Participants were asked to comment on various aspects of their career with the Foreign Service, including processes for receiving assignments or promotions, training opportunities, transferability of their skills and other aspects of career and growth. They were also asked to indicate the top 3 factors that would cause them to leave the Foreign Service.

Unfavourable Responses

Overall, perceptions around career path and personal growth are unfavourable. Inadequate training, and inequitable processes are two key factors contributing to this perception.

While 77% of respondents answered that when they entered the Foreign Service, they viewed it as a lifetime career, only 28% responded that they intend to spend their entire career with the Foreign Service. In fact, nearly 25% of employees indicated that they intend to leave the Foreign Service within the next year or at the end of their current assignment, and another 24% were undecided.

The top three factors that would cause employees to leave the Foreign Service include:

1) Better financial remuneration outside the Foreign Service - 77%
2) Potential for career advancement outside the Foreign Service - 54%
3) Spousal-related issues (e.g., loss of income, pension, separation) - 39%

Less than 25% of participants agreed or strongly agreed that:

- Promotions are based on a clear, transparent and defensible process (9%)
- Assignments are based on a clear, transparent and defensible process (14%)
- The Foreign Service offers sufficient career opportunities compared with equivalent employee groups (18%)
- They are optimistic that they can meet their career objectives if they stay with the Foreign Service (21%)

Career Path and Personal Growth (cont'd)

Training is identified as another significant area of concern:

- 66% of employees agreed or strongly agreed that their training opportunities are sufficient to do their current job
- 39% that their training opportunities are sufficient to prepare them for their next assignment
- 19% that their training opportunities are sufficient to prepare them for a promotion

The majority of employees responded that their skills are easily transferable to another government department or agency (90%), an international organization (90%), or the private sector (76%).

Assignments Abroad

Employees were asked to comment on how important various factors are in evaluating an assignment abroad. The following provides a list of factors in descending order of importance for the total group. The percentages below indicate the percentage of employees who responded that the factor was important or very important to them. The figure in brackets represents the ranking of the top 5 elements. The table shows the responses for the total group, married, and single groups.

Factor	Total Group	Married	Single
The job package (duties, responsibilities)	**95% (1)**	**94% (1)**	**95% (1)**
Your immediate supervisor and/or Head of Mission	**85% (2)**	**83% (4)**	**89% (2)**
The position or level being offered	**84% (3)**	**84% (3)**	**82% (3)**
Hardship-related elements (e.g., pollution, isolation, culture/language, medical care, and health issues, security/safety)	**70% (4)**	72%	**59% (5)**
Interest of your spouse/common-law partner in living and/or working abroad	**69% (5)**	**88% (2)**	17%
Quality of the team at the Mission	67%	64%	**76% (4)**
Impediments to spousal employment (e.g., cultural, language, wage rates, professional certification requirements, etc.)	59%	**74% (5)**	16%
Loss of spousal/common-law partner income/job career/pension/professional certification	56%	71%	15%
Culture or language issues which could impede mobility/comfort of spouse/common-law partner/children	50%	62%	16%
The Post Hardship Level (FSD 58)	46%	45%	45%

Assignments Abroad (cont'd)

Factor	Total Group	Married	Single
Mission support to assist spouse/common-law partner/children in integrating into new culture	41%	50%	16%
The Post Index (FSD 55)	38%	39%	36%
Access to affordable domestic help/childcare or supervised after-school activities	29%	36%	11%
Distance of post from friends and family in Canada	29%	28%	32%

In addition, 59% of employees stated that the pre-posting briefings that were offered to them (and their spouse/common law partner) were suitable, compared to 19% who stated that the briefings to facilitate repatriation to Canada from abroad were suitable.

Pay and Foreign Service Directives

Employees were asked to comment on their remuneration, and on the Foreign Services Directives.

Mixed Messages

Approximately 60% of employees agree or strongly agreed:

- I am satisfied with the Post Hardship (FSD 58) at my current (last) posting (58%)
- I have (had) sufficient knowledge of my FSD allowances and benefits at my current (last) post (57%)

Unfavourable Responses

Compensation appears to be a key area for concern. Eight-five percent of respondents disagreed or strongly disagreed with the statement "My salary is appropriate for my level of responsibility. "

Between 85% and 90% of participants strongly agreed or agreed that they would receive better remuneration for the same job in another government department or agency, an international organization, or in the private sector.

Less than 30% of participants responded favourably that the Foreign Service Directives are:

- fair and adequate (28%)
- provide sufficient financial incentives to serve abroad (27%)
- flexible enough to meet special circumstances (20%).

Less than 20% of employees have confidence in the methodology used to calculate the Post Index. Thirty-eight percent are satisfied with the Post Index (FSD 55) at their current (last) post.

Management Practices

Employees were asked to comment on management practices at the Foreign Service.

Favourable Responses

Approximately 70% of respondents stated that their Head of Mission/Senior Manager stands behind his/her staff, and ensures all employees are treated with respect. Furthermore, 80% stated that their supervisor shows flexibility when employees have to face special demands in their personal or family lives.

Mixed Messages

There are a number of mixed messages around management practices in the Foreign Service. Many of these messages refer to the Head of Mission/Senior Manager. For example, between 50% and 66% agreed or strongly agreed with following statements about their Head of Mission/Senior Manager:

- My supervisor has sufficient knowledge of the department's performance measures to be able to assess performance fairly (63%)
- My Head of Mission/Senior Manager demonstrates leadership I respect (61%)
- My Head of Mission deals in a timely manner with professional or personal concerns raised by employees (56%)
- My Head of Mission is held accountable for his/her actions (52%)

Other areas in which participants were divided in their responses included participation in decisions and changes, and communication of goals.

- I am satisfied with my involvement in decisions that are a result of my work. (65%)
- I am kept informed about the key goals and objectives of my department (63%), or my division at Headquarters or my mission. (65%)
- In general, opportunities to communicate my opinions upward are good. (64%)
- I have an opportunity to contribute ideas before changes are made which affect them. (51%)

Management Practices (cont'd)

Unfavourable Responses

In terms of performance assessment, less than half of the respondents agreed or strongly agreed:

- My supervisor sets clear, measurable objectives early in the year (40%)
- Fair measures are used to assess my performance (46%)

Participants also responded unfavourably that their Head of Mission takes steps to limit any negative effects of work on their life outside the office (42% agreed or strongly agreed), and that they are supported for taking action necessary to accomplish objectives rather than waiting for directions (41%).

Employees also have little confidence (less than 30% agreed or strongly agreed) in their department's system for handling employee problems and complaints, both when they are in their Headquarters city, or when they are assigned abroad.

Twenty-one percent of employees responded that HR policies are applied equitably to all employees.

Final Thoughts

Less than 25% of employees stated that their department will take action as a result of the findings of this survey.

Respondents who disagreed, or strongly disagreed with the statement "My department will take action on the results of the findings of this survey" were asked what would it take to change their opinion. Six hundred and twenty participants responded that they disagreed, or strongly disagreed with the statement. Five hundred and ninety five participants provided comments on what it would take to change their opinion. These comments are included in Appendix 1. While these comments are very useful, it is important to review them with caution and to refrain from drawing conclusions from isolated comments.

Survey Highlights for employees who responded "I intend to leave the Foreign Service within the next year or at the end of my current assignment"

A set of data was produced for the respondents who agreed or strongly agreed that they intend to leave the Foreign Service within the next year or at the end of their current assignment. This subset included 195 (23% of the total number) respondents of which 149 (76% of the subset) are married and 46 (24% of the subset) are single.

The following table presents a comparison between responses for the total group versus the subset, where there is a gap of more than 15% between the total group's responses, and the subset's responses.

Note that employees in the subset have been with the Foreign Service, on average, longer than the total group (i.e. in the total group, 55% of participants have been at their current classification for less than 5 years, but in the subset, only 40% of employees have been at their current classification for less than 5 years).

Question	Response	% of respondents in the Total Group	% of respondents in the subset	% Gap
I intend to spend my entire career with the Foreign Service	Strongly Disagree and Disagree	41%	78%	-37%
I am optimistic that I can meet my career objectives if I stay with the Foreign Service		60%	89%	-29%
My experience and knowledge are taken into consideration in the assignment process		41%	59%	-18%
My Head of Mission/Senior Manager stands behind his/her staff		28%	44%	-16%
Fair measures are used to assess my performance		42%	58%	-16%

Survey Highlights for employees who responded "I intend to leave the Foreign Service within the next year or at the end of my current assignment" (cont'd)

Question	Response	% of respondents in the Total Group	% of respondents in the subset	% Gap
My Head of Mission/Senior Manager deals in a timely manner with professional or personal concerns raised by employees	Strongly Disagree and Disagree	29%	45%	-16%
Employees are supported for taking action necessary to accomplish objectives rather than waiting for directions		46%	62%	-16%
My Head of Mission/Senior Manager takes steps to limit any negative effects of work on my life outside the office		47%	62%	-15%
I have an opportunity to contribute my ideas before changes are made that affect me	Strongly Agree and Agree	51%	36%	15%
My Head of Mission/Senior Manager demonstrates leadership I respect		61%	46%	15%
My Head of Mission/Senior Manager is held accountable for his/her actions.		52%	36%	16%
My general work environment is satisfactory	All of the time and Most of the Time	58%	40%	18%
I would recommend the Foreign Service as a good place to work		28%	10%	18%
As of today, I am interested in being a rotational Foreign Service Officer serving in Canada and abroad	Strongly Agree and Agree	76%	40%	36%

Conclusion

The objective of the survey was to quantify the factors that contribute to an employee's decision to stay with or leave a career with the Foreign Service. The selection of factors to test covered a spectrum of the employment relationship. These factors originated from anecdotal evidence gathered by the department, in addition to feedback from FS who participated in the survey pre-testing focus groups.

At a high level, the survey data reveals a number of significant factors impacting retention in the Foreign Service, including:

- Gaps between FS expectations and experience with respect to work that provides a sense of accomplishment and makes good use of the employee's skills and abilities
- Dissatisfaction with career path and personal growth opportunities, particularly related to processes for promotions, assignments and available training
- Spousal/partner considerations and work/life balance issues with respect to accepting assignments abroad
- Perception that compensation packages are not market competitive
- Inconsistent performance management practices
- Low confidence in the department's system for handling employee's problems and complaints
- The data supports the need for adaptation in several areas of the employment relationship. In fact, a holistic approach to improving retention should be considered, given the number and significance of unfavourable retention factors identified.

Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers The FS Retention Survey

2001-06-08 – The Steering Committee of the Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers

[Home]

In May we provided you with an update on the Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers. This study is a collaborative effort by the Department of Foreign Affairs and International Trade (DFAIT), the Professional Association of Foreign Service Officers (PAFSO), Citizenship and Immigration (CIC) and the Treasury Board Secretariat.

We informed you that William M. Mercer (Toronto) had been hired to conduct a Retention Survey of FS Officers with a view to providing an understanding of the scope of the retention issues at DFAIT and CIC, along with the factors and rationale for separation. The four stakeholders worked together with Mercer to develop a retention survey questionnaire. That questionnaire underwent extensive testing, including with Focus Groups of FS Officers in Ottawa, Beijing, London and Paris. Mercer is now preparing the web-based version of the retention survey and expects to have it operational in about two weeks. At that time we will direct you to the website and provide instructions on completing the survey.

On Friday, June 15, we will send out the Web-based address and a generic password to be used by all FS Officers responding to the FS Retention survey. The online survey will be accessible from Monday, June 18 until Friday, June 29. Since the survey will be hosted on the Internet, you may access it from work or from your home Internet provider. As part of the web-based survey format, Mercer has implemented technical measures to ensure the confidentiality of all responses and to maintain the anonymity of individual FS Officer respondents. These technical measures ensure that individual characteristics cannot be identified in any manner, either during the collection, or the analysis of the data. You will not be asked to sign your name, or to identify your exact assignment at any point during the survey.

We cannot stress too highly the importance of responding to the survey. We have all heard anecdotal evidence about why FS officers choose to leave the Foreign Service. The survey will give us some hard evidence about conditions in the Foreign Service and why some of you may be thinking of leaving. There are no correct answers. We are seeking your candid response to each question.

The survey will be addressed to Foreign Service officers only, including those on Leave Without Pay and on Secondment. We will also ask the 29 FS Officers who left the Foreign Service in the last year to respond to the survey. Mercer will conduct the survey in its entirety and will compile, analyze and present the findings to the four stakeholders. The results of the retention survey will be made available on the HR Website shortly after Mercer provides them to the four stakeholders.

The survey itself is one of a number of components of the work underway on retention in the context of the Comparative Study. The Treasury Board Secretariat is examining the data available from the Public Service

related to retention of FS Officers from 1985 to the present. At DFAIT and C&I, we are reviewing our files to gather whatever information is available about the reasons why FS officers left the Foreign Service over the past five years.

Clearly, retention is an important element of the Comparative Study. A high response rate for the retention survey will provide a sound basis to inform the management practices of DFAIT and CIC, as well as provide a factual basis from which to set clear priorities for addressing some of the issues.

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Update on the Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers (FS Study)

2001-05-10 – The Steering Committee of the Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers

[Home]

In early March we provided you with an update on the Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers. This study is a collaborative effort by the Department of Foreign Affairs and International Trade (DFAIT), the Professional Association of Foreign Service Officers, Citizenship and Immigration (CIC) and the Treasury Board Secretariat.

As we said in March, the objectives of the study are two-fold:

1. 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
2. To provide comparative data about Canadian public service groups with similar work responsibilities, other foreign services, and a number of private sector and international organizations which have assignments abroad.

What has been accomplished since our last update?

1. Adele Furrie Consultants has produced a review of literature focussing on the practices and issues of managing a foreign service assignment process and environment as studied over the past five years. These findings are now being integrated into the Statement of Work of the Comparative Study.
2. Mercer International (Toronto) has been hired to conduct an FS Officer Retention survey with a view to providing an understanding of the scope of the retention issues at DFAIT and CIC, along with the factors and rationale for separation. This will be the first-ever retention survey to be carried out for DFAIT and CIC. The four stakeholders have worked together with Mercer International to develop a retention survey questionnaire, which has now been tested by Focus Groups of DFAIT and CIC FS Officers serving in Ottawa, Beijing, Paris and London.

   All FS Officers will be receiving a web-based retention survey questionnaire in the next few weeks that will seek their input on these issues. We urge all FS Officers to respond to the questionnaire as their views are an important element of the Comparative Study. The findings of the retention survey will then be used to further refine the scope of the Comparative Study. The findings will also give us a sound basis upon which to inform our management practices and to prioritize some of the issues for action.

3. Consulting and Audit Canada (CAC) has worked with us to prepare the competitive process for selecting an independent consulting firm to conduct the comparative study. DFAIT will be the actual contracting authority for the study.

What are the next steps?

1. We anticipate launching the FS Retention Survey in the latter half of May. The results of the survey will be made available on the HR Website shortly after Mercer International provides them to the four stakeholders.
2. The Request for Proposal (RFP) to conduct the Comparative Study will be put out to tender later this month. Consultants will then have 40 days in which to submit proposals. Bids can only by evaluated at the close of that 40-day period.
3. Once the 40-day period has elapsed, representatives of the four stakeholders will evaluate the bids and select the successful bidder.
4. The proposed contract must then be reviewed by DFAIT's Contract Review Board to ensure that it meets all necessary criteria.
5. We are now anticipating a preliminary report on the findings of the Comparative Study in mid-November, with the final report due at the end of December.

This process has taken longer than the time frame of which we originally informed you in March. The extra time was necessary to ensure that we undertake a study that meets both the objectives set out above, as well as the best practices for contracting a study of this type. We believe that to be the case now.

For further information, please contact:

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Jim Gould, The Professional Association of Foreign Service Officers (613)241-1391

Ellen Ruth Zeisler, Department of Foreign Affairs and International Trade (613)992-5317

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Update on the Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers (FS Study)

2001-03-05 – The Steering Committee of the Comparative Study on the Terms and Conditions of Employment of Foreign Service Officers

[Home]

Last September, Deputy Ministers Gaëtan Lavertu and Robert G. Wright announced the launching of a comparative study on the terms and conditions of employment of Foreign Service Officers. The study is a collaborative effort by the Department of Foreign Affairs and International Trade, the Professional Association of Foreign Service Officers, Citizenship and Immigration, and the Treasury Board Secretariat.

What is the Governance Structure?

A Steering Committee has been struck and is chaired by Suzanne Laporte, Assistance Deputy Minister, Human Resources, Foreign Affairs and International Trade. Representing the other three stakeholders are Glynnis French, Assistant Secretary, Strategic Planning and Analysis, Human Resources Branch, Treasury Board of Canada, Secretariat, Martha Nixon, Assistant Deputy Minister, Operations, Citizenship and Immigration Canada, and James Gould, President of the Professional Association of Foreign Service Officers. The Working Group also has representatives of each of the four stakeholders. Formerly chaired by Serge April, the new Chair of the Working Group as of February 14th is Elaine Feldman. A Secretariat has also been established.

Why do we need a comparative study?

The study was prompted by comments made by FS officers on the conditions of employment and the environment in which they operate, DFAIT's Human Resources Strategy, and the last round of FS contract negotiations. The study has been launched to provide current, credible data and documentation to evaluate issues relating to terms and conditions of employment of Foreign Service officers. The findings of the FS Study are not to provide the basis of a negotiation platform.

The objectives of the study are two-fold:

- •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 provide comparative data about Canadian public service groups with similar work responsibilities, other foreign services, and a number of private sector and international organizations which have foreign assignments abroad.

The scope of the study will include:

- **•A comparison of salaries and benefits of Foreign Service officers with equivalent professional groups within the Public Serivce, with foreign services of relevant OECD countries, and with a number of relevant private sector and international organizations which have extensive foreign operations;**
- **•An analysis of dual-career and dual-income issues from the perspective of rotationality; and,**
- •A review of best practices regarding the management of a foreign assignment process.

Outcome:

- •A study that provides current, credible data and documentation that can be used by all four stakeholders to inform the practices for managing the foreign service.
- •A study that provides a body of information and literature that can be used to broaden areas of agreement while limiting areas for potential disagreement within a rotational foreign assignment environment.

What has been accomplished to-date?

- •A Working Group representing the four stakeholders has developed the Terms of Reference to conduct the FS Study. **(The Terms of Reference can be viewed on the HR Web Site at http://intranet/department/hr/wgfs/wgfsTandC-e.asp).**
- •Consulting and Audit Canada has been contracted to provide advice on methodology on the statement of work.
- •A consultant is being hired to conduct a retention study that will provide an understanding of the scope of the retention issues at DFAIT and C&I, along with the factors and rationale for separation.
- •Adele Furrie Consultants have been hired to conduct a review of literature focussing on the practices and issues of managing a foreign service assignment process and environment as studied over the past five years.

What are the next steps?

- •Consulting and Audit Canada (CAC) will manage the competitive process for selecting an independent consulting firm to conduct the comparative study. Tendering is to be completed **by the end of April.**
- •The findings of the Retention Study and the Current Literature Review, both due mid-April, will be used to refine the scope of the Comparative Study.
- **•A preliminary report on the findings of the FS Study is anticipated by the end of the summer, with the final analytical report being available at the end of September.**

For further information, please contact:

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Working Group on the Terms and Conditions of Employment of Foreign Service Officers

The Terms of Reference

MSL – 2001-02-28

[Home]

Background:

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:

- -high levels of attrition among all officers, notably the younger ones;
- -new social realities such as dual income households, the impact of rotationality on foreign service spouses, and elder care;
- -a 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.

Such a study would provide the parties with a common set of comparators to evaluate issues of joint concern.

It is therefore agreed that a joint comparative study will be undertaken by a Working Group composed of four stakeholders (TB, C&I, DFAIT and PAFSO).

Objective:

The objective of the study is:

- 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.

Mandate:

The Working Group will produce studies that:

- Compare the compensation (salaries and benefits) of 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;
- 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,
- 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.

Scope:

The Working Group will take into account the results of studies conducted since 1995 on these subjects and may refer to key earlier landmark studies, as well as the conditions of service in the Royal Canadian Mounted Police, the Canadian International Development Agency and National Defense where rotationality and service abroad are, on occasion, factors. The Working Group will focus on the acquisition and tabulation of data to this effect.

Given the short time frame, the Working Group will focus on priority issues as identified by the Working Group and approved by the Steering Committee.

The Working Group will submit an analytical report, based on factual data, and highlight key findings. It will not make recommendations.

Governance Structure:

The overall governance of the project will be under the authority of a Steering Committee composed of the Assistant Secretary, Strategic Planning and Analysis, Treasury Board Secretariat, the Assistant Deputy Minister (Human Resources) at DFAIT, the Assistant Deputy Minister(Operations) at CIC and the President of PAFSO.

The Steering Committee will operate by consensus to give overall direction on the scope and conduct of the study to the Working Group.

The Working Group will report to the Steering Committee on a regular basis and as frequently as required.

Composition of the Working Group:

The Working Group will be established with representatives from TBS, DFAIT, CIC and PAFSO, and will determine its methods of operation.

The Working Group will be coordinated by a senior official from the Department of Foreign Affairs and International Trade.

All members of the Working Group will have equal and unfettered access to all data collected and to the process and outcome of all consultations.

Consultation:

The Working Group will consult with bargaining agents other than PAFSO that represent rotational groups, as well as with other interested organizations, such as CIDA and the Foreign Service Community Association (FSCA).

Funding:

Source and level of funding will be determined by the Working Group.

The funding will allow for the hiring of experts and consultants, as required and approved by the Steering Committee.

Resources:

Each department will contribute resources in kind, including experts and use of diplomatic staff abroad to collect information from foreign ministries, if necessary.

Calendar:

Foreign Service Pay and Benefits Working Group

Critical Path

- December: Creation of the Working Group with representatives from:

Treasury Board Secretariat

Department of Foreign Affairs and International Trade

Department of Citizenship and Immigration

Professional Association of Foreign Service Officers

- January: Terms of Reference approved by Steering Committee
- Mid-January: Costed Work Plan submitted to Steering Committee
- ": Consultants identified and selected

Gathering of Information/Date initiated

- End-March: Tabling of situation report
- End of April: Completion of information gathering
- End of May: Completion of analysis
- June: Tabling of Report

Communications:

The Working Group is to establish an on-going process of communication amongst the major stakeholders and to the broader FS community. All outreach messaging is to be agreed by all stakeholders in advance of publication.

The Communication Strategy must incorporate mechanisms or vehicles that facilitate the provision of factual information at varying times to different interested parties or audiences.

A Secretariat will be established by the Working Group to act as the coordinator of all agreed messages communicated in respect of the study.

Dated: 11 January 2001

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