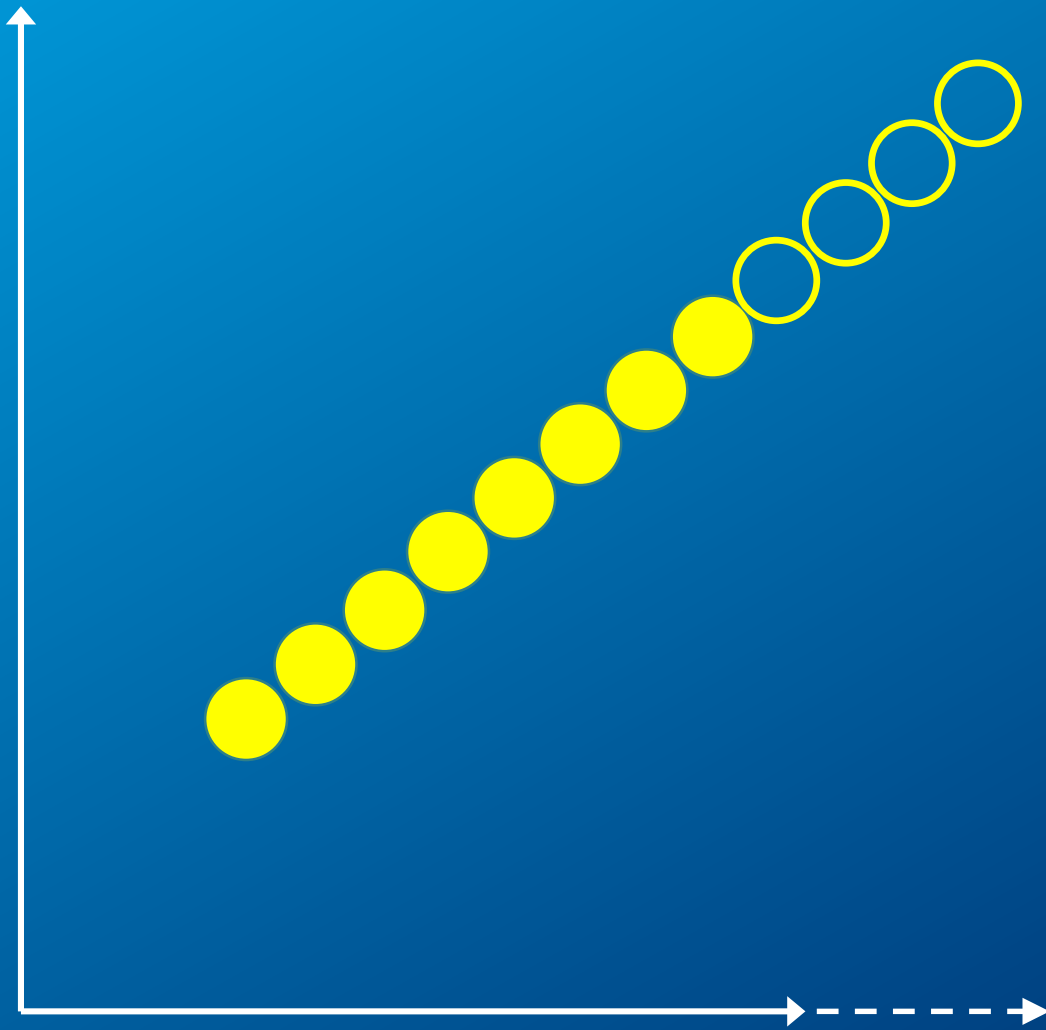


What happens next?

Anticipating the future for
sub-national legislative counsel

Lawrence Purdy
September, 2016

Prediction: the art of discerning a likely future based on the nature, direction and intensity of currently observable forces.



Caveat

Assumes steady state...

- No pandemic; asteroid impact
- No radical new technology
- No social, etc. revolution

Evident trends:

- Growing demands, shrinking resources
- Political commodification of legislation
- Increasingly complex environment: more moving parts

Demands vs resources

- “More with less” – truism, but true
- unfilled vacancies = professional-demographic gap

Demands vs resources

- Demand side:
 - policy paralysis – what does the client want?
 - overlooked opportunity costs
 - systemic innovation

Demands vs resources

- Supply side:
 - limited talent pool
 - uncompetitive compensation

Commodification

- Legislation as undifferentiated political market good
- Emphasis on political, not functional (legal, social) value

Commodification

- Fulfilling the mandate
 - every Bill referable to a commitment
 - every commitment referable to a Bill
- Overlooked – Projects with no constituencies

Commodification

- Concentrated vs distributed interests
- social media – real time, unfiltered retail politics

Commodification

- Changing role of expertise



Commodification

- Consultation becomes crowdsourcing
- WikiLaw?

More complex environment

- Constitutional, quasi-C developments
- Overarching Government commitments
- e.g. “red-tape reduction”

More complex environment

- Incremental technical change
- esp. top-down deployment
- New employee expectations

Responses

Normative vs adaptive

Adaptive techniques

- Understand the mission
 - functionally, not just prescriptively
 - POSIWID
(“The purpose of a system is what it does”)

Adaptive techniques

- Navigate around & through hierarchies
 - find and cultivate the decision-makers
 - avoid the cul-de-sacs
 - maintain the pathway

Adaptive techniques

- Use existing resources fully
 - locate, develop in-house talent
 - deploy IT discerningly
 - create spaces for safe experimentation

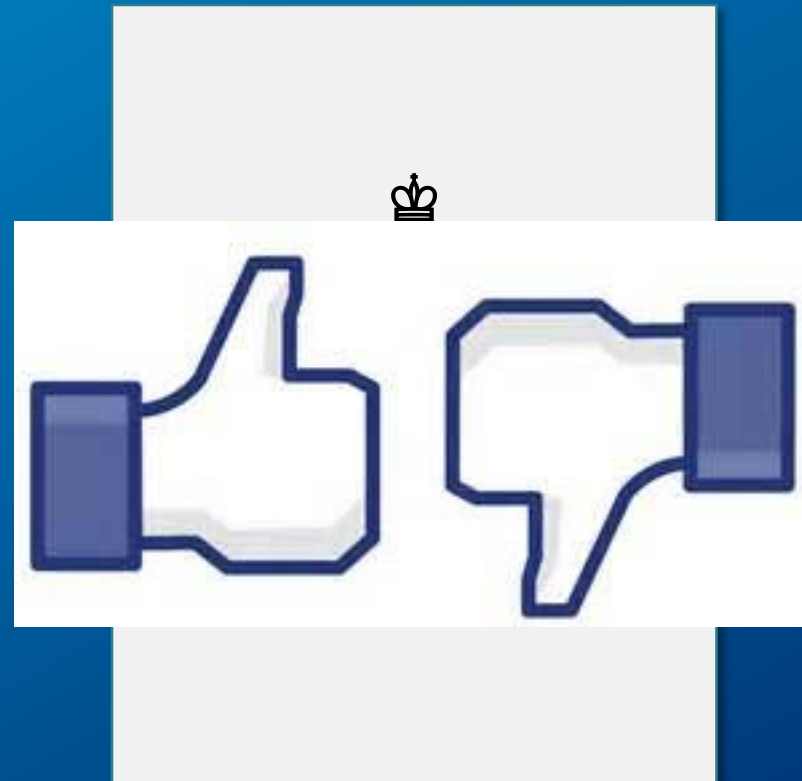
Summary

For sub-national legislative
counsel, the future offers...

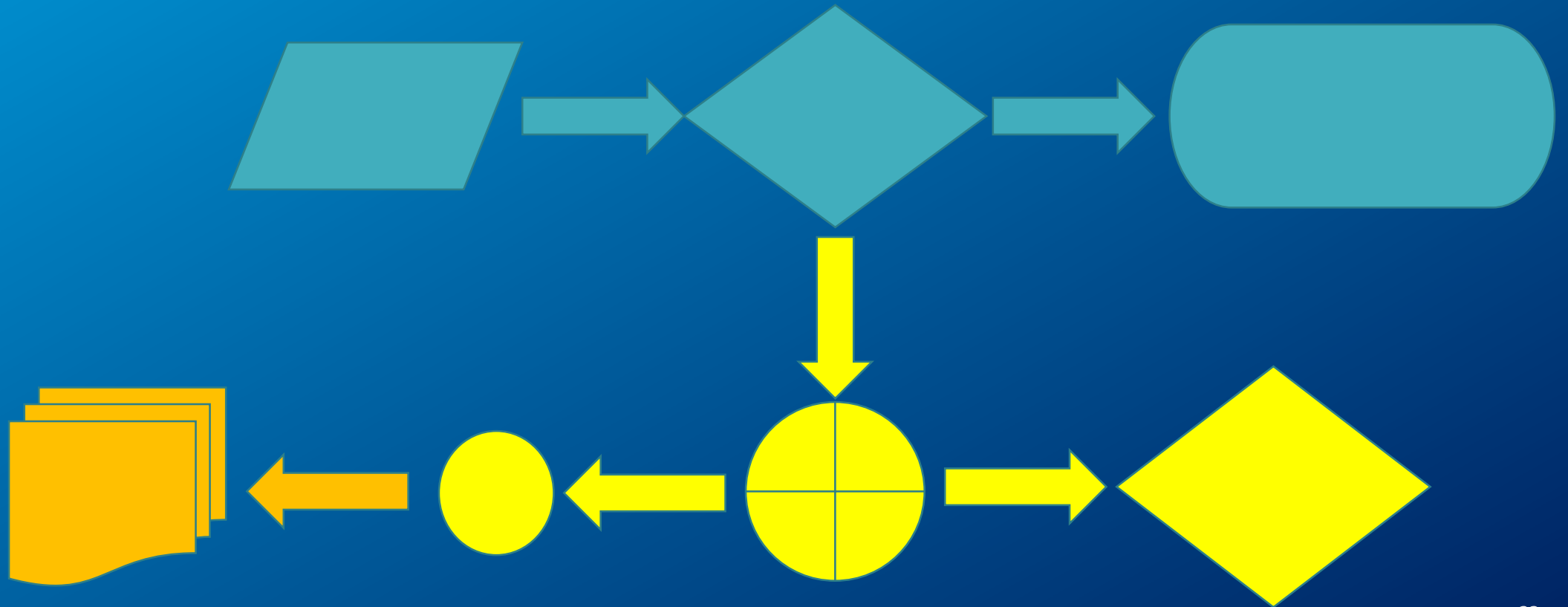
1. The familiar gap, but wider



2. Legislation as non-expert-driven commodity



3. More moving parts



It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.

- Charles Darwin