

AMERICAN UNIVERSITY OF ARMENIA

A STUDY OF INTERNAL EQUITY
IN THE PAY SYSTEM IN THE PUBLIC SECTOR OF
THE REPUBLIC OF ARMENIA

AN INTERNSHIP POLICY PAPER SUBMITTED TO
THE FACULTY OF THE GRADUATE SCHOOL OF
POLITICAL SCIENCE AND INTERNATIONAL AFFAIRS
FOR PARTIAL FULFILLMENT OF THE DEGREE OF
MASTER OF ARTS

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FEBRUARY 2009

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TABLE OF CONTENTS

1. Introduction	1
The Problem in Armenia	1
2. Literature Review	3
Legal Acts Regulating the Remuneration of Public Sector Employees in the Republic of Armenia and Trends of Minimum and Average Salaries in Armenia through 1997 - 2007	5
Internal and External Equities	7
Position Classification in the Countries of the European Union (France, Germany, the United Kingdom, and Estonia) and the United States of America.....	8
Job Evaluation, Job Analysis, and Job Scaling	11
3. Methodology.....	15
4. Results	16
5. Conclusion and Recommendations Concerning the Job Evaluation of High Ranking Officials of the Republic of Armenia	19
6. References.....	23
Appendix A: Five Levels of the Executive Schedule	24
Appendix B: The Evaluation of Subfactors by High Ranking Officials (Average Values) and their Weighted Averages	34
Appendix C: Weights Given to Factors by High Ranking Officials (Average Values).....	38

LIST OF TABLES

Table 1: The Trends of Minimum and Average Salaries in Armenia (in AMD) (1997-2007)	7
Table 2: Pay Structure for Executive Schedule and Senior Executive Service after the Reform in the United States	10
Table 3: Factors and their Weights	18
Table 4: Four Groups of High Ranking Officials in the Republic of Armenia	19
Table 5: The Comparison of Groupings of High Ranking Officials of the Republic of Armenia and of the Executive Schedule in the United States of America	21

Introduction

Labor costs constitute a substantial part of budget expenditures in every country. Public administrators are constantly in search for a more efficient pay system which will provide the same output with fewer employees or more output with the same number of employees. Therefore, the public administrators, as well as the managers in the private sector in different countries try to establish the salaries of government officials approximately on the same levels as in the market (Rexed et al. 2007).

Salaries on the market level give an opportunity to attract qualified labor into the government sector. The competition for attracting qualified labor is a challenge for every organization, including the public sector. If salaries in the public sector are lower than in the private sector, qualified employees, as a rule, will try to find a job in the private sector more often than in the public sector.

The Problem in Armenia

In Armenia the base salary for tax, customs and civil service systems vary. Since there is no overarching legislation covering the remuneration of different services (tax, customs, diplomatic, etc.) and bodies, the salaries of the heads of some bodies are different and there is no grounded explanation for such a difference. For example, the salary of the head of the Public Services Regulatory Commission is AMD 720.000 which is even higher, than the salary of the President of the Republic (AMD 400.000).

The analysis of the current situation of the public sector employment shows that the pay system of public employees is not systemized. Such a pay system has lead to the following problems:

- For some services the size of bonuses and other fringe benefits exceeds the amount of salary;

- The amount of salary does not depend on the final results of the work;
- The system of social insurance is in its initial stage (The Ministry of Labor and Social Affairs of the Republic of Armenia 2008);

- There is no reasoned explanation for the difference of salaries of the heads of some bodies;

- The base salary for tax, customs and civil service systems vary;

- Internal equity is distorted.

Recently, the deputies of the National Assembly of the Republic of Armenia raised an issue of increasing the salary rates of high ranking officials in Armenia. There is an argument that low wages do not attract qualified labor into the public sector. The Government of the Republic took an initiative of evaluating the positions of high ranking officials in Armenia. It aimed to evaluate the positions of high ranking officials, as well as to compare their salaries with the salaries of corresponding positions in foreign countries, taking into consideration the level of Gross Domestic Product and the average wage in each of those countries.

This policy paper examines the problem of internal equity in the pay system of high ranking officials in the Republic of Armenia, trying to design a system of ranking for higher office holders in Armenia that would ensure internal equity across the public sector. Particularly, in the section of literature review are introduced the legal acts regulating the remuneration of public sector employees in the Republic of Armenia, the trends of minimum and average salaries in the Republic of Armenia through 1997-2007, and the experience of the countries of the European Union and the United States of America in wage setting in the public sector, as well as the concept of internal and external equities. The literature review section further introduces what job analysis, job evaluation and job scaling are, describing in detail position analysis questionnaire and numerical scaling system.

The methodology section describes in details the methodology used in the scope of this internship policy paper and the questionnaire which was used for interviewing the high position holders in the Republic of Armenia and the factors and subfactors used in that questionnaire.

The section of results introduces the results of the interviews with high ranking officials in Armenia, the weights of factors, and the weighted averages calculated for each position included in the questionnaire.

Finally, in the section of conclusions and recommendations, the recommended clusters of high ranking officials of the Republic of Armenia are introduced which allow accomplishing internal equity in the salary system of high ranking officials in Armenia. At the end of this section, the positions in the groups of high ranking officials of the Republic of Armenia are compared to the positions of the US Executive Schedule.

Literature Review

People get paid for the work they do. Their salaries reflect their input into the organization. The appropriate pay level gives an opportunity to hire sufficient number of employees with proper skills and abilities. Employment in the civil service system was traditionally viewed as a “fiduciary relation, and not as a contract-based relation” (Rexed et al. 2007, 28). The salary level was established on a level that would provide adequate standard of living. On the other hand, the rise in the salary of some government officials did not keep up with the rise of salary in the market.

Qualified employees are vital for the effective functioning of every organization. Therefore, organizations try to motivate their employees. Employees are encouraged to join and remain within the organization. They are encouraged and motivated to perform their tasks and duties in a way that would meet the goals of the organization and contribute to its

development. Organizations try to reward their employees through pay, fringe benefits and other financial and social rewards.

Pay remains one of the dominant organizational rewards. Along with cash compensation, organizations also reward their employees through such means as different retirement, as well as life and health insurance systems. The aim of these rewards is to encourage and motivate employees (Perry 2002).

Traditional civil service compensation plans are based on position classification, seniority pay progression, and salary ranges. Competition based on merit is central in traditional civil service. After attracting the qualified labor to the work, the next step is to create such incentives and motivation that will make the public service an attractive place for the employee to work, so he/she will not think about leaving it. Different compensation plans and retirement systems are used for this purpose (Siegel 1998).

Despite the rising nature of labor costs, employees have to offer benefit programs that include more fringe benefits than traditional ones (health care or retirement pensions) if they want to successfully compete in the labor market. Private sector employers usually provide health care, retirement, and vacation and sick leave benefits. So the public sector employers shall provide at least the same benefits (as in the private sector) in order to be competitive. Other fringe benefits include educational leave, subsidization of dependent care, flexible work schedule, opportunities for trainings and career development and others. The list of these benefits is constantly growing (Cayer 2002).

According to Siegel, “the quality of a pay can be judged by criteria such as its internal equity, competitiveness with outside labor markets, usefulness to managers, political acceptability, and understandability” (Siegel 1998, 608). Pay systems also play a central role in motivating employees.

Nevertheless, with the change of time, systems based on seniority are not affordable to most governments anymore. On one hand, there is the scarcity of resources; on the other hand, there is no political support for such a system. Moreover, costs for the employment of public employees are constantly growing. The reasons for such growth are peculiar policies of the systems, as well as contracts, legislation, and the necessity to establish compatible wages (Siegel 1998).

This part of the policy paper is going to introduce the legal acts regulating the remuneration of public sector employees in the Republic of Armenia and trends of minimum and average salaries in Armenia through 1997 – 2007, as well as the salaries of public employees in the countries of the European Union (France, Germany, the United Kingdom, and Estonia) and the United States of America.

It also describes job evaluation, job analysis and job description, introducing in greater details position analysis questionnaire, its advantages, and numerical scaling system. Finally, it describes internal and external equities.

Legal Acts Regulating the Remuneration of Public Sector Employees in the Republic of Armenia and Trends of Minimum and Average Salaries in Armenia through 1997 - 2007

The level of salary is an important economic indicator and determines the living standards of individuals and households. It is the main source of the income for the employees in the public sector because the laws forbid civil servants to have other jobs in order to avoid conflicts of interests. There should be a positive correlation between the salary and the production. While determining the salary levels in the public sector, attention is paid to the salaries in the private sector for similar jobs. Meanwhile, certain tools for job productivity evaluation have been introduced to guarantee the flexibility of public pay system

and to enhance the productivity of job (The Ministry of Labor and Social Affairs of the Republic of Armenia 2008).

The salaries for high political and discretionary positions in the Republic of Armenia are regulated by the “Law of the Republic of Armenia on the Salary Rates of the Employees of Legislative, Executive and Judicial Bodies.” The remuneration of the diplomats is regulated by the “Law of the Republic of Armenia on Diplomatic Service.” The salaries of judges of the Cassation Court, Appeal Court, First Instance Criminal Court, Civil Court, and Administrative Court are regulated by the Article 75 of the “Legal Code of the Republic of Armenia.” They are calculated based on the salary of the Chairman of the Court of First Instance (whose salary is regulated by the “Law of the Republic of Armenia on the Salary Rates of the Employees of Legislative, Executive and Judicial Bodies”). The salary rates of prosecutors are regulated by the “Law on Prosecutor’s Office.” The salary rates of the employees in the civil service system are regulated by the “Law of the Republic of Armenia on Remuneration of Civil Servants.” The same law applies also to the salary rates of the employees of the Chamber of Control, to the staff of the National Assembly and the Judicial Department.

The fund for the salaries of civil servants is established by the National Assembly in the annual budget.

The initial stage of movement towards the open market in Armenia was paralleled with fundamental changes in the public pay system. The minimum wage level became the means for determining salary levels both in private and public sectors. In Table 1 the trends of average and minimum salaries in Armenia are illustrated from 1997 – 2007.

**Table 1: The Trends of Minimum and Average Salaries
in Armenia (in AMD) (1997-2007)**

Year	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Minimum salary (in AMD)	1 000	1 000	5 000	5 000	5 000	5 000	5 000	13 000	13 000	15 000	20 000
Average salary (in AMD)	13 581	18 000	20 157	22 706	24 483	27 324	29 089	43 445	52 060	62 293	75 132

Source: The Ministry of Labor and Social Affairs of the Republic of Armenia 2008, 5.

Internal and External Equities

While drafting the wage policy, job analysts and position classifiers give importance to the fact that the system reflects internal and external equity. Internal impartiality is when wages reflect the relative importance of the positions inside the organization. It concerns not the persons or the professions but concrete positions in the context of the concrete organization. Internal equity is achieved through a common methodology of relative analysis of position passports and based on it classifies positions in different groups.

Internal equity is lying on the base of pay scales. Job evaluation systems are introduced, positions are classified into jobs, and jobs are hierarchically classified or given weights. This evaluation is reflected in the salary ranges. The jobs with similar weights are included in the same salary range. As a result, internal equity is achieved.

External equity is when the salaries are in harmony with the development trends in the market, that is, the organization pays its workers market price without overestimating or underestimating them (Siegel 1998).

For high state positions of the Republic of Armenia the usage of this method has some difficulties because the positions of high state officials, as a rule, do not have precise position descriptions, as well as, there are no easily comparable positions in the market.

Thus, the initiative of the government involves two dimensions:

1. Internal, when high ranking officials express their common self-perception about senior state positions according to the same criteria; and
2. External, when instead of the market, international experience is used to compare the ratio of the salary to the level of average salary in each country.

The aim of this internship policy paper is to achieve internal equity through job evaluation for high ranking positions in Armenia.

Position Classification in the Countries of the European Union (France, Germany, the United Kingdom, and Estonia) and the United States of America

The countries of the European Union and the United States of America have a tradition of an established governmental salary system. Therefore, it is suitable to examine the salary systems in the public sector in these countries. Along with Germany, France and the United Kingdom (which are members of the European Union for a long period), the experience of Estonia was examined because it used to be a communist country and influenced by Communist ideology like Armenia, and now is already a member of the European Union.

The current salary structure in France was created in 1946. Though some changes have been made, the main elements remain the same. It includes a formula, consisting of

three indexes – an index ranking corps (*indice brut*), an index introducing the figure for salary calculation (*indice majoré*), and an index, refunding losses because of inflation (*point d'indice*). Top civil servants and political appointees have a particular scale of salaries (Elliott et al. 1999). However, there is an issue of transparency in the French system. Moreover, salaries of equivalent positions vary. For instance, some of the ministers get different salaries (Public Governance and Territorial Development 2008).

In Germany the state guarantees adequate income for public sector employees; they, in turn, are loyal to the state and the Constitution. The salary of public employees in Germany consists of the base salary and additional allowances. There are common tax rules for public sector and private sector employees. For about 15 years of service they get life-time employment.

Thus, there are two different systems for public employment in Germany. The rights of civil servants are regulated by law, while other employees of the public sector have the right to negotiate their wages, like in the private sector (Elliot et al. 1999).

The current pay system of government employees in the United Kingdom was introduced in 2002. Its aim was to overcome the limitations of the previous system. It also aimed to coordinate the salaries in public sector with those in the private sector in order to attract qualified labor force (Public Governance and Territorial Development 2008).

Public Employment in Estonia is regulated by legal acts, adopted in 1996. The legal framework comprises the following acts: the Public Service Act, the Government of the Republic Act, and the State Public Servant Official Title and Salary Scale Act. The latter law regulates the recruitment, evaluation, and salary scales of public employees (Public Management Profiles of Central and Eastern European Countries: Estonia 1999).

In Estonia the salary scales for public servants are determined by State Public Civil Servants Official Titles and the Salary Scale Act. There is a unified system of employment

for public administration employees. In case of budget surplus (when there are vacancies) employees are paid bonuses and allowances but this system is not totally transparent in Estonia (Republic of Estonia: Public Administration Country Profile 2004).

In the United States performance appraisal system was introduced by the Office of Personal Management and Office of Management and Budget. The appraisal is evaluated through nine criteria. “The key ideas behind criteria are based on the alignment of individual performance, based on results, to the strategic goals of the organization and on the mechanisms put in place to ensure that performance differences lead to pay differentiation” (Public Governance and Territorial Development 2008, 126).

Meanwhile, in the process of evaluation subjective indicators, like surveys, are also taken into account (See pay structure in the United States in Table 2) (Public Governance and Territorial Development 2008).

**Table 2: Pay Structure for Executive Schedule
and Senior Executive Service
after the Reform in the United States**

	\$	\$
<i>Executive Schedule</i>		
Level I	186 600	
Level II	168 000	
Level III	154 600	
Level IV	145 400	
Level V	136 200	
<i>Senior Executive Service</i>		
Agencies with a Certified Senior Executive Service Performance Appraisal System	Max. 168 000	Min. 111 676
Agencies without a Certified Senior Executive Service Performance Appraisal System	Max. 154 000	Min. 111 676

Source: Public Governance and Territorial Development 2008.

Level I of the Executive Schedule includes pay grades of cabinet officials and secretaries, Level II – senators, deputy secretaries, and members of the House, Level III –

solicitor general, under secretaries, chairmen of commissions, and boards, Level IV – assistants, general counsels, members of different commissions and boards, inspector generals, chief financial officers, and chief information officers, and Level V – commissioners, associate and assistant directors, and additional officers (See Appendix A for more details about the levels of the Executive Schedule).

Job Evaluation, Job Analysis, and Job Scaling

Job evaluation and assessment are important for the normal functioning of the public sector. In order to have a well-functioning state apparatus, regardless of political changes, it is important to create not only an impartial system for choosing high ranking officials, but also a precise description of jobs for deciding and classifying their relative values. The system of job analysis and evaluation should become one of the cornerstones for the organization of work in the governmental system. In many countries of the world current state service systems came into being only after introducing the system of job evaluation (The Government of the Republic of Armenia 2001).

Job evaluation is any method through which relative values of jobs are ranked. It does not concern the characteristics of state individual officials and the evaluation of separate jobs.

Job evaluation is the relative evaluation of positions or judgment about them by a special committee or commission. However, the evaluations may be based on more formal or even more complicated comparative and analytical methods. In all cases, the basic approach to the comparison and scaling system is the same. In that regard, it is always important to have some basic understandings about the positions in order to have opinion about their comparative values and make judgments. The data collection, analysis and presentation constitute job evaluation.

The application of job evaluation aims to develop a fair system of payment within the organization by means of equating the level of payment to the importance of the position. In job evaluation the most important thing is the process of comparison of different positions through which positions are graded in comparison with other positions. It represents the input of the certain position into the organization.

One of the most important things in job evaluation and its use is its objectivity. For the normal and effective functioning of the system it is important to have systemic principles that are understandable to all employees as well as a job evaluation process that is transparent and fair. As a rule, a special committee is created for that purpose. The committee includes representatives from different departments of the organization. The committee is lead by clearly stated regulations and methods.

The simplest form of job evaluation and scaling is the comparison of general positions. Job classification is the logical continuation of job scaling, through which the positions are grouped in the hierarchy of position clusters. Points are ascribed in another, more complicated system. In this system, in addition to position analysis, the positions are measured in accordance with the scales established for every function.

In cases, where there are clearly established job descriptions, sometimes it is enough to create only corresponding systems. But in bigger organizations (including the government service systems in many countries), as a rule, point-factor method is used in order to have more unbiased and comprehensive approach. It would be appropriate to have a similar system for the positions of high ranking officials in Armenia.

Scaling is the most common system for position evaluation. It specifies the comparative input of different positions in reaching the goals of the organization (The Government of the Republic of Armenia 2001).

The following is needed for the establishment of numerical scaling system:

- To determine factors which are common for the positions being evaluated. As a rule, such systems have less than four and no more than ten factors, though some of them can be divided into subfactors. The scheme of factors should include those factors that reflect the most important considerations of job evaluation. The weights of factors should correspond to the common opinions about their relative values. Factors and their levels should be defined as clearly and comprehensively as possible in order to reflect the whole work and explain the differences of levels.

- To determine the weight of the factors, thus, to find out which of them were considered to be more or less important while evaluating the position. The weights should reflect the situation in the given system.

- To determine the level of each factor and give a definition of each level of that factor.

- To give numerical values to the levels of factors.

- To group the sums of numerical values in order to classify the positions. The classification, as a rule, is done through the examination of statistical distribution. The combination of the levels of factors and weights is done in a way that positions with similar job characteristics are grouped together (The Government of the Republic of Armenia 2001).

There are many definitions given to job analysis. One of the definitions, written by Foster, is the following: “Generally speaking, *job analysis* refers to a purposeful, systematic process that provides descriptive, important job-related information that distinguishes the job being analyzed from other jobs” (Foster 1998, 323). Job analysis gives the description of the job in details. The challenge of job analysis is the use of the appropriate method for collecting the information.

There are numerous methods of job analysis. While choosing the appropriate method, several issues should be taken into account. Foster mentions the following ones: “practicality,

cost, purpose, the job analyst's experience with various methods, and of course jobs to be analyzed" (Foster 1998, 331). The most common methods for job analysis are threshold traits analysis, critical incident method, jobs elements method, position analysis questionnaire, functional job analysis, Fleishman job analysis survey, job components inventory, and task analysis.

Because the method of position analysis questionnaire was used for the job analysis of high ranking officials in Armenia, it will be described in more details.

The position analysis questionnaire is one of the most commonly used methods for job analysis. It was developed by Ernest McCormick, P. R. Jeanneret, and Robert Mecham from Purdue University. Position analysis questionnaire contains 187 items dealing with work activities and situations. These items are divided into six sections: "information input, mental process, work output, relationships with other persons, job context, and other job characteristics" (Foster 1998, 334). Each of the items is evaluated using a common scaling system.

This method has certain advantages compared to other methods:

1. There is no need to develop a new item for each job that is going to be analyzed;
2. It is applicable for rating different jobs;
3. It allows comparing different jobs based on the same criteria;
4. All jobs are evaluated in the same way (Foster 1998).

Methodology

This section in details describes the methodology used in the scope of this internship policy paper in order to achieve internal equity for the positions of high ranking officials in Armenia. The questionnaire circulated among high office holders is presented, and the factors and subfactors included in that questionnaire are described in detail.

In order to guarantee internal equity for the salaries of high ranking officials in the public sector of Armenia, a questionnaire was constructed that was circulated among the high ranking position holders themselves, thus, instead of expert group, engaging all the high office holders in the rating exercise (See Appendix B).

Five factors were included in the position classification system introduced by the Government of Armenia. The factors largely reflect the comparative values of different positions in the process of evaluation of more than 250 positions in different ministries and departments while deciding the amount of grades in the civil service, adding new dimensions to capture the political component of these jobs. These factors have a comparable methodology like the one used when the government was classifying the positions in the civil service in Armenia. Each of the factors is divided into subfactors. Here are those factors and subfactors:

a) Decision making:

1. The power to establish goals and objectives, and
2. The power to make decisions concerning the implementation;

b) Influence:

1. The influence of decisions within the country, and
2. The influence of decisions within the specific field where the current official

works;

c) Complexity:

1. The complexity of the certain field, and
 2. The diversity of the field;
- d) Communication:
1. The importance of the ability to negotiate, persuade and come to an agreement with individuals for the current official, and
 2. The importance of the ability to address larger groups;
- e) Qualification:
1. The importance of the knowledge of languages and computer skills, and
 2. The importance of the experience in the relevant field and education.

The factors were evaluated by interviewees. Interviews were conducted among ministers, heads of standing committees of the National Assembly, heads of independent committees, heads of courts, and the representatives of the staff of the President of the Republic of Armenia.

Based on the answers given by the interviewees the value of each position was calculated. Thus, we received the collective self-perception of state officials of the Republic of Armenia about relative importance of different positions in the list of high positions included in the questionnaire, and based on these results, the positions were classified into groups.

Results

This part of the internship policy paper is presenting the results of interviews conducted among high office holders in the public sector of the Republic of Armenia.

The comparative analysis of the positions is based on the points that were given to the positions of high ranking officials in the Republic of Armenia. Particularly, the points were given by ministers, heads of Standing Committees of the National Assembly, heads of

independent commissions, chairmen of courts, as well as representatives of the administration of the president of the Republic of Armenia (overall 33 officials, including 16 representatives of executive, 5 representatives of judicial, and 12 representatives of legislative branches)¹.

The participants of the interviews were the representatives of the following structures: thirteen ministers² representing ministries, five judges representing the Constitutional Court, Cassation Court, Court of Appeal, First Instance Court, and Specialized Court, one representative of the staff of the President of the Republic, heads of two independent commissions, and heads of twelve Standing Committees³ of the National Assembly of the Republic of Armenia.

These high ranking officials evaluated the subfactors through the scaling system from 1 to 10 (where 1 is the lowest significance of the factor for the current position and 10 is the highest significance). Then they were asked to evaluate the factors themselves in a way that the sum of the weights of all factors would be equal to 25. (The lowest possible rate that the interviewees could assign to the factor was 1). In Table 3 the factors are presented with their weights, which the officials were asked to evaluate (See Appendix B and C for more details):

¹ The response rate was 89%. 4 high ranking officials refused to be interviewed.

² 18 ministries are the following: Ministry of Health, Ministry of Economy, Ministry of Justice, Ministry of Foreign Affairs, Ministry of Nature Protection, Ministry of Agriculture, Ministry of Energy and Natural Resources, Ministry of Education and Science, Ministry of Culture, Ministry of Sport and Youth Affairs, Ministry of Defense, Ministry of Labor and Social Affairs, Ministry of Transport and Communication, Ministry of Urban Development, Ministry of Finance, Ministry of Territorial Administration, Ministry of Emergency Situations, and Ministry of Diaspora.

For more details about the ministries, their structures and ministers visit the official website of the Government of the Republic of Armenia at www.gov.am.

³ There are 12 Standing Committees in the National Assembly of the Republic of Armenia – Standing Committee on Agriculture and Environment, Standing Committee on Defense, National Security and Internal Affairs, Standing Committee on Economic Affairs, Standing Committee on European Integration, Standing Committee on Financial-Credit and Budgetary Affairs, Standing Committee on Foreign Relations, Standing Committee on Health Care, Standing Committee on Protection of Human Rights and Public Affairs, Standing Committee on Science, Education, Culture, Youth and Sport, Standing Committee on Social Affairs, Standing Committee on State and Legal Affairs, and Standing Committee on Territorial management and Local Self-Government. Currently there is an ad-hoc committee on the events occurred on 1-2 March 2008 in Yerevan and their reasons.

For more details visit the official website of the National Assembly of the Republic of Armenia at www.parliament.am.

Table 3: Factors and their Weights

Factors	Weights
Decision making <ul style="list-style-type: none"> The power to establish goals and objectives The power to make decisions concerning the implementation 	7.2 7.2
Influence <ul style="list-style-type: none"> The influence of decisions within the country The influence of decisions within the specific field where the current official works 	5.0 5.0
Complexity <ul style="list-style-type: none"> The complexity of the certain field The diversity of the field 	4.0 4.0
Communication <ul style="list-style-type: none"> The importance of the ability to negotiate, persuade and come to an agreement with individuals for the current official The importance of the ability to address larger groups 	4.1 4.1
Qualification <ul style="list-style-type: none"> The importance of the knowledge of languages and computer skills The importance of the experience in the relevant field and education 	4.5 4.5

The weighed averages of the factors were calculated in the following way:

Step 1: The average number of each subfactor for each position was calculated based on the points given by all officials;

Step 2: Based on these average numbers, the average of each factor was calculated through summing up the average numbers of the subfactors of the corresponding factor;

Step 3: The average weight for each factor was calculated based on the weights given by all officials;

Step 4: The average of each factor (calculated in Step 2) was multiplied by the average weight (calculated in Step 3) of the corresponding factor;

Step 5: Finally, all results calculated in Step 4 for the corresponding position were summed up and divided by 25 (See all the results in Appendix B and C).

From the representativeness point of view, it can be asserted that through these interviews we have uncovered the collective self-perception of high office holders about

relative importance of the positions of high ranking officials in the public sector of the Republic of Armenia.

Conclusion and Recommendations Concerning the Job Evaluation of High Ranking Officials of the Republic of Armenia

Based on the results of the interviews, it is suggested to cluster the positions of high ranking officials in the Republic of Armenia (with exception of the positions of the President of the Republic, Prime Minister, the Chairman of the National Assembly, the Chairman of the Constitutional Court and the Deputy Prime Minister) into four groups.

Group one comprises ministers, heads of power structures, the mayor of Yerevan, and the chairman of the Cassation Court.

Group two includes heads of courts, heads of independent committees, heads of the structures under the Government, judges, first deputy ministers, deputy heads of power structures, deputy chairmen of the National Assembly, and heads of the committees of the National Assembly.

Group three consists of deputies of the National Assembly, ministers, heads of independent commissions, deputy heads of the structures under the Government and deputy regional governors, and the head of the Staff of the National Assembly.

Finally, Group four includes the members of independent committees (See Table 4).

Table 4: Four Groups of High Ranking Officials in the Republic of Armenia

	President Chairman of the National Assembly Prime Minister Chairman of the Constitutional Court Deputy Prime Minister
Group 1: Ministers, heads of power structures, the mayor of Yerevan, and the	Minister Chief of the Staff of the President Chief of the Staff of the Government Secretary of the Security Committee

chairman of the Cassation Court.	<p>Mayor of Yerevan Chief Prosecutor Head of the National Security Service Head of the Police Head of the State Revenues Committee Chairman of the Cassation Court</p>
Group 2: Heads of courts, heads of independent committees, heads of the structures under the Government, judges, first deputy ministers, deputy heads of power structures, deputy chairmen of the National Assembly, and heads of the committees of the National Assembly	<p>Chairman of the Court of Appeal Chairman of the Court of First Instance Chairman of the Specialized Court Head of the Central Electoral Commission Head of the State Statistical Committee Head of the Public Services Regulatory Commission Head of the State Commission for Protection of Economic Competition Head of the Chamber of Control Human Rights Defender Head of the National Television and Radio Commission Head of the Civil Service Committee Head of the State Governmental Body under the Government Regional Governor Head of the State Protection Service Member of the Constitutional Court Judge of the Cassation Court Judge of the Court of Appeal Judge of the Court of First Instance Judge of the Specialized Court Deputy Chief Prosecutor Deputy Chairman of the National Assembly Head of the Standing Committee of the National Assembly First Deputy Minister First Deputy Head of the National Security Service First Deputy Head of the Police First Deputy Head of the National Security Service Deputy Head of the Police</p>
Group 3: deputies of the National Assembly, ministers, heads of independent commissions, deputy heads of the structures under the Government and deputy regional governors, and the head of the Staff of the National Assembly	<p>Deputy Head of the Standing Committee of the National Assembly Deputy of the National Assembly Deputy Minister Deputy Mayor of Yerevan Deputy Regional Governor First Deputy Head of the State Governmental Body under the Government Deputy Head of the Central Electoral Commission Secretary of the Central Electoral Commission Deputy Head of the Chamber of Control Deputy Head of the Public Services Regulatory Commission Deputy Head of the Television and Radio National Commission Deputy Head of the State Statistical Committee Deputy Head of the State Commission for Protection of Economic Competition Deputy Head of the Civil Service Committee Deputy Head of the State Governmental Body under the Government Head of the State Governmental Body in the System of Ministry Chief of the Staff of the National Assembly</p>
Group 4: Members of independent committees	<p>Member of the State Commission for Protection of Economic Competition Member of the Central Electoral Commission Member of the Chamber of Control</p>

	Member of the State Statistical Committee Member of the Public Services Regulatory Commission Member of the Civil Service Committee
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This grouping may be compared to the Executive Schedule in the United States of America (see Table 5).

**Table 5: The Comparison of Groupings of High Ranking Officials
of the Republic of Armenia and of the Executive Schedule
in the United States of America**

In the Republic of Armenia	In the United States of America
Group 1 Ministers, heads of power structures, the mayor of Yerevan, and the chairman of the Cassation Court.	Level I Cabinet officials.
Group 2 Heads of courts, heads of independent committees, heads of the structures under the Government, judges, first deputy ministers, deputy heads of power structures, deputy chairmen of the National Assembly, and heads of the committees of the National Assembly	Level II Senators, deputy secretaries and members of the House.
Group 3 Deputies of the National Assembly, ministers, heads of independent commissions, deputy heads of the structures under the Government and deputy regional governors, and the head of the Staff of the National Assembly.	Level III Solicitor general, under secretaries, chairmen of commissions and boards.
Group 4 Members of independent committees.	Level IV Assistants, general counsels, members of different commissions and boards, inspector generals, chief financial officers, and chief information officers
	Level V Commissioners, associate and assistant directors, and additional officers.

There are five levels in the Executive Schedule, whereas in the case of Armenia there are four groups. There are some differences within groups in Armenia and in the United States. Particularly, Senators and members of the House are included in Level II of the Executive Schedule, while the deputies of the National Assembly of the Republic of Armenia are included in Group three. Solicitor General in the United States is included in Level III of

the Executive Schedule, while the Chief Prosecutor in Armenia is included in Group one. But overall, the corresponding positions in both countries – the United States of America and the Republic of Armenia are on the same levels of correspondingly the Executive Schedule and the Groups of high ranking officials. The existing differences are explained by different roles of institutions in the United States of America and in the Republic of Armenia.

Thus, this comparison shows that through the interviews conducted among the high office holders in Armenia we have created an effective grouping of the positions of high ranking officials in the Republic of Armenia which (along with international experience) can be used for establishing the salary levels for the positions in each group, solving the problem of internal equity.

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APPENDICES

Appendix A: Five Levels of the Executive Schedule

Level I

United States Secretary of State
United States Secretary of the Treasury
United States Secretary of Defense
United States Attorney General
United States Secretary of the Interior
United States Secretary of Agriculture
United States Secretary of Commerce
United States Secretary of Labor
United States Secretary of Health and Human Services
United States Secretary of Housing and Urban Development
United States Secretary of Transportation
United States Trade Representative
United States Secretary of Energy
United States Secretary of Education
United States Secretary of Veterans Affairs
United States Secretary of Homeland Security
Director of the Office of Management and Budget
Commissioner of Social Security, Social Security Administration
Director of National Drug Control Policy
Chairman, Board of Governors of the Federal Reserve System
Director of National Intelligence

Level II

Deputy Secretary of Defense
Deputy Secretary of State
Deputy Secretary of State for Management and Resources
Administrator, Agency for International Development
Administrator of the National Aeronautics and Space Administration
Deputy Secretary of Veterans Affairs
Deputy Secretary of Homeland Security
Deputy Secretary of the Treasury
Deputy Secretary of Transportation
Chairman, Nuclear Regulatory Commission
Chairman, Council of Economic Advisers
Director of the Office of Science and Technology
Director of the Central Intelligence Agency
Secretary of the Air Force
Secretary of the Army
Secretary of the Navy
Administrator, Federal Aviation Administration
Director of the National Science Foundation
Deputy Attorney General
Deputy Secretary of Energy
Deputy Secretary of Agriculture
Director of the Office of Personnel Management

Administrator, Federal Highway Administration
Administrator of the Environmental Protection Agency
Under Secretary of Defense for Acquisition, Technology and Logistics
Deputy Secretary of Labor
Deputy Director of the Office of Management and Budget
Independent Members, Thrift Depositor Protection Oversight Board
Deputy Secretary of Health and Human Services
Deputy Secretary of the Interior
Deputy Secretary of Education
Deputy Secretary of Housing and Urban Development
Deputy Director for Management, Office of Management and Budget
Director of the Office of Federal Housing Enterprise Oversight, Department of Housing and
Urban Development
Deputy Commissioner of Social Security, Social Security Administration
Administrator of the Community Development Financial Institutions Fund
Deputy Director of National Drug Control Policy
Members, Board of Governors of the Federal Reserve System
The Under Secretary of Transportation for Security
Under Secretary of Transportation for Policy
Chief Executive Officer, Millennium Challenge Corporation
Principal Deputy Director of National Intelligence
Director of the National Counterterrorism Center
Director of the National Counter Proliferation Center

Level III

Solicitor General of the United States
Under Secretary of Commerce, Under Secretary of Commerce for Economic Affairs, Under
Secretary of Commerce for Export Administration, and Under Secretary of
Commerce for Travel and Tourism
Under Secretaries of State
Under Secretaries of the Treasury
Administrator of General Services
Administrator, Small Business Administration
Deputy Administrator, Agency for International Development
Chairman, Merit Systems Protection Board
Chairman, Federal Communications Commission
Chairman, Board of Directors, Federal Deposit Insurance Corporation
Chairman, Federal Energy Regulatory Commission
Chairman, Federal Trade Commission
Chairman, Surface Transportation Board
Chairman, National Labor Relations Board
Chairman, Securities and Exchange Commission
Chairman, National Mediation Board
Chairman, Railroad Retirement Board
Chairman, Federal Maritime Commission
Comptroller of the Currency
Commissioner of Internal Revenue
Under Secretary of Defense for Policy
Under Secretary of Defense (Comptroller)
Under Secretary of Defense for Personnel and Readiness

Under Secretary of Defense for Intelligence
 Deputy Administrator of the National Aeronautics and Space Administration
 Deputy Directors of Central Intelligence
 Director of the Office of Emergency Planning
 Director of the Peace Corps
 Deputy Director, National Science Foundation
 President of the Export-Import Bank of the United States
 Members, Nuclear Regulatory Commission
 Members, Defense Nuclear Facilities Safety Board
 Director of the Federal Bureau of Investigation, Department of Justice
 Administrator of the National Highway Traffic Safety Administration
 Administrator of the Federal Motor Carrier Safety Administration
 Administrator, Federal Railroad Administration
 Chairman, National Transportation Safety Board
 Chairman of the National Endowment for the Arts, the incumbent of which also serves as
 Chairman of the National Council on the Arts
 Chairman of the National Endowment for the Humanities
 Director of the Federal Mediation and Conciliation Service
 Federal Transit Administrator
 President, Overseas Private Investment Corporation
 Chairman, Postal Rate Commission
 Chairman, Occupational Safety and Health Review Commission
 Governor of the Farm Credit Administration
 Chairman, Equal Employment Opportunity Commission
 Chairman, Consumer Product Safety Commission
 Under Secretaries of Energy
 Chairman, Commodity Futures Trading Commission
 Deputy United States Trade Representatives
 Chief Agricultural Negotiator
 Chairman, United States International Trade Commission
 Under Secretary of Commerce for Oceans and Atmosphere, the incumbent of which also
 serves as Administrator of the National Oceanic and Atmospheric Administration
 Associate Attorney General
 Chairman, Federal Mine Safety and Health Review Commission
 Chairman, National Credit Union Administration Board
 Deputy Director of the Office of Personnel Management
 Under Secretary of Agriculture for Farm and Foreign Agricultural Services
 Under Secretary of Agriculture for Food, Nutrition, and Consumer Services
 Under Secretary of Agriculture for Natural Resources and Environment
 Under Secretary of Agriculture for Research, Education, and Economics
 Under Secretary of Agriculture for Food Safety
 Under Secretary of Agriculture for Marketing and Regulatory Programs
 Director, Institute for Scientific and Technological Cooperation
 Under Secretary of Agriculture for Rural Development
 Administrator, Maritime Administration
 Executive Director Property Review Board
 Deputy Administrator of the Environmental Protection Agency
 Archivist of the United States
 Executive Director, Federal Retirement Thrift Investment Board
 Deputy Under Secretary of Defense for Acquisition and Technology

Deputy Under Secretary of Defense for Logistics and Materiel Readiness
Director, Trade and Development Agency
Under Secretary of Commerce for Technology
Under Secretary for Health, Department of Veterans Affairs
Under Secretary for Benefits, Department of Veterans Affairs
Under Secretary for Memorial Affairs, Department of Veterans Affairs
Under Secretaries, Department of Homeland Security
Director of the Bureau of Citizenship and Immigration Services
Director of the Office of Government Ethics
Administrator for Federal Procurement Policy
Administrator, Office of Information and Regulatory Affairs, Office of Management and Budget
Director of the Office of Thrift Supervision
Chairperson of the Federal Housing Finance Board
Executive Secretary, National Space Council
Controller, Office of Federal Financial Management, Office of Management and Budget
Administrator, Research and Innovative Technology Administration
Deputy Director for Demand Reduction, Office of National Drug Control Policy
Deputy Director for Supply Reduction, Office of National Drug Control Policy
Deputy Director for State and Local Affairs, Office of National Drug Control Policy
Under Secretary of Commerce for Intellectual Property and Director of the United States Patent and Trademark Office
Register of Copyrights
Commissioner of Customs, Department of Homeland Security
Under Secretary of Education
Administrator of the Centers for Medicare & Medicaid Services
Administrator of the Office of Electronic Government
Administrator, Pipeline and Hazardous Materials Safety Administration
Administrator, Drug Enforcement Administration (DEA), Department of Justice

Level IV

Deputy Administrator of General Services
Associate Administrator of the National Aeronautics and Space Administration
Assistant Administrators, Agency for International Development
Regional Assistant Administrators, Agency for International Development
Under Secretary of the Air Force
Under Secretary of the Army
Under Secretary of the Navy
Assistant Secretaries of Agriculture
Assistant Secretaries of Commerce
Assistant Secretaries of Defense
Assistant Secretaries of the Air Force
Assistant Secretaries of the Army
Assistant Secretaries of the Navy
Assistant Secretaries of Health and Human Services
Assistant Secretaries of the Interior
Assistant Attorneys General
Assistant Secretaries of Labor, one of whom shall be the Assistant Secretary of Labor for Veterans' Employment and Training

Assistant Secretaries of State and 4 other United States Department of State officials to be appointed by the President, by and with the advice and consent of the United States Senate

Assistant Secretaries of the Treasury

Members, United States International Trade Commission

Assistant Secretaries of Education

General Counsel, Department of Education

Inspector General, Department of Education

Director of Civil Defense, Department of the Army

Deputy Director of the Office of Emergency Planning

Deputy Director of the Office of Science and Technology

Deputy Director of the Peace Corps

Assistant Directors of the Office of Management and Budget

General Counsel of the Department of Agriculture

General Counsel of the Department of Commerce

General Counsel of the Department of Defense

General Counsel of the Department of Health and Human Services

Solicitor of the Department of the Interior

Solicitor of the Department of Labor

General Counsel of the National Labor Relations Board

General Counsel of the Department of the Treasury

First Vice President of the Export-Import Bank of the United States

Members, Council of Economic Advisers

Members, Board of Directors of the Export-Import Bank of the United States

Members, Federal Communications Commission

Member, Board of Directors of the Federal Deposit Insurance Corporation

Directors, Federal Housing Finance Board

Members, Federal Energy Regulatory Commission

Members, Federal Trade Commission

Members, Surface Transportation Board

Members, National Labor Relations Board

Members, Securities and Exchange Commission

Members, Merit Systems Protection Board

Members, Federal Maritime Commission

Members, National Mediation Board

Members, Railroad Retirement Board

Director of Selective Service

Associate Director of the Federal Bureau of Investigation, Department of Justice

Members, Equal Employment Opportunity Commission

Director, Community Relations Service

Members, National Transportation Safety Board

General Counsel, Department of Transportation

Deputy Administrator, Federal Aviation Administration

Assistant Secretaries of Transportation

Deputy Federal Highway Administrator

Administrator of the Saint Lawrence Seaway Development Corporation

Assistant Secretary for Science, Smithsonian Institution

Assistant Secretary for History and Art, Smithsonian Institution

Deputy Administrator of the Small Business Administration

Assistant Secretaries of Housing and Urban Development

General Counsel of the Department of Housing and Urban Development
Commissioner of Interama
Federal Insurance Administrator, Federal Emergency Management Agency
Executive Vice President, Overseas Private Investment Corporation
Members, National Credit Union Administration Board
Members, Postal Rate Commission
Members, Occupational Safety and Health Review Commission
Deputy Under Secretaries of the Treasury (or Assistant Secretaries of the Treasury)
Members, Consumer Product Safety Commission
Members, Commodity Futures Trading Commission
Director of Nuclear Reactor Regulation, Nuclear Regulatory Commission
Director of Nuclear Material Safety and Safeguards, Nuclear Regulatory Commission
Director of Nuclear Regulatory Research, Nuclear Regulatory Commission
Executive Director for Operations, Nuclear Regulatory Commission
President, Government National Mortgage Association, Department of Housing and Urban
Development
Assistant Secretary of Commerce for Oceans and Atmosphere, the incumbent of which also
serves as Deputy Administrator of the National Oceanic and Atmospheric
Administration
Director, Bureau of Prisons, Department of Justice
Assistant Secretaries of Energy
General Counsel of the Department of Energy
Administrator, Economic Regulatory Administration, Department of Energy
Administrator, Energy Information Administration, Department of Energy
Inspector General, Department of Energy
Director, Office of Science, Department of Energy
Assistant Secretary of Labor for Mine Safety and Health
Members, Federal Mine Safety and Health Review Commission
President, National Consumer Cooperative Bank
Inspector General, Department of Health and Human Services
Inspector General, Department of Agriculture
Special Counsel of the Merit Systems Protection Board
Inspector General, Department of Housing and Urban Development
Chairman, Federal Labor Relations Authority
Inspector General, Department of Labor
Inspector General, Department of Transportation
Inspector General, Department of Veterans Affairs
Assistant Secretaries, Department of Homeland Security
General Counsel, Department of Homeland Security
Officer for Civil Rights and Civil Liberties, Department of Homeland Security
Chief Financial Officer, Department of Homeland Security
Chief Information Officer, Department of Homeland Security
Inspector General, Department of Homeland Security
Deputy Director, Institute for Scientific and Technological Cooperation
Director of the National Institute of Justice
Director of the Bureau of Justice Statistics
Chief Counsel for Advocacy, Small Business Administration
Inspector General, Department of Defense
Assistant Administrator for Toxic Substances, United States Environmental Protection
Agency

Assistant Administrator, Office of Solid Waste, United States Environmental Protection Agency
Assistant Administrators, United States Environmental Protection Agency
Director of Operational Test and Evaluation, Department of Defense
Special Representatives of the President for arms control, nonproliferation, and disarmament matters, Department of State
Director, National Institute of Standards and Technology, Department of Commerce
Inspector General, Department of State
Director of Defense Research and Engineering
Ambassadors at Large
Assistant Secretary of Commerce and Director General of the United States and Foreign Commercial Service
Inspector General, Department of Commerce
Inspector General, Department of the Interior
Inspector General, Department of Justice
Inspector General, Department of the Treasury
Inspector General, Agency for International Development
Inspector General, United States Environmental Protection Agency
Inspector General, Export-Import Bank
Inspector General, Federal Emergency Management Agency
Inspector General, General Services Administration
Inspector General, National Aeronautics and Space Administration
Inspector General, Nuclear Regulatory Commission
Inspector General, Office of Personnel Management
Inspector General, Railroad Retirement Board
Inspector General, Small Business Administration
Inspector General, Tennessee Valley Authority
Inspector General, Federal Deposit Insurance Corporation
Assistant Secretaries, Department of Veterans Affairs
General Counsel, Department of Veterans Affairs
Commissioner of Food and Drugs, Department of Health and Human Services
Chairman, Board of Veterans' Appeals
Administrator, Office of Juvenile Justice and Delinquency Prevention
Director, United States Marshals Service
Inspector General, Resolution Trust Corporation
Chairman, United States Parole Commission
Director, Bureau of the Census, Department of Commerce
Director of the Institute of Museum and Library Services
Chief Financial Officer, Department of Agriculture
Chief Financial Officer, Department of Commerce
Chief Financial Officer, Department of Education
Chief Financial Officer, Department of Energy
Chief Financial Officer, Department of Health and Human Services
Chief Financial Officer, Department of Housing and Urban Development
Chief Financial Officer, Department of the Interior
Chief Financial Officer, Department of Justice
Chief Financial Officer, Department of Labor
Chief Financial Officer, Department of State
Chief Financial Officer, Department of Transportation
Chief Financial Officer, Department of the Treasury

Chief Financial Officer, Department of Veterans Affairs
 Chief Financial Officer, United States Environmental Protection Agency
 Chief Financial Officer, National Aeronautics and Space Administration
 Commissioner, Office of Navajo and Hopi Indian Relocation
 Inspector General, Central Intelligence Agency
 Deputy Under Secretary of Defense for Policy
 Deputy Under Secretary of Defense for Personnel and Readiness
 General Counsel of the Department of the Army
 General Counsel of the Department of the Navy
 General Counsel of the Department of the Air Force
 Liaison for Community and Junior Colleges, Department of Education
 Director of the Office of Educational Technology
 Director of the International Broadcasting Bureau
 Inspector General, Social Security Administration
 The Commissioner of Labor Statistics, Department of Labor
 Administrator, Rural Utilities Service, Department of Agriculture
 Chief Information Officer, Department of Agriculture
 Chief Information Officer, Department of Commerce
 Chief Information Officer, Department of Defense (unless the official designated as the Chief Information Officer of the Department of Defense is an official listed under section 5312, 5313, or 5314 of this title)
 Chief Information Officer, Department of Education
 Chief Information Officer, Department of Energy
 Chief Information Officer, Department of Health and Human Services
 Chief Information Officer, Department of Housing and Urban Development
 Chief Information Officer, Department of the Interior
 Chief Information Officer, Department of Justice
 Chief Information Officer, Department of Labor
 Chief Information Officer, Department of State
 Chief Information Officer, Department of Transportation
 Chief Information Officer, Department of the Treasury
 Chief Information Officer, Department of Veterans Affairs
 Chief Information Officer, United States Environmental Protection Agency
 Chief Information Officer, National Aeronautics and Space Administration
 Chief Information Officer, Agency for International Development
 Chief Information Officer, Federal Emergency Management Agency
 Chief Information Officer, General Services Administration
 Chief Information Officer, National Science Foundation
 Chief Information Officer, Nuclear Regulatory Agency
 Chief Information Officer, Office of Personnel Management
 Chief Information Officer, Small Business Administration
 Inspector General, United States Postal Service
 General Counsel of the Central Intelligence Agency
 Principal Deputy Administrator, National Nuclear Security Administration
 Additional Deputy Administrators of the National Nuclear Security Administration, but if the Deputy Administrator for Naval Reactors is an officer of the Navy on active duty,
 Deputy Under Secretary of Commerce for Intellectual Property and Deputy Director of the United States Patent and Trademark Office
 General Counsel of the Office of the National Intelligence Director

Level V

Administrator, Bonneville Power Administration, Department of Energy
Administrator of the National Capital Transportation Agency
Associate Administrators of the Small Business Administration
Associate Administrators, National Aeronautics and Space Administration
Associate Deputy Administrator, National Aeronautics and Space Administration
Deputy Associate Administrator, National Aeronautics and Space Administration
Archivist of the United States
Assistant Attorney General for Administration
Assistant and Science Adviser to the Secretary of the Interior
Chairman, Foreign Claims Settlement Commission of the United States, Department of Justice
Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs, Department of Defense
Chairman of the Renegotiation Board
Chairman of the Subversive Activities Control Board
Chief Counsel for the Internal Revenue Service, Department of the Treasury
Commissioner, Federal Supply Service, General Services Administration
Director, United States Fish and Wildlife Service, Department of the Interior
Commissioner of Indian Affairs, Department of the Interior
Commissioners, Indian Claims Commission
Commissioner, Public Buildings Service, General Services Administration
Commissioner of Reclamation, Department of the Interior
Commissioner of Vocational Rehabilitation, Department of Health and Human Services
Commissioner of Welfare, Department of Health and Human Services
Director, Defense Advanced Research Projects Agency, Department of Defense
Director, Bureau of Mines, Department of the Interior
Director, Geological Survey, Department of the Interior
Deputy Commissioner of Internal Revenue, Department of the Treasury
Deputy General Counsel, Department of Defense
Associate Director of the Federal Mediation and Conciliation Service
Associate Director for Volunteers, Peace Corps
Associate Director for Program Development and Operations, Peace Corps
Assistants to the Director of the Federal Bureau of Investigation, Department of Justice
Assistant Directors, Office of Emergency Planning
Fiscal Assistant Secretary of the Treasury
General Counsel of the Agency for International Development
General Counsel of the Nuclear Regulatory Commission
General Counsel of the National Aeronautics and Space Administration
Manpower Administrator, Department of Labor
Members, Renegotiation Board
Members, Subversive Activities Control Board
Deputy Under Secretaries of Defense for Research and Engineering, Department of Defense
Assistant Administrator of General Services
Director, United States Travel Service, Department of Commerce
Administrator, Wage and Hour and Public Contracts Division, Department of Labor
Assistant Director (Program Planning, Analysis and Research), Office of Economic Opportunity
Deputy Director, National Security Agency
Director, Bureau of Land Management, Department of the Interior

Director, National Park Service, Department of the Interior
National Export Expansion Coordinator, Department of Commerce
Special Assistant to the Secretary of Defense
Staff Director, Commission on Civil Rights
Assistant Secretary for Administration, Department of Transportation
Director, United States National Museum, Smithsonian Institution
Director, Smithsonian Astrophysical Observatory, Smithsonian Institution
Administrator of the Environmental Science Services Administration
Associate Directors of the Office of Personnel Management
Assistant Federal Highway Administrator
Deputy Administrator of the National Highway Traffic Safety Administration
Deputy Administrator of the Federal Motor Carrier Safety Administration
Assistant Federal Motor Carrier Safety Administrator
Director, Bureau of Narcotics and Dangerous Drugs (BNDD), Department of Justice
Vice Presidents, Overseas Private Investment Corporation
Deputy Administrator, Federal Transit Administration, Department of Transportation
General Counsel of the Equal Employment Opportunity Commission
Executive Director, Advisory Council on Historic Preservation
Additional Officers, Department of Energy
Additional officers, Nuclear Regulatory Commission
Assistant Administrator for Coastal Zone Management, National Oceanic and Atmospheric Administration
Assistant Administrator for Fisheries, National Oceanic and Atmospheric Administration
Assistant Administrators, National Oceanic and Atmospheric Administration
General Counsel, National Oceanic and Atmospheric Administration
Members, Federal Labor Relations Authority and its General Counsel
Additional officers, Institute for Scientific and Technological Cooperation
Additional officers, Office of Management and Budget
Associate Deputy Secretary, Department of Transportation
Chief Scientist, National Oceanic and Atmospheric Administration
Director, Indian Health Service, Department of Health and Human Services
Commissioners, United States Parole Commission
Commissioner, Administration on Children, Youth, and Families
Deputy Administrator, Drug Enforcement Administration (DEA), Department of Justice

Appendix B: The Evaluation of Subfactors by High Ranking Officials (Average Values) and their Weighted Averages

Please, evaluate the following factors through 1 to 10 scaling system for each position (where 1 is the smallest weight given to the factor and 10 is the biggest weight). If there is any position which is vague for you in terms of evaluation because of the lack of information, you may skip it. In all other cases please evaluate while keeping in mind the overall list of the positions. Please, do not evaluate comparing one position to another but through 1 to 10 scaling system. It will take from 70 to 80 minutes. Please know that we will guarantee the confidentiality of the answers you provide and that we will not connect in any way your answers with your name.

Factors	Decision making		Influence		Complexity		Communication		Qualification		Weighted Averages
	The power to establish goals and objectives	The power to make decisions concerning the implementation	The influence of decisions within the country	The influence of decisions within the specific field where the current official works	The complexity of the certain field	The diversity of the field	The importance of the ability to negotiate, persuade and come to an agreement with individuals for the current official	The importance of the ability to address larger groups	The importance of the knowledge of languages and computer skills	The importance of the experience in the relevant field and education	
President	9.8	9.9	9.8	9.9	9.9	10.0	9.7	9.9	9.0	9.4	19.4
Chief of the Staff of the President	7.5	7.8	7.1	8.9	7.8	7.9	8.0	7.7	9.0	9.3	16.0
Secretary of the Security Committee	7.3	7.2	7.3	8.2	8.3	7.7	8.2	7.9	8.8	9.3	15.8
Chairman of the National Assembly	8.1	8.2	8.0	8.9	8.8	8.7	9.2	9.4	9.2	9.1	17.3
Deputy Chairman of the National Assembly	6.4	6.3	6.1	7.1	7.0	6.8	8.3	8.5	8.6	8.9	14.4
Head of the Standing Committee of the National Assembly	7.1	5.9	5.5	6.9	7.3	5.9	7.9	8.4	8.6	9.4	14.3
Deputy Head of the Standing Committee of the National Assembly	4.2	4.6	4.0	4.8	4.8	4.9	6.3	6.7	7.2	8.5	10.8

Deputy of the National Assembly	5.2	5.1	4.9	5.4	6.6	7.2	7.2	8.1	6.7	8.1	12.4
Chief of the Staff of the National Assembly	5.3	6.1	4.2	6.9	5.0	4.7	6.9	6.3	7.6	8.5	12.2
Prime Minister	9.4	9.6	8.0	8.8	8.7	8.0	7.6	7.7	9.0	9.6	19.1
Deputy Prime Minister	8.2	8.8	7.5	8.5	9.0	8.9	9.0	9.3	8.8	9.3	17.5
Minister	8.3	8.4	6.2	8.1	8.2	8.1	8.6	8.8	7.9	8.8	17.2
Chief of the Staff of the Government	7.2	7.2	6.5	8.1	8.0	7.4	7.9	7.9	7.6	9.0	15.4
Head of the Customs Committee	7.6	7.8	4.9	6.4	6.5	6.0	7.7	7.8	7.6	9.0	16.4
Head of the Tax Committee	7.5	7.7	4.6	5.8	5.7	5.5	7.2	7.3	7.0	8.5	16.3
Mayor of Yerevan	7.8	8.2	4.4	6.0	5.6	5.6	7.2	7.5	7.3	8.3	17.0
Regional Governor (Marzpet)	6.5	7.3	4.4	6.2	6.0	5.9	7.4	7.6	7.6	8.4	15.3
Head of the State Governmental Body under the Government	6.5	7.0	4.5	5.6	5.0	4.9	6.7	6.8	7.5	8.6	14.9
First Deputy Minister	5.4	5.5	4.3	5.5	5.1	4.8	6.4	6.8	7.3	8.5	12.9
Deputy Minister	4.7	5.0	8.0	8.8	8.7	8.0	7.6	7.7	9.0	9.6	11.9
Deputy Mayor of Yerevan	4.8	4.8	7.5	8.5	9.0	8.9	9.0	9.3	8.8	9.3	11.9
Deputy Regional Governor	5.0	5.0	6.2	8.1	8.2	8.1	8.6	8.8	7.9	8.8	12.2
First Deputy Head of the State Governmental Body under the Government	4.3	4.7	6.5	8.1	8.0	7.4	7.9	7.9	7.6	9.0	11.3
Deputy Head of the State Governmental Body under the Government	4.1	4.5	4.9	6.4	6.5	6.0	7.7	7.8	7.6	9.0	11.1
Head of the State Governmental Body in the System of Ministry	4.3	4.6	4.4	5.6	5.2	4.6	7.0	7.0	7.7	8.6	11.4
Deputy Head of the State Governmental Body in the System of Ministry	3.4	3.8	3.7	5.1	4.6	4.0	6.3	6.4	7.3	8.2	10.1
Chairman of the Constitutional Court	8.5	8.9	8.4	8.9	8.7	7.9	7.	8.0	8.7	9.9	17.1
Member of the Constitutional Court	6.7	6.7	6.1	6.6	7.0	6.8	6.7	6.4	8.4	9.5	14.0
Chairman of the Cassation Court	7.3	8.3	7.7	8.2	8.3	7.9	7.0	6.8	8.5	9.9	15.9
Judge of the Cassation Court	6.5	6.7	6.4	7.5	7.4	7.2	7.2	6.9	8.4	9.4	14.5

Chairman of the Court of Appeal	6.6	6.9	6.7	7.8	8.0	7.7	7.4	7.3	8.6	9.9	15.1
Judge of the Court of Appeal	6.3	6.5	6.3	7.4	7.1	7.0	7.1	6.5	8.2	9.4	14.1
Chairman of the Court of First Instance	6.0	6.5	6.3	7.5	7.8	7.3	7.4	6.8	8.4	9.8	14.4
Judge of the Court of First Instance	6.1	6.3	5.9	6.7	6.7	6.6	7.2	6.8	8.0	9.4	13.7
Chairman of the Specialized Court	6.2	6.6	6.4	7.4	7.4	6.9	7.4	7.0	8.1	9.7	14.3
Judge of the Specialized Court	6.0	5.8	5.6	6.5	6.8	7.0	7.2	7.1	7.7	9.3	13.4
Human Rights Defender	7.8	7.2	7.6	8.4	8.3	8.1	8.2	8.8	9.4	9.3	16.3
Chief Prosecutor	8.2	8.3	8.0	8.8	8.8	8.5	8.3	8.0	8.3	9.9	16.9
Head of the Police	8.0	7.9	7.5	9.1	9.0	8.5	8.3	8.4	8.2	9.7	16.7
Head of the National Security Service	8.3	8.3	7.6	8.9	8.9	8.3	8.5	8.5	8.1	9.7	16.9
Head of the State Protection Service	6.6	6.8	6.2	8.5	7.9	7.2	7.4	7.1	7.5	9.5	14.7
Deputy Chief Prosecutor	6.3	6.3	5.5	7.8	7.6	7.3	7.5	7.6	8.1	9.5	14.3
First Deputy Head of the National Security Service	5.9	6.2	5.5	7.7	7.1	6.9	7.7	7.7	7.9	9.5	14.0
Deputy Head of the National Security Service	6.1	6.3	5.4	7.3	6.8	6.7	7.4	6.9	7.9	9.3	13.8
First Deputy Head of the Police	5.6	5.9	5.5	6.7	6.7	6.6	7.2	6.8	7.7	9.0	13.2
Deputy Head of the Police	5.9	5.8	5.3	7.3	7.0	6.7	6.4	6.1	8.0	9.2	13.3
Head of the Chamber of Control	6.9	7.4	6.3	7.8	7.8	7.4	7.8	7.6	7.7	9.1	15.0
Deputy Head of the Chamber of Control	5.0	5.3	4.4	6.1	6.4	6.3	6.7	5.9	7.7	8.8	12.1
Member of the Chamber of Control	4.0	4.0	3.5	4.6	4.6	5.3	5.5	5.6	7.1	8.2	10.1
Head of the Central Electoral Commission	6.5	6.1	6.5	7.5	7.8	6.2	7.4	7.8	8.4	8.8	14.3
Deputy Head of the Central Electoral Commission	5.4	5.2	4.8	6.1	6.2	4.8	6.6	6.7	7.4	8.2	12.0
Secretary of the Central Electoral Commission	4.5	4.5	4.4	6.0	5.3	5.0	6.5	6.6	7.0	7.9	11.2
Member of the Central Electoral	4.5	4.5	4.1	5.6	4.5	4.5	5.8	5.8	5.9	7.0	10.2

Commission											
Head of the State Statistical Committee	6.6	7.0	5.5	7.8	7.7	7.1	7.0	6.8	8.8	9.3	14.5
Head of the Civil Service Committee	6.7	7.3	6.5	8.2	7.9	7.3	7.5	7.7	8.5	9.0	15.1
Head of the National Television and Radio Commission	6.8	7.3	6.5	8.2	7.7	7.0	7.7	7.9	8.2	8.8	15.0
Head of the Public Services Regulatory Commission	6.7	7.0	6.6	8.0	7.7	7.7	7.8	8.0	8.3	9.0	15.1
Head of the State Commission for Protection of Economic Competition	6.5	6.8	6.2	8.0	7.8	7.6	7.8	8.0	8.4	9.2	14.9
Deputy Head of the State Statistical Committee	5.3	5.3	4.8	6.3	5.9	5.9	6.4	6.6	7.9	8.6	12.3
Deputy Head of the Civil Service Committee	4.9	5.2	4.6	5.0	5.3	6.0	5.6	5.9	7.8	8.4	11.5
Deputy Head of the National Television and Radio Commission	4.8	5.0	4.6	5.8	5.3	5.5	5.9	6.0	7.6	8.4	11.5
Deputy Head of the Public Services Regulatory Commission	4.8	5.0	4.5	5.6	5.0	6.0	6.7	6.5	7.3	7.8	11.5
Deputy Head of the State Commission for Protection of Economic Competition	4.5	4.7	4.2	5.1	4.9	5.5	6.0	5.9	7.1	8.0	10.9
Member of the State Statistical Committee	4.0	4.2	3.7	4.4	4.2	4.6	5.2	5.2	7.0	7.6	9.8
Member of the Civil Service Committee	4.0	4.2	3.7	4.5	4.1	4.4	5.5	5.6	6.8	7.7	9.8
Member of the Public Services Regulatory Commission	4.1	4.3	3.7	4.5	4.3	4.8	5.7	5.6	6.8	7.2	9.9
Member of the State Commission for Protection of Economic Competition	4.2	4.5	3.9	5.1	5.0	5.5	5.8	6.0	7.4	8.0	10.7

Appendix C: Weights Given to Factors by High Ranking Officials (Average Values)

Please, evaluate the factors describing the position in a way that the sum of the points be equal to 25.

Factors	Points
Decision making	7.2
Influence	5.0
Complexity	4.0
Communication	4.1
Qualification	4.5