



**Project carried out with funding by the European Union in cooperation with the European Commission's DG REFORM**

## WORKSHOP

TOWARDS A NEW ACADEMIC CAREER FRAMEWORK FOR LATVIA:

ACHIEVING EXCELLENCE THROUGH PROFESSIONAL DEVELOPMENT AND GOOD HUMAN RESOURCE MANAGEMENT

February 23, 2022

### - SUMMARY -

The workshop gathered around 90 participants from Latvia. After an introduction by the representatives of the MoES (Brigita Kukjalko), the European Commission (Ágota Kovács) and the World Bank (Diego Ambasz), the World Bank team presented the main findings of the final project report. This was followed by a presentation of a preliminary concept towards a new academic framework in Latvia, which Dace Jansone, MoES, presented.

The preliminary concept adopts the four-stage research career framework developed by the European Commission, in which there will be tenured positions. The framework will include all activities (research, teaching and organizational work) and remuneration will be based on a set of reference points such as qualifications, competencies and responsibilities. The future framework will define minimum competencies and qualifications (each institution would be able to add more requirements), the abolition of election for academic staff, and the existence of positions outside the main career framework. Further details regarding the internationalization of staff and the retirement age need to be worked out. The timetable foresees submitting a concept note (with funding implications) to Cabinet in June 2022 and a gradual implementation between 2023 – 2026. It will be accompanied by introducing a new doctoral model, and funding will be sought out for some of the activities during the pilot stage.

Several issues were raised during the discussion:

- The new framework will apply to academic staff in both colleges and universities. There should not be a full professor for teaching (a full professor must be engaged in research).
- The pilot will be funded. Once the new framework is established, it will be funded in the core university budget. It will be essential to foresee the long-term funding implications of tenure both for those hired during the pilot and when the new framework is fully implemented.
- Universities should carefully consider how many tenured positions they open. The number should be realistic and fit the conditions offered by each university. For instance, if a promotion requires a certain number of PhD students, it should be realistically calculated based on the university's specific conditions.

- Several points of attention were raised, which indicate the need to build a robust capacity for HR planning and management and institute a cultural change in HR management:
  - the institutions must be committed to developing their staff and evaluating their performance.
  - they need to have a transparent and fair plan for those who fail to be tenured.
  - during the transition stage, attention should be paid to those staff who are too old to be tenured.