

# ANALYSIS OF THE FULL-TIME PRESIDENT PILOT (FTPP)

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SUBMITTED TO THE  
PROFESSIONAL ASSOCIATION OF  
FOREIGN SERVICE OFFICERS (PAFSO)

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**SUBMITTED BY SEASONOVA GROUP INC**

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**Full-time Paid President  
SWOT Analysis Diagram**

## CONTACT

P: +(613) 700-1893  
E: [jhoanna@seasonova.ca](mailto:jhoanna@seasonova.ca)  
W: [www.seasonova.ca](http://www.seasonova.ca)

## Full-time Paid President (FTPP) Model SWOT Analysis Diagram

### Background:

The project team conducted key informant interviews with PAFSO’s President and Executive Director, a focus group with ExCom members, and a survey to the general PAFSO membership to develop the following SWOT Diagram that is focused on the full-time paid presidency. We invite focus group participants to review and reflect on each of these quadrants to validate, substantiate, or enhance the SWOT Diagram to reflect on the full-time paid presidency as PAFSO considers this model after the Pilot.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>a. A dedicated person whose sole responsibility and focus is on matters associated with PAFSO making the role more responsive, including better crisis management.</li> <li>b. The person is able to serve members better through sustained communications, advocacy and engagement efforts while serving as President. This includes better engagement with stakeholders, including the employer and other unions, and media relations.</li> <li>c. Increased engagement with ExCom members, including better processes and structures such as governance mechanisms and running of meetings.</li> <li>d. Better oversight of PAFSO’s Executive Director and increased organizational financial accountabilities.</li> <li>e. Able to engage in strategic planning and leadership, ensuring continuity between presidency and decreasing the influence of personal agendas.</li> <li>f. There are no competing priorities, and no real or perceived conflict of interest (COI) between PAFSO and the Department/ Employer, while the individual is serving as President.</li> <li>g. This model is more inclusive, and the compensation recognizes the demands and pressures associated with the role. This can also influence the quality of candidates attracted to serve as President.</li> </ul>	<ul style="list-style-type: none"> <li>a. The cost associated with the full-time paid presidency may be unsustainable in the long term and may be a drain to PAFSO's financial resources.</li> <li>b. Perceived and real overlap of the roles and responsibilities between the President and the Executive Director, especially with regards to labour relations and operations management.</li> <li>c. Administrative gaps within the Constitution need to be addressed if PAFSO decides to make the full-time presidency model permanent, such as term limits, non-retired members, etc.</li> <li>d. Survey results from 2018 and 2021 shows similar results pointing to a low interest amongst members to serve as President. This includes members who want to remain at post, IRCC members who feel more disconnected from the association, lower engagement of younger/newer FSOs, or the prevalent perception that becoming President has negative career implications.</li> <li>e. A small portion of members believe that the volunteer model was sufficient, and may question the validity of a full-time paid presidency.</li> </ul>	<ul style="list-style-type: none"> <li>a. More independence from the Government of Canada structure, which allows for better advocacy for its members and the association such as lobbying Parliament.</li> <li>b. More independence and clear separation from the employer during their tenure as President. As such, there are no real or perceived COI, and no dependence on the goodwill and/or tolerance of the President’s supervisor for union activities.</li> <li>c. Increased media presence, and freedom to speak and craft talking points from PAFSO’s perspective.</li> <li>d. Better outreach and collaboration with other bargaining units.</li> <li>e. Better positioned to respond to crisis such as the global pandemic, detained colleagues, job action, and political cycles.</li> </ul>	<ul style="list-style-type: none"> <li>a. The negative financial impact of any future reduction in membership to PAFSO’s ability to sustain the costs associated with a full-time paid president.</li> <li>b. Challenges associated with the misalignment of timings of rotational assignments with PAFSO elections and Presidential terms. This is especially heightened for the FS cadre who are at post, and have reduced ability to engage in ExCom responsibilities and the electoral process.</li> <li>c. Political cycles that could change the environment, including remnants of anti-public service sentiments from the previous PMO.</li> </ul>