Government Relations

1. Please describe your experience dealing with the federal government and its’ operatives (MPs, bureaucrats, etc.), and explain how these dealings have resulted in measurable success against your motivation in dealing with government; provide examples to support if necessary.
2. Please describe your approach to risk analysis and mitigatory planning in the context of government regulation and administrative/programming changes.
3. Please describe how you would position the FDFA and the Canadian land border Duty Free industry in terms of public profile within the government and industry communities. Provide examples of prior public profile developmental experience to support.
4. Please describe your current network reach and it’s anticipated efficacy in the context of FDFA government relations. How will you be effective in organizing meetings and communicating pertinent information to relevant parties?
5. Have you ever used the services of a 3rd party consultant or professional facilitation organization to help achieve a particular result? Please describe the details.
6. Please describe your overarching philosophy and approach to government relations, and in the context of the LBDF industry, please provide specifics. If no specifics are available, please describe how you would hone your understanding of specific, LBDF GR needs.
7. List which government departments you have experience working with, i.e. Treasury, Finance, Transport, Public Safety, Small Business & Tourism.

Public Relations and Communications

1. Please describe your media savvy and your approach to cultivating information from various sources, including the media at large, and how you would rate and communicate relevant information to the relevant operatives.
2. Stakeholders play an important role in the LBDF industry; from CBSA, CBP and other government agencies, to the supply community and the travelling public, professional stakeholder engagement is a key priority. Please describe your approach to relations in the context of a dynamic, multi-pronged stakeholder community.
3. Please discuss your thoughts on an FDFA public relations platform; would this be handled entirely “in house”? Where and when would a PR firm be incorporated into an FDFA PR platform, if at all?
4. On occasion, the FDFA will issue press releases in conjunction with major industry announcements and/or activities; how would you assess the efficacy and appropriateness of draft press and media statements before release? Do you view creation of press statements as the domain of the Executive?
5. Timely and relevant internal communications are critical in keeping the industry and it’s membership up to date and progressing in tandem. It is expected that a broad range of communication platforms will be employed to satisfy this objective. Please describe your approach to internal communications and how you would most effectively keep informed the membership and stakeholders communities.
6. Sound preparatory methods and the ability to lead a professional and progressive engagement environment are critical to the ongoing success of the FDFA; please provide past examples of your involvement/activity at the helm of a dynamic industry association.
7. Digital and social media as part of your suite of tools. Who in the “firm” will be providing these services? Please provide a description and or resume
8. Elected governments are political entities that change with the times (unlike the bureaucracy, which is by and large static). Do you believe that political leanings, political support and political partnerships can be a benefit for the association? Can they be a hindrance?

Critical Thinking and Strategic Planning

1. Please describe how you would prioritize major issues on the FDFA immediate and planning horizon, and how you would activate the FDFA in response to those priorities. How would you measure the success of the activities?
2. Being a not for profit association with a diverse membership range, budgetary adherence is of crucial importance. Please describe your prior experience working within budgetary parameters and your methodology and discretionary ability in determining and setting annual budgets, and in the event variances from budget are called for.
3. Objective analysis and evaluation of priority issues are of paramount importance in the development of a budgeted, strategic plan; how would you chart the results of your analysis and evaluation, and convey your results to the B.O.D. to ensure the strategic planning is comprehensive and satisfies the predetermined goals of the association.
4. In the event that predetermined goals are unattainable, please describe how your planning efforts will position the FDFA so as to realize it’s secondary objectives.

Association and Industry Operational Performance

1. The FDFA annual convention is the primary funding source for FDFA operations and activities, and is the Canadian Duty Free industry’s premiere annual event; please describe your strategies for augmenting the performance of the annual convention, and ensuring its’ continued relevance to both the FDFA membership and notable guests of honour.
2. How would you deal with a contracted firm or event hosting facility that does not meet its’ contractual obligations? Please provide examples of past instances and corrective measures, if any.
3. Association events and summits should be value focused, and respective of time and ease of travel to preferred locations; to put it simply, managing them is a convoluted, challenging affair. Please describe how you would approach the planning of such events to ensure maximum participation, recognition and fairness to the membership, keeping in mind that the FDFA membership includes a number of smaller operators from relatively remote locations. Is it feasible to have remote (digital) participation in certain elements of FDFA events?
4. To avoid industrial stagnation (or decline), a strategic focus on development of the industry from both a GR and industrial performance perspective should underscore all development planning. Please describe how you would approach the cumulative value of the LBDF industry in your capacity as Executive Director.

Research, Fact Finding, Reporting and Analysis

1. Industry and regulatory trends analysis and reporting are fundamental components in developing comprehensive, progressive programs and initiatives for the FDFA. Please describe how you would develop and manage a statistical database of industry specific information?
2. How would you use the data to advance the priorities and initiatives identified in the strategic plan and in your dealings with the B.O.D.?
3. B.O.D. focus and priorities are discussed and set at the onset of every year; some priorities are static (GR) and others are a condition of time and consequence. Do you feel that as an executive candidate, your dynamism will be a virtue in the context of evolving B.O.D. priorities?

Industry and Business Development

1. The LBDF industry in Canada is administered by the Federal Government of Canada, through the CBSA. As Duty Free operations enjoy exemptions that other retailers do not, regulatory compliance is a crucial component to a healthy industry. Please discuss your approach to ensuring compliance in a highly regulated industry such as Duty Free.
2. The national industry objectives will not always align with individual operator or single member objectives; how would react in the event that a national objective clashes with or presents a conflict for a single entity or a non majority group in the association?
3. Please speak to your ability to carry out work in an unsupervised environment (FDFA is located in Ottawa but no B.O.D. member resides there). Does this pose a challenge to you or do you thrive when presented with the opportunity to work with minimal supervision?

FDFA Activities, Programs, Benefits and Membership Management

1. From a membership perspective, supporting the “buy in” or faith in the association is of critical importance. There are regional differences in operations, and what’s good for the East might not be what’s good for the West; How would you approach operator unity and ensure the focus of the FDFA is holistic, fair and benefits the entire membership profile?
2. How would you allocate time and resources to the development of FDFA programs in light of potential regional variances and/or differences?
3. As participatory costs rise, it will be increasingly important to provide value added benefits to the membership of the FDFA. These may include benefits such as discounted car rentals, automatic membership in the RCC, etc. Would you agree with this statement? How would you action this and do you have any experience in developing value added components? What needs to be considered?

Accounting, Administration, Day to Day Office Functions

1. Please describe your level of comfort and competence working within a variety of software and application based work environments.
2. In particular, please describe your competency and comprehension in the development and assessment of internal accounting spreadsheets and documents.
3. Assessing remuneration levels and other sources of employment benefits will be incumbent upon the Executive. Please describe your approach and overarching HR management philosophy in the context of a not for profit, B.O.D. supported association.