

# Summary

- **Brief description of the current situation**

In the last 5-6 years, Armenia has been conducted defense reforms. A special commission has been set up to that end, headed by the Minister of Defense. It is made up of two sub-commissions, headed by the Chief of General Staff and Deputy Minister, Lieutenant-General Aghabekyan.

- **Main goals of defense reforms**

Create a modern defense system that would be more controlable by the civil society and more effective in terms of ensuring the state's security.

- **The main mission and fuctions of the reformed MoD**

Analysis of the situation and threat evaluation, long-term planning of structural changes, development of military-political and military plans, management of Armed Forces, their military and logistical support.

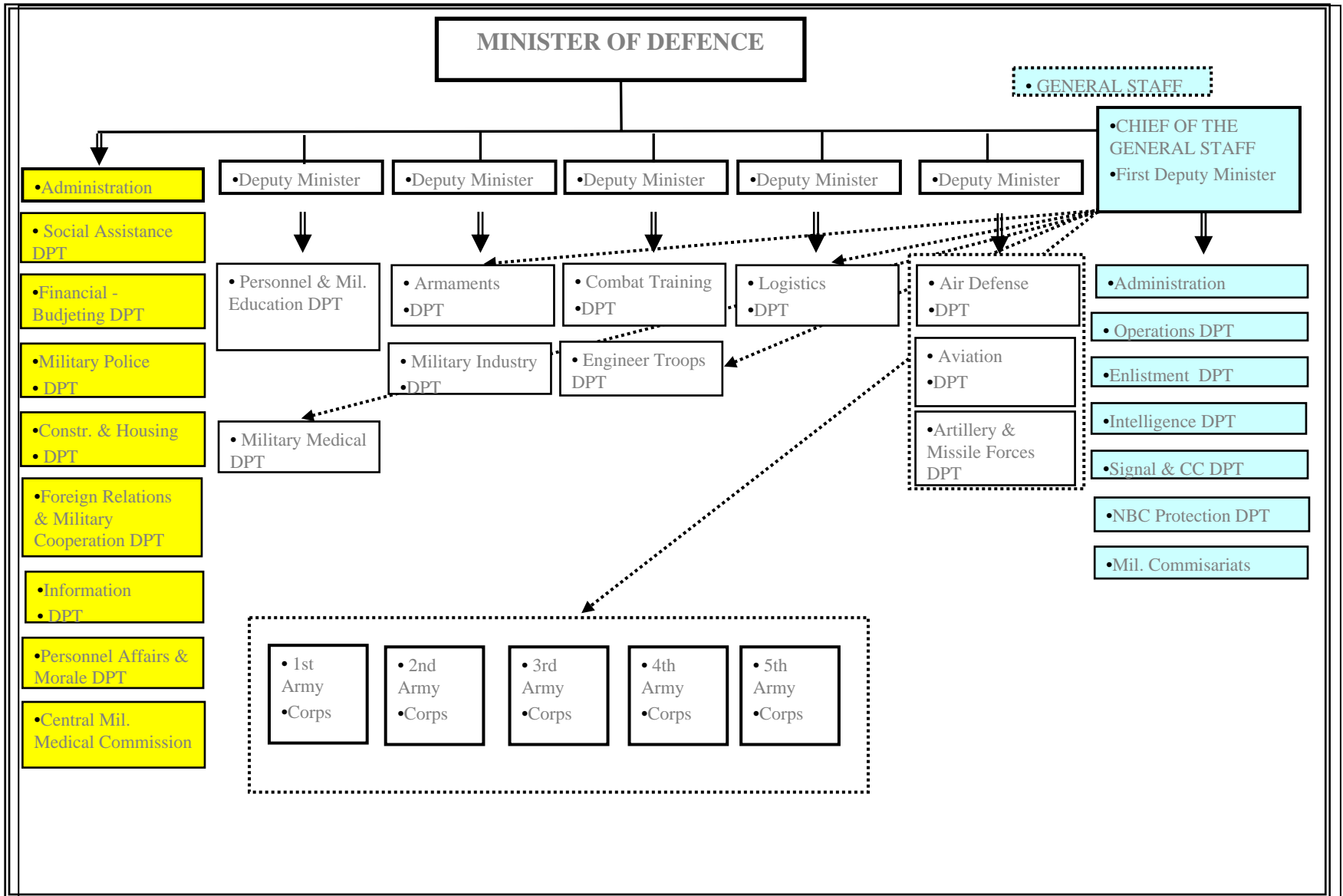
- **Organizational Concept**

See the diagram in the next slide

- **Improvements in the national military chain of command**

In 2005, one Deputy Minister's position was eliminated from MoD. In November-December 2006, two departments were dissolved. On their basis, the Department of Personnel and Military Education was created, which included the foreign language training center, formerly under the Foreign Relations and Military Cooperation Department.

# MOD AND GS ORGANIZATIONAL STRUCTURE IN USE



# Summary

- **Division and main functions of political, administrative and staff work**
- Political functions shall be carried out by departments within the MoD, staffed mainly by civilians.
- Administrative functions shall be carried out by the legal, financial, administrative and public affairs services (departments)
- Staff functions shall be carried out by departments under the General Staff
  
- **Goals and objectives of the civilianization strategy, and the expected results**
- Political guidance and democratic control
- The use of the civilian experience and mindset in defense planning
- Maximum economy of financial and other material resources

# Summary

- **Ideology and principles of new personnel management**  
According to the new (amended) Law on Defense, development of new regulations for the Republic of Armenia Armed Forces
  - increased management effectiveness, improved chain of command, increased responsibility, constant desire for self-improvement
- **Timeline and schedule (procedures) of reforms:**  
According to IPAP, Armenia is supposed to make its personnel management system compliant with NATO standards by 2008
- **How will the reforms be reflected in the Law on Defense (amendments, new sections or passage of a new law)**  
Bring the Law on Defense in compliance with the current situation and the future development needs of the Armed Forces

- **What should be the mission of the reformed MoD in domestic and international arena?**

The MoD should be responsible for developing military-political and defense plans, analysis of the situation and threat evaluation, long-term structural planning, developing a sound personnel management system, management and material-technical support of the armed forces.

- **What innovations are expected in the reformed MoD?**

Review of the current chain of command

**What should be the relationship between the General Staff and its Chief**

It should report to the Ministry of Defense only, who manages the troops through the General Staff only

- **How can we increase MoD's efficiency**

Efficiency can be improved through appropriate use of the current personnel and financial/economic resources, as well as structural changes.

# 1.1

- **Who should lead the MoD reforms process and what is the role of the other branches of power in this process?**

The first *civilian* deputy minister of defense. As for other branches of power, the executive and especially the legislative branch will surely play a great role.

- **What international assistance will be needed?**

We will try to examine the experience of other countries, especially NATO members, in carrying out reforms, and we will also expect support from friendly countries.

- **How do we see the reforms process?**

The process will require legislative reforms, review and ratification of international agreements.

## 2

- **What major results can be expected from civilianization of the sector (for efficiency of defense institutes and for the public)?**  
Involvement of people with appropriate education and professional skills, strengthening of civilian control and more public trust in the defense sector.
- **Where should there be more civilians or less civilians?**  
Civilian personnel should prevail in the MoD departments, while military personnel should prevail in the General Staff.
- **How do we see the selection of civilian personnel and what are the quality criteria for civilians?**  
Selection of civilians should be carried out by a special commission (board), on a competitive basis, based on the position description. If all other criteria are equal, priority should be given to family members of military personnel, deceased freedom fighters and those killed while performing their duties.

## 2.1

- **What should be done for creating a coordinated civilian/military team?**

All it takes is a wish to work together. Every task should be regarded as a chain in a technical process, and every link in that chain should be regarded as a concrete position, with some links taken by civilians.

- **Do we envisage the creation of a civilian defense profession?**

Not the creation; but at first it is necessary to identify the positions, with their description, that should be taken by civilians.

- **How can we ensure that the military and civilian personnel get equal pay for equal jobs?**

Through passing new appropriate laws or amending some provisions of the existing laws.

- **Should the civilian personnel get the same benefits as the military personnel? How should it compare with the remuneration procedures in other government agencies?**

- If their work is related to performing military tasks in special climate and other hardship conditions, then yes.
- As for remuneration, then it should certainly be higher.

- **What should be the guidelines for the new personnel management system?**

Analysis of personnel needs in the Armed Forces by education, profession and age, and appropriate planning of personnel resources.
- **What are the main characteristics of the new personnel management system?**
  1. development of personnel policy
  2. appropriate selection of personnel, education, distribution, training and redistribution
  3. choosing highly trained and professional personnel
  4. appropriate technical equipment
  5. preservation of traditional military values
- **How to achieve transparency, de-politization and unbiasedness of the system?**

First you need great will power. Other means include involvement of people with high moral standing, introduction of democratic control
- **How to achieve equality?**

The army reflects the society
- **How to make service in MoD more attractive?**

By amending the law on Social Security of Military Personnel and Their Family Members to introduce social-economic benefits, including necessary conditions for service, and by ensuring relative equality.

## 3.1

- **How to evaluate personnel? What should be the main promotion criteria?**

Time spent in the previous position, positive characteristics, appropriate education and professional skills.

- **What should be done with officers who underperform?**

Offer an equivalent position; if they still underperform – dissolve their contract.

- **What should be included in the MoD social package?**

Free healthcare, treatment in health resorts, housing, free public transport, special pension, etc.