



SIGMA
**Support for Improvement in
Governance and Management**
A joint initiative of the OECD and the European
Union, principally financed by the EU

**CIVIL SERVICE COUNCIL
OF THE REPUBLIC OF
ARMENIA**

The Current Situation of the Civil Service in the Republic of Armenia and the Imperatives of the Time

S. Vasilyan
Deputy Chairman of RA CSC

The major reforms of the Republic of Armenia's governance system have been implemented in 2000-2006, as a result of which in the public administration bodies they performed a functional analysis; identified the replicating functions; in the public administration bodies they created management institutions, the functions of the managers of the latter were separated from the functions of the public administration body; in the ministries the formulated subdivisions of the professional service provision, regulation, supervision and inspection; i.e. agencies and inspections; the administration structure of the ministries were unified.

As a result of the governance reforms and anti-corruption policies from 2002 with the adoption of the Republic of Armenia "Law on Civil Service" in the public administration bodies (not all) and territorial bodies they introduced the civil service, which enabled to separate the political, discretionary and servicing positions from the professional servants – irrespective of the changes in the political forces' proportion.

The Republic of Armenia "Law on Civil Service" has charged an independent body, i.e. the Republic of Armenia Civil Service Council, to conduct a unified public policy of civil service, to lead the civil service and to reorganize it.

The Republic of Armenia "Law on Civil Service" has stipulated the key principles of the civil service in the Republic of Armenia; regulated the classification and ranks of the civil service position; appointment to the civil service position; attesting and training of the civil servants; human resources reserve of the civil servants; legal status of the civil servants; organization and management of the civil service, as well as other relations connected with them.

This document has been produced with the financial assistance of the European Union. The views expressed herein can in no way be taken to reflect the official opinion of the European Union, and do not necessarily reflect the views of the OECD and its Member countries or of the beneficiary countries participating in the SIGMA Programme.

The adoption of the Law on Civil Service and auxiliary sub-legislation were only the first steps on the road to the establishment of the professional civil service.

The creation of the respective legislation for the other types of the service and establishment of those systems makes it necessary to review the directions and issues for the development of the civil and in general the public service.

Currently it is necessary to ensure the harmonization between those services; to form a link for the transition from one type of service to the other. This situation requires establishment of legislation about the public service – ensuring unified principles on the public service. In this context it is necessary to have also an integral description of public service system, where they shall establish the requirements for the political and discretionary positions' holders.

Today an important issue is the adoption of the legislation regulating the public sector area and the establishment of the system, as well as the development and implementation of a strategy of remuneration the public servants with a purpose to establish a quality public service system.

It is envisaged that the Republic of Armenia “Law on Public Service” will be adopted, which will make the legal framework of this area almost complete. This regulation will enable to have a clearly classified list of positions' holders – as by types and groups of public service with the names of the respective positions.

Besides, in the public service they will introduce the new institutes of information provided with the public servant; rules of ethics (code of conduct) of the public servant; conflict of interests of the public servant and bans to accept presents.

The improvement of the civil service efficiency depends on the main provisions of the civil service – i.e. replenishment of the system (filling in the vacancies on the competitive basis); attesting (assessment of the work) and establishment of the education-training.

The replenishment of the civil servants is performed through the announced open competitions, as well as through the non-competitions in parallel with the professional skills and knowledge growth.

There are mandatory systems of attesting and training – once in three years.

The review of the training needs of the civil servants and the adoption of the training concept will enable to equip the civil service with knowledgeable human resources and to make the personnel interested to get an opportunity of professional training.

The civil service attesting system lacks a direct link with the duty responsibilities, material and moral encouragement of the civil servants. This fact is directly conditioned with the lack of work assessment system, the introduction of which will enable to link the results of the work with the remuneration and encouragement systems.

Together with all this, the issues of social protection of the civil servants are not completed yet – pension, life and medical insurance, as well as other issues of social protection.

A remuneration scale is formed as by the civil service positions' groups and sub-groups.

In the context of public administration system reforms' efficiency, as well as successful implementation of the anti-corruption strategy the civil servants' remuneration and encouragement system gets a crucial role. Currently the salary of the civil servants is not competitive as compared with the private sector, which leads to the outflow of the highly qualified specialists to the private sector. The system and level of the civil servants do not contribute to the retaining of the personnel.

At the same time one shall mention that although there is progress in the reforms of the administrative structures; however, the management skills still need to be established.

The clear separation of political and administrative professional services in the public administration bodies is one of the most important issues of the civil service development.

The separation of the administrative positions from the professional ones will enable to develop a differentiated policy of personnel management. The professional positions can be linked with the content of the work performed and their title can be put in compliance with the nature of the work performed.

The clear separation of the political and administrative services in the public administration bodies demands a reinforcement of the managerial skills of the chiefs of staffs; development of the chiefs of staffs' institutions and improvement in the ministries and other public administration bodies. The latter will enable to improve the strategic planning and specify the role of the discretionary and political positions in the decision making process.

To further improve the further development of the civil service system one needs to:

- contribute to the establishment of the personnel management sub-divisions in the public administration bodies;
- considerably increase the attractiveness of working in the system; quality of work and salary level by making it competitive with the private sector for consistent reinforcement of the civil service system human resources;
- introduce a public administration bodies' activities assessment system and based on this encourage materially;
- improve the code of conduct of the civil service system employees and establish responsibilities to prevent violations and undue barriers;
- ensure a pertinent managerial knowledge level;
- introduce a corporate managerial culture in the governance system and
- introduce e-document system in the public administration bodies.

Let us mention that the public services' reforms shall lead to the formation of a system corresponding to the best international experience, as a result of which the public administration bodies will be able to introduce the culture of providing the citizens with services. It means to make a transition from controlling functions to the quality competitive public services provision to the citizens and to serve their functions.