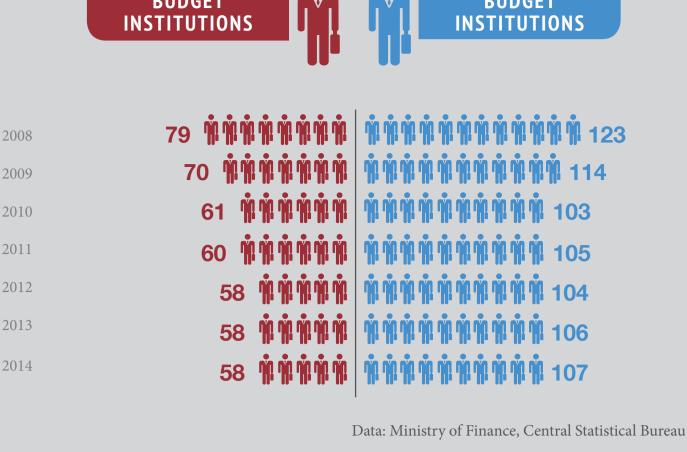


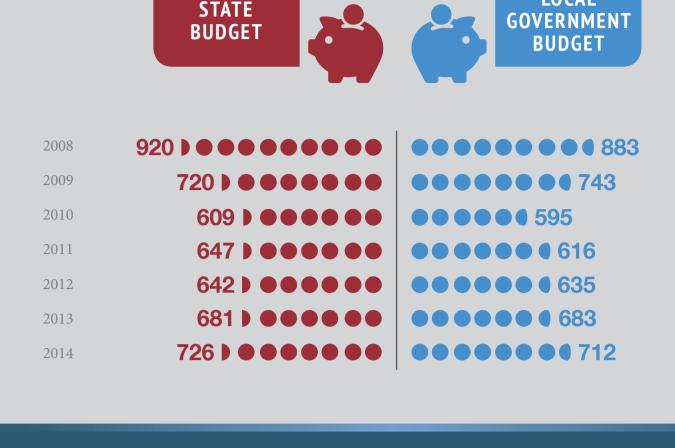
# **Employees (thousand)**



LOCAL

LOCAL GOVERNMENT

# **Remuneration, million €**



#### in line ministries In 2014 total number of

dismissed employees

Employee turnover





### in State Budget Institutions, breakdown by groups 8,38 %

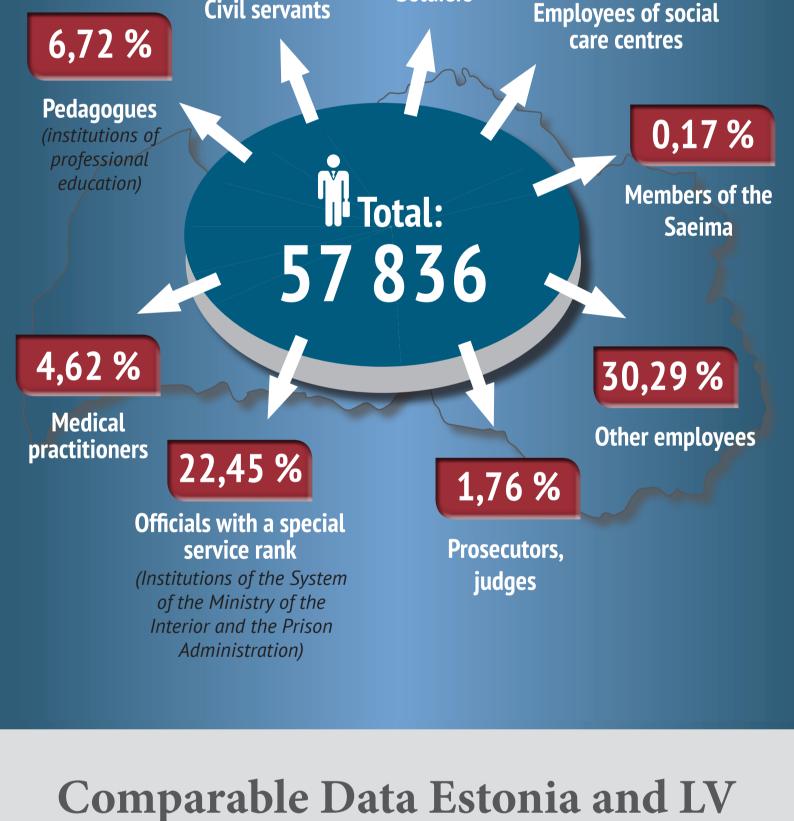
**Soldiers** 

5,38 %

**PUBLIC ADMINISTRATION** 

20,23 %

**Civil servants** 



#### Latvia **Estonia**

**PUBLIC ADMINISTRATION** 

**FROM** SEPTEMBER 1.

OPPORTUNITIES AND

OPINION

1204

844

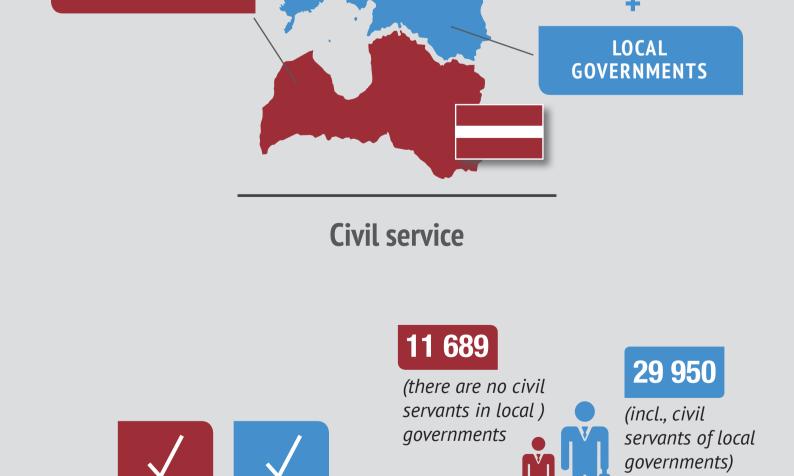
public

944

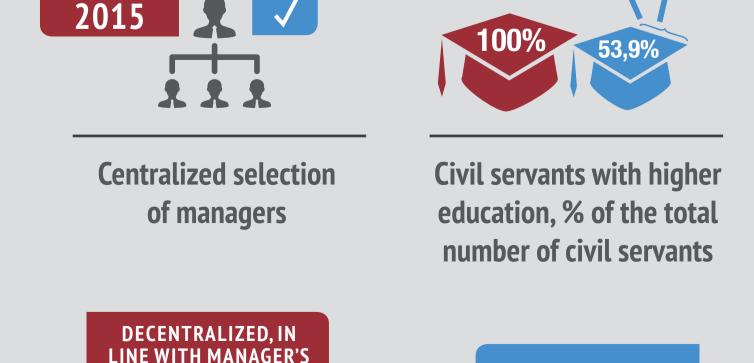
country

740

(Q1, 2014)



**Number of civil servants Uniform regulatory framework** for remuneration based on position classification 38,9% 62% local state government authorities institutions



**Training of** senior managers

1077

600

local administration governments Open, position based

**Average salary** (Data of the MoF of the Republic of Latvia and MoF of Estonia)

civil service

CENTRALIZED,

**COMPETENCY-BASED**