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ABSTRACT BOOK

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► **INTEGRATION OF THE LEARNING EVALUATION MODEL IN THE PERFORMANCE MANAGEMENT SYSTEM: CASE STUDY LATVIAN SRS**

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Purpose – One of the main tasks of human resource management is to ensure the compliance and evaluation of the knowledge and skills of public administration employees. This task is more complicated for the specific public services, entrusted to implement special, exclusive functions (such as protection, security, etc.) and who need different approaches to the provision, maintenance and development of labour resources. One of such specific public services is the revenue service, where the customs and tax administrations are integrated on the national level, for example in Latvia and Estonia. The SRS has a single-tier organisational structure, where each performance indicator level performs only the functions assigned to its level. At present, the performance indicators of SRS operation strategic management levels operate as a separate assessment tool without direct interaction with the performance indicators of other SRS structural unit levels; namely, there is no clear subordination, traceability and interaction of strategic level performance indicators, tactical level performance indicators and operational level performance indicators with the achievement of the SRS strategic goals and objectives. The Kirkpatrick model of training evaluation is still actual among the numerous other models of training evaluation, as the World Customs Organization (WCO) recommends developing the training evaluation system on the base of Kirkpatrick, and to gather, summarize, analyse and evaluate the information about training in four levels: reaction, learning, behaviour, and results. Purpose of the research is to examine the possibilities to connect the training evaluation system to the performance management system in order to improve the training process of employees.

Design/methodology/approach – The research is mainly based on the monographic descriptive method, as well as the methods of analysis and synthesis.

Findings – Until now, there is no common approach to the question of how the training activities affect the achieving of strategic goals.

Research limitations/implications – Research limitations– the case of Latvian SRS is researched.

Practical implications – The integration of the training evaluation model into performance management system is one of the factors which can improve the human resource management in the integrated customs and tax services.

Originality/Value – A new approach to the integration of training evaluation system into performance management system has been developed.

Keywords: The four-level evaluation model, performance management system, action strategy

Research type: case study