



Legislative Assembly Office

HONOURING TRADITION WHILE EMBRACING CHANGE

Strategic Business Plan April 2020 – March 2023





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HONOURING TRADITION WHILE EMBRACING CHANGE

Albertans expect and deserve the highest standard of public service from Members of the Legislative Assembly. The Legislative Assembly Office (LAO) holds itself accountable to the same expectations as the elected representatives it serves.

The LAO works hard to maintain the trust and confidence of Albertans by ensuring the smooth functioning of their Legislative Assembly. The LAO is a unique entity, separate from government, established to provide all Members of the Legislative Assembly, regardless of party affiliation, with the best service possible as they conduct their vital roles within Alberta's parliamentary democracy.

As the centre of the democratic process in Alberta the Legislative Assembly is responsible for debating issues, passing laws and ensuring accountability, all of which directly impact Albertans and affect their way of life.

The LAO is a politically neutral organization that operates within a statutory mandate to support

elected representatives and ensure the Legislative Assembly functions efficiently and effectively. The LAO embraces the rich parliamentary tradition that underpins the constitutional rights of Members and it supports their unique role in Alberta's parliamentary democracy.

The Speaker of the Legislative Assembly oversees the LAO. The Speaker has a procedural role within the House and has executive leadership responsibilities for the LAO similar to a government cabinet minister.

The Clerk, as the chief executive officer of the Legislative Assembly, is accountable to the Speaker and has authority and responsibility similar to that of a deputy minister.

The LAO's annual budget as well as statutory provisions for financial and human resource administration are under the purview of the Special Standing Committee on Members' Services (MSC). As a committee of the Assembly the



MSC regulates constituency office support and Members' pay, allowances, benefits and group insurance plans, all of which the LAO administers. Traditionally the Speaker chairs the MSC.

The LAO's nonpartisan support to the Speaker and Members and their staff includes administrative and procedural services for House business, Committee meetings and constituency offices throughout the province.

In addition to these core functions, the LAO assists the Speaker in informing the public about parliamentary process and the legislative system through education and outreach programs. The LAO facilitates citizen engagement in a number of ways, including broadcasting House and Committee proceedings, educating students at School of the Legislature, providing public tours and ensuring Assembly debates and decisions are accessible through the Assembly's public website. We continue

to look for new and innovative ways to inform Albertans of the work of their Legislative Assembly.

The LAO also safeguards the continuity and impartiality of legislative processes by supporting Members and their staff during the period of transition following a general election.

The LAO has continually evolved to meet the changing needs of Albertans since its inception in 1983. Looking ahead, the LAO will build on this strong past of honouring tradition while embracing change to keep pace with today's fast-changing world.

Over the next three years the LAO team will work together to update processes, streamline operations and increase stakeholder collaboration to continuously improve services to Members and all Albertans.



VISION, MISSION AND VALUES

VISION

We strengthen parliamentary democracy for all Albertans.

MISSION

- We provide nonpartisan support to the Speaker and Members of the Legislative Assembly.
- We uphold the values and traditions of the Legislative Assembly.
- We manage change in a dynamic parliamentary environment.
- We promote public awareness and engagement in the work of the Legislative Assembly.



VALUES

Our values guide us in our work.

Trust
Innovation **Comradery**
Meaningful Work
Nonpartisan **Engaged**
Excellence

OUR GOALS



GOAL 1

Ensure the operations of the Legislative Assembly and its committees are effective and efficient and protect the traditions and privileges of the institution.



GOAL 2

Provide a safe and secure environment for people, property, information and financial assets.



GOAL 3

Enhance the LAO's collaborative workplace culture to foster a skilled, diverse and united workforce that feels supported and valued.



GOAL 4

Improve organizational accessibility, both internally and externally.



GOAL 5

Provide Members and staff the support they require throughout the by-election and general election process.



GOAL 1

Ensure the operations of the Legislative Assembly and its committees are effective and efficient and protect the traditions and privileges of the institution.



ACTIONS

- Provide effective, timely and efficient operational support and advice to the Speaker, the Assembly and its committees and Members in their role as parliamentarians.
- Enhance the access to and dissemination of information, reports and other records regarding Assembly and committee proceedings for the benefit of Members, caucus staff and the public.
- Continue to foster strong professional relationships with presiding officers, committee chairs, House leaders and caucus staff.
- Support the continued education of Members and their staff regarding parliamentary procedures and conventions.



PERFORMANCE MEASURES	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23
Proceedings in the Chamber and committee meetings, both on-site and off-site, take place as planned.	No fail	No fail	No fail
Satisfaction of Members with committee- and Assembly-related support.	85%	85%	85%
Percentage of digital or printed sessional documents, including the Order Paper, Votes and Proceedings, transcripts, committee reports, audio- and video streams and other information relating to committee proceedings, that are available according to established time targets.	100%	100%	100%
Implement phase two of the Alberta Legislative Assembly data distribution integration network (ALADDIN) to allow for the electronic collection of information related to debates in the Assembly.	Preparation	Implementation	Ongoing improvement
Implement phase 2 of the Legislative Assembly speakers' rulings (LASR) database to allow for public access.	Preparation	Implementation	Ongoing improvement
Develop and implement a committees rulings database (CoRD).	Development	Implementation	Ongoing improvement



GOAL 2

Provide a safe and secure environment for people, property, information and financial assets.

ACTIONS

- Continue to enhance the cybersecurity and threat awareness program and mandatory education modules for all Members and staff.
- Update the business continuity plan for the Legislative Assembly.
- Continue regular and ongoing security exercises involving Legislative Assembly security services, Legislature sheriffs, Alberta Infrastructure staff and external agencies to test operational readiness to respond to the broadest range of contingencies.
- Continue to be vigilant against data threats and threats to physical security.



PERFORMANCE MEASURES	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23
Percentage of constituency offices visited annually by the office of the Sergeant-at-Arms to ensure that security systems and procedures are in place.	35%	35%	35%
Number of incidents of damage or loss to Assembly records and library collections.	0	0	0
Office of the Auditor General review of financial systems for control or security deficiencies.	No deficiencies identified	No deficiencies identified	No deficiencies identified
Number of occurrences of successful ransomware breaches or any compromised data threat to LAO systems.	0	0	0
Percentage of new Members and staff to complete cybersecurity and threat awareness program.	85%	85%	85%



GOAL 3

Enhance the LAO's collaborative workplace culture to foster a skilled, diverse and united workforce that feels supported and valued.



ACTIONS

- Enhance the recognition program to highlight and appreciate the efforts and achievements of employees and teams.
- Implement a new performance management system with corresponding resources, references and training materials to develop employee and manager capabilities through effective feedback and coaching.
- Adopt new organizational learning approaches using different learning models for flexible access, including formats, styles and topics, and incorporate targets for learning outcomes.



PERFORMANCE MEASURES

TARGET
2020-21

TARGET
2021-22

TARGET
2022-23

Complete Myers-Briggs Type Indicator assessments and training for 50% of LAO branch staff by 2023.

Preparation

Implementation

50% of staff assessed and trained

Pursue recognition as an employer of choice by 2023.

Establish criteria and create action plan

Implement plan

Achieve recognition

Conduct biannual employee satisfaction and engagement surveys.

Prepare survey

Survey

Analyze results and form action plan



GOAL 4

Improve organizational accessibility, both internally and externally.

ACTIONS

Internal actions to improve service to MLAs, caucuses and constituency office staff:

- Modernize the pay and benefit system.
- Establish an information governance strategy.
- Enhance use of technology to provide user-friendly access to information about Members and the Assembly on new website and mobile devices.
- Expand use of technology to deliver training to constituency staff throughout Alberta to save on travel.

External actions to ensure the LAO is Alberta's premier source of information about the Legislative Assembly and parliamentary democracy:

- Rationalize the LAO's process of responding to questions from the public.
- Develop and implement a social media strategy.
- Develop and launch a new Assembly website.
- Broaden outreach initiatives to engage more Albertans in the legislative process.

INTERNAL PERFORMANCE MEASURES	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23
Satisfaction of Members and staff with the services, training and information provided by the LAO measured by Member and employee surveys to establish a baseline and monitor progress.	Develop surveys	Survey to establish baseline	Analyze and act on surveys

EXTERNAL PERFORMANCE MEASURES	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23
Number of visitors who observed a sitting.	10,000	10,000	10,000
Number of questions relating to the democratic process or the activities of the Assembly or its committees.	Establish baseline	Improvement over prior year	Improvement over prior year
Number of visits to Assembly website pages relevant to the democratic process or the activities of the Assembly or its committees.	Establish baseline post launch of new Assembly website	Improvement over prior year	Improvement over prior year
Positive survey responses to questions on the informativeness of programming such as tours of the Legislature Building, School at the Legislature and Alberta Teachers Institute on Parliamentary Democracy as well as day programs for schools, out-of-school programs and programming for English language learners.	Establish baseline	Improvement over prior year	Improvement over prior year
Satisfaction of Members and staff with the ability to access information about the Legislative Assembly and the democratic process.	85%	85%	85%
Number of Speaker's outreach tours, which will include visits to broader audiences such as new Canadians, community groups and cultural organizations.	2	2	2



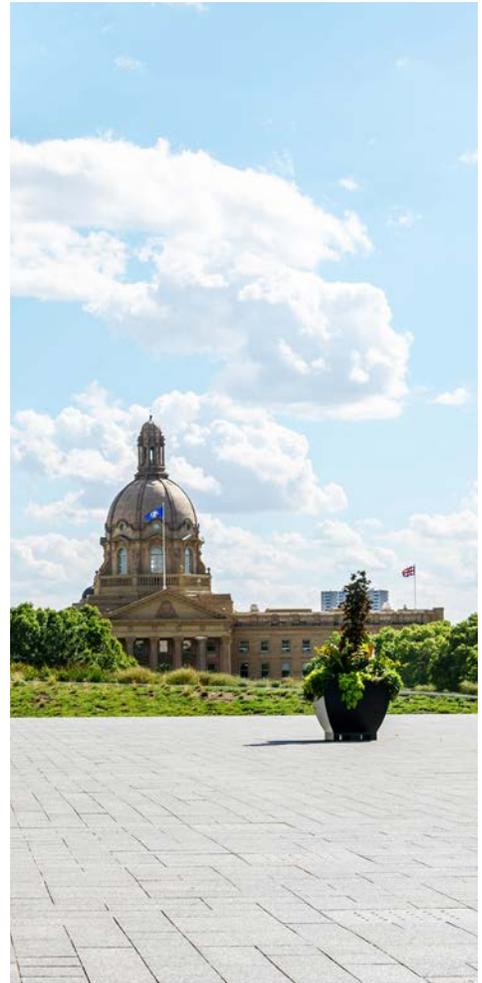
GOAL 5

Provide Members and staff the support they require throughout the by-election and general election process.

ACTIONS

Debrief election 2019 and incorporate lessons learned to prepare a detailed three-year plan for election 2023 that includes:

- Training and information to support Members and staff on dissolution and the forthcoming election.
- Work plans for induction and training of newly elected Members and staff.
- Up-to-date and ongoing training and information to support newly elected and returning Members and staff.
- Procedural orientation for new presiding officers and Committee chairs.
- Ensure Members and staff are aware of and compliant with the various expenditure guidelines and Members' Services Committee Orders.
- Individualized and group support for retiring and defeated Members.



PERFORMANCE MEASURES

TARGET 2023

Satisfaction of retiring, re-elected and newly elected Members and staff with the support from the LAO during the election process.

85%

