

Meeting Note
Intergovernmental Affairs Secretariat
Meeting with Consul General of Canada In Boston, United States, the Honourable
Bernadette Jordan
Wednesday, September 11, 2024 at 12 p.m.
Canadian Consulate, 3 Copley Place

Attendees:

- The Honourable Dr. Andrew Furey, Premier of Newfoundland and Labrador
- The Honourable Bernadette Jordan, Consul General of Canada in Boston, United States (Annex A)

Purpose of the Meeting:

- As part of the trade mission to Boston, Premier Furey will meet with the Consul General to Canada in Boston, United States (U.S.), the Honourable Bernadette Jordan. This meeting will offer the Premier an opportunity to discuss establishing a Boston office and recent trade developments.

Potential Discussion Topic #1: Boston Office

- In April 2024 Newfoundland and Labrador decided to open a Provincial Office in Boston, Massachusetts by availing of Global Affairs Canada's (GAC) co-location model. This approach is widely used among PTs, and sees jurisdictions enter a Memorandum of Understanding with GAC where the co-located jurisdiction funds operations that are extensively supported by GAC and housed within Canadian missions abroad.
- GAC signed the MOU with NL in August 2024 allowing for approval by GAC's Committee on Representation Abroad in September 2024, and for the subsequent creation of two positions for locally engaged staff (LES) to support the 'Canada-based staff' (CBS) that will be appointed by the Province to lead the Boston office (Annex B).
- The office will be announced at the NL reception being held at 6pm on September 11, 2024 in Boston.

34(1)(a)(i)

Analysis:

- [Redacted]

- GAC has advised that there will be additional time required to establish and fill LES positions and to not expect completion until the beginning of the coming fiscal year. GAC has also advised that the security clearance and accreditation process for NL's appointee will likely take a minimum of four months.

34(1)(a)(i)

- [Redacted]

- While the office structure is entirely up to the Province, there is currently only space for two staff at the Boston consulate, however discussions are ongoing related to possible renovations which would result in one additional office space. Support will also be provided by relevant GNL departments.

- While QC maintains a presence in the region, no other PT is co-located at the Boston Consulate.

Potential Speaking Points:

- I would like to thank you and your staff for all the support provided to help us in preparing to come join you here.
- I understand it will still be several months before we're fully up and running, but we intend to active in the region as soon as possible.

Potential Discussion Topic #2: Canada – U.S. Relations

- The trading relationship between Canada and its biggest trading partner, the U.S., is formally governed by the Canada-U.S.-Mexico Agreement (CUSMA). CUSMA contains a provision which requires a formal review of the agreement every 6 years with the initial review in 2026.
- In January 2024, the federal government launched the “Team Canada Approach to U.S. Relations” in anticipation of the November 2024 Presidential Election. Led by federal ministers, The Honourable Mary Ng, Minister of Export Promotion, International Trade and Economic Development; the Honourable François-Philippe Champagne, Minister of Innovation, Science and Industry, the goal of the strategy is to engage a full-court press on Canadian interests with all levels of government in the U.S., as well as business and union leaders.
- On August 21, 2024, GAC launched its initial call for public consultations to gather Canadians’ views on CUSMA. Minister Ng has written a letter to the Premier to receive “views about CUSMA and [to learn] about Newfoundland and Labrador’s specific interests, priorities and potential sensitivities”. The Province’s response is due October 31, 2024.
- The Prime Minister held a Cabinet retreat in Halifax, Nova Scotia, from August 25 to 27, 2024. The retreat focused on the federal government’s work to “strengthen the middle class, grow the economy, and deliver fairness for every generation”. The retreat agenda included a discussion on ways to strengthen Canada’s relationship with the United States of America, anchored by the federal government’s Team Canada engagement strategy.

Analysis:

- While the Democratic and Republican candidates for the upcoming U.S. Presidential Election differ significantly on social issues, both are expected to maintain the current protectionist trade policy stance taken by the United States. Examples of this policy stance include recent amendments to Buy American Act and Buy America regulations requiring increased government procurement of U.S. goods and services to which Canada has no carve outs at this time.
- It is notable that Republican candidate, former President Donald Trump, has indicated a desire to enforce a minimum 10% tariff on all global imports while Democratic candidate, current Vice-President Kamala Harris, has criticized this proposed tariff and framed it as a “Trump Tax” that will raise prices for families.

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Potential Speaking Points:

- **Newfoundland and Labrador is committed to the Team Canada approach to maintaining and enhancing Canada-US relations.**

Prepared/Reviewed By: R. Squires / J. Dredge / M. Janes

Approved By: P. Hearn

September 5, 2024

ANNEX A**Biographies****The Honourable Bernadette Jordan, Consul General of Canada In Boston, United States**

Bernadette Jordan (BA [Political Science], St. Francis Xavier University, 1984) was raised on the South Shore of Nova Scotia in a small fishing community. Her love of her community and desire to see it grow and thrive started at a young age when she became a community volunteer while in junior high school.

Bernadette started her working career in the field of economic development and built an extensive network. She then went on to a career in community news, spending almost 12 years as the special projects manager for the award-winning newspaper publisher Lighthouse Publishing. She received multiple awards in the areas of advertising, promotion, business campaigns and volunteerism. During this time, she also served as the president of the Atlantic Canadian Newspapers Association and as a member of the board of the Canadian Community Newspapers Association.

In 2006, Bernadette left community news to take on a new role in fund development with the Health Services Foundation of the South Shore. Her work helped the foundation raise millions of dollars for health care in her community. She was an active member of the Association of Fundraising Professionals, received their Rising Star Award and led a campaign that won their Ten Star Chapter Award.

In 2015, Bernadette ran for and won the federal riding of South Shore–St. Margarets by the largest margin ever in the riding and became the first woman to hold the seat. In her first years in government, she was the chair of the Atlantic Liberal Caucus, a member of the standing committees on the Status of Women and on the Scrutiny of Regulations, and the chair of the Standing Committee on Fisheries and Oceans. During that time, she introduced a motion calling on the government to deal with abandoned and derelict vessels in Canada's waterways, which led to legislation passed in 2018 to address this ongoing problem. She was then appointed parliamentary secretary to the minister of democratic institutions. In 2019, she became the first minister of rural economic development. Later that same year she became minister of fisheries, oceans and the Canadian Coast Guard. This made Bernadette the first woman elected in Nova Scotia to hold a seat at the Cabinet table.

After leaving politics in 2021, Bernadette went back to her fund development roots, accepting a position as the national director of philanthropy with Shelter Movers, a volunteer-powered charity providing free moving and storage services to people, primarily women and children, leaving abuse.

Bernadette and her husband, David, live on the beautiful South Shore. They have raised 3 children and enjoy the beach, kayaking and their dog Alfie. She continues to volunteer with organizations in her community. Bernadette was recently the recipient of the Queen's Platinum Jubilee Medal (Nova Scotia) for service to Nova Scotia and Canada. In her spare time, Bernadette is a fabric artist and speaker at many events involving women in leadership.

ANNEX B

Government of Newfoundland and Labrador's Trade Policy and Promotion Program

Mandate: To advance the trade policy interests of Newfoundland and Labrador while promoting its economic opportunities and assets in strategic markets abroad.

The Role of Canada-Based Staff: They will lead all advocacy efforts and manage any locally-engaged staff deemed necessary to the success of the office and will engage in a range of activities including, but not limited to:

- Strengthening and building new networks to provide economic opportunities for the Province;
- Raise the international profile of the Province through strategic relationships with a variety of stakeholders both in the foreign office location and in other parts of the country;
- Act as a gateway for Newfoundland and Labrador companies seeking to pursue opportunities in-market;
- Attract Foreign Direct Investment into Newfoundland and Labrador;
- Support research and development agreements between the Province and international organizations;
- Advocate on behalf of Newfoundland and Labrador interests and stakeholders;
- Provide strategic advice to the Minister of Intergovernmental Affairs that will serve to advance the interests of the Province abroad; and
- Provide strategic advice to the Intergovernmental Affairs Secretariat on current and emerging issues/developments regarding in-market economic, social, trade, and political matters.

The Role of Locally-Engaged Staff: These individuals will be vital supporting members of Canada-Based Staff. They will ensure administrative excellence and operation of the office while providing an in-depth understanding of the local market. The locally-engaged staff can vary significantly depending on the location and needs of the office and will engage in a range of activities including, but not limited to:

- Serving as the central point-of-contact for the office and maintaining the network of office contacts, suppliers, and vendors;
- Scheduling and coordinating meetings among other administrative duties such as: making travel and accommodation arrangements, drafting requisite correspondence and taking meeting notes, making photocopies and managing files, and ensuring the office is properly supplied, maintained, and general office processes are adhered to;
- Monitoring budget expenditures and drafting budget correspondence as needed;
- Fills any administrative reports required by the Government of Newfoundland and Labrador and liaises with Government staff as needed; and
- Coordinating and operating as a lead planner for any events, meetings, and so forth.

MEMORANDUM OF UNDERSTANDING
ON
OPERATIONS AND SUPPORT AT MISSIONS

Prepared by:

Client Relations Division (AFR)
Global Affairs Canada

April 2021

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MEMORANDUM OF UNDERSTANDING ON OPERATIONS AND SUPPORT AT MISSIONS

1.0 INTRODUCTION

1.0.1 In accordance with the Treasury Board Secretariat (TBS) *Common Service Policy*, the Department of Foreign Affairs, Trade and Development Act, Global Affairs Canada (GAC) is mandated to manage the procurement of goods, services, and real property in support of Diplomatic and Consular Missions.

GAC provides common services to a variety of clients, including client departments, Crown corporations and non-federal organizations (e.g. Provinces and Territories).

In accordance with the TBS *Common Services Policy*, common services are mandatory for clients to use when required in support of Canada's diplomatic and consular missions.

In accordance with the TBS *Common Services Policy*, common services are optional for clients to use when required for purposes other than in support of diplomatic and consular missions.

GAC and Shared Services Canada (SSC) will collectively provide a range of Information Management and Information Technology (IM/IT) services. SSC will provide services in accordance with *Shared Services Canada Act*.

1.0.2 GAC, SSC and clients will adhere to current government legislation, policies and directives, referred to in Appendix B, amended as required.

1.0.3 This Memorandum of Understanding (MOU) is not a legally binding document and does not create legal obligations

1.0.4 The English and French texts of this Memorandum of Understanding are equally authoritative.

2.0 PURPOSE AND SCOPE

2.0.1 This MOU provides the framework for an efficient and cost-effective delivery of operations and common services in support of the international programs of all client departments, Crown corporations and non-federal organisations, which have opted to sign this MOU.

2.0.2 This MOU covers the roles and responsibilities of GAC, SSC and clients. This MOU also includes

the principles and operational guidelines for the management, reporting, accountability for and administration of common services.

2.0.3 Any unique operating arrangement or client-specific requirement will be described in a client-specific annex signed between GAC and the client it pertains to. This annex will become a supplement to this MOU.

2.0.4 The client-specific annexes currently in effect form a part of this MOU until they have been revised.

2.0.5 This MOU includes the following appendices and client-specific annexes:

Appendix A: Acronyms and Symbols;
Appendix B: Legislations, Policies and Directives;
Appendix C: Glossary of Terms;
Appendix D: Service Delivery Standards Template; and
Appendix E: GAC Reports to Clients.

Client-specific Annexes:

Department of National Defence
Immigration, Refugee and Citizenship Canada
Justice Canada
Public Safety Canada
Royal Canadian Mounted Police

3.0 PRINCIPLES

3.0.1 Through ongoing consultative and collaborative processes, GAC and SSC will deliver cost-effective and quality common services in partnership with clients with international programs. In delivering these common services at missions, GAC, SSC and clients concur with the following:

- a. To operate in a transparent manner and to consult regularly and in advance regarding policies, procedures and financial arrangements for common services;**
- b. That GAC will deliver consistent and equitable common services to all programs at missions, recognizing program-specific requirements of individual clients and mission-specific conditions;**
- c. To effectively integrate departmental programs at the mission level, while recognizing policy and program responsibility and requirements of individual clients;**
- d. That the financial implications of program decisions on the delivery of common services must be fully assessed and the source of full funding identified; and**
- e. That GAC will provide supporting information and the rationale for requests for new charges, ongoing charges or changes to existing charges, through the costing methodology**

- 3.0.2 Given the shared interest of all clients in efficient and cost-effective delivery of common services, GAC and SSC will continue to explore, in consultation with clients, methods to improve delivery of its mandate for common services.
- 3.0.3 GAC will provide common services to positions created under the *Framework for Planning and Managing Change to the Network*. GAC may provide services to supplementary resources, which may be limited until a cost-recovery mechanism is in place.
- 3.0.4 GAC has the duty, as stated in the Official Languages Act, to ensure that any client can communicate with and obtain available services in either official language (English/French).

4.0 GOVERNANCE OF THE MOU

- 4.0.1 This section deals with the overall Governance of this MOU and the respective roles and responsibilities of interdepartmental committees to address policy and delivery issues relating to common services. Each Committee is composed of representatives from common service providers and from clients.
- 4.0.2 The Deputy Minister Sub-Committee on Representation Abroad (the DM Sub-Committee) is a sub-group of the Deputy Ministers' Committee on Global Affairs, Security and Human Rights. The Chair is the Deputy Minister of Foreign Affairs. The mandate of the DM Sub-Committee is to:
 - a. Exchange information, share priorities, consult, seek consensus and provide direction and coordination in the service of Canada's foreign policy priorities and objectives related to the Government of Canada's international agenda; and
 - b. Promote the coordination of policy, programs and the use of common services among clients with respect to GAC's missions.
- 4.0.3 The Interdepartmental Assistant Deputy Minister Council on Common Services Abroad (the ADM Council) provides advice to the Deputy Minister of Foreign Affairs on mechanisms to implement Canadian foreign policy through the Government of Canada's international platform. The ADM Council monitors the priorities approved by the Minister of Foreign Affairs and their alignment with Government of Canada priorities. This Committee is chaired by the ADM, International Platform Branch, GAC. The Deputy Chair is the ADM, Operations, Immigration, Refugee and Citizenship Canada. The ADM Council will review operational resource allocation plans provided by clients and promote resource allocation alternatives for more cost-effective delivery of common services.
- 4.0.4 The Interdepartmental Working Group on Common Services Abroad (the IWGCSA) consists of a Director-level official (or equivalent) from each client. The Chair is the Director, Client Relations Division, GAC.

- 4.0.5** In order to ensure effective delivery of common services, the mandate of the IWGCSA is to:
- a. Evaluate the operation and implementation of this MOU;
 - b. Provide direction and guidance on common services policy and delivery issues;
 - c. Serve as the dispute resolution body, as outlined in paragraph 14.1.3;
 - d. Review and address issues of common services financial arrangements and charges, related costs or service levels;
 - e. Coordinate annual plans for changes in positions at missions, as outlined in the *Framework for Planning and Managing Change to the Network*;
 - f. Identify priority areas requiring consideration by senior management at the DM Sub-Committee, the ADM Council, or other advisory bodies, as appropriate; and
 - g. Serve as the consultative forum for:
 - i. Common service providers to present any policy and procedural changes to clients in advance of their implementation;
 - ii. Any such changes that affect the basket of services provided to clients, as indicated in the costings, will be submitted for consultation to IWGCSA and/or Missions Committee; and
 - iii. Clients to request presentations from common service providers.
- 4.0.6** The IWGCSA will take into account broader common services policy and delivery issues resulting from changes in Government of Canada policies and guidelines. The IWGCSA will also take into account the guidance of the ADM Council.
- 4.0.7** The IWGCSA may establish sub-working groups to discuss and address issues identified by the IWGCSA.
- 4.0.8** The Client Relations Division acts as the Secretariat for the:
- a. DM Sub-Committee;
 - b. ADM Council; and
 - c. The IWGCSA.
- 4.0.9** Within GAC, the ADM, International Platform Branch, has functional leadership for common services and is accountable for matters relating to this MOU. The primary operational contact and the coordinator for this MOU is the Director, Client Relations Division, GAC.
- 4.0.10** Clients will designate a Director-level or equivalent principal contact and working-level contacts for common services.

5.0 ACCOUNTABILITY

- 5.0.1** In accordance with section 15 of the *Department of Foreign Affairs, Trade and Development Act*, the Head of Mission (HOM) is the Government of Canada's official representative to the host

government.

Under this statutory grant of authority, the HOM has the management and direction of the mission and its activities and supervision of the official activities of clients in his/her Area of Accreditation. The HOM is accountable to the Minister of Foreign Affairs for the conduct of the Government of Canada's official business and for the oversight of all government of Canada programs and objectives in the HOM'S Area of Accreditation. Clients' headquarters are accountable for the overseas delivery of their programs at missions.

The HOM will take into account the respective legislations, mandates and delegated authorities of clients. The HOM will ensure an effective and inclusive Committee on Mission Management (CMM) and other regular consultations with program managers of clients. The HOM and clients will work together to identify opportunities for efficiencies in activities.

As members of CMM and other Committees, clients are expected to contribute, as appropriate, to the operations/management of the mission.

The clients and their program mandates will be integrated into the mission operations and related planning documents. Clients will make efforts to integrate the outcome of their respective planning processes for programs at missions.

In consultation with clients, GAC is responsible for ensuring interdepartmental coherence in the implementation of the Government of Canada's international policy priorities.

Program managers at mission, clients and the HOM share responsibility for the resolution of issues relating to staff comportment.

- 5.0.2 For the management and direction of all program related activities, program managers are accountable to the headquarters of clients who will issue regular functional guidance.

All Canada Based Staff (CBS) and the Locally Engaged Staff (LES) are accountable to HOMs, through the appropriate program manager, according to the territorial accreditation of the HOM.

- 5.0.3 In conformity with the general management of the mission and in the context of mission operations, the HOM may, in consultation with the client, cancel or refuse leave requests in cases where leave requests hinder mission operations and the HOM has consulted with the client.

The HOM may review program expenditures, such as travel and hospitality, to ensure compliance to Government of Canada policies and coherence among Federal government programs.

The HOM is accountable for the management and control of the mission's financial resources, in the context of the *Federal Accountability Act*.

- 5.0.4 All mission personnel will serve as integral members of the mission to which they have been assigned, will keep the HOM informed of their activities, and wherever possible, through the applicable program manager, be available for assignment by the HOM to carry out temporary, special-duty functions in other program areas.

Clients will be expected to participate, as available, in crisis management and support business continuity in an emergency.

- 5.0.5 Clients recognize the need to make their staff available to the extent possible, to assist the mission in delivering Major Government of Canada Initiatives, e.g., Governor General and Prime Minister visits. The HOM is accountable for ensuring that the level of participation is determined through consultation with clients.

- 5.0.6 All mission personnel are responsible for adhering to Government of Canada and GAC directives, norms, processes, ethics, policies and standards applicable at the mission. These are included, but not limited to the ones listed in Appendix B.

GAC will make this Information available to all mission staff and undertake to share new policies in a timely manner.

The activities of all mission staff shall be in accordance with the *Vienna Convention on Diplomatic Relations* and the *Vienna Convention on Consular Relations* (the *Vienna Conventions*).

- 5.0.7 Where issues of responsibility or liability arise with respect to any legal action, GAC and all clients involved are committed to working together, in consultation with the Department of Justice, to ensure both that any legal risk is minimized and that any issues are resolved in a cooperative and consultative manner.

- 5.0.8 GAC is accountable for the security at missions and will share mission Baseline Threat Assessments with concerned clients and program managers at missions, regularly. The GAC Chief Security Officer (CSO) will arrange for secure briefings with concerned clients when significant changes to a mission's security posture are undertaken that may affect the client.

- 5.0.9 The HOM is accountable for the proper management of the human, financial, and physical resources of the mission. Specific responsibilities are addressed in other sections of this MOU. This accountability will be reflected in the respective performance agreements.

- 5.0.10 The provisions of this MOU will be effective as of April 1, 2021, or at the date of their signature,

whichever date is earlier.

This MOU supersedes any previous MOUs between the clients on the subject of operations and support at missions.

6.0 HUMAN RESOURCE MANAGEMENT

6.0.1 This section pertains to the management and administration of Government of Canada human resources working at missions; the general provisions for the management of these resources; and the details specific to the selection, preparation and training of:

- a. CBS and their eligible dependants (Sub-section 6.2); and
- b. LES (Sub-section 6.3).

6.0.2 For the purposes of this section, common services provided by the mission:

- a. Extend to CBS personnel either working at the mission or in a Satellite Position Abroad, who are granted diplomatic or consular privileges and immunities;
- b. Extend to LES working at the mission;
- c. Extend to personnel whose positions are funded through Supplementary Resources; and
- d. Extend to CBS eligible dependants.

6.1 PROVISIONS APPLYING TO ALL MISSION STAFF

6.1.1 All clients that are signatories to this MOU endorse the application of the people management principles of the Government of Canada as they apply to the effective management of all human resources at missions.

6.1.2 Clients delivering programs abroad recognize that, in order to foster the team environment at the mission that is necessary for the effective representation of the Government of Canada abroad, their representatives are part of a productive, principled, sustainable and adaptable workforce at the mission. The clients and their representatives share common mission workplace goals intended to ensure:

- a. Fair employment and workplace practices and effective labour relations;
- b. Clear direction, collaboration, respect and support for employees' linguistic rights, diversity and personal circumstances, in order for them to fulfill their mandate; and
- c. A healthy and safe, physical and psychological environment.

For non-federal organizations, the CBS will have a diplomatic/consular designation, agreed upon by GAC and the client, through an exchange of letters at the time of the nomination of the CBS. The CBS will hold themselves out only by the agreed upon diplomatic/consular designation or by their operational title assigned by the client. The CBS will act as a representative of the non-

federal organization at all times and not of the Government of Canada. Therefore, all services and communications provided by the CBS will represent the client's program and will not be federal in nature.

- 6.1.3 Conduct Abroad:** The activities of all mission staff will be in accordance with the *Vienna Conventions*. The *Values and Ethics Code for the Public Sector* governs the conduct of clients.

In addition, CBS and their eligible dependants have a responsibility to ensure that their conduct is at all times exemplary and upholds the Government of Canada's good reputation abroad, as outlined by the *Code of Conduct for Canadian Representatives Abroad (Conduct Abroad Code)*.

The responsibilities of CBS, their eligible dependants, and LES, as outlined above, apply at all times.

Where additional requirements exist, they are set out in the client-specific annex.

- 6.1.4 Mission Management and Operation:** Clients, their program managers, CBS and LES will contribute to the effective and efficient management and operation of the mission, through activities such as serving on CMM and other mission governance and operational committees. This includes participating in common mission duties. Program managers will be consulted regarding their staff's participation in common mission duties. However, this participation should not have a negative impact on the delivery of the client's program.
- 6.1.5** The Government of Canada has the duty, as stated in the *Official Languages Act*, to ensure that any member of the public can communicate with and obtain available services in either official language (English/French). Should an instance occur where the CBS or LES is asked to provide communications or services that lie outside their scope of responsibility, including but not limited to providing communications or services in either of the Government of Canada's official languages, the CBS or LES will refer the requestor to an officer who will be able to respond within a reasonable time. The CBS or LES in this case, will only refer someone to another officer outside of their program on an exceptional basis and when another employee within their program is not available.
- 6.1.6 Official Activities Requiring Support:** Clients recognize that there may be exceptional situations where mission operations may require assistance from client programs. Upon HOM's request, clients will make best efforts considering their program objectives to assist in areas of mutual interest such as Canadian governmental initiatives, including visits by the Governor General and Prime Minister, business continuity and mission emergency planning, etc. Such situations will be discussed in advance at CMM. In case of a disagreement, the client HQ will also be involved in the discussions. However, all clients will work together to identify opportunities for efficiencies in such official activities.
- 6.1.7** The degree to which Official Visits affect mission staff will vary with the size of the mission and

will be subject to consultation through the CMM. For situations such as visits by Ministers or senior officials of clients, the visiting client will fund all costs related to the visit.

6.2 PROVISIONS APPLYING TO CANADA BASED STAFF AND THEIR ELIGIBLE DEPENDANTS

6.2.1 CBS Selection and Preparation (Including Preparation for their Eligible Dependants)

6.2.1.1 CBS Position Creation: When new CBS positions are created at missions, the duration of the positions abroad will normally be considered indeterminate. The headquarters of the client will recommend the classification level of the new position, and request the creation in accordance with the *Framework for Planning and Managing Change to the Network*

6.2.1.2 Clients will initiate the assignment action and nominate CBS to missions. They will seek the agreement of the HOM through GAC and must receive concurrence before the assignment, extension or early termination of assignment is confirmed.

CBS and their dependants will generally not be accepted for postings to missions abroad if they are not eligible for privileges and immunities. Most states will not accredit their own nationals or permanent residents, and many states will not recognize common-law or same-sex dependants as spouses. Clients are responsible for ensuring that candidates clearly indicate whether they or their accompanying dependants possess a second nationality and whether they are in a common-law or same-sex relationship. Clients must advise GAC if the candidate's personal circumstances may make the candidate or his or her dependants ineligible for privileges and immunities so that GAC can assess the candidate's eligibility for the posting.

If the HOM were to refuse a CBS candidate, it should be discussed in advance with the client HQ.

6.2.1.3 Clients are responsible for ensuring that their candidates for positions at missions and their eligible dependants receive medical clearance from Health Canada or a Health Canada approved provider. This requirement will not apply to Crown Corporations and non-federal organizations until such time as a process can be developed which will allow these organizations to obtain medical clearance from Health Canada or a Health Canada approved provider. The non-application of this requirement in the interim will in no way affect the legal duty that is owed by the Crown Corporations or non-federal organizations to their employees or impose an additional duty of care on GAC. Therefore, in the interim, Crown corporations and non-federal organizations must ensure that their candidates receive medical clearance from an appropriate registered medical practitioner (i.e. maintain the existing practice). Duty of care refers to the Canada Labour Code that dictates that the employer has a general duty of care to ensure that the safety at work of every employee is protected.

- 6.2.1.4 The client CBS will be a Canadian citizen and the client will ensure that the CBS has Federal Top Secret security clearance before their assignment to Mission.
- 6.2.1.5 In accordance with international conventions and GAC's policies and guidelines, GAC will as applicable:
 - a. Request the issuance of diplomatic or consular status for all CBS and their eligible dependants;
 - b. Obtain applicable cross-accreditation; and
 - c. Secure necessary visas.
- 6.2.1.6 Pre-posting training directly related to GAC programs is the responsibility of GAC. Other pre-posting training is available on a cost-recovery basis.
- 6.2.1.7 Clients agree to apply GAC's spousal employment policy to spouses and eligible dependants of CBS personnel or of any other employee posted at missions.

6.2.2 CBS Management and Administration

- 6.2.2.1 Program managers are accountable for the human resources management of CBS reporting to them, according to their respective departmental delegated authorities and as confirmed in section 5 (Accountability) of this MOU. This includes work assignment, overtime and leave authorization, performance management and feedback, informal conflict resolution, learning plans and professional development, and participation in common mission duties.
- 6.2.2.2 CBS posted at missions remain employees of and the managerial responsibility of the client, unless otherwise agreed to with GAC. In certain situations, such as when a secondment arrangement is in place, the managerial and supervisory responsibility may rest with a representative of another client.
- 6.2.2.3 The client will ensure, as a condition of assignment at the mission, that the CBS and their eligible dependants have appropriate insurance (including medical coverage, workers' compensation, emergency medical care and evacuation) for the duration of the assignment that is also flexible for upgrade, should it be required.
- 6.2.2.4 The client will ensure that its CBS is aware of vaccination requirements and other medical prophylactics recommended by health officials before the CBS and eligible dependants relocate to the mission.

The client may request that GAC provide vaccinations to its CBS and eligible dependants. These services are based on availability and on a cost recovery basis

- 6.2.2.5 CBS Overtime:** In accordance with sound management practices, all overtime, with the exception of overtime performed to respond to an emergency, must have prior approval. A program manager may request overtime of CBS for program-related activities in accordance with the relevant collective agreements, departmental policies and the *Directive on Delegation of Spending and Financial Authorities*.

Program managers who oversee staff from another client must seek prior approval from the client for authorization of CBS overtime. If the client's approval is not sought or provided, the requesting client will be responsible for paying the costs of the overtime in question.

- 6.2.2.6 CBS Program Manager Performance Management:** When program managers are assigned abroad, clients remain responsible for their performance management. When preparing the performance evaluation, the client will seek HOM input into the performance evaluation.

In these cases, it remains the decision of the program manager's department whether or not to include these comments in the performance evaluation. The HOM may request a copy of the performance evaluation from the client headquarters. However, it will be up to the client's discretion to provide a copy.

- 6.2.2.7 CBS Performance Management:** CBS are employees of the client and are subject to their client's human resource requirements for performance management.

It is recommended that the HOM or program managers submit comments for inclusion in the performance management exercise.

Similarly, when a client's employee supervises an employee from a different client, the supervisor may submit objectives and comments for inclusion in the evaluation. It should be noted, however, that the client linked to the employee has the discretion to determine if the supervisor's comments should be included.

- 6.2.2.8 CBS Investigation of Misconduct and Wrongdoing:** In the case of CBS, both the clients and the HOM are responsible for ensuring a consultative and coordinated investigation and response to any misconduct or wrongdoing. The HOM will seek advice and direction from the appropriate headquarters units of GAC, the home client of the employee, and any other implicated department, for internal investigations of wrongdoing involving any mission CBS. The HOM will always take into consideration the advice of all concerning parties before making a final decision. All situations of wrongdoing will be reported to GAC and the client CSO.

If the outcome of the investigation confirms wrongdoing, the HOM is accountable for ensuring that the wrongdoing is dealt with in accordance with relevant Canadian

legislation, with international law as it pertains to sovereign immunity, with the criminal or civil laws of the country of accreditation (if immunity is waived), and with the Vienna Conventions.

While all investigations will be collaborative and coordinated, the lead will fall into two categories: program-related and security-related. For program-related investigations, which require specific knowledge of business processes and relevant legislation, the department responsible for the program best leads these investigations.

Given the interrelationships present in the mission environment, the GAC CSO, in consultation with the client CSO will lead security-related investigations, will be kept informed regarding program-related investigations and may decide to lead a concurrent security investigation.

The HOM will decide whether to terminate the assignment of the CBS, subsequent to consultation with all concerned departments.

If required, clients are responsible for the disciplinary action of their CBS in accordance with the delegated authorities.

- 6.2.2.9 When GAC opens an investigation into an allegation of misconduct of a CBS threatening mission operations, the HOM will notify the relevant client and will follow appropriate GAC investigation procedures. The client may choose to initiate its own investigation into the allegations of misconduct from an employment/discipline perspective.
- 6.2.2.10 Conversely, when the client opens an investigation into an allegation of misconduct of a client CBS affecting employment/disciplinary matters, the client will notify the HOM, who may choose to initiate his/her own investigation into the allegations of misconduct from a mission operations perspective.

While GAC and the client will respectively lead on investigations pertaining principally to Mission operations or employment/disciplinary matters, it is recognized by GAC and the client that the same Allegations of Misconduct may require investigation and action by both, GAC and the client.

In the course of any investigation and should the allegations of misconduct of a client CBS warrant it, the HOM and the client may require that the CBS be temporarily directed not to report to work at the mission pending the outcome of an investigation.

- 6.2.2.11 Should any investigation result in confirmation of the allegations of misconduct of a client's CBS:
 - a. The HOM retains the ability to impose on the client CBS, at any time, any non-disciplinary measures;

- b. The HOM retains the ability to terminate at any time the assignment of the client CBS at the Mission; and
- c. The client retains the ability to take any disciplinary action with respect to its CBS at any time.

6.2.2.12 The HOM's authority includes the ability to concur or refuse to concur with the nomination of any CBS to the mission. This authority includes the ability to terminate a CBS assignment by rescinding that concurrence at any time, for reasons including, but not limited to, those related to section 5.0.6, and after consultation with the client concerned. When appropriate, the HOM will first request the client to recall its CBS instead of terminating the assignment.

In all instances where the HOM refuses to concur with a CBS nomination or where the HOM wishes to terminate an assignment, the HOM will consult with the client and will provide written reasons for the refusal or termination. The client will have the opportunity to respond to HOM concerns with further information before this decision becomes final.

6.2.3 CBS Training

- 6.2.3.1 Foreign Language Training:** When the home client approves foreign language training for the CBS and eligible dependants, GAC may make the necessary administrative arrangements. The home client shall pay for the training and related costs.
- 6.2.3.2** GAC will provide training to client CBS on issues and procedures specific to the mission. GAC may offer other training to client CBS on a cost recovery basis and upon request.

6.3 PROVISIONS APPLYING TO LOCALLY ENGAGED STAFF

6.3.1 LES Selection

- 6.3.1.1** The duration of new LES positions created at missions will normally be indeterminate. The headquarters of the client will recommend the classification level of the new position, in consultation with the LES Corporate Classification Unit and in accordance with the *Framework for Planning and Managing Change to the Network*.

The client will prepare the LES job description using GAC-provided templates. Where possible, GAC will also provide a generic job description.

GAC will review and classify the job description in consultation with the client and according to GAC's classification directives. GAC will ensure relativity of the classification between all LES globally.

- 6.3.1.2 **LES Staffing:** The mission will initiate staffing of vacant LES positions at the request of the respective program manager. A committee established by the mission will select the qualified candidate. This committee will be chaired and selected by the hiring client. If this is not possible, a selection committee at mission will be established and the views of the client that created the position will be sought. The client's concurrence with the choice of incumbent will be sought before an offer is made.

The hiring program manager determines the needs of their program and the development of the staffing tools to meet those needs. The Management Consular Officer (MCO)/Mission Administration Officer (MAO)/ Common Service Delivery Point (CSDP) will ensure that the process and results meet all requirements under the LES Employment Regulations and directives governing the LES.

The HOM is the delegated authority for signing the letter of offer (Program managers to be consulted).

- 6.3.1.3 When a client, in conjunction with GAC, determines that it requires a dedicated LES driver who is not included within the mission complement of pooled drivers, the driver will be engaged at the expense of the requesting client.

6.3.2 *LES Management and Administration*

- 6.3.2.1 GAC is the employer of record and responsible for the overall Human Resources Management Framework, which is composed of the *LES Employment Regulations*, *Treasury Board Locally Engaged Staff Policy* and the *LES Terms and Conditions Regulations*.
- 6.3.2.2 GAC will provide human resources management of LES, including:
- a. Administrative services related to: classification requests such as creation, update and reclassification of positions; labour relations advice; and staffing of LES positions;
 - b. Proceedings to obtain and maintain reliability status or security clearance, which will take into consideration the particular requirements of a client related to reliability or security;
 - c. Conducting annual review of LES salaries and cyclical review of benefits;
 - d. Management of pension and insurance plans;
 - e. Calculation of termination allowances and separation packages including severance and pension entitlements; and
 - f. Provision of a performance management program (PMP).
- 6.3.2.3 The administration of LES is undertaken in accordance with the *Locally Engaged Staff Employment Regulations*, the *Treasury Board Policy for LES*, as well as the country-specific *Terms and Conditions of Employment for Locally Engaged Staff*. LES will comply with the

Values and Ethics Code of the Public Sector, GAC and client-specific standards of conduct and conflict of interest guidelines.

- 6.3.2.4 **LES Position Reclassification**: Clients recognize that position reclassification is not a mechanism for reward but rather a system that determines, in an equitable, consistent, and transparent manner, the relative value of a position locally and ensures global consistency. Classification is based on formally assigned duties.
- 6.3.2.5 **LES Rates of Pay**: In accordance with the Treasury Board Policy for Locally Engaged Staff and *the LES Terms and Conditions Regulations*, GAC determines and administers all LES rates of pay and employee benefits packages.
- 6.3.2.6 **LES Overtime**: The mission is responsible for determining the budget allocation of overtime funds based on each program's contribution. The mission is also responsible for the monitoring and reporting on the use of the funds.

Program managers are responsible for ensuring that LES overtime is preauthorized and conforms to mission Terms and Conditions of employment.

Preauthorization includes consulting their program budget to ensure that there are sufficient funds before committing to pay any overtime. Expenditures that exceed one program's overtime budget shall not negatively affect other clients' access to overtime salary amounts included in their own position funding.

Allocation of overtime budgets will be discussed at the CMM no later than April 30th of the fiscal year.

For Crown corporations and non-federal organizations, funding for LES overtime is not managed by the mission. All expenditures in reference to LES overtime will be charged to the client's permanent advance account.

- 6.3.2.7 **LES Performance Management**: The program manager or other responsible supervisor will prepare the annual performance appraisal and review for LES. When the program manager or other supervisor is from a different client, then the input and concurrence of the client funding the LES position will be sought.
- 6.3.2.8 **LES Investigation of Misconduct and Wrongdoing**: In the case of LES, both the client and the HOM are responsible for ensuring a consultative and coordinated investigation and response to any misconduct and/or wrongdoing.

The HOM will seek support and guidance from the appropriate headquarters units of GAC, the client headquarters of the employee, and any other implicated department, for internal investigations of misconduct and/or wrongdoing involving, any mission LES.

Investigations will be collaborative and coordinated; the lead for investigations will be determined based on whether the issue is program based or security related. Investigations requiring a thorough knowledge of the Program's processes, procedures and relevant legislation will be led by the program. Given the interrelationships at mission, situations of wrongdoing pertaining to security will be reported to the GAC CSO.

- 6.3.2.9 Prior to taking corrective action, the HOM will consult with the client and the Bureau responsible for LES to ensure that the corrective action in consideration is consistent globally and conforms to the TB Policy for LES and the Directive on Labour Relations and Recourse.

Termination of LES will be in accordance with Treasury Board Policy for LES, *LES Terms and Conditions of Employment*, the Labour Relations and Recourse Directive and to the extent feasible in accordance with local labour laws. Amounts paid to terminated employees, as a result of layoff, that are above the established Mission's Terms and Conditions of Employment, as well as any related legal costs, will be borne by the client initiating the termination. As the employer, GAC will manage the termination process and will be liable for its actions in the termination process.

- 6.3.2.10 The costs of termination (related to severance) of any Crown corporation or non-federal organisation LES will be pro-rated between the different mission programs according to the time the employee worked for each program. The Crown corporation or non-federal organisation will pay a proportion of termination costs according to the time the employee worked for that program.

- 6.3.2.11 Emergency Employment: Under the current costing methodology, Emergency Employment is considered a Supplementary Resource. Until this profile is fully implemented the following will apply:

When emergency LES are required for the delivery of temporary program-specific initiatives, the responsible program will cover the charges for the direct salary and other related costs such as benefits and overtime.

The responsible program may also be charged for the associated incremental common services costs

- 6.3.2.12 When for any given reason a funded position becomes vacant for a specified period of time (i.e., leave of absence), a temporary appointment to fill that position should be considered. The term appointment will be funded from the authorized program position base.

This does not preclude using vacant position base funding to hire casual employees, or to offset overtime requirements for remaining LES, where that program determines that this

is an effective temporary staffing strategy.

6.3.3 *LES Training*

- 6.3.3.1 All training provided to LES will be in accordance with the *Locally Engaged Staff Learning Guide (LES Learning Roadmap)*. Program-specific training for LES staff is the responsibility of the client and will be at its expense, including any related travel expenses.
- 6.3.3.2 GAC offers learning and career development to all LES. The specific program funding the position is responsible for any related travel expenses. GAC's annual course schedule is made available each year to all missions and clients. GAC will inform clients of any changes to the corporate training budget that affect the availability of GAC corporate training and career development of LES positions funded by the client.

7.0 FOREIGN SERVICE DIRECTIVES ADMINISTRATION & ADVISORY

- 7.0.1 FSDs: CBS are governed by the FSDs, with the following exceptions:
 - a. The Military Foreign Service Instructions (MFSIs) govern military personnel;
 - b. Where clients have implemented other allowances or provisions; and
 - c. Where clients have chosen to administer their own FSDs

The interpretation of the application of the FSDs will rest first within GAC, the appropriate foreign service interdepartmental coordinating committees and then ultimately the National Joint Council. In cases of alleged misinterpretation or misapplication arising out of the FSDs, the appropriate grievance procedure should be followed. The administration of the FSDs may be subject to future cost-recovery in accordance with TBS policy.

- 7.0.2 The Deputy Minister, GAC determines post rating levels on the recommendation of the Interdepartmental Hardship Post Committee based on information received from the Post Hardship Report and Rating Form. The form measures the level of hardship according to various factors such as isolation, recreation, health, personal security, cultural differences, environment, local transportation, and availability of food and clothing. The Hardship Post Rating Form is determined by the National Joint Council Committee on the FSD. The Interdepartmental Hardship Post Committee reviews the post rating levels every three years or as requested by the mission, due to significant changes in post conditions. The FSD Services and Policy Bureau is accountable to interpret, manage, and advise on the FSD allowances, benefits, and conditions of employment for all clients for which GAC is administering FSDs. It is the HOM's responsibility to ensure that the information submitted in the Hardship Post Rating Form accurately reflects the conditions at post.

8.0 PROGRAM DELIVERY SERVICES

- 8.0.1** The Participants will work together to identify opportunities for efficiencies in contracting, procurement and program activities.

8.1 PROCUREMENT/ACQUISITION SERVICES

- 8.1.1** GAC is responsible for the acquisition, repair, refurbishment, or replacement and disposal of standard office and residential furniture, furnishings, and equipment according to schedules identified in the *Materiel Management Manual*. Any standard furniture, furnishings, and equipment funded by a client will remain in the custody of GAC.
- 8.1.2** Clients are responsible for the repair, refurbishment or replacement of the non-standard, client-specific items that were supplied by the client or acquired at their special request, including but not limited to non-standard, client-specific file or other storage equipment, office furnishings, printers, televisions or cameras. GAC will return to clients any remaining funds from the disposal of such client funded items.

Clients are to provide GAC, on a yearly basis, a complete inventory listing of non-standard items held at the Chancery.

- 8.1.3** Upon request, GAC will facilitate (but not directly manage/oversee) the repair, refurbishment or replacement of said items, only where GAC has a pre-existing relationship with a service provider that can assist; clients are responsible for any resulting costs. Should clients decline to use such pre-existing contacts, clients are responsible for finding and making arrangements with other service providers.

8.2 STATIONERY & OFFICE SUPPLIES

- 8.2.1** GAC will maintain an inventory of Basic Office Supplies at missions for the ready use of mission staff. "Basic Office Supplies" being defined as those that are used by the vast majority of staff at the office (ex. pens, paper, staples), or those items commonly used/standard in an office environment (ex. file trays, white-out). What is supplied may vary from mission-to-mission based on local requirements/practices.

GAC will charge office supplies intended for the exclusive use of any program directly to the program. If necessary, a request by a program for specific or special supplies may be discussed at the CMM.

- 8.2.2** GAC will provide printing, postal, and local and international courier services for regular program administrative requirements. Any program-specific change in requirements will be

identified at the CMM and may be subject to cost recovery.

8.3 CONSULTATION AND NOTIFICATION OF CHANGES

8.3.1 This section deals with the adjustments to representation abroad and the notification period necessary for informing the clients involved in the process.

8.3.2 *Adjustments to Representation Abroad*

- 8.3.2.1** Adjustments to representation abroad will be based on the Government of Canada's policy objectives, in addition to the priorities of individual clients.
- 8.3.2.2** When creating, reclassifying or otherwise adjusting positions abroad, e.g., term to indeterminate, clients will refer to the *Framework for Planning and Managing Change to the Network* that outlines the planning, consultation and approval process and timing for adjusting clients' representation abroad. GAC may consider out-of-cycle adjustments.
- 8.3.2.3** Following approval and agreement on costs, implementation of adjustments will be contingent on a transfer between GAC, SSC and clients of mutually agreed funding.
- 8.3.2.4** Clients will be responsible for the revision of their inventory of vacant positions on an annual basis, prior to the Annual Consultation process, and will advise GAC of their intent to delete or maintain such positions.

8.3.3 *Notification Period*

- 8.3.3.1** In accordance with the *Framework for Planning and Managing Change to the Network*, clients will advise GAC in writing of any planned CBS or LES position changes and will follow the process identified in the annual call letter. GAC will consolidate all requests and consult with all clients before finalizing the positions. This consultation meeting normally takes place six to seven months prior to the fiscal year in which the changes are to be implemented.
- 8.3.3.2** Procedural or operational changes by a client that have implications for common services, including adjustments to the Government of Canada's network abroad through mission openings and closures, will be brought to the attention of the affected clients prior to the implementation of the change, with appropriate lead-time for planning purposes. All formal notifications take place at the IWGCSA.

8.3.4 Audit and Inspection

8.3.4.1 The objective of internal audits is to assess the effectiveness of management controls at GAC. As such, some audit work may be conducted at missions and clients may be requested to support the audit function, particularly those concerning the quality of service received, such as collaboration and integration within the mission. The results of audits will be posted on the GAC internet site.

8.3.4.2 GAC's Mission Inspection Division's primary focus is to provide an independent objective assessment of the performance and coherence of mission operations and programs by examining leadership, management practices and compliance with policies and regulations. Clients who may be affected by the outcome of the inspection will be debriefed during this process.

8.3.4.3 The audit and inspection of a client's program at mission is conducted by that client in coordination with GAC.

For Crown corporations and non-federal organisations (e.g. Provinces and Territories), the client HQ is responsible for the inspections concerning their client programs abroad. However, the client may request to collaborate with GAC as needed.

8.3.4.4 Clients initiating an audit or inspection will provide full briefings to other clients, as appropriate, both prior to and following the audit or inspection process.

Clients will share their respective mission audit and inspection plans with GAC annually, on a need to know basis.

8.4 SERVICES OUTSIDE MISSIONS

8.4.1 For CBS, who have diplomatic or consular accreditation, and are working abroad outside the mission city, GAC may provide support services, including administration of the FSDs, where agreed. To facilitate arrangements, GAC will endeavour to develop and apply common services packages, subject to modification for local regulations and conditions.

For LES, who are working abroad outside the mission city, GAC may provide support services where agreed. To facilitate arrangements, GAC will endeavour to develop and apply common services packages subject to modification for local regulations and conditions.

9.0 PROPERTY

9.0.1 This section pertains to the management of mission office and residential space. In accordance

with the costing methodology, GAC will manage property changes within the budget allocated through cost recovery and identified in the Common Service Catalogue.

Program-specific dedicated space is subject to direct cost recovery. It is excluded from the costing methodology and will be dealt with on a case-by-case basis according to terms agreed between the client and GAC.

9.0.2 GAC will provide management services for property abroad.

9.1 OFFICE ACCOMMODATION

9.1.1 GAC is responsible for the acquisition, upkeep, renovation, and disposal of mission office facilities. GAC will provide office space in accordance with the *GAC Property Management Manual*. All programs of clients are entitled to equitable space allocation, subject to availability.

Clients may request additional space at the Mission. If additional space should become available, GAC will consult all programs to determine the needs of each before allocating additional space.

9.1.2 Clients will not make any changes to the office space without expressed permission from GAC. Clients will be responsible for the costs of any approved changes and for the cost to restore the modified office space to its original condition, fair wear and tear excepted.

9.1.3 GAC will charge any program-specific and/or exceptional requirements directly to the client requesting the special facility and related services.

9.1.4 Based on the scale and complexity of the project, GAC will consult the client's program manager at mission or their headquarter representatives to confirm operational needs and accommodation requirements during the planning and implementation of mission property projects. GAC will obtain decisions and approvals from the client representative designated as having decision-making authority.

9.2 RESIDENTIAL ACCOMMODATION

9.2.1 GAC is responsible for the acquisition, upkeep, renovation, management, and disposal of residential accommodation, except where staff rent Privately-leased Accommodation, in accordance with the *GAC Property Management Manual* and FSD 25 (Shelter). All clients agree to respect the rent ceilings and related mission policies for all Privately-leased Accommodation.

9.2.2 GAC maintains an appropriate mix of housing at missions with Crown-managed inventory, in accordance with the *GAC Property Management Manual*. GAC (or Crown)-managed residential

accommodation will be put in a pooled inventory. The mission housing committee will recommend assignment of residential accommodation for HOM approval, in accordance with FSD 25.

10.0 TRANSPORTATION SERVICES

- 10.0.1 GAC will provide transportation to conduct government business. All clients will have access to transportation services at the mission, in accordance with the provisions under Mission Fleet Management Guidelines and Mission Transportation Policy. All government-owned vehicles at missions, including priority vehicles are placed in a vehicle pool and do not belong to any program, with the exception of specific vehicles assigned to the HOM or, under separate agreement, to other program personnel.**
- 10.0.2 Where GAC security assessment dictates, GAC provides armoured vehicles to conduct official business.**
- 10.0.3 GAC is responsible for the acquisition, daily operations, maintenance, disposal, and replacement of mission vehicles. This does not include specific dedicated or priority vehicles acquired under a separate agreement.**
- 10.0.4 GAC will arrange and pay for standard third-party liability insurance for all mission vehicles. The mission will also pay for costs associated with accidents involving mission vehicles (during authorized use), except for third-party claims, where paragraph 5.0.7 would apply.**
- 10.0.5 Any pool vehicle funded by a client at a mission is under the custody of GAC. Vehicles will remain in the mission pool with access priority residing with the funding client, subject to the mission transportation policy.**
- 10.0.6 Clients may purchase vehicles for their dedicated use, including armoured vehicles, under a separate agreement with GAC. Except for third-party claims, the client is responsible for all costs related to the ownership and operation of the vehicle, including, but not limited to, insurance, maintenance, parking costs, consumables (including fuel and oil), repairs, disposal and, if required, replacement. GAC will arrange for standard, third-party insurance. GAC will return to clients any remaining funds from the disposal of client funded vehicles.**
- 10.0.7 The purchase of armoured vehicles will be done in consultation with the GAC Physical Security Abroad Division to ensure that the purchase conforms to GAC standards.**
- 10.0.8 Clients are required to abide by GAC regulations and mission transportation policy pertaining to the operation of armoured vehicles.**
- 10.0.9 The disposal of armoured vehicles licensed through missions must comply with laws and policies**

of the Government of Canada in addition to any applicable GAC policies and procedures and must clear through the GAC Physical Security Abroad Division.

11.0 SECURITY SERVICES

11.0.1 This section pertains to the management of security services provided at missions abroad. This includes security planning, preparation, and administrative services, as well as physical security, personal safety services and emergency management at mission in accordance with GAC security policies in effect.

In preparation for, and in the event of an emergency occurring within a mission's territory, clients, their program managers, CBS and LES will contribute to the effective and efficient management and operation of the mission through activities such as planning, training and, depending on the extent of an emergency, the active participation and support of all mission staff.

11.1 INFORMATION MANAGEMENT AND CONTROL

11.1.1 All clients are responsible for appropriate information and records management, and storage in accordance with the Government of Canada's *Policy on Service and Digital and the Directive on Service and Digital* and its related policies and directions.

Personnel of clients will also manage their respective organization's records information holdings according to their internal policies and procedures and will control access to and management of these records in accordance with the Government of Canada laws and regulations as well as relevant policies, directives and standards as established by TBS.

GAC and SSC are responsible for providing reasonable and adequate facilities for secure storage of program-related information for clients at missions to satisfy Government of Canada standards and policy requirements.

Responding to access to information, litigation and security investigation requests is the responsibility of the program staff that generates the records, including searching for information and completing submissions. GAC and SSC are to provide technical assistance to clients to facilitate the transfer of information from GAC systems to the Client headquarters.

12.0 INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY SERVICES

12.0.1 Introduction and Scope: Collectively, GAC and SSC are responsible for providing a global telecommunications infrastructure for the international network of the Government of Canada,

with worldwide access 24/7.

GAC is responsible for being the IM/IT business intake point of contact for all clients.

GAC and SSC will maintain a current list of common services and make an updated list available to signatories of the MOU, by presenting an annual report to the IWGCSA. As the mandates of GAC and SSC evolve, the service provider responsible for a specific IT service may change.

Local conditions will determine the exact mix of services. The infrastructure includes the capability of safeguarding protected and classified information that is processed, stored, and transmitted worldwide, in accordance with the Order in Council, the TBS *Policy on Government Security*, and the corresponding TBS Directive on Security Management.

Due to the shared nature of the IM/IT infrastructure, it is essential that all signatories to this MOU respect to the principles of:

- a. Upholding confidentiality, integrity, and accessibility of information assets and holdings; and
- b. Managing the introduction of new technologies to ensure interoperability and the overall integrity of the international platform

12.0.2 All information in the custody or under the control of a Province or Territory (as applicable) is subject to applicable laws of that jurisdiction relating to access to information and protection of privacy.

12.0.3 Consultation: Clients recognize that IM/IT systems evolve rapidly and that the associated pressures of rapid technological changes have an impact on all programs delivering services at missions. Clients, GAC and SSC are committed to continuously evaluating and evolving their technology and to consulting each other on planned technology changes in a timely manner through established governance structures.

Changes to client applications or systems will be brought to GAC / SSC Change Management Office via GAC Regional Deputy Directors for IT for assessment by technology owners, with appropriate lead time to discuss additional service arrangements on significant system changes, acquisitions, installation and support, and to ensure compliance with the existing environment

12.0.4 Service Provisioning and Standards: GAC and SSC will provide all programs with access to the same level of service within each mission. They will develop and maintain a cost-effective IM/IT architecture reflected in the Service Delivery Standards (Appendix D) by setting the standards for hardware, software, and connectivity and associated support and by developing procurement specifications, in consultation with clients and taking into consideration the requirement for appropriate lead times.

The Service Delivery Standards define provisions of user equipment, applications, connectivity

and associated support, and identify mission specific variations.

GAC and SSC may implement client-specific requirements for IM/IT solutions on a cost recovery basis.

12.0.5 System Architecture: Clients will adhere to the developed hardware and software specifications, configurations and procedures, as set out by GAC and SSC.

Clients are responsible for their own client-specific systems and applications and for funding the costs associated with supporting program-specific functionality or new programs or projects.

12.0.6 Program-Specific IM/IT Requirements: Clients will identify the anticipated impact of their program-specific IM/IT requirements including the effects of additional users, changes in software or new demands on the network, in consultation with GAC and SSC through the GAC Regional Deputy Director for IT.

Program-specific hardware, software, and requirements for associated services are the responsibility of the client. The client will abide by GAC and SSC *Security Policies and the Policy on Government Security*. GAC and SSC and the requesting client will jointly assess applicable costs, which will be based on comparative analysis and evaluation between existing and increased functionality.

Correspondingly, with respect to their client-specific systems, clients acknowledge the need to keep abreast of technological advancement and life cycle practices. GAC, SSC and clients will work together to ensure system compatibility is maintained to the extent possible as technology evolves. GAC and SSC will advise clients of planned technological changes by reporting these to the IWGCSA before they are implemented, or as soon as possible in the case of an unforeseen or emergency change. Clients are then responsible for ensuring that their own systems are compatible with the planned technological changes.

Client-specific hardware and software can only be connected to the system architecture if they have received certification in accordance with GAC's and SSC's IM/IT approval processes and service standards.

12.0.7 Procurement and Asset Management: On request, and on a cost-recovery basis, GAC and SSC will provide procurement services and the use of GAC's and SSC's procurement instruments in support of standard hardware and software purchases, in accordance with the GAC Materiel Management Manual or SSC processes. On the same basis, GAC and SSC will provide deployment assistance, including shipping, tracking, installation, and set-up.

IM/IT equipment at the mission that is funded by a client and procured by GAC and SSC will remain under the management of GAC and SSC, accordingly. Disposal of IM/IT equipment will follow directives as set out in Section 8.1.1, Materiel Management, of this MOU.

- 12.0.8 Connectivity:** GAC and SSC will facilitate the network connections between clients at Mission and GAC headquarters. When clients require connectivity outside Missions, GAC or SSC will assist them, where feasible, on a cost-recovery basis.
- 12.0.9 Mobile Computing:** Mobility tools required beyond the standard computing platform are the responsibility of the client at an additional cost.
- 12.0.10 Fixed Telecommunication Equipment:** GAC and SSC are responsible for the provision and support of equipment required for the electronic transmission of voice, data, video conferencing, facsimile and/or other information, in accordance with service standards. The client is responsible for program-specific fixed telecommunication equipment requirements in excess of the standard.
- 12.0.11 Mobile Telecommunication Equipment:** When it relates to the security at a mission, GAC and SSC are responsible for the provision of mobile wireless devices to CBS and their Eligible Dependants who do not have a SIGNET smartphone and service plan, or a personal smartphone and service plan that satisfies the mission's requirements for security. GAC is responsible for determining security requirements at Missions.

The mobile wireless device standard under this article is a basic smartphone that includes a voice calling, SMS/text, and cellular data plan that is adequate for the purpose of emergency contact with the mission and access to mobile applications as required by the mission security section.

If a CBS or eligible dependant incurs extra voice or data charges on their personal plan due to a security situation that affects the mission's territory, receipts may be submitted to the Common Services section for reimbursement.

In all other circumstances, the client is responsible for determining the need for such devices, with GAC and SSC responsible for financial controls and recovery processes as outlined in the operating protocol between GAC and SSC.

13.0 FINANCIAL ARRANGEMENS AND COST RECOVERY

- 13.0.1** This section covers the financial issues related to doing business abroad. Where applicable, specific financial issues are dealt with in the appropriate individual sections or through client-specific annexes.

The mission finance section is intended to be used to support programs being delivered from the Mission. They are not meant to be used for clients travelling to the mission city, without a Supplementary Resource in place, or seeking assistance from a third location.

13.1 FINANCIAL MANAGEMENT GENERAL PROVISIONS

- 13.1.1 The TBS *Common Services Policy* governs the recovery of costs for the provision of common services to clients by GAC and SSC. The amounts charged by GAC and SSC are set to recover, but not exceed, the cost of providing common services. Charges for the services outlined in the *Common Service Catalogue* are applied equally to all clients

Exception: LES Salaries will be cost recovered separately.

13.2 FINANCIAL AUTHORITIES FOR REPRESENTATION ABROAD

- 13.2.1 When administering the program of another client or incurring expenditures for another client, GAC will administer funds in accordance with the TBS Directive on Charging and Special Financial Authorities.
- 13.2.2 For client departments, program managers or delegated authorities are responsible for exercising section 32 of the Financial Administration Act (FAA) (Certification that sufficient uncommitted balance is available before entering into a contract or other arrangement), and section 34 of the FAA (Certification that work was performed, goods supplied or services rendered) for their approved program budgets.

For Crown corporations and non-federal organizations (e.g. Provincial Governments), program managers or delegated authorities are responsible for exercising their own internal financial policies, directives and spending authorities, and affixing a signature or initials to all approved expenditures to be sent to GAC for payment. Mission will then sign section 34 on behalf of the Crown corporations and non-federal organizations (where so authorized) in order to process expenditure payments through GAC's financial management system.

All clients must establish adequate controls to ensure that they issue a specimen signature card or client-specific equivalent in accordance with their respective Delegation of Financial Signing Authorities. The process must ensure that the signatures of persons authorized to exercise authorities can be authenticated before or after the processing of a transaction. Clients will provide a copy of all specimen signature cards for their delegated officers to the mission upon assignment. GAC is responsible for the certification of section 33 of the FAA (Requisitions). Certification under section 33 requires that controls are in place and delegated authorities are provided.

- 13.2.3 Financial authorities must be exercised in accordance with client's *Delegated Financial Signing Authorities*. For financial authorities of clients, a Delegation Letter, signed by the client's Minister, may delegate these financial authorities to GAC.

13.3 BANKING SERVICES

- 13.3.1** The Receiver General for Canada is responsible for issuing all Government of Canada domestic and international payments. GAC has been granted special authorities to manage bank accounts abroad to support the conduct of diplomatic and consular missions as well as the duties of HOMs stipulated in sections 10 and 15 (2) of the Department of Foreign Affairs, Trade and Development Act.

Banking services provided abroad are meant to support missions' operations and must be in accordance with GAC special authorities, applicable laws (including FAA), and with Generally Accepted Accounting Principles (GAAP) as set out in the TBS Government of Canada Accounting Guide. GAC will communicate with clients to provide guidance if changes in mission banking authorities and procedures are needed and/or are imposed by an international banking regulator, and are deemed to have an impact on clients' operations. Alternatively, clients are to consult GAC concerning any proposed changes in their program delivery that requires mission banking services to ensure compliance with GAC special authorities and procedures.

- 13.3.2** GAC purchases foreign currencies solely from recognized financial institutions within Canada or elsewhere.

13.4 CONTRACTING

- 13.4.1** For client departments, all contracts, supply arrangements and/or standing offers entered into at the mission must be in accordance with the *Financial Administration Act*, *Federal Accountability Act*, *TBS Contracting Policy*, *Government Contracts Regulations*, TBS directives, other applicable laws and the delegated contractual and financial signing authorities of clients. In addition, contracts, supply arrangements and/or standing offers entered into at missions must be recommended for approval by the appropriate contract review board, in accordance with GAC policies.

For Crown corporations and non-federal organizations, all contracts, supply arrangements and/or standing offers entered into directly by the Crown corporation or non-federal organization will be done in accordance with the client's internal financial policies, directives and spending authorities. Approval by the appropriate contract review board is not required.

13.5 REPORTING PROVISIONS

- 13.5.1** GAC will provide headquarter reports to clients as they are generated. These reports are listed in Appendix E, by type, title and frequency of publication. Clients will identify to

GAC which reports in Appendix E are of interest for planning purposes. GAC may revise this appendix from time to time in consultation with the IWGCSA. GAC will also present Director General level reports at the mid-year and year-end IWGCSA.

GAC will provide mission level financial reports (such as FINSTAT reporting) to client program managers, in order to support resource planning and budget management.

- 13.5.2 From the headquarters departmental accounting system and in accordance with the TBS Directive on Charging and Special Financial Authorities, GAC will provide to clients the accounting transactions related to the administration of their programs. GAC will also provide access to its financial management systems for the preparation of financial reports. For those clients without access to GAC's financial system, GAC will provide pre-established reports on a monthly basis.
- 13.5.3 As part of the *Departmental Results Framework*, GAC outlines, through the *Departmental Plan*, the planned activities and associated outcomes related to serving the Government of Canada abroad. Correspondingly, at the end of the annual reporting cycle, GAC reports on its accomplishments through the *Departmental Results Report*.

13.6 FINANCIAL TRANSFER PROVISIONS

- 13.6.1 For resources related to representation abroad, clients will provide GAC and SSC with agreed levels of funding prior to the delivery of common services, using the appropriate financial instrument.

For client departments, this will be accomplished through the Supplementary Estimates (SUPPs) and Annual Reference Level Update (ARLU) processes.

For Crown corporations and non-federal organizations, this will be accomplished through electronic wire-transfer or hardcopy cheque submitted to GAC's cashier office.

GAC headquarters may agree to cash-manage the requirements of a particular client, subject to written commitment of intent to proceed and to completion of funding through financial transfer processes.

- 13.6.2 In accordance with the TBS Directive on Charging and Special Financial Authorities, client departments may use an Interdepartmental Settlement (IS) when GAC is administering their programs or is incurring client-specific expenditures on their behalf. Client-specific expenditures are those which do not fall within the mandate of common services and which may include such items as travel, hospitality, driver overtime, and special events.

For Crown corporations and non-federal organizations, the client will provide a Permanent

Advance to GAC in an amount which both GAC and the client agrees to. This advance is used exclusively for the delivery of program-specific activities, and solely at the discretion of the client. This advance is not intended for the payment of Common Services. Notwithstanding future liabilities, the unused balance of the Permanent Advance will be refunded to the client upon termination of their representation at a mission.

13.6.3 When a client decides to reduce its program abroad, GAC and SSC will return net savings realized as a result of this decision to the client through the appropriate financial mechanism. Resource levels that GAC and SSC return to the client will represent the cost of services. GAC, SSC and the client associated with such decisions will agree on the net savings based on the methodologies endorsed by ADM Council at the time of the reduction.

13.6.4 GAC will reconcile the client accounts once *per annum*.

Client departments will reconcile their accounts through the SUPPS and ARLU funding mechanisms.

Crown corporations and non-federal organizations will have 60 days to reconcile their accounts upon receipt of GAC invoices.

Should no payment be received at the established time, remedial action such as; deletion of positions or a halt to implementation of position change requests of that client may occur.

The Director General of the Client Relations Division will reach out to their client counterpart to advise them of the possible action and way forward.

13.6.5 For client departments, LES positions that remain vacant for six consecutive months or longer will receive salary reimbursements for that period under the following conditions:

- a. The position vacancy must take place between April 1st and March 31st of one fiscal year; and
- b. The request for refund must be provided to GAC 30 days before Supplementary Estimates B.

For Crown corporations and non-federal organizations, LES positions that remain vacant for three consecutive months or longer will receive salary reimbursements for that period under the following conditions:

- a. The position vacancy must take place between April 1st and March 31st of one fiscal year; and
- b. The request for refund must be provided to GAC by January 31st.

13.7 CHARGES FOR COMMON SERVICES AT MISSIONS

- 13.7.1** The charges outlined in this section apply equally to programs and incremental positions of all clients, as outlined in the Common Services Catalogue.

Common service costs will be rebased each year based on actual expenditures of previous years, projections by common service providers of funding required for future years and incoming funds from TBS. All common service costs will be presented to ADM council for review and endorsement.

14.0 RESOLUTION / REVIEW / AMENDMENTS

- 14.0.1** This section deals with the resolution of disagreements, review and amendment procedures related to this MOU.

14.1 RESOLUTION OF DISAGREEMENTS

- 14.1.1** Disputes or difficulties arising at the mission level will be reviewed by program managers at the mission level, and, if appropriate, presented to the CMM and/or referred directly to the HOM.

Unresolved disputes or difficulties will be referred to the GAC Client Relations Division and the applicable client headquarters' unit for resolution.

- 14.1.2** Issues pertaining to the general implementation of this MOU are referred to the Client Relations Division and client headquarters. If required,

If required, clients or the Client Relations Division (with prior notice given to the client) may bring issues to the attention of the IWGCSA.

- 14.1.3** Disputes regarding the interpretation or implementation of this MOU or the provision of common services should be settled through the governance structure, as indicated in section 4.0 of the MOU, from the IWGCSA up to ADM Council for decision. The clients of this MOU will not refer to a national tribunal or other third party for settlement. All parties will respect the commitments and obligations intended in this MOU.

14.2 REVIEW OF THIS MOU

- 14.2.1** An interdepartmental committee established by the IWGCSA will review this MOU in its entirety in fiscal year 2024-2025, or earlier by majority written consent of clients. The interdepartmental committee will evaluate the effectiveness of this MOU, update sections as necessary and

establish the next review date for this MOU.

14.3 AMENDMENTS TO THIS MOU

14.3.1 This MOU may be amended with the written consent of all clients. Any requests for amendments must be made in writing to the Chair of IWGCSA.

14.4 ACCESSION TO THIS MOU

14.4.1 The accession of any new client will be confirmed upon that new client's written request and written acceptance of the provisions of this MOU. An addendum will be prepared by GAC and signed between the new client and GAC. This addendum will form an integrated part of this MOU.

14.5 WITHDRAWAL FROM THIS MOU

14.5.1 Each client reserves the right to withdraw from this MOU by giving to GAC 12 month's written notice. A client will only be considered withdrawn from the MOU when they have removed all their positions from the Network and all outstanding common service issues have been resolved and all financial obligations have been settled by the client.

APPENDIX A – ACRONYMS and SYMBOLS

ACRONYM / SYMBOL	DESCRIPTION	ACRONYM / SYMBOL	DESCRIPTION
ADM	Assistant Deputy Minister	IWGCSA	Interdepartmental Working Group on Common Services Abroad
ARLU	Annual Reference Level Update	NJC	National Joint Council
CBS	Canada-Based Staff	LES	Locally Engaged Staff
CH	Chancery	MAO	Mission Administration Officer
CMM	Committee on Mission Management	MCO	Management Consular Officer
CORA	Committee on Representation Abroad	MOU	Memorandum of Understanding on Operations and Support at Missions
CSDP	Common Service Delivery Point	MSO	Mission Security Officer
CSO	Chief Security Officer	OR	Official Residence
DM	Deputy Minister	PAA	Program Alignment Architecture
FAA	Financial Administration Act	PCF	Posting Confirmation Form
FSD	Foreign Service Directive	PLA	Privately-Leased Accommodation
GAAP	Generally Accepted Accounting Principles	PMP	Performance Management Program
GAC	Global Affairs Canada	SQ	Staff Quarter
HOM	Head of Mission	SSC	Shared Services Canada
IHPC	Interdepartmental Hardship Post Committee	SUPPs	Supplementary Estimates
IM/IT	Information Management and Information Technology	TBS	Treasury Board Secretariat
IS	Interdepartmental Settlement		

APPENDIX B – LEGISLATIONS, POLICIES and DIRECTIVES

TITLE	SOURCE (WEBSITE)	TITLE	SOURCE (WEBSITE)
Access to Information Act	JUS	Locally-Engaged Staff Policy	TBS
Code of Conduct for Canadian Representatives Abroad (Conduct Abroad Code)	GAC	Materiel Management Manual	GAC
Conflict of Interest Guidelines	GAC	Military Foreign Service Instructions	DND
Contracting Policy	TBS	Mission Fleet Management Guidelines	GAC
Contracts Regulations (Government of Canada)	JUS	National Defence Act	JUS
Catalogue of Common Services	GAC	Official Language Act	JUS
Common Services Policy	TBS	People Management Principles of the Government of Canada	TBS
Department of Foreign Affairs, Trade and Development Act	JUS	Policy on Diplomatic Mail Service	GAC
Departmental Results Framework	GAC	Policy on Government Security	TBS
Departmental Results Report	GAC	Policy on Service and Digital	TBS
Directive on Charging and Special Financial Authorities	TBS	Privacy Act	JUS
Directive on Delegation of Spending and Financial Authorities	TBS	Position Changes Abroad Process	GAC
Directive on Labour Relations and Recourse	TBS	Property Management Manual	GAC
Directive on Security Management	TBS	Public Servants Disclosure Protection Act	JUS
Directive on Service and Digital	TBS	Public Service Employment Act	JUS
Federal Accountability Act	JUS	Security Policy, GAC	GAC
Financial Administration Act	JUS	Spousal Employment Policy	GAC
Foreign Service Directives	NJC	Shared Services Canada Act	JUS
Framework for Planning and Managing Change to the Network	GAC	Transportation Policy (mission)	GAC
Inquiries Act	JUS	Values and Ethics Code (Departmental)	GAC
Locally-Engaged Staff Employment Regulations	JUS	Values and Ethics Code for the Public Sector	TBS
Terms and Conditions of Employment for Locally-Engaged Staff (country specific)	GAC or Mission	Vienna Convention on Consular Relations	United Nations
Locally-Engaged Staff's Terms and Conditions Regulations	GAC	Vienna Convention on Diplomatic Relations	United Nations
Locally-Engaged Staff Learning Guide (LES Learning Roadmap)	GAC or Mission		

APPENDIX C – GLOSSARY OF TERMS

TERMS (TEXT REFERENCE)	INTERPRETATION
Area of accreditation	The geographic area for which diplomatic or consular status has been granted by the host government.
Annual Reference Level Update (ARLU)	The ARLU is a Treasury Board-driven technical exercise that identifies the departments, their programs, starting reference levels, approved TB submissions and other adjustments resulting in revised reference levels for the coming new year and following two years. Three-year ARLU figures are considered on going.
Basic Office Supplies	Basic office supplies includes common stationery items such as envelopes, pens, pencils, highlighters, permanent markers, erasers, paper clips, white-out, elastics, rulers, scissors, staplers, staple removers, staples, paper, file folders, hanging folders, scratch pads, writing pads, notebooks, labels, storage disks, tape, tape dispensers, mission business cards, file trays/plastic holders, agendas, desk lamps, fan, push-pins, binders, tab dividers, hole punch, coat hooks/rack, calculators, glue, stamps and ink pads, dictionaries, mouse pads, GOC forms (e.g., leave, travel), Post-it notes/flags, extension cords and power bars, print cartridges for SIGNET connected printers. This list is illustrative and designed to capture items commonly used by all programs. Program-specific supplies are normally charged to the program.
Canada-based staff (CBS)	Individuals at missions who have employment contracts originating in Canada.
Chancery (CH)	A Chancery comprises a Crown-owned or leased building(s), or a portion of a building that provides office space. It is protected under the Vienna Convention on Diplomatic Relations. Chancery may also be referred to as mission space or office accommodation.
Client	A client department, Crown corporation or non-federal organization as defined by the TBS Common Services Policy
Committee on Mission Management (CMM)	The Committee on Mission Management is a decisional body, chaired by the Head of Mission (HOM). It is comprised of a group of senior Program Managers who provide the HOM with advice and assistance in carrying out mission programs.
Common service	A service that is provided cost recovered by a common service organization as defined in the TB Common Services Policy.
Catalogue of Common Services	The Catalogue of common services is a comprehensive document that outlines all the services delivered by GAC that make up the Common Services, which are cost recovered from the clients. The catalogue captures the majority of services available to platform clients from both a costing and charging perspective.
Common Service Delivery Point	Is a consolidation of the financial and human resource service delivery functions in Common Service Delivery Point Missions, which are hosted in existing Canadian missions in the following cities: Berlin, Brussels, Delhi, London, Manila, Mexico and Washington.
Common Service Organization	A department or organization that is designated as a central supplier of particular services to support the requirements of departments. Common Service Organizations are listed in Appendix B of the Treasury Board Common Services Policy.
Costing Methodology	The costing methodology is the methodology used to set rates for common service support. It is integrated into the ATLAS tool to establish rates that ensure charging is comprehensive and aligned with GAC and TB policies and principles.
Cross-accreditation	When diplomats are required to represent Canada's interests in more than one country, they can be cross-accredited and receive diplomatic status in more than one country when non-resident.
Crown Corporation	A parent Crown corporation or a wholly owned subsidiary, as defined in section 83(1) of the Financial Administration Act.

APPENDIX C – GLOSSARY OF TERMS

TERMS (TEXT REFERENCE)	INTERPRETATION
Dedicated Vehicle	Vehicles purchased for the sole use by a client who is responsible for all associated costs. For further information, please consult GAC Fleet Management Guidelines.
Delegation of Financial Signing Authorities	It is government policy to entrust its ministers and deputy heads with the responsibility to delegate financial and operational authority to managers in order to enable them to administer programs under their jurisdiction. Those mission staff that have been delegated signing authority exercise it on behalf of the minister and deputy minister.
Department	Those departments and agencies (hereinafter referred to as departments) listed in schedules I, I. 1, and II of the Financial Administration Act and commissions of inquiry designated as departments for purposes of the Act.
Diplomatic and consular missions	Diplomatic and consular missions are established in accordance with the provisions of the Vienna Convention on Diplomatic Relations 1961 and the Vienna Convention on Consular Relations 1963.
Eligible Dependant	A family member of a CBS at post or other individual whose status and eligibility for benefits is determined in accordance to the Foreign Service Directives.
Emergency employment	<p>Results from an appointment at a mission for a specified period of time for the purpose of providing additional assistance where there is urgent need, subject to the Locally Engaged Staff Employment Regulations. A period of emergency employment cannot exceed 92 continuous calendar days. The number of days worked cannot exceed 125 days in any 12-month period.</p> <p>In accordance with the LES Employment Regulations the purpose of emergency appointments is to provide management at the mission with flexibility in meeting exceptional, unforeseen, and immediate operational requirements of a specified and relatively limited duration or to replace employees for short periods of absence such as vacation leave, sick leave, or training.</p>
Framework for Planning and Managing Change to the Network	This framework aims to facilitate the planning and coordination of the various activities involved in making changes to the Network, including embassies, high commissions, consulates, offices and co-locations with foreign governments. It defines the various steps of the process involved in requesting and implementing change(s) to Canada’s diplomatic and consular presence abroad. It identifies the stakeholders involved, roles and responsibilities, as well as mandatory approvals from various governance committees.
Governance	The presence of norms, processes and structures that improve the performance of organizations by framing decision-making and the sharing of authority and accountability in order to achieve specified organizational public policy goals and objectives.
Headquarters City (HQs)	The employee’s normal place of duty in Canada as determined by the Deputy Head at the time the employee is assigned to duty outside Canada. The boundaries of the headquarters city are defined in the applicable regulations and directives of each client.
Head of Mission (HOM)	An ambassador, high commissioner or consul general of Canada or any other person appointed to represent Canada in another country or a portion of another country or at an international organization or diplomatic concurrence and designated Head of Mission by the Governor-in-Council. The Resident HOM lives in the country of accreditation.
Information Management (IM)	A discipline that directs and supports effective and efficient management of information in an organization, from planning and systems development to disposal or long-term preservation.
Information Technology (IT)	Includes any equipment or system that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. It includes all matters concerned with the design, development, installation and implementation of information systems and applications to meet business requirements.

APPENDIX C – GLOSSARY OF TERMS

TERMS (TEXT REFERENCE)	INTERPRETATION
Interdepartmental Settlement (IS)	An Interdepartmental Settlement refers to a settlement between any two government departments or agencies that operate within the Consolidated Revenue Fund.
Interdepartmental Working Group on Common Services Abroad (IWGCSA)	Forum comprised of representatives from clients to exchange information, consult, seek consensus and provide guidance on common services policy and delivery issues.
International Platform Branch	Created on April 1, 2008, the International Platform Branch allows the Government of Canada to deliver dynamically, efficiently and effectively a broad range of business support services to Canada’s network of missions.
Investigation	A formal fact-finding enquiry, conducted by an Investigator, which examines allegations of misconduct in order to determine whether wrongdoing occurred and, if so, the persons or entities responsible, the purpose of which is to allow management to make an informed decision.
Locally engaged staff (LES)	An employee of the Government of Canada who is hired according to the LES Employment Regulations. LES do not have a labour contract originating in Canada.
Major Government of Canada initiatives	An initiative which is in support of governmental priorities, including Prime Minister and Governor General visits.
Mandatory service	A service mandated by legislation or under the Treasury Board Common Services Policy. GAC is a legislated Common Service Organization for procurement, services and real property in support of diplomatic and consular operations.
Management Consular Officer	MCO/MAO reports to the HOM and is the Common Services Program Manager. They provide advice and guidance on all Common Services such as relocation, management of LES, Property and materiel, IM/IT, Finance and other business lines. In consultation with CMM, develops and updates all Common Services guides, policies and procedures. In addition to Common Services, the MCO is the Consular Program Manager and in some locations is also the Mission Security Officer.
Misconduct	A wilful action on the part of an employee which, when compared to standard practices, is viewed as unacceptable.
Mission	An office of the Government of Canada outside Canada.
National Joint Council	Participating employers and bargaining agents take joint ownership of broad labour relations issues and develop collaborative solutions to workplace problems through the auspices of the National Joint Council
Non-Federal Organizations	Organizations not listed in the schedules of the Financial Administration Act, including public (e.g. provincial, municipal and foreign governments), non-profit or private sector organizations, and institutions in Canada or abroad.
Official Residence (OR)	An Official Residence is a Crown-owned or leased accommodation for the HOM at category 1 and 2 missions.
Official Visit	Visits by senior government and/or provincial officials which advance governmental priorities.
Optional Service	A service provided by a Common Service Organization, such as GAC, to supply goods or services to clients when it makes sense to do so. It is not required to be in support of diplomatic or consular activity.
Client-specific annex	An annex to the MOU which provides information across the Network on client-specific circumstances which are not covered in MOU.

APPENDIX C – GLOSSARY OF TERMS

TERMS (TEXT REFERENCE)	INTERPRETATION
Posting Confirmation Form (PCF)	A document which provides information on the employee and the dependants, the expected date of departure and duration of an assignment.
Priority Vehicle	Vehicles purchased by a client for its primary use become part of the Mission’s fleet. The funding client has priority access. The mission is responsible for all associated maintenance costs. For further information, please consult GAC Fleet Management Guidelines.
Program	Client initiatives operating within missions to deliver it’s mandate
Privately leased Accommodation	Real property limited to staff quarters that are leased directly by the Canada-based employee with his or her landlord. Mission involvement is usually limited to the payment of the rent with an amount set within the parameters of a rent ceiling approved by mission management.
Program Manager	The senior officer responsible for the conduct of a program in the area of accreditation.
Satellite Position Abroad	A position located outside of the traditional mission premise.
Senior Officer	For each client represented at a mission, the person at each mission designated by the deputy head as senior officer, or, if no such designation is made, the highest-ranking employee serving at the mission.
Service Delivery Standards	A mission-specific document that specifies the scope and level of performance of common services provided to clients at the mission. Service Delivery Standards are developed using the Service Delivery Standards Template (Appendix D).
Service Delivery Standards Template (Appendix D)	An appendix to the MOU that establishes the standard and format for service delivery and is regularly updated by each mission.
Staff Quarters (SQs)	Residential accommodation for use by CBS. They may be Crown-owned, Crown-leased, or privately leased housing units.
Supplementary Resources	<p>A supplementary resource is a temporary incremental resource for a period of six months or less (consecutively), not filling an existing position for:</p> <ul style="list-style-type: none"> a. Canada Based Staff (CBS) resource working outside the mission (embedded in another organization) and requiring common service support; b. Canada Based Staff (CBS) resource at the mission requiring a workplace and common service support; and c. Locally Engaged Staff (LES) resource at the mission requiring common service support. This includes emergency employees, students and interns.
Supplementary Estimates (SUPPs)	A spending plan introduced in the House of Commons by the government to provide funds in addition to those earmarked in the main estimates. Supplementary estimates are usually due to increased costs or unanticipated expenditures. The government may introduce more than one set of supplementary estimates in a fiscal year.
Baseline Threat Assessment (BTA)	An analysis of the mission's vulnerability to possible threats and risks in order to determine the necessary and appropriate security measures.
Threat	An event, action or person that may injure people, compromise information, or damage physical assets.
Total Compensation Review (TCR)	Strategy to analyze and review LES salaries and all elements of compensation and benefits worldwide.

APPENDIX C – GLOSSARY OF TERMS

TERMS (TEXT REFERENCE)	INTERPRETATION
Unusual situations or Emergencies	Staff may be asked to perform special duties in relation to unusual or significant emergency situations. Examples include natural disasters, civil unrest, and terrorist attacks.
Wrongdoing	<p>A contravention of any Act of Parliament or of the legislature of a province, or of any regulations made under any such act;</p> <ul style="list-style-type: none"> • a misuse of public funds or a public asset; • gross mismanagement; • a serious breach of a code of conduct; • an act or omission that creates a substantial and specific danger to the life, health or safety of persons, or to the environment; and • Knowingly directing or counselling a person to commit a wrongdoing.

Mission Service Delivery Standards and Governance

Based on the Memorandum of Understanding on
Operations and Support at Missions

(Insert Mission Name)

Updated: (Insert Month and Year)

INTRODUCTION

The Service Delivery Standards (SDS) are an integral part of the Memorandum of Understanding on Operations and Support at Missions (the MOU). They are developed as part of GAC's ongoing commitment to consistent, predictable and equitable delivery of common services to all clients operating at Canadian Missions. They form the basis upon which GAC and clients can measure, assess and report on Mission management activities related to common service delivery.

GAC has the mandate to manage the procurement of goods, services and real property at Missions abroad. The acceptance of the provision of these common services is mandatory for clients who operate in diplomatic and consular Missions. It is important to note that GAC programs and clients pay for these services. The purpose of the MOU, the SDS and the Position Change Process is to present a principled and disciplined approach to representations abroad and a systematic approach to the delivery of common services.

This template was developed in collaboration with clients. It identifies common services provided by GAC, the respective roles and responsibilities of all parties concerned, and the related SDS that participating clients should expect.

Please note that the Head of Mission (HOM) and Management Consular Officer (MCO) have the overall responsibility to implement and manage the SDS. The SDS must also be reviewed and approved by the Committee on Mission Management, which is comprised of the MCO and all program managers. In line with modern management principles, the SDS template is to be reviewed annually and updated at the Mission level. This is done by filling out the Mission Points of Contact in both the Mission Governance and SDS sections of the template, and providing a justification on Mission specifics, to identify instances where local conditions apply and therefore deviate from the Departmental standards. Missions should then upload in *Strategia* the Mission-specific SDS template.

SERVICE DELIVERY STANDARDS

The service standards below refer to the number of working days required to process a service request once the program manager and/or employee has signed and/or submitted all the documentation required. Please note that the service standards may be greater or shorter based on various factors such as local conditions, availability of staff, requests received during low or peak season or holiday's period. Those factors should be taken into consideration when planning any activity.

Note: For greater clarity, in this document the term MCO comprises DMCO and MAO.

REF. TO MOU	COMMON SERVICE DELIVERED	DESCRIPTION	RESPONSIBILITY	SERVICE STANDARD	MISSION-SPECIFIC JUSTIFICATION
HUMAN RESOURCE MANAGEMENT (All STAFF)					
6.1.5 6.1.6 6.2.3.1	Mission Management and Operation	Submit a Mission Annual Report on Official Languages (OL)	OL Champion	Annually	
6.1.7	Official Activities Requiring Support and Overtime	Provide employment authorizations, for requests for bilateral reciprocal employment agreements, upon receipt of full documentation	MCO	1 month	
HUMAN RESOURCE MANAGEMENT (CBS)					
6.2.2 6.2.2.1 6.2.2.5 13.2.2 13.2.3	CBS Overtime Administration	Approve and sign completed* overtime form and send it to client HQ. *Employee obtained prior approvals before working overtime *Supervisor approved employee overtime and compensation time forms	Program manager	5 working days	
		Sign sections 32 and 34 on overtime cash-out. Prepare PAYE summary sheet, as appropriate, and send it to Mission. Approve overtime PAYE (N009)	MCO/ GAC HQ/ HOM	15 working days	
6.2.1.5	Notifying Host Government of Arrival/	Notify host government upon receipt of all required documentation	MCO	5 working days	

REF. TO MOU	COMMON SERVICE DELIVERED	DESCRIPTION	RESPONSIBILITY	SERVICE STANDARD	MISSION-SPECIFIC JUSTIFICATION
	Departure of Staff and their Dependants				
6.2.1.5	Diplomatic Accreditation	Initiate diplomatic notes and advise sponsoring department, upon receipt of all required documentation	MCO	5 working days	
		Initiate all associated requests upon receipt of all required documentation	MCO	5 working days	
6.2.2.1 6.2.2.2	CBS Management and Administration	Authorize claims* for submission to local authority for reimbursements such as Host Government Taxes (VAT), Duties and other charges. *Employee is responsible to prepare the proper documentation required	MCO		
		Initiate request for custom clearances and delivery of personal effects upon receipt of all required documentation. Employee is to provide all required documentation as defined by the mission.	MCO	2 working days	
6.2.1.6	Pre-departure Training	Provide Pre-posting schedules for available courses (In collaboration with HED).	Canadian Foreign Service Institute (CFSI)	Annually (Mid-February)	
6.2.3.2	Mission Training	Provide onboarding packages and briefings <ul style="list-style-type: none"> - Meetings with administrative staff concerning the relocation checklist - Communicate information concerning: living conditions, local security situation and contingency plans, medical arrangements, mission administrative practices, cost recoverable items (telephone, cable/sat TV), local banking, and privileges (duty-free access, local tax rebates) 	MCO	5 working days	
HUMAN RESOURCE MANAGEMENT (LES)					
6.3.2.2 6.3.2.3	LES Management and Administration	Respond to mission requests and provide services related to performance management, labour relations, grievances and HR litigations	HLD	5 working days	
		Update Mission-specific LES Terms and Conditions of Employment.	HLD	Every 4 years	

REF. TO MOU	COMMON SERVICE DELIVERED	DESCRIPTION	RESPONSIBILITY	SERVICE STANDARD	MISSION-SPECIFIC JUSTIFICATION
		Provide Mission-specific salary scales.	HLD	Annually	
		Upon request, provide Mission clients with access to Local Legal Counsel on routine Human Resources matters, as required. Note: On HR-related matters, refer to the <i>Operating Instructions for the LES on Human Resources Legal Matters</i> .	MCO	5 working days	
6.3.3	LES Training	Provide an HR plan that includes training	MCO/ program manager	Annually	
6.3.2.4	Classification of LES positions	Recommend classification request of LES positions within the Position Change Process and Committee on Representation Abroad	CSDP/HLD	Quarterly	
6.3.2.7	LES Performance Management	Complete LES PMP	Program manager	Annually	
6.3.2	LES Management and Administration	Review, approve and record leave request (leave and overtime should be preauthorized).	Program manager	5 working days	
6.3.2.2		Conduct a Total Compensation Review (TCR)	HLD	Every 4 years	
6.3.2.3		Provide LES Severance	MCO/HLDP	Annually	
		Provide LES Social Security	MCO/AFS	Annually	
		Process application for pension scheme benefit	MCO/HLDP	Annually	
		Review and approve renewal of LES insurance benefits	HLDP	Annually	
		Process LES compensation claim	CSDP	10 working days	
FSD ADMINISTRATION & ADVISORY					
7.0.1	Foreign Service Directives (FSD)	Provide a client-oriented response to enquiries concerning the administration and interpretation of FSDs	HED	5 working days	
		Provide a training schedule and training material prior to posting season	HED	Annually	
		Process financial advances in accordance with the Financial Administration Act (FAA) and Treasury Board Secretariat (TBS) guidelines	MCO	10 working days	

REF. TO MOU	COMMON SERVICE DELIVERED	DESCRIPTION	RESPONSIBILITY	SERVICE STANDARD	MISSION-SPECIFIC JUSTIFICATION
		<p>Process settlement advances in accordance with the Financial Administration Act (FAA) and Treasury Board Secretariat (TBS) guidelines</p> <ul style="list-style-type: none"> - Some Departments have unique arrangements (e.g., DND, Public Safety, and RCMP). 	MCO	30 working days	
PROGRAM DELIVERY SUPPORT SERVICES					
8.1.1	Procurement/Acquisition Services	Respond to requests to replace/repair shared office equipment and provide an action plan. Requests to be submitted in writing	MCO	1 working day	
		Respond to requests to replace/repair standard furniture and furnishings and provide an action plan	MCO	1 working day	
8.2.1		Respond to request to purchase standard office supplies used in the day-to-day operations.	MCO	Quarterly	
8.2.2		Provide local printing services	MCO	2 working days	
8.2.2		Provide diplomatic mail services in accordance with GAC policies. Collect all incoming/outgoing and distribution of official mail.	MCO/ MSO		
8.2.2		<p>Update classified and unclassified bag closing schedules for diplomatic mail services</p> <ul style="list-style-type: none"> - Ensure compliance with International law, the Vienna Convention and GAC policies (including the Diplomatic Mail Policy and the Policy on Government Security). 	AAG		
		<p>Update the Shipment Tracking System</p> <ul style="list-style-type: none"> - Value Added shipments are those requiring special accommodation and are subject to cost recovery 	AAG		
		Respond to inquiries relating to the location of specific items (944-mail).	AAG	2 working days	
PROPERTY					
		***For all acquisitions and lease renewal of CH, OR, Parking and Storages the responsibility falls under ARA**			
9.1.1	Office Accommodation	Review employee accommodation relocation request or new position accommodation at Mission	MCO/ARAK/FSITP/ LEITP	Monthly	

REF. TO MOU	COMMON SERVICE DELIVERED	DESCRIPTION	RESPONSIBILITY	SERVICE STANDARD	MISSION-SPECIFIC JUSTIFICATION
9.2.1	Residential Accommodation	Update the housing section of the Mission Report, in consultation with the Mission Housing Committee	MCO/AAP/ARA	Annually	
9.2.2		Update the Mission Property Management Plan (MPMP) and Mission Maintenance Work plan (MMW), in consultation with the program manager	MCO/AAP/ARAK	Annually	
		Acquire and allocate SQ – Crown Lease	MCO/ Housing Committee	Quarterly	
		Obtain signed Occupancy Agreement (as per FSD 25) and household inventory upon arrival and departure of CBS (Crown owned & crown leased SQs)	MCO	3 working days	
		Inspect premises on departure of employee and recover repair costs for employee's damages or Mission Items.	MCO	10 working days	
		Update guidelines provided to CBS on arrival, which include instructions for access to routine and emergency services, and emergency service numbers.	MCO	Annually	
		Conduct review and update rent ceilings.	ARD/AFS	Annually	
		Establish the Mission Housing Committee in accordance with ARD guidelines and in consultation with the MCO and CMM	HOM	Annually	
		Review housing availability and make recommendations to the HOM on housing acquisition, disposal and assignment	Housing Committee		
9.1.1 9.2.1 9.2.2		Office and Residential Accommodation	Update the Mission Property Management Plan (MPMP) -The MPMP should be certified by ARA, ideally by March 31 st	MCO/AAP/ARAK	Annually
		Update <i>Mission Maintenance Work plan</i> (MMW), - MCO/AWF/ARAK in consultation with the program manager	MCO/AWF/ARAK	Annually	
		Approve the MPMP and MMW, in alignment with GAC's annual business planning cycle	ARD	Annually	
		Respond to routine maintenance requests with an expected timeline for completion, where appropriate	MCO	5 working days	
		Update schedule for cyclical maintenance and repair.	MCO/AWF/ARAK	Quarterly	
		Respond to and authorize immediate corrective action for requests stemming from emergencies (fire, flood, disruption of utilities, etc.).	MCO	1 day	
		Implements a cyclical life cycle furniture, fixtures and interior space review of Chancery spaces to ensure maintenance of safe, functional and up to date ergonomic work environments for all chancery office and support accommodations	AWB	Every 15 years	

REF. TO MOU	COMMON SERVICE DELIVERED	DESCRIPTION	RESPONSIBILITY	SERVICE STANDARD	MISSION-SPECIFIC JUSTIFICATION
		Implements a cyclical life cycle furniture, fixtures and interior space review of the Head of Mission accommodation to ensure maintenance of safe, functional and up to date representational residential environment	AWB	Every 12 years	
TRANSPORTATION SERVICES					
10.0.1 10.0.3 10.0.5	Mission Transportation Policy	Update the Mission Transportation Policy in consultation with program managers	MCO/CMM	Annually	
	Fleet Vehicles	Update schedules for drivers and vehicles based on confirmed written requests. - Employee to provide appropriate advanced written notice of requirements for services within the principles established by CMM for vehicle use (minimum 48 hours in advance)	MCO	Daily/As required	
		Acquisition of a mission vehicle in accordance with the Mission Fleet Management Guidelines and the TBS Policy on Management of Materiel	MCO	1 year	
10.0.2 10.0.6 10.0.7	Armoured Vehicles (AV)	Respond to maintenance requests and provide an action plan Acquisition of a mission armoured vehicle in accordance with the armoured vehicle program.	MCO AWC	2 working days 1 year	
		Respond to AV maintenance requests and provide an action plan	MCO/MSO/AWC	2 working days	
SECURITY SERVICES					
	LES Security services	Conduct reliability checks prior to and as a condition of employment.	MSO/CSCP	10 working days	
		Grant Reliability status after the satisfactory completion of the required reliability checks	MSO/MCO	5 working days	
11.0.1	Emergency and Evacuation	Implement and practice evacuation plan	MSO	Semi-Annually	
		Respond to incident reports with an appropriate action plan	MSO/program manager	60 working days	
		Update Chancery and SQ inspection schedule	MSO/MCO	Annually	
		Complete Chancery/SQ security Fit-up/upgrade, as indicated in the BTA	MCO/ARD	As Required	

REF. TO MOU	COMMON SERVICE DELIVERED	DESCRIPTION	RESPONSIBILITY	SERVICE STANDARD	MISSION-SPECIFIC JUSTIFICATION
		Update and circulate the Personal Safety Contingency Plan and LSSO	MSO/program manager	Annually	
		Brief staff on local security situations and contingency plans upon arrival	MSO	1 week	
INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY					
12.0.1 12.0.4		<p>Respond to service requests to support common IM/IT services (24/7 service availability)</p> <p>General Emergency Secure Computing and Communications Repair of client-specific IM/IT</p> <p>*for review of ticket details, click on "your requests" via the SDO, if required, client can request an escalation of the ticket</p>	IM/IT Service Desk (GAC/SSC/Client)	<p>Up to 10 Days Up to 4 Hours Up to 4 Hours Case by case</p>	
12.0.6		<p>Respond to client-specific IM/IT requests</p> <ul style="list-style-type: none"> - Client-specific IM/IT is the support or services not covered by the provision of common services, but required to carry out program service delivery. Therefore, funded by the client 	IM/IT Account Manager	10 working days	
FINANCIAL ARRANGEMENTS AND COST RECOVERY					
13.0.1 13.1.1 13.2.1		Respond to Inquiries concerning financial arrangements and cost recovery	CSDP	2 working days	
		Creation/modification of funds reservations and commitments	CSDP	2 working days	
13.2.1	Administer Accounts Payable	Process third party invoices in accordance with Government of Canada regulations	CSDP	10 working days	
		Process refunds of revenues upon receipt of full supporting documentation including client address and/or banking information as appropriate	CSDP	5 working days	
13.2.2	Delegated Authority	Upon arrival, obtain a copy of the specimen signature card provided to the program manager by the client HQ	Program Manager/CSDP	10 working days	

REF. TO MOU	COMMON SERVICE DELIVERED	DESCRIPTION	RESPONSIBILITY	SERVICE STANDARD	MISSION-SPECIFIC JUSTIFICATION
		Sign Section 34 for Common Services related expenditures	MCO	5 working days	
13.4.1	Contracting	Establish the Regional Contract Review Board (RCRB)	CSDP	Annually	
		Provide advice, guidance and interpretation on matters regarding goods and services contracts	CSDP	3 working days	
13.5	Reporting Provisions	Provide clients with Mission-level reports (i.e., FINSTAT) on common services.	MCO	Quarterly	
		Assist departments with access to information necessary for the completion of program specific financial statements (e.g., ATIP requests, multi-Mission requests, etc.)	CSDP	5 working days	
13.6.2	Official Travel Advance	Issue a travel advance upon request in cases where the traveller does not have a travel card	CSDP	10 Working days	
		- It is strongly recommended for CBS to apply for a travel card			

MISSION GOVERNANCE

COMMITTEES			
COMMITTEES	RESPONSIBILITY	KEY ROLES	MEETING FREQUENCY
CMM (Committee on Mission Management)	HOM/program managers	Provides recommendations and advice to HOM on issues identified by Mission Committees. Approves the Terms of Reference for all Committees. Approves administrative policies, procedures and guides to Common Services. Approves Common Services budget and plans.	
Occupational Health and Safety	CMM, Chair:	Reports to CMM. Considers health and safety complaints and inspects the workplace and recommends actions.	
Security Committee	CMM, Chair:	Reports to CMM. Discusses security issues and recommends security procedures for decisions.	
Locally Engaged Staff (LES) Management Consultation Board	CMM, Chair:	Report to CMM. Holds a regular dialogue with LES on issues of both policy and administration, and ensures regular and sustained dialogue between management and the LES.	
Housing Committee	CMM, Chair:	Reports to CMM. Discusses and recommends actions on issues related to the Housing of CBS.	
Emergency Planning	CMM, Chair	Complete, review and approve the Emergency Plan on an annual basis, in conjunction with the MCO, program managers and CST.	
Other Committees	CMM, Chair	As required.	

MISSION POINTS OF CONTACT

MISSION POINTS OF CONTACT			
TITLE	CONTACT	TITLE	CONTACT
Head of Mission (HOM)		Canadian Foreign Service Institute (CFSI)	
program managers	Name of all program managers:	Executive Services (HFR)	
Management Consular Officer (MCO) LES - Management Administrative Officer (MAO)	MCO: MAO:	FSD Service and Policy Bureau (HED)	
Mission Security Officer (MSO)		Locally Engaged Staff (HLD)	
(Regional) Security program manager (RSPM)		LES Pensions and Insurance (HLDP)	
(Regional) Military Police Security Services (RMPSS)		Domestic Procurement, Contracting and Asset Management (AAC)	
Chairperson of Committees	See above	Logistics Management (AAG)	
All employees - CBS and LES	See employees list	Strategic Planning, Reporting and Coordination (AAP)	
Common Services Delivery Point (CSDP)	CSDP Mission is linked to (if applicable):	Property Program (ARA)	
Champion on Official Languages		Strategic Planning and Stewardship (ARD)	
Training Coordinator		Property Strategy Section (ARAK)	
Information Management and Information Technology (IM/IT) Services	Contacts Identified in the Service Catalogue	Personnel Security Services (CSCP)	
IM/IT Service Desk	IM/IT Service Desk online or by phone at 944-HELP	Property & Facility Management (AWF)	
IM/IT Account Manager		Professional and Technical Services Division (AWB)	
Foreign Service IT Professional (FSITP)		Physical Security Abroad (AWC)	
Locally Engaged IT Professional (LEITP)			

APPENDIX E – GAC REPORTS TO CLIENTS

TYPE	TITLE	FREQUENCY OF PUBLICATION
Financial	International Platform Branch Financial Status Summary	Available monthly, starting in July
Financial	AFD – Missions Common Services Financial Status Summary	Available quarterly
Financial	FSD – Forecasting Model	Available In October (P7) and at year-end
Financial	FSD – Expenditures	Available annually by mission and by GL
Financial	Monthly Free Balance Report (Major capital projects and mission expenses by commitment item)	Quarterly
Real Property - Strategic Planning	Integrated Work Plan (IWP) - GAC Annual planned program of work for all Chanceries.	Available Annually, starting in Q1 and Update In Q3
Real Property - Strategic Planning	Status updates for Major or Minor Capital Projects with project manager (Only for projects impacting the client’s operations): In collaboration with the client’s representative at HQ, the project sponsor and project manager will define the frequency and depth of reporting to the client within the project charter. A communication plan establishing the means and frequency of communication is also to be included in the Project Management Plan and shared with the client.	As defined in the Communication Plan Project Charter and Project Management Plan
Real Property - Strategic Planning	Status updates for simple Minor Capital Projects led by mission (Only for projects impacting the client’s operations): Mission will communicate regular updates to client’s program manager at mission.	As necessary

Boston Office: Global Affairs Canada (GAC) Co-Location MOU - Follow-up Questions and Answers

The questions below were asked of GAC following a legal review of the Co-Location MOU by the Government of Newfoundland and Labrador, in the context of opening a foreign office in Boston, Massachusetts. The corresponding answers were provided by GAC representatives:

Section 1.04: States that the English and French texts of this MOU are equally authoritative.

Question: Can you provide confirmation of the equivalency of the two texts?

Answer: I think to do this they would have to have been gone over by a jurilinguist. This is certainly the intent. Can further confirm.

Sections 2.03, 2.05, and elsewhere: Various sections that reference the inclusion of a “Client Specific Annex”.

Question: Can you confirm which party would determine if such an Annex is needed?

Answer: Either party could request an Annex where, after reviewing the MOU, it was determined that the language does not meet the needs of the parties.

Section 5.0.10: It states the effective date would be the earlier of April 1, 2021 or the date of the client’s signature, which in this case would be of course later than April 1, 2021.

Question: Is this intended to state the “later” of these potential dates?

Answer: I interpret this section as applying to pre-existing parties (to prior versions of the MOU) and would expect that the effective date for a new client would be the date they signed on to the MOU.

Section 6.2.1.2: Identifies the requirement of sharing relationship status.

Question: Can we have this requirement removed? We see no reason why, at the Boston Consulate, a staff member and potential accompanying dependent need to indicate whether they are in a common-law or same-sex relationship.

Answer: If the client will be sending in accredited CBS to be consular officers at the mission (this term does not necessarily reflect the nature of their work, but rather the status of BOSTN as a

consulate under the VCCR) their marital status is important for the accreditation of family members – from memory the US does not accord family member status to common-law spouses.

Sections 6.2.1.3 to 6.2.2.4: Identifies that provincial officials assigned to the Consulate may require medical clearances, security clearances, pre-posting training, insurance and vaccinations.

Question: Can you provide the specificity of these requirements and where such clearances may be obtained? For example, can medical clearances be provided by a family doctor.

Answer: For security clearances, the employee needs to complete form 330-61 and forward it to CSCP (personnel security contracting) the team will be able to confirm the Top Secret clearance when ready. The medical clearance can be obtained from a third party doctor by going through a PHD or PHAF (I can provide both of these documents as well) Speaking with a Co-Locator crown corporation, they manage their own process, and they use the services of a travel clinic to confirm whether the employee and their dependents can go to the country in question. Likewise, insurance and vaccinations can be done by third parties. For the training, there is a training team here at GAC whom we can get you in contact with and they can assist in registering for any required or desired courses.

Section 8.3.4: This section identifies the audit and inspection requirements.

Question: What do these audit and inspection duties entail and are they GAC led?

Answer: Yes, these inspections are GAC led.

- Under the authority of the Well-being Ombud and Inspector General, the Mission Inspection Division (ZIV) gives senior management an *objective* assessment of the Global Affairs Canada mission network's organizational performance and advises on good management practices for mission operations and programs.
- The operations of partner departments are not examined, except for support functions and common services delivered by Global Affairs Canada employees. Any issues of a significant nature are addressed in direct consultation with the partner department.

Part 13.0: These are the Financial Arrangements Sections.

Question: Which laws will be applicable to provincial staff, whether federal, local, or provincial laws. This matter could be addressed with GAC prior to posting.

Answer: If the question is which laws apply regarding the financial arrangements, I would suggest reviewing the various documents referenced in the section. In terms of which laws apply generally to staff posted in a foreign country, this is a somewhat more complex question. We are obliged under the Vienna Conventions to “respect” local law (ie the law of the host country) and I believe this is reflected in the Code of Conduct Abroad. Canada-based staff posted to a consulate (eg Boston) receive certain privileges and immunities, mostly covering the conduct of their work at the mission, and are subject to the laws of the host country in other regards, as are family members. Certain Canadian law will also continue to apply to employees and family members (eg in respect of filing taxes). If there are more specific questions on this aspect of service abroad, we can certainly discuss as all employees and family members should understand the conditions under which they are being posted.

Sections 14.3.1 and 14.4.1: Refers to amendments “with the written consent of all clients”.

Question: Can you clarify what the scope of “all clients” entails or could entail?

Answer: I believe this would include all co-locators at missions abroad – AFR can provide a list of these, and I expect it would include the various provinces who co-locate at any mission(s) overseas as well as possibly other federal government departments or agencies.

Kennedy, William P

From: Kerri.Mulvihill@international.gc.ca
Sent: Tuesday, April 16, 2024 9:26 AM
To: Janes, Mark
Subject: Follow up - April 15th Call
Attachments: CATALOGUE OF COMMON SERVICES CLIENT INFORMATION.docx; Common Services Breakdown (LES & CBS).xlsx

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Mark,

As per our conversation yesterday, please find attached the catalogue on common services handbook which breaks down each service category in detail as requested. I have also attached an excel document expanding on the common services discounts for the Boston Mission.

Regarding the calculation process itself, during the annual rate setting exercise both discounts and adjustments are factored in to ensure accurate cost determination and to avoid overcharging clients and ensure full cost recovery. Discounts are instrumental in decreasing CS costs and are typically applied when external funding is secured for specific initiatives. These discounts are directly tied to the corresponding expenditure (i.e. duty of care or TBS submission), often designated for a particular fund, mission, or service. On the other hand, adjustments can either increase or decrease CS costs. These adjustments are implemented when significant changes in expenditures are anticipated for the upcoming FY or to rectify anomalies in the cost calculation process (i.e. significant increase or decrease in IM/IT expenditures). Like discounts, adjustments may be applied towards a specific fund, mission, or service.

Hope this additional material answers your questions, please feel free to contact me should you require further clarifications.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

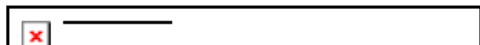
Email: Kerri.Mulvihill@international.gc.ca

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Global Affairs Canada

Government of Canada



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Locally engaged staff standardized job descriptions finder

Outil de recherche des descriptions d'emploi normalisées des employés recrutés sur place

Guidelines

Please use SJDs found on this list only.

If you are looking for a particular SJD that is not part of the list below, it no longer exists.

If you would like more information on a Unique JD, please send an email to HLDS Policy: Policy-HLDS@international.gc.ca.

Lignes directrices

Veillez utiliser les DEN figurant sur cette liste seulement.

Si vous cherchez une DEN particulière qui ne fait pas partie de la liste ci-dessous, elle n'existe plus.

Si vous souhaitez obtenir de plus amples renseignements sur une DT unique, veuillez envoyer un courriel à HLDS Policy : Policy-HLDS@international.gc.ca.

SJD # # DEN	Group/Level Groupe/Niveau	Unique / SJD	Standardized Job Description (SJD)	Description d'Emploi Normalisée (DEN)	Crosswalk	Suite
63	LE-A2	SJD	Program Assistant, AAFC	Adjoint(e) de programme, AAC	Agriculture Canada	Agriculture Canada
64	LE-A3	SJD	Senior Trade Commissioner Assistant, AAFC	Adjoint(e) principal(e) aux délégués commerciaux, AAC	Agriculture Canada	Agriculture Canada
65	LE-01	SJD	Trade Officer, AAFC	Agent(e) commercial(e), AAC	Agriculture Canada	Agriculture Canada
66	LE-02	SJD	Senior Trade Officer, AAFC	Agent(e) commercial(e) principal(e), AAC	Agriculture Canada	Agriculture Canada
59	LE-02	Unique	Administrative Assistant, CSA	Adjoint(e) Administratif(ve), ASC	Canadian Space Agency (CSA)	Agence spatiale canadienne (ASC)
94	LE-A3	SJD	Senior Operations Liaison Assistant, CBSA	Adjoint(e) principal(e) de liaison des opérations, ASFC	CBSA	ASFC
194	LE-01	SJD	Regional Support Officer, CBSA	Agent(e) de soutien régional, ASFC	CBSA	ASFC
20	LE-02	SJD	Common Services Section Head	Chef(fe) de section des Services communs	Common services	Services communs
21	LE-02	SJD	Head Mission Operations	Chef(fe) des opérations de mission	Common services	Services communs
22	LE-01	SJD	Common Services Officer	Agent(e) de services communs	Common services	Services communs
23	LE-A3	SJD	Common Services Coordinator	Coordonnateur(trice) de services communs	Common services	Services communs
24	LE-A2	SJD	Common Services Assistant	Adjoint(e) de services communs	Common services	Services communs
25	LE-02	SJD	Regional Maintenance Officer	Agent(e) d'entretien régional(e)	Common services	Services communs
26	LE-02	Unique	Senior Officer, Technical Projects	Agent(e) principale(s), projets techniques	Common services	Services communs
28	LE-01	SJD	Maintenance Engineer	Ingénieur(e) à l'entretien	Common services	Services communs
57	LE-A1	SJD	Common Services Clerk	Commis(e) de services communs	Common services	Services communs
58	LE-G2	SJD	Common Services Attendant	Préposé(e) aux Services Communs	Common services	Services communs
143	LE-02	SJD	Engineer	Ingénieur(e)	Common services	Services communs
165	LE-A3	SJD	Translator	Traducteur(trice)	Common services	Services communs

221	LE-M1	SJD	<u>Manager, Mission Operations and Consular (MMOC)</u>	<u>Gestionnaire, Opérations de la mission et consulaire (GOMC)</u>	<u>Common services</u>	<u>Services communs</u>
12	LE-02	SJD	<u>Senior Consular Officer</u>	<u>Agent(e) consulaire principal(e)</u>	<u>Consular</u>	<u>Consulaire</u>
13	LE-01	SJD	<u>Consular Officer</u>	<u>Agent(e) consulaire</u>	<u>Consular</u>	<u>Consulaire</u>
14	LE-A3	SJD	<u>Consular Coordinator</u>	<u>Coordonnateur(trice) Consulaire</u>	<u>Consular</u>	<u>Consulaire</u>
15	LE-A2	SJD	<u>Consular Assistant</u>	<u>Adjoint(e) consulaire</u>	<u>Consular</u>	<u>Consulaire</u>
153	LE-A1	SJD	<u>Consular Clerk</u>	<u>Commis(e) Consulaire</u>	<u>Consular</u>	<u>Consulaire</u>
154	LE-04	SJD	<u>Contact Centre Clerk</u>	<u>Commis(e) de centre de Contact</u>	<u>Consular</u>	<u>Consulaire</u>
173	LE-01	Unique	<u>Contract Centre Officer, WSHDC</u>		<u>Consular</u>	<u>Consulaire</u>
170	LE-A2	SJD	<u>Operations Assistant, CSDP</u>	<u>Adjoint(e) aux opérations, PSPC</u>	<u>CSDP</u>	<u>PPSC</u>
32	LE-01	SJD	<u>Contracting and Procurement Officer, CSDP</u>	<u>Agent(e) de la passation des marchés et de l'approvisionnement, PPSC</u>	<u>CSDP (Contract and Procurement)</u>	<u>PPSC (Marchés et approv)</u>
33	LE-A2	SJD	<u>Contracting and Procurement Assistant, CSDP</u>	<u>Adjoint(e) à la passation des marchés et à</u>	<u>CSDP (Contract and Procurement)</u>	<u>PPSC (Marchés et approv)</u>
34	LE-02	SJD	<u>CSDP Finance Section Head</u>	<u>Chef(fe) de la section des finances des PPSC</u>	<u>CSDP (Finance)</u>	<u>PPSC (Finance)</u>
35	LE-01	SJD	<u>Financial Control Officer, CSDP</u>	<u>Agent(e) de contrôle financier, PPSC</u>	<u>CSDP (Finance)</u>	<u>PPSC (Finance)</u>
36	LE-01	SJD	<u>Accounts Payable Officer, CSDP</u>	<u>Agent(e),comptes créditeurs, PPSC</u>	<u>CSDP (Finance)</u>	<u>PPSC (Finance)</u>
37	LE-A3	SJD	<u>Banking Accounts Receivable Coordinator, CSDP</u>	<u>Coordonnateur(trice) comptes bancaires débiteurs, PPSC</u>	<u>CSDP (Finance)</u>	<u>PPSC (Finance)</u>
38	LE-A2	SJD	<u>Banking Accounts Receivable Assistant, CSDP</u>	<u>Assistant(e), Comptes bancaires débiteurs, PPSC</u>	<u>CSDP (Finance)</u>	<u>PPSC (Finance)</u>
39	LE-A2	SJD	<u>Account Payable Assistant, CSDP</u>	<u>Assistant(e), Comptes Créditeurs, PPSC</u>	<u>CSDP (Finance)</u>	<u>PPSC (Finance)</u>
116	LE-02	SJD	<u>CSDP HR Section Head</u>	<u>Chef(fe) de la section des RH des PPSC</u>	<u>CSDP (HR)</u>	<u>PPSC (RH)</u>
122	LE-01	SJD	<u>HR Officer, CSDP</u>	<u>Agent(e) des RH, PPSC</u>	<u>CSDP (HR)</u>	<u>PPSC (RH)</u>
169	LE-A2	SJD	<u>HR Assistant, CSDP</u>	<u>Adjoint(e) des RH, PPSC</u>	<u>CSDP (HR)</u>	<u>PPSC (RH)</u>
134	LE-01	Unique	<u>Program Officer, JUS</u>	<u>Agent(e) de programme, JUS</u>	<u>Department of Justice</u>	<u>Ministère de la Justice</u>
40	LE-G2	SJD	<u>Driver, DND</u>	<u>Chauffeur(e), MDN</u>	<u>Department of National Defence (DND)</u>	<u>Ministère de la Défense Nationale (MDN)</u>
135	LE-A3	SJD	<u>CDA Senior Program Assistasnt, DND</u>	<u>Adjoint(e) de programme des ADC, MDN</u>	<u>Department of National Defence</u>	<u>Ministère de la Défense Nationale</u>
136	LE-01	SJD	<u>Interpreter/Translator, DND</u>	<u>Interprète, Traducteur(trice), MDN</u>	<u>Department of National Defence (DND)</u>	<u>Ministère de la Défense Nationale (MDN)</u>
137	LE-01	SJD	<u>Information Systems Adminlstrator, DND</u>	<u>Administrateur(trice) des systèmes d'information, MDN</u>	<u>Department of National Defence (DND)</u>	<u>Ministère de la Défense Nationale (MDN)</u>
138	LE-01	SJD	<u>Defense Program Officer, DND</u>	<u>Responsable du programme de défense, MDN</u>	<u>Department of National Defence (DND)</u>	<u>Ministère de la Défense Nationale (MDN)</u>
148	LE-A3	Unique	<u>Protocol Coordinator, DND</u>	<u>Coordonnateur(trice) du protocoles, MDN</u>	<u>Department of National Defence (DND)</u>	<u>Ministère de la Défense Nationale (MDN)</u>
150	LE-A3	Unique	<u>Visit/Accreditation Coordinator, DND</u>	<u>Coordonnateur(trice) de visite/accréditation, MDN</u>	<u>Department of National Defence (DND)</u>	<u>Ministère de la Défense Nationale (MDN)</u>
151	LE-G3	SJD	<u>Senior Driver, DND</u>	<u>Chauffeur(e) principal(e), MDN</u>	<u>Department of National Defence (DND)</u>	<u>Ministère de la Défense Nationale (MDN)</u>

152	LE-A2	Unique	Public Fund Cashier, DND	Caissier(e) de fonds publics	Department of National Defence (DND)	Ministère de la Défense Nationale (MDN)
159	LE-A2	SJD	<u>Program Assistant, DND</u>	<u>Adjoint(e) de programme, MDN</u>	<u>Department of National Defence (DND)</u>	<u>Ministère de la Défense Nationale (MDN)</u>
212	LE-A1	SJD	<u>Program Clerk, DND</u>	<u>Commis(e) aux programmes, MDN</u>	<u>Department of National Defence (DND)</u>	<u>Ministère de la Défense Nationale (MDN)</u>
218	LE-01	Unique	Financial and contracting Specialist, DND	Agent(e) de finances et de la passation des marchés, MDN	Department of National Defence (DND)	Ministère de la Défense Nationale (MDN)
235	LE-S1	Unique	<u>Senior Defence Industrial Base Policy Specialist WSHDC</u>	<u>TBD</u>	<u>Department of National Defence (DND)</u>	<u>Ministère de la Défense Nationale (MDN)</u>
42	LE-G1	SJD	<u>Mail Messenger</u>	<u>Messageur(ère)</u>	<u>Driver & Mailroom</u>	<u>Chauffeurs et salle de courrier</u>
50	LE-G2	SJD	<u>Driver</u>	<u>Chauffeur(e)</u>	<u>Driver & Mailroom</u>	<u>Chauffeurs et salle de courrier</u>
51	LE-G3	SJD	<u>Senior Driver</u>	<u>Chauffeur(e) principal(e)</u>	<u>Driver & Mailroom</u>	<u>Chauffeurs et salle de courrier</u>
56	LE-G2	SJD	<u>Mail Attendant</u>	<u>Préposé(e) au courrier</u>	<u>Driver & Mailroom</u>	<u>Chauffeurs et salle de courrier</u>
190	LE-G3	SJD	<u>Mailroom Supervisor</u>	<u>Superviseur(e) de la salle du courrier</u>	<u>Driver & Mailroom</u>	<u>Chauffeurs et salle de courrier</u>
61	LE-A2	SJD	<u>Executive Assistant</u>	<u>Adjoint Administratif/Adjointe Administrative</u>	<u>Executive support services</u>	<u>Services soutien à la direction</u>
62	LE-A3	SJD	<u>Senior Executive Assistant</u>	<u>Adjoint Administratif principal/Adjointe Administrative principale</u>	<u>Executive support services</u>	<u>Services soutien à la direction</u>
70	LE-02	Unique	<u>Supervisor, Management of the Official Residence, Events & Advocacy - PARIS</u>	<u>Superviseur(e), Gestion de la Résidence officielle, des événements et de la promotion des Intérêts - PARIS</u>	<u>Executive support services</u>	<u>Services soutien à la direction</u>
69	LE-M1	SJD	<u>EDC Senior Regional Manager</u>	<u>Gestionnaire régional(e) principale(e), EDC</u>	<u>Export Development Canada (EDC)</u>	<u>Exportation et Développement Canada (EDC)</u>
70	LE-02	SJD	<u>EDC Senior Officer</u>	<u>Agent(e) principal(e), EDC</u>	<u>Export Development Canada (EDC)</u>	<u>Exportation et Développement Canada (EDC)</u>
72	LE-01	SJD	<u>EDC Officer</u>	<u>Agent(e), EDC</u>	<u>Export Development Canada (EDC)</u>	<u>Exportation et Développement Canada (EDC)</u>
73	LE-A3	SJD	<u>EDC Coordinator</u>	<u>Coordonnateur(trice), EDC</u>	<u>Export Development Canada (EDC)</u>	<u>Exportation et Développement Canada (EDC)</u>
5	LE-02	SJD	<u>Senior FPDS Officer</u>	<u>Agent(e) principal(e), SPED</u>	<u>FPDS</u>	<u>SPED</u>
6	LE-01	SJD	<u>FPDS Officer</u>	<u>Agent(e), SPED</u>	<u>FPDS</u>	<u>SPED</u>
7	LE-A3	SJD	<u>Senior FPDS Assistant</u>	<u>Adjoint(e) principal(e), SPED</u>	<u>FPDS</u>	<u>SPED</u>
198	LE-01	Unique	Technical Stage Officer, CCC, Paris	Régisseur(euse) technique, CCC, Paris	FPDS	SPED
199	LE-02	Unique	Senior Officer, CCC, Paris	Agent(e) Principal(e), CCC	FPDS	SPED
204	LE-01	SJD	<u>Multilateral officer</u>	<u>Agent(e) multilatéral</u>	<u>FPDS</u>	<u>SPED</u>
205	LE-02	SJD	<u>Senior Multilateral officer</u>	<u>Agent(e) multilatéral principal</u>	<u>FPDS</u>	<u>SPED</u>
214	LE-01	Unique	Special Project Officer, CCC, Paris	Agent(e) des projets spéciaux, CCC	FPDS	SPED
222	LE-02	Unique	Senior Officer, Protocol, Events and Advocacy WSHDC	Agent(e) principale(e), protocole, événements et défense d'intérêts	FPDS	SPED
41	LE-G5	SJD	<u>Executive Chef</u>	<u>Chef(fe) Exécutif(ve)</u>	<u>General Services</u>	<u>Services généraux</u>
43	LE-G3	Unique	Head Security Guard	Gardien(ne) de sécurité en chef	General Services	Services généraux
44	LE-G5	SJD	<u>OR Supervisor</u>	<u>Superviseur(e) de la résidence officielle</u>	<u>General Services</u>	<u>Services généraux</u>

45	LE-G3	SJD	Chancery/OR Coordinator	Coordonnateur(trice) de la résidence officielle/chancellerie	General Services	Services généraux
46	LE-G4	SJD	Chef de cuisine	Chef(fe) de cuisine	General Services	Services généraux
47	LE-G3	SJD	Sous-Chef	Sous-chef(fe)	General Services	Services généraux
48	LE-G2	SJD	Housekeeping Attendant	Préposé(e) à l'entretien ménager	General Services	Services généraux
49	LE-G1	SJD	Cleaner	Nettoyeur(se)	General Services	Services généraux
29	LE-G1	SJD	Janitor	Concierge	General Services (Property)	Services généraux (propriétés)
30	LE-G4	SJD	Specialized Technician	Technicien(ne) spécialisé(e)	General Services (Property)	Services généraux (propriétés)
31	LE-G2	SJD	Maintenance Attendant	Préposée(e) à la maintenance	General Services (Property)	Services généraux (propriétés)
178	LE-G3	SJD	Landscaper	Paysagiste	General Services (Property)	Services généraux (propriétés)
186	LE-G3	SJD	Maintenance Technician	Technicien(ne) à l'entretien	General Services (Property)	Services généraux (propriétés)
187	LE-G5	SJD	Senior Maintenance Technician	Technicien(ne) principal(e) à l'entretien	General Services (Property)	Services généraux (propriétés)
77	LE-02	SJD	Senior Investment Officer, AB	Agent(e) principal(e) des investissements, AB	Government of Alberta	Gouvernement de l'Alberta
78	LE-01	SJD	Investment Officer, AB	Agent(e) des investissements, AB	Government of Alberta	Gouvernement de l'Alberta
79	LE-A2	SJD	Program Assistant, AB	Adjoint(e) de programme, AB	Government of Alberta	Gouvernement de l'Alberta
119	LE-02	Unique	Senior Federal and State Policy Officer, AB *Washington only*	Responsable des politiques fédérales et d'État, AB «Washington seulement»	Government of Alberta	Gouvernement de l'Alberta
120	LE-02	Unique	Senior Business Development Officer, AB - WSHDC Only	Agent(e) principal(e) de développement des affaires - W	Government of Alberta	Gouvernement de l'Alberta
123	LE-02	Unique	Senior Business Development Officer - Agriculture, AB	Agent(e) principal(e) de développement des affaires - agriculture, AB	Government of Alberta	Gouvernement de l'Alberta
230	LE-02	SJD	Senior Business Development Officer - AB (used this one)	Agent(e) principal(e) de développement des affaires - AB	Government of Alberta	Gouvernement de l'Alberta
202	LE-03	Unique	Senior Program Assistant, AB	Adjoint(e) de programme principal(e), AB	Government of Alberta	Gouvernement de l'Alberta
133	LE-01	SJD	Policy & Advocacy Officer, GAU	Agent(e) de politiques et de la défense des intérêts, GAU	Government of Australia	Gouvernement de l'Australie
188	LEG-03	Unique	Senior Driver, GAU	Chauffeur(e) principal(e), GAU	Government of Australia	Gouvernement de l'Australie
196	LE-03	Unique	Senior Executive Assistant, GAU	Adjoint(e) exécutif(ve) principal(e), GAU	Government of Australia	Gouvernement de l'Australie
100	LE-01	SJD	Trade and Investment Officer, BC	Agent(e) de commerce et d'investissement, C-B	Government of British Columbia	Gouvernement de la Colombie-Britannique
113	LE-02	SJD	Senior Trade and Investment Officer, BC	Agent(e) principal(e) de commerce et d'investissement, C-B	Government of British Columbia	Gouvernement de la Colombie-Britannique
167	LE-A2	SJD	Commercial Assistant, BC	Adjoint(e) commercial, C-B	Government of British Columbia	Gouvernement de la Colombie-Britannique
168	LE-M1	SJD	Senior Manager, BC	Gestionnaire principal(e), C-B	Government of British Columbia	Gouvernement de la Colombie-Britannique
189	LE-02	SJD	Senior Advisor, NB	Conseiller(e) Principale(e),NB	Government of New Brunswick	Gouvernement du Nouveau-Brunswick
249	LE-A3	Unique	Trade Promotion Coordinator	TBD	Government of New Brunswick	Gouvernement du Nouveau-Brunswick
236	LE-M1	Unique	Manager of Investment Attractions - NB	TBD	Government of New Brunswick	Gouvernement du Nouveau-Brunswick

71	LE-01	SJD	Policy Officer, ON	Agent(e) des politiques, Ont	Government of Ontario	Gouvernement de l'Ontario
74	LE-02	SJD	Senior Commercial Officer, ON	Agent(e) de commerce principal(e), Ont	Government of Ontario	Gouvernement de l'Ontario
75	LE-01	SJD	Commercial Officer, ON	Agent(e) de commerce, Ont	Government of Ontario	Gouvernement de l'Ontario
76	LE-A2	SJD	Commercial Assistant, ON	Adjoint(e) commercial(e), Ont	Government of Ontario	Gouvernement de l'Ontario
117	LE-A3	SJD	Senior Assistant, ON	Adjoint(e) principal(e) , Ont	Government of Ontario	Gouvernement de l'Ontario
203	LE-A3	SJD	Senior Commercial Assistant, ON	Adjoint(e) commercial principal(e), ON	Government of Ontario	Gouvernement de l'Ontario
97	LE-01	SJD	Commercial Officer, QC	Agent(e) commercial(e), QC	Government of Quebec - Comm & Inno	Gouvernement du Québec - Comm & Inno
112	LE-02	SJD	Senior Commercial Officer, QC	Agent(e) commercial(e) principal(e), QC	Government of Quebec - Comm & Inno	Gouvernement du Québec - Comm & Inno
162	LE-A3	SJD	Senior Commercial Assistant, QC	Adjoint(e) commercial(e) principal(e), QC	Government of Quebec - Comm & Inno	Gouvernement du Québec - Comm & Inno
213	LE-A2	SJD	Commercial Assistant, QC	Adjoint(e) commercial(e), QC	Government of Quebec - Comm & Inno	Gouvernement du Québec - Comm & Inno
118	LE-01	SJD	Educational, Cultural and Public Affairs Officer, QC	Agent(e) des affaires publiques, éducatives et culturelles, QC	Government of Quebec - Edu	Gouvernement du Québec - Edu
139	LE-02	SJD	Senior Educational, Cultural and Public Affairs Officer, QC	Agent(e) principal(e) des affaires publiques, éducatives et culturelles, QC	Government of Quebec - Edu	Gouvernement du Québec - Edu
200	LE-A3	SJD	Educational, Cultural and Public Affairs OffCoordinator, QC	Coordonnateur(trice) des affaires publiques, éducatives et culturelles, QC	Government of Quebec - Edu	Gouvernement du Québec - Edu
124	LE-A1	SJD	Program Clerk, QC	Commis(e) de programme, QC	Government of Quebec - Imm	Gouvernement du Québec - Imm
125	LE-A2	SJD	Program Assistant, QC	Adjoint(e) de programme, QC	Government of Quebec - Imm	Gouvernement du Québec - Imm
129	LE-A3	SJD	Prospecting and Promotion Coordinator, QC	Coordonnateur(trice) à la prospection et à la promotion, QC	Government of Quebec - Imm	Gouvernement du Québec - Imm
146	LE-01	SJD	Prospecting and Promotion Officer, QC	Agent(e) à la prospection et à la promotion, QC	Government of Quebec - Imm	Gouvernement du Québec - Imm
147	LE-02	SJD	Senior Prospecting and Promotion Officer, QC	Agent(e) principal(e) à la prospection et à la promotion, QC	Government of Quebec - Imm	Gouvernement du Québec - Imm
111	LE-A2	SJD	Investment Program Assistant, QC	Adjoint(e) du programme d'investissement, QC	Government of Quebec - Inv	Gouvernement du Québec - Inv
163	LE-A3	SJD	Senior Investment Program Assistant, QC	Adjoint(e) principal(e) du programme d'investissement, QC	Government of Quebec - Inv	Gouvernement du Québec - Inv
164	LE-01	SJD	Investment Officer, QC	Agent(e) d'investissement, QC	Government of Quebec - Inv	Gouvernement du Québec - Inv
166	LE-02	SJD	Senior Investment Officer, QC	Agent(e) principal(e) d'investissement, QC	Government of Quebec - Inv	Gouvernement du Québec - Inv
251	LE-02	Unique	Senior Educational, Cultural and Public Affairs Officer - QC	Agent(e) principal(e) des affaires publiques éducatives et culturelles - Qc	Government of Quebec - Inv	Gouvernement du Québec - Inv
81	LE-01	SJD	Trade and Investment Officer, SSK	Agent(e) de commerce et d'investissement, Sask.	Government of Saskatchewan	Gouvernement de la Saskatchewan
171	LE-A2	SJD	Trade and Investment Assistant, SSK	Adjoint de commerce et d'investissement, Sask.	Government of Saskatchewan	Gouvernement de la Saskatchewan
175	LE-02	SJD	Senior Trade and Investment, SSK	Agent(e) principal(e) de commerce et d'investissement, Sask.	Government of Saskatchewan	Gouvernement de la Saskatchewan

106	N/A	Unique	Manager, Protocol, Events and Advocacy	Gestionnaire, protocole, événements et promotion des intérêts	HOM Support	Soutien au CDM
17	LE-02	Unique	Official Residence Director	Soutien au CDM	HOM Support	Soutien au CDM
191	LE-A2	SJD	HR Assignment Assistant	Adjoint(e) des affections des RH	HSOA	HSOA
192	N/A	Unique	HR Assignment Officer	Agent(e) des affections des RH	HSOA	HSOA
9	LE-02	SJD	Senior International Assistance Officer	Agent(e) principal(e) d'aide internationale	International Assistance	Aide internationale
10	LE-01	SJD	International Assistance Officer	Agent(e) d'aide internationale	International Assistance	Aide internationale
115	LE-A3	SJD	International Assistance Program Coordinator	Coordonnateur(trice) de programme, aide internationale	International Assistance	Aide internationale
141	LE-02	Unique	Senior Multilateral Officer	Agent(e) multilatéral(e) principal(e)	International Assistance	Aide internationale
184	LE-M1	SJD	International Assistance Manager	Gestionnaire d'aide internationale	International Assistance	Aide internationale
185	LE-01	SJD	Operations Officer	Agent(e) des opérations	International Assistance	Aide internationale
195	LE-01	Unique	Analyst	Analyste	International Assistance	Aide internationale
197	LE-02	Unique	Senior Analyst	Analyste principal(e)	International Assistance	Aide internationale
220	LE-A3	Unique	International Assistance Program Coordinator, LIMA	Coordonnateur(trice) de programme, LIMA	International Assistance	Aide internationale
109	LE-02	SJD	Senior Investment Officer	Agent(e) principal(e) d'investissement	Investment	Investissement
121	LE-01	SJD	Investment Officer	Agent(e) d'investissement	Investment	Investissement
82	LE-01	SJD	Immigration System Administrator, IMC	Administrateur(trice) du système informatique de l'immigration, IMC	IRCC	IMC
84	LE-01	SJD	Registry Lead, IRCC	Gestionnaire du registre, IMC	IRCC	IMC
90	LE-G2	SJD	Program Attendant, IRCC	Commis au Programme, IMC	IRCC	IMC
140	LE-A3	Unique	Outreach Officer	Agent(e) de communication, IMC	IRCC	IMC
241	LE-A2	SJD	Program Assistant	Adjointe(e) au programme	IRCC	IMC
242	LE-A1	SJD	Program Support	Soutien au programme	IRCC	IMC
243	LE-01	SJD	Designated Migration Officer - Temporary Residents - (DEV)	Agent(e) de migration désignée - résidents temporaires - (DEV)	IRCC	IMC
244	LE-02	SJD	Designated Migration Office - Pre-designated - (DEV)	Agent(e) de migration désigné(e) - (DEV)	IRCC	IMC
245	LE-A3	SJD	Temporary Resident Program Analyst - Pre-designation - (DEV)	Analyste de programme des résidents temporaires - prédésignation - (DEV)	IRCC	IMC
246	LE-01	SJD	Migration Program Officer - Pre-designation - (DEV)	Agent(e) du programme de migration - prédésignation - (DEV)	IRCC	IMC
250	LE-A3	SJD	Program Analyst/Coordinator	Analyste/coordonnateur(trice) de programme	IRCC	IMC
60	LE-S1	SJD	Medical Doctor, IRCC	Médecin, IMC	IRCC Medical	Poste de la Santé IMC
91	LE-A3	SJD	Medical Team Coordinator, IRCC	Coordonnateur(trice) d'équipe médicale, IMC	IRCC Medical	Poste de la Santé IMC
92	LE-A1	SJD	Medical Program Clerk, IRCC	Commis(e) au programme médical, IMC	IRCC Medical	Poste de la Santé IMC
183	LE-A3	SJD	Health Administrator/Health Admissibility Adjudicator, IMC	Administrateur(trice) de l'admissibilité médicale, IMC	IRCC Medical	Poste de la Santé IMC
67	LE-02	SJD	LEITP Team Lead	Chef d'équipe, ERPTI	LEITP	ERPTI
68	LE-01	SJD	LEITP Officer	Agent(e), ERPTI	LEITP	ERPTI

211	LE-S1	SJD	Regional LES SSPI Program Specialist	Spécialiste régional(e) du programme de SSPA des ERP	LES Social Security, Pensions and Insurance (SSPI)	Programme de sécurité sociale, de pensions et d'assurances (SSPA)
219	LE-01	SJD	Regional LES SSPI Program Officer	Agent(e) régional(e) du programme de SSPA des ERP	LES Social Security, Pensions and Insurance (SSPI)	Programme de sécurité sociale, de pensions et d'assurances (SSPA)
215	LE-A2	Unique	Commercial Assistant, NRC	Adjoint(e) commercial(e), CNRC	National Research Council	Conseil national de recherches
114	LE-02	SJD	Senior Environment and Energy Officer	Agent(e) principal(e) de l'énergie et de l'environnement	Natural Resources Canada	Ressources naturelles Canada
248	LE-02	Unique	Senior Economic Officer, Energy & Natural Resources	Agent(e) économique principal(e), énergie et ressources naturelles	Natural Resources Canada	Ressources naturelles Canada
201	LE-A3	Unique	Senior Administrative Assistant	Adjoint(e) administratif(ve) principal(e)	PESCO	PESCO
223	LE-01	Unique	Program Officer	Agent(e) de programme	PESCO	PESCO
102	LE-A1	SJD	Protocol and Events Clerk	Commis(e) au protocole et aux événements	Protocol & Events	Protocole et événements
103	LE-A2	SJD	Protocol and Events Assistant	Adjoint(e) au protocole et aux événements	Protocol & Events	Protocole et événements
104	LE-A3	SJD	Protocol and Events Coordinator	Coordonnateur(trice) au protocole et aux événements	Protocol & Events	Protocole et événements
105	LE-01	SJD	Protocol and Events Officer	Agent(e) au protocole et aux événements	Protocol & Events	Protocole et événements
99	LE-01	Unique	Contract Specialist	Agent(e) des contrats, SPAC	PSPC	SPAC
144	LE-01	Unique	Program Officer, PSPC	Agent de programme, Approvisionnement international et relations internationales	PSPC	SPAC
145	LE-01	Unique	Finance Officer	Agent(e) de finance, SPAC	PSPC	SPAC
208	LE-A3	Unique	Senior Program Assistant, PSPC	Adjoint(e) de programme principal(e), SPAC	PSPC	SPAC
216	LE-A2	SJD	Program Assistant, PSPC	Adjoint(e) de programme, PSPC	PSPC	SPAC
207	LE-A3	Unique	Research Analyst, PSP	Analyste de la recherche, SPC	Public Safety Canada	Sécurité Publique Canada
93	LE-A3	SJD	Senior Administrative Assistant, RCMP	Adjoint(e) Administratif(ve) principal(e), GRC	RCMP	GRC
126	LE-G2	Unique	Driver, RCMP	Chauffeur(e), GRC	RCMP	GRC
18	LE-01	SJD	Readiness Program Officer	Agent(e), programme de préparation	Readiness	Préparation
19	LE-A2	SJD	Readiness Program Assistant	Adjoint(e), programme de préparation	Readiness	Préparation
54	LE-G2	SJD	Security Supervisor	Superviseur(e), service de sécurité	Readiness	Préparation
55	LE-G1	SJD	Security Guard	Garde de sécurité	Readiness	Préparation
16	LE-01	SJD	REMO Officer	Agent(e), BRGU	REMO	BRGU
130	LE-A2	SJD	REMO Assistant	Agent(e), BRGU	REMO	BRGU
157	LE-A3	SJD	Senior Program Assistant, SOLGEN	Adjoint(e) de programme principal(e), SOLGEN	Solicitor general	
1	LE-02	SJD	Senior Trade Officer	Agent(e) de commerce principal(e)	Trade	Commerce
2	LE-01	SJD	Trade Officer	Agent(e) de commerce	Trade	Commerce
3	LE-A3	SJD	Trade Program Coordinator	Coordonnateur(trice) de programme, commerce	Trade	Commerce
8	LE-M1	Unique	Program Manager, Trade	Gestionnaire de programme, Commerce	Trade	Commerce
27	LE-01	SJD	Info Centre Officer	Agent(e) de l'Infocentre	Trade	Commerce
98	LE-A3	Unique	Commercial Coordinator (Education), PARIS	Coordonnateur(trice) commercial(e) (Éducation), Paris	Trade	Commerce

182	LE-A3	Unique	ETP Coordinator	Coordonnateur(trice) PEC	Trade	Commerce
210	LE-01	Unique	Trade Policy Officer		Trade	Commerce
179	LE-A2	SJD	<u>Program Assistant</u>	<u>Adjointe(e) de programme</u>	<u>Trade / International Assistance / FFDS</u>	<u>Aide Internationale</u>
180	LE-A1	SJD	<u>Program Clerk</u>	<u>Commis(e) au programme</u>	<u>Trade / International Assistance / FFDS</u>	<u>Aide internationale</u>
108	LE-02	SJD	<u>Senior Trade/FPDS Officer</u>	<u>Agent(e) principal(e) de commerce/SPED</u>	Trade/FPDS	Commerce/SPED
149	LE-01	SJD	<u>Trade/FPDS Officer</u>	<u>Agent(e) de commerce/SPED</u>	Trade/FPDS	Commerce/SPED
176	LE-A3	SJD	<u>Trade/FPDS Coordinator</u>	<u>Coordonnateur(trice), Commerce/SPED</u>	Trade/FPDS	Commerce/SPED
131	LE-01	Unique	Welfare Officer	Agent(e) de services de bien-être	Veterans Affairs Canada	Anciens Combattants Canada
		Unique				

**MEMORANDUM OF UNDERSTANDING
ON
OPERATIONS AND SUPPORT AT MISSIONS**

between

**Global Affairs Canada
and
Government of Newfoundland & Labrador**

Patricia Hearn
Deputy Minister for Intergovernmental Affairs

Date

David Morrison
Deputy Minister of Foreign Affairs

Date

Kennedy, William P

From: Janes, Mark
Sent: Tuesday, April 30, 2024 9:28 AM
To: 'Kerri.Mulvihill@international.gc.ca'
Cc: Dredge, Jonathan
Subject: NL Boston Office

Kerri,

We have approval to proceed with establishing the Boston office. Can we schedule a call to discuss next steps?

Thanks,
Mark

MARK JANES | Assistant Deputy Minister
Trade Policy – Intergovernmental Affairs Secretariat
Government of Newfoundland and Labrador
P.O. Box 8700, East Block, Confederation Building
St. John's, NL, A1B 4J6

709.729.2077 (t) | markjanes@gov.nl.ca

Kennedy, William P

From: Kerri.Mulvihill@international.gc.ca
Sent: Wednesday, May 1, 2024 11:06 AM
To: Janes, Mark
Cc: Dredge, Jonathan
Subject: RE: NL Boston Office

Hi Mark,

I do believe the latest version I sent is the most up to date.

Our Information Document system is currently down and I am unable to pull a copy to re-send. Once it is back up and running I can check and confirm.

I will send an invite for Monday May 6th.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

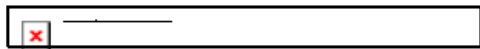
Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

Government of Canada



From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Wednesday, May 1, 2024 9:26 AM
To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>
Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Subject: RE: NL Boston Office

Kerri,

May 6 works for us. Would the last version of the MOU you sent to us be the most up to date version?

Thanks,
Mark

From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>
Sent: Wednesday, May 1, 2024 9:14 AM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Subject: RE: NL Boston Office

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Morning Mark,

This is great news!

The next step will be having the Memorandum of Understanding (MOU) signed by both parties. David Morrison, the Deputy Minister of Foreign Affairs, would sign on behalf of GAC, and his counterpart in NL would be the other signatory. Once that is signed we can discuss the following steps to do the outreach to the Boston Mission in order to establish the Boston office for NL.

Could we aim to have a call on Monday May 6th, anytime that works for you both, I can send the teams invite. On behalf of my Deputy Director Christine Wong, who is away for the month, I will be inviting Charlene Serafin who is currently acting in her place.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

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From: Janes, Mark <MarkJanes@gov.nl.ca>

Sent: Tuesday, April 30, 2024 7:58 AM

To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>

Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>

Subject: NL Boston Office

Kerri,

We have approval to proceed with establishing the Boston office. Can we schedule a call to discuss next steps?

Thanks,

Mark

MARK JANES | Assistant Deputy Minister

Trade Policy – Intergovernmental Affairs Secretariat

Government of Newfoundland and Labrador

P.O. Box 8700, East Block, Confederation Building

St. John's, NL, A1B 4J6

709.729.2077 (t) | markjanes@gov.nl.ca

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Kennedy, William P

From: Janes, Mark
Sent: Thursday, July 25, 2024 2:08 PM
To: 'Kerri.Mulvihill@international.gc.ca'
Cc: Devereaux, Nadine
Subject: RE: For Signature - MOU Operations and Support at Missions

Kerri,

Can we have a chat with you about next steps. How's your availability for early next week?

Thanks,
Mark

From: Hearn, Patricia A. (Deputy Clerk) <PatriciaAHearn@gov.nl.ca>
Sent: Wednesday, July 24, 2024 10:00 AM
To: 'Kerri.Mulvihill@international.gc.ca' <Kerri.Mulvihill@international.gc.ca>
Cc: Devereaux, Nadine <NadineDevereaux@gov.nl.ca>; Janes, Mark <MarkJanes@gov.nl.ca>
Subject: For Signature - MOU Operations and Support at Missions

Good day,

Please find attached the Memorandum of Understanding on Operations and Support at Missions, that I have signed on behalf of the Government of Newfoundland and Labrador.

We look forward to working together to advance Newfoundland and Labrador's Mission Office in the United States. To discuss next steps, please contact Nadine Devereaux, Special Advisor to the Clerk of the Executive Council, NadineDevereaux@gov.nl.ca or Mark Janes, Assistant Deputy Minister, Trade Policy, MarkJanes@gov.nl.ca.

Best Regards.

Patricia A Hearn
Deputy Minister - Intergovernmental Affairs
Deputy Clerk of the Executive Council and
Associate Secretary to Cabinet
P.O. Box 8700
St. John's, NL Canada A1B 4J6
patriciaahearn@gov.nl.ca

Kennedy, William P

From: Janes, Mark
Sent: Friday, August 9, 2024 2:04 PM
To: Devereaux, Nadine
Cc: Hearn, Patricia A. (Deputy Clerk); Macmillan, Doriann
Subject: RE: Office

Yes - will do. Invite will contain an agenda as well.

-----Original Message-----

From: Devereaux, Nadine <NadineDevereaux@gov.nl.ca>
Sent: Friday, August 9, 2024 1:59 PM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Hearn, Patricia A. (Deputy Clerk) <PatriciaAHearn@gov.nl.ca>; Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Subject: Re: Office

Perfect. Would you mind setting that up. Or you can call michelle to ask her. I can be available any time on Monday via call.

Sent from my iPhone

> On Aug 9, 2024, at 1:15 PM, Janes, Mark <MarkJanes@gov.nl.ca> wrote:

>
> I think a quick chat would be useful. It may also be helpful to have IET in on the discuss as part of the broader Boston program.

>
>
>> On Aug 9, 2024, at 1:06 PM, Devereaux, Nadine <NadineDevereaux@gov.nl.ca> wrote:
>>

>> Probably right about Ottawa, Mark. But you are definitely right
>> about Boston consulate office being open to hosting. They are keen
>> to help with what ever is wanted. They just need a little lead time
>> to get prepared. Do we (those in this message) want to do a call on
>> Monday to see where we are Nadine Sent from my iPhone
>>

>>>> On Aug 9, 2024, at 12:44 PM, Janes, Mark <MarkJanes@gov.nl.ca> wrote:

>>>>
>>>> It would be really nice to be able to do something at the consulate.

34(1)(a)(i)

>>>>
>>>> -----Original Message-----
>>>> **From:** Devereaux, Nadine <NadineDevereaux@gov.nl.ca>
>>>> **Sent:** Friday, August 9, 2024 12:40 PM
>>>> **To:** Hearn, Patricia A. (Deputy Clerk) <PatriciaAHearn@gov.nl.ca>
>>>> **Cc:** Janes, Mark <MarkJanes@gov.nl.ca>; Macmillan, Doriann
>>>> <DoriannMacmillan@gov.nl.ca>
>>>> **Subject:** Re: Office
>>>>

>>>> Hi there,

>>> The numbers would be much larger at the reception, so that seems like it might be the best place to announce the office. (just my thoughts). While it would be nice to do it at the mission office, it is a small space with logistical/ security issues for visitors. I believe a visit to the office is scheduled for Friday (on the draft team mission program) which could still happen for those who are invited. Are the folks in the Boston office aware of the potential visit on the 13th?

>>> Let me know how I can assist. I have a call with GAC (Ottawa) on Monday to see where we are with the MOU and I have a call with Dina at the Boston office on Wednesday morning as they are looking for an update. If we know more before Wednesday, we can let them know earlier.

>>> That's my update from the beautiful west coast.

>>> Best

>>> Nadine

>>> Sent from my iPhone

>>>

>>>> On Aug 9, 2024, at 11:17 AM, Hearn, Patricia A. (Deputy Clerk) <PatriciaAHearn@gov.nl.ca> wrote:

>>>>

>>>> Hi - just making sure that you are coordinating on event at Boston

>>>> consulate. Given the reception at the hotel , do we do something

>>>> extra at the office, and, if so, what would it look like. Thanks

Kennedy, William P

From: Janes, Mark
Sent: Thursday, May 2, 2024 4:25 PM
To: 'Kerri.Mulvihill@international.gc.ca'
Cc: Dredge, Jonathan
Subject: RE: Signing Authority - Information

Kerri,

It will be Patricia Hearn, Deputy Minister for Intergovernmental Affairs.

Does GAC have any information on hand that explains the suite of supports for the CBS? I anticipate this will be useful as we begin our hiring process.

Thanks
Mark

709-691-7370

From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>
Sent: Thursday, May 2, 2024 12:07 PM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Subject: Signing Authority - Information

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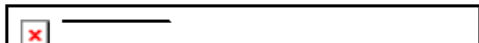
Good Morning Mark,

I am gathering the MOU documents to send over for signature, I am hoping you can provide me with the Name and Official Title of the individual who will be signing on behalf of the Government of Newfoundland & Labrador so I can update the signing page accordingly.

Once our system is back up and running fully I will be able to send these documents over to you.

Thank you so much!

Kerri Mulvihill
Acting Senior Advisor, Client Relations Division (AFR)
Email: Kerri.Mulvihill@international.gc.ca
Telephone: 343-596-4061
200 Promenade du Portage, Gatineau, Québec K1A 0G4
Global Affairs Canada
Government of Canada



Kennedy, William P

From: Kerri.Mulvihill@international.gc.ca
Sent: Monday, April 15, 2024 1:08 PM
To: Janes, Mark
Subject: RE: NL GAC office - Boston

Absolutely, I will send a teams link now, please feel free to call when you are ready.

Thanks!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@International.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

Government of Canada



From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Monday, April 15, 2024 11:35 AM
To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>
Subject: Re: NL GAC office - Boston

Yes - can you give me a few minutes? Just heading back to my office.

Sent from my iPhone

On Apr 15, 2024, at 1:02 PM, Kerri.Mulvihill@international.gc.ca wrote:

Hi Mark,

Would you be available for a quick call now?

Thank you!

Sent from my iPhone

On Apr 15, 2024, at 10:23 AM, Janes, Mark <MarkJanes@gov.nl.ca> wrote:

Kerri,

This is still progressing here. Are you available for a quick call today? I just want to run through some of the cost categories so I have a better understanding of what's covered.

Thanks,
Mark

From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>
Sent: Wednesday, April 3, 2024 12:14 PM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>; Pierce, Cale <CalePierce@gov.nl.ca>
Subject: RE: NL GAC office - Boston

Good Morning Mark,

Hope you are doing well, and enjoyed a nice long weekend.

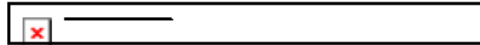
Wanting to touch base with you regarding the below correspondence. I had not heard back since the last e-mail exchange of February 14th regarding Newfoundland's interest in the co-location process, more specifically in Boston.

As per the below article it seems as though things may be moving forward, wanting to reach out to you for an update regarding the below.

[Terre-Neuve-et-Labrador songe à ouvrir un bureau à Boston \(infomedia.gc.ca\)](#)

Thank you!

Kerri Mulvihill
Acting Senior Advisor, Client Relations Division (AFR)
Email: Kerri.Mulvihill@international.gc.ca
Telephone: 343-596-4061
200 Promenade du Portage, Gatineau, Québec K1A 0G4
Global Affairs Canada
Government of Canada



From: Mulvihill, Kerri -AFR [She,Her | Elle]
Sent: Wednesday, February 14, 2024 11:38 AM
To: 'Janes, Mark' <MarkJanes@gov.nl.ca>
Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>; Pierce, Cale <CalePierce@gov.nl.ca>
Subject: RE: NL GAC office - Boston

Good Morning Mark,

I wanted to provide some guidance regarding your last email which may clear things up.

There is no ability to fund the Canada Based Staff (CBS) through the MOU as we do for Locally Engaged Staff (LES) we only charge Common Services for CBS staff, the possibility of funding a CBS position like we do an LES is not within our mandate. When hiring a CBS it is at the decision of the Government of Newfoundland to do the hiring process, and to fund the CBS salary & benefits. Once a candidate is chosen, you will seek the

agreement of the Head of Mission (HOM) In Boston to receive concurrence before the assignment is confirmed.

The CBS staff would be vetted by the Government of Newfoundland to ensure the appropriate candidate is chosen for the position, this individual will represent the Government of Newfoundland. As NL will be doing the selection process, hiring and funding, the ability to do a secondment is not possible when posting a CBS to mission.

Hoping this clears up some of your inquiries, happy to send an invite for a quick teams call tomorrow afternoon should you still require further information.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

Government of Canada



From: Janes, Mark <MarkJanes@gov.nl.ca>

Sent: Tuesday, February 13, 2024 5:13 PM

To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>

Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>; Pierce, Cale <CalePierce@gov.nl.ca>

Subject: Re: NL GAC office - Boston

Kerri,

I have availability around mid-day on Thursday.

Thanks,
Mark

On Feb 12, 2024, at 12:49 PM, Kerri.Mulvihill@international.gc.ca wrote:

Good Morning Mark,

Apologies for the delay in response.

I think having a quick discussion regarding the inquires below would be best. I am free later this week (Thursday or Friday) and would be happy to have a meeting at your convenience.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

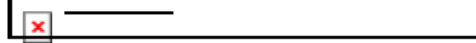
Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

Government of Canada



From: Janes, Mark <MarkJanes@gov.nl.ca>

Sent: Friday, February 9, 2024 8:06 AM

To: Mulvihill, Kerri -AFR [She,Her | Elle]

<Kerri.Mulvihill@international.gc.ca>; Dredge, Jonathan

<JonathanDredge@gov.nl.ca>

Cc: Pierce, Cale <CalePierce@gov.nl.ca>; Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>

Subject: RE: NL GAC office - Boston

Kerri,

Is there any ability to also fund the CBS though the MOU, but allow the CBS to be assigned by GNL? What I'm picturing is essentially a secondment to GAC of an NL-assigned CBS. The prospect of having a position created in another country has cause some consternation among our folks responsible for such matters. I'm also open to other suggestion, and am available to discuss.

Thanks,

Mark

709.729.2077 (t)

709.691.7370 (m)

From: Kerri.Mulvihill@international.gc.ca

<Kerri.Mulvihill@international.gc.ca>

Sent: Tuesday, January 30, 2024 9:35 AM

To: Dredge, Jonathan <JonathanDredge@gov.nl.ca>

Cc: Janes, Mark <MarkJanes@gov.nl.ca>; Pierce, Cale

<CalePierce@gov.nl.ca>; Christine.Wong@international.gc.ca

Subject: RE: NL GAC office - Boston

Good Morning Jonathan,

34(1)(a)(i), 34(1)(b)

Happy to answer any questions you may have, please see my responses below:

1.



The rule is an LES needs to be supervised by a CBS, therefore in theory, you could have 1 LES and 1 CBS, or 2 LES and 1 CBS.

1. In regards to the Common Service rates per mission:
 1. The numbers in the chart below are per position, so the cost of common services for 1 position is \$84,387, hence double if you were to request a second LES (plus salary as per level chosen)
 2. The Employee Benefit Plan for BOSTN is 27% of the total salary (including any bonuses or allowances). With respect to the BOSTN mission, there are no bonuses or allowances to be applied, therefore EBP is calculated based on salary * 0.27.
 3. This table provides a breakdown of common service + salary + employee benefit plan for both LE-A2 & LE-02 in CAD dollars:

Position	Common Services	Salary	Employee Benefit Plan	Total
LE-A1	\$84,387	\$71,768	\$19,377	\$175,532
LE-02	\$84,387	\$164,385	\$44,384	\$293,156

1. The permanent advance (PAA) account is in place to support the Co-locator operations on the ground where alternative payment methods are insufficient. The primary purpose is to pay low-level program expenses invoiced in the local currency. For example: travel, hospitality, cell phone, LES overtime etc. The Initial set up of this account would be up to the Co-locator, you can always increase or replenish at any time. From past experience, I have had new missions start with an opening balance of \$20,000 and increase if need be.

I would be happy to schedule a meeting with you and your team this week. Please advise which day and time is most suitable, and provide me with the names of whom to invite. My Deputy Director, Christine Wong, will also be in attendance.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@International.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

Government of Canada



From: Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Sent: Monday, January 29, 2024 11:06 AM
To: Mulvihill, Kerri -AFR [She,Her | Elle]
<Kerri.Mulvihill@international.gc.ca>
Cc: Janes, Mark <MarkJanes@gov.nl.ca>; Pierce, Cale
<CalePierce@gov.nl.ca>
Subject: RE: NL GAC office - Boston

Hi Kerri,

Thanks for the helpful information, we just had a few questions I am hoping you can answer as we look to finalize our associated internal materials.

The questions are as follows:

1. Can you confirm the number of spaces currently available in the Boston Office, and how many of these spaces would need to be filled by GAC LES members? A previous breakdown provided to us was that 2 GAC LES members were required per each CBS member hired.
2. In regard to the Common Service rates per mission:
 1. Are the numbers noted per staff member (i.e. if there are 2 LES then the total would be \$168,774 (2*84,387))
 2. Can you provide the LES employment benefit plan for our calculation? As an example, we may recommend one "A1" position (Clerk) and one "O2" (Senior Officer) position to accompany a senior CBS staff member and would like to be able to complete the (Common Services + salary + employee benefit plan) you have noted.
3. How much would you suggest be allocated for the permanent advance account for the office?

If possible, we would also like to set-up a 30 minute meeting with you for later this week (Thursday/Friday) in case we have any final items we need to confirm before advancing this internally.

Regards,
Jonathan

Jonathan Dredge | Director of Trade Policy

INTERGOVERNMENTAL AFFAIRS SECRETARIAT | EXECUTIVE COUNCIL
GOVERNMENT OF NEWFOUNDLAND AND LABRADOR

7th Floor, East Block, Confederation Building, NL A1B 4J6

T: 709-729-7096 | 709-631-8746

E: JonathanDredge@gov.nl.ca

<image002.png>

From: Kerri.Mulvihill@international.gc.ca
<Kerri.Mulvihill@international.gc.ca>
Sent: Tuesday, January 23, 2024 11:14 AM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>;
Christine.Wong@international.gc.ca
Subject: RE: NL GAC office - Boston

Hello Mark,

My name is Kerri Mulvihill and I am the Acting Senior Advisor in the Client Relations division and will be supporting you with your potential co-location plans.

I would be happy to assist you and provide information on the structure, costs and process of Co-locations at GAC missions abroad.

Please see the attached documents and explanations of each one:

1. An excel document (titled "Information") which contains the following:
 1. The Salary scales for Boston which are in USD. (please note salary scales are always a year behind)
 2. The Common Services rates per Mission – for Boston, the following rates use the 2024-25 rate. These totals are evaluated each year:
 1. CBS (Canada based Staff) - \$171,715 (for CBS, you pay for the Common Services portion only)
 2. LES (Locally engaged staff) - \$84,387 (for LES, you pay for the Common Services + salary + employee benefit plan)
 1. Breakdown of the Common Services for CBS
 1. Co-Locators do not pay for Foreign Service Directives (FSDs) so that portion has been crossed out
 2. Breakdown of the Common Services for LES
 3. The classification levels of LES staff
2. Copy of the Memorandum of Understanding (MOU) on Operations and Support at Missions for Canadian Co-locators (provinces and Crown corporations). This is the same MOU signed by other federal departments co-located with us. Should you wish to have a document that reflects your particular needs, client specific annexes can be negotiated.

In regards to a timeline, once NL has agreed and signed the MOU, we will reach out to the mission in which you are interested about creating your presence there. After we receive confirmation from that mission, we will be able to enter the position submissions for the creations into our tool called ATLAS. Once approved through a process managed by the Committee on Representation Abroad (CORA), we will be able to issue the invoice and the authorization credit memo (ACM), which will in turn notify all of the stakeholders of your presence at the new mission. Depending on the type of position which you are creating, it can take some time in order to staff it. For CBS positions, you can do the HR process and hire at anytime. For the LES positions, after the ACM is sent out, that will trigger the mission HR staff to start the paperwork for the hiring process.

If you would like further information, please do not hesitate to contact myself.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

Government of Canada

<image005.png>

From: Wong, Christine -AFR [She,Her | Elle]

<Christine.Wong@international.gc.ca>

Sent: Monday, January 22, 2024 3:32 PM

To: 'Janes, Mark' <MarkJanes@gov.nl.ca>

Cc: Mulvihill, Kerri -AFR [She,Her | Elle]

<Kerri.Mulvihill@international.gc.ca>; Dredge, Jonathan

<JonathanDredge@gov.nl.ca>

Subject: RE: NL GAC office - Boston

Good afternoon, Mark.

My colleague Kerri Mulvihill is compiling the information that she will send to you tomorrow. We look forward to receiving your feedback then.

Please note that the MOU would be formally signed by the two parties. David Morrison, the Deputy Minister of Foreign Affairs, would sign on behalf of GAC. His counterpart in NL would be the other signatory.

Best regards,
Christine

From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Monday, January 22, 2024 12:47 PM
To: Wong, Christine -AFR [She,Her | Elle]
<Christine.Wong@international.gc.ca>
Cc: Mulvihill, Kerri -AFR [She,Her | Elle]
<Kerri.Mulvihill@international.gc.ca>; Dredge, Jonathan
<JonathanDredge@gov.nl.ca>
Subject: RE: NL GAC office - Boston

Christine,

How about this – I understand that an MOU is required to set out the co-location arrangement – could you provide a sample that is structured substantially along the lines that a potential MOU with NL would be. Also, are you able to provide a reasonably detailed overview of costing including any menu items that may be optional – we have some of this but everything that I’ve seen is very high level and possibly somewhat dated. I’d also appreciate some insight into the timeline from a decision being taken by GNL to an office being up and running, notwithstanding the fact that GNL’s own processes also likely affect this timeline.

A call after we’ve had a chance to review these items may be more useful. That said I’m open to alternative suggestions. We’re seeking to move with pace on this matter.

Thanks,
Mark

709.729.2077 (t)

From: Christine.Wong@International.gc.ca
<Christine.Wong@international.gc.ca>
Sent: Monday, January 22, 2024 12:02 PM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Kerri.Mulvihill@international.gc.ca
Subject: RE: NL GAC office - Boston

Good morning, Mark.

Congratulations on your new role! We look forward to working with you.

Kerri and I are available for a Teams meeting this afternoon until 3 p.m. ET, at different times tomorrow, and most of the day on Wednesday. If any of those times are good for you, please send us an Outlook invitation. Thank you.

Best regards,

Christine

From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Monday, January 22, 2024 10:25 AM
To: Wong, Christine -AFR [She,Her | Elle]
<Christine.Wong@international.gc.ca>
Cc: Mulvihill, Kerri -AFR [She,Her | Elle]
<Kerri.Mulvihill@international.gc.ca>
Subject: RE: NL GAC office - Boston

That works for me – how are your schedules in the coming days?

MARK JANES | Assistant Deputy Minister
Trade Policy – Intergovernmental Affairs Secretariat
Government of Newfoundland and Labrador
P.O. Box 8700, East Block, Confederation Building
St. John's, NL, A1B 4J6

709.729.2077 (t) | markjanes@gov.nl.ca

From: Mansour, Riham <RihamMansour@gov.nl.ca>
Sent: Monday, January 22, 2024 11:43 AM
To: 'Christine.Wong@international.gc.ca'
<Christine.Wong@international.gc.ca>; Janes, Mark
<MarkJanes@gov.nl.ca>
Cc: Kerri.Mulvihill@international.gc.ca
Subject: RE: NL GAC office - Boston

Good afternoon Christine,

With apologies for not responding sooner – I was moved on Wednesday to another Department as ADM of Industry and Economic Development.

27(1)(i), 27(2)(a)

I would like to introduce you to my successor who will be taking over the Boston Office file, ADM Trade Policy, Mark Janes. Perhaps you could arrange a call with him to go through the costs, implications and timings on opening a Boston office [REDACTED]

Many thanks,
Riham

From: Christine.Wong@International.gc.ca
<Christine.Wong@international.gc.ca>
Sent: Wednesday, January 17, 2024 2:40 PM
To: Mansour, Riham <RihamMansour@gov.nl.ca>
Cc: Kerri.Mulvihill@international.gc.ca
Subject: RE: NL GAC office - Boston

Good afternoon, Riham.

Do you still want to have a call with Kerri and me this afternoon? Kerri's day ends at 3 p.m. ET while my schedule is more flexible. Please advise. Thank you.

Best regards,
Christine

From: Wong, Christine -AFR [She,Her | Elle]
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To: 'Mansour, Riham' <RihamMansour@gov.nl.ca>
Cc: Mulvihill, Kerri -AFR [She,Her | Elle]
<Kerri.Mulvihill@international.gc.ca>
Subject: RE: NL GAC office - Boston

Hi Riham,

Happy New Year to you, too! Hope you're well. I've been trying to get over a cold.

I trust the visit with Dina Santos has been productive.

Sonia is focussing on other duties. Kerri Mulvihill (copied here) is the Acting Senior Advisor who would assist you with your potential co-location plans. She and I are available for a call tomorrow between 9:30 and 10:30 a.m. ET and anytime in the afternoon. Please send us an Outlook invitation. Thank you.

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Directrice adjointe, Équipe de la Gouvernance et des
cooccupants canadiens | Deputy Director, Governance and
Canadian Co-Locators Team
Direction des Relations avec les clients (AFR) | Client
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Secteur de la plateforme internationale (DMPP) |
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Gatineau (Québec)

Christine.Wong@international.gc.ca

Affaires mondiales Canada | Global Affairs Canada
Gouvernement du Canada | Government of Canada

<Image006.jpg>

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Cc: Moretto, Sonia -AFR <Sonia.Moretto@international.gc.ca>
Subject: RE: NL GAC office - Boston
Importance: High

Hi Christine,

Happy New Year! I hope you're doing well.

27(1)(i), 27(2)(a)

I was wondering if you would have time for a call either today or tomorrow?

As you may be aware, the Senior Trade Commissioner from the Consulate General of Canada in Boston is currently visiting.

Kind regards,
Riham

Riham Mansour | Assistant Deputy Minister of Trade Policy

INTERGOVERNMENTAL AFFAIRS SECRETARIAT | EXECUTIVE COUNCIL
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7th Floor, East Block, Confederation Building, NL A1B 4J6
T: 709-729-2077 | 709-725-4325
E: RihamMansour@gov.nl.ca

<Image007.png>

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<Christine.Wong@international.gc.ca>
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Cc: Caroline.Langis@international.gc.ca;
James.Murphy@International.gc.ca;
Sonia.Moretto@international.gc.ca;
Mackenzie.Fast@international.gc.ca
Subject: RE: NL exploring options to collocate in WSHDC

Hi Riham,

I sent you an Outlook invitation for Monday, July 17 at 1 p.m. ET. I have included my colleague Sonia Moretto, Senior Advisor (copied here), who has more institutional memory about co-location processes than me.

I noted that both Caroline and James are absent on Monday so I invited their colleague Mackenzie Fast, in case he is available.

Have a great weekend and talk to you on Monday.

Best,
Christine

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Hi Christine,

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Thanks,
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Hi Christine,

Likewise, it is a pleasure to be introduced!

Our Premier has expressed interest in setting up NL representation abroad, and there have been specific questions around collocating in Washington. These are still early-stage conversations and Caroline helpfully let

me know that you are having similar conversations with MB, but it would be great to have a sense of the cost of colocation in Washington and if there is room for NL to do so/whether this would be feasible.

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On Jul 14, 2023, at 4:53 PM,
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For Riham: It is a pleasure to meet you virtually. I look forward to hearing more about NL's intentions.

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Christine

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Affaires mondiales Canada |
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Gouvernement du Canada |
Government of Canada

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<Caroline.Langis@international.gc.ca>
Sent: July 14, 2023 3:21 PM
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<RihamMansour@gov.nl.ca>; Wong,
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<Christine.Wong@international.gc.ca>
Cc: Murphy, James -BSI
<James.Murphy@international.gc.ca>
Subject: NL exploring options to
collocate In WSHDC

Hi Christine,

I am making the connection between you and Riham Mansour, Assistant Deputy Minister of Trade Policy for the Newfoundland and Labrador Government.

Riham would like to explore the possibilities for Newfoundland and Labrador to collocate in our mission in WSHDC.

Best,

Caroline Langis
Deputy Director, Intergovernmental
Relations | Directrice adjointe,
relations intergouvernementales
Regional Network and
Intergovernmental Relations (BSI) |
Réseau régional et relations
intergouvernementales (BSI)
Global Affairs Canada | Affaires
mondiales Canada
Tel : 613-404-2609
Caroline.Langis@international.gc.ca

Kennedy, William P

From: Kerri.Mulvihill@international.gc.ca
Sent: Tuesday, January 30, 2024 9:35 AM
To: Dredge, Jonathan
Cc: Janes, Mark; Pierce, Cale; Christine.Wong@international.gc.ca
Subject: RE: NL GAC office - Boston

Good Morning Jonathan,

34(1)(a)(i), 34(1)(b)

Happy to answer any questions you may have, please see my responses below:

1. [REDACTED] The rule is an LES needs to be supervised by a CBS, therefore in theory, you could have 1 LES and 1 CBS, or 2 LES and 1 CBS.
2. In regards to the Common Service rates per mission:
 - o The numbers in the chart below are per position, so the cost of common services for 1 position is \$84,387, hence double if you were to request a second LES (plus salary as per level chosen)
 - o The Employee Benefit Plan for BOSTN is 27% of the total salary (including any bonuses or allowances). With respect to the BOSTN mission, there are no bonuses or allowances to be applied, therefore EBP is calculated based on salary * 0.27.
 - o This table provides a breakdown of common service + salary + employee benefit plan for both LE-A2 & LE-02 in CAD dollars:

Position	Common Services	Salary	Employee Benefit Plan	Total
LE-A1	\$84,387	\$71,768	\$19,377	\$175,532
LE-02	\$84,387	\$164,385	\$44,384	\$293,156

3. The permanent advance (PAA) account is in place to support the Co-locator operations on the ground where alternative payment methods are insufficient. The primary purpose is to pay low-level program expenses invoiced in the local currency. For example: travel, hospitality, cell phone, LES overtime etc. The initial set up of this account would be up to the Co-locator, you can always increase or replenish at any time. From past experience, I have had new missions start with an opening balance of \$20,000 and increase if need be.

I would be happy to schedule a meeting with you and your team this week. Please advise which day and time is most suitable, and provide me with the names of whom to invite. My Deputy Director, Christine Wong, will also be in attendance.

Thank you!

Kerri Mulvihill
Acting Senior Advisor, Client Relations Division (AFR)
Email: Kerri.Mulvihill@International.gc.ca
Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

Government of Canada



From: Dredge, Jonathan <JonathanDredge@gov.nl.ca>

Sent: Monday, January 29, 2024 11:06 AM

To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>

Cc: Janes, Mark <MarkJanes@gov.nl.ca>; Pierce, Cale <CalePierce@gov.nl.ca>

Subject: RE: NL GAC office - Boston

Hi Kerri,

Thanks for the helpful information, we just had a few questions I am hoping you can answer as we look to finalize our associated internal materials.

The questions are as follows:

- Can you confirm the number of spaces currently available in the Boston Office, and how many of these spaces would need to be filled by GAC LES members? A previous breakdown provided to us was that 2 GAC LES members were required per each CBS member hired.
- In regard to the Common Service rates per mission:
 - Are the numbers noted per staff member (i.e. If there are 2 LES then the total would be \$168,774 (2*84,387))
 - Can you provide the LES employment benefit plan for our calculation? As an example, we may recommend one "A1" position (Clerk) and one "O2" (Senior Officer) position to accompany a senior CBS staff member and would like to be able to complete the (Common Services + salary + employee benefit plan) you have noted.
- How much would you suggest be allocated for the permanent advance account for the office?

If possible, we would also like to set-up a 30 minute meeting with you for later this week (Thursday/Friday) in case we have any final items we need to confirm before advancing this internally.

Regards,

Jonathan

Jonathan Dredge | Director of Trade Policy

INTERGOVERNMENTAL AFFAIRS SECRETARIAT | EXECUTIVE COUNCIL

GOVERNMENT OF NEWFOUNDLAND AND LABRADOR

7th Floor, East Block, Confederation Building, NL A1B 4J6

T: 709-729-7096 | 709-631-8746

E: JonathanDredge@gov.nl.ca



From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>

Sent: Tuesday, January 23, 2024 11:14 AM

To: Janes, Mark <MarkJanes@gov.nl.ca>

Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>; Christine.Wong@international.gc.ca

Subject: RE: NL GAC office - Boston

Hello Mark,

My name is Kerri Mulvihill and I am the Acting Senior Advisor in the Client Relations division and will be supporting you with your potential co-location plans.

I would be happy to assist you and provide information on the structure, costs and process of Co-locations at GAC missions abroad.

Please see the attached documents and explanations of each one:

- 1) An excel document (titled "Information") which contains the following:
 - The Salary scales for Boston which are in USD. (please note salary scales are always a year behind)
 - The Common Services rates per Mission – for Boston, the following rates use the 2024-25 rate. These totals are evaluated each year:
 - CBS (Canada based Staff) - \$171,715 (for CBS, you pay for the Common Services portion only)
 - LES (Locally engaged staff) - \$84,387 (for LES, you pay for the Common Services + salary + employee benefit plan)
 - Breakdown of the Common Services for CBS
 - Co-Locators do not pay for Foreign Service Directives (FSDs) so that portion has been crossed out
 - Breakdown of the Common Services for LES
 - The classification levels of LES staff

- 2) Copy of the Memorandum of Understanding (MOU) on Operations and Support at Missions for Canadian Co-locators (provinces and Crown corporations). This is the same MOU signed by other federal departments co-located with us. Should you wish to have a document that reflects your particular needs, client specific annexes can be negotiated.

In regards to a timeline, once NL has agreed and signed the MOU, we will reach out to the mission in which you are interested about creating your presence there. After we receive confirmation from that mission, we will be able to enter the position submissions for the creations into our tool called ATLAS. Once approved through a process managed by the Committee on Representation Abroad (CORA), we will be able to issue the invoice and the authorization credit memo (ACM), which will in turn notify all of the stakeholders of your presence at the new mission. Depending on the type of position which you are creating, it can take some time in order to staff it. For CBS positions, you can do the HR process and hire at anytime. For the LES positions, after the ACM is sent out, that will trigger the mission HR staff to start the paperwork for the hiring process.

If you would like further information, please do not hesitate to contact myself.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

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From: Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>

Sent: Monday, January 22, 2024 3:32 PM

To: 'Janes, Mark' <MarkJanes@gov.nl.ca>

Cc: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>; Dredge, Jonathan <JonathanDredge@gov.nl.ca>

Subject: RE: NL GAC office - Boston

Good afternoon, Mark.

My colleague Kerri Mulvihill is compiling the information that she will send to you tomorrow. We look forward to receiving your feedback then.

Please note that the MOU would be formally signed by the two parties. David Morrison, the Deputy Minister of Foreign Affairs, would sign on behalf of GAC. His counterpart in NL would be the other signatory.

Best regards,
Christine

From: Janes, Mark <MarkJanes@gov.nl.ca>

Sent: Monday, January 22, 2024 12:47 PM

To: Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>

Cc: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>; Dredge, Jonathan <JonathanDredge@gov.nl.ca>

Subject: RE: NL GAC office - Boston

Christine,

How about this – I understand that an MOU is required to set out the co-location arrangement – could you provide a sample that is structured substantially along the lines that a potential MOU with NL would be. Also, are you able to provide a reasonably detailed overview of costing including any menu items that may be optional – we have some of this but everything that I've seen is very high level and possibly somewhat dated. I'd also appreciate some insight into the timeline from a decision being taken by GNL to an office being up and running, notwithstanding the fact that GNL's own processes also likely affect this timeline.

A call after we've had a chance to review these items may be more useful. That said I'm open to alternative suggestions. We're seeking to move with pace on this matter.

Thanks,
Mark

709.729.2077 (t)

From: Christine.Wong@international.gc.ca <Christine.Wong@international.gc.ca>
Sent: Monday, January 22, 2024 12:02 PM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Kerri.Mulvihill@international.gc.ca
Subject: RE: NL GAC office - Boston

Good morning, Mark.

Congratulations on your new role! We look forward to working with you.

Kerri and I are available for a Teams meeting this afternoon until 3 p.m. ET, at different times tomorrow, and most of the day on Wednesday. If any of those times are good for you, please send us an Outlook invitation. Thank you.

Best regards,
Christine

From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Monday, January 22, 2024 10:25 AM
To: Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>
Cc: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>
Subject: RE: NL GAC office - Boston

That works for me – how are your schedules in the coming days?

MARK JANES | Assistant Deputy Minister
Trade Policy – Intergovernmental Affairs Secretariat
Government of Newfoundland and Labrador
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Good afternoon Christine,

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I would like to introduce you to my successor who will be taking over the Boston Office file, ADM Trade Policy, Mark Janes. Perhaps you could arrange a call with him to go through the costs, implications and timings on opening a Boston office [REDACTED]

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Kind regards,
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Global Affairs Canada | Affaires mondiales Canada
Tel : 613-404-2609
Caroline.Langis@international.gc.ca

Kennedy, William P

From: Kerri.Mulvihill@international.gc.ca
Sent: Monday, February 12, 2024 12:49 PM
To: Janes, Mark; Dredge, Jonathan
Cc: Pierce, Cale
Subject: RE: NL GAC office - Boston

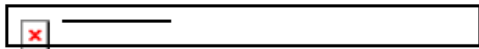
Good Morning Mark,

Apologies for the delay in response.

I think having a quick discussion regarding the Inquires below would be best. I am free later this week (Thursday or Friday) and would be happy to have a meeting at your convenience.

Thank you!

Kerri Mulvihill
Acting Senior Advisor, Client Relations Division (AFR)
Email: Kerri.Mulvihill@international.gc.ca
Telephone: 343-596-4061
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Global Affairs Canada
Government of Canada



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Sent: Friday, February 9, 2024 8:06 AM
To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>; Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Cc: Pierce, Cale <CalePierce@gov.nl.ca>; Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>
Subject: RE: NL GAC office - Boston

Kerri,

Is there any ability to also fund the CBS though the MOU, but allow the CBS to be assigned by GNL? What I'm picturing is essentially a secondment to GAC of an NL-assigned CBS. The prospect of having a position created in another country has cause some consternation among our folks responsible for such matters. I'm also open to other suggestion, and am available to discuss.

Thanks,
Mark

709.729.2077 (t)
709.691.7370 (m)

From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>

Sent: Tuesday, January 30, 2024 9:35 AM

To: Dredge, Jonathan <JonathanDredge@gov.nl.ca>

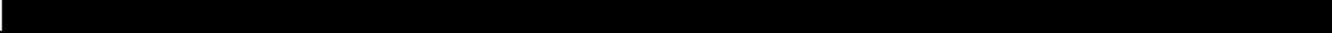
Cc: Janes, Mark <MarkJanes@gov.nl.ca>; Pierce, Cale <CalePierce@gov.nl.ca>; Christine.Wong@International.gc.ca

Subject: RE: NL GAC office - Boston

Good Morning Jonathan,

Happy to answer any questions you may have, please see my responses below:

34(1)(a)(i), 34(1)(b)

1.  The rule is an LES needs to be supervised by a CBS, therefore in theory, you could have 1 LES and 1 CBS, or 2 LES and 1 CBS.
2. In regards to the Common Service rates per mission:
 - o The numbers in the chart below are per position, so the cost of common services for 1 position is \$84,387, hence double if you were to request a second LES (plus salary as per level chosen)
 - o The Employee Benefit Plan for BOSTN is 27% of the total salary (including any bonuses or allowances). With respect to the BOSTN mission, there are no bonuses or allowances to be applied, therefore EBP is calculated based on salary * 0.27.
 - o This table provides a breakdown of common service + salary + employee benefit plan for both LE-A2 & LE-02 in CAD dollars:

Position	Common Services	Salary	Employee Benefit Plan	Total
LE-A1	\$84,387	\$71,768	\$19,377	\$175,532
LE-02	\$84,387	\$164,385	\$44,384	\$293,156

3. The permanent advance (PAA) account is in place to support the Co-locator operations on the ground where alternative payment methods are insufficient. The primary purpose is to pay low-level program expenses invoiced in the local currency. For example: travel, hospitality, cell phone, LES overtime etc. The initial set up of this account would be up to the Co-locator, you can always increase or replenish at any time. From past experience, I have had new missions start with an opening balance of \$20,000 and increase if need be.

I would be happy to schedule a meeting with you and your team this week. Please advise which day and time is most suitable, and provide me with the names of whom to invite. My Deputy Director, Christine Wong, will also be in attendance.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

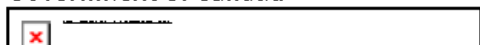
Email: Kerri.Mulvihill@International.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

Government of Canada



From: Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Sent: Monday, January 29, 2024 11:06 AM
To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>
Cc: Janes, Mark <MarkJanes@gov.nl.ca>; Pierce, Cale <CalePierce@gov.nl.ca>
Subject: RE: NL GAC office - Boston

Hi Kerri,

Thanks for the helpful information, we just had a few questions I am hoping you can answer as we look to finalize our associated internal materials.

The questions are as follows:

- Can you confirm the number of spaces currently available in the Boston Office, and how many of these spaces would need to be filled by GAC LES members? A previous breakdown provided to us was that 2 GAC LES members were required per each CBS member hired.
- In regard to the Common Service rates per mission:
 - Are the numbers noted per staff member (i.e. if there are 2 LES then the total would be \$168,774 (2*84,387))
 - Can you provide the LES employment benefit plan for our calculation? As an example, we may recommend one "A1" position (Clerk) and one "O2" (Senior Officer) position to accompany a senior CBS staff member and would like to be able to complete the (Common Services + salary + employee benefit plan) you have noted.
- How much would you suggest be allocated for the permanent advance account for the office?

If possible, we would also like to set-up a 30 minute meeting with you for later this week (Thursday/Friday) in case we have any final items we need to confirm before advancing this internally.

Regards,
Jonathan

Jonathan Dredge | Director of Trade Policy

INTERGOVERNMENTAL AFFAIRS SECRETARIAT | EXECUTIVE COUNCIL
GOVERNMENT OF NEWFOUNDLAND AND LABRADOR
7th Floor, East Block, Confederation Building, NL A1B 4J6
T: 709-729-7096 | 709-631-8746
E: JonathanDredge@gov.nl.ca



From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>
Sent: Tuesday, January 23, 2024 11:14 AM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>; Christine.Wong@international.gc.ca
Subject: RE: NL GAC office - Boston

Hello Mark,

My name is Kerri Mulvihill and I am the Acting Senior Advisor in the Client Relations division and will be supporting you with your potential co-location plans.

I would be happy to assist you and provide information on the structure, costs and process of Co-locations at GAC missions abroad.

Please see the attached documents and explanations of each one:

- 1) An excel document (titled "Information") which contains the following:
 - The Salary scales for Boston which are in USD. (please note salary scales are always a year behind)
 - The Common Services rates per Mission – for Boston, the following rates use the 2024-25 rate. These totals are evaluated each year:
 - CBS (Canada based Staff) - \$171,715 (for CBS, you pay for the Common Services portion only)
 - LES (Locally engaged staff) - \$84,387 (for LES, you pay for the Common Services + salary + employee benefit plan)
 - Breakdown of the Common Services for CBS
 - Co-Locators do not pay for Foreign Service Directives (FSDs) so that portion has been crossed out
 - Breakdown of the Common Services for LES
 - The classification levels of LES staff
- 2) Copy of the Memorandum of Understanding (MOU) on Operations and Support at Missions for Canadian Co-locators (provinces and Crown corporations). This is the same MOU signed by other federal departments co-located with us. Should you wish to have a document that reflects your particular needs, client specific annexes can be negotiated.

In regards to a timeline, once NL has agreed and signed the MOU, we will reach out to the mission in which you are interested about creating your presence there. After we receive confirmation from that mission, we will be able to enter the position submissions for the creations into our tool called ATLAS. Once approved through a process managed by the Committee on Representation Abroad (CORA), we will be able to issue the invoice and the authorization credit memo (ACM), which will in turn notify all of the stakeholders of your presence at the new mission. Depending on the type of position which you are creating, it can take some time in order to staff it. For CBS positions, you can do the HR process and hire at anytime. For the LES positions, after the ACM is sent out, that will trigger the mission HR staff to start the paperwork for the hiring process.

If you would like further information, please do not hesitate to contact myself.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

Government of Canada

From: Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>
Sent: Monday, January 22, 2024 3:32 PM
To: 'Janes, Mark' <MarkJanes@gov.nl.ca>
Cc: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>; Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Subject: RE: NL GAC office - Boston

Good afternoon, Mark.

My colleague Kerri Mulvihill is compiling the information that she will send to you tomorrow. We look forward to receiving your feedback then.

Please note that the MOU would be formally signed by the two parties. David Morrison, the Deputy Minister of Foreign Affairs, would sign on behalf of GAC. His counterpart in NL would be the other signatory.

Best regards,
Christine

From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Monday, January 22, 2024 12:47 PM
To: Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>
Cc: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@International.gc.ca>; Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Subject: RE: NL GAC office - Boston

Christine,

How about this – I understand that an MOU is required to set out the co-location arrangement – could you provide a sample that is structured substantially along the lines that a potential MOU with NL would be. Also, are you able to provide a reasonably detailed overview of costing including any menu items that may be optional – we have some of this but everything that I've seen is very high level and possibly somewhat dated. I'd also appreciate some insight into the timeline from a decision being taken by GNL to an office being up and running, notwithstanding the fact that GNL's own processes also likely affect this timeline.

A call after we've had a chance to review these items may be more useful. That said I'm open to alternative suggestions. We're seeking to move with pace on this matter.

Thanks,
Mark

709.729.2077 (t)

From: Christine.Wong@international.gc.ca <Christine.Wong@international.gc.ca>
Sent: Monday, January 22, 2024 12:02 PM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Kerri.Mulvihill@international.gc.ca
Subject: RE: NL GAC office - Boston

Good morning, Mark.

Congratulations on your new role! We look forward to working with you.

Kerri and I are available for a Teams meeting this afternoon until 3 p.m. ET, at different times tomorrow, and most of the day on Wednesday. If any of those times are good for you, please send us an Outlook invitation. Thank you.

Best regards,
Christine

From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Monday, January 22, 2024 10:25 AM
To: Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>
Cc: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>
Subject: RE: NL GAC office - Boston

That works for me – how are your schedules in the coming days?

MARK JANES | Assistant Deputy Minister
Trade Policy – Intergovernmental Affairs Secretariat
Government of Newfoundland and Labrador
P.O. Box 8700, East Block, Confederation Building
St. John's, NL, A1B 4J6

709.729.2077 (t) | markjanes@gov.nl.ca

From: Mansour, Riham <RihamMansour@gov.nl.ca>
Sent: Monday, January 22, 2024 11:43 AM
To: 'Christine.Wong@International.gc.ca' <Christine.Wong@International.gc.ca>; Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Kerri.Mulvihill@international.gc.ca
Subject: RE: NL GAC office - Boston

Good afternoon Christine,

With apologies for not responding sooner – I was moved on Wednesday to another Department as ADM of Industry and Economic Development.

27(1)(i), 27(2)(a)

I would like to introduce you to my successor who will be taking over the Boston Office file, ADM Trade Policy, Mark Janes. Perhaps you could arrange a call with him to go through the costs, implications and timings on opening a Boston office [REDACTED]

Many thanks,
Riham

From: Christine.Wong@International.gc.ca <Christine.Wong@International.gc.ca>
Sent: Wednesday, January 17, 2024 2:40 PM
To: Mansour, Riham <RihamMansour@gov.nl.ca>

Cc: Kerri.Mulvihill@international.gc.ca

Subject: RE: NL GAC office - Boston

Good afternoon, Riham.

Do you still want to have a call with Kerri and me this afternoon? Kerri's day ends at 3 p.m. ET while my schedule is more flexible. Please advise. Thank you.

Best regards,
Christine

From: Wong, Christine -AFR [She,Her | Elle]

Sent: Tuesday, January 16, 2024 2:26 PM

To: 'Mansour, Riham' <RihamMansour@gov.nl.ca>

Cc: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>

Subject: RE: NL GAC office - Boston

Hi Riham,

Happy New Year to you, too! Hope you're well. I've been trying to get over a cold.

I trust the visit with Dina Santos has been productive.

Sonia is focussing on other duties. Kerri Mulvihill (copied here) is the Acting Senior Advisor who would assist you with your potential co-location plans. She and I are available for a call tomorrow between 9:30 and 10:30 a.m. ET and anytime in the afternoon. Please send us an Outlook invitation. Thank you.

Best regards,
Christine

Christine Wong, FIBP® | CITP®

Directrice adjointe, Équipe de la Gouvernance et des cooccupants canadiens | Deputy Director, Governance and Canadian Co-Locators Team

Direction des Relations avec les clients (AFR) | Client Relations Division (AFR)

Secteur de la plateforme internationale (DMPP) | International Platform Branch (DMPP)

Place du Centre, 200, promenade du Portage
Gatineau (Québec)

Christine.Wong@international.gc.ca

Affaires mondiales Canada | Global Affairs Canada
Gouvernement du Canada | Government of Canada



Affaires mondiales
Canada

Global Affairs
Canada

From: Mansour, Riham <RihamMansour@gov.nl.ca>

Sent: Tuesday, January 16, 2024 12:11 PM

To: Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>

Cc: Moretto, Sonia -AFR <Sonia.Moretto@international.gc.ca>

Subject: RE: NL GAC office - Boston

Importance: High

Hi Christine,

Happy New Year! I hope you're doing well

27(1)(i), 27(2)(a)

I was wondering if you would have time for a call either today or tomorrow?

As you may be aware, the Senior Trade Commissioner from the Consulate General of Canada in Boston is currently visiting.

Kind regards,
Riham

Riham Mansour | Assistant Deputy Minister of Trade Policy

INTERGOVERNMENTAL AFFAIRS SECRETARIAT | EXECUTIVE COUNCIL
GOVERNMENT OF NEWFOUNDLAND AND LABRADOR
7th Floor, East Block, Confederation Building, NL A1B 4J6
T: 709-729-2077 | 709-725-4325
E: RihamMansour@gov.nl.ca



From: Christine.Wong@International.gc.ca <Christine.Wong@International.gc.ca>

Sent: Friday, July 14, 2023 6:28 PM

To: Mansour, Riham <RihamMansour@gov.nl.ca>

Cc: Caroline.Langis@International.gc.ca; James.Murphy@International.gc.ca; Sonia.Moretto@International.gc.ca; Mackenzie.Fast@international.gc.ca

Subject: RE: NL exploring options to collocate in WSHDC

Hi Riham,

I sent you an Outlook invitation for Monday, July 17 at 1 p.m. ET. I have included my colleague Sonia Moretto, Senior Advisor (copied here), who has more institutional memory about co-location processes than me.

I noted that both Caroline and James are absent on Monday so I invited their colleague Mackenzie Fast, in case he is available.

Have a great weekend and talk to you on Monday.

Best,
Christine

From: Mansour, Riham <RihamMansour@gov.nl.ca>

Sent: July 14, 2023 4:43 PM

To: Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>

Cc: Langis, Caroline -BSI <Caroline.Langis@international.gc.ca>; Murphy, James -BSI <James.Murphy@International.gc.ca>

Subject: Re: NL exploring options to collocate in WSHDC

Hi Christine,

This coming Monday is wide open for availability, does that work for you?

Thanks,
Riham

On Jul 14, 2023, at 5:24 PM, Christine.Wong@international.gc.ca wrote:

Hi Riham,

I would be pleased to follow up with your staff to schedule a virtual meeting on MS Teams. I am mostly available during the next few weeks. Please advise. Thank you.

Best,
Christine

From: Mansour, Riham <RihamMansour@gov.nl.ca>
Sent: July 14, 2023 3:28 PM
To: Wong, Christine -AFR [She,Her | Elle] <Christine.Wong@international.gc.ca>
Cc: Langis, Caroline -BSI <Caroline.Langis@international.gc.ca>; Murphy, James -BSI <James.Murphy@international.gc.ca>
Subject: Re: NL exploring options to collocate in WSHDC

Hi Christine,

Likewise, it is a pleasure to be introduced!

Our Premier has expressed interest in setting up NL representation abroad, and there have been specific questions around collocating in Washington. These are still early-stage conversations and Caroline helpfully let me know that you are having similar conversations with MB, but it would be great to have a sense of the cost of collocating in Washington and if there is room for NL to do so/whether this would be feasible.

Kind regards,
Riham

On Jul 14, 2023, at 4:53 PM, Christine.Wong@international.gc.ca wrote:

Thank you, Caroline.

For Riham: It is a pleasure to meet you virtually. I look forward to hearing more about NL's intentions.

Best regards,
Christine

Christine Wong, FIBP® | CITP®

Directrice adjointe, Équipe de la Gouvernance et des cooccupants
canadiens | Deputy Director, Governance and Canadian Co-Locators
Team
Direction des Relations avec les clients (AFR) | Client Relations Division
(AFR)
Secteur de la plateforme internationale (DMPP) | International Platform
Branch (DMPP)

Place du Centre, 200, promenade du Portage
Gatineau (Québec)

Christine.Wong@international.gc.ca

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Gouvernement du Canada | Government of Canada

From: Langis, Caroline -BSI <Caroline.Langis@international.gc.ca>
Sent: July 14, 2023 3:21 PM
To: 'RihamMansour@gov.nl.ca' <RihamMansour@gov.nl.ca>; Wong, Christine -AFR
[She,Her | Elle] <Christine.Wong@international.gc.ca>
Cc: Murphy, James -BSI <James.Murphy@international.gc.ca>
Subject: NL exploring options to collocate in WSHDC

Hi Christine,

I am making the connection between you and Riham Mansour, Assistant Deputy
Minister of Trade Policy for the Newfoundland and Labrador Government.

Riham would like to explore the possibilities for Newfoundland and Labrador to
collocate in our mission in WSHDC.

Best,

Caroline Langis
Deputy Director, Intergovernmental Relations | Directrice adjointe, relations
intergouvernementales
Regional Network and Intergovernmental Relations (BSI) | Réseau régional et
relations intergouvernementales (BSI)
Global Affairs Canada | Affaires mondiales Canada
Tel : 613-404-2609
Caroline.Langis@international.gc.ca

From: Kerri.Mulvihill@international.gc.ca
To: [Janes, Mark](#)
Cc: [Dredge, Jonathan](#)
Subject: RE: Signing Authority - Information
Date: Friday, May 3, 2024 9:52:08 AM
Attachments: [MODUS RP CATALOGUE OF COMMON SERVICES CLIENT INFORMATION - \(revised\).docx](#)
[AFR - Policy - Memorandum of Understanding on Operations and Support at Missions - FINAL \(EN\).pdf](#)

Good Morning Mark,

Thank you for this information, I will update the signing page accordingly.

As for information for the CBS. All of the Common Services provided for a CBS are outline in the Catalogue of Common Services (attached), I have also attached a copy of the Memorandum of Understanding which includes information regarding the CBS positions. Once the MOU is signed by both parties, and we have added Newfoundland & Labrador into the system we will do the outreach to the Boston Mission. Once we receive approval from Mission we will be able to enter the positions submissions for the creations into our tool called ATLAS. Once approved through a process managed by the Committee on Representation Abroad (CORA) we will be able to issue the invoice and the authorization credit memo (ACM). The ACM will notify all the stakeholders of your presence at the new mission. Once your presence is known at the new mission they will be able to support you through the hiring process.

I am going to have to reschedule our meeting to May 8th at the same time. Apologies for the short notice, something has come up and I will need to rearrange.

Please feel free to contact me should you have any questions in the meantime!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

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From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Thursday, May 2, 2024 2:55 PM
To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>
Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Subject: RE: Signing Authority - Information

Kerri,

It will be Patricia Hearn, Deputy Minister for Intergovernmental Affairs.

Does GAC have any information on hand that explains the suite of supports for the CBS? I anticipate this will be useful as we begin our hiring process.

Thanks
Mark

709-691-7370

From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>
Sent: Thursday, May 2, 2024 12:07 PM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Subject: Signing Authority - Information

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Morning Mark,

I am gathering the MOU documents to send over for signature, I am hoping you can provide me with the Name and Official Title of the individual who will be signing on behalf of the Government of Newfoundland & Labrador so I can update the signing page accordingly.

Once our system is back up and running fully I will be able to send these documents over to you.

Thank you so much!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

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From: Kerri.Mulvihill@international.gc.ca
To: [Janes, Mark](#)
Cc: [Dredge, Jonathan](#)
Subject: RE: Standard Job Descriptions - CBS & LES
Date: Thursday, May 16, 2024 10:16:29 AM
Attachments: [USA - Terms and Conditions of Employment for LES.pdf](#)

Good Morning Mark,

As per the "Terms and Conditions of Employment" Section 7.2 states:

"Salary is determined and paid in U.S. dollars (USD). A pay period is a calendar month and you are paid bi-monthly."

As for statutory holidays, as per the "Terms and Conditions of Employment" section 91

"The Head of Mission and Committee on Mission Management will select twelve (12) working days to be observed as designated holidays during the following calendar year. The regular practice is to observe the most important local and Canadian holidays"

I have attached a copy of the T&C for LES.

As for the CBS, as they are on Canadian payroll I would assume they would follow the same as the Province of NL. In some scenarios they could trade them for the country they reside in, but they would not be entitled to both. Again, this would be up to the employer.

If you have any further questions please let me know!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

Global Affairs Canada

Government of Canada



From: Janes, Mark <MarkJanes@gov.nl.ca>

Sent: Thursday, May 16, 2024 8:07 AM

To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>

Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>

Subject: RE: Standard Job Descriptions - CBS & LES

Kerri,

In what currency are staff paid – Canadian dollars or local currency? Also, what holidays are afforded to internationally posted staff – the same as would apply to federal government staff in Canada?

Thanks,
Mark

From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>
Sent: Wednesday, May 15, 2024 3:26 PM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Subject: Standard Job Descriptions - CBS & LES

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Morning Mark,

Please find attached an excel word document which has a list of Standard Job Descriptions (SJD) for LES staff. You will see column B has the group and level, column C has a "unique or SJD" option, filter for SJD only, and column D has the title. As you are not yet in our system you will not be able to select the hyperlink, however, if you see a classification and title that closely match for your hiring process I can gladly send you the PDF's via e-mail for your review.

I unfortunately do not have a SJD for a CBS. I have however, reached out to our Co-Locator Client contact for the Province of Alberta regarding the SJD for some of their CBS. They advised that they would be happy to connect with you to discuss what you are looking for and share their knowledge of the co-location hiring process to assist. If you would like, I can share your contact information with them and they can reach out to discuss.

If you have any questions on the attached please feel free to contact me.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

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Kennedy, William P

From: Kerri.Mulvihill@international.gc.ca
Sent: Friday, September 6, 2024 12:51 PM
To: Janes, Mark; Devereaux, Nadine
Cc: Chantal.DiFranco@international.gc.ca; Kennedy.MacLeod@international.gc.ca
Subject: New AFR Contact

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Morning Mark & Nadine,

I wanted to advise you my last day as your Advisor in the client relations division will be today September 6th 2024. My colleague Chantal Di Franco will be taking over the Newfoundland & Labrador file from here on, as well her analyst Kennedy Macleod. They will be your points of contact going forward in AFR.

I wanted to take a moment to express my sincere gratitude for the opportunity to work with you, while short lived the experience has been incredibly enriching, and I've gained valuable insights and knowledge that I will carry forward in my work. Happy we were able to finalize the submissions for annual consultation and receive the go ahead for Newfoundland to make your announcement prior to my departure.

Wishing you all the best, you are in great hands!

Best Regards,

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

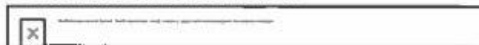
Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

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Kennedy, William P

From: Kerri.Mulvihill@international.gc.ca
Sent: Thursday, September 5, 2024 4:58 PM
To: Janes, Mark; Devereaux, Nadine
Cc: Christine.Wong@international.gc.ca
Subject: Newfoundland & Labrador - Annual Consultation Submissions

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Hello Mark & Nadine,

I hope you are both doing well and enjoyed the last long weekend of the summer!

Just wanted to follow up with you regarding your submissions for 3 positions in Boston. These positions have been preliminary approved by all stakeholders for Annual Consultation. That being said, Newfoundland is able to make their announcement next week concerning the office opening.

Nadine, we will work with you on next steps regarding HR paperwork etc. which will need to be submitted in the coming weeks.

Thank you both so much, and I hope you have a great day!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

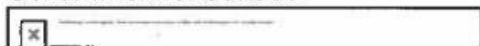
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Kennedy, William P

From: Kerri.Mulvihill@international.gc.ca
Sent: Thursday, September 5, 2024 3:51 PM
To: Janes, Mark
Cc: Devereaux, Nadine
Subject: RE: Annual Consultation - September 11th 2024

Hi Mark,

Yes it is virtual, the invite should have been sent to you last week. It will take place via Teams.

Let me know if you did not receive the invite and I will forward your way!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

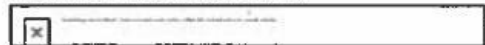
Email: Kerri.Mulvihill@international.gc.ca

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From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Thursday, September 5, 2024 2:05 PM
To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>
Cc: Devereaux, Nadine <NadineDevereaux@gov.nl.ca>
Subject: RE: Annual Consultation - September 11th 2024

Kerri,

I will be travelling that day. Is it virtual?

Thanks,
Mark

From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>
Sent: Thursday, September 5, 2024 2:44 PM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Devereaux, Nadine <NadineDevereaux@gov.nl.ca>
Subject: RE: Annual Consultation - September 11th 2024

Good Afternoon Mark,

As per the below, could you confirm if you will be attending the Annual Consultation on September 11th? Our Director, Mylene, would like to introduce Newfoundland & Labrador as the newest Co-Locator client and just wants to know who she should be introducing.

Nadine has confirmed that she will be in attendance (thank you Nadine!) we are just wondering if you are planning to also attend.

Thanks so much!

Kerri Mulvihill

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From: Devereaux, Nadine <NadineDevereaux@gov.nl.ca>

Sent: Thursday, September 5, 2024 11:59 AM

To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>

Subject: Re: Annual Consultation - September 11th 2024

Hi Kerri, I will be attending. So sorry for the delay in responding. I am not sure if Mark will be able to attend, but I will let him reply to be certain.

Nadine

From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>

Sent: Thursday, September 5, 2024 11:12:41 AM

To: Devereaux, Nadine <NadineDevereaux@gov.nl.ca>

Subject: Annual Consultation - September 11th 2024

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Good Morning Nadine,

Hope you are doing well.

Wanting to confirm you received the invite for the Annual Consultation on September 11th 2024. If you are attending, as well as Mark could you let me know? Mylene our Director plans to introduce Newfoundland & Labrador as our newest Co-locator client during her opening remarks and just wants to make sure you (or both) will be in attendance.

Thanks so much!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

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Kennedy, William P

From: Kerri.Mulvihill@international.gc.ca
Sent: Monday, August 26, 2024 12:06 PM
To: Janes, Mark
Subject: FW: Contact List for Governance Committee Meetings

Good Morning Mark,

Wondering if you could please provide some contacts for our Governance committee in order to update our distribution list.

We would like to send Newfoundland the invitation for the upcoming Annual Consultation in September, as well as having Newfoundland on the list will enable us to send all future invites for this coming year.

Could you provide the following:

- 1) Working level - direct contact – this individual will be the one working with AFR for all position creations/deletions and will obtain access to our signet system.
- 2) Director – This individual can be the same as the above, or another contact you would like to be looped in for meetings.
- 3) ADM contact for the ADM council – I believe this will be you, however wanted to double check.

If you have any questions please feel free to contact me!

Thank you,

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

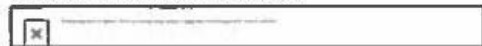
Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

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From: Mulvihill, Kerri -AFR [She,Her | Elle]
Sent: Thursday, August 22, 2024 9:05 AM
To: 'Devereaux, Nadine' <NadineDevereaux@gov.nl.ca>
Subject: Contact List for Governance Committee Meetings

Hi Nadine!

Hope you are doing well.

Just wanted to obtain some information for our Governance committee in order to update our distribution list for future meetings (Annual Consultation, Interdepartmental Working Group, ADM Council etc.)

Could you provide the following contacts so we can add them to our list to make sure the invitations are sent out to the appropriate individuals:

- 1) Working Level/Director contact for IW meetings
- 2) ADM Contact for ADM Council

The working level/director contact will be added to the Annual Consultation this upcoming September.

If you have any questions please let me know!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

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Kennedy, William P

From: Kerri.Mulvihill@international.gc.ca
Sent: Thursday, August 8, 2024 10:53 AM
To: Janes, Mark
Cc: Devereaux, Nadine
Subject: RE: Information regarding NL footprint in Boston

Good Morning Mark,

We are awaiting further signatures from the GAC side in order to move forward. Once we receive all approvals we will be able to enter the position submissions to get the ball rolling.

34(1)(a)(i)

I will touch base next week if we require anything further from NL, however, at this time we are awaiting GAC signatures.

I hope you have a great vacation and I will ensure to reach out should we require additional information.

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

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From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Thursday, August 8, 2024 8:46 AM
To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>
Cc: Devereaux, Nadine <NadineDevereaux@gov.nl.ca>
Subject: RE: Information regarding NL footprint in Boston

Hi Kerri,

Just checking in to ensure we're on track for August 15. I plan on being out of the office next week but you'll still be able to reach me.

Thanks,
Mark

From: Kerri.Mulvihill@international.gc.ca <Kerri.Mulvihill@international.gc.ca>
Sent: Wednesday, July 31, 2024 2:54 PM
To: Janes, Mark <MarkJanes@gov.nl.ca>
Cc: Devereaux, Nadine <NadineDevereaux@gov.nl.ca>
Subject: RE: Information regarding NL footprint in Boston

Thank you very much for this information Mark. What you and Jonathan have provided below should be sufficient material to add into our memo. Should we require anything further I will be sure to reach out.

I am in the process of procuring some contacts here at GAC as discussed yesterday. I am going to provide Nadine with a contact from the GEO branch as well as someone from HLD (HR) to assist with the job descriptions and things of that nature, I am just waiting to hear back on the particular individuals who will be best suited to assist.

I will stay in touch as things progress to ensure we are on track to meeting the mid August deadline.

Thank you,

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

200 Promenade du Portage, Gatineau, Québec K1A 0G4

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From: Janes, Mark <MarkJanes@gov.nl.ca>
Sent: Wednesday, July 31, 2024 12:51 PM
To: Mulvihill, Kerri -AFR [She,Her | Elle] <Kerri.Mulvihill@international.gc.ca>
Cc: Devereaux, Nadine <NadineDevereaux@gov.nl.ca>
Subject: RE: Information regarding NL footprint in Boston

Kerri,

What Jonathan communicated below represents our earlier thinking on the matter. Nadine and I have been continuing to advance the concept as we learn more about the overall process and option to structure the office. At this point, the most likely scenario involves a CBS mission lead supported by one LES senior policy position and one LES administrative position. Regardless of ultimately office staff structure, we will also likely have regular visits for GNL senior staff both as a part of overall direction and oversight, and as part of the work in which the mission would be engaged.

If it would be helpful I'm able to share the position description we've been working with, but can quickly offer that it is essentially a comprehensive advocacy role.

We're ready to get going on whatever is required to be submitted by August 15 so that we are prepared for an early September announcement.

Thanks,
Mark

709.729.2077 (t) | markjanes@gov.nl.ca

From: Dredge, Jonathan <JonathanDredge@gov.nl.ca>
Sent: Monday, July 29, 2024 1:09 PM
To: Kerri.Mulvihill@international.gc.ca
Cc: Janes, Mark <MarkJanes@gov.nl.ca>; Squires, Richard <RSquires@gov.nl.ca>
Subject: Re: Information regarding NL footprint in Boston

Hi Kerri,

I have been on the move since last Wednesday on vacation and will be returning mid August as per my Out of Office.

The intention at this time is to have two positions, the first being the Mission Lead (CBS), the second being a Senior Trade Policy/Promotion Officer (LES). The start date would be as early as possible, we were hoping we would be able to get the CBS staff member in place before next Spring (I.e. This Fall) - given this will be an NL hire you can advise if there is flexibility in this.

The titles for the positions above are placeholders at the moment as we understood that once the MOU was signed we would get further access to GAC portals (e.g. ATLAS) that would help us ascertain exactly what these roles should be. If you need more finalized details in advance for the purposes of this memo let us know as that will take some further consideration on our end.

I have copied Mark Janes (ADM-Trade Policy) and Richard Squires (Manager of Trade Policy) who will be better positioned to assist you in my absence.

Regards,
Jonathan

On Jul 25, 2024, at 2:23 PM, Kerri.Mulvihill@international.gc.ca wrote:

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Good Morning Jonathan,

Hope you are doing well!

We received the signed MOU from Patricia Hearn yesterday, great! I am in the process of sending a briefing memo up to our Deputy Minister for them to sign off on behalf of GAC.

Hoping you could provide me with a brief summary of the program that Newfoundland and Labrador plans to launch in Boston for fiscal year 2025-2026. This would include the rolls (titles) of the positions, and a time frame in which you are hoping to have these positions effective (as previously discussed FY2024-2025 is now closed, so we are looking at April 1st 2025 as the earliest

start date). If you could provide me with these details so I can add it into my memo to the DM, that would be greatly appreciated.

Thank you so much & I look forward to hearing from you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

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From: Kerri.Mulvihill@international.gc.ca
To: [James, Mark](#)
Cc: [Dredge, Jonathan](#)
Subject: Standard Job Descriptions - CBS & LES
Date: Wednesday, May 15, 2024 3:27:02 PM
Attachments: [MODUS RP HOW TO FIND AN LES STANDARDIZED JOB DESCRIPTION - BIL \(3\).xlsx](#)

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Good Morning Mark,

Please find attached an excel word document which has a list of Standard Job Descriptions (SJD) for LES staff. You will see column B has the group and level, column C has a "unique or SJD" option, filter for SJD only, and column D has the title. As you are not yet in our system you will not be able to select the hyperlink, however, if you see a classification and title that closely match for your hiring process I can gladly send you the PDF's via e-mail for your review.

I unfortunately do not have a SJD for a CBS. I have however, reached out to our Co-Locator Client contact for the Province of Alberta regarding the SJD for some of their CBS. They advised that they would be happy to connect with you to discuss what you are looing for and share their knowledge of the co-location hiring process to assist. If you would like, I can share your contact information with them and they can reach out to discuss.

If you have any questions on the attached please feel free to contact me.

Thank you!

Kerri Mulvihill

Acting Senior Advisor, Client Relations Division (AFR)

Email: Kerri.Mulvihill@international.gc.ca

Telephone: 343-596-4061

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