



CIVIL SERVICE REFORMS IN ARMENIA



1 BUTTERFLY EFFECT

- **Objective process: increasingly growing role of individuals;**
- **The gradually developing process has somehow changed citizen's engagement in state affairs through the chain transformation: object-customer-partner;**



2 BUTTERFLY EFFECT

- Such transformations have revealed the review of the meaning underlying the governance.
- Pyramid/hierarchical management was replaced by public administration.

DEFINITION

- **Public administration is the governance method where the subject and object of management seek to identify themselves with each other.**



1. BACKGROUND

- Separation of political power and administrative management.
- Engagement of civil servants and all stockholders in to decision making processes
- Providing feedback linkages between various levels of government institutions and authorities.



INSTITUTIONALIZATION

- Establishment of Civil Service System,
- Creating of new approaches for HR management,
- Providing participation of civil servants and society as well in decision making processes.



Armenian Case

- 2010-2015 REFORMS
- UPCOMING PLANS AND ACTIVITIES



2010-2015 REFORMS

- 2010 onward – HRM Information System in place
- Improved official website of RA CSC
- Implementation of Uniform Certification of Candidates for Junior Positions

2010-2015 REFORMS

- Implementation of “point/score system evaluation” of candidates in the interview stage to fill vacant positions
- Implementation of Performance Appraisal and Performance Related Pay Procedure, evaluating the performance of every single employee and institution

2010-2015 REFORMS

- Introduction of mandatory health insurance for civil servants /social package/
 - *health package – providing medical aid and financing*
 - *mortgage repayment*
 - *education fees*
 - *health & recreation*

2010-2015 REFORMS

- Since 1 July 2014- uniform remuneration system for persons holding state positions, incl. civil servants, has been in place /regulated by RA Law on “Remuneration of Persons Holding State Positions”, adopted 12 December 2013/
- 21 June 2014 - Amendments to RA CS Law, new scale of requirements on work experience /scope of differences between requirements related to CS and non-CS experience substantially diminished/

1. Challenges of Armenian realities

- **Most job descriptions do not include any references to, or enforcement mechanisms for, ethical behavior or a standard of conduct.**
- **Government actions in Armenia mainly focus on regulatory and legislative reforms, while the issues of enforcement and effective implementation remain problematic. The key point here is the difficulty of integrating regulatory reform into management processes.**

2. Challenges of Armenian realities

- **Develop tangible and measurable indicators of ethical and/or inappropriate behaviors within the staff and incorporate these measures into job descriptions for further direct and indirect assessment.**
- **Include the developed ethical indicators into the newly established performance appraisal framework for career public servants in Armenia.**
- **Develop the terms and conditions for reporting conflict-of-interest cases.**



Further Plans

The implementation of the RA Civil Service Reform Concept among 2014-2020 key activities ensuring the implementation of ENP EU-RA Action Plan

FURTHER PLANS

- Policy Paper focus areas:
 - Implementing internationally recognized assessment system for civil service positions
 - Improving civil service management
 - Improving civil service position roster and classification grades
 - Improving civil service recruitment procedure (selection and placement)
 - Mobility (promotion opportunities), performance appraisal and training system
 - Rights and responsibilities, incl. disciplinary procedures
 - Reorganization/dissolution of CS bodies/entities



Thank you for your attention!

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