

## A. ORGANIZATIONAL DEVELOPMENT

While the institution has set its mission-vision, objectives and values statements, setting them is one thing. Living them is another.

There is obviously a need for direction-setting to achieve a holistic and cohesive approach to running the affairs of the institution. **Each unit office, while competent in the delivery of identified/assigned tasks, may not necessarily appreciate their intertwining roles.** The concerns of the units represented during the training are immediate and confined within the units where the said participants belong to -- said concerns tend to be myopic.

The participants have their respective ideas of what the ideal Senate Secretariat should be, yet they fail to check on this against the reality-- worst, they have been defensive and close-minded about how the way things have been. They have limited themselves to the existing bureaucratic ways. They lack the drive to take a proactive stance in reinforcing effectivity and efficiency in the office not because competence is wanting, but because they need to be powered from time to time with some dozes of idealism.

In any organization there must be certain norms to be observed. But said norms, to be effective, should be set with the highest degree of respect due to credibility and consistency in their observance and because these have been agreed on with fullest conviction. **There is therefore a strong need to look into the institution's system and structure to make the setting of norms possible.**

Likewise, **there is a need to revisit the institution's style of management, its values, organizational culture, the role of the employees in decision-making, patterns of excellence, etc.** Such self-reflection must be a stimulus for organizational change. And the change we want to achieve here is something that is geared towards improving both the long term performance of the institution and the quality of working life for the individual members of the Senate workforce.

Fortunately, the institution acknowledges its shortfalls and the participants expressed the need to change for the better. Consequently, two approaches are introduced here: Diagnostic activities (which we have been trying to achieve by collecting and analyzing information about the broader problems of the Senate) and Intervention activities (which shall be the by-product of this workshop - those coherent set of activities designed for dealing with the problems).

For reference purposes, the organizational issues were identified and classified as follows:

1. Organizing Arrangements which consist of all the formalized guidelines for coordinative action in the system such as the institution's formal structure, its various conflicting (otherwise, underrated) policies and procedures, goals, strategies, administrative systems, and to a certain extent, the formal reward system particularly the performance evaluation system.
2. Human Factors which account for the prevailing culture therein (values, belief, norms), interaction processes (interpersonal, group, intergroup), individual attributes (attitudes and behavioral skills), and informal patterns/networks (communication, decision-making, influence, and status).
3. Technology that which describes all aspects of the process through which system inputs are transformed into system outputs (e.g. tools, equipment, and machinery, technical expertise, job design, workflow system, technical procedures, and technical systems).
4. Physical Setting which covers the physical environment people work in.

As it was with the diagnostic activities, intervention activities must be facilitated by an outsider to ascertain a more objective perspective and fair treatment to parties concerned.

## **B. HUMAN RESOURCES MANAGEMENT & DEVELOPMENT**

There is **a need to revisit the function and organization of the Senate's Human Resources Department.** Likewise, there is a need to re-define its role in the institution and identify its place in the organizational structure for it to be effective in coming up with sound personnel policies and programs.

An urgent concern that needs to be attended to is a **review of the institution's Job Analysis Program** -- its job descriptions and specifications to determine the duties and responsibilities of the jobs to be filled and the skills and other qualifications required of men and women who are to fill them. The Senate's manpower may not have been productive as expected or hoped for because the personnel's competencies do not match the jobs assigned to them. Hence, the need for human resource planning that should cover the following:

- a) A systematic forecasting of manpower needs
- b) A built-in system to analyzing, improving , and monitoring of the personnel's individual performance and of the institution as a whole
- c) A built-in system for determining, planning, and monitoring the career aspirations of each personnel in the institution and developing them for improved productivity
- d) A built-in system for assessing and determining the developmental needs of managerial/supervisory positions' for future succession requirements

There is likewise **a need to institutionalize the recruitment, selection, and placement programs.** Alignment of personnel's competence and qualifications to work requirements may be difficult to implement or insist at this point in time and is not, in fact advisable unless one want to revolutionize the entire institution. But at least there are efforts to put in place a system in time for the next Congress.

