







# Human Resource Development Policy

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 [Public administration reform plan for 2020](#) 

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<b>SELECTION</b>	<p>Uniform criteria for selection of the heads of institutions</p> <p>The selection of the heads of public institutions is centralized and implemented through uniform selection principles and professional personnel selection methods based on the competency approach, as well as by involving the representatives of non-governmental sector in the selection process.</p> <p>Open and accessible public administration</p> <p>It is planned to reorganize the employee selection process in public administration, and in 2016 to introduce open competitions not only for civil servants' positions, but also for any post in the public administration institutions, thus ensuring that the best professionals are selected while reducing the risks of corruption and promoting mobility.</p>
<b>REMUNERATION</b>	<p>Basic remuneration principles</p> <p>Remuneration in public administration is composed of three parts: work pay, social guarantees and vacations. 78% of work pay is determined by the content of the post, responsibility and complexity, while 22% by the employee's performance results and professional experience. Based on the content of the post, responsibilities and complexity, all posts in public administration are classified in families and levels, which are set forth in the Job Catalogue.</p> <p>Equal remuneration for equal work</p> <p>Moving towards a competitive monthly salary for qualified professionals, we intend to ensure gradual levelling out of a monthly salary for employees performing similar operations in different institutions, by narrowing the range of salary scale.</p> <p>The Ministry of Finance develops the remuneration policy for employees of the public sector and also maintains and updates the remuneration registration system for officials and employees of state and local government institutions.</p> <p>The Ministry of Finance develops informative reports on changes in remuneration and the number of employees.</p>

<p>DEVELOPMENT MEASURES</p>	<p>The development measures for public administration employees are planned and organized by the <a href="#">School of Public Administration</a>, which is the largest training centre for civil servants and public administration employees in Latvia. The School of Public Administration ensures the implementation of national priorities for staff development, high quality training and succession through a systemic and result-oriented approach to teaching.</p> <p>Young managers</p> <p>The talent management program of the public administration LĪDAKA (Leader Creates Development in a Team) aims to support the young managers' professional and personal growth that contributes to success of the institution and public administration. The target audience is lower-level and middle-level managers who have been in the post from half a year up to two years, and have demonstrated high performance; who are open to changes and strive for professional growth. The program was implemented in two stages in 2013 and in 2015.</p> <p>Senior managers</p> <p>The program for development of senior-level managers has been developed with the objective to develop the competencies of current and new senior-level managers in line with future needs, by strengthening the development of managers-leaders, promoting cooperation, cross-sectoral efficiency, innovation and excellence in public administration, thus indirectly having a positive impact on improvement of business environment. The program is targeted at senior managers of the public administration whose institutions are directly or indirectly involved in improving the business environment and reducing the administrative burden for small and medium-sized enterprises. The program will be implemented by 30 June 2022.</p>
<p>WORK AND REST PERIOD</p>	<p>Flexible working hours in public administration</p> <p>Taking over the best practices from the private sector and foreign experience, the State Chancellery has developed the guidelines on applying the flexible working hours in public administration.</p>
<p>ASSESSMENT OF WORK PERFORMANCE</p>	<p>Professional and results-oriented public administration</p> <p>In 2013, the competency-based assessment system was introduced in the public administration with a focus on increasing efficiency of individual work and joint work in the public administration. This is the first step towards using the competency-based approach in management processes. The job descriptions are currently being updated by supplementing with the necessary competencies.</p>
	<p>State Administration Structure Law <a href="#">(EN)</a> <a href="#">(LV)</a></p> <p>Public Agencies' Law <a href="#">(LV)</a></p> <p> <a href="#">EN</a> </p> <p>State Civil Service Law <a href="#">(LV)</a></p> <p> <a href="#">EN</a> </p> <p>Principles of Conduct for a Civil Servant <a href="#">(LV)</a></p> <p> <a href="#">EN</a> </p>

Draft law "State Service Law" ([LV](#))

Concept of Human Resource Development in Public Administration([LV](#))



Law on Remuneration of Officials and Employees of State and Local Government Authorities ([LV](#))

Regulations on Remuneration of Officials and Employees of State and Local Government Institutions and the Procedure for Determining Remuneration ([LV](#))

Procedure for Establishing the Structure of a Public Administration Institution ([LV](#))

Job Catalogue of State and Local Government Institutions([LV](#))



Job Description Form



Annex 2 of the Job Catalogue. Summary of the Job Classification Results



Regulations on the Assessment of Work Performance of Employees in Direct Administration State Institutions ([LV](#))



Dictionary of Competencies



Performance Planning and Evaluation Handbook



USEFUL

Studies:

Improving the Job Catalogue and Preventing the Classification Errors:

Report on Research Methodology



Interim Report on the Results of Initial Analysis



Report on the Analysis of Job Classification Results in Institutions of Direct Public Administration



Report on the Necessary Changes to the Content of the Job Catalogue



The Study on the Future Role and Development of the Public Administration:

The Study on the Future Role and Development of the Public Administration



The Study on the Future Role and Development of the Public Administration Summary



### Infograms

