



**THE PROFESSIONAL ASSOCIATION
OF FOREIGN SERVICE OFFICERS
L'ASSOCIATION PROFESSIONNELLE
DES AGENTS DU SERVICE EXTÉRIEUR**

PAFSO – Strategic Plan 2021–2023

DRAFT for AGM approval July 2020

STRATEGIC PRIORITY 1

Promotion and Preservation of the Professional Foreign Service

[From the Strategic Review adopted by the 2019 AGM] PAFSO's main purpose has become increasingly urgent in the face of the erosion that has taken place in recent decades. Fulfilling it means continuing to negotiate beneficial collective agreements that address evolving needs, advocating for regular cross-Canada recruitment of FS across all streams, and reaching an understanding with the employer that sees FS positions filled by non-FS under exceptional circumstances only. It also requires the establishment of serving Foreign Service officers, including the PAFSO President, as the principal representatives of the professional Foreign Service in the media and in dealings with the employer.

Short-term objectives (present through 2021)

Ensure that FSIA stream is integrated and welcomed by forming a Task Force to determine their interests, needs, and priorities and the ways that PAFSO can best serve this community.

Leverage the President's role as Psychological Health Co-champion at GAC to raise the profile of PAFSO and advance member interests.
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Analyze the effects of the COVID-19 crisis and the GOC's response on the situation and future of the FS Group, and develop a strategy to showcase the value-added of the professional Foreign Service to key stakeholders.
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Mid-term objectives (2022)

Conduct a GBA+ analysis of the current collective agreement in preparation for negotiations for negotiations bargaining to ensure that PAFSO's position addresses issues related to gender, race, sexual orientation, and other intersectional issues.

Conduct an intersectional GBA+ analysis of the Foreign Service Directives in preparation for the next cyclical review to ensure that PAFSO's proposals address any differential impacts of the provisions on our membership.

Undertake the next round of Triennial survey and analyze results to determine member priorities.

Long-term objectives (2023)

Develop a strategy for integrating a comprehensive intersectional GBA+ perspective in HR issues at IRCC, GAC, and TBS.

Develop a comprehensive strategy based on rights, recourse, and resources to make members aware of their Occupational Health and Safety and psychological health/well-being options, ensuring that lessons learned from the COVID crisis are properly incorporated.

Develop an intersectional strategy for addressing the systemic and cultural issues that affect the psychological health of members in the workplace.

STRATEGIC PRIORITY 2

Advocacy and Engagement

[From the Strategic Review adopted by the 2019 AGM] To fulfil its primary purpose, PAFSO must be visible to the media, public, and decision-makers on issues that are important to the professional Foreign Service, especially those that fall outside traditional collective bargaining. This involves maintaining a dynamic network in order to exert influence and anticipate both opportunities and challenges. This network must also ensure understanding of Foreign Service issues among cabinet, parliamentary, and bureaucratic decision-makers and public opinion leaders. Individual members should also be aware and engaged on issues that affect them, and see the value of contributing time and energy to the Association.

Short-term objectives (present through 2021)

Develop the "PAFSO's got my back" campaign to highlight the value of individual support to members on specific issues, especially during the COVID crisis.
Rescue and revamp Bout de Papier in alignment with the modernized and invigorated approach adopted in the Strategic Communications Plan.
Develop an intersectional action plan to address issues that fall outside collective bargaining, including staffing, Foreign Service Directives, discrimination and harassment, and the assignments process at both IRCC and GAC.

Mid-term objectives (2022)

Design and deliver an advocacy/outreach campaign to public/legislators/stakeholders to gain support and position PAFSO for negotiations on the new CBA.
Design and deliver an action plan to increase national media visibility and public support in preparation for collective bargaining.
Increase the efficiency of online communications and update PAFSO's digital strategy to increase overall member participation and engagement.

Long-term objectives (2023)

Identify and engage a network of external supporters to advocate for the professional foreign service and the interests of PAFSO members.

Engage with representatives of the Canadian Armed Forces to identify areas of shared strategic interest and possible joint advocacy to government etc.

Develop a legislative strategy to proactively identify and engage at the federal and provincial levels on issues of interest to members (e.g. provincial health insurance, rental issues, employment benefits for spouses abroad, etc.)

STRATEGIC PRIORITY 3

Governance and Organizational Renewal

[From the Strategic Review adopted by the 2019 AGM] Time and resources will be required to ensure that PAFSO is a high-performing organization that follows best practices in financial, operational, managerial and governance matters. This investment will generate trust and confidence among members and staff, ensuring that the Association speaks with a strong and unified voice on behalf of all members.

Short-term objectives (present through 2021)

Undertake a review of volunteer recruitment for the PAFSO Executive Committee, identify the profile and skills needed for ExCom, and create an action plan to engage and attract volunteers who represent the diversity of our membership.
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Review the administrative and communications functions in the PAFSO office, and identify ways to increase capacity on professional association and advocacy activities.

Undertake a strategic constitutional review and incorporate any changes necessary to implement the final recommendations and decision on the results of the Full-Time Presidency Pilot.

Mid-term objectives (2022)

Analyze the Association's risk profile, and develop a risk tolerance policy and running risk assessment mechanism.
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Conduct a comprehensive review of all programming and activities for value for money and alignment with strategic priorities and member interests.
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Establish a comprehensive evaluation framework for the organization (staff, ExCom, programs).

Long-term 2023

Develop a robust system to gather granular data on member concerns and issues, including breakdowns by various segments (streams, LGBTQ, visible minorities, singles, parents, persons with disabilities, etc) in order to proactively develop relevant programming and predict trends.

Finalize Terms of Reference for all PAFSO committees.

Review member benefits, including the life insurance programme, to determine their continued relevance, value for money, and future needs.