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Seminar on  
“Challenges in Reforming the Civil Service in Armenia”  
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## Recruitment, Promotion and Mobility

### *Trends and practices for a professional Civil Service*

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## Basic Conditions for a Good Public Management System

- **A well structured system** (organisation; missions; working conditions; etc.)
- **Management capacity** (legal framework; management tools; accountability; result-oriented; etc.)
- **Qualified and motivated staff** (well recruited; trained; fair salaries; committed; etc.)

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## 1. Recruitment

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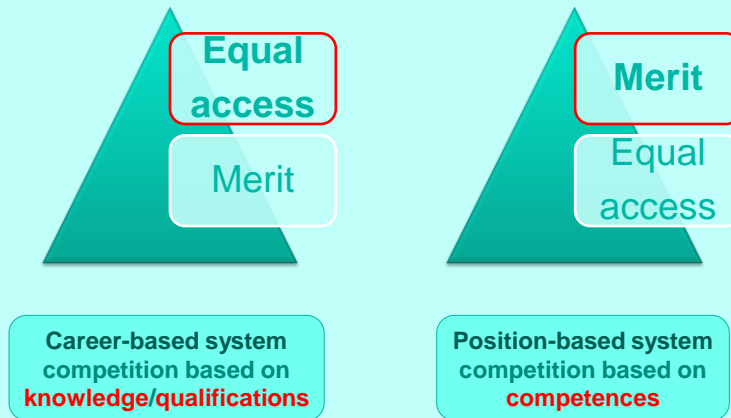
## 2 Main Principles for Recruitment:

- Right to equal access  
[no discrimination]
- Merit  
[the best candidate]  
[open competition through fair and  
transparent procedures]

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## Equal access vs. Merit



## General guarantees for a merit-based system of recruitment

- Open competition
- Public announcement (official gazette; newspapers; electronic publication; etc.)
- Neutrality and quality of the recruitment committee
- Objectivity of criteria and transparent procedures
- Right to be appointed / contracted
- Right to appeal (judicial review)



## Some “exceptions”...

- Elected officials
- Political advisers
- Positive discrimination
- Internal mobility



## A special case: **senior managers**

- Are systems converging?
- A hybrid system (political / administrative trade-off)
- A priority and relevant issue everywhere...
- ...but still a sensitive issue (how to manage it?)



## Recruitment of contractual staff

- **Permanent staff**
  - Following similar rules and procedures as for CS
  - or
  - Special procedures... but following the same basic principles
- **Under fixed-term contracts**
  - Flexible schemes, short procedures, ensuring public announcement, fairness, transparency, appeal rights

...in any case, it is public employment!



## *Other relevant issues to be considered*

- **Centralisation / de-centralisation of the operations**
  - Specialisation
  - Independence
  - Quality
  - Costs
  - Planning
- **Internal / external recruitment**
  - Promotion / Mobility/ redundancy / refreshing / new competences
  - Budget savings
  - Quality
- **General and specific requirements – job description**
- **What to assess: Qualifications? Skills? Aptitudes?**
- **Methods**
- **e-Recruitment**
- **Probationary period / training**



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## 2. Promotion

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## Promotion vs. Salary Progression: *the concepts*

<b>Promotion</b>	<ul style="list-style-type: none"><li>• Higher position within the career (vertical)</li><li>• New responsibilities / more demanding</li><li>• Based on merit, seniority &amp; new competences (training)</li><li>• Social recognition</li><li>• Motivation factor</li></ul>
<b>Progression</b>	<ul style="list-style-type: none"><li>• Same position / different rank (horizontal)</li><li>• No changes in functions &amp; responsibilities</li><li>• Salary progression</li><li>• Based on seniority &amp; performance</li><li>• Motivation factor</li></ul>

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## Promotion in **career-based** systems

- The same basic principles as for recruitment
  - Right to career development
  - Equal opportunities
  - Open competition (usually, only internal competition)
  - Public announcement
  - Objectivity in the selection procedure
  - Right to appeal
- Methods
  - Tests
  - CV scrutiny
  - Training
  - Interviews
- Requirements
  - Seniority
  - Performance appraisal
  - Training



## **“Promotion”** in **position-based** systems

- In principle, **“promotion”** as a concept is not used (no right to **“career”** development)
- When used, almost the same basic principles as for recruitment
  - Equal opportunities
  - Open competition (could be internal and external)
  - Public announcement
  - Objectivity in the selection procedure
  - Right to appeal
- Methods
  - Tests
  - CV scrutiny
  - Training
  - Interviews
- Requirements
  - Seniority / professional experience
  - Performance appraisal
  - Training



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## 3. Mobility

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### Different Meanings & Possibilities

- Voluntary / compulsory
- Temporary (secondments) / definitive (transfers)
- Inter-professional / inter-departmental
- Between different levels of administration (central, regional, local)
- Geographical mobility – *incentives*
- International mobility

#### Mobility management:

- Central capacity
- e-mobility

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## Important for...

- Adjusting the working force in PA
- Avoiding / reducing redundancy
- Reducing budgetary costs
- Developing career possibilities
- Increasing competences
- Improving performance
- Fighting against corruption
- Personal & family reasons
- ...

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## Thank you



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