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**CIVIL SERVICE COUNCIL
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The Role of the Chief of Staff and His Objectives

E. Tarasyan
**Chief of Staff of the Ministry of Economy
Of the Republic of Armenia**

The specification of the role of the chiefs of staffs of the respective public administration bodies and the solution of the issues they face is pressing as much as they put importance to the degree of the rating and confidence of the Government of the Republic of Armenia towards the people, as only the effective work of the staffs of the executive bodies can ensure the implementation of the Armenian Government programs and provision of quality services. The issues concerning the identification of the authorities and roles become priorities also in case, when the scope of work increases and the work is assessed against the results received.

Like in case of any other manager the role of the chief of staff can be divided into the following types:

1. The chief of staff, as organizer;
2. The chief of staff, as administrator;
3. The chief of staff, as manager and leader.

The role of the chief of staff, as organizer assumes that he should direct the activities of the staff towards the results. The chief of staff shall be the first to picture all those results, which are expected to be received, then the steps of receiving the results, as well as plan all the necessary resources.

The role of the chief of staff as administrator is to perform operative management, ensure the normal flow of all the processes of the ministry, as well as proportional distribution of the resources – overseeing their effective use. For administrator chief of staff any phenomenon must have material expression, for which it is necessary to have a systemic mindset, ability to plan and result-orientation.

The management and leadership role is important while implementing the staff issues, when the work of the staff members shall be encouraged and directed towards the results. In this case the

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communication and initiative skills, as well as group management skills of the chief of staff get a priority importance.

The chief of staff shall coordinate the staff activities – being an advisor to choose an option from alternative solutions.

The activities of the chief of staff shall be anchored on the following principles:

1. Incentive management (manage and lead, but not to judge);
2. Competitive management (service provision competition);
3. Management aimed at the public administration body's mission;
4. Citizen-oriented (applicant-oriented) management (first the citizen's interests).

Comparing the bureaucracy system's chief of staff and manager-chief of staff one gets the following pictures:

Criteria of difference	Management models	
	Bureaucratic	Managerial
Issues to be focused on	Own needs	Citizen's needs
Internal structure and relationships	Pyramid structure with clearly defined rights and obligations	Network model of organization, where trust and complementary environment dominates. The organization functions as a team
Self-assessment	By the amount of the resources spent and scope of work done	By the values created for the citizen
Structure flexibility	Low flexibility. The organization aspires for the procedures established for once and all	Relatively flexible. Changes, if the requirements for the services provided also change
Feedback	Formal. Mostly unilateral and imposed	Permanent communication
Structure of labor division	Separation of methodology work and direct service provision	Methodology work implementation, which is directly aimed at the quality increase of the services provided with the citizens

In the public administration bodies, where there is only civil service, the management is performed only by the processes stipulated by the civil service and is based on the skills and abilities of the chiefs of staffs and heads of subdivisions.

However; in order to have a more fundamental approach to the staff management one must study the US and Japanese experience. Only thanks to high quality civil servants those countries gained advanced roles in the international community.

Concerning the current system of Japanese civil service, then there are two key indicators in its basis:

1. Minimal cost
2. Maximum efficiency

The indicator of the minimal cost is that they minimized the number of the state structures and public servants. It is established that the political parties can nominate only the minister and two deputy minister in the ministries.

Japan ensured the high efficiency of the civil service at the expense of creating elite civil service system – including the best knowledgeable human resources of the country. The competitions were organized exclusively public. The remuneration, social security and pension system could compete with the private sector. A body independent from the Government /National Human Resources Committee/ was in charge of the civil service system remuneration, pensions, promotion, competitions and attesting processes.

Concerning the powers of the chiefs of staffs in Armenia, then the current legal framework needs to be reviewed and amended.

The administrative powers of the chief of staff are stipulated by the Armenian “Law on State Governance Institutions”, according to which the chief of staff:

- Manages the state property attached to the institution;
- Submits to the founder’s approval the annual reports of the institution;
- Stipulates the powers of the structural subdivisions in compliance with the staff’s charter.

The human resources powers of the chief of staff are stipulated by the Armenian “Law on Civil Service” and positions’ passports.

However, there is no a unified procedure to manage the ministry information flows; the powers of the deputy ministers and chiefs of staff are not clearly separated; the powers outside of the civil service system, which should be ascribed to the chiefs of staffs, are not stipulated.

Today during the activities of the chiefs of staffs some issues may emerge, which can be classified according to the following groups:

1. Clear separation of the functions of the chief of staff and deputy ministers;
2. Separation of the functions of the chief financier from the functions of the chief of staff, as non full performance of this function can lead to ineffective use the internal audit and property of the subordinate state enterprises;
3. Clear description of the ministry’s processes, the lack of which makes the work ineffective and replications of the functions and delays of execution occur;
4. Formulation of a corporate culture;
5. Short-term courses or trainings aimed at the improvement of the personnel’s professional knowledge consistent with the requirements of the time;
6. Implementation of a human resources policy based on the human resources management strategy;

7. Quick and effective organization of the specialists' training needs assessment and requalification after the reorganization of the personnel or structural changes;
8. Establishment of information flow management system;
9. Improvement of the conditions necessary for the work;
10. Management of the strategic programs' implementation and
11. Relevance of the personnel to the positions held as by managerial skills /performance assessment/

As a result of the existence of the aforementioned issues and uncertainty of the functions of the chief of staff the activities of the chief of staff depends on the perceptions and abilities of the person holding that position, which can naturally impact the normal activities of the staff.