

EFFECTIVE TRAINING SYSTEM AS ONE OF THE PRINCIPLES BRAND OF AZERBAIJAN MANAGEMENT "ASAN SERVICE"

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Abstract

As an innovative model of effective management "Asan service" provides not only transparency, quality and professionalism but also forms single administrative style and polite services for officials dealing with people. The main purpose of innovative development of staff potential is not profit and economic results but social satisfaction with quality of state services provided. So, "Asan service" tends to perfect expertise, psychological knowledge, management skills and behavior for innovative development of staff. As for the last point, staff is provided with trainings to contribute to effective communication, conflict situation settlement, time management and emotional stability. The model has its own training strategy. The strategy is aimed at creating professional staff potential dedicated to national values with creative and innovative thinking. Development of professional and personal qualities, managerial skills and ability to manage emotional stability is one of the objectives of the training strategy.

Key words: *asan service, azerbaijan service and assessment network, brand of azerbaijan management, training system*

As is known, Azerbaijan became member of the Council of Europe, party to the European Convention on protection of human rights and main freedoms, all core UN human rights conventions, was elected as one of the first 47 members of the UN Human Rights Council. In addition to the taken actions the strong political will enabled the nation to further uphold the standards of human rights on the ground. Rapid socioeconomic development of the Azerbaijan Republic dictated the need to modernize public administration, administrative relations, relations between the state and civil society, as well as between officials and citizens. There have been crucial reforms to establish an efficient management, transparent and professional civil service and intellectual potential, human resources capacity of the governmental bodies. It is no coincidence that, the President of the Azerbaijan Republic Ilham Aliyev stressed that intellectual potential today and especially in the future will determine the development of any country.¹ There has been a set of "modernizing" solutions enabling Azerbaijan to turn society with a weak and regressing economic system, decadent political institutional systems, marginalized social consciousness into the space of new behavioral norms and stereotypes, a stable political system and gradually emerging democratic institutions typical to market system of economic structure.² Modernization of system of administration in Azerbaijan required the construction of new, modern, citizen - oriented governance models in contrast to traditional ones.

Azerbaijani President Ilham Aliyev on April 16, 2007, by the order number 2090 " in 2007 and 2015 , approved the State Program on education of Azerbaijani youth abroad. Implemented range of activities, set of "modernizing" solutions aimed at turning oil revenues into human capital . For its full realization, transparency requires the implementation of certain acts which constitute its content. The first component of transparency is accessibility. It is in this case of "passive" information transparency, since the

¹ Speech by President of Azerbaijan Ilham Aliyev at the opening ceremony of the second Baku International Humanitarian Forum 4-5 October 2012. <http://president.az/articles/6335>

² Mexdiyev R. E. Defining the strategy of the future: modernization course. Part I. (Определяя стратегию будущего: курс на модернизацию. Часть I. http://www.1news.az/articles.php?item_id=20080110113244532&sec_id=6

administration is effective only if there is a request for access to information. The other component of transparency is the disclosure, proactive form of transparency. The disclosure is not a homogeneous act; it consists of three stages: disclosure, awareness and reporting. The third component of transparency is the openness, which is to engage and involve the public in developing information that will later be made available or disclosed.³

To enhance transparency in the activities of state bodies and please citizens with the quality and convenience of services provided to them using modern innovations, respect and ethical conduct when contacting them, there has been founded national governance model "Asan service".

July 13, 2012 President of the Republic of Azerbaijan signed a decree on the foundation of the State Agency for Services to Citizens and Social Innovation under the President of Azerbaijan Republic. The State Agency has received international certificate ISO management standard. Application of the Quality Management System of the State Agency for the implementation of each indicator on the basis of the process is transparent mechanisms and regulations. As is well known ISO 9001 standard is based on the principles of decision-making relying on facts, continuous development of every employee in the organization, systematic approach to management.

The Agency's goal - Coordination and organization of "Asan service" centers' activities, database integration of state agencies, the introduction and improvement of electronic services in the country, anti-corruption drive, enhancing transparency in the civil services, the improvement of relations between authorities and residents, as well as saving time of citizens. Note that "Asan service" as a unique management model is the brand of the Azerbaijan Republic. «ASAN» stands for English as an abbreviation «Azerbaijan Service and Assessment Network» - Azerbaijan network service and evaluation. Principles of these centers are set, based on the concept of "public service to the people." The watchdogging function of the State Agency is for ensuring the quality of work done within the ASAN service centers. This is why the ASAN service centers represent the corruption free area guaranteeing the equal access to public services to each and every citizen. The essential point leading to success is the transparency. The transparency is the key factor and is ensured throughout the process from the beginning till the end. That is what the State Agency did achieve within a short period of time.⁴

This was exactly the main target while establishing ASAN service centers: equal access to public services and transparency in their functioning. Since 2013 "Asan service" centers have been working in Azerbaijan aimed at providing citizens with various and numerous public services in the same place. The centers have collected about thirty services of ten state entities. They include the birth and death registration, the issuance of and renewed certificates on state registration of civil status acts, registration of divorce, adoption and determination of paternity, notary services, renewal of identity cards and driving licenses, issuance of reference note on information about land cadastre, about conviction and so on. The main aims of these centers are:

- reduction of costs and time of citizens;
- use of ethical and polite attitude to citizens;
- increase the professional standard
- strengthen confidence in public institutions
- to increase transparency and contribute to anticorruption
- wider use of electronic services
- improve the efficiency of institutional reforms in this area.

³ İ. Karimov. Le rôle de la transparence dans la lutte contre la corruption à travers l'expérience du Conseil de l'Europe. p. 350-351 <http://www.theses.fr/en/2013PA010295>

⁴ A.Jafarli. Azerbaijani Service and Assessment Network (ASAN) as a means for human rights promotion in Azerbaijan. <http://www.turkishweekly.net/op-ed/3136/azerbaijani-service-and-assessment-network-asan-as-a-means-for-human-rights-promotion-in-azerbaijan.html>

“ASAN service” centers subordinated to the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan have been ensured the function of SMS notification.⁵ SMS notification enables to citizens taken a queue on relevant services at the “ASAN service centers receive notification on the convergence of the queue period. Thus, person can benefit from the function of SMS notification by filling the section of write your cell phone number when taking a queue on relevant services. After entering the cell phone number, person should respond the survey questionnaire on notifying for 5 or more queue and print the queue ticket. Hereinafter, person will be notified via SMS sent to the cell phone for warning of chosen queue number on the convergence of the queue period. One of the important elements of transparency is the public participation. Especially the public is keen of attending the quality measurement. This is core to comprehend the views of main stakeholders, on the one hand, and to ensure the objectivity of the measurement process, on the other hand. Attendance of public in measuring the quality of the rendered services is the best manifestation of citizen-run- measurement organized by the State Agency in the way to transparency. The results are speaking themselves: up to date several measures have been taken to enlarge the comfort conditions created for citizen; several e-public services have been put in effect to meet the expectation of population, etc. Today over 80 thousands citizens are likers of the Facebook page of the State Agency. Over 1 thousand people benefit from the ASAN services within a day in each ASAN service center. Over 500 thousands citizens were registered to be well satisfied from the services as a whole. Several innovations are in place including the issuance of a foreign passport within a day, mobile ASAN services by means of the special equipped busses, ASAN signature that enables to get an access to electronic public services without a card-reader.

Nowadays, it is known that the process of innovation is becoming a crucial factor in the development of effective administration, transparent and professional civil service, and the main method of healthy competition between public authorities and state services providing the same services. As an innovative model of effective management "Asan service" provides not only transparency, quality and professionalism but also forms single administrative style and polite services for officials dealing with people. The purpose of the legal regulation of this style is to consolidate and hold effective, prompt and polite forms and methods of providing public services to meet the needs of citizens. Innovation management inexhaustible source of healthy competition among the public authorities providing the same public services as well as their human resource capacity. Innovation management also includes the process of intellectual capital management governance. Basic capital of the information society are the knowledge and information. A carrier of this information - human capital.⁶

Extreme complexity, diversity of ongoing processes of social development in the Republic of Azerbaijan respectively demanded radical changes in the forms and methods of state feedback and state employees. Because the fate of any reforms largely depends on their level of training, qualifications, ability to make rational and effective management decisions in a rapidly changing social situation. During the development of society as a whole, to create a new style of thinking between the officer and the citizen has arisen a need for new technologies impact on human resources. Such technologies include training, as well as innovative business games as a special kind of social innovation. Participants in the games possess are learned new working methods. Because training is a process which changes the ability of human activity in the positive direction.⁷ It is known that the most important criteria successful innovation is the presence of a certain system of moral-psychological relations accompanied by a set of organizational, methodological, psychological nature providing the introduction of innovations in the organization of a training process. It is impossible to enhance the knowledge of human resource capacity, nurture the new skills and style of activity, make effective and sensible decisions under rapidly changing social situation, adapt to new conditions without the training process. Establishing training system of civil servants "Asan service" was to create conditions for development and maintenance of high level of professional expertise and culture.

⁵ <http://www.vxsida.gov.az/redirect/post/pid/933>

⁶ A. Quseynova. Information support of innovation. Scientific, technological and innovative activities (Информационное обеспечение инновационной деятельности. Научно-технический и инновационный деятельность.) 2009. № 1. p. 65

⁷ А.Мамедов. Fundamentals of training. Baku-2014. p. 13.

Constructing this system some requirements for training plans, programs and teaching methods must be taken in account. First of all, the training of staff should be science-based, highly effective and financially reasonable. It should provide all-round development of the required qualities, theoretical knowledge and skills in practical work.

The real difficulty of ongoing processes in social development in the Republic of Azerbaijan required changes in the methods of state impact on civil servants. As the success of all reforms depends on the professional standard, qualifications, skills to make effective and sensible administrative decisions in rapidly changing social situation. Therefore, one of the main features of managers - a tendency to continuous education and increase their professional level.⁸ During the community development there was the necessity of technological impact on staff to create the new style in interaction between officials and citizens. Among these technologies are trainings and also innovative business games as a special type of social innovations. The participants learn new methods of work. As the trainings provide positive skills to staff activity. "Asan service" is not only the base unit in state apparatus but also largely a social organization.

The main purpose of innovative development of staff potential is not profit and economic results but social satisfaction with quality of state services provided. So, "Asan service" tends to perfect expertise, psychological knowledge, management skills and behavior for innovative development of staff. As for the last point, staff is provided with trainings to contribute to effective communication, conflict situation settlement, time management and emotional stability. The constant perfection of all these qualities are required for social satisfaction with state services. It is no coincidence that, in Japanese theory of innovative development of staff potential among the main eight groups of quality our above mentioned ones are also included⁹. The methods of persuasion but not compulsions are used to develop staff potential. As it is written in the scientific literature, one of the main principles of training is to motivate a participant of training.¹⁰ The model has its own training strategy. The strategy is aimed at creating professional staff potential dedicated to national values with creative and innovative thinking. Development of professional and personal qualities, managerial skills and ability to manage emotional stability is one of the objectives of the training strategy. Training is divided into two main types:

1. Trainings aimed at improving behavior (Psychological, primary and the individual characteristics of staff)
2. Trainings aimed at enhancing expertise (trainings improving management skills and knowledge in specific areas of legislation)

The purpose of psychological training are:

- to gain knowledge about the stress remedies stress factors,
- to gain knowledge about the manage conflict situations,
- to gain the skills to work with people with different temperaments,
- to gain the business etiquette skills,
- to gain knowledge about the NLP system and so on.

The purpose of training aimed at raising individual characteristics are as follows:

- improvement of corporate culture, code of ethics and discipline in the organization,.
- improvement of knowledge on the effective management;
- improvement of skills about effective listening and analyzing.

⁸ N. Karayev. Menegment of innovation. Baku, Science and Education – 2011. p.18

⁹ I. V. Votyakova. Foreign experience innovative human resources development organization. Problems of the theory and practice of management (Зарубежный опыт инновационного развития кадрового потенциала организации. Проблемы теории и практики управления.) 2008. №1(57) (p. 66-69)

¹⁰ А.Мамедов. Fundamentals of training. Baku-2014. p. 17.

- to establish an effective communication skills,
- improvement of verbal and non-verbal communication skills,
- develop the ability to speaking the public,
- improvement of knowledge on the effective telephone conversations technology and knowledge on the rules of etiquette.
- to establish of flexible thinking, self-development skills,
- the development of knowledge-about the ability to build a team,
- the development of knowledge about the rules of the protocol,
- the development knowledge on the strategic management and so on.

Nowadays, trainings are provided for groups and individuals within and out of organizations. By working together, participants get an infusion of fresh ideas and solutions to energize our organization and develop a common innovation language that fosters transformation in workplace culture. It is known that efficiency of the training strategy includes correct goals, directions, arrangements and achievement of set targets correlating profits and expenses. Demand for trainings should be taken into consideration to do that. As only important training for staff will be fruitful. "Asan service" uses these methods to clarify the demand for staff training:

1. Tests;
2. Fixing results of observations of work;
3. Presentation of requests from the structural units of the organization;
4. Results of performance assessment and validation of civil servants.

Trainings are designed to impart the skills of the innovator to overcome obstacles, break the confines of traditional thinking in civil service. Enabled by an interactive learning platform. Participants immediately implement the learning from the lessons while working on the solution to an innovation challenge.

The Training system of "Asan service" including other effective methods to enhance professional expertise of staff provides socio-psychological environment within staff, improvement of integrative characteristics of highly developed group. Moreover, formation of common values, interests, goals play an integral role for "Asan service". Monitoring of training process enables to supervise permanent, effective quality of trainings and the improvement of staff potential. Thus, rapid development of the Azerbaijan Republic dictated the need to modernize public administration, administrative relations, relations between the state and civil society, as well as between officials and citizens. There has been founded the model of innovative state administration "Asan service".

This model is a brand of Azerbaijan management. One of the his principles are greater innovative, creation, modern and efficient training system, also, to enhance professionalism and competence of staff. Based training system is focused on providing crucial expertise targeting demands of real situations and also formation of the single administrative style of providing polite service to officials dealing with citizens. The active trainings methods (brainstorming, situations analysis, decision-making, method of sinectics, morphological analysis and business games) are largely used. Finally, the training system of Azerbaijan management brand "Asan service" means correlation of professionalism and flexibility, transparency and responsibility, polite service and attitude to people including their comfort.

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