

Approved
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**VECC “Riga Technical College”
Strategy for Development of Scientific Research and
Innovation 2021 – 2027**

Riga

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1. Introduction

1.1. RTC Strategy of Development and Investments 2021-2027 context

Center for Competence in Vocational Education “Riga Technical College” (hereinafter – RTC) development and investment strategy for years 2021 – 2027 (hereinafter – strategy) is an RTC document for medium-term operational planning. The strategy has been developed for the purpose of: providing a unified medium-term vision for the development of RTC until 2027. It is the basis for a productive, growth-oriented operation of an educational institution, a purposeful medium-term and short-term planning of work and resources.

RTC MISSION

To provide quality, dynamic and competitive vocational education and raise vocational qualification in engineering and technical (STEM) specialties throughout life in accordance with labor market demands

STRATEGIC OVERALL GOAL (VISION-2027):

To become the leading STEM discipline and inter-discipline college in Latvia – guaranteed growth for qualified professionals

The strategy has been designed as the highest-level RTC document for development planning. Other RTC planning documents are to be developed based on the mission and strategic values that have been laid out by the strategy, following the objectives it entails and supplementing them in a conceptual, tactical and operational manner.

The new strategy is a successor to the RTC development strategy for years 2014-2020 (hereinafter – Strategy 2014-2020).

The Strategy was developed taking into account the objectives and priorities set out in the development planning documents of the Republic of Latvia, including the Sustainable Development Strategy of Latvia until 2030 (Latvia 2030); the National Development Plan of Latvia 2021-2027 (NDP 2027); the Guidelines for the Development of Education 2021- 2027 “Future Skills for the Future Society”; Guidelines for Digital Transformation 2021-2027; Guidelines for National Industrial Policy 2021-2027; Guidelines for Regional Policy 2021-2027; Guidelines for Science, Technological Development and Innovation 2021-2027. 2027; Smart specialization strategy.

Over the course of the strategy development, other guidelines relevant to the operation of RTC in relation to policy planning documents of Latvia and the European Union have been reviewed as well as the specifics of sustainable development planning strategies of Kurzeme, Latgale, Rīga, Vidzeme and Zemgale regions for 2030; furthermore, the prospective stance of The Ministry of Education and Science has been taken into account.

1.2. RTC Strategy for Development of Scientific Research and Innovation 2021-2027

The main objective of RTC scientific research and innovation is to contribute to the competitiveness of RTC and its study programs by achieving the study outcomes set by the programs in research and innovation, promoting the implementation of research-based studies, developing research competences and results of academic staff and students, especially in the field of applied research and innovation, developing cooperation with employers and other stakeholders. Taking into account the needs and interests of stakeholders, the following priorities have been identified for the research and innovation strategy:

- Strengthening research and innovation capacity;
- Developing research and creativity among staff and students;
- Cooperation with external stakeholders in research and innovation.

A close link between the study process and scientific research activities is an essential prerequisite for the training of high-level specialists, the development of excellence, as well as for RTC international cooperation. Both staff and students are involved in research.

The previous strategic planning period ensured that the content of qualification papers, coursework and research papers was developed in line with the needs of enterprises and the experience gained during internships.

Key research areas common to whole of the RTC:

- Staff adaptation problems and solutions;
- A values-based approach to HR management;
- Organizing staff work in a multicultural environment;
- HR management challenges in times of organizational change.

Research priorities set by the departments.

The Strategy foresees 2 complex strategic lines of action for strengthening research work and research orientation:

- Ensuring that all teachers in primary employment are involved in research activities,
- Working on innovative developments,
- Preparing learners for competitions,
- Developing learners' entrepreneurial skills, etc.;
- Increasing the educators' involvement in the development and updating of textbooks, study and teaching aids and learning materials needed for ensuring the study process;
- At least half of teachers are to be involved in these activities by 2027.

2. Performance management policy

2.1. Aim of performance management

One of the prerequisites for the success of an organization is management's awareness of the organization's performance, both in achieving the objectives set out in its development strategy and in achieving other planned results. This enables timely adjustments to be made to the activities implemented by the organization in the event of undesirable deviations in progress towards the strategic objectives or targets set for the organization, or in the performance indicators.

The purpose of performance management is to enable the monitoring and analysis of the activities and performance of the RTC, its departments and its staff by providing an opportunity to:

- assess RTC's progress towards achieving the objectives set out in the strategy;
- compare RTC's performance with other colleges in different areas and scales (within RTC in different departments, nationally, internationally).
- link performance indicators to the remuneration system for academic staff.

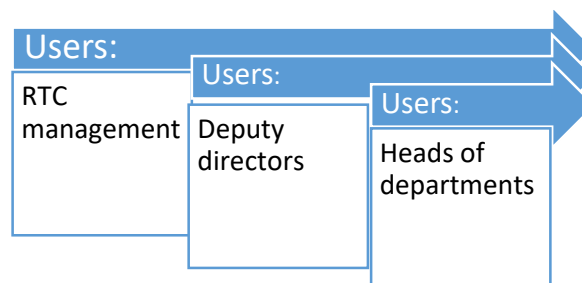
Structured results management will ensure continuous monitoring of the results achieved by the RTC, as well as the possibility to use the information obtained for decision-making on the need to implement appropriate activities.

The RTC performance indicator system shall be designed in accordance with the institutional governance model and the RTC organizational structure.

Given that the performance indicator system involves the cascading of RTC strategic objectives and performance indicators from the RTC to the individual academic staff level, performance indicators should be defined at four levels, according to the organizational structure of the RTC, within the framework of performance management:

- At the level of RTC;
- At the level of field of professional activity or deputy directors;
- At the level of department;
- At the level of academic staff individually.

Along with the definition of the performance indicator levels, the main users of performance management who will be involved in defining the performance indicators, setting their targets and monitoring their performance shall be identified, i.e:



2.2. Framework of performance indicator system

The rapid development of technology in industry requires complex solutions to problems that go beyond the specialization of a single department. This is why RTC academic staff from different departments collaborate in interdisciplinary research in areas of importance to the economy and society.

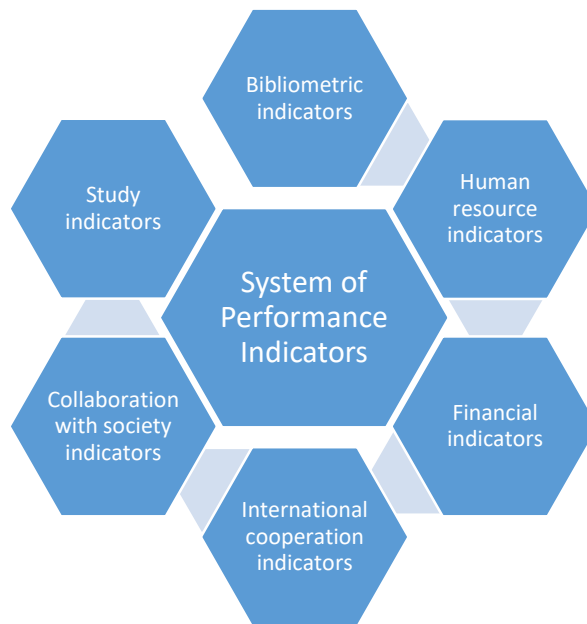
The RTC system of performance indicators shall include the indicators contained in the RTC Research Agenda 2021-2027, which defines the objectives and performance indicators for each department.

It should be noted that the framework of the performance indicator system, planning documents, statutory regulations and their priority in the activities of a department may be subject to change, therefore within the framework of the development of performance indicators RTC should evaluate:

- what planning documents and statutory regulations are essential to ensure the completeness of the results management framework;
- which performance indicators set out in planning documents and statutory regulations are considered relevant and should be included in the RTC performance indicators framework;

when designing the system of performance indicators, it should be ensured that it includes performance indicators that:

- provide the necessary information for RTC performance and baseline funding calculations;
- allow RTC progress towards strategic objectives to be monitored.



Scale for comparison of performance indicators

For each of the performance indicators included in the system of performance indicators, a scale of comparison should be defined.

The following scales of comparison are used to compare performance from a geographical perspective:

- Interdisciplinary within RTC;
- At national level
- Baltic-wide
- Baltic Sea region-wide
- Europe-wide

2.3. Aspects for definition of performance indicators

The system of performance indicators is a three-tier structure of performance indicators, i.e.:

- RTC level, covering all RTC units and their academic staff;
- Department/structural unit level, covering each individual RTC department and its academic staff;
- Academic staff level, where individual objectives and performance indicators are defined for each staff member.

Performance indicators should be defined at each level, taking into account that a hierarchical link is maintained between the performance indicators defined at the different levels of the organizational structure. This provides an opportunity to analyze the overall performance of the RTC and to assess in detail the contribution of individual staff units to the achievement of the result.

2.4. Performance management

To ensure that the indicator system works in practice, it is necessary not only to create appropriate processes to manage results in the day-to-day running of the RTC, but also to define responsibilities for the implementation of the processes and to ensure the availability of appropriate tools to enable the rapid collection of all necessary information on progress towards targets and performance indicators.

1

Process

- Result management activities are defined by the processes of defining and agreeing, monitoring, updating and using performance indicators for decision-making.

2

Responsible persons

- A successful result management organization should identify the RTC staff responsible for each stage of the result management process (which employees are responsible for defining, updating, monitoring performance indicators; at what point other employees are involved).

3

Provision of IT tools

- Taking into account the volume of indicators included in the system of performance indicators and the data needed to calculate them, the regularity of the accounting and the systems to be used, it is necessary to introduce an electronic performance indicator tool and to make the necessary connections to existing IS to integrate the systems with each other.

Agreed with _____ J. Rozenblats, the Director _____

Deputy Director in Study and Research Work _____ J.Nipers