

FIG Task Force on Governance 2021
Compiled summary of the responses from the
Members Consultation process May – November 2019
Draft circulated to Council and the Task Force
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Summary:

FIG Council wishes to understand if changes are required to our governance structure that may be made in the short term and will enable FIG to continue to provide leadership to the members in the years ahead. .

To do this requires that we think about how we organise, communicate and collaborate with internal and external stakeholder partners.

Accordingly, a Task Force has been set up to manage consultation with FIG members over the period 2019 to December 2020. This will seek the views of members which in turn will be used to shape the TF proposals that will be made to Council early in 2021. As the starting point our task is to consider what members have told us about the strengths, weaknesses and opportunities (SWOT) of our present organisational structure.

This summary paper will be the basis from which to determine the questions for the next consultative step to be held at the FIG Working week in Amsterdam (2020). With reference to FIG Statutes, we will need to question if we need to evolve our organisational structure in the short term to continue to meet the member's needs, and if so what might these look like.

This paper is a thematic summary of the responses we have received and provides initial ideas to draft questions that need to be asked in readiness for the WW (2020). Unpacking the content here is important because it will form the basis of the next round of face-to-face consultation.

Task Force & Council are asked to consider the relevance of the draft themes and to make suggestions for the direction of travel in the development of the questions.

The paper sets out:

- Introduction overviewing the methodology
- Part two of this report balances the identified strengths with the perceived weaknesses.
- Part three, How should we be responding to address the challenges and opportunities that our members are seeing
- Part four outlines the early ideas for the strategic questions that need to be asked and fully debated with members during the FIG WW Amsterdam (May 2020)

1. Introduction

The views of members have been drawn from across the breadth of FIG specialisms during consultations held at the FIG Hanoi Working Week (May 2019) and subsequent online questionnaire (ending November 2019). This represents the first stage of a work programme that will lead to FIG Council's deliberations and presentation to the GA in May 2021.

Consultation methodology

We have aimed to reach the greatest audience as possible, utilising platforms:

- Hanoi: GA approval and sign-up, Roundtable (check #)

- E news: Articles in Newsletters, dedicated newsletter items, reminders.
- On-line questionnaire: a SWOT questionnaire.

A qualitative approach to questions was designed. This underscores the desire of Council to listen and have no preconceived ideas. It enables the TF to explore the problems, seeking to unearth the opinions, thoughts and feelings of respondents and to develop further questions for debate. The SWOT consultation focused on words rather than scores, depth rather than breadth, in order to gain insights on the members preferred direction of travel.

Although disappointingly the on-line questionnaire only elicited 31 responses, although this is in excess of the usual survey % returns it underscores the need for a focussed face-to-face exercise in Amsterdam. From this we have learnt the following lessons:

- We believe an on-line debating platform could be taken up by FIG, CLGE has reportedly done this to good effect
- The membership doesn't appear to be ready for significant online discussion, and especially not a debating platform as trialled, without support on how to use it.
- FIG to consider setting up its own dedicated communication platform. This has financial implications; but the benefit will be the ability to take the membership on a journey and incorporate communications across the whole spectrum of communications work that FIG already does.

The questions exploring the value, strengths and weaknesses have sought to tease out some of these themes, and they will be further drilled down into a deeper and specific 'dive' at our working week in Amsterdam.

2. Value, Strengths and Weaknesses

This section sets out the comments and insight we have received from our members over the course of the 7 months consultation period (May- November 2019).

Q1 What is the value of FIG to you and your MA

"It is an absolutely amazing platform for worldwide professional cooperation"

Our value is considerable, FIG has international reach, provides a focal point, international representation of surveyors interests and institutions and international cooperation on surveying (across all disciplines).

Our responders considered that

- Externally, we are respected and influential, with some credibility.
- Internally we promote technical best practice, our commissions are the engine of our technical work, and we are a network of excellence. Above all our members can network, learn and share concerns across national boundaries; and individuals learn and build their capacity as a result of international and regional platforms.

And, comments arising from the Hanoi Roundtable, included:

Clustering	Comments
Global platform	trends, context, impact
Society	to be able to do good, contribute
Technology	trends, new ideas in academic, learning
Sharing and learning	disciplines across, finding solutions

Profession	relevance, exchange ideas, collaboration, making contacts
Conference	education, sharing ideas, technical, travel, experiencing cultures
Networking	across sector members, external stakeholders
Above all	opportunities + inspiration (new visions + different roads)

BUT,

This rosy picture hides the disparity of concerns across the regions, and the disconnect that members feel. We have to, and do realise that we can and must do better- “Have we become too complacent, leaving some members behind?”.

Strengths:

Q2 With reference to FIG current organisational structure, What are we doing well?

To gain an insight into the mood of the responders an overall assessment revealed that:

Decision making	Satisfactory to Good (note organisation tends to Good)
Reporting and transparency	Good
Member Associations influence in governance	below satisfactory; noting, that this was often not answered and/ or a neutral comment e.g “ supported by the statutes ”

Combined it may be deduced that the overall assessment is good to fair; but these results do need to be treated with caution, due to the weaknesses highlighted in Q 4.

Q3 What are the particular strengths of our organisational structure?

Notable when the question was asked in a slightly different way and with a focus on each of our structural components (see matrix), responders clearly messaged that:

Above all the Commissions are recognised and seen as FIG’s ultimate strength (12 out of 31), because

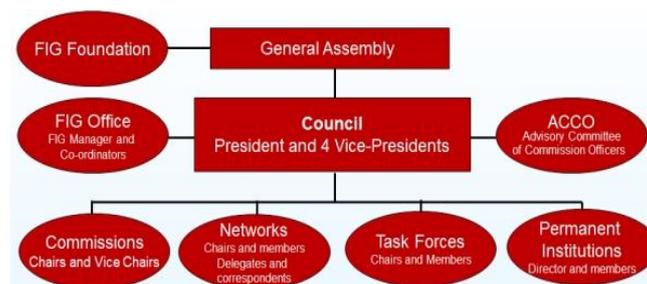
“the opportunity for national delegates to participate in the commission activities and report back to their national level is a powerful concept”

The General Assembly (GA) concept was also

- reasonably supported (8 out of 31) “ *a valuable tool for networking*”, and
- The matrix structure was supported on an ‘Ok’ basis (5 out of 31)

Other observations relating to: Council (in its role of oversight and strategy), Publications, and Foundation, also received multiple positive responses (i.e. 1-5 comments).

FIG MATRIX



Notwithstanding the positive messaging supporting our GA and our commissions, it can be seen that the underlying message is for the need for a hard look and to truly unpack the subtle undertones (see Part 4), that are apparent in the reported weaknesses.

Weaknesses

Q4 Where are the weaknesses in our structure? And why?

The key messages are clustered into:

- **General assembly** - Fails because: it is not a debating or an influencing platform; with poor attendance levels; it could be a more effective platform for review e.g. for progress on commission work plans.

We will unpack what are the practicalities that GA needs to be an oversight forum?

- **Commissions** – Dissatisfaction specifically: commissions are increasingly working with a select group of people; needs to be better linkages/ communications to Council including the 4 year strategy and Commission work plans; improve and identify the relationship between Task Force and Network remits (See FAQ)

We will unpack the TOR's, reach and communication channels

And, there are too many smaller and/ or inactive commissions (See FAQ)

We will create awareness of Roles and responsibilities and overview the previous TF conclusions.

- **Volunteering**- has come up as a cross cutting theme in many of the questions. In this question it is considered that diversity in the representation at officer level could be overcome by establishing a nominations committee tasked with encouraging, sourcing and mentoring potential applications

We will consider this further in the volunteer section

- **Council/ transparency** - A clear message that overrides many of the comments is better communications and “more debate” . This highlights memberships feeling dislocated from the working of FIG. The important question; Is this a result of the structure or some other factor?

We will seek to unpack communication channels and include roles and responsibilities to communicate

Others worthy points beyond the scope of this TF included

- **Member differentiation**: suggestion to counter the high WW costs, attendance for members could be reduced. Although not a structural issue, it does raise an important question as to the perceived value to individuals who actively support FIG platforms though their attendance at WW etc.
- **Ecological footprint** of FIG conferences is worthy of a long term strategic consideration (see 2028 initiative)

These are beyond the scope of this TF; but may be a worthy item on a future Council agenda

The comments received in Hanoi may be similarly clustered:

Clustering	Comments
GA	Poor inclusiveness/ transparency
	slow, geographical representation poor
Structure	Too much reliance on Silo structure, complicated/ inflexible
Administration	Weak Business/ profit/ funding, financial model is weak
	Non- transparent decision making
	Negative formal life
Volunteering/ resources	too much reliance on volunteering
Members	members often do not feel a member
	Imbalance across the Region
	Few links to cooperate + academic

In summary, the strengths and weaknesses takes a snap-shot of what our members' experience in their day-to-day working lives and how this experience is changing – and is the basis for our deliberations of how FIG needs to evolve to continue to meet their needs?

3. How should we be responding to address the challenges and opportunities that our members are seeing?

Our organisation is considering the need to innovate and lead in all aspects of the natural and built environment. To achieve this goal, we will need to ensure that we adapt and offer true value to our members, but also externally to those seeking our collaboration and ultimately societal benefit and services.

Q 5 What can we do better

Expanding on the previous question, the responses have inferred a desire to be and/ or feel better informed in an oversight role - this is played out in the following themes:

- **General assembly** – improve the functionality and move away from old-school reporting
- **Reporting-** [content] in newsletters and GA ; ensure good governance in dealings in statutes, finances the latter using quarterly reporting
- **Commissions –**
 - By reducing the number may reduce decision making process
 - Chairs need not necessarily be nominated by MA [see FAQ).
 - Consider commission on a regional basis
 - Ensure Commissions , Task Forces and Networks work closer together [see FAQ) and include permeant institutions in this discussion
- **Strategy** – Clearer short term Council actions and long term direction (see FAQ (and steering the organisation given topics from 'futures' and global trending
- **External global platforms** - Be more clear in reporting back, e.g GGIM
- **Advisory Structure** - Council and GA to be supported by
 - An Advisory Board
 - A Nominations committee to assist with leadership and election process
- Increase **impact of Member association** in country i.e. "horizontal relations between members'. (see FAQ)
- **Communications-** Go digital (see FAQ)
- **Volunteering** - encourage member associations to be more involved [see FAQ)

- **Conferencing-** Maintain technical program; but have parallel professional issues on strategy/ policy etc- oversight?

We will seek to unpack these issues in our WW roundtable and FAQ's

Q6 What ideas do you have where we might implement, adapt/ change in our structure?

To elicit 'out of the box' thinking, an open question was asked on further ideas and reflections.

Many of the responses expanded upon earlier questions; accordingly, these have been used to refine the roundtable discussion themes.

Those that are new ideas/ statements include:

- Need to define and agree wants/ needs before thinking about structure
- Member organisations must be at centre of governance

Table

Point made	To be placed in discussion on:
<ul style="list-style-type: none"> • De focus on mtg reports- so focus on project outcomes • Separation of operations and strategy • More regionalise VPs? 	Administration
<ul style="list-style-type: none"> • Worldwide structured organisation • 3D structure (our relation between entities) • Clearly defined and mandated FIG representatives in sister societies and partner organisations • Our structure needs to attract more partners/ end users from other industries to promote surveying technologies 	Global Reach:
<ul style="list-style-type: none"> • Larger executive office to support activities of the commissions • Resource project teams- less permanent structures 	Commissions
<ul style="list-style-type: none"> • Like the actual set up, but much more communication time with the members association • Putting challenges to the members • Giving guidelines to the members • Reduced numbers of thematic commissions • Matrix structure of commissions and cross cutting networks 	Communication

Note that Q7 and Q8 relate to the second part of the TF work program on Futures. That is:

- Q7 -What are the challenges/ trends affecting the future of our Profession?
- Q8 - What are the challenges/ trends affecting the future of your Professional Association

These responses will be used as necessary in the online awareness piece (tbc by Council)

In summary, there are significant queries which we need to understand and address. While a number of these drivers will take time to comprehend there may be immediate practical steps that FIG may need to take in its own governance structure to help the profession navigate these changes now. This is considered next.

4. Developing Strategic questions

Importantly, this TF is working in the context of change in the short term. The long term is being considered by the 2028 initiative. Accordingly, during this TF term we need to concentrate on the efficiency and effectiveness of our statutes as it relates to our governance structure, ultimately the TF is to ask 'Are we "Fit for the Future"?'

FIG has a history of review and member consultation over the governance structure of FIG (recorded in FAQ). As a professional body, FIG is not alone in this practice, and may learn from other organisational structures as outlined in the Union of International Associations (see www.uia.org)

It is vital that the consultation continues and it is envisaged that a face-to-face debates in Amsterdam will:

1. Remind the members of the previous reviews (briefly)
2. Refer to a selection of other Member associations structures (say 3) in order to emphasize what could happen (and costs!)

Importantly

3. Raise a series of discussion points arising from the consultations in 2019.

Our consultation to date has raised a range of weaknesses and areas that we can do better. These issues need to be unpacked and discussed to validate if the consequences are what the members wish to see. What is also clear from the feedback we have received is that there are a number of practical ideas that can be considered now to help our members navigate the need for change. It is vital that the debate is initiated.

So, set out below are the emerging issues that require further development by the Task force. These ideas are a starting point and are tabled for our debate and it should be stressed that these are not definitive, nor necessarily right. They require a team approach to develop the questions for subsequent analysis and reporting.

Accordingly, the Task force/ Council is asked

- **To consider the relevance of the draft themes, and**
- **To make suggestions for the direction of travel in the development of the questions**
- i.e. more/ less bearing in mind the limited time available for face-to-face discussion

GA Processes and Procedures

- *The need To consider the format of GA and how it is conducted*
 - Noting that the GA agenda is structured in response to Statues
 - The basis of reporting, is yearly sufficient?
 - Is it communications that needs to be improved? Updates etc
 - Consider the balance of resources for a) FIG office and b) Members
 - Think about how we debate in GA

Administration/ Business

- *The need to enhance transparency and member involvement in decision making*
 - Which decisions do members feel that they are not involved in?
 - Do they have time to be more involved?
 - What are the practicalities that GA needs to be an oversight forum?
- *The need to ensure greater involvement and diversity in our elected people*
 - Explore the possibility and desirability for an Advisory group to Council
 - Explore the possibility and desirability for a Nominations Committee to assist with leadership and election process

Communications

- *The need to become more effective in the use of our communication channels across stakeholders, by tackling communication:*
 - Internal:
 - Relationship between TF/ Networks and Commissions , ensuring they work closer together [include permeant institutions in this discussion]
 - Drive collaboration across the organisation by the use of online platforms, "go digital" [we tried! In Gov2021], webinar's etc
 - e meetings [Council has done and continues to do so]
 - External
 - Help the profession anticipate change with a purposeful steering on global issues [enough in our plenaries? Ensure attendance reports]
 - Better reporting on External global platforms (e.g GGIM)

Volunteering

- *The need To involvement and volunteering and attracting a new generation of contributors to FIG*
 - Encourage member associations to be more involved [FAQ]; unable to force!
 - Consider diversity in the representation at officer level
 - Establishing a nominations committee (see admin above)

Conferencing

- *The need to modernise and enhance the way in which we hold our annual conferences*
 - This appears to be a fundamental to the FIG brand
 - Ensure technology is integral to the way we develop our conferencing approach
 - Can the format be changed? i.e be more flexible in attendance criteria
 - Maintain the technical program; but have parallel professional issues on strategy/ policy and oversight?
 - Virtual organisation to involve other associations to act as co-organiser of technical sessions

Finally, **FAQ's**

It is apparent that there is not full understanding of the current structure of FIG, particularly the relationship with FIG statutes. Accordingly some of the issues raised may be dealt with by providing a briefing sheet of Frequently Answered Question (FAQ). This will relate to:

- Roles and responsibilities and overview the previous TF conclusions
- The current matrix structure and relationship to Statues
- Clarify 2028 think tank versus Gov 2021
- Membership network, becoming an expert? Comm 1 activity

5. Concluding next steps

The next round of consultation is scheduled to occur at the FIG Working week, Amsterdam where the following platforms have been convened:

- GA 1; brief overview of statues of the TF and its result to date
- Roundtable open to all members to discuss strategic questions
- Regional Bodies & Members Forum
- GA II: brief result of the week's discussion

Over the next few months the TF will:

Mid- February

- Agree the Strategic questions for WW 2020
- Develop how the platforms will be organised and facilitated by whom
- [Note Maurice B to lead on the Regional Bodies/ MA forum]
- Draft and submit the GA paper. (drawing on elements of this paper), And
- Upload information relating to Futures on to the Gov2021 website

After the Amsterdam WW,

- Consider if further online consultations will be required
- Report to Council with TF findings with options

In conclusion, your comments are invited.

END