

SMALL, EFFICIENT AND PROFESSIONAL PUBLIC ADMINISTRATION

Objective: to fully implement the Concept of Human Resources Development in Public Administration by 2019

The concept – a path to a small, efficient and professional public administration. It provides for general improvement of the human resource policy, incl. by taking over the best from the foreign practice

The Concept applies to about 32 thousand employees of direct public administration

32 000

123 000

The concept does not apply to local governments, officials with special service ranks (policemen, firemen, border guards etc.) of the system of the Ministry of the Interior, as well as to the National Armed Forces and soldiers serving in the system of the Ministry of Defence.



CENTRALIZED, OPEN AND HONEST SELECTION OF THE HEADS OF PROFESSIONAL INSTITUTIONS

- WHAT IS IT ABOUT?** More professional selection of the heads of state institutions. The State Chancellery will ensure uniform selection
- OBJECTIVE** The amendments to the State Civil Service Law have been approved. The draft Cabinet Regulation on the procedure for selection of the heads of institutions of direct public administration has been developed
- WHEN?** 2013 2014 2015 2016 2017
- SUPPORT** Support from the Cabinet of Ministers to the draft Cabinet Regulation on the procedure for the selection of the heads of institutions of direct public administration

THE FOLLOWING HAS BEEN ACHIEVED

SINCE THE GOVERNMENT HAS APPROVED THE CONCEPT:



TO OPTIMIZE THE PROCESSES AND IMPROVE EFFICIENCY OF PUBLIC ADMINISTRATION

- WHAT IS IT ABOUT?** To obtain measurable results about costs and time consumed in order to analyse the workload and plan more efficiently
- OBJECTIVE** In 2014, the working time tracking system (DLUS) was introduced.
- WHEN ?** 2013 2014 2015 2016 2017
- SUPPORT** Willingness of the heads of institutions to introduce a high-quality system.



TO MEASURE PERFORMANCE RESULT

- WHAT IS IT ABOUT?** The individual objectives have been defined and the results evaluated, as well as the development and growth plan of an employee has been developed
- OBJECTIVE** The performance planning and assessment system (NEVIS) has been implemented
- WHEN?** 2013 2014 2015 2016 2017
- SUPPORT** The funding is needed to make technical improvements in the NEVIS system



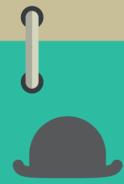
TO MOTIVATE THE MOST TALENTED EMPLOYEES IN PUBLIC ADMINISTRATION

- WHAT IS IT ABOUT?** To develop the leadership and managerial skills, strategic vision, change management and creativity competences for young managers (up to 2 years in the position)
- OBJECTIVE** The pilot project of the talent management program was implemented
- WHEN?** 2013 2014 2015 2016 2017
- SUPPORT** The funding is needed



EXPLORATION AND IMPROVEMENT OF CLASSIFICATION OF PUBLIC POSTS

- WHAT IS IT ABOUT?** Assessment and improvement of the job classification system to ensure a uniform system of work remuneration
- OBJECTIVE** More than 20 000 positions have been analysed in public administration, job descriptions have been analysed. The amendments to the Job Catalogue have been prepared and approved. A common job description form has been established in public administration.
- WHEN?** 2013 2014 2015 2016 2017
- SUPPORT** Honest introduction process from institutions of direct public administration.



PUBLIC ADMINISTRATION – A SINGLE EMPLOYER

- WHAT IS IT ABOUT?** More efficient governance processes
Uniform legal relations with all employees in public administration
Open tenders for all posts
Mobility in public administration, incl. rotation to and from local government institutions and the private sector
- OBJECTIVE** The draft Civil Service Law is being reviewed at the Saeima
- WHEN?** 2013 2014 2015 2016 2017
- SUPPORT** Understanding and support from institutions of direct public administration – the Latvian Association of Local and Regional Governments, the Free Trade Union Confederation of Latvia (LBAS), the Employers' Confederation of Latvia (LDDK) – Support from the Saeima



UNIFORM AND COMPETITIVE REMUNERATION

- WHAT IS IT ABOUT?** Equal remuneration is paid for equal work, regardless of the institution.
- OBJECTIVE** In 2014, the levelling of monthly salaries was launched in the state budget institutions
- WHEN?** 2016 2017 2018 2019 2020
- SUPPORT** Support from the Cabinet of Ministers, later – from the Saeima