



**COLLEGE of LAW**

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**SELF-ASSESSMENT REPORT  
ON  
THE STUDY PROGRAMME  
“HUMAN RESOURCES MANAGEMENT”**

**RIGA, 2011**

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## 1. PROGRAMME GOALS AND OBJECTIVES

The programme of studies “Human resources management” was first accredited in 2005, this accreditation being valid for 2 years. Professor Maija Šenfelde, Professor Inese Vorončuka and Ieva Zaharāne (the latter representing the Ministry of Economics of the Republic of Latvia) were the expert members for this study programme. Accreditation was again granted in 2007, this time for the maximum allowable term of 6 years (accreditation certificate No.027 - 1179, 20.06.2007.). Studiju programmas eksperti: Professor Vulfs Kozlinskis (chair of the committee), Professor Viktors Nešpors and Ieva Zaharāne (again representing the Ministry of Economics of the Republic of Latvia) for this study programme.

Annual self-assessments of execution of the study programme and the results achieved thereby are described in [reports](#) approved by the Board of the College of Law.

The aims and objectives of the study programme are in conformity with the Framework of Qualifications for the [European Higher Education Area](#) and the 5<sup>th</sup> level of the European Qualifications Framework (EQF) (ref. Regulations on the classification of education in Latvia, adopted 2 December 2008, available in Latvian only, “Noteikumi par Latvijas izglītības klasifikāciju”, MK noteikumi Nr.990).

The aim of the study programme corresponds to the mission of the College of Law, that is, to turn out, after two years of study, theoretically knowledgeable and practically oriented human resources management specialists for future carriers in the national economy, taking due account of the specific characteristics of Latvia as a Member State of the European Union. Graduates gain competence to implement and to coordinate the personnel policy of an undertaking, public authority, organisation, etc. either directly or supervised by the head of personnel, deal with personnel records, develop procedures for personnel recruitment, work-related training of staff, to assess and set-up a system to motivate staff, to follow legal developments relevant to personnel issues, to advise staff.

The regional branches of the College of Law respond to local needs and characteristics by adding particular courses and also in regard to in-service training opportunities for students. The Consultative Council of the College includes employers representatives and takes care that the programme is constantly updated and improved to meet the demands of the job market.

### **The objectives are**

1. To ensure that knowledge relevant to practical work in the field of human resources management, i.e. management of personnel, management psychology, keeping personnel records, work and social rights, economics, bookkeeping, use of personal computers, as well as project management, foreign language skills, etc.;
2. To give a detailed appreciation of legal acts;
3. By means of writing essays, participating in projects, as well as the qualification report, to ensure that students gain modern professional knowledge and skills relevant to recruiting personnel, their management, planning the use and training of human resources;
4. To encourage an ability for original thinking and how to show initiative, to develop abilities to meet non-standard challenges, and to use theoretical knowledge in practice.

Upon **graduation from the study programme** a student attains the professional qualification “personnel specialist” (profession code – 2423 07).

Continuing development of the College of Law is based on providing access to high quality studies. This is the sole means whereby the study programme can survive and be

attractive given intense competition in the field of higher education. The [study programmes](#) at the College of Law include provisions for their further enhancement.

## 2. SCOPE AND ORGANISATION OF STUDIES

The study programme, “Human Resources Management” has been created to comply with a number of Laws of the republic of Latvia, notably, On Education, On Professional Education, and On Institutions of Higher Education, as well as on the Regulation issued by the Cabinet of Ministers on First Level Higher Education.

The requirements to gain recognition as a personnel specialist have been set out in [Regulation No. 461](#) (2010.18.05), „*Noteikumi par Profesiju klasifikatoru, profesijai atbilstošiem pamatuzdevumiem un kvalifikācijas pamatprasībām un profesiju klasifikatora lietošanas un aktualizēšanas kārtību*” issued by the Cabinet of Ministers of the Republic of Latvia, (available in Latvian only), see as well as in [professional standards](#) for a personnel specialist, (profession code – 2423 07) that have been approved by the Cabinet of Ministers in issuing the aforementioned regulation.

Study at the College of Law takes the form of full-time (day-time, evening) activities, as well as part-time, external study. A total of **80 credits (120 ECTS)** must be accumulated to complete a [study programme](#).

The study programme “Law” complies with **national standards** for higher professional education. Following Cabinet [Regulation No. 141](#), adopted 20 March 2001, “Regulations regarding the State Standard for First Level Professional Higher Education”, the study programme consists of:

- General studies - 20 credits;
- Specialised studies – 36 credits, including:
  - Mandatory specialist courses - 34 credits;
  - Elective study course (the student must choose one course) - 2 credits;
- Training – 16 credits;
- Preparation of the qualification paper – 8 credits.

Studies pursued following the prescribed programme also ensure sustainable development of the programme; this process is a responsible task, one which engages students, College staff and employers, and is based on co-operation.

An exchange of good practice has taken place with educational institutions **offering similar studies** in other countries (USA, Canada, Australia, Hungary, Germany, Turkey, Lithuania, Estonia, Denmark, Belgium, Great Britain, Japan): Mykolas Romeris University (Lithuania), Camosun College (Canada), Saxion University of Applied Science (the Netherlands), Akdeniz University (Turkey), Kwantlen Polytechnic University (Canada) etc. A comparison of the programme offered by the College of Law and analogous programmes at a number of foreign institutions of higher learning shows that the structure and nature of the programme offered by the College conforms to international standards.

Pursuit of these studies leads to development of students’ personality, and also is a process that facilitates resolution of problems encountered by a democratic society; in addition the programme is designed to meet demands of the job market.

With a view to strengthening their relationship to teaching staff students are requested twice every academic year to complete a written survey about the quality of their studies. Students are invited to give their appraisal of course content, quality, the rate of progress, the quality of the material infrastructure available to them, and, furthermore, rate the overall

performance of lecturers. Results from these surveys are discussed at meetings of the Board of the College of Law, at meetings of the teaching staff, as well as at operational meetings of the College.

Survey results are also included in the self-assessment [report](#). In academic year 2010/2011, 82% of all students participated in the autumn survey (128 respondents), and 74 % (60 respondents) took part in the spring survey.

An individual approach to study comprises:

1) students are provided with teaching materials both distributed in paper form, or electronically or as presentations and as all textbooks published by the College are electronically accessible;

2) students are afforded the possibility of regular consultation with lecturers, and lecturers tutor students individually so that they might make up past-due submissions and prepare for exams;

3) a personalised study schedule is prepared for students who come to study at the College from other institutions of higher learning;

4) placement of students for suitable training is sought out in collaboration with employers;

5) the topic of the qualification paper is agreed by the student and lecturer, taking into account the student's level of knowledge, skills, capabilities and interests;

6) each student who expresses the wish to renew pursuit of his studies is offered the most advantageous study plan.

The didacticism of the study programme dictates that the basis for pursuit of studies is independent work by the student, which process is alleviated by regular contact with lecturers. At the start of studies students are required to master the methodology of the study programme.

An integral part of the study programme is scientific research work, which the student is involved in from the first semester onwards, first attending lectures on scientific research methodology.

[Course descriptions](#), assessment and approval of the content takes place based upon:

1) opinions expressed by students in surveys;

2) evaluation of the results of regular progress assessments and results of qualification examinations;

3) suggestions offered by representatives of the entities at which training takes place and by employers.

Student results are regularly analysed at meetings of the Board of the College of Law, at meetings of the State Examination Committee, by the Consultative Council, general meetings of lecturers, by the Study Programme Quality Assessment Committee, by the Student Authority and at operational meetings.

### **3. THE STUDY PROGRAMME. ASSESSMENT OF STUDENT PROGRESS**

Admission to study takes place following the **regulations of the College of Law**, which are published every year, including on the [home page](#) of the College .

**The study programme comprises** attending lectures, seminars and practical classes. Studies are organised in a number of training modules; assessment of progress is not made

during a course, but at its end. Great importance is attached to practical work, analysing problem situations and simulations of economic conditions. Leading specialists and researchers as invited lecturers give individual lectures, or a complete lecture cycle; several guest lecturers are from abroad, from Germany, the USA, Canada, Belgium, Australia and elsewhere. Discussions, situation analyses and case studies are also part of the study programme. In order to develop their skills, students are assigned roles when acting out situations, modelling the operation of various institutions, in resolving legal cases, legal consultations. Students are encouraged to communicate, as well as they are taught how to work in groups, resolve conflicts and raise their self-confidence. Considerable emphasis is placed on being honest, on an ability creatively to apply what they have learned, use scientific research methods and develop abilities to solve problems independently.

The evaluation procedure and assessment criteria in force at the College of Law are laid down in two College regulations, “**On examination procedures at the College of Law**” (in Latvian, „**Nolikums par pārbaudījumu norises kārtību Juridiskajā koledžā**”, and, “**On assessment of student knowledge**”, (in Latvian, „**Studentu zināšanu vērtēšanas nolikums**”). Lecturers explain the criteria they follow in their evaluation of a student’s home assignments, tests, project studies, presentations and various examinations.

The expected results upon completion of a [course of study](#) at the College of Law are indicated in course descriptions accessible at the College library, as well as on the home page of the College.

Students are able to arrange consultations with lecturers, as described on the College [home page](#); in addition lecturers’ scheduled availability is posted on the bulletin board of the College. **Consultations with lecturers may be arranged either for individuals, or for groups of students.** The telephone numbers and e-mail addresses may be made available to students. Lecturers are expected to give personalised guidance to students, particularly to those who have not passed tests or exams, or who may not even have sat tests or exams. At the beginning of their studies, and at the start of each course, students are familiarised with the respective aims, challenges and expected results, as well as with the criteria by which their progress shall be assessed; this is done in order more efficiently to achieve the desired outcome. In the case of distance learning all of the required basic reading materials are made available to the student, as well as the possibility of using the computer facilities located in the College library, as well as computerised access to the Internet and to a number of databases of the College.

#### **4. THE STUDENT BODY**

Admission to studies at the first level of higher professional education takes place on the basis of competition, based upon results from the following centralised examinations: of the Latvian language and one foreign language (English, German, French, Russian), excepting those persons who completed their secondary education prior to 2004, as well as those who have completed secondary education abroad, individuals with special needs and those who have received a dispensation from taking these exams. Persons who completed their secondary education prior to 2004, individuals with special needs and those who have received a dispensation from taking centralised examinations are admitted based upon documents assessing their performance in secondary education in the following subjects: the Latvian language and one foreign language (English, German, French, Russian). These evaluations are considered as the equal of results from centralised examinations for administrative purposes.

Admission to study takes place following the **regulations of the College of Law**, which are published every year, including on the [home page](#) of the College.

In academic year 2010/2011 45 students first enrolled in the study programme “Human Resources Management”; this represents **an increase of 11,5%** when compared with the numbers first enrolled in academic year 2009/2010. However, when comparing with the situation for academic year 2010/2011 the number of students has decreased by 73.6%. The sharp decline in student number for academic year 2010/2011 as compared with the number in academic year 2008/2009 is to be understood in the light of changes in the national economy as well as a consequence of emigration from Latvia[ in addition there was no intake of students that year in three regional centres, in Gulbene, Liepaja and Ventspils.

**Table No.1**

**First year student numbers**

Academic year	Number
2008/2009	171
2009/2010	39
2010/2011	45

Over the past three years, on average 50,6% of all students are registered for study at regional centres, and 49.4% for study in Riga.

**Table No.2**

**Registered students in Riga and at the regional centres**

Academic year	Day	Part time	Total	Evening	External	E study	Riga	Gulbene	Liepaja	Valmiera	Ventspils
2008/2009		171	171	40			81	17	12	41	20
2009/2010		39	39		39		13	11		15	
2010/2011	6	39	45	6	23	16	32			13	

The number of registered students, based upon centralised examination results: in academic year **2010/2011**, compared with academic year 2009/2010 the number **has risen by 46,2%** of applicants with centralised examination results corresponding to levels A and B. On average (over the past three years), based on all applicants, 14,7% have centralised examination results falling into the levels A; B; C, an average 44% have results with level A; B; C; D; E; F. When comparing the applicants for academic year 2010/2011 with those for academic year 2009/2010, then the number of applicants has increased (by 3,6%) who have not sat [centralised examinations](#).

The number of students has increased year on year who register as starting studies at other than the earliest possible start. This reflects the fact the many students renew their studies after a break, or after taking an academic leave of absence, or have switched to study at the College of Law from another institution of higher education. In academic year 2010/2011 16 students have started their studies at the College at a later point in the study programme; this is 72,4% fewer than the number that did so in academic year 2009/2010 (74 students). However, when comparing student numbers for academic year 2010/2011 with those for academic year 2008/2009 (20 students), it is noted that the number of students has **decreased by 20 %**.

The College of Law has facilities in-situ to allow students to pursue study of “Human Resources Management” in **Riga and at one regional centre** – in the city of Valmiera. Out of total number of registered students 56% study in Riga, 44%, at the regional centres.

**Tabula No.3**

**Student numbers in Riga and at the regional centres: Gulbene, Liepaja, Valmiera and Ventspils**

Date	Full	Part-time	Total	Evening	External	E study	Riga	Gulbene	Liepaja	Valmiera	Ventspils
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01,09,2008	0	409	409	62	347	0	193	52	30	84	50
10,10,2008	0	573	573	101	472	0	277	66	39	121	70
01,02,2009	0	418	418	75	343	0	170	64	27	109	48
01,09,2009	67	312	379	67	312	0	148	58	26	105	42
10,10,2009	65	351	416	65	351	0	161	69	26	118	42
01,02,2010	29	126	155	29	123	3	66	20	8	45	16
01,09,2010	26	130	156	26	123	7	63	20	8	49	16
10,10,2010	33	158	191	33	141	17	89	20	8	58	16
01,02,2011	12	69	81	12	58	12	44	10	0	26	0
31,08,2011	10	81	91	10	64	17	54	12	0	25	0

To date total of 554 graduates have successfully completed this study programme gaining the qualification of “personnel specialist”. Of these 50% completed their studies in Riga and 50%, at the regional centres: 10.6% in Gulbene; 10.4% in Liepaja; 15.5% in Valmiera; 13.5% in Ventspils.

In academic year 2010/2011 a total of 83 students [graduated](#) from the College, which is 59.9% fewer than in academic year 2009/2010, and **6.7% fewer**, in comparison with the situation for academic year 2008/2009.

Out of the number of students over the past three academic years [who have interrupted](#) their studies the largest fraction are those who do so for financial reasons; over the past three years this fraction has been 38%, or on average 28,7% annually. Out of all who fail to complete their studies, 8% fail the final state examination, but the rest are students who have failed to complete individual course requirements and are not admitted to sit the state final examination. Comparison of academic year 2010/2011 with that of 2009/2010 shows that 12,5% more students who do not renew their studies after having taken out academic leave. Based on discussions with such students we found that that this has come about principally as a result of financial difficulties, i.e. the state of the national economy.

Students interests are represented by the **Student Authority** (as per the College of Law dated 16.03.2001) which has functioned from the outset of studies at the College. The task of the [Student Authority](#) is to encourage development of the social side of student life at the College and to promote a maximally effective study process. Student representatives participate in the working of the Board of the College of Law. By a decision of the Board of the College of Law (see minutes Nr.116) financial support has been allocated for the Student Authority, and conforming to the provisions of the Law on Institutions of Higher Education, Para. 53, point 4, this support comprises 1/200 of the budget of the College of Law. In 2010 this sum was 2648 Ls.

Every year the College carries out a survey of its graduates. The questionnaire covers the work experience of graduates, the degree to which they continue to study at the next level, the extent to which they are able to put to practical use knowledge and skills from their studies at the College of Law. The survey is carried out electronically, by sending the questionnaire to graduates. The response from graduates each year has been considerable; their replies are carefully analysed and conclusions, presented and discussed at meetings of the Board of the College, at general meetings of the lecturers, by the committees established to assess the quality of study programmes at the College, as well as being published in the annual self-assessment report by the College. The [survey of graduates](#) carried out in 2011 showed that 97% stated that they rated as positive the knowledge acquired at the College.



## 5. SUPPORT FOR AND GUIDANCE OF STUDIES

Lecturers are hired by the Director of the College of Law with whom they conclude an employment contract. An enterprise agreement may be signed with selected lecturers (mostly ones that present practical courses); these agreements specify exactly how many lectures are to be presented and their content. The Deputy Director responsible for studies and programmes has overall responsibility for the educational processes, including control of studies.

The lecturer is responsible for delivering the full content of a course as described in the course outline, and respecting its overall place in the study programme. The lecturer must present high quality lectures, guide students to achieve success in their studies, as well as choose a good methodology and theoretical content. He is also obliged to ensure that students have access to and as necessary receive appropriate and adequate study materials/ The lecturer's performance is judged by the extent to which students master theoretical concepts, practical skills as well as by their ability successfully to integrate into the job market.

Delivery of a [study programme benefits](#) from the participation of highly qualified specialists. Out of all of the lecturers involved in study programmes (based on a weighting by credit points) **71%** have the College of Law as their principal place of employment, out of which **73%** are **elected academic staff**. Part-time lecturers deliver 29% of the courses in study programmes. With regard to the total number of lecturers involved with the course of studies (including full-time and part-time lecturers) 51,8% are elected academic personnel, whereas 48,2% are lecturers at the College who have not been elected to an academic position. In academic year 2010/2011, when compared with academic year 2009/2010, the number of academic staff has risen by 33%. Out of the total academic staff **33% of lecturers have a doctors degree**. In academic year 2010/2011, when compared with the situation in academic year 2009/2010, the fraction of lecturers with a doctors degree has increased by 11%.

The fraction of lecturers in this study programme that are elected academic staff with a doctors degree:

In academic year 2008/2009 – 10.7%  
In academic year 2009/2010 – 10.7 %  
In academic year 2010/2011 – 14.3 %.

60 % of the academic personnel are in the age bracket 25 - 44, 40 % , in the age bracket 45 – 64.

Highly qualified guest lecturers from Latvia and abroad are invited to the College in the interests of enhancing the study programmes. Guest lecturers have presented a wide variety of individual lecturers or entire courses, covering such topics as human resources management, management psychology, economic development issues specific to Latvia in regard to globalisation, business negotiations and the role of intermediaries. Lectures have been presented by I. Zālīte (Head of Personnel, AS „Pasažieru vilciens”), Henriks Danusēvičs (President, Latvian Traders Association), J. Bolis (lawyer, specialist in mediation, from the USA), John Leober (Switzerland). Furthermore, guest lecturers have been welcomed from the Latvian Association of Personnel Management, whose contributions have highlighted contemporary issues in this field.

Management of the study process at the College is based on democratic principles. The relations between students, academic staff and other College personnel are businesslike and democratic, based on mutual respect, a spirit of cooperation and readiness to assume responsibility.

Democratic principles underpin management of studies and in taking certain decisions. Student opinions and demands are taken into account particularly when adopting fundamental

decisions. Surveys are regularly made on the performance of lecturers; in these surveys students are asked to recommend improvements to the study process. Lecturers are informed of these observations and suggestions and act upon them. The Student Authority at the College

The [Student Authority](#) at the College of Law aims at facilitating cooperation between students, lecturers and the College administration, at the same time as engaging students in taking decisions at the College and furthering its development.

The views of academic personnel, other College staff and students are regularly expressed at meetings of the Board of the College of Law, at meetings of the Consultative Board, the Committee for quality assessment, as well as at weekly departmental meetings. As mentioned above, this is accomplished by carrying out anonymous surveys of the opinion of academic staff.

The internal institutions of the College and weekly operational meetings have allowed the College, over the past eleven years, to avoid disharmony and major conflicts. During this entire time only four complaints were received about a negative result attributed in a State final examination; these complaints were then reviewed by a special ad-hoc committee. Students are afforded the possibility of launching an appeal in case of dissatisfaction with procedural aspects of the State examination process.

In case of a conflict arising, students first discuss the issues with the lecturer, or with the member of staff responsible for studies, as well as with the head of the department concerned, and with the programme director. Staff of the study department act as interlocutors for the administration, students and lecturers. It is usually the case that, after listening to the views of all parties concerned, it is possible rapidly to resolve these situations. Several staff members of the study department have attended and received certificates for completion of a course on **mediation**; these professional skills have been put to good use to resolve conflicts in a positive manner.

The College administration is democratic and always available to be addressed by students; a written complaint submitted by a student to the Director of the College must be acted upon (usually no later than three days after receipt). A mailbox, clearly identified as to its purpose, may be used for deposition of student recommendations and suggestions for improvements, as well as for deposition of written complaints and letters from students.

## **6. RESEARCH AND DEVELOPMENT (CREATIVE) WORK OF ACADEMIC STAFF AND STUDENTS**

Lecturers at the College of Law strive regularly to upgrade their professional and pedagogic qualifications, either by studying for higher degrees, or by membership of various working groups, managing projects, attending special courses and seminars.

Several College lecturers are following doctoral studies, and at present preparing doctoral dissertations, at the University of Latvia, at the Mykolas Romeris University (Lithuania), the Riga Stradiņa University, the BA School of Business and Finance and at the School of Business Administration „Turība”, notably I. Lūce, L. Mizovska, J. Muižnieks, G. Šmaukstele, A. Brika – Dravniece, I. Bāra, J. Jakubāne, E. Blūma.

Research carried out by academic staff of the College is related to their daily work and professional competence

Academic personnel involved in implementation of study programmes regularly raise their professional qualifications, participate in various seminars dedicated to raising professional qualifications, [scientific conferences](#), carry on [research](#) and participate in divers projects including projects financed by the EU. As of academic year 2011/2012, participation

became possible possible in ERASMUS mobility projects (opportunities are open to both students and lecturers).

With a view to enhancing the mobility of its lecturers, lifelong learning and language skills necessary for sustainable development of the College of Law, to raise its international visibility and recognition as a modern prestigious institution, the College each year arranges free courses for its lecturers on informatics and language training.

Raising their professional qualifications, participation in creative activities and carrying out research are reflected in the CV of each lecturer; these curriculum vitae are accessible at the personnel unit of the College.

The College of Law devotes considerable attention to encouraging its lecturers to carry out creative work as well as to engage in research/ Every year a number of scientific conferences are organised, including every two years an international conference. These conferences are held in collaboration with other institutions of higher education in Latvia (Riga Stradiņa University, Rezekne Higher Education Institution), as well (Mykolas Romeris university, Nord University (Tallinn), University of Stuttgart (Germany), Caucasus University (Georgia), the Latvian Academy of Sciences, the Latvian Law Society, the Baltic Centre for Strategic Studies, and other Institutions.

Scholarly investigations are carried out by students as part of their programme of study. As part of their studies students are obliged to write term papers and essays, and at the end of the study programme a qualification report. Every two years the College of Law holds a scientific conference with student participation, the proceedings of which are published by the College. In all **more than 30 students** from this study programme have taken part in these [conferences](#). Every year the Committee evaluating the oral defence of qualification reports recommend that the best ones be published (in revised and abbreviated form). After graduation the authors of these selected reports take part in a [conference](#) specially held for this purpose to bring their findings to a wider audience.

#### [Proceedings of Conferences held by the College of Law:](#)

1. First Year membership of the European Union, personnel management and legal issues: Student Conference Proceedings. Riga: College of Law, 2005, 66pp.
2. First Year in the European Union: Current Legal Issues. Proceedings of the International Conference, 29-30 April 2005, Riga: the Latvian Academy of Sciences; Mykolas Romeris University; College of Law, 2005, 464 pp.
3. Scholarly papers of the College of Law - 2006, Riga: College of Law, 2006, 319pp.
4. Third Year within the European Union: Topical Problems in Management of Economics and Law: Proceedings of the International Conference, 27-28 April 2007, Riga: the Latvian Academy of Sciences; Mykolas Romeris University; College of Law, 2007, 344 pp.
5. Scholarly papers of the College of Law - 2008.- Riga: College of Law, 2008, 240pp.
6. The Fifth Year as European Union Member States: Topical Problems in Management of Economics and Law. Proceedings of the International Conference, 8-9 May 2009, Riga: the Latvian Academy of Sciences; Mykolas Romeris University; College of Law, 2009, 416 pp.
7. Scholarly papers of the College of Law - 2010.- Riga: College of Law, 2010, 176pp.
8. The Seventh Year as European Union Member States: Economics, Politics, Law. Proceedings of the International Conference, 6-7 May 2011, Riga: the Latvian Academy of

Sciences; Baltic Centre for Strategic Studies, Riga Stradiņa University; College of Law, 2011, 376 pp.

9. Scholarly papers of the College of Law - 2012 (in preparation).

Lecturers at the College of Law have, beginning in 2001 until 2011, published [a total of 22 textbooks](#)

College lecturers actively develop [methodological materials](#), and in the context of study programme a total of 28 such materials were produced between 2008 and 2011; these are available for study at the library of the College of Law and, for [students, electronically](#).

Dr.sc.habil.pol., Dr.iur. Tālavš Jundzis (a lecturer and Director of the College) has worked in research projects (from 2008 onwards), and is an expert on law for the Latvian Council of Science. He is also an expert for the Latvian Higher Education Quality Evaluation Centre (Latvian acronym AIKNC) as is a visiting professor at the Riga Stradiņa University and at the Baltic International Academy.

Lecturer Ph.D I.Lūce acts as an expert for the Latvian Education Quality Public Service (Latvian acronym IKVD), as regards assessment of educational institutions, examination centres and educational study programmes as implemented/ In 2010 I.Lūce was an expert for the Project, "Vocational subject teachers and the head of the practice of theoretical knowledge and practical competence promotion"

## **7. ORGANIZATION OF TRAINING AND EMPLOYMENT OUTLOOK FOR GRADUATES**

In-service training is an integral part of study programmes at the College of Law. It is organised to be compatible with the aims and goals of study programmes and corresponds to the professional qualification of a personnel specialist. In-service training accounts for 16 credit points; it is scheduled to take place at the end of the second year of study and takes place at an establishment whose activities correspond to the students specialised field of study. Student in-service training is regulated by the Law on Professional Education, a number of Cabinet regulations and the **[Statute on In-service Training of the College of Law](#)**.

At the end of the training period the student is required to submit a report on his experience, counter-signed by a representative of the place at which training took place; this report is assessed by a Committee appointed by the College.

Students choose their places for in-service training to be either at the Personnel Unit of large undertakings, at local authority bodies or at state administrative bodies, or at private businesses. A number of students undergo in-service training at the personnel unit of their current employer.

The College of Law, with a view to providing its students with the possibility of undergoing in-service training, has concluded a number of co-operation agreements, notably with Gulbene District Council, with A/S „ELKO Grupa”, SIA „Mazais Ansis”, A/S „Drogas”, SIA „Fish Farming Taurupe”, A/S „Swedbank”, SIA „Dimdiņi”, SIA „Camelle”, SIA „Ventamonjaks serviss”, with the insurance agency, Latvijas Transportlīdzekļu apdrošinātāju birojs, with the Personnel Department of RPIVA, with the Social Services Office of Mazsalacas District, with SIA „Dienas mediji”, SIA „Skrīveru saldumi”, with the Registry Office of Ogres District, with the Riga City Council Education, Culture and Sports Department, with Jurmala Town Council, with Olaine District Municipality, with the State Social Care Centre „Rīga”, with Balvi District Orphans Court, with Liepāja City Council, with Sigulda District Council, with A/S „Valmieras stikla šķiedra”, with Smiltene District Orphans Court, with VAS „Latvijas valsts

ceļi”, A/S „Rietumu banka”, A/S „PrivatBank”, and the State Social Insurance Agency, and other bodies.

In order that the quality of in-service training be improved, each year, by means of cooperation of students, graduates, employers and lecturers, the tasks undertaken by students during their in-service training are reviewed and assessed in the light of current job market demands.

Once a year employer representatives are invited to take part in the evaluation of study programmes, assessing the programme in its entirety, as well as course-by-course, and the academic results obtained thereby (knowledge, skills, competence). Summarizing results from surveys of a number of employers (A/s Latvijas dzelzceļš; A/s Pasažieru vilciens, Riga City Council; Riga City Police; the undertakings, Rīgas nami, Latio and others) we conclude based upon 86% response as Good, and 8% response as Very Good, that employers consider that the study programme provides graduates with knowledge and skills that are appropriate to meet current job market demands. In particular employers have emphasised graduate acquisition of bookkeeping knowledge and skills, knowledge of labour law and related social rights, an ability to compose appropriate documents, an overview of normative acts in force and how staff may be recruited. A summary of survey findings is included in the annual [self-assessment report](#).

## **8. THE LIBRARY OF THE COLLEGE OF LAW**

The library of the College of Law is a unit at this institution of higher learning and it targets students at the College, lecturers and other staff of the College of Law. Part of the library holdings are physically located at the regional centres of the College of Law, i.e. in Liepāja, Ventspils, Valmiera and Gulbene.

The library of the College of Law was duly accredited, receiving the status of an official local level library (accreditation certificate Nr.6., 12.07.2005.). The principal function of the library is hold the most up-to-date textbooks and scholarly literature, with current information on entrepreneurial activities and politics, as well as access to relevant specialised data bases.

The user accessible area at the library comprises 199 m<sup>2</sup>, there is provision for students to take away literature on loan in order to work at home; there is also provision to send loan materials through the post. A reading space with 45 work places, of which 17 have computers has been set aside for users. The library facilities are open for use not only by College students and staff, but also graduates and any interested party.

Financial support for the library was provided by the founders of the College of Law, complying with the Law on Libraries as well as with Cabinet regulations on financial resources for libraries: expenses per user were Ls 12.67 (in 2010), Ls 21.42 (in 2009), Ls 25.50 (in 2008). Over the past three years the sum of Ls 10633.77 was used to acquire books and periodicals with a total of 2306 new acquisitions. Presently the library collection comprises 21 490 books acquired for a total expenditure of Ls 67 783.49; it is important to note that 22% of the collection are gifts, whose value is not included in the quoted figure. Recent acquisitions include (all of the following are in Latvian, excepting one in English): Ruperte I. „Uzņēmuma vadīšana (Business management)”, Kēnigs M. „Cilvēktiesības (Human rights)”, Dombrovska L. R. „Cilvēkresursu kapitāla vadība (Human capital management)”, Voļskis E. „Pensiju sistēmas darbības pamatnostādnes (Essential elements of pension systems)”, Dubkēvičs L. „Organizācijas kultūra (Organisational culture)”, Uzulāns J. „Risku vadība projektu kontekstā Management of risk within projects)”, „Vadīt komandas (Team leadership)”, „Mainiet veidu, kā vadāt pārmaiņas (Change the way change is managed)”, Belbins R. M. „Darba krāsas (The colour of work)”, Preppernau J. „Windows Vista Step by Step”, Uzulāns J. „Projektu vadīšana mūsdienu apstākļos: Microsoft Office Project (Contemporary project management)”, V. Praude „Mārketing: Teorija un prakse (Marketing: theory and practice)” (in 2 volumes, 3<sup>rd</sup> edition).



The College regularly publishes its own textbooks (all in Latvian), including “EU Law” (in two editions), “The Lisbon Treaty and the Constitutional foundation of the European Union”, “On Mediation”, “Sources of Latvian law: texts and commentary, 2<sup>nd</sup> volume, sources deriving from the periods of Polish and Swedish rule”, “Administrative Law”; these textbooks are principally used by students at the College. The textbook by I. Kliedere “Applied Informatics” has been reprinted 5 times.

To address the needs of students and lecturers, the College library each year subscribes to a number of specialised periodicals (in Latvian): „Biznesa Psiholoģija (Business psychology)”, „Jurista vārds (Legal letters)”, „Mans Īpašums (My property)”, „Kapitāls (Capital)”, „Bilance (Balance sheet)”, „Pārvaldnieks (Administrator)”, etc.

Locally accessible databases and computer hardware is continuously being updated as parallel activities. A total number of 28 computers are installed in the library (use by the librarian, user area and at the regional centres); in addition there is a scanner, 7 printers and 5 copy machines. This infrastructure is adequate to sustain work of the librarian and meet student needs. Details of the printed holdings of the College library are entered in a database in the form of an electronic catalogue accessible by users. The catalogue contains more than 18 000 entries covering printed works, electronic resources and other documents. The catalogue considerably alleviates finding and delivering literature to students.

A total number of 863 users, of which 803 were students, 12 graduates and 48 lecturers at the College and other staff were registered for the current academic year. During the past year there were 17 453 visits with requests for assistance; the average number of loans extended per student is 54,25, essentially textbooks and methodological materials which represents a 2,16 turnovers of the library collection. Visitor requests for bibliographical information resulted in preparation of 1 387 bibliographical certificates.

The opening times of the library are timed to coincide with the schedule for lectures and meets user demand – the library is open 5 days a week.

The library contains a permanent display of publications by College of Law lecturers over the time period 2000 - 2011, with 230 printed works on display. The display of new monthly acquisitions of books has over the past year shown a books with 82 separate titles. The display of current publications by the College of Law is updated regularly.

The library subscribes to the database of normative acts of the Republic of Latvia (Letonika.lv), and to the portal of *Latvijas Vēstnesis* (the official journal of the Republic of Latvia) in order to provide an essential foundation for the study process at the College. There is access for a trial period to the following foreign databases provide by VAS „Kultūras informācijas sistēmas”: **RUBRIKON**, an encyclopaedic dictionary; the **EBSCO** database, Academic Search Complete (a full-text database for the humanities and social sciences); **EMERALD**, (business management and library sectoral information); **CAMBRIDGE**, (a full-text database consisting of publications in legal journals); as well as the Latvian online informatics resources, **Nozare.lv** and **Leta.lv**.

In 2001 development was begun of a database to meet internal College needs in regard to registration of student data in the MS Access environment, and based on a file server. The system is continuously being updated and improved meeting changes in demand by the College of Law. The system contains data on student progress, payments, orders. Etc/ In 2008 the system was transferred to the **MS Server** and is accessible via the [home page](#) of the College,. Students are able, [using a password, to enter their profile](#) via the home page , where they can read news relevant to their studies.

In 2010 when the option of distance studies (e-learning) was introduced by the College, it became superfluous to start using Moodle, or any other new informatics tool, as in this case it

would be necessary to introduce part of the existing information in two separate servers. Therefore new capabilities were added to the existing: students are able to see their course schedule on the home page, at, their marks for home assignments and tests, e-materials are accessible via, , as well as the option to send the lecturer an electronic file with test answers, together with brief contents.

In the same way, lecturers using their password may enter the [home page](#), to see the state of play in his courses, including e-student submitted replies to tests, , and enter assigned marks together with brief remarks. The system also provides the option of creating, electronically, a set of test questions that the student may deal with at his own convenience.

## **9. INFRASTRUCTURAL SUPPORT FOR THE STUDY PROGRAMME**

The College of Law is financed by its founder, in conformity with the minimum costs per student incurable for implementing an educational programme as decreed by the Cabinet. Study at the College is against payment of a fee. The Board of the College of Law sets the tuition fee and other fees. The payment of fees, in part or in full, may be dispensed for some students on the basis of a decision by the Board of the College.

The financial resources at the disposal of the College are made up of: tuition fees; own income; foreign contributions; donations and gifts by physical or legal persons; credit taken out from banks or other credit institutions.

Studies at the College are supported by the material technical infrastructure owned by SIA “College of Law”. This infrastructure comprises: overhead projectors (3); televisions (3); screens (7); an interactive whiteboard (1); boards (special) (8); telefax machines (4); copy machines (12); printers (21); scanners (2); computers (65); laptop computers (16); tape recorders (2); document binding machines (2); document destruction machines (1); lamination device (2); acoustic systems (3); amplifier (1); video cameras and photo cameras (2); audio un video apparatus (5); Dictaphones (1); video projectors (6).

The College of Law uses part of the premises of the Riga State Technical College (560 m<sup>2</sup>) on the basis of a lease agreement to implement study programmes

Studies are pursued at the regional centres of the College of Law by a lease agreement concluded with the 8<sup>th</sup> Secondary School in Liepaja and the 1<sup>st</sup> Secondary School in Valmiera for administrative office space, room for the library and lecture rooms, whereas the agreements in the case of Gulbene and Ventspils are with the 2<sup>nd</sup> Secondary School and the State Secondary School. respectively.

The reading room of the College of Law in Riga is equipped with 14 computers and 7 laptop computers. The reading room is on occasion used for practical informatics sessions and to hold conferences.

Two computer equipped rooms are available at the Liepaja centre with a total of 16 computers, whereas in Ventspils two rooms are available with 20 computers; there are 18 computers and other ancillary equipment in the cases of Gulbene and Valmiera.

All computers have full multimedia capabilities that includes a stereo sound system and recording from a microphone. Computers are connected together in a local area network and have access to rapid network memory. Computer classrooms are equipped with software and hardware that allows the following educational activities:

- Computer science including use of the Internet;
- Mastering foreign languages through use of multimedia capabilities;
- Other courses provided that these rely on specialised software.



All of the class rooms in Riga, as well as in the regional centres Gulbene, Liepaja, Valmiera and Ventspils have been renovated and modernised.

Those pursuing their studies in Riga have access to the sports hall which the College of Law has leased from the Riga State Technical College, and to a bowling facility.

The College has concluded a cooperation agreement with the Riga State Technical College and with Riga Stradiņa University about the possibility of placing our students in their dormitories. Up to now, all student wishes for living in dormitories have been thus satisfied. In case of need lecturers, foreign guest lecturers and foreign students can be accommodated in these dormitories.

## **10. QUALITY ASSURANCE & WARRANTY. INTERNATIONAL COLLABORATION**

A **Committee to assess the quality of study programmes** has been established at the College of Law. Lecturers, students, employers are addressed by this Committee. The principal task of this committee is to expand and improve study programmes offered by the College. It is crucial that the Committee formulates detailed measures to enhance implementation of study programmes, based upon an analyses and evaluation of the strengths and weakness of how programmes are actually being followed. Enhancing study programmes is within the sole remit of the Board of the College of law. In-house measures to ensure quality education are part of the [strategy](#) for study programme development by the College of Law for 2012-2017.

Academic personnel are evaluated on a yearly basis through surveys of student satisfaction. The survey questionnaire is improved year-on-year; students express appreciation of various aspects of the performance of lecturers on a scale of 1-5.

The quality of the educational process, its strengths and weaknesses is evaluated and presented in the [annual self-evaluation reports](#) by the College.

The College of Law in a two-year programme **trains specialists** who are able to implement and to coordinate the personnel policy of an undertaking, public authority, organisation, etc. either directly or supervised by the head of personnel, deal with personnel records, develop procedures for personnel recruitment, work-related training of staff, to assess and set-up a system to motivate staff, to follow legal developments relevant to personnel issues, to advise staff, and are conversant with normative acts in force as regards labour law and related social rights.

Graduates of the College of Law are afforded the possibility of continuing studies at a number of Institutions of Higher Education in Latvia with which the College has an agreement, for example: the [Riga International School of Economics and Business Administration](#), the School of Business Administration „Turība”, the Baltic International Academy, Rezekne Higher Education Institution, Riga Business College, Riga Stradiņa University, the Higher School of Social Technologies, Ltd.

The **high level of competence of graduates** of the College of Law is attested to by the fact that all graduates have successfully found employment (finding based on responses to surveys of graduates).

Active collaboration with employers is essential for improving the study process. Collaboration also takes place with other Institutions of Higher Education, and guest lecturers are welcomed from Latvia and abroad.

Most students following a course of study at the College actually work full-time, thereby they create external links for their places of employment. Students undergo in-service training

towards the end of their studies at the College, thus establishing links with employers as these are responsible for organising and supervising their period of in-service training.

With a view to enhancing external collaboration, principally with employers, the committee to evaluate state final examinations (examination of the qualification report) includes representatives of employers and specialists in the field. Potential topics for these qualification reports are discussed with committee members. For the last several years this committee has been chaired by Ilma Zālītes, Head of Personnel, AS “Pasažieru Vilciens”, as well as a member of the Latvian Association of Personnel Management. Specialists from the field are invited to take part in carrying out self-assessment of the study programme.

Two representatives of employers are elected to the Board of the College of Law for a two-year term, in conformity with article 11.7 of the Statute of the College. A number of cooperation agreements are in force for continuing study: the [Riga International School of Economics and Business Administration](#), the School of Business Administration „Turība”, the Baltic International Academy, the Higher School of Social Technologies, Ltd, Riga Stradiņa University, the Rezekne Higher Education Institution, and other Institutions.

**Cooperation agreements** (dealing with student and lecturer exchange, organisation of conferences, etc.) have been signed with several Institutions of Higher Education: the Rezekne Higher Education Institution, the Riga Business College, the School of Business Administration „Turība”, Riga Technical University, Riga International School of Economics and Business Administration, the College of Business Administration, Riga Stradiņa University, Riga Teacher Training and Educational Management Academy.

The College has concluded **cooperation agreements with a number of foreign Institutions of Higher Education:** Mykolas Romeris University (Lithuania), the University of Antalya (Turkey), Telford College in Edinburgh (Great Britain), the Eszterházy Károly College (Hungary).

The College of Law actively participates in exchange of experience with foreign Institutions in the USA, Belgium, Germany, Great Britain, Japan, Australia and elsewhere. The College is an active member of the Latvian College Association.

In 2008 the College of Law began a one-year educational programme in Riga and Valmiera “Young Lawyers School” (hereinafter, the Young Lawyers School). The Young Lawyers School programme of the College of Law is open to secondary school students who would like to pursue a legal career and understand whether this profession would suit them. The aim of these studies is to familiarise themselves with the basic tenets of a legal profession, to meet practicing lawyers, judges, legal advisers and other legal experts, as well as to visit various institutions of the Latvian legal system.

## **11. SUSTAINABLE DEVELOPMENT OF THE STUDY PROGRAMME**

Development of the study programme between 2012 and 2017 will be based on the relevant national political documents and normative acts.

### **The main problems and challenges for future programme development**

Future development of the College and its study programmes will in the near-term be limited by the expected drop in student numbers in Latvia, due to the demographic situation, continued emigration, increased competition between Institutions of Higher Education, the latter particularly acute among colleges in Latvia.

Problems in attracting suitably qualified academic personnel shall also continue, given the small number of individuals in Latvia holding a doctor’s degree in the social sciences.

Upgrading physical infrastructure to remain competitive shall become progressively more difficult given the increased financial resources at the disposal of state authorities and those disbursed by EU programmes to the state institutions of higher education.

Rapid changes in the job market during the recovery period after the present financial crisis is resolved shall demand highly flexible study programmes, one that shall have to accommodate the changing priorities of employers.

Table No.3

**Strengths and weaknesses of the study programme “Human resources management”**

<b>Strengths</b>	<b>Weaknesses</b>
1. Relatively short study period (2-2.5 years) to gain an accredited professional qualification	1. Full time students occasionally lack sufficient motivation
2. The opportunity to continue education (entry to 2 <sup>nd</sup> /3 <sup>rd</sup> year) for bachelor’s degree at preferential rate	2. Insufficient mobility and opportunity to study abroad
3. Acquisition of theoretical knowledge and practical skills related to research, attendance at conferences and publication of articles	3. Insufficient effort to obtain EU financial support
4. Very close engagement during studies with potential employers	4. Impact of complex economic situation on the means available to students to finance studies
5. Regular visits by foreign guest lecturers	5. Insufficient advertising of the study programme and inadequate links with secondary schools
6. Regular publication of new textbooks and methodological materials	
7. Close cooperation with the Latvian Association of Personnel Management and other professional bodies	
8. Overcome problems originating with the economic crisis and continue to increase student numbers given competition from other Institutions based on offer of high quality education	6. Disproportionate number of students compared to job openings given a sharp reduction in the population of the country

**Development goals and priorities**

The principal goals for development of the study programme over the coming period of time 2012 to 2017 are:

- to focus primary attention on ensuring that development of the programme human resource management studies continues to offer high quality education under conditions of fierce competition;
- further to raise the quality of studies following a dedicated plan, to make certain that the length of study is of sufficiently short duration but optimal in its impact;
- to ensure that theoretical knowledge imparted during the course of studies is maximally relevant to practical situations (relevant to the demands of the job market), taking advantage of a variety of teaching methods;
- to raise the mobility of lecturers and students, in particular through increased cooperation with foreign Institutions;

- to formulate the study programme as part of the process of life-long learning, taking account of the educational background and practical experience of incoming students, as well as forecasts of future job market needs.

### **Perfecting how the study process is organised**

The principal means whereby the delivery of education may be perfected during the period of time up to 2017 are:

- to provide annually an in-depth assessment of the study programme, engaging outside experts, including, as needed, foreign experts, as well as representatives of professional non-governmental bodies;

- as regards organisational issues, to accelerate, by means of working visits, adoption of experience of other Institutions of Higher Education as regards organising studies and by inviting outside specialists to visit the College of Law;

- to extend and to deepen work carried out with students so that they might from the outset of their studies learn modern learning techniques, how more effectively to combine attendance at lectures with independent study at home, at libraries and at palaces of their training;

- to build upon experience gained on how practical skills are related to theoretical knowledge, by holding regular mock trials, simulating the work of EU institutions, state structures and private organisations, offering legal and business consultations upon demand.

### **Attracting academic staff and raising their professional qualifications**

- to broaden cooperation with doctoral study programmes at institutions of higher learning to attract new staff with doctoral degrees;

- to encourage those College of Law lecturers who are thus inclined to pursue doctoral studies, paying their tuition fees, and providing other stimuli for raising their qualifications;

- to expand the engagement of guest lecturers, either from Latvia or abroad, recognised specialists in their field, either for individual lectures, or for a full lecture cycle;

- to engage all lecturers, in line with the needs of the study programme, to raise their qualifications and to ensure that each lecturer become involved in the research projects of the College and publish no less than once every three years his finding.

### **Attracting new students and organising advertising campaigns**

- to contact and work together with teachers and students at secondary schools, to explain the work and perspectives for study at the College, including future career prospects, to expand the Young Lawyers School programme to describe the realities of a legal career;

- to study the multiple forms of advertising, understand the nature of offers made by professional advertising firms, to carry out a market survey, to develop an advertising strategy appropriate for College needs;

- to reward students who show outstanding results, either in tangible form or otherwise.

### **Strengthening the methodological aspects of the study process**

- To encourage College lecturers to compile and publish new methodological materials, to prepare audio and video recordings of lectures to support students in acquiring knowledge and skills;

- To publish regularly collected papers written by College of Law staff and students. To continue with holding international conferences concerning topics related to the study programme;

- To increase the present collection of 22 000 printed items at the library of the College of Law to 25 000 items, acquiring new textbooks and methodological publications; to expand library collections at regional centres of the College. To increase the variety of published foreign literature and databases accessible at the College.

#### **Development of the physical infrastructure for learning**

- To attract new sources of funding, state funding and funding from EU programmes for the purpose of upgrading the infrastructure of the College;

- To develop further the infrastructure needed for studies at the Valmiera and Gulbene centres, to increase the space available to the College of Law in Riga, to establish new reading areas, and rooms for methodological activities. With the support of the Representation of the European Commission in Latvia to create an area devoted to the study of EU law;

- Regularly to purchase new equipment, conforming to the development plan, such as projectors, overhead projectors, interactive whiteboards, etc.