

APPROVED BY:

Minister of Welfare R. Petraviča

_____, 2021

**Operational Strategy of the State Employment
Agency of the Republic of Latvia
For years 2021 – 2023**

Riga, 2021

TABLE OF CONTENTS

TOC

PREAMBLE

Dear colleagues, cooperation partners, customers and everyone interested,

The operational strategy of the State Employment Agency and the resulting objectives for the next three years of operation are associated with major challenges and a dynamically changing labour market. Latvia is affected not only by the free movement of labour within the European Union, but competition for labour takes place at the international level and can no longer be associated with the IT industry only. Alterations and news experienced within the labour market have been rapid over the past five years, while the COVID-19 pandemic has rendered the transformation into the digital age from distant future plans into a daily reality for many employers and workers, which requires continuous development of skills and development of one's knowledge in various fields.



On the 30th anniversary of our existence, we have set an ambitious goal for our work – becoming the leading partner in attracting employees, paying more attention to preventive measures and providing support to people at risk of unemployment, and by helping to identify and develop the skills needed for the labour market. This goal can only be achieved in close cooperation with employers, social partners, as well as by providing an individualized service to each of our clients. Experts from the World Economic Forum predict that in the next ten years, changes in the economy will amend the labour market so significantly that each of us will have to adapt, learn things anew. In order to be able to implement these changes more successfully, we are already actively cooperating with employers not only to fill vacancies and attract the necessary workforce, but also by regularly discussing and looking for the best solutions as how to motivate people to improve their skills or learn new ones in accordance with the requirements of the labour market and its future trends. It is also planned to improve the career guidance system, which would facilitate the assessment of skills and the development or re-acquisition of skills necessary for the labour market.

The State Employment Agency, in co-operation with the Ministry of Welfare, non-governmental organizations and employers, plans to more actively find opportunities for participation in the labour market for persons with disabilities. In co-operation with colleagues from the European Employment Services, it is also planned to implement measures for the integration of the long-term unemployed into the labour market, taking into account that the more active involvement of this target group in the labour market is envisaged in the Latvian National Development Plan for years 2021 to 2027.

During the implementation of the strategy, it is planned to increase the professional capacity of the employees of the State Employment Agency, to improve

the digital skills of the employees with the aim of providing a better and more appropriate service to everyone interested. We wish to be a modern, responsive, reliable and professional partner for every job seeker.

The objectives set in the strategy and the results to be achieved are reflected in the Objective Map, which are to be implemented in accordance with the annual work plan, on top of that, they be reflected in the public report. This document contains the key performance indicators of the State Employment Agency, which characterize the long-term activity of the said institution.

Thank you all for your cooperation so far, and my wish is for it to become even more versatile during the implementation of the strategy!

*State Employment Agency of the Republic of Latvia
Director*

Evita Simsone

Abbreviations used

Agency	State Employment Agency
BURVIS	Information system for registration of unemployed and registered vacancies
CVVP	CV and vacancy portal
EEA	European Economic Area
EU	The European Union
ESF	European Social Fund
ERDF	European Regional Development Fund
EURES	European Employment Services Network
ICS	Internal control system
IS	Information systems
IT	Information technology
MIC	Measures to increase competitiveness
QMS	Quality management system
MoW	The Ministry of Welfare
SSIA	State Social Integration Agency
Strategy	Agency's operational strategy for years 2021-2023
SIS	State information system
ENPES	European Network of Public Employment Services

Objective Map of the State Employment Agency strategy

<p>Our mission Why do we exist?</p> <p>The Agency promotes inclusive and sustainable employment in cooperation with employers and partners</p>	<p>Vision</p> <p>The Agency is the lead institution in recruiting staff and employees</p>	<p>Values</p> <p>What is important to us? *Cooperation *Efficiency *Accountability *Professionalism</p>
<p>Priority</p>	<p>Objective</p>	<p>Result indicators</p>
<p>1. Promoting the Agency's role as a lead partner in recruiting staff</p>	<p>1.1. Improving the personnel selection support service provided by the Agency and promoting the provision of preventive support services to clients;</p> <p>1.2. Promoting the popularity of CV and vacancy portal;</p> <p>1.3. Improving of the career services system;</p> <p>1.4. Increasing the number of unemployed people that have found employment;</p> <p>1.5. Providing support to employers by increasing involvement in the use of the Agency's services;</p> <p>1.6. Implementation of activities related to the remigration initiative;</p> <p>1.7. Strengthening the analytical capacity in respect to the labour market;</p> <p>1.8. Ensuring cooperation with other European employment services in exchanging good practice.</p>	<p>1.1.1. The number of career counselling/advice provided, the proportion of counselled persons at risk of unemployment is increasing;</p> <p>1.2.1. Number of CV and vacancy portal users;</p> <p>1.3.1. The share and proportion of long-term vacancies has been reduced, %;</p> <p>1.3.2. The number of organized selections for filling registered vacancies and the number of people who found a job as a result;</p> <p>1.3.3. Average duration of unemployment of registered unemployed (measured by median, day);</p> <p>1.3.4. Advanced profiling tool;</p> <p>1.4.1. Involvement of new employers in active employment measures (vacancy registration – involvement in AEM (active employment measures));</p> <p>1.4.2. Number of participants/implementers in active employment measures;</p> <p>1.4.3. Proportion of long-term unemployed persons who have found a job out of the number of long-term unemployed per year, %;</p> <p>1.5.1. Increase in the number of vacancies registered by employers on the CV and vacancy portal (compared to other staff recruitment portals);</p> <p>1.5.2. Customer and partner satisfaction with cooperation and communication is above average (more than 90% of respondents rate the Agency's staff's consulting skills as high);</p> <p>1.6.1. Informative support measures implemented;</p> <p>1.7.1. Improvements to the forecasting tool have been made;</p> <p>1.7.2. Research, analytical reports;</p>

		1.8.1. Number of good practice exchange events.
2. Integration of persons with disabilities into the labour market	<p>2.1. Introducing of personalized support and a sequential range of services for better integration into the labour market, including the implementation of preventive support services;</p> <p>2.2. Activating involvement in employment in cooperation with employers;</p> <p>2.3. Promoting informing the public and employers about the potential of persons with disabilities in the labour market;</p> <p>2.4. Ensuring the accessibility of information and services for persons with disabilities on the Agency's website and in communication with clients;</p> <p>2.5. Ensuring and improvement of environment accessibility.</p>	<p>2.1.1. A model of individualized approach has been developed and implemented, Agency staff have been trained;</p> <p>2.1.2. Average duration of unemployment of registered unemployed persons with disability (measured by median), days;</p> <p>2.1.3. Proportion and share of unemployed with disabilities in the number of unemployed persons with disabilities per year, %;</p> <p>2.2.1. Informative events for employers on support of environmental adaptation for certain groups of persons were organized;</p> <p>2.3.1. Accessibility of information on the Agency's website is adapted for people with disabilities (information in plain language, audio text, <i>etc.</i>);</p> <p>2.3.2. Organized informative and educational events for employers on the employment of persons with disabilities;</p> <p>2.4.1. Exchange of views and experiences;</p> <p>2.5.1. The availability of premises has increased.</p>
3. Personnel policy implemented in accordance with current trends in the field of human resources	<p>3.1 Strengthening of the employee performance;</p> <p>3.2. Internal training system based on competencies and performance improvements;</p> <p>3.3. Collaborative and in-house learning methods/approach/culture;</p> <p>3.4. Agency as a modern institution with flexible working environment;</p> <p>3.5. Staff satisfaction with being employed at the Agency.</p>	<p>3.1.1. The number of trainings implemented in accordance with the training needs of the Agency's employees, and the proportion of employees involved in professional development are both increasing;</p> <p>3.1.2. Improved digital skills of the employees;</p> <p>3.1.3. Increase in the satisfaction of the Agency's employees with the implemented training activities according to the results of the survey (on a scale from 1 to 5);</p> <p>3.2.1. Providing feedback after training provided by both the employee and the direct manager;</p> <p>3.3.1. The number of in-house shadowing (training by following) days and comparative teaching activities is increasing;</p>

		<p>3.4.1. Supported teleworking and flexible use of working time (proportion of availability – increases);</p> <p>3.5.1. Reduced turnover/changeability of the SEA employees.</p>
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STRATEGY OBJECTIVE MAP

FOR YEARS 2021 TO

2025

Our mission

The Agency promotes inclusive and sustainable employment in cooperation with employers and partners

Vision

The Agency is the lead institution in recruiting staff and employees

Values

Cooperation
Professionalism
Efficiency
Responsibility



GENERAL

AUTHORIZATION OF OPERATION (MANDATE)

The Agency is a direct administrative body under the supervision of the Minister for Welfare. The minister of welfare exercises supervision over the Agency *via* the Ministry of Welfare [*Labklājības ministrija*]. The aim of Agency activities is to implement national policies in the field of unemployment reduction and support for the unemployed, job seekers and persons at risk of unemployment.

MISSION

The Agency promotes inclusive and sustainable employment in cooperation with employers and partners

VISION

The Agency is the lead institution in recruiting staff and employees

VALUES

Cooperation

We are open to various interesting cooperation options and opportunities to better provide support and services to our customers.

Professionalism

We are result-oriented. We are knowledgeable and provide accurate information about the relevant services of the Agency to the client. We improve our competencies and are open to new ideas, constantly promote the professional qualification and competence of our employees.

Efficiency

We listen to customer suggestions and offer individual and flexible service solutions. We inform the customer about the availability of services at a convenient time and place.

Responsibility

We are honest, aware of the consequences of our actions and do what we do. We explain and clarify our intentions and decisions.

PRIORITY DIRECTIONS AND OBJECTIVES

1. Promoting the Agency's role as a lead partner in recruiting staff

During the planning period, the Agency actively cooperates with employers, ensuring an individualized approach in order to provide the employer with the necessary support not only to attract labour, but also to promote employee training (*int.al.*, by offering career counselling/advice services). The Agency will expand cooperation with employers and improve recruitment and training services suitable for employers, providing opportunities to the acquire missing skills. We will continue to offer assistance to both job seekers and employers to overcome the consequences of the Covid-19 pandemic, including by organising online job opportunities days, but we will offer wage subsidy support to employers who employ the unemployed in order to facilitate a faster return of the unemployed to the labour market.

Improving the range of services in year 2021, we will pay special attention to expanding the Agency's support for employees at risk of unemployment, including pre-retirement age workers, whose education or professional skills do not meet the requirements of the labour market, so that they can keep their jobs by improving their skills and abilities. We will develop services for both employees and employers at risk of unemployment, *int.al.*, by promoting work environment-based training opportunities to identify, assess and improve their professional skills for competitiveness in the labour market, which will be expanded to all our clients. A more accurate assessment of each jobseeker's skills will also allow for a broader analysis of data and the labour market situation from a skills perspective.

One of the most important preconditions to be a leading partner in recruiting staff is the visibility of the institution and services. During the planning period, the Agency will promote not only the expansion of the range of services and the improvement of the content of the institution's website, but also promote the creation of a positive image of the institution. The Agency is open to cooperation with the social partners and non-governmental organizations, various institutions and groups in society at both national and EU level, involving them in information events organized by the Agency – discussions, think tanks, conferences, seminars, surveys, labour markets, exhibitions, branch advisory councils and other communication activities. In communication with the target groups, the Agency shall adapt the information and message to the specific information and knowledge of each target group, creating the necessary interest in the Agency and its services, as well as by ensuring the diversity

of information availability through the wider use of information technology and visualization tools.

Objective No. 1.1. – Improving the personnel selection support service provided by the Agency and promoting the provision of preventive support services to clients

During the planning period, with the promotion of the Agency's services, a wider range of clients will be addressed in order to inform them about new as well as existing Agency services. Active work with persons at risk of unemployment will be implemented, providing both career counselling and information on employment opportunities. By promoting the CV and the vacancy portal, the Agency will address new clients, giving them the opportunity to obtain information on current and existing vacancies. During the implementation period of the strategy, support will be provided to persons at risk of unemployment, providing consultations on both labour market opportunities and skills development.

Objective No. 1.2. – Promoting the popularity of CV and vacancy portal

The availability of information in today's digital world is one of the preconditions for individuals to be informed about the ongoing processes both in Latvia and in the world. In order to achieve the priority set by the Agency and to develop itself as a leading partner in recruiting staff during the planning period, the Agency will work more actively to promote its support services and CVs and vacancies.

Objective No. 1.2. – Improving of the career services system

Personal growth and career development is one of the most important aspects of today's work and personal culture. During the planning period, the Agency will work on the development of the career services system in order to be able to more effectively provide the necessary support for the further development and stability of the person in the labour market.

In order to effectively match labour market demand and supply, it is significant to increase the availability of career counselling/advice services for adults. As part of such services, everyone should be able to identify labour market trends and future job opportunities, as well as identify their skills to be developed in the long and short term. The Agency will promote a career guidance service, supporting clients in developing their skills and competencies during the digital transformation and automation, thus facilitating faster integration into the labour market. Career counselling will use a new visualization tool for short-term and long-term labour market forecasts. The Agency will carry out communication activities through the media and other information channels. In cooperation with local governments, hard-

to-reach target groups of the society (for example, seniors, people who do not use the Internet and smart devices) will also be appropriately informed. Activities will be carried out to increase the Agency's clients' understanding of the availability and benefits of the Agency's e-services, by organizing information events, such as participating in the measures "Digital Week" and "Act Digitally! Your new lifestyle." The Agency will continue to develop instructions on the use of e-services and place them in the Agency's media, as well as cooperate with regional governments., inviting them to publish information on the Agency's e-services in their regional media, including print media. Career counsellors need to become more aware of labour market trends and be able to apply the results of the labour market forecasting system in counselling and advice not only to the unemployed persons, but also to all the Agency's clients.

Objective No. 1.4. – Increasing the number of unemployed people that have found employment

In order to provide support to the unemployed and jobseekers, the Agency will provide job search and skills development support, offer active employment measures and preventive measures to reduce unemployment. The Agency will make improvements to the services available during the planning period to provide the necessary support and assistance to clients. During the planning period, selections will be organized in order to fill the registered vacancies, as well as an opportunity will be provided for employers to share good practices that facilitated the retraining of the workforce or skills development.

The competitiveness of the long-term unemployed and the elderly in the labour market is limited by outdated skills that do not meet the requirements of the labour market, as well as by the lost work abilities. The Agency organizes various support activities, offering specific support programs for certain customer groups, *e.g.*, special incentive schemes and job search support for the long-term unemployed, the unemployed and jobseekers with refugee or alternative status, vocational training support for people with disabilities. The ageing of the population is increasingly forcing employers to exploit the potential of older workers. Workers over the age of 50 are one of the Agency's priority target groups. During the period of implementation of the Strategy, the Agency will implement preventive measures aimed to help the long-term unemployed to overcome obstacles of returning to the labour market. During the planning period, the Agency will offer services such as individual counselling by psychologists, a motivation program for job search and social mentoring services for the unemployed with disabilities, but in addition to that – in cooperation with SSIA, determination of professional suitability.

The goal of the Agency is to provide its customers with appropriate, convenient and equally high quality services in all branches and customer service centres, while also developing the provision of services in the digital environment and in a remote format.

To achieve this goal, the Agency will continue to be actively involved in the ENPES during the planning period, as well as it is planned to renew Latvia's participation in the international network of employment services (WAPES). Cooperation facilitates the implementation of new solutions, as well as the exchange of information, which is very important in this time of digital transformation and

international competition. Within the framework of cooperation, the Agency also involves employers in order to popularize the achievements of Latvian entrepreneurs and share experience as how to better meet the challenges of the labour market and take advantage of the opportunities offered.

Objective No. 1.5. – Providing support to employers by increasing involvement in the use of the Agency's services

Employers have always played a key role in achieving the Agency's objectives. These employers as clients of the Agency receive support in filling vacancies and in retraining the unemployed, in order to retrain and teach new skills to the employees needed by the employer. Cooperation with employers has been and will be one of the most important functions ensuring the return of the unemployed and job seekers to the labour market, such cooperation will also contribute to the development of skills and the strengthening of one's competitiveness. The Agency ensures active co-operation with employers through its wide network of branches and co-operation between branches in order to attract labour force. Within the planning period, active work with persons at risk of unemployment will be implemented, providing both career counselling and information on employment opportunities.

During the planning period, the Agency plans to make improvements in the provision of services to employers related to staff recruitment. In order to achieve this goal, the Agency plans to train its staff to improve their ability to provide more efficient services to employers. The Agency will develop the diagnosis system and acquisition of skills, which will enhance the Agency's staff's ability to offer employers more appropriate employees, as well as facilitate the integration of older job-seekers and people with disabilities into the labour market. The Agency's role in promoting the reduction of discrimination in the labour market and promoting diversity (in co-operation with employment services and other public administration institutions of other EU Member States) will be especially important for Latvia in implementing the Green Economy and Data Economy initiatives. The agency's goal is to help everyone find a suitable job, even in a dynamically changing work environment.

During the strategic planning period, one of the most important goals has been set, in line with the set strategic priority No. 1 – Improving the quality of services provided by the Agency. In line with labour market requirements, the Agency will work to improve the services provided in order to be able to meet the requirements of the unemployed, employers and job-seekers, and to provide services in accordance with such requirements that would more effectively facilitate the return of persons to employment or the opportunities for clients to change employers, as well as the improvement of professional development. The Agency is currently implementing ERDF project No. 2.2.1.1/17/I/032 "Development of a system for forecasting and monitoring of labour supply and demand". The project will improve SIS BURVIS, create its integration with the resource management system HORIZON and external information systems, e-services in the CV and vacancy portal, and improve the short-, medium- and long-term labour market forecasting platform. Improvements of BURVIS will mainly concern the functionality of labour market forecasts, settlements and customer notification, as well as e-services on the CV and vacancy portal.

One of the most direct ways to reach the representatives of the specific target group and present the Agency's services, is to organize information events, vacancies,

campaigns, discussions, seminars, conferences, as well as participation in exhibitions and labour markets of cooperation partners both at the local and international level. In order to promote public awareness and understanding, as well as to ensure high-quality public participation in decision-making, modern technologies and the most relevant communication channels for public habits are actively used, proactive communication is implemented. The Agency's website and social networking accounts are not only tools for informing the public quickly and regularly, but also implementing platforms for ensuring a number of current remote services and promotions/campaigns – employers' and jobseekers' meetings, online job opportunities days, online counselling and advice programs, e-learning modules, *etc.*

The agency is not only a bridge between the employer and the employee, but also a mediator between today's and tomorrow's labour market, therefore, in cooperation with the involved state institutions, employers' organizations, educational institutions, entrepreneurs and other cooperation partners, informative events and discussions are organized on the future labour market, about projected demand for knowledge, skills and professions in the labour market in the near and distant future. The Agency will also conduct customer and partner satisfaction surveys during the planning period in order to be able to improve its services based on the results and conclusions of the surveys.

During the Planning period, the Agency will continue to offer support services in a fair and responsible manner, using the available ESF project funding, which will be of particular importance to employers – not only to improve the skills of employees, but also to overcome the consequences of the COVID-19 crisis and to become more active after it. At each branch of the Agency, employers can obtain information on available support measures and conditions for receiving support.

Objective No. 1.6. – Implementation of activities related to the remigration initiative

As a member of the EURES network, the Agency has been providing advice on job opportunities and living conditions to EU/EEA job-seekers in accordance with the principles of free movement of workers since 2004, where such workers want to take advantage of fair mobility, both for those looking for work in other countries and for those who want to go to Latvia. The outlook for advice has changed considerably in recent years. It is increasingly important for Latvian citizens living abroad to receive consultations on returning to Latvia. Taking into account the trend of recent years and the growing interest of the Latvian population, the Agency has established extensive co-operation both with state and local government institutions involved in the implementation of remigration initiatives, as well as with Latvian embassies abroad and various diaspora organizations.

Therefore, one of the Agency's priority target groups is Latvian citizens living abroad and considering the possibility of returning to Latvia. The Agency's task to provide preventive support to Latvian citizens wishing to return is to provide a wide range of information support – job opportunities, living and working conditions, coordination of the social security system in a transnational context, administrative

procedures and other issues through the organization of various events and measures. Within the scope of its competence, the Agency will continue active communication with Latvian citizens living abroad, diaspora organizations, as well as with cooperation partners at the national level, as this target group is a valuable resource for the Latvian labour market.

Objective No. 1.7. – Strengthening the analytical capacity in respect to the labour market;

In order to move closer to its vision – the Agency becoming a lead institution in recruiting staff, the Agency needs to be aware of a wide range of labour market information, including statistical analysis, short-term labour market forecasting, and local and foreign labour market information and research. By strengthening the Agency's analytical capacity, comprehensive labour market information will be used in the Agency's work to develop services and advise clients.

At present, there is no single platform where all labour market forecast information is available together and which is supplemented by various additional information channels from other information systems and e-resources. In this situation, the user has to spend extra time searching for information and often does not even find what he wants because the information is fragmented. Thus, one of the goals of the Platform development is to make labour market forecast information easy to use, understandable and accessible to both experts and the general public with different levels of awareness. Using authentication, journalling and other functionality implemented by the SEA CVVP, and by significantly improving it, everyone could get acquainted with and analyse historical data, indicators of the current labour market situation and future labour market trends in an interactive way, obtain comprehensive, fact-based information on the situation in the regions (short-term labour market forecasts) and development trends, educational opportunities, most demanded skills and professions, directions of professional development, investment opportunities, restrictions and other important aspects related to the development of the labour market.

Objective No. 1.8. – Ensuring cooperation with other European employment services in exchanging good practice

As part of the development and improvement of services and processes, the Agency will continue to learn from good practice from other EU employment services within the EU network of employment services. In year 2020, experts from the European Commission, EU employment services and the ICON Institute visited the Agency to conduct a third external evaluation called "*Benchlearning*" in respect to operation of the Agency. The Agency has assessed and taken into account expert recommendations for improving service delivery, internal processes and operations, and during the programming period, it will work on the implementation of recommendations for the provision of the Agency's services and the improvement of internal processes. During the planning period, the Agency will continue to participate

in the co-operation of the Baltic employment services by exchanging activities and good practices of the annual co-operation plan.

2. Integration of persons with disabilities into the labour market

The number of people with disabilities in Latvia has been growing in recent years, and many workers with disabilities have great difficulty entering the labour market, therefore, it is important to establish a dialogue with employers, to interest them in the employment of people with disabilities, to dispel stereotypes and prejudices in society. The Agency's website contains information for employers on the integration of people with disabilities in the workplace, as well as information on the employment of people with mobility impairments, visual impairments, hearing loss (full or partial), intellectual development and mental disabilities. All the Agency's services for the unemployed and jobseekers are accessible to people with disabilities, but not all of them can be fully used, taking into account certain types of functional disorders. With the support of the Agency, people with disabilities participate in measures to increase competitiveness, vocational training and non-formal education., they work in publicly co-financed jobs, use career guidance, job search assistance, regional mobility support, while the most enterprising receive support to start a business or self-employment. Services by an occupational therapist, sign language interpreter, as well as support persons and other specialists are available. The Agency will work on a model for a personalized approach during the planning period. In addition, it will work more actively on the Agency's portal and website and the information they contain on accessibility for people with disabilities, and will continue to hold open days for people with disabilities.

Objective No. 2.1. – Introducing of personalized support and a sequential range of services for better integration into the labour market, including the implementation of preventive support services

The Agency shall ensure that all services offered by the Agency are accessible to persons with disabilities, providing additional support in the form of specific services as necessary: services by occupational therapist, sign language interpreter, support person (for the unemployed with mental disorders), adaptation of workplaces.

When implementing an effective and purposeful application of the services offered by the Agency to persons with disabilities, based on the results of profiling, the Agency staff member determines the intensity of cooperation, applicable preventive and active employment measures, the order of their receipt.

Objective No. 2.2. – Activating involvement in employment in cooperation with employers

In order to facilitate the integration of persons with disabilities into society and the labour market, the Agency will continue to present opportunities for face-to-face and remote learning about the working environment and the work process. There will be information campaigns, open door days and vacancy fairs organised, the key target audience of which will be people with disabilities in order to facilitate their integration into the labour market.

In cooperation with the MoW, the Agency will implement public information measures, as well as invite employers to share information about their good practices in the involvement of this target group in the market. The Agency, in co-operation with other EU employment services, in particular with colleagues in Estonia, will examine the possibility of implementing new pilot projects, while also pursuing its priority of providing support so that everyone can find a job.

Objective No. 2.3. – Promoting informing the public and employers about the potential of persons with disabilities in the labour market

Persons with disabilities have access to all services provided by the Agency. With the support of the Agency, persons with disabilities have the opportunity to receive career counselling and advice, job search assistance, regional mobility support, participation in competitiveness measures, vocational training, assistance in acquiring non-formal education programs, support measures for starting a business or self-employment, working in subsidized jobs, engaging in paid temporary public works, *etc.* A sign language interpreter is available to provide services tailored to their needs, in turn, in several employment and training services implemented by the Agency, the services of an occupational therapist and support person are available, as well as, if necessary, the training or workplace is adapted to the needs of a particular person with a disability. The Agency will work on an information campaign in pursuit of the strategic goal of integrating people with disabilities into the labour market, to actively inform about the Agency's services and support for disabled workers, the involvement of the unemployed with disabilities in subsidized employment measures, the campaign "Open Day for Persons with Disabilities in Companies", involvement of students with disabilities in the summer employment events.

Objective No. 2.4. – Ensuring the accessibility of information and services for persons with disabilities on the Agency's website and in communication with clients

During the planning period of the strategy, the Agency will make improvements to the website and portal, adapting it for people with disabilities. The availability of information on the services provided by the Agency will be expanded and modifications will be made to make it easier for people with disabilities to learn and acquire it. As a result of the flexibility and adjust ability, the website will be supplemented with additions of audio text and basic/easy language, as well as other improvements in order to ensure maximum accessibility of information for persons

with disabilities. The Agency will step up its dissemination of information on activities to specific groups of people. Dissemination of information to employers about the possibilities to create and equip subsidized jobs will be more active, in order to ensure full accessibility for people with disabilities.

Objective No. 2.5. – Ensuring and improvement of environment accessibility

With the development of assistive devices and assistive technologies, people with various functional disorders are increasingly using the opportunity to be independent in public spaces. It also places ever new demands on public spaces in terms of accessibility to the environment. Therefore, when designing a public space, it must be taken into account that at least 10% of the expected number of visitors will have some kind of functional disorder, but at least another 50% of people will use the available environment for its convenience. This applies not only to lifts and automatic doors, but also to landmarks, pictograms and guides. During the planning period, the Agency will continue to work on improving the infrastructure of branches so that they are more accessible to all clients of the Agency.

3. Personnel policy implemented in accordance with current trends in the field of human resources management

The Agency's staff is a key resource for achieving the Agency's strategic goals and deliverables. In year 2020, the Agency's activities were evaluated by ENPES experts, and the desire of employees to get involved in the improvement of the Agency's activities was emphasized as one of the Agency's strengths.

The knowledge and professionalism of the staff is the basis for the high-quality and efficient performance of the Agency's tasks. In order to ensure this, the experience, knowledge and skills of employees, when applied in practice, are invaluable. During the strategy planning period, the Agency will promote the development of staff professional knowledge and competencies, based on the training and development needs identified in the annual evaluation of staff performance and results, using both internal resources and training tools and external training providers in development of the employees. The Agency will cooperate with the academic staff of the University of Latvia in order to assess the skills of employees in the perspective of future development, providing opportunities to improve the necessary skills.

During the implementation of the strategy, the most significant challenges in the field of personnel management will be attracting and retaining qualified specialists to work at the Agency, as well as appropriate and optimal planning and attraction of human resources based on workload calculations. Remuneration of employees is an important condition for creating work motivation and attracting qualified specialists.

Objective No. 3.1. – Strengthening of the employee performance

The Agency's challenge to attract and motivate professional staff, especially in Riga, as well as legal advisers, procurement specialists, psychologists and career counsellors, will also be relevant during the Planning Period. The average monthly salary for the Agency's employees in January 2021 is EUR 985, which, despite the fact that in year 2021 the remuneration in the Agency was increased to 90% of the maximum monthly salary specified in regulatory enactments for a specific position, is lower than the average level of remuneration in the public administration sector.

In addition, based on the implementation of Objectives No. 1 and No. 3 of this priority, the Agency intends to reduce staff turnover and improve the quality and satisfaction of staff both with the work performed and to promote a sense of belonging to the Agency. It is planned to more actively involve branch and management employees in mutual cooperation, as well as to use horizontal methods of cooperation, also implementing internal *"Shadow Follow and Learn Days"*, thus promoting understanding of colleagues' work and promoting greater cooperation and support. Experience in achieving this goal will also be taken over from the employment services of the Baltic States.

Objective No. 3.2. – Internal training system based on competencies and performance improvements

The development of the Agency's staff development plan will take into account the wishes of employees to improve their knowledge and competencies, encouraging staff to learn on an ongoing basis in order to make learning a daily habit for all Agency staff. This will be done with a special emphasis on the development of appropriate digital skills, the improvement of customer service culture, personal data protection issues, strengthening the necessary competencies for recognizing corruption and conflicts of interest, identifying and preventing risks, and strengthening cyber security knowledge.

For the implementation of the plan, experience exchange visits to other institutions, practical face-to-face and video format training, as well self-study measures, are envisaged. It is planned to strengthen the Agency's internal training system, also learning from each other, especially in cases where a colleague has taken an innovative approach to the issue or is an expert in a particular field. The aim of the plan is to promote a learning culture as an integral part of working life.

Objective No. 3.3. – Collaborative and in-house learning methods/approach/culture

An internal culture that is focused on achieving the goals of the institution is not possible without continuous learning, sharing experiences, active search for information and open thinking. The work environment is so changeable and floating that every person and company needs to constantly adapt and update their skills. Today, people learn all the time – at the micro level (themselves), in different

groups and courses. However, the institution should ensure that staff find time for training and that the knowledge acquired is commensurate with both the specialist's personal career goals and the needs of the team. The Agency will continue to work on the exchange of good practice with the Baltic and European Union employment services in order to learn and share examples of good practice.

Objective No. 3.4. – Agency as a modern institution with flexible working environment

Effective and timely provision of internal communication is one of the preconditions for fostering a sense of belonging between the branch and the employees of the Office. The annual employee satisfaction survey will allow to identify the level of satisfaction and trends on the basis of which the improvement, improvement of work, environment, motivation and other factors will be performed. Raising the sense of belonging of employees will provide an opportunity for employees to participate in the decision-making process of the Agency, continuing to actively use the work of the board of branch managers, involvement of employees in working groups. Informative meetings will be organized with the employees of the branches, where information will be provided both on topical personnel management issues and on the possibility to receive information on other current issues of the Agency (by attracting the responsible employee) in person or remotely. During the planning period, work will be done to improve the adaptation of new employees by increasing the role of experienced and more professional employees in the development of professional and social competencies of new employees and a sense of belonging to the Agency.

With the declaration of the state of emergency, it was determined that the state and local government institutions must assess the situation and, as far as possible, ensure the provision of services remotely. In order to implement the March 12, 2020 Cabinet of Ministers [*Ministru kabinets*] Order No. 103 "On the declaration of a state of emergency", and in order to take care of the health of both the employees of the public administration and the population and to limit the spread of the virus, the public administration, as far as possible, switched to working remotely. The transition to remote work mode was a challenge, as it was necessary to ensure that all daily functions could be performed remotely in a short period of time, adapting various technical solutions as much as possible, so that the operation can continue successfully without losing quality and without causing inconvenience to customers. The work during the emergency period showed that the Agency is able to reorient, mobilize itself, and, using existing resources, partly organize its work remotely in a short period of time. Modern technological solutions allow and offer various possibilities, therefore the Agency will continue to improve its services provided to citizens in the digital environment, as well as to digitize internal information exchange processes. During the planning period, the Agency will continue to work on the image of a modern institution and will support a flexible working environment for staff, which includes the introduction of flexible working hours and teleworking.

Objective No. 3.5. – Staff satisfaction with being employed at the Agency

Effective and timely provision of internal communication is one of the preconditions for fostering a sense of belonging between the branch and the employees of the Office. The annual employee satisfaction survey will allow to identify the level of satisfaction and trends on the basis of which the improvement, improvement of work, environment, motivation and other factors will be performed. Raising the sense of belonging of employees will provide an opportunity for employees to participate in the decision-making process of the Agency, continuing to actively use the work of the board of branch managers, involvement of employees in working groups. Informative meetings will be organized with the employees of the branches, where information will be provided both on the most topical personnel management issues and on the possibility to receive information on other current issues of the Agency (by attracting the responsible employee) in person or remotely. During the planning period, work will be done to improve the adaptation of new employees by increasing the role of experienced and more professional employees in the development of professional and social competencies of new employees and a sense of belonging to the Agency.

STRATEGIC PRECONDITIONS

HUMAN RESOURCES

On January 1, 2021, the Agency's staff consisted of 703.10 position places (workloads), of which 436.6 workloads ensure the Agency's core activity and 266.5 – the implementation of EU funds projects. The distribution of the Agency's workload by function is as follows: 546.6 policy implementers, 94.5 support function performers and 62 – management function performers. The average age of employees – 47 years, 97.7% – with higher education, 2.3% – with secondary education.

INFORMATION SYSTEMS AND MATERIAL/TECHNICAL RESOURCES

The solutions provided by information systems and technologies are an essential resource for the efficient provision of the daily work of the Agency, as well as for the achievement of the goals set in the strategy and more convenient improvement of customer service, making more active use of the solutions offered by the digital environment, while ensuring data security and personal data protection requirements, as well as reducing bureaucratic burdens and promoting wider access to services. In cooperation with the MoW, new solutions will be introduced in the Planning Period, which will facilitate daily work and ensure greater business continuity, as well as significantly improve speed of the IS.

In order to ensure the operation of the Agency and the provision of services in all branches of the Agency, it is necessary to maintain equipped workplaces and adequate technical support for remote and face-to-face work, in addition, it is necessary to manage and develop the information systems used in the work of the Agency and the

necessary material and technical resources and support. The management of technical equipment in the workplace is to be developed uniformly in the welfare sector by defining, as far as possible, by utilising standardized hardware and software circulation and management, which includes the provision of the necessary user support throughout the Agency's branch network.

It is planned to use outsourcing and the services of a single industry Data Centre in order to maintain the systems required for the Agency's work, specifying the nature and scope of the services at the level of the needs of each system to be maintained, in order to ensure the most efficient use of shared resources in the sector without losing effectiveness in the management and development of the Agency's critical systems.

The main work of the Agency is supported by the VIS BURVIS, it is maintained and developed in accordance with the March 28, 2017 Regulations of the Cabinet of Ministers [*Ministru kabinets*] "Regulations on information system for registration of unemployed and registered vacancies", as well as in accordance with other binding regulatory enactments, the requirements for the provision of services by the Agency, the needs for the electronisation of core activity and support processes, by as far as possible using industry and nationally unified IT architecture solution components (such as latvija.lv authentication mechanism).

An important resource for the day-to-day running of the Agency is the document management system, which ensures the electronic circulation of documents and the management of the Agency's internal flow of documents and tasks. During the Planning Period, the MoW will provide a unified approach to the organization of document circulation and management processes by purchasing a modern document and process management system within the sphere/industry.

In order to ensure accounting and personnel management functions, the resource management system HORIZON is used with HOP, HORIZON web modules, which provide an opportunity to refuse the circulation of applications in paper form and provide more transparent information on the availability of employees. In order to improve the management of users of the Agency's information systems and to avoid possible delays and inaccuracies in the establishment and closure of the necessary staff approaches in accordance with staff changes, it is planned to introduce a rights management module for the Agency's information systems users.

The Agency's computer network access control (*Active Directory*), file exchange and storage, as well as e-mail will be fully utilized by the Data Centre of the sphere/industry. Automatic account configuration has been introduced in sync with HORIZON.

Improving data security and personal data protection requirements will be a priority in the maintenance and development of all information systems used by the Agency during the implementation of the strategy. Regular cyber security training and education will be provided to mitigate the risks of the digital environment and promote cyber resilience.

During the planning period, IT development cannot be seen in isolation from the Agency's core processes and service development, therefore every employee in the Agency needs digital skills and a desire to improve them regularly in order to provide secure services to customers and facilitate service development. More modern utilisation of IT resources is also planned in order to strengthen the Agency's analytical capacity, evaluating the possibilities of using the advantages provided by artificial intelligence in large data processing and more modern data visualization. Work will continue to ensure the availability and wider use of new open data packages for the Agency's clients and anyone interested.

QUALITY MANAGEMENT SYSTEM

In order to ensure the definition of the Agency's QMS processes, the sequence of QMS processes, the interrelationships and the basic principles of process management, the improvement of QMS processes will be continued in the planning period, including the basic principles and methods of LEAN. LEAN principles will be implemented in the monitoring and measurement of the quality of services and processes, as well as in the evaluation of performance. The Agency's staff will be provided with regular training on the use of LEAN in the daily work process – this refers to process owners/ department heads, staff to facilitate the reduction of the Agency's administrative burden, and to ensure the improvement of operational processes and its transparency.

COMMUNICATION

The Agency ensures external communication in line with the sector policy and unified with the MoW, long-term communication activities are planned in accordance with the tasks specified in the MoW, the institution's strategy and work plan.

The public, partners, news agencies and the media regularly receive information about the Agency's news and services. Effective communication is established with all the Agency's target groups through the Agency's information resources, central, regional, municipal and partner information channels, social networks, promoting public awareness and understanding of the Agency's activities, services, measures and implemented projects. All Agency staff are involved in the implementation of communication activities and measures, providing information, explanations, interviews and comments in the national and regional media within their competence. Communication takes place in clear and comprehensible language, avoiding the use of complex professional terms.

An important communication tool is the Agency's website (www.nva.gov.lv), which is part of a single unified platform for state and local government websites. The information on the Agency's website is targeted at its recipients: the unemployed, job seekers, employed persons, employers, as well as at cooperation partners – educational institutions, local governments, non-governmental organizations, other state institutions, mass media, service providers and society in general. The Agency's website is a channel for providing up-to-date employment-related information and access to e-services not only in the Republic of Latvia, but also in the context of the EU, ESF, ENPES and EURES. Information is regularly posted and updated on the Agency's website in accordance with the requirements of regulatory enactments.

Intranet has been established and is operational for internal communication, which is one of the main and most convenient channels for obtaining and exchanging information for the Agency's employees. The current events of the Agency, binding documents, information of structural units, legal information (new laws, internal regulatory enactments, current regulatory enactments, *etc.*) are all published on the intranet, the Quality Manual (QM) and other work-related information important for the Agency's employees are posted and regularly updated.

Communication assignment during the strategy implementation period:

- to promote public confidence by promoting and explaining the Agency's tasks and role in the implementation of employment policy, creating the Agency's image as an example of good governance and a leading partner for employers in the recruitment process;
- to maintain constructive and trust-based partnerships with the media of the Republic of Latvia and foreign countries, public relations agencies and other cooperation partners in communication;
- to regularly and promptly inform the public, cooperation partners and target group clients about the Agency's services, active employment measures, implemented ESF projects and unemployment rates;
- to ensure timely availability of information to clients, cooperation partners and the general public about the Agency's activities, services, projects and current offers;
- to, having regard to the rapid changes and digital transformation of the labour market, actively inform the public and organize informative events on labour market development forecasts, the importance of acquiring digital skills, skills and professions that will be in demand in the near and distant future;
- to inform the public about the Agency's international and cross-border co-operation, activities within the framework of the co-operation agreement of the Baltic States employment services, activities of the EU ENPES and EURES;
- to regularly inform the Latvian diaspora abroad about the support offered by the Agency;
- to implement online information and consultation activities through the Agency's website, social networking accounts and the European Employment Portal.

FINANCIAL RESOURCES

The Agency's funding consists of the state basic budget (including EU funding) and the employment special budget funds. Most of the Agency's budget (or 55.5% in 2021) consists of expenditures for the implementation of projects and measures co-financed and financed by EU policy instruments and other foreign financial assistance, which already in the period of implementation of the strategy (years 2022-2023) may pose a risk to the sustainability of active employment and preventive unemployment reduction measures implemented by the Agency, as it is expected that with the full-out utilisation/completion of the funding allocated to the project "Support for the Education of the Unemployed" from 2022, the availability of funding for the implementation of training for the unemployed will significantly decrease. During the development of the strategy, proposals have been prepared for attracting funding for the implementation of training for the unemployed from REACT-EU ("Rehabilitation Assistance for Cohesion and European Territories"), and on the redistribution of funding from the project "Subsidized jobs for the unemployed" to

ensure the continuity of training for the unemployed and job seekers in years 2022-2023.

Agency funding by programs/sub-programs for years 2021–2023 (EUR)
(in accordance with the Law "On the State Budget for 2021" ["Par valsts budžetu 2021. gadam"])

No.	Program/sub-program Denomination	Year 2021, EUR (planned)	Year 2022, EUR (planned)	Year 2023, EUR (planned)
04.02.00	Specific employment budget, incl.	8 990 107	8 990 107	8 990 107
	<i>administrative expenses for the provision of core functions</i>	1 375 865	1 375 865	1 375 865
	<i>implementation of active employment measures</i>	7 614 242	7 614 242	7 614 242
04.00.00	State support to social security, incl.	335 070	335 070	335 070
	<i>Aid for persons performing temporary occupation in the public services (for pension insurance)</i>	335 070	335 070	335 070
07.01.00	Ensuring the operation of the State Employment Agency, incl.	7 100 390	7 110 560	7 140 314
	<i>remuneration</i>	5 592 872	5 592 872	5 592 872
	<i>capital expenditure</i>	140 864	140 864	140 864
62.07.00	Projects implemented by the European Regional Development Fund (ERDF) in the welfare sector (2014 - 2020)	600 871	0	0
	<i>Establishment of a labour supply and demand forecasting and monitoring system 2.2.1.1/17/I/032</i>	600 871	0	0
63.07.00	Projects implemented by the European Social Fund (ESF) in the welfare sector (2014 - 2020), incl.	19 885 891	7 150 335	0
	<i>Support for the education of the unemployed No. 7.1.1.0/15/I/001</i>	9 721 209		
	<i>Subsidized jobs for the unemployed No. 9.1.1.1/15/I/001 *</i>	9 978 403	7 028 614	
	<i>Operation of the EURES network in Latvia No. 7.1.2.1/15/I/001</i>	104 220	121 721	
	<i>Improvement of the labor market forecasting system No. 7.1.2.2./16/I/001</i>	82 059		
97.02.00	Execution of the centralized functions of the branch, incl.	18 150		
	<i>Improvement of IT systems</i>	18 150		
	<i>Health insurance policies for employees</i>			
In total:		36 930 479	23 586 072	16 465 491

* The funding is indicated together with the funding part of the cooperation partner – the State Agency for Social Integration.

KEY POLICY PLANNING DOCUMENTS

**LATVIA'S SUSTAINABLE DEVELOPMENT STRATEGY UNTIL 2030
(LATVIA 2030)**

LATVIA'S NATIONAL DEVELOPMENT PLAN FOR 2021-2027 (NAP2027)

GOVERNMENT ACTION PLAN

**DECISION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL
No. 573/2014/ES (MAY 15, 2015) ON ENHANCED COOPERATION
BETWEEN PUBLIC EMPLOYMENT SERVICES (ENPES)**

ANNUAL WORK PLAN OF EU NATIONAL EMPLOYMENT SERVICES

EUROPEAN EMPLOYMENT STRATEGY

TARGET GROUPS, THEIR INTERESTS AND NEEDS

Internal target groups	Interests and needs	External target groups
<p>Employees</p> <p>Management</p>	<p>Public administration services</p> <p>Various options and support services</p> <p>Information accessibility</p> <p>Cooperation</p> <p>Discussions</p> <p>Consultation</p> <p>Responsibility, accuracy, compliance with obligations</p> <p>Legitimate trust/expectations</p> <p>Contact, communication opportunities</p>	<p>Citizens of the country</p> <p>State authorities</p> <p>Municipalities, their institutions (including social services)</p> <p>(Industry) non-governmental organizations</p> <p>Social partners</p> <p>EU employment services, International institutions</p> <p>Recipients of services</p> <p>Employers</p> <p>Media</p> <p>Parliament (Saeima), Cabinet of Ministers, Prime Minister, President</p>

INDICATOR IMPLEMENTATION

Priority	Results to be achieved and their indicators	Responsible person for monitoring the implementation of the indicator	Source of data (information)
Promoting the Agency's role as a lead partner in recruiting staff	The share and proportion of long-term vacancies has been reduced, %;	SD, CSMDD, branches	BURVIS
	The number of organized selections for filling registered vacancies and the number of people who found a job as a result	SD, CSMDD, branches	BURVIS
	Average duration of unemployment of registered unemployed (measured by median, day)	SD, branches	BURVIS
	Advanced profiling tool	SD, branches	BURVIS
	Informative support measures implemented	EURES	
	Involvement of new employers in active employment measures (vacancy registration – involvement in AEM (active employment measures));	SD, ESF SD, branches	BURVIS
	Number of participants/implementers in active employment measures	SD, branches	BURVIS
	The number of vacancies registered	SD, branches	BURVIS

	by employers on the CV and vacancy portal (compared to other staff recruitment portals)		
	Proportion of long-term unemployed persons who have found a job out of the number of long-term unemployed per year, %;	SD, branches	BURVIS
	Customer and partner satisfaction with cooperation and communication is above average (more than 90% of respondents rate the Agency's staff's consulting skills as high)	SD, CSMDD, branches	Poll/questionnaire
	Number of CV and vacancy portal users	SD, CSMDD, branches	BURVIS
	Improvements to the forecasting tool have been made	SD, ISMDD	BURVIS
	Studies and reports developed	SD	
	The number of career counselling/advice provided, the proportion of counselled persons at risk of unemployment is increasing	SD, CSMDD	BURVIS
	Improved services and implemented innovations (number), involving	SD, ISMDD,	BURVIS

	various cooperation partners		
Integration of persons with disabilities into the labour market	Average duration of unemployment of registered unemployed persons with disability (measured by median, days)	SD/ESF SD/branches	BURVIS
	Proportion and share of unemployed with disabilities in the number of unemployed persons with disabilities per year, %	SD, branches	BURVIS
	Accessibility of information on the Agency's website is adapted for people with disabilities (information in plain language, audio text, <i>etc.</i>)	SAN	
	Organized informative and educational events for employers on the employment of persons with disabilities	ESF SD	
	Informative campaigns for employers on support of environmental adaptation for certain groups of persons were organized	SD	
	Improvements in environmental accessibility carried out	FVD RDPN	
	Exchange of views and experiences	CSMDD, SD	

Modern personnel policy implemented	The number of trainings implemented in accordance with the training needs of the Agency's employees, and the proportion of employees involved in professional development are both increasing	Personnel Division	HoP
	Increase in the satisfaction of the Agency's employees with the implemented training activities according to the results of the survey (on a scale from 1 to 5)	Personnel Division	HoP
	Improved digital skills of the employees	Personnel Division	Personnel Division questionnaires
	Providing feedback after training provided by both the employee and the direct manager	Personnel Division	
	Internal Shadow/following days and comparative learning activities	Personnel Division	
	Supported teleworking and flexible use of working time (proportion of availability – increases)	Personnel Division	
	The turnover of the Agency's staff is declining	Personnel Division	
	The activity of employees in professional development with work in the Agency is increasing (at a 10-	Personnel Division	

	point scale)		
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Key performance indicators	Responsible person for monitoring the indicator	Source of data (information)
Quality services	SD	Survey results
The image of the Agency as a leading partner in recruiting staff has been improved	PRD, SD, CSMDD	Survey results
Remotely served customers	SD, CSMDD	BURVIS
The share of unemployed and job seekers engaged in active employment measures, or in employment within 60 months after obtaining the	SD, CSMDD, branches	BURVIS

status of an unemployed person – (%)		
Clients served per customer service employee (remotely, face-to-face per customer service employee)	CSMDD, branches	BURVIS
The registered unemployment rate in the country is declining (% vs. previous year)	SD, CSMDD, branches	BURVIS
Number of clients involved in training	SD, CSMDD, branches	BURVIS
The involvement of people with disabilities in the labour market has improved (1– 2% vs. previous year)	SD, ESF SD, PRD	BURVIS
Employee involvement is at least 60%	Personnel Division	Poll/questionnaire
Decrease in the number of staff leaving the Agency (% of staff turnover to be avoided in relation to the total number of Agency staff)	Personnel Division	Statistics

Director

E. Simsons [E. Simsons]

The present document is signed with a secure electronic signature and contains a time-stamp

Approved by the Ministry of Welfare [Labklājības ministrija] writ of _____, 2021 /date/ No. ____

