
Public Administration HR Office

ANNUAL REPORT 2013

Mission Statement

To formulate, develop and promote progressive human resources policies, strategies and management systems in support of the business of Government and for the delivery of an efficient service to the public.

The Organisation

The Public Administration HR Office, within the Office of the Prime Minister, is led and coordinated by the Director General (PAHRO), supported by the workings of three (3) important directorates, namely, Resourcing, Employee Relationship Management and HR Management Systems. During 2013, the Public Administration Collective Bargaining Unit joined PAHRO.

The Director General (PAHRO) provides continuous support and advice to the Principal Permanent Secretary and through him to the Prime Minister or the Minister responsible for HR management in the Public Administration.

The Director General (PAHRO) directs, supervises and co-ordinates the functions and activities of the directorates constituting the Public Administration HR office and oversees the implementation of the provisions of the Public Administration Act, as far as public administration is concerned. Whilst providing central direction to line ministries on the strategic, tactical and operational functions of HR management, this office contributes to the collective management of the Public Administration by contributing towards the creation and formulation of HR policies that address both organisational and workforce needs. HR systems and processes are constantly streamlined with the aim of reducing the bureaucratic overload and to increase efficiency. This office also formulates and implements innovative HR management ideas, methods and techniques.

One of the main highlights of 2013 was the formulation of a Human Resources and Skills Development Strategic Policy Framework, geared towards a renewed way of managing the most important resource in the Public Administration - the Employees. This document was built upon a two step approach, whereby it first presented the current scenario, thus enabling the identification of the salient gaps that need to be bridged in order to align the Public Administration's Human Resource Management practices and policies with Government's overall strategic direction. The required Strategic Objectives and Initiatives were formulated with the aim of addressing resultant gaps, feeding new requirements for inclusion in subsequent strategic programmes, as well as the creation of a culture of continuous improvement and strategic thinking. The Strategic Policy

Framework also provides for the designing of a system which is focused on ensuring that the vision it provides is eventually transformed into tangible action.

Another initiative undertaken in 2013 was the operational review of PAHRO by the Management Efficiency Unit (MEU). The aim was to review existing policies, processes and procedures within existing legal frameworks. The recommendations presented by the MEU are currently under discussion with a view to devise a staged implementation process in order to commence the implementation of this review.

On the EU dimension, the Director General, PACBU officials, and two (2) PAHRO Directors actively participated and represented the Public Administration in the European Union Public Administration Network (EUPAN). Malta's participation in the EUPAN network does not only ensure that Malta's national position in the HR field is adequately represented but that the Maltese Public Administration is kept abreast on the developments occurring on the European platform.

Gender Mainstreaming

In line with OPM Circ 15/2012, the Public Administration HR Office (PAHRO) strives to take a pro-active approach to gender mainstreaming when establishing regulations, policies and guidelines in the areas of recruitment, selection, appointment, transfer, promotion and progressions. The requirements emanating from the Public Service Commission Regulations (PSC), the Employment and Industrial Relations Act (EIRA) and any other pertinent laws and legislations are, in turn, regulated in the Public Service Management Code (PSMC). Moreover, through appropriate clarifications in the PSMC, further responsibility is devolved onto Ministries and Departments so as to ensure that their operations are gender neutral.

In this regard, PAHRO is certified in the Equality Mark, issued by the National Commission for the Promotion of Equality (NCPE).

EMPLOYEE RELATIONSHIP MANAGEMENT DIRECTORATE

The mission of the Employee Relationship Management Directorate is to provide support and advice on human resources management, particularly in the sphere of employee relations. It is also entrusted with the formulation, launch and monitoring of policies which seek to adapt the workforce of the Public Administration, and the Public Service in particular, to modern management methods; thus enabling it to respond to the programmes of government and the needs of the public.

The Directorate is at the forefront in identifying, developing and monitoring HR practices. One of the main objectives of this Directorate is to continuously improve the conditions of service of public employees, with a view to foster high levels of motivation, productivity and discipline in the Public Administration. In this light, the Public Service Management Code (PSMC) is continuously being updated. Moreover, user-friendly manuals are formulated, developed and updated to further facilitate access to information.

HR Compliance and Service Quality Audit

During the third quarter of 2013, the Employee Relationship Management Directorate (ERM) within PAHRO, performed an HR Compliance and Service Quality Audit across all line ministries. The focus of this audit was the reviewing of processes of three Family-Friendly Measures (Teleworking, Reduced Hours and Flexi-Time), to encourage best practice, streamline compliance to the Public Service Management Code (PSMC) and correct discrepancies wherever necessary. The main objective of this audit was the fine-tuning and improvement of these three policies, with a view to promoting a more sustainable work-life balance, which in turn would enhance the ongoing engagement of employees.

The methodology used by ERM included four tools. The first tool was a semi-structured meeting which was held with fifteen Directors responsible for HR, and during which the implementation and impact of these policies was discussed. The second tool involved a review of documents. This entailed the assessment of a randomly selected sample of files, for compliance with PSMC requirements. The third tool took the form of a questionnaire which was sent to all 2,715 beneficiaries of the policies under review, and through which important data regarding the impact of the policy on each beneficiary was gathered. The fourth tool was the organisation of focus groups for beneficiaries from different Ministries, who wished to further voice their opinions on the impact of the policies concerned.

On the strength of the valuable information gathered during the HR Compliance and Service Quality Audit, the current situation regarding the three policies under review was gauged and a final report is being drawn up with the conclusions and appropriate recommendations.

Employee Support Programme (ESP)

In line with Government's objectives to promote the physical and psychological well-being of its employees, in 2011, PAHRO launched the Employee Support Programme (ESP) for Public Employees. This project is co-financed by the European Social Fund, Operational Programme II, Cohesion Policy 2007-2013.

The Employee Support Programme is designed to deal, on a short-term basis, with a broad range of difficulties, such as work-related stress, mental health and emotional stress, marital and family concerns, bereavement and terminal illness, addictive behaviour and disability issues. The support is provided by six partner organisations, namely, the Foundation for Social Welfare Services (FSWS), the Malta Hospice Movement, the National Commission for Persons with Disability (NCPD), OASI Foundation, Richmond Foundation, and Cana Movement.

One of the major components of this project was the mapping exercise which was aimed at identifying psycho-social and disability issues, as well as the training needs in employee support across the Public Administration. The mapping was completed in June 2012. Consequently, two final overall strategic reports, encompassing the findings and results of the mapping, as well as the recommendations made by the mappers, were drawn. The Employee Relationship Management Directorate presented the findings and results of the Administration-wide mapping exercise during an interim conference for top management officials in the Public Administration.

Following the situation-needs analysis, which was concluded in 2012, a number of training sessions, addressing all levels of employees, were delivered. These training sessions were aimed at increasing awareness on an array of psycho-social and disability issues, as well as training HR Managers, officers with people management responsibilities, and middle management in employee support. A total of 79 HR Officers and Psychologists, benefited from certified vocational training in employee support. The training, of officers in middle management positions, was delivered by the Partner Organisations, and covered a total of 111 participants. Moreover, the Partner Organisations delivered 133 awareness sessions, thus reaching a total of 2389 public employees. These sessions were aimed at equipping employees at all levels, to better address psycho-social and disability issues, both at the workplace and in their private lives, thus encouraging a culture of well-being and employee support across the Public Administration.

Throughout the year under review, a total of 141 public employees accessed the ESP Unit for individual support. The majority of beneficiaries accessed the Unit on account of personal issues which were affecting their mental and psychological health.

Owing to the demand for the service offered by the ESP, the project completion date was extended till March 2015. As a result of this extension, additional training sessions, aimed at raising awareness in employee support, will be provided. Moreover, the amount of individual training sessions will also be increased.

In order to reinforce the training offered by the ESP Unit on employee support, PAHRO embarked on an educational campaign aimed at reaching all public officers. The educational campaign consisted of an information leaflet on stress, which was distributed to all public employees. An executive summary was also distributed to officers in top management positions, to outline the main findings and recommendations emanating from the final overall strategic report of the Public Administration-wide mapping exercise.

In June 2013, the responsibility for the implementation of the ESP Project was re-assigned to the Employee Relationship Management Directorate, within the Public Administration HR Office.

Donation of Vacation Leave/Time-off-in-lieu

The Employee Relationship Management Directorate is pleased to note that the policy 'Donation of Vacation Leave/Time-off-in-lieu', is reaping fruitful results. By December 2013, a total of 5347.75 hours were donated to the central fund, and 17% from this total has been transferred to public employees for humanitarian reasons. Moreover, a further 3566.75 hours of vacation leave and/or time-off-in-lieu have been donated on a person to person basis.

Codification of Policies

This Directorate ascertains congruency in decisions concerning similar situations. In light of this understanding, decisions and policy adjustments are continuously recorded and documented to ensure continuity, future posterity and that policy updates reflect current workplace and workforce needs.

Permanent Employment with Public Entities

The Directorate carried out an exercise to identify the pensionable public officers who are detailed / deployed with public entities and who reached pensionable age by the end of 2013. The identified serving officers were offered the opportunity to take up permanent employment with their respective entities, so as to benefit from the provisions of article 8B of the Pensions Ordinance. The officers who accepted to take such an offer were given permanent employment with their respective entities and they benefited from a treasury pension based on their analogous Public Service grade.

The Directorate was involved in three (3) Classification Boards which were set up to establish the analogous Public Service grade of a number of public officers who took up permanent employment with the Water Services Corporation, Transport Malta and State Colleges.

Discipline

The 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, advice and instructions to line Departments on the interpretation, management and processing of various types of disciplinary cases;
- the regular auditing of the exercise of discipline by Heads of Department under delegated authority through the periodic reports containing information about all disciplinary measures taken within their areas of jurisdiction. Corrective action was taken by the Directorate, whenever necessary;

- consultation with the PSC and other stakeholders on the interpretation of a number of provisions of the Disciplinary Regulations.

Public Officers Elected to Parliament

In order to encourage public officers, elected as Members of Parliament, to participate actively in the political well-being of the country, directives were issued, thus enabling these officers to be released from their duties as public officers in order to attend activities related to House business. The policy provides for the release of officers on activities held in or outside the House (e.g. attendance for Committee meetings, travelling abroad on parliamentary delegations, attendance for official events, etc). However, these officers may not be released to attend to their constituency. The relevant PSMC provision was amended accordingly.

Sexual Harassment

As an equal opportunities employer, the Public Service does not tolerate any form of sexual harassment at the workplace. In line with this principle, the policy regarding the prevention of sexual harassment was amended. This policy now provides that when a Director considers that the alleged sexual harassment is clearly and unambiguously a crime, the Director should immediately report the alleged offence to the police authorities to be investigated under criminal law. If the Director considers that the alleged harassment may have elements of a criminal nature, the Director should consult with the Attorney General.

Re-Instatement of Former Police Officers

In order to address prevailing recruitment requirements and enlist the largest possible number of former police officers who had served creditably in the Police Force, the criteria for re-instatement was revised. Hence, to be considered for re-instatement, former police officers should:

- have either resigned or retired on completion of 25 years service in the Police Force;
- be under 58 years of age and preferably not have left the Police Force for more than 15 years;
- not be guilty and convicted of a serious criminal case;
- not have been subject to internal discipline more than once every 12 months and ten times in their whole length of service; and
- be medically fit.

Maternity Leave & Adoption Leave

Maternity and adoption leave entitlements were increased from sixteen (16) to eighteen (18) weeks.

An employee may choose to avail herself of additional maternity leave beyond the first fourteen (14) weeks on full-pay, i.e. a further period of up to four (4) weeks, in whole or in part. During this further period, the employee is entitled to the applicable benefits in terms of the Social Security Act.

In the case of adoption leave, public employees are entitled to a fixed weekly rate equivalent to the Maternity Leave allowance in terms of the Social Security Act for the further period of up to four (4) weeks.

Unpaid Parental Leave to Category 'A' employees

Officers occupying a Headship / Directorship / Assistant Directorship position are entitled to avail themselves of period of up to four (4) months unpaid parental leave on the grounds of birth, adoption, fostering or legal custody of a child. During this period of unpaid parental leave the Headship / Directorship / Assistant Directorship need not be terminated.

The period taken as unpaid parental leave will be reckonable as forming part of the six (6) creditable years in the position required for tenure as Officer in the respective Grade.

This unpaid leave may be availed of in established periods of one (1) month each and, in agreement between the Head of Department and the officer concerned, may be taken on a full-time, part-time or in a piecemeal way.

Policy Decisions

The following policy decisions were taken during the period under review:

Adoption from Abroad: In cases of international adoptions, prospective adoptive parents may utilise one (1) week adoption leave from the eighteen (18) weeks entitlement for travel purposes connected with last court session for the award of the adoption decree; i.e. before adoption is officially approved by the competent authorities. In exceptional and specially deserving cases, this special concession may be increased from one (1) week to two (2) weeks.

Political Participation: Public officers in salary scale 6 (or equivalent) and lower, who occupy a politically-free post, may be granted unpaid leave on grounds of public policy in order to act as personal assistant to the Leader of a political party represented in Parliament. This unpaid leave which shall be renewed yearly may be granted for the duration of the assignment as personal assistant. Only one public officer shall be released with the Leader of a political party represented in Parliament.

Retirement from the Public Service on grounds of public interest: Public officers who are found unfit for further duties by a Medical Board shall be asked to apply for permission to retire. If however, they decline to apply for permission, PAHRO shall proceed to have the officers concerned retired from the Public Service on grounds of public interest, in accordance with the relevant provision in the Disciplinary Regulations.

HUMAN RESOURCES MANAGEMENT SYSTEMS DIRECTORATE

The functions of the Human Resources Management Systems Directorate for the year under review included the following:

- Managing and maintaining Government's payroll system and ensuring the timely issuing of salaries, bonuses, overtime and allowances to all persons present on the Government Payroll system;
- Analysing and reporting on the data captured through the Skills Profiling Exercise carried out throughout the Public Administration, and monitoring updates of the captured data;
- Implementing and monitoring the Performance Management Programme (PMP) to improve employee performance against approved output and pre-determined quality standards, while striving to make improvements to the Programme;
- Continue with the transformation of the Directorate into the Public Administration's information hub;
- Organising regular fora for Directors for Corporate Services, Directors for People Management and Human Resources Managers to improve their competence in the field and keep them aware of new developments and policies;
- Administering and supporting the PAHRO website, the Public Service Recruitment Portal and the HR Managers' restricted area on the Public Service Intranet;
- Managing and maintaining the collation of Public Service and Public Sector employees' data with a view to providing regular, accurate, timely and qualitative information for optimal planning and decision taking;
- Performing the annual sick leave and Family-Friendly Measures surveys, and any ad hoc surveys as may be required from time to time;

The Government Payroll

During 2013, the Government Payroll was continuously consolidated and updated with several enhancements, such as the adjustment to the maximum FSS tax rate from 35% to 32%, the synchronisation of allowances in respect of employees at Boffa Hospital and Primary Health Care, the introduction of a 46-hour work schedule for employees at the Police Force, Civil Protection and the Corradino Correctional Facilities, and the addition of another report generator to facilitate the extraction of information from this system. This Directorate held regular meetings with MITA and the contractor, both as part of the Project Board, and also informally to discuss enhancements. In this regard, the system is being kept up to date with all budget measures which have an effect on salaries, and with any other new requirements which may be needed from time to time.

The change in administration affected the payroll in such a way that the system had to be re-adjusted and re-configured to cater for the new Ministry structures. The Directorate also processed the payment of all Terminal Benefits payable to Ministers, Parliamentary Secretaries and members of ex-private secretariats.

During 2013, the Directorate emailed circa 21,200 payslips per payroll, to Public Service employees, together with another 16,500 payslips, also by e-mail, to students and apprentices who receive stipends through the same payroll. In addition, 52,385 FS3 Forms were also distributed, mostly via email.

Change to SEPA

The method of transfer of electronic payments of funds between the Government payroll, the Central Bank of Malta, and Commercial Banks was changed from the present manual system to SEPA (Single Euro Payments Area) standard during November. This change necessitated the modification of all payroll bank account numbers to IBAN (International Bank Account Number) format, in conformity with the new system. The aim of SEPA is to put all electronic payments (credit transfers and direct debits, credit card and debit card payments,) across the euro area on the same platform of domestic payments. In practice, SEPA means that a payer will be able to make fast and secure transfers between bank accounts anywhere in the euro area, similar to domestic transfers and at the same costs.

The change-over to SEPA required some major changes to the Government payroll, with the creation of several new screens. These were performed by the contractor on time, and the change-over to SEPA went ahead as planned, and well before the deadline of 1st February, 2014, imposed by EU Regulation 260/2012 for the euro area.

The Dakar AMS (Absences Management System)

The Dakar Absences Module (AMS) is a new component which has been added to the present payroll system during the year. This module was fully developed and tested in 2012, and launched during the second half of this year. The AMS is designed to capture, in the Dakar system, all absences data availed of by Public Service employees, such as vacation leave, sick leave, parental leave, study leave, etc, and complements the present EPS (Employee Payments Screen) in use in line departments. It also includes a set of reports and a calendar showing all absences taken by a particular person, on a yearly or monthly basis, in a graphical layout. At present, users are being trained on the proper use of this system, and after a brief period of parallel running, the system will be going live.

Skills Profiling

Periodical updates to the skills profiling database is an ongoing process, and the unit concerned regularly compares this data against the Directorate's databases to delete any employees who would have terminated their employment since the last update. This office also issues, on a quarterly basis, details of officers whose skills profiles do not feature in this database, and requests the assistance of Directors responsible for Corporate Services, within line Ministries, to contact the listed officers to ensure compliance. After this data is collected, it is analysed on the basis of compliance, highest level of education and work preferences. All recruits are required to complete their skills profile, while all other employees are required to ensure that their skills profile is being kept updated. Several requests for skills data were also entertained during the year. This data will eventually be imported into one of the new HR modules which the Directorate will be procuring.

Performance Management Programme (PMP)

The Directorate continued to monitor the implementation of the Performance Management Programme (PMP) across line ministries and departments. All performance appraisals of employees within the General Service Class, and who were due for promotion or progression during the year were reviewed to ensure consistency and coherence. The Programme ensures that employees' performance is evaluated against agreed measurements and pre-determined quality standards for better service to clients.

This year's PMP audits were carried out between May and June in view of the changes in ministries' portfolios following the March general election. This annual exercise is undertaken in order to ensure that PMPs covering the period 1 January to 31 December 2013 have been drawn up for all eligible employees. A follow-up to this audit was performed in August, following which a 4% increase from **89%** to **93%**, was registered.

Overall PMP compliance for 2013, fell by 1% over the previous year – from **94%** to **93%**. This was mainly due to the very poor compliance rate of one particular entity. Three ministries registered **100%** compliance, while another two registered **97%**. A detailed report was also compiled showing the overall PMP compliance for each ministry during the year.

Fora organised by the Directorate

In order to strengthen the communication between the Directorate and line Ministries, and to further improve the competence in HR Management with the various stakeholders across the Public Service, the Directorate organised four fora for Directors of Corporate Services/Human Resources/Finance & Administration during the year. Topics discussed in these fora included '*Clarifications on the Collective Agreement*' and '*Sick Leave Trends and Statistics*'.

The shared area on the Intranet, reserved for DCSs and HR Managers, was kept up to date. Access to the Sectoral Agreement area was given to several persons in HR Branches, after the necessary authorisations.

Sick Leave Utilisation Survey

This directorate collected sick leave data from line departments and public sector entities on a monthly basis, as part of the Sick Leave Utilisation Survey which is conducted every year. This data was then analysed, and will form the basis of a comprehensive report which is compiled every year. This report gives an accurate picture of sick-leave utilisation within the Public Administration, and is a valuable tool for the expert group which has been appointed specifically to recommend policies and/or measures to minimise sick leave utilisation and abuse.

Expert Group on the Sick Leave

An expert Group was set up in the first quarter of 2013, with the primary objective of drawing up a report and recommending measures to reduce sick leave in the public sector. This expert group is composed of representatives from the Ministry for Finance,

the Director, Employee Relationship Management, the Director, HR Management Systems, and another Officer from the Office of the Director General, PAHRO. This is one of the measures mentioned in the National Reform Programme for 2013. The Expert Group met regularly during the year, and amongst other things, discussed the findings of the detailed and in-depth analysis of the various data sets for sick leave utilisation during 2012. This exercise will also help identify those instances where higher levels of sick leave are utilised, particularly when this is seasonal or indicative of particular grades. This data is also being analysed in term of its financial impact on public finance.

Data Protection (DP) and FOI

Several meetings were held with the Policy Implementation Directorate at OPM, MITA's Data Protection Advisor and the Public Service Commission on a new form and an update to the current procedure when reasonable accommodation would be required in case registered disabled persons apply for posts or positions in the Public Service. The required procedure and form were eventually cleared and approved by the Information and Data Protection Commissioner.

During the year, three Data Protection (DP) Subject Access Requests and one of Freedom of Information (FOI) request were made. All requests were entertained in terms of the pertinent Acts and within the required time-frames.

An FOI section was also included on the new PAHRO website.

Procurement of five new HR Modules to complement the Dakar payroll system

During 2013, a draft business requirement document was prepared by MITA and PAHRO, in order to establish requirements for the supply, installation, commissioning, customisation, maintenance and support of five modules which will be incorporated into the present Dakar payroll system. These modules consist of a Skills Inventory Management, Qualifications Management, Performance Management, Recruitment and Promotion Management, and Discipline Management. This procurement shall include an analysis exercise and a data migration process from the various information sources available onto the procured systems. The project aims to enhance the Public Service's HR management competence through the procurement of these modules, and will enable management to obtain valuable information for the better management of its employees.

The new PAHRO website

A new and revamped PAHRO website was launched in January. Apart from an improved and modern appearance, the new website is faster, more user-friendly and incorporates new functionalities, such as a *Calendar of Events*, an updated *News Section* and an *Online Survey*. This website is updated regularly to include the latest Public Administration developments, as well as current service-wide calls for applications. This is in line with PAHRO's mission to deliver the business of Government in the field of HR management, to render an efficient service to the public, as well as support line Ministries and Departments in achieving Government plans and programmes.

Following the launch of this website, the latest edition of the Public Service Management Code (PSMC) was also incorporated, and PSMC updates started being included in real time. This edition of the PSMC has not been pdf-formatted and hence, not downloadable, in order to decrease the carbon footprint and ensure that processes are as environment-friendly as possible.

Appendices

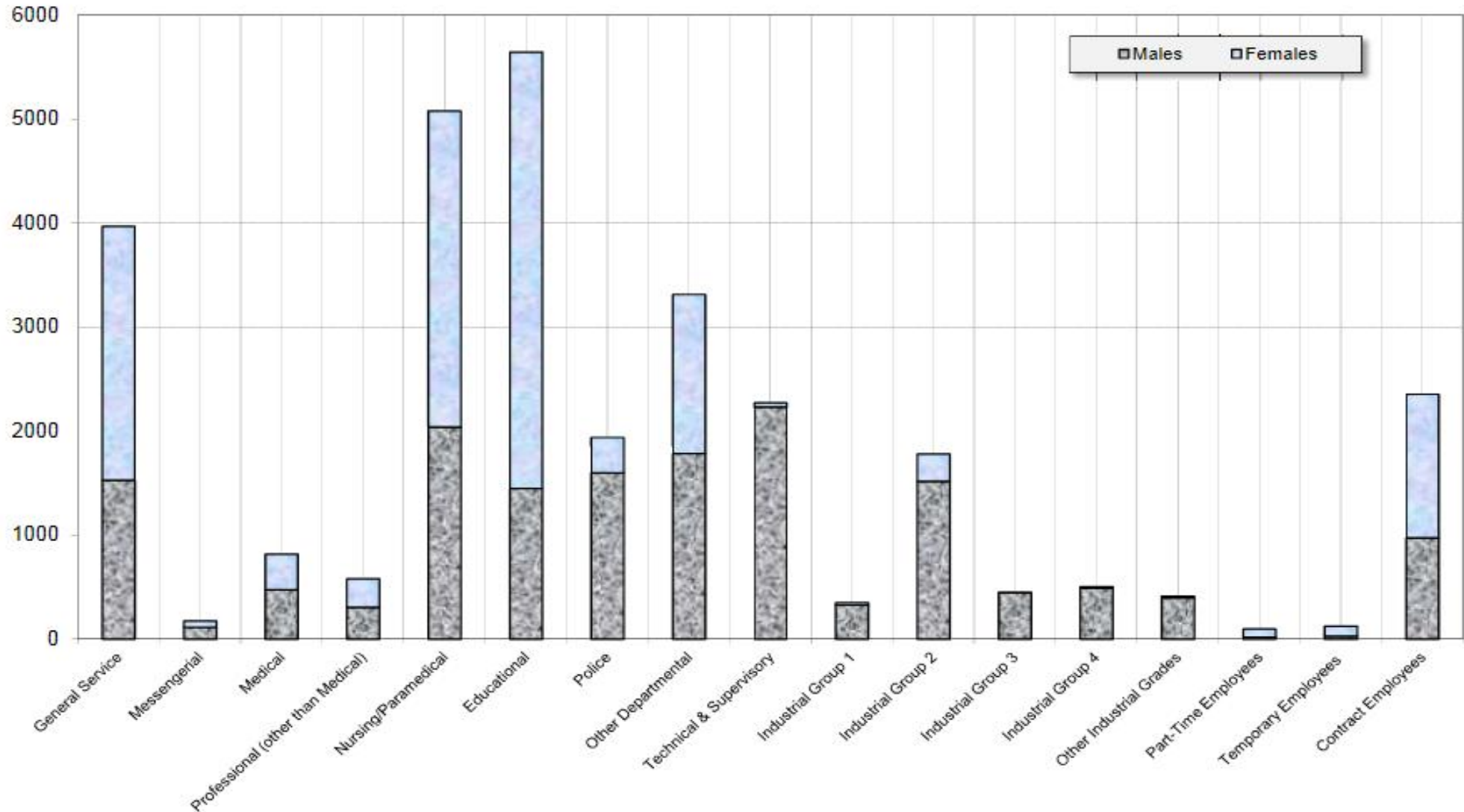
Appendices I to VIII show:

- I Recruitment against Terminations in the Public Service 2003 – 2013;
- II Distribution of Public Service employees by Category and Gender as on December 2013;
- III Average Age within the General Service Class by Gender – 2003 – 2013.
- IV Average Age within the General Service Class by Grade and Gender as on December 2013;
- V Comparison report - Public Service Workforce – 31st December 2012 against 31st December 2013;
- VI Pie Chart showing comparison between causes of terminations from the Public Service during 2013;
- VII PMP Compliance by Ministry during 2013;
- VIII Distribution of Public Service employees by Gender – 2003 – 2013.

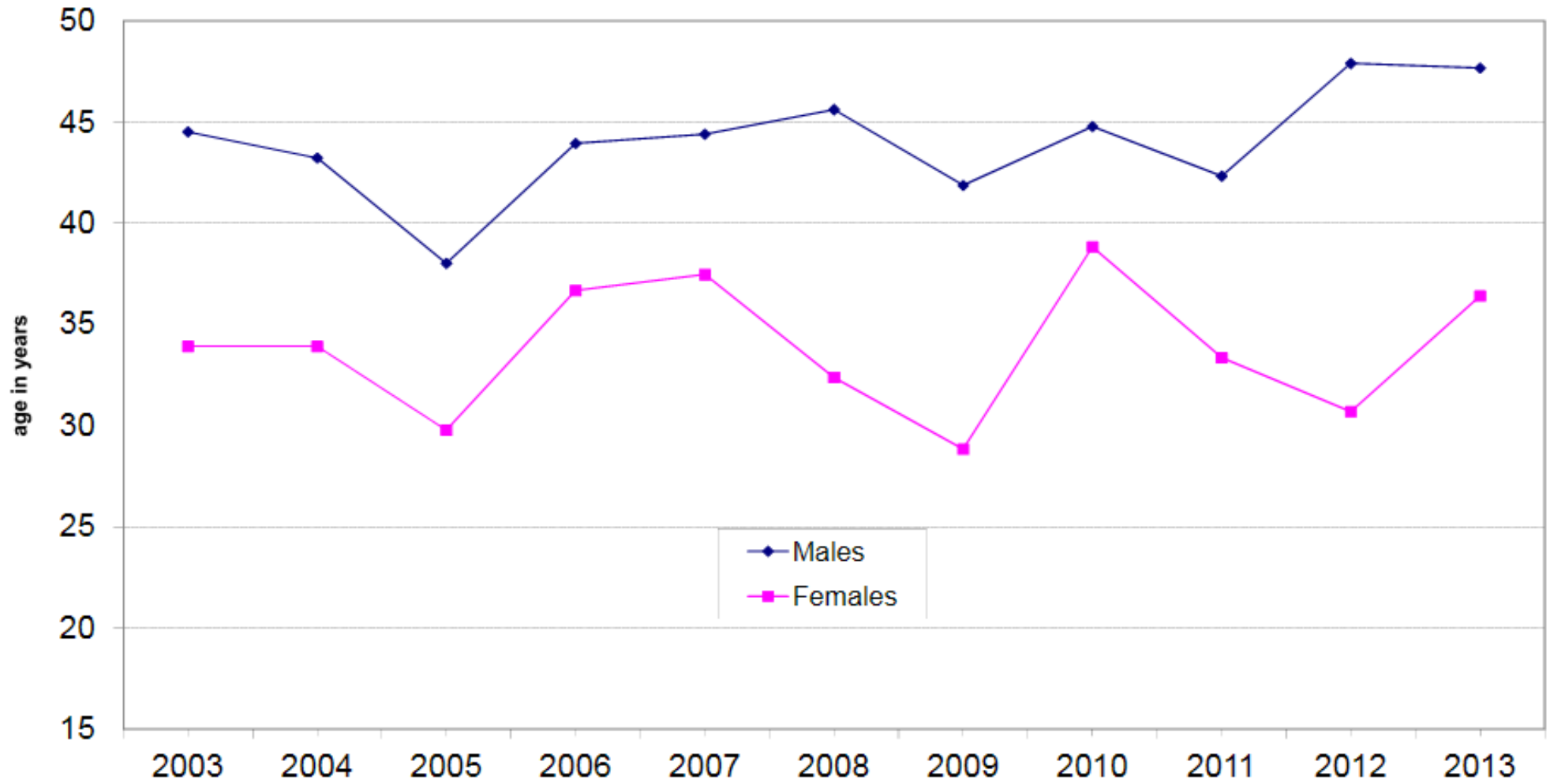
Recruitment against Terminations in the Public Service 2003 - 2013



Distribution of Public Service employees by Category and Gender as on 31st December 2013

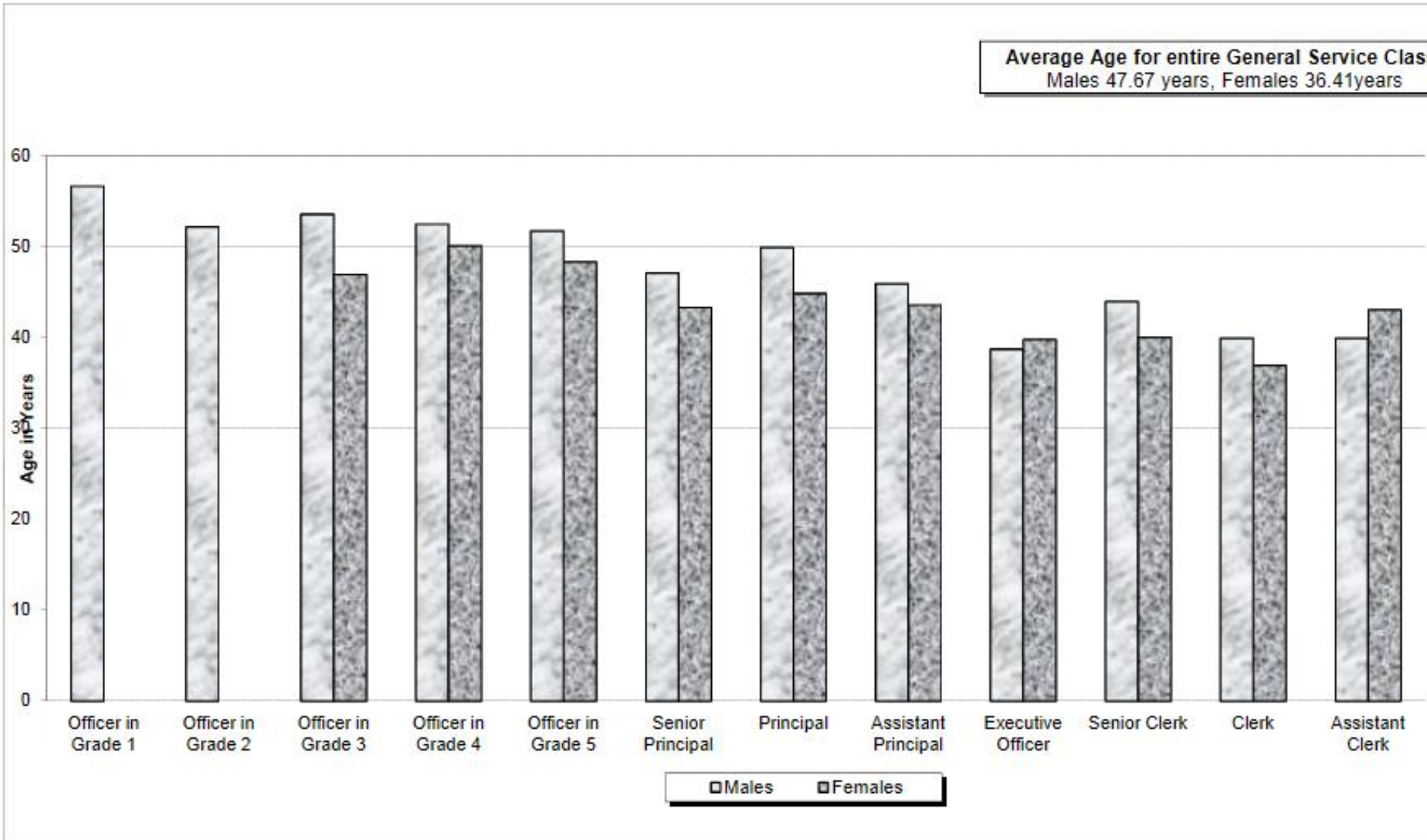


General Service Class
Average Age by Gender 2003 - 2013
December 2013



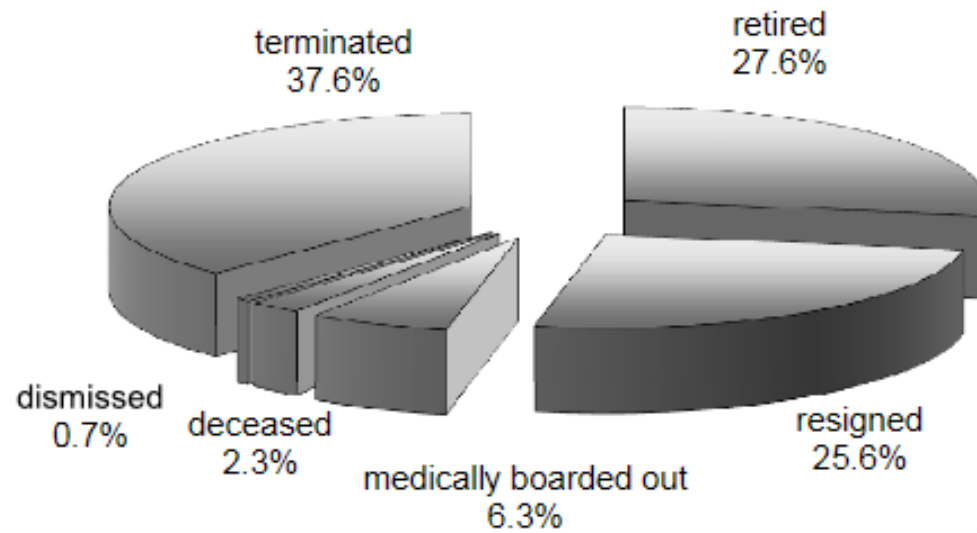
General Service Class
Average Age by Grade and Gender
 as on 31st December 2013
 (all grades shown substantively)

Average Age for entire General Service Class:
 Males 47.67 years, Females 36.41 years

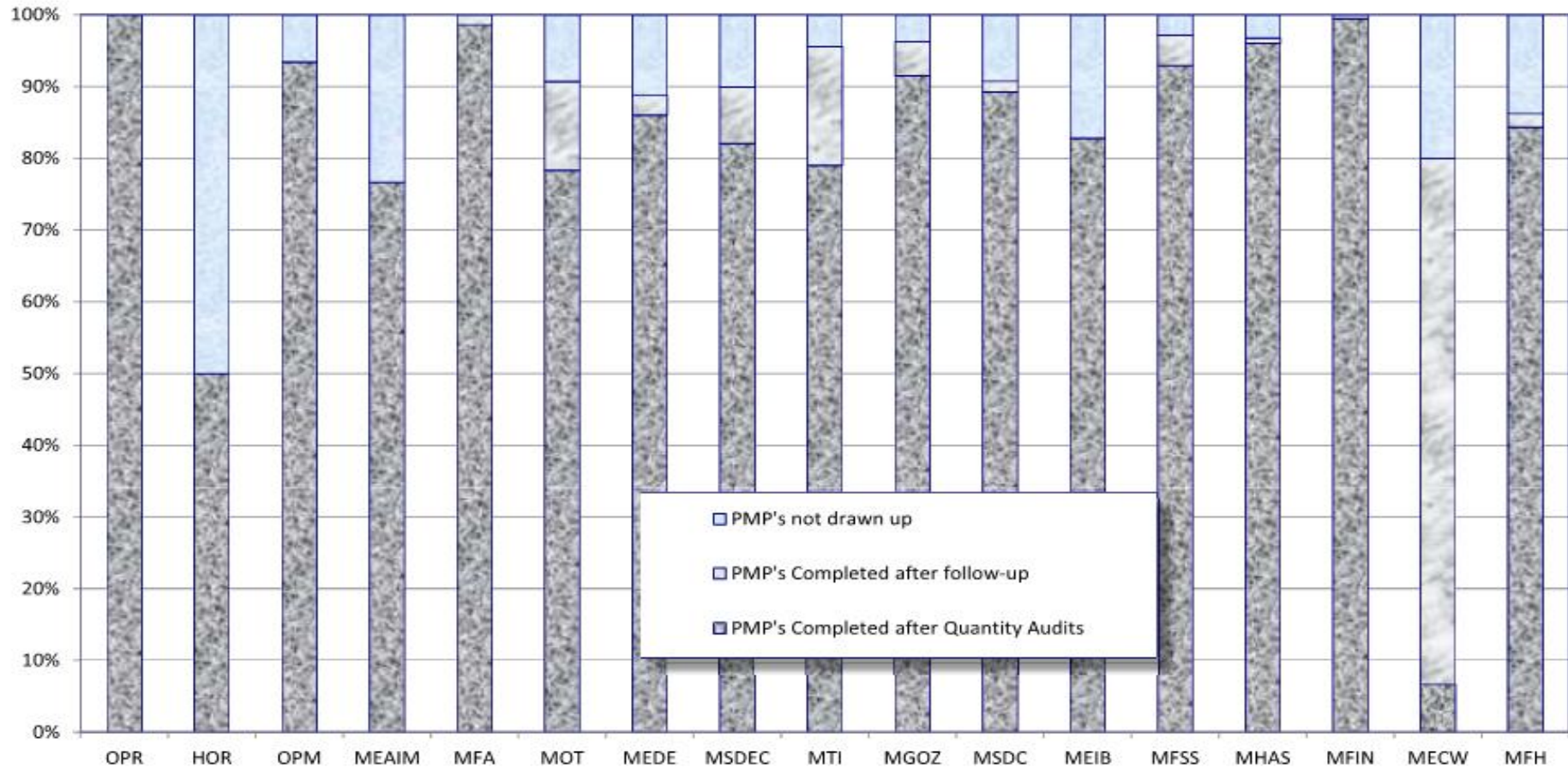


Public Service Totals Including AFM uniformed personnel and Public Service employees seconded/detailed to authorities/public entities December 2012/2013			
Category	Dec 2012	Dec 2013	
Full-Time Public Service Employees			
Administrative & Clerical	3669	3843	
Messengerial	179	166	
Police Force	1903	1938	
Technical	1847	1854	
Professional (Other than Medical)	486	524	
Nursing/Paramedical	5026	5075	
Medical	848	810	
Educational	5657	5641	
Other Departmental Grades	2588	3015	
Industrial	3296	3137	26003
	25499		
Armed Forces (Uniformed)			
Regular	1540	1575	
Revenue Security Corps	38	34	
Reserve	57	63	
Volunteer	22	21	1693
	1657		
Temporary Employees			
Part-Time	365	98	
Temporary	894	126	
On definite contract - local & expatriates	1097	2348	
Trainees	1	2	2574
	2357		
Public Officers with Authorities/Public Entities			
	1328		1355
GRAND TOTALS	30841	31625	

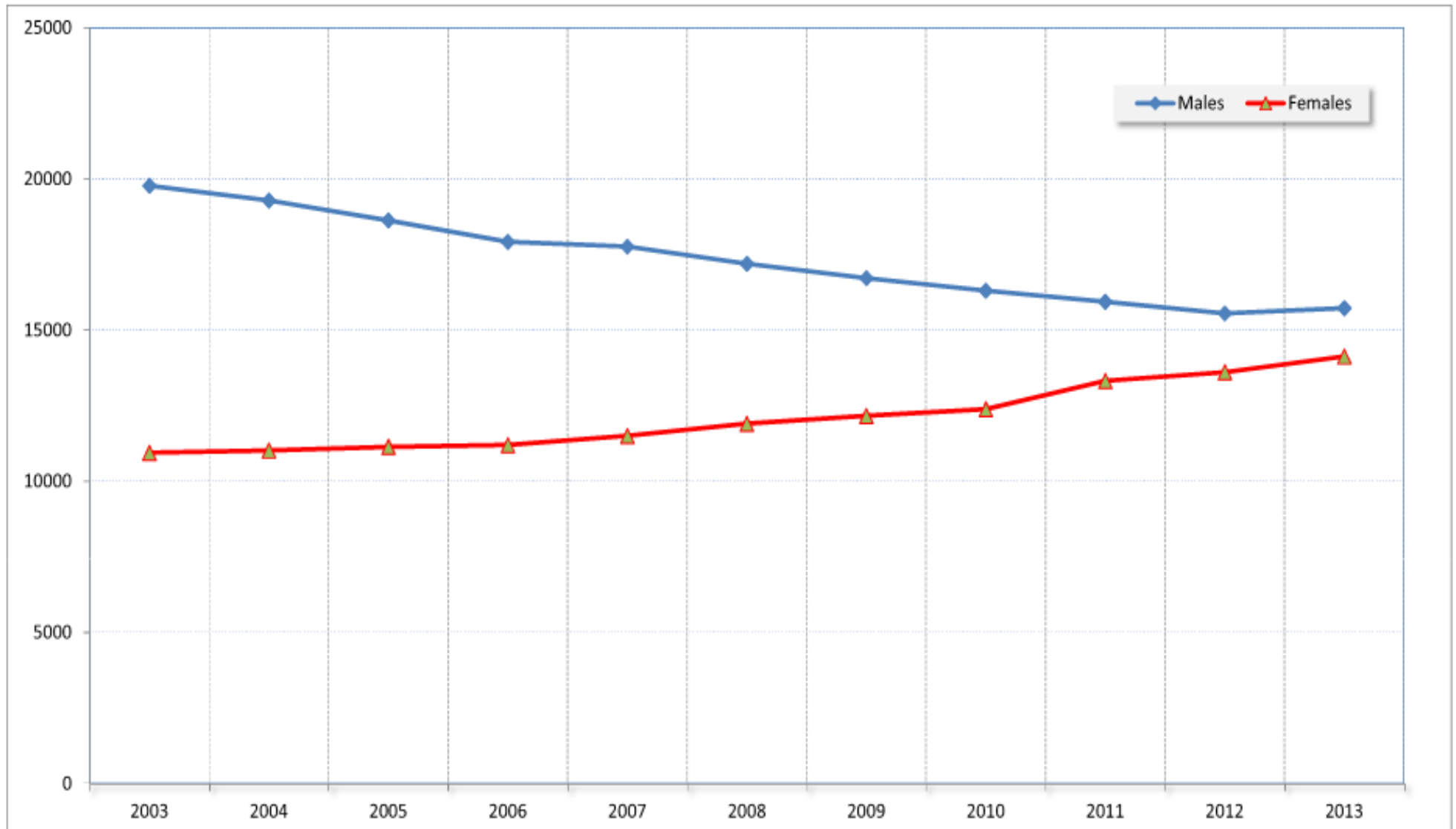
Employees who terminated their employment from the Public Service
January - December 2013



**Performance Management Programme
PMP Compliance of Employees in the General Service Class - 2013**



Distribution of Public Service employees by Gender
December 2003 - December 2013



RESOURCING DIRECTORATE

Introduction

During 2013, the Resourcing Directorate focused on the following major tasks:

- The formulation of an Instrument of Delegation, in terms of article 110 of the Constitution, to empower the Public Service Commission (PSC) to make, postpone and revoke appointments and to withhold progressions in scales 6 - 20 without the need to make a recommendation for the approval of the Prime Minister, in order to further expedite the selection process for the filling of posts and positions in the Public Service;
- The continued delegation of the recruitment and selection process - i.e. the approval of the selection criteria and weightings, the approval of the selection board report and publication of result, and the approval and making of the respective appointments;
- The implementation of the Government – UHM Memorandum of Understanding dated 14th January 2013 concerning employees on a fixed term contract in the Public Administration, in order to concede employees on a fixed term contract not carrying an objective reason indefinite status prior to the completion of the four year legal limit stipulated in the fixed term regulations (S.L.452.81);

Sectoral Analysis – Programmes and Initiatives

Delegation

Standing Selection Panels (SSPs), on which retired public officers and members of the public (retired and non-retired) may serve, were established in ministries, with PSC approval, as provided in Regulation 14 of the PSC Regulations. This enables the implementation of the delegated appointment of Selection Boards by the respective head of department, as well as relieves public officers from Selection Board duties, thereby enabling them to concentrate on their day-to-day duties, whilst providing opportunity for ex-public officers to utilise their experience and for members of the public to contribute to Public Service selection processes.

With the aim of streamlining procedures, an Instrument of Delegation, in terms of article 110 of the Constitution, was issued on 28th May 2013, to empower the PSC to make, postpone and revoke appointments and to withhold progressions in scales 6 - 20 without the need to make a recommendation for the approval of the Prime Minister. Thus the selection process for the filling of posts and positions in the Public Service became more expeditious.

Action was initiated for the delegation of the remaining stages of the recruitment and selection process in order that the selection process is fully delegated to line ministries - i.e. the approval of the selection criteria and weightings, the approval of the selection board report and publication of result, and the approval and making of the respective appointments - from the PSC to the head of department. The way forward was agreed upon by PSC and PAHRO and involves the drafting and subsequent approval of an Instrument of Delegation and a set of 'Directives and Guidelines on the Recruitment and Selection Process under Delegated Authority' as well as amendments to the PSC Regulations.

Post-delegation of issue of calls for applications by the Head of Department

Following the delegation of the issue of calls for applications to Heads of Department in November 2012, this Directorate undertook its monitoring role through the periodic perusal of a sample of issued calls. Moreover, more staff from line ministries were trained on the hitherto delegated part of the recruitment process, primarily the issue of the call for applications.

Meanwhile, the relative templates of calls for applications designed for the purpose of the delegation of this part of the process, continued to be updated as necessary.

Notice Provisions for Indefinite and Definite Contracts

Following the signing of the Collective Agreement for Employees in the Public Service covering the period 1st January 2011 to 31st December 2016, the relevant provisions regarding notice of termination of indefinite employment were announced and explained in detail through PAHRO Circular 3/2013. Concurrently, in-depth consultation was initiated, and is still underway, with the relevant stakeholders in order to announce and clarify the provisions regarding notice of termination of definite employment. In relation to the issue of notice of termination of employment, amendments to the policy regarding probation, were also proposed and approved by the PSC, in that employment on the basis of a definite contract of employment should also be subject to a period of probation.

Extension of Eligibility Requisites for Assistant Director Positions

In order to address instances where vacant Assistant Director positions in the Public Services remain unfilled due to lack of eligible candidates from amongst serving public officers, the eligibility criteria for Assistant Directorships were extended, in exceptional circumstances and with PAHRO approval, to public officers/public sector employees who hold a position at a level comparable to salary scale 7 or higher in the Public Service, and who have held one or more such positions for four consecutive years both within the Public Service and/or within Public Sector entities.

Recognition of Service in another Member State

Infringement No 2010/4219 by the European Commission, which was particularly focused on the teaching grades, dealt with the taking into account of professional experience and seniority acquired in another Member State for the purpose of determining working conditions in the Maltese Public Sector. The Directorate participated in an advisory capacity, in meetings held with the Education authorities, PACBU and the respective Union, leading to the signing of a side-letter dated 26th September 2013 as an addendum to the Agreement governing the Education Class. This side-letter stipulates that previous accredited teaching experience in the public sector of other Member States is reckonable for the purpose of seniority and salary levels on appointment in the Malta Public Service.

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

A letter-circular to Permanent Secretaries and Directors Corporate Services/Directors responsible for HR was issued on 17th June 2013 to communicate the introduction to two initiatives to increase the employment of registered disabled persons in the Public Service and wider Public Sector: (i) the introduction of a policy stipulating that where a vacancy occurs, prior to issuing a call for applications or, in the case of the Public Sector, prior to

submitting a vacancy form to fill the vacancy from parts I, II and III of the unemployment register, as far as possible such vacancy is to be filled from the ETC register of disabled unemployed persons. This measure, which introduces the possibility of Public Service departments making direct recourse to the ETC in the case of posts/positions in scales 16 to 20 without the involvement of the PSC, was enabled through an Instrument of Delegation published on 14th May 2013; (ii) the extension of reasonable accommodation arrangements in calls for applications through the introduction of a policy that in the case of posts or positions requiring applicants to sit for an examination, special accommodation arrangements are to be made for registered disabled persons in line with those applied by the University of Malta in the MATSEC examinations.

Matters related to the Contracts of Service for a Fixed Term Regulations

Throughout 2013, guidance continued to be provided to line ministries with the scope of adherence to the provisions of S.L. 452.81 concerning fixed term contracts. Moreover, following the signing of the 14th January 2013 PSC approved Memorandum of Understanding (MOU) between Government and UHM, direction and guidance were given to line ministries for the implementation of the said MOU. The MOU provided for the granting of indefinite status to employees in the Public Service and wider Public Sector holding a definite contractual position not carrying an objective reason for the position not to become indefinite. To this effect, letters of indefinite status were issued by ministries to their respective public officers/public sector employees.

Policy Reviews

- The Resourcing Directorate actively pursued consultation with various stakeholders with the aim of introducing new policies or improving existing ones. As a result, (i) existing PSMC provisions regulating the movement of staff from Malta to Gozo will be supplemented by further clarifications in order to ensure transparency and consistency; (ii) as a flexibility measure and to further facilitate work-life balance, current arrangements will be amended in order to allow public officers to, hold their substantive grade and a lateral/lower contractual position concurrently; and (iii) the provisions regarding tenure of public officers in a higher grade will be updated in order to ensure that officers who satisfactorily perform the duties of a higher position for six years, will be compensated accordingly. These provisions will not be necessarily limited to positions within the Public Service.
- The provisions regarding retirement, extension of service beyond retirement age, re-engagement beyond retirement age and the eligibility of persons beyond retirement age for appointment in the Public Service were updated and supplemented by detailed clarifications in order to align them to current legislation (namely the Social Security Act and the PSC Regulations) as well as a number of related circulars issued by OPM. The said provisions were codified in the PSMC.

Centrally-issued calls for applications

During 2013, this Directorate issued centrally-operated public calls for applications aimed at filling crucial gaps in the ICT and EU Fund Management sectors across the Public Service. The calls issued were for recruitment in the positions of Chief Information Officer, ICT Governance Officer, ICT Applications Officer, Management Information Officer, EU Fund Managers and EU Fund Officers.

Expressions of Interest for the Performance of Duties and whereby no appointment is made

Discussions were held between the Directorate and the Public Service Commission whereby it was agreed that in the case of expressions of interest issued for the performance of a certain set of duties, even those carrying the mere award of an allowance, the vacancies should not be advertised under the aegis of the Commission. Thus an appointment in terms of Article 110 of the Constitution would not ensue.

Public Sector Recruitment

During the year, 302 requests for the recruitment of staff, and involving 1295 employees, were submitted by 50 various government-funded entities. 117 requests were for the filling of 700 vacancies in new positions, whilst 160 requests were for the replacement of 563 employees who had resigned or retired from the service. 25 further requests for the filling of vacancies in positions involving the recruitment of 32 employees for a definite period, were approved in connection with ESF and other EU-funded projects. Approvals were granted for the commencement of recruitment procedures with the Employment and Training Corporation (ETC).

The 700 vacancies in new positions were filled by 167 full-timers and 533 part-timers respectively. Full-time staff who resigned or retired in 2013, and for whom a replacement was required, totalled 252, and a further 311 part-timers were also replaced. EU-funded projects resulted in the engagement of 29 full-timers and 3 part-timers.

In liaison with the ETC, the Department 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 to requests for recruitment of staff on short definite contracts or on replacement basis, as in the case of temporary replacements, were also given on several occasions.

Redeployment

Twelve [12] requests for the redeployment of employees within the public sector in terms of Art 15A of the ETS Act were processed. These requests involved the redeployment of 93 employees as follows: 76 ex-Kalaxlokk employees were deployed with the IPSL, following the liquidation of the company; 7 ex-PAHRDU employees were also deployed with the IPSL; 3 IPSL staff were redeployed (1 with FTS and 2 with Malta Enterprise); and 7 employees hailed from MIMCOL [2], Transport Malta [1], FSWS [1], Medigrain [1], and Agenzija Zghazagh [1], and FMS [1].

Secondment

Twenty one [21] requests for the secondment of public sector employees with Ministries/Departments were received. Twenty [20] were processed and finalised by the end of the year. These involved staff from: the WSC [6], Enemalta [5], Transport Malta [3] MCAST [2], and one each from the GSU, ITS, FSWS and MITA.

Calls for Expression of Interests

Eight [8] calls for an Expression of Interest on behalf of seven entities were issued to public officers and public sector employees. These concerned calls for Chief Executive Officer with Agenzija Zghazagh, Executive TAF Administration & Control with the ETC; prospective Executive Secretaries with Local Councils; Research Analyst and Senior Associate Consultant with the MEU; Messenger/Driver with the MFSA; Festival Assistant with St James Cavalier; and Secretary with the Valletta 2018.

EU Recruitment

Following the change in administration, all EU related work migrated to the newly established Ministry for European Affairs and Implementation of the Electoral Manifesto [MEAIM].

For the period January and March, no calls advertising the filling of vacancies in the positions of Technical Attaché and Research Officers were issued. However this office assisted in the formulation of the new draft call which was to be issued by the new Ministry, and the relative employment contracts, based on the outcome of decisions on the new selection criteria reached between the new Ministry and the PSC.

Up to March, three public officers were nominated by line Ministries as Seconded National Experts with EU Institutions and forwarded to the PREU for onward transmission to the relevant EU institution following OPM's clearance. These were: a Fisheries Officer, nominated as a Seconded National Expert with the Community Fisheries Control Agency by the then Ministry for Resources and Rural Affairs, and two other nominations from MHAS for 2 Police Officers with EULEX Kosovo Support Team.

Deployment of Public Officers with Entities

During 2013, thirty-three (33) public officers were detailed and nineteen (19) public officers were deployed with Public Entities, whereas forty-nine (49) public 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 31st December 2013, were deployed or detailed with Public Entities amounted to one thousand, five hundred and ninety-eight (1,598) as shown in the tables hereunder:

Public Entity	Number of Detailed Public Officers	Public Entity	Number of Deployed Public Officers
Agenzija Zghazagh	7	Barriera Tax Warehouses Ltd	3
Authority for Transport in Malta	89	Employment and Training Corporation (ETC)	7
Directorate of Educational Services	-	Fondazzjoni Centru għall-Kreativita'(Kavallieri ta' San Gakbu)	1
Directorate for Quality & Standards in Education	-	Foundation for Educational Services	1

Enemalta Corporation	2
EU Programmes Agency (EUPA)	2
Heritage Malta	119
Housing Authority	11
Kunsill Malti għall-Isport	39
Lotteries and Gaming Authority	3
Malta Communications Authority	11
Malta Competition & Consumer Affairs Authority	67
Malta Council for Culture and the Arts	19
Malta Environment & Planning Authority (MEPA)	97
Malta Libraries	71
Malta Resources Authority	2
Malta Statistics Authority	59
MCAST	7
Medicines Authority	12*
National Archives	10
National Commission for the Promotion of Equality	1
National Commission Persons with Disability	5
National Commission for Further and Higher Education	-
Occupational Health and Safety Authority	5
Office of the Attorney General	20
Office of the Malta Film Commissioner	1
State Colleges	6
Superintendence of Cultural Heritage	7
Water Services Corporation	536
TOTAL	1,208*

Foundation for Medical Services	18
Foundation for Social Welfare Services	68
Foundation for Tomorrow's Schools	1
IPSL	-
Local Councils	79
Local Councils Association	1
Malta Council for Science and Technology	1
Malta Enterprise	-
Malta Information Technology Agency	2
Malta Investment Management Co Ltd (MIMCOL)	2
Malta Tourism Authority	3
Maltco Lotteries	1
Management Efficiency Unit	3
Manoel Theatre	1
MCAST	45
MEUSAC	5
MEUSAC/MCESD (Gozo Regional Office)	2
Office of the Commissioner for Voluntary Organisations	1
Public Broadcasting Service (PBS) Ltd.	-
St. John's Co-Cathedral Foundation	1
University of Malta	1
WasteServ Ltd	28
Malta Air Traffic Services (MATS) Ltd.	115
TOTAL	390

*Detailed Officers: 2 officers retired, 1 officer took up permanent employment with the respective entity, 19 officers had their contract terminated and 1 officer was dismissed from the Public Service.

**Deployed Officers: 1 officer resigned from the Public Service.

Ongoing Ancillary Activities

Data on ongoing ancillary activities during 2013 is shown in the following tables:

Category 'A' Appointments	
Position	Number
In Acting Capacity	15
Assistant Director	24

General Service Appointments	
Grade	Number
Senior Principal	0
Principal	0
Assistant Principal	0
Executive Officer	0
Senior Clerks	0
Clerks	0
Assistant Clerks	43

Re-employment and Re-instatement of ex-Public Officers	
Re-employment	12
Re-instatement	4

General Service progressions to a higher salary scale within the same grade subject to satisfactory performance	
Grade	Number
Senior Principal From Scale 7 to Scale 6	1
Principal From Scale 8 to Scale 7 From Scale 9 to Scale 8 From Scale 10 to Scale 9	15 37 4
Assistant Principal From Scale 11 to Scale 10	138
Executive Officer From Scale 14 to Scale 13	2
Clerk From Scale 16 to Scale 15	179
Messenger From Scale 17 to Scale 16 From Scale 18 to Scale 17	0 0
Senior Messenger From Scale 16 to Scale 15	0
Officer i/c Minor Staff From Scale 13 to 12	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	3
From Clerk to EO	0
From Clerk to Senior Clerk	14

Movement of staff approved by PAHRO	
Grade	Number
General Service Grades	152
Departmental Grades	122
Technical Grades	21
Industrial Grades	103
Others	23

Movement of staff to and from Private Secretariats	
Grade	Number
General Service Grades	104
Departmental Grades	48
Technical Grades	10
Industrial Grades	12
Others	11

Movement of staff within the same Ministry approved by the respective Permanent Secretary	
Grade	Number
General Service Grades	11
Departmental Grades	0
Technical Grades	0
Industrial Grades	0
Others	0

Other Movement of Staff	
Type of Movement	Number
Reversion to former grade in terms of para 1.1.7.2 of the PSMC	0

Calls for Applications – Departmental, Technical and Industrial Grades and Contractual Positions	
Type of advert	Number
Government Gazette	131
Service-wide (PAHRO Circulars)	129
Departmental Circulars	7
Expressions of Interest	9
Deployment	0

Appointments in Departmental, Technical and Industrial Grades and Contractual Positions	
Method	Number
Following public calls for applications	1294
Following selection from service-wide calls	1492
Following selection from departmental calls	84
After a number of years service in the grade (promotions)	106
Through direct recommendations	9

Pension Files processed by the Department	
Departmental, Technical and Industrial Grades	192
General Service Grades (Directors/Assistant Directors)	14

Others	
Assimilations	96 officers
Re-designations	9 officers
Renewals of contract	130 officers

THE PUBLIC ADMINISTRATION COLLECTIVE BARGAINING UNIT

The primary scope of the Public Administration Collective Bargaining Unit (PACBU) is to ensure that collective bargaining processes take into account policies that reflect the industrial and employee relations framework for Government. To this effect, PACBU assists line Ministries, Departments and also Public Entities on issues that are common across the Public Administration and that require the undertaking of a common front. At present there are circa 140 agreements regulating the Public Service and Public Sector employees.

Whilst originally PACBU fell under the remit of the Ministry of Finance, today PACBU has been amalgamated with PAHRO which reports directly to the PPS.

The Public Sector

During 2013 and January-March 2014, PACBU was involved in a number of discussions with Public Entities and Unions, which discussions revolved mainly around the revision of particular Collective Agreements. PACBU, together with the management of the respective Public Entity concluded negotiations on these documents, which documents were also signed:

- (i) Collective Agreement between the Employment and Training Corporation and the Union *Ħaddiema Magħqudin* (2012 – 2016)
- (ii) National Orchestra Ltd Collective Agreement (2012 – 2016)
- (iii) Collective Agreement between Lotteries and Gaming Authority and the Union *Ħaddiema Magħqudin* (2013 – 2016)
- (iv) Lotteries and Gaming Authority – Union *Ħaddiema Magħqudin*: Agreement covering positions not listed in the Collective Agreement
- (v) Collective Agreement between the Malta Competition and Consumer Affairs Authority and the General Workers' Union (2013 – 2016)
- (vi) Malta Industrial Parks and the Union *Ħaddiema Magħqudin* Collective Agreement (2012 – 2016)
- (vii) *Ftehim Kollettiv: Fondazzjoni għas-Servizzi ta' Ħarsien Soċjali – Union Ħaddiema Magħqudin* (2012 – 2016)
- (viii) Collective Agreement: Malta Environment and Planning Authority and Union *Ħaddiema Magħqudin* (2012 – 2016)
- (ix) *Ftehim Kollettiv bejn il-Union Ħaddiema Magħqudin u l-Kunsill Malti għall-iSport għall-perjodu bejn, l-2012 u l-2016.*

- (x) Collective Agreement between the Agency for the Welfare of Asylum Seekers and the Government and Public Entities Section of the General Workers' Union (2013 – 2016)
- (xi) Ftehim Kollettiv bejn Malta Air Traffic Services Ltd u UHM għall-perjodu bejn l-1 ta' Jannar 2013 u l-31 ta' Dicembru 2016
- (xii) MCAST – MUT Student Support Services Grades
- (xiii) Ftehim Kollettiv bejn Awtorità tad-Djar u Union Ħaddiema Magħqudin (2013 – 2016) ((Coordinators))

The Public Service

During 2013 and January-March 2014, PACBU was also involved in a number of discussions with line Ministries and Unions, which discussions revolved mainly around the revisions of particular Sectoral Agreements. PACBU, together with the management of the respective line Ministries, concluded negotiations on these documents, which documents were also signed:

- (i) Agreement on the Absorption of Public Officers Carrying out Security-related duties within the Surveillance and Security Grades
- (ii) Agreement between the Government and the Malta Union of Midwives and Nurses, pertaining to the Nurses and Midwives employed within the Public Service
- (iii) Memorandum of Understanding between the Government and the Malta Union of Midwives and Nurses pertaining to the Nurses and Midwives employed within the Public Service
- (iv) Side Letter to the 'Agreement between the Government and the Malta Union of Midwives and Nurses pertaining to the Nurses and Midwives employed within the Public Service'
- (v) Agreement between the Government, the General Workers' Union and the Union Ħaddiema Magħqudin pertaining to the Allied Health Professionals employed within the Public Service
- (vi) Memorandum of Understanding between the Government, the General Workers' Union and the Union Ħaddiema Magħqudin pertaining to the Allied Health Professionals employed within the Public Service
- (vii) Agreement between the Government, the General Workers' Union and the Union Ħaddiema Magħqudin pertaining to the Environmental Health Officers employed within the Public Service
- (viii) Memorandum of Understanding between the Government, the General Workers' Union and the Union Ħaddiema Magħqudin pertaining to the Environmental Health Officers employed within the Public Service

- (ix) Memorandum of Understanding bejn il-Gvern u l-Union Haddiema Magħqudin dwar il-VAT Inspectors
- (x) Agreement between the Government and the Medical Association of Malta
- (xi) Memorandum of Understanding between the Government of Malta and the Medical Association of Malta
- (xii) Addendum to the Agreement and Memorandum of Understanding between the Government and the Malta Union of Midwives and Nurses pertaining to the Nurses and Midwives employed within the Public Service
- (xiii) Agreement between the Government, the General Workers' Union and the Union Haddiema Magħqudin pertaining to the Veterinary and Veterinary Support Class employed within the Public Service
- (xiv) Memorandum of Understanding between the Government, the General Workers' Union and the Union Haddiema Magħqudin pertaining to the Veterinary and Veterinary Support Class
- (xv) Side Letter between the Government, the GWU and the UHM pertaining to the Veterinary and Veterinary Support Class
- (xvi) Amendment to the Addendum to the Classification, Regrading and Assimilation of the Industrial and Supervisory Grades agreed between the Government of Malta, the General Workers' Union and the Union Haddiema Magħqudin
- (xvii) Side Letter (Temporary Teachers)
- (xviii) Addendum to the Agreement between the Government and the MUT
- (xix) Addendum to the Agreement on the Classification and Regrading of the Industrial and Supervisory Grades and Addenda Emanating therefrom
- (xx) Memorandum of Understanding between the General Workers' Union and the Union Haddiema Magħqudin pertaining to the Printing Grades
- (xxi) Agreement between the Government, the General Workers' Union and the Union Haddiema Magħqudin pertaining to the Agricultural Class
- (xxii) Memorandum of Understanding between the Government, the General Workers' Union and the Union Haddiema Magħqudin pertaining to the Agricultural Officers employed within the Public Service
- (xxiii) Side Letter to the Classification and Grading of the Weigher Grades

(xxiv) Addendum to Document on Salaries and Conditions for Officers serving within the Department of Civil Protection

During 2013 and January-March 2014 PACBU was approached on a daily basis by Government Departments, Public Entities, Authorities and Agencies for advice on issues relating to their respective collective/sectoral agreements, their implementation, and industrial relations in general.

Discussions on the issues below are currently in process:

- (i) Medical Class
- (ii) Psychologists
- (iii) Social Workers within the Public Service
- (iv) Rehabilitation Hospital Karen Grech
- (v) Allied Health Professionals
- (vi) Dermatology Unit within Sir Paul Boffa Hospital
- (vii) Diplomatic Class
- (viii) Fire Section at Mater Dei
- (ix) Dental Surgeons
- (x) Dental Surgery Assistants
- (xi) Collective Agreements pertaining to the following Public Entities:
 - a) University of Malta
 - b) Public Broadcasting Services
 - c) IPSL
 - d) WasteServ
 - e) Water Services Corporation
 - f) Malta Council for Science and Technology
 - g) Malta Air Traffic Services Ltd (Technical and Maintenance grades)
 - h) European Union Programmes Agency
 - i) National Commission for Further and Higher Education

It is envisaged that during the upcoming year, discussions about the Collective Agreements pertaining to the below list of Public Entities, and which shall expire either in 2014 or in 2015, shall commence:

- (i) Foundation for Education Services
- (ii) Malta Enterprise (GWU)
- (iii) Water Services Corporation (Union of Water Services Corporation Professionals)
- (iv) Stock Exchange (GWU)
- (v) ARMS (GWU)
- (vi) Transport Malta (UHM)

PACBU shall continue to assist management during industrial disputes, including conciliation meetings. It has been a driving force in bringing industrial disputes to a settlement whilst safeguarding Government's interest. PACBU shall also continue to facilitate and participate in round-table meetings with Trade Unions, and which are organised in conjunction with the Office of the Principal Permanent Secretary and the Public Administration Human Resources Office. Moreover, PACBU shall continue to extend support and participate actively in Malta's representation as an official observer on the Sectoral Social Dialogue Committee on Central Government Administration.

Following Directive 7, regarding Delegation of Authority to recruit in Public Sector entities, PACBU has been entrusted with a new role in addition to negotiations and industrial relations issues. The new role is to revise the holistic salary structure of various entities. This is an ongoing exercise.