



OFFICE OF THE CLERK OF THE
LEGISLATIVE ASSEMBLY OF SAMOA

CORPORATE PLAN

January 2013 to December 2015

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1 FOREWORD BY THE SPEAKER

It is my privilege as the Speaker to endorse this historical document as the first Corporate Plan for the Office of the Clerk of the Legislative Assembly (the Office).

This Plan provides an overview of the Office's strategic direction for the next three years and outlines its key priorities in the delivery of quality services to Members of Parliament and to the public in general.

This is through the on-going professional development of its staff to ensure that they are better equipped for the responsibilities they are accountable to execute, as well as the effective management of the expected deliverables under the direction of the Clerk.

It reflects the commitment made by the Government for enhanced service delivery under the Strategy for the Development of Samoa 2012-2016 and its emphasis on building agency capacity.

Similarly this plan seeks to integrate relevant regional and international development goals through the active involvement of the contributing agencies that have partnered with us in the Samoan Parliamentary Support Project. This project integrates support from the Australian Parliament via the Pacific Parliamentary Partnerships Project, the Parliament of Tasmania, the UNDP and the Government of Samoa.

It has been developed in close consultation with all employees and stakeholders and is supported by detailed and well-articulated operational plans for various Divisions/Sections.

The agreed objectives are challenging and require renewed commitment from all employees of the Office. The publication therefore of this document provides a roadmap that will guide the Office on its expected deliverables over the life of the Plan.

I am convinced that the objectives as set out albeit demanding can be achieved. This is possible not only through effective and efficient team work internally but also externally when working with Members of Parliament and the general public by adopting the principles and values highlighted in the Plan.

Ia manatua, o le ala i le pule o le tautua faamaoni.

Ia manuia lo outou alofaiva aua le aoaoga manogi ma le tofa saili, tofa mau ma le tofa tatala faapea le faautautaga loloto e tautua ai Samoa ma lona Palemene, nei ma a taeao.

Hon. LAAULI Leuatea Polataivao Fosi Schmidt MP
SPEAKER OF THE LEGISLATIVE ASSEMBLY



2 MESSAGE FROM THE CLERK

“.. those who serve must serve with the strength that God gives them, so that in all things praise may be given to God through Jesus Christ, to whom belong glory and power forever and ever.”

1 Peter 4:11

I am delighted to present the Corporate Plan for the Office for the years 2013 to 2015. This three year plan clearly outlines the strategic course we intend to take in striving to achieve our vision:

“The Office of the Clerk will be a model service provider in the Pacific through the delivery of excellent services to Parliament and Stakeholders”.



The development of this Corporate Plan has been the result of extensive consultations with all employees of the Office. This approach was encouraged complementary to the belief that in order for the Plan to be realistic with strategies challenging yet attainable, the invaluable contributions by employees need to be acknowledged. This is so that not only do they have a collective feeling of ownership for the Plan but also to ensure their commitment to the achievement of the strategies that have been created.

The Office has important statutory responsibilities in supporting the Parliament of Samoa to achieve its inherent and varied functions. In addition to rendering support services to parliamentarians, the Office is also aware of its wider obligations to the integrity of the parliamentary process and the community at large. The strategic priorities outlined in this document reflect our broader community based approach and focus on the needs of our staff to meet these obligations.

Our values are equally important, they highlight how we, as Parliamentary Officers and employees need to work either individually and/or collectively to pursue our stated Vision.

I am mindful of the magnitude of the work expected of each Division/Section and the numerous challenges that lie ahead but I am confident with the support of the Speaker, our responsible Minister and our relevant stakeholders, we will build an enabling environment for the successful achievement of our Vision.

More importantly is my conviction that the professionalism, the commitment, the motivation and the potential of my staff will ensure that the Office meets the challenges with enthusiasm as we look forward to embracing the opportunities in the future.

I am grateful to all who were involved in developing this document. I am optimistic that this Plan provides a practical framework for the work of the Office and I commend it to you.

God Bless.

Fepuleai Letufuga A M Matautia Ropati
CLERK OF THE LEGISLATIVE ASSEMBLY

3 INTRODUCTION

The Plan provides Members of Parliament and external stakeholders with an overview of the Legislative Assembly's vision, mission and values as well as our key strategic priority areas.

The identified priorities are a prerequisite to and build on the ultimate goal of Improved Governance expected of all public sector agencies.

This Plan highlights the commitment of the Office in the promotion of the principles of good governance operationalized through the implementation of 'best practices' for enhanced service delivery.

Significant steps have been made in 2012 towards articulating the needs of the Office of Clerk and the manner in which it can best support the parliamentary process through the strengthening of efficient, professional and high quality administrative support and services to Members of Parliament and other key stakeholders.

It was obvious during our Corporate Plan consultations that we need not only concerted focus during the time period of the Plan but also to be realistic in view of the limitation of the resources at our disposal. With this in mind our focus will be on the following during the timeframe of the Plan.

- I. Quality procedural advice and administrative support
- II. Robust and accurate legal advice
- III. Strong financial management
- IV. Quality infrastructure and work environment
- V. Exceptional talent and capability
- VI. Efficient Information management and technology services
- VII. Effective community access and awareness

Each of the above key priority area has an Objective or Objectives, Timeframe, Performance Measures as well as the Divisional/Sectional responsibility. It is critically important to note that the identified performance indicators serve not only as measures of performance but also to drive individual performance.

3.1 The Aim of this Plan

The Corporate Plan 2013 – 2015 outlines the Office's strategic direction in providing advice, support and information to Members of Parliament and the general public. It identifies the key priority areas and is operationalized through various planning and reporting mechanisms such as Divisional Management Plans.

This plan seeks to capitalize on the engagement and support of stakeholders and articulates the processes, resources and means by which the Office may support the democratic objectives of the Parliament of Samoa.

3.2 Our Vision

“The Office of the Clerk will be a model service provider in the Pacific through the delivery of excellent services to Parliament and Stakeholders”.

3.3 Our Mission

“To engage and sustain Parliamentarians and the Community with professional Parliamentary advice and support services”

What we will do to achieve our Mission

Within the three year time period of the Plan, all employees will strive for the efficient and effective performance of their expected duties and responsibilities in accordance with standards and policies.

Our focus will concentrate on improving our ‘core business’ as highlighted in Part XXXVIII of the Standing Orders of the Parliament of Samoa 2010 and attaining ‘best practice’ in what we do.

In our pursuit of excellence we will monitor and review our performance and capitalize on partnerships with our pacific neighbours as we share and model our practices.

3.4 Our Mandate

The Office of the Clerk of the Legislative Assembly legal mandate derives from:

- Article 51 of the Constitution of the Independent State of Samoa 1960
- Part XXXVIII of the Standing Orders of the Parliament of Samoa 2010

It also has responsibilities under the following:

- Legislative Assembly Powers and Privileges Ordinance 1960
- Acts Interpretation Act 1974
- Revisions and Publication of Laws Act 2008
- Remuneration Tribunal Act 2003
- Speakers’ Rulings and Resolutions of the Assembly
- Labour and Employment Act 1972
- National Provident Fund Act 1972
- Public Finance Management Act 2001
- Accident Compensation Act 1989
- Cabinet Directives

3.5 Organisational Values

What is important to us?

In the execution of our daily work, all staff shall be guided by these principles and values. We are committed to uphold the guiding principles of Good Governance, Accountability and Transparency. The values of the Office of the Clerk of the Legislative Assembly provide the foundation for our Code of Conduct and guide the decisions and actions of all staff.

They are as follows:

Integrity

- We are honest, act fairly, responsibly and in good faith.
- We steadfastly adhere to high moral principles and professional standards.
- We are accountable for our actions.
- We are loyal to the Parliament, and do not act or speak in a manner that disparages Members or Parliament's role.
- We respect confidential information.

Professionalism

- We have a strong understanding of the role and function of Parliament, and knowledge and experience to fulfill the responsibilities and obligations of our position.
- We are committed to the Assembly's organisational goals and values and act in a way that enhances public confidence in the Parliament.
- We deal with issues promptly and sensitively.
- We are committed to continuous improvement.

Impartiality

- We are apolitical and treat all Members and other contacts equally and without bias.
- We provide impartial advice, act without fear or favor and make decisions on their merits.

Collaboration

- We share knowledge and cooperate with each other.
- We foster supportive and productive partnerships.
- We recognize that by working as one team, the Office of the Legislative Assembly increases its capacity to deliver quality services.
- We consult with others on matters that impact on or involve their work responsibilities.

Respect

- We are conscious of the rights and feelings of our colleagues and the people that we deal with, and we treat them all with courtesy and discretion.
- We are tolerant and supportive of diverse views and opinions.
- We use appropriate communication in all our relationships.
- We respect the confidentiality of personal information.

Excellence

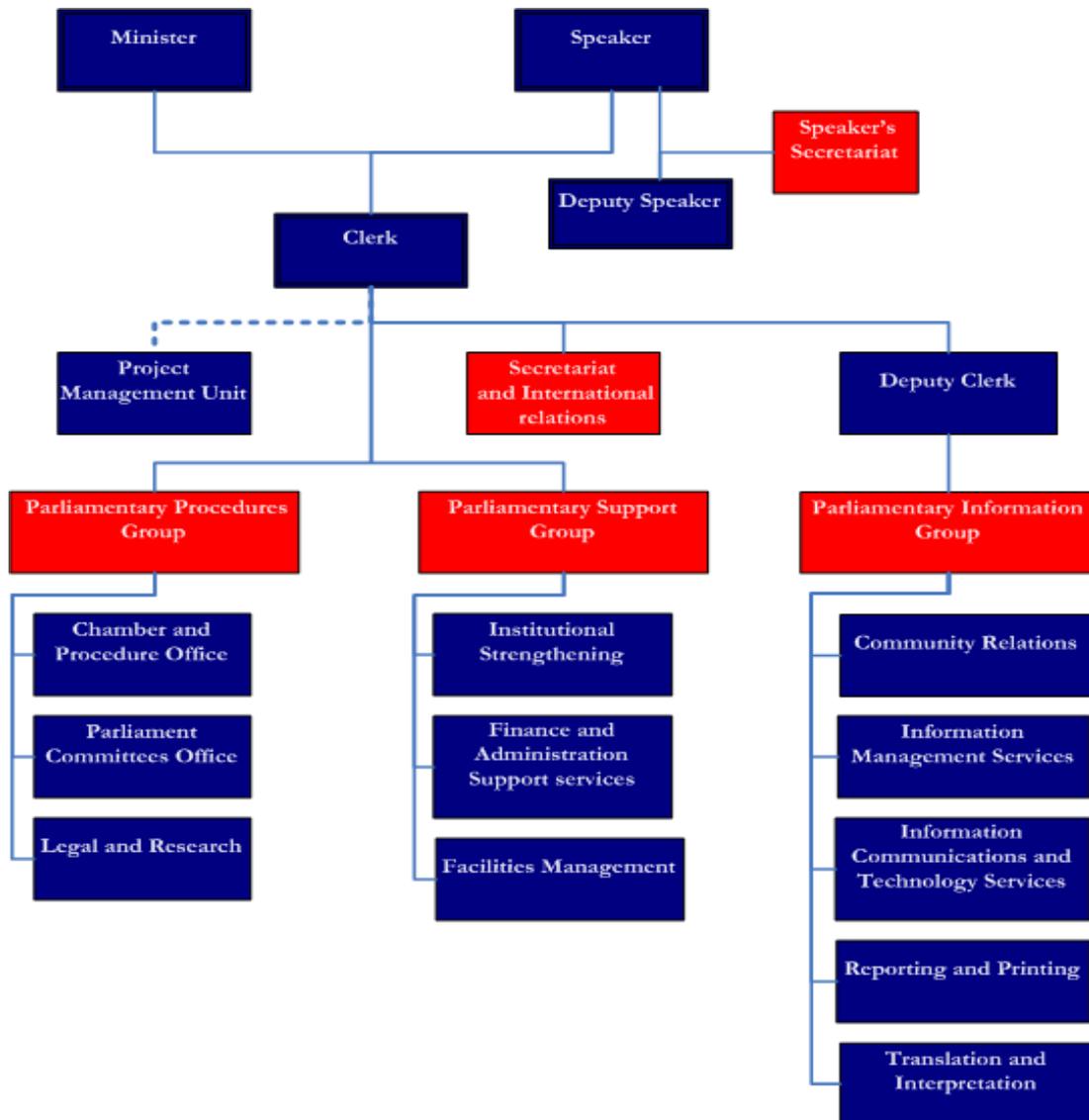
- We undertake our work responsibilities to the very best of our abilities.
- We exhibit the highest standards in our interactions with clients and colleagues.
- We produce high quality, relevant and timely advice.
- We seek out best practice, and develop quality policy and program delivery.
- We are forward thinking, innovative and learning.

4 THE ORGANISATION

To ensure that the Vision and the strategies contained in this Plan are achieved, it is critical that the Office reviews its human resource needs and realigns the existing Sections. As Parliamentary Officers and employees, we have a responsibility in making certain that the resources entrusted to us are being utilised in the most effective and efficient manner.

Accordingly, the Office has been realigned to ensure employees work more collaboratively and efficiently in serving our clients as the Organisation evolves over time. The re-engineering of our structure has been invaluable in assisting us to remain accountable and focused on results.

This corporate plan focusses heavily on improving the processes, the systems and the service delivery models that will bring the revised structure below to life.



This structure and corresponding responsibilities have been developed in response to the Legislative Needs Analysis commissioned by the UNDP in 2011 and the subsequent review of Human Resources commissioned in 2012 under the Samoan Parliamentary Support Project.

The three main work groups have been developed specifically to support the formal operations of the parliament, provide professional information services to both parliament and external stakeholders and support the infrastructure within which the parliament and the OCLA operate.

In short this structure is critical to streamlined process development, efficient use of resources and the provision of professional services to members and the broader community.

A more detailed overview of divisional responsibilities under this structure has been attached as Appendix A.

5 OPERATING ENVIRONMENT

This analysis examines the context in which the Office operates. It identifies some of the key issues that exist (or are emerging) in the internal and external environment and suggests how these will or might impact on future strategy and resources.

5.1 People

The OCLA organisation is at the cusp of significant and ongoing change. The restructure of OCLA functions (as noted above) has set the stage to build upon the procedural efficiency of the Office and the Human Resource capability that supports it. This is to ensure that the Office is well-equipped for sustainability in the delivery of quality output and able to focus on meeting the ever increasing service demands. Implementing the new structure and incorporating new technologies and processes, will mean OCLA staff will be expected to comprehend and cope with many demands and changes to existing work practices. This corporate plan provides the direction, clarity and transparency required to assist manage this change and in so doing, enhance the provision of services to Parliament.

5.2 Samoa Parliamentary Support Project

To address limitations in the availability of suitable training opportunities locally and significant risks in the loss of skilled mature employees, the OCLA has embraced the Samoa Parliamentary Strengthening Project.

AusAID is co-financing with the Government of Samoa a Samoa Parliamentary Support Project (SPSP) to realize a wide range of needs identified in the Legislative Needs Assessment. The components of the project include not only strengthening the capabilities of the Parliamentarians so they can perform their functions effectively and efficiently but also to empower employees of the Office in the provision of effective secretariat support. Critical to the success of the SPSP is the Pacific Parliamentary Partnerships Program (PPPP) and the Parliament of Tasmania. This program formalizes the twinning arrangements between Australian and Pacific Parliaments and focuses on professional development of parliamentarians, capacity building for parliamentary secretariats, and the development of community outreach initiatives.

Already 2012 has seen the completion of a Human Resource review, associated process reviews and a set of recommendations drafted for the ongoing enhancement of legislative support systems and processes. Both the SPSP and PPPP run parallel with the life of this Plan and will provide many opportunities for study tours, workplace attachments and ongoing accredited training which specifically target the professional development needs of the employees of the Office through its Inter-Parliamentary partners.

Enhancing the talent and capability of OCLA staff is critical to achieving our vision and consequently plays a large role in achieving our strategic objectives.

5.3 Financial and physical constraints

The Office receives budget support from the Ministry of Finance (MoF), numerous major developments and competing national priorities means that the MoF does not disburse as

much as Government Ministries and Bodies would have liked as the overall budget is shared amongst all entities.

Additionally, a significant issue for the Assembly is the existence of aging infrastructure which is both unsafe and requires ongoing maintenance, as well as the lack of space within the existing infrastructure for expansion. These factors play important roles in the reorganization of the existing environment. The Government of Australia has positively responded to this issue and will construct a new Maota Fono which will also include a new Office complex.

To address current needs, capitalize on process efficiencies and assist in the transition to the new Assembly building, a bridging plan will be required and consequently objectives have been framed to examine environmental requirements and make realistic alterations to the current situation in preparation for the future.

5.4 Community Outreach and Awareness

Lack of awareness and knowledge of Parliament as an institution and the important roles played by the Office in support of Members is widely acknowledged to contribute to:

1. the lack of appeal of a career in being a Parliamentarian or as an Officer of Parliament amongst students,
2. the limited involvement of women in the parliamentary process, and
3. the limited input by the general public on bills under scrutiny.

Consequently legislation development and broader parliamentary processes are not necessarily as inclusive as they could be.

The challenge for the Office therefore is not only to strengthen community access, improve on the range of representation to Parliament as well as to improve relations with the media in order for the Office and Parliament as an institution to be more publicized and to gain more popularity and interest from the public.

This is also to ensure citizens are aware of the functions of the Office as well as the importance of their contributions to the development of legislation that take into account the perspective of the majority which is an integral element of democracy.

5.5 Technology

The OCLA operates on a mixture of traditional and modern techniques. Whilst many staff use computers in their daily work, there are some significant outposts of pre-computerization. Information and communication is largely paper based with limited access to either an intranet or the internet. Access to reliable and appropriate technology is a critical component of service delivery for the OCLA.

Many of the challenges associated with the use of technology and information have been highlighted for attention under the Parliamentary strengthening project and a technologically able workplace will also be key features of the new Maota Fono and Office complex. However, intermediary steps will need to be developed to enhance both the technical capability of the OCLA staff and parliamentarians, hence providing the foundation for a successful move into a new facility.

6 STRATEGIC ACTION PLAN

6.1 Strategic Priorities, Objectives and Strategies

The Aim of this section is to integrate all strategies developed across previous sections into a cohesive and balanced plan of highly focussed action that will achieve the overarching purpose of this Strategic Corporate Plan.

Strategic Priorities mark a clear and well-marked pathway for achieving the aim of this plan. To ensure the plan has a sharp focus the number of key priorities has been restricted. A clear time frame and performance target have been integrated into each activity statement.

Under each clearly formulated priority, rests a set of supporting objectives and strategies. Objectives define the best pathway for achieving each priority. Strategies then define the pathway for achieving each objective.

The final step in developing an interacting hierarchy/network of focussed action has been the Activity plans. These plans allocate people and resources to completing those tasks required for achieving each strategy which is then inextricably linked to both individual performance management and management reporting activity.

The following pages provide an overview of the activity planned for the next three years under each of our seven priority areas.

PRIORITY 1: QUALITY PROCEDURAL ADVICE & ADMINISTRATIVE SUPPORT

Objective 1: To provide efficient, professional and high quality procedural and secretarial support for Members in the performance of their Parliamentary responsibilities

Strategy	Activity	Performance Measures	Responsible	Timing
1. Enhance and benchmark the standard of procedural advice.	1.1 Develop and implement recommendations of an annual survey to gauge views of Parliamentarians and stakeholders on the support services provided by Parliamentary Officers	Survey delivered and results reported Improvement plans documented and implemented	Project Management Unit	2013
	1.2 Benchmark service standard against other pacific partners	Research conducted and recommendations reported	Project Management Unit	2013
	1.3 Establish a benchmark for OCLA advice provision	Service charters developed reflect benchmarked standards	Project Management Unit	2013
2. Improve the efficiency and effectiveness of processes and systems used in supporting the MPs and staff	2.1 Re-engineer inefficient processes and systems across all divisions in line with new organisation structure and process review activity	All Processes and systems used conform to democratic procedures adopted by benchmark Parliaments.	All Divisions	2013
	2.2 Document all business process and system activity and standardize information management associated with same.	10% improvements in survey results 100% of core policies, processes and forms are documented and centralized located	All Divisions	2013
	2.3 Provide targeted skill development training for staff on new processes and systems	Programs developed and delivered with 90% attendance and satisfaction	All Divisions	2013-2014
3. Enhance the effectiveness of support required for the functioning of the Chamber and Procedure, Parliamentary Committees, Parliamentary Reporting Services and Translation Services is provided.	3.1 Improve the availability of Parliamentary records	Survey results indicate 10% improvement in service delivery.	Lead by Chamber	2013-2014
	3.2 Develop a Code of Conduct for Committee members	Zero complaints about conduct	Committees	2014
	3.3 Establish research requirements of staff and stakeholders to enhance the quality of advice provided to MPs and Committees	Survey conducted Requirements for provision of service developed and communicated	Legal and Research	2013
	3.4 Develop and implement customer service charters for each division	Each division has a customer service charter	All Divisions	2013

PRIORITY 2: ROBUST AND ACCURATE LEGAL ADVICE

<i>Objective 1: To strengthen law making and committee processes in parliament to ensure committees and MPs operate with full legal disclosure and enhanced public scrutiny</i>				
Strategy	Activity	Performance Measures	Responsible	Timing
1. Clarify and strengthen law making and committee processes in parliament	1.1 Review and implement the proposed Parliamentary Services Bill.	Review of relevant legislation completed in a timely manner. Timely Cabinet endorsement and passage of new legislation	Legal and Research	2014
	1.2 Design and implement a training program to enhance the legal drafting capability of committee and research	Training program delivered with 90% attendance and satisfaction	Legal and Research	2013
	1.3 Develop and distribute Parliamentary calendar setting out dates for parliamentary sittings and committee hearings	Calendar developed and distributed. Feedback positive. Usage monitored online	Committees	2013-2014
	1.4 Produce a publication for the public on how to make a submission to a parliamentary committee and conduct workshops for stakeholders.	Publication developed and published. Distribution and access monitored online	Committees	2013
2. Develop independent legal services to the Speaker, Clerk and Parliament	2.1 Recruit new Legal Counsel	New Legal Counsel on board	Institutional Strengthening	2013
	2.2 Review and draft amendments to the Standing Orders to strengthen committees	In accordance with the principles of good governance. Timely and on-going independent legal advice is provided at all times.	Legal and Research	2014
	2.3 Survey stakeholders involved in drafting legislation to determine information services required	In accordance with the Standing Orders.	Legal and Research	2013
	2.4 Implement research request form to assist in managing research requests and facilitate monitoring of demand.	Accurate information is provided at all times and in a timely manner.	Legal and Research	2013
3. Strengthen the relationship with the OAG and the Ombudsman	3.1 Enhance flow of information to stakeholders through website and regular stakeholder meetings.	Schedule of regular meeting developed and maintained Suitable information is on the website and updated monthly	Legal and Research	2013-2015

PRIORITY 3: STRONG FINANCIAL MANAGEMENT

<i>Objective 1: To strengthen the transparency, efficiency and effectiveness of the Finance system</i>				
Strategy	Activity	Performance Measures	Responsible	Timing
1. Enhance financial management Practices in accordance with Public Finance Management Act	1.1 Link budget outputs with organisation chart	Ministry of Finance guidelines and relevant legislations are maintained Timely preparation of budget and processing of transactions.	Finance and Administration	2013
	1.2 Document budget cycle and educate output managers on same. Ensure link to Corporate plan and annual reporting activity	Budget cycle activity integrated with management reporting responsibilities Budget cycle enables timely preparation of budget submissions to Cabinet	Finance and Administration	2013
2. Enhance financial management reporting systems for Management	2.1 Document all financial management processes including any process improvements identified and measure impact	All process improvements implemented 100% of Policies and processes documented and published Customer survey indicates 40% improvement in service delivery satisfaction.	Finance and Administration	2013
	2.2 Develop and implement training program for all divisional heads on responsible financial management	Training program delivered with 90% attendance and satisfaction Managements better understanding of Budget Reporting	Finance and Administration	2014
3. Improve cost effectiveness of OCLA assets, consumable items	3.1 Review and enforce register of all assets, and utility services used and review to identify cost savings	Reviewed and utilised are in accordance with Public Policy and Public Finance Management Acts Reduction in the misuse of consumable items and utility services by 40%.	Finance and Administration	2013
	3.2 Implement policies on use of items and services	Distribution of policies and access monitored online	Finance and Administration	2013
4. Strengthen overall coordination with all OCLA Divisions and Parliamentarians	4.1 Develop customer service charter 4.2 Survey customers on services provided	Positive feedback from Parliamentarians and employees on quality of service provision. Improved service delivery. Number of weekly meetings held with Division Heads	Finance and Administration	2013

PRIORITY 4: QUALITY INFRASTRUCTURE AND WORK ENVIRONMENT

Objective 1: To ensure that members of Parliament and employees have access to safe, effective work spaces that enables them to excel in their work

Strategy	Activity	Performance Measures	Responsible	Timing
1. Enhance security of users and properties of Parliament	1.1 Survey security needs of all users and implement recommendations	Survey conducted and report drafted Recommendations planned, budgeted and adopted	Finance and Administration	2013
	1.2 Review and implement enhancements in security measures	Security measures developed and implemented in a timely manner. Positive feedback from users on security measures put in place. Properties of Parliament are well secured and protected.	Finance and Administration	2013
2. Enhance management of all assets and infrastructure	2.1 Develop an Asset and Infrastructure Management Plan.	Improvement by 20% of the Asset and Maintenance Replacement Program. Plan comprehensive and inclusive of all assets.	Finance and Administration	2013
	2.2 Implement the Assets and Infrastructure Management Plan.	Plan implemented in a timely fashion. Strategies and outputs of Plan have been achieved. Plan updated monthly	Finance and Administration	2013
	2.3 Implement an Asset Management Policy.	Policy implemented. Strategies and outcomes of the policy have been achieved.	Finance and Administration	2013
3. Improve working conditions for Members of Parliament and staff	3.1 Develop and implement a plan to bring all OCLA staff together in a single building	Increased access to services for MPs Improved attendance Improved access to technology and thus productivity Reduction in infrastructure costs	Finance and Administration	2014
4. Enhance the Parliamentary Precinct environment	4.1 Develop a manual and schedule for precinct maintenance and beautification	Manual developed and schedule implemented Visitor feedback on precinct is positive	Finance and Administration	2013
	4.2 Prepare a cost benefit analysis of lighting options for the parliamentary precinct incorporating environmentally friendly options	Proposal developed for inclusion in 2014 budget Proposal indicates long term cost savings	Finance and Administration	2013
	4.3 Workplace environment enhancement a) OHS Audit and plan creation b) Office reorganization activity	A component of the office reorganization activity. Same measures apply.	Finance and Administration	2013

PRIORITY 5:EXCEPTIONAL TALENT AND CAPABILITY

<i>Objective One: To provide best practice Human Resource Management support to the Office to ensure attraction and retention of quality staff for enhanced service delivery</i>				
Strategy	Activity	Performance Measure	Responsible	Year
1. Optimise OCLA performance through streamlined service delivery	1.1 Implement the restructure the OCLA for more effective service delivery and greater role clarity	All vacant positions filled Improved service delivery to stakeholders and clients. (measured through annual Assembly survey)	Institutional Strengthening	2013-2015
	1.2 Review and develop Job Descriptions and capability matrix. For use in workforce planning discussions, succession planning and training plan development.	100% of roles possess JDs. All are revised to reflect changes in duties performed. 95% reduction in role ambiguity. As determined by staff satisfaction survey.	Institutional Strengthening	2013
2. Enhance consistency and standard of Human Resource management practices	2.1 Benchmark OCLA HR practice	Service charter developed based on benchmarked standards	Institutional Strengthening	2013
	2.2 Develop and implement recommendations of an annual survey to gauge views of employees on HR services	Survey delivered and results reported Improvement plans documented and implemented	Institutional Strengthening	2013
	2.3 Review, enhance and communicate HR Policies and procedures	Zero non-compliance with policy. 4 staff development sessions on policies/procedures per year	Institutional Strengthening	2013-2015
	2.4 Review and enhance HR and Employee Information management practices:	100% of employee files are centralized and contain a completed contents checklist 100% of employee information has been migrated to a HRIS	Institutional Strengthening	2014
3. Attract and retain quality staff	3.1 Create a HR section on the OCLA website, with information on careers, and positions vacant.	Site created and monitored for activity.	Institutional Strengthening	2014
	3.2 Develop and implement an OCLA induction program for employees and MPs	Induction developed and published on OCLA website Accessed by target audience with 90% satisfaction with program	Institutional Strengthening	2013-2014
	3.3 Implement a reward and recognition scheme	Policy developed and implemented Employee survey indicates 10% improvement in satisfaction	Institutional Strengthening	2014
	3.4 Develop and implement a critical role and succession planning process	100% of critical roles possess named successors 100% of named successors for critical roles have training plans	Institutional Strengthening	2014
	3.5 Develop and deliver a Supervisory training program across divisions to ensure effective staff management	Staff satisfaction survey indicates 15% improvement in management practice Accessed by target audience with 90% satisfaction with program	Institutional Strengthening	2013 - 2014
4. Strengthen a culture of high performance	4.1 Streamline attendance recording and leave management to increase accuracy of data and facilitate greater supervisor accountability	Reduction in absenteeism by 95%. Improved job satisfaction and high staff morale. Determined by yearly staff satisfaction survey.	Institutional Strengthening	2013
	4.2 Workplace environment enhancement	OHS Audit and plan creation Office reorganization with employee satisfaction noted in annual survey	Finance and Administration	2013

Objective Two: To strengthen workforce and MP capabilities in line with the challenges of the future through the provision of high quality, targeted and relevant development opportunities

Strategy	Activity	Performance Measures	Responsible	Timing
1. Enhance productivity and performance	1.1 Review and implement an improved Performance Management System	Plan developed and implemented in a timely manner. Office capabilities strengthened. Performance measures achieved.	Institutional Strengthening	2013-2015
	1.2 Enhance management reporting and accountability through regular reporting on Corporate plan activity in addition to key business performance metrics	Metrics determined Reporting template used Activity progresses on time and to budget	Institutional Strengthening and Secretariat	2013
	1.3 Develop management development program to build performance and attendance a) Management program developed and implemented b) Templates developed to assist reporting	Templates utilised at management meetings Training accessed by target audience with 90% satisfaction with program Reduction in absenteeism by 95%.	Institutional Strengthening	2013
2. High quality training and development provision directly related to performance outcomes	2.1 Conduct a Skills audit and identify high priority areas for development	Audit complete, covering 100% of OCLA roles High priority areas agreed and reported	Institutional Strengthening	2013
	2.2 Develop and implement an OCLA learning and development calendar and integrate with SPSP activity	Development activities occur on schedule within budget Training accessed by target audience with 90% satisfaction with program	Institutional Strengthening	2014
	2.3 Introduce learning evaluation practices directly related to performance effectiveness (Kirkpatrick level 4)	100% of Training undertaken is evaluated for effectiveness Improved employee performance and Improved service delivery.	Institutional Strengthening	2014
	2.4 Strengthen ties with Inter-Parliamentary partners.	A minimum of 4 contacts are made per year 100% of workplace attachments are planned and measured for effectiveness on return	Institutional Strengthening	2013-2015
3. High quality development opportunities developed and available for MPs	3.1 Conduct an analysis and identify high priority areas for MP development	High priority areas agreed and reported in SPSP Board meetings	Institutional Strengthening	2013
	3.2 Develop and implement an MP learning and development calendar of activities that links to SPSP opportunities	Calendar is created annually Training accessed by target audience with 90% satisfaction with program	Institutional Strengthening	2013 - 2014

PRIORITY 6: EFFICIENT INFORMATION MANAGEMENT AND TECHNOLOGY SERVICES

<i>Objective One: To enhance the provision of relevant and critical information to Members of Parliament, Office employees and the general public</i>				
Strategy	Activity	Performance Measures	Responsible	Timing
1. Improve the provision of relevant information to MPs and staff	1.1 Develop Survey to identify information needs for Members of Parliament; Surveys and interviews to gauge views of Parliamentarians and Office employees on library services	Improved utilization of library services/ facilities. Positive feedback from Parliamentarians and Office employees of parliamentary library service.	Information Management Services	2013
2. Increase information management capability to better service MPs and staff	2.1 Develop and implement an Information Management Framework. a) Conduct information audit b) Develop a plan for central storage and back-up c) Engage staff in a program of information gathering, conversion and storage d) Develop a plan to deliver a base level of IT access to the data e) Determine document control policies and processes f) Develop a change management program for staff	Critical information identified and collected Document control processes documented and implemented 100% of staff adhere to new guidelines Staff development activities conducted Positive feedback from users.	Information Management Services	2013-2014
3. Enhance the availability and the accessibility of information on the Parliamentary website.	3.1 Develop and implement a redesigned OCLA website a) Content owners have been identified and information is updated/reviewed on a regular basis	OCLA website is redesigned and populated and published Content owners identified Information review schedule in place	Information Management Services	2013-2014
	3.2 Design and implement new database architecture, data structures and naming conventions to ensure more effective management of information.	Master data is determined and documented 100% of data is managed and maintained in database	Information Management Services	2014
4. Enhance library services for MPs, staff and the public	4.1 Facilitate the digital preservation of archive materials/collections	75% of all materials digitized Digitized materials are recorded in the database	Information Management Services	2014-2015
	4.2 Produce a guide on Library services and content. Make available on the website	Awareness by users of the library on resources available and how to access the service increase by 50%. Positive feedback from users of the library. Increased use of Library facilities.	Information Management Services	2015
	4.3 Develop a policy for retaining and archiving documents.	Policy developed, consulted, approved and work-shopped in a timely manner. Timely implementation of the policy.	Information Management Services	2014

<i>Objective Two: To provide quality information technology and printing services for Parliamentarians and the Office</i>				
Strategy	Activity	Performance Measures	Responsible	Timing
1. Build efficient and effective ICT systems	1.1 Analyse information, communications and technology needs for all users	Analysis complete Technology requirements to address needs specified	Information, Communication and Technology Services	2013
	1.2 Develop and implement an ICT Strategy covering: a) Policy development b) Procedure development c) System and network requirements d) Maintenance requirements e) User specifications and cost	Strategy developed Consultation covers 100% of users Technology requirements are within budget or contain an identified revenue stream Cost savings are identified	Information, Communication and Technology Services	2013
2. Increase information management rigour to better service MPs and staff	2.1 Ensure data and access firewall are in place.	All staff and MPs access monitored on the firewall. User privileges matched with the OCLA policy regarding internet access. Cache or proxy Server must be running on the firewall to saves Web pages or other Internet content locally, to save bandwidth.	Information, Communication and Technology Services	2013
	2.2 Ensure the procurement of a back-up server.	Positive feedback from users of the server Timely recovery of ICT functions in the event of system failure. 100% of users are trained in back up procedures	Information, Communication and Technology Services	2013
	2.3 Develop virus protection procedures.	Virus protection procedures in place. Timely development of Procedures. Users are trained in use of relevant software Users are aware of the procedures.	Information, Communication and Technology Services	2013
3. Enhance the provision of relevant printed materials available to Members of Parliament and staff	3.1 Re-engineer inefficient processes and systems in line with new organisation structure	Reduction in turnaround for production of printed documents. 10% improvements in survey results Improved quality of work produced. 10% Savings achieved	Reporting and Printing	2013

PRIORITY 7: EFFECTIVE COMMUNITY ACCESS AND AWARENESS

Objective: To promote greater awareness of Parliamentary processes and activities and facilitate engagement in same

Strategy	Activity	Performance Measures	Responsible	Timing
1. Develop outreach and community engagement programs.	1.1 Organise educational seminars in both Apia and Savaii to give the public an opportunity to learn about the country's political system and how they can engage with Parliament to bring about change.	Community awareness of Parliament increased by 50%. Witnesses from the general public to Committees increase by 40%.	Community Relations	2013
	1.2 Undertake a situational analysis with the community to establish baseline levels of awareness, understanding and attitudes towards the Parliament.	Baseline established (women and youth awareness levels inclusive)	Community Relations	2013
	1.3 Develop targeted information for community (civil and private sectors) and women's organisations to encourage involvement in the Committees process.	Witnesses from the general public to Committees increase by 40%. Submissions to Committees increase by 50%.	Community Relations	2013
2. Ensure that citizens are aware of the services provided Chamber and Procedure Services.	2.1. Open Day - start with other agencies (NUS/USP etc.) career days (make a presentation/hold an information booth) and then have our own open day.	Increase participation by citizens to Parliament Open Day. Improved awareness by citizens of the roles of Parliamentarians. Improved awareness and acknowledgement of Parliament	Community Relations	2013-2015 Annual event
3. Increase the involvement of women in Parliamentary processes	3.1 Conduct research on women - matai representation and distribution and parliamentary representation and engagement.	Research completed Recommendations for targeted approach generated and implemented.	Community Relations	2013
	3.2 Build relationships with the Electoral Office to develop awareness of issues limiting women's engagement in the electoral process	10% increase in registration of women to run for parliament	Community Relations	2013 - 2015
	3.3 Provide a platform for women to voice their opinions regarding topics pertaining to women and Parliament. through a Young Women's Parliamentary discussion forum online	Increase attendance and submissions to committees by women and establish a webpage with at least 100 followers each by end of 2013.	Community Relations	2014
	3.4 Develop strong links with the Ministry of Women, Community and Social Development (MWCSD) to align activities and build networks	Key counterparts are identified and quarterly meetings are held.	Community Relations	2013 - 2015
	3.5 Organize and promote a Women in Parliament Forum at Parliament House in 2013	Deliver a Women in Parliament Forum with at least 20 participants at Parliament House by the end of 2014, and achieve a minimum 85% positive feedback 2 Mentoring relationships established	Community Relations	2014

	3.6 Organise roundtable/steering committee meetings between women focused community sector organisations and members of relevant parliamentary committees to allow discussion of key issues in women's representation and make recommendations to women's engagement activities	2 Roundtable meetings held each year Issues and recommendations collated Recommendations included in engagement activities 80% of roundtable members act as champions and are engaged in other outreach activities	Community Relations	2013
4. Engage young people the work of Parliament.	4.1 Organise roundtable/steering committee meetings between youth focused community sector organisations and members of relevant parliamentary committees to allow discussion of key issues in youth education and make recommendations on youth engagement activities.	2 Roundtable meetings held each year Issues and recommendations collated Recommendations included in engagement activities 80% of roundtable members act as champions and are engaged in other outreach activities	Community Relations	2013
	4.2 Initiate and collaborate with Ministry of Education, Sports and Culture (MESC) to facilitate school visits to Parliament by schools	Improved collaboration with the Ministry of Education Increase number of visits to and from schools by 50%	Community Relations	2015
	4.3 Collaborate with MESC to include Parliament in school curriculum	A revised and improved curriculum is developed	Community Relations	2014
	4.4 Collaborate with MWCSD on Youth Parliament	Youth parliament conducted	Community Relations	2013 - 2015
5. Enhance the visibility of Parliamentary activity through a publications and media campaign	5.1 Develop user friendly publications on Parliament.	Publish at least eight newspaper articles/radio shows on the work of the Parliament	Community Relations	2013-2015
	5.2 Develop user friendly and informative website that includes parliamentary education and community outreach programs to further promote parliamentary activities and objectives.	Website designed and launched 90% satisfaction with site. 50% increase in hits	Community Relations	2013
	5.3 Build relationships with key journalists	Journalists identified and regular contact established Media releases are published	Community Relations	2013
	5.4 Develop an information pack (including pamphlets) for journalists, community groups and for use in educational programs	Pack designed, developed and published Distributed to targeted contacts Positive feedback on Parliamentary brochures.	Community Relations	2014
	5.5 Develop a promotional video for distribution and education	Video developed and used Increase awareness by the general public and interested groups in society by 50%.	Community Relations	2013
6. Enhance the capability of Parliamentarians to engage the community in the legislative process	6.1 Develop Annual Training and on-going professional development programs for Parliamentarians to improve the capacity of Members to engage in the Legislative process.	Training needs identified Program delivered 90% attendance and satisfaction with programs 15% improvement in the perception of Parliamentarians by the community	Community Relations	2013-2015

7 Monitoring, Evaluation and Resourcing

This section sets out the Office's Monitoring and Evaluation framework and explains how we will be delivering on our results each year and the role each member of staff has in helping achieve our results or outcomes.

7.1 Monitoring and Evaluation

Monitoring is a continuous function that aims primarily at providing management and key stakeholders with regular feedback and early indications of progress or changes to intended results.

This corporate plan enables the tracking of actual performance against what was planned or expected according to pre-determined performance measures. All activities have been planned to incorporate specific, measurable and attainable outcomes to demonstrate substantive project progress and successful completion. Additional targeted activities have been planned to provide either a benchmark or a baseline for ongoing evaluation.

A critical component of the monitoring and evaluation process for the OCLA is its integration into standard management practices and review activities every six months to ensure that both government and stakeholders are able to review progress and capture the learning from initiatives as well as obtain feedback on progress.

Divisional management in consultation with staff and key stakeholders implement each Strategy and its supporting action/task plans. Teams will be formed in support of all project activity and are responsible for achieving outputs in accordance with the performance measures noted above under each strategic area of focus. Each team member possesses tasks intrinsic to the completion of projects and these tasks are documented in individual performance plans.

In addition to OCLA standing reports and productivity measures, monthly management meetings will be utilised to report back on project progress. Any delays or alterations in strategic projects will be documented and amendments made over the duration of this corporate plan.

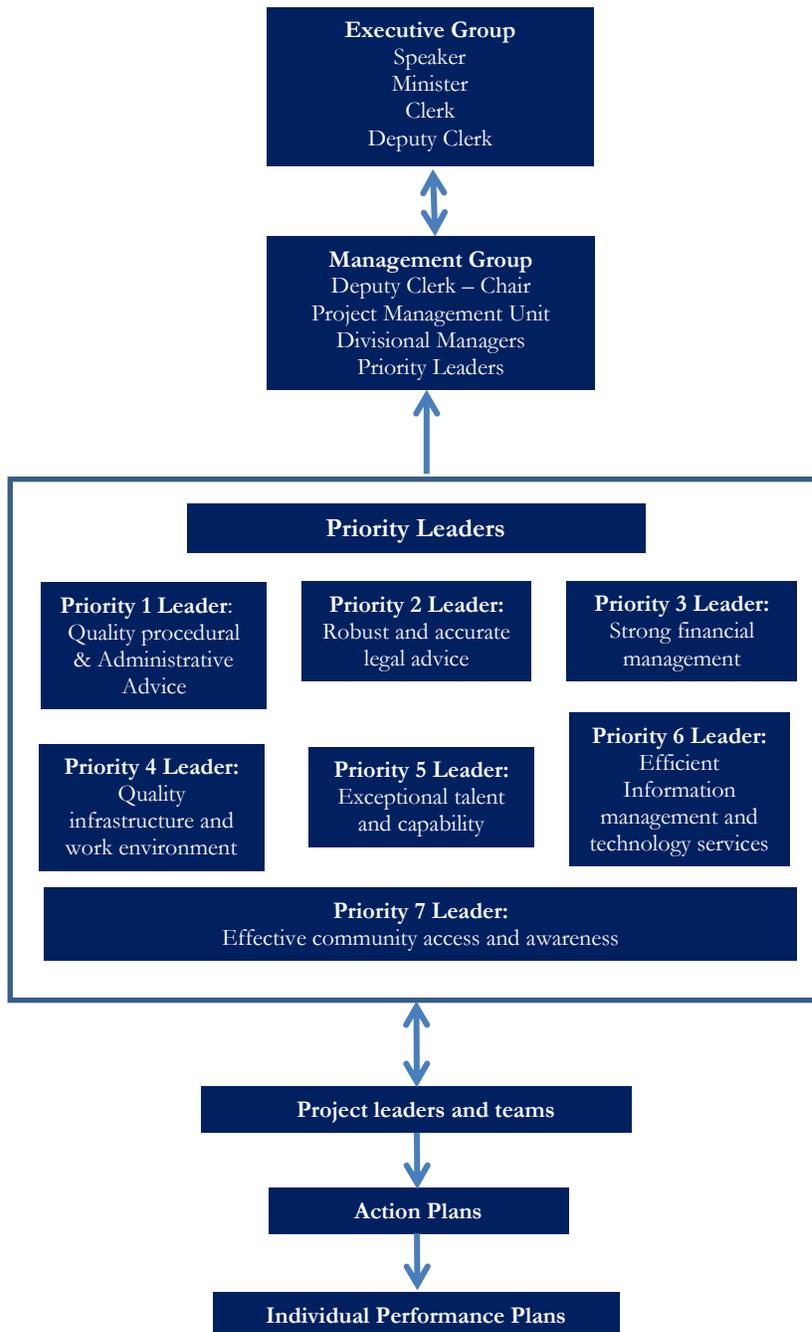
As noted above; to ensure the plan continues to provide a sharp focus and remain responsive to change it will be formally reviewed and updated every six months, at the achievement of a Strategic Goal or at any other time deemed necessary. Implementation of this plan and progress against documented project plans is to be a fixed agenda item at all management meetings.

Monitoring and evaluation activities are seen as an integral component of project management. They take place throughout the life of the corporate plan and project cycles and will be reviewed and updated regularly and integrated into the Annual Review and planning cycle of the OCLA.

Reporting and Accountability Framework

The following structure will ensure continuity of Assembly management and offer oversight and accountability for the achievement of strategic objectives.

The Management Advisory Group will now be charged with the delivery of the initiatives identified in the seven Strategic Priority Areas in the Strategic Corporate Plan. Each Strategic Priority will have a leader responsible for monitoring status, the provision of progress reports as well as evaluation and review of activities as they reach critical review stages.



Monitoring and Evaluation – annual cycle of activities

The critical stages in the monitoring and evaluation of this plan are represented below, capitalising on existing management forums, integrating support partners and connecting resource requirements.



7.2 Resourcing:

Resourcing of the Corporate Plan activities will be entirely by Government of Samoa and along with its development partners through programs and projects. Direct Partnership arrangement with other parliament will be an avenue that will be continually promoted and entertained allowing parliamentarians to learn from each other's experience in mutual areas of interest. Collaboration with other line ministries i.e. MESC and MWSD particularly regarding community outreach activities shall maximize benefits from shared resources. Business Plans that will evolve from the Corporate Plan will see annual strategic activities with associated budgets for the respective priority areas.

8 Appendix A: OCLA Divisional Responsibilities

The Secretariat

- Direct support to the Speaker and the Clerk
- Procedural advice to all Members
- Administration and management of OCLA reporting activities
- Advice on changes to Parliamentary operations and practice
- Inter-parliamentary relations

Project Management Unit

- Project funding and board management
- Reporting on progress against Project Specific activities

Chamber and Procedure office

- Preparation of all procedural documents
- Allocation and circulation of materials for tabling
- Chamber administrative support
- Scrutiny and review of questions, petitions, motions, divisions, instructions and rulings
- Sales of Acts of Parliament
- Maintaining registers of all Parliamentary documents

Parliamentary Committees Office

- Provision of advisory and secretariat duties for all Committees
- Reporting of committee proceedings
- Co-ordination and reporting of Committee visits
- Management of submissions
- Preparation of Committee reports

Legal and Research Division

- Legal advice to Speaker and Clerk
- Legislative drafting, legal services to Members and Committees
- Research assistance to Members, Committees and staff
- Support for private members' bills

Institutional Strengthening Division

- HR Strategy and policy development
- Recruitment
- Staff remuneration and reward
- Performance management advice and administration
- Capability development and training for MPs and staff
- Career management and succession planning
- Staff leave and entitlements
- Members' records
- Coordinate and develop Corporate Plans, Annual Reports etc.

Finance Administration and Support Services Division

- Annual budgeting and budget management reporting
- Accounts payable and receivable transactions
- Member allowances administration
- Payroll processing
- Catering services
- Parliamentary sittings administration support

Facilities Management Division

- Building maintenance
- Building project management (as required)
- Grounds maintenance
- Cleaning and security services
- Assets Management

Community Relations Division

- Development, management and implementation of public outreach strategy
- Creation and maintenance of public communication materials: printed and electronic
- Development and delivery of community programs (schools liaison, community groups etc.)
- Liaising with Members and community leaders to promote outreach and organise visits and programs
- Hosting of visits by community to Parliament

Information Management services Division

- Strategic information and technology design
- Information management, including electronic file structures, file archiving and staff education
- Data and Access Firewall, Monitoring, Cache and Proxy
- Website management and support
- Email, messaging and collaborative software services management and support
- Backup and disaster recovery planning and implementation
- Management of collections (Samoan Parliament, overseas Parliament, and research)
- Management of the Parliamentary Archive and Library

Information Communication and Technology Division

- Provision and installation of network, storage and other hardware (e.g. printer) infrastructure and ongoing physical management
- Workstation / laptop selection, acquisition, installation and support
- Software selection, acquisition, installation and support

Reporting and Printing Division

- Production of the Hansard (Official Report of Debates of the Legislative Assembly)
- Transcription and editing of proceedings for each Parliamentary sitting
- Production of corrected daily Hansard
- Compilation and publication of the Journals and Appendices to the Journals
- Formatting, production and distribution of Finalised bound Hansard volumes
- Acquisition, maintenance and management of printing and publishing facility
- Photocopying and collation
- Binding and finishing of parliamentary records to publication standards

Translation and Interpretation Division

- Translation of Hansard into English
- Translation of Bills and Acts into Samoan
- Translation of Executive documents (for tabling) into either Samoan or English as required
- Translation of Parliamentary Delegation reports into Samoan
- Development and documentation of translation standards
- Simultaneous interpretation of Parliament proceeding
- Publication of Glossaries