

**Remuneration Policy  
of Rīga Stradiņš University**

**1. General provisions**

1.1. The Policy Document of Rīga Stradiņš University (hereinafter - the University) "Remuneration Policy of Rīga Stradiņš University" (hereinafter - the Policy) defines the principles of the University's remuneration policy and the structure of the remuneration system for research staff, academic staff, other lecturers, research and teaching support staff, as well as general staff.

1.2. The Policy is issued in accordance with the Law on Higher Education Institutions, the Law on Remuneration of Officials and Employees of State and Local Government Authorities, the Law on Scientific Activity, the Teachers' Remuneration Regulations, other external regulatory enactments governing the University's activities.

1.3. The Policy applies to all employees of the University. The Policy shall not apply to the determination of remuneration of members of the University Council.

1.4. The Policy is designed to define clear principles for determining the remuneration of the University's employees, to make considered and equitable remuneration-related decisions within the existing financial resources, and to ensure the efficient use of financial resources allocated for remuneration.

1.5. The Policy is designed and may be further developed to ensure the competences and intellectual capital required to achieve the objectives set out in the University's Development Strategy.

1.6. The aim of the policy is to promote the attraction and retention of loyal, motivated and results-oriented employees to the University, ensuring competitive remuneration at the level of the labour market of Latvia and the European Union.

1.7. The University's remuneration system is governed by:

1.7.1. University *Regulations on the Procedure for Determining the Remuneration of the Staff of Rīga Stradiņš University*, which are developed in accordance with the University Policy and approved by the Rector's Decree;

1.7.2. the University's internal normative document on the types of work and accounting of the work of academic staff (including the procedure for accounting of work and payment), which is developed in accordance with the University Policy and approved by the Resolution of the Senate. The specific amount of remuneration shall be determined by the Rector of the University;

1.7.3. the Collective Agreement of the University, which shall set out the benefits of the employees and shall provide for certain social guarantees.

1.8. The remuneration system of the University shall be administered by the University Remuneration Committee, the composition and organisation of which shall be approved by the Rector's Decree. The Remuneration Committee operates in accordance with the University Remuneration Policy, the Regulations on the Procedure for Determining the Remuneration of the Staff of Rīga Stradiņš University and the University's budget.

## **2. Principles of the University Remuneration System**

The University Policy shall be implemented in accordance with the following principles:

2.1. Corporate social responsibility, ensuring a favourable working environment.

The University implements the Policy in a socially responsible manner towards its employees, following best practices in the field of labour law and labour protection.

The University develops and implements a University Gender Equality Action Plan.

2.2. Progress towards strategic objectives and performance indicators.

The University's remuneration system focuses on promoting the achievement of the goals and objectives set out in the University's strategy by setting remuneration appropriate to the individual performance of each employee.

2.3. Equity.

The University's remuneration system is designed to ensure that employees receive equal pay for work of equal value, taking into account the financial resources available in the remuneration budget. The remuneration shall be determined on the basis of uniform principles, applying measurable and objective criteria, as well as taking into account the education, competences, qualifications and other factors related to the quality of work of the employee.

2.4. Assessment of performance excellence and talents, their attraction and retention.

The University's remuneration system shall promote the attraction and development of staff competencies relevant to the achievement of the University's aims and objectives.

2.5. Transparency.

The internal documents governing the University's remuneration system, which describe the elements of the remuneration system, provide an explanation of each element, with the aim of ensuring a common understanding and uniform application.

#### 2.6. Balance between competitiveness and financial capability.

The University conducts labour market research on a regular basis, including participation in market salary research and assessment of labour market trends in the Republic of Latvia and the European Union. The University's remuneration system is balanced, promoting competitiveness in the labour market within the available financial means.

### 3. Elements of the University's Remuneration System

3.1. The University's remuneration system for the purposes of this Policy consists of:

3.1.1. remuneration;

3.1.2. social guarantees;

3.1.3. leaves.

3.2. The procedure and principles of application of the University's remuneration conditions are described in the *Regulations on the Procedure for Determining the Remuneration of the Staff of Rīga Stradiņš University*.

3.3. Elements of the University's remuneration system:



of which:

**A – fixed part of the remuneration** – monthly salary, hourly rate or piecework wage, which is determined for each position, taking into account the position group, duties, level of responsibility, required competences, professional experience, etc., in accordance with the principles set out in the *Regulations on the Procedure for Determining the Remuneration of the Staff of Rīga Stradiņš University*.

Element **A** includes supplements specified in the Labour Law and other external and internal laws and regulations, which are applied in accordance with *the Regulations on the Procedure for Determining the Remuneration of the Staff of Rīga Stradiņš University*.

**B - variable part of the remuneration related to performance**

- monthly performance-related remuneration for heads of units/managers of certain functions, which may be determined in accordance with the assessment of the performance of the head of the unit/manager of the function in relation to the University's performance in achieving its strategic objectives;
- a monthly supplement for performance for academic staff for the achievement of certain scientific and pedagogical performance indicators and criteria related to organisational and social activities;
- a monthly supplement for performance for research staff for the achievement of certain scientific performance indicators and the fulfilment of related criteria;
- a monthly or single supplement for the performance of the project/activity team, which may be awarded to project team members (general, project staff) for the achievement of qualitative or quantitative indicators characterising the work of the project team.

**C - variable part of the remuneration** - is determined according to a specific objective to be achieved:

- bonus for employees – may be granted according to the individual performance of the employee and the quality of performance of the work duties, taking into account the results of the evaluation of the work performance management process;
- cash prize for employees - may be awarded for outstanding performance, for special merit or significant contribution, long-term and selfless work, major achievement (event) or significant contribution to the development of the University;
- bonus for heads of units/managers of certain functions - may be awarded according to the individual performance of the head of the unit/manager of certain functions, the quality of the performance of the work duties, the level of achievement of performance indicators, taking into account the of the evaluation of the work performance management process;
- cash prize for heads of units/managers of certain functions - may be awarded for outstanding performance, for special merit or significant contribution, long-term and selfless work, major achievement (event) or significant contribution to the development of the University and the achievement of its objectives;
- remuneration for scientific performance (Science Motivation Programme) - may be granted for the fulfilment of scientific performance criteria at the University.

**D - Social guarantees and leaves.**

Includes allowances, compensation for vision aids necessary for the performance of work duties, health insurance, etc., and are stipulated in the Collective Agreement of the University, *the Regulations on the Procedure for Determining the Remuneration of the Staff of Rīga Stradiņš University*, other external and internal normative acts.

Element **D** includes, in addition to the provisions of the Labour Law, additional leave and paid holidays, defining the types and criteria for granting such additional leave and paid holidays in the University Collective Agreement.

3.4. Decisions on the determination of remuneration shall be taken by:

- with regard to the Rector of the University - the University Council;
- with regard to the rest of the University staff (including the Chair of the University Senate, the Secretary of the Senate and the Chair of the University's Convent of Councillors)
- the University Rector within the framework of the University Policy.

#### **4. Final provisions**

4.1. 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.

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

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

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