

Date

Wednesday 18 July 2007

Title of session

Plenary: Resourcing NMOs - Partnering, Outsourcing, Offshoring or What?

Name of presenter/chair

Chair: Magnús Guðmundsson, Director General, National Land Survey of Iceland

Presenters: Peter Laarakker, Director of Strategy & Policy, Cadastre, Land Registry & Mapping Agency, The Netherlands

Dan Paull, Chief Executive Officer, PSMA Australia Ltd

Željko Bačić, Director, State Geodetic Administration, Croatia

Mark Edwards, Managing Director, European Operations, Rolta

Rapporteurs

Cheryl Morrow , Ordnance Survey of Northern Ireland and Dave Lovell, EuroGeographics

By way of introduction delegates were reminded that the task of NMAs is getting more complex. Partners are needed to help provide resources, reduce risk and lower operating costs.

In The Netherlands Kadaster maintains a range of products and provides services to satisfy a high level of demand. They are resourced for a minimum normal level of activity, outsourcing being routinely used to meet peak demands and provide resource for some routine activities.

In Australia there is strong partnering between a national coordination body and the States. This is formulated in a public company limited with shares held by each of the States; each shareholder has a seat on the Management Board.

In Croatia, partnering has been used extensively to resource the fast expansion that is occurring. The whole of the production is outsourced as has most IT development and support.

Offshoring is the relocation of activity from one country to another. The increasing capability of electronic communications and the growth in skill levels in many countries has made this an increasingly effective option for clients.

Questions	Answers
<p>Dietmar Grünreich, (Germany): Germany is a federal country like Australia; could you please say more about how you achieved cooperation with the states?</p>	<p>Dan Paull: Gaining convergence between individual pursuits and central outcomes is a challenge. It requires give and take, the more people that are involved the longer it takes. Developing documentation that adequately describes things in ways people understand and can agree to is essential but very time consuming.</p>
<p>Singapore - If I understand correctly Croatia has productised since 1999, what was the biggest challenge you have faced?</p>	<p>Željko Bačić: The privatisation actually started in the beginning of the '90's and became law at the end. At that stage there were over 1100 people doing the mapping/cadastral work, it was a bit of a mess. We recognised that we had to clean up the system.</p> <p>We centralised the organisation at state level to coordinate at local level. The biggest challenge was changing the culture of the various players. The roles have changed and we had to change our behaviours to suit our new roles, several 100 municipalities are now working together well with those at the centre.</p>
<p>Andrus Ukaejiofo (Nigeria): Do Rolta come under pressure from their clients' local communities to provide some work for their communities?</p>	<p>Mark Edwards: Yes, we come under pressure to employ local people sometimes. When developing our proposal to meet the clients needs we will set up a local office if we feel it necessary.</p>
<p>Malcolm Havercroft (Ordnance Survey) How did you get political support for the agreement that some of your datasets should be used exclusively.</p>	<p>Peter Laarakker: Defining which datasets should be considered core was not difficult but changing organisational working processes and installing a common IT procedure was.</p>
<p>Tyrone Leong (Trinidad &amp; Tobago): What is the role of the PSMA in marketing and how do you ensure you meet the needs of the various departments.</p>	<p>Dan Paull: We achieve it through equal representation of each of the states on the board so there is collective ownership. But there are times when the company interest disadvantages one or more of the board members, then it has to be managed very carefully.</p> <p>We do not build products or services we only aggregate what the states create into a nationally consistent form which then goes to market through VARs (value added re-sellers) and intermediaries. We focus on the relationships and not on the data.</p>