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# *Foreign Service Directives Administration Survey*

## **Final Report**

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March 2025

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# Executive summary

## Background and Objectives

Foreign Service Directives (FSD) Bureau's mandate is to administer Foreign Service Directives for rotational Global Affairs Canada employees, non-rotational employees posted abroad and employees of 20+ Government of Canada departments that have employees at Canadian missions abroad, and the \$200M FSD program budget.

To ensure responsible stewardship of public funds and to continuously improve program delivery, service standards and client satisfaction, the Bureau requires a solid understanding of challenges and pressures existing in the system. The data obtained will allow to make evidence-based decisions about communications, engagement, FSD training, tools, and policies.

Global Affairs Canada undertook its own public opinion research in previous years to learn more about the degree of satisfaction of employees who relocated from Canada to post, post to post and post to Canada with the relocation process, and the associated services and tools. The most recent survey demonstrated that improvements are needed, red tape reduction measures and tools consolidation and improvements are desirable. To that end, this research supports the transformation agenda of the department, inform FSDs' administration and client service improvements.

While continuing engaging with the clients via offering training and participating in direct and third-party engagement to inform the impact of its work, the bureau/division needs to collect data in the same format as the previous surveys, for the data to be credible. The risks of not collecting data far outweighs any perceived risks of proceeding with the research.

The objective of this research is to evaluate client satisfaction with relocation services of the FSD Division (HFF) during the 2024 relocation season. The survey took place at the end of the relocation period and helps to gather feedback on the strengths and weaknesses of various aspects of current services.

## Methodology

Environics Research collaborated with GAC-FSD to design a questionnaire that aligns with the study objectives. The survey, hosted online, was designed to take approximately 10 minutes to complete.

The target population was employees of GAC and other government departments who relocated during the 2024 relocation season. This included individuals returning from post, leaving for post, and cross-posting. The survey ensured broad representation across Canada and included employees stationed at missions abroad.

The FSD Division (HFF) distributed the survey link via email to their list of 800 employees and sent follow-up reminders to optimize response rate.

## Contract value

The contract value was \$45,524.31 (including HST)

## Key Findings

### Satisfaction with Relocation Experience

Most employees are at least somewhat satisfied with their relocation experience (60%). A relatively small proportion among this group report being very satisfied (15%), suggesting that while there are few significant issues, there is also a sense of moderate or mixed experiences. Employees on their first or second assignment are more likely to report higher levels of satisfaction. A small portion (15%) strongly agreed they felt prepared for their mission, and just over one in ten (12%) felt strongly supported by the FSD Division. Notably, those on Mission to Canada assignments are more likely to say they felt well supported.

These trends in satisfaction indicate a need for more consistent support across the relocation types and continued support beyond initial relocation assignments.

### Pre-Relocation Information & Services

There are a few important information gaps when it comes to pre-location information and services. Over half of employees indicate not receiving enough information about key topics such as medical services and how to use FSD 15. Employees also emphasize the importance of this information: eight in ten (78%) rated FSD 15 information as very important, followed by information on schooling (69%), education allowances (61%), and medical services (59%).

Overall, employees expressed a generally positive level of satisfaction with the support they receive from their FSD Client Advisor during relocation preparation, with six in ten stating they are at least somewhat satisfied (58%). Nearly half (47%) of employees strongly agree their Client Advisor communicated through their preferred channel, while fewer report strong satisfaction with the quality of that communication. Three in ten (28%) strongly agree that their advisor answered all questions, one-quarter (26%) felt strongly that requests were handled within service standards, and 14 per cent strongly agree their advisor followed up when they did not know an answer. Under one in ten strongly agree that explanations for denied requests were helpful. Overall, results indicate opportunities to improve consistency, depth, and responsiveness of support.

Awareness and uptake of FSD Pre-Posting Courses is moderate, with half of employees (50 to 55%) reporting they did not attend. Among those who did participate, higher proportions found the information to be useful than not. One-third of those who did not participate were not aware the courses were available (32%) and slightly fewer felt they already knew about FSDs (27%). Similar proportions felt they lacked time (25%) or that operational requirements were a barrier (22%).

To improve satisfaction ratings, FSD can strengthen pre-departure preparation by ensuring there is a standardized, user-friendly pre-departure orientation tailored to different move types (e.g., Canada to Mission, Mission to Mission) including timelines, expectations and common questions. The survey results point to an opportunity to improve processes for those leaving Canada or travelling from Mission to Mission. There are also clear high-demand information areas like medical coverage, FSD 15 procedures, education, and housing that could use enhancements.

Service standards and communication protocol on the part of the Client Advisors should be consistent and could help positively impact employees' satisfaction levels. Pre-relocation courses should be advertised and encouraged more widely, perhaps through Client Advisors or other modes of communication. Further, flexible delivery of the courses (e.g., asynchronous offerings) could relieve some barriers, and course material could be reframed to appeal to more experienced staff.

Employees want to feel supported throughout their entire relocation process and indeed beyond initial assignments. Given the drop in satisfaction among longer-term employees, the current supports may be perceived as being more for first-time relocations. FSD could develop various models of support that acknowledge different needs of first time and experienced relocation employees, and offer more advanced sessions or peer support for those on their third mission or more.

### **Moving Company Services**

Employees generally reported positive experiences with their assigned moving companies, both at the origin and destination locations. At their original location, most respondents indicated that appointments for pre-move evaluations were kept and that packing services were completed on time. Movers were seen as professional, courteous, and respectful of belongings. Employees also noted that the necessary documentation, such as customs information, contact details, and inventory lists, was typically provided. Most felt they received services in their preferred official language. One area where satisfaction was very slightly lower involved the timely delivery of weight estimates and vehicle inspection reports following the pre-move survey.

At the destination location, the experience remained positive. Employees commonly reported the movers as courteous and respectful, and most said the unpacking process was completed efficiently and on time. As at their original location, there was generally good language accommodation, however slightly fewer respondents reported receiving service in their preferred language at this stage.

These findings point to a high level of consistency and reliability from the moving companies, with most employees feeling well-supported throughout the physical aspects of their move. Given the overall strength of feedback, existing vendor relationships and service standards appear to be effective and should be maintained.

### **Resources and Tools**

While general awareness of FSD benefits is high, employee engagement with supporting tools and resources, particularly Modus, the Intranet, and Extranet, is inconsistent. Commonly used supports like the Foreign Service Handbook and FSD Client Advisors are valued, but there is lower usage of more technical tools such as Modus and the Intranet.

Although many employees prefer to consult resources before contacting a Client Advisor, key tools like the FSD Portal and Modus are often seen as challenging to navigate. Familiarity with FSD directives on Modus is limited, even in high-interest areas such as medical or relocation support. When asked about additional resources on Modus, employees expressed a clear desire for simpler, more detailed information, clearer language, and step-by-step guidance.

To address some of the gaps, improvements should focus on simplifying tools like Modus such as making content easier to find and understand. Converting key documents like the FSD Handbook into interactive online formats and offering refresher training would further support staff through multiple assignments.

**Political neutrality statement and contact information**

I hereby certify as senior officer of Environics that the deliverables fully comply with the Government of Canada political neutrality requirements outlined in the Communications Policy of the Government of Canada, and Procedures for Planning and Contracting Public Opinion Research. Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, standings with the electorate, or ratings of the performance of a political party or its leaders.

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## Introduction

Foreign Service Directives (FSD) Bureau's mandate is to administer Foreign Service Directives for rotational Global Affairs Canada employees, non-rotational employees posted abroad and employees of 20+ Government of Canada departments that have employees at Canadian missions abroad, and the \$200M FSD program budget.

To ensure responsible stewardship of public funds and to continuously improve program delivery, service standards and client satisfaction, the Bureau requires a solid understanding of challenges and pressures existing in the system. The data obtained will allow to make evidence-based decisions about communications, engagement, FSD training, tools, and policies.

## Research Rationale and Objectives

Global Affairs Canada undertook its own public opinion research in previous years to learn more about the degree of satisfaction of employees who relocated from Canada to post, post to post and post to Canada with the relocation process, and the associated services and tools. The most recent survey demonstrated that improvements are needed, red tape reduction measures and tools consolidation and improvements are desirable. To that end, this research supports the transformation agenda of the department, inform FSDs' administration and client service improvements.

While continuing engaging with the clients via offering training and participating in direct and third-party engagement to inform the impact of its work, the bureau/division needs to collect data in the same format as the previous surveys, for the data to be credible. The risks of not collecting data far outweighs any perceived risks of proceeding with the research.

The objective of this research is to evaluate client satisfaction with relocation services of the FSD Division (HFF) during the 2024 relocation season. The survey took place at the end of the relocation period and helps to gather feedback on the strengths and weaknesses of various aspects of current services.

## Report

The report begins with an executive summary outlining key findings and recommendations, followed by a detailed analysis of the results. A detailed respondent profile is presented in Appendix A. Invitations to the survey are presented in Appendix B and final research instrument in Appendix C.

## Detailed Findings – FSD Survey

### I. Relocation Details

#### 1. Type of Relocation

**In 2024, most employees moved from Canada to an international mission. Others commonly moved between different missions, while some returned from a mission back to Canada.**

Canada to Mission is the most common type of relocation among the Global Affairs employees surveyed with four in ten indicating Canada to Mission best describes their type of relocation in 2024 (40%).

Roughly three in ten (33%) are doing a Mission to Mission relocation or a Mission to Canada relocation (28%).

**Type of Relocation in 2024**

Type of Relocation	Total (n=212)
Canada to Mission	40%
Mission to Canada	28%
Mission to Mission	33%

Q1. Which of the following best describes your relocation in 2024?

#### 2. Relocation with Dependents

**Across relocation types, the majority did not relocate with dependents under the age of 23.**

Employees in all types of relocation assignments are more likely to relocate without dependents under the age of 23. Roughly two-thirds (67%) doing a Mission to Mission relocation do not have young dependents with them, along with six in ten (60%) doing a Canada to Mission relocation and over half (56%) of those doing a Mission to Canada relocation. Those doing a Mission to Canada relocation were more likely to have dependents.

**Dependents Under the Age of 23**

Dependents Under the Age of 23	Total	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Yes	39%	40%	44%	33%
No	61%	60%	56%	67%

Q2. Do you have dependents under the age of 23 that relocated with you?

#### 3. Canada to Mission – Details

**Employees relocated to a variety of regions around the world, with Europe and the Middle East emerging as the most frequent destination.**

Roughly one-third (32%) relocated to Europe and the Middle East, and these relocations are more likely to be unaccompanied (38%) than accompanied (24%). Over one quarter (27%) relocated to South and Latin America. Less than two in ten (19%) relocated to Africa and roughly one-tenth (11%) relocated to

Asia. A small minority (2%) relocated to Australia and Oceania, and these were more likely to be accompanied relocations (15%) than unaccompanied (4%).

**Mission Details – Canada to Mission**

Location	Total (n=84)	Accompanied (n=34)	Unaccompanied (n=50)
<b>Relocated from...</b>			
Ottawa	92%	94%	90%
Montreal	2%	3%	2%
Vancouver	1%	-	2%
Other	5%	3%	6%
<b>Relocated to...</b>			
Europe & Middle East	32%	24%	38%
South & Latin America	27%	29%	26%
Africa	19%	21%	18%
Asia	11%	9%	12%
Australia & Oceania	2%	15%	4%

Q39. To what continent did you relocate?

Q40. From what city in Canada did you relocate?

#### 4. Mission to Canada – Details

Similar to the Canada to Mission relocations, Europe & the Middle East is the most common continent employees came from for Mission to Canada relocations.

The vast majority of employees returned to the Ottawa region (92%). Just over one-third relocated from Europe & the Middle East (36%), one in four from South & Latin America (25%), and one in five from Africa (19%). Smaller proportions relocated from North America (10%), Asia (8%) and Australia & Oceania (2%).

**Mission Details – Mission to Canada**

Location	Total (n=59)	Accompanied (n=26)	Unaccompanied (n=33)
<b>Relocated from...</b>			
Europe & Middle East	36%	27%	42%
South & Latin America	25%	31%	21%
Africa	19%	12%	24%
North America	10%	23%	-

Asia	8%	8%	9%
Australia & Oceania	2%	-	3%
<b>Relocated to...</b>			
Ottawa	92%	96%	88%
Montreal	5%	4%	6%
Other	3%	-	6%

Q41. To what city in Canada did you relocate?

Q42. From what continent did you relocate?

### 5. Mission to Mission – Details

Those relocating from Mission to Mission are most likely relocating from or to Europe & Middle East.

Mission to Mission movement is concentrated in Europe & Middle East with around one third locating from (33%) or to (29%) these areas. Employees are also commonly relocating to Asia (22%), Africa (17%) and South & Latin American (17%) and from Africa (26%) and South & Latin America (20%).

**Mission Details – Mission to Mission**

	<b>Total (n=69)</b>	<b>Accompanied (n=23)</b>	<b>Unaccompanied (n=46)</b>
<b>Relocated from...</b>			
Europe & Middle East	33%	35%	33%
Africa	26%	35%	22%
South & Latin America	20%	13%	24%
North America	12%	9%	13%
Asia	9%	9%	9%
<b>Relocated to...</b>			
Europe & Middle East	29%	26%	30%
Asia	22%	13%	26%
Africa	17%	13%	20%
South & Latin America	17%	30%	11%
North America	13%	17%	11%
Australia & Oceania	1%	-	2%

Q43. To what continent did you relocate?

Q44. From what continent did you relocate?

### 6. Relocation Satisfaction

Most employees are at least somewhat satisfied with their relocation experience; however, the proportion of those that are very satisfied is smaller, indicating a high level of moderate opinions.

General satisfaction ranges from a high of two-thirds (66%) for Mission to Canada relocations to a low of half (51%) for Mission to Mission relocations. Although the majority (60%) are satisfied with their relocation, this result is largely driven by those that are somewhat satisfied (46%). Satisfaction is highest among those who have completed one to two assignments (68% satisfied).

Satisfaction with Services Provided by FSD

Satisfaction	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
<b>NET: Satisfied</b>	<b>60%</b>	<b>53%</b>	<b>59%</b>	<b>64%</b>	<b>66%</b>	<b>51%</b>
Very satisfied	15%	17%	13%	12%	19%	14%
Somewhat satisfied	46%	46%	46%	52%	47%	36%
Somewhat dissatisfied	27%	25%	28%	27%	22%	30%
Very dissatisfied	13%	12%	13%	8%	12%	19%

Q3. Thinking specifically about the services provided by the Foreign Service Directives (FSD) Division prior to and during your relocation, how would you rate your overall level of satisfaction?

### 7. Relocation Experience – Agreement with Statements

Employees generally agree their belongings arrived at their residence in a timely manner, but agreement is low for other aspects, such as feeling supported by FSD during the relocation process.

Relocation experiences vary, with both positive and negative aspects reported. While most employees agree they received their belongings on time (31%), there was considerably less agreement on other aspects of the relocation process, particularly related to feeling prepared for their mission (15%) and feeling supported by FSD Division (12%). About half disagreed that they felt supported (52%) or that services met their expectations (50%). Those who have been on fewer assignments (one to two) are more likely to feel supported (54%) and have their expectations met (55%).

Agreement with Statements – All respondents

Statements	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
The amount of time it took for my shipment(s) of household effects to arrive at post and be delivered to my residence met my expectations	31%	24%	14%	28%
I felt I had enough information to be prepared for my relocation to Canada	19%	32%	27%	20%
The relocation-related services provided by the FSD Division met my expectations	17%	33%	26%	24%

I felt I had enough information to be prepared for my relocation to my mission	15%	41%	23%	21%
I felt supported by the FSD Division throughout the relocation process	12%	36%	30%	23%

Q4. To what extent do you agree or not agree with the following statements:

**Agreement with Statements – NET Agree by Number of Assignments**

Statements	Total	1 to 2 (n=98)	3 to 5 (n=83)	6 or more (n=25)
The amount of time it took for my shipment(s) of household effects to arrive at post and be delivered to my residence met my expectations	54%	62%	46%	48%
I felt I had enough information to be prepared for my relocation to Canada	51%	48%	50%	67%
The relocation-related services provided by the FSD Division met my expectations	49%	55%	48%	32%
I felt I had enough information to be prepared for my relocation to my mission	56%	59%	58%	53%
I felt supported by the FSD Division throughout the relocation process	48%	54%	46%	32%

Q4. To what extent do you agree or not agree with the following statements:

**Agreement with Statements – Strongly Agree by Mission Type and Accompaniment**

Statements	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
The amount of time it took for my shipment(s) of household effects to arrive at post and be delivered to my residence met my expectations	31%	24%	35%	30%	46%	19%
I felt I had enough information to be prepared for my relocation to Canada	19%	19%	18%	-	19%	-
The relocation-related services provided by the FSD Division met my expectations	17%	19%	15%	13%	22%	16%
I felt I had enough information to be prepared for my relocation to my mission	15%	12%	17%	12%	-	19%
I felt supported by the FSD Division throughout the relocation process	12%	13%	11%	5%	22%	12%

Q4. To what extent do you agree or not agree with the following statements:

## II. Pre-Relocation Preparation

### 1. Importance of Pre-Location Information

The majority of employees consider information on using FSD 15 – Relocation, medical services and insurance at post, finding a school for their child(ren), and education allowances to be very important.

When preparing for their relocation, about eight in ten employees consider information on how to use FSD 15-Relocation to be very important (78%). Seven in ten accompanied employees feel the same about information on finding a school for their child(ren) (69%) and six in ten accompanied employees say information regarding education allowances is very important to them (61%). Another six in ten of all employees find information on medical services and insurance at post to be very important (59%).

Employees who are accompanied as well as those who relocated from Canada to Mission are more likely to place importance on information about disposal/renting of their primary residence in Canada. Generally, those locating from Canada to Mission are more likely to place higher importance on multiple topics.

**Importance of Aspects – Relocation – Very Important by Mission Type and Accompaniment**

Aspects	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Information on how to use FSD 15 – Relocation	78%	83%	74%	81%	81%	71%
Information on finding a school for my child/children (i.e., List of Compatible Schools)	69%	69%	-	79%	46%	78%
Information regarding education allowances (FSD 34)	61%	61%	-	71%	42%	70%
Information on medical services and insurance at post	59%	65%	56%	67%	54%	55%
Information on monthly allowances and SQ shelter share amount	46%	49%	43%	57%	37%	39%
Information on the shipment of pets	38%	35%	40%	40%	44%	29%
Information on disposal/renting of my primary residence in Canada	37%	49%	29%	54%	29%	25%
Information about spouse’s or common law partner’s employment opportunities at post	35%	39%	33%	37%	39%	30%

Q5. How important or unimportant do you consider each of the following when preparing for your relocation?

**2. Pre-Relocation – Amount of Information Received**

**Many employees feel they did not receive enough information on medical services and insurance at post.**

Six in ten (62%) employees feel they did not receive enough information about medical services and insurance at post. About half (52%) feel they did not receive enough information on how to use FSD 15, though a similar proportion (46%) feel that they did. Four in ten express the same concern regarding spouse employment opportunities (42%). Areas where employees felt they did receive adequate

information were related to monthly allowances and SQ shelter share amount (53%) and information regarding education allowances (48%).

**Amount of Information Received – Not Enough Information by Mission Type and Accompaniment**

Information	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Information on medical services and insurance at post	62%	59%	64%	75%	39%	67%
Information on how to use FSD 15 – Relocation	52%	48%	55%	54%	44%	58%
Information about spouse’s employment opportunities at post	42%	53%	34%	44%	41%	39%
Information on monthly allowances and SQ shelter share amount	37%	33%	40%	44%	24%	41%
Information on the shipment of pets	36%	33%	39%	35%	46%	30%
Information on disposal/renting of my primary residence in Canada	32%	34%	30%	46%	27%	17%
Information on finding a school for my child/children (i.e., List of Compatible Schools)	39%	39%	-	41%	27%	48%
Information regarding education allowances (FSD 34)	30%	30%	-	35%	23%	30%

Q6. How adequate or inadequate was the amount of information you received prior to relocating on each of the following either from your FSD Client Advisor or another FSD resource?

**Amount of Information Received – The Right Amount of Information by Mission Type and Accompaniment**

Information	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Information on monthly allowances and SQ shelter share amount	53%	57%	51%	56%	46%	57%
Information on how to use FSD 15 – Relocation	46%	51%	43%	45%	54%	39%
Information on disposal/renting of my	26%	34%	22%	31%	27%	20%

primary residence in Canada						
Information on medical services and insurance at post	25%	27%	23%	21%	27%	26%
Information regarding education allowances (FSD 34)	48%	48%	-	56%	31%	57%
Information on finding a school for my child/children (i.e., List of Compatible Schools)	34%	34%	-	44%	19%	35%
Information on the shipment of pets	10%	14%	8%	12%	8%	10%
Information about spouse’s employment opportunities at post	7%	8%	5%	5%	2%	13%

Q6. How adequate or inadequate was the amount of information you received prior to relocating on each of the following either from your FSD Client Advisor or another FSD resource?

**3. Pre-Relocation – Receiving Initial Contact and Relocation Message**

Some received initial contact quickly – within two weeks – while others were waiting anywhere from two weeks to more than one month.

Employees were asked how long it took to receive an initial contact and relocation message from their FSD client advisor after receiving their signed PCF. Answers are split with one-quarter saying less than two weeks, one-quarter saying two weeks to one month, and about two in ten saying it took more than one month (19%).

**Length of Time to Receive Initial Contact and Relocation Message by Mission Type and Accompaniment**

Length of time	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Less than 2 weeks	25%	31%	21%	29%	24%	22%
2 weeks to 1 month	25%	24%	26%	30%	17%	28%
More than 1 month	19%	20%	19%	17%	22%	20%
Other	9%	5%	12%	6%	12%	10%
Don’t know	21%	19%	22%	19%	25%	20%

Q7. How long did it take to receive the initial contact and relocation message from your FSD Client Advisor after you received your signed Posting Confirmation Form (PCF) or equivalent?

#### 4. Pre-Relocation – Meeting with FSD Client Advisor

Many employees connected with their FSD Client Advisor through a meeting or conference call, though a significant proportion made their move without having had a direct conversation beforehand.

Six in ten employees say they had a meeting or conference call with their FSD Client Advisor prior to relocating in 2024 (60%), while close to four in ten say they did not (37%). Employees who relocated from Canada to Mission are more likely to have had this meeting. Those who relocated Mission to Mission are more likely to say they did not.

**Meeting with FSD Client Advisor – Prior to Relocation in 2024 by Mission Type and Accompaniment**

Meeting Prior to Relocation	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Yes	60%	64%	58%	73%	53%	52%
No	37%	31%	40%	24%	42%	48%
Don't know	3%	5%	2%	4%	5%	-

Q8. Did you have a meeting or conference call with your Foreign Service Directives (FSD) Client Advisor prior to relocating in 2024?

#### 5. Pre-Relocation – Experience with FSD Advisor – Agreement with Statements

Employees are satisfied with communication mode, but less satisfied when it comes to deeper support and clarity from client advisors.

Nearly half (47%) of employees strongly agreed that their FSD Client Advisor communicated using their preferred method. However, fewer clients reported strong satisfaction with the depth and clarity of support: Just over one quarter (28%) strongly agreed their advisor answered all questions and responded to all requests within the service standards (26%). Smaller proportions strongly agreed they received follow-up information if their client did not know the answer (14%) or provided a helpful explanation if requests were denied (8%).

**Meeting with FSD Client Advisor – Agreement with Statements About Interactions – Strongly Agree by Mission Type and Accompaniment**

Statements about interactions	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
My FSD Client Advisor communicated with me in my preferred mode (e.g., Microsoft Teams call/meeting, MS Teams chat, email, in-person, telephone)	47%	46%	47%	42%	51%	49%

The FSD Client Advisor made every effort to answer all my questions.	28%	33%	26%	23%	36%	29%
The FSD Client Advisor responded to my request(s) and/or authorized my request(s) in the Portal, within the established service standards.	26%	31%	22%	25%	31%	23%
I received useful information from my FSD Client Advisor.	23%	28%	20%	20%	27%	23%
The responses to my requests were clear and well explained.	20%	23%	18%	17%	22%	22%
When the FSD Client Advisor did not know the answer, they followed up later.	14%	19%	11%	10%	19%	16%
If my request was denied, my FSD Client Advisor provided a helpful explanation	8%	14%	5%	7%	14%	6%

Q9. Reflecting on your interactions with your FSD Client Advisor, indicate to what extent you agree or disagree with each of the following statements?

**Meeting with FSD Client Advisor – Agreement with Statements About Interactions – NET Disagree by Mission Type and Accompaniment**

Statements about interactions	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
The responses to my requests were clear and well explained.	48%	45%	50%	45%	49%	49%
When the FSD Client Advisor did not know the answer, they followed up later.	41%	35%	45%	42%	36%	45%
The FSD Client Advisor made every effort to answer all my questions.	39%	30%	44%	42%	34%	39%
The FSD Client Advisor responded to my request(s) and/or authorized my request(s) in the Portal, within the established service standards.	38%	35%	40%	38%	34%	41%
I received useful information from my FSD Client Advisor.	33%	25%	39%	33%	27%	39%
If my request was denied, my FSD Client Advisor provided a helpful explanation	31%	33%	29%	24%	37%	33%

My FSD Client Advisor communicated with me in my preferred mode (e.g., Microsoft Teams call/meeting, MS Teams chat, email, in-person, telephone)	21%	16%	24%	23%	19%	20%
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Q9. Reflecting on your interactions with your FSD Client Advisor, indicate to what extent you agree or disagree with each of the following statements?

### 6. Pre-Relocation – Satisfaction with FSD Advisor

Overall, employees expressed a generally positive level of satisfaction with the support they received from their FSD Client Advisor during relocation preparation.

When it comes to overall satisfaction with their FSD Client Advisor, employees are divided in terms of how well client advisors prepared them relocation. About six in ten say they are satisfied (58%), while just over four in ten express dissatisfaction (42%). Those who relocated accompanied are more likely to be very satisfied with their experience.

Satisfaction with FSD Client Advisor by Mission Type and Accompaniment

Satisfaction	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
<b>NET: Satisfied</b>	<b>58%</b>	<b>61%</b>	<b>56%</b>	<b>57%</b>	<b>61%</b>	<b>57%</b>
Very satisfied	22%	30%	16%	18%	27%	22%
Somewhat satisfied	36%	31%	40%	39%	34%	35%
<b>NET: Dissatisfied</b>	<b>42%</b>	<b>39%</b>	<b>44%</b>	<b>43%</b>	<b>39%</b>	<b>43%</b>
Somewhat dissatisfied	21%	18%	22%	25%	20%	16%
Very dissatisfied	21%	20%	22%	18%	19%	28%

Q10. How would you rate your overall satisfaction with your FSD Client Advisor in helping you prepare for your relocation?

### 7. Pre-Relocation – Usefulness of FSD Pre-Posting Courses

A significant proportion do not attend FSD pre-posting courses; those who attend find them to be more useful than not.

While around half of employees did not attend either of the FSD pre-posting courses (55% and 50%), those who did were more likely to find the course more useful than not. Those who relocated from Mission to Canada and Mission to Mission are less likely to have taken one of the courses.

Usefulness of FSD-Pre-Posting Courses – Introduction to FSD Course by Mission Type and Accompaniment

Usefulness of FSD-Pre-Posting Courses	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
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<b>NET: Useful</b>	<b>36%</b>	<b>36%</b>	<b>34%</b>	<b>43%</b>	<b>34%</b>	<b>29%</b>
Very useful	14%	10%	18%	17%	19%	6%
Somewhat useful	22%	27%	16%	26%	15%	23%
<b>NET: Not useful</b>	<b>9%</b>	<b>10%</b>	<b>9%</b>	<b>14%</b>	<b>7%</b>	<b>4%</b>
Not very useful	8%	8%	6%	13%	3%	4%
Not at all useful	1%	1%	2%	1%	3%	-
<b>Did not attend</b>	<b>55%</b>	<b>54%</b>	<b>58%</b>	<b>43%</b>	<b>59%</b>	<b>67%</b>

Q11. How would you rate the usefulness of the following FSD-pre-posting courses?

**Usefulness of FSD-Pre-Posting Courses – Refresher on the FSD Course by Mission Type and Accompaniment**

Usefulness of FSD-Pre-Posting Courses	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
<b>NET: Useful</b>	<b>41%</b>	<b>46%</b>	<b>37%</b>	<b>46%</b>	<b>25%</b>	<b>46%</b>
Very useful	12%	14%	10%	15%	10%	9%
Somewhat useful	29%	31%	27%	31%	15%	38%
<b>NET: Not useful</b>	<b>9%</b>	<b>7%</b>	<b>11%</b>	<b>11%</b>	<b>8%</b>	<b>9%</b>
Not very useful	8%	6%	9%	10%	5%	9%
Not at all useful	1%	1%	2%	1%	3%	-
<b>Did not attend</b>	<b>50%</b>	<b>47%</b>	<b>52%</b>	<b>43%</b>	<b>66%</b>	<b>45%</b>

Q11. How would you rate the usefulness of the following FSD-pre-posting courses?

**8. Pre-Relocation – Decision to not Attend any FSD Pre-Posting Courses**

Lack of awareness emerged as a key reason employees didn't attend an FSD pre-posting course, with many either unaware the course was available or believing they already understood the FSD process.

Those who reported not attending at least one FSD pre-posting course were asked to provide a reason. One-third mention they were unaware that these courses were available (32%). About one-quarter say they already know about FSDs (27%), that they did not have time (25%), and that operational requirements made it possible for them to attend (22%).

**Reason FSD Course Unattended by Mission Type and Accompaniment**

Reasons for not attending	Total (n=77)	Accompanied (n=30)	Unaccompanied (n=47)	Canada to Mission (n=18)	Mission to Canada (n=31)	Mission to Mission (n=28)
I was not aware that these courses were available	32%	13%	45%	44%	32%	25%
I already know about FSDs	27%	40%	19%	28%	23%	32%
I did not have the time	25%	30%	21%	22%	13%	39%

Operational requirements of the current position made it impossible for me to attend	22%	13%	28%	-	10%	50%
I did not deem it necessary	16%	30%	6%	6%	16%	21%
I received notification of posting at the last minute	14%	10%	17%	28%	13%	7%
I relocated off-cycle	13%	13%	13%	11%	23%	4%
The course was full	6%	3%	9%	17%	3%	4%
Other	25%	27%	23%	22%	45%	4%

Q13. Why did you not attend any FSD pre-posting courses? (Subsample: Those who did not attend any FSD pre-posting courses)

### 9. Pre-Relocation – Use of Pack-Up Kit

A majority of employees used the pack-up kit they were offered upon arrival to their post destination.

A majority of eight in ten employees used the pack-up kit they were offered upon arrival to their post destination, leaving a remainder of two in ten who did not use the kit. Employees who relocated from Mission to Mission or Canada to Mission are more likely to have used the pack-up kit, compared to those who relocated from Mission to Canada.

Use of Pack-Up Kit by Mission Type and Accompaniment

Use of Pack-Up Kit	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
<b>Yes</b>	<b>80%</b>	<b>76%</b>	<b>83%</b>	<b>89%</b>	<b>56%</b>	<b>90%</b>
<b>No (NET)</b>	<b>20%</b>	<b>24%</b>	<b>17%</b>	<b>11%</b>	<b>44%</b>	<b>10%</b>
No, I did not need a pack-up kit.	2%	14%	5%	4%	17%	7%
No, I did not know about this service.	8%	4%	1%	2%	2%	1%
No, the pack-up kit was not available for the date I needed it.	2%	1%	1%	-	3%	-
No, I had a negative experience with one before.	1%	1%	2%	-	5%	-
No, I have heard negative feedback about pack-up kits from colleagues	1%	5%	10%	5%	20%	1%

No, for other reason	8%	14%	5%	4%	17%	7%
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Q14. Employees are offered pack-up kits when they arrive at their post destination. Did you use a pack-up kit upon arrival to your post destination? Select all that apply.

### 10. Pre-Relocation – Receipt of Pack-Up Kit

Nearly all employees who made use of a pack-up kit reported receiving it on the agreed-upon date.

Essentially all (98%) employees who used a pack-up kit received it on the agreed upon date.

Pack-Up Kit on Agreed Upon Date by Mission Type and Accompaniment

Received Pack-Up Kit in Agreed Upon Date	Total (n=170)	Accompanied (n=63)	Unaccompanied (n=107)	Canada to Mission (n=75)	Mission to Canada (n=33)	Mission to Mission (n=62)
Yes	98%	97%	98%	100%	94%	97%
No	2%	3%	1%	-	3%	3%
Don't know	1%	-	1%	-	3%	-

Q15. Did you receive your pack-up kit on the agreed upon date? (Subsample: Those who received and used a pack-up kit)

### 11. Pre-Relocation – Usefulness of Pack-Up Kit

The vast majority of employees who received and used a pack-up kit found it to be at least somewhat useful.

Almost all employees who used a pack-up kit deemed it useful. Among this majority, over six in ten consider it to be very useful (64%), and one-third consider it somewhat useful (33%).

Usefulness of Pack-Up Kit by Mission Type and Accompaniment

Usefulness of Pack-Up Kit	Total (n=170)	Accompanied (n=63)	Unaccompanied (n=107)	Canada to Mission (n=75)	Mission to Canada (n=33)	Mission to Mission (n=62)
<b>NET: Useful</b>	<b>96%</b>	97%	96%	100%	91%	95%
Very useful	64%	63%	64%	65%	61%	63%
Somewhat useful	33%	33%	33%	35%	30%	32%
Not very useful	3%	2%	4%	-	9%	3%
Not at all useful	1%	2%	-	-	-	2%

Q16. How would you rate the usefulness of the pack-up kit? (Subsample: Those who received and used a pack-up kit)

## III. Moving Company Services

### 1. Assigned Company to Relocation

Nearly equal proportions were assigned United Van lines or AGS Worldwide Movers.

Four in ten employees were assigned United Van Lines (Mover One) in 2024 (42%). A similar proportion were assigned AGS Worldwide Movers/ Bolloré (37%).

**Assigned Moving Company by Mission Type and Accompaniment**

Assigned Moving Company	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
United Van Lines (Mover One)	42%	37%	44%	43%	42%	39%
AGS Worldwide Movers / Bolloré	37%	43%	33%	31%	37%	45%
Other	9%	8%	10%	11%	12%	6%
Don't know	12%	11%	12%	15%	8%	10%

Q17. Which moving company was assigned to your relocation in 2024?

**2. Services Provided by Moving Company – Original Location**

**Reliable and timely service from moving companies at their original location ensured a positive experience for most employees.**

Most employees who relocated reported a positive experience with the moving company at their original location. The majority said appointments for move evaluations were kept as scheduled (92%), packing was completed within the estimated timeframe (87%), and movers arrived on time for the pack-up process (85%).

**Statements About Assigned Moving Company – Original Location – Net Agree by Mission Type and Accompaniment**

Statements About Assigned Moving Company	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
The moving company kept the appointment made to evaluate the move.	92%	86%	95%	87%	95%	94%
The packing was completed within the estimated time provided by the moving company representative.	87%	78%	93%	82%	95%	87%
The moving company arrived on time for the pack-up.	85%	75%	91%	80%	92%	86%
The movers were professional and courteous.	84%	78%	88%	77%	90%	88%
The moving company provided all required documents/literature (e.g., Information booklet, customs clearance documents, inventory listing, contact details).	82%	73%	87%	80%	88%	78%

I received services by the moving company in the official language of my choice.	77%	70%	82%	81%	73%	77%
The movers were respectful of my belongings.	76%	66%	83%	74%	75%	81%
The moving company provided the weight estimate and/or vehicle inspection report within 24 hours of pre-move survey.	69%	65%	71%	70%	68%	68%

Q18. To what extent do you agree or disagree with each of the following statements related to the services received by the moving company at your original location.

**Statements About Assigned Moving Company – Original Location – Net Agree by Moving Company**

Statements About Assigned Moving Company	Total	AGS Worldwide/ Bolloré (n=79)	United Van Lines (n=88)
The moving company kept the appointment made to evaluate the move.	92%	90%	93%
The packing was completed within the estimated time provided by the moving company representative.	87%	85%	89%
The moving company arrived on time for the pack-up.	85%	84%	86%
The movers were professional and courteous.	84%	80%	88%
The moving company provided all required documents/literature (e.g., Information booklet, customs clearance documents, inventory listing, contact details).	82%	80%	82%
I received services by the moving company in the official language of my choice.	77%	81%	75%
The movers were respectful of my belongings.	76%	73%	78%
The moving company provided the weight estimate and/or vehicle inspection report within 24 hours of pre-move survey.	69%	66%	69%

Q18. To what extent do you agree or disagree with each of the following statements related to the services received by the moving company at your original location.

**3. Services Provided by Moving Company – Destination Location**

Professionalism and courtesy from movers at their destination location contributed to a positive experience for most employees.

A strong majority of employees felt positively about their experience with movers at their destination. Most agreed that the movers were professional and courteous (86%), treated their belongings with respect (82%), and arrived on time for delivery and unpacking (81%).

**Statements About Assigned Moving Company – Destination Location – Net Agree by Mission Type and Accompaniment**

Statements About Assigned Moving Company	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
The movers were professional and courteous.	86%	86%	86%	93%	80%	83%
The movers were respectful of my belongings.	82%	81%	82%	88%	73%	81%
The moving company arrived on time for the delivery and unpacking.	81%	76%	84%	83%	80%	80%
The delivery and unpacking were completed on the same day.	75%	69%	79%	80%	64%	78%
The unpacking was completed within the estimated time provided by the moving company representative.	75%	75%	74%	80%	66%	75%
I received services by the moving company in my preferred language of choice.	73%	71%	74%	61%	88%	74%

Q19. To what extent do you agree or disagree with each of the following statements related to the services received by the moving company at your destination location.

**Statements About Assigned Moving Company – Destination Location – Net Agree by Moving Company**

Statements About Assigned Moving Company	Total	AGS Worldwide/ Bolloré (n=79)	United Van Lines (n=88)
The movers were professional and courteous.	86%	89%	84%
The movers were respectful of my belongings.	82%	82%	83%
The moving company arrived on time for the delivery and unpacking.	81%	78%	82%
The delivery and unpacking were completed on the same day.	75%	77%	73%
The unpacking was completed within the estimated time provided by the moving company representative.	75%	75%	75%
I received services by the moving company in my preferred language of choice.	73%	78%	75%

Q19. To what extent do you agree or disagree with each of the following statements related to the services received by the moving company at your destination location.

**4. Satisfaction with Moving Company – Original Location**

Half of employees are very satisfied with the moving company in their original location.

Nearly three-quarters of relocation employees are at least somewhat satisfied with services of the moving company at their original location (74%), with half say they are ‘very’ satisfied (50%). Those who relocated unaccompanied are more likely to show satisfaction with moving services than those who relocated accompanied. Those who relocated from Mission to Canada in 2024 are more likely than others to be very satisfied with the moving services at their original location.

**Satisfaction Moving Company – In Your Original Location by Mission Type and Accompaniment**

Satisfaction with Moving Company	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
<b>NET: Satisfied</b>	<b>74%</b>	<b>61%</b>	<b>82%</b>	<b>69%</b>	<b>78%</b>	<b>77%</b>
Very satisfied	50%	37%	59%	39%	63%	54%
Somewhat satisfied	24%	24%	23%	30%	15%	23%
Somewhat dissatisfied	14%	19%	11%	15%	15%	12%
Very dissatisfied	10%	17%	5%	13%	7%	9%

Q20. How would you rate your overall service satisfaction with the moving company...

**Satisfaction Moving Company – In Your Original Location by Moving Company**

Satisfaction with Moving Company	Total	AGS Worldwide/ Bolloré (n=79)	United Van Lines (n=88)
<b>NET: Satisfied</b>	<b>74%</b>	<b>71%</b>	<b>74%</b>
Very satisfied	50%	42%	55%
Somewhat satisfied	24%	29%	19%
Somewhat dissatisfied	14%	13%	17%
Very dissatisfied	10%	15%	9%

Q20. How would you rate your overall service satisfaction with the moving company...

### 5. Satisfaction with Moving Company – Destination Location

Overall satisfaction with destination moving services is high, though experiences vary depending on relocation circumstances.

Most employees expressed at least some level of satisfaction with the moving services provided at their destination, with just over half saying they were very satisfied (52%). However, satisfaction levels varied by relocation type. Employees who moved with accompanying family members were more likely to report dissatisfaction, while those relocating from Canada to Mission tended to have a more positive experience overall.

**Satisfaction Moving Company – In Your Destination Location by Mission Type and Accompaniment**

Satisfaction with Moving Company	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission	Mission to Canada	Mission to Mission
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				(n=84)	(n=59)	(n=69)
<b>NET: Satisfied</b>	<b>75%</b>	<b>70%</b>	<b>78%</b>	<b>83%</b>	<b>61%</b>	<b>77%</b>
Very satisfied	52%	45%	57%	62%	37%	54%
Somewhat satisfied	23%	25%	21%	21%	24%	23%
Somewhat dissatisfied	10%	17%	6%	7%	19%	7%
Very dissatisfied	8%	10%	7%	4%	17%	6%

Q20. How would you rate your overall service satisfaction with the moving company...

**Satisfaction Moving Company – In Your Destination Location by Moving Company**

Satisfaction with Moving Company	Total	AGS Worldwide/ Bolloré (n=79)	United Van Lines (n=88)
<b>NET: Satisfied</b>	<b>75%</b>	<b>75%</b>	<b>76%</b>
Very satisfied	52%	51%	55%
Somewhat satisfied	23%	24%	22%
Somewhat dissatisfied	10%	14%	8%
Very dissatisfied	8%	6%	11%

Q20. How would you rate your overall service satisfaction with the moving company...

**6. Packing of Personal Effects**

Unpacking services were common for many, but personal preference and relocation type played a key role in whether employees used them.

Just over half of employees say that the moving company unpacked their personal effects (55%). Among those who said no, the most likely reason claimed by one-quarter was on their request (25%). Those most likely to say ‘yes’ included employees who relocated from Mission to Mission. Those most likely to say ‘no’ included those who relocated from Mission to Canada.

**Moving Company – Unpacking Personal Effects by Mission Type and Accompaniment**

Unpacking Personal Effects	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
<b>Yes</b>	<b>55%</b>	<b>55%</b>	<b>54%</b>	<b>61%</b>	<b>34%</b>	<b>65%</b>
<b>No (NET)</b>	<b>45%</b>	<b>45%</b>	<b>46%</b>	<b>39%</b>	<b>66%</b>	<b>35%</b>
No, the company did not offer timing for this service that was convenient for me	1%	1%	1%	-	2%	1%

No, on my request.	25%	27%	24%	25%	32%	19%
No, the service was denied by the moving company.	4%	4%	4%	1%	10%	1%
No, I wasn't aware of this service	5%	7%	3%	8%	3%	1%
No, for another reason	11%	6%	14%	5%	19%	12%

Q21. Did the moving company unpack your personal effects?

**Moving Company – Unpacking Personal Effects by Moving Company**

Unpacking Personal Effects	Total	AGS Worldwide/ Bolloré (n=79)	United Van Lines (n=88)
<b>Yes</b>	<b>55%</b>	<b>51%</b>	<b>60%</b>
<b>No (NET)</b>	<b>45%</b>	<b>49%</b>	<b>40%</b>
No, the company did not offer timing for this service that was convenient for me	1%	-	-
No, on my request.	25%	28%	24%
No, the service was denied by the moving company.	4%	6%	3%
No, I wasn't aware of this service	5%	3%	3%
No, for another reason	11%	13%	9%

Q21. Did the moving company unpack your personal effects?

**Moving Company – Removing Packing Materials to Satisfaction by Mission Type and Accompaniment**

Removing packing materials	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Yes	82%	84%	80%	85%	78%	81%
No	18%	16%	20%	15%	22%	19%

Q22. Did the moving company remove the packing materials to your satisfaction (e.g., empty boxes, paper, etc.)?

**Moving Company – Removing Packing Materials to Satisfaction by Moving Company**

Removing packing materials	Total	AGS Worldwide/ Bolloré (n=79)	United Van Lines (n=88)
Yes	82%	78%	85%
No	18%	22%	15%

Q22. Did the moving company remove the packing materials to your satisfaction (e.g., empty boxes, paper, etc.)?

## 7. Shipping Method

Relocation employees are most likely to have used sea shipment during their relocation in 2024.

Eight in ten employees used sea shipment in their 2024 relocation (81%). About half say they used air shipment (48%) and just over one in ten used land (13%). Employees who relocated from Canada to Mission are more likely to mention air shipment.

Shipping Method Used in 2024 by Mission Type and Accompaniment

Shipping Method	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Sea shipment	81%	81%	81%	76%	83%	86%
Air shipment	48%	41%	52%	60%	34%	45%
Land shipment	13%	13%	12%	11%	15%	13%

Q23. Which of the following shipment methods did you use in your relocation in 2024? Select all that apply.

Shipping Method Used in 2024 by Moving Company

Shipping Method	Total	AGS Worldwide/ Bolloré (n=79)	United Van Lines (n=88)
Sea shipment	81%	89%	81%
Air shipment	48%	47%	49%
Land shipment	13%	4%	19%

Q23. Which of the following shipment methods did you use in your relocation in 2024? Select all that apply.

## 8. Indicated Estimated Transit Time

Timely delivery was a mixed experience, with about half of shipments arriving as estimated.

Regardless of shipment type, about half of employees say their shipments arrived within the estimated transit time indicated in the Relocation Message they received from their FSD Client Advisor. Those who say 'no' are more likely to have relocated from Mission to Mission and shipped by air or sea.

Shipment Arrival – Estimated Transit Time – NET Yes by Mission Type and Accompaniment

Shipment Arrival	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Sea shipment	44%	43%	44%	58%	43%	29%
Air shipment	50%	47%	52%	60%	60%	29%
Land shipment	52%	64%	44%	33%	89%	33%

Q24. Did your shipments arrive within the estimated transit time as indicated in the Relocation Message that you received from your FSD Client Advisor?

**Shipment Arrival – Estimated Transit Time – NET Yes by Moving Company**

Shipment Arrival	Total	AGS Worldwide/ Bolloré (n=79)	United Van Lines (n=88)
Sea shipment	44%	44%	39%
Air shipment	50%	43%	56%
Land shipment	52%	67%	47%

Q24. Did your shipments arrive within the estimated transit time as indicated in the Relocation Message that you received from your FSD Client Advisor?

**9. Lost or Damaged Personal Effects**

Loss or damage of personal effects was a concern for many, particularly among those relocating with dependents.

A significant portion of employees, just over four in ten (42%), reported that some of their personal effects were lost or damaged during the move, while about half did not encounter any such issues (52%). Among those who experienced loss or damage, most took action by submitting a Notice of Intent to Claim with their moving company (74%). Employees who relocated with accompanying family members were more likely to report issues with lost or damaged belongings (54%).

**Lost or Damaged Personal Effects by Mission Type and Accompaniment**

Lost or Damaged Personal Effects	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Yes	42%	54%	33%	44%	47%	33%
No	52%	41%	59%	50%	49%	57%
Not applicable	7%	5%	8%	6%	3%	10%

Q25. Were your personal effects shipped lost or damaged?

**Lost or Damaged Personal Effects by Moving Company**

Lost or Damaged Personal Effects	Total	AGS Worldwide/ Bolloré (n=79)	United Van Lines (n=88)
Yes	42%	38%	49%
No	52%	56%	47%
Not applicable	7%	6%	5%

Q25. Were your personal effects shipped lost or damaged?

**Lost or Damaged Personal Effects – Notice of Intent Claim by Mission Type and Accompaniment**

Notice of Intent Claim	Total (n=88)	Accompanied (n=45)	Unaccompanied (n=43)	Canada to Mission (n=37)	Mission to Canada (n=28)	Mission to Mission (n=23)
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Yes	74%	73%	74%	73%	79%	70%
No	24%	27%	21%	24%	18%	30%
Not applicable	2%	-	5%	3%	4%	-

Q26. You mentioned your personal effects were lost or damaged during shipping. Did you submit a Notice of Intent to Claim to your moving company for loss and damage to your personal effects? (Subsample: Those who had personal effects lost or damaged during relocation shipment in 2024)

**Lost or Damaged Personal Effects – Notice of Intent Claim by Moving Company by Mission Type and Accompaniment**

Notice of Intent Claim	Total (n=88)	AGS Worldwide/ Bolloré (n=30)	United Van Lines (n=43)
Yes	74%	87%	72%
No	24%	13%	28%
Not applicable	2%	-	-

Q26. You mentioned your personal effects were lost or damaged during shipping. Did you submit a Notice of Intent to Claim to your moving company for loss and damage to your personal effects? (Subsample: Those who had personal effects lost or damaged during relocation shipment in 2024)

**10. Satisfaction with Loss and Damage Claims Process**

The claims process for lost or damaged items varied, with employees equally split between satisfaction and dissatisfaction.

Among employees who submitted a Notice of Intent to Claim for lost or damaged items, experiences with the claims process were mixed. About half (54%) reported being at least somewhat satisfied, while the other half expressed dissatisfaction with how their claim was handled.

**Satisfaction – Loss and Damage Claims Process by Mission Type and Accompaniment**

Satisfaction with Loss and Damage Claims Process	Total (n=65)	Accompanied (n=33)	Unaccompanied (n=32)	Canada to Mission (n=27)	Mission to Canada (n=22)	Mission to Mission (n=16)
<b>NET: Satisfied</b>	<b>54%</b>	<b>55%</b>	<b>53%</b>	<b>59%</b>	<b>50%</b>	<b>50%</b>
Very satisfied	23%	24%	22%	19%	27%	25%
Somewhat satisfied	31%	30%	31%	41%	23%	25%
Somewhat dissatisfied	22%	21%	22%	19%	18%	31%
Very dissatisfied	25%	24%	25%	22%	32%	19%

Q27. What was your level of satisfaction with the loss and damage claims process? (Subsample: Those who had personal effects lost or damaged during relocation shipment in 2024 and submitted a Notice of Intent to Claim)

**Satisfaction – Loss and Damage Claims Process by Moving Company**

Satisfaction with Loss and Damage Claims Process	Total (n=65)	AGS Worldwide/	United Van Lines
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		Bolloré (n=26)	(n=31)
<b>NET: Satisfied</b>	<b>54%</b>	<b>38%</b>	<b>61%</b>
Very satisfied	23%	23%	19%
Somewhat satisfied	31%	15%	42%
Somewhat dissatisfied	22%	27%	19%
Very dissatisfied	25%	35%	19%

Q27. What was your level of satisfaction with the loss and damage claims process? (Subsample: Those who had personal effects lost or damaged during relocation shipment in 2024 and submitted a Notice of Intent to Claim)

#### IV. Resources & Tools

##### 1. Awareness of FSD Benefits, Policies, Procedures

General awareness of FSD policies is strong, though deeper understanding is less common, especially among those relocating from Canada.

Awareness of FSD benefits, policies, and procedures is high among employees, with nearly nine in ten indicating they are familiar with them (86%). Depth of understanding varies with three in ten (30%) considering themselves very aware, particularly those who relocated from one mission to another. In contrast, employees moving from Canada to a mission were more likely to report limited awareness.

Level of Awareness – FSD Benefits, Policies and Procedures by Mission Type and Accompaniment

Awareness of FSD Benefits, Policies, Procedures	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
<b>NET: Aware</b>	<b>86%</b>	<b>87%</b>	<b>85%</b>	<b>76%</b>	<b>88%</b>	<b>96%</b>
Very aware	30%	37%	25%	10%	42%	43%
Somewhat aware	56%	49%	60%	67%	46%	52%
<b>NET: Not aware</b>	<b>14%</b>	<b>13%</b>	<b>15%</b>	<b>24%</b>	<b>12%</b>	<b>4%</b>
Not very aware	12%	12%	12%	19%	12%	4%
Not at all aware	2%	1%	2%	5%	-	-

Q28. In general, how would you rate your level of awareness of the Foreign Service Directives benefits, policies and procedures?

##### 2. Awareness of FSD Tools and Resources

While key FSD resources are widely recognized, awareness of digital tools like Modus and the intranet/extranet platforms remains limited.

Employees are most familiar with core FSD tools and resources such as the Foreign Service Handbook (93%), their FSD Client Advisor (92%), and the Relocation Message provided by the advisor (88%). Awareness drops when it comes to other platforms with fewer than half of employees aware of Modus (44%), the FSD Intranet Site (43%), or the FSD Extranet Site (22%).

**Awareness – FSD Tools and Resources by Mission Type and Accompaniment**

Awareness of FSD Tools and Resources	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Foreign Service Handbook	93%	93%	93%	95%	86%	96%
FSD Client Advisor	92%	95%	90%	90%	95%	91%
Relocation Message received from FSD Client Advisor	88%	90%	87%	86%	92%	88%
FSD Portal User Guide	79%	75%	82%	74%	78%	87%
Official Text of the Foreign Service Directives hosted on the Treasury Board Secretariat National Joint Council web page	70%	72%	69%	64%	75%	74%
Common Services (for FSDs administered at Mission)	60%	63%	59%	55%	59%	68%
Modus	44%	48%	41%	36%	61%	39%
FSD Division Intranet site	43%	47%	40%	35%	51%	46%
FSD Division Extranet site	22%	25%	20%	18%	32%	19%

Q29. Which of the following FSD tools and resources available to employees are you aware of?

**3. Use of FSD Tools and Resources**

Peer support and direct guidance remain key resources for employees, while official documents and messages also play an important supporting role.

When asked about the FSD tools and resources they use, employees most often turn to their colleagues (87%), the Foreign Service Handbook (81%), and their FSD Client Advisor (79%) for guidance. Around six in ten also reported using the Relocation Message from their advisor (66%) or consulting the official text of the Foreign Service Directives available on the Treasury Board Secretariat National Joint Council website (58%).

**Use of FSD Tools and Resources by Mission Type and Accompaniment**

Use of FSD Tools and Resources	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Colleagues	87%	89%	85%	88%	83%	88%
Foreign Service Handbook	81%	81%	81%	82%	78%	81%

FSD Client Advisor	79%	84%	75%	76%	83%	78%
Relocation Message received from FSD Client Advisor	66%	72%	62%	52%	83%	68%
Official Text of the Foreign Service Directives hosted on the Treasury Board Secretariat National Joint Council web page	58%	60%	56%	52%	63%	59%
FSD Portal User Guide	53%	46%	58%	50%	53%	58%
Common Services (for FSDs administered at Mission)	44%	49%	41%	39%	44%	51%
FSD Division Intranet site	25%	27%	25%	18%	32%	29%
Modus	22%	30%	16%	20%	32%	14%

Q30. Which of the following FSD tools and resources available to employees do you use?

#### 4. Statements About FSD Tools and Resources

Employees are actively engaging with FSD tools and resources, but feel less confident in some of the more specialized platforms.

Most employees take initiative by reviewing available FSD information and tools before reaching out to their FSD Client Advisor (92%). A strong majority also feel confident in tracking their monthly allowance payments through the FSD Portal (80%) and find the Foreign Service Handbook easy to navigate (78%). Ease of use and familiarity are lower when it comes to other tools: fewer than half consider the FSD Portal or Intranet site easy to navigate (46% and 44%), feel confident locating information about medical and related expenses (46%), or are familiar with procedures available on Modus (34%).

#### FSD Tools and Resources – Agreement with Statements – NET Agree by Mission Type and Accompaniment

Agreement with Statements	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
I check the information and tools that are available before contacting my FSD Client Advisor.	92%	89%	93%	89%	93%	93%
I know how to track my monthly allowance payments in the FSD Portal.	80%	80%	80%	75%	81%	84%
The Foreign Service Handbook is easy to navigate.	78%	76%	79%	75%	76%	83%
I know how to submit requests through the FSD Portal. (ex:	76%	82%	72%	65%	83%	83%

Departure message, Car Rental Eligibility form)						
I know how to submit and track an FSD expense claim in the FSD Portal.	70%	72%	69%	61%	71%	81%
The FSD Portal is easy to navigate.	46%	45%	47%	44%	51%	45%
I know where to find relevant information regarding FSD medical and related expenses in relation to FSD allowances	46%	46%	46%	36%	47%	57%
The FSD Intranet site is easy to navigate.	44%	47%	43%	36%	47%	52%
I am familiar with the FSD procedures available on Modus.	34%	35%	34%	29%	46%	32%

Q31. To what extent do you agree or disagree with the following statements:

**5. Familiarity with Modus Pages**

**Familiarity with Modus content is fairly low; employees would like to see clearer, more detailed information that gives them greater understanding of processes and options available to them.**

Familiarity with Modus content remains limited among employees. Fewer than half are familiar with any of the specific Modus pages presented. The most recognized is FSD 50 (Post Travel Assistance) (46%), followed by FSD 70 (32%) and FSD 9 (28%). When asked what other FSD processes they would like to see included on Modus, the most common response was a desire for clearer, more detailed information to help them better understand their options and how different FSDs apply to their situations.

**Familiarity with Modus Pages by Mission Type and Accompaniment**

Familiarity with Modus Pages	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
FSD 50: Post Travel Assistance	46%	42%	49%	36%	54%	52%
FSD 70: Reporting Requirements and Verification of Allowances	32%	29%	33%	15%	41%	43%
FSD 9: Medical and Dental Examinations	28%	28%	29%	21%	27%	38%
FSD 34: Education Allowances	19%	37%	8%	11%	29%	22%
FSD 39: Health Care Expenses	18%	23%	15%	5%	25%	28%
FSD 42: Medical and/or Dental Expense Advance	17%	17%	16%	11%	20%	20%
FSD 41: Health Care Travel	12%	12%	12%	4%	17%	17%

FSD 33: Education Assistance at a Lycée in Canada	6%	10%	4%	4%	12%	4%
FSD 47: Leave for Post Attributable Injury and Illness	5%	6%	5%	1%	12%	4%
FSD 8: short-term assignments outside Canada	4%	5%	3%	2%	7%	3%
FSD 38: Preventative Medical Services Expenses	4%	5%	3%	1%	7%	4%

Q32. Which of the following Modus pages are you familiar with? Select all that apply.

**Preference for Modus Processes by Mission Type and Accompaniment**

Preference for Modus Processes	Total (n=69)	Accompanied (n=29)	Unaccompanied (n=40)	Canada to Mission (n=28)	Mission to Canada (n=15)	Mission to Mission (n=26)
Provide better information /more details on FSDs to better understand options/impacts of each one	29%	31%	28%	29%	47%	19%
FSD15: Relocation	14%	10%	18%	4%	20%	23%
Dislike Modus/not user friendly/not easy to access FSDs on it	14%	14%	15%	7%	27%	15%
Not aware of Modus/availability of FSD pages on Modus	12%	10%	13%	21%	-	8%
Availability of an advisor to provide clear/reliable answers to questions	7%	14%	3%	11%	-	8%
FSD16: Principal Residence	6%	3%	8%	4%	13%	4%
A comprehensive list of FSDs/sub-FSDs available on Modus	6%	7%	5%	7%	7%	4%
Easier to understand language/layman expressions/terms	4%	3%	5%	7%	7%	-
How to apply to each FSD/steps to follow	4%	3%	5%	4%	-	8%
FSD 64	4%	3%	5%	4%	7%	4%
Faster process/service	3%	3%	3%	7%	-	-
FSD32: Day Care Assistance	3%	7%	-	4%	7%	-
Other	13%	21%	8%	7%	20%	15%

Nothing	6%	3%	8%	-	-	15%
Don't know	13%	17%	10%	18%	7%	12%

Q33. Which other FSD process(es) would you like to see on Modus? (Subsample: Those who provided further comments)

### 6. Preferences for FSD Tools and Resources

**Direct, interactive supports are highest ranked enhancements for employees.**

When presented with a list of potential enhancements to Modus, employees most often prioritized more interactive support. About half ranked increased access to Teams calls and face-to-face meetings with their FSD Client Advisors as their top choice (49%). A smaller but notable proportion (20%) preferred having the FSD Handbook available as a fully online tool in addition to the existing PDF version.

**Modus Enhancements – Top Preference by Mission Type and Accompaniment**

Modus Enhancements	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
More Teams calls/face-to-face meetings with client advisors	49%	48%	50%	50%	37%	58%
FSD handbook as an online tool in addition to as a PDF document	20%	22%	19%	21%	19%	19%
Training on how to use the portal effectively	15%	13%	16%	19%	8%	14%
Return to Canada training/briefing	10%	12%	9%	5%	25%	3%
Longer FSD pre-posting and/or refresher training	5%	5%	5%	5%	8%	1%
More frequent newsletters and other messages to clients	2%	-	3%	-	2%	4%

Q34. Please rank the following enhancements in order of preference, with 1 being the most important to you.

### 7. Statements About FSD Tools and Resources

**Many employees find FSD resources helpful and there is an opportunity to strengthen some of the digital tools and overall service delivery.**

Employee satisfaction with FSD resources varies. About two-thirds (64%) at least somewhat agree that they are satisfied with the information provided. Satisfaction with the FSD Portal and FSD Tools is similar, with around six in ten expressing at least some satisfaction (59% and 60%). Half of employees say they are at least somewhat satisfied with FSD Services.

**FSD Tools & Services – Agreement with Statements by Mission Type and Accompaniment**

Statements	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
Overall, I am satisfied with the FSD Information available to me	9%	55%	26%	9%
Overall, I am satisfied with the FSD Portal	9%	50%	27%	13%
Overall, I am satisfied with the FSD Services (e.g., interactions with FSD Division, movers)	8%	42%	24%	26%
Overall, I am satisfied with the FSD Tools (e.g., Intranet pages, Modus)	7%	53%	30%	8%

Q35. To what extent do you agree or disagree with the following statements:

**FSD Tools & Services – Agreement with Statements – NET Agree by Mission Type and Accompaniment**

Agreement with Statements	Total	Accompanied (n=83)	Unaccompanied (n=129)	Canada to Mission (n=84)	Mission to Canada (n=59)	Mission to Mission (n=69)
Overall, I am satisfied with the FSD Information available to me	64%	70%	63%	60%	71%	64%
Overall, I am satisfied with the FSD Tools (e.g., Intranet pages, Modus)	60%	63%	58%	56%	61%	64%
Overall, I am satisfied with the FSD Portal	59%	64%	57%	57%	58%	64%
Overall, I am satisfied with the FSD Services (e.g., interactions with FSD Division, movers)	50%	60%	46%	49%	56%	46%

Q35. To what extent do you agree or disagree with the following statements:

**8. Thoughts on Relocation Experience**

**Feedback points to a need for more responsive communication and consistent service quality throughout the relocation journey.**

When invited to share open feedback about their relocation experience, one-third of employees highlighted delays in responses from their FSD Advisor (30%) or raised concerns about moving-related issues (30%) such as inexperienced movers or unexpected fees. Additionally, one-quarter mentioned receiving inadequate service overall or noted poor communication throughout the process (25%).

**Relocation Experience – Open Ended Thoughts by Mission Type and Accompaniment**

Relocation Experience	Total (n=135)	Accompanied (n=56)	Unaccompanied (n=79)	Canada to Mission (n=56)	Mission to Canada (n=37)	Mission to Mission (n=42)
FSD advisor takes long to respond/lacks proper training	30%	18%	38%	34%	27%	26%

to provide knowledgeable advice/response						
Moving issues (inexperienced movers, charging extra fees, delays in receiving shipment, ...)	30%	36%	25%	25%	32%	33%
Inadequate service/not getting answers to our questions in time/poor communication	25%	27%	24%	18%	35%	26%
Claims not being dealt with in timely manner/not fully reimbursed	19%	21%	16%	13%	22%	24%
Lack of information needed on steps/procedures to follow for FSDs/FSD handbook should be updated regularly	18%	18%	18%	23%	16%	12%
Too much bureaucracy in processes leading to unnecessary delays/expenses	15%	11%	18%	18%	8%	17%
There is no follow up on plans/agreements/our needs	10%	7%	11%	4%	14%	14%
Advisors get replaced often without being informed/not being aware of the appropriate advisor to contact	9%	5%	11%	14%	5%	5%
FSD client portal is not user friendly/hard to access	7%	7%	8%	14%	3%	2%
FSD portal needs to be organized with client in mind	7%	4%	9%	11%	8%	-
Other (Mentions of 4% or less)	21%	21%	20%	20%	27%	17%
Nothing/Don't know	2%	6%	-	4%	-	2%

Q36. Is there anything about your relocation experience you had wished to share that we did not ask? If so, please share here: (Subsample: Those who provided final comments)

## Appendix A: Methodology

Environics Research collaborated with GAC-FSD Division (HFF) to design a questionnaire that aligns with the study objectives. The survey, hosted online, was designed to take approximately 10 minutes to complete.

The target population was employees of GAC and other government departments who relocated during the 2024 relocation season. This included individuals returning from post, leaving for post, and cross-posting. The survey ensured broad representation across Canada and included employees stationed at missions abroad.

The FSD Division (HFF) distributed the survey link via email to their list of 800 employees and sent follow-up reminders to optimize response rate.

### ***Target population and sample design***

The target audience for the Annual Relocation Survey were all employees of GAC and in other government departments who relocated during the 2024 relocation season. This includes employees returning from post, leaving to post and cross-posting.

Because participation in an online survey is voluntary and not randomly selected, it's considered a non-probability sample. As such, sampling error doesn't apply, and per Government of Canada guidelines, a margin of error is not calculated.

### ***Questionnaire design***

Environics worked FSD-GAC to design an online questionnaire that addressed the study objectives. Where applicable, the questionnaire included questions to track from previous surveys. Environics also drafted the initial survey invitation email, ensuring it includes all required information such as informing respondents of their rights under the Privacy and Access to Information Act. Environics had the approved questionnaire and invitation text translated into French.

Environics' data analysts programmed the questionnaire, then performed thorough testing to ensure accuracy in set-up and data collection. This validation ensured that the data entry process conformed to the surveys' basic logic. The data collection system handles sampling invitations, quotas and questionnaire logic (skip patterns, branching, and valid ranges).

### ***Pre-test***

The online survey was pre-tested internally by the Environics team. Once approved, the survey was 'soft launched' online with a small proportion of contacts. In accordance with government standards, the survey was pre-tested with a minimum of 10 respondents in each language. The soft-launch took place on March 13, 2025 and final pre-test completion results included 10 English and 1 French responses. These preliminary surveys included standard Government of Canada pretest probing questions at the end, to ascertain the survey length and language was appropriate. No changes were required as a result of the pre-test and pre-test results were included in the analysis.

**Fieldwork**

The online survey was sent by GAC to its list of 800 employees who fall within the target population, accounting for representation from across Canada and those at missions abroad. The time period for fieldwork fell between March 13 and 23<sup>rd</sup>, 2025.

**Accessibility considerations for the online survey.** There is a diverse scope of individuals who participate in research, and Environics has worked toward formatting surveys to enable a user-friendly experience for all participants. We set up our online surveys so screen readers can deliver a better experience to those with disabilities. We extensively test our online surveys using industry-standard techniques and screen readers. Environics ensures its online surveys meet Web Content Accessibility Guidelines.

**Data coding and tabulation**

Following data collection and prior to analysis, data analysts performed a data-cleaning and validation process, in accordance with the highest industry standards. Any open-ended question data was coded and Environics designed banner tables in consultation with the project authority. Environics has provided GAC-FSD with a fully labeled SPSS file and banner tables in CSV format for web accessibility purposes, under separate cover.

**Completion results**

The completion results are as follows:

Disposition	N
Total invitations (c)	800
Total completes (d)	212
Qualified break-offs (e)	0
Disqualified (f)	0
Not responded (g)	0
Quota filled (h)	0
Contact rate = (d+e+f+h)/c	27%
Participation rate = (d+f+h)/c	27%

**Respondent Profile**

<b>Type of Relocation in 2024</b>	
Canada to Mission	40%
Mission to Canada	28%
Mission to Mission	33%
<b>Employee Type</b>	
Rotational employee	82%
Traditional employee	16%
Not applicable	2%
<b>Dependents under the age of 23</b>	
Yes	39%
No	61%
<b>Number of Assignments Abroad Completed to Date</b>	
1	28%
2	18%
3	16%
4	15%
5	8%
6 or more	12%
Prefer not to say	3%
<b>Department</b>	
Global Affairs Canada (GAC)	78%
Immigration, Refugees and Citizenship Canada (IRCC)	17%
Other (Mentions 1% or less)	3%
Prefer not to say	1%
<b>Gender</b>	
Female	51%
Male	39%
Prefer not to say	9%
<b>Age Group</b>	
18-29	3%
30-44	41%
45-59	42%
60 or older	7%
Prefer not to say	8%
<b>Income Before Taxes</b>	
\$60,001 to \$80,000	6%
\$80,001 to \$100,000	7%

\$100,001 to \$150,000	59%
More than \$150,000	14%
Prefer not to say	24%

## Appendix B: Email invitation

**SUBJECT:** 2024 Relocation Survey / Édition 2024 du sondage sur la réinstallation

\* Le français suit \*

Dear [name],

The Foreign Service Directives Division (HFF) has contracted Environics Research to conduct the Annual Relocation Survey with those who relocated during the 2024 relocation season. The HFF wants to know what is working well and what can be improved and are committed to acting on your input and ideas to enhance the relocation experience. Your feedback is extremely important and will help the FSD Division provide services that are reliable, valuable, and tailored to meet your needs.

**Your privacy will be respected.** Your survey responses are collected and administered according to the provisions of the federal *Privacy Act* and the *Access to Information Act*. Additionally, in accordance with industry and government research standards, individual survey responses will not be divulged to anyone at HFF and at no time will HFF have access to responses in such a manner that an employee could be identified. Click to view our [privacy policy](#).

The survey will take about 10 minutes to complete, at your convenience. You will be able to leave and re-enter the survey, to continue where you last left off.

If you wish to confirm the validity of this survey, please contact the FSD Policy and Monitoring Division at [EXTOTT-HFFI@international.gc.ca](mailto:EXTOTT-HFFI@international.gc.ca)

Please complete the survey by **March 21**.

Results of the survey will be shared with employees in the spring.

To begin the survey, click on the link below. **If you are connected to VPN, please turn it off before accessing the questionnaire.** If the link does not work, please copy the URL into your browser.

<LINK>

**Note: This link is unique to your email address, therefore please DO NOT FORWARD this message or your link to anyone else.**

If you have any questions on how to complete the survey, about the survey content (i.e., its purpose, timing, reasons for specific questions), or to request it in an alternate format, please contact Environics at [Alanna.Sawatzky@environics.ca](mailto:Alanna.Sawatzky@environics.ca). All contacts will be held in confidence.

Thank you in advance for your participation.

## Appendix C: Survey Instrument

### Global Affairs Canada – Foreign Services Directives 2025 Relocation Survey

#### LANDING PAGE

Welcome and thank you for your interest in our survey / Bienvenue et merci de l'intérêt que vous portez à ce sondage.

Please select your preferred language for completing the survey / Veuillez choisissez votre langue préférée pour remplir le sondage

< **PROGRAMMING NOTE: All questions are mandatory unless specified.**>

#### INTRODUCTION

Thank you for taking the time to complete this survey. The Foreign Service Directives Division (HFF) values your insights. We want to know what is working well and what can be improved and are committed to acting on your input and ideas to enhance the relocation experience. Your feedback is extremely important and will help the FSD Division provide services that are reliable, valuable, and tailored to meet your needs.

**Your privacy will be respected.** Environics Research has been contracted to conduct this study. Your survey responses are collected and administered according to the provisions of the federal *Privacy Act* and the *Access to Information Act*. Additionally, in accordance with industry and government research standards, individual survey responses will not be divulged to anyone at HFF and at no time will HFF have access to responses in such a manner that an employee could be identified. Click to view our [privacy policy](#).

This study has been registered with the Canadian Research Insights Council's Research Verification Service so that you may validate its authenticity. If you would like to enquire about the details of this research, you can visit CRIC's website: [www.canadianresearchinsightscouncil.ca](http://www.canadianresearchinsightscouncil.ca). If you choose to verify the authenticity of this research, you can reference project code:

If you have any questions on how to complete the survey, about the survey content (i.e., its purpose, timing, reasons for specific questions), or to request it in an alternate format, please contact [Alanna Sawatzky](#).

#### RELOCATION DETAILS

1. Which of the following best describes your relocation in 2024?
  - 01 – Canada to Mission
  - 02 – Mission to Canada
  - 03 – Mission to Mission
2. Do you have dependents under the age of 23 that relocated with you?
  - 01 – Yes
  - 02 – No

**RELOCATION SATISFACTION**

3. Thinking specifically about the services provided by the Foreign Service Directives (FSD) Division prior to and during your relocation, how would you rate your overall level of satisfaction?

- 01 – Very satisfied
- 02 – Somewhat satisfied
- 03 – Somewhat dissatisfied
- 04 – Very dissatisfied

4. To what extent do you agree or not agree with the following statements:

**SCALE:**

- 01 – Strongly agree
- 02 – Somewhat agree
- 03 – Somewhat disagree
- 04 – Strongly disagree
- 05 – Not applicable

**RANDOMIZE**

- 01 – The amount of time it took for my shipment(s) of household effects to arrive at post and be delivered to my residence met my expectations
- 02 – The relocation-related services provided by the FSD Division met my expectations
- 03 – I felt I had enough information to be prepared for my relocation to my mission [SHOW IF Q1=01,03]
- 04 – I felt I had enough information to be prepared for my relocation to Canada [SHOW IF Q1=02]
- 05 – I felt supported by the FSD Division throughout the relocation process

**PRE-RELOCATION PREPARATION**

5. How important or unimportant do you consider each of the following when preparing for your relocation?

**SCALE:**

- 01 – Very important
- 02 – Somewhat important
- 03 – Not very important
- 04 – Not at all important
- 05 – Not applicable

**RANDOMIZE**

- 01 – Information on how to use FSD 15 – Relocation
- 02 – Information on finding a school for my child/children (i.e., List of Compatible Schools) [SHOW ONLY IF Q2=01]
- 03 – Information on how to bring my pet(s) to post the shipment of pets

- 04 – Information on medical services and insurance at post
- 05 – Information on disposal/renting of my primary residence in Canada
- 06 – Information on monthly allowances and SQ shelter share amount
- 07 – Information about spouse’s or common law partner’s employment opportunities at post
- 08 – Information regarding education allowances (FSD 34) [SHOW ONLY IF Q2=01]

6. How adequate or inadequate was the level amount of information you received prior to relocating on each of the following either from your FSD Client Advisor or another FSD resource:

**SCALE:**

- 01 – Not enough information
- 02 – The right amount of information
- 03 – Too much information
- 04 – Not applicable

**RANDOMIZE**

- 01 – Information on how to use FSD 15 – Relocation
- 02 – Information on finding a school for my child/children (i.e., List of Compatible Schools) [SHOW ONLY IF Q2=01]
- 03 – Information on ~~how to bring my pet(s) to post~~ the shipment of pets
- 04 – Information on medical services and insurance at post
- 05 – Information on disposal/renting of my primary residence in Canada
- 06 – Information on monthly allowances and SQ shelter share amount
- 07 – Information about spouse’s employment opportunities at post
- 08 – Information regarding education allowances (FSD 34) [SHOW ONLY IF Q2=01]

7. How long did it take to receive the initial contact and relocation message from your FSD Client Advisor after you received your signed Posting Confirmation Form (PCF) or equivalent?

- 01 – Less than 2 weeks
- 02 – 2 weeks to 1 month
- 03 – More than 1 month
- 04 – Other, please specify [Open end]
- 05 – Don’t know

8. Did you have a meeting or conference call with your Foreign Service Directives (FSD) Client Advisor prior to relocating in 2024?

- 01 – Yes
- 02 – No
- 03 – Don’t know

9. Reflecting on your interactions with your FSD Client Advisor, indicate to what extent you agree or disagree with each of the following statements.

- 01 – Strongly agree
- 02 – Somewhat agree

- 03 – Somewhat disagree
- 04 – Strongly disagree
- 05 – Not applicable

- 01 – The FSD Client Advisor responded to my request(s) and/or authorized my request(s) in the Portal, within the established service standards.
- 02 – The responses to my requests were clear and well explained.
- 03 – The FSD Client Advisor made every effort to answer all my questions.
- 04 – I received useful information from my FSD Client Advisor.
- 05 – When the FSD Client Advisor did not know the answer, they followed up later.
- 06 – My FSD Client Advisor communicated with me in my preferred mode (e.g., Microsoft Teams call/meeting, MS Teams chat, email, in-person, telephone)
- 07 – If my request was denied, my FSD Client Advisor provided a helpful explanation

10. How would you rate your overall satisfaction with your FSD Client Advisor in helping you prepare for your relocation?

- 01 – Very satisfied
- 02 – Somewhat satisfied
- 03 – Somewhat dissatisfied
- 04 – Very dissatisfied

11. How would you rate the usefulness of the following FSD-pre-posting courses?

**SCALE:**

- 01 – Not at all useful
- 02 – Not very useful
- 03 – Somewhat useful
- 04 – Very useful
- 05 – Did not attend [IF SELECTED FOR BOTH 01 AND 02 SKIP TO Q13]

**RANDOMIZE**

- 01 – Introduction to the Foreign Service Directives
- 02 – Refresher on the Foreign Service Directives

12. [IF Q11= 01 to ONE OF r01 OR r02] Why do you feel the course(s) were not useful? [open end]

13. [IF Q11= 5 to BOTH r01 AND r02] Why did you not attend any FSD pre-posting courses? Select all that apply.

**RANDOMIZE; ANCHOR OTHER**

- 01 – I was not aware that these courses were available
- 02 – I received notification of posting at the last minute
- 03 – I relocated off-cycle
- 04 – I did not deem it necessary
- 05 – I did not have the time
- 06 – The course was full

- 07 – Operational requirements of the current position made it impossible for me to attend
- 08 – I already know about FSDs
- 09 – Other, please specify [open end]

14. Employees are offered pack-up kits when they arrive at their post destination. Did you use a pack-up kit upon arrival to your post destination? Select all that apply.

- 01 – Yes [EXCLUSIVE]
- 02 – No, I did not need a pack-up kit.
- 03 – No, I did not know about this service.
- 04 – No, the pack-up kit was not available for the date I needed it.
- 05 – No, I had a negative experience with one before.
- 06 – No, I have heard negative feedback about pack-up kits from colleagues
- 05 – No, for other reason, please specify [open end]

15. [IF 14=01] Did you receive your pack-up kit on the agreed upon date?

- 01 – Yes
- 02 – No
- 03 – Don't know

16. [IF Q14=01] How would you rate the usefulness of the pack-up kit?

- 01 – Very useful
- 02 – Somewhat useful
- 03 – Not very useful
- 04 – Not at all useful

### MOVING COMPANY SERVICES

**Intro text:** The Government of Canada uses third-party moving companies to provide moving services to employees in their relocation. The next several questions will ask about your experience with the moving company(ies).

17. Which moving company was assigned to your relocation in 2024?

- 01 – AGS Worldwide Movers / Bolloré
- 02 – United Van Lines (Mover One)
- 03 – Other, please specify [open end]
- 04 – Don't know

18. To what extent do you agree or disagree with each of the following statements related to the services received by the moving company **at your original location**:

**SCALE:**

- 01 – Strongly agree
- 02 – Somewhat agree

- 03 – Somewhat disagree
- 04 – Strongly disagree
- 05 – Not applicable

**RANDOMIZE**

- 01 – The moving company kept the appointment made to evaluate the move.
- 02 – The moving company provided all required documents/literature (e.g., Information booklet, customs clearance documents, inventory listing, contact details).
- 03 – The moving company provided the weight estimate and/or vehicle inspection report within 24 hours of pre-move survey.
- 04 – The moving company arrived on time for the pack-up.
- 05 – The packing was completed within the estimated time provided by the moving company representative.
- 06 – The movers were professional and courteous.
- 07 – The movers were respectful of my belongings.
- 08 – I received services by the moving company in the official language of my choice.

19. To what extent do you agree or disagree with each of the following statements related to the services received by the moving company **at your destination location**.

**SCALE:**

- 01 – Strongly agree
- 02 – Somewhat agree
- 03 – Somewhat disagree
- 04 – Strongly disagree
- 05 – Not applicable

**RANDOMIZE**

- 01 – The moving company arrived on time for the delivery and unpacking.
- 02 – The delivery and unpacking were completed on the same day.
- 03 – The unpacking was completed within the estimated time provided by the moving company representative.
- 04 – The movers were professional and courteous.
- 05 – The movers were respectful of my belongings.
- 06 - I received services by the moving in my preferred language of choice.

20. How would you rate your overall service satisfaction with the moving company...

- 01 – Very satisfied
- 02 – Somewhat satisfied
- 03 – Somewhat dissatisfied
- 04 – Very dissatisfied
- 05 – Not applicable

- 01 – In your original location

02 – In your destination location

21. Did the moving company unpack your personal effects?

01 – Yes

02 – No, the company did not offer timing for this service that was convenient for me

03 – No, on my request.

04 – No, the service was denied by the moving company.

05 – No, I wasn't aware of this service

06 – No, for another reason: [open end]

22. Did the moving company remove the packing materials to your satisfaction (e.g., empty boxes, paper, etc.)?

01 – Yes

02 – No

23. Which of the following shipment methods did you use in your relocation in 2024? Select all that apply.

01 – Air shipment

02 – Land shipment

03 – Sea shipment

24. Did your shipments arrive within the estimated transit time as indicated in the Relocation Message that you received from your FSD Client Advisor?

**SCALE**

01 – Yes

02 – No

03 – Not sure

04 – Not applicable

Show rows as selections from Q23

25. Were your personal effects shipped lost or damaged?

01 – Yes

02 – No

03 – Not applicable

26. [IF Q25 = 01] You mentioned your personal effects were lost or damaged during shipping.–Did you submit a Notice of Intent to Claim to your moving company for loss and damage to your personal effects?

01 – Yes

02 – No

03 – Not applicable

27. [IF Q26 = 01] What was your level of satisfaction with the loss and damage claims process?

01 – Very satisfied

- 02 – Somewhat satisfied
- 03 – Somewhat dissatisfied
- 04 – Very dissatisfied

### RESOURCES & TOOLS

Next, we're going to ask you about tools and resources available to employees prior and/or during their relocation/posting.

28. In general, how would you rate your level of awareness of the Foreign Service Directives benefits, policies and procedures?

- 01 – Very aware
- 02 – Somewhat aware
- 03 – Not very aware
- 04 – Not at all aware

29. Which of the following FSD tools and resources available to employees are you aware of? Select all that apply.

#### RANDOMIZE; ANCHOR OTHER AND NONE OF THE ABOVE

- 01 – FSD Division Intranet site
- 02 – FSD Division Extranet site
- 03 – Foreign Service Handbook
- 04 – FSD Portal User Guide
- 05 – Modus
- 06 – Official Text of the Foreign Service Directives hosted on the Treasury Board Secretariat National Joint Council web page
- 07 – Common Services (for FSDs administered at Mission)
- 08 – FSD Client Advisor
- 09 – FSD Division Newsletter
- 10 – Relocation Message received from FSD Client Advisor
- 11 – Other, please specify **[open end]**
- 12 – None of the above **[exclusive]**

30. Which of the following FSD tools and resources available to employees do you use? Select all that apply.

#### RANDOMIZE ONLY SHOW RESPONSES SELECTED AT Q29, ALWAYS SHOW 'COLLEAGUES'; ANCHOR OTHER AND NONE OF THE ABOVE

- 01 – FSD Division Intranet site
- 02 – FSD Division Extranet sit
- 03 – Foreign Service Handbook
- 04 – FSD Portal User Guide
- 05 – Modus
- 06 – Official Text of the Foreign Service Directives hosted on the Treasury Board Secretariat National Joint Council web page
- 07 – Common Services (for FSDs administered at Mission)

- 08 – FSD Client Advisor
- 09 – FSD Division Newsletter
- 10 – Relocation Message received from FSD Client Advisor
- 11 – Colleagues
- 12 – Other, please specify [open end]
- 13 – None of the above

31. To what extent do you agree or disagree with the following statements:

**SCALE:**

- 01 – Strongly agree
- 02 – Somewhat agree
- 03 – Somewhat disagree
- 04 – Strongly disagree
- 05 – Not applicable

**RANDOMIZE**

- 01 – The FSD Extranet site is easy to navigate.
- 02 – The FSD Intranet site is easy to navigate.
- 03 – The FSD Portal is easy to navigate.
- 04 – The Foreign Service Handbook is easy to navigate.
- 05 – I am familiar with the FSD procedures available on Modus.
- 06 – I know where to find relevant information regarding FSD medical and related expenses in relation to FSD allowances
- 07 – I check the information and tools that are available before contacting my FSD Client Advisor.
- 08 – I know how to submit requests through the FSD Portal. (ex: Departure message, Car Rental Eligibility form)
- 09 – I know how to track my monthly allowance payments in the FSD Portal.
- 10 – I know how to submit and track an FSD expense claim in the FSD Portal.

32. Which of the following Modus pages are you familiar with? Select all that apply.

**RANDOMIZE**

- 01 – FSD 8: short-term assignments outside Canada
- 02 – FSD 9: Medical and Dental Examinations
- 03 – FSD 33: Education Assistance at a Lycée in Canada
- 04 – FSD 34: Education Allowances
- 05 – FSD 38: Preventative Medical Services Expenses
- 06 – FSD 39: Health Care Expenses
- 07 – FSD 40: Provincial Health Insurance Premiums - Dependents Resident in Canada
- 08 – FSD 41: Health Care Travel
- 09 – FSD 42: Medical and/or Dental Expense Advance
- 10 – FSD 47: Leave for Post Attributable Injury and Illness
- 11 – FSD 50: Post Travel Assistance
- 12 – FSD 70: Reporting Requirements and Verification of Allowances

13 – None of the above [exclusive]

33. Which other FSD process(es) would you like to see on Modus? [open end not forced]

34. Please rank the following enhancements in order of preference, with 1 being the most important to you. [RANK ORDER QUESTION 1-6]

**RANDOMIZE**

- 01 – Longer FSD pre-posting and/or refresher training
- 02 – Training on how to use the portal effectively
- 03 – More Teams calls/face-to-face meetings with client advisors
- 04 – FSD handbook as an online tool in addition to as a PDF document
- 05 – More frequent newsletters and other messages to clients
- 06 – Return to Canada training/briefing

35. To what extent do you agree or disagree with the following statements:

**SCALE:**

- 01 – Strongly agree
- 02 – Somewhat agree
- 03 – Somewhat disagree
- 04 – Strongly disagree
- 05 – Not applicable

**RANDOMIZE**

- 01 – Overall, I am satisfied with the FSD Information available to me
- 02 – Overall, I am satisfied with the FSD Tools (e.g., Intranet pages, Modus)
- 04 – Overall, I am satisfied with the FSD Portal
- 05 – Overall, I am satisfied with the FSD Services (e.g., interactions with FSD Division, movers)

36. Is there anything about your relocation experience you had wished to share that we did not ask? If so, please share here: [optional open end]

**DEMOGRAPHICS**

The following are a few questions about you and your work. Please be assured all of your answers will remain completely confidential.

37. Please indicate the number of assignments abroad you completed to date:

- 01 – 1
- 02 – 2
- 03 – 3
- 04 – 4
- 05 – 5
- 06 – 6 or more
- 07 – Prefer not to answer

38. Please identify your department:

- 01 – Agriculture and Agri-Food Canada (AAFC)
- 02 – Canada Border Services Agency (CBSA)
- 03 – Canada Revenue Agency (CRA)
- 04 – Canadian Food Inspection Agency (CFIA)
- 05 – Canadian Heritage (PCH)
- 06 – Canadian Space Agency (CSA)
- 07 – Communications Security Establishment (CSE)
- 08 – Environment Canada (EC)
- 09 – Finance Canada (FC)
- 10 – Global Affairs Canada (GAC)
- 11 – Health Canada (HC)
- 12 – Immigration, Refugees and Citizenship Canada (IRCC)
- 13 – Innovation, Science and Economic Development Canada (ISED)
- 14 – Justice Canada (JUS)
- 15 – National Research Council of Canada (NRC)
- 16 – Natural Resources Canada (NRCan)
- 17 – Privy Council Office (PCO)
- 18 – Public Health Agency of Canada (PHAC)
- 19 – Public Services and Procurement Canada (PSPC)
- 20 – Transport Canada (TC)
- 21 – Treasury Board of Canada Secretariat (TBS)
- 22 – Veterans Affairs Canada (VAC)
- 23 – Other, please specify [open end]
- 99 – Prefer not to answer

39. [IF Q1=01] To what continent did you relocate?

- 01 – Africa
- 02 – North America
- 03 – South & Latin America
- 04 – Asia
- 05 – Australia & Oceania
- 06 – Europe & Middle East

40. [IF Q1=01] From what city in Canada did you relocate?

- 01 – Calgary
- 02 – Halifax
- 03 – Toronto
- 04 – Montreal
- 05 – Vancouver
- 06 – Winnipeg
- 07 – Ottawa
- 99 – Other, please specify: [open end]

41. [IF Q1=02] To what city in Canada did you relocate?

- 01 – Calgary
- 02 – Halifax
- 03 – Toronto
- 04 – Montreal
- 05 – Vancouver
- 06 – Winnipeg
- 07 - Ottawa
- 99 – Other, please specify: [open end]

42. [IF Q1=02] From what continent did you relocate?

- 01 – Africa
- 02 – North America
- 03 – South & Latin America
- 04 – Asia
- 05 – Australia & Oceania
- 06 – Europe & Middle East

43. [IF Q1=03] To what continent did you relocate?

- 01 – Africa
- 02 – North America
- 03 – South & Latin America
- 04 – Asia
- 05 – Australia & Oceania
- 06 – Europe & Middle East

44. [IF Q1=03] From what continent did you relocate?

- 01 – Africa
- 02 – North America
- 03 – South & Latin America
- 04 – Asia
- 05 – Australia & Oceania
- 06 – Europe & Middle East

45. Please select your employee type:

- 01 – Rotational employee
- 02 – Traditional employee
- 03 – Not applicable

46. IF Q2=01 Are your child's school fees being paid for under the FSDs?

- 01 – Yes
- 02 – No

03 – Don't know

47. **IF Q2=01** Do any of your dependents under the age of 23 have special needs which require additional education supports?

01 – Yes

02 – No

03 – Don't know

48. How do you identify your gender? (Gender refers to current gender which may be different from sex assigned at birth or from what is indicated on legal documents). *Select one only*

01-Female gender

02-Male gender

03-Non-binary

04-Other [**DO NOT SPECIFY**]

99-Prefer not to answer

49. In which of the following age categories do you belong? *Select one only*

01 – Under 18

02 – 18 to 29

03 – 30 to 44

04 – 45 to 59

05 – 60 or older

99 – Prefer not to answer

50. Please indicate your personal annual income before taxes

**SELECT ONE ONLY**

01-\$60,000 or less

02-\$60,001 to \$80,000

03-\$80,001 to \$100,000

04-\$100,001 to \$150,000

05-More than \$150,000

99-Prefer not to answer

Thank you for taking part in this survey.