

Agenda Item # 8.6 :

Proposition on FAI Structure

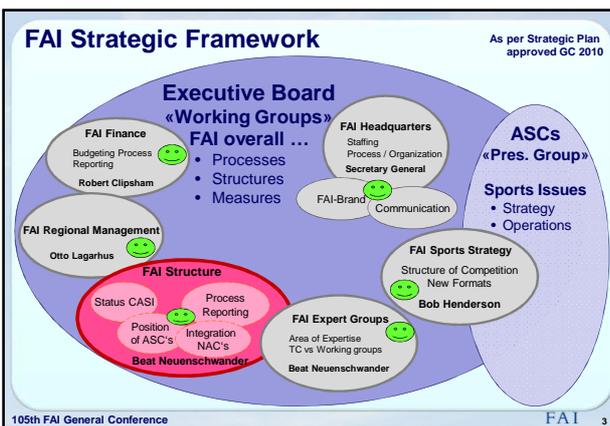
Strategic Goal: **Strengthen the Organization**

FAI - Management Structure



FAI Strategic Framework

As per Strategic Plan approved GC 2010



Reminder Strategic Plan :

- ➔ **Provide adequate governance & leadership**
- Analyze and improve structure
 - Analyze and improve decision making process
 - Analyze Executive Bodies participation in Management decisions
 - Provide Executive Body (EB) with appropriate Management tools

Overall Goal of Working Group

- Evaluate opportunities for more efficient processes and structures within FAI on the basis of the Strategic Plan
- Reduce the “non-value added” workload of the FAI HQ

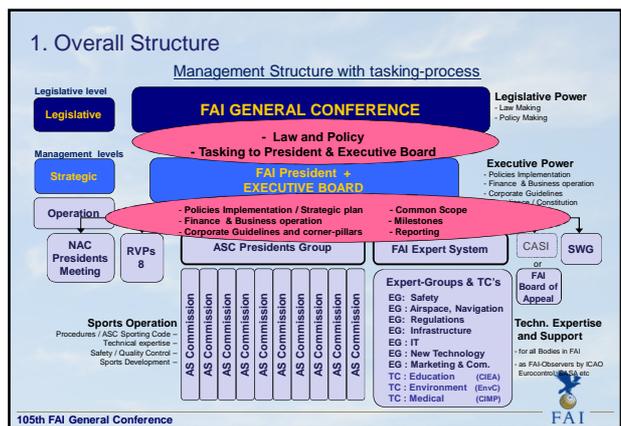
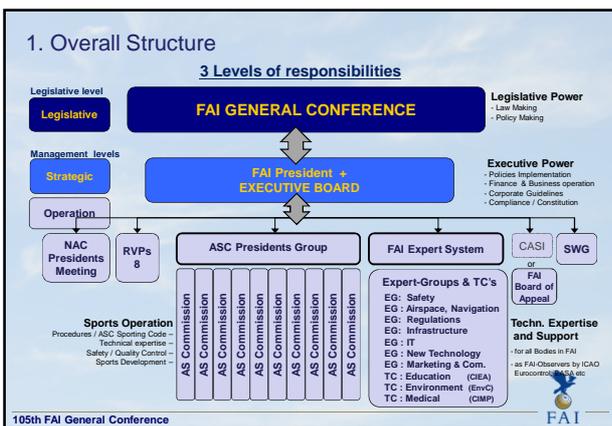
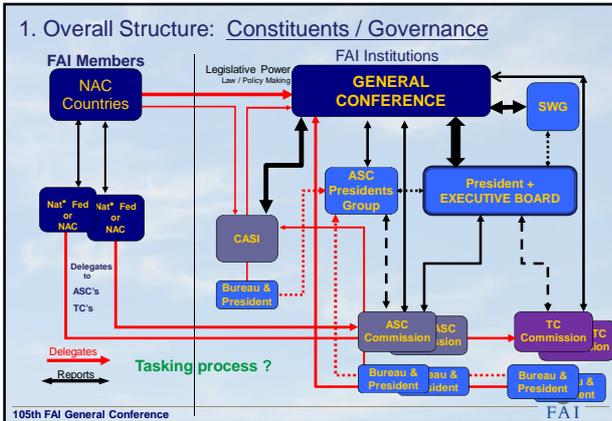
Agenda

1. Overall Structure
2. NAC's Involvement
3. Role & Duties of CASI

1. Overall Structure

Power / roles / responsibilities:

- Legislative/Executive/Judiciary
- Management Structure
- Executive Bodies (ASCs) are voting member of Legislative body(GC), of Judiciary body and also electing Officials as President, EB, SWG,CASI
- The strategic- and operational management levels are not clear defined
- Strategic decisions often made at operational levels
- Executive Bodies (ASCs) not involved in Management Decisions
- Tasking and Reporting processes to/from TC's, ASC's, CASI, SWG not adequately established
- Executive Body (EB) not empowered to fulfill its role: Strategy, FAI-Development, Finance, Sponsoring, Air sport challenges in general, Action plan priorities, Sporting Calendar ...



2. NAC's Involvement

With the proposed structure NAC's are directly involved at each level!

- Legislative:** Delegates at the General Conference
- Strategic:** Voting for Election of EB Members
- Operation:**
 - Election of 8 RVPs
 - Delegates to NAC Presidents Meeting
 - Delegates to Air Sports Commissions
 - Delegates to Technical Commissions
 - Experts appointed to Expert Groups

and a exchange of Information at all levels!

“NAC's are in the loop !!”

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3. Role of CASI

3.1. Statutory Duties *In bold black what CASI is actually doing*

- Seek to further the development of air sports
- Keep current the General Section of the Sporting Code**
- Advise the GC on appropriate measures to develop air sports, outside the mandate of existing FAI Commissions
- When directed by the Executive Board, serve as the FAI final court of appeal in all disputes or difficult cases concerning international sporting events and record attempts**
- In the event of an appeal against a decision relating to a dispute of a sporting nature, investigate whether the appeal should be accepted, and if in the affirmative, establish an International Appeals Tribunal**
- Carry out other tasks related to air sports as assigned by the FAI GC or the FAI Executive Board

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3. Role of CASI

3.2. Comparison with ASC & EB Duties

Duties are overlapping between CASI, the ASC Presidents-group and the Executive Board ! *

- Development of Air Sports → EB + ASC-Group Issue
- GS of the Sporting Code → Seem to be rather an ASC Issue
- Advise - Propose GC → Already proposals NAC's, EB, ASC's
FAI-Experts/TC's
- AS tasks by GC or EB → EB + ASC-Group

* **With one Exception:**

Duti as **FAI final court of appeal** = Court of Appeal as special body !

3. Role of CASI

3.3. Previous analysis by SWG

Quote from 2009 SWG Minutes

- "Responsibility of GS could be given to ASC Group, subject to approval by GC"
- "At one time CASI had the right to look into the affairs of ASCs. CASI prevented ... mismanagement. ... The EB was not controlling the ASCs adequately. CASI could become a "controlling & coordination commission". Delegates to ASCs sometimes makes decisions which are against the interest of FAI."

Potential recommendation in 2009 for CASI:

- Its main role should be Control, Coordination and Integration

3. Role of CASI

3.4. Conclusion

Need to redefine and refocus the duties :

- Overall control and coordination is the duty of EB !
 - The general section could be handed over to ASCs Group
 - The sports strategy and guidelines could be transferred to the Executive Board and ASC Presidents Group:
 - Development of Air Sports (strategy)
 - Guidelines and Coordination
- Input from NAC's guaranteed via ASC's, Experts Groups, RVP's or EB

➡ but to maintain a special FAI-Board of Appeal is important !

3. Role of CASI

3.5. Proposed Evolution

1. Transferring sport-duties from CASI to ASC Presidents-Group and the sports-strategy to EB

- Transferring all sports-related CASI duties to the ASC Presidents Group
- Transferring the coordination of sports strategy and guidelines to the Executive Board and ASC Presidents-Group

2. Creating a Board of Appeal

- Creating a **Board of Appeal** (pending legal advice)
 - Any appeal Competition, SC, By-Laws, etc ...
 - Consist of 4-5 Experts (fe:1 RVP, 1 ASC, 1 Legal Expert, 1 HQ, any required Expert)
 - May appoint the International Appeals Tribunal

To conclude, remind the Strategic Goal:

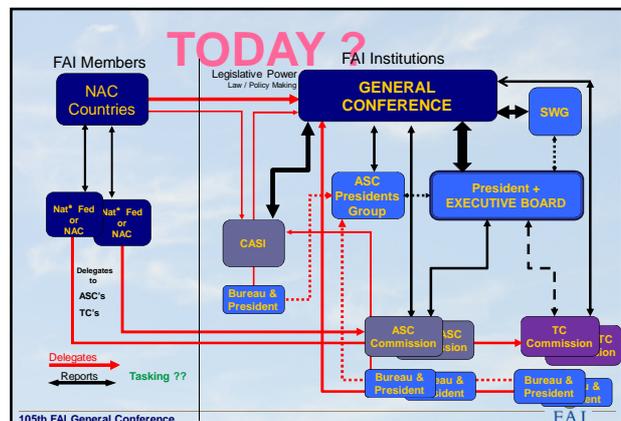
"Strengthen the FAI-Organization"

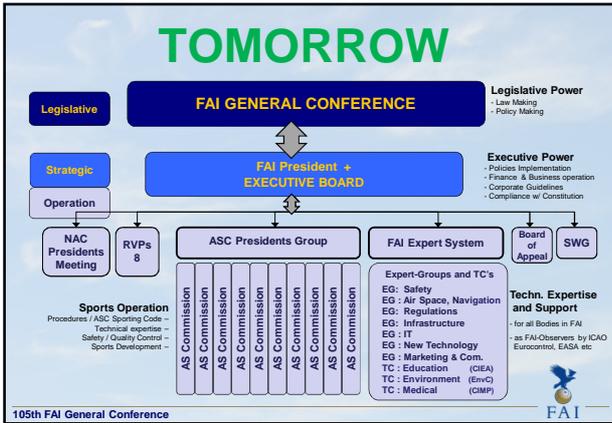
Overall Goal of Working Group

- To evaluate opportunities for more efficient processes and structures within FAI on the basis of the Strategic Plan
- To reduce the "non-value added" workload of the FAI-HQ

Strategic Plan: Provide adequate governance & leadership

To give FAI more power and an efficient organisation to provide best our members and to be ready for future challenges in the airport !





Thank you for your attention

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- ### FAI Management Structure – Conference Resolution
- Conference is invited to support the proposed updated FAI Management Structure and to instruct the Executive Board to proceed with the implementation phase, to :
- Realise a 3-level structure, with clear roles and responsibilities, allowing more transparent and quicker management processes
 - Reducing the «non value-added» workload in HQ
 - Transfer airport-duties from CASI to the ASC-Presidents-Group and strategic airport decisions to the Executive Board
 - Build a special Board of Appeal
 - As consequence: Abolish CASI in the organisation as commission-body
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