



Minutes of the 59th Annual General Meeting of PAFSO Monday, October 21, 2024 VIRTUAL VIA MS TEAMS

WELCOME AND INTRODUCTIONS:

President (Pam Isfeld): Welcome to the 59th PAFSO Annual General Meeting. Note that I am chairing this meeting from the traditional unceded territory of the Algonquin Anishinabeg people and acknowledge and respect them as the past, present and future guardians and caretakers of these lands. I encourage you to just take a moment and think about the traditional peoples of the lands that you're on and what this all means for us and for the lives that we that we lead today.

Note that this is a bilingual meeting, speakers will use both official languages and comments and questions are welcome in the language of your choice. Written material is available in both languages in your packages. We encourage use of the Q&A button for questions, but you can also raise your electronic hand, and we will call on you. If there is more than one question on a similar topic, we will try to group them together. Please also be aware that this session is recorded for those who can't attend and want to watch later.

1. ADOPTION OF THE AGENDA:

President: any amendments to the agenda? (None raised.)

Is someone willing to move to adopt the agenda?

Motion to adopt the agenda: Marcie Lynne and Irus Lui seconded. No objections to the motion. Motion Carried

2. PRESENTATION OF THE EXECUTIVE COMMITTEE:

President: We are presenting the new members of the Executive Committee. I would like to welcome Ashley Durec, member at large, and Marc-André Desmarais from FPDS, came forward during the main nomination process and are acclaimed into their positions. I would also like to thank the outgoing members Kristin Jansen, Naomi Gilker, Anais Charbonneau, and Sarah Tayyem who are leaving ExCom after their 1 or 2 years of great service and great support to ExCom. I want to thank them for their service; we will miss them.

I would also like to thank Gabriel Bastien, Meghan Dalby, Andre Marquis, Allison Poff, William Dunlop, Logan McNamara, Michael Creighton, Tam Ames, Liam Kirkpatrick, and John Gosal who are all entering their second year of their terms. We have one vacant trade position and one vacant international

assistance position. We can take nominations from the floor. I am aware the Zach Campbell, I can't see if he is here, who has indicated that he wants to stand for the trade position. Also, Trish Chang who wants to stand for the International Assistance position.

Are there any others who want to stand for these vacant positions?

No response

President: I will give each of the candidates a chance to speak, starting with Zach if he is here, to let everyone know why they would like to join ExCom and what they propose to bring to the table. Zach are you here?

Marty: He has not joined the AGM.

T. Chang My name is Trish Chang, and I am joining from Maputo in Mozambique. I started off at CETA and have been an FS since 2018 but have been apart of the international machinery for a long time. I am really interested in kind of joining this kind of small boutique union operation. I am in a hardship 5 posting with two young kids. I'm going to hurt you 5 with two young kids. I am interested in how we can support families and hardships a little bit better and really interested as well in making sure underrepresented voices within FS are protected. That's why I'm interested in joining and it sounds like a really great group thanks much thank you very much.

President: Does anyone have any questions for Trish or any anything you would like her to elaborate on in her comments?

Motion to nominate Trish Chang to the IA position for a two-year term: Allison Poff, seconded by Michael Creighton. No objections to the motion. Motion carried

President: Trish, congratulations and welcome to the Executive Committee. Since Zach has not arrived, I will read his nomination his details and tell you a little bit about him: Zach is an FS2 currently on posting in Buenos Aires with a family including small kid and is very interested in looking at issues facing families abroad. Also, issues like social employment and support for families and people accompanying foreign service officers on these postings. He has a labour relations background. He also has some labour relations experience in his past which would be a definite asset to ExCom, and we would welcome adding to our expertise. I'm sorry he's not here I know but I know things are



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difficult sometimes logging in from missions abroad. I'm sorry that you're not going to be able to ask him to ask him any questions, but I guess I will be the one to move that we elect as Zach Campbell as the trade representative in the vacant trade stream.

Motion to nominate Zach Campbell to the IA position for a two-year term: Pam Isfeld, seconded by Cael Husband. No objections. Motion Carried

President: Zach Campbell is elected in absentia will serve for another two-year term on ExCom. Thank you very much everybody.

3. ADOPTION OF THE MINUTES OF THE ANNUAL GENERAL MEETING HELD ON OCTOBER 23, 2023:

Président : Je n'ai pas entendu des commentaires, des corrections pour les documents. Mais si vous avez quelque chose à dire maintenant, c'est un bon moment.

Does anyone have any substantive amendments or concerns about these minutes?

Motion to adopt the minutes of the 2023 AGM: Lauren Hurst, seconded by Laura Attar. No objectives. Motion carried

4. PRESIDENT'S REPORT:

President: We will move on to my report which I'm going to keep quite brief because we're going to have another occasion to discuss our plans and all of our deep thoughts on everything when we talk about the strategic plan. Plus, you guys get regular updates from me twice a month, so I think we've been doing a pretty good job of keeping everybody in the know about our main issues. I'm not going to make this a long or detailed presentation, and I do ask that you hold your questions or type them in the chat or put them in the Q&A box. we will answer them after Bert's presentation because there's a fairly good chance that what you don't get from me, you'll get from him in his in his presentation.

Some of the highlights of the things that we've been doing and working on since the October 2023 AGM. On advocacy we've really ramped up. We did our first ever public opinion survey which was educational, mainly, to get a baseline on what our real level of public support is. That was very interesting because anytime we unions get a little bit aggressive in standing up to the employer, we always get this wave of, "ah well the public doesn't know who you are, the public hates public servants, you don't

have any outside support so don't get too big for your britches." We found that we did have a much higher level of support that we thought. I was expecting to see numbers in the single or maybe even low double digits. We found that in areas where people especially knew us, we oversampled in our survey in the NCR we found that our level of support was quite high and assessments of PAFSO's credibility were quite high.

We're planning to do another survey in the first half of next year to see if some of the activities that we've been doing, I've been doing more media outreach, on issues like MSH, to see if we managed to move the needle on some of those issues. The survey will give us a very good chance to figure out where we can target our interventions if we ever get to the point where we are wanting to do labour action or we're doing serious lobbying on a particular issue.

We've also it done several things on the membership engagement front. We did the triennial survey. We did the questionnaire on discrimination and harassment. We are trying to get a granular picture of all the members and what your needs are. In the last three years, we have brought in about 400 new members of PAFSO. 80 that just started, and I had the pleasure of talking to at their staff site training a couple weeks ago but that's 20% of our membership. The FS IAs were only brought on board in 2019, that's a quite a few new changes, and quite a few new points of view new perspectives, new set of needs in our membership. We're working hard to get a handle on how different things affect different people and we use that to inform our planning.

We've done some work on psychological well-being, in particular the questionnaire on harassment and discrimination showed us some interesting and disturbing things. About 5% of our members reported harassment or discrimination related to the particular issues that we were talking about, a huge number of people replied to the narrative questions and reported very serious problems, and quite a lot of angst related to the toxic work culture at GAC, and to a lesser extent, IRCC. These are things I think we need to start looking at.

I am coming to the end of my term as the GAC champion for psychological well-being because I've been in the job for five years, it's time to move on. I don't intend to disengage on the file at all, but it was one of the areas where I feel like I've managed to make some progress in terms of bringing some issues to the table, surfacing some things for discussion. As we went on it became more and more clear that really what's necessary is a big culture change and that is going to take a lot of time. In that role you are kind of always fighting the inclination of some people to say, "like hey let's do yoga lunch." These are the kinds of things we do



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to support people's mental health and that's where it ends. That was never my approach as champion, I always saw it more as a kind of a policy role and making space for certain discussions. I hope that that whoever takes over from me will keep that up and I will keep up in my role as PAFSO president and employee co-chair of the labour management consultative committees at GAC.

We have a new proposed strategic plan and will discuss that in detail after the treasurer's report. It was a very useful exercise for the organization as a whole looking at the last plan, figuring out where we made some real progress on things like governance. I think we've now addressed most of our major governance issues that we started off with when we when we did our strategic review and identified in 2019-2020. There is always more that you can do and it's not a fire and forget thing. You need to keep working on those things. We also did a lot on advocacy, we hired the advocacy and stakeholder relations officer, we're taking a much more kind of strategic and organized approach to these things.

On our representation preserve and promote issues, we got a new collective agreement. We got a number of things in the collective agreement we've been trying to get for awhile. We did a whole bunch of things on the FSDs by making proposals that were long overdue and actually work to change the substance and the approach toward the FSDs. The cyclical review is ongoing and it's making good progress, but we are on a tight timeline. we are probably going to especially, if there might be an election, need to look at wrapping up before the end of the year. We may have some tough decisions to bring to you guys about like,

"We have made good progress on some things. We have not managed to address other things. Do we take what we've got and make sure that we can preserve what we've got when we know that there might be different leadership in government that would approach the FSDs in a different way and perhaps really slash them. Or do we keep fighting and try to get those aspirational things?"

You might have a hint from the way of phrasing this I want my position is likely to be, but we will definitely be coming back to consult all of that.

The whole MSH fiasco and health insurance abroad, you have heard a lot from me on that. We're going to be filing our writ of mandamus to compel the government to accept responsibility for this mess, tomorrow. You will see some media from us on that and some more discussion of that but it's not a fight we're going to give up. I think it's terribly important in and of itself, but it is also symptomatic of a bigger problem which is the government

offloading a lot of things to contractors and then trying to wash its hands of responsibility. The worst issue was Phoenix that's the biggest one and now they are saying that it is still going to take another 10 to 12 years before phoenix replacement is in place and people can expect real pay stability. That is not good enough and we see it with all of our moves. I watched the Facebook group, and I see people talking about problems with the movers showing up in their house, who are obviously unvetted and sometimes even aggressive, and they break people's things. Again, it's a private contract and so people are told go to the moving company. I'm like no that is not good enough, this is a health and safety issue. When you are moving, being told by the employer that you need to move, my position is that your house is your workplace for the day that you're moving and they need to protect your health and safety. These are the kinds of things that we're going to be following up on. This MSH thing really symbolizes a lot of the issues that are going on in that we want to take a stand on to see if we can stop it from continuing.

The other thing we're tracking is now it looks like we are expecting an election in fall 2025 which was already bring some things we have to track. We are seeing it up the uptick in TBS activities in preparation for a possible earlier election than that. They are wanting to revamp the guidance on use of social media for public servants. There is all of this stuff on values and ethics, some of it seems very targeted. It seems like there are things that they want to put in place because they are worried about how the public service will behave or be perceived to behave in an election campaign. Those are those are things to be concerned about, but we can't let them do things to us that put things in place that we're going to have to live with for decades because they're worried about a short-term problem. We are on top of all of those things and the bottom line really is that there are challenges on all these fronts to both the membership the foreign service community, and to PAFSO as an organization.

As an organization, we are in a very strong position. Allison will tell you more about our finance position, we have a strong strategic plan that gives us some guidance, we have very good staff and very good leadership from Bert. I think that we are in good shape.

Coming up on our plans for next year. We are going to be celebrating the 60th anniversary of PAFSO as a professional association. Like the other professional associations, we formed as an association in 1965, and we got our bargaining ticket to act as a union negotiate collective agreements 2 years later. We are going to be celebrating PAFSO 60. We are going to be having a reception on the 4th of June, where we will be giving out an



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award to a professional award to a deserving foreign service officer. They do not want me to say that this is going to be a permanent thing, that we are relaunching what used to be the FS awards, but I'm hoping that is what will happen.

We are also publishing a book, the working title is Dip Notes: on Canada's foreign service officers, using articles from bout de papier along with essays to talk about talking about our current lives. To answer those questions that we all get. What does a foreign service officer do? What does it mean to be a foreign service officer? What is good, what's bad, what is the life like, so we are going to be putting that together over the next year and my goal is that we have that for the next AGM and failing that at least for sure for the end of the year or PAFSO 60.

We are also going to be doing some more work on our advocacy. We have been doing more outreach to parliamentarians. We are just starting to ramp that up and will be doing more. We will have our ongoing concerns about the FSDs directives, possible budget cuts, and also health and Safety at Work. The health and safety file is huge file.

All of this is really préparer le terrain pour la négociation de notre prochaine convention collective, qui va expire en juin 2026.

We already had that on the agenda but if we're going to be doing that in an environment with a different government, we will really want to have our ducks in a row and we are going to want to be making some decisions about things like, are we going to want to continue with the current system of having the foreign service directives through the NJC, or will we want to strike out on our own and see if we can negotiate something directly with treasury board and GAC, that would be in our collective agreement. These are all things that we're going to be looking at over the next over the next year.

I'm going to turn over the floor to Bertrand Myre, our general manager.

5. GENERAL MANAGER'S REPORT:

General Manager (Bertrand Myre): Merci Pam. Bon après-midi toute le monde. Good afternoon, everyone, my name is Bertrand Myre or Bert. I am the general manager of PAFSO. As general manager my role is to look at the daily operation of our office, which provides direct services to all of you, whether it's through union dues, event coordination, communication, finance, or labour relations. That is the responsibility of the office and I'm the one who oversees the daily operation of the office. Every year I do this presentation it's roughly about 5 minutes. I'll try to make

it because most of the points have been raised by Pam, I will however be going into a little bit more details on some of the issues that we faced the last year.

For those who want to ask questions in your language of choice, my presentation is in both languages so I will switch from English to French, and my slides are kind of divided that way. In 2024, if we look at some of the main issues we've dealt with, as Pam pointed out, last July we went through the transition of the public service health-care plan which switched from Sun Life to Canada Life. Unfortunately, as Pam mentioned, this became a fiasco quickly. Unfortunately, specially for those working abroad who are being serviced by MSH international, this is roughly at nightmare to deal with because of the inability of MSH to process claims within a reasonable delay. Unfortunately, this is having a significant impact on the physical and mental health of our members, and their well-being both the members and also their dependent. The office currently has several emails per day pertaining to MSH and it continues to be a struggle, and I'll share more information later on in my presentation.

Another issue is although the employer's new directive on site presence does not necessarily affect the majority of our members, we have heard from several of you about the lack of suitable workstation, particularly at GAC where several renovation projects are on the way. We have received a lot of emails on this. Another major issue that we are facing or that we faced in 2024 continues to be an area which is related to the phoenix-based system whereas several members have contacted the office about overpayment situations. In many cases the situation has been left outstanding for several years and that continues to be a major issue for us.

As Pam pointed out, 2024 is also a busy year in terms of FSDS. While the FSD cyclical review progress is progressing as mentioned, there is still a large number of proposals that remain to be discussed but we continue to be optimistic and hope that an agreement will be reached by mid November.

Au cours de l'année 2024, le Secrétariat a procédé à plusieurs changements technologiques visant à améliorer les services en direct aux membres. Si vous avez assisté à l'AGA l'année dernière, vous avez appris que nous avons développé d'un nouveau site internet dans lequel les membres peuvent communiquer de façon pour chaque case directement avec le Secrétariat.

Leus avons créé d'un nouveau site également pour bout de papier pour lequel les membres peuvent avoir accès aux différents articles du magazine directement en ligne, ou encoure, télécharger



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le dernier numéro en format PDF. Nous avons également la migration de notre base de données sur l'infonuage (cloud) pour un accès aux données des employés de l'APASE, et plus important, une vérification plus adéquate des cotisations syndicales.

Les bout migration de base de données vraiment à l'APASE de pouvoir moi essayer pour l'assurance, the database is used to verify union dues with the Matane Team who we have a good relationship with to make sure union dues are correct.

Nous avons créé d'une archive numérique des articles de bout de papier en lien avec notre stratégie de créer un magazine principalement numérique. Nous avons également, mise à niveau de nos systèmes de sécurité informatique ainsi que l'implémentation d'une gestion des risques en cas de cyberincident.

Consultation with members: It has been a busy year in terms of consultation with our membership on a variety of issues. Starting with our 2024 triennial survey, the triennial survey explored topics from advocacy, communications, labour relations in order to inform us, to get information, to build a better organization, more focus on better service to the members. The survey was launched on May 13th and closed on June 9th for a total of 28 days in the field. We have received 639 completed responses, for a response rate of 30.3% which is an increase from the 2021 survey, when 415 members completed the survey.

The top issues mentioned in the final comments in the survey were: the Canada Life/MSH debacle, FSDS are an important issue for members, tele work and where we stood on the return to the office or return to the workplace directive, support for nontraditional family structures, support for spouses and spouses employment abroad, mental health was a big issue, and greater collaboration or facilitating mentor ship between senior and junior FS. So that's what we've retained in terms of the priorities for members.

Early in the year we also distributed a questionnaire on workplace harassment and discrimination within the context of world events for which 317 members responded, roughly 17.7 percent of the total membership. The key takeaways that we got from the questionnaire: 6% of the respondents reported having experienced discrimination, 4% reported having experienced harassment, many felt that nothing could be done or that there would be impact on their career or their privacy should they have addressed the situation. That was a certainly a concerning point for our office and most respondents were unaware of how PAFSO, the office, could help in such situation. In light of the survey response, the LRA team and I hosted a special edition of the

PAFSO breakfast. We held an information session where we talked about PAFSO how can engage on the wide variety of issues such as workplace harassment and also discrimination. This is what we've done because of the survey, and we are certainly encouraging people that are experiencing harassment or discrimination in the workplace, to communicate with the office.

In terms of labour relations, the continuing saga of the health insurance abroad is right now our biggest challenge. Almost immediately following the transition to Canada Life, our members and their families both at home and abroad again began to experience significant issues related to the processing of their insurance claims. PAFSO office is receiving several emails per day from members who are voluntarily sharing their experience, particularly with MSH international. Now it is important to understand that PAFSO does have a limited scope of intervention, on an individual basis, when it comes to negotiating the public service health care plan. However, both the advocacy and the labour relations have been working together to explore different options to address some of the issues experienced by members and here's what we've done so far.

Despite our limitations, on April 10th, 2024, we have filed a policy against Treasury Board for the way the transition from Sun Life to Canada Life was managed. The grievance highlights the dysfunction of the plan, particularly for those serving aboard it outlines the additional stresses that are caused by the unreasonable delays in claim processing. Subsequently following the policy grievance, we filed a human rights complaint against MSH International highlighting how their administrative practices are adversely affecting members based on their disability. PAFSO is alleging that MSH method of implementing the public service health care plan and its actions, disregarded the need and circumstances of plan members and made insufficient and untimely accommodation for their needs. Essentially, we are going after MSH on the basis that they are essentially discriminating against our members based on their disability. As Pam mentioned as next step, PAFSO is now working on a mandamus application which will be filed tomorrow, and this is to compel the Government of Canada to fulfill its duty, in a timely matter. The legal duty that Treasury Board has to PAFSO members is to provide a health care plan that includes timely processing of claims.

Le Secrétariat a également reçu plusieurs cas de recouvrement en grande partie causés par Phoenix. Malgré les ratés du système de paie les montants trop-perçus au titre de salaire et autre somme d'indemnités payable à la Couronne doivent être remboursés selon les dispositions de la convention collective.



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Il est important de comprendre que lorsqu'un trop-perçus essentiellement nos actions se limitent à ce qui est décrit dans la convention collective, et ce qu'on retrouve dans la convention collective, dans des cas de trop-perçus, dans des cas de recouvrement, et c'est essentiellement de trouver une entente entre employer l'employeur à raison de peut-être 10% du montant global qui peut et perçu à même le salaire.

C'est la limite que nous PAFSO on a lorsqu'on fait affaire avec des situations de recouvrement. Par contre, l'APASE a été le premier syndicat à déposer des griefs pour des dossiers dont la créance dépassait le nombre d'années permis sous la loi sur la responsabilité civile de l'état et le contentieux administratif. En anglais, Crown Liability and Preceding Act, qui limite essentiellement que aucun trop-perçus datant de plus de 6 ans peut procéder après plusieurs mois de débore dans le processus interne de règlement de grief.

Le Conseil du Trésor a finalement reconnu que les montants en soufrage datant de plus de 6 ans peuvent précéder pouvait doré n'avant faire l'objet d'un recouvrement donc la vaste majorité des griefs portant sur le cours le recouvrement des droits perçus datant de plus de 6 ans et ça c'est important les dossiers doivent être plus que 6 ans ont été favorablement réglés avant en conséquence les ministères maintenant doivent exercer une diligence raisonnable des paiements en trop.

FSD cyclical review process. This is, by all means, one of the most important issues that that we have this year and certainly, probably the most important for all of you. The cyclical review process began in April of 2023 when we surveyed our members to identify priorities for the next round. In total we had received 581 responses. More than 400 proposals were table by both parties which is something unheard of, unfortunately the cyclical review process started on a somewhat bad note as we were facing several preliminary challenges resulting from the NGC's position that any new proposal could not be submitted. That's a curveball the NGC credit through that us, it was only in March 2024 that these preliminary matters were resolved, and the actual negotiations began. Both parties agreed to meet twice a week for the duration of the review process. In September the FSD committee increase the numbers of meetings by adding one half day per, both parties are aiming to complete the review process by mid November. Even in the best-case scenario if we are if we do get an agreement at the table by mid November it is important to understand that the new FSD provisions will not be implemented before April 1st, 2025. A new deal will have to be approved by the NJC executive committee, so it's not until April 1st, 2025, that the new agreed provisions will take effect.

Dossiers devant la commission des relations de travail. Il y a présentement 3 dossiers des griefs devant la commission des relations de travail, dont deux qui portant sur des questions de droits de la personne. Puisque l'employeur a failli à son devoir d'accommodation et qu'elle coïncidence un de ces dossiers vient d'être réglé ce matin. Donc pour laquelle eu une entente et la membre ma question est très satisfaite.

Le troisième dossier porte sur une question d'interprétation de la DSE 50 contestant la décision une unilatérale de l'employeur d'approuver les demandes d'aide aux déplacements en fonction des risques associés à la COVID-19. Ce dossier-là a été présenté, les arguments vont se faire parfois écrites donc on risque d'avoir une décision là de la commission là pour avant probablement les dans les premiers mois du mois de l'année 2025. Il y a également 2 autres dossier grief dont l'audition l'arbitrage est prévue un pour le mois de janvier 2025 et l'autre pour le mois de mars 2025.

We did work on member outreach. as some of you may know, PAFSO held its third installment of Tradecraft Week from May 28 to June 4th, with this year's theme being "Your First Posting." For this event, seasoned officers were asked to share with their newest colleagues their knowledge and experience of their first time at post. It was a success. The following week on June 11th, PAFSO hosted its second annual Springtime 5 à 7. About 40 members showed up to gather for a wonderful evening of drinks and snacks. It was, certainly, a fun event.

With the return to the workplace directives, both departments, GAC and IRCC have now reinstated the orientation session for new employees, this is once again giving us a chance to meet the new FS recruits. The IRCC orientation session was held on January 19th where 10 new members attended and for GAC, the orientation session was held on October 9th in which surprisingly 80 new FS were joining us at this event. In conclusion all of PAFSO's major achievement this year would have not been possible without the hard work and dedication of a very confident staff. As general manager I'm extremely appreciative of our team I'm grateful to be able to rely on such professional and hardworking group of individuals, and I do understand sometimes when you reach out to people you may not always be satisfied with the response that you get but, trust me folks, this team is working extremely hard to provide you all the best possible service. If you do have any issues, feel free to reach out to us, you can always send me an e-mail or give me a call, and I will respond to your issues the best way I can. Thank you all so if there's any questions feel free to ask.

President: Thank you, Bert. I would like to thank you and the PAFSO staff. Most of you know they are very dedicated and most



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of them have been with us for quite a long time. They know a lot about the organization, the history, the issues that we face. I encourage you to, if you're facing difficult issues at work, consider reaching out. Sometimes there are things where there is not a lot we can do, in sort of technical terms, because there may be issues that are within the employers prerogative that are not covered by one of our hard instruments in the collective agreement or some other mechanism, but these are experienced people who've seen a lot around the workplace then they can probably give you some advice, even if they're not able to advise on going to agreements or something formal so we encourage you to take advantage of that

Question from Chat from Rachel: "Is it too late to share feedback on the FSD cyclical review."

Answer, President: Unfortunately, it is. Our proposals were sealed last July, I believe. The negotiation is ongoing, and we can't add new items now. You can always tell us what you would like to see and we can keep it in mind for next round or there may be a way of in the discussion, in the back and forth on one of the proposals that we have made, there may be an issue of addressing, to a certain extent, some of your concerns but in terms of formal input or new provisions, the window for input is unfortunately passed. We did share the full draft of our proposals with members over last summer and we got quite a lot of feedback on our specifics that that changed the proposals quite a bit. I encourage courage everybody to have a look. I think we've got a comprehensive set of requests.

President: Rachel, did you want did you want to raise something that that you want us to look?

No response

Any other questions or comments before we go on to the treasurer's report?

None

6. TREASURER'S REPORT:

a) MEMBERSHIP REPORT:

Treasurer (Allison Poff) : Alors toute le monde a reçu les documents en avant. Je vais commencer avec le rapport sur l'adhésion. Alors comme vous voyez dans le rapport on a 2023 et 2024 il y avait à peu près une trentaine de nouveaux membres ça ce n'est pas le fait, les unes qui viens était ça ne va pas quelques mois avant qu'on voie les numéros dans notre système.

Growth is higher than what you are seeing but it always takes a few months from when somebody becomes an FS until it catches up to, we get the information at the office. That would be our membership report.

I'll then go on to the draft audited financial statements. You would have had a chance to review that, so as you can see, we still have ended up in a positive financial situation at the end of the year. I'm highlighting again like I have done for the last few years, we're always modest when we do our budgets because we're still not clear as to the total number of members that we have so we always put it out less just in case something happens. You will see we are still very much in positive cash flow situation, and we will continue to grow the job reserve action fund. Nothing outstanding or large questions came out of the audited financial report. You can see with how everything was done and then finally the last item we're going to cover is the proposed 2025 budget. Again, with membership dues, we've gone lower than anticipated just in case the numbers fluctuate a little bit. I think the biggest change you'll see to this year is that, we have here it's listed as FS awards night but that is really the 60th anniversary event that we're going to be hosting, which I will now put in a solicitation for volunteers if you wish to help out with that event please let Marty or myself know and we will find a job for you.

The other thing we're looking at reducing over the next year or two is our office rent so we will be exploring the ability to move to a smaller office location to reduce that size given that our contract design pre-COVID. Everybody recognizes that it is a different work environment, so now that our contract is coming up for renewal will be exploring the possibility of moving into a smaller office space hopefully in the same building, but we'll see what comes out of that. Before I make any motions are there any questions?

No questions

Treasurer: I don't see any hands so I will make a motion.

b) APPROVAL AND ADOPTION OF THE DECEMBER 31, 2023, AUDITED FINANCIAL STATEMENTS:

Motion to adopt the audited 2023 financial statements:
Allison Poff seconded by: Sean Morency. No objections.
Motion Carries

c) ADOPTION OF THE 2025 BUDGET:



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Motion to adopt the 2025 budget: Allison Poff seconded by Michael Creighton. No Objections. Motion Carried.

Treasurer: If anybody has any questions, if they haven't had time to look into this detail and have questions later on, just let me know. I'm happy to explain everything to you.

President: Thanks Allison, I love that that was short and painless. We wanted you to make sure that you guys got and understood the financial picture before we present you with the strategic plan so that everybody knows what our resources are like as we go into these things.

7. Adoption of the 2025-28 Strategic Plan

President: This plan will take us from 2025 to 2028, is our second only our second plan in our organization's history and it builds on the one that we had in place from 2020 to 2023. This year we were doing an evaluation of that plan and starting the new one. We learned a few things as we did during the process of the first plan. One of them was that it is extremely useful to have a plan with some guiding principles for when ExCom is exercising its delegated authority is in the constitution to make decisions about the direction of the organization, using members resources and so on. We do have some guiding principles and priorities that we can refer to, so it makes everybody's life easier to know that we have that structure to operate within.

57:45

The other lesson that we learned was that at our level of an organization, a lot of us were coming into the idea of strategic planning from our divisions, our embassies abroad, where we were a section, or we were in an operational division where we were making a plan for ourselves. Those are really operational or tactical plans rather than strategic plans, the strategic plan for us, for Global Affairs or IRCC, is the government plan, it's broad Canadian foreign policy. The strategic plan is those broad kinds of things, so we found that it was useful to sort of dial the level of detail back. Part of this plan that we're proposing to you, is to develop the operational and tactical level planning as we get into the various activities, but what we're asking for now is for you to approve those overarching directions.

One of our overarching goals really is to shift our organizational culture, as PAFSO, from a rights-based service model where you kind of show up like in the Peanuts comics. It's like Lucy is there, the doctor is in, and you ask the doctor, "OK this is my problem." The doctor says, "Well I can help you, I can't or go here go to get whatever." We want to try to shift to one that's based less on

enforcing and policing the collective agreement, although that will always be apart of our activities, and more on the idea of identifying our overarching shared interests, and advocating for the profession writ large, and for the foreign service community writ large. That would also imply that that there would be a higher level of engagement on the part of members, and a higher level of input from members between elections of the president and between the elections of ExCom, more consultation, more flexibility on what we want to do, and more of a way of looking at things that says, "Well OK, we can't necessarily do this specific thing that somebody has indicated they would like but how is there a way that we can we identify the underlying interest or concern, and how could we go about addressing that?"

It might be in a way that nobody thinks of because people are looking at things from different angles and maybe we could address some of this through advocacy work, or through a different approach on a particular FSD or something like that. We are dealing with more and more complex issues like for example, the health insurance abroad issue, and we really need to have a flexible approach with that overarching strategic guide. We did several consultations, I believe seven all together, with members; we did a questionnaire, we did the triennial survey. ExCom met five times to go over different elements of the plan. The one thing that we did not do, and we decided that we were not going to do this this time, was a full external evaluation. We just did an internal evaluation, which is also a legitimate approach, but we agreed to present to you as part of this new plan that there will be a full external evaluation when we complete this plan at the end of 2028. In 2029 there will be a full external evaluation of our planning, our mechanisms of foresight and our commitments and that will be 10 years after we first launched the idea that we should, as an organization, have a strategic plan.

On veut adopter les priorités et orientation sur pages 4-6 du rapport.

These are the summary items: One, e Protéger et représenter, which comprises of negotiating the next collective agreement, representing members at work on labour relations issues, workplace issues, protecting health and safety. All of those different kinds of things, which is the hardcore labour relations aspect. Then number 2, our advocacy and engagement pillar. We want to continue to work in strategic and targeted ways to ensure that PAFSO is visible to the public the media, and decision makers on issues that are important to the professional foreign service and that they understand the full value of the profession and our contributions to Canada and Canadians.



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The 60th anniversary celebrations are going to be a good opportunity to highlight and publicize all of that outside some of our traditional circles in order maximize public support. All of this is going to become very important if we have a change in leadership and a change in the atmosphere toward the public service. Then we want and need to continue to address our governance piece. We want to make sure that we're maintaining best practices, that were up to date in terms of our governance, that we speak with a strong and unified voice, that we reflect the diversity of our membership, and we're going to do some work on our own training for executive committee on diversity and inclusion issues. That was something that came up in the questionnaire and in the triennial survey that we're we've made some progress on that but that we can do we can do more on that to make sure that we're that we're getting everybody, that we're understanding how things are affected.

For example, the questionnaire on harassment, 6% of the members answered yes to the question but when you drill down and he looked at visible minority women for example, it rose to 14%. That's a significant amount. We need to understand more and better; how different things affect different parts of the membership.

Est-ce qu'il y a des questions des point à discuter ? Maintenant est ce moment pour poser des questions. Si nom, je vais faire une proposition à adopter les grandes lignes, comme ça

1 :04 :38

Questions from Chat:

Cael Husband: It's a little outside conventional advocacy but would the advocated engage portion potentially include things like reaching out to financial institutions or CRA to find work arounds for things like authentication requirements?

President Answer: Those are the kinds of things we would like to look at, but I feel like we need to sort of lay the groundwork on some of this to be able to get a hearing from some of these places. So yes, definitely, we would like to be in a position to intervene on those things.

Also to intervene on legislation. One of the problems that were that we are seeing is that there is legislation that's passed that effects us that nobody even thinks of asking us about it. We need to change that, and we need to put some resources, and some concerted effort toward that.

Question from Xavier Robillard: Hi folks, it started the with discussion about the strategic planning and especially something

that I came to realize while joining this group. For folks that don't know me, hello, I am Xavier FS1 with IRCC. I joined about a year ago. At post and I am seeing, firsthand, the reality of all the post on Facebook. Although everybody is experiencing something different, some issues are coming to each other.

L'APASE présent est très bien, les relations de travail, les relations avec l'employeur mais aussi comme association professionnelle, je pense que l'APASE pourrait aussi nous aider dans ce qui est ce qui a fait fonction de vie de nous les membres par rapport au si elles sont parties particulières qui vient justement avec le fait des diplomates.

La parole plan et entendu après avoir lu entendu plan stratégique je me demande s'il pourrait être pertinent pour la base de se renseigner sur la possibilité d'obtenir des rabais voire sur retrainner des services légaux que nous les membres ont besoin je pense à des spécialistes fiscaux, des comptables, des avocats en droit de la famille, et cetera. Je suis arrivé à cette conclusion là en regardant tous les bourses que je qu'on voyait sur les problèmes avec les évictions, des personnes qui vont être publiées les logements qu'on devait venir, les problèmes familiaux, les problèmes comptables et cetera, et chaque fois c'est du bouche à oreille des personnes qui se disaient référer donc je me demandais s'il pourrait être une possibilité pour l'APASE d'explorer le fait d'obtenir pour les membres des rabais avec certaines firmes légales, donc plan subé comme ça.

Answer, Président : Oui c'est quelque chose qu'on peut-on peut poursuivre. Pour les questions comme ça de temps en temps, il y a une question des mandats légaux pour ... Sometimes there are areas where, we as PAFSO, can intervene to a certain extent but we have to be careful in terms of the organization, our own authority, our own limits as a professional organization as a union, and what our legal liabilities could be in giving directly certain kinds of advice, but for something like that terms of identifying some service providers who might be able to give advice to people for a discount, or you making those kinds of arrangements, we could certainly look at that. I'll take that on board, and we can look at exploring that further. I think it fits within our pillars or general direction.

General Manager : Oui écoute Xavier c'est une question assez délicate, mais je pense à la fois très pertinente qui emmènerait une bonne réflexion de la part de l'APASE c'est sûr et certain. À savoir s'il y a quelque chose qu'on peut faire pour vous mettre en contact pour peut-être vous donner certaines ressources, que ce soit des ressources financières, ou des certaines expertises là lorsque vous faites face à certaines quelle problématique qui peut être à l'extérieur de votre situation d'emploi là de votre relation



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employeur/employé c'est ce que je comprends là de votre question. Il y a certainement des choses qu'on pourrait faire on va l'explorer c'est sûr et certain, faut toujours comprendre par contre que certaines limites là du type de service et du type de ressources qu'on peut donner, mais je pense que dans certaines situations oui je pense que l'APASE peut jouer un rôle plus proactif, plus direct par rapport à ce qu'ils peuvent.

Ce qui peut être offert et ça l'encadre là ce que Pam mentionne au nouveau de direction plus de défense des intérêts. Là c'est je pensais ces efforts des intérêts donc je pense que c'est là qu'on s'oriente comme organisation c'est sûr et certain que nous on a toujours pris dans notre historique là une approche qui était non politisée pour différentes raisons. Donc ça peut être un peu plus difficile, mais pour ce qui est des contraintes que certain nos membres vivent lorsqu'ils vont à l'étranger ça peut faire partie effectivement d'une étendue, ou d'un service plus, vaste qu'on peut offrir je pense que c'est quelque chose. Vraiment-là qui mérite certaine réflexion définitivement.

President : Thank you very much, Bert. Yes, for example, we had an item in our old strategic plan that said we are going to look for a mechanism where we could set up a peer-to-peer network for people to help each other on mental health. We mentioned that to our lawyers and they were like, "You cannot do that as PAFSO. You don't have the expertise in house; you do not have the mandate. What if you were speaking to somebody who had the severe mental health problems, and you did not identify it, and something really went wrong?"

It was too much of a risk for the organization but what you are proposing is that we identify some service providers and that we kind of offer a connection that way. I think, absolutely, we could look at that and there may be other things as well. I think that's a really good idea that fits with what we're looking at.

General Manager : Finalement il faut pas oublier lorsque vous êtes à l'étranger vous travaillez pour le gouvernement du Canada, l'employeur est toujours responsable de vous. L'employeur ne peut pas simplement juste se laver les mains puis dire, « bah c'est votre problème personnel. » Il y a toujours une part de responsabilité du côté de l'employeur et je pense que ça nous à l'APASE, on peut jouer un rôle beaucoup plus actif de demander à l'employeur de vraiment prendre ses responsabilités lorsque les membres ont un problème quelconque qui est peut-être pas relié à l'emploi. C'est quelque chose que nous allons définitivement réfléchir.

Président : C'est ça la question sur le MSH. C'est où ils ont dit, « ok ce n'est pas dans la convention collective. Vous avez

quelque chose à entre l'employé et le l'entreprise et c'est ça. » On dit non.

The employer is responsible for making sure people have this provision. They tell people that they're going to have this when they go out on posting. You cannot just wash your hands and say, "well it's really too bad if you're having that kind of problem when you're overseas." That applies in a number of areas, and we could be more targeted and a little bit more aggressive, a little bit more active in holding them to account on some of those things.

Question from chat: Why did we decide to do an internal review instead of an external review after the first strategic plan?

Answer, President: We reviewed our main pillars, and we decided that they were still valid, and it was also a question of time and resources. It was coming at the same time as we were negotiating the collective agreement, and we decided that there was probably not going to be enough change that it would really be worth the money at this point because it's very expensive to do that. Most organizations do that every 8 to 12 years, not every three years. When we set up the plan, we had a full evaluation. We engaged Korn Ferry to do a full assessment of where we were at and what we what we needed to do. We felt that it was not a big enough issue to justify that kind of expense and expenditure of staff resources and time, at that moment. We decided to hold off till the end of this plan when we will have a little bit more of a track record and more experience as an organization in doing these things, and an external assessment would being more meaningful. We know the things that we did wrong. We were able to identify them quite quickly and I don't think we would have heard too much different from a high-powered consulting company, but we will definitely do it the next time around.

Comment from Chat: Please don't get distracted from being the steward of our collective agreement and members only intervenor to deal with GAC on MSH issues.

Answer, President: Absolutely not. That is not going to happen. Part of the problem is some of the reasons we have these smaller issues, and these issues keep coming up, is because we could be laying better groundwork in terms of our image, our public support, our support in parliament. Some problems keep coming up because we kind of get forgotten and pushed aside on some things. Even with the NJC, when they did their first letter on the Public Service Health Care Plan complaining about Canada Life, I asked them to include a line on MSH, and they were like. "Oh no well we negotiated this whole letter we totally forgot about that so we can't include it in in the 1st letter." The president of



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PIPSC and I did one together, but it was a sign that we need to build up awareness of our issues even at the NJC. We need to build up our goodwill in our connections before we need to use them, like plant our garden and have our trees growing before we need to go and get the apples, and hopefully that will help us in the major situations.

Question from Chat: Understanding the context and environment may differ, have you also compared your strategic plan with out of your counterpart unions in USA, UK, France, and Australia?

Answer, President: Yes, that was part of our evaluation process, but the contexts are extremely different. AFSA represents all the foreign service people in the US, including their executive equivalents, HOMs, and so on. They are twenty times our size, so their strategic plan is even more high level than ours. The UK there are a couple of unions that represent diplomats, and both of them are huge unions, like PSAC size. The foreign service parts very small sub working groups of those. Still, we are facing a lot of the same issues as the as those other unions, and reaching out to them and making more of those connections is also something that I would personally like to do over the next little while to get an even better understanding.

Question from Carl Pilon

Going back to the overseas healthcare issue. Above and beyond going to get a court order to force the employer to do something to fix, is there any way for PAFSO and other bargaining agents involved in the issue, to ask, if not demand, for some kind of forensic investigation to figure out why and how that new contract came to be? Having been posted to the US for the last 5 years, the first four years I benefited from direct billing, and it was like magic getting health care, and overnight it turned into a nightmare. When we ask why, "it just happened." There has to be more like, "Why was this kind of RFP put out without apparently any input from the actual parties involved?"

Answer, President: Those are questions that will come up in the litigation when they have to defend themselves and say why they will, or they won't be doing this. Those are the kinds of questions that are our legal team will be asking for in discovery. We are also going to sit down and talk about what we can ATIPM, and what we can what we can't get that way, but honestly our goal with this mandamus writ is to get a solution that gets people working health insurance as quickly as possible. How they can have an army of people at treasury board and PSC, where they do all the contracting and still have missed so many things in a contract? That I would like to know as a taxpayer, but I feel like

that is the Employer's problem to figure out. That is the Employer that needs to sort that out and figure out like why this is not working. For the purposes of this thing, we're very focused on, "we don't care what's behind it, what you are doing about what's behind it, we just want a solution for our members now." We're focused very narrowly on where this intersects with you guys, and the rest of it in behind that big iceberg, there good questions, it's fascinating but it's not going to help you guys if we get somebody at PSC fired. Like we may want to see that, the public may want to see that the politicians who are investigating, there's a parliamentary committee on the health care plan in general, they may want to see some of that, but that's not our focus in this legal action.

President: Any other questions?

Motion to adopt the priorities and directions on page 46 of the strategic plan: Pam Isfeld, seconded by Cael Husband. No objections. Motion Adopted.

8. QUESTIONS ARISING OUT OF REPORTS TO BE DISTRIBUTED AT THE MEETING: GROUP INSURANCE REPORT, PROFESSIONAL COMMITTEE REPORT, AND BOUT DE PAPIER REPORT:

President: Now we have questions from the Insurance report, the Professional Committee, report, and the Bout de Papier. One thing that I wanted to highlight, while you have a chance to think of your questions, that we want to do is try to explore some more partnerships, see if we can leverage working with other organizations and share logistics, work more with our broader community. One of the things we're going to do, I just got authorization from the executive committee, is to explore a mentorship initiative with Canadian International Council. They have people interested in international careers from all over Canada and they are looking for mentors in the mid career and later career stage. They're very interested in having PAFSO members serving as mentors so if you're interested in all that, drop a line to the office, info@pafso.com. I'll add you to the list to follow up when we get there. The other thing, and this was my asking when they approached me with the idea of a partnership, they originally thought about it just as an initiative with students. I said we would really like to do something with early career professionals because I feel like a lot of the people who started in the last three years, have kind of missed out on a lot of the informal stuff that we got when I started, and we were all in the office. You would hear everyone's stories, and you would overhear your colleagues on the phone, how they handle things. You learn a lot just by connecting with colleagues like that. They agreed so we are going to open this mentorship program to have some PAFSO members as mentees Our hope is that if you are a



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senior mentee in this program for a couple years, that maybe when you're done, you might consider becoming a mentor for someone else who is interested. I think we will probably stand it up initially in the NCR just because that's where all the organizers are located, but the idea is that it would be across Canada.

Question from chat: Is there more information that could be provided on PIMI?

Answer, President: I'm not sure, I believe William is not here because he's now in Ankara, Turkey and the time zone is a little bit hostile to him, but there is information on PIMI on the PAFSO website, it's going strong. The last count I saw, I think they had 37 mentors and a few more mentees, some mentors have more than one mentee. People are meeting regularly, talking about different issues. The mentors all did their Indigenous mentorship training, how to mentor in accordance with Indigenous principles. I think everybody is finding it a pretty useful and a positive experience, so we intend to keep it going as long as there is interest, and perhaps even look at expanding to other groups that have traditionally not being represented as well as they should be in the Canada's foreign service. We are going to look at how we can connect this up with the CIC initiative as well.

I don't know if that answers your question. I'm sorry William is not here, he could give some more on the on the latest thing about PIMI. I hope everybody's been enjoying their Bout de papier, in the electronic version and noticing that we are on a much more regular publication schedule thanks to Lillian, Adam, Eric, and the team. Thank you to all of you who are contributing. Just a reminder that we are now paying for contributions, it's a chance to earn a little bit of cash and also sort of professionalize the whole thing because once people have signed a contract to be paid, they are less inclined to get busy.

Question: Where can we read the bout de papier online?

Answer, President: Bout de papier has its own website, boutdepapier.ca. You can also find a link through www.pafso.com and if you are on our mailing list, which you should be, if you are not please send an e-mail to info@pasfo.com, you can opt in and get the electronic version delivered direct to your mailbox.

Question from chat: Is there no more calendar or photo contest?

Answer, President: No. We ended the photo contest. We did have a very dedicated group of people who are submitting photos, but it was only about the same 8 people, and we were getting a lot

of feedback that not everybody wanted the calendars, some people thought their carbon footprint was too heavy, so we decided to press pause on the calendar, and it's something that we might look at as part of the 60th anniversary. It's one of these things that is hard because you have a dedicated group of people who want to do it but if there isn't broad interest across the membership, it's hard for us to justify the time and the expense for it. I really like the photos; it was my initiative back in 2009 when I was president because I wanted to do a calendar and we knew we had a lot of people who were avid photographers.

President: Any more questions?

9. MEMBERS' BUSINESS

No questions raised

9. ADJOURNEMENT:

Pam: Thank you to everybody for organizing the AGM. Cheers to everyone. Reminder, don't forget about the Randy Orr memorial presentation it'll start at 5:45.

Motion to adjourn the PAFSO 2025 AGM: Pam Isfeld, seconded by Liam Kirkpatrick. No objections. Motion carried

ANNEX 1

Group Insurance Report by Marty Johnston, Executive Assistant for Group Insurance Program

ANNEX 2

Professional Committee Report by Pam Isfeld, President and Professional Committee Chair.