



Association of Canadian Financial Officers

# 28th Annual General Meeting

November 23, 2017



**Association of Canadian Financial Officers**

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To my fellow FIs,

It doesn't seem possible that it was only a year ago that I was humbled to receive the overwhelming support of the FI Community when I was elected as ACFO's third president in its 27-year history. At the time, we faced uncertainty about collective bargaining, uncertainty about our sick leave and trepidation about the growing Phoenix pay debacle.

Fast forward a year later and we've got better-than-pattern deals in our pockets, a framework for negotiating a short-term public service disability plan that actually works for employees and a million dollar joint training fund for the development of our public service group. Phoenix continues to be a headache for too many of us but we have succeeded in resolving the majority of high-priority cases. Furthermore, by getting to the front of the queue we were able to successfully process the majority of public service FI retroactive payments prior to the system being overwhelmed by the larger groups' retro calculations.

I am also proud to say that the FI Community's reputation for professionalism and integrity continues to open doors for us in the senior ranks of the public service and on Parliament Hill. In meetings with Chief Financial Officers, Deputy Ministers and Members of Parliament, we are increasingly seen as experts on issues including financial reporting, whistleblower protection and contracting out.



And throughout it all, we've maintained a high level of service to our members. With record numbers of cases coming in to our Labour Relations team we are still delivering professional advice and service to the FI Community. A satisfaction survey we rolled out in the fall confirmed this fact. We are honoured to serve this community and we strive every day to do so professionally and efficiently.

We are starting to emerge from a period of instability and when I look at what lies ahead of us I can't help but be excited. In 2018 we will fully roll out the Joint Career Development Program with unprecedented training and development opportunities for FIs across the country. We expect to see significant progress on an employee wellness plan that actually supports employees who are sick. We anticipate major wins on pay equity and whistleblower protection.

It's been an honour to serve as your president for the past year. Now let's get on with year two and all that it holds for our community.

A handwritten signature in black ink, appearing to read 'Dany Richard'. The signature is stylized and fluid.

Dany Richard, MBA, CPA, CMA  
President and Chair of the Board of Directors

# Agenda

Thursday, November 23, 2017  
Hilton Lac Leamy - Chopin Room  
3 Boulevard du Casino  
Gatineau, QC J8Y 6X4

Registration Opens	5:30 pm
Opening Remarks	5:50 pm
Dinner Service Begins	6:00 pm
Presentation of the 2017 ACFO Scholarships	6:45 pm
President's Remarks: Annual Report and Budget	7:00 pm
Townhall Q&A Session   Other Business	7:30 pm
Voting Results	8:30 pm
Adjournment	8:45 pm

# 2017 Annual Report



# 2017 Annual Report

## Introduction

In many ways, ACFO soared to new heights in 2017 in our ability to influence decision makers and make positive change for the FI Community in the public service and at NAV Canada. We made a record number of appearances at House of Commons committees on issues including financial reporting and whistleblower protection. We secured high-level meetings with elected officials and senior departmental officials on issues including Phoenix and the negotiations around employee wellness. We established ourselves as a professional, well-researched voice on these same issues in the media. And we strengthened our relationships with the Comptroller General and Auditor General by working on the issues of concern for the financial management and comptrollership community.

All of this was accomplished during a time of unprecedented upheaval. In addition to the issues with Phoenix, the political landscape around pay equity has been shifting even as we've finally made significant progress on our own pay equity case. Issues of outsourcing, misclassification and misallocation continue to threaten to undermine the integrity of the public service financial management framework. This added up to a higher-than-average number of calls to our Labour Relations team.

But on the balance, 2017 was a successful year for ACFO and our communities in the public service and NAV Canada. The sections that follow serve both as a report on our progress on our major priority issues and as an action plan for what comes next. We trust this context will help you make an informed choice when voting on the 2018 budget but, as always, if you have questions don't hesitate to reach out. We're here to serve you – and we're honoured to do so.

## Phoenix

Unsurprisingly, pay cases dominated the year in terms of our case work and labour relations support as well as our outreach and advocacy

efforts on behalf of the community. The unprecedented scale of these issues meant all involved were in new territory and one of the main challenges for ACFO was figuring out the best way to support those of you who were directly affected while also advocating for systemic fixes. Early on in 2017 it was difficult to even get straight answers on the number of individuals affected; as we prepare to roll into 2018 the communication from the employer may have improved but issues remain.

## 2017: What we've done

- In January, we launched our second survey as part of the FI Community Phoenix Impact Study, followed by a third survey in April. This study was the first attempt by either the unions or the employer to truly track the scope and scale of the problem.
- Thanks to your participation in these surveys we were able to provide Public Services and Procurement Canada (PSPC), the pay centre and members of Parliament with quantifiable information about not just the volume of cases but which types of cases were causing the most severe problems.
- The survey also gave us the opportunity to speak to the media about specific numbers that nobody else could provide. This led directly to ACFO securing meetings with senior leaders at PSPC.



ACFO President Dany Richard met with PSPC Deputy Minister Marie Lemay in April to present the findings of the FI Community Phoenix Impact Study.

- Largely because of the results of the study and these media appearances, we were also able to establish a direct line to a senior manager at PSPC to whom we could escalate priority cases. This allowed us to quickly resolve several cases and highlight major systemic flaws.
- We made responding to Phoenix-related issues efficiently and effectively a top priority. We are proud to note that the number of affected members that have contacted ACFO represents only about 10% of our total membership, down from an estimated high of more than 60%. By contrast, recent reporting put the percentage of public servants as a whole with outstanding Phoenix cases at 50%.
- In the fall, we joined an NJC subcommittee that is considering options for the employer to address damages and interest to those of you affected by the Phoenix debacle. This subcommittee is also looking at other ways to mitigate the continuing impacts of the pay system problems as they slowly make their way to a stable system over the coming months.

## 2018: What we'll do

- While we've helped resolve many cases, this is cold comfort to those of you who continue to be affected. We will continue to make these cases a priority and work with our contacts at PSPC to find ways to resolve these lingering problems.
- We will continue to work with our union colleagues to keep the government accountable as they try to fix the ongoing problems with the system.
- We will follow up on our 2016 policy grievances to strengthen our efforts to secure additional compensation for any damages caused by Phoenix.
- We will escalate our advocacy efforts to ensure that, in the future, you are involved in these major transformation projects at every step and that your voices are heard when you raise concerns. The problems

with Phoenix were well known long before the system went live. The first external evaluation of the system confirmed this. We are fighting to ensure more of this sort of work is done by public servants and that when contractors are used they are subject to the same accountability and transparency mechanisms that you are, so problems can't just be swept under the rug.

## Collective Bargaining and Employee Wellness

This year saw the ratification of new contracts for our members in the public service and at NAV Canada. In both cases we were able to secure important wins on key issues including above-pattern compensation, professional development and increased recognition for the professionalism of our communities. In the public service, we were also able to establish the framework for negotiating a better and more comprehensive sick leave and short-term disability system with the memorandum of understanding on employee wellness.

## 2017: What we've done

- In January, the new collective agreement for the public service was ratified with the support of more than 93% of the membership. The deal, which included better-than-pattern wage increases and the new million-dollar career development fund,



Members of the ACFO Negotiating Team met with officials from Treasury Board in April to formally sign the new public service FI Collective Agreement.

was reached after several years of tense negotiations which began with an unconstitutional threat to legislate away the existing sick leave plan.

- ACFO's decision to push for quick ratification meant we were also the first to formally sign our agreement and, as a result, we were the first to have our retro payments processed. This put us in the queue ahead of all other bargaining units, which has proved to be important given the volume of new pay issues that the larger units have created.



Former Prime Minister Jean Chrétien headlined the ACFO Spring Tune Up in Ottawa.

- The ACFO bargaining team began negotiations with the employer on the new Employee Wellness Plan in the summer of 2017 as well, with an eye to having a proposal in place before negotiations on the next collective agreement begin late in 2018.
- A new agreement for the FI Community at NAV Canada was reached and ratified in October. This agreement includes the creation of a joint professional development committee and improvements on maternity leave, along with wage increases.

## 2018: What we'll do

- The focus for 2018 will be to continue to negotiate the terms of the public service Employee Wellness Plan. The framework agreed to by both parties already ensures coverage will get better, not worse. Our focus will be on ensuring all members are fully covered in case of illness and you will never be asked to go to work sick.
- We will be assembling the next public service Compensation and Benefits Committee to begin the work of preparing for the next round of bargaining when the current agreement expires in November. We will also send out a survey to collect your suggested proposals, as we do every round. This helps define our priorities at the table.
- 2018 will also see negotiations take place regarding

the public service health plan and a new workforce adjustment directive at NAV Canada. ACFO will be taking a lead role on both in conjunction with the other unions.

- Lastly, we will track the implementation of the new NAV Canada agreement over the first weeks and months of the year.

## Professional Development and Member Engagement

The ACFO Strategic Plan for 2017-18 identifies professional development and member engagement as the two biggest non-bargaining priorities for ACFO. The establishment of the million-dollar Joint Career Development Program (JCDP) in the latest collective agreement represents a historic step forward on both fronts. In conjunction with the Office of the Comptroller General we are rolling out an unprecedented program of training and development opportunities for our members across the country. This benefits you, as you will have access to incredible training at no cost, and it benefits us, as we will be able to engage with members in person and hear about the issues you are facing like never before.

## 2017: What we've done

- Following the establishment of the JCDP fund in the latest collective agreement, we established a joint

steering committee and developed the 2017-18 JCDP plan, which includes language training; CPA training; an FI Interchange program; professional development events across Canada; an FI-only uOttawa Institute of Fiscal Studies and Democracy (IFSD) course; and more.

- Prior to the establishment of the fund, we hosted approximately 1,000 FIs at the annual Spring Tune Up event in Ottawa, featuring presentations on leadership by the Right Honourable Jean Chrétien, experts in emotional intelligence and inter-generational workplaces and a panel of CFOs.
- We also hosted our first Regional Tune Up event in Moncton, along with smaller events in Toronto, Regina, St-Hubert, Charlottetown and Halifax. These events built on a series of successful events in 2016 in Vancouver, Edmonton, Winnipeg, Montreal and Moncton which allowed us to secure funding for regional events as part of the JCDP.
- More broadly in terms of member engagement, we welcomed 18 new departmental and regional representatives to the ACFO Departmental Representative program and drafted a strategy for broader member engagement which will be rolled out in full in 2018.
- The ACFO Scholarships Program, introduced in 2016, was doubled for 2017, with two scholarships available to members of our community pursuing their CPA designation and two scholarships available to your children and dependents.

## 2018: What we'll do

- In 2018 ACFO will make its largest ever investment in professional development and membership engagement. Thanks to the JCDP we will be able to connect with and provide training to a record number of our members.
  - More than 1,000 of you are expected to attend our annual Spring Tune Up event in Ottawa.
  - 300 of you will have access to language training, either in person or through an online training platform.
  - CPA training will be provided to 90 of you.
  - 40 of you who work outside of the National Capital Region will be part of an interchange program, allowing you to meet your fellow

FIs and be exposed to operations in central agencies in the NCR.

- Those of you who work in Montreal, Edmonton, Vancouver and Winnipeg (and their surrounding communities) will be able to attend professional development seminars at no cost.
- 20 of you will be able to attend a special course specifically for FIs developed and delivered by the uOttawa Institute of Fiscal Studies and Democracy.
- We will also be rolling out a comprehensive member engagement strategy to reach members we aren't currently reaching. This strategy will focus on breaking down barriers to communication, debunking persistent myths about the role of unions in the workplace and finding ways to reach more of you where you work.

## Pay Equity

ACFO's work on pay equity is focused on two fronts: we continue to try to find a fair solution to our outstanding pay equity complaint and we are working to ensure new legislation is introduced that will help make lengthy, retroactive pay equity complaints a thing of the past.

### 2017: What we've done

- Throughout the first half of 2017, ACFO advocated on several fronts in an attempt to get the government to agree to an informal, collaborative process for resolving our pay equity case. This involved lobbying members of Parliament, including Treasury Board President Scott Brison, and senior department officials. We were supported in these efforts by the Canadian Labour Congress and other unions. We continue to work on a fair resolution for our group based on a more efficient, collaborative process.
- Throughout this process, we have also kept our case moving through formal channels. In January, the Public Service Labour Relations and Employment Board rejected an attempt by the employer to limit the scope of our case based on previous rulings.
- On the legislative front, ACFO was a participant in discussions and consultations on pay equity legislation that the government has committed to introducing in 2018.

## 2018: What we'll do

- We are confident that we will be able to find a successful resolution to our case using a more collaborative approach. However, if necessary, we will rely on the more formal, litigious approach to defend your rights. We believe in our case and will fight to ensure your rights are respected.
- We will also continue to push for new pay equity legislation at the federal level. It's been more than a year since the government endorsed the all-party special committee report on pay equity and its call for new, proactive legislation. Resolving our case will address historic issues but new legislation is needed to make sure that, in the future, gender-based wage discrimination does not creep back in.



ACFO President Dany Richard and General Counsel Scott Chamberlain appeared before the House of Commons finance committee to call attention to the issue of contracting out of finance work.

## Workforce Issues

In addition to collective bargaining and pay equity, we are also working on several community-wide issues related to the financial management and comptrollership workforce in the public sector. In particular, outsourcing and privatization, allocation, classification reform and automation have been key issues of concern for ACFO. These issues all speak to the overall health of not just our community but also the financial management framework we support. Canadians invest billions of dollars annually into the federal public service; it is vital that competent, qualified professionals act in their role as stewards of the public purse. These tend to be bigger, longer-term issues but it's important that we continue to make progress when we can.

### 2017: What we've done

- In 2017, we launched a major study of outsourcing and contracting out of financial management work in the public service. The early results of this study were enough to convince us to make this issue the focus of our appearance at the House of Commons finance committee's pre-budget

consultation session in September. The routine use of outside firms to do your work is a threat to your jobs and puts many of you in an awkward position in the workplace. Our research shows that far too often, you are being excluded from building costing models, providing financial analysis and other core FI duties.

- We have ongoing challenges before the Public Service Labour Relations and Employment Board regarding FI jobs that are currently being done by other groups. Such challenges are important because the health of the financial management framework depends on qualified financial management professionals doing this work. These cases were accepted by the Board and we are waiting for hearing dates to be set.

### 2018: What we'll do

- Our work on privatization and outsourcing will expand in 2018 as well. Our efforts to raise the issue caught the attention of members of Parliament late in 2017 and with departmental spending reviews ongoing we intend to point out that outsourced accounting work is often duplicated by our community anyway. We will also continue to push for the mechanisms of accountability that guide your work – the statement of values and ethics, the access to information regime, access to the Public Sector

Integrity Commissioner when you see instances of wrongdoing – are extended to the contractors and firms that do work for the government as well.

- Finally, we plan to begin to look more deeply at the issue of workforce automation and AI in the workplace. This has been an area of major growth and innovation in recent years and Canada is emerging as a leader in the field. Understanding the implication for financial management professionals will be key to shaping our priorities going forward.

## Operations

ACFO is proud to offer highly-rated, professional services to our members at a fraction of the cost of other unions. Efficiency and smart management have been hallmarks of our operations for years and despite a spike in casework because of the Phoenix debacle we are proud to have maintained our high levels of service excellence throughout 2017.

### 2017: What we've done

- 2017 saw record numbers of cases and inquiries from our members, thanks in large part to pay system issues and the processing of retro pay following another successful round of collective bargaining. Despite this extra work volume, you told us in our satisfaction survey in September that we continue to provide high-quality service. This is a source of pride for us. We take our cues from you and the professionalism you bring to your work and we're proud to be able to serve you with the same sort of professionalism.
- 2017 also saw the roll out of the Joint Career Development Program. The logistics to get a program of this size and scale running are complex and a dedicated resource was assigned just to this project. Fortunately, this position is funded by the program so the overall impact on our budget was negligible.
- This year we also officially outgrew our space. As some of you might remember, we bought our current office in 2006. Our Queensview Drive office has served us well for more than a decade but our slow and steady growth, matching the growth of the FI Community, has finally hit the point where we no longer fit. After a two-year search, we bought a new property in Westboro in 2017. This new space

is closer to our members – walkable for members at Tunney's Pasture and a short drive from Place du Portage and the Ottawa downtown core. It is also located along the new LRT route in a desirable part of the city, which makes it a sound long-term investment.

### 2018: What we'll do

- In 2018 we will do what we have always done, focus on serving our members efficiently and effectively. We don't expect any major changes in our operations or staff size.
- The biggest operational changes will be the move to the new building in early 2018, along with the sale of our Queensview Drive building. We will also begin the migration to a new membership management solution that will help us better process information provided by Treasury Board and NAV Canada, as well as give you the ability to control the information you receive from ACFO.
- We will also undertake a comprehensive review of our internal policies and bylaws to ensure they are up to date and reflect best practices in transparency and accountability.

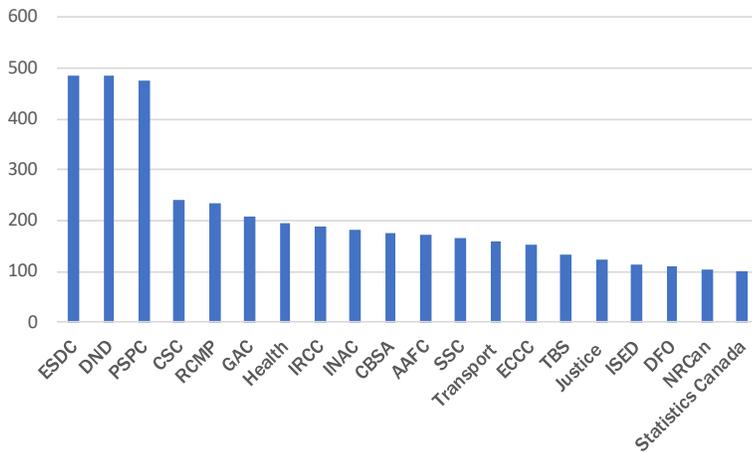
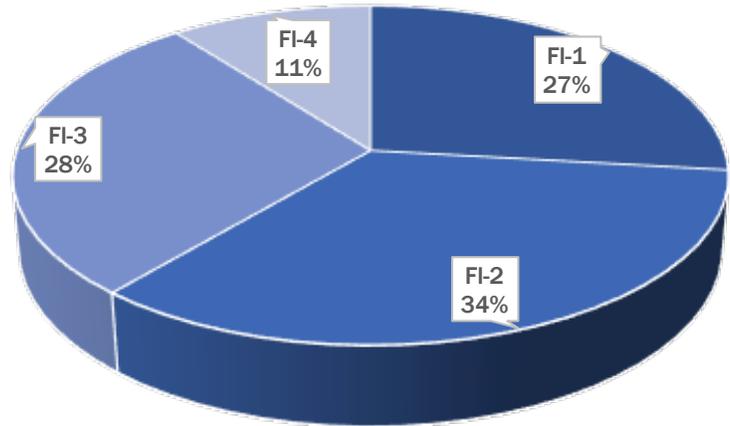
## Conclusion

We are proud to report that overall, 2017 was a successful year for ACFO and our communities in the public service and NAV Canada. Through high-level meetings and appearances in both the media and government committees, ACFO strengthened important relationships, expanded our influence and increased our ability to make positive change for our members. We faced new and ongoing challenges but still made progress on the priorities of the FI Community and secured important victories including two above-pattern collective agreements and significant commitments to professional development. We also built a solid plan for the year to come.

Through it all, we have been incredibly grateful to and inspired by the community we serve. Your professionalism, integrity and dedication are an example to us and we were honoured to represent you.

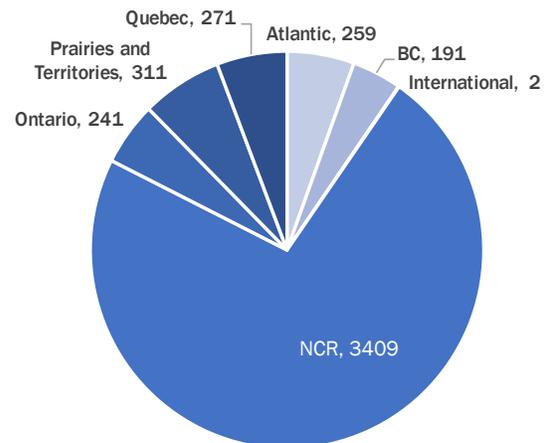
# Our Community at a Glance

## FIs by Level



## FIs by Department (20 largest)

## FIs by Region



# 2018 Budget



	2016		2017		2018	
	Budget	Actual	Budget	Forecast as at Oct. 2017	Forecast	Budget as Proposed
<b>OPERATIONS</b>						
<b>Revenue</b>						
Membership Fees	2,565,000	2,540,947	2,595,000	2,595,000	2,611,900	2,661,900
Joint Career Development Program	-	-	-	407,348	500,000	500,000
	2,565,000	2,540,947	2,595,000	3,002,348	3,111,900	3,161,900
<b>Expenses</b>						
Salaries and Benefits	1,616,900	1,572,994	1,601,700	1,767,136	1,828,100	1,828,100
Board and Members	147,500	80,731	123,400	55,379	138,300	138,300
Professional and Other Business Services	444,200	298,209	522,000	517,865	538,500	658,500
Communications and Promotions	52,500	58,776	59,000	43,348	73,000	73,000
Events and Travel	479,500	463,838	544,100	620,407	725,500	725,500
General Expenses	300,400	253,502	266,500	337,833	444,000	459,000
	3,041,000	2,728,050	3,116,700	3,341,969	3,747,400	3,882,400
<b>Net Deficit from Operations</b>	(476,000)	(187,103)	(521,700)	(339,621)	(635,500)	(720,500)
<b>Investment</b>						
Labour Sponsored Funds	200,000	157,779	108,000	100,000	40,000	40,000
Investment and Other Income	140,500	355,746	156,500	304,993	690,900	720,900
	340,500	513,525	264,500	404,993	730,900	760,900
<b>Net Surplus (Deficit)</b>	(135,500)	326,422	(257,200)	65,372	95,400	40,400

	2016		2017		2018		
	Budget	Actual	Budget	Forecast as at Oct. 2017	Forecast	Buffer	Budget as Proposed
<b>Expenses</b>							
Administration	351,700	402,225	402,700	430,002	461,700	-	461,700
Labour Relations	1,042,100	918,234	999,600	1,079,566	1,065,000	-	1,065,000
Communications	244,000	243,397	283,300	299,479	368,400	10,000	378,400
Executive Management	201,700	213,027	211,500	233,464	199,500	-	199,500
Facilities and Office Expenses	355,800	282,351	337,600	395,950	470,300	60,000	530,300
Board of Directors	86,000	101,051	117,400	114,324	154,400	-	154,400
Collective Bargaining	155,000	53,812	113,600	53,190	77,700	25,000	102,700
Departmental Relations	77,100	40,336	70,600	61,781	79,100	-	79,100
Initiatives	180,000	52,781	175,000	80,000	150,000	40,000	190,000
Professional Developments and Events	199,700	274,333	311,100	490,841	576,900	-	576,900
Labour Councils and Affiliates	16,000	25,231	16,500	75,050	116,700	-	116,700
Advocacy	124,900	121,272	76,800	28,320	27,700	-	27,700
Business Development	7,000	-	1,000	-	-	-	-
	3,041,000	2,728,050	3,116,700	3,341,969	3,747,400	135,000	3,882,400

# 2016 Audited Financial Statements



**FINANCIAL STATEMENTS**  
**For**  
**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**  
**For year ended**  
**DECEMBER 31, 2016**

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**Welch** LLP<sup>®</sup>

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**INDEPENDENT AUDITOR'S REPORT**

To the directors of

**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**

We have audited the accompanying financial statements of Association of Canadian Financial Officers, which comprise the statement of financial position as at December 31, 2016 and the statements of changes in net assets, operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

*Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

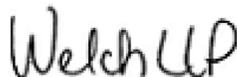
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Association of Canadian Financial Officers as at December 31, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*Other Matter*

The financial statements of Association of Canadian Financial Officers for the year ended December 31, 2015 were audited by another auditor who expressed an unmodified opinion on those statements on May 25, 2016.



Chartered Professional Accountants  
Licensed Public Accountants

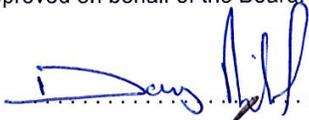
Ottawa, Ontario  
June 7, 2017.

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**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**  
**STATEMENT OF FINANCIAL POSITION**  
**DECEMBER 31, 2016**

	<u>2016</u>	<u>2015</u>
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 403,189	\$ 313,145
Short-term investments (note 4)	6,320,355	6,009,780
Accounts receivable	220,587	257,505
Prepaid expenses	<u>53,826</u>	<u>69,233</u>
	6,997,957	6,649,663
<b>CAPITAL ASSETS</b> (note 5)	632,760	670,641
<b>LONG-TERM INVESTMENTS</b> (note 4)	<u>32,103</u>	<u>132,997</u>
	<u>\$ 7,662,820</u>	<u>\$ 7,453,301</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 355,700	\$ 468,855
Government remittances payable	<u>5,291</u>	<u>9,039</u>
	<u>360,991</u>	<u>477,894</u>
<b>NET ASSETS</b>		
Invested in capital assets - internally restricted	632,760	670,641
Building fund - internally restricted	1,000,000	1,000,000
Labour dispute contingency fund - internally restricted	4,800,000	4,374,258
Unrestricted	<u>869,069</u>	<u>930,508</u>
	<u>7,301,829</u>	<u>6,975,407</u>
	<u>\$ 7,662,820</u>	<u>\$ 7,453,301</u>

Approved on behalf of the Board:

  
 ..... Director  
  
 ..... Director

(See accompanying notes)

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**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**YEAR ENDED DECEMBER 31, 2016**

	<u>Unrestricted</u>	<u>Invested in capital assets</u>	<u>Building fund</u>	<u>Labour Dispute Contingency Fund</u>	<u>2016 Total</u>	<u>2015 Total</u>
<b>FUND BALANCE, BEGINNING OF YEAR</b>	\$ 930,508	\$ 670,641	\$ 1,000,000	\$ 4,374,258	\$ 6,975,407	\$ 7,145,695
Excess (deficiency) of revenue over expenses	326,422	-	-	-	326,422	(170,288)
Capital asset additions	(44,536)	44,536	-	-	-	-
Amortization of capital assets	81,961	(81,961)	-	-	-	-
Loss on disposal of assets	456	(456)	-	-	-	-
Interfund transfers	<u>(425,742)</u>	<u>-</u>	<u>-</u>	<u>425,742</u>	<u>-</u>	<u>-</u>
<b>FUND BALANCE, END OF YEAR</b>	<b>\$ 869,069</b>	<b>\$ 632,760</b>	<b>\$ 1,000,000</b>	<b>\$ 4,800,000</b>	<b>\$ 7,301,829</b>	<b>\$ 6,975,407</b>

(See accompanying notes)

**Welch LLP**

An Independent Member of BKR International

**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**  
**STATEMENT OF OPERATIONS**  
**YEAR ENDED DECEMBER 31, 2016**

	<u>2016</u>	<u>2015</u>
<b>REVENUE</b>		
Membership fees	\$ 2,540,947	\$ 2,568,244
Covington Capital sponsorship fee (note 4)	157,779	249,650
Unrealized gain on short-term investments	233,822	-
Realized investment income	188,215	277,266
Other revenue	26,592	31,750
Funding Democracy	-	97,457
	<u>3,147,355</u>	<u>3,224,367</u>
<b>EXPENSES</b>		
Salaries and benefits	1,572,994	1,520,118
Board and members	80,731	65,889
Unrealized loss on short-term investments	-	109,125
Professional and other business services	298,209	768,129
Communication and promotions	58,776	32,824
Events and travel	463,838	666,955
General operating	253,502	231,615
Impairment on investment	92,883	-
	<u>2,820,933</u>	<u>3,394,655</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<u>\$ 326,422</u>	<u>\$ (170,288)</u>

(See accompanying notes)

**Welch LLP<sup>®</sup>**

An Independent Member of BKR International

**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**  
**STATEMENT OF CASH FLOWS**  
**YEAR ENDED DECEMBER 31, 2016**

	<u>2016</u>	<u>2015</u>
<b>CASH PROVIDED BY (USED FOR)</b>		
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenue over expenses	\$ 326,422	\$ (170,288)
Non-cash items:		
Amortization of capital assets	81,961	66,674
Loss on disposal of assets	456	109,125
Impairment loss on investment	92,883	-
Changes in non-cash working capital items:		
Accounts receivable	36,918	(20,112)
Prepaid expenses	15,407	29,222
Accounts payable and accrued liabilities	(113,155)	173,314
Government remittances payable	(3,748)	-
	<u>437,144</u>	<u>187,935</u>
<b>INVESTING ACTIVITIES</b>		
Increase in short-term investments	(310,575)	(159,456)
Decrease in other and long term investments	8,011	17,615
Acquisition of capital assets	(44,536)	(21,743)
	<u>(347,100)</u>	<u>(163,584)</u>
<b>INCREASE IN CASH</b>	90,044	24,351
<b>CASH, BEGINNING OF YEAR</b>	<u>313,145</u>	<u>288,794</u>
<b>CASH, END OF YEAR</b>	<u>\$ 403,189</u>	<u>\$ 313,145</u>

(See accompanying notes)

**Welch LLP<sup>®</sup>**

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**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED DECEMBER 31, 2016**

**1. NATURE OF OPERATIONS**

The Association of Canadian Financial Officers ("the Association") is an employee organization formed in 1989 under the name Association of Public Service Financial Administrators. The Association represents financial officers in the Public Service of Canada and Nav Canada. The Association changed to the current name and incorporated as a not for profit organization on July 23, 2004 under the laws of Canada and as such is exempt from income tax.

**2. SIGNIFICANT ACCOUNTING POLICIES**

*Basis of accounting*

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

*Revenue recognition*

Membership fees are recognized monthly when paid by members. Sponsorship fees are recognized on a monthly basis based on the sponsorship agreements. Realized investment income includes, interest, dividends and realized gains and losses on short-term investments. Unrealized gains and losses on investments represent changes in market values.

*Use of estimates*

The preparation of these financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the financial statements in the period in which they become known.

*Amortization*

Capital assets are recorded at cost and amortization is provided on a straight line basis as follows:

Building	25 years
Building improvements	19 years
Computer equipment	2 years
Computer software	1 year
Data network infrastructure	3 years
Furniture and fixtures	5 years

**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**  
**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**  
**YEAR ENDED DECEMBER 31, 2016**

**2. SIGNIFICANT ACCOUNTING POLICIES - Cont'd.**

*Measurement of financial instruments*

Financial instruments are recorded at fair value on initial recognition. Cash and publicly traded securities are subsequently remeasured at fair value at the balance sheet date. All other financial instruments are subsequently remeasured at cost or amortized cost.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the effective interest rate method.

*Net assets*

At the discretion of the Board of Directors, the Association has internally restricted net assets for the following initiatives:

- The unrestricted net assets account for the Association's operating activities.
- The net assets invested in capital assets reports the Association's investment in tangible capital assets.
- The building fund is internally restricted to provide the Association with resources to use towards the purchase of a new building.
- The labor dispute contingency fund is internally restricted to be accessed by the Association as required.

During the year the Association transferred \$425,742 (2015 - \$NIL) from unrestricted net assets to the Labour Dispute Contingency Fund.

**3. FINANCIAL INSTRUMENTS**

The Association is exposed to various risks through its financial instruments and does not use derivative financial instruments to manage its risk. The Association's main financial risk exposure and its financial risk management policies are as follows:

*Credit risk*

The Association is exposed to credit risk resulting from the possibility that parties may default on their financial obligations. The Association's maximum exposure to credit risk is the sum of the carrying value of its cash, its investments and accounts receivable. The Association's cash and investments are deposited with a Canadian Chartered bank and as a result, management believes the risk of loss of this item to be remote. The majority of the Association's accounts receivable are from its existing members. The Association manages its credit risk by reviewing accounts receivable aging monthly and following up on outstanding amounts. Management believes that all accounts receivables at year-end will be collected and has not deemed it necessary to establish an allowance for doubtful accounts.

**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**  
**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**  
**YEAR ENDED DECEMBER 31, 2016**

3. **FINANCIAL INSTRUMENTS - Cont'd.**

*Liquidity risk*

Liquidity risk is the risk that the Association cannot meet a demand for cash or fund its obligations as they become due. The Association meets its liquidity requirements by preparing and monitoring forecasts of cash flows from operations, anticipating investment and financing activities and holding assets that can be readily converted into cash to ensure it has funds necessary to fulfil its obligations.

*Market risk*

Market risk is the risk that the fair value of or future cash flows from a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and other price risk.

*i) Currency risk*

Currency risk refers to the risk that the fair value of instruments or future cash flows associated with the instruments will fluctuate relative to the Canadian dollar due to changes in foreign exchange rates. The Association is exposed to fluctuations in exchange rates in respect of cash and investments that are denominated in United States dollars. At December 31, 2016 the following amount is denominated in United States dollars.

	<u>U.S. dollars</u>	<u>Canadian dollars</u>
Short-term investments	\$ 909,116	\$ 1,220,670

*ii) Interest rate risk*

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the financial instruments will fluctuate due to changes in market interest rates.

The Association is subject to interest rate risk by virtue of its investments in fixed income mutual funds and guaranteed investment certificates. This risk is mitigated by investing in guaranteed investment certificates with fixed rates of interest and in diversified mutual funds as disclosed in note 4.

*iii) Other price risk*

Other price risk refers to the risk that the fair value of financial instruments or future cash flows associated with the financial instruments will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual instruments or its issuer or factors affecting all similar instruments traded in the market.

The Association is exposed to other price risk as it has investments in publicly traded securities that are subject to market fluctuations. However this risk is managed by investing in different sectors and countries.

*Changes in risk*

There have been no significant changes in the Association's risk exposures from the prior year.

**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**  
**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**  
**YEAR ENDED DECEMBER 31, 2016**

**4. INVESTMENTS**

Short-term investments, carried at fair value, consist of the following:

	<u>2016</u>	<u>2015</u>
Cash	\$ 52,348	\$ 64,677
Guaranteed investment certificates	1,502,712	1,538,892
Fixed income - mutual funds (Canadian)	1,302,995	1,301,401
Fixed income - mutual funds (U.S.)	29,754	30,293
Equity (Canadian)	2,257,462	1,846,510
Equity (U.S.)	<u>1,175,084</u>	<u>1,228,007</u>
	<u>\$ 6,320,355</u>	<u>\$ 6,009,780</u>

Guaranteed investment certificates bear an interest rate of 0.75% (2015 - 1.98%) and mature on October 4, 2019 (2015 - September 12, 2016), however are redeemable on the 15th day of each month in the first year and on each anniversary date.

Long-term investments, carried at cost net of impairment, consist of the following:

	<u>2016</u>	<u>2015</u>
Covington Capital Fund II Class B shares	\$ 401	\$ 401
VG Mezzanine I Limited Partnership	<u>31,702</u>	<u>132,596</u>
	<u>\$ 32,103</u>	<u>\$ 132,997</u>

The Association had an investment in the Vengrowth Funds that entitled them to a sponsorship fee. In 2011 the assets of the Vengrowth Funds were acquired by Covington Capital. At the time of acquisition, ACFO agreed to cosponsor the Covington Fund ("the Fund"). ACFO holds 99 Class B Shares (of the total 199 outstanding). Since September 1, 2011, ACFO is entitled to an annual sponsorship fee of 0.11% of the net asset value of the Fund.

The Association is a limited partner in the VG Mezzanine I Limited Partnership. During the year, an impairment loss of \$92,883 was recognized on the VG Mezzanine I Limited Partnership.

**5. CAPITAL ASSETS**

	<u>2016</u>			<u>2015</u>
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net book value</u>	<u>Net book value</u>
Building	\$ 819,476	\$ 311,401	\$ 508,075	\$ 540,854
Building improvements	77,093	14,201	62,892	92,954
Computer equipment	116,489	81,301	35,188	11,351
Computer software	16,771	16,771	-	-
Data network infrastructure	103,219	103,219	-	-
Furniture and fixtures	<u>200,894</u>	<u>174,289</u>	<u>26,605</u>	<u>25,482</u>
	<u>\$ 1,333,942</u>	<u>\$ 701,182</u>	<u>\$ 632,760</u>	<u>\$ 670,641</u>

**ASSOCIATION OF CANADIAN FINANCIAL OFFICERS**  
**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**  
**YEAR ENDED DECEMBER 31, 2016**

**6. COMMITMENTS**

The Association has a \$23,499 (2015 - \$23,499) commitment to the VG Mezzanine I Limited Partnership. This amount or part thereof can be called by the Partnership at any time when cash is needed to fund an investment or pay expenses of the Partnership. The total amount the Association has committed to this Partnership is \$250,000 and has funded \$226,501 as of December 31, 2016 (2015 - \$226,501).

**7. OPERATING LEASE OBLIGATIONS**

Presently outstanding is an equipment operating lease with remaining term of 5 years. The Association's share of the aggregate future minimum lease payments under all operating leases is \$22,716. Future minimum lease payments are payable in the following fiscal years:

2017	\$	5,345
2018		5,345
2019		5,345
2020		5,345
2021		1,336

**8. RELATED PARTY TRANSACTIONS**

The Board of Directors received honoraria and salary reimbursements totaling \$70,338 (2015 - \$57,495) to compensate for their services. They were reimbursed \$79,792 (2015 - \$77,230) for expenses incurred on behalf of the Association. These transactions were in the normal course of operations.

**9. COMPARATIVE FIGURES**

Certain comparative figures have been reclassified, where applicable, to conform to the presentation adopted for the current year.

# Voting Rules

# Voting Rules

1. These Voting Rules are established pursuant to section 6.4.1 of ACFO Bylaw 1.
2. The Board of Directors will appoint a Nominating Committee (hereinafter “committee”) made up of between 1 to 5 regular members. The committee should be at least 3 where there is an election for a position on the Board of Directors.
3. The Committee is responsible for the voting process for the election of directors, resolutions and or amendments on which the members are required to vote at an Annual General Meeting (AGM) or Special General Meeting (SGM) (hereinafter “Meeting”).
4. It shall be appointed at least 60 days before an AGM (Bylaw 1, section 9.13.1) and 21 days before an SGM (Bylaw 1, section 9.12.2).
5. The Nominating Committee Chairperson (hereinafter “Committee Chair”) will be the ACFO Chair unless he/she is up for re-election in which case the Board of Directors will appoint another ACFO Director (who is not up for re-election) to serve as the Committee Chair (Bylaw 1, section 6.4.3).
6. The Committee Chair, or his/her designate from the members of the Committee, is responsible for:
  - a. Providing a poster outlining the role and responsibilities of a board member, time requirements and approximate number of meetings;
  - b. Ensuring a secure and secret vote is conducted;
  - c. Ensuring that all notice requirements of the Bylaws are adhered to;
  - d. Providing bilingual voting instructions to members including details on how to cast a vote and how to obtain support if the member has a question concerning the voting process;
  - e. Providing an application process for member candidates;
  - f. Conducting a review of ACFO records to verify each candidate’s eligibility to run for office and confirming compliance with By-law section 6.3 (Qualification) and 6.6 (Wrongdoing);
  - g. Referring potential disqualifications to the ACFO Board for determination as to whether a candidate is eligible to stand for election;
  - h. Providing a report at the Meeting on the voting process and results and answering questions from members present;
  - i. Supervising and instructing ACFO staff involved in the administration of a vote;
  - j. Retaining independent scrutineers to conduct the vote;
  - k. Recommending to the ACFO Board, with the assistance of the Finance Committee and in accordance with Bylaw section 7.1.2, a compensation package range for the ACFO Chair and President when a presidential election will take place and communicating that range to all candidates in writing and in advance of the vote;
  - l. Writing all candidates following the vote to thank them for their service;
  - m. Supervising ACFO staff with timely off-boarding of outgoing elected officials (ACFO access to emails, equipment, member lists and shared drive access and thank you gift).
7. Members of the Committee are not eligible to stand for election or to move for any resolution or amendment at the Meeting.
8. Members of the Committee shall not campaign on behalf of any candidate, resolution or amendment being voted on at the Meeting.
9. The Committee shall, by notice to the membership given not later than 60 days prior to an AGM, call for nominations for open director positions and resolutions.
10. To ensure consideration, any nominations and resolutions should be submitted to the Committee Chair no later than 45 days prior to the date of an AGM.
11. If a current member of the Board accepts a nomination to stand for election for another office they vacate their current position by operation of the bylaws. In these circumstances a second call for nominations for that newly vacated position will be sent to the membership with a deadline for nominations of no later than 25 days prior to the meeting.

12. The Committee Chair shall provide candidates for office the opportunity to submit a document regarding their background and platform for inclusion in the meeting package and to be emailed to the membership by ACFO in ACFO's standard format. The Committee is charged with reviewing and approving the publication of all such material and has the sole authority to approve based on compliance with board confidence and the ACFO Bylaws.
13. Members standing for election or supporting resolutions shall not use ACFO emails, membership lists and email lists they may have access to or otherwise be provided with any such list.
14. Members standing for election or supporting resolutions shall conduct themselves professionally and in accordance with the ACFO Bylaws. This includes but is not limited to:
  - a. Refraining from campaigning at AGM, SGM, official ACFO functions or at events where ACFO is an official sponsor;
  - b. Respecting the prohibition of using ACFO email lists and ACFO social media sites for campaigning;
  - c. Respecting the prohibition on harassment, defamatory and inaccurate statements.
15. The Committee is authorized to hear complaints from members regarding the conduct of other members relating to votes and is authorized to investigate and report to the Board for action.
16. An electronic vote will be conducted by an independent third party retained by the Committee on behalf of ACFO. This electronic voting system is a form of proxy approved by the Board in accordance with By-law 9.16.
17. Independent third party scrutineer(s) will also conduct an in-person ballot at the Meeting which will close no later than 1 hour after the meeting commences.
18. All votes are secret votes.
19. Independent third party electronic vote providers and scrutineers are to only report final results of a vote to the Committee Chair once voting is closed.
20. Scrutineers will be present at the Meeting to verify persons seeking to vote at the Meeting are eligible to vote.
21. Where voting irregularities could have materially affected the results of an election or resolution that vote will be invalidated and run again at an SGM in accordance with the By-laws.
22. The Committee shall retain a copy of all ballots and electronic reports for 120 days following any vote following which they will be destroyed. After 120 days, the committee is dissolved.
23. The election of directors shall be determined by majority of votes cast (Bylaw 1, Section 9.15). Bylaw amendments require at least 2/3 of the votes cast to pass (Bylaw 1, Section 17.1.1).
24. In the event of a deadlocked election an SGM shall be called immediately for the purposes of a run-off vote between the candidates who tied for the most votes.
25. Newly elected members of the Board of Directors shall take office immediately following the adjournment of the Meeting at which they are elected.
26. Any contradiction between these voting regulations and the ACFO Bylaws is resolved in favour of the ACFO Bylaws.

# Minutes of the 27th AGM (2016)

# Minutes of the 27th AGM (2016)

Thursday, November 24, 2016 at 6:00pm  
Shaw Centre  
55 Colonel By Drive  
Ottawa, ON K1N 9J2

## Opening Remarks

Dany Richard thanked everyone for attending and noted that it was strange not to have an AGM with Milt Isaacs. He reminded everyone to follow along in their programs. He then introduced Joe Boughner to announce the winners of the inaugural ACFO scholarships.

Joe Boughner noted the professionalism of the group and thanked the external scholarship judges. Marie-Ève Trahan was announced as the winner of the Merdon Hosking Youth Scholarship, and Jack Diao was announced as the winner of the FI Community Professional Scholarship.

## State of the FI Community Survey

Dany Richard then introduced Lauren Doty to discuss the results of the second annual State of the FI Community Survey.

Lauren Doty stated that the number of responses was almost the exact same as last year, nearly 1/3 of the membership. She noted that the FI Group has a fifty-nine percent female predominance, a one percent increase from last year.

Lauren Doty said that some highlights include the addition of questions determining what types of PD members interested in receiving and what can departments can do to improve work-life balance. She reported the top PD item was management and leadership training, such as soft skills training, and the biggest improvement to work-life balance would be the ability to telework. She said ACFO is advocating for these priorities.

Lauren Doty told members in early 2017 the results from the survey will be posted on the website and a link will be sent to members' inbox and she reminded the group to keep their correct information on file. She said that departmental survey results would be presented at meetings with CFOs to help hold departments to account and show them where to improve.

Finally, Lauren Doty said ACFO would be posting departmental report cards on the website in early 2017.

Dany Richard spoke about how the survey results are used in meetings with CFOs and about how interested CFOs are in hearing the information contained in the survey because it is annual.

## Phoenix

Dany Richard then introduced Scott Chamberlain to discuss the results of ACFO's FI Community Phoenix Impact Study survey and the issues FIs affected by Phoenix are facing.

Scott Chamberlain opened by urging members to continue to fill out the surveys. He said that 25% of the membership responded to the survey and 72% of respondents reported having problems with Phoenix and compensation. He went into greater detail on how FIs were affected.

Scott Chamberlain said that ACFO's perspective is that the government is hiding the extent of the problem.

Scott Chamberlain pointed out that anyone affected by payroll issues will almost definitely have problems with T4s. He said that if this is the case, FIs must contact ACFO to put in a grievance. He said FIs should be compensated for tax consequences suffered, loans incurred etc., as a result of Phoenix.

Scott Chamberlain told the group that they have been patient enough. He urged members to contact Labour Relations because ACFO needs to hear individual cases. He noted that FI workload has increased and that mental health has been affected. He said this was completely unacceptable.

Dany Richard reiterated that members should contact ACFO if they had any issues. He then proceeded to move on to the 2016 annual report.

## 2016 Annual Report

### Pay equity

Dany Richard said that Nicole Bishop-Tempke would be speaking on the pay equity initiative.

Nicole Bishop-Tempke reported that over the past year ACFO has worked on this initiative on two parallel tracts: a new pay equity complaint for all levels from FI-1 to FI-4 and appearing before the House of Commons Special Committee on Pay Equity.

Nicole Bishop-Tempke said that latest pay equity complaint is based on the opinion of the Hay Group, and it has been accepted by the Public Service Labour Relations and Employment Board (PSLREB). She said Treasury Board has filed a motion to dismiss the complaint, but ACFO is contesting this motion.

Nicole Bishop-Tempke continued, stating that in April, ACFO appeared before the House of Commons Special Committee on Pay Equity to advocate for proactive pay equity regime. She said that in June, the committee released its report, which endorsed many of the recommendations put forward by ACFO.

Nicole Bishop-Tempke concluded by saying that in the coming year, ACFO would proceed with the new pay equity complaint, and continue to work with the government and Treasury Board to help craft a fairer and more permanent solution to pay equity in the federal jurisdiction.

Dany Richard thanked Nicole Bishop-Tempke and opened the floor up for questions.

A member asked for a timeframe for resolving this issue.

Nicole Bishop-Tempke said these cases are often slow-moving, this is a slow process and there is no way to have a timeframe.

The same member asked if the first case will have helped the second case move faster.

Dany Richard said it did not help the second case move faster, but the silver lining is that the second case is on behalf of the whole FI Group, not just FI-1 and FI-2, so it is a stronger case.

The same member asked if the results would be retroactive.

Dany Richard said yes, they would.

A member asked what percentage ACFO was underpaid compared to other groups.

Dany Richard replied that FIs are underpaid anywhere from 2% to 16%.

A member explained that the starting salary for FIs was already good and that he felt privileged, so ACFO should exercise a duty of care when looking at comparators.

Dany Richard thanked this member for his comment and

reminded the room that while the starting wage when compared to the private sector is good, as an FI's career progresses to the FI-3 and FI-4 level, the discrepancy with the private sector grows.

A member asked what group was used as a comparator.

Nicole Bishop-Tempke answered it was not a one-to-one, and that there were multiple comparators used.

Dany Richard said they would get back to the member on what the comparators were.

A member asked if ACFO could make public who the comparators were.

Dany Richard said the complaint was on the website with the comparators included.

## **Classification and allocation**

Dany Richard then introduced Tony Bourque to discuss allocation and classification.

Tony Bourque said that ACFO has worked with Treasury Board to make some technical changes to the classification standard and worked with department heads to address allocation issues. He said the major allocation issue is of non-FIs doing FI work.

Tony Bourque said that ACFO will continue to push for the recommended substantive changes to be made to the Standard, as the Standard has not been updated since 1989.

Tony Bourque reported that ACFO is taking more of an aggressive stance on allocation. He acknowledged the work of Labour Relations Advisor Matthew Letourneau. He said that ACFO has been meeting with departments and has seen that some departments are working cooperatively to recognize the problem and some departments are pushing back. He said ACFO has filed a Section 58 grievance with the Public Labour Relations and Employment Board.

Tony Bourque concluded by saying that going forward ACFO will continue to push Treasury Board on the classification standard and work with departments to get FIs doing FI work.

## **Professional development**

Dany Richard then introduced Raoul (Randy) Andersen to speak to professional development.

Randy Andersen stated that, as always, the cornerstone

of ACFO's professional development initiative over the past year has been the annual Spring Tune Up event. He reported that the focus of ACFO's event this year was work-life balance and mental health with a keynote speech from Olympian and activist Clara Hughes. He noted that he was very impressed with Clara Hughes and said it was one of the best events ACFO has hosted yet and he hopes ACFO continues in this vein.

Randy Andersen went on to say that, in addition to hosting its annual event, ACFO has continued to advocate within departments for more professional development opportunities for FIs, including approving the required leave. He said ACFO is also advocating for a wider range of professional development opportunities, including soft skills training, and engaging with the Office of the Comptroller General on recommendations contained in ACFO's 2014 Professional Development Framework.

Dany Richard thanked Randy Andersen for this update.

## **Collective Bargaining**

Dany Richard invited Rob Hawkins to discuss collective bargaining.

Rob Hawkins reported that the collective bargaining team met with Treasury Board for two days at the end of October. He said it was not a productive session because there was no mandate, so ACFO left the session. He reported that the next sessions were booked for December.

Rob Hawkins reported that the employer has softened on short-term disability and moved to a wellness plan instead, and in fact will likely want to work on with ACFO on a Memorandum of Agreement (MOU).

Rob Hawkins added that there has been ongoing communications with other bargaining agents.

A member asked Rob Hawkins to expand on ACFO's belief that the employer is bargaining in good faith. This member specifically wanted someone to comment on the rumour that the employer was offering a low salary increase for FIs because they knew that if an agreement was reached the employer would be required to pay it within 90 days and they knew that the Phoenix pay system would be unable to handle that.

Rob Hawkins replied that ACFO cannot put everything on hold because the employer is dealing with Phoenix.

Scott Chamberlain added that he did not believe that Phoenix was driving inability to make a deal at the table.

He said the real issue was that the current government isn't willing to put real economic increases on the table.

A member asked what the plan of action is if one of the unions breaks the solidarity pact.

Rob Hawkins replied that ACFO would continue to bargain in good faith for its members. He affirmed that ACFO would not fold easily because another union reached a deal.

A member commented that several people in the room had been in the federal public service for many years and had been saving their sick days because they believed they would need them more as they grew older. They asked how ACFO was going to approach this issue with the employer.

Rob Hawkins answered that ACFO has tried to provide options to employer to maintain banks and ability to use them.

Scott Chamberlain added that ACFO has been very clear that there must be value for those banks. He said that the employer is not going to pay money for sick leave and they have been very firm on that, but he said that ACFO will ensure members get value for their sick leave.

Dany Richard reiterated that ACFO knew that people who accumulated sick leave did so with the best of intentions and that to remove those sick leave banks would be to penalize these people. He said that numerous options have been proposed to the government but that ACFO's goal is always to ensure that FIs who are sick and cannot go to work have their pay protected.

A member asked if short-term disability was still on the table or if it was a separate issue.

Rob Hawkins replied that for ACFO it was still on the table but he expected that the government will want to move it off the table and sign an MOU to develop a short-term disability plan.

The same member asked how the other unions feel about that decision.

Rob Hawkins replied that he should not speak for the other bargaining agents, but it does give them an opportunity to work out the best short-term disability plan for their members.

Scott Chamberlain added that he isn't sure the government isn't interested in a wholesale change to

sick leave and disability because of Phoenix.

A member asked what the difference is between a disability plan and a wellness plan.

Rob Hawkins said there was no difference.

A member said that removing sick leave banks was penalizing people who did not take advantage of the system. They then asked why employees at Canada Revenue Agency (CRA) got an agreement signed sooner.

Rob Hawkins answered that the contract CRA just signed has already expired and the agreement was largely retroactive.

Scott Chamberlain added that they negotiate with their management and not Treasury Board. He stated that their agreement is mostly retroactive, and this agreement is basically catching up.

The same member asked what the difference is between negotiating with the previous government and the new government.

Rob Hawkins said there was not much of a difference. He said that this government lacks a mandate. He said that for the previous Conservative government, short-term disability was the mandate, whereas the Liberals were trying to digest short-term disability and then had to deal with issues of Phoenix.

Scott Chamberlain added that the difference is that the negotiating framework is back to what it should be after the previous government's anti-union legislation was removed. He said it was significant that ACFO can choose their mechanism of resolution.

Dany Richard added that the optics are better, but ACFO is expecting more. He said the negotiating team has not yet seen something they believe the FI Community will agree on.

A member asked for show of hands from the membership as to who felt the union would support them fight the Workers' Compensation Board if they were hurt at work. They then said their question for the board was why ACFO was not.

Scott Chamberlain replied that if an FI is injured at work, ACFO represents them on their disability claim or injury on duty grievance. He said that Workplace Safety and Insurance Boards (WSIB) are under provincial jurisdiction and therefore require provincial expertise

and are not covered by the collective agreement. He said ACFO will provide some funding to members who choose to hire external counsel but does not fully fund as it can be tens of thousands of dollars. He said it is a question of resources and that while ACFO could represent on WSIB cases it would require more resources. He said that ultimately, it is a decision made by the membership of each bargaining unit as to what the association will represent on and what they will not.

The same member asked if ACFO is doing anything with respect to the issues with asbestos.

Scott Chamberlain replied they participated in the Canadian Labour Congress (CLC) lobbying on asbestos. He said he personally accompanied the president of CLC on meetings with MPs for a lobby day on asbestos. He said that ACFO's position on asbestos is for a full removal and ban. He said it is an issue ACFO is aware of and working on.

The same member said they requested information from their management on what the asbestos situation in their building was and it has been 6-8 weeks since that request and there has been no reply. They asked what the next steps would be.

Scott Chamberlain said to contact Labour Relations. He said the Occupational Health and Safety Committees would be in a better position and more ready to help with providing that information. He reiterated that asbestos should be banned outright.

The same member asked if ACFO would get behind members in helping to find out what is going on.

Scott Chamberlain agreed and reiterated that members should contact Labour Relations.

A member said that to the best of their understanding, there is no way to recover legal fees for WSIB claims, and that as a union member, they believe the union should be supporting it.

Scott Chamberlain said best way to do this is to propose a change to the bylaws requiring the union to cover representation on WSIB and if the membership supports it, then ACFO will cover those costs because it is a democratic organization. He said he cannot remember a case in which someone has requested some help with fees and some has not been provided. He said there must be a limit but it is not a blanket rejection. He continued that funding is provided on a case-by-case basis.

The same member said it is hard to understand that someone fighting WSIB ends up paying \$15,000 fees and ACFO only gives \$1000.

Scott Chamberlain said he could not speak to a specific file but his question would be what percentage recovered from WSIB could be recovered by the insurer.

The same member said none.

Scott Chamberlain then asked if a claim was made to the insurer.

The same member replied that they were denied.

Scott Chamberlain asked if representation was provided to the person making the claim.

The same member replied that they did not know.

Scott Chamberlain said cases do get denied and others are successfully fought but in the end the member is only ahead a small amount after a claw-back.

The same member said if they were sick and it was work-caused, they would want the union to help.

Scott Chamberlain said they should be fully compensated through the disability plan.

The same member said that they would expect ACFO to help if they weren't.

Scott Chamberlain replied that ACFO might, and that help is always analyzed on a case-by-case basis. He said if it is a workplace injury, ACFO offers representation and advice, including help finding lawyers. He said ACFO always judges representation based on chances of success. He said ACFO's duty of fair representation is not just to the individual member but to the FI Community as a whole, whose dues are paying for representation. He said there is never a blanket rejection on WSIB.

The same member said that they have seen a blanket rejection.

Scott Chamberlain replied that in that case they should contact the Director of Labour Relations because there should never be a blanket rejection.

## **Financial Report**

Dany Richard introduced Shelina Jamal to discuss the 2015 Financial Report.

Shelina Jamal said because of FIs' familiarity with financial statements she would stick to the highlights. She reported that the Auditor issued an unqualified opinion ACFO's 2015 Statements present fairly.

Shelina Jamal said there was a deficit as a result of the 2015 Funding Democracy Summit. She said that there was a less favorable return from investments this year but that ACFO was still on track for the next five years. She said that overall not much has changed.

Shelina Jamal thanked Eric, the auditor from Ouseley Hanvey Clipsham Deep LLP.

A member asked if Shelina could give more information on Covington Capital.

Shelina Jamal replied that Covington Capital referred to the labour-sponsored funds, which were intended as an additional revenue-generator.

Dany Richard added that the investments for that would be close to none and that ACFO expected and accounted for this and ACFO is looking for other options for surplus funds.

The same member asked about an investment that used the word "partnership," and said it made it sound like ACFO was in business with them.

Dany Richard said it was simply an investment.

The same member asked if ACFO's liability was any greater because they were a limited partner.

Shelina Jamal said no, it was not.

## **2017 Budget**

Dany Richard introduced Richard Rizok to present the 2017 budget.

Richard Rizok thanked the finance committee and Shelina Jamal.

Richard Rizok then presented the 2017 budget and said he would be providing a basic overview. He reported that ACFO's aim was to break even and that ACFO has been diligent with expenses throughout the year.

Richard Rizok pointed out that the events budget has increased to include the Town Halls held over the past year. He said that these events help ACFO reach out to members out in the regions. He said that there has been great turnout and a lot of engagement in the regions.

Richard Rizok reported no major additional spending this year. He then opened the floor to questions.

A member asked for someone to comment on the decrease in the collective bargaining budget occurring at the same time as the increase in the administration budget.

Shelina Jamal said that the collective bargaining team is looking into arbitration, which reduces travel costs. She said that much of the administration increase could be due to previous errors in allocation of management fees and facilities to administration.

The same member replied that the changes seem significant.

Shelina Jamal replied that ACFO is scaling down their estimates to be more conservative and realistic.

Dany Richard added that the increase in administration is also due to the fact that Shelina Jamal's predecessor was a consultant and his fees were allocated to consulting fees, whereas Shelina Jamal is a permanent employee and her salary falls under administration.

Scott Chamberlain added that in the past collective bargaining has been chronically over-budgeted. He said these costs are easier to estimate the later you are in the collective bargaining process but now they are fairly confident in the coming year's bargaining costs.

[inaudible]

Scott Chamberlain replied that he believes the government likely wants a longer-term deal.

A member asked what was behind the increase for events. They asked if town halls should be replaced by more labour relations expenses.

Richard Rizok said getting out to regions was very important and less expensive than getting people from the regions here.

Dany Richard noted that ACFO does a lot of professional development events. He said on June 7 there would be a full day of professional development in the National Capital Region (NCR). He said that a large number of members are outside the NCR and they must put themselves in their shoes. He said that if ACFO wants to represent the membership, they need to know what's going on and the best way to do this is to talk face-to-face.

A member said that they saw ACFO had planned for a deficit and wanted to know how ACFO was planning to finance that deficit.

Dany Richard clarified that ACFO was not planning for a deficit but was asking for the members' authority to spend up to that amount. He said that was an important distinction to make.

Richard Rizok said to contact him if anyone had questions at any time and they could go through the budget line-by-line. He also encouraged people to join the finance committee.

A member wanted to make a general observation. They said they looked at bottom line and noted that ACFO is almost doubling the negative figure that it is projecting for the coming year. They asked if ACFO wanted to get much closer to the black.

Richard Rizok said the goal for ACFO is to be at zero; ACFO is a non-profit so they are not trying to make a profit. He said what ACFO is requesting is the ability to go into deficit.

The same member said there is always something going to happen. They said they see the downward trend and is looking for assurance things will get better.

Dany Richard said that ACFO has always in the past budgeted for deficit for ten years but only actually had a deficit for two of those ten years. ACFO typically breaks even or has a slight surplus.

Shelina Jamal mentioned things like collective bargaining and pay equity have legal fees attached. She said the budget is giving ACFO the ability to act and not limiting action.

A member asked if a more realistic budget with a contingency amount built in would be better method.

Richard Rizok said that was the thought process behind creating the budget and that they would consider reflecting that in the format.

A member said the budget for labour relations was less than last year. They said this was confusing as there were more issues than last year.

Richard Rizok said this was related to salary and the number of staff in labour relations.

Scott Chamberlain said that this is the result of people

going on leave and coming back. He said that Labour Relation is monitoring the workload very closely but keeping the costs stable.

Shelina Jamal added last year's budget was over budgeted. She reiterated that this year ACFO is being a little more realistic in their estimate.

Dany Richard said that he does not want to reduce Labour Relations. He said he wants to ensure that members are taken care of, and that they receive a quality response. He said he believed ACFO was the best at this.

A member asked if there was a revised figure for the bottom line at the end of the year. Dany Richard replied that they budgeted for a deficit but they could end up with a surplus for this year. He said ACFO is on the right track.

## 2016 Resolutions

Dany Richard asked Eric Wilson, auditor from Ouseley Hanvey Clipsham Deep LLP, to announce the results of the resolutions.

Resolution	For	Against
That the minutes for the twenty-sixth Annual General Meeting be approved	610	5
That the audited Financial Statements for the twelve (12) month period ended December 31, 2015 be approved	610	5
That the 2017 Budget be approved	596	18
That Welch LLP be appointed as Auditor for the Association for the 2017 fiscal year	603	10
That the amendment deleting section 6.2.2 of Bylaw No. 1 be approved	586	27
That the amendment to section 8.2 of Bylaw No. 1 be approved	602	9
That the amendment to sections 6.1, 6.3.2, 6.3.3, 6.4.3, 6.5.1, 6.19.1, 7.2.1 of Bylaw No. 1 be approved	573	38
That the amendment of sections 6.3.3 of Bylaw No. 1 be approved	599	14
That the amendment to section 6.5 of Bylaw No. 1 be approved	599	14
That the amendment to section 9.8.1 of Bylaw No. 1 be approved	592	20
That the amendment to section 16.2 of Bylaw No. 1 be approved	584	28

Eric Wilson then announced Dany Richard as the new Chair and Karen Hall and Marcel Boulianne as the two new Directors of the ACFO Board.

## Final questions and comments

Dany Richard asked if there were any further questions or comments.

A member asked for an abstain option for the voting.

Dany Richard thanked them for their comment.

A member had a series of questions about Phoenix. They said based on their experience, they did not see anything being resolved by 2018. They said there were huge problems before Phoenix. They wanted to make the point that the issues with Phoenix were accumulating. They asked ACFO to push for accountability moving forward for the people at high levels who made these decisions. They explained the process of how to submit a claim regarding Phoenix before coming to the union to file a grievance. Finally, they pointed out that Phoenix was an IBM system and there was a similar situation in Australia with IBM, so there should be push for accountability from IBM as well.

Dany Richard agreed and said that accountability was important going forward. He said that ACFO is addressing this in several ways, including by going to Public Services and Procurement Canada to urge them to resolve this issue. He said the focus right now was getting people paid.

Scott Chamberlain added that members do not have to wait and go through the department's process for a Phoenix claim. He said the right to grieve is under the collective agreement, so members do not have to wait to be denied before filing a grievance.

Dany Richard reiterated that FIs should always contact ACFO about issues they are facing.

A member said that when the government switched from making the deductions monthly to semi-monthly they should be offering FIs a discount. They also said the main problem with Phoenix software was that it was limited.

Dany Richard said he understood that perspective. He said that when it comes to taking action with something like Phoenix, ACFO is doing the best that they can but the government has the final say. He said the government needs to invest more resources in addressing this.

The same member said he heard five CFOs told the government Phoenix wasn't ready.

[inaudible]

A different member said they heard that there was a pay model working group that reported that the Phoenix system wasn't ready. They said the government knew there were risks going forward.

Dany Richard said time will tell when it comes to accountability, but ACFO's focus right now is on doing everything they can to get this resolved.

A member commented about lack of advancement opportunities for FI-1 members who do not have university education or a designation.

Dany Richard said that ACFO has asked for a classification standard review and will continue to put pressure for this. He said he did want to add that designations are important in many cases (for example, CFOs).

[inaudible]

A member asked about interest on back pay. They said they had heard that the government was threatening a cap on retroactivity of back pay in collective bargaining. They suggested that ACFO's bargaining team put interest on the table for discussion to counter this.

Scott Chamberlain said that classification, education and qualification standards and interest are all things that are excluded from negotiation by statute. He said the only way to negotiate interest is to change legislation in the House of Commons. He said there was absolutely no chance that the government will get the retroactivity cap and that FIs should not worry.

Dany Richard then played a video tribute to outgoing ACFO Chair Milt Isaacs. This tribute was followed by a video message Milt Isaacs recorded for the FI Community.

Dany Richard thanked both Milt Isaacs and Randy Andersen for their years of work with ACFO.

A member asked for clarification on proposing an amendment to the Bylaws.

Scott Chamberlain told that member to contact him and he would explain the process.

Dany Richard then thanked members for attending and adjourned the Annual General Meeting.

# Proposed Resolutions and Amendments



# Resolutions

The detailed resolutions for the twenty-eighth annual general meeting are presented below. Each resolution indicates the name of the mover and the seconder.

## Minutes

### Resolution #1

Moved by: Nicole Bishop-Tempke  
Seconded by: Richard Rizok

BE IT RESOLVED THAT the minutes for the 27th Annual General Meeting be approved.

## Finance and Budget Resolutions

### Resolution #2

Moved by: Tony Bourque  
Seconded by: Louise Amyot

BE IT RESOLVED THAT the audited Financial Statements for the twelve (12) month period ended December 31, 2016 be approved.

### Resolution #3

Moved by: Richard Rizok  
Seconded by: Tony Bourque

BE IT RESOLVED THAT the 2018 Budget be approved.

### Resolution #4

Moved by: Louise Amyot  
Seconded by: Nicole Bishop-Tempke

BE IT RESOLVED THAT Welch LLP be appointed as Auditor for the Association for the 2018 fiscal year.

## By-Laws

### Resolution #5

Moved by: Richard Rizok  
Seconded by: Tony Bourque

Whereas the Board of Directors recommends that a process be added to the By-Laws to establish a fair and democratic process to resolve deadlocked election votes.

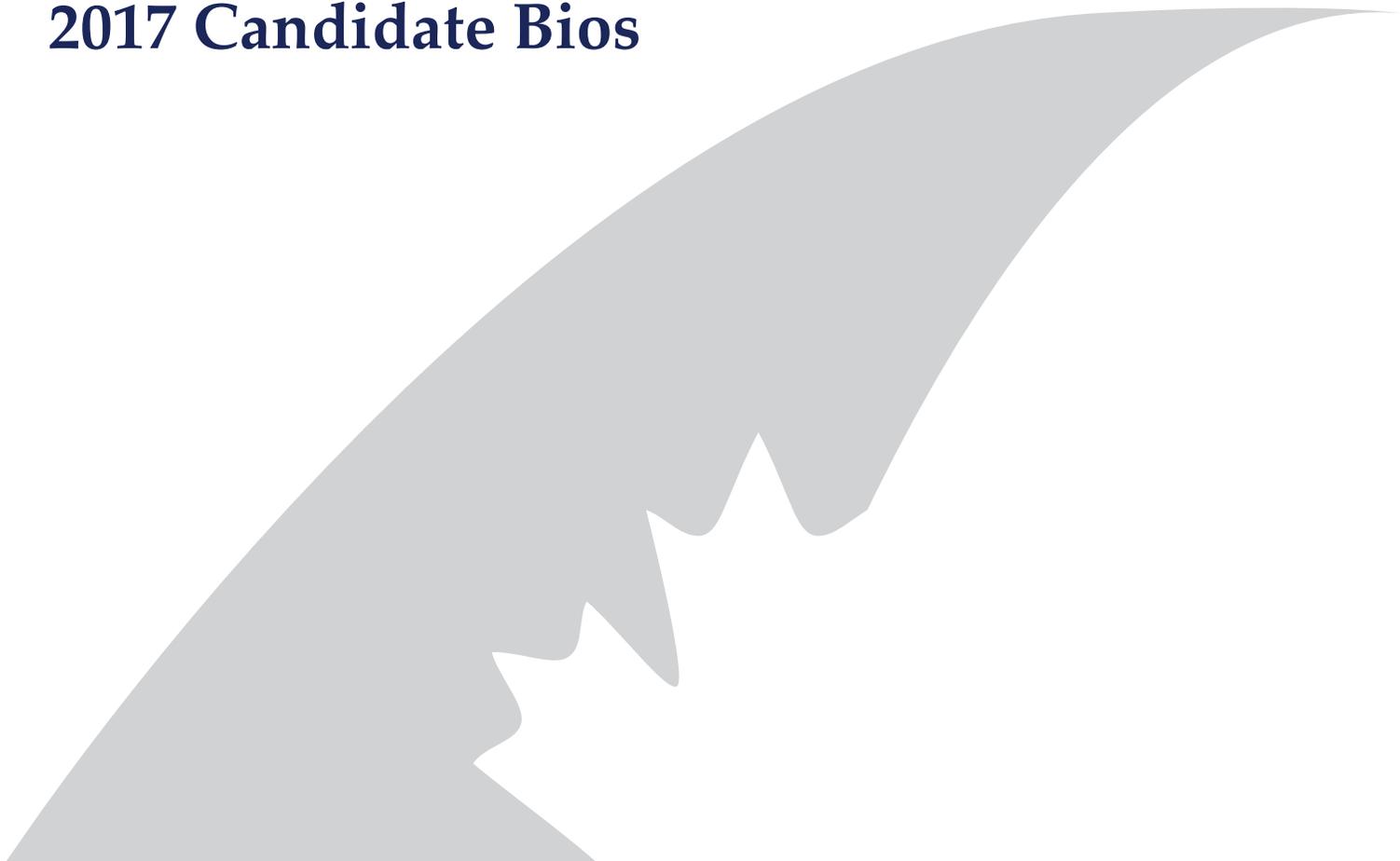
BE IT RESOLVED THAT the following amendments to By-Law No. 1 of the Association of Canadian Financial Officers be amended to add subsection 9.15.2:

## 9.15 Voting by Members

9.15.1 Unless governing legislation, or the By-Laws provide otherwise, all questions proposed for consideration at a meeting of Members shall be determined by a majority of the votes cast by the Regular Members only, each of whom shall each be entitled to one vote.

**9.15.2 In the event of a deadlocked election an SGM shall be called immediately for the purpose of holding a run-off vote between the candidates who tied for the most votes.**

# 2017 Candidate Bios



## Tony Bourque

My fellow ACFO members; I am seeking your support for the position of ACFO Director. I am a CPA, CGA with over 28 years of experience in the government and private sector. I have had the honor of serving our members as a board member for the last 2 terms.

**During my previous terms some of the significant items I have helped moved forward as a board member are:**

- Initiated and implemented the Departmental Representative Program. This program continues to be an effective liaison between members, departments and ACFO.
- Member of 2 collective bargaining teams that have achieved better than pattern results during each round.
- Provided governance and oversight to ensure expenses were effectively managed in order to maintain our current dues structure as one of the lowest in the public service.



**If elected as a board member I would:**

- Provide governance and strategic direction.
- Promote the important role our financial officers play in the effective and efficient stewardship of financial resources by continuing to work relentlessly with Senior Financial Officers and the OCG to promote our brand.
- As a regional member I will continue to push for regional career opportunities and mobility.
- Advocate for flexible working hours and increased telework opportunities. This is even more relevant today to our members with the introduction of Workplace 2.0.
- Remain committed to ensure member dues remain one of the lowest in the public service.
- Ensure that we are mindful and pro-active on current challenges and threats such as artificial intelligence and privatization.
- I am currently a member of Joint Community Professional Development committee. By partnering with the OCG we have delivered on professional development activities that have a direct benefit for our members. I will continue to advocate for professional development.

There are many challenges ahead for our community and I believe my passion and experience will be an asset in meeting these challenges. Thank you.

## **Nicole Bishop-Tempke, CPA, CHA**

Indigenous and Northern Affairs Canada  
Regina, SK



Thank you for taking the time to review this year's AGM package as well as the information presented by each candidate running for election as a Director on your FI Board.

### **Some background information about myself:**

- I have been actively involved with ACFO for over 14 years and as a Director on your ACFO Board for the last 10 years.
- I am a CPA CGA with over 20 years experience in the federal government. I began my career as a FORD student and have held various positions with Transport, Agriculture and Agri-Foods, Health and Aboriginal Affairs and Northern Development in Ottawa, Edmonton and Regina. Through these positions, I have gained an understanding of the concerns and issues faced by FIs working in both HQ and regional offices.
- I continue to be the chairperson of ACFO's Pay Equity initiative with the goal to ensure that the work FIs perform is properly valued through our salaries as well as through a revised job description which accurately reflects the work FIs perform in the 21st century under the CFO model.

### **If re-elected to your board, I will:**

- continue to bring strategic advice and leadership to the board table to ensure the advancement of initiatives that are important to FIs,
- maintain my willingness to continue to hear your concerns and be your voice at the table,
- continue to work hard along with the other directors to reduce costs in order to ensure we can keep the FI dues as low as possible while ensuring our commitment to excellence in service to our members,
- help to ensure that FIs receive better than pattern settlements and improvements to our wage structure as part of collective bargaining, and
- continue to ensure a strong solid financial base on which ACFO can leverage its expertise to represent FIs and ensure your concerns and voice are heard on issues important to our community.

I look forward to continuing to work hard on behalf of each and every FI. The years ahead will remain challenging times within the federal government and FIs need a strong, energized, engaged and dedicated team working to meet these challenges head on.

Thank you for your consideration and support.

## **Louise Amyot, CPA, CGA**

Canadian Space Agency  
Saint-Hubert, Québec



Dear colleagues,

I am writing to you today as I seek a second mandate as member of the Board of Directors of ACFO.

I am proud to be part of the Financial Officers (FI) group which I joined 18 years ago. Since then, I have held various positions as an FI at Western Economic Diversification Canada (Ottawa) and the Canadian Space Agency (Québec).

### **Committed and involved**

I have come forward again and again for the many initiatives taken by ACFO to help the FI Community. Indeed, I am the departmental representative of ACFO at CSA and was a member of the bargaining team who negotiated the most recent collective agreement. In the past year, I had the honour of serving you as a Board member for the first time. This gave me the opportunity to familiarize myself with the activities of the Association as well as the inner workings of the Board of Directors. Any work done by the Association aims to benefit Financial Officers through better working conditions. The Association is a strong forum to voice all of our important demands.

I wish to renew my commitment to the Association and to continue to serve on the Board of Directors. As an elected member, I commit to:

- share the concerns of the membership with the Board of Directors;
- provide strategic advice in order to promote important initiatives for Financial Officers;
- ensure the proper use of our union dues so that they remain amongst the lowest in the public service;
- contribute to an energetic, committed and devoted team to represent you the members.

In summary, it would be an honour to continue to represent you and to defend your interests on the Board of Directors. Thank you for your support.

## Vincent Harris

Employment and Social Development Canada  
Gatineau, QC



### Biographical information:

How does one write a bio without being self-serving? Well, I will start by saying that my story likely rounds out to be similar to that of many FIs: joined federal government on a temporary status, endured numerous last minute extensions, developed contacts through networking, improved on client service collaboration techniques, affected changes to financial management processes, cracked barriers to obtaining a permanent position, made promotional transitions and continuously pursued performance improvements, individually and globally.

To close, I will add that I started my career in the federal government in January 1989 as a CR-04, to now arrive at an FI-04, director position within Employment and Social Development Canada, responsible for coordinating the development process for Treasury Board submissions, and since that time I have helped my clients and colleagues towards varying successes in the government's financial management landscape.

I know that no single approach is the right one for every individual, or group, so I have always focused on building professional relationships towards a common goal.

### I want to sit on the ACFO Board because, if elected, I would:

- Increase members' involvement in, and awareness of, ACFO's successes;
- Advocate for a consistent approach to professional development opportunities;
- Maintain low and proper use of membership dues;
- Promote a balanced national approach to member participation to ACFO events;
- Support the ACFO President and Board in maintaining ACFO as a global leader;
- Continue the fight against erosion to sick leave, pensions, jobs, etc.;
- Expand on a 360° approach to members' comments; and
- Increase members' participation on departmental committees.

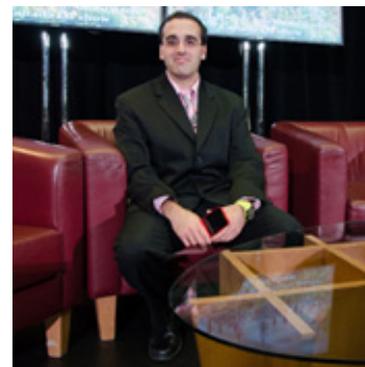
### I am qualified / would be an asset as a Board member because:

- I am a long standing union representative for ESDC;
- I have participated in the collective bargaining negotiations;
- I understand the challenges members face;
- I have experience on other Board of Directors (St. Patrick's High School Alumni Association (Ottawa));
- I have volunteered to committees for the promotion of employee morale; and
- I have coached and mentored members.

## **Alain Toni Jalkh, CPA, CGA, MBA Candidate, BCom (Management), BCom (Accounting)**

<http://www.linkedin.com/in/alainjalkh>

Alain Toni Jalkh is a Financial Management Advisor (FMA) at the Department of Immigration, Refugees and Citizenship Canada (IRCC) in Ottawa, where he is responsible for providing financial advice to Senior Management of the Policy Sector. For 6 years, Alain has worked as an FI for various Departments, such as the Department of National Defense (DND) and Public Works (PWGSC). Alain also spent a few years working in the private sector where he held several financial positions at the University of Ottawa. He serves on several Board of Directors. Alain earned a Bachelor of Commerce in Management and a Bachelor of in Commerce in Accounting from the University of Ottawa. He also obtained a Chartered Professional Accountant specialized diploma of higher studies at the Université du Québec en Outaouais (UQO). Alain is currently an MBA candidate while working full time.



### **If elected to the ACFO I would:**

1. Collaborate and build relationships in order to make key decisions in the best interest of the members.
2. Fight to restore the notoriety of the profession and our union to ensure we are always respected as professionals.
3. Work closely with our colleagues to ensure that all members receive fair remuneration.
4. Ensure diversity, bilingualism and NCR representation on the board (currently most Board members are not proficient in Canada's official languages & live outside the NCR).
5. Offer my unique profile and skill set to the table and put it to full use to protect our members.

### **I am qualified / would be an asset as a Board member because:**

- I am a Chartered Professional Accountant (CPA)
- I will complete an MBA in the coming year
- Multi-lingual (4 languages) candidate with robust knowledge of both Canada's official languages
- Highly productive and active in the community & involved in financial/business related events:
  - Union departmental representative for ACFO for 6 years now (for 3 federal government departments)
  - Selected to participate for the International school for entrepreneurs in Tunisia (3 weeks in multiethnic worldwide teams working together to develop a business plan)
  - Qualified Top 21 (of over 2500 candidates) for a season long basketball pool simulation (candidates asked to manage an annual budget of \$100M)
  - Proposed Top 2nd best project in a hold-up social entrepreneurship creativity session with the Gatineau Business Lounge designated to stimulate collective intelligence
  - Selected to be part of 20 Masters/Doctorate students for the Savoir Affaires project and awarded a scholarship for Tourism project in Shawinigan in 2013, with business Leaders (private & public sector)
  - Selected again for a one week Savoir Affaires held in Sept-Iles in 2016 and won again another scholarship.
- Excelled in sports coaching basketball for the past 9 years – my teams have won several prizes and trophies
- Board experience: I have occupied several non-profit Board Director positions for several years now:
  - Board Director, Regroupement des CPA de l'Outaouais
  - Treasurer & Vice-President, Board Director, Association des diplômés de l'Université du Québec en Outaouais
  - Board Director, Association des Résidents du Plateau
  - Board Director, Ottawa Safety Council
  - Past Board Director of Enviro Educ-Action
  - Past Board Director of the PWGSC Youth Network

I need all of your support to play a role in the strategic direction for ACFO. Thank you.

## **Nathan A. Thompson**

Privy Council Office  
Ottawa, ON

### **A little biographical information:**

I've been an FI for 13 years since 2004 - B. Comm Accounting University of Ottawa 2004

Wide variety of experience in both large central agencies (Finance Canada) through to micro departments (Governor General's Secretary), both in the NCR and in the Regions (Isolated post in NWT). The breadth of experience is also diverse and unique including Revolving funds and revenue neutral program management, to help desk support for SAP clusters, to Accounting Operations, and DM & ADM level Analytics. Passion for substance over form and strong advocate for workplace mental health.



### **I want to sit on the ACFO Board because, if elected, I would:**

- Be a fair and passionate advocate for balanced approaches to member resolutions
- Be a voice for tempered modernization of our working environments, relationships and collective agreement provisions
- Focus on the issue of addressing workplace bullying and support our members in need with vigilance and dedication
- Would strive to continue building capacity in the FI community for FI's to be considered best fits for Executive level promotions
- Listen attentively, be correctable and objective, and ensure the focus of our services is always on our members and their loved ones

### **I am qualified / would be an asset as a Board member because:**

- Wide variety of experience in the Financial Management group
- Extensive experience in VIP environments and engaging with High level public figures
- Experience in Finance in both the public and private sectors
- Passionate about the recognition and promotion of excellence in both employees and management

**Association of Canadian Financial Officers**  
**[www.acfo-acaf.com](http://www.acfo-acaf.com)**

