

STRATEGY FOR THE DEVELOPMENT OF THE RESEARCH SERVICE OF THE VERKHOVNA RADA OF UKRAINE UNTIL 2027

1. INTRODUCTION

Increasing the institutional capacity of the Verkhovna Rada of Ukraine requires, among other things, strengthening scientific support for legislative activity, involving expert potential in the formation, evaluation and forecasting of state policy and the legislation development. In view of this, in August 2022, by changing the functional purpose of the Institute of Legislation of the Verkhovna Rada of Ukraine and renaming it, the Research Service of the Verkhovna Rada of Ukraine was formed.

According to Clause 9 of the Regulation on the Research Service of the Verkhovna Rada of Ukraine, the Research Service is tasked with:

1) scientific and research, informational and analytical support for the activities of the Verkhovna Rada of Ukraine, its bodies, People's Deputies of Ukraine, parliamentary factions (deputy groups) of the Verkhovna Rada of Ukraine;

2) professional training (advanced training) of People's Deputies of Ukraine, employees of the Secretariate of the Verkhovna Rada of Ukraine, assistant consultants of People's Deputies of Ukraine, officials of state authorities and local self-government.

Successful implementation of the specified tasks requires systematic development and improvement, modernization of the Research Service, determination of its strategic course.

MISSION OF THE RESEARCH SERVICE – to carry out the defined tasks of the Verkhovna Rada of Ukraine, its bodies, People's Deputies of Ukraine, parliamentary factions (deputy groups) of the Verkhovna Rada of Ukraine, Secretariate of the Verkhovna Rada of Ukraine effectively and to a high standard, in a timely and impartial manner. In order to optimize the implementation of the mission of the Research Service, the Development Strategy of the Research Service of the Verkhovna Rada of Ukraine until 2027 (hereinafter referred to as the Strategy) was developed – a document defining the principles, development directions of the Research Service for five years; goals, tasks, stages of implementation, expected results, execution monitoring and control.

VISION OF THE RESEARCH SERVICE. The Research Service should become an authoritative institution among the institutions of Ukraine, and at the international level, a leader in scientific and research, informational and analytical support of the activities of the Verkhovna Rada of Ukraine, an effective educational platform for professional training (advanced training) of people's deputies of Ukraine, employees of the Secretariate of the Verkhovna Rada of Ukraine, assistants-consultants of people's deputies of Ukraine.

VALUES OF THE RESEARCH SERVICE: independence, confidentiality, transparency, timeliness, confidence, authority, professionalism, result orientation, team work, professional and personal development, implementation of initiatives and innovations.

EXPECTED RESULTS. The strategy is aimed at the development and management of the Research Service according to the best foreign practices. For the successful implementation of the Strategy and its possible adjustment, it is planned to use the Twinning institutional development tool.

The management and staff of the Research Service strive to create an institution aimed at sustainable success, capable of solving tasks in order to achieve long-term goals.

THE STRATEGY IS BASED ON the EFQM European model of excellence for evaluating organizations, which includes the RADAR logic: planning for results; development of approaches to achieve results; approaches application; evaluation and review of the consequences of the implementation of approaches based on observations and analysis of the achieved results; improvements implementation.

THE STRATEGY WAS PREPARED in accordance with the legislation of Ukraine, the Regulations on the Research Service of the Verkhovna Rada of Ukraine, taking into account foreign experience. The strategy was approved by the Chairman of the Verkhovna Rada of Ukraine.

2. PRINCIPLES OF RESEARCH SERVICE DEVELOPMENT

THE DEVELOPMENT OF THE RESEARCH SERVICE IS BASED ON EIGHT PRINCIPLES:

Principle 1. Orientation to the customer

The Research Service focuses on meeting the current and future needs of the Verkhovna Rada of Ukraine, directs its activities to ensure its institutional capacity.

Principle 2. Leadership

The Research Service is a leader in scientific and research, informational and analytical support of the activities of the Verkhovna Rada of Ukraine, its bodies, people's deputies of Ukraine, parliamentary factions (deputy groups) of the Verkhovna Rada of Ukraine and professional training (advanced training) of People's Deputies of Ukraine, employees of the Secretariate of the Verkhovna Rada of Ukraine, assistants-consultants of People's Deputies of Ukraine.

By defining goals and objectives, ensuring their consistency at all levels, providing support and management, the Research Service leadership assumes responsibility for the continuous improvement of its activities.

Principle 3. Staff interest

The basis of the Research Service is its staff of all levels. The Research Service management creates and maintains such an environment and atmosphere in the team so that employees can fully realize their professional competences to solve the assigned tasks.

Principle 4. Process approach to management

The task of the Research Service management is to introduce an approach to the activities of the Research Service as a continuous process with using specified resources for this – the end of one process is the beginning of the next one. This approach allows streamlining the activities of the Research Service and achieving the expected results.

Principle 5. Systematic approach to management

The Research Service management, considering activities as a series of processes, applies an approach in management that takes into account the dynamic of the external environment, ensures quick and flexible adaptation to changes, determines the interaction between the areas of activity of the Research Service, as well as the systematic nature of the phenomena being studied. The system approach implementation will contribute to the effective achievement of the set goals.

Principle 6. Continuous improvement

The Research Service Management continuously assesses emerging problems, the risks of their occurrence, analyzes the reasons for their solution and/or prevention, makes the necessary decisions aimed at improving the work and maximally ensuring the fulfillment of the Research Service mission.

Principle 7. Making decisions based on facts

The Research Service Management is responsible for making decisions that are based on the analysis of data and information and are well-grounded. This approach allows to increase the effectiveness and efficiency of their adoption.

Principle 8. Communication

Creation of feedback channels with the customer and the staff in order to improve the activities of the Research Service.

3. DIRECTIONS OF THE DEVELOPMENT OF THE RESEARCH SERVICE: GOALS, TASKS AND EXPECTED RESULTS OF THE STRATEGY IMPLEMENTATION

The Research Service mission, its vision and values are implemented according to the development directions of the Research Service:

1. Optimization of the provision of analytical and informational materials and improvement of their quality;

2. Organization of the Training Centre activities;
3. Cooperation at the international and national levels;
4. Institutional development of the Research Service according to the best foreign practices.

DIRECTION 1. OPTIMIZATION OF THE PROVISION OF ANALYTICAL AND INFORMATIONAL MATERIALS, IMPROVING THEIR QUALITY

Goal 1. Improvement of the procedure for customers' access to analytical and informational materials

Task: creation of an electronic database of analytical and informational materials of the Research Service with remote access for the customer. Creation of a catalogue of materials with alphabetical and thematic rubrics and the ability to search by keywords. Analytical and informational materials will be entered into the Catalogue in 30 calendar days after the customer is provided with such materials in writing and will be available for viewing by other customers designated in accordance with the Regulations on the Research Service of the Verkhovna Rada of Ukraine.

Expected results: functioning of the Electronic database of analytical and informational materials with remote access for the customer; simplification of the procedure for obtaining services due to innovations.

Goal 2. Promptness and convenience in providing consultations, analytical and informational materials

Task: introduction of online customer consulting through the official website of the Research Service using an electronic application form (the list of issues with provided consultations is determined by the Regulation on the Research Service of the Verkhovna Rada of Ukraine, but in the future it can be expanded according to the needs of the customer).

Expected results: online customer consultation in real time mode.

Goal 3. Proactive preparation of relevant analytical and informational materials for customers

Task: improvement of analytical and informational materials, expansion of their list on the basis of constant study of customer needs through surveys (questionnaires), as well as taking into account key issues of social development.

Expected results: formation of a base of proactive analytical and informational materials.

Goal 4. Ensuring the quality of analytical and informational materials

Tasks: improving the Research Service employees qualifications; search for experts having special knowledge on narrow-profile issues; administration of the

Database of external experts of the Research Service of the Verkhovna Rada of Ukraine; the involvement of external experts in the assessment of the quality of informational and analytical materials prepared by the Research Service specialists.

Expected results: formation of the Database of external experts of the Research Service of the Verkhovna Rada of Ukraine; improving the quality of analytical and informational materials prepared by the Research Service specialists.

DIRECTION 2. ORGANIZATION OF TRAINING CENTRE ACTIVITIES

Goal 1. Creation and development of an effective professional training system (advanced training)

Task: study of needs in educational services, taking into account the assessment of practical needs, determined by the Secretariate of the Verkhovna Rada of Ukraine, organization of the educational process on their analysis; introduction of an online platform to organize training with the possibility of creating electronic cabinets for people's deputies of Ukraine, employees of the Secretariate of the Verkhovna Rada of Ukraine, assistant consultants of people's deputies of Ukraine, and, on a contractual basis, representatives of state executive bodies, local self-government bodies, legal entities and individuals, eager to improve their professional competence level.

Expected results: provision of continuous professional training (upgrading), in-person and/or online, applying an online platform for professional training.

Goal 2. Updating educational and training programs in accordance with the needs of customers

Tasks: development of educational and training programs for relevant target groups based on analysis and assessment of needs in educational services; conducting an information campaign regarding educational and training programs in order to popularize the of the Training Centre services.

Expected results: ensuring flexibility, variety and balance of professional training (advanced training) in-person and/or online.

Goal 3. Formation and replenishment of the Training Centre teachers database

Tasks: involvement of specialists in the Training Centre educational process; formation of a database of teachers (trainers, lecturers, experts, coaches, mentors); ensuring the functioning of the coaching workshop.

Expected results: provision of the educational process by highly qualified specialists capable of providing high-quality educational services at a high professional level under professional (certificate) and short-term programs according to the needs of customers.

DIRECTION 3. COOPERATION AT THE INTERNATIONAL AND DOMESTIC LEVEL

Goal 1. Cooperation with foreign parliamentary research services, the Research Service of the European Parliament, representative offices of international organizations, domestic scientific institutions and centres, libraries, higher education institutions.

Tasks: establishing working contacts; exchange of experience, joint events; internship of Research Service employees in parliamentary research services of foreign countries, and in the Research Service of the European Parliament; ensuring the participation of foreign experts in the implementation of the Research Service tasks.

Expected results: improvement of the quality of service provided by the Research Service; professional development and professional growth of Research Service employees; development of the Communication Strategy of the Research Service, and creation of feedback channels with the customer.

Goal 2. Interaction with interparliamentary information networks: the European Centre for Parliamentary Research and Documentation (hereinafter – ECPRD), the Research Network of Parliaments of the Eastern Partnership Countries (hereinafter – EPPRN)

Task: formation of Research Service employees skills in working with ECPRD, EPPRN materials and information search systems, exchange of information in ECPRD, EPPRN networks, participation in ECPRD, EPPRN events.

Expected results: improvement of the content of analytical and informational materials; filling the ECPRD, EPPRN database.

DIRECTION 4. INSTITUTIONAL DEVELOPMENT OF THE RESEARCH SERVICE ACCORDING TO THE BEST FOREIGN PRACTICES

Goal 1. Using digital tools to optimize work

Task: creating of an electronic system to manage inquiries to the Research Service; training employees to work with digital tools, providing employees with computer equipment and software, necessary tools for working online.

Expected results: implementation of an electronic system to manage inquiries to the Research Service; optimization of the process of providing services and performance of duties by employees.

Goal 2. Formation of staff reserve of the Research Service

Task: organization of internships for young people in the Research Service in order to gain knowledge on scientific research, and information-analytical activities of the Research Service, increasing the professional competence level, leadership development, legal culture, participation in relevant trainings, master classes, special courses, seminars and other events for training candidates for vacant positions in the

Research Service; development of the Regulation on the staff reserve of the Research Service of the Verkhovna Rada of Ukraine.

Expected results: ensuring that vacant positions are filled by qualified employees who are able to perform the duties specified in the job instructions of the Research Service employees at the appropriate level.

Goal 3. Increasing the efficiency of the quality management system

Task: development of the Concept of Quality Management Systems of the Research Service as part of the overall management system of the Research Service in order to improve its activities quality; construction of a quality management system according to the requirements of ISO 9000 standards.

Expected results: implementation of the Concept of Quality Management Systems; conducting self-assessment under the requirements of ISO 9000 standards.

Goal 4. Optimizing the performance of duties by Research Service employees

Tasks: introduction of modern personnel management technologies; creation of an automated workplace of an employee.

Expected results: optimization of the employee's workload; ensuring quality control of preparation of informational and analytical materials; personalization of responsibility for final work results; systematization, unification of the preparation of reports of the Research Service.

4. STAGES OF IMPLEMENTATION OF GOALS AND TASKS

STAGE 1. PREPARATORY (January – June 2023)

The Research Service is a newly established institution setting up system activities. Work on preparation of organizational and administrative documentation, selection of qualified personnel, elimination of problems in material and technical support, etc. is actively being carried out.

After the end of the main work in these directions, in order to determine the level of provision of the Research Service with the necessary resources, the conformity/non-conformity of its current activities with the tasks set, a preliminary analysis of the current situation will be conducted. Its task is to form recommendations regarding the provision of the institution with appropriate resources, and take measures aimed at the Strategy implementation.

Analysis objects:

- the organizational structure;
- processes and documentation;
- functional compliance of structural subdivisions;
- resource management;
- provision of services;

- control and monitoring system.

Based on the results of the preliminary analysis, a report is drawn up with propositions for the Research Service development in order to ensure the implementation of the Strategy goals, which is submitted to the Head of the Research Service.

STAGE 2. CREATION OF THE NECESSARY INFORMATIONAL, MATERIAL AND TECHNICAL BASE AND ITS TESTING (2023-2024)

Achieving the Strategy goals requires the introduction of the latest information technologies:

- Electronic inquiries management system;
- Online platforms for professional training (advanced training);
- Electronic database of analytical and informational materials with remote access for the customer;
- Database of proactive analytical and informational materials;
- Database of trainers of the Training Centre;
- Database of external experts of the Research Service;
- Automated workplace of an employee.

The development of the mentioned electronic products involves clarifying the needs of the Research Service and its customers; search for sources of funding for relevant works; formation of technical tasks; search for executors of the mentioned projects, implementation and testing of the projects; correcting errors in the programs. Feedback with the customer will take place in accordance with the developed Communication Strategy of the Research Service, aimed at building a coherent, clear and effective system of external and internal communication.

In order to organize the activities and popularize the services of the Training Centre, educational and training programs will be developed for target groups, taking into account the assessment of the needs for educational services, determined by the results of a questionnaire (survey) of customers.

Expansion of informational foreign partnership, promotion of the Research Service brand in search engines will take place thanks to the creation of an English-language version of the website content, as well as through interaction with inter-parliamentary information networks.

It is planned to take part in the Twinning Program of the European Union on institutional development.

STAGE 3. IMPLEMENTATION OF THE QUALITY MANAGEMENT SYSTEM (2025 – the first half of 2026)

On the basis of a preliminary audit regarding the compliance of the activities of the Research Service with the requirements of international standards of the ISO 9000

series, the Quality Management System Concept will be developed in the following areas:

- organizational structure: distribution of powers between the First Deputy Head and the Deputy Head, taking into account the workload; optimization of the activity of structural divisions considering the amount of employees workload; other measures to improve the organizational structure;
- processes and documentation: definition of formalized processes and their normalization; formation of process interaction scheme;
- adaptation of documentation to ISO standards; resource management: staffing of the Research Service, training and certification of employees; planning and implementation of infrastructure inspection activities.

The Research Service Management must ensure: planning of the quality management system, ensuring the achievement of goals aimed at improving the services quality; periodic analysis of the quality management system in order to assess its effectiveness and integrity, including planning and implementing changes, conducting monitoring.

Testing of the quality management system will contribute to the identification of possible shortcomings, making it possible to analyze the activities of the Research Service, make its adjustments and prevent inconsistencies in the future.

The introduction of modern information technologies at this stage involves the creation of an automated workplace for the employee, the launch of online customer consultation.

In order to improve mutual understanding with foreign partners and to borrow positive experience, the language competence level of the Research Service employees will be increased.

If necessary, appropriate changes will be initiated to the Regulations on the Research Service of the Verkhovna Rada of Ukraine, approved by order of the Chairman of the Verkhovna Rada of Ukraine dated August 11, 2022 No. 438.

STAGE 4. FINAL (2026 - 2027)

At this stage, the following is envisaged: creation of an effective system for monitoring changes and prompt response; implementation of an internal audit of the quality management system; conducting a survey (questionnaire) of customers in order to improve the provision of services, proactively preparing relevant, analytical and informative materials; revision of internal documents taking into account the wishes of customers; self-assessment and benchmarking for further improvement of the service; involvement of external experts, in particular from the people's deputies of Ukraine, customers of the Training Centre services, representatives of research services of foreign parliaments, to monitor changes in the activities of the Research Service; organization of internships for talented young people in the Research Service in order

to increase the professional competence level, development of leadership, legal culture, etc. (with the organization of contests for analytical and informational materials and the introduction of awards of the Research Service).

The Research Service management carries out a constant assessment of the quality of analytical and informational materials, educational services of the Training Centre and the activities of the Research Service as a whole, conducts measures aimed at providing it with the necessary resources.

5. EXPECTED RESULTS

The Strategy implementation will contribute to the establishment of the Research Service as a modern, innovative and authoritative institution.

The main results of the Strategy implementation are the achievement of the operational goals defined in Section 3.

The measurable results of the Strategy implementation are analyzed, taking into account the specified indicators.

6. MONITORING AND CONTROL OF THE IMPLEMENTATION

Control over its implementation at all stages is an integral element of the Strategy implementation process.

Coordination of the implementation monitoring and evaluation of the effectiveness of the Strategy will be provided by a monitoring group, the composition of which will be approved by the Research Service Head. Monitoring group:

➤ annually carries out an analysis of the performance of tasks from the point of view of achieving the Strategy goals, if necessary, provides propositions for its adjustment and implementation of control;

➤ systematically checks the results of the Strategy implementation, in particular the achievement of target indicators.

Based on the results of each stage of the strategic goals implementation, the monitoring group prepares a report to the Research Service Head, as well as annually reports on the Strategy implementation at the Research Service staff meetings.