

Strategic and Planning Management in the Brazilian Chamber of Deputies

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Governments from all over the world have suffered the pressure for the increasing efficiency, efficacy and effectiveness in the accomplishment of its role with the society. It is clear the need of improving the work of the public institutions in order to transform them into an institution really capable of promoting the transformations that the population, connected in world terms, demands of the State. Besides, the society has used mechanisms of communication and information in a more consistent way, allowing its organization and articulation in order to require the transparency of acts from the institutions. On behalf of the citizens, the process of regulation and assessment of public services becomes natural. Social groups claim for economical time-effective results. Thus, it is immediate the need of causing a revolution in the model of public management, in a manner of addressing the requirements of this new social and economic order.

The reason for the existence of the Chamber of Deputies, a public organization, is defined by the Constitution of the Federative Republic of Brazil. The Deputies are elected to represent the people, to legislate and to supervise the application of the public funds. However, more than pass laws, the Chamber of Deputies is responsible for enabling the participation of the society in the legislative debate to make it more accessible and democratic resulting in rules that are more consonant with the social needs of the Brazilian society. To accomplish this mission, the Chamber of Deputies is provided with an administrative and legislative structure supported by the technical board of the Institution.

The Chamber of Deputies' Administration, aware that the quality of the services provided to the Representatives and to the society can be improved with modern management techniques, invested in the application of scientific models established in methodologies of strategic management as well as project and process management.

Planning in the Chamber of Deputies

Initiated in 2004, the Strategic Planning of the Chamber of Deputies, defined as a mission of the department of technical administrative, legislative support: "to provide support to the parliamentary activity, with a high quality and ethics, contributing to its continuous strengthening, improvement and transparency". The plans for the future and the organization values were established as well: commitment, professionalism and responsibility, ethics and transparency; cooperation, solidarity, efficiency, efficacy and effectiveness.

Even three strategic guidelines were drawn, with the aim of guiding the future lines of action and working programs:

- a) To improve the Chamber of Deputies' means of account, information dissemination and communication with the citizens, contributing to the consolidation of an institutional image before the society.
- b) To disclose the Strategic Thinking and improve the tools of management, assuring the continuity and the effectiveness to the actions of technical-administrative support, allied to the parliamentary activity.
- c) To promote the people development and professional learning, to encourage the contribution and the sharing of experiences, to stimulate the continuous processes of innovation and improvement, especially by means of the knowledge management.

Over the past years, the values and the guidelines established were essential for several advances. Strong investments in training and capacity building, information technology and institutional communication composed the Chamber of Deputies of a highly qualified technical staff, computerized systems and many means of communication with the society. The Chamber of Deputies' website (www.camara.gov.br) was improved due to the creation of the field "*Transparência*" (Transparency), in which information about agreements, biddings, trips in official mission, compensatory payments, management report and other types of information are disclosed. Besides, the citizen can follow up the current stage of a bill in the House, the participation of the Representative that he elected and receive information about the most varied themes discussed in the House. Such initiatives are based on the "ethics and transparency" values that guide the process of account to the society.

Since 2006, administrative department strategic guidelines of the Chamber of Deputies were detailed according to the aims of each department, a job accomplished in every functional department of the organization. This process was initiated in the Human Resources Division and it is in the conclusion stage at the Center for Information and Technology. For such, the *Balanced Scorecard – BSC* Methodology was used, and it aims, besides the definition of strategic objectives for the department in which it's been applied, for the identification of a group of indicators and periodic goals. The methodology enables the measurement of the Institution success in addressing the goals valid for the cycle of planning in force. According to the technique, every objective is evaluated by at least one indicator, capable of translate, in terms of quantity, how the strategy is becoming reality.

Deployment of the strategy

The challenge is on for the Administration of the House: to implement an articulated group of actions capable of achieving the established aims, to use the management methods proposed and to promote the desired positive effects in the administrative efficiency and in the institutional image before the society. In order to achieve this, it is essential to focus on the strategy and transform it into reality from the development of projects. In the implementation of the strategy, the projects allow the conducting of efforts and prioritize the use of resources, in a manner of achieving the expected results.

In order to address this challenge, it is essential: the professionalization of projects' management in the House and the consolidation of the management methodology of projects, whose basis were released in 2006. The Administration identified the importance of basing the development of projects on recognized management principles. The group of best practices of project management, contained in the PMBOK Guide of the Project Management Institute (PMI), was adapted according to the reality of the organization and created a Project Guidebook), whose first version was published in 2008. At the same time, the first project managers, identified after the cycles of department strategic planning, received formal training for project management. (PMI, 2004)

The Strategic Management consists on the process that assures the sense of direction and continuity to the organization. “*The strategic management comprises the process of drawing and implementation of strategies, and the conception and adoption of an organizational model, adequate to the established strategies.*” (Tavares, 2005:147)

The organizational model (strategic governance), adopted by the Chamber of Deputies, is based on the definition of collegiate instances of decision making and mechanisms of control with the aim of result follow up. Must be emphasized the accomplishment of Meetings of Strategic Assessment, opportunities in which the main managers of the House reflect together about the established strategy and check if the hypothesis that were accepted as true elements, during the planning, must be maintained or not. In these quarter meetings, the leaders debate the performance of the organization, based on the indicators and established goals, which allow identifying objectively which projects and work processes must be adjusted.

The implementation of a strategic management requires even a change program that achieves all departments of the House. It is essential that the High Administration leads this process and clarifies it, in an objective way, which are the real behaviors expected from all parties involved. These behaviors, applied to the routines and work processes, aim to assure that the transition for the new management model be successful. Defined in real behavior terms what the change represents in the reality of every party involved, it is natural that the resistances be expressed. According to Edgar Schein, the resistance to change is based on the anxiety of learning, manifested in unconscious fears of the temporary incompetence, loss of the power of influence, job, affiliation to the group and even the loss of identity. Sometimes, these fears are presented by the denial of the need for change, avoidance and the transference of responsibility of personal attitudes to the group. (Schein, 2008)

Communication and governance

Aware of the need of promoting a necessary psychological safety to attenuate the anxiety of learning, typical of the process of culture transformation (a process in which the Institution has been), the department that leads the Strategic Management in the House invested in the preparation of a Communication Plan. First of all, the communication of the strategy was accomplished due to the presentation of the Mission, desired Vision and Values for all employees. Then, were presented the objectives defined in the Strategic Corporate Map and the projects and programs that will transform the strategy into results.

The consolidation of the Strategic Management in the House will be accomplished, therefore, by the alignment of all board of directors and administrative units with the expected objectives present in the Strategic Corporate Map, by the implementation of strategic projects, by the improvement of work processes and by the deployment of a follow up system and assessment, based on performance indicators and goals. The use of methodological and technological tools that allow the measurement and the follow up of indicators and goals is essential, since that what cannot be measured, cannot be managed.

The future is promising. The first Meeting of Strategic Assessment in the corporate scope was held on August, 2009. At the time, the Governance Model of Strategic Management was approved by the main managers of the House, the strategic projects were formalized and the first cycle of strategic management in the Chamber of Deputies was officially initiated. The principles that will conduct the efforts of the Administration and the technical staff to support with excellence the parliamentary activity were established in order to account for the society, and thus, definitely contribute for the institutional strengthening of the Brazilian Legislative Branch.

9. Bibliography

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