

Public Administration HR Office

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 three (3) directorates, namely, Resourcing, Employee Relationship Management and HR Management Systems, as well as the Public Administration Collective Bargaining Unit.

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 and co-ordinates the functions and activities of the directorates constituting the Public Administration HR office and supervises the implementation of the provisions of the Public Administration Act, as far as public administration is concerned. Whilst providing direction to line ministries on the strategic, tactical and operational functions of HR management, this office is central 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 increasing efficiency. This office also formulates and implements innovative HR management ideas, methods and techniques.

One of the main highlights of 2014 was the identification of twenty (20) initiatives which have, in turn, been translated into HR projects. These projects are not only aimed at addressing the requirements emanating from the *Human Resources and Skills Development Strategic Policy Framework* and the *Public Service Review Exercise*, but are specifically targeted at generating a renewed way of managing the most important resource in the Public Administration - the Employees. These projects touch upon important core areas namely, investment in PAHRO's regulatory capabilities, investment in line ministries' operational capabilities, sustainment of organisational capacity, delegation of operational functions, policy and process simplification and evaluation, knowledge management, as well as the use of analytical tools for capacity planning, policy and performance evaluation. Once completed, these projects will pave the way for the creation of other related initiatives – aimed at further aligning the Public Administration's Human Resource Management practices and policies with Government's overall strategic direction. Apart from addressing current HR policy gaps, the projects are expected to shed light on new requirements for inclusion in subsequent strategic programmes. This proactive approach is essential for the creation of a culture of continuous improvement and strategic thinking.

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

Human Resources and Skills Development Strategic Policy Framework (2014-2020)

During 2014, three staff members of the Employee Relationship Management Directorate were assigned the leadership of six working groups in line with six strategic initiatives listed in the HR and Skills Development Strategic Policy Framework (2014-2020). Between October and December 2014 inter-departmental working groups met to discuss the projects under the chairpersonship of the respective Project Leader. Six corresponding Action Plans were drawn up to design and outline the project phases and milestones, all of which will be launched during 2015. The six strategic initiatives are:

- Sustain Work life Balance (HRM 9): This project tackles three main areas: (i) a set of initiatives how to fine-tune the policy on telework; (ii) the introduction of a job sharing and compressed week policy, and; (iii) the need for line Ministries to draw up an internal policy for FFMs;
- Continue Gender Mainstreaming Policies (HRM 10): A set of initiatives aimed at maintaining a gender mainstreaming perspective so as to assess the implications for women and men of any planned action, legislation, policy or programme in any area and at all levels;
- Introducing the Common Assessment Framework (CAF) in Central and Line Ministry HR Functions (HRM 17): This project envisages the evaluation of introducing the CAF principles within PAHRO and across HR Units in line ministries;
- Carry out Compliance Audits of HRM Policies (HRM 18) & Regularly carry out Evaluation of HRM Policies (HRM 33): This project is targeted towards the sustained operation of evaluating HRM Policies, including conducting compliance audits, on an ongoing basis. This involves the establishment of an evaluation strategy for PAHRO that would also include compliance auditing;
- Identification of targets for Simplification (HRM 19): This project builds upon the key result area of Operations Management. The strategic objective is to reduce the administrative burden through the simplification of HR processes. For the purpose of this project, focus was specifically on: (i) simplifying and streamlining existing HR procedures through the creation/improvement of SOPs/forms etc; (ii) identifying HR processes that can be grouped under one integrated system with a view to reduce duplication of effort; (iii) strengthening the IT infrastructure to align HR processes for the effective attainment of targets, and; (iv) simplifying, through effective delegation, HR processes while at the same time ensuring compliance with directives and guidelines.

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.

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. During the year under review, a total of 22 awareness sessions were delivered by the Partner Organisations, reaching a total of 325 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 139 public employees accessed the ESP Unit for individual support. A total of 604 individual sessions were provided by the partner organisations. The majority of beneficiaries accessed the Unit on account of personal issues which were affecting their mental and psychological health.

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

Other wellbeing and employee support initiatives and activities:

- i) World Mental Health Day Outreach: World Mental Health Day is observed on the 10th October every year. Its main objective is raising awareness on mental health issues around the world and mobilizing efforts in support of mental health. On World Mental Health Day 2014, the ESP Unit organised an outreach event across Ministries with the aim of raising awareness on mental health in general and on the ESP services in particular. The event involved staff from the ESP Unit visiting the different departments/offices. During this event, promotional material bearing the ESP contact details was distributed so as to serve as a reminder of the service;
- ii) Healthy Workplaces Campaign - Good Practice Awards 2014-2015: The Employee Support Programme within the Public Administration HR Office has been awarded the Good Practice Award 2014 by the Occupational Health and Safety Authority. In this regard, the ESP shall now be competing at EU-level in the European Agency for Safety and Health at Work Good Practice Awards: Healthy Workplaces Campaign 2014-2015;
- iii) Bereavement Support Groups: During the year under review, the ESP Unit organised the first Bereavement Support Group for public employees who have experienced the loss of a loved one. The aim of Bereavement Support Groups is to provide support as well as hope and comfort. A total of 6 employees participated in the first Bereavement Support Group, which involved 6 sessions over a period of 12 weeks. Owing to the success of this new activity, Bereavement Support Groups are planned for 2015;
- iv) Training to Health & safety representatives: In 2014, in line with the 'Healthy Workplaces' Campaign organised by the EU-OSHA focusing on Managing Stress and Mental Health at Work, the ESP Unit organised training for health and safety representatives across line Ministries. This training was delivered with the aim of raising awareness related to the psychosocial aspect of health and safety;
- v) Training and awareness sessions following completion of ESF project components: Following the completion of the training component of the EU-funded project ESF 4.97 – Employee Support Programme for Public Employees, and in line with the sustainability of

the ESP, the ESP Unit delivered a total of 64 awareness sessions during the second half of 2014. The departments/entities receiving training were the Armed Forces of Malta, MCAST, Foundation for Social Welfare Services (FSWS), Police Officers – Scene of Crime Officers, Transport Malta, St. Vincent de Paul Residence, Renal Unit Mater Dei Hospital and the Victoria Gozo College.

Employee Wellbeing Policy

In line with PAHRO's regulatory role and in view of its strategic endeavours to promote employee wellbeing in the Public Service, a policy entitled 'Employee Wellbeing: A Harassment and Bullying Free Workplace' has been developed and published so as to promote a safe and productive work environment, which fosters mutual respect, integrity and professional conduct.

PSMC Simplification Exercise

In line with Government's agenda on the simplification of administrative procedures, The Employee Relationship Management Directorate embarked on a PSMC simplification exercise. The main aims of this exercise are making the PSMC more reader-friendly and increasing the understandability of the existing HR policies and procedures across the board. In this regard, the Directorate is analysing in detail the provisions of the PSMC to identify:

- (i) Obsolete provisions;
- (ii) Policies process simplification;
- (iii) Simplification of administrative terms for better understandability and reader friendliness, and;
- (iv) Streamlining of related policies and procedures.

Discipline

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

- issuing of directives, advice and instructions to line Departments on the interpretation, management and processing of various types of disciplinary cases;
- the monitoring of the processing of disciplinary cases carried out by Heads of Department under delegated authority. This was done through the periodic reports containing information about the 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; and
- cascading of information on the provisions of the Disciplinary Regulations to various categories of officers in line Departments.

From an audit which was carried out by the Employee Relationship Management Directorate, it resulted that the number of disciplinary cases that were initiated in 2013 decreased by 4% when compared to the preceding year. The highest number of disciplinary cases was initiated against officers in the industrial grades. For minor offences, the most common offence was '*absence from work*' whereas the most common serious offence was '*disregard and failure to obey the directives issued under the PAA*'. 59% of the minor cases and 34% of the serious ones were concluded as guilty. 345 written warnings and 178 admonishments were issued by Heads of Department and supervisory officers respectively.

A new Instrument of Delegation was issued in order to extend disciplinary authority to a number of senior officials namely:

- (i) PPS to take disciplinary action against Officers in salary scale 2;
- (ii) PPS and Permanent Secretaries to take disciplinary action against officers under their responsibility who are assigned to a non-Government body;
- (iii) Officers in salary scale 4 or higher to take disciplinary action against officers under their responsibility;
- (iv) Directors (Corporate Services) to take disciplinary action against officers within their Ministry;
- (v) Officers in salary scale 4 or higher who are responsible for HR Management in line Ministries/Departments to take disciplinary action against officers within the area of jurisdiction of their Permanent Secretary/in their Department;
- (vi) Director, Local Councils to take disciplinary action against officers assigned to Local Councils;
- (vii) CEOs of public entities to take disciplinary action against officers deployed/detailed with their entity;
- (viii) Nine (9) different senior officials at the MEH/MFSS to take disciplinary action against officers under their responsibility;
- (ix) Commanders of the Detention Centres to take disciplinary action against officers under their responsibility; and
- (x) HR Manager ELC to take disciplinary action over public officers assigned to ELC.

HR Compliance and Service Quality Audit (Phase II)

In January 2014, the Final Report of the HR Compliance and Service Quality Audit (PAHRO 2013-2014) Phase I was finalised. The report yielded 20 recommendations concerning the streamlining of the telework, reduced hours and flexi-time policies and related policy improvements.

During 2014, the Employee Relationship Management Directorate performed the second phase of the HR Compliance and Service Quality Audit. This phase sought to gauge the effects of the implementation of the policies of telework, reduced hours and flexi-time on non-beneficiaries. The representational research survey that was conducted between July and December 2014 across line Ministries involved the distribution of questionnaires sent to 1553 randomly-selected non-beneficiaries. This phase also included a Focus Group composed of beneficiaries. The overall response rate for the questionnaires stood at 20.2%. Valuable information was gathered from non-beneficiary respondents who openly expressed their views on the impact of these three policies at their respective workplaces.

The Final Report for the second phase shall be concluded by the first quarter of 2015. It will include recommendations, aligned to those listed in the Phase I Report, and aimed at the attainment of a healthier work-life balance. It is envisaged that the overall findings of both phases of the HR Compliance and Service Quality Audit (PAHRO 2013-2014) will be presented to the Directors for Corporate Services during a special session of their forum in 2015.

Gender Mainstreaming

In September 2014, PAHRO was re-confirmed as an equal opportunities employer and re-certified with the Equality Mark Certification by the National Commission for the Promotion of Equality (NCPE) for a further period of three years. The Equality Mark is a certification awarded to organisations that make gender equality one of their values and whose management is based on the recognition and promotion of the potential of all employees, irrespective of their gender and caring responsibilities.

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

The Employee Relationship Management Directorate is pleased to note that the policy regarding 'Donation of Vacation Leave/Time-off-in-lieu', is yielding very positive results. During 2014, a total of 12,176 hours were donated to the central fund, and 45.19% from this total has been transferred to public employees for humanitarian reasons. Moreover, a further 2224 hours of vacation leave and/or time-off-in-lieu were donated on a person to person basis.

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 2014. 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. These officers who accepted to take up the offer were given permanent employment with their respective entities and they benefitted from a treasury pension based on the analogous Public Service grade.

The Directorate was involved in 6 different 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 (2 Boards), Transport Malta, MCAST, State Colleges and Heritage Malta.

A Legal Notice was issued declaring the Housing Authority as an entity falling under article 8A of the Pensions Ordinance with effect from 31 January 2008 – the date when the Housing Authority was set up. By virtue of this Legal Notice, pensionable public officers who terminate their employment with the Public Service in order to take up permanent employment with the Housing Authority in terms of article 23(1) of the Housing Authority Act, will have their service with the Housing Authority reckoned as service with the Public Service, for treasury pension purposes.

Qualification Allowance

The policy regarding the payment of qualification allowances was fine-tuned to extend eligibility in instances where officers opt to continue with their studies to obtain a higher qualification. In this regard, if the educational institute confirms that they have successfully completed the relevant course and that they would have been awarded a qualification if they had not continued the higher studies, the officers may be awarded the qualification allowance for the 'lower' qualification.

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;
- Analysing and reporting on data captured through the Skills Profiling Exercise carried out across the Public Administration and monitoring updates of the data capture;
- Monitoring the Performance Management Programme (PMP) to improve employee performance against approved output and pre-determined quality standards, while working on an extensive review of the system for its potential extension across all categories of public officers;
- 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 in HR;
- 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 surveys, and any ad hoc surveys as may be required from time to time.

The Government Payroll

The Government Payroll system has seen a number of upgrades and enhancements during the year, making it more efficient, while ironing out any minor flaws. This Directorate held regular meetings with MITA and the payroll contractor to ensure that the system is kept abreast with the latest requirements, especially with regard to those emanating from the Budget Speech, and which specifically effect Salaries.

An *on-line* payroll history facility was added to the Dakar Payroll suite, which is in use within line departments. This system gives detailed information, year by year, on the salary of each and every employee who was paid through the Government payroll since the introduction of Dakar in January, 2011.

During the year under review, around 80 employees performing duties in salaries sections within line departments were given training on the proper use of the *on-line* payroll facility. This training was spread over two half days and was conducted through the Centre for Development, Research and Training (CDRT). Training is also planned for all salaries officers at the Central Salaries Section in Gozo, and this training will be given during the first quarter of 2015.

The Directorate distributes all payroll-related reports, payslips and FS3s via e-mail. Last year, around 43,000 payslips per payroll were distributed to students and employees paid through the Government payroll. In addition, more than 53,000 FS3 Forms were also distributed, mostly by e-mail. This transition from printed documents to e-mails has positively contributed to a reduction in the carbon footprint of the public service.

The Dakar AMS (Absences Management System)

The Dakar Absences Management System (AMS) is a new component which was added to the present Dakar Payroll Suite during 2013. The AMS, which is web enabled, 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 Employee Payments Screen (EPS) 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 and in a graphical layout. Around 450 users were trained on the proper use of AMS and the system went live during January 2014. All absences data is now being captured in real time.

Skills Profiling

Updates to the skills profiling database is an ongoing process and the section concerned issues, on a quarterly basis, details of officers whose skills profiles do not feature in the department's database, and requests the assistance of Directors responsible for Corporate Services within line Ministries to contact the listed officers to ensure compliance. During 2014 around 10,000 emails were received from public service employees who either obtained a new qualification or wanted to create their skills/qualification profile. 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.

This year's PMP audits were carried out between May and June. Such audits are carried out to ensure that PMPs covering the period 1st January to 31st December 2014 have been drawn up in respect of all eligible employees. A follow-up to this audit was performed as from mid June, following which a 5% increase on the original compliance was registered.

Overall PMP compliance for 2014, fell by 2% over the previous year – from 94% to 92%. This was mainly due to the very poor compliance rate of one particular Ministry. Six Ministries registered 100%, another 99% and two others registered 97% compliance. A detailed report was also compiled showing overall PMP compliance for each Ministry for 2014. A bar graph showing overall PMP compliance during the year in respect of each Ministry, is shown at Appendix 'VII'.

PMP policy and process renewal is one of the projects identified for implementation as part of the HR Skills and Development Strategy. At present, a detailed analysis is being undertaken. This is aimed at identifying existing gaps and recommending innovative methods for assessing employees' performance. Eventually, the Programme will be extended to all categories of employees across the public service.

Fora organised by the Directorate

The Directorate organised three fora for Directors of Corporate Services/Human Resources/Finance & Administration during the year. Topics discussed in these fora included '*The Delegation of the Recruitment Function to Public Sector Organisations*' and '*Directive 8: Decision-Making Standards related to HR Entitlements and Services offered by the Public Service to its Employees.*' The two fora mentioned above were addressed by the Principal Permanent Secretary. The Directorate held another two fora for Directors of Corporate Services and HR Managers. The primary aim of such fora is to strengthen the

communication between the Directorate and line Ministries, and to further improve competence in HR Management across the public service.

Sick Leave Utilisation Survey

As in previous years, this directorate collected sick leave data from line departments and public sector entities. Data is collated on a monthly basis, as part of the Sick Leave Utilisation Survey conducted every year. This data was analysed and will form the basis of a comprehensive report which is compiled every year. This report gives a detailed picture of sick-leave utilisation across the Public Administration. It is a valuable tool through which management identifies measures to curtail sick leave utilisation as well as conduct comparative reports with the private sector. A Family-Friendly Measures Survey across the Public Administration was also conducted during the year.

Expert Group on the Sick Leave

In response to the requirements of the NRP (2013), an Expert Group was set up in the first quarter of 2013, with the primary objective of drawing up a report and recommend measures to reduce sick leave in the public sector. This Expert Group was 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. The Expert Group drafted and completed the required report, which was submitted to the Permanent Secretary, Ministry for Finance.

Data Protection (DP) and FOI

1.1 An employee within the Directorate attended a DP training course entitled Enhanced Data Protection Compliance in the Public Service in February. This course, was spread over a whole week, and led to a final assignment consisting of a Data Protection audit of the Directorate.

During the year, eleven (11) public service research requests, and three (3) requests for general data were received by the Data Protection Officer (DPO). During the same year, four Freedom of Information (FOI) requests were received and addressed within the stipulated time.

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

The Directorate prepared an extensive business requirement document, highlighting all requirements, processes and reports which the five HR Modules, scheduled for procurement, will be required to incorporate. These modules are *on-line* Skills Inventory Management, Qualifications Management, Performance Appraisal, Recruitment and Promotion Management, and Discipline Management. Additional core modules are also planned to be procured. These include Basic on-line Personnel Management, HR Web Kiosking, Business Objectives Management System, on-line Dashboards System and on-line Alarms and Automated Tasks. These modules will eventually be seamlessly integrated with the present payroll and Absence Management System, making up a fully integrated and comprehensive HR Information System.

The procurement and implementation of these Modules is another item identified within the HR Strategy, and is intended to enable PAHRO and line Ministries to maximise employee and organisational performance in relation to the strategic objectives of the Public Service of Malta.

The new PAHRO website

During the year, and in conformity with MITA standards, the Directorate undertook the task of migrating the relatively new PAHRO website onto the new SharePoint platform. This website now has a corporate 'look and feel' in line with other Government sites, and forms part of the OPM website.

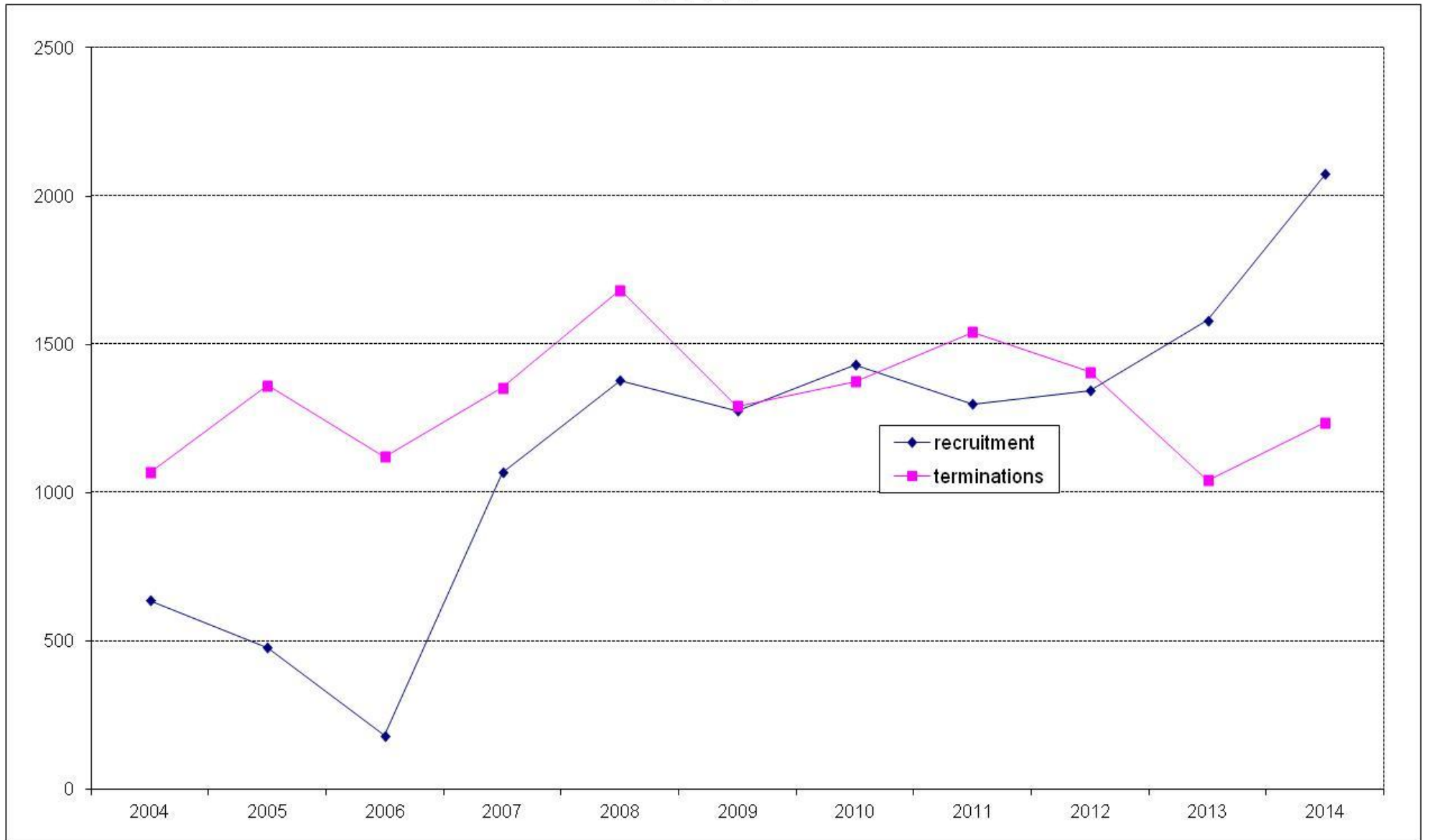
The Public Service Management Code (PSMC) was also incorporated into this new website and is being updated in real time.

Appendices

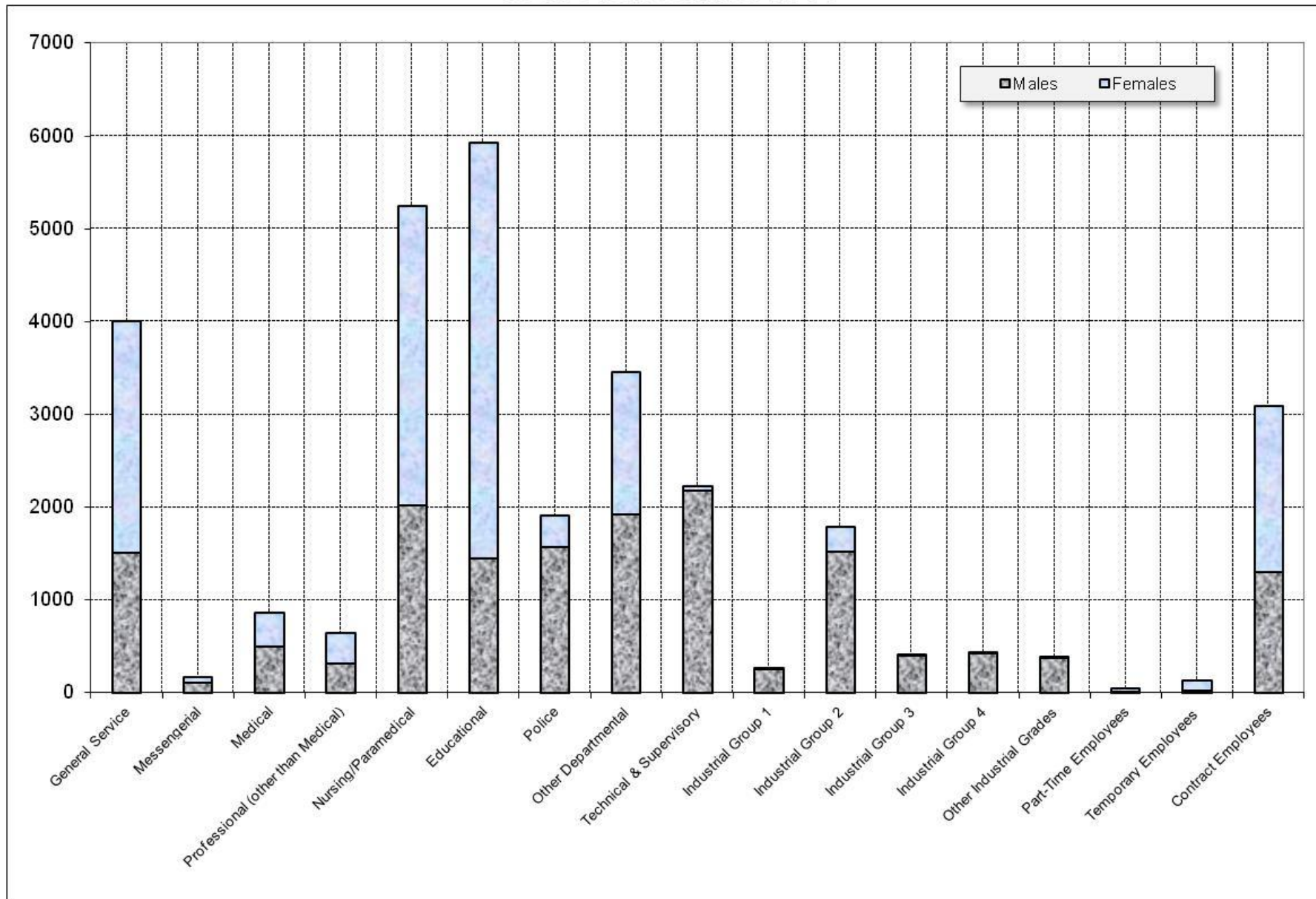
Appendices I to VIII show:

- I Recruitment against Terminations in the Public Service 2004 – 2014;
- II Distribution of Public Service employees by Category and Gender as on December 2014;
- III Average Age within the General Service Class by Gender – 2004 – 2014.
- IV Average age by Grade and Gender in the General Service Class as on December 2014;
- V Comparison report - Public Officers – 31st December 2013 against 31st December 2014;
- VI Pie Chart showing comparison between causes of terminations from the Public Service during 2014;
- VII PMP Compliance by Ministry during 2014;
- VIII Distribution of Public Service employees by Gender – 2004 – 2014.

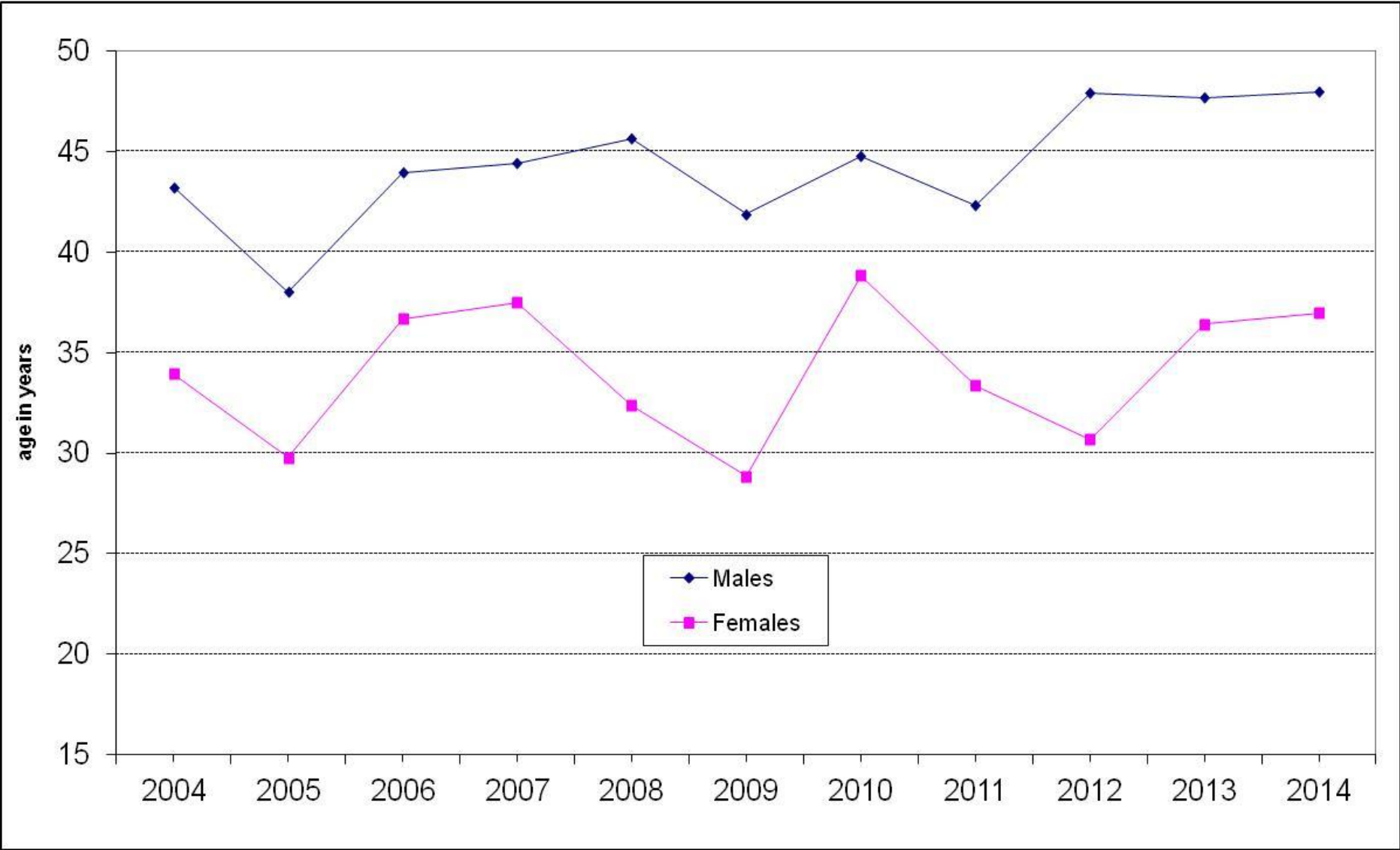
Recruitment against Terminations in the Public Service 2004 - 2014



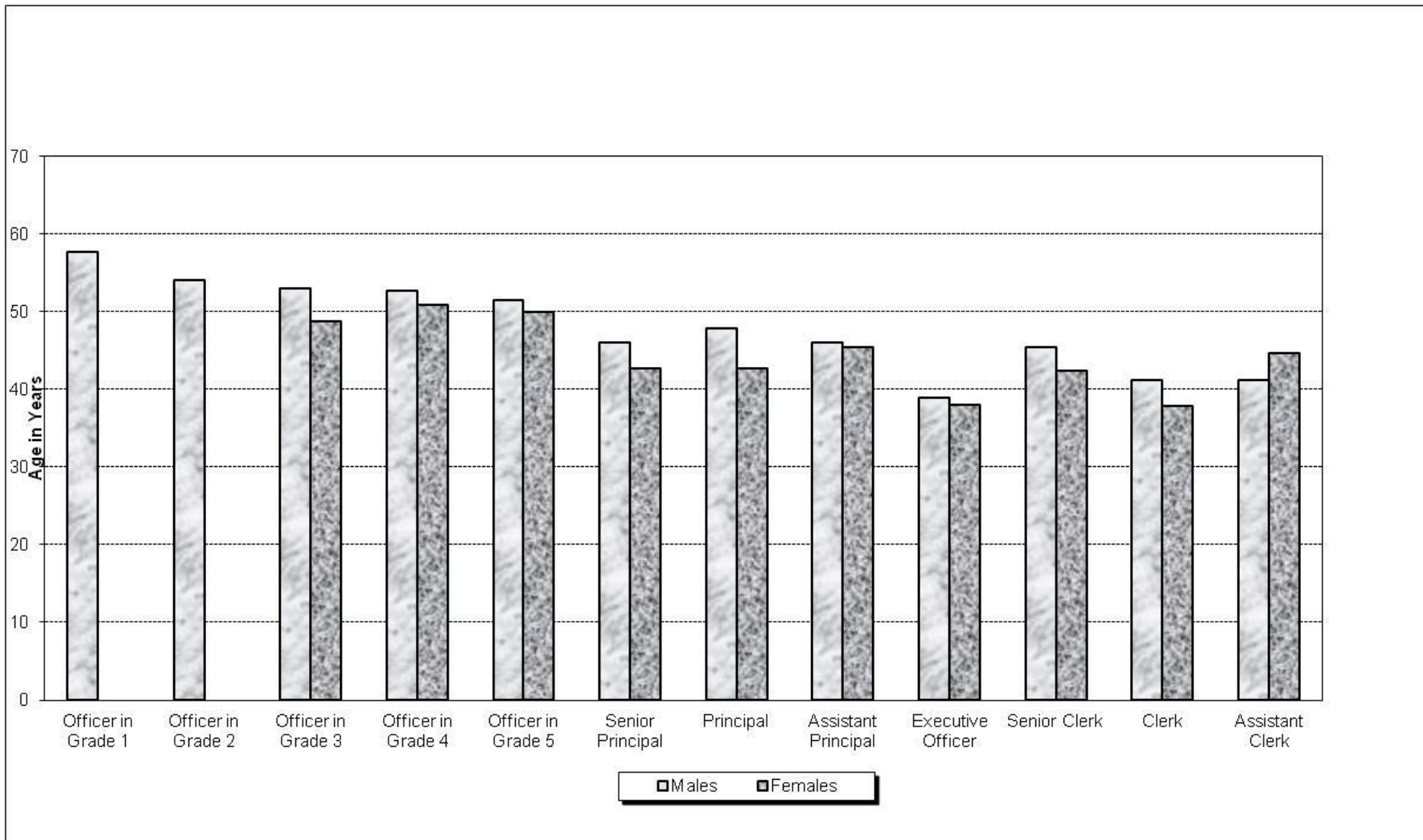
Distribution of Public Service employees by Category and Gender as on 31st December 2014



General Service Class
Average Age by Gender 2004 - 2014
December 2014



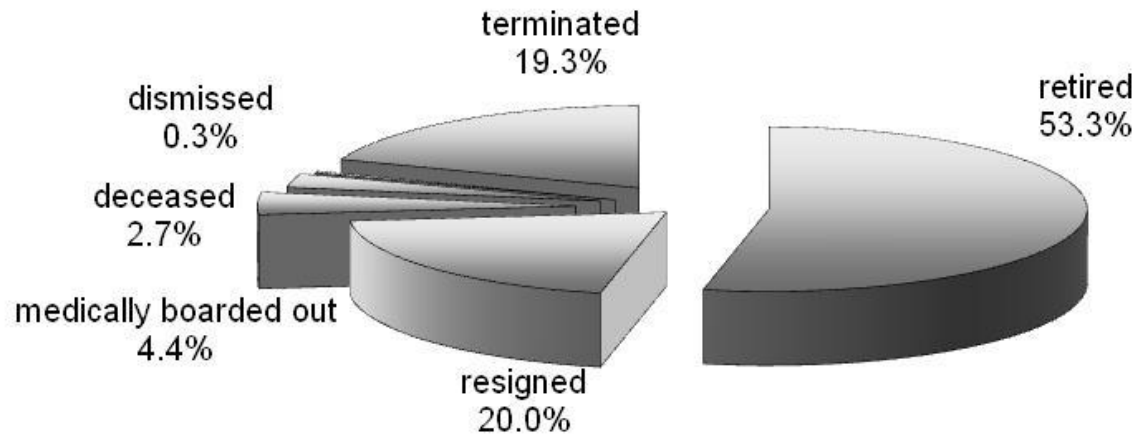
General Service Class
Average Age by Grade and Gender
 as on 31st December 2014
 (all grades shown substantively)



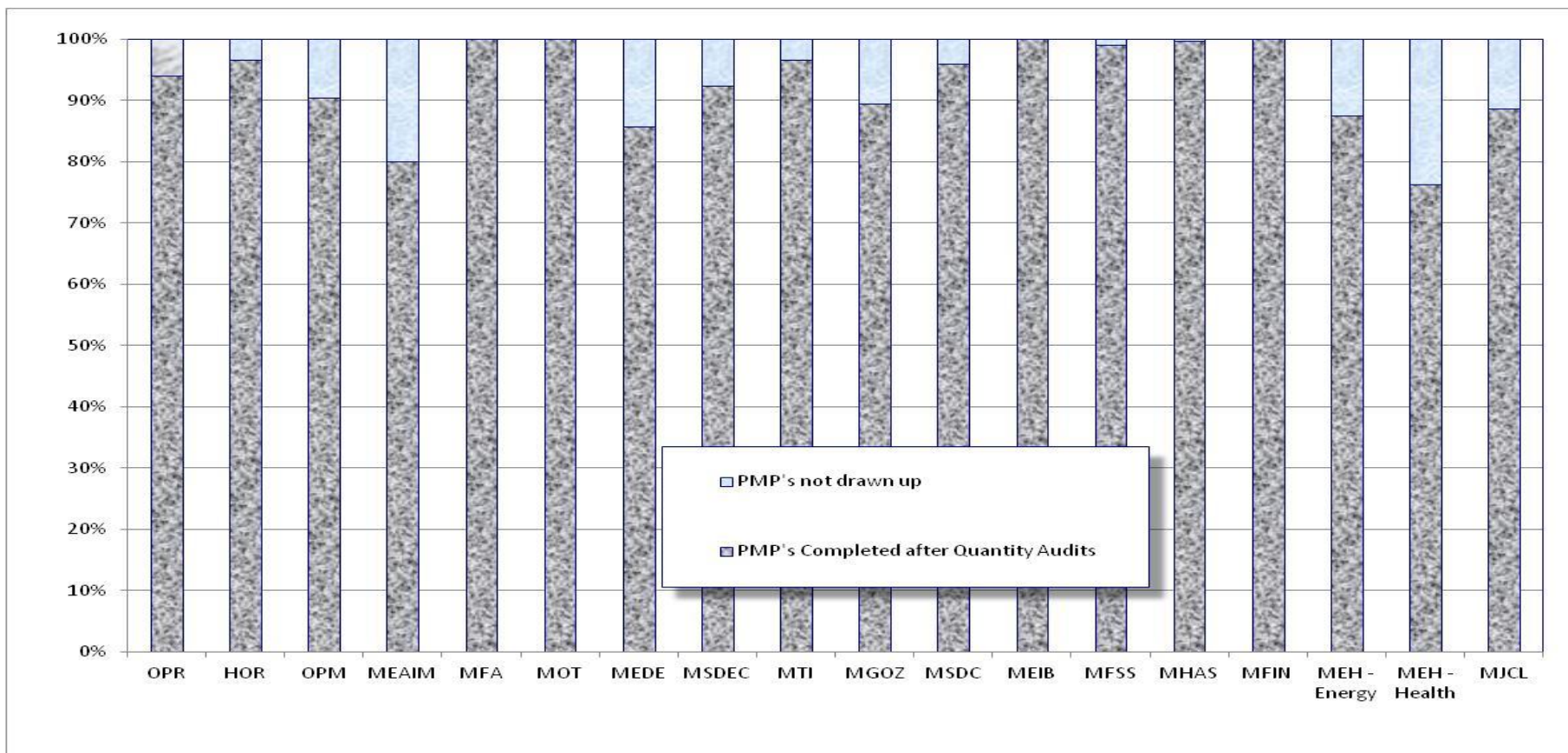
Public Officers including Public Officers seconded/detailed to authorities/public entities December 2013/2014
--

Category	Dec 2013	Dec 2014
Full-Time Public Officers		
Administrative & Clerical	3843	3641
Messengerial	166	153
Police Force	1938	1916
Technical	1854	1825
Professional (Other than Medical)	524	593
Nursing/Paramedical	5075	5251
Medical	810	862
Educational	5641	5927
Other Departmental Grades	3015	3137
Industrial	3137	2932
	26003	26237
Temporary Public Officers		
Part-Time	98	45
Temporary	126	130
On definite contract - local & expatriates	1824	2404
Trainees	2	0
	2050	2579
Public Officers with Authorities/Public Entities	1355	1532
GRAND TOTALS	29408	30348

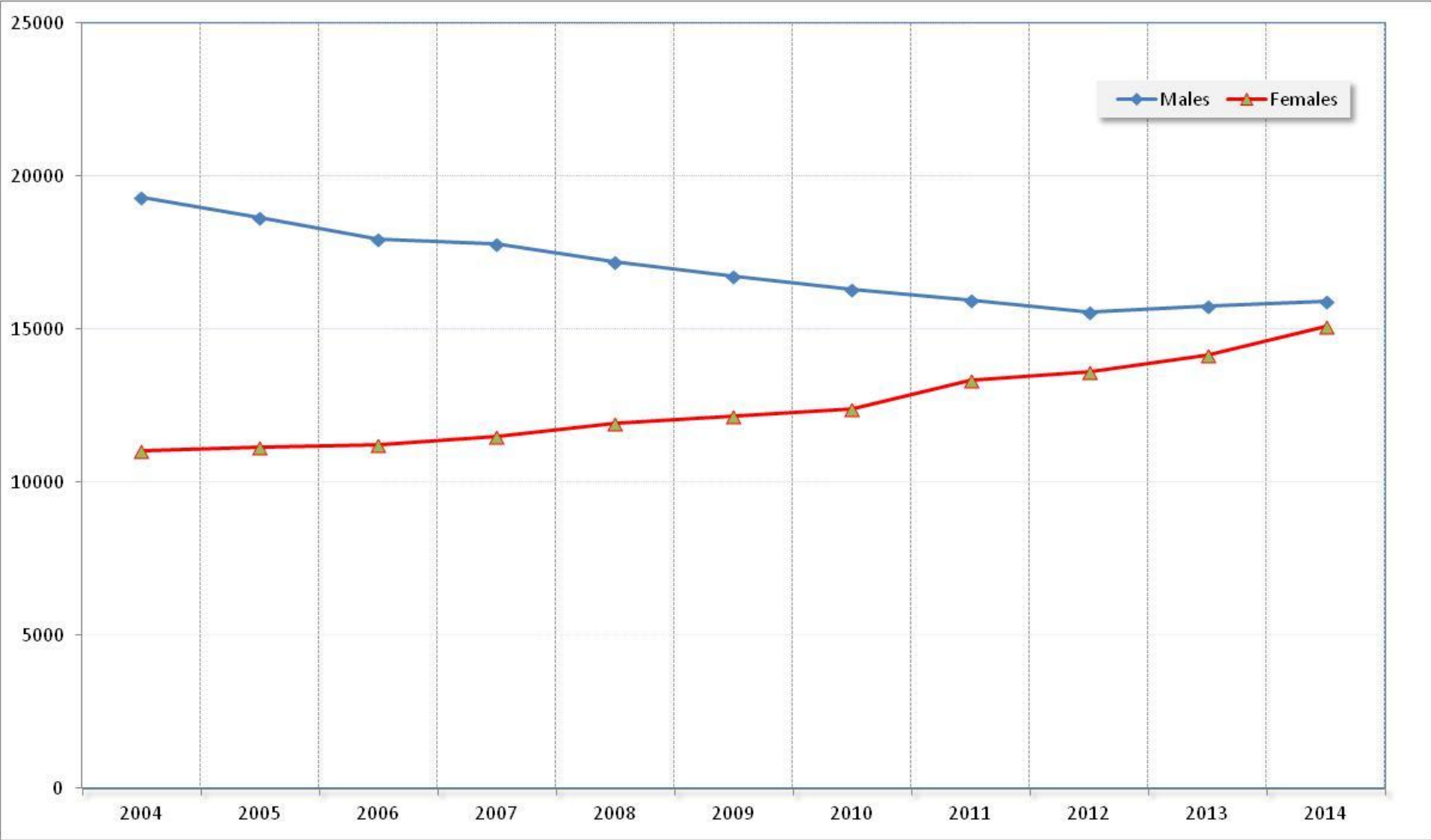
Employees who terminated their employment from the Public Service January - December 2014



Performance Management Programme PMP Compliance of Employees in the General Service Class - 2014



Distribution of Public Service employees by Gender
December 2004 - December 2014



Resourcing Directorate

Sectoral Analysis – Programmes and Initiatives

Delegation of Public Service Recruitment

A major task of the Resourcing Directorate during 2014 was the project related to the delegation of the remaining stages of the recruitment and selection process. The concurrence of the Public Service Commission was sought and obtained so that, in the case of selection processes following competitive selection on merit, a number of actions be delegated to Permanent Secretaries. As a result, Permanent Secretaries will be empowered to approve selection criteria and weightings, publish Selection Board results, make initial and next-in-line appointments according to a published and valid result, renew fixed-term appointments for a second or subsequent term and postpone appointments within the validity period of the result. The respective Instrument of Delegation in terms of article 110 of the Constitution of Malta was drafted, cleared with the Attorney General and referred to the Public Service Commission. “*Directives and Guidelines on the Recruitment and Selection Process under Delegated Authority*” were drafted on the part of the Directorate and referred for the input of the Commission.

An information session for retired public officers who form part of Ministerial Standing Selection Panels (SSPs) was organised. Apart from updating members of SSPs on the process for the filling of vacancies in the Public Service, including provisions which arise from the Constitution of Malta, the Public Service Commission Regulations and the Public Service Management Code, the information session served to highlight other provisions arising from the Laws of Malta, in particular provisions which do not permit any form of discrimination when assessing candidates. It was clarified that assessment should be free from any form of discrimination on any grounds according to relevant legislation, namely the Employment & Industrial Relations Act (Cap. 452), the Equal Treatment in Employment Regulations (SL 452.95) and the Equality for Men and Women Act (Cap. 456). Particular emphasis was made on the fact that questions asked during interviews should relate solely to the requirements of the job and that questions regarding gender and family responsibilities should be strictly avoided.

Delegation of Public Sector Recruitment

In January 2014, Directive 7, entitled “Manual for Public Sector Entities – Delegation of Recruitment Approval” was issued wherein recruitment and promotions were delegated, subject to Finance approval and PACBU clearance of the organisational structure, to Public Sector entities and their respective Permanent Secretaries. The aim was to transfer resources and competencies nearer to the point of service delivery, and consequently HR decentralisation, in line with the major trends in public administration modernisation.

In this regard, the operational role of the Public Sector Unit within PAHRO was changed and turned into an advisory role. The year in question was considered as a transitional one till the entities got accustomed to the new processes. To assist HR Managers in Public Sector entities in their day-to-day dealings with recruitment, outreach meetings were held to all concerned wherein Directive 7 was explained in detail. Furthermore, the Public Sector Unit continued to assist HR Managers with their queries on a daily basis throughout the year.

A complementary development was the delegation to public entities of the issue of sector wide calls for expression of interest.

Strategic Resourcing Initiatives

In the context of the Public Service Renewal Programme, various strategic initiatives are being undertaken relating to diverse resourcing functions including long-term HR planning and the development of HR capacity in line Ministries, the introduction of SOPs, the development of the necessary IT infrastructure to enable an integrated database system which facilitates operational work and evaluation and monitoring, and the setting up of a Coordination Unit focusing on the monitoring of delegated HR functions and the evaluation of HR Policies, post implementation.

Re-negotiation of the Classification Agreement of the General Service Class

Discussions were held with the pertinent stakeholders on the re-negotiation of the Classification Agreement on the General Service Class.

Notice of Termination of Definite Employment – Public Officers

Following extensive and in-depth consultation with stakeholders, the provisions of the Collective Agreement for Employees in the Public Service covering the period 1st January 2011 to 31st December 2016 regarding notice of termination of definite employment were announced and explained in detail through PAHRO Circulars 7/201 and 8/2014. In relation to these provisions, amendments to the policy regarding probation, were also proposed and approved by the Public Service Commission, in the sense that employment on the basis of a definite contract of employment should also be subject to a period of probation.

The Resourcing Directorate provided support to Directors and managers responsible for Human Resources in the implementation of these provisions through appropriate guidance during a Forum.

Increasing Mobility within the Public Administration

By means of PAHRO Circular No. 15/2014, a policy facilitating mobility between the Public Service and wider public sector was announced. This policy provides that an officer who has an indefinite appointment with the Public Service may take up a post or position with a public sector entity advertised through a public call, whilst retaining concurrently his/her Public Service employment, subject to the exigencies of the Service. Likewise, a public sector employee may take up a post or position with the Public Service without having to resign from his/her employment with the entity, subject to the entity's consent in view that the latter holds a separate legal personality distinct from the Public Service.

Complementary with this initiative, a scheme is being devised to promote structured mobility of General Service officers across the Public Service with a view to rationalise resources and to cultivate the concept of versatility.

Policy Reviews

1. As another measure towards flexibility and the promotion of mobility, the policy which allowed a public officer to hold concurrent appointments in a substantive grade and a definite contractual position only if the salary of the grade does not exceed that of the position, was amended. The reviewed policy now makes it possible for a public officer holding a substantive grade/indefinite status to apply for a definite contractual position which is pegged to a salary scale which is at the same level or even lower than that of his/her substantive grade/indefinite status. Moreover, a public officer who, whilst holding a definite contractual position, is appointed to a substantive grade, irrespective

of whether the substantive grade is at a higher, at the same or at a lower level, has the option of either (i) relinquishing the definite contractual position and taking up the duties of the substantive grade or else of (ii) continuing his/her assignment in terms of the definite contractual position and being notionally appointed to the substantive grade.

2. The policy concerning lateral applications was further developed, with the aim of eliminating any unnecessary restrictions on public officers whilst ensuring that the interests of the Service are safeguarded. In addition to the concessions already granted to Tradesmen/Technicians and Gozitan public officers, allowing them to apply laterally through internal calls for applications subject to a number of conditions, clarifications regarding similar concessions were also made in the case of external calls for applications. As a result, the Public Service Management Code bore clarifications that lateral applications through external calls for applications are allowed when the advertised vacancy is in a department which is different to the one where the public officer is serving or when the area of specialisation of the advertised vacancy is different to the one held by the public officer, even if the vacancy is in the same department where the officer is serving.

Secondment

Thirty-six [36] requests for the secondment of public sector employees to perform duties with a Ministry/ Public Service Department were received, processed and finalised throughout the year in question. These requests were for 36 individuals originating from: Enemalta Corporation/Engineering Resources Ltd [9]; MCAST and ETC [both 3 each]; Housing Authority, WSC, Malta Enterprise, KMS, and FSWS [all 2 each]; AWAS, Dragonara Co Ltd, MEUSAC, Local Councils, University of Malta, MIP, FMS, NCFHE, Heritage, FTS and FES [all 1 each].

These public sector employees were seconded to: MEDE [8]; MEH-Health [7]; MSDC [5]; MTI [4]; MFIN [3]; MHAS [3]; MEH –Energy [2]; MSDEC [2], MJCL [1]; MGOZ [1].

Redeployment

Fifteen [15] requests for the redeployment of employees within the public sector in terms of Art 15A of the ETS Act were processed and finalised by end of the year. These involved employees from: the IPSL [5], MRA [5], and 1 each from MEUSAC, MEPA, FES, MCST and MEPA.

The number of public sector employees who were redeployed numbered 21, and joined the following entities: Malta Enterprise [3], SEWCU [6], Aġenzija Żgħażaġħ [7], Identity Malta Agency [1], MITA [1], MCAST [1], ETC [1], and FTS [1].

Deployment of Public Officers with Entities

During 2014, two hundred and eight (208) public officers were detailed and sixteen (16) public officers were deployed with Public Entities, whereas forty-one (41) 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, 2014, were deployed or detailed with Public Entities amounted to one thousand, seven hundred and seventy-six (1,776), as shown in the tables hereunder:

Public Entity	Number of Detailed Public Officers
Aġenzija Żgħażaġħ	5
Authority for Transport in Malta	91
Directorate of Educational Services	-
Directorate for Quality & Standards in Education	-
Enemalta Corporation	1
EU Programmes Agency (EUPA)	2
Heritage Malta	120
Housing Authority	9
Identity Malta Agency	170
Kunsill Malti għall-Isport	36
Lotteries and Gaming Authority	3
Malta Communications Authority	11
Malta Competition & Consumer Affairs Authority	66
Malta Council for Culture and the Arts	20
Malta Environment & Planning Authority (MEPA)	98
Malta Libraries	70
Malta Resources Authority	2
Malta Statistics Authority	59
MCAST	9
Medicines Authority	11
National Archives	11
National Commission for the Promotion of Equality	1
National Commission Persons with Disability	6
National Commission for Further and Higher Education	8
Occupational Health and Safety Authority	5

Public Entity	Number of Deployed Public Officers
Barriera Tax Warehouses Ltd	3
Employment and Training Corporation (ETC)	6
Fondazzjoni Ċentru għall-Kreattività (Kavallieri ta' San Ġakbu)	1
Foundation for Educational Services	2
Foundation for Medical Services	19
Foundation for Social Welfare Services	67
Foundation for Tomorrow's Schools	1
Grand Harbour Regeneration Corporation	2
IPSL	-
Local Councils	80
Local Councils Association	2
Malta Council for Science and Technology	1
Malta Enterprise	2
Malta Information Technology Agency	2
Malta Investment Mngt Co Ltd (MIMCOL)	1
Malta Tourism Authority	3
Maltco Lotteries	1
Management Efficiency Unit	6
Manoel Theatre	1
MCAST	43
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

Office of the Attorney General	19
Office of the Malta Film Commissioner	1
State Colleges	6
Superintendence of Cultural Heritage	7
Sustainable Energy and Water Conservation Unit	1
Water Services Corporation	534
TOTAL	1,382

University of Malta	1
WasteServ Ltd	26
Malta Air Traffic Services (MATS) Ltd.	115
TOTAL	394

Ongoing Ancillary Activities

Data on ongoing ancillary activities during 2014 is shown in the following tables:

Category 'A' Appointments	
Position	Number
Assistant Director	43
In an Acting Capacity	13
Assistant Commissioner of Police	1

General Service Appointments	
Grade	Number
Senior Principal	84
Principal	237
Assistant Principal	177 (of these 79 were apptd. Principals)
Executive Officer	557 (of these 18 were apptd. Principals)
Clerks	108 (of these 2 were apptd. Principals)
Senior Messenger	6

Re-employment and Re-instatement of ex-Public Officers	
Re-employment	21
Re-instatement	8

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	15
From Clerk to EO	0
From Clerk to Senior Clerk	68
General Service progressions to a higher salary scale within the same grade subject to satisfactory performance	
Grade	Number
1.2 Senior Principal From Scale 7 to Scale 6	83
1.3 Principal From Scale 8 to Scale 7 From Scale 9 to Scale 8 From Scale 10 to Scale 9	0 50 5
1.4 Assistant Principal From Scale 11 to Scale 10	63
1.5 Executive Officer From Scale 14 to Scale 13	10
1.6 Clerk From Scale 16 to Scale 15	6
1.7 Messenger From Scale 17 to Scale 16 From Scale 18 to Scale 17	0 0
Senior Messenger 1.8 From Scale 15 to Scale 14	35
Officer i/c Minor Staff	

From Scale 13 to 12	1
---------------------	---

Movement of staff approved by PAHRO	
Grade	Number
General Service Grades	236
Departmental Grades	94
Technical Grades	42
Industrial Grades	71
Others	0

Movement of staff within the same Ministry approved by the respective Permanent Secretary	
Grade	Number
General Service Grades	24
Departmental Grades	0
Technical Grades	1
Industrial Grades	7
Others	0

Movement of public officers to and from Private Secretariats	
Grade	Number
General Service Grades	16
Departmental Grades	9
Technical Grades	1
Industrial Grades	6
Others	4
Other Movement of Staff	
Type of Movement	Number
Reversion to former grade in terms of para 1.1.7.2 of the PSMC	1

Appointments in Departmental, Technical and Industrial Grades and Contractual Positions	
Method	Number
Following public calls for applications	2765
Following selection from service-wide calls	877
Following selection from departmental calls	103
After a number of years service in the grade (promotions)	109
Through direct recommendations	20

Calls for Applications – Departmental, Technical and Industrial Grades and Contractual Positions	
Type of advert	Number
Government Gazette	194
Service-wide (PAHRO Circulars)	182
Departmental Circulars	4
Expressions of Interest	26

Recommendations to the Public Service Commission in respect of Departmental, Technical and Industrial Grades and Contractual Positions	
Local Personnel	140
Expatriate Personnel	35

Pension Files processed by the Department	
Departmental, Technical and Industrial Grades	223
General Service Grades (Directors/Assistant Directors/Officers in Grade 5 and above)	14

Others (recommendations)	
Assimilations	25 recommendations involving 654 officers
Re-designations	7 recommendations involving 9 officers
Renewals of contract	51 recommendations involving 205 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.

The Public Sector

During 2014 and January-February 2015, 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) Agreement between the Housing Authority and the Union *Ħaddiema Magħqudin* (for grades not listed in the Collective Agreement);
- (ii) Agreement between the Water Services Corporation and the General Workers' Union;
- (iii) Collective Agreement between Kordin Grain Terminal and the General Workers' Union;
- (iv) *Ftehim Kollettiv bejn I-IPSL u I-General Workers' Union*;
- (v) Collective Agreement between the University of Malta and the UMASA/MUT;
- (vi) Collective Agreement between the European Union Paying Agency and the Union *Ħaddiema Magħqudin*;
- (vii) Collective Agreement between the Malta Air Traffic Services Ltd and the General Workers' Union;
- (viii) Collective Agreement between the Public Broadcasting Authority and the General Workers' Union;
- (ix) Collective Agreement between WasteServ and the Union *Ħaddiema Magħqudin*;
- (x) Collective Agreement between the National Commission for Further and Higher Education and the Union *Ħaddiema Magħqudin*.

The Public Service

During 2014 and January-February 2015, 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) Addendum to Document on Salaries and Conditions for Officers serving within the Department of Civil Protection;
- (ii) Side Letter to the Agreement pertaining to the Psychology Class between the Government and the Malta Union of Professional Psychologists;
- (iii) Addendum to the Agreement between the Government and the Malta Union of Teachers;

- (iv) Addendum To The Agreement between the Government of Malta and the Union of the Government Employed Dental Surgeons on The Classification, Regrading and Assimilation Of The Dental Class;
- (v) Side Letter on the Electro Cardiograph (ECG) Technician Grades;
- (vi) Addendum to the Agreement between the Government of Malta, the General Workers' Union and the Union Faddiema Magħqudin pertaining to Social Work Class employed within the Public Service;
- (vii) Addendum to the Agreement on the Classification and Regrading of the Industrial and Supervisory Grades and Addenda emanating therefrom;
- (viii) Agreement between the Government and the Union Faddiema Magħqudin pertaining to the Dental Surgery Assistants employed within the Public Service;
- (ix) Addendum to the Document regulating the Conditions of Service for the Police Force;
- (x) Agreement on the Absorption of Public Officers carrying out Security-Related duties within the Surveillance and Security Grades.

During 2014 and January-February 2015, 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 below issues are currently proceeding:

- (i) Allied Health Professionals;
- (ii) Diplomatic Class;
- (iii) Dental Surgeons;
- (iv) Educational Support Services;
- (v) Educational Grades;
- (vi) Paramedical Aides;
- (vii) Detention Services;
- (viii) Case Workers;
- (ix) Health-related grades;
- (x) Collective Agreements pertaining to the following Public Entities:
 - i. Water Services Corporation;
 - ii. Malta Air Traffic Services Ltd (Technical and Maintenance grades);
 - iii. Malta Enterprise;
 - iv. Foundation for Education Services;
 - v. ARMS;
 - vi. Transport Malta;
 - vii. MCAST;
 - viii. Institute for Tourism Studies.

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 2015 or in 2016, shall commence:

- (i) Foundation for Education Services;
- (ii) Malta Enterprise;
- (iii) Malta Stock Exchange;
- (iv) ARMS (GWU);
- (v) Transport Malta (UHM);
- (vi) Water Services Corporation – Professional Grades;
- (vii) Malta Stock Exchange;
- (viii) Gozo Channel;
- (ix) National Archives;
- (x) Occupational Health & Safety Authority (OHSA);

- (xi) Medicines Authority;
- (xii) Kummissjoni Nazzjonali għall-Persuni b'Diżabilità;
- (xiii) Heritage Malta;
- (xiv) Malta Environment & Planning Authority (Professional Grades);
- (xv) Malta Environment & Planning Authority (Technical and Administrative Grades);
- (xvi) National Statistics Office;
- (xvii) Institute of Tourism Studies (Academic Grades);
- (xviii) University of Malta (Technical and Administrative Grades);
- (xix) Malta Resources Authority;
- (xx) Employment & Training Corporation;
- (xxi) Local Councils;
- (xxii) Malta Philharmonic Orchestra;
- (xxiii) Local Gaming Authority;
- (xxiv) Malta Competition and Consumer Affairs Authority;
- (xxv) Malta Industrial Parks;
- (xxvi) Foundation for Social Welfare Services;
- (xxvii) Kunsill Malti għall-Isport;
- (xxviii) Agency for the Welfare of Asylum Seekers;
- (xxix) Malta Air Traffic Services Limited;
- (xxx) Housing Authority.

Following Directive 7 concerning the Delegation of Authority to recruit in the Public Sector entities, PACBU shall continue to offer its support and advice as regards the revision of the holistic salary structure of various entities. This is an ongoing exercise.

PACBU shall continue to assist management during industrial disputes including conciliation meetings, and has been a driving force in bringing industrial disputes to a settlement whilst safeguarding the Government's interest. PACBU shall also continue to facilitate and participate in round-table meetings with Trade Unions, and which are organised by the Office of the Principal Permanent Secretary in conjunction with 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.