

December 2013

## Presidents Message

Welcome to the December edition of the PAAC Journal. This is our sixth publication to inform members about recent events, news and issues affecting public affairs professionals.

What a year it has been! It was capped off at last week's Annual General Meeting where we highlighted many of PAAC's key achievements; including: 10 events with a wide range of speakers and panels – most notable was the Ontario Minister of Finance, The Honourable Charles Sousa; we established a partnership with GRIC on advocacy issues and shared membership for events; and we continue to provide members with special rates for various public affairs-related conferences. We also became a federal not-for-profit corporation and changed our by-laws accordingly, which enables us to move forward with the creation of provincial chapters. We are well underway with the creation of our BC chapter of PAAC and look to have that up and running early in 2014! We have also been active on the advocacy front where we have made a number of presentations to different governments and lobbying regulators on issues impacting our lobbyist members.

At our AGM, I was pleased to have been re-elected as President and I would like to welcome our newly elected Board, including our new colleague Robyn Gray. I wish to thank our outgoing Board member Erika Mozes for years of dedicated service – thank you, Erika!

Looking forward towards 2014, we will be hosting a number of key pre and post election events and social networking evenings. We will continue to monitor and advocate on the issues impacting public affairs professionals, and will establish a mentoring program for new public affairs professionals, and launch our BC PAAC chapter. I encourage all of you to get involved to ensure your voice is heard.

As the holiday season moves into full swing, I want to take this opportunity to thank our members and Board of Directors for another successful year, and wish everyone a happy and safe holiday.

Stay tuned for our line-up of events for 2014.



John Capobianco – PAAC President

### Upcoming Events

***Working with Recruiters to  
Drive your Career***

January 24<sup>th</sup>, 2014 - Toronto, ON

**[Details and Registration](#)**

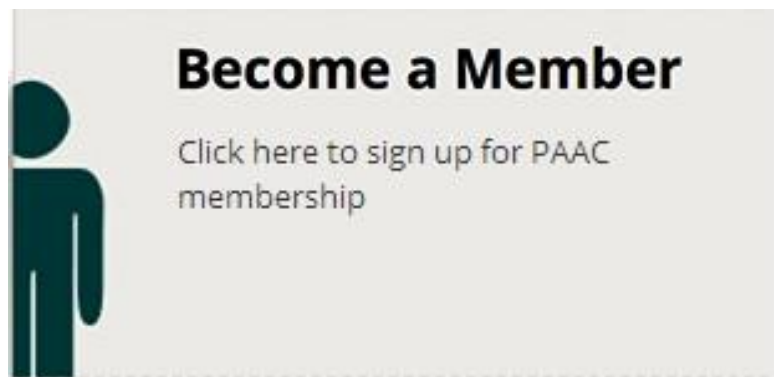
**Whether it's a conference,  
seminar or social function, PAAC  
events have something for  
everyone.**

## Recap: PAAC 2013 Annual General Meeting and Holiday Social

Toronto, ON – The Public Affairs Association of Canada would like to thank those members who attended this year’s Holiday Social. Over 30 people attended to celebrate the holiday season by mingling with fellow members, guests, and the board.

At the Annual General Meeting, the nearly 20 members in attendance heard PAAC Board Members recap the many successes of the organization, provide a glimpse into the plans for the coming year, and learn more about the steps to creating a Provincial Chapter. As mandated by its by-laws, the PAAC also held its annual election for the five open positions on its Board of Directors. The PAAC would like to welcome the 2014 Board of Directors:

- John Capobianco – President
- Joe MacDonald – Past President
- Stephen Andrews
- Harvey Cooper
- Jennifer Dent
- Ryan Eickmeier
- Robin Gray
- Rick Hall
- Robert Hutton
- Michelle Wasylyshen
- Paul Yeung



### Partners



## PAAC Professional Development Breakfast: “Working with Recruiters to Drive your Career” Susan Rogers, Principal, Susan Rogers Executive Recruitment

Whether you are looking to move to your next opportunity or thinking long term about your career, this dialogue will give you the insights and guidance you need to plan your next move. Susan will cover:

- **How recruiters work:** The different types of recruiters, the process on their end, why a recruiter would contact you, and when you should contact them.
- **Preparing for your interview:** Whether meeting with a recruiter or a potential employer, learn how to get the most from your CV, interview preparation and the behaviours for a successful outcome.
- **Your career progression and goals:** How are you determining the path you want to take? Susan will cover what to do and not to do as you plan your next move, and what you can expect on the journey

### Agenda

Friday January 24, 2014

Registration & Breakfast: 8:15 a.m. – 8:45 a.m.

Professional Development Session: 8:45 a.m. – 10:00 a.m.

### Location

Borden Ladner Gervais LLP

40 King Street West, 44th Floor

Toronto, Ontario

### Tickets

Members: \$55 + \$7.15 HST = \$62.15

Non-Members: \$70 + \$9.10 HST = \$79.10

Students: \$25 + \$3.25 HST = \$28.25

New memberships or renewals: \$40 + \$5.20 HST = \$45.20\*

**Register Here**

*\* New memberships MUST be purchased or renewed in order to take advantage of this price.*

## PAAC Seeks Interest From Members in Launching Provincial Chapters

The Public Affairs Association of Canada (PAAC) is a national not-for-profit organization governed by the *Canada Not-for-profit Corporations Act*. In order to encourage the involvement of public affairs practitioners across Canada, expand our offerings of events, and represent the interests of our diverse members, the PAAC is soliciting interest to launch Provincial Chapters.

Provincial Chapters of PAAC represent the association in their respective geographic area and assist in the attainment of the overall mission and objectives of the organization. A PAAC Provincial Chapter will soon be formalized in British Columbia, and initial conversations are underway in other provinces across Canada. If you are interested in learning more about what steps are required to create, organize, and maintain a provincial chapter, please contact Ryan Eickmeier at [ryan.eickmeier@gs1ca.org](mailto:ryan.eickmeier@gs1ca.org).

## 2013 Events Year-In-Review

Over the last three decades PAAC has worked diligently to help connect and represent all those working in the various fields that constitute Public Affairs. The Association offers a range of forums, professional development programs and networking opportunities to help members stay on top of breaking issues and trends. 2013 has been a busy year for PAAC with a host of events held. Our sessions are known for their candour and expert discussion of critical public policy issues. A list of 2013 events includes:

<b>New Ontario Liberal Leadership – and a Changed Political Environment?</b>	<b>The Big Shift: The Seismic Change in Canadian Politics, Business, and Culture and What it Means for Our Future</b>	<b>Taking Charge to Actively Drive Your Career: Navigating for Success</b>
<b>PAAC Annual Conference: The Art and Science of Public Affairs</b>	<b>2013 PAAC Summer Social</b>	<b>PAAC 2012 Award of Distinction Luncheon</b>
<b>Lobbyists’ Code of Conduct Open House Consultation</b>	<b>Political Speaker Series: The Honourable Charles Sousa, Ontario Minister of Finance – Priorities of the Ontario Government</b>	<b>PAAC 2013 Holiday Social</b>

Plans are underway for an equally exceptional line-up of PAAC events for 2014. If you have ideas regarding potential PAAC events, please contact Jennifer Dent at [jennifer.e.dent@gsk.com](mailto:jennifer.e.dent@gsk.com).

## PAAC/GRIC Submission – Lobbyist Code of Conduct Consultation

Ottawa, ON - On December 20<sup>th</sup>, 2013, the Public Affairs Association of Canada and the Government Relations Institute of Canada (GRIC) jointly submitted a response to the Federal Lobbyist Code of Conduct Consultation.

The key items put forward include:

1. Overall, the principles of the Lobbyists Code of Conduct (the Code) remain valid, and are reflective of GRIC's own *Code of Conduct*, and PAAC's *Statement of Principles*, which require members of our organizations to conduct their affairs in accordance with the highest standards of integrity, honesty, openness, and professionalism.
2. The objectives of the Code should be (i) to identify the principles we need for a free and open dialogue between government and its stakeholders, (ii) to permit interpretation in a way that is consistent with the *Charter of Rights and Freedoms*, (iii) to not create undue red tape for stakeholders, and (iv) above all else, to ensure public confidence in the framework administered by the Office of the Commissioner of Lobbying (OCL).
3. The current format and structure of the Code remains appropriate. It should be as straightforward as possible. Too many sections and sub-sections and sub-sub-sections detract from efficiency of interpretation and application.
4. The scope of the Code does not need to be expanded. Clients who are not lobbyists, and who are not subsequently captured under the *Lobbying Act* in their role as lobbyists, should not be subject to the provisions of the Code.
5. The clarity of the Code could be improved by providing more concrete guidance around certain concepts like 'political activities', including: (i) synching its key definitions with those that govern political activities by public servants, and (ii) issuing advance rulings that reflect the reality that volunteering for an EDA or a national party are not personal donations to a candidate. Under these revised definitions, the 5 year limitation on lobbying restrictions by a DPOH would stand as a model for a 5 year limitation on any consideration of a lobbyist's political activities in a conflict of interest scenario: if these legal definitions and restrictions are sufficient to ensure the public that public office holders remain free of any conflict arising from political activities and/or their time in office, they should also be sufficient to ensure the public that lobbyists are free of any conflict arising from political activities

[Click Here to View the Submission](#)



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## How to Be an Effective Lobbyist – Dr. Stephen Andrews

What makes an effective lobbyist? In the media and popular culture, effective lobbying is usually construed to mean someone with a lot of political connections. The speed and/or frequency he or she can connect their clients, organizations or businesses with political decision makers is viewed as the hallmark of success. The questions people ask lobbyists typically are of the following variety: Do you have access to key decision makers? What relationships do you have? Have you developed a network of contacts in various political parties? Can you get sensitive information from your political contacts that will benefit my business? In other words, an effective lobbyist is someone who knows a lot of government and political actors and can exercise some degree of influence over them.

This view of lobbying also seems to underlie some aspects of the regulation of lobbyist and lobbying activity in Canada. For example, the federal Lobbyists' Code of Conduct contains a rule (8) that states, "Lobbyists shall not place public office holders in a conflict of interest by proposing or undertaking a course of action that would constitute an improper influence on a public office holder." The clear cases of conflict in this instance would include a lobbyist giving the public office holder an expensive gift. This could look like a way of influencing his or her decision making inappropriately.

However, in a more controversial vein, this rule has also been interpreted by the federal Lobbyist Commissioner in such a way that places restrictions on various "political activities" (such as working on a political campaign in any capacity), if a lobbyist were to then use his or her relationship with a successful political candidate to influence the policy or decision making process. This would, in other words, create the "appearance" of a conflict of interest between the private interests of a politician (getting elected) and his public duty (acting in the public interest in respect of governmental decision making). This view of the rule, at its heart, is about restricting a lobbyist from exploiting his or her relationship with a politician gained from political activities. This usually is taken to mean that because of the lobbyist's relationship with a politician, he or she has greater access to him or her and thus a greater and potentially improper form of influence over them.

In contrast, and much more rarely, is the view that an effective lobbyist is a professional with a deep understanding of government and policy decision making processes and a wide range of knowledge about various public affairs techniques used for influencing public policy and political decision making. Having some special form of access to a government decision maker in this view is largely irrelevant for successfully influencing public policy. He or she may not know any specific individual actors in the policy process but know the function and role of the office of say a cabinet minister's Chief of Staff. Simply getting a meeting with someone in the complex machinery of government may create the perception of influence, but it is not likely going to result in significant change.

In this article, I develop a conception of what it takes to be an effective lobbyist that elaborates on this latter view of lobbying. To put it simply, I develop the view of lobbying as a form of "what you know" and not "who you know" business enterprise.

Effective lobbyists have characteristics that may be distinguished along two dimensions: their personality and their knowledge base. On the first of these two dimensions, effective lobbyists have a strategic mindset or the ability to determine goals and objectives, develop a sound strategy for achieving those goals and objectives and the ability to execute a strategy development for influencing public policy. He or she also understands tones and forms of communication that resonate with different individuals. And they have a mindset that respects and values government timelines and various pressures.

Another key personality feature of an effective lobbyist is the ability to cultivate a wide range of networks — from interest group leaders to business contacts. This enables him or her to gain critical forms of intelligence for the formulating of strategic plans. Further, lobbyists need an ethical core to work within strict boundaries of what is acceptable and what is not. Often, lobbyist regulators spell such requirements out in codes of conduct that ensure honest, transparent and professional behaviour. The idea here is that lobbyists are open about their advocacy activities and respect various rules and regulations related to the profession.

Effective lobbyists are also tenacious by nature, so that they can persist in the face of set-backs and new challenges. Success in lobbying is often about persistence and not giving up when adversity falls upon them (which, sooner or later, it always does). And, lastly, effective lobbyists are those individuals that have the capacity and drive to continuously learn new information. That could be new government processes, new actors, as well as new developments in their clients' or organizations' businesses.

The knowledge base of what it takes to be an effective lobbyist is more complex and requires significant background in the following five (at least) areas:

### **1. Government processes and policy development models**

This is the most critical area of knowledge to be an effective lobbyist. It involves knowing about and having some hands-on experience with government and public policy decision-making. Many government departments will have their own models for identifying policy issues, formulating and evaluating policy options and shifting means of gaining internal approvals. Effective lobbyists have gained knowledge of these systems by working in government in policy and advisory capacities, as a rule. In addition, they have the ability to navigate through these government processes to achieve a specific outcome. In other words, not only do they know the policy processes, they have the ability to resolve difficulties they encounter when moving through the various stages of policy development.

### **2. Public affairs research techniques, communications and stakeholder relations**

Effective lobbyists must also understand the role and value of various forms of public affairs research — from quantitative and qualitative intelligence gathering to media audits and stakeholder analysis and mapping. Sometimes, the key to a successful lobbying strategy is knowing the public opinion landscape — knowledge gained through polling and focus group research. This type of information is key to informing elected officials and their political staff who are keen to understand the political landscape of an issue. Also

knowing how media shapes government policy and issue agendas is critical to develop the right timing to advance a lobbying campaign.

Effective lobbyists also know how to use strategic communications techniques to help set policy agendas and to deliver the right types of messages through the right medium. Will social media be the right medium for this message? How do face to face meetings play in a given context? Will leaking a story to the media or opposition parties help to achieve my objectives?

Stakeholder analysis and mapping involves understanding the arguments, tactics and position of allies and opponents in relation to the specific issue a lobbyist is attempting to manage. Determining the key messages that could disarm or neutralize opponents, persuade those on the sidelines and motivate allies to align their strategies are key skills effective lobbyists all share.

### **3. Motivational Psychology**

Effective lobbyists also understand what motivates or drives different government decision makers and stakeholders. This involves, at a minimum, an actor's interests, key drivers (e.g., maintaining control, acquiring power, improving their reputation, expanding their relationships, etc.) and the "mental models" each has for ordering and evaluating information and making sense of the world.

### **4. Strategic Planning**

The ideal lobbyist obviously knows the key elements of developing a government relations strategy: identifying key objectives, conducting a SWOT analysis, leveraging opportunities and managing down risks or threats, pinpointing key success factors and designing tactical plans. But he or she must also be able to integrate government, public affairs and stakeholder relations strategies together with business or organizational strategies that promote the interests of the business or organization. Strategic thinking is being able to recognize and formulate action plans that maximize advantage and minimize the risks posed by government.

### **5. Business and Organization Drivers**

Effective lobbyists also understand what is really driving a client's business and assessing how government policy may impact that business. The key is to convince a client or organization that a good government relations strategy that links to its core business objectives is an integral feature of a sophisticated overall corporate strategy. An effective lobbyist also knows the capacity of his or her clients or organizations to engage in various lobbying or government relations campaigns — the time, effort, money and other resources for effective execution. If a client or organization has few resources, then it is likely that their lobbying efforts will be unsuccessful. If effective lobbying requires anywhere near the set of skills, knowledge and experience I have outlined, then it clearly involves a lot more than knowing government decision-makers. This is not to say that having some relationships with policy makers is not important — it often is and can assist in different aspects of lobbying campaigns — it is just that relationships of that sort are not a defining feature of the effective lobbyist. What are the defining features of an effective lobbyist is



his or her ability to consistently advocate sound public policy options through the maze of government decision-making, his or her capacity to adjust tactics to new developments in the stakeholder community and to use a wide range of strategic communications tools to persuade policy makers to adopt the policy options being promoted. By exercising these diverse skills, effective lobbyists improve public policy and the integrity of government decision making.

*Article originally written for 'Influencing B.C' - Volume 3, Issue 3*

## Renew your 2014 PAAC Membership Today!

By becoming a member of PAAC, you will gain the skills and connections you need to excel in your field. We offer meaningful membership benefits that can benefit you at all stages of your career, no matter your sector, job level or location. Membership benefits include access to the online PAAC membership directory, sizable event discounts and the cachet of belonging to Canada's premier public affairs association.

### Why Join PAAC?

Member Pricing	Networking	Professional Development
<p>In addition to discounted pricing for all PAAC events, A new member service that we are pleased to announce for 2014 is a discount program for key provincial publications. Look for more information coming very soon on this initiative which offers PAAC members a 15% discount on annual subscriptions to the authoritative <i>Queen's Park Today</i> and <i>Queen's Park Briefing</i> publications.</p>	<p>The Public Affairs Association is a premiere forum for interacting with those whose professional interests or responsibilities lie in the areas of issues management, government relations, trend analysis, policy development, strategic planning, audience or constituency relations – including public, media, labour and investor relations – and communications specialists in areas such as advertising and constituency marketing.</p>	<p>As government relations and policy development are the primary functions shared by most members, many sessions are devoted to current issues in this field. However, the Association recognizes that public affairs professionals are often involved in developing, coordinating or implementing broad external and internal communications programs. Our program also offers seminars and learning opportunities in these related areas.</p>
Publications	Programs	Advocacy
<p>PAAC Issues a Special Edition Newsletter following the Annual Conference. Our Membership Directory is an invaluable resource for networking</p>	<p>PAAC hosts seminars, conferences and workshops on a wide range of topics of interest to public affairs professionals.</p>	<p>The Public Affairs Association of Canada is the leading forum for representing lobbyists' concerns to all levels of government in Canada. We actively engage lobbyist regulators in discussion about the rules and regulations governing lobbyist registration and reporting requirements in Canada.</p>

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