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PARLIAMENTARY **STAFF STRATEGIC** **PLAN 1998**

PARLIAMENTARY **STAFF VISION**

A supreme, effective, efficient and self sustaining Parliament as a major participant in the process of governance is the vision of the Parliamentary Staff.

29/05/98

PARLIAMENTAR Y STAFF MISSION

The Mission of Parliamentary staff is to facilitate legislators to fulfil their mandate effectively by the staff regularly improving their problem solving capacity.

This will be achieved through: renewing staff; improving research,

**information gathering, use
and dissemination by
utilising Information
Technology; contracting;
providing security, plant and
equipment and their
maintenance.**

29/05/98

PARLIAMENTARY STAFF SWOT

STRENGTHS

- 1. A professionally well trained parliamentary staff.**
 - 1.a. Good leadership.**
 - 1.b. Varied skills available across divisions.**
- 2. Availability of physical structures and equipment.**
 - 2.a. Appropriate technology.**
- 3. Serving one core client within the same precincts.**
- 4. The role of staff is clearly defined as assisting the legislators to fulfil their mandate.**
 - 4.a. Work rules and regulations are clear:**
 - i. The Constitution of Kenya.***
 - ii. National Assembly (Powers and Privileges) Act.***
 - iii. Standing Orders of the House.***
 - iv. Speaker's Rules.***
 - v. Civil Service Regulations.***
- 5. Minimal bureaucratic red-tape.**
- 6. There is regular interaction among parliamentary staff.**
- 7. Security in the work-place.**
- 8. Staff are committed to the institution.**
 - 8.a. Security of employment.**
- 9. Sound staff discipline.**
- 10. Staff serve Members of Parliament in a non-partisan manner (behavioural).**

11. Co-operation and team-work exist.

WEAKNESSES

- 1. Terms and conditions of service are not commensurate with the work load.**
- 1.a. Under-staffing in some Divisions.**
- 1.b. Problem of retaining trained staff in some Divisions.**
- 1.c. Insufficient staff welfare incentives.**
- 2. Inadequate training in management.**
- 3. Lack of adequate funds.**
- 4. Lack of institutional housing for staff.**
- 5. Lack of opportunities for vertical job mobility in certain Divisions.**
- 6. Institutional slow response to change.**
- 7. Lack of effective communication in certain areas.**
- 7.a. Use of informal communication channels for favours.**
- 8. Inadequate in-house training.**
- 9. Lack of proper orientation for new members of staff.**
- 10. Inadequate research and library facilities and appropriate information technology.**
- 11. Inadequate equipment and working tools.**
- 12. Inadequacy in staff transportation.**
- 13. Lack of understanding on the part of some legislators as to what the parliamentary staff should do for them.**
- 14. Lack of mechanism for stress management.**

OPPORTUNITIES

- 1. De-linking of Parliamentary Staff from the Civil Service.**
- 2. External training opportunities.**
- 3. Use of donor funds.**
- 4. Utilising training facilities offered by interested organisations.**
- 5. Interaction with the top leadership in society.**
- 6. Interacting with other associations/institutions.**
- 7. Taking parliament to the people.**
- 8. Contracting some services e.g. cleaning, maintenance and consultants.**

THREATS

- 1. Unstable political environment.**
- 2. Economic constraints which affect resource mobilisation.**
- 3. Competition with other organisations for resources.**
- 4. Civil Service retrenchment programmes.**
- 5. Constant changes in technological development.**
- 6. Better opportunities available for staff in the open market.**
- 7. Interference by politicians on staff matters could bring instability to the institution.**
 - 7.a. Lack of autonomy may expose some staff to undue pressure from the Executive.**
 - 7.b. Existence of autonomy may lead to politicisation of staffing norms and practices.**
- 8. Possibility of sabotage.**

ELEMENTS OF STRATEGIC PLAN

THE TEN PRIORITY AREAS

- 1. Behavioural and Quantitative Performance Evaluation.**
- 2. Staff Development Training Plans.**
- 3. Staff Job Realignment.**
- 4. Financial Management.**
- 5. Management Information System.**
- 6. Utilisation of Information Technology.**
- 7. Security.**
- 8. Financing the Maintenance and Replacement of Plant and Equipment.**
- 9. Staff Welfare.**
- 10. Promoting Parliament.**

1. BEHAVIOURAL AND QUANTITATIVE PERFORMANCE EVALUATION

(i) POLICY:

Establish quantitative and qualitative evaluation system.

(ii) STRATEGY:

(a) Set-up performance bench-marks and establish clear and objective performance evaluation criteria.

(b) Setting and agreeing on work loads and standards.

(c) Continuous Evaluation and Regular Appraisals.

(d) Encourage Team-work.

(e) Introduce performance related remuneration and training.

2. STAFF DEVELOPMENT TRAINING PLANS

(i) POLICY:

- (a) Establish staff skills inventory.**
- (b) Establish retraining needs of current staff.**
- (c) Establish bench-marks for recruitment.**

(ii) STRATEGY:

- (a) Establish new staffing norms, terms and conditions of service and training policy.**
- (b) Conduct training and skills development programmes for managers in key areas such as leadership, management, financial/budgetary processes.**
- (c) Enhance training in appropriate technology.**
- (d) Sponsor staff to courses relevant to their professions locally and overseas.**
- (e) Enhance on-the-job training programmes.**
- (f) Establish exchange training programmes with other specialised institutions.**
- (g) Recruitment be biased towards trainable staff.**
- (h) Encourage self-initiative by staff.**
- (i) Introduce a focused orientation programme for new staff.**

3. STAFF JOB RE-ALIGNMENT

(i) POLICY:

- (a) Establish an optimal organisational structure which is cost-effective and efficient.**
- (b) Review staffing needs to ensure appropriate distribution of skills and professions.**
- (c) Rationalisation of jobs to determine vacancies and over-staffing.**

(ii) STRATEGY:

- (a) Review and assess the available skills and professions necessary to execute the mission of parliamentary staff.**
- (b) Review job descriptions/ specifications in relation to the functions of each unit.**
- (c) Re-train staff to play multi-disciplinary functions.**
- (d) Down-sizing versus re-allocation versus re-training.**

4. FINANCIAL MANAGEMENT

(i) POLICY:

- (a) Review budgeting and budget presentation processes.**
- (b) Establish an efficient financial/stores system which allocates expenditure to the various cost centres.**
- (c) Identify priority funding areas by cost centres.**

(ii) STRATEGY:

- (a) Identify cost centres, analyse their needs and allocate budgetary provisions for each personnel and other overheads to be apportioned per centre.**
- (b) Set up manual/computer store management system which can identify and allocate an expenditure to each cost centre.**
- (c) Each cost centre to have an authorised person to requisition and account for each item issued to it.**
- (d) To produce regular reports per cost centre.**

5. MANAGEMENT INFORMATION SYSTEM

(i) POLICY:

- (a) To set up a management information system that will provide accurate information for decision making.**
- (b) To facilitate free flow of information within the management ranks.**

(ii) STRATEGY:

- (a) Set up a proper reporting structure - who reports to who -. Put in place internal checks to verify the accuracy of the information supplied.**
- (b) Set up a team to understudy the work of each unit so as to ascertain the nature of information generated.**
- (c) Obtain necessary soft-ware to process and consolidate the data from various units.**
- (d) Set deadlines for the production of reports and a feed back system by holding regular meetings to discuss the reports.**

6. UTILISATION OF INFORMATION TECHNOLOGY

(i) POLICY:

- (a) Establish an efficient and effective information gathering, use, storage and retrieval system.**
- (b) Assess available information technology capacity.**
- (c) Ensure effective management of House records and management data.**
- (d) Enhance Research and Library Services.**
- (e) Create interactive data banks.**

(ii) STRATEGY:

- (a) Strengthen the institution's information technology capability through acquisition of current hardware and software.**
- (b) Provide adequate physical and data processing facilities and enhance their security.**
- (b) (i) The information strategy should address practices at every stage of the life cycle of information.**
- (c) To train library staff in research for handling of a well equipped library for effective flow of information.**
- (c) (i) Automate library services.**
- (c) (ii) Provide adequate library and research facilities.**
- (d) Set up on-line facilities with local databases.**
- (e) Require staff to utilise information technology.**
- (e) (I) Intensive training of staff in the use of IT.**
- (e) (ii) Engaging an expert in IT to conduct computer literacy seminars for staff.**
- (f) Provide access to e-mail and internet.**
- (g) Enhance internal net-working.**

7. SECURITY

(i) POLICY:

- (a) Review the security infrastructure of Parliament Buildings.**
- (b) Protection for legislators, staff, equipment and other facilities in and outside Parliament Buildings.**
- (c) Establish National Emergency Procedures for National Assembly.**
- (d) Trained manpower to man and service security equipment and installations required for effective and efficient security services in Parliament Buildings.**
- (e) Establish disaster procedures for National Assembly.**

(ii) STRATEGY

- (a) Implement an integrated approach to protect life, property and information while maintaining public access to Parliament Buildings.**
- (a) (i) Security measures should promote user-friendly, secure and unobtrusive tools and processes.**
- (b) Provision of appropriate security equipment.**
- (b) (i) Recruit and train staff to effectively man security equipment.**

8. FINANCING MAINTENANCE AND REPLACEMENT OF PLANT AND EQUIPMENT

(i) POLICY:

- (a) Analyse the economic life span of the existing equipment and plant.**
- (b) Plan replacement of equipment after its economic life.**
- (c) Adequate budget to finance/replace/maintain plant and equipment.**
- (d) Streamline the procurement processes and procedures.**

(ii) STRATEGY:

- (a) Set-up a system for acquisition, replacement, maintenance and disposal of equipment and allocate resources on priority basis.**
- (b) Each Unit Head to assess his/her equipment needs regularly.**
- (b) (i) Prepare a plan of replacement of unserviceable and uneconomical plant and equipment.**
- (c) Contract for the maintenance of plant and equipment.**
- (d) Utilise Government and donor funds to purchase appropriate plant and equipment.**

9. STAFF WELFARE

(i) POLICY:

- (a) Establish an effective system that will respond to staff welfare needs.**
- (b) Enhance staff welfare facilities.**

(ii) STRATEGY:

- (a) Introduce institutional housing for staff.**
- (b) Establish a medical clinic for Members of Parliament and staff.**
- (c) Provide adequate staff transport.**
- (d) Revive and strengthen Bunge Welfare Association.**
- (e) Provide recreation facilities.**
- (f) Introduce additional welfare incentive schemes for staff.**

10. PROMOTING PARLIAMENT

(i) POLICY:

- (a) Enhance society's awareness of the role of Parliament and its operations.**
- (b) Map out plans for Parliament outreach.**

(ii) STRATEGY:

- (a) Establishment of an information centre.**
- (b) Production of specialised materials on Parliament for distribution to the public.**
- (b) (i) Production of a newsletter on Parliament.**
- (c) Use of print and electronic media to educate the public on the role of Parliament in society.**
- (d) Encourage organised tours and visits to Parliament Buildings.**
- (e) Organise lectures and visits to schools, colleges and universities.**

CONSULTANT'S RECOMMENDATIONS

Having worked with your senior managers, the Consultant would like to make the following recommendations for your consideration:-

- Ø **First, there is an urgent need to train the bulk of your senior staff in general management for it is clear they have not had opportunities to get such training. No doubt such training will have positive impact on the operations of the National Assembly.**
- Ø **Two, it is important that all senior staff be trained in Objective Oriented Programme Planning. This will help standardise work plans as well as individual and unit outputs for evaluation.**
- Ø **Third, most senior staff need to be trained on the use of computers. This will increase their efficiency over and above enabling them to manage more effectively.**
- Ø **Fourth, the Consultant recommends that a security study be undertaken soon to assist in designing an expanded security system to include the new buildings which now form part and parcel of Parliament Buildings.**
- Ø **Fifth, the Consultant recommends that the output of this seminar be introduced to the middle management and lower cadres systematically by a team of some of the senior managers who took part in developing elements of the Strategic Plan.**
- Ø **Sixth, the Consultant recommends that the Senior Management, with the assistance of the Consultant or others, review these outputs in a year's time so as to finalise a strategic plan which will be operative at least to the year 2010. This will allow participants to have implemented some of the major recommendations.**

APPENDIX 1: OUTPUT OF PROCESSING PRESENTED PAPERS

1. Autonomy of Parliament

- (a) Parliamentary autonomy and its advantages.**
- (b) Independence on decision making on the running of Parliamentary Secretariat (de-linking).**

2. Environment

- (a) Enabling Parliamentary Officers to understand the changes in their working environment.**
- (b) Democratisation.**
- (c) Civic Education.**
- (d) Improved Service to Members.**

3. Library and Research Services

- (a) Importance of information in empowering the Parliamentarian to effectively perform his/her role. There is need for well equipped library and research facilities.**
- (b) Information.**

4. Parliamentary Leadership

- (a) Legislature to give direction on fundamental critical issues.**
- (b) National vision given by the Parliament.**
- (c) Preparation for managing the future.**
- (d) Anticipation and planning on how to deal with issues likely to improve on functions of Parliament.**

5. Managerial Leadership

- (a) **Organisational/structural job description of the legislative staff.**
- (b) **Managing Change.**
- (c) **The need to recognise the value of team work in the management of change.**

6. Autonomy of Staff

- (a) **De-linking of the Parliament Staff from mainstream civil service.**
- (b) **Autonomy of Parliament is vital if it has to recruit and train its own staff conveniently. Independent terms of service will attract and retain qualified staff.**
- (c) **The role that the staff play in National Assembly could be greatly enhanced if they were operating in an autonomous environment.**
- (d) **National Assembly has to be de-linked from the main civil service.**

7. Financial Management

- (a) **Management of the fiscal resources.**
- (b) **Effectiveness in service provision at minimum cost.**

8. Team Work

- (a) **To cultivate team-work in Parliamentary challenges.**
- (b) **Communications.**
- (c) **To improve staff and the legislature; communication and working relations.**
- (d) **Enhancement of management of Parliamentary affairs require team effort and support from all those involved.**
- (e) **The need to manage change through involvement of all the stake-holders.**

9. Human Resources

- (a) **Train Legislators and Staff.**
- (b) **The Parliament to be effective and efficient. Both the staff and the Members have to be educated to appreciate their role.**
- (c) **The staff of National Assembly are also very important aspects in the running of the affairs of Parliament.**
- (d) **Improve on staff welfare so as to motivate and improve on efficiency.**
- (e) **Human resource management and planning.**
- (f) **Economically empowered Parliamentary staff/necessary skills.**
- (g) **Total Quality Management approach in the management and planning of Parliament - customer/client approach.**

10. Improving Legislative Process

(a) Legislative Issues

- (i) **Well informed legislature**
- (ii) **Need for deliberate strategy to empower staff to facilitate appropriate response by Members to the demands and needs of enlightened electorate.**
- (iii) **Enabling the civil society to be involved in the legislative process - i.e. public hearings.**
- (iv) **Physical facilities.**

(b) Staff Issues

- (i) **Management of human resources in provision of support services to the legislature.**
- (ii) **Improve on service to Members.**
- (iii) **Development of human resources for strategic planning of Parliament.**

(iv) Physical facilities.

(c) Legislative Issues

(i) Enlighten citizens through civic education.

(ii) Members of Parliament require physical facilities like transport.

(iii) Information technology and its management for quality services to Members of Parliament.

11. Subjects Not Covered in Processing

(a) Security.

(b) Accountability.

(c) Transparency.

(d) Staff/Member Welfare.

APPENDIX 2: LIST OF PARTICIPANTS

1. J. K. Masya	Clerk of the National Assembly
2. P. G. Gichohi	Principal Clerk
3. M. Werunga	Principal Clerk
4. P. C. O. Omolo	Principal Clerk
5. K. Mukiira	Under Secretary/PF & EO
6. R. A. Nyanjom	Senior Principal Personnel Officer
7. J. Machanje	Chief Hansard Editor
8. J. M. Mwanja	Hansard Editor
9. J. M. Muchira	Chief Accountant
10. S. Obudo	Senior Accountant
11. E. Musunga	Catering Manager
12. W. W. Makate	Senior Supplies Officer
13. Michael Ole Kirusua	Chief Sergeant-At-Arms
14. B. K. Mwendwa	Sergeant-At-Arms
15. I. K. Songoro	Librarian
16. E. Kamau	Librarian

LIST OF TEAM MEMBERS

TEAM MENTALIS

**Gichohi
Kirusua
Machanje
Muchira
Musunga
Nyanjom
Omolo
Songoro**

TEAM MELLIFERA

**Kamau
Makate
Masya
Mukiira
Mwanja
Mwendwa
Obudo
Werunga**