

# **PUBLIC ADMINISTRATION HR OFFICE**

## **Annual Report 2010**

### **MISSION STATEMENT**

*'To formulate, develop and promote in close collaboration with line Ministries and Departments, progressive human resource policies, strategies and management systems in support of the business of Government and to assist and support line Ministries/ Departments to achieve Government plans and programmes and to render an efficient service to the public.'*

### **The Organisation**

The Public Administration HR Office within the Office of the Prime Minister is particularly focused on re-inventing its strategic role in the centre of HR Management practices across the Public Administration. It aims to focus less on 'micro' issues of human resources management and more on such 'macro' issues as workforce planning, change management, monitoring HR management in line departments and promoting leadership development. This Office will further spearhead the implementation of the provisions of the Public Administration Act, the increased decentralisation of procedural processes to line Ministries and the continued streamlining of the bureaucracy of Government as related to HR Management.

The Public Administration HR Office is composed of three Directorates, namely the Employee Relations, the Resourcing and the HR Systems and Data Management Directorates.

### **Main Activities**

Amongst a number of initiatives and activities, the main challenges undertaken by the Public Administration HR Office (PAHRO) in 2011 were the setting up of the Client Support Unit; the rationalisation of human resources and the completion of data collation of the Skills Profile Exercise.

This report provides a detailed account of the activities undertaken by the PAHRO in 2010.

## RESOURCING DIRECTORATE

### Introduction

During 2010, the Resourcing Directorate focused on the following tasks:

- Spearheading the process in connection with the delegation of recruitment procedures to line ministries as contemplated in the Public Administration Act by initially proposing changes to the Public Service Commission Regulations, 1960, insofar as the appointment of the selection board is concerned;
- Initiating measures to enhance the participation of disabled persons through employment in the Public Administration;
- The issuing of guidelines and parameters to be adopted in the course of selection processes; and
- Aligning citizenship and other ancillary eligibility requisites for entry into the Public Administration with current local and EU legislation.

### Sectoral Analysis – Programmes and Initiatives

#### *Rationalisation of Human Resources*

With the aim of addressing human resource requirements in a holistic, structured and effective manner, the Resourcing Directorate continued to actively participate in the capacity-building exercise held conjointly between PAHRO, the Ministry of Finance and the respective line ministries.

Data with regard to the status of recruitment emerging from capacity building and *ad hoc* approvals was compiled on an ongoing basis, together with information gathering related to the salary costings of capacity building approvals. A former report was submitted to Cabinet on a monthly basis.

It is now mandatory for requests for the creation of new fixed-term positions to be made on a purposely designed form, with the aim of eliciting from the line ministries the necessary information that will enable an appropriate analysis of the request.

#### *Public Sector Recruitment*

During the year, 481 requests for the recruitment of staff, and involving 1164 employees, were submitted by 51 different government-funded entities. 189 requests were for the filling of 682 vacancies in new positions, whilst 251 requests were for the replacement of 380 employees who had resigned or retired from the service. 41 requests for the filling of vacancies in new positions, and involving the recruitment of 102 employees for a definite period, were approved in connection with ESF and other EU-funded projects. Approval was granted for the commencement of recruitment procedures with the Employment and Training Corporation (ETC).

The 189 requests in new positions were filled by 323 full-timers and 359 part-timers respectively. Fulltime staff who resigned or retired in 2010, and for whom a replacement was required, totalled 305, and a further 75 part-timers were also replaced. EU-funded projects resulted in the engagement of 36 full-timers and 66 part-timers.

In liaison with the ETC, the Directorate also issued approvals to entities for the extension of the statutory validity periods of work permits which had already expired. Before approvals for extensions of work

permits were issued, the Directorate investigated the reasons behind the extension of the selection process and eventual recruitment beyond the stipulated time period.

After careful consideration, approvals were also given on several occasions for the recruitment of staff on short definite contracts or on replacement basis, as in the case of temporary replacements.

### **Redeployment**

In terms of Art 15A of the ETS Act, six requests for the redeployment of twenty-four employees within the public sector were processed. These requests involved the redeployment of staff from the IPSL to MEPA, Kalaxlokk to IPSL, MEPA to Wasteserv Malta, 2 requests from Enemalta Corporation to MEPA, and 19 SMARTKIDS staff originally employed with the FSWS to the FES following a change in Ministries' portfolio.

### **EU Recruitment**

In accordance with the Permanent Representation of Malta in the EU (PREU) Staffing Details Document, the Secondment of National Experts, and calls for Temporary Agents with EU Institutions, recruitment at EU level concerned the filling of vacancies in the positions of Technical Attaché and Research Officers.

The policy concerning Technical Attachés and Research Officers with the Permanent Representation of Malta with the EU (PREU) was updated. New administrative provisions regarding these positions were determined. These positions were established as positions of trust for the purpose of the fixed term regulations. Moreover, renewal, in exceptional circumstances, beyond two terms (six years) is possible in the case of officers holding a permanent employment with Government. A minimum of two years was also established before a serving Technical Attaché may apply for another Technical Attaché position or a serving Research Officer may apply for another Research Officer or a Technical Attaché position.

### **EU Fund Management Related Recruitment**

In furtherance to the technical advice tendered, all calls which are EU co-financed or linked to the management of EU Funds are now regulated by an objective reason for incumbents not to attain indefinite status, on the basis that such appointments are time-barred or linked to the completion of a project.

Furthermore, all calls for positions where the salary is EU co-financed, now feature a provision stating that all application forms are to be retained in terms of the conditions regulating the relative programme. The HR documents retentions schedule was amended to this effect.

Calls for applications for EU related or co-financed recruitment included the positions of EU Fund Officers, EU Fund Management Coordination Officers, Risk Analysis Coordinator at MRRA and Senior Manager (Paying Authority).

### **Matters Related to Recruitment in Other Sectors to Address Particular Exigencies**

- In order to address the shortage of qualified officers in the field of Public Accounting and Finance, a number of Public Officers were identified, through competitive selection, to benefit from a sponsorship to read for the Higher Diploma course in Public Accounting and Finance, organised by the Centre for Development Research and Training (CDRT) in collaboration with the University of Malta. Officers who successfully complete the 3-year part-time course will be appointed Managers (Accounting and Finance) on Salary Scale 7.
- A centrally-operated public call for applications was issued for ICT Contracts and Services Officers to fill crucial vacancies in various Ministries.

- In conformity with Article 16 of the National Archives Act which provides for the appointment of one or more records officer in every public office, the position of Records Officer was created and approval for the appointment of persons in this position to be deployed across Ministries was obtained. Persons holding the necessary tertiary qualification in the relevant field are eligible to apply for this position whilst Public Officers will be invited to express their interest in forming part of the Records Officers' teams. A certified training course at MQF Level 4, under the auspices of the CDRT, will be held for such interested Public Officers.
- Part-Time Social Assistants (PTSAs) were assimilated as public officers in the new grade of Social Assistant in scale 20, through an *ad hoc* absorption exercise. Further vacancies within the Public Service will be filled through the public call for applications issued in the year under review, as and when the need arises.

### **Conditions of Staff/Enrolled Nurses**

Expatriate Staff Nurses/Enrolled Nurses who (i) have the designation of Officer in Scale on the basis of a previous definite contract, and who (ii) are still on a definite contract, are now entitled to progression rights stipulated in the relevant Classification Agreement. This policy is to apply in the case of all such nurses below retirement age, currently 61, with effect from 7<sup>th</sup> December 2009.

### **Classification Agreement of the Legal Class**

Resourcing undertook a review of all grades and positions which are of a legal nature and which are still of relevance. Account was taken of contractual positions where incumbents had attained an Officer in Scale status, as well as positions where an objective reason exists against the position-holder attaining indefinite status on the basis of such position in terms of the Fixed-Term Regulations.

### **Nationality Requirements for Entry in the Public Administration**

The "Nationality Requirements for Appointments in Public Administration Regulations" were drafted with the advice of pertinent stakeholders, namely the Public Service Commission, the Department of Expatriate and Citizenship Affairs and the Permanent Representation of Malta in the EU. Alignment with the current local and EU legislation was also undertaken. These Regulations, to be issued in terms of the provisions of article 49 (f) of the Public Administration Act, make provisions (i) for the recruitment in public administration of nationals of member states of the European Union (other than Malta) and nationals of other countries enjoying similar rights in relation to the free movement of workers and (ii) for the reservation of certain posts to Maltese nationals. The Regulations also specify that any language requirements must be proportionate and reasonably necessary for the proper fulfilment of the tasks involved.

### **Increasing the Participation of Disabled Persons in Employment within the Public Administration**

An initiative was launched during Disabled Persons' Week (3<sup>rd</sup> to 10<sup>th</sup> December) with the aim of increasing the participation of disabled persons in employment with the Public Administration. A twofold approach will be undertaken, i.e. (i) direct recruitment from the ETC register of disabled unemployed - this requires that the Instrument of Delegation (to article 110 of the Constitution) enabling recruitment at Scale 20 without reference to the PSC directly from the ETC register of unemployed be widened to enable direct recruitment from the ETC register of disabled unemployed at levels higher than Scale 20 and (ii) special examination arrangements, along the same lines as the University of Malta Disability Support Services and Examination Access Arrangements, to be allowed in cases where selection involves the holding of an examination. Moreover, where necessary and possible, entities are to identify a staff member to act as mentor for the disabled person employed with that entity.

## **Delegation of the Selection Process and Related Training**

As a first step towards the delegation of the Selection Process, the practice of appointing a Panel Member on selection boards was discontinued with effect from 1 January of this year. A Panel Member was previously appointed on each Selection Board from amongst a pool of public officers approved by Public Service Commission (PSC). Refresher courses on updated selection and recruitment policies/procedures for Public Officers to be appointed on selection boards were organised on a service-wide scale by this Directorate, with input from the Executive Secretary, PSC and the Director (Citizenship and Expatriate Affairs).

Further measures towards the delegation of the selection process to line ministries included obtaining PSC approval for: (i) Permanent Secretaries to set up Ministerial Standing Selection Panels (SSPs) composed of suitable and competent former public officers and other persons from the general public and (ii) the delegation to heads of department of the appointment of Selection Boards from amongst public officers or persons forming part of the Ministerial SSP. The rationale behind this initiative is a more expeditious and delegated selection process, as well as the consolidation of the PSC's role as an appellate body in dealing with petitions whilst utilising the expertise of retired public officers and other suitable and competent persons.

## **Guidelines to Selection Boards**

As a measure towards reducing undue delay in the selection process caused when a Selection Board member needs to be replaced when the list of applicants is known, PSC concurrence was sought for the issue of guidelines aiming to (i) stress the importance of nominating at the outset, for PSC's approval, substitute Chairpersons/Members; (ii) instruct heads of department to furnish the Chairperson and all Members of the Selection Board with a list and details of all applicants immediately upon the closing date of applications; (iii) instruct Chairpersons and Members on Selection Boards to submit immediate notification should they not be in a position to form part of the board due to a conflict of interest and (iv) instruct heads of department that the substitute Chairperson/Member may only be appointed on the Selection Board without reference to the Commission for reasons of a conflict of interest and before the start of the interviews.

Other guidelines issued by this Directorate concerned detailed clarifications on the drawing up and interpretation of the information on Public Officers' Service and Leave Record Form (GP 47). This measure was intended to address ambiguous situations when deciding upon Public Officers' eligibility, or otherwise, to fill Public Service vacancies.

## **Updates to the Public Service Management Code (PSMC)**

Various updates to Chapter 1 of the PSMC concerning resourcing policies and procedures were made.

## **Miscellaneous**

- This Directorate sought PSC approval to extend the six-month limit to nine months within which service-wide calls for applications for approved Assistant Director Positions could be re-issued by delegated mechanism. Such an extension affords designate Assistant Directors sufficient time to receive proper training as well as a proper handing-over of duties from incumbent Assistant Directors due to retire within nine months.
- A holistic exercise to regularise the employment of persons recruited not in conformity with Constitutional provisions but to address particular exigencies of the Public Service was submitted for PSC consideration.

- Ex-PBS employees deployed in Public Service departments, as well as those deployed with public sector entities were absorbed, with PSC concurrence, in the designation of Officer in (applicable) Scale as Public Officers on an indefinite basis.
- Remaining cases concerning the Officer in Scale status of individual public officers were compiled and submitted for the PSC's consideration as an additional comprehensive exercise. Furthermore, the PSC was informed that action for public officers' entitlement to indefinite status after having been engaged for four years on a definite contract as from 8<sup>th</sup> December 2007 - which cases shall arise as from 8<sup>th</sup> December 2011 onwards - will be initiated by the responsible Ministries.
- The provisions of the 2009 amendment to the Agreement governing the deployment of Public Officers with the Environmental and Landscaping Consortium (ELC) were implemented. Through this amendment, the required 10 years service (on higher duties with ELC) for a public officer to progress, on a personal basis, to a higher scale than the applicable substantive grade was reduced to 5 years. Appropriate measures were additionally taken to affect any such progressions on a notional basis.

### **Deployment of Public Officers with Entities**

During 2010, one hundred thirty one (131) public officers were detailed and eleven (11) public officers were deployed with Public Entities. Fifteen (15) officers had their detailing order / deployment revoked as a result of demand driven requests or through officers' selection for posts in the Public Service by virtue of their inherent rights as public officers.

The total of public officers who, on 31<sup>st</sup> December, 2010, were deployed or detailed with Public Entities amounted to 1,532, as shown in the tables hereunder:

<b>Public Entity</b>	<b>Number of Detailed Public Officers</b>
Water Services Corporation	615
Authority for Transport in Malta	117
Directorate of Educational Services	31
Directorate for Quality & Standards in Education	6
Enemalta Corporation	1
EU Programmes Agency (EUPA)	2
Heritage Malta	137
Housing Authority	15
Kunsill Malti għall-Ispport	36
Lotteries and Gaming Authority	3
Malta Communications Authority	11
Malta Council for Culture & the Arts	22
MEPA	91

<b>Public Entity</b>	<b>Number of Deployed Public Officers</b>
Barriera Tax Warehouses Ltd	3
Foundation for Educational Services	1
Foundation for Medical Services	12
Foundation for Social Welfare Services	78
Foundation for Tomorrow's Schools	1
IPSL	1
Malta Council for Science and Technology	1
Malta Enterprise	1
Malta Information Technology Agency	2
Malta National Laboratory	5
Malta Qualifications Centre	1
Malta Tourism Authority	2
Maltco Lotteries	1

Malta Resources Authority	10
Malta Standards Authority	3
Malta Statistics Authority	59
MCAST	1
Medicines Authority	12
National Archives	9
National Commission for the Promotion of Equality	1
National Commission Persons with Disability	6
OHSA	5
Office of the Attorney General	28
Superintendence of Cultural Heritage	6
University of Malta	1
<b>TOTAL</b>	<b>1,228</b>

MCAST	53
MEUSAC	1
MEUSAC/MCESD (Gozo Regional Office)	1
Office of the Commissioner for Voluntary Organisations	1
St. John's Co-Cathedral Foundation	1
WasteServ Ltd	14
Malta Air Traffic Services (MATS) Ltd.	124
<b>TOTAL</b>	<b>304</b>

### Ongoing Ancillary Activities

Data on ongoing ancillary activities during 2010 is shown in the following tables:

Category 'A' Appointments	
Position	Number
In Acting Capacity	9
Assistant Director	36

General Service Appointments	
Grade	Number
Senior Principal	0
Principal	1
Assistant Principal	0
Executive Officer	0
Senior Clerks	0
Clerks	0

General Service promotions to a higher grade in terms of the relevant provisions of the Addendum and the 1993 Classification Agreements, subject to satisfactory performance	
Grade	Number
From Assistant Principal to Principal	3
From EO to Assistant Principal	35
From Clerk to EO	1
From Clerk to Senior Clerk	32

General Service progressions to a higher salary scale within the same grade subject to satisfactory performance	
Grade	Number
<b>Senior Principal</b> From Scale 7 to Scale 6	0
<b>Principal</b> From Scale 8 to Scale 7 From Scale 9 to Scale 8 From Scale 10 to Scale 9	21 9 6
<b>Assistant Principal</b> From Scale 11 to Scale 10	26
<b>Executive Officer</b> From Scale 14 to Scale 13	269
<b>Clerk</b> From Scale 16 to Scale 15	11
<b>Messenger</b> From Scale 17 to Scale 16 From Scale 18 to Scale 17	0 0
<b>Senior Messenger</b> From Scale 16 to Scale 15	4

Movement of staff approved by PAHRO	
Grade	Number
General Service Grades	57
Departmental Grades	22

Technical Grades	15
Industrial Grades	65
Others	0

<b>Movement of staff within the same Ministry approved by the respective Permanent Secretary</b>	
Grade	Number
General Service Grades	30
<b>Movement of staff to and from Private Secretariats</b>	
Technical Grades	0
Grade	Number
General Service Grades	0
Departmental Grades	1
Technical Grades	0
Industrial Grades	1
Others	0

<b>Appointments in Departmental, Technical and Industrial Grades and Contractual Positions</b>	
Method	Number
Following public calls for applications	1264
Following selection from service-wide calls	285
Following selection from departmental calls	67
After a number of years service in the grade	34
Direct recommendations	1

<b>Other Movement of Staff</b>	
Type of Movement	Number
Public Officers appointed as Local Council Secretaries	5
Reversion to former grade in terms of para 1.1.7.2 of the PSMC	5
Re-employment	7
Re-instatement	4

<b>Calls for Applications – Departmental, Technical and Industrial Grades and Contractual Positions</b>	
Type of advert	Number
Government Gazette	184
Service-wide (PAHRO Circulars)	66
Departmental Circulars	6
Expressions of Interest	19
Local Personnel	526
Deployment	1
Expatriate Personnel	20

<b>Pension Files processed by the Department</b>	
Departmental, Technical and Industrial Grades	389
General Service Grades	34

<b>Others</b>	
Assimilations	17
Resignations	58
Renewals of contract	35

## **EMPLOYEE RELATIONS DIRECTORATE**

The prime objective of the Employee Relations Directorate is to advise Ministries and line Departments in the development of effective management of the HR function especially with regard to employee relations. In line with this objective, the Employee Relations Directorate implemented the following initiatives.

## **Employee Support Programme (ESP)**

The Employee Relations Directorate officially launched the *Employee Support Programme for Public Employees – ESF 4.97*. The Employee Support Programme is partly funded by EU funds under the European Social Fund Cohesion Policy 2007-2013.

Through the ‘Employee Support Programme for Public Employees’ (ESP), the Public Administration intends to continue to support the business of Government by undertaking an ambitious project which is aimed at offering the necessary awareness and support on psycho-social or disability issues that may affect employees. The programme is accessible to all employees across the Public Administration. Over the next three years, the estimated cost for the project is €670,000, 85% of which will be financed through EU Funds.

The ESP aims to identify and respond to the needs of employees experiencing personal, emotional and/or behavioural problems which are interfering with their work-life balance. This is necessary to enable employees to be healthier, more productive, able to contribute better to their place of work and to assist the general public. The Programme is designed to deal with a broad range of difficulties such as work-related stress, mental health difficulties and emotional stress, marital and family concerns, bereavement and terminal illness, addictive behaviours, and disability issues. The ESP will provide confidential assessment and referral as well as short term support in the above-mentioned fields.

Support to employees will be given in partnership with 6 organisations, namely: the Foundation for Social Welfare Services (FSWS), the Hospice Movement, the National Commission for Persons with Disability (NCPD), OASI Foundation, Richmond Foundation and Cana Movement. These organisations will provide management and employees with information about a range of psycho-social/disability services, in line with their area of expertise. The partner organisations will also provide employees with individual support which may be accessed through the Employee Support Unit.

One of the project components includes an analysis of the predominant psycho-social/disability issues across the Public Administration. The analysis will be based on a study which will be carried out by a team of psychologists, following interviews and meetings with Heads of Departments and Managers across the Public Administration. The analysis will also be based on the input of individual employees. The team of psychologists will also conduct expert training in Employee Support for psychologists, other professionals and HR Managers.

## **Client Support Unit**

In collaboration with the line Ministries, the Public Administration HR Office (PAHRO) seeks to continuously create and update HR policy guidelines, as well as oversee to their effective implementation. Given its dynamic nature, human resources management - and the understanding and implementation of related policies - generates such activities as requests for advice, clarifications, reviews or objections.

Consonant with this mission, PAHRO has formally expanded its services to cater for the needs of its esteemed internal clients, namely individual public officers who may wish to present their personal case for review. This objective has been realised through the setting up of a Client Support Unit which will be coordinated by the Employee Relations Directorate. Thus, public officers who wish to meet a PAHRO Client Support representative may either submit an e-mail or a letter. The claim should include all the details on the matter being submitted for review, and any relevant documentation. The Client Support Unit will then acknowledge the receipt of the claim and set an appointment date.

## Discipline

The Employee Relations Directorate continued to extend its support to line Departments in the management of disciplinary cases. This was done in various ways, namely:

- The issuing of directives and advice to line Departments on the interpretation, management and processing of disciplinary cases;
- The regular auditing of the application of the Disciplinary Regulations in line Departments and the undertaking of corrective action, whenever necessary;
- Consultation with the Public Service Commission on the interpretation of a number of provisions of the Disciplinary Regulations;
- The delivery of lectures organised by Centre for Development Research and Training to newly appointed Principals; and
- Participation in seminars and fora for Director, Corporate Services, HR Managers and officers responsible for the processing of disciplinary cases in line Departments on certain aspects of the Disciplinary Regulations.

In collaboration with the PSC, a draft legal notice was prepared proposing a number of amendments to the current Disciplinary Regulations. Amongst the amendments that were proposed was that each Ministry will have a Standing Disciplinary Panel from which Heads of Department will select members to sit on the Disciplinary Boards. This Standing Disciplinary Panel will be composed of retired senior public officers and other members of the general public.

## Family Friendly Measures

Consistent with Government's policy to promote family friendly measures to help officers to achieve a balance between their career and their family life, the Employee Relations Directorate has taken the following initiatives:

- The release of pregnant women from duty to attend ante-natal visits, if such examinations take place during working hours;
- Heads of Department are required to discuss a request for a family friendly measure with the applicant before any decision is taken. When such a request cannot be facilitated, the Head of Department is required to give the reasons for refusal and the officer will have the right to appeal to the Permanent Secretary. Officers who benefit from family friendly measures cannot engage in private work;
- Officers in Category A who are on reduced hours will continue to enjoy free telephone facilities and their fully expensed car, including the fuel consumption ceiling. However, the expense allowance should be paid *pro-rata*. The performance bonus that these officers will be entitled to should also be adjusted *pro-rata*, depending on the circumstances of the officer's performance; and
- The issuing of a clarification stating that the policy regarding work on reduced hours is also applicable also to officers who are engaged on a performance agreement in Category A. The period of time of the performance agreement and the satisfactory service required for these officers to be tenured in the grade of their position is extended *pro-rata* according to the reduced time-table worked.

## Conditions of Service

The following conditions of service were introduced:

- Fine-tuning of the policy of unpaid leave to work with EU Institutions. Public officers taking up employment with the Cabinet of Malta's EU Commissioner, Judges, Auditors, President of Parliament, President of EESC and the President of Committee of Regions are allowed to renew their 5 years unpaid leave by a further term of 5 years if they are selected to serve in such positions of trust;
- A policy decision was taken providing that when public officers are seconded for service with the European Union or foreign institutions, as a general rule, only the salaries of seconded national experts should continue to be paid by the Government, while the EU or foreign institution/body/agency pays all the applicable allowances.

## Re-employment and Re-instatement

The policy regarding the re-employment and re-instatement of public officers, which outlines the parameters for the re-instatement of public officers who retired on medical grounds and the re-employment of public officers who either resigned or were dismissed on disciplinary grounds was fine-tuned.

The key changes introduced were:

- On the date of application, the applicant must be not less than 2 years away from the date of retirement;
- Applicants will undergo an assessment interview by a Board to ensure that their level of competence and any required certification in that particular grade is still acceptable. The Board assesses the qualifications which the applicant may possess against the current entry requirements in that particular grade. The applicants will also be required to undergo a practical or aptitude test which will also be taken into consideration by the Board in its assessment;
- Persons who are re-instated after retirement on medical grounds will be subject to 24 months probation;
- Before the expiry of the probationary period, the Head of Department will be required to draw up a report on the performance of the officer concerned and certify whether performance was satisfactory;
- The Assessment Board assessing applicants in the general service grades, will be chaired by Director, Resourcing or his delegate, and two other officers from the same Directorate, who should at least be one grade higher than that of the applicant. Applicants holding departmental or industrial grades will be assessed by the last Head of Department of the applicant, or his delegate and two other officers from his last Department, who should at least be one grade higher than the applicant; and

## Voluntary Organisations (VOs)

The policy on the release of public officers to work with VOs was fine-tuned. The changes that were effected were the following:

- Officers on a performance agreement or contract will revert to their substantive grade when they are released to work with an organisation and if the officers who are released are on a salary scale higher than scale 6 they will be paid the maximum of scale 6;

- In the case of teachers, the 192 hours vacation leave entitlement will be granted pro-rata, depending on the date of release;
- At the end of the approved leave, officers will revert to their substantive grade;
- VOs are no longer required to send a copy of the organisation's statute, if the statute was accessible on line or if there were no amendments to a previous submission; and

A notice inviting interested VOs to submit their request for the release of public officers was issued in the Government Gazette.

### **Treasury Pension Rights**

Five legal notices were published declaring the Water Services Corporation, the Directorate for Quality and Standards in Education, Heritage Malta, the Directorate for Educational Services and the Housing Authority, as public entities falling under Article 8A of the Pensions Ordinance. By virtue of these legal notices, the service of pensionable public officers who take up permanent employment with these entities will be reckoned as service with the Public Service. Thus, public officers who were detailed with these entities after 1 April 2002, and who took up permanent employment with them will, on retirement, be entitled to a Treasury pension based on the analogous Public Service substantive grade, capped at Salary Scale 3.

The Employee Relations Directorate collaborated with the Ministry of Finance, the Economy and Investment for the amendment of the Pensions Ordinance. This amendment provided that when an officer who was already granted a pension is appointed to an office established by the Constitution and subsequently leaves this Office at the end of his appointment, he may be granted in lieu of his previous pension, a pension based as if his service was continuous and computed on the emoluments of his previous or final office held.

### **Occupational Health and Safety**

In order to promote, safeguard and raise awareness on occupational health and safety in Government Departments, the Employee Relations Directorate took the following initiatives:

- Encouraged Heads of Department to nominate suitable officers to attend training courses organized by the Occupational Health and Safety Authority; and
- Drew the attention of Heads of Department about their legal obligation to (i) carry out a risk assessment of the work places under their responsibility; (ii) appoint a Workers' Health and Safety representative; and (iii) designate an officer to assist the Heads of Department on matters relating to occupational health and safety.

### **Other measures**

During the period under review, the Employee Relations Directorate undertook the following actions:

- Announced that officers who were abroad and were affected by the closure of airports due to the volcanic ash cloud originating from Iceland continue to receive their subsistence allowance. The additional period of absence of officers who were stranded abroad, including those cases which were not covered by the subsistence allowance, should be considered as special paid leave, provided that the necessary documentary evidence is presented.

- Informed Heads of Departments that late attendance following exceptionally bad weather and heavy rains that occurred in October 2010 should be considered as authorised absence, so long as absence did not exceed four hours.
- Clarified that all temporary employees not engaged through the PSC whether on part-time or full-time basis are only entitled to the benefits stipulated in Section 4.11.1 of the PSMC. These employees are also entitled to the family-friendly measures listed at Section 5.1. and 5.4. of the PSMC. Part-time employees enjoy these benefits and are paid *pro-rata*.
- Drew the attention of Heads of Department that in terms of the relevant provisions of the local Councils Act, officers who have been elected as Local Councillors should be released from their duties to attend official Local Councils meetings.

### **Industrial Relations**

The Industrial Relations Unit (IR Unit) continued to cultivate the good relations that exist between Government, in its capacity as an employer, and the various Unions representing different categories of employees in the Public Service.

In order to sustain this relationship, the Unit pursued a pro-active approach in the management of industrial relations. The Industrial Relations Unit operated in a very flexible manner to preserve industrial stability as much as possible. To this effect, various meetings with unions were held on a regular basis.

During the period under review, the Unit was involved in the negotiation and successful conclusion of the following:

- Agreement with UHM on claims regarding Court Recorders.
- Agreement with MUT regarding the teaching class which agreement supersedes all prior agreements, amendments, addenda, exchange of letters, correspondence and written understandings entered between the two parties, except for the Memorandum of Understanding regarding Supply Teachers, Supply Kindergarten Assistants and Supply Learning Support Assistants.

The Unit concluded the discussions with representatives from the Ministry of Health, the Elderly and Community Care and the Codification Working Group with regard to the codification of all MAM – Government documents. As regards the Public Service Collective Agreement, the Unit was involved in discussions with seven different Unions.

### **Statistics**

The following tables show the total number of cases handled by the Employee Relations Directorate during 2010.

Cases handled by Employee Relations Directorate	
Conditions of Service	1406
Discipline & Staff Welfare	307
Pensions	147
<b>Total</b>	<b>1860</b>

Disciplinary cases initiated in 2009 under the 1999 Disciplinary Regulations by line departments	
Regulation 18 Admonishment	161
Regulation 19 Summary Warning	521
Regulation 20 Minor	85
Regulation 20 Serious	97
<b>Total</b>	<b>864</b>

Cases of conditions of service handled	
Deputising Allowance	10
Qualification Allowance	48
Allowances	73
Paid/Unpaid Leave	84
Cultural Leave	96
Remuneration to Gov Boards & Committees	4
Medical Boards	94
Trade Union Activities	63
Overseas Development Aid	25
VOs	70
Unpaid Leave – EU	58
Re-employment/Re-integration	64
Gender Issues	226
Others	491
<b>Total</b>	<b>1406</b>

## **HR SYSTEMS AND DATA MANAGEMENT DIRECTORATE**

The functions of the HR Systems and Data Management Department for the year under review included the following:

- Assistance and support to line departments who are using the Human Resource Information Management Systems (HRIMS);
- The finalisation of the preparatory work for the transition from Payper and HRIMS to the new HR/Payroll system;
- The implementation of the Performance Management Programme (PMP) to improve employee performance against approved output and pre-determined quality standards. Programme improvement was also undertaken;
- Administration and support of the MPO/PAHRO website, the Public Service Recruitment Portal and the HR Managers' restricted area on the Public Service Intranet;
- Building the competence of Human Resource Management through regular Fora for Human Resource Managers and Directors of Corporate Services;
- Undertaking of a Skills Profiling Exercise throughout the Public Administration and an analysis report on related findings;
- Undertaking of a Family-Friendly Measures Survey throughout the Public Administration to assess the need of policy adjustment and policy formulation;
- The collation of data regarding employment within Public Sector organisations for the maintenance of an adequate database.

### **New HR/Payroll System for the Public Service**

Between January and March 2010, members of this Directorate were given extensive training by Dakar personnel on the various functions and aspects of the new Dakar payroll system. Employees from the two test sites (pilot departments), together with various members from the Gozo Salaries Section, were also given training by DAKAR personnel. A Project Board meeting was also held during March which, amongst other topics, tackled the system's implementation plan, data migration requirements from the old to the new system, the testing and parallel running processes, a disaster recovery plan, and business policies. The Dakar system was installed on the test servers housed at MITA and two PCs within the HR Systems & Data Management Directorate were linked to the system so that hands-on testing could be initiated. Between April and June 2010, extensive testing was performed to ascertain that the system meets the requirements set in the definition document.

Between July and September 2010, the Dakar payroll system was prepared for the parallel running stage. During the same period, all pre-defined payroll reports were designed and approved, both by the Gozo Salaries Section, and also by the HR Systems and Data Management Directorate.

During the last quarter of the year, the final preparations for the implementation of the Dakar payroll system were made and parallel running on this system was performed during November and December 2010. The Employee Payment Screen, which was used by the two pilot sites, (replacing the 'old' Form 7 screen) was also finalised and training was given to respective users. Final testing of the system was

completed during this period, and the User Acceptance Testing (UAT) Report was finalised. The Dakar payroll went live for the first payroll of January, 2011.

With the introduction of the new payroll, a new initiative was introduced, whereby employees in possession of a gov.mt e-mail account receive their payslips electronically. The new payslip was designed in A4 format to enable the inclusion of more details. Employees not in possession of a gov.mt email were asked to provide a private e-mail address for this purpose. Employees who did not provide an e-mail account received the usual paper based 'abridged' payslip.

### **Attendance Verification Systems (AVS) for the Public Service**

During the first quarter of 2010, the Enabling Framework Tender was prepared by MITA and PAHRO. Before its publication, several issues were discussed and resolved with the Data Protection Commissioner. The draft tender for the procurement of Attendance Verification Systems was re-adjusted to reflect new rulings, issued by the DPC. The tender document was submitted to the Contracts Division on the 21st May, 2010, with its closing date being 13<sup>th</sup> July 2010. This tender was also published on the EU Journal.

A Clarification Meeting with prospective tender bidders was held on the 24<sup>th</sup> June 2010. MITA members on the AVS team and technical members were also present for the meeting. All the queries and clarifications raised during this meeting were published on the website of the Department of Contracts. An Adjudication Board was set up during the third quarter of the year to view and identify successful bidders. The Adjudication Board worked on the technical and administrative elements of this tender.

During the last quarter of the year, the Adjudication Board finalised its report. Chief Information Officers across all Ministries were reminded to ensure that all the necessary groundwork within each site that would be housing an attendance verification system is in place in preparation for the immediate installation of the procured hardware / software. The Contracts Committee identified two successful bidders for this Enabling Framework. Tenderers were allowed until the 27<sup>th</sup> December 2010 to file an appeal from the award decision. The appeal procedure is currently in process.

### **Fora organised by the Directorate**

On the 15<sup>th</sup> April 2010, a joint CIO/DCS Forum was held on the procedures, implementation, responsibilities and financing of Attendance Verification Systems in the Public Service. Various speakers from the HR Systems and Data Management Directorate and MITA delivered presentations on the AVS tender and on the different roles and responsibilities that the project places on CIOs and DCSs.

On 6<sup>th</sup> May 2010, a half-day meeting was held between the Gozo Salaries Section and this Directorate on ways to improve teamwork between the two stakeholders. This meeting was also attended by the Principal Permanent Secretary, the Permanent Secretary, MGOZ, and by the Director General (Operations), under whose responsibility the Gozo Salaries Section falls. Various items were discussed and an action plan was drawn up. As a follow up to this meeting, on the 25<sup>th</sup> May 2010, an HR Managers' Forum was held with the main topic being Improvements to the Payroll Processes of Government Salaries. During this forum, several matters were raised, such as the creation of a new generic e-mail account so that letters of appointment and copies of work contracts are electronically delivered through this site. Measures to reduce delays in payments following appointments, contracts and progressions were also discussed.

Another HR Managers' Forum was held on the 16<sup>th</sup> September 2010. This forum was divided in two sessions. After an introduction by the newly appointed Director General, Public Administration HR Office, various speakers from the Employee Relations Directorate delivered a presentation on the Employee Support Programme. Assistant Director, CDRT, gave a presentation on Training and Sponsorship Opportunities offered to Public Officers.

On the 30<sup>th</sup> September 2010, the Directors of Corporate Services (DCS) Forum was held. During this forum, the Chief Executive Officer of the Occupational Health and Safety Authority gave a presentation on 'Ensuring Occupational Health & Safety – The Roles & Responsibilities of an Employer'. Speakers from the Employee Relations Directorate delivered a presentation on the Employee Support Programme.

On the 21<sup>st</sup> October 2010, an HR Managers' Forum was held. Assistant Director, Ministry of Justice and Home Affairs discussed the Freedom of Information Act and its implementation.

Another HR forum was held on the 16<sup>th</sup> November 2010. DG, PAHRO delivered a presentation on The Public Administration Act. Another presentation regarding the collation of Public Sector Data was delivered by Director, HR Systems & Data Management.

The last HR forum for the year was held on the 16<sup>th</sup> December 2010. The main topics discussed in this forum were the recently introduced Client Support Unit within the Employee Relations Directorate and 'The Dakar Payroll System – Update and Way Forward'.

### **Performance Management Programme (PMP)**

During March 2010, the department initiated the Annual PMP Quantity Audit for Public Service employees. This annual exercise was undertaken in order to ensure that PMPs covering the period 1<sup>st</sup> January to 31<sup>st</sup> December 2010 had been initiated, and that the previous year's documents were finalised. The audits were completed by June 2010. During June, the Annual PMP Quantity Audit for Public Service employees was completed. A report was compiled, giving details of those departments that had initiated the relative PMPs and other departments which had failed to do so. DCSs were informed of the findings and were obliged to comply with the programme in a follow up exercise.

### **Human Resource Information Management System (HRIMS)**

In order to bring this system in line with present security requirements, the Old HRIMS server was decommissioned and a new server, with the necessary security measures installed. Server changes were scheduled for the 22<sup>nd</sup> September. After all the necessary safeguards and backups were taken, this transmission moved ahead with no disruptions to users. The HRIMS team took the opportunity to re-check existing HRIMS accounts. The HRIMS MITA team contacted all HRIMS users for the purpose of carrying the necessary changes on users' PCs. The server upgrade was essential for the improved performance of the HRIMS system.

### **HRWG Learning Team (Human Resources Assessment)**

The HR Systems and Data Management Directorate participated in the first web-conference (second meeting) of the Learning Team (Human Resources Assessment) held during the first week of February 2010. During the web-conference, the Learning Team Co-ordinators (the Belgian representatives) outlined the steps to be taken before the next meeting. All the participants agreed to submit the information related to the Performance Indicators by the end of April 2010. Furthermore, participants agreed to contact non-participating Member States' representatives for the submission of any feedback on Performance Indicators. In this regard, Malta will liaise with Italy and Greece for such information.

### **Human Resources Working Group (HRWG)**

This Directorate represented the Maltese Public Service in the Human Resource Working Group (HRWG) of the European Union Public Administration in two meetings held in Belgium; one in Leuven and another in Bruges. During these meetings, a number of items were discussed including: The Leadership Experience; Measuring Institutional Performance – Project on institutional Performance Indicators (PERF) – Status; Government Employment: Indicators of Human Resources, Management and Compensation;

Save to Invest – Invest to Save; Government at a Glance 2011; PERF Project; Measurement of HRM Performance – LT HRA Status, (in which Malta is taking part); Politico Administrative relations in top civil service in the EU – 27; and the Agenda of the forthcoming Hungarian Presidency.

### **Skills Profiling Exercise**

Following OPM Circular 20/2009, the Principal Permanent Secretary issued another (OPM Circular 2/2010) outlining the data collection stages of this exercise. The HR Systems and Data Management Directorate conducted various training sessions, to approximately 340 officers from various Ministries and Departments, to explain the data collection process of this survey.

After thorough consultation, it was agreed that the best way for data collection was to make use of two different approaches: 1) An online self-administered questionnaire for those employees having access to the Government Intranet and who are IT proficient; and 2) A face-to-face interview for those employees requiring assistance in the compilation of this questionnaire.

In view of the above, officers having access to the Government Intranet and an email account received an e-mail link to the online questionnaire, as well as instructions on questionnaire - filling. On the other hand, officers with no access to the Government Intranet and an e-mail account and / or in need of assistance in completing this questionnaire, were contacted by the Directorate for Corporate Services within their respective Ministry for a face-to-face interview.

The exercise was rolled out in Government Departments on the 22<sup>nd</sup> January 2010 and in Public Sector Entities/ Authorities in the third week of February 2010. The data collection phase was concluded in October 2010.

The Directorate submitted a report illustrating a general analysis of Public Service data. This was the first of a series of analytical reports that will build up a comprehensive analysis of the Skills Profiling Exercise carried out across the Public Administration.

The analysis of the Skills Profiling data is expected to be completed by June 2011.

### **Family-Friendly Measures Survey**

Following the publication of OPM Circular 23/2010 dated 1<sup>st</sup> November 2010, this Directorate issued a questionnaire regarding the utilisation of family-friendly measures across the Public Administration. The data collection was staggered in four groups with a two-week time window allowed for each group. The first group which comprised OPM, MFA and MGOZ started on the 3<sup>rd</sup> November 2010; the second group (MITC, MRRA and MFEI) started on the 17<sup>th</sup> November 2010; the third group (MEEF, OPR and HOR) started on the 1<sup>st</sup> December 2010 and; the fourth and final group (MJHA and MHEC) started on the 15<sup>th</sup> December 2010). The data collection was concluded by the 31<sup>st</sup> December 2010.

Questionnaires were submitted electronically, either through the Intranet (through an online form) or by e-mail. This directorate collated the data received into one database to enable the comprehensive analysis of submissions. An initial analysis of the data will be performed by the University of Malta. A second analysis of the data will be performed by this Directorate, and shall commence in the second quarter of 2011.

### **Sickness Reporting**

The Sick Leave Utilisation Survey was issued in February 2010 and all Ministries submitted the requested returns. Between April and June 2010, the HR Systems and Data Management Directorate revised the data collation process of Sick Leave Statistics for Public Service Departments, and introduced a new monthly

process where submissions would need to be forwarded by the 15<sup>th</sup> day of each month. For this purpose, this office developed an electronic mechanism whereby totals are submitted via an online survey, specifically located on the Public Service Intranet.

### **Notification Form and Sickness Statistics**

Following the introduction of the Notification Forms System in October 2009 and the Monthly Sickness Report in May 2010, this directorate performed a preliminary analysis to determine whether any changes in Sick Leave utilisation resulted in response to the introduction of the Notification Forms System. Through this study, which was based on a 4-month period, a minimal decrease in sick leave utilisation was observed. The analysis over a span of one calendar year is expected to yield a sounder analysis. Such will be conducted in February 2011.

### **Public Sector Employment Data**

In October 2010, this office started a process of collating Public Sector data (Entities/Authorities/Agencies/Organisations). This information is being collected through the respective line Ministries, on a monthly basis, and by the 15<sup>th</sup> day of the succeeding month.

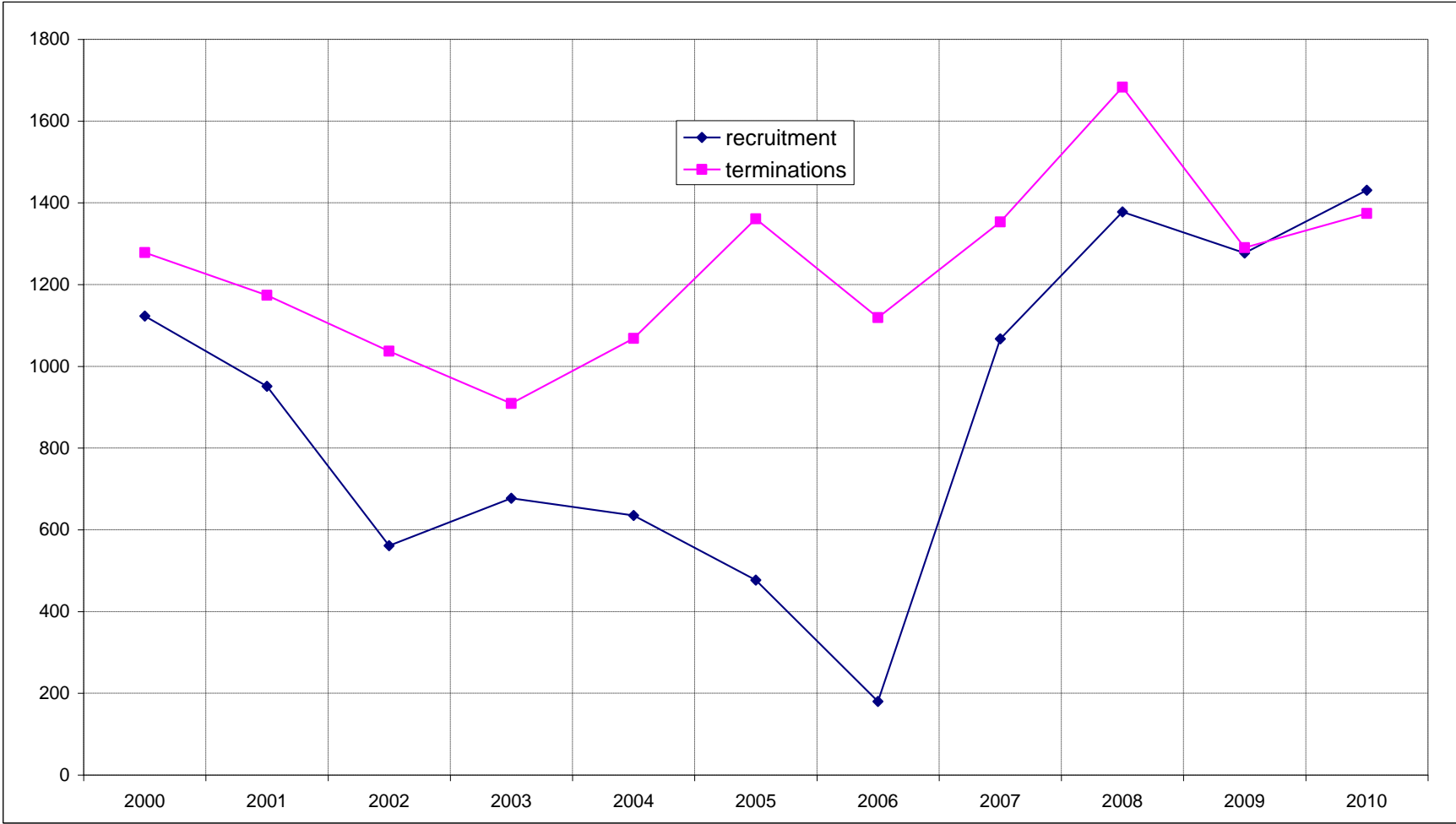
### **Other Matters**

- A full Data Protection Audit of the directorates forming part of the Public Administration HR Office was carried out by the Data Protection Unit of MITA. This audit consisted of an investigation of all aspects of the Directorate's activities and conformity to the provisions of the Data Protection Act 2001. All IT applications and manual processes storing personal data were reviewed, together with PAHRO's Data Protection Officer. The full audit report was finalised and submitted during April 2010.
- The Assistant Directors within the HR Systems and Data Management Directorate were assigned short work experiences with Directors (Corporate Services) and Director (People Management & Support Services) within line Ministries in April 2010. The four Ministries where these short experiences were held were the Ministry for Foreign Affairs, the Ministry for Infrastructure, Transport and Communications, the Ministry for Resources and Rural Affairs and the Ministry for Education, Employment and the Family.
- During the first quarter of the year, all the data related to the utilisation of Family Friendly Measures was collected. The HR Systems and Data Management Directorate conducted a statistical analysis which was referred to the Director (Employee Relations) for further qualitative analysis.

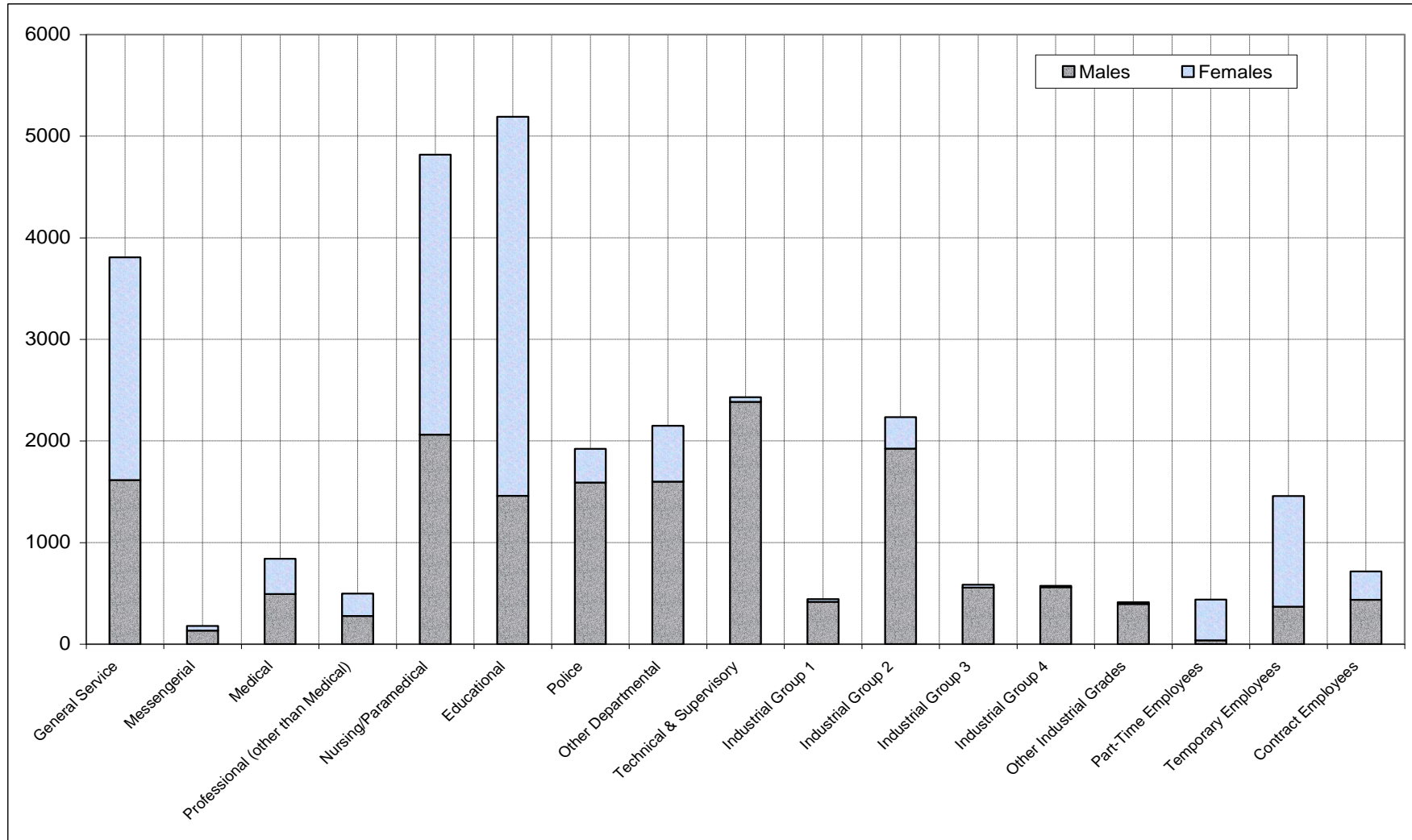
### **Appendices I to VI illustrate:**

- I Recruitment against Terminations in the Public Service 2000 – 2010;
- II Distribution of Public Service employees by Category and Gender as on December 2010;
- III Average age by Grade and Gender in the General Service Class as on December 2010;
- IV Comparison report - Public Service Workforce - end December 2009 against end December 2010;
- V Pie Chart showing comparison between causes of terminations from the Public Service during 2010;
- VI PMP compliance by Ministry during 2010.

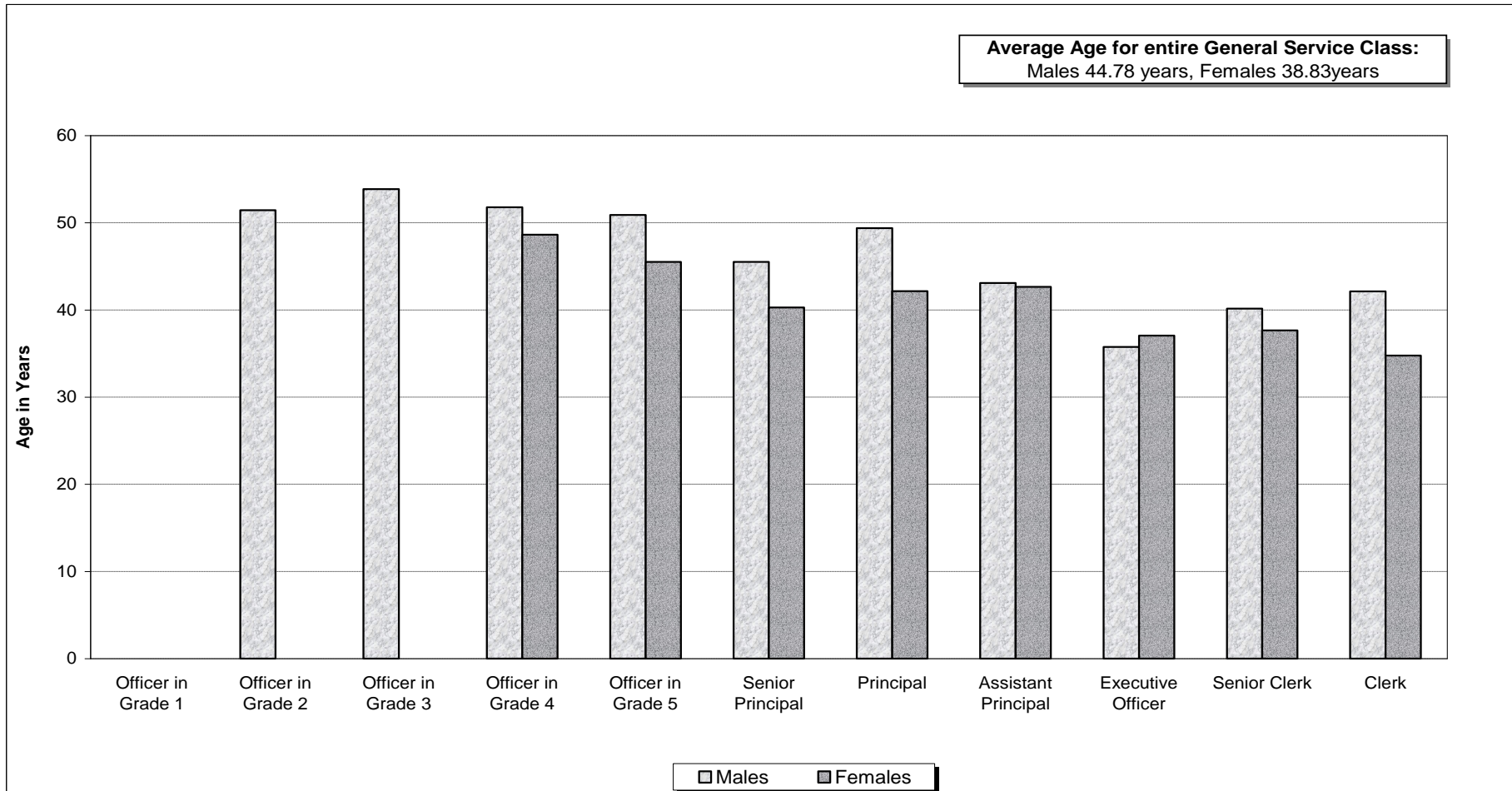
Recruitment against Terminations in the Public Service  
2000 - 2010



Distribution of Public Service employees by Category and Gender  
as on 31st December 2010



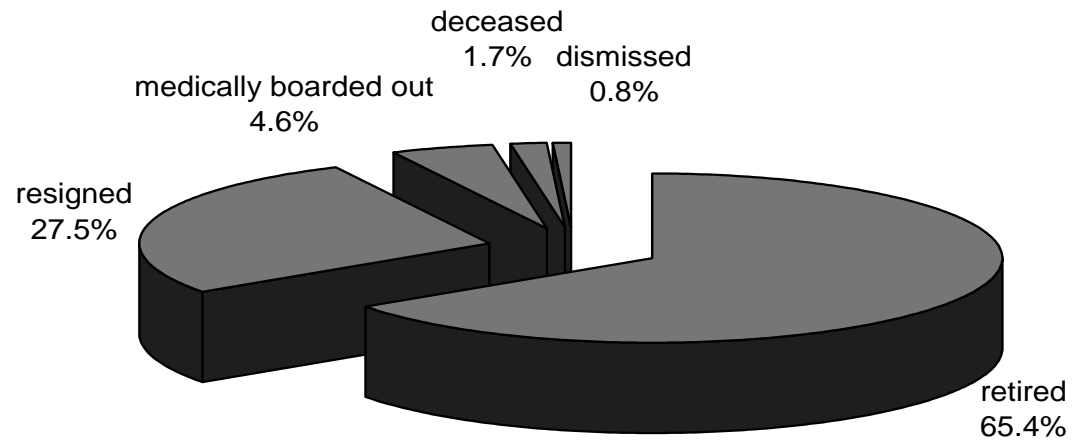
**General Service Class**  
**Average Age by Grade and Gender**  
 as on 31st December 2010  
 (all grades shown substantively)

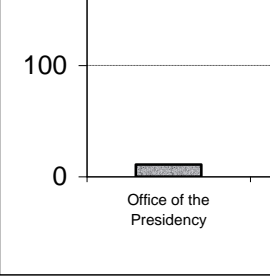


**Public Service Totals**  
**Including AFM uniformed personnel**  
**and Public Service employees seconded/detailed to authorities/public entities**  
**December 2009/2010**

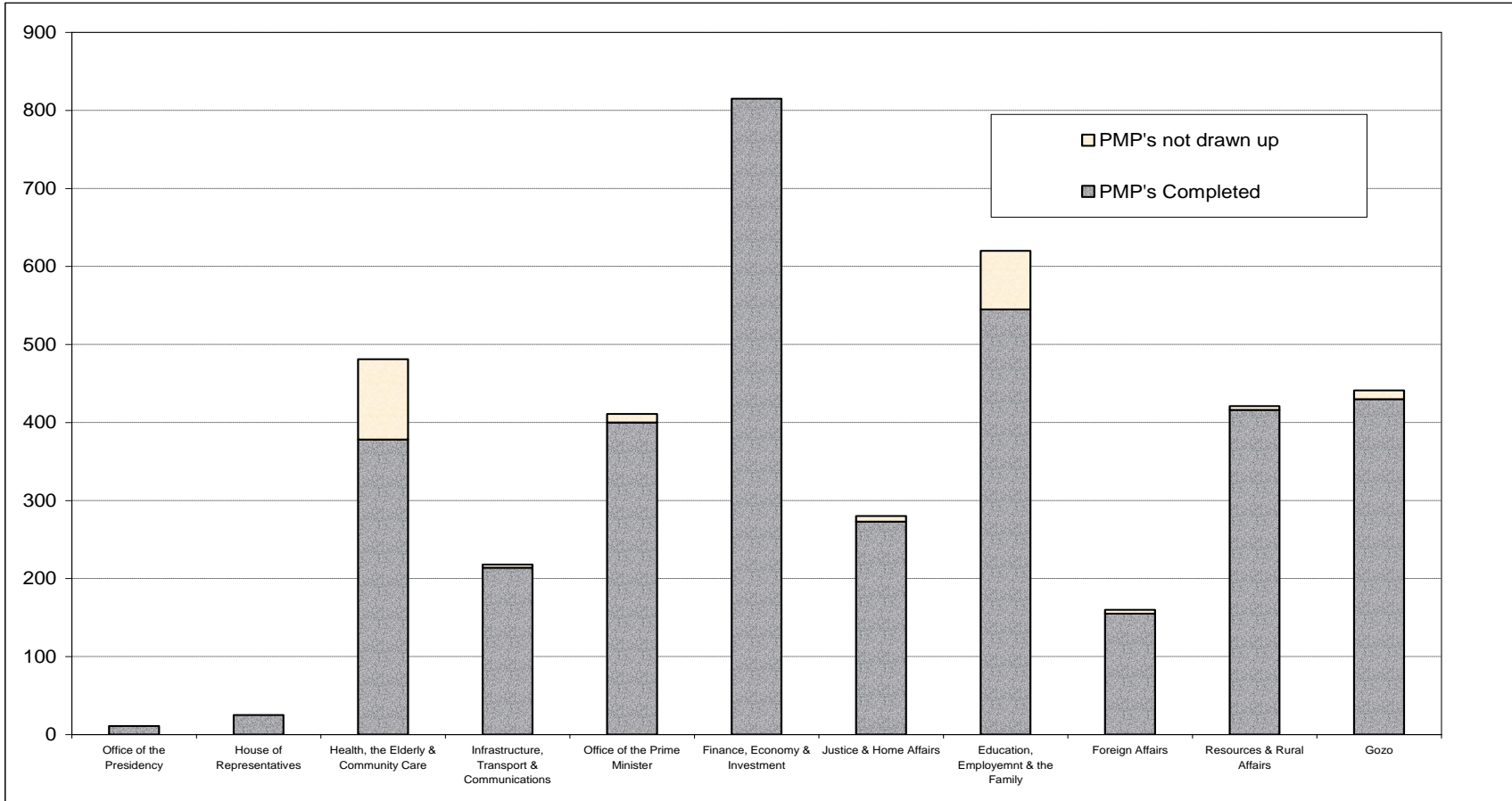
Category	Dec 2009	Dec 2010
<b>Full-Time Public Service Employees</b>		
Administrative & Clerical	3801	3661
Messengerial	190	170
Police Force	1852	1922
Technical	2041	1971
Professional (Other than Medical)	433	448
Nursing/Paramedical	4643	4815
Medical	790	833
Educational	5324	5190
Other Departmental Grades	1800	1885
Industrial	4155	3810
	<b>25029</b>	<b>24705</b>
<b>Armed Forces (Uniformed)</b>		
Regular	1563	1569
Revenue Security Corps	119	110
Reserve	48	51
Volunteer	20	34
	<b>1750</b>	<b>1764</b>
<b>Temporary Employees</b>		
Part-Time	497	438
Temporary	1261	1457
On definite contract - local & expatriates	697	705
Trainees	1	1
	<b>2456</b>	<b>2601</b>
<b>Public Officers with Authorities/Public Entities</b>		
	<b>1415</b>	<b>1403</b>
<b>GRAND TOTALS</b>	<b>30650</b>	<b>30473</b>

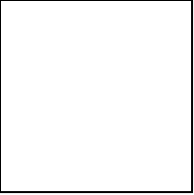
Employees who terminated their employment from the Public Service  
January - December 2010





**Performance Management Programme  
PMP Compliance of Employees in the General Service Class - 2010**





Doreen Ellul

Director General  
Public Administration HR Office