

□

Independent Quality Assurance for Election Management

APPENDIX 4

FINAL REPORT

March 2009

□

Abbreviations and Terms used in this report:

Based on the *2008 Election Manual*

CRM	Customer Relationship Management (workflow tool) is the IT application used by the Parliamentary Service to manage data about specific activities or tasks that the Service is undertaking in relation to a client
Declaration Day	The day on which the Chief Electoral Officer declares the results of the election
EA	Executive Assistant, staff employed by the Parliamentary Service on an event-based contract to provide administrative support to members at Parliament
EA Pool	The EA Pool is a group of individuals identified as potentially being suitable to fill the Executive Assistant vacancies that arise post-election
EAP	Employee Assistance Programme, a confidential service providing personal support to Parliamentary Service staff and members with issues/circumstances that affect their ability to perform their role
EGS	Executive Government Support, a branch of the Department of Internal Affairs, provides the Prime Minister and Ministers of the Crown with a range of services that assist the smooth operation of New Zealand's Executive Government
EMT	Election Management Team, part of the Parliamentary Service
Enterprise Directory	The Parliamentary Service's central database containing basic data about all of the individuals working within the parliamentary complex
Executive	The Government, i.e. all Ministers (whether or not a member of Cabinet) and all Associate Ministers and Parliamentary Under-Secretaries
HR	Human resources
IQA	Independent Quality Assurance
MasMan	The IT application used by the Parliamentary Service to manage data about its election-related activities
MaSS	Member and Support Services, part of the Member Support and People Capability Group of the Parliamentary Service
Members	In this report, "members" refers to Members of Parliament unless otherwise specified
Ministerial Services	The group within EGS that provides support services to the Executive, including administrative, accounting, personnel, information technology, facilities management, and residential property, advisory services and a media and communications unit, and for employing all staff in ministerial offices
Out-of-Parliament offices	The offices used by members that are located outside the parliamentary complex
Parliamentary party office managers	A parliamentary party office manager is a person who is responsible to parliamentary party leadership for the day-to-day provision of advisory and support services and who has certain management obligations
Polling day	The day (which must be a Saturday) specified in the writ on which an election or a referendum is held, also referred to as Election Day
Precinct	The parliamentary precinct, i.e. the collection of activities, agencies and buildings that service the needs of Parliament in Wellington
Pre-election Period	The pre-election period is the time between the dissolution of Parliament and Polling Day
PSC	Parliamentary Service Commission, established under the Parliamentary Service Act 2000 to provide advice to the Speaker regarding the nature of service provision to the House of Representatives and members
SOI	Statement of Intent
Speaker's Directions	Issued by the Speaker, the "Directions and Specifications for Services and Funding Entitlements for the House of Representatives, its Members, Former Members and Certain Electoral Candidates" set out the details of the services and entitlements that the Parliamentary Service may lawfully provide to members and parliamentary parties

IQA for Election Management - Final Report

Report to the General Manager on the Parliamentary Service's achievement of its specific election-related deliverables.

Table of Contents

Purpose and Scope	1
Scope	1
Objectives	2
Approach	2
Background	2
The Parliamentary Service	2
Election Planning	3
The 2008 Election	5
Project Implementation	5
Branch Activities	6
Corporate and Strategy	7
Finance	7
Information Systems and Technology	8
Member Support and People Capability	8
Operations	9
Parliamentary Library and Information and Knowledge	9
Security	10
Election Projects	10
Account management	10
Election data	10
Election risks management	11
Executive assistant candidate pool	11
Implementation of 2005 election recommendations	11
Induction programme	12
Information and communications	13
Out-of-Parliament offices	13
Election Management Team	13
Service Delivery	14
Comment	15
Timeframes	15
Resources and Capability	16
Co-ordination Activities	16
Stakeholder Engagement	17
Environmental Issues	18
Relationship Management	18
Technology and Telecommunications	19
Stakeholder Views	20
Risk Management	21
Strategic Risks	21
Electioneering Activity	22
Legal Authorities	22
Uncertainty	22
Operational Risks	23
Staff Pressures	23
Data Transfers	24
Comment	24

Conclusions.....	24
Planning and Implementation.....	25
Election Management Principles.....	25
Other considerations	26
Achievement of Objectives	26
Lessons for the Future.....	27
Elections and business-as-usual	27
Structure and planning for elections	28
Data management.....	29
Relationship management.....	29
Common services	30
Operational matters.....	31
Summary of Findings.....	31
ANNEX 1	35
List of Interviewees	35
ANNEX 2	37
Comment on Election 2005 - Closure Report - General recommendations.....	37
ANNEX 3	41
Summary Conclusions from the pre-election report - <i>Election Readiness</i>	41
ANNEX 4	43
Comments and recommendations from branch and project closure reports	43
Communications	45
Assignment of responsibility	46
Relationship management.....	48
Resourcing.....	49
Data/processes	49
Policy and procedures	52
Projects.....	53

Acknowledgements

I would like to record my thanks to Karen and Maureen in the Election Management Team, to Corinne and Debra, to Geoff Thorn and the Senior Management Team, and to key external stakeholders, for setting up meetings and for their time and willingness to share thoughts and information to help me complete this report.

General Manager
Parliamentary Service

IQA for Election Management: Final Report

Purpose and Scope

- 1 Independent quality assurance has been sought with regard to the adequacy of planning for and execution of the Parliamentary Service election-related responsibilities.
- 2 The first two deliverables included an initial view, delivered in August 2008, providing an opinion on the overall planning approach, and a report on election readiness, delivered in October 2008, that focused on the likelihood of the Parliamentary Service achieving its specific election-related deliverables.
- 3 The third deliverable from the IQA is to provide a full post-implementation report.

Scope

- 4 The scope of the IQA process is to provide the General Manager and stakeholders with advice regarding the extent to which:
 - A robust process has been followed in undertaking planning and preparatory activities; and
 - The planning and execution work has contributed to the implementation of the election management framework and a smooth transition between parliaments.
- 5 The IQA is to pay particular attention to evaluating whether planning and implementation activities have been undertaken:
 - To conform to the election management principles
 - With consideration of clients' needs and environmental constraints
 - Such that there is evidence of breadth of stakeholder input, consideration of a range of different timing and outcome scenarios and appropriate mitigation of risks
 - Using a method that bears scrutiny by stakeholders and clients
 - In a manner that is most likely to achieve a smooth transition between the 48th and 49th Parliaments in a way that allows parliamentary activities to continue with the least amount of disruption and supports members in their roles as legislators and representatives.
- 6 A post-implementation review looks at the strategic outcomes to which the project contributed, and evaluates actual benefits against the expectations specified for the project. In particular, a post-implementation review will:
 - Determine whether the benefits and time-lines, the project objective(s) and its critical success factors have been met
 - Determine how well the project has achieved the goals set out for it

- Highlight what has been learned so it can be incorporated into future projects
- Identify other opportunities to add additional value to the system

Objectives

- 7 The Parliamentary Service Statement of Intent (SOI) indicates that it will deliver on improved services to clients by focusing on the election process and achieving a smooth transition between Parliaments with the least amount of disruption and that supports members, while providing a basis for initiating work processes that will become “business as usual” practice in the future. Success in achieving such improved service will be demonstrated through:
- An independent assurance review that gives a positive report of the Service’s election planning and implementation process
 - At least 80% of new members will indicate satisfaction with service delivery during the induction process
 - A client satisfaction survey will show that at least 80% of clients overall are satisfied with the quality of service provided.

Approach

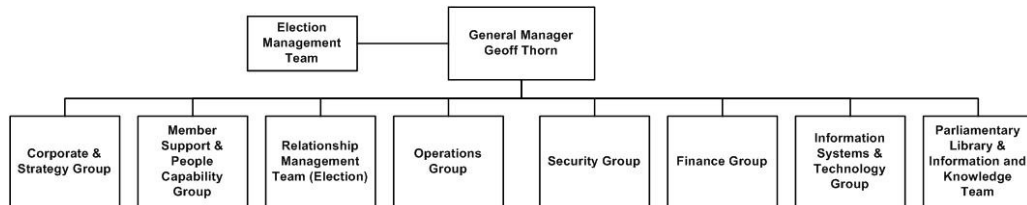
- 8 In preparing this final report, I have drawn on my engagement with the Parliamentary Service since July 2008, on the individual closure reports prepared by Parliamentary Service branches and election projects; as well as on discussions with external stakeholders, the Parliamentary Service Senior Management Team, election co-ordinators and other staff. A list of the people interviewed is attached as Annex 1. The closure reports, together with this report, provide the full suite of post-implementation review material covering the Parliamentary Service’s election-related activities.
- 9 I have summarised the main activities and any issues arising from the election-related activities of the branches and projects, and highlighted the common themes and issues that can be drawn from them. I have also looked at the management of risk. I then draw conclusions in relation to the matters on which my advice and particular attention are required. Finally, I comment on those matters arising from the 2008 election experience that I believe that the General Manager will need to address.

Background

The Parliamentary Service

- 10 The principle duties of the Parliamentary Service, as set out in the Parliamentary Service Act 2000, are (a) to provide administrative and support services to the House of Representatives and to members of Parliament, and (b) to administer, in accordance with directions given by the Speaker, the payment of funding entitlements for parliamentary purposes. The Speaker must, in each financial year, give the Parliamentary Service written directions as to both (a) the nature of the services to be provided in the next financial year; and (b) the objectives to be achieved by the Service by providing those services; and the Service must act in accordance with those directions.

- 11 In addition, the Parliamentary Service may, with the approval of the Speaker, provide administrative and support services for (a) any officer of the House of Representatives; (b) any officer of Parliament; (c) any office of Parliament; (d) any department or other instrument of the Crown. The Service has any other function, power, and duty that is conferred or imposed on it by or under an enactment, while the Parliamentary Service Act does not limit the provision to the House of Representatives or to members of Parliament of administrative and support services by any other department or other instrument of the Crown.
- 12 The General Manager, who is the administrative head of the Parliamentary Service, is responsible to the Speaker for (a) the carrying out of the duties and functions of the Parliamentary Service; (b) the tendering of advice to the Speaker and to the Parliamentary Service Commission; (c) the general conduct of the Service; and (d) the efficient, effective, and economical management of the activities of the Service. The current General Manager, Geoff Thorn, took up his appointment in February 2008. The current organisational structure of the Parliamentary Service is shown below.



- 13 The Parliamentary Service works with the other agencies on the parliamentary campus, including:
- Office of the Clerk - the House of Representatives' secretariat, helps the Clerk of the House to provide the Speaker and members of the House of Representatives with specialist parliamentary procedure and legal advice, and professional and administrative services
 - Executive Government Support (EGS), a branch of the Department of Internal Affairs - Ministerial Services, part of EGS, supports the Executive by providing administrative, accounting, personnel, information technology, facilities management, and residential property, advisory services and a media and communications; responsible for employing all staff in ministerial offices; and administers the Beehive website
 - Parliamentary Counsel Office - New Zealand's law drafting office, responsible for drafting and publishing most New Zealand legislation
 - Department of Prime Minister and Cabinet - serves the Executive (the Governor-General, the Prime Minister, and the Cabinet) with high quality, impartial advice and support services to assist Government decision-making; includes the Cabinet Office

Election Planning

- 14 The 2008 General Election was the focus of a major operational effort by the Parliamentary Service, as all of its business groups were affected by the election process. The election cycle is seen as providing an impetus for the Service to continually review and improve its service provision. The objective

was to facilitate a smooth transition between the 48th and 49th Parliaments in a way that would allow parliamentary activities to continue with the least amount of disruption and would support members in their roles as legislators and representatives.

- 15 In September 2007, Karen Wilton, who had undertaken a broadly similar role in 2005, was appointed to be Manager, General Election, responsible for providing and maintaining the overall context of the Parliamentary Service's election-related activity including the development and then management of the overall action plan; ensuring that individual election projects were aligned and integrated with wider Parliamentary Service activities and, where relevant, the activities of external agencies and stakeholders and acting as an overall contact person for those agencies and stakeholders in relation to the election; identifying and monitoring issues and risks around the election; mentoring and/or advising Parliamentary Service staff with responsibility for election sub-projects; co-ordinating all communication activities in line with the Parliamentary Service's communication strategy; providing the General Manager and Senior Management Team with updates and advice regarding the status of the overall election management and individual sub-projects; and any other election related activities that may be identified and agreed with the General Manager.
- 16 A framework for election management was developed to provide a formal framework for the Parliamentary Service's 2008 election-related activity. The framework articulated principles to be applied to the planning and undertaking of activity, the management approach to be followed, and defined the governance structure. The purpose of the framework was to facilitate an increased focus on client services and provide transparency throughout the election period, particularly in light of the shared responsibilities involved in some tasks.
- 17 The election management principles were:
 - Maintain a focus on client service
 - Minimise the potentially adverse impact of the election period on Parliamentary Service staff
 - Be underpinned by the provision of clear, consistent and proactive communications
 - Reduce the overall risk level associated with the election-related activity
 - Ensure strong collaboration with other relevant parliamentary and government agencies.
- 18 Election-related activity consisted of delivering:
 - Facilities and services - that are provided generically to members, staff and other stakeholders but differ from everyday 'business-as-usual' either in volume or nature of the activity (e.g. parliamentary office moves, updates to distribution lists, precinct security and photocopiers, landline and fax changes)
 - Services specific to members' support staff - that are provided both generically to all members' support staff (e.g. communications, new staff induction and career support) and also in relation to each specific

support staff member (e.g. employment agreement terminations and payroll activity)

- Services specific to members - that are provided to all members but are individualised to appropriately reflect the member's situation (e.g. new members are provided with a computer network account, members moving to the Executive have their network account transferred to Ministerial Services, and departing members' network accounts are closed)
- Specific election projects and activities - all of those election-related projects and activities that are of interest across the organisation and/or those activities that do not directly correlate to the 'business-as-usual' operations of any single Parliamentary Service branch (e.g. new members' induction programme, election correspondence and newsletters and out-of-Parliament office openings and closures).

19 The operational governance structure within the election management framework was:

- The Programme Sponsor - who provided the overall authority for the Parliamentary Service's election-related activity and championed the programme as well as ensuring that all of the election management objectives were met
- The Programme Manager - whose key role was to proactively manage overall progress, communications, risk and issues; the Programme Manager, who was the Manager, General Election, provided support and advice to the Steering Committee and project managers to ensure that all expected activity was completed
- The Steering Committees - comprising members of the Parliamentary Service's senior management team, and who provided strategic guidance and support, and also resolved any escalated risks and issues
- The Project Managers/election co-ordinators - who had to manage the production of the required deliverables/execution of the assigned election activities

The 2008 Election

20 The 2008 Election was held on 8 November 2008, with a new Government announced on 17 November and sworn in on 19 November. Physical office moves took place on 21-23 November. Election-related activities are ongoing, particularly in relation to members' support staff and out-of-Parliament offices.

21 The new Parliament has 122 members, an increase of 1, with 35 new Members, 20 unsuccessful Members, 12 retiring members including the Speaker, and 87 returning Members. There was a total of 27 Members to be moved to the Executive and 17 transferred from the Executive. All of these meant changes in Members' support staff and in out-of-Parliament offices.

Project Implementation

22 The implementation of the election management framework was achieved through a set of inter-related projects and activities being undertaken by

branches within the Parliamentary Service groups and through eight cross-Service election projects.

- 23 In addition to the specific tasks set out in the plans for the eight election projects, the overall election management plan identified 133 activities for completion before polling day, and 166 post-election activities.

Branch Activities

- 24 Branch activities were set out in Branch project plans, summarised in the *2008 Election Manual* and consolidated in the overall Election Management Programme Plan. The activities include pre-election and post-election activities, with much of the work taking place after government formation. Branch closure reports contain details of the implementation of Branch election-related activity.
- 25 The final pre-election report to the Steering Committee was made as at 3 November 2008, when there were only four working days remaining until polling day. The following table summarised the status of the 133 pre-election activities at that date.

Status	Tasks	Comment
Yet to start	-	All tasks are now either underway or completed
Underway	22	Of those tasks that are now underway, 16 will continue until polling day (e.g. collect election resources and co-ordinate EFA issues)
Completed	111	-

- 26 The tasks underway as at 3 November related primarily to induction programmes, asset management, liaison with EGS, the EA Pool and assisting retiring members to move from their offices. Areas where objectives were not fully achieved related to the completion of an accurate and up-to-date asset inventory, and to the successful development and testing of protocols for migrating members' data between the Parliamentary Service and EGS.
- 27 The overall Parliamentary Service election management plan identified a total of 166 key tasks for completion following polling day. The following table summarises the current status of activities as of 1 March 2009.

Status	Tasks	Comment
Ongoing	12	These tasks have now blurred into the everyday business- as-usual activity of branches.
Underway	18	Of those tasks that are still underway, most relate to out-of-Parliament arrangements (including physical office set-ups, ICT and staff). This level of ongoing activity is symptomatic of the decision of a number of new members and of some of the parliamentary parties to defer decision-making about out-of-Parliament arrangements until after Christmas.
Completed	136	-

- 28 The main activities, issues and pressures, and implementation outcomes, associated with individual Groups are summarised below.

Corporate and Strategy

- 29 The main area of activity and pressure was the content and passage of the revised Speaker's Directions, and for the Group to work with others to ensure clarity about the implications for the Parliamentary Service and its clients. Additional project tasks related to support and advice to the outgoing and incoming Speakers, function and protocol activities, addressing Maori aspects of election-related functions and events, and provision of election-related administrative support to the General Manager and Manager, General Election.
- 30 Amendments to the Speakers Directions in order to implement the Parliamentary Service Amendment Act 2008 were not enacted until very close to polling day, reflecting the length of time taken to draft the Directions, including additional late amendments. This caused uncertainty around the services and entitlements to be delivered by the Parliamentary Service and required last minute rewriting of communications and publications. All of this added to the existing pressures on Parliamentary Service staff. The amendments did remove the risk of breaching the law, but added significantly to the complexity and volume of the work of parts of the Parliamentary Service during the election period.
- 31 Points to emerge from this area are the need to address legislative changes and their consequences well before the election period; while many aspects of the work undertaken by this group should be incorporated into ongoing planning and processes to ensure that the Parliamentary Service can deliver services during and between elections.

Finance

- 32 The Finance Branch election-related activities included the management of assets; the transfer of telecommunications services; the updating of members' accounts, forms and entitlements; the separation of pre- and post-election member support budget expenditure and Parliamentary Service costs; liaison with vendors over services; and reporting on publicity expenditure. Pressures were imposed by the need to maintain business-as-usual activities, but also by a review of the branch and the departure of two senior managers. There were issues experienced around the availability of telecommunications information, the completion of asset registers, and the management of budget cut-offs.
- 33 The Travel Office, which is part of the Finance Group, was one of the primary areas of client interface during the immediate post-election period, and continued to fly the flag for customer service.
- 34 The review of the branch during the election period was a major risk, which was recognised by the General Manager but reflected his view that it had to be done. The level of planning undertaken and the interaction with other branches and processes supports this view. Finance processes are generally part of broader processes, with a consequent need for effective information flows. Plans for more comprehensive mapping of business processes and the improvement of information management will assist in bedding in improvements for both business-as-usual and election-related activities.

There is scope to simplify processes in order to address the complex set of rules that Finance has to work with. Complexities also arise around changes in telecommunications billing arrangements when there are changes in the Executive.

Information Systems and Technology

- 35 The main election activities of this branch included moving ICT equipment in the immediate post-election period; setting up new members' equipment and services; and removing and installing equipment in out-of-Parliament offices. The transfer of equipment and services included undertaking data transfers with Ministerial Services. Before the election, there were concerns about the availability of resources and the performance of third parties, and the need for effective communication of information about staff movements. These concerns were realised
- 36 The activities involved, especially in relation to telecommunications, are extremely complex in a number of areas, primarily because of the range of permutations and combinations of services and suppliers. Particular areas of complexity included departing members and transfers to and from the Executive. The branch's planning was affected by the level of election experience available to it, and there were a number of assumptions made about responsibilities and processes that were not borne out.
- 37 There was a major issue with data transfers between the Ministerial Services system and the Parliamentary Service system, with chunks of data going missing and the Ministerial Services' data extraction process taking longer than planned. Despite the time spent planning with Ministerial Services there were software failures and other issues, arising primarily from the need to transfer emails, calendar, contacts and other data from a Lotus Notes environment to a Microsoft Exchange environment. In part, this reflected the decision by Ministerial Services to undertake a move of its own systems from Notes to Exchange at the same time as the election-related activities, with insufficient testing and without full knowledge of the production environment. While this situation is unlikely to recur, it does illustrate the kinds of problems that arise when different systems are in use in the precinct.
- 38 Additional issues arose in relation to information content and formats dealing with telecommunications transfers, that reflect a need to clarify and improve data management across the Parliamentary Service, but also serve to reinforce the need for effective planning and process mapping, and to ensure that responsibilities for tasks are clearly understood.

Member Support and People Capability

- 39 This group provides support to members and their staff, including management of payroll-related matters with members, and the contractual relationship with event-based staff, and covers health and safety and good employer obligations.
- 40 There were concerns about the pressures of dealing with election-related activity, business-as-usual and business improvement, all at the same time. This Group had significant additional activity in managing processes around the Executive Assistant Candidate Pool, while the Employment Relations and Payroll Team had to deal with bargaining collective employment agreements,

the spin-off from the amendments to the Speaker's Directions and the timing of the additional work arising from Remuneration Authority decisions, as well as the planned election-related activities. Other activities included addressing health and safety matters such as provision of EAP services and delivering workstation assessments, and providing career development advice for member support staff.

- 41 Members' support staff are on event-based contracts triggered by elections. This means a considerable amount of operational activity is required around termination and employment contract processes. Effective planning was essential to manage this workload (which is still ongoing), and to cover for the absence or departure of key people at crucial times.
- 42 Points to note are that individual branches within this group demonstrated the importance of planning, particularly where there were few people with previous experience of elections, and especially when key staff were not available. Process mapping provided clarity around roles and workflows, while the relationship with Ministerial Services worked extremely well, especially when the group came under stress.

Operations

- 43 The major Operations activity related to the relocation of members, and in particular the big shift that took place once a government was formed. Based on the extensive experience of the staff, the planning process engaged with all parties involved and prepared extensively for the move. As a consequence the move generally went smoothly.
- 44 Issues that did arise related to the availability of information about where people were moving from and to, arising from staffing confirmations not being finalised by the time of the shift. This in part reflects a need for a comprehensive view of information content and format needs, and an awareness of the limitations on the availability of information. .

Parliamentary Library and Information and Knowledge

- 45 The Library Group's main responsibility was to ensure that information around election results was available, and that support was provided to the rest of the organisation. This was achieved. The Library also participated in induction processes, including the induction run by the Office of the Clerk, which, based on a survey of members and on subsequent use of the Library, was very successful.
- 46 The Information and knowledge (InK) team provided advice to departing members on the archiving of papers, updated databases and members' pages on the Parliament website, and provided a seconded staff member to the relationship management team.
- 47 The Library has a particular relationship with members around the services it provides that has some differences from other aspects of the Parliamentary Service's role, e.g. it is a contestable provider of information services. The Library also has staff with significant experience of elections and a level of experience and expertise in the presentation of learning material that added value to Parliamentary Service activities, and could be drawn upon in the future

Security

- 48 The group's main activity related to the big shift, and the range of tasks required to ensure that access cards were correctly issued and updated and that physical access to offices was managed. The ability of security and reception staff to recognise new members right away contributed to their positive first impressions of the Parliamentary Service.
- 49 Operational tasks were completed, including 900 lock changes and key issues, with over 3000 access cards reprogrammed within two days of polling day. One risk area related to the observation of security policies and procedures during the big shift, suggesting that more attention will need to be paid to this in the future. As with other areas, the potential for greater coordination of databases across the Parliamentary Service would be beneficial.

Election Projects

- 50 The cross-Service election projects related to activities that cross the whole organisation, or did not directly correlate to the business-as-usual operations of any single branch. Project closure reports contain detailed descriptions of outcomes and learnings. Summaries of the main points to arise from the projects are set below.

Account management

- 51 This project entailed the introduction of a relationship manager for each new, returning or former member, and included the development of processes, communications and training material for relationship management. The project deliverables were about proactively managing members through the election period, avoiding any gaps and lags in service delivery, and achieving personalised service.
- 52 Relationship managers were drawn from across the organisation, which supported cross-learning and helped build an organisation-wide approach. The use of business process maps, CRM and scripts were of significant value to the work of the relationship managers.
- 53 While the use of relationship managers was generally very successful, there remained some internal concerns around lack of clarity of roles between relationship managers and subject matter experts, their level of expertise and the risk of delivering faulty advice, and also about the awareness that relationship managers had about the nature and purpose of information they were obtaining as inputs into business processes. The question of whether and how to build on the relationship manager approach is dealt with elsewhere in this report.

Election data

- 54 The purpose of this project was to identify the Parliamentary Service's election-related data needs and make recommendations about the most suitable means of meeting these needs. The project had to ensure that data relating to members, their support staff, offices and telecommunications was ready and accessible to the agreed standards.
- 55 Early on in this project it was recognised that it could not deliver on its full scope, and that it should address the highest priority issues, and should focus on producing pragmatic workarounds rather than sustainable long-term

solutions. In this context, while most of the deliverables were achieved, there remained some issues around currency of data, while telecommunications data was not delivered according to agreed timeframes.

- 56 The project served to highlight the deficiencies of the Parliamentary Service's approach to managing data. However, it did result in the creation of a Data Management Framework as a basis for improving core data, and the establishment of a cross-agency team to work together to improve data quality. A lesson coming out of this project was the importance of having defined business processes with clear accountabilities to underpin data integrity. The question of managing data across the Parliamentary Service is addressed elsewhere in this report.

Election risks management

- 57 This project was to analyse and seek to address potential risks to the administration of Vote: Parliamentary Service that might occur during the election period. It also monitored use of risk management processes by branches and projects.
- 58 The strategic risks relating to the election arise largely from matters outside the control of the Parliamentary Service, so mitigation was primarily about dealing with the impact of realised risks. The primary operational risks related to resourcing.
- 59 The project success measures include confirmation from the independent review of the Service's overall election management activity that the risk management approach was appropriate. Accordingly, I have commented in more detail on risk management in a separate section.

Executive assistant candidate pool

- 60 This project focused on meeting the needs for a large number of executive assistant positions to be filled as soon as possible after the election, by ensuring that a pool of suitable candidates was available through the management of a recruitment process for people wanting to be considered for these positions before the election. The approach was to refine and implement the policies and processes relating to the Executive Assistant candidate pool for the 2005 General Election.
- 61 In implementing the EA pool, 145 candidates were considered and 120 were included in the pool, 70 internal and 50 external; there were 59 EAs nominated from the pool, of which 8 were external candidates. Overall, the project was largely successful, but it did raise issues about the need to recognise linkages between elements of an overall process in order to ensure consistency of service.

Implementation of 2005 election recommendations

- 62 The project was to ensure that recommendations that were identified following the 2005 election were analysed and appropriately actioned. Most of the recommendations were parked or incorporated into branch and project planning.
- 63 The 2005 election closure reports identified a large number of recommendations, but little progress had been made on them before the 2008 project began. In some key areas - processes spanning Ministerial

Services and the Parliamentary Service; Finance Branch ongoing activities; asset management - the recommendations had not been progressed since 2005 and were not able to be fully addressed by polling day, and these were all areas where hiccups occurred.

- 64 The key lesson identified in the project closure report was the need to ensure that the recommendations arising from the 2008 election should be more effectively managed than was the case following the 2005 election. I endorse this view, and in fact many of the 2005 recommendations remain applicable, as illustrated in Annex 2 to this report.

Induction programme

- 65 This project was to design and deliver an induction programme for members, and for the Speaker, PSC members, Whips and parliamentary party office managers. The design of the programme was based on consultations with stakeholders, and the material developed included documentation (both information resources and quick reference material) and presentations. The project deliverables also included the development, approval and production of forms.
- 66 The experience in developing forms confirms that this is an area that does need to be addressed in an overall context, not just at the time of an election, and reflects the need for greater rigour in defining processes and their information requirements and disseminating awareness of them.
- 67 The new members' induction sessions themselves were generally well received. Some comments have suggested that new members were being asked to take on a significant amount of information at a time when they are struggling to come to grips with their new role. Against this must be balanced the need for the Parliamentary Service to make new members aware at least of what they don't know and where or who to go to in order to find out. This confirms the project team's view that a variety of delivery methods are needed, and also that seminar content should be overseen by one group or person in order to ensure consistency in style, tone and format. Consideration also needs to be given to following the lead of the more successful sessions and providing a more engaging approach to conveying information and obligations.
- 68 A survey of new members who participated in the induction seminar was undertaken. Of the 35 new members, all but one attended the induction seminar, but only 12 completed the survey. The result of the survey was that over 80% of respondents scored the seminar at 4/5 or better for its impact in increasing their knowledge and understanding of the practicalities involved in their new role; the effectiveness of the seminar presentations; the quality of the supporting material; the pace of delivery; the organisation of the seminar; and the nature of the interactions with staff. This can be taken as meeting the objectives, but does need to be read with some of the comments made by respondents on further improvements.
- 69 The Litmus survey of client satisfaction is commented on in more detail in the section on Service Delivery below, but in relation to the induction project, it showed a 71% satisfaction rating with the programme and 82% for the quality of the resource material provided.

- 70 The Library participated in the induction programme for members run by the Office of the Clerk. This process was successful for all parties concerned. A survey of respondents showed a high level of appreciation of the Library session.
- 71 Induction was provided to the Speaker, PSC members, Whips, and parliamentary party office managers. In considering the approach taken to delivering induction briefings to these individuals and smaller groups, it might be useful to ensure that it is appropriate for the experience and needs of the people concerned.

Information and communications

- 72 The project was to develop and implement a communications plan and ensure effective production and dissemination of information. Communications with members were a major focus, including suites of formal correspondence and the development of the *Members' Guide to Services and Entitlements*, in response to feedback from members, Whips and parliamentary political office managers.
- 73 This project was affected by the late completion of changes to the Speaker's Directions, but did highlight the importance of ensuring that there is a coordinated and consistent approach to communications across the Parliamentary Service. This applies, of course, at all times, and not only at elections. General feedback indicates that this project achieved its goals.

Out-of-Parliament offices

- 74 This project addressed the activities involved in opening or closing out-of-Parliament offices, including the design and implementation of processes, tools and materials. In the event, there were 36 office closures, 13 office moves, 18 office transfers, and to date 21 office openings.
- 75 There was a change of project manager during the period of the project, and a number of scope changes emerged. Despite the tensions these created, the project has successfully delivered, and in particular, made effective use of process mapping to clarify and define the business processes involved. A major benefit was the demonstration of the effectiveness of CRM and its automated workflows in managing a heavy workload and staff shortages, provided that the business processes involved are effectively defined and mapped, and incorporated into CRM in an appropriate way. Although physical moves were well managed by the supplier, there were problems in working with the asset database, which meant that objectives around asset registers were not fully met.

Election Management Team

- 76 The Election Management Team supported the achievement of the overall objective of the election management framework - to facilitate a smooth transition between Parliaments, and provided programme management for the exercise.
- 77 The *2008 Election Manual* set out a comprehensive view of the Parliamentary Service's overall election activity. Election coordinators from each branch were responsible for developing branch plans. This process made it clear that there was a wide variance in capability to undertake formal planning,

reflecting a need for increasing planning capability, but also reflecting the level of experience with elections in many groups. Election coordinators met regularly throughout the election period, and these meetings were valuable in building shared awareness and understanding of what was involved. Scenario planning was particularly successful.

- 78 Additional communication took place through ‘war room’ sessions which became daily events as polling day approached and for the post-election period. There were some mixed views of the value of these sessions, with some key participants not attending because of pressures of completing tasks, but others valued the opportunity to share information and support a collegial approach.
- 79 The level of support that the Election Management Team had to provide to branches and projects should not be underestimated. This reflected the levels of election experience in branches and also the level of planning capability and performance, as well as the level of non-election activity that many branches had to cope with.
- 80 Another significant area of activity was the liaison with Ministerial Services. The EMT closure report notes that while the two agencies did work cooperatively throughout the election period, unfortunately when significant delivery issues arose, “a stark difference in the agencies’ operational priorities and approach to client service became apparent”. How to moderate this difference to deliver better services to clients is a matter that will need to be explored, and is something I comment on in more detail elsewhere in this report.
- 81 The preparation and publication of *The Members’ Guide to Services and Entitlements* was also undertaken by the EMT. This publication will need to be kept up-to-date, and while its main distribution will be to new members after an election this need not necessarily be an election-related activity.
- 82 In my discussions with people both inside and outside the Parliamentary Service, the universal comment was that the Election Management Team made a major contribution to the effective transition of Parliaments, and their performance was “fantastic” and “awesome”. This reflects the skills and experience of the people involved, and also the long hours they put into making the plan work. It would be fair to say that their effort was the most significant single contribution to the success of the Parliamentary Service in achieving its election management goals. The implications of this going forward is something I address elsewhere in the report.

Service Delivery

- 83 In my report on election readiness, I noted that the election management framework did not appear to have included explicit planning for the measurement of success in achieving quality of service provided, as suggested by the SOI. I suggested that this should be specifically addressed at that point to ensure that responsibility and methodology were clear for undertaking such measurement. In response, the Parliamentary Service asked Litmus, which carries out regular client surveys for the Parliamentary Service, to undertake a specific survey of client experience with the election.

- 84 The Litmus telephone survey, which got responses from 41 members, including 17 new members, was carried out in the first half of February 2009, and indicates:
- Overall, most members are satisfied with the service provided by the Parliamentary Service over the election period
 - For both returning and new members, the Parliamentary Service scored highest on organising travel arrangements, providing service and support around the Parliamentary precincts, and with advice on information and Library resources, while for new members the issuing of ID cards also scored highly.
 - Other areas where a clear majority of members were satisfied with the services were in advice on entitlements and support allocations, arranging parliamentary offices, and providing information and assistance on staffing and recruitment.
 - For both returning and new members, the Parliamentary Service scored lower on establishing/supporting out-of-parliament offices, assisting with IT and telecommunications arrangements, and providing advice and information on budgets and financial arrangements. For new members, provision of superannuation and pay information also did not score as well
 - In relation to the induction programme, satisfaction levels for new members were at 71% for the overall programme, 82% with both the quality of the resource material and the timing of the induction activities, and 65% with the extent to which their knowledge and understanding of practical aspects of their role was increased. The only area where dissatisfaction was recorded was in relation to the timing of induction activities.
- 85 The findings of this survey provide some indicators of areas where the Parliamentary Service could focus efforts in election planning and in service delivery across all activities. In particular, management of client expectations around the time frames for service delivery would pay dividends. Litmus' next regular survey will be in the middle of the year and will provide a further check on the extent to which service levels have been maintained or improved.

Comment

- 86 In this section I highlight some of the themes that emerge from the closure reports and from my discussions with staff and stakeholders as they relate to the planning and implementation of election-related activities.

Timeframes

- 87 The time lines set out in the election projects and in branch plans were generally met. Pressure did arise from the quick formation of government and the early sitting of Parliament under urgency, which meant that there were some delays in decisions being made by members in relation to out-of-Parliament staff and offices. Additional pressures came from the need to address non-election-related activities.

Resources and Capability

- 88 The common theme from nearly all branches and projects was that resources were stretched, and that contingency planning for absences, departures and shortages was essential. Success in this regard was mixed, which to a large extent reflected the low level of experience with elections in many branches, and also reflected the level of planning undertaken. This says something about organisational capability around project management and the need to address the lack of experience in this area. However, it also needs to be recognised that the environment is changing - in particular the uses of technology, and the expectations and awareness of clients in their use of technology, are becoming more complex. What may have worked in the past is not necessarily appropriate now or in the future.
- 89 Internal secondments helped to fill some gaps, while others were filled on a temporary basis. This highlighted the need to ensure that institutional knowledge is not lost, and that there are effective ways of ensuring that tasks and responsibilities are not lost sight of, e.g. through comprehensive desk files and by use of tools such as CRM.
- 90 Another theme that emerged was the pressure imposed by the need to maintain business-as-usual work while undertaking election-related activities with no additional resource. This does raise the question of the funding arrangements for elections, and how the additional work that is required in planning and implementing election-related activities needs to be recognised in the level of appropriation for the Parliamentary Service. It also goes directly to the way in which the Parliamentary Service responsibilities are planned for, whether they relate to elections or not. Several closure reports included significant lists of activities that were not directly election-related but still had to be undertaken in the run-up to the election and during the election period. The reality has to be faced that there will always be activities that cannot be turned off or ignored for a particular period of time, but where they are known they can be planned for and the resource risks they impose can be managed.
- 91 Some groups commented adversely on physical working conditions, including the need for office allocation and layout to support working across groups.

Co-ordination Activities

- 92 An almost overwhelming response from Parliamentary Service staff has been that they welcomed and enjoyed the cross-Service activities and linkages that they were able to participate in. These opportunities included involvement in project governance, project teams, co-ordination and information meetings, and secondments within the Parliamentary Service.
- 93 The election co-ordinator approach worked well, and the scenario planning was seen as being particularly valuable. The main value of engagement in the activities of other parts of the Service was in the increased awareness of linkages and the importance of sharing information.
- 94 There is an undercurrent in the closure reports from some areas that suggests a lack of clarity as to who has responsibility or accountability or ownership of processes or of documents or of information. In other areas, however, there were comments such as "Process mapping was one of the smartest things we did in relation to the election". The use of business process mapping helped

to ensure that people knew what to do, when to do it and how to do it, and made responsibilities and workflow relationships transparent.

- 95 Both of these responses arose in areas that had to deal with complex transactions, or had staff with little or no experience of elections, but the positive view tended to reflect a higher degree of effective planning.
- 96 For future planning, the important point is that the 2008 election experience has created a positive climate for developing a culture of collaboration and common purpose, and has also provided proof that the tools to support this culture are available and do work.

Stakeholder Engagement

- 97 Overall, engagement with stakeholders was seen as a major advance on previous experience. This reflects the specific planning and effort involved in order to engage with stakeholders. Key agencies were EGS/Ministerial Services and the Office of the Clerk, while particular efforts were made to engage with Whips and parliamentary party office managers.
- 98 Joint planning with EGS began in December 2007, and included a series of workshops and discussions to address overlapping HR processes and the parliamentary office move. While separate project teams and governance structures were operated, the project teams did meet regularly throughout the pre-election period.
- 99 The election result meant a change of Executive. For the most part the preliminary planning paid off, and the relationship worked very effectively, with HR and Buildings commenting extremely positively on the level of co-operation and trust that was achieved. However, issues relating to IT and telecommunications transfers did not go well, and clients suffered. These matters are dealt with elsewhere in this report.
- 100 The Office of the Clerk provided a senior staff member for the Strategic Election Projects Steering Committee, the Library participated in the Office of the Clerk's induction of new members, and there was collaboration over the Opening of Parliament. This engagement was considered to be successful from both sides, bearing in mind that because of the pressures of running the House at a busy time, the Office of the Clerk was unable to focus fully on election-related activities in the months running up to the election.
- 101 Strong and productive working relationships were developed and maintained with the Whips, through use of the Whips/Parliamentary Service Liaison Forum meetings to ensure that information was conveyed. Similarly, and reflecting the recommendation made following the 2005 election, a particular and successful effort was made in 2006 and 2007 to engage with parliamentary party office managers. These relationships played a significant role in ensuring a smooth transition of parliaments.
- 102 Contractors and vendors were heavily involved in delivering services over the election period. Key suppliers included The Office Relocation Company and Crown Worldwide, in relation to office moves; Axon, Datacom, Telecom, TelstraClear and Vodafone, in relation to technology and telecommunications; while Turners Auctions, Air New Zealand, Qantas, TaxiCharge, Office Max, NZ Post, Bellamy's and TISCO, were also involved.

- 103 Specific efforts were made to engage with such suppliers during the planning process. This appears to have been largely successful. Feedback received has commented on the importance of the constant communication that took place. Comment was also made on the importance of having a back-up contact point in the Parliamentary Service when the original contact moves on, particularly when decisions have to be made.

Environmental Issues

- 104 The 2008 election environment created specific pressures because of the **speed with which a government was formed**. Scenario planning had looked at an extended period of government formation, but not at a situation where a government was formed before Declaration Day. This meant that a significant amount of work had to be done in a much shorter period of time than previously envisaged. It is, however, a mark of the success of the planning, and of the dedication and hard work of the Parliamentary Service staff, that a smooth transition of parliaments was still achieved.
- 105 What should not be underestimated in planning the work, but more particularly in its implementation, is the stress and **emotional impact** on members of a change in government.
- 106 In my election readiness report, I noted that the issues raised by the revised **Speaker's Directions** impacted on activities in a number of areas, and affected the level of risk across uncertainty, staff pressure, relationships and communications. In particular, there was the additional complexity of the issues that the Parliamentary Service had to address, and additional risks arising from uncertainty (new policy issues to be addressed), staff pressures (increased workload around recruitment processes and payroll), relationships (dealing with the greater variety of arrangements and advice required) and communications (ensuring that the revised entitlements, their implications and implementation, are understood and consistent). In the event, the additional workload had to be managed by branches, but the main concern was that despite a range of mitigation actions to address communication risks, the level of understanding of the impact of the changes was not fully grasped across all staff.
- 107 The **Electoral Finance Act 2007** was initially identified as creating risks for the Parliamentary Service, and work was undertaken to mitigate the risks through clarification of the rules and processes and ensuring effective communication. The outcome appears to have been successful, in that no major issues have emerged to date.

Relationship Management

- 108 Overall, the relationship management approach was successful in improving client service. A comment was made that a measure of success was the reduction in complaints and issues received, and this was certainly reflected in the appreciative comments of most stakeholder groups. There were some reservations expressed by both staff and clients, but it is clear that the concept is worth refining and pursuing.
- 109 Areas for attention were primarily around the need for clarity of roles, and when work should be handed off from a relationship manager to a subject matter expert. There did appear to be some internal confusion about whether relationship managers were to be a single point of entry or reflected

a 'no wrong doors' approach. There were also concerns that if relationship managers were not sufficiently familiar with the processes and needs of operational activities, there could be delays in obtaining information necessary for processes to be begun or completed, or promises could be made that could not be delivered on. Some external comments also suggested some frustrations arising from dealing with someone who still had to defer to an expert.

- 110 Going forward, there was seen to be a need for continuity and for decisions to be made about who and at what level should responsibility for key relationships be allocated, i.e. to what extent should the General Manager and the Senior Management Team undertake ongoing relationship management roles. There could also be advantage in ensuring that relationship managers are capable of working with other parliamentary agencies, such as the Office of the Clerk, to ensure that inquiries and information are fed to the right people in the right agency. As noted in the closure report, the ongoing needs of retiring and defeated members were underestimated, and future election planning will need to bear this in mind.

Technology and Telecommunications

- 111 Concerns about computers and telecommunications, in particular in relation to their transfer from EGS, were a consistent theme in many closure reports and in stakeholder comments. This reflects the issues that arose in the transfers from the Executive, but also from the complexity of the transactions involved and in the lack of clarity around responsibility for aspects of the activity, and about the content and format of the information needed to support activities.
- 112 The difficulties around the transfers out of the Executive had a significant impact on client satisfaction. This affected data transfers, involving calendars, contact lists, emails and files, as well as equipment transfers, e.g. Blackberries. These matters have been documented in closure reports and in separate briefings, and some thoughts on ways to approach the questions raised are set out later in this report.
- 113 Issues around the big move arose primarily from some gaps in planning between different groups, such that responsibility for processes and information was not clear to all parties. This also meant that the CRM system was not able to support the work required, and there were significant gaps in the availability and timeliness of information relating to members' telecommunications requirements.
- 114 The relevant closure reports include recommendations to address the issues identified, and these should be a priority for action, particularly since improving ICT capacity is one of the key objectives set out in the Parliamentary Service 2008-2011 Statement of Intent. In this context, there were external comments about the desirability of providing more seamless online service delivery around forms, including pre-populated forms, and the completion of services online. This reflects the reality that increasingly both members and their staffs will expect to use available technology as part of their day-to-day working life.

Stakeholder Views

115 During my discussions with external stakeholders a number of common themes emerged, as well as some specific issues:

- Planning and organisation seemed to be very good
- Communications in the run up to the election were good
- Karen Wilton and her team were highly effective
- The actual move went well, but there were some concerns about ability and readiness to implement reconfiguration of offices
- There were issues around technology, including the move out of the Executive, which resulted in loss of data and delays in telecommunications capability being restored
- Different systems and approaches between the Parliamentary Service and Ministerial Services create issues
- Induction programme design and implementation should take account of the needs of the people concerned
- Timing and content of induction and the presentation approach need to be thought about
- The relationship management approach generally worked well but it depends very much on the people involved and their level of experience; needs to be solution focused - culture should be not to control what people do but to provide service
- The Parliamentary Service needs to recognise the pressures and strains being experienced by parties, members and their staffs in the run-up to and fallout from an election
- There were some gaps around the level of support provided to departing members
- Some mixed views on the level of support provided to staff
- Processes should be linked together better, be more seamless, and greater use should be made of online capability
- Finance and budgeting systems are complex, better management information is needed

116 Some of the particular gaps noted by external stakeholders or by Parliamentary Service staff, included the following:

- Staff support provided to departing members should reflect the significant amount of work that needs to be done by both the Parliamentary Service and by the members themselves. This suggests a need for departing members to be regarded as a defined group for relationship management purposes. There could also be scope to look at alternative ways of providing ongoing staff support, e.g. if the employment relationship with the staff of members who cease at the election defaulted immediately at the election back to a generic Parliamentary Service role, and any residual work needed by ex-members could be done by a transitional team attached to each Whips Office

- Out-of-Parliament office staff will no longer have email or telephone and no easy way to communicate, so a way needs to be found to ensure that they are kept informed
- Security principles and practices need to be applied consistently in order to cover any risks arising around the big move
- In thinking about relationship management for future elections, consideration could be given to making use of more experienced Executive Assistants, who will have a good understanding of the needs of members and staff as well as the processes involved
- In managing use of technology, there needs to be an awareness that there are members who do not use technology so their staff will need to fill gaps, e.g. in managing emails; but also and increasingly, there will be members whose use and expectations of technology may exceed the immediate ability of the Parliamentary Service to meet their needs
- Some areas noted that much of the pre-election work could have been reduced had policies, processes and associated documentation been properly documented and updated in the preceding three years
- There was evidence of a wide variation in capacity to undertake and document formal planning.

Risk Management

- 117 A robust planning process includes the management of risk. One of the matters I am required to pay particular attention to is evidence of appropriate mitigation of risks. In addition, one of the success factors of the Election Risks Management Project was confirmation, as part of the independent review of the Service's overall election management activity, that the risk management approach was appropriate.
- 118 In my election readiness report I concluded that risks were being monitored and managed effectively. This confirmed the statement in my initial view that there appeared to be a robust system in place to address strategic and operational risks.
- 119 The Election Management Risks Project was to develop and communicate the risk management framework that would apply to the Parliamentary Service election-related activities, and then analyse, monitor and report on election-related risks. The Project Team undertook this latter activity in relation to strategic risks, which were defined as those risks that potentially had organisation-wide impacts or were predominantly from environmental factors rather than decisions or actions of the Parliamentary Service. This meant that the focus in managing these risks was often on reducing the impact should the risk be realised rather than on limiting the likelihood of realisation. Operational risks were defined as those that had the potential to adversely impact on the branch or group being able to successfully implement its election plan. Specific registers for strategic and operational risks were established.

Strategic Risks

- 120 The risks included in the strategic risk register primarily addressed concerns relating to the Electoral Finance Act and inappropriate or unauthorised use of

Parliamentary Service funds, assets and services for electioneering. Other risks related to the legislative authority for paying entitlements during the interregnum period, the need to align Speaker's Directions with the legislation, and to an early or late election.

- 121 The management of these risks was dealt with through the development of relationships and through effective communication. Relationships with the Speaker, the Whips and the parliamentary party office managers appear to have been well managed, with good processes for communication. The key relationship with Ministerial Services was worked on, and while there was a major breakdown in communication over data transfers, the relationship was otherwise extremely valuable, but will require ongoing attention at both senior and operational levels.
- 122 Effective communication means that authoritative information is available to ensure that the services provided are those that members and their staffs are entitled to, and that they do not take unauthorised or unlawful actions. The management of communications to ensure consistency of message and approach was a significant element of the overall election management framework, and played an important role in mitigating risk.

Electioneering Activity

- 123 The likelihood of risks around electioneering activity being realised is largely out of the Parliamentary Service's control, apart from seeking to ensure that all parties are aware of their rights and responsibilities, so its management is around addressing the responses to any adverse events. In the event, the risk does not appear to have been realised to any significant extent.

Legal Authorities

- 124 A second area of strategic risk arose out of the legal authority for entitlements, and while the passage of amending legislation addressed part of this, the amendments to the Speaker's Directions added a level of risk to the achievement of the Parliamentary Service's election goals.
- 125 The issues raised by the revised Speaker's Directions impacted on activities in a number of areas, and affected the level of risk around uncertainty, staff pressure, relationships and communications. Originally, the main concern was that the Speaker's Directions should be adopted in time for them to be incorporated into planning and communications activities. While this was achieved, operational risks then arose from implementation of the amendments. This added to the complexity of the issues that the Parliamentary Service had to address.

Uncertainty

- 126 The uncertainties around the election process are beyond the control of the Parliamentary Service, and include the timing of the election and the period between announcement and Polling Day, the outcome of the election in terms of size of parties and the make-up of government, the length of the interregnum period between Polling Day and the establishment of a government, and the demands and expectations of individual members.
- 127 What the Parliamentary Service can do is to prepare itself for a range of contingencies, whose likelihood is based on analysis and experience, and to manage expectations through effective communication and through scenario

planning and ongoing analysis. In the event, the speed with which a government was formed was much faster than anyone had predicted, and was not a scenario covered in planning. The impact on the Parliamentary Service was significant in terms of the additional pressures placed on staff and systems, but did not appear to have any significant adverse impact on the transition between parliaments.

Operational Risks

128 Operational risks related primarily to pressures on staff and resources. In terms of the high risk areas identified in branch projects, the key concerns going into the election were around:

- Speaker's Directions: would they be signed off as planned, and (new aspect of this risk) the pressures they would place on a range of election-related activities
- Fiscal risk: including the extent of turnover of support staff
- Staff pressures: especially in areas that are susceptible to the loss of a small number of key staff and that have linkages across election-related activities
- Lack of election experience of staff in key operational roles in some areas: this was seen as likely to remain a risk but was being addressed with a lot of attention from management and from continued emphasis on using the processes that had been put in place.
- Transferring data and email to and from Ministerial Services: testing had been carried out but implementation was subject to performance by vendors and other agencies

129 The issues around Speaker's Directions have been noted above. The resolution of fiscal risk may require consideration of ways in which the Parliamentary Service's funding model can reflect the cyclical pressure imposed by elections, as well as ensuring that processes and resources are kept relevant and up-to-date to serve current needs and as part of an ongoing approach to managing the election elements of Parliamentary Service business.

Staff Pressures

130 There were concerns about the differing levels of experience with elections that were held by staff, and the extent of their recognition of the real challenges that an election provides to the Parliamentary Service. There were also risks from the stress and pressure being put on staff who had to deal with business-as-usual, business improvements, election-related activities in their branches, and the eight organisation-wide projects.

131 Some staff had insufficient awareness of what would be involved in the election process, or were not fully engaged with the processes that had been developed to manage the 2008 election activities. The first concern arises from lack of experience of newer staff, while the second is a consequence of having experience and remaining determined to do things the way they have been done before.

132 While key staff availability was almost universally recognised by branches as a significant risk, mitigation was patchy, in particular in relation to ensuring

that transfer of knowledge could occur so that replacement personnel could assume the responsibilities when required. However, there were also situations where tools such as CRM were used effectively to ensure that temporary or new staff could quickly and easily slot into the work.

Data Transfers

- 133 As discussed in several places elsewhere in this report, the risk around data and email transfers with Ministerial Services was realised, and it did have an impact on the achievement of a successful transition between parliaments, in that most external stakeholders mentioned it as an area of concern with the level of service delivery, since it did affect their ability to operate seamlessly.

Comment

- 134 The framework developed for managing risk was appropriate. The key point is that a risk management framework cannot prevent things happening and cannot remove the impact of events, but it can work to reduce the likelihood of risk realisation and can work to reduce their impact. The other key point is that having a framework doesn't mean that all of this just happens - it generally requires a lot of hard work, in this case undertaken in a shorter period of time than originally envisaged - and a lot of goodwill and dedication from staff, which was forthcoming.
- 135 While operational risks were managed at a project or branch level, attention was paid to emerging Service-wide risks identified through the review and through moderation of operational risks. Thus, the key operational risk was around resource levels, and particular effort was put into managing that risk.
- 136 Another Service-wide risk was around the management of information and its flow across the Service and with client groups. This was not identified as a risk as such, but was addressed in planning through the Election Data Project as well as through the Information and Communications Project and the Account Management Project. The main concern was to ensure that election-related activities were based on authoritative information, and not on rumour or conjecture, and that the information got to the right people at the right time. While significant progress was made, it could not be said that the authoritative information issue was fully resolved for this election. However, stakeholders were pleased with the level of communication and engagement across the whole election period, and the response to the relationship manager approach was generally positive.
- 137 The experience of this election has identified the need to improve project management capability within the Parliamentary Service, and this should include risk management as part of the basic skills required by staff.

Conclusions

- 138 The advice I have been asked to provide is about whether a robust process was followed in undertaking planning and preparatory activities for the election, and the extent to which this work contributed to the implementation of the election management framework, and to a smooth transition between parliaments. In providing this advice through a post-implementation review, I have looked at whether the benefits and time-lines

of the project have been met, and whether its objectives and critical success factors have been achieved. In doing so, I have highlighted what has been learned, for incorporation into future election planning, and also for the operations of the Parliamentary Service generally.

Planning and Implementation

- 139 My initial view on election planning, as provided to the General Manager on 20 August 2008, was that a robust planning process had been followed in undertaking planning and preparatory activities, and that this process had taken account of the particular matters referred to in paragraph 4 above. I noted that the successful execution of the plan remained subject to effective management of risks.
- 140 In my pre-election report on Election Readiness on 1 October 2008, I concluded that the Parliamentary Service was ready for the election, and was likely to achieve its specific election-related deliverables. I did not identify any significant shortcomings in the overall preparedness of the Parliamentary Service, but I did note that it was most unlikely that it would be all smooth running. I noted a number of issues that would affect the way in which those deliverables were achieved, and a number of risks that remained. These issues are listed in Annex 3.
- 141 The implementation of the election management framework has confirmed that election planning was robust. It picked up on learnings from 2005 and provided structure to election-related activities. It demonstrated the importance of getting the front end planning right and enforcing its consistent and constant application.
- 142 The implementation experience also confirmed that however good the planning may be, there will be hiccups and there will be issues that seem to come out of nowhere. Foreseen issues will be caught by risk management, but there were some gaps and some situations which were either unforeseen or of an unexpected magnitude. However, in the overall context, the plan was successful in supporting the delivery of a smooth transition of parliaments.

Election Management Principles

- 143 The Parliamentary Service's election-related activities were guided by the election management principles:
- Maintain a focus on client service
 - Minimise the potentially adverse impact of the election period on Parliamentary Service staff
 - Be underpinned by the provision of clear, consistent and proactive communications
 - Reduce the overall risk level associated with the election-related activity
 - Ensure strong collaboration with other relevant parliamentary and government agencies.
- 144 Comments by external stakeholders have confirmed that there has been a noticeable focus on client service by the Parliamentary Service, in part

demonstrated and implemented through the use of relationship managers, but also by the attention given to maintaining effective communications, and by the general attitude and commitment from staff across the organisation.

- 145 Planning in branches did identify resource availability as a risk, but mitigation in terms of planning for absences and vacancies was mixed, in part reflecting a lack of awareness of the full extent of the additional workload arising from the election. Some of the additional pressures came from external factors beyond the control of the Parliamentary Service, but others were known. In some cases, such as the review of the Finance Branch, the risk was recognised and accepted. In terms of the impact on staff subject to event-based contracts, considerable effort was made to minimise the potentially adverse impact as much as possible in their particular circumstances.
- 146 A co-ordinated communications plan was adopted, and was well received by stakeholders.
- 147 An effective risk management approach was followed.
- 148 There was strong collaboration with other parliamentary and government agencies, in particular EGS and the Office of the Clerk. This included engagement in planning at an early stage, and ongoing liaison.

Other considerations

- 149 I am satisfied that the planning and implementation considered clients' needs and environmental constraints; engaged with stakeholders, considered different scenarios and addressed risk; used appropriately robust methods; and achieved a smooth transition between Parliaments.

Achievement of Objectives

- 150 The objectives stated in the Parliamentary Service SOI were that improved services to clients would be delivered by focusing on the election process and achieving a smooth transition between parliaments with the least amount of disruption and that supports members, while providing a basis for initiating work processes that will become "business-as-usual" practice in the future. Achievement was to be demonstrated through a positive IQA report on the election planning and implementation process, and client satisfaction survey results that met specified levels.
- 151 This final IQA report does provide a positive endorsement of the planning and implementation processes.
- 152 New members' satisfaction with service delivery during the induction process was measured through a survey of induction seminar attendees, and as part of a wider survey of client satisfaction undertaken by Litmus for the Parliamentary Service in February 2009.
- 153 The feedback on the induction seminar is summarised above in the section on the Election Induction Project, and did indicate that over 80% of new members were satisfied with the induction seminar. In the Litmus survey, which covered the whole range of election activities, 88% of new members were satisfied or very satisfied with their overall impressions of their first contact with the Parliamentary Service, with 76% indicating that they were satisfied or very satisfied with their overall experience over the post-election

period. While many aspects of the induction process achieved the desired satisfaction levels, the indication from new members, at 71% for the induction programme as a whole, was short of the target of 80%.

- 154 Measurement of overall client service capability, as referred to in the Parliamentary Service SOI, will be completed with the mid-year Litmus survey.

Lessons for the Future

- 155 A post-implementation review highlights what has been learned so it can be incorporated into future projects, and identifies other opportunities to add additional value to the system. In my view, those learnings and opportunities cover:
- Elections and business-as-usual
 - Structure and planning for elections
 - Data management
 - Common services
 - Operational matters
- 156 A summary of the main message to be taken from the experience is to reduce complexity by addressing the causes of that complexity, by clarifying processes and responsibilities, and by growing the capability of staff to manage complexity and provide quality service delivery.

Elections and business-as-usual

- 157 Whether or not there is a change of government at election time there will be new members and there will be members leaving; there might be new parties and some parties might no longer be there. But these are activities that occur only at election time or occur in significant numbers or intensity only at election time. In some cases, election activities will be completed within a short time, in other cases they can take months. What is known is that these activities will occur every three years at least, and managing the transition between parliaments is part of the role of the Parliamentary Service to provide administrative and support services to the House and members.
- 158 This means that elections are business-as-usual for the Parliamentary Service. This is not the same as assuming that at an election it is necessary only to take standard processes and multiply by a factor of n - that will apply up to a point, but there are activities that will not be undertaken every week, every month or even every year, but do occur every three years. The systems and processes that the Parliamentary Service needs to have in place are to ensure that services are provided, and that at election time they can be provided consistently in the volumes and timeframes required and in the particular and peculiar environment of an election. It is at this time that customer service becomes of key importance, and has to recognise the perspectives of members and their staff, and the stresses and emotional strain that they will be facing.

- 159 Elections are not surprise events and planning for them should be an integral part of the Parliamentary Service's planning, with roles and responsibilities clearly defined and determined for groups and individuals within the Parliamentary Service. The question is what does the Parliamentary Service need to do to ensure that the planning is carried out, that business processes and systems are in place and working, that information is effectively managed and works for and across the whole organisation, that roles and responsibilities are defined and accepted, and that a process is in place for specifically election-related activities to be undertaken by the right people at the right time.
- 160 In practical terms, this means that:
- The design and management of business processes should recognise that the Parliamentary Service will have to provide services at elections and in between
 - A lot of the pressure at election time can be reduced if resources, including information, publications, and tools, are updated and in place in a timely fashion
 - The management of information, including the way it is held and accessed, must reflect the needs of the whole organisation to deliver services to clients at all times, at a consistent level of quality
 - Relationship management at an appropriate level will need to be maintained between elections
 - Opportunities to reduce complexity should be pursued, including those relating to transfers to and from the Executive, and those relating to telecommunications equipment and services
 - Funding arrangements for the Parliamentary Service should recognise the cyclical workload arising from elections.

Structure and planning for elections

- 161 Form follows function - structure can be used to support and drive functions and to support desired behaviours. If client service is the focus, then planning for elections and for ensuring that cross-Service collaboration and coordination is driven by client service, then it will be necessary to have someone responsible for ensuring that this takes place, and to manage the programme of specifically election-related activities and projects.
- 162 Overall leadership around election activities should be provided by the General Manager and the Senior Management Team, but there will be a need for day-to-day responsibility for planning and co-ordination, preferably operating from a "neutral" location such as the GM's Office. However, this does not remove the need for all groups and branches to have responsibility for election-related activities clearly reflected in their accountability arrangements and work plans. This in turn will require that attention be paid to improving project management skills across the organisation, including risk management capability, and to building a culture that applies these skills and does not pay them lip service.
- 163 Work needs to begin immediately to build on the lessons from this election. A good start would be the evaluation and implementation of the recommendations and comments made in the closure reports from the

various groups and projects. This activity could determine if, when and how recommendations and proposals should be implemented, and establish a framework of cross-Service projects to carry them out.

- 164 The opportunities provided by getting under way early in planning, and to clarify responsibilities for activities, will allow people to build on the election management principles and on the experience and lessons from the 2008 election. There is probably a need to consider the implications of decisions and actions, which will require strategic frameworks and architectures, e.g. for technology, information, communications and relationships.
- 165 A major focus of the planning should be to ensure that the design and implementation of election-related activities recognises the impact on all of those affected, both inside the Parliamentary Service and outside stakeholders, and that the perspectives of those affected need to be engaged with. The delivery of services can be as much about the way they are delivered as about what is delivered.
- 166 There has been a significant amount of valuable effort put into producing or updating guidance material for members and their staffs. Ongoing responsibility for maintaining this material needs to be clearly allocated and undertaken.
- 167 Planning for 2011 should begin now.

Data management

- 168 As stated in the Parliamentary Service SOI, “The ready availability of accurate information is a critical element in ensuring that the Parliamentary Service meets its statutory purpose of supporting members.” Although some advances were achieved in improving the quality of data available to support election-related activities, there was a general recognition that a great deal more has to be done. In particular, the election experience highlighted the adverse impact on service delivery of maintaining a myriad of databases operating within silos without reference to the needs and activities of other parts of the organisation, or of seeking to use or access information without understanding of its rationale or applicability.
- 169 Work on the information architecture needs of the Parliamentary Service is about to get under way. This work will need to look at the main tools now available - MasMan, the database relating to members and their staff, and CRM, a database and work flow tool used to manage client service requests - and their relationship with the Enterprise Directory. A data management framework has been developed in order to identify owners, maintainers and sources of truth for key data. However, data needs can only be looked at in the context of business needs, which means that business processes have to be defined, described and documented so that data needs across the organisation can be understood and addressed.

Relationship management

- 170 The question here is how best to undertake a relationship management approach that builds on the experience gained in the 2008 election and the successes achieved. The lessons learned have been that the approach adds value from a client perspective; a “no wrong doors” approach is preferred to

a “one-stop shop”; that the skills, capabilities, experience and dedication of individuals make a difference; and that there will always be some tensions around clarity of roles and when relationship managers pass matters on to subject matter experts.

- 171 What is not in doubt is that at this election the management of relationships, whether with individual members or with key groups such as the Whips and parliamentary party office managers, was an important factor in ensuring a smooth transition of parliaments. Clearly, this needs to be built on, and decisions will need to be made about who has responsibility for which relationships over the period between now and the next election, and how the Parliamentary Service is to organise itself to do this.
- 172 In allocating relationship management responsibilities, consideration needs to be given to the role of the General Manager and of SMT members to provide a sufficiently senior engagement, and to support a collegial approach. Also, at election time, the use of cross-secondments within the Parliamentary Service is likely to deliver the most value to augment any ongoing roles. A key will be to ensure that the people involved have sufficient knowledge of the services being provided to know how and where and by whom the service is best delivered.
- 173 If a relationship management approach is to deliver client service, then the Parliamentary Service should be organised to support it - this can apply to structure as well as to the design and management of business processes and the use of information and work flow tools.

Common services

- 174 A major question arising out of the election is the approach taken to supporting members who are part of the Executive. Currently, this is undertaken by Ministerial Services. The support provided by Ministerial Services includes administrative, accounting, personnel, information technology, facilities management, and residential property, advisory services and a media and communications unit. Ministerial Services is also responsible for employing all staff in ministerial offices.
- 175 The evolution of MMP has added to the complexity of the situation where there are parties that support the Government of the day and have Ministers outside Cabinet, but are not in a formal coalition government. This leads to curious and complex arrangements for supporting the parties and members concerned, including in some cases joint payment of salaries and provision of separate technology systems and tools to individuals.
- 176 Whenever there is a change of government there is a wholesale change of members of the Executive and their staffs, with consequent physical moves, switches in technology and telecommunications systems, staff employment, and the providers of these services, i.e. between Ministerial Services and Parliamentary Service, all happening at a time of significant upheaval for the people concerned.

The most bizarre experience was the ritual transfer of the Blackberry from one world to the next, which involved one official from each world for some considerable time and resulted in a small miracle. Ministerial Blackberries have their cameras disabled (something the phone keeps telling you in a snide, self-satisfied, sucks-boo way). Presumably somebody decided ministers might engage in some sort of naughtiness with the camera. After the transfer, on pressing the wrong button (which I do all the time), lo and behold, my feet appeared on the screen. Clearly backbenchers are more to be trusted!

Michael Cullen in *The Listener* 24/1/2009

- 177 The changes in support systems and providers adds a degree of complexity and cost which common sense suggests could be avoided if common systems could be used, and potentially a common provider. This applies particularly in the case of technology but is also relevant to staffing. There are, no doubt, constitutional issues that will need to be accommodated, but given that in many cases the matters relate to nuts and bolts or pay and rations systems, there appears to be no reason why a better approach cannot be devised. The Parliamentary Service Act does provide for the Parliamentary Service to provide administrative and support services to other agencies, and for other agencies to provide such services to the House and members.
- 178 The Parliamentary Service SOI includes the objective of improving information and communications technology capacity. A major component of the work to be undertaken to achieve this objective is to work towards a joint service delivery model with the parliamentary precinct agencies. This work needs to be pursued, with all possible approaches being explored.

Operational matters

- 179 The operational issues arise from the experience gained and are identified in the closure reports from the branches and projects. A full list of the conclusions and recommendations from closure reports is attached as Annex 4. The key themes that have arisen in this context fell into four main areas:
- Work needs to be done on rationalising and improving understanding of business processes, and related work flow and information management
 - Effective planning is essential in order to balance work loads and ensure that responsibility for activities is clearly allocated and understood
 - Staff availability and capability should be managed so as to enhance service delivery and ensure that sufficient experienced resources are available to meet election needs
 - The relationship management approach should be continued and developed, with clear allocation of responsibilities, including communications with members and their staffs.

Summary of Findings

- 180 My overall conclusion is that the planning and execution work undertaken for the 2008 election was robust and contributed to the election management framework and to a smooth transition between parliaments.
- 181 In terms of the strategic outcomes sought by the Parliamentary Service:
- Improved services to clients were delivered, albeit with the target measurement for new members' client satisfaction not quite reached
 - A good basis was provided for initiating work processes that will become business-as-usual practice for the future
- 182 The benefits reflected in the election management principles were realised to a significant extent, in that:
- There was a clear focus on client service in both planning and delivery

- Planning sought to minimise the adverse impact on Parliamentary Service staff, although external events and other factors did place staff under some stress
 - Communications were generally clear, consistent and proactive
 - Risks were effectively managed
 - There was strong collaboration with other relevant parliamentary and government agencies, albeit with one blemish
- 183 The purpose of the Election Management Framework to facilitate an increased focus on client services and provide transparency during the election period, was realised.
- 184 Particular matters of note and lessons to be learned from the implementation of election activities include:
- The Parliamentary Service's branch staff welcomed the opportunities to engage with colleagues across the organisation
 - Centralised planning and oversight of election activities made a major contribution to the achievement the election management goals
 - Capability-building is needed to enhance project management skills across the organisation
 - Particular pressures were created by the delays in finalising the revised Speaker's Directions and by the need to address and communicate new requirements
 - Parliamentary Service staff demonstrated a commitment to providing quality service delivery and to supporting their colleagues
 - Strong relationships were developed with key stakeholder groups
 - Implementation issues arose where there was lack of clarity around responsibilities for tasks, where planning was weak, and where there was insufficient attention paid to the needs of the organisation as a whole
 - Delivering technology and telecommunications services will continue to pose major challenges unless the level of complexity can be reduced
 - Effective mapping and recording of business processes across the Parliamentary Service is necessary in order to:
 - Establish clear accountabilities
 - Underpin data integrity
 - Address a low level of election experience among staff
 - Reduce duplication and cost
 - Provide a basis for improved workflows, including automation where appropriate
 - Improvements have to be made to the management of information and data to support the delivery of Parliamentary Service objectives:
 - The information architecture for the Parliamentary Service should reflect the business needs of the organisation as a whole

- There should be a single source of truth for key data, including members' details, telecommunications information, and assets, but that does not necessarily mean consolidation of databases
- The workflow tool, CRM, should be built on and developed for wider use
- Management of client expectations, including timeliness, is key to quality service delivery
- There needs to be a co-ordinated and consistent approach to communications across the Parliamentary Service, not only at elections
- The Parliamentary Service should build on the experience gained in relationship management in order to support client service as its defining characteristic, and should consider how best to organise itself to achieve this
- Elections are part of the business of the Parliamentary Service, and it should organise itself to:
 - Ensure centralised oversight of ongoing planning and capability to undertake election-related activities
 - Ensure that resources, including information, publications, guidance material, tools and processes, are kept up-to-date and understood
 - Ensure that systems are in place to obtain, store and share essential information
 - Branch responsibilities for preparing for and undertaking election-related activities should be reflected in accountability documents and work plans
 - Get funding arrangements in place to manage the cyclical pressures created by elections
 - Ensure that no major process or system development or replacement should take place in the months leading up to an election
- Planning for 2011 should begin now:
 - The General Manager should lead the overall process, with facilitation and co-ordination managed out of his Office.
 - All recommendations and comments from the 2008 election closure reports should be reviewed by a cross-Service group to determine if, when and how they should be implemented
- The continuing duplication, complexity and cost created by operating different support systems for members inside and outside the Executive should be addressed in consultation with relevant stakeholders and agencies.

List of Interviewees**Members of Parliament**

Hon Dr Lockwood Smith	Mr Speaker
Metiria Turei	Musterer, Greens
Nathan Guy	Senior Whip, National
Te Ururoa Flavell	Whip, Maori Party
Tim Barnett (by telephone)	Former member, former Senior Whip, Labour

Parliamentary Political Office Staff

Beryl Bright	Senior Private Secretary, Speaker's office
David Cuthbert	Advisor, Hon Jim Anderton's office
Ken Spagnolo	Chief of Staff, Greens Leaders' office
Krisna Crowley	Office Manager, Labour Whips' office
Lynne Renouf	Former Office Manager, Labour Whips' office
Murray Wansborough	Director, Labour Leader's Office
Sally Griffin	Hon Jim Anderton's office
Sue Reid	Office Manager, National Whips' office
Tony Simpson	Communications Advisor, Hon Jim Anderton's office
Wayne Eagleson	Chief of Staff, Prime Minister

Agencies and officials

Office of the Clerk	Clerk of the House of Representatives; Clerk-Assistant (House)
Executive Government Support	Senior Advisor (Policy)
Parliamentary Service	General Manager, Parliamentary Library, Security, Reception Services, Travel, Finance, Information Systems and Technology, Operations, Member Support and People Capability, Client Service Team, Corporate and Strategy
Election project teams	EA Candidate Pool; Election Data; Account Management; Election Management; Election Risks; Out-of-Parliament Office

Comment on Election 2005 - Closure Report - General recommendations

<i>Election 2005 - Closure Report: General Recommendations</i>	<i>Comment on 2008 experience</i>
<ul style="list-style-type: none"> • Agree that the approach and material from 2005 will provide the basis for Parliamentary Service’s future election planning and management • Agree that at future elections there be a person/team with responsibility for providing centralised support and co-ordination of the Parliamentary’ Service’s election-related activities • Recognise that a significant workload peak is created at election times if there is not regular maintenance of the material produced by the Parliamentary Service and consider alternative management approaches for the ongoing maintenance of this material • Agree that work be undertaken to reduce the overall effort expended in form creation and to ensure greater alignment between the forms 	<p>These recommendations relate to the way in which the Parliamentary Service should organise itself to deliver election-related activities and goals. They are equally applicable going forward, but should receive more urgent consideration and implementation than was the case following the 2005 election.</p> <p>The election management framework for 2008 drew heavily on the 2005 experience, including the <i>Election Manual</i> approach, but this can largely be attributed to the fact that Karen Wilton held similar co-ordination roles in both elections.</p> <p>There has been a general recognition, however, that the use of project management disciplines and the level of co-ordination and communication required across the Parliamentary Service was key to the success achieved in meeting election-related goals. This provides a sound basis to build on for the next election. There has also been recognition that effective management of business processes from a client service perspective is part of ongoing activity.</p> <p>I comment in this report on how election-readiness and the link to ongoing activities need to be addressed.</p>
<ul style="list-style-type: none"> • Note that steps are in place to address the cultural and capability concerns that were highlighted during the election period 	<p>These concerns have been partly addressed through the processes put in place to manage the 2008 election, and the Parliamentary Service is now better-placed to continue efforts to raise capability and to create a culture led by client service.</p>

<ul style="list-style-type: none"> • Agree that benefits accrue from working as closely as practicable with EGS throughout the election period, and that effort should be made to continue to explore opportunities for further alignment and co-ordination of activity at an organisational level. • Agree that work be undertaken to refine and document those processes that span both EGS and the Parliamentary Service (e.g. transfers of members' computing and telecommunications services) 	<p>This recommendation was applied, and there was a significantly greater and welcome degree of co-ordination and collaboration achieved at the 2008 election. However, there were some difficulties, and the basic question remains about the need for dual and different services and the complexities they give rise to.</p> <p>Consideration needs to be given to approaches for addressing this situation, but at the very least there will need to be joint planning and testing of election-related activities that span both organisations.</p>
<ul style="list-style-type: none"> • Agree that at the next election the Parliamentary Service makes a similar commitment to ensuring that consistent information is provided to the political office managers throughout the period and also that consideration be given to providing even more information than was provided at this election • Agree that a concerted effort be made to continue to build on the relationships with the political office managers and to continue to provide semi-regular advice and information specifically targeted to the managers 	<p>This was an area of special attention during the 2008 election period, and was generally successful. It reflects the benefits of the relationship management approach to delivering client services.</p>
<ul style="list-style-type: none"> • Agree that MasMan has significant potential to contribute to the Parliamentary Service's ability to provide more effective and efficient service, it will continue to be enhanced and used in ongoing operations 	<p>For a variety of reasons, it was not possible to achieve the improvement in data management that was sought for the 2008 election. In part this is a cultural issue, but the foundations are being laid for improvements in the way in which the Parliamentary Service manages data in order to enhance service delivery and to support cross-Service collaboration.</p>
<ul style="list-style-type: none"> • Agree that the current policy and process relating to the termination and re-engagement of events-based staff be reviewed and changes be made to avoid workload bottlenecks in this area at future elections 	<p>The changes were made and resulted in a significant improvement in service delivery in this area.</p>
<ul style="list-style-type: none"> • Agree that (i) future election planning continues to focus on securing sufficient, suitable resource for key activity periods and (ii) branches be directed to look at engaging and training additional staff well in advance of the expected polling day to preclude the 	<p>Staff resources, including the need to back up for staff absences and departures, were clearly a common cause for concern across most projects and branches. Although Parliamentary Service worked extremely long hours and with great enthusiasm to deliver their activities and achieve their</p>

<p>temptation to 'make do' with standard staffing levels</p>	<p>objectives, it is apparent that in many cases there was not a good understanding of the additional volume of work involved or the of the particular pressures and strains which come with an election environment, particularly when non-election activities and issues need to be addressed.</p> <p>Parliamentary Service planning, including structural responses and staff capability, as well as more effective design and delivery of business processes, will help to address resource issues. However, it may also be necessary to ensure that the budget arrangements for the Parliamentary Service recognise that its resource needs have a regular cycle of additional activity.</p>
<ul style="list-style-type: none"> • Review the recommendations made in branches' election closure reports [within the timeframes suggested in the appendix to this report] 	<p>Processes should be in place to respond to all recommendations made by branches and projects in their 2008 closure reports.</p>

Summary Conclusions from the pre-election report - *Election Readiness*

Conclusion	Comment
<ul style="list-style-type: none"> The planning and implementation processes have been of high quality and are the main contributor to the likelihood of the Parliamentary Service achieving its goals with regard to the election management framework 	The current report endorses this conclusion
<ul style="list-style-type: none"> The management of the election process, through the Election Management Team, the Senior Management Team and the election coordinators from the different branches, brings together committed and experienced people who are confident in their ability to deliver 	The current report confirms this conclusion
<ul style="list-style-type: none"> In order to address pressures on staff, in particular where some unforeseen activities have emerged, consideration may need to be given to reprioritising business-as-usual or business improvement activities in order to maximise the likelihood of achieving election-related deliverables 	Some reprioritisation took place, but in many cases the risks were accepted and the work was done, requiring a significant commitment by staff
<ul style="list-style-type: none"> The amendments to the Speaker's Directions have added to the level of risk, and have created additional pressures in several areas of election-related activity 	This eventuated
<ul style="list-style-type: none"> External stakeholders involved in the implementation of election-related activities, such as Ministerial Services and vendors, need to be effectively engaged to ensure that their actions support the delivery of a successful outcome to the election process 	There was effective engagement, and, with the exception of the computer and telecommunication issues with EGS discussed in the current report, relationships contributed to a successful outcome
<ul style="list-style-type: none"> The availability of correct and updated information will be important for the effective delivery of election-related activities - the key issue is to ensure that the right information is communicated to the right people at the right time, and that there is understanding of what needs to be done 	A lot of work went into trying to ensure that information would be effectively managed, but this is an area that will require more attention
<ul style="list-style-type: none"> There is an ongoing need to engage staff in the process of preparing for implementation, including scenario planning and telling and hearing war stories, and through management providing leadership and modelling of 	This is a generally-accepted conclusion

desired behaviour	
<ul style="list-style-type: none"> All staff need to be made aware of the appropriate channels for communication with stakeholders, especially members, and should be prepared to tap into and share the expertise and experience of the subject matter experts in the branches 	Decisions on whether and how to operate a relationship management approach will need to be made, and will pick up on the lessons learned
<ul style="list-style-type: none"> There remains a key person risk, especially in areas where there is a limited number of people with previous election experience or where there is a key role involved in the implementation of an activity 	This risk was realised in several areas, and there is now a greater awareness that it is a real risk
<ul style="list-style-type: none"> The election management framework does not appear to have included explicit planning for the measurement of success in achieving quality of service provided - this should be specifically addressed now to ensure that responsibility and methodology are clear 	This was addressed through the Litmus survey
<ul style="list-style-type: none"> The project approach and the resources developed for the 2008 election should be capable of being used for business-as-usual between elections, and can also help point to areas where business improvements can be achieved. 	This is the subject of further discussion in the current report

ANNEX 4

Comments and recommendations from branch and project closure reports

The Election Management Team has undertaken a preliminary analysis of the comments and recommendations contained in the closure reports prepared by groups or branches and by election projects. On the basis of this analysis, the comments and recommendations have been grouped into broad categories and identified as either strategic or operational. The broad categories used are:

Communications: relate to the way in which information resources and advice are made available to members, staff and other stakeholders.

Assignment of responsibility: relate to roles and responsibilities for election-related and ongoing activities.

Relationship management: relate specifically to the relationship management approach trialled in the 2008 election period.

Resourcing: relate to people, capability and funding.

Data/processes: relate to business processes, information management, and supporting tools and systems.

Policy and processes: relate to the Parliamentary Service's policy framework and to the way in which its ongoing responsibilities are carried out.

Project: relate specifically to projects and other activities undertaken by the Parliamentary Service during the election period

Comments and recommendations are classified as **strategic** or **operational** according to whether or not the recommendation refers to activities that operate across the organisation or with external stakeholders, has strong linkages with the strategic objectives of the Parliamentary Service, or has longer-term implications.

The attached is a list of strategic comments and recommendations grouped by category, with the branch/project involved and recommendation then provided. Operational comments and recommendations have not been listed, since they tend to relate to internal project management or are very specific and local in terms of the particular course of action proposed.

The numbers of recommendations were:

<i>Category</i>	<i>Strategic</i>	<i>Operational</i>	<i>Total</i>
Communications	11	11	22
Assignment of responsibility	23	9	32
Relationship management	7	0	7
Resourcing	8	12	20
Data/processes	22	10	32
Policy and processes	16	10	26
Project	17	55	72
TOTAL	104	107	211

The following provides an explanation of abbreviations used in the group and project names and in the recommendations.

CRM	Customer Relationship Management - workflow tool
EGS	Executive Government Support - a branch of the Department of Internal Affairs
EMT	Election Management Team
ERP	Employment Relations & Payroll - part of the Member Support and People Capability Group
INK/InK	Information and Knowledge - part of the Library Group
IST	Information Systems and Technology Group
IT/ICT	Information technology/information and communications technology
MasMan/MASMAN	The IT application used by the Parliamentary Service to manage data about its election-related activities
MaSS	Member and Support Services - part of the Member Support and People Capability Group
MS & PC	Member Support and People Capability Group
OOP/OoP	Out-of-Parliament
PDF	Portable Document Format - an electronic file format
PS	Parliamentary Service
RMs	Relationship managers
Telco	Telephone company

List of strategic comments and recommendations from closure reports

Communications

Account Management Project	Sponsor Comment Note that it will be important to build on the Account Management Project to encourage communication and cooperation across the organisation.
Election Information and Communications Project	Agree that the lessons learnt from the Information and Communications Project are taken into consideration in the implementation of the Parliamentary Service Communications Strategy.
Election Information and Communications Project	Delivery of information and communications: Until there is evidence that the make-up and requirements of the Service's audiences is such that purely electronic communications are favoured, agree that a similar multi-channel approach to communications be continued.
Election Information and Communications Project	Sponsor Comment Agree that the Service needs to think of smarter ways that we can help break down information overload for members while ensuring that we get our key messages across.
Election Information and Communications Project	Workshop with members: Agree that the Service provides ongoing opportunities for core staff to hear first hand from members and parliamentary party office managers to consolidate the high levels of client awareness that were engendered through the 2008 election process.
Election Information and Communications Project	Contractors/vendors: Agree that consideration be given to continue including key contractors in any election-related formal communications normally targeted at core staff.
Election Information and Communications Project	Agree that a similar approach to that taken for the 2008 election, incorporating the following characteristics from the Information and Communications Project, will be adopted for the Service's future management of information and communications during the election period: (a) comprehensive and robust planning, with pre-identification of audiences and key messages including a process for the Steering Committee to review any key messages on a regular basis; (b) specification of 'nominated communicators' for each audience; (c) systematic repetition of the most significant information; (d) use of multiple delivery channels; (e) thorough quality assurance process.
Election Information and Communications Project	Note that feedback received in response to the project reinforces the variety of the audience that the Service is trying to reach and the continued need to repeat key messages in a number of different formats, possibly making more use of electronic channels as their use increases over time amongst the Service's client base.
Election Management Team	Invite Ministerial Services to schedule regular liaison meetings with senior staff and position holders of each individual party that receives joint service provision from the Parliamentary Service and Ministerial Services (e.g. a monthly meeting with representatives of the Maori Parliamentary Party and senior staff from Ministerial Services and the Parliamentary Service).

MaSS	Management and Communication: Agree that the requirement for reporting back to teams should not only be detailed in planning but should be reported on and monitored actively by senior managers to ensure that this is being completed.
Operations Group	Circular memorandum to staff providing details of the physical office moves: Action: The Group Manager Operations should review this matter with the aim of releasing the communication a week or two prior to the actual office moves taking place. In future a note will be sent to everyone immediately after the Election. The note will be sent along the lines of "If you are moving office post Election...".

Assignment of responsibility

Election Induction Project	Assign responsibility to a Parliamentary Service staff member or team to deliver an induction programme for any new members, position holders or parliamentary political officers elected or appointed during a parliamentary term and review and update the induction material.
Election Induction Project	Ongoing responsibility for outstanding induction activities: Assign formal responsibility for the coordination and administration of the dinnertime sessions following the disestablishment of the Election Management Team.
Election Information and Communications Project	Agree that the individual or team with overall responsibility for the Service's future election management will also have oversight for all election-related communications.
Election Information and Communications Project	Project synergies: The information required for both the Induction Project and the Information and Communications Project were at times the same, so it was useful that the Election Management Team oversaw both projects and could utilise material across the projects. Agree that consideration be given to the two projects working closely together at future elections.
Election Management Team	Agree that ongoing responsibility for managing the overall relationship with Executive Government Support be specifically assumed at a senior level within the Parliamentary Service.
Election Management Team	Agree that the Parliamentary Service specifically assign ongoing responsibility for the <i>Member's Guide to Services and Entitlements</i> to an appropriate area within the Service and commit to maintaining the <i>Guide</i> in line with its original intention. (Note: having considered production costs and also balancing the costs of regular review versus a substantive re-write every three years, the Election Management Team considers that it is likely that maintenance of the <i>Guide</i> would best be done by updating and republishing the PDF version at each review of the Speaker's directions and republishing and redistributing hardcopies of the <i>Guide</i> in line with the next General Election).
Election Management Team	Agree that ongoing responsibility for the Election Management Team's residual activity should be considered as part of the Service's overall alignment exercise, which aims to ensure that the cultural and process gains made during the election period are consolidated as part of ongoing operations.
Election Management Team	Agree that while all of the activities of the Election Management Team do not necessarily need to be carried out by a single team at future elections, the Service requires some specific, additional management (processes, communications and some centralised oversight) at future elections to ensure that the performance gains made over recent election periods do not fall between the cracks of 'business-as-usual' practice.

Election Management Team	Agree that the approach of having a nominated election co-ordinator from each branch/Group, with responsibility for developing and maintaining an election plan, be adopted at future elections.
Election Management Team	Agree , assuming that there continues to be separate computing environments at the next election, that the Service promote the concept of a joint 'Change of Executive IT Project Manager', to oversee the IT planning and execution and is equally accountable to both a Parliamentary Service and an Executive Government Support sponsor.
Election Management Team	Agree that in initiating any future election projects consideration will be given to ensuring synergies between overall election management and project work are leveraged but also to ensuring that the make-up of project teams is such that the burden of work does not primarily fall to a subset who already have significant election-related workloads.
Election Management Team	Agree that the management of operational issues (e.g. specific service complaints) continue to be managed separately from the management of strategic and significant issues during future election periods.
Election Management Team	Note that the activities of the Election Management Team can be broadly categorised as: <ul style="list-style-type: none"> • providing leadership - giving focus to the Service's election-related responsibilities both internally and externally; • programme management and administration - including planning, reporting and Steering Committee operations; • supporting the work of branches - both in terms of supporting the coordination of branch activities and also in contributing to the completion of specific deliverables; • election project work - working on specific deliverables for the eight election projects; and • other Parliamentary Service activity - undertaken at both a strategic and an operational level.
Election OOP Office Project	Updated Guidelines Specification for Out-of-Parliament Offices: Agree that ownership for this document is clarified and clearly attributed to a specific branch and that a specific and formal process for consulting, finalising and communicating changes to the <i>Guidelines</i> be entrenched.
Election Risks Management Project	Note the proposal to establish, as part of the Parliamentary Service's risk management framework, an organisational-wide committee to review and moderate risks for reporting on a quarterly basis to the Senior Management Team.
Election Risks Management Project	Direct the Manager Risk and Assurance to proceed with the immediate establishment of a Parliamentary Service Risk Management Committee.
ERP	Agree the process, undertaken by the EMT during the election period, for ensuring on an ongoing basis that formal notification of changes in a member's status are notified to all relevant branches.
ERP	Agree responsibility for processing parliamentary office staffing nominations.
MaSS	Ensure that updating of guides and processes occurs on an ongoing basis as and when updates are necessary, and does not continue to be an election activity only. Comment - A greater level of detail in documents and improved desk files would have assisted the team and the development and maintenance of these documents should be a priority business-as-usual activity for all teams. The requirements of a project plan and the completion of comprehensive documentation should be emphasised at the next election.
Operations Group	Agree that as part of the planning for the next election, the Group Manager Operations appoint an understudy in order to accompany him/her to appropriate meetings with Party Whips/political staff when accommodation matters are being discussed.

Parliamentary Library and INK	Agree that at future election periods InK be represented at the election co-ordination level by someone familiar with its activities.
Parliamentary Library and INK	Note the crucial importance of the Election Management Team as a readily available, expert resource directing and co-ordinating election-related activities, and to whom Library managers could turn for advice and assistance in planning and carrying out election-related activities.
Parliamentary Library and INK	Note the Election Management Team's recommendation that the Library continue to provide advice on interpreting polls, and to collate official candidates and results data.

Relationship management

Account Management Project	Agree that on the basis of the learnings from the Account Management Project the Service will commit to adopting a consistent model of relationship management of clients that: <ul style="list-style-type: none"> (a) incorporates a 'no wrong doors' rather than a 'one stop shop' philosophy; (b) reflects a 'whole of organisation' approach to client service; (c) works to proactively meet client needs; and (d) ensures that those staff responsible for managing client relationships are sufficiently mobile and flexible and that they have an appropriate level of visibility with clients and can meet with clients on the client's terms.
Account Management Project	Agree that a discrete relationship management function, as piloted during the election period, be established as part of the Service's ongoing operations, potentially by co-locating relationship managers with the Member and Staff Services branch, and that this function be supplemented at peak periods such as elections by the secondment of staff from across the organisation.
Account Management Project	Agree that the lessons learned and issues set out in this report will inform the Service's decision-making about the organisation's future delivery of client service.
Account Management Project	Agree that the Account Management Project be formally closed but that, in order to meet client expectations, those staff who undertook the relationship management role during the election period continue to have a mandate to fulfill this role until longer-term decisions are made about the future of relationship management within the Service.
Election OOP Office Project	Consider how the high service level achieved through the relationship management model can be transitioned into business-as-usual, and whether and in what form the relationship management model will be sustainable during business-as-usual periods.
Finance	Agree to the use of relationship managers being continued during the next election.
MaSS	Review the relationship management role and how this fits with the account management of the Member and Staff Service branch.

Resourcing

2005 Election Recommendations Implementation Project	Note that overall consideration could usefully be given as to how best the Parliamentary Service addresses the regular cyclical increase in workload that occurs as part of the election cycle. For example, it may be appropriate to seek approval to have the cycle reflected as an ongoing part of the Service's funding model.
Election Management Team	Agree that measures be implemented as soon as possible to ensure that there is at least a basic level of planning capability amongst those staff who may undertake election coordinator or similar responsibilities in the future.
Election Management Team	Agree that the election management structure at future election periods includes resources so that it is possible for those involved in overall programme management of the election activity to also actively support the activity of individual branches.
Election Management Team	Agree that a specific budget be established to meet the costs of any centralised election management activity that the Service undertakes at future elections and consideration also be given as to the best means of provisioning for the specific election-related costs that are occurred by branches.
Election Risks Management Project	agree that measures be taken to ensure that staff in operational management roles be engaged in a sustained way in identifying and managing the Service's risk.
Finance	Note that staffing issues need to be sorted out well in advance and have a back up plan for key staff involved in the election planning and process.
MS and PC	Agree that increased exposure to project management methodology as part of business-as-usual activities and culture for Parliamentary Service will significantly improve delivery of major future projects
Parliamentary Library and INK	Note the benefits gained from participation in Parliamentary Service-wide projects, but at the same time take cognisance of the need to alleviate the resourcing pressures, especially regarding staff and time, that this participation generated for the Library Group.

Data/processes

Account Management Project	Agree that the Service commit to the ongoing use and further development of the core tools that supported relationship management during the election period (e.g. CRM as a tool for managing outgoing work and the 0508 helpdesk to support incoming work).
Account Management Project	Agree that, irrespective of long-term decisions about the way in which relationship management is delivered, there is a need for the Service to focus on documenting and refining core business processes, particularly where the client interactions of one branch interacts with the processes of other areas within the Parliamentary Service.
Account Management Project	Steering Committee Agree that the Service's long-term client service approach to provide visibility of client interactions across the whole organisation.
Election Data Project	Agree that business process improvement work is required to ensure accessibility of telecommunications data.

Election Data Project	Agree that information architecture work should be undertaken followed then by work to implement the approved architecture, by identifying and implementing alignment, integration, and rationalisation improvements
Election Data Project	Agree that work be undertaken to improve the timeliness and review the resourcing of data entry in enterprise systems
Election Data Project	Agree that for the 2011 election, work start early in 2010 to consider whether further work on election data is required and that if it is required, the project start by July 2010.
Election OOP Office Project Closure Report	MASMAN Data: Map existing processes for MASMAN administration, with a view to re-establishing lapsed processes and rendering them robust on an ongoing basis.
Election OOP Office Project Closure Report	The project has highlighted the benefits of documenting current practice and business processes. Agree that this will be continued throughout the organisation, with a view to creating transparency, consistency and an improved client service. Areas that require particular attention are the ongoing asset management processes, and IST/Telco processes.
Election OOP Office Project Closure Report	Consider how CRM can be rolled out across the organisation, and which processes lend themselves to conversion into automated workflows. It will be important to acknowledge, and work with, staff resistance during the CRM rollout.
Finance	Note that MasMan needs to be updated with accurate, reliable and timely information.
IST Group	Agree that a review be undertaken of the business processes for the Telecommunications business area. Noting the recommendations in this report as a guide only, this review should look into both the Telco processes and resources (e.g. the Telco Database) and the current relationships with the Ministerial Services staff managing this area.
IST Group	Agree that a review be undertaken of the fixed asset records and processes, especially with regard to OOP Offices.
IST Group	CRM: There needs to be additional work done on CRM to better define ICT tasks and improve in general usability, e.g. quick access to a Member view of data. Once the changes have been made, additional training for ICT staff is also recommended.
IST Group	<p>Telecommunications</p> <ul style="list-style-type: none"> a) Develop business processes that will support the Telecommunications business of the Parliamentary Service. b) If the Parliamentary Service is expected to carry out telecommunications tasks on behalf of Ministerial Services, specific tasks will be added to future election project plans, to ensure effective liaison with Ministerial Services. c) Implement a proper database of telecommunications information that can be maintained by both ICT and Finance, replacing the current spreadsheet. This database could then give complete and correct data, and reports could be run by member, office, etc. Such reports could even be accessed by the RMs, to ensure discussions with members cover all a members services, not just those the Member is aware of. d) Upgrade the Telecom Cube to Telecom's new system, and review/audit the data in it against the Telecommunications Database. e) That Blackberry handsets are transferred between agencies with the members and staff. f) Additional resourcing for the Telecommunications work in the 2 months immediately after the election g) Charging reasonable market values for mobile devices that are superfluous to Parliamentary Service requirements. In most real life cases, this will mean little or no charge. However there should also be a charge to the departing person for the early termination fee. h) Develop a policy restricting upgrade/purchase of mobile phones, on contract, within 1 year of an election.

	<p>i) More planning for handling staff terminations and internal moves with regards to mobile devices.</p> <p>j) Ensure staff Telecommunication services are also detailed in the new Telco Database, and that their Parliamentary Service cell phone numbers are entered into the Intranet Directory.</p> <p>k) As most phone lines and related services are with Telecom, eliminating the need for a separate form for every connection being changed would be very beneficial.</p> <p>l) A policy be adopted to not use “leading edge” mobile technology until the ICT Service Desk and ICT Advisors have assessed and tested the new model, and a training resource has been identified.</p> <p>m) The Parliamentary Service identify a suitable and available internal resource to carry out Blackberry, remote access, and other <i>ad hoc</i> technical training. A reputable training firm, if one can be found, should be identified as a backup only.</p> <p>n) The team, or teams, responsible for providing ICT training needs to be clearly defined as soon as possible, so the appropriate processes and resourcing can be developed/identified.</p>
MaSS	<p>Develop process maps for all generic business processes of the organisation.</p> <p>Comment - it is recommended that procedural guides and reference material be maintained throughout the term of the 49th Parliament, and that greater rigour be applied to team project management planning. This will require that staff receive more training in the preparation of business process documents and project planning.</p>
MaSS	<p>Agree to the broader usage of CRM as a tool for managing business-as-usual activity.</p> <p>Comment - CRM should be an organisational tool. The importance of the information it records should be by a requirement for its use included as a measure in the personal development plans of staff with access to the system.</p>
MaSS	<p>Utilise the Out-of-Parliament Office Project approach as business-as-usual and especially at the next election.</p> <p>Comment - The Out-of-Parliament Office Project was well managed. This was a significant piece of work and one of the main characteristics of the project was that all processes associated with offices were mapped and documented. It was clear what was required through the process and this was enhanced with the workflow being managed through CRM activities. The approach was viewed as a vast improvement on what had occurred at the previous election.</p>
MS and PC	<p>Agree that detailed business policies, processes and flowcharts should be maintained as a part of business-as-usual for easy use and/or modification.</p>
MS and PC	<p>Agree that the use of CRM and other electronic tools such as MasMan and Objective continue to be developed and utilised or the effective delivery of services.</p>
Security Group	<p>Agree that the election management process should continue and be adopted as a template for any major project in the future involving PS.</p>
Travel Office	<p>Data re former members: A better system/database is formulated to capture the addresses of outgoing members and clarify the purposes that the addresses may be used for.</p>

Policy and procedures

Corporate and Strategy Group	Note that the risk of failure to complete amendments to the Speaker’s Directions in readiness for a General Election should be transferred to the SMT quarterly risk monitoring and reporting process.
Corporate and Strategy Group	Note that at future elections any election-related legislative changes should be progressed at the earliest opportunity to ensure the legislative framework is in place early in the election period.
Election Data Project	Agree that issues that a Steering Committee cannot resolve should be escalated to the General Manager.
Election Induction Project	Timing of the review of the Speaker’s Directions: Obtain formal approval from the Speaker for the Directions that will apply post-election at least four months prior to polling day so that any changes brought about by the Directions can be captured and communicated to members in a timely manner. Advice should also be given to the Speaker of the implications of receiving Directions outside this period.
Election Information and Communications Project	Timing of the review of the Speaker’s Directions: Agree that the Parliamentary Service should endeavour to obtain Directions from the Speaker at least four months prior to an election so that any changes brought about by the Directions can be captured and communicated to members in a timely manner. Advice should also be given to the Speaker of the implications of receiving Directions outside this period.
Election Management Team	Agree that active steps will be taken to mitigate the potential for legislative and policy changes related to the Parliamentary Service’s operations to coincide with future election periods.
Election Management Team	Note that to date the Service’s management of Electoral Finance Act-related issues has proven to be robust and effective but that candidate expense returns are currently being compiled for submission and it is possible that the formal review of these returns may yet have some unexpected implications for the Service.
Finance	Establish more clarity around entitlements in the Speaker’s Directions.
Finance	Note that any changes in the Speaker’s Directions should be dealt with well before the election.
Finance	Agree to the carry forward of any under/over spend of pre-election budget on a party level to the post-election period.
MS and PC	Agree that detailed manuals and documentation prepared for the election must be maintained as a priority.
Operations Group	Major building services project work: Action: Group Manager Operations and Building Facilities Manager to consider and decided on an appropriate strategy to ensure that major project work is completed prior to the next election.
Operations Group	Sound and vision equipment: Action: In preparation for future elections, it is essential that the Parliamentary Service develop a clear policy and associated instructions on the management of members’ sound and vision equipment in order to help minimise costs associated with their relocation and set up and help provide clarity of ownership.
Operations Group	Car parking: Agree that the policy on car parking needs reviewing. This exercise should be completed well before the next Election. Key stakeholders will need to be involved in the development of any policy.
Travel Office	Agree that the Speaker’s Directions be amended in respect of the dependent children entitlement.
Travel Office	Timing of changes to Speaker’s Directions: If possible that any updates to the Speaker’s Directions are finalised well before any pre election activity commences.

Projects

2005 Election Recommendations Implementation Project	Agree that recommendations arising from the 2008 election need to be more effectively managed than was the case following 2005 and that the submission of the full suite of 2008 election closure reports mark the commencement of the planning process for the 2011 General Election.
2005 Election Recommendations Implementation Project	Direct the Manager General Election following the submission of the 2008 closure reports to provide a summary of all recommendations, which differentiates between strategic recommendations and operational recommendations, to enable the Senior Management Team to consider and categorise the recommendations so that strategic recommendations can be overseen by the Senior Management Team as part of ongoing business development.
Election Induction Project	Consultation with target audiences: Consult with key audiences before the design of the induction seminar to positively engage the audience in the induction programme and to ensure that key deliverables are captured.
Election Induction Project	Different timings between the Office of the Clerk and the Parliamentary Service: Consider the different timings of when election management activities start for Office of the Clerk and the Parliamentary Service during the planning stages of the induction programme.
Election Induction Project	Induction programme: Agree that a similar Election Induction Project be established during future election periods.
Election Induction Project	Collaboration between the Parliamentary Service and Office of the Clerk: Agree that the collaboration and joint induction approach between the Office of the Clerk and Parliamentary Service continue and be built on at the 2011 election.
Election Induction Project	Note that the formal post-implementation review of the Election Induction Project has identified potential opportunities for future induction programmes such as integrating the management of induction delivery to members and executive assistants during the election period and exploring additional ways of providing for different learning styles.
Election Information and Communications Project	Agree that consideration be given to broadening the scope of future Election Information and Communications Projects so that specific communications from subject-matter experts made during the election period, but not necessarily election-related, are either included in the project scope or at least highly visible to the Project Team.
Election Management Team	Agree that future pre-election planning include ensuring that any shared EGS/PS service provision is documented well in advance of polling day.
Election Management Team	Agree that in accordance with the Election Communications Plan, the Service established and maintained strong and productive working relationships through the election period and that a similar approach to the relationship management with external stakeholders be adopted at future elections.
Election Management Team	Agree that the Election Management Framework effectively underpinned the Service's election planning and execution and that a similar framework, including a formal governance structure, should be used to underpin activity during future elections.

Election OOP Office Project	Assisting members in relocating personal items from their parliamentary offices to their homes: Include this task within the scope of the project for future elections, to provide a basis for the negotiation of special rates with the removals company for these relocations.
Election OOP Office Project	Agree that a similar project is established at future elections to manage the volume of activity relating to changes to out-of-Parliament offices.
Election Risks Management Project	Agree that the Election Risks Management Project be formally closed and those potential risks that have ongoing relevance to the Service's operations be managed as part of the Parliamentary Service's overall risk management framework.
MaSS	Workload: The change in the labour market at the time of the election led to a huge increase in the number of applicants for roles ...this led to unanticipated increases in workloads of staff who struggled to keep up with the number of queries. Agree that an environmental scan of the economy should be undertaken and given more importance prior to an election to ensure that any potential impacts on volumes of work are identified for resource planning purposes.
Parliamentary Library and INK	Note the desirability of repeating the close co-operation with the Office of the Clerk over the induction of new members, and also of again offering them an interactive session with strong elements of choice as their introduction to Library services.
Security Group	Note that a stronger security focus approach will be adopted in future elections in relation to the security of information, valuables and people.