

ACADEMIC CAREERS

CAREER FRAME, RECRUITMENT, SELECTION
AND PROMOTIONS IN LATVIA



WORLD BANK GROUP

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International best practice

- Academic career system supports **academic values** and recognizes importance **of teaching, research, service and management.**
- Academic career structures are **internationally recognized** and applicable at **national labor markets.**
- Academic career structure are **aligned with national priorities** and **institutional strategic goals.**
- Academic careers are **transparent, predictable and non-discriminating**
- Recruitment and selection process is **clear, transparent and efficient.**
- Promotion criteria are **clear, transparent and well-communicated.**
- Academic career structure is **predictable.**
- Academic work is rewarding.

The Latvian situation

- Current career structure **hinders the integration** of research and teaching.
 - The system level regulation **prevents the institutions from developing tenure track / promotion based** career models.
 - Current provisions **do not support internationalisation** of Latvian higher education.
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- **No retirement age, six year rule, quotas.**
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- The HRM function is mainly related to **legal/administrative matters.**
 - The individual contractual arrangement of academic work is **complex and unpredictable.**
 - The recruitment process is transparent but often inefficient.
 - Academic work is not predictable.

Recommendations for HEIs (1)

- Ensure and communicate the **alignment between institutional strategy and career framework**.
- Align HR practices with the institutional strategy.
- Prepare a **midterm plan** for developing HR services.
- **Strengthen the strategic role of HR services** alongside institutional leaders, and consider the involvement of stakeholders in recruitment.
- Build a system of **checks and balances** in basic units.

Recommendations for HEIs (2)

- Gradually develop **more consistent working conditions** and resources for budget-funded (teaching-focused) and externally funded (research-focused) staff.
- Ensure that individual **career trajectories are predictable** and compatible with formal career structures.
- Strengthen an organizational culture and instruments that supports **internationalization**.

Recommendations for HEIs (3)

- **Streamline** the selection procedures.
- Make sure that the institutional leadership and middle management are aware of the **contractual arrangements** of their staff.
- Develop a systematic approach to **follow and steer career advancement**.
- Increase the **predictability and stability** of contractual arrangements, and move toward long-term HR planning.

Recommendations for HEIs (4)

- Maintain the **transparency of institutional promotion criteria** and develop balanced criteria for promotion.
- Strengthen the **efficiency, transparency, and fairness** of recruitments.
- **Communicate the selection criteria** of academics to employees and candidates.
- Develop **predictable, transparent, and clear promotion patterns**.
- Continuously improve promotion patterns via balanced, flexible, and transparent promotion criteria.

Recommendations to the authorities:

Proactively engage on academic careers

- Initiate a **policy dialog on the reform of the two-track system** with the aim of overcoming a dichotomy between teaching and research.
- Develop the **national career framework** to be compatible with international frameworks and to **support mobility** among different sectors (industry, public administration, and others) within the Latvian society.

Recommendations to authorities:

Steer effectively

- The national career framework should allow for **predictable career models** in institutions, including a tenure track option.
- Ensure **equal treatment**.
- Reconsider and revise provisions hindering **mobility**.
- Continue developing **system-level incentives** to ensure a strategic approach to HR development.
- Take HR issues into consideration when reforming higher education policy, funding, and legislation.