

IN ORDER TO INCREASE THE MOTIVATION OF ITS HEAD OFFICE STAFF AND EMPLOYEES THAT CARRY OUT SUPPORT FUNCTIONS (E.G. LAWYER), THE LATVIAN PES OFFERS THE POSSIBILITY FOR COMMUTING EMPLOYEES TO WORK AT A LOCAL OFFICE IN REMOTE WORKPLACES.

PROMISING PES PRACTICE¹

Remote workplace for employees of the Latvian PES

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The key challenge for the Latvian PES is to retain experienced, motivated and efficient staff and also to increase its attractiveness as a workplace for new competent employees. With its limited possibilities in offering high wages, attractive working conditions depend mainly on non-financial incentives. Remote workplaces, flexible first and last working hours and improved training opportunities are important examples within the Latvian PES' human resources development strategy.

Name of the PES	State Employment Agency of the Republic of Latvia – SEA (Latvian PES)
Scope of measure	The project is part of a variety of non-monetary incentives with the objective of increasing employee interest in the Latvian PES and satisfaction with working conditions. As a result, the Latvian PES seeks to promote the continuous improvement of its performance. Other non-financial incentives include training as well as flexible working hours.
When was the practice implemented?	The remote workplace opportunities were introduced in 2017. Other parts of the non-financial incentive package had already started in 2016.
What was the driver for introducing the practice? Was it internal or external?	Retaining committed and effective staff and integrating new motivated employees will only be possible with very attractive working conditions. Since the Latvian PES will not be able to compete with private companies in terms of wage levels, non-financial incentives become more important. As a consequence, the possibility of working at remote workplaces has been created. Prior to implementing this practice, there was a survey carried out internally in the Latvian PES at the end of 2016. One of the options mentioned by the employees was a flexible working approach.
Which organisation was involved in its implementation?	Latvian PES headquarters and local offices
Which groups were targeted by the practice?	Employees at all levels of the organisation
What were the practice's main objectives?	The main objectives are to retain motivated and committed staff, and to increase the Latvian PES attractiveness as an employer for new employees. Improved working conditions shall help to improve work performance within the Latvian PES.
What activities were carried out?	Remote workplaces at local offices were created for head office staff and those local office employees that provide support services. In addition, training opportunities have been improved and the possibility of flexible first and last working hours was introduced.
What resources and other relevant organisational aspects were involved?	The project was organised within the PES. Management from the head office and the local offices worked together closely in the design and implementation of new non-financial incentives for employees.

¹ Practices referring to promising changes/reforms/approaches.

What were the source(s) of funding?	Costs are covered by the PES budget.
What were the outputs of the practice: people reached and products?	It was concluded that heads of the units and departments can work remotely 1-2 days per week, since their presence is required at meetings in Riga and to lead the unit. Further steps will be taken in order to organise remote meetings with digital tools in 2018 (adequate equipment was installed at the beginning of 2018). The approach facilitated information exchange between head office and local offices. In 2017, three heads of units decided not to leave Latvian PES for better remunerated employment due to this new approach.
What outcomes have been identified?	Satisfaction of employees has increased. Information was provided to other state institutions as an opportunity to motivate their employees.
What are the lessons learnt and success factors?	It is a useful approach that motivates the employees to work more efficiently as there is a need to plan assignments involving other colleagues very precisely. The option to work remotely will be fostered within 2018. The option for the flexible working hours is widely used in the local offices.



Contact details for further information

Name: Raimonds Dzintars

Email: Raimonds.Dzintars@nva.gov.lv

Telephone: +371 67021840