

**STRATEGIC PLANNING FOR THE SECRETARIAT**  
*OF THE*  
**HOUSE OF REPRESENTATIVES**  
*May 15, 2003*

**Rationale**

The House of Representatives (HOR) has a permanent secretariat composed of ten departments and bureaus providing administrative and technical support to the Congressmen. As such, skills associated with the process of formulation and enactment of laws are required from this body. Recently, funding and support has been acquired from UNDID for projects to strengthen its institutional capabilities in line with the overall vision of Poverty Reduction through Governance.

An initiative by the Congressional Planning and Budget Department has been conceptualized to conduct an organizational diagnosis that will support the strengthening of institutional capabilities of the HOR Secretariat in its role in administrative and technical support. The diagnosis aims to evaluate the enterprise that is the HOR Secretariat, identify areas from improvement as well as recommend Organization Development interventions. Generally, areas for improvement explicitly identified so far are those related to policy analysis and information management.

In line with strengthening its institutional capabilities as well as in compliance with its annual budgeting process, the Secretariat would like to conduct a planning session to ensure integration and alignment of each critical element of the enterprise. This workshop aims to provide context to the diagnostic process that the organization will go through later on.

**Ancilla Enterprise Development Consulting** proposes a program that will evaluate the alignment of the different elements of the enterprise and its fit with its external environment using the Enterprise Development framework.

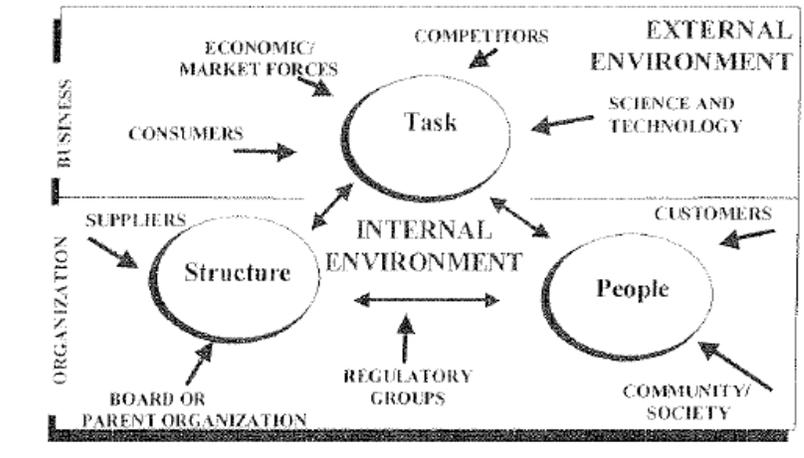
**WORKSHOP OBJECTIVES**

**At the end of this one-day strategic planning workshop, the participants will be able to.**

1. Create a scenario for the Secretariat of Congress for the end of 2004 and surface its Core Challenges;
2. Review the Secretariat's Mission and Vision to ensure alignment with those of its Principals;
3. Diagnose the current conditions of the Secretariat and surface its Core Urgencies;
4. Surface the Key Strategies that will bridge the gap between Current and Future Conditions;
5. Identify Strategic Objectives for 2004; and
6. Develop action plans that will deliver the Strategic Objectives.

## FRAMEWORK

### The Enterprise STEP Model



#### DEFINITIONS:

1. **EXTERNAL ENVIRONMENT:** exerts forces, which powerfully influence the development of the enterprise, such as the economy, customers, competitors and regulators.
2. **INTERNAL ENVIRONMENT:** set of forces impacting the conditions of the enterprise from within. It provides a sense of identity from within for example leadership, vision, strategies, values, guiding principles and culture.
3. **TASK:** the central or predominant activities that an enterprise does.
4. **STRUCTURE:** the arrangements and systems employed by the enterprise to support and coordinate the core work process.
5. **PEOPLE:** are the employees or members of the enterprise.

#### **The audit will use Ancilla's Enterprise Development (ED) Framework.**

The *ED Framework* will allow us to view the HOR Secretariat as an enterprise. The enterprise that is HOR Secretariat is responding to a need identified in its External Environment. The framework will allow us to see whether its Task is clear, specific and designed to effectively respond to the demands of the External Environment. In order to deliver its products and services well, it must likewise have the right Structure, People and Internal Environment in place. In assessing the different elements of the "enterprise", we will be able to gauge the stage of the organization and the proper fit of its various elements.

The Organization Diagnosis will enable the organization to gain a holistic view and understanding of the current state of its business and organization. It will generate recommendations on the required OD interventions to address gaps in the organization.

## **SALIENT POINTS**

### **1. Mission statement**

After reviewing their mission statement, the participants decided that it is still relevant to the times.

### **2. Crafting of the Vision 2007**

The group was able to write the first draft of the vision statement, however they are all agreed that it needs further editing to make the language, tone and voice fitted to the group's liking. They have appointed a team to finalize the draft to be lead by Ms. Che Inton. Her members are:

- Cardie
- Lourdes
- RV
- Cesar

Target date of submission to the group: May 19, 2003

### **3. Strategic Objectives**

The group was able to draw six strategic objectives which they narrowed further to four to make it more workable in the next 18 months.

### **4. Template for Action Plans**

A template on the Action Plans was also introduced to the group to adapt subject to their agreement.

### **5. Next Steps**

The group was able to agree on the following Next steps:

- 6 Submission to RV & Susan the Programs & Action Plans on May 19, 2003 by lunch time (with budget)
  - 6 Strat Champions to identify people as part of their teams as program owners and activity owners by May 31, 2003
  - 6 Budget proposal as a special project
  - 6 Functional units to make their own budgets
- 
- 6 Monitoring of accomplishments
    - o Agree on mode of monitoring & frequency

## **CONSULTANT'S RECOMENDATION**

1. Since this is the first time the Secretariat met for a strategic planning, we suggest that another two-day workshop is necessary to drill down further each of their functional objectives in relation to their goals
2. The two day workshop outcomes are;
  - a. Measurable goals
  - b. Functional objectives
  - c. Functional key result areas with measures
  - d. Agreement on monitoringThis would ensure that the strategic objectives are realized by end of the 18month period. Also this will ensure that all the departments activities or programs are focused on the strategic objectives set by the group.
3. It is also recommended that another strategic planning (three-days) is done by the same group after 18 months to ensure a strategic actions from everyone in the Secretariat.

## **PART 1. WORKSHOP OUTPUTS**

### **MISSION**

We are truly servants of the people.

We love and we are loyal to the ideals of the House of Representatives;

We fulfill our daily tasks conscious of our constitutional duty and accountability to the public.

We are committed to serve and respond to the needs and expectations of the Members of the House of Representatives with integrity, competence and efficiency so that they, too, can fulfill their commitment to the people.

We strive to serve the public with fairness, dispatch and courtesy.

We are members of a team. We treat each other with mutual trust and respect.

We value the dignity of every individual worker in the organization.

We look after the interest and welfare of our institution, superiors, peers and co-workers.

We take pride in belonging to the Secretariat.

### **B. FIRST DRAFT: VISION 2007**

The Secretariat shall be a cohesive team imbued with the spirit of professionalism, integrity and ethical behavior with a strong sense of

accountability, dedication and responsiveness. We shall be a strong support to our principals by providing timely, state-of- the-art delivery of service under a culture of openness and excellence.

### C. STRATEGIES

STRATEGY CHAMPIONS: RV/ Susan --- Coordinators

STRATEGY # 1: Rationalize the organization structure. (Lourdes)

- Review the functions and improve the organization structure
- Conduct organization and management audit
- Clarify roles, relationships, responsibilities
- Distinguish between Secretariat and Congressional staff

STRATEGY # 2: Enhance the PMS to integrate the essential components such as Career Development, Continuous Education, Upgrading of Skills and Competencies. (Boogie)

- Develop initiatives to enhance managerial and leadership skills and competencies.

STRATEGY # 3: Institutionalize the planning process (Che)

- prioritize projects/ initiatives to optimize scarce
- resources stronger representation and advocacy

STRATEGY # 4: Put in place an effective, efficient, and technology driven communication system. (RV & Susan)

### D. ACTION PLANS TEMPLATE

<b>STRATEGY:</b>					
<b>STRATEGIC PROGRAM:</b>					
<b>PROGRAM OWNER</b>					
ACTIVITIES	TIME TABLE		PERSON RESPONSIBLE	RESOURCES/ EST BUDGET	REMARKS
	START	COMPLETION DATE			

### PART 2: ROUGH OUTPUTS

#### A. CREATING THE FUTURE OF THE SECRETARIAT OF THE HOUSE OF REPRESENTATIVE

**FUTURE (SCENARIO BUILDING)** What do you see by end of 2004

## **EXTERNAL ENVIRONMENT**

- a new form of government (parliament)
- economy will improve but govt still has large budget deficit
- budget is still restricted as 2003
- new leadership
- there is hope
- higher unemployment rate
- slight increase in GNP
- peace and order improved
- continuous advancement IT technology
- more responsive laws for socio-eco growth
- change in political environment
- higher criminality rate
- peace and order problem, bigger
- poverty threshold is higher
- a big question mark (politically)
- too early politicking
- SARS will affect how people think about spirituality
- Greater gap between resource requirements and the leap in technology
- A better year
- Higher foreign assistance
- A more selfless workforce/ secretariat (resource optimization)

## **CORE CHALLENGES (EXTERNAL ENVIRONMENT)**

- Attaining identified strategic objective
- Good leadership and governance
- Political and socio-economic stability of the country
- Understanding, accepting, coping and managing change

## **CHARACTERISTICS OF FUTURE TASK**

- Faster delivery of **services**
- Inventory of manpower; Competencies are evaluated
- Multi-tasking
- Creative sourcing to meet training & development requirements of the Secretariat; resourcefulness
- Streamlined operations of the secretariat including the organization structure
- Political will to get things done
- Upgraded resources (technology & equipment)
- New product and services that will help our principals do their jobs better A shared philosophy; a more healthy internal environment

## **CORE CHALLENGES: TASK**

- Doing more with less
- More realistic targets
- Greater collaboration and teamwork
- Bringing the competencies of people at par with the demand of the task;
- creating a multi-tasking mindset

## **CHARACTERISTICS OF FUTURE STRUCTURE**

- career development in place
- an effective communication and information system in place
- better coordination and cooperation among departments

- a culture of openness
- a culture of excellence
- a performance-based rewards and incentive system
- technology-driven tasks/results/ activities
- a secure and conducive workplace
- more efficient problem-solving and decision making processes a strong sense of pride & belonging to the secretariat highly motivated & driven personnel a more relevant, responsive organization

#### **CORE CHALLENGES: FUTURE STRUCTURE**

- to put in place an effective & technology-driven information and communication system that will create a culture of openness and excellence
- to review and assess current structure to be more responsive

#### **CHARACTERISTICS OF FUTURE PEOPLE**

- highly motivated (EQ)
- highly driven
- more efficient
- pro-active
- empowered
- better trained
- multi-skilled
- more confident and flexible
- professionalism as a way of life
- more nationalistic
- more tolerant of one another; team players

#### **CHALLENGES. FUTURE PEOPLE**

- mission-oriented people characterized by professionalism and ethical behavior; highly trained, multi-skilled, empowered, highly motivated and truly nationalistic

#### **CHARACTERISTICS OF FUTURE INTERNAL ENVIRONMENT**

- teamwork in place
- culture of excellence
- collaboration
- culture of knowledge sharing
- openness in communication

#### **CORE CHALLENGES: FUTURE INTERNAL ENVIRONMENT**

- leadership style that brings out the best in people

### **B. ASSESSING THE CURRENT SITUATION OF THE SECRETARIAT OF THE HOUSE OF REPRESENTATIVES**

#### **CURRENT EXTERNAL ENVIRONMENT**

- Security threats
- Public deficit
- SARS

- Advancements in technology
- Poor, negative image of the country abroad
- Unstable economy
- Uncertainty of form of government that will be adopted
- Criminality on the rise
- High unemployment
- Economic slump
- High cost of living
- Intensified influence of religion on politics, policies of government
- Unstable Forex
- Drug problems
- Intense political pressure in the way we do our work
- Demanding but appreciative customers (i.e. HOR)
- Inter-chamber conflict

### **CORE URGENCIES?**

- Level expectations with customers to be able to deliver required services and exceed their expectations
- Proper resource management
- Provide information, data on pressing national issues

### **CURRENT TASK**

- Behind in terms of technology
- Antiquated security devices, equipment
- Making do with whatever we have/ scarce resources and limits our capabilities to do better in service
- Survivors" - we deliver in spite of inadequacies
- Service levels are at par with expectations, requirements of principals
- Customer understands constraints
- Resourcefulness of the Secretariat to meet urgent requirements

### **CORE URGENCIES?**

- Stronger representation to the leadership for needed logistical support
- Better dialogue/ communication systems within
- Define priorities, identify the "critical few"

### **CURRENT STRUCTURE**

- Some overlapping of functions
- Overspecialization, dilution of tasks
- Lack of rationalization of the organizational structure
- Highly centralized decisions on resource allocation
- Decentralized decision-making for day-to-day operations
- Reward system is not performance based
- Career development in place but implementation is influenced by politics to some extent
- Policies and procedures need updating and proper implementation across the organization
- Need to institutionalize planning process on a regular basis
- Lack of understanding of resource allocation

### **CORE URGENCIES?**

- Rationalize the organization structure
  - *Review the functions and improve the organization structure* Conduct organization and management audit
  - Clarify roles, relationships, responsibilities Distinguish between Secretariat and Congressional staff
- Rationalize the rewards and benefit system (i.e. PMS)
- Institutionalize the planning process

### **CURRENT PEOPLE**

- Highly competent, qualified, committed, motivated
- Resourceful
- Patriotic
- Mismatch of competencies and skills against job assignment
- Focused on professionalism

### **CORE URGENCIES?**

- Review mismatch and place right people in right jobs
- Review Career Development System in view of desire to enhance professionalism

### **CURRENT INTERNAL ENVIRONMENT**

- Alignment of Mission and Vision with that of customer's
- Incentive programs in place
- Intra-unit teamwork is in place
- Respect for one another
- Generally healthy internal environment
- A lot of joint efforts, collaboration

### **CORE URGENCIES?**

- Maintain, improve the internal environment (LAN will enhance it further)

## **PART 3 WORKSHOP PROCEEDINGS**

### **Hopes and Expectations**

- This exercise will provide better coordination among the different departments.
- Help us align our activities and action plans in the entire institution.
- Updating the mission and vision to make our plans relevant
- Plans in order to come up with the budget
- Help us plan how to optimize resources
- Help strategize better in relation to our budget preparation
- Greater understanding of how to deal with people
- Come up with a plan that is doable and realistic
- Decide what, when, how to do
- See a clearer roadmap of the mission and vision
- Come up with an integrated plan of action to achieve the vision
- Have a platform to assess the current condition of the Secretariat
- Shared framework for our existence and appreciation of each department's operation
- Shared framework to achieve the vision
- Better design to improve the service of the bureau
- Come up with a plan for a more efficient and effective service

- Integrated plan of action
- Will result in financial support from management for our projects in improving services
- Differentiate the different activities of our departments and integrate them to the overall vision of the Secretariat in support of the HOR
- Appreciate the environment in which the institution is working in, agree on the priority programs
- Clearer understanding of operations and objectives
- Take into account that we are part of National Government
- Have an integrated plan and an appreciation of each person so we can work better together

**FUTURE (SCENARIO BUILDING):** What do you see by end of 2004

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- leadership style that brings out the best in people

## **INITIAL STRATEGIES CRAFTED**

- Anticipate changes that will happen and respond positively; and cascade to the staff.
- Institutionalize the planning process
  - prioritize projects/ initiatives to optimize scarce resources
  - stronger representation and advocacy
- Put in place an effective, efficient, and technology driven communication system.
- Enhance the PMS to integrate the essential components such as Career Development, Continuous Education, Upgrading of Skills and Competencies.
- Rationalize the organization structure.
  - Review the functions and improve the organization structure
  - Conduct organization and management audit
  - Clarify roles, relationships, responsibilities
  - Distinguish between Secretariat and Congressional staff
- Develop initiatives to enhance managerial and leadership skills and competencies.

## LIST OF PARTICIPANTS TO THE STRATEGIC PLANNING

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*\* names were culled from the attendance sheet submitted to the consultants by the training staff*

