



Parliamentary Careers: Design, Delivery and Evaluation of Improved Professional Development

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Collaborating/Partner Organisation(s)

AusAID; Inter-Parliamentary Union

Project Summary

National/community benefits arise from improved design, delivery and evaluation of professional development programs for parliamentarians, thereby enhancing their central constitutional roles in making laws, approving budgets and holding government policy and administration to account. This innovative cross-disciplinary project generates theoretical and practical understanding concerning the duration, content and learning modes of parliamentarians' professional development programs. Australian assistance programs to parliaments in the Pacific will have improved design, delivery and evaluation and be more effective in improving parliamentary performance, national governance and enhanced political stability in Australia's region.

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Aims and Background

Background. Irrespective of their occupation or professional background prior to election new parliamentarians rarely understand the range of requirements relating to their role and its legislative functions. The change of status upon election is apparent and instantaneous. Newly elected parliamentarians are not conversant with the myriad of issues needed to be addressed, often on a daily basis, nor the complexities surrounding governance issues which form a large part of their role. This places great responsibility on those wishing to create programs to equip parliamentarians with the skill and knowledge to perform their parliamentary and electorate roles.

Existing professional development programs, devised by parliamentary chamber staff (also referred to as training or capacity building i.e. ‘the development of the ability of individuals (and) institutions ... to perform functions, solve problems, and set and achieve objectives in a sustainable manner’³⁸) are overwhelmingly limited to orientation sessions, although some extend to induction sessions (skills development). The lack of preparedness for office in established democracies is compounded in nascent democracies. For these parliamentarians the institutions and processes which underpin democracy, referred to by Transparency International (2007)⁴² as ‘the pillars’ of democracy, often challenge previous methods of governing. Creating and sustaining these pillars in the Pacific region and in other parts of the world, in the face of more sophisticated organised crime networks, corruption and world-wide terrorist activities, is increasingly important to Australia’s national security.

In nascent democracies professional development programs are frequently supported by donor agencies through parliamentary assistance projects. Like those offered in established democracies, they emphasise the ‘how to’ aspect but fail to address more fundamental matters such as the importance of maintaining probity relationships between institutions and the crucial role they play in protecting human civil and political rights. In stark contrast to programs for public servants, judges and those working in the private sector, there is little or no training for committee chairs, parliamentary secretaries or ministers.

Aims. To our best knowledge there is no independent, evidence-based, research which provides those who seek to design and deliver professional development programs with data on which to base them. The project aims to address this gap by conducting cross-disciplinary research, involving two former parliamentary Speakers from different parliaments and different political parties, researchers expert in politics and public policy, human resource development, accountability and democratic governance and the expertise of partner organisations AusAID and the Inter-Parliamentary Union (IPU). It will investigate professional development activities in selected representative parliaments delivered by a range of providers including chamber staff and non-parliamentary aid/donor organisations to:

1. Determine the induction and competencies desired by parliamentarians and the extent, nature and effectiveness of orientation, induction and on-going professional development programs.
2. Investigate motivations and incentives for parliaments to offer programs and for parliamentarians to participate in them.
3. Evaluate the extent to which professional development programs affect individual and collective chamber performance and methods for evaluating efficacy.
4. Determine factors influencing the effectiveness of programs supported by donor agencies, with special reference to the Pacific region.

5. Develop a better practice framework and implementation strategy, create and maintain an interactive multilingual website for those delivering programs; provide evidence-based information; and establish a forum for contact and the exchange of ideas.

Recent international progress in the field. There is a small body of literature on different aspects of the role of parliamentarians,^{27, 34, 35} but a paucity of literature (national and international) on the professional development of parliamentarians. A European Union sponsored program (Reitzes, unpublished) analysed and evaluated existing programs in South Africa. In Canada the Parliament recommends that ‘training for parliamentarians should shift away from an “orientation” model toward a system that is more permanent and ongoing’.³⁶ The research team completed two exploratory studies. The first examined the training for those entering the Australian Senate in 2005 and ongoing professional development support for existing Senators.^{14, 15} The second gathered basic information on the frequency and types of programs offered. It found existing programs have a practical orientation, offer only a ‘snapshot’ of the tasks and responsibilities constituting the role of parliamentarian and concentrate on ‘how to’ matters, largely ignoring ethical considerations and the fundamental importance of concepts, institutions and processes buttressing the foundations of parliamentary democracy which protect and sustain fragile democratic principles.

Significance and Innovation

A parliamentarian’s role, which involves complex and multi-faceted law-making and governance matters, is grounded in a unique and sovereign institution: the parliament³³. There can be few issues more important than developing the capacity of those who pass laws determining the human, civil and political rights of citizens, and the economic and social well-being of a nation.

The importance of improved and comprehensive programs extends beyond Australia. There is increasing evidence that poor governance in countries within the ‘arc of instability’ (Pacific region i.e. Timor Leste – South Pacific) and elsewhere is exacerbated by a lack of understanding, experience and skills within their parliaments. Despite such fundamental necessities, no research from this perspective has previously been applied to the parliamentary role.

After identifying this significant gap in the parliamentary studies literature and the lack of evidence-based professional development programs, the researchers approached AusAID and IPU to be partners in this Linkage project. Each organisation shared concerns about the need for research enabling improved design, delivery and evaluation of professional development programs for parliamentarians. They also recognised that political stability, sound law making and the development of well-articulated public policy requires the design and delivery of such programs to be evidence-based and subject to objective and independent evaluation.

The project is particularly innovative in its cross-disciplinary approach and will considerably advance and broaden the knowledge base of both parliamentary studies and the human resource development discipline by applying (and modifying) development of human resource principles to the unique role of parliamentarian and the distinctive institution of parliament. Outcomes, in terms of increased quality of decision-making and governance and improved competency levels, will provide better informed, useful and innovative ways of assessing the impact of these programs.

Cross-disciplinary evidence-based professional development programs, based on human resource development, political science and democratic governance principles will also lead to more effective parliamentary performance and greater political stability in regional nascent democracies. In doing so it will align with the national research priority,

Safeguarding Australia. Safeguarding Australia requires Australia to better understand its region and the world. The knowledge and expertise of project partners AusAID and IPU is invaluable in assisting the project's CIs and PIs to better understand Australia's international context.

This research is also significant from a theoretical perspective as it provides a unique opportunity to test and develop the application of human resource development frameworks, such as resource-based theory, to parliaments and parliamentarians. Theories from political science perspectives, such as parliamentary sovereignty will be considered when devising programs. The appropriate relationship whereby accountability bodies (i.e. Auditor-General, anti corruption commissions, Ombudsman) maintain their independence from government will also be examined, as will the appropriate arms-length relationship needed between the coercive arm of the state, the police, and government. This innovative extension of management theory to a central political institution has major potential for new theory on professional development.

Approach and training

No single theoretical perspective can provide a comprehensive understanding of the issues associated with this emerging area of research. Reflecting on the strong cross disciplinary nature of the work, the research team has identified several perspectives that can underpin this analysis and be integrated to provide a comprehensive understanding and interpretation of the issues. The range of parliaments selected will facilitate analysis of diverse practices, comparisons and benchmarking.

From a human resource perspective both human capital theory and the resource based view of the firm (RBV) provide an interpretative lens on the issues associated with professional development and the need to invest in the organisation's key asset – the personnel who perform its functions. In knowledge based organisations (such as parliaments) a focus on the development of human resources can be linked to the deliberate strategies of building organisational capabilities (professional development) and the enhancement of individual and chamber performance, both in the short term, and in relation to career management in the longer term.^{6, 7, 10, 37 & 39} As research increasingly indicates, training and development is a critical element in providing the workforce with skills to deal effectively with increasingly complex issues and the decision making required by a global environment.^{10, 32} In addition such training and development will strengthen governance by reducing levels of corruption, often linked to poor transparency and accountability processes. Stronger frameworks have the potential to address weaknesses which have been widely recognised in the functioning of parliaments.

To operationalise this theoretical framework, the conceptual model depicting the relationship between professional development and performance, which is based on a modification of a model developed by Holton (1996)²⁵ is presented in Figure 1. According to the model, professional development is related to individual performance, which in turn results in improved organisational performance. The model states, however, that the relationship between professional development and individual performance is moderated by trainee attitudes and motivations as well as the credibility of the training provider. Research indicates trainee attitudes (e.g., motivation towards skill development and career commitment) influence the outcomes of training programs.^{12, 31} There is also strong empirical evidence suggesting the credibility of the training provider affects reaction to information given.^{2, 5} Studies further suggest information is perceived as being more accurate, more likely to be accepted and responded to positively when the source of the feedback is highly credible.¹¹ Credibility in a training context is primarily determined by the trainer's formal knowledge (developed via education and formal training) and their tacit knowledge acquired through practical experience.⁸

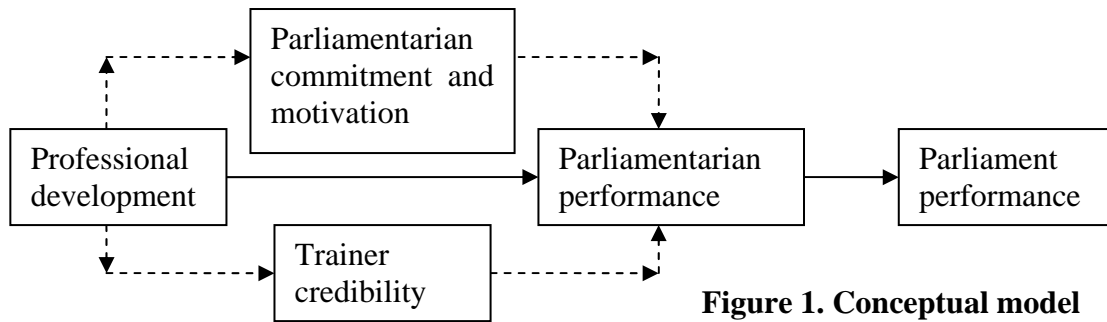


Figure 1. Conceptual model

To capture relevant information the study will apply a mixed-method design. Surveys and interviews will be carried out in countries selected according to their stage of parliamentary development, political stability and constitutional model (Westminster, executive presidential etc), culture and language, with particular attention to countries within Australia’s region of interest - see Table below. An equal number of parliaments have been selected for survey only (indicated by *) and for survey plus interview (**) as discussed below. Countries selected for interview include: UK, Canada and Australia being advanced stable systems each with a foreign policy interest and experience in promoting professional development; Romania, a recent democracy newly admitted to the EU; Jordan using a French-based legal code; Uruguay, a Spanish-speaking executive presidential system; Indonesia, a developing presidential model with a strong legislature and of special interest to Australia.

Country	Constitutional model	S	Culture; language	Country	Constitutional model	S	Culture; language
**Australia	Modified Westminster	H	Anglo-Saxon; English	*Bangla-desh	Modified Westminster	L	Bengali; Bangla
**Canada	Modified Westminster	H	Anglo-Saxon; English/ French	*Cambodia	Constitutional Monarchy; French influence	M	Khmer; Khmer
**Fiji	Military Dictatorship	L	Fijian& Indian; English	*Chile	Presidential; Strong Legislature	H	Spanish; Spanish
**Indon-esia	Presidential; Strong Legislature; Modified Dutch Legal System	M	Indonesian; Bahasa Indonesia	*Estonia	Parliamentary	H	Estonian; Estonian
**Jordan	Constitutional Monarchy; French Legal Code	H	Arab; Arabian	*Ghana	Modified Westminster	M	African; English
**Nauru	Modified Westminster	M	Micronesian; English	*Jamaica	Modified Westminster	H	Caribbean; English
**Papua New Guinea	Modified Westminster	M	Melanesian; English, Pidgin, Motu	*Japan	Parliamentary	H	Japanese; Japanese
**Romania	Parliamentary	H	Romanian; Romanian	*Kiribati	Modified Westminster	H	Micronesian; English
**Samoa	Modified Westminster	M	Polynesian; English	*Marshal Islands	Presidential; Strong Legislature	H	Micronesian; English
**Solomon Islands	Modified Westminster	L	Melanesian; English	*New Zealand	Modified Westminster	H	Anglo-Saxon; English
**South Africa	Modified Westminster	H	African; English	*Pakistan	Modified Westminster	L	Pakistani; English
**Timor Leste	Modified Portuguese Parliamentary	L	Timor Leste; Portuguese	*Spain	Parliamentary System	H	Spanish; Spanish
**United Kingdom	Westminster	H	Anglo-Saxon; English	*Sweden	Parliamentary System	H	Scandinavian Swedish
**Uruguay	Presidential; Strong Legislature	H	Spanish; Spanish	*Thailand	Parliamentary System	H	Thai; Thai
**Vietnam	Parliamentary System	H	Vietnamese; Vietnamese	*Zimbabwe	Modified Westminster	M	African; English

***Survey only; **Survey and Interview. S (stability): H =high; M = moderate; L = low**

Vietnam provides extensive training to members of the large and active National Assembly; a prospective APAL is an official of that agency. Nauru, Papua New Guinea, Samoa, Solomon Islands (each parliament based on Westminster model) and Timor Leste (based on Portuguese model) have each experienced instability and been the recipients of projects designed to strengthen their parliaments.

Bangladesh (Westminster style republic) is expected to elect a new parliament in late 2008, following an anti-corruption drive. As shown in the table, the other parliaments to be surveyed have a representative range of constitutional models, cultural traditions and levels of political stability in recent times. This range of features will facilitate identification of factors affecting the nature and effectiveness of parliamentary professional development programs.

The mixed methodology involves document analysis, semi-structured interviews and a quantitative survey. The study will utilise both quantitative and qualitative methods to seek convergence and correspondence of results. Triangulation of method will increase the validity of the findings by counterbalancing and/or maximising the heterogeneity of extraneous sources of variance, particularly error variance attributable to inherent method bias.¹⁶ The mixed-method design will also be applied sequentially for the purpose of development, as the findings of the qualitative procedures will inform the construction of items and selection of scales used in the quantitative phase.²³ Specifically, the procedures will involve: establishment and

maintenance of a multilingual website to provide information about the research, facilitate responses to the survey (see below), invite comment, provide a forum for discussion of relevant issues and communicate findings; document analysis; a quantitative survey of all members of the selected parliamentary chambers, to be distributed online except where the limited use of information technology renders that impractical. There will be a mixture of response forms and space for free-form input; and semi-structured interviews with approximately 10% of members (to a maximum of 15) and 3 professional development staff of parliaments, political parties and other providers. The Pacific parliaments will be compared and benchmarked against the other selected parliaments

Year 1 - Phase 1: Archival data, reports, professional development program guides, induction and orientation materials, website content and parliamentary procedures manuals will be collected, reviewed and thematically analysed, using Foster's three stage process¹⁷ (with/between theme identification, sub-theme identification and thematic cluster identification). The multilingual website will be established, technically compatible with the IPU website, and data entry commenced. **Year 1 - Phase 2:** A survey distributed to all parliamentarians of selected chambers will evaluate whether professional development is related to parliamentarians' performance and examine whether parliamentarians' career commitment and motivation towards skill development, as well as parliamentary training officer credibility, moderate this relationship. Professional development will be operationalised using four measures: an absolute measure (amount of training), a proportional measure (percentage of parliamentarians trained), a content measure (type of training provided) and an emphasis measure (perceived importance of the training to the chamber).⁴¹ The career commitment of parliamentarians will be measured using Blau's (1989)⁹ 8-item scale while their motivation towards skill development will be assessed via Holland and Gottfredson's (1994) 12-item scale.²⁴ The perceived credibility of the training providers will be measured using a modified version of a scale developed by Sue-Chen and Latham (2004).⁴⁰ The individual performance of parliamentarians will be evaluated using self-rating across five key performance domains (i.e., performance in: the chamber, committees, media, meeting constituent needs, managing their electoral office) identified by subject matter experts. The five ratings will be obtained using the relative percentile method (RPM)²² and will be averaged to form a composite measure.¹⁸ It is acknowledged that the self-report measures of performance may be influenced by defensive responding such as social desirability, and contribute to common method variance, but objective or others' report data on performance in this context would be extremely difficult to collect. This approach is supported by findings that self-report performance data is not systematically inaccurate or threatened by positive self-presentation bias¹. Additionally, as the response format of the performance ratings using the relative percentile method differs from the response format of the other self-report measures in the study (Likert scales), the potential effects of common method variance will be reduced.²¹ A Roundtable of the CIs and PIs will be conducted to contextualise the data collected in Phases 1 & 2, at the University of the South Pacific in Fiji (location of AusAid office for the Pacific region) (late Year 1); data will also be added to the website which will be used as a professional development discussion forum.

Year 2 - The findings from Phases 1 & 2 will be presented at conferences (see below).

Year 2 - Phase 3: Approximately 10% of members (to a maximum of 15) and 3 professional development staff of parliaments, political parties and other providers will be interviewed. Purposive sampling will also be applied to ensure respondents are drawn from each parliamentary level (first term Member, Committee Chair, Parliamentary Secretary and Minister) in order to examine the effectiveness of professional development cross-sectionally in terms of progression. The interview protocol will consist of semi-structured questions examining the skills and competencies required in their roles, the effectiveness of programs retrospectively, aspects of programs that could be improved, the extent to which a program prepares them for higher office, and knowledge they have acquired tacitly. Interviews will be conducted in the local language, (interpreters recruited locally). Interviews will be audio-taped and transcribed verbatim. Thematic analysis, using the template approach, will then be undertaken.³⁰ Codebooks will be developed a priori, based on theoretical grounds and empirical research; however, they will be revised a posteriori to encountering the text. Two researchers will (1) code the text independently, (2) discuss new codes and add if necessary, (3) cluster codes into a smaller number of higher-order codes, (4) inter-rater comparisons will be undertaken on the superordinate codes using a sample of respondents and (5) modifications will be made to higher-order codes and recoding of all the transcripts will be undertaken. Interview data will be analysed using the NVivo software package.

Year 2 - Phase 4: The investigation of parliamentary assistance programs (i.e. donor aid) will involve intensive case studies of 5 Pacific region chambers and involve interviews with Members of each chamber (n=10%), professional development staff of parliaments, political parties and agencies providing assistance programs. Evaluation will be investigated having regard to the priorities and conditions of agencies supporting assistance programs and probe any cultural disjunctions or differences from domestic objectives. The method of analysis described in relation to the Phase 3 interview data will also be applied to the interview data obtained at Phase 4.

Year 3 - Phase 5: Will evaluate whether overall performance is related to chamber performance. In phase 5, data collected at phase 2 on performance will be aggregated at the chamber level (i.e., the chamber will be the unit of analysis). Chamber performance will be assessed using external proxy measures of parliamentary performance such as World Bank Institute Governance Indicators.²⁹ Transparency International Corruption Perception Index⁴² and Global Integrity Global Integrity Index.²⁰ A Conference will be held in association with the IPU Assembly and the Association of Secretaries-General of Parliament meeting (October 2011) to present and discuss findings in the final stage of the project. Findings will be published in a book authored by the CIs and APAI and summarised and posted on the website for information and discussion. The website will be handed over to be maintained and further developed by IPU.

Training. The project will train the APAI and provide her/him with considerable field experience in parliamentary studies. The APAI will focus on factors affecting the effectiveness of professional development programs, including those supported by assistance projects in selected Pacific region parliaments. A parliamentary internship with the Victorian Parliament will enable the APAI to work with a parliamentarian for three months. This will provide experience and contacts to further develop the APAI's career as a researcher working in an emerging field. The APAI will be funded to present one paper a year at a conference (either national or

international) and will be mentored to publish as sole author and included in other publications emanating directly from this research project. The APAI will receive guidance and training in research design, sampling procedures, scale and item construction, interview schedule development and interviewing procedures multivariate quantitative analysis, qualitative coding and thematic/content analysis, document analysis and report writing. The opportunity to work with CIs and PIs will ensure a truly cross-disciplinary training program.

Partner Organisation Commitment and Collaboration

This project aligns with AusAID's strategic plan, which includes the improvement of Australia's regional security. AusAID focuses on the Asia-Pacific region and assisting partner governments to 'improve law and order, prevent and recover from conflict and manage a range of transnational threats such as people trafficking and illicit drugs'.⁴ It works with governments to 'strengthen governance' by reducing corruption fuelled by poor political governance. It supports programs which improve 'transparency and accountability' and helps establish and implement clear legislative and regulatory frameworks with partner governments.

AusAID will facilitate access to Pacific region parliamentarians and parliaments and contribute expert and practical hands-on knowledge to the project. It is strongly committed to generating an evidence-based, cross disciplinary data base for parliamentary assistance (and other) programs. These programs complement the National Research Priority 'Safeguarding Australia'. The AusAID officer in Suva, Fiji (Smith - PI) supports its Pacific region programs. Part of PI Smith's role in the project will be liaison between AusAID, other project team members, participating Pacific parliaments and other agencies providing bilateral and multilateral parliamentary assistance programs. Ms Smith will participate in project consultations and meetings.

The Inter-Parliamentary Union is the international organisation for world-wide parliamentary dialogue with 147 member national parliaments each of which has an IPU group usually chaired by the Speaker/President of parliament. IPU's strategic focus includes fostering contacts, coordinating and helping in the 'exchange of experiences among parliaments and parliamentarians of all countries' and contributing to the 'defence and promotion of human rights' which it sees as 'an essential factor of parliamentary democracy and development'.²⁶ Through national IPU groups, IPU will facilitate contact with parliamentarians and parliaments on behalf of the project and will also engage its partner organization, the Association of Secretaries General of Parliament. IPU will assist in the dissemination of results through the publication of a hand-book based on the project's findings which will guide parliamentary professional development policy and practice; integrate project findings into the IPU web site, and distribute selected project output to national parliaments. There is excellent potential for further collaboration between AusAID, IPU and other members of the research team through the development of long-term alliances.

National Benefit

This project addresses an urgent need to improve the professional development of parliamentarians within Australia, the region and beyond. The evidence based data it generates will facilitate better design of content and more effective delivery and evaluation of professional development programs. Parliamentary assistance support by AusAID and other donor agencies will be better targeted, deliver better value for donors and be of great benefit to partner countries. Personnel training parliamentarians will be better informed and have more effective capabilities.¹⁹

Higher levels of professional development will lead to improved performance by parliamentarians and their parliamentary chambers, thereby enhancing the legitimacy, reputation and quality of parliamentary democracy. Standards of governance will be raised as legislative outcomes, ethical behaviour and government accountability improve. This in turn contributes to political stability, creating a 'virtuous circle' in which social, economic and environmental conditions improve.

Research benefits include applying and developing cross-disciplinary theory on the development of human resources to sovereign political institutions and addressing a significant gap in the broader political science and human resource development literature. A dedicated 'living' website and online conferencing facilities accessible to all professional development personnel and parliamentarians will provide research-based expert advice to parliaments and donor agencies.

Other benefits include opportunities for consulting services internationally (much aid is expended promoting good governance through strengthening parliaments); contributing to the National Research Priority of 'Safeguarding Australia' and the Priority Goal of 'understanding our region and the world'; improved awareness of other political systems and contributions to the enhanced performance of such systems; and a significant contribution to the advancement of political stability within and beyond our region.

Communication of Results

Research will be presented at workshops involving the project team and participating parliaments. Results will be presented at international conferences (e.g. 9th International Workshop for Parliamentary Scholars and Parliamentarians; International Political Science Association World Congress), national conferences (e.g. Australasian Study of Parliament Group, Australasian Political Studies Association); published in a book based on research findings; published in leading international refereed journals in the fields of parliamentary studies, political science, human resource management, and public administration (*Journal of Legislative Studies, Parliamentary Affairs, Australasian Parliamentary Review, Governance, Political Studies, Australian Journal of Public Administration, Journal of Vocational Behavior, Journal of Career Development, Human Resource Development International, Personnel Review, Career Development International, Asia Pacific Journal of Human Resource Management*) communicated on the website established by the project; through professional journals including those of the Commonwealth Parliamentary Association, the Commonwealth Clerks and IPU; and distributed directly to national parliaments.

Roles of Personnel

This research team has exceptional and unique strengths.

Coghill (CI) will be team leader responsible for overall direction of the project. He will jointly supervise the APAI, supervise the Research Fellow, maintain contact with leading international scholars, practitioners and aid agency personnel, lead arrangements for the Roundtable and Conference and contribute to dissemination of findings through conference papers, a book based on project findings, international refereed journal articles and non refereed publications.

Donohue (CI) will have primary responsibility for research methods and assist with evaluation of pedagogy in professional development programs in co-operation with staff responsible for these programs. He will contribute to the Roundtable and Conference and to dissemination of findings through conference papers, a book based on project findings and international refereed journal articles and non refereed publications.

Holland (CI) will have primary responsibility for evaluation of pedagogy in the professional development programs in co-operation with responsible staff. He will contribute to the Roundtable and Conference and contribute to dissemination of findings through conference papers, a book based on project findings and international refereed journal articles and non refereed publications.

Lewis (CI) will have responsibility for design and oversight of data collection and the analysis of data relating to programs that enable parliamentarians to better understand the importance of the role and function of independent bodies such as the Ombudsman, Auditor-General, anti-corruption agencies, crime commissions and police complaint agencies, and the protection of such institutions from improper pressures. She will also investigate the complexities associated with the role, function and accountability of public police organisations and police-government relations in democratic societies. This is important as police are the coercive arm of the state. She will jointly supervise the APAI, contribute to the Roundtable and Conference and contribute to dissemination of findings through conference papers,

a book based on project findings and through international refereed journal articles and non refereed publications.

Rozzoli (CI) will assist Coghill in leadership of the project, and in liaison between the CIs and staff of each chamber and certain political parties (e.g. conservative parties). He will contribute to the Roundtable and Conference and contribute to dissemination of findings through conference papers, a book based on project findings international refereed journal articles and non refereed publications.

Richardson (PI) will be responsible for liaison between CIs, the Research Fellow and parliamentary staff. His qualification in information management will contribute oversight of website development. He will contribute to the design of survey instruments, interview questions and organisation of data collection, the facilitation of interviews and meetings and organisation of the October 2011 conference. He will also contribute to the analysis and interpretation of findings.

Smith (PI) will contribute to the project through her knowledge and understanding acquired in previous positions (see B7.1) and, as the Manager of the AusAID Pacific Leadership Program (since early 2008), the extensive personal contacts throughout the Pacific region and detailed knowledge of local conditions in each of the jurisdictions to be studied. Her knowledge and understanding of the region and contact with parliaments and other agencies, NGOs and personnel providing bilateral and multilateral assistance will facilitate organisation of the surveys and interviews..

Hassall (PI) will have responsibility for the intensive study of Pacific chambers and will contribute to the Roundtable and Conference and to dissemination of findings through conference papers, a book based on project findings, international refereed journal articles and non refereed publications.

Project officer/manager (administration) will assist with the extensive liaison, administration and organisation associated with the project including: the conduct of the survey through the various parliamentary chambers; appointments and travel arrangements associated with interviews of parliamentarians and personnel involved in their professional development; administration of the Roundtable (2009) in association with the University of the South Pacific; and organisation of the conference (late 2011) in collaboration with the IPU.

Research Fellow will support the CIs and PIs in implementation of the research method and collation and analysis of data collected from selected national parliaments, except for those in the Pacific region (to be investigated by the APAI).

APAI will investigate professional development of elected members of selected parliaments within AusAID's Pacific region (includes Timor Leste).

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