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1. INTRODUCTION

When I joined the FIG Office I was asked to prepare an overall Office Development Plan, proposing the steps required to develop the FIG Office ("the Office") into an efficient and effective professional organisation providing a quality service**.**

This paper presents a brief summary of the FIG Office Development Plan, focusing on the changes that will be necessary in systems, procedures and staff to achieve the above-mentioned goal.

2. BACKGROUND

Since the Office was established 10 years ago FIG has been growing with a number of new members and stakeholders and new activities. This has of course been a very positive development, but the increased activity level has also highlighted several areas where the Office administration, systems, and procedures have not really been able to keep pace. Improvements are therefore needed in order that the Office will be able to service all of FIG's world wide members and stakeholders efficiently and professionally.

A SWOT analysis identified a number of key internal and external factors impacting both on the Federation FIG and the FIG Office (since these are closely interlinked). Several development activities were then evolved in order to enhance the strengths, overcome the weaknesses, exploit the opportunities, or avoid the threats.

3. DEVELOPMENT AREAS

The proposed necessary development activities have been categorised into the areas: systems, procedures, and staff. The most important activities are summarised below.

3.1 Systems

- *Change of IT Platform:* The FIG Office currently uses an external provider as our IT platform, but we are experiencing problems with reliability and speed and are looking into the possibilities of changing to another platform in-house. This involves resolving both some technical and financial issues

- *Invoicing Module for Bookkeeping System:* Invoices for membership fees have been prepared manually since the bookkeeping system could not generate them automatically. We are in the process of changing this by installing an add-on module

- *FIG Web Site*: The current FIG web site contains much useful information, but the lay-out is not clear and the site could be made more user-friendly and attractive

- *Single FIG Membership Data Base:* The Office currently uses several different data bases for various purposes, which is both inefficient and involves a high risk of errors, and it should therefore be replaced by one single membership data base

- *New Account Structure:* The new financial reporting format created by the Council and subsequently approved by the General Assembly uses types of direct expenditure as the reporting categories, so changes to the account structure is required in order for the accounts in the bookkeeping system to support the new financial reporting format.

3.2 Procedures

- *Office Quality Management System:* A quality manual documenting the (few) existing procedures and establishing procedures for areas without any is under preparation. An important tool in order to ensure that the changes necessary to address the SWOT key factors will become firmly rooted in the Office, and also a possible first step towards ISO certification (the manual is being written in accordance with the overall ISO principles, so it would be relatively easy to get ISO certification later on)

- *Account and Arrears Management:* Implementing an improved system to keep track of outstanding accounts

- *Investment Strategy:* Introducing procedures and routines that will ensure FIG's liquid funds and reserves are handled in accordance with the rules decided by Council

- *Planning and Time Management:* Better planning of work and tasks and better time management to improve efficiency and avoid missed deadlines

- *Data and Filing Discipline:* More focus on orderly, systematic and timely filing so things can be easily located and retrieved when needed

- *Harmonisation of FIG Material*: Ensuring uniform lay out and use of logos, fonts, etc. in communications and publications

3.3 Staff

- *Responsibilities, performance criteria, and evaluation:* Establish clear procedures and goals in these areas to increase efficiency, productivity, and job satisfaction. Establish regular performance monitoring system.

- *Personal Assistant:* Recruit qualified PA in accordance with the key qualifications and job description evolved for this position

- *Outsourcing:* Review possibilities and feasibility of possibly outsourcing more services

- *Other available resources:* Look into the possibilities of attracting "free" student trainees for short term stays in the Office

4. CONCLUSION

The Office Development Plan includes some remarks about possible resistance to the proposed changes, suggestions for how these may be addressed, and the time horizon for implementing the plan. As appendices are included staff job descriptions, job performance criteria, and suggested staff development interview procedure.