
Association of BC Land Surveyors Strategic Plan 2006



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Confidentiality/Validity

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1. CONTEXT

The Profession

As land surveyors in British Columbia, we are a well-respected profession with a proud history of protecting the public interest and maintaining the public trust.

However, the land surveying profession, like so many other professions, is facing multiple challenges, including an ever-accelerating rate of change. Increasingly, there is more demand on our time and resources, and too often we find ourselves having to focus on crisis management instead of planning how we can strategically respond to present and future challenges.

As government shifts more responsibility over to the profession, land surveyors are taking more control of cadastral management. At the same time, declining membership is a looming issue. This is a challenge that many professions are facing as members retire with the consequence that professional associations are in a race to promote themselves as a career of choice. Increased emphasis on marketing is becoming a do-or-die necessity.

Ironically, our challenge of attracting prospective land surveyors is made more difficult by the fact that there are significant barriers to entering the field, including the examination process. It is critical that these barriers be addressed as soon as possible. Also important is helping new land surveyors create a viable and sustainable business.

The land surveying profession must demonstrate diligence in attracting new members while maintaining its legacy of high standards in British Columbia.

Strategic Planning 2006

As a follow up to the Strategic Planning session of 2005, the ABCLS held a Strategic Planning session in Victoria on March 22 and 23, 2006. On the first day, the ABCLS Board of Management evaluated the progress made on the 2005 Strategic Plan, updated the goals for 2006, and developed a proposal to re-align the organization in order to better address the organization's mission and goals. On day two, the Board of Management was joined by many of the Association's Committee Chairs who reviewed the work done by the Board and made further comments and additions. They then worked collaboratively with the Board to develop strategies for the 2006 goals and clarify the scope, roles and responsibilities for the re-aligned organizational structure.



The major accomplishments of the session were:

- We established a clear direction for 2006-07, defining three key goals in the broad categories of Governance and Structure, Professional Practice, and Stakeholder Relations.
- We reviewed and made suggestions to improve our organizational structure so that we may use our limited resources in addressing critical issues.
- We developed and prioritized strategies for each of our goals.
- We clarified the scope of work, roles and responsibilities in three areas: Entry Services, External Relations and Member Services.

From the strategies developed in this session, Board, Committee, and Working Group members will develop action plans and work toward making the changes that will ensure the health and longevity of our profession and our association. In order to succeed in this work, we need as many members as possible to pitch in and help make our goals a reality.

By staying focused on our goals, we can navigate through ongoing change while still maintaining our well-deserved reputation as a dynamic and respected profession in the province of British Columbia.



2. MISSION

Our Mission

The Association of British Columbia Land Surveyors regulates the practice of land surveying and governs its members for the protection of the public interest and the integrity of the survey systems of BC.

Our Values

We value:

- our reputation, legacy, history and traditions.
- our independence and impartiality.
- our transparency and openness.
- our knowledge of business practices.
- the opinions and collective wisdom of our members.

Our Duty

As a self-governing profession, it is our duty to:

- provide effective leadership of the profession of land surveyors.
- ensure that there is a sufficient number of land surveyors to maintain the integrity of the survey systems of British Columbia.
- provide a professional forum for our members.
- establish standards and assess candidates for membership.
- establish and enforce rules and regulations for our members.
- make rules for surveys and maintain common standards of practice.
- promote excellence through education and continuing professional development.
- strive to maintain the highest ethical principles in all our actions and relationships.

In addition, we

- provide a point of contact for the public.
- provide advice to all levels of government upon request.
- promote public awareness of the profession of land surveying.
- anticipate and balance the future needs of the public, government and our members.
- continue to be proactive in embracing new technologies.
- promote our profession as a career of choice.
- manage the assets, finances and general operations of the Association.
- maintain the survey fabric of the province to appropriate standards to preserve and protect property boundaries.



3. ORGANIZATION STRUCTURE

As the ABCLS goes through changes to adapt to new realities, we must focus our limited resources, namely the voluntary work of our members and the staff that support them, to ensure we are collectively attending to the critical issues facing our Association. To do this, we need to make changes to the structure of our organization.

The diagram on the following page illustrates the proposed realignment of our structure.

Definitions

A Committee is either a regulatory committee (required by statute) or one that has an ongoing body of work throughout the year or at specific times of each year, every year. The Board, and in particular a Board Liaison Contact, will be responsible for monitoring the progress of each Committee.

A Working Group has a mandate to perform a time-limited piece of work. The Board, or a Committee, will develop the scope and mandate of the Working Group, after which the group will develop options and recommendations for approval by the Board. The Board, or Committee Liaison, will be responsible for monitoring the progress of the group and approving the implementation plan. Members may also initiate a Working Group by sending a proposal in for review by the Board.

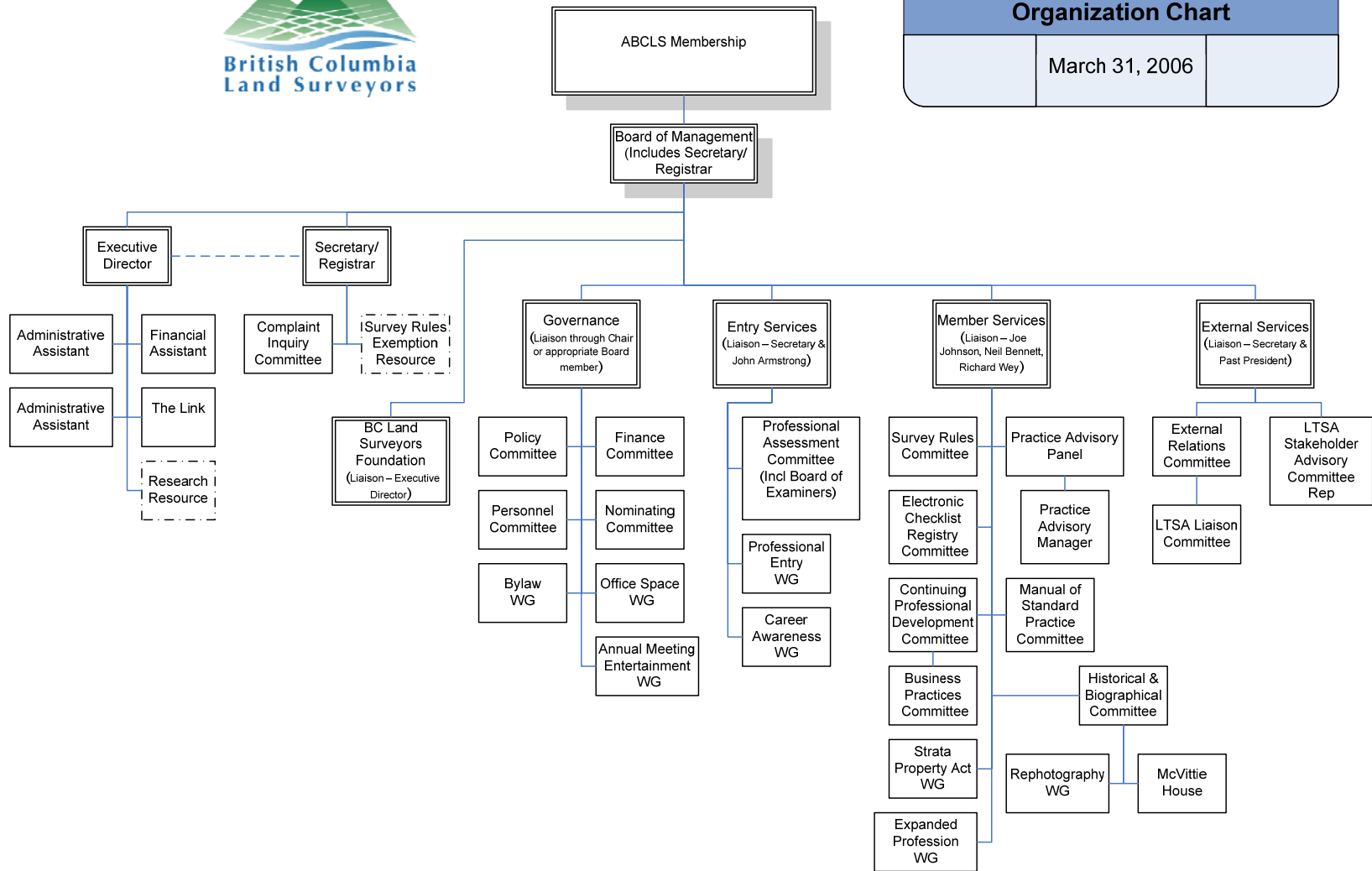
A Resource (which can be one person or a group of people) works with the Board, Committee, Working Group, or Executive Director to complete a particular task. The task is defined and time-bound.



PROPOSED REALIGNMENT OF ORGANIZATION STRUCTURE



Association of BC Land Surveyors Organization Chart		
	March 31, 2006	



4. GOALS AND STRATEGIES

Following are the three high level goals for 2006, along with strategies to address them. Both the goals and the strategies were prioritized by participants and are listed in order of priority. Only the high priority strategies are included and members allotted points to each strategy.

4.1. Professional Practice

Goal

In order to ensure the ongoing viability of the profession and provide a sufficient number of land surveyors to meet the needs of society, the Association will establish by February 2007 a more effective and timely professional entry process.

Strategies

- The Professional Entry Working Group will develop and nurture our relationship with BCIT to ensure a made-in-B.C. solution. *(12 points)*
- The Professional Entry Working Group will implement all of the PEWG Report recommendations endorsed by the membership in February 2006. *(6 points)*

4.2. Stakeholder Relations

Goal

To address the public demand for land surveyors in British Columbia, we will implement by August 2007 a career awareness plan that will attract more people into the profession.

Strategies

- Plan and implement a diversified approach with elementary schools, high schools and post-secondary schools. *(12 points)*
- Engage our members to become involved in the promotion of land surveying as a career. *(6 points)*



4.3. Governance and Structure

Goal

Align Association organizational structure to ensure critical work gets done in a timely manner without overloading anyone.

Strategies

- Create a working group to assess, define, and implement changes to the Association's organizational structure. *(17 points)*



5. CLARIFICATION OF SCOPE, ROLES, RESPONSIBILITIES

This section clarifies scope, roles and responsibilities in three major areas – Entry Services, External Relations and Member Services. The suggested strategies were prioritized by participants and are listed in order of priority. Only the high priority strategies are included and the number of points allotted to each strategy is indicated.

5.1. Entry Services

Scope

- Consolidate the Board of Examiners and the Professional Assessment & Qualifications Committee into a streamlined Professional Assessment Committee (*6 points*)
- Professional Entry Working Group to be sub-group of Professional Assessment Committee (*3 points*)

Staff Assistance

- Staff resources for career awareness for research and packages (*3 points*)
- Staff resource to format exams (*2 points*)

5.2. External Relations

Scope

- External Relations Committee (formerly Government Liaison Committee) use resource as required (*5 points*)
- LTSA Liaison to be a sub-group of External Relations Committee (LTSA Liaison Chair to report to ERC) (*4 points*)
- Re-photography Working Group to be sub-group of Historical and Biographical Committee (*3 points*)

Staff Assistance

- External Relations Committee – set up meetings, prepare minutes, correspondence; follow up on action list (*4 points*)
- Contract services where required; (*3 points*)
- Set up working groups (*2 points*)



5.3. Entry Services and External Relations

Communication Strategies

- Board Liaison to hold quarterly conference calls with Committee Chairs as a group (5 points)
- Staff resource to gather committee/working group reports (4 points)

5.4. Member Services

Scope

- Combine Continuing Professional Development Committee and Business Practices Committee (9 points)
- Practice Advisory Department (PAD) in conjunction with the Manual of Standard Practice Committee to review the possibility of PAD taking over updates/revisions to Practice Manual (8 points)
- List what each committee is doing – to eliminate duplication (8 points)
- Business Practices Committee will encourage public dialogue about “Bulletins” information (3 points)
- Session of committees and working groups to identify gaps/overlaps (3 points)
- Have survey rule exemptions done by Practice Advisory manager (2 points)
- Electronic Checklist Registry Committee to be a resource working group when needed (2 points)

Staff Assistance

- Explore Continuing Professional Development possibilities – research available resource person (10 points)
- Prepare final reports in consultation with Committee Chair (5 points)
- Expanded Profession Working Group – include Geomatics professionals. Membership issues – entry, qualifications, scope of practice (4 points)

Communication Strategies

- Board Liaison will update committees on what others are doing (11 points)
- Regular check-ins by Committee Chairs – share reports with Board (9 points)
- Ensure terms of reference include requirements to communicate with other committees and working groups (4 points)
- Board to committee reports – two-way (3 points)
- Committee Chairs have teleconference once every month (3 points)
- Reports in Link magazine four times per year (3 points)



Appendix A. Planning Group Members

Strategic Planning Facilitators

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Ed McKenzie

ABCLS Board Members, Committee Chairs, Executive Director



John Armstrong
Jeff Beddoes
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John Blair
Doug Dodge

George Fenning
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Brent Taylor
Richard Wey

