

**Rīga Stradiņš University
Human Resources Policy**

1. General Provisions

1.1. The objective of the Rīga Stradiņš University (hereinafter - RSU) Policy Document "Rīga Stradiņš University Human Resources Policy" (hereinafter - the Policy) is to ensure modern and effective practice of human resources management at the University in accordance with the University Constitution and Development Strategy.

1.2. The aim of the Policy is to promote the attraction, development and retention of loyal, motivated and results-oriented employees at the University.

1.3. The Policy is implemented in accordance with the values of the University - People, Team, Results and Loyalty, grounded in equality, equity and an inclusive policy and environment.

1.4. The Policy applies to all staff at the University - academic staff, (teaching staff and researchers) and general staff, as well provisions specified in paragraph 3 and in subsections 4.1, 4.2, 4.5 and 4.6 of the Policy shall apply to students. The University's students and graduates are an important resource for the future development of the University.

1.5. The Policy is issued and implemented in accordance with the Labour Law, the Law on Higher Education Institutions, the Law on Scientific Activity, the Law on Remuneration of Officials and Employees of State and Local Government Authorities and other external and internal laws and regulations governing the activities of the University.

2. Staff planning

2.1. The purpose of staff planning is to plan labour supply and number of employees required in accordance with the current human resources situation at the University and considering the achievement of the objectives set out in the University's Development Strategy.

2.2. Heads of units, in cooperation with the Human Resources Department, Finance Department, Academic Affairs Department and Research Department, shall carry out human resources planning each year during the budget period in accordance with the stated aims and objectives of the unit.

2.3. When planning the necessary human resources, the following shall be considered:

2.3.1. the labour supply and qualifications of employees;

2.3.2. employee turnover;

2.3.3. the need for employees to fulfil the aims and objectives of the unit;

2.3.4. time required for the selection, integration and training of employees;

2.3.5. financial budget of the function for the following year and accounting year;

2.3.6. other factors contributing to effective planning and attraction of staff to the University.

2.4. Human resources may be flexibly revised within the approved financial budget, based on continuous study, review and development of internal processes and taking into account the actual staffing needs required to ensure the continuity of the University's activities and the fulfilment of its objectives.

3. Employee recruitment and integration

3.1 The recruitment process is based on equal opportunities for all current and potential employees of the University, irrespective of a person's gender, race, religion, political affiliation or marital status. The selection process is open and fair, giving equal opportunities to all applicants.

3.2. The recruitment process is organised in accordance with the University Constitution, the Human Resources Assurance Process and the Regulations on Academic Elections. Appropriate recruitment methods are used for each vacant position (open competition, addressing candidates with appropriate qualification, outsourcing recruitment and selection services, etc.).

3.3. Information on vacancies is posted on the University's website and, in accordance with the requirements of the position, in the official newspaper of the Republic of Latvia and/or the most popular job advertisement portals in Latvia and Europe. At the suggestion of the University management, the recruitment of staff may be outsourced.

3.4. The University's recruitment process enables any employee and student of the University, considering their education, skills, experience and personal preferences, to apply for a vacant position at the University.

3.5. The decision to hire the most appropriate candidate is made by the Head of the Unit in accordance with the recruitment method for the vacancy in collaboration with the Human Resources Department.

3.6. The induction and training of the new employee shall be provided by the Head of the Unit and/or immediate superior in consultation with the Human Resources Department. Upon commencement of employment, employees shall be provided with information on the University's activities, objectives, structure and internal regulations.

3.7. The Head of the Unit or Department is responsible for providing the new employee with the necessary information, material and technical resources, as well as a safe working environment.

3.8. Heads of Units shall ensure that in order to facilitate the integration into the working environment, acquire the necessary work skills, understand the exact requirements of the quality of work, the new employee (compulsory for academic staff) is assigned an experienced colleague (mentor) who shares experience and knowledge, assesses the skills acquired by the new employee in daily work, attitude towards work, students and cooperation with colleagues, and provides practical support during the first three months. To support the development of pedagogical competences of new academic staff, the University runs an induction programme for new lecturers.

3.9. The Head of the Unit shall take a decision on the continuation or termination of the employment relationship at the end of the probationary period.

3.10. At least twice a year, an informative event is organized for new employees, where the new employees are introduced to the University's management, values, and main goals and processes.

3.11. To support the induction and adaptation of new staff members to the University, a digital handbook for University staff members is developed.

4. Working environment and well-being

4.1. The University is a socially responsible institution of higher education that cares for the well-being of staff and students in the working and study environment by implementing certain improvement and support measures.

4.2. The University cares for creating a safe working and studying environment and providing material and technical support to make employees' and students' daily work more efficient and purposeful.

4.3. The University carries out environmental risk assessments and actively seeks to eliminate these risks completely or to reduce them to an acceptable level in order to avoid workplace accidents. The University organises regular mandatory health checks, observes work and rest regimes, and offers shared, sanitary and recreational facilities.

4.4. In order to promote optimal working conditions for employees, the University has concluded a Collective Employment Agreement with the Rīga Stradiņš University Employees' Trade Union, which approves more favourable terms than those laid down in external laws and regulations. The obligations laid down in the Collective Employment Agreement shall apply to employees of the University with whom an employment relationship has been established for at least ten months.

4.5. The University shall promote cultural and sporting activities, amateur arts and other social activities.

4.6. To promote the well-being of the University staff and students at workplace, Psychologist/Psychiatrist support is provided, which can be obtained individually or with the team.

4.7. Once every two years, the University organises a staff satisfaction and engagement survey to assess staff job satisfaction and promote employee well-being. The purpose of the survey is to ascertain the views of staff on factors important to the sustainable growth of the University. The data from the survey are taken into account in the improvements and actions needed in the process of provision of human resources.

4.8. The Human Resources Department conducts random "Exit" interviews and/or surveys upon the termination of the employment relationship to clarify the most important reasons for termination of employment and to ascertain the employee's views on the University, processes and the working environment. The responses from the interviews and/or surveys are used to improve the University's processes.

5. Employment relationship

5.1. The University shall establish long-term cooperation with its employees based on mutual trust and openness towards each other. Mutual communication shall be accessible and understandable to all staff.

5.2. The University shall ensure compliance with the laws and regulations and fair, equitable and equal treatment of all employees in employment relations.

5.3. The University and the employee shall enter into an employment relationship on the basis of an employment contract. The conditions for commencement and termination of the employment relationship, the basic principles of the organisation of working time, the duties of employees, the standards of conduct, the conditions for granting leave, labour protection measures, as well as managing conflicts of interest are described in the University's Rules of Procedure and Code of Ethics.

5.4. The remuneration, financial incentives and principles and elements of the remuneration system of the staff of the University are laid down in the University's Remuneration Policy.

6. Staff development

6.1. The skills, knowledge, abilities and experience of staff are important factors in the long-term success of the University. The University shall, as far as possible, ensure the continuous development of the skills and knowledge of its employees, the improvement of their qualifications and the realisation of their potential.

6.2. The University systematically tracks work performance results and development of structural units and employees in order to improve work quality, the growth and motivation of employees, to achieve goals set in accordance to the Strategy. Work performance management is based on cooperation between employees at all levels – conversations and providing feedback on the achievement of goals and tasks, on skills and knowledge, as well as on development needs.

6.3. The University's staff learning and development processes shall be related to performance management, oriented towards the results of the University and its structural unit, as well as individual results and their achievement.

6.4. The University invests in employee development and provides employees with the opportunity to learn, develop skills, knowledge necessary for the performance of their job duties, but the employee is responsible for achieving development goals.

6.5. The University provides opportunities for the academic staff to improve their pedagogical competences in professional development courses implemented by the Centre for Educational Growth and research competences in the seminars of the Doctoral School.

6.6. The head of the unit or department is responsible for organizing the work processes of the structural unit, performing tasks and achieving results in accordance with the University's Development Strategy, using the resources and tools available at the University.

6.7. Planning and facilitating the development of the staff of the unit is the responsibility of each head of the unit, which means guiding and supporting the development of staff in a way that achieves the University's strategic objectives as well as the individual professional objectives of each staff member in the fulfilment of the unit's objectives. The head is responsible for succession and knowledge transfer to ensure the continuity of the work of the unit.

6.8. The University promotes the professional growth and development of its staff through involvement in local, international and/or scientific projects of various scales.

6.9. The University shall ensure the renewal and continuity of academic staff in academic positions by implementing a talent management program for attracting and retaining young scientists and outstanding scientists, and lecturers.

6.10. Academic careers (in accordance with the career ladder for academic positions set out in the Law on Higher Education Institutions and the Law on Scientific Activity) at the University are developed by fulfilling a specific set of qualification requirements for each academic position.

6.11. The University is developing leadership development and digital skills development programmes for staff to ensure the digital transformation of the University and to promote the digitisation of processes, expecting staff to actively develop their leadership skills, information and communication technology knowledge skills and abilities.

7. Staff data analytics

7.1. The University uses various human resources data collection and visualisation tools and comprehensive data analysis for making effective human resource management decisions.

7.2. Data analysis reveals how best to manage, retain and motivate employees, improving employee satisfaction and efficiency levels, as well as improving human resources management processes.

7.3. Humane resources data collection and analysis is continuously improved to align with the University Development Strategy's objectives, technological developments, and the creation of new tools and processes.

8. Final provisions

8.1. The University Policy shall be applicable to the extent that it is not restricted by applicable external laws and regulations. If external laws and regulations prescribe different provisions from the Policy, the procedure laid down in the external laws and regulations shall apply and the relevant provision of the Policy that is in conflict with the provision of the external laws and regulations shall become null and void.

8.2. Supervision of Policy management and implementation is carried out by the Rector in accordance with the Law on Higher Education Institutions and this Policy. The implementation of the policy is ensured by the Human Resources Department in cooperation with other structural units.

8.3. The University's Policy is available to employees and is published on the University's website.

8.4. Previously adopted decisions, which comply with external and internal laws and regulations, shall remain in force until their expiry or repeal.

8.5. The University Policy shall enter into force upon its approval by the University Council.

Chairperson of the Council (signature)

R. Bērziņš

AGREED ON

Rīga Stradiņš University Rectorate Meeting
of 01/09/2023, Minutes No. 1-PB-1/2/2023