



Final Report



THE FUNCTIONAL REVIEW OF THE ADMINISTRATION OF THE PARLIAMENT OF THE REPUBLIC OF MOLDOVA

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Note:

The United Nations Development Programme (UNDP) is the UN's global development network, advocating change and connecting countries to knowledge, experience and resources to help people build a better life.

This report was developed by two independent experts in the framework of the UNDP project „Strengthening the institutional capacity of the Parliament of the Republic of Moldova”. Opinions expressed therein do not necessarily reflect the official views and policies of the United Nations Development Programme.

I. EXECUTIVE SUMMARY

The Functional Review of the Administration of the parliament of Moldova is a part of component of UNDP project which aims to improve internal management of the Parliament. The review was carried out by Latvian experts Ms. Anita Dudina, the Director of the Information Department of Saeima of the Republic of Latvia and Mr. Maris Sprindzuks, former Member of Latvian Parliament, who have been invited by the UNDP Moldova to review the structure of the Administration of the Parliament, the policy documents and existing procedures and provide recommendations based on the experience of other parliaments in the EU member countries.

The objective of the project “The functional review of the Secretariat of the Parliament of the Republic of Moldova” is to carry out a functional review of the Parliament, with emphasis on restructuring the Parliament’s Secretariat and increasing its administrative capacity.

The key problems which indicated the Functional Review were mostly related to the distorted status of civil servant in the Parliament, lack of targeted human resource policies and information systems, and vague organizational culture caused by unclear organizational mission among the employees. Human resource allocation and their functional distribution did not appear to be the key problem as it was anticipated in the TOR of the assignment.

The interviews of Members of the Parliament and representatives of staff were performed in spring of 2006 (February 21, 2006 to May 24, 2006) in the three installments of two week periods.

The Functional Review indicated the key problems and areas for improvements defining recommendations and proposals for concrete actions to be taken:

1. The Administration of the Parliament needs the Secretary General – the non-political chief of the staff, whose primary task should be overall strategic planning, human resource management and financial management.
2. There is a need to define new and common mission for Administration in order to develop common set of values and principles necessary to consolidate employees for coordinated and targeted activities in serving the client – the Member of Parliament. New mission should be developed by intercommunication between the chief of the staff and the heads of structural units.
3. There is a need to strengthen independence and professionalism of the Administration of the Parliament by implementation of the principles of the Law on Civil Service, i.e. competitive hiring rules of personnel, human resource management policy, respecting the key principles – professionalism, political impartiality, loyalty.

4. In order to respect the right to information as a basic right in the democratic society and to avoid essentially different interpretations of these rights within Parliament, it is advisable to define the information policy of the Parliament of Moldova, setting general principles and objectives for access to the information both within the Parliament and outside. To succeed this task needs political support and coordination at the highest level therefore information policy of the Parliament of Moldova should be discussed in all political factions and adopted by the Bureau.
5. The Information system strategy should be developed in line with the information policy of the Parliament of Moldova. In formulating such strategy the first step should be the assessment of the needs of Members, staff, society at large and other specific target groups, like Government, public officials, local government etc.
6. Parliament as well as other public institutions and society at large can benefit if client-server based document handling system would be designed, implemented and managed. Such system could serve as an efficient tool for handling, storing and searching draft laws and other documents processed by both the Government and the Parliament of the Republic of Moldova. In order to ensure the efficient exchange of legislative documents between the Government and the Parliament in electronic form, common technical standards should be set and agreed. Such system must guarantee full control of the complete document flow including standardized input from personal computers and flexible output, both in printed and electronic forms.
7. Following the user needs assessment the content of intranet should be discussed and decided and implementation plan elaborated. As the internal information is important and necessary also for the external information activities, the development of the internal information in digital form therefore is a warrant for success of parliamentary website.
8. The top management of the Administration of the Parliament of Moldova in cooperation with Human Resource Service should develop sound human resource policy. Policy has to define basic principles for recruitment, selection, workplace, salaries and benefits, reward system and staff development principles securing equal opportunities for every applicant and preventing discrimination on the basis of age, gender, political affiliation, ethnic or religious identity. To guarantee that this policy is equally comprehended and implemented, provisions should be made for ensuring dissemination and understanding of important elements of human resource policy in all structural units of Parliamentary Administration, as well as in Parliamentary Committees.
9. Training should be established for the top managers and middle level managers to meet the qualifications the new situation dictates. Training courses for employees on leadership, decision-making, communication, conflict resolution, time management, stress management, team building skills

etc. could help them to achieve their best potential. Reflecting the ongoing process of European integration, the opportunities for parliamentary staff to undertake courses on European issues (European institutions, basic principles, international tasks, relations with partner states, information retrieval systems etc.) and foreign language training are increasingly important.

10. Human Resource Service specialists have to have training to develop ability to analyze and integrate the complex political, cultural and organizational factors influencing human resource planning and staffing in the parliamentary context. The process of human resource planning, linking human resources planning with strategic planning, job analysis and job design, recruitment and selection of employees, as well as competence development are important topics that should be covered.
11. The Regulations of the structural units should describe relevant parliamentary support functions of every Department and subunits taking into account the Parliament's mission and defined objectives. The Regulation of the department and job description of every employee should be separated and drafted as two different kinds of documents. The aim of the Regulation of the department is to define the functions and competencies of structural unit and subunits. The aim of the job descriptions is to define the content of performed activities of every employee. However there should be clear link and correlation of competencies and activities mentioned in the Regulation and job descriptions. It is advisable to draft both types of document in parallel.
12. The introduction of the personal assistant institute for the Members of Parliament will provide more qualitative information Members need to make informed choices and knowledge-based decisions as well as technical support for office work and meetings with electorate. Taking into account the limits of the parliamentary budget, at first the part-time assistants can be allocated to every Member. Perhaps, it is rational to consider the implementation of internship, involving best students from the University or other appropriate higher education institute.
13. It is highly advisable to organize Induction program for new Members of the Parliament after parliamentary elections and before the first session of the newly elected Parliament, supplemented by comprehensive written material about Parliament with necessary technical and administrative details.