

**Latvian Academy of Culture Agency “Latvian College of Culture at the Latvian Academy of Culture”**

**STAFF POLICY**

**1. General terms**

1.1. The purpose of the Staff Policy (hereinafter – Policy) of the Latvian Academy of Culture Agency “Latvian College of Culture at the Latvian Academy of Culture” (hereinafter – College) is to ensure effective practice of solving staff management issues in the College in accordance with the existing corporate values, ethical standards and long-term interests, in order to successfully achieve the College's goals and implement its strategy.

1.2. This Policy defines the principles that the College should follow in making decisions regarding the College's academic, administrative and general staff, and the basic principles of the remuneration policy according to the organizational structure, scope, type, complexity and specificity of the College's activities.

1.3. The Policy has been developed in accordance with the strategic development plan of the College, the Labor Law, the Law on Higher Education and other regulatory documents.

1.4. Core values of the College :

1.4.1. **PROFESSIONALISM** – as a prerequisite for quality education, which is revealed in the attitude of every staff member and student of the College towards their work and manifested in their actions. Professionalism is a personality trait that everyone can develop and improve in the study process and daily work;

1.4.2. **CREATIVITY** – together with analytical thinking and behavior is one of the components of quality education that ensures professionalism at work and personal career achievements, as well as the ability to find a solution in every situation, which gives a sense of satisfaction and helps to create balanced personal achievements and professional development;

1.4.3. **OPENNESS** – willingness to take the initiative and responsibility for the achieved result. It is also the ability to go deeper and listen, which gives the opportunity to understand oneself and build high-quality, mutually pleasant relationships, which are the basis of personal and professional life.

**2. Staff planning and selection**

2.1. Staff planning is a systematic and permanent process of analyzing the needs of staff resources – adapting human resources to the needs of the study process, guaranteeing the necessary employees with the necessary competences for the College in the appropriate terms. Staff planning is based on the goals set in the strategic development plan of the College.

## 2.2. Objectives of staff planning :

- 2.2.1. attract the necessary employees with the appropriate level of qualifications and skills;
- 2.2.2. promote effective use of staff resources to ensure the operation of the College ;
- 2.2.3. to build a cohesive creative team to achieve the set strategic goals.

2.3. The staff selection process takes place in accordance with the Procedure for hiring and dismissing general staff .

## 3. Working environment

3.1. The working environment of the College is characterized by:

- 3.1.1 **FLEXIBILITY** – staff members feeling of freedom and relaxation in their creative and innovative expressions, in the development and implementation of new work approaches, methods and products;
- 3.1.2 **RESPONSIBILITY** – identifying and realizing the limits of one's duties and powers in accordance within the accepted standards;
- 3.1.3 **CLARITY** – knowledge and understanding of the College's goals, strategy and values, as well as its importance on the way to the set goals;
- 3.1.4 **LOYALTY** – loyalty to the College and respect for the workplace and its goals, readiness to devote one's efforts to achieving the set goals.

3.2. The aim of the College is to attract new and knowledgeable employees, while taking care of the professional development of existing employees. The College creates and develops long-term working legal relations with employees, among other things, analyzing and, according to the possibilities of the study process, offering full-time employment, promoting the centralization of employees to achieve personal and College goals.

3.3. In hiring employees, consideration is given not only to suitability for the vacant position, but also to the employee's future growth potential at the College. The staff selection process is objective and systematic, giving equal opportunities to all candidates.

3.4. The College believes that deepening the knowledge, abilities and competence of staff members are important factors for long-term success; therefore, the College invests in staff development to maintain and increase competitiveness in the market.

3.5. Evaluation of the performance and results of staff members is carried out at least once a year. The College believes that it is important for development to receive feedback on the work done, as well as proposals for desired improvements. Every excellent performance deserves recognition. Every staff member whose performance has not been satisfactory is given an opportunity to improve it.

## 4. Staff motivation

4.1. Staff motivation is a process during which staff members are stimulated to better perform their work duties with various encouraging techniques. As a result of motivation, the College acquires loyal and job-satisfied staff members. The motivation system is created by adapting it to the needs of the industry, the wishes of staff and the interests of students.

4.2. In order to maintain staff motivation, the College implements the necessary actions to satisfy the basic needs of staff members:

- 4.2.1 basic financial needs – opportunities to support oneself and one’s family, provide basic needs for maintaining a place of residence;
  - 4.2.2 physiological needs – a working environment that complies with regulations and well-being, work regime, places of rest, availability of catering options;
  - 4.2.3 safety and health needs – health insurance policies, health checks;
  - 4.2.4 social needs – a harmonious work team with common goals, with a respectful, caring attitude towards each team member;
  - 4.2.5 recognition needs – job title, rewards, recognition of talents and strengths and related career opportunities.
- 4.3. Direct managers are responsible for motivating staff. Possible staff motivating factors that can be used by the direct manager :
- 4.3.1 attitude towards staff members in general;
  - 4.3.2 atmosphere in the work team;
  - 4.3.3 work content and tasks;
  - 4.3.4 assignment of responsibility;
  - 4.3.5 promotion of the employee's career growth;
  - 4.3.6 improvement of the employee's professional skills;
  - 4.3.7 fair assessment of work;
  - 4.3.8 evaluation of working conditions;
  - 4.3.9 flexible application of working hours according to the specifics of the job description.
- 4.4. In order to promote the effectiveness of staff motivation measures, the College may conduct research related to staff job satisfaction. The data obtained in the research on the aspects of job satisfaction can be taken into account when making the necessary improvements in the motivation system.
- 4.5. The College gives staff members the opportunity to get involved in research and international cooperation projects, as well as in various creative projects, promoting the development of scientific research and creating an environment for the development of employee skills, professionalism and personality improvement.
- 4.6. The College provides conditions appropriate to the practice of the program for the involvement of staff members in ERASMUS + lecturers' experience exchange and teaching activities.

## **5. Remuneration policy**

- 5.1. The Remuneration Policy aims to attract, motivate and develop staff and is applicable to all College staff.
- 5.2. The College aims to pay staff a competitive salary.
- 5.3. Total compensation reflects the level of responsibility and professional qualifications of employees, and it also shows the difference between mediocre and excellent performance.
- 5.4. The remuneration system promotes the interest of staff members to learn additional skills and increase their professional qualifications.
- 5.5. Total remuneration consists of basic salary, bonuses and compensations.

5.6. The basic salary for each employee is determined individually. The salary level in the Latvian labor market and the labor supply for the specific position in Latvia are taken into account.

5.7. The basic salary is calculated once a month and is transferred to the employee's bank account after withholding the taxes specified in the regulatory acts.

5.8. The basic salary can be increased due to the improvement of qualifications, experience and excellent work results, as well as due to an increase in the complexity or responsibility of the work.

5.9. A bonus is paid for the performance of additional work duties or special tasks, in coordination with the Director of the College.

5.10. For work in scientific and creative projects, the employee is paid a bonus, author's work or contract work in accordance with the relevant project's financing regulations.

## **6. Evaluation of work performance results**

6.1. The College believes that deepening the knowledge, abilities and competence of staff are important factors for long-term success, therefore the College invests in staff development to maintain and increase competitiveness in the market.

6.2. Evaluation of the performance and results of employees is carried out at least once a year. The College believes that it is important for development to receive feedback on the work done, as well as proposals for desired improvements, providing feedback to employees. Every excellent performance deserves recognition. Every employee whose performance has not been satisfactory is given an opportunity to improve it.

## **7. Training and staff development**

7.1. Maintaining and increasing the qualification and professionalism of the employee is a joint task of the employee and the College.

7.2. The College offers training opportunities within and outside the College and provides information on training programs.

7.3. In order for staff to be informed about the latest trends, as well as to acquire knowledge and the latest technologies in the relevant specialty, the College offers to send staff members to trainings and seminars abroad.

7.4. In order for the qualification to meet the work duties to be performed, the employee must seek relevant educational opportunities and systematically supplement his knowledge and competence.

7.5. The duty of the direct manager is to be involved in the development of his employees, creating favorable conditions for further academic or professional education, supporting studies and growth in any other field.

7.6. The College supports and promotes the academic education of its staff members by providing study leaves and more flexible working hours.

7.7. The College believes that approximately two weeks per year should be devoted to professional training for staff.

7.8. The cost of professional training is covered by the College. In case of resource-intensive and long-term training, the financial contribution is shared with the staff member by concluding an agreement.

7.9. The results of the training are taken into account when planning the involvement of employees in creative and scientific projects, as well as offering the performance of new tasks and duties that develop knowledge and experience, in accordance with the implementation activities of the College's strategic development process.

## **8. Other benefits**

8.1. A staff member may be granted additional paid holidays after evaluation of excellent work results.

8.2. The College provides a work phone to a staff member if the performance of work duties involves the use of a mobile phone and pays the staff member's mobile phone bills.

8.3. The employee receives various items created for marketing purposes with attributes of the College for private use.