
Management and Personnel Office

INTRODUCTION

The Management and Personnel Office is presented with continuing challenges, both by the local and foreign scenarios, to act as a catalyst for change towards the aim of making the Public Service more effective, efficient and economical in the formulation and execution of government policies, projects and programmes.

The Management and Personnel Office pursues its objectives of developing, implementing and monitoring progressive policies, strategies and management systems that promote a culture of excellence in the delivery of services as well as the optimum use of resources.

This report gives an overview of the progress registered and outlines the functions and activities carried out during 2004 by the departments that make up the Management and Personnel Office, namely the:

- Policy and Planning Department
- Employee Relations Department
- Resourcing Department
- Staff Development Organisation

POLICY AND PLANNING DEPARTMENT

The agenda of the Department of Policy and Planning for the year under review included the following activities:

- participation in Government/Trade Unions negotiations, and the preparatory work in connection with the new Collective Agreement for the Public Service for the years 2005-2007;
- continuing with the implementation of the Performance Management Programme (PMP) to improve employee performance against approved output and pre-determined quality standards;
- improving the competence of Human Resource Management through regular fora for Directors Corporate Services/Directors Finance & Administration and HR Managers, and the organisation of other training activities in HR Management;
- providing continuous support to line departments on matters concerning organisational structure, staff complementing, and other HR functions;
- preparatory work for the issuing of a tender to identify a new HR and Pensions System to replace the current systems;
- monitoring of mechanisms for the recruitment of Public Officers with the EU Commission and other EU institutions.

Classification & Re-grading

The Department was involved in the Classification and Re-grading exercise leading to the Addendum to the Sectoral Agreement on salaries and conditions for Civil Aviation employees. This addendum was signed on 16 January 2004.

Another Addendum to the Classification and Grading Agreement of the Education Class was signed on 2 February, 2004 between Government and the Malta Union of Teachers (MUT). This Addendum defines new arrangements related to the grades of Assistant Director of Education, Education Officer and Head of School. Officers in these grades are now to be considered as holders of management positions in the Public Service.

On 7 April 2004 another Addendum to the Agreement on the Classification and Re-grading of the Agriculture Class was signed between Government and the General Workers Union (GWU) and the Union Haddiema Maghqudin (UHM). This Addendum establishes changes in the provisions for the filling of vacancies in the grades of Principal Agricultural Foreman, Senior Agricultural Foreman and Agricultural Foreman.

Another Addendum was signed on 19 May, 2004 between Government and the UHM to replace Paragraph 2.3 of the 1993 Agreement on the Classification, Re-grading and Assimilation of the Dental Class.

The Department was involved in discussions with unions on issues concerning improved work practices and opportunities for career progression, as a follow-up to provisions in Section VI of the Collective Agreement for Public Service employees with regard to the years 2002–2004.

Performance Management Programme

In February, the Department of Policy and Planning initiated its annual PMP compliance audits for the year 2004. Audits covered various units and departments in all ministries.

The first service-wide quality review of the PMP documents for Clerks was launched during April-June 2004. This follows the first year since the introduction of the Programme for Clerks. The final report with recommendations was discussed with HR Managers.

PMP documents submitted for progression purposes to the Resourcing Department were also regularly reviewed for their quality content. Documents assessed during 2004 were in respect of 375 General Service employees in line for promotions and progressions to higher grades and scales. Not less than 138 supervisors were informed of weaknesses found in the PMP documents they were responsible for, and improvements were solicited. This represented a total of 36.8% out of the total PMPs reviewed by the department.

During the year, the Department of Policy & Planning, in conjunction with SDO, organised nine PMP Training and Communication Workshops for a group of Clerks recruited earlier in 2004. The workshops were held during May and November at the SDO Training Centre. It was encouraging to notice active participation, and an interest in the subject.

The Department of Policy & Planning was also responsible for the organisation of a PMP Workshop/Communication session held at the Department of Civil Aviation (DCA) for all DCA personnel in the role of supervisor. This training session was the result of a specific request by Director General, Civil Aviation.

Fora for Directors (Corporate Services)/Directors (Finance & Administration) and HR Managers

The Department of Policy & Planning continued to manage monthly fora for Directors responsible for Corporate Services and Finance & Administration. Ten fora were organised discussing topics of common interest. The topics discussed are listed hereunder:

- The effect of the Data Protection Act on corporate issues
- The Manual on Allowances for Public Officers
- Developments within the Common Database

- Issues relating to the Management and Personnel Office
- Continuation of issues relating to the Management and Personnel Office
- Workforce Supervision and the difficulties faced by management in applying effective mechanisms
- Public Service Commission Disciplinary Procedures
- The impact of the Working Time Directive on the Public Service
- The New Human Resources Computerised System
- Public Service Policy with regards to EU Recruitment.

Fourteen fora for HR Managers were organised during 2004. Topics covered were as follows:

- Sick Leave Verification Methods in Ministries and Divisions
- Identifying employees' training needs
- e-Government in Malta
- Practicing HR Management in the Public Service
- Human Resources Management and the Foundation for Human Resources Development
- Contributory Benefits
- Quality reviews of PMP for Clerks
- Business processes for the new HR System
- Sessions 9 to 14: Follow-up on HR Processes.

Human Resource Information Management System (HRIMS)

From questionnaires and other information gathering exercises held in connection with the project to replace HRIMS, MITTS prepared an Interim Risk Assessment Report. The report also includes an action plan for the short-term implementation of the recommendations. The document covers areas like implementation process pre-requisites, software and hardware requirements, the legislation and EU Directives likely to effect the operations of the new software, an operational model of the proposed set-up, and the different roles and responsibilities implied by the new Project.

A meeting held with the Central Information Management Unit (CIMU) in August formulated a business case for the funding of the new HR and Pensions System. CIMU confirmed that funds will be allocated and that the project may proceed with the signing-off of the technical specifications and an eventual public tender.

The Invitation to Tender document for the new HR System was finalised with MITTS after several meetings between MITTS, Treasury and MPO. This document gives the technical requirements for the new system, describes the tender adjudication process, and other useful information for persons or companies who wish to tender for the new system. Another document, the Business and Technical Requirements document is being reviewed. This document contains all requirements and specifications for the new software. These documents will form the basis of the tender for the new HR and Pensions System.

The MPO Website

During the year under review, MPO's website hosted 100 calls for applications for vacancies in EU institutions and 37 calls for applications for vacancies within the local Public Service. This website also began hosting the recently revised Fifth Edition of the Public Service Management Code during December.

Website statistics reported that during 2004, the website experienced 14,704 page loads made by 8,456 unique visitors. Out of these, 3,833 were first-time visitors while 4,623 were return visitors. To date, the website has been visited 22,199 times since it was first launched.

During December, a more user-friendly menu was introduced to the web site through which all web pages may be accessed. This facilitates browsing whilst giving the web site a more professional look.

EU matters

During 2004, 100 calls for applications for recruitment with the EU Commission, EU Institutions or EU agencies were issued as a Press Release and published on the MPO website, the Government Intranet, and in the Government Gazette. Various queries from the general public on EU recruitment were dealt with during the same period.

To date, 10 Technical Attachés have been posted in Brussels. The Ministry of Finance is finalising the recruitment of an additional Technical Attaché (Economy & Fiscal Affairs). Meanwhile, the contract of the Seconded National Expert posted in Brussels with the Director General, Agriculture was renewed for a further period of one year up to 31 December 2005.

The EU Working Group on Human Resources met four times during 2004. The Director (Policy and Planning) attended this Working Group in Brussels in February, April and October, while the Assistant Director (Research) attended the September session. On the 1st and 2nd October, the Director also participated in the conference for the National Contact Points held in Berlin.

The Department submitted Malta's input on 'Ethics and Integrity in the Civil Service' and on 'Lifelong Learning' as requested by the Dutch administration, which chaired the Working Group on Human Resources during their term of Presidency. Together with its comments on this study, the Department sent copies of Chapter 7 (Conduct) of the Public Service Management Code and the first Schedule (Code of Ethics) of the Draft Public Service Act. The Dutch Presidency has distributed these two documents to all participants of the Group as examples of good practice, together with those of Ireland, UK and Cyprus.

Other matters/activities

The Director (Policy & Planning) was actively involved in the preparation and drafting of the new Collective Agreement for the Public Service. The first meeting with the unions representing the Public Service employees took place on the 14 December 2004.

The Director also delivered a presentation on 'Ethics and Values in the Public Service' during an induction course for newly recruited MEU Consultants organised by SDO.

During the year, a Working Group was composed to discuss HR corporate issues in relation to the Data Protection Act. The Working Group consisted of the HR Managers within the Ministries of Finance and Health, the Elderly and Community Care, and the Education Division, together with representatives from the Data Protection Team of MITTS, the Data Protection Unit at OPM and MPO's Data Protection Officer. The Working Group finalised two reports. One with a list of guidelines and procedures intended to help HR Managers in their routine work connected with Data Protection, and the other a Form Retention Schedule intended to establish guidelines for the retention of HR related forms in HR Branches.

The exercise to absorb a number employees seconded from various parastatal entities within the Public Service was concluded. Several persons have accepted MPO's proposed conditions, and their relative letters of appointment were finalised by the Resourcing Department.

Employment Statistics

Appendices A to C show:

- A Recruitment in the Public Service 1994 – 2004
Relationship between Gender and Salary Scales in the Public Service as on December 2004
- B Average age by Grade and Sex in the General Service Class as on December 2004
Employees who terminated their employment from the Public Service – 2004
- C Public Service workforce in December 2003 and December 2004

EMPLOYEE RELATIONS DEPARTMENT

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

Public Service Management Code (PSMC)

Two editions of the PSMC were published electronically on the MPO website during 2004. The last edition contains all the new polices introduced in the Public Service up to December 2004.

Discipline

An audit of the application of the Disciplinary Regulations during 2003 was carried out on the basis of the quarterly returns on discipline submitted by line departments. A comparative analysis was carried out of the disciplinary cases initiated during 2003 and those initiated in the previous years of operation of the Disciplinary Regulations and a report was drawn up which, apart from identifying trends, proposes a number of activities to be implemented to consolidate and support the delegation of disciplinary authority.

The Employee Relations Department also continued to give support to line Departments in the management of disciplinary cases. This was done in the following ways:

- issued directives and advice to line Departments on the interpretation, management and processing of disciplinary cases;
- communicated instructions to Heads of Department about the rulings given by the PSC on the interpretation of certain provisions of the Disciplinary Regulations;
- organised a seminar for HR Managers and disciplinary officers during which presentations were made on (i) the report on discipline for 2003 (ii) the measures which are to be introduced in Government Departments to improve the supervision of the industrial workforce and (iii) the shortcomings in the application of the Disciplinary Regulations; and
- participated in a number of discussion and briefing sessions for middle and senior managers on the principles and procedures of the Disciplinary Regulations.

The following initiatives were also taken by the Employee Relations Department in the sphere of discipline:

- delegated authority to the Chief Executive Officer of Heritage Malta to exercise disciplinary control over public officers detailed with Heritage Malta;
- advised Permanent Secretaries to take disciplinary action against Heads of Department who fail to submit the Performance Management Programmes of their staff on time as such misdemeanours are causing unnecessary delays in the processing of the progressions and promotions of these officers.

Supervision of the Industrial Workforce

In order to improve the supervision of the industrial workforce, Permanent Secretaries were asked to introduce in the Departments falling within their Ministries a number of measures, namely:

- a system by which the Head Office is informed when an employee or a team of employees working in an off-site location is shifted from one location to another. Head Office should, in turn, inform the Head of the Inspectors Unit about such shifting;
- the practice that the report drawn up by an Inspector following an on-site inspection is counter-signed by the supervisory officer responsible for the employee who has not been found at his place of work;
- the installation of answering machines through which watchmen and other employees at off-site locations would be able to communicate their absence not previously authorised; and

- the issue of instructions that when leaving their place of work, employees in the industrial grades, including those working at off-site locations are required to complete the temporary absence sheets, after obtaining the necessary authorisation.

Occupational Health and Safety (OHS)

In order that Government Departments may be brought in conformity with OHS legislation, Heads of Department were instructed to take the following initiatives:

- appoint an officer to assist them on OHS matters;
- select an officer to represent his/her colleagues on OHS matters after the necessary consultations are carried out with all employees; and
- carry out an assessment of the OHS hazards at the places of work under their responsibility.

Various other initiatives were taken by the Employee Relations Department to promote, safeguard and raise awareness on OHS in Government Departments, as follows:

- organised seminars for Directors, Corporate Services/Finance and Administration and HR Managers about the Workers' Health and Safety Representative and Risk Assessment;
- encouraged Heads of Department to participate in the 3rd edition of the OHS Good Practice Awards;
- informed Heads of Department about the training courses that are organised by the OHS Authority and encouraged them to nominate suitable officers to attend these courses.

The Employee Relations Department was granted a certificate of participation in the Occupational Health and Safety Good Practice Awards, organised by the OHS Authority. This certificate acknowledged the initiatives that the Department had taken during 2004 in order that Government Departments may be brought in conformity with OHS legislation.

The Smoking in Public Places Regulations, 2003, were circulated amongst Heads of Department who were also reminded about their legal obligation not to allow their employees to smoke in the workspace and in any public area of their premises.

Gender Equality

In order to promote Government's agenda for equal opportunities and for more participation of women, the Employee Relations Department carried out the necessary preparatory studies and presented proposals regarding more flexibility in the utilisation of parental leave.

A report was presented on the initiatives undertaken by MPO with regards to gender equality during the year 2003. This report outlines the Department's strategy for the future namely: (i) the further promotion of the use of gender sensitive criteria in Selection Boards (ii) exploring the feasibility of setting up child care centres (iii) keep-in-touch policies for officers on long parental leave (iv) ensuring that the conditions of service of casuals and part-timers compare favourably with the requirements of the Employment and Industrial Relations Act and (v) promotion of more flexibility in gender related policies and practices.

The Employee Relations Department issued a circular drawing the attention of Heads of Department to what constitutes sexual harassment and that this type of behaviour is a criminal and disciplinary offence. They were also advised about the action that should be taken against a public officer who sexually harasses another person, whether this person is a public officer or not. Public officers who unjustly accuse subordinates, colleagues or superiors or lodge malicious and frivolous complaints are also liable to disciplinary action.

The following family friendly policies were introduced during the period under review:

- reviewed the parameters guiding the approval of special unpaid leave granted to proceed abroad (i) to accompany spouse on government sponsored courses or assignments and (ii) for missionary/voluntary work. This type of unpaid leave may now be renewed up to a maximum of 4 years, which may be either continuous or broken up by periods of resumption of duties;
- 4 half days of the vacation leave entitlement may be utilised as urgent family leave when the immediate family of the officer is involved in accidents, sudden illness, births and deaths.

Political Activities

The following policies regarding political activities were implemented:

- in order to contest the European Parliament Elections, all public officers, with the exception of Senior Legal Officers and Counsels in the Attorney General's Office and members of the disciplined forces, do not need to apply for unpaid leave during the electoral campaign, and may retain their public service post if they are elected as Members of the European Parliament;
- public officers in a grade not higher than the grade of Principal may be granted special unpaid leave on grounds of public policy in order to work as personal assistants with Members of European Parliament; and
- public officers who had to resign their Public Service post on being elected to Parliament and who wished to resume duties were re-instated in their former grade. This is in line with the newly enacted Members of Parliament (Public Employment) Act.

Audit Mechanism of Allowances

In line with its aim - that of decentralising the administration of certain benefits - the Employee Relations Department issued to each Department guidelines and parameters on the management of allowances payable to public officers. These guidelines are intended as an audit mechanism and all allowances are to be reviewed on an annual basis to ensure that they are paid in conformity with established policies.

Treasury Pensions

A study was carried out of EU directive 98/49. This directive deals with the right of pensionable officers to receive adequate information about (i) their pension and (ii) their entitlement to a Treasury pension even if they are residing in another EU member state. The changes which are to be made in the Pensions Regulations were also formulated.

Data Protection Act

The Employee Relations Department continued with a review of its practices on data processing and the format of a number of forms used by the Department were revised in order that they be in conformity with the Data Protection Act.

Surveys

In order to plan new policies and also furnish information on different aspects of HR management the following surveys were carried out:

- the number of public officers carrying out light duties;
- the number of public officers who availed themselves of maternity and parental leave during 2003 and 2004;
- the amount of sick leave availed of by part-timers, casual and full-time public officers during 2002 and 2003;
- the amount of sick leave availed of by male and females public officers in the 4 largest Departments;
- the number of male public officers who are on parental leave.

Other measures

During the period under review the following measures were also implemented:

- granted time-off to all public officers called for duty at St Vincent de Paule Residence for the Elderly during the Referendum and the 2003 General Election;
- granted special unpaid leave on grounds of public policy, renewable on a yearly basis, to public officers who are chosen to work with an EU institution; and
- released an additional public officer to work with one of the Trade Unions. This was done following a revision of the current policy on this subject.

Statistics

Cases handled by Employee Relations Dept	
Conditions of Service	1,563
Discipline & Staff Welfare	803
Queries on Pensions	146
Total	2,512

Disciplinary cases initiated by line departments under 1999 PSC Disciplinary Regulations	
Description of Punishments	No
Regulation 18	143
Regulation 19	558
Regulation 20 Minor	232
Regulation 20 Serious	152
Total	1,085

Cases of conditions of service considered	
Type of Cases	No
Unpaid Leave	160
Duty Leave	55
Cultural Leave	90
Medical Boards	390
Acting Allowance	52
Political Activities	58
Re-instatements/Re-employment	19
Union Activities	345
On-Call Allowance	10
Qualification Allowance	35
Boards and Committees	39
Release of officers to NGOs	12
Others	298
Total	1,563

RESOURCING DEPARTMENT

During 2004, the activities of the Resourcing Department were focused on:

- the further delegation of powers in respect of centralised human resource functions;
- the setting up of a careers portal for the Public Service;
- strengthening operational frameworks connected to recruitment;
- the provision of advice and support to Ministries and line departments to achieve their human resource requirements in the most economical manner and concurrently promoting the concept of engagements on definite contracts in line with the proposal contained in the White Paper on the Public Service Act;
- assisting public entities to fill their staff requirements from among public officers.

Power to appoint on the basis of an approved Public Service Commission result

In order to hasten the appointment of successful candidates in a recruitment process, an Instrument of Delegation to empower the Principal Permanent Secretary to appoint on the basis of an Order of Merit endorsed by the Public Service Commission subsequent to the Prime Minister's initial approval of a PSC Recommendation in a selection process was submitted to the Public Service Commission for its consideration. The Instrument was concurred with by the Commission which made its Recommendation to the Prime Minister accordingly. The Prime Minister approved the PSC Recommendation.

The procedure henceforth to be adopted by Heads of Department when recommending persons for an appointment is being reviewed in the light of the new Instrument of Delegation.

This Instrument of Delegation also adjourns two previous Instruments dated 20th February 1970 and 25th October 1991 (as amended on 18th January 2000) delegating power to the Principal Permanent Secretary instead of the Administration Secretary and Permanent Secretary (OPM) respectively.

Power to engage Casual Substitutes on a part-time contract basis

In view of a resulting depletion of human resources at certain office hours, in particular during the afternoon session, the Prime Minister has also approved another Instrument of Delegation extending the current arrangements to replace public officers on long paid or unpaid leave through a Casual Substitutes Scheme to persons working on a 20-hour reduced time-table.

The new scheme also envisages that Casual Substitutes on full time employment may be retained in employment on the proposed part-time basis if the Public Officers with whom they are twinned decide to resume duties on a reduced 20-hour week.

Public Service Careers Portal

In view of the fact that an original Project Brief prepared by the Management Efficiency Unit in April, 2003 could not be proceeded with as the process of delegation had been delayed, extensive consultations were taken up with MEU to re-validate the original brief and to prepare a fresh report on the possibilities of providing an Internet-based solution to the current selection process.

The new report recommends the setting up of a Public Service Careers Portal to electronically manage, as far as possible, the process of selection and to provide a means for issued calls for applications to be viewed by the public and for applications to be submitted electronically. Consultations are now being taken up the Public Service Commission.

Updating of Chapter 1 of the Public Service Management Code

The text of Chapter 1 of the PSMC plus Appendices has been adjourned and may be accessed from the MPO website.

Concurrently, proposals have been made to amend the Basic/Conduct Requirement following Malta's accession to the EU, by virtue of which eligibility in public calls was extended to citizens of EU Member States provided that the exercise of public authority and responsibility for safeguarding the general interest of the State is not involved.

Public calls for applications issued after 1st May 2004

Following a series of all-round consultations including MIC and ETC on the post-EU accession issue of public calls for applications, it was agreed that the following amendments be effected to public calls for applications:

- (i) Unless the posts/positions to be filled can be classified as sensitive posts/positions involving the safeguarding of the interest of the State (Art 39(4) EC), in which case Maltese citizenship will continue to be invoked, eligibility will be open to citizens of Malta *or of an EU Member State who are able to communicate in Maltese and English*;
- (ii) In the case of professional posts/positions, eligibility is restricted to persons possessing the requisite warrant/licence to practice *in Malta*;
- (iii) The certificate of conduct to be issued *by the Police or other competent authority*;
- (iv) In view of the Mutual Recognition of Qualification Act, eligibility parameters are extended by the insertion of the proviso *or comparable* (as distinct from *or equivalent*) *qualifications*.

Eligibility in the case of service-wide calls for applications is restricted to Public Officers *holding a substantive appointment in the Malta Public Service*

ICT positions framework

In consultation with CIMU, a *Framework for ICT Positions* was devised to provide useful benchmarking and consistent guidelines vis-à-vis the creation and determination of eligibility requisites and job descriptions for ICT positions across the Public Service.

Employment of persons with disability in the Public Service

In consultation with the Kummissjoni Nazzjonali Persuni b'Dizabilita` (KNPD) and the Public Service Commission, arrangements have been put in place to enable persons with a disability registered with the KNPD to be given the possibility of special accommodation whenever they apply for Public Service posts/positions.

The scheme affords disabled persons who do not satisfy the eligibility requirements stipulated in calls for applications to be given special consideration and not be deemed ineligible, provided they are, in essence, capable of carrying out the duties attached to the particular post/position.

Establishing a ten days time-limit for the submission of petitions in respect of appointments

New arrangements have been introduced whereby a ten days time-limit was established from the date of publication of the notice in the Government Gazette of a result of a selection process approved by the PSC during which petitions must be made in terms of the PSMC (Section 1.1.10). In the case of category 'A'/Scale 5 positions, the time-limit is applicable from the date of the Public Service Commission approved result.

Training of new Panel Member appointed by the Public Service Commission to sit on Selection Boards

88 General Service officers in grades ranging from Scale 5 to Scale 11 were appointed as Panel Members to replenish the already existing pool of Panel Members.

An updated presentation on the Role of the Panel Member on PSC Selection Boards was delivered to these newly appointed Panel Members in a seminar at the Old University on 2nd March 2004.

Arrangements were also made with the Staff Development Organisation to provide these Panel Members with training on interviewing skills.

Support to Ministries and line Departments on human resource requirements

The Resourcing Department constantly assisted and advised ministries and line departments on the best method to fill existing vacancies, as far as possible suggesting the engagement of employees on definite contract. Whenever possible, redeployment of employees from other Ministries was resorted to or advice was given to make the necessary arrangements from within the same Ministry.

Policy Officers for the Public Service

The position of Policy Officer was created mainly to provide support to newly established directorates related to EU and Policy Development. Following a public call for applications issued centrally for applicants interested in filling the position, 86 candidates were successful in the Selection exercise. Nineteen candidates were engaged as Policy Officers on a 3-year contract, three other candidates took up the appointment but subsequently resigned and 22 others refused the appointment. The Public Service

Commission approved that the validity period of the selection exercise be extended by one year, that is, up to 7 January 2006.

Maltapost employees reverting to the Public Service

By 10 May 2004, all the 143 Maltapost employees who opted to revert to the Public Service were deployed in various ministries/departments according to priority requests and taking into account the preferences indicated by the employees.

Principals

The final result of the 2003 Principal examination was published on 21 December 2003. Following approval by the Public Service Commission, the one-year validity period of the examination was extended for a further period of one year, that is, up to 21 December 2005. Out of the 87 successful candidates, 50 were recruited whereas five refused the appointment.

Clerks

The validity period of the 2002 Clerk examination expired on 15 May 2004. Approval was granted for the recruitment of 160 Clerks in the Public Service. By the end of the validity period, 220 successful candidates were offered the post. Out of 545 successful candidates, 158 were recruited and 61 refused to take up the post. One other candidate requested and was granted a postponement of appointment and is due to take up the post in May 2005.

Casual Typists and Casual Cleaners

Casual Typists and Casual Cleaners were given the opportunity for permanent employment through the issue of appropriate calls for applications. Following selection and on the recommendation of the Public Service Commission, the Prime Minister approved that 101 Casual Typists and 19 Casual Cleaners be appointed Clerks and Charwomen respectively with effect from 1 June 2004. Successful candidates were retained in their current postings within their departments.

Senior Messengers

A Competitive and a Qualifying examination open to officers in the grade of Messengers were held in September 2004 under the auspices of the Examinations Department. Eight candidates were successful in the written component of the Competitive examination and have recently been assessed through an Interview. The report of the Selection Board and the final result is in process.

In the Qualifying examination, there were eight successful candidates, five of whom were also successful in Part I of the Competitive examination.

Assisting public entities to fill their staff requirements from among Public Officers

The Resourcing Department circulated regularly within the Public Service adverts for the filling of vacancies within public entities in order to avoid recruitment by the entities from other sources thus causing an increase in public expenditure. Selected officers were allowed to take up their new duties on grounds of public policy, thus retaining the right to return to the Service should their engagement with the public entity be terminated.

During the year under review, 43 public officers were detailed with public entities whereas 18 had their detailing order revoked as a result of demand driven requests.

Currently there are 2,332 public officers serving with public entities.

Migration of Public Officers to Malta Maritime Authority and Malta Communications Authority

On 1 June 2004, the technical functions of the Wireless Telegraphy Department migrated to the Malta Maritime Authority and the Malta Communications Authority and consequently 18 public officers who were required to carry out these functions were detailed to perform duties with the two Authorities.

Deployment of Public Officers to MCAST

The procedure of deploying public officers to MCAST on grounds of public policy has been reviewed following proposals by Resourcing and Permanent Secretary (Education) given that the practice hitherto adopted was a kick-start measure limited to officers teaching in institutions displaced by MCAST.

As this stage has been superseded, the following procedure was approved for implementation with effect from 1 January 2004:

- MCAST adverts for recruitment will not include the clause indicating that special arrangements will be made for public officers if they are selected for MCAST posts;
- The conditions as advertised in calls for applications issued before the cut-off-date will be respected.

Tribunal for The Investigation Of Injustices

The Management and Personnel Office represents the interest of the Government in those cases before the Tribunal for the Investigation of Injustices in which the Prime Minister, the Permanent Secretary OPM and the Director General, MPO, are indicated as respondents.

In the year under review, an MPO representative attended a total of 34 sittings of the Tribunal. Sentences delivered by the Tribunal and forwarded to the Prime Minister in terms of Act VII of 1997 amounted to 91. The Management and Personnel Office carried out necessary follow-up action.

Ongoing ancillary activities

Figures on ongoing ancillary activities are tabulated hereunder:

Category 'A' appointments	
Position	No
Principal Permanent Secretary	1
Permanent Secretary	8
Director General	7
Director	61
Director-designate	4
Other	2
In an acting capacity	28
Assistant Director	27

General Service appointments	
Grade	No
Senior Principal	1
Principal	171
Assistant Principal	63
Executive Officer	-
Senior Clerk	49
Clerk	155

General Service progressions from one salary scale to a higher one with the same grade subject to satisfactory performance	
Position	No
Senior Principal (Scale 7 to 6)	28
Principal (Scale 8 to 7)	1
(Scale 9 to 8)	21
(Scale 10 to 9)	80
Assistant Principal (Scale 11 to 10)	212
Executive Officer (Scale 14 to 13)	20
Clerk (Scale 16 to 15)	239

Engagement of Consultants/Advisers on contract	
New Contracts	21
Renewals	71
Terminations	26

Pension Files processed by Resourcing Dept	
Departmental, Technical & Industrial Grade	475
General Service Grades	104

Calls for applications issued for Department, Technical & Industrial Grades	
Type of advert	No
Government Gazette	110
Service-wide MPO Circular	40
Department Circular	11

Recommendations to PSC in respect of Departmental/Technical/Industrial Grades	
Local personnel	155
Expatriate personnel	30

Movement of Staff within same Ministry approved by respective Permanent Secretary	
General Service Grades	52
Departmental Grades	10
Technical Grades	7
Industrial Grades	30

Departmental, Technical & Industrial Grades appointments	
Position	No
Through public calls for application	864
Through service-wide calls for application	156
Through departmental calls for application	84
After years of service in the grade	115
On assimilation	1
Renewal of contracts (Correctional Officers)	177
Other	11

Movement of Staff approved by MPO	
General Service Grades	96
Departmental Grades	18
Technical Grades	21
Industrial Grades	76

STAFF DEVELOPMENT ORGANISATION

Last year a total of 4,110 government employees, consisting of 1,782 women and 2,328 men, participated in the extensive range of programmes organised by the Staff Development Organisation.

Conference on Public Service Act

Following the publication of a White Paper containing proposals for a new law on the Public Service, the Government, as part of the process of public consultation on the proposed Act, held a one-day conference. The SDO was entrusted with the organisation of this Conference on behalf of the Office of the Prime Minister. Two hundred and ninety-seven participants consisting of top management, union officials and members of the civil society attended this Conference.

In view of the larger than expected response to the above Conference, a half-day seminar was held a week later in which seventy officials ranging from Assistant Directors to Principals participated.

Visit to Malta by Bulgarian Senior Civil Servants

Between the 20 and 23 May, 2004 a group of 24 senior civil servants from Bulgaria was in Malta to attend a training programme designed for them and delivered at their request by the SDO. Members of the group ranged from Directors and Executive Directors to Secretaries General and Chairpersons of State Commissions.

The initiative came about following contacts between the Executive Director of the Institute of Public Administration and European Integration of Sofia and the Director, SDO. The theme of the training, which was held over 3 days, was *Leadership for the Management of Change in Anticipation of EU Membership*. Presentations dealt with Change Initiatives undertaken by the Maltese Public Service, Change Programmes that are in place, and the structures set up to implement these changes, particularly those set up in anticipation of EU membership. The programme was presented as Malta's experience of introducing innovation through initiatives linked to both its domestic and EU agendas. Participants expressed their appreciation for the training, many of them stating that they had learned considerably from their visit and that they would be applying their new knowledge in their work.

Familiarisation Visit in Malta by Staff from the European Commission

The Management Development Section co-ordinated a familiarisation visit for a group of 20 EU Officials coming from various DGs within the EU Commission. Participation in these groups is particularly important because the visit's main objective is to improve their knowledge of the host country's political, administrative and economic structures. The programme involved inputs from a number of serving government officials and other major representatives of other entities covering areas that are of crucial interest. The twenty participants were given an overview of the Maltese set up with regard to the Economy, Public Service, Administration, Industry, Heritage and Political System using a hands-on and participative manner throughout all the sessions. Another important feature that was dealt with during this programme was the Regional Status of Gozo where participants visited the Ministry for Gozo and discussed issues related to Tourism, Role of the NGO's, the Business Community and Agriculture.

These information programmes help to ensure a better understanding of how governments work across the EU. The participants felt that this visit gave them the opportunity to have a more in-depth knowledge of Malta and the context within which the country operates.

Attendance at the European Institute of Public Administration Board of Governors Meetings

During the year the Director, SDO participated in three EIPA Board of Governors Meetings, since an extra meeting was held on the 18 February 2004 in Maastricht.

Discussions are underway to determine the possibility of a future membership agreement for the year 2005, after the co-operation agreement came to an end in December 2004.

Participation in the Standing Conference for European Public Service Training Agencies

The IT Area Co-ordinator participated in the SCEPSTA Annual General Conference on behalf of Director, SDO. The Conference was held in Helsinki, Finland on the 21-23 June 2004. The theme of the Conference was *The Learning e-revolution*. This formed the basis of consideration and discussion about where training organisations are going with e-learning. Keynote speakers addressed the issue while the participants were presented with best practices by organisations from within SCEPSTA who have already delved into this new concept of training.

On 12-13 November, the Director, SDO participated in the SCEPSTA executive committee meeting held in London. The committee discussed the forthcoming conference, SCEPSTA's financial position, the design of the new website and the publication of a commemorative booklet. Director, SDO accepted to act as secretary and contact point for website designs.

Publications by SDO

The *SDO Prospectus 2004* was issued in early January 2004. This publication mainly focused on those courses at which attendance is by application and contained a specimen application form, which is also downloadable from the SDO website www.sdo.gov.mt.

The *SDO Training Review 2003* entitled *Breaking New Ground* was published and distributed during the third quarter of the year.

Installation of Training Management Software at SDO

MITTS installed a new software system for the SDO. By the end of the year staff at SDO was transferring data onto the new system to provide a check to the validity of the overall system. The system will be fully operational once it is running with data inputted by SDO and when it starts generating the required reports.

SDO Website

The IT Area Co-ordinator revamped the SDO website which had been online since 1999. The website has been designed to facilitate navigation through the different areas of training and development activities provided by the SDO. Useful features familiar to the old website were retained, while pages relevant to the SDO's mission and aims, organisational set-up, and detailed latest news have been introduced. The *Prospectus* may also be viewed and downloaded in pdf format from the SDO website.

Capacity Building Programme for Information Management Officers

During October 2003, the SDO, in collaboration with the Swatar Training Centre, launched the programme *Capacity Building Programme for Information Management Officers*. This programme continued during 2004 and was successfully concluded in December.

The subjects tackled were: Communication Skills; Change Management; Project Management; Human Resources Development; Strategic Planning; Cost Effectiveness; Leadership Skills; Problem Solving; Benchmarking; Finance Management; Negotiation Skills; Role of IMO; Quality Management; Managing IS Projects; e-Government Initiatives; Information Risk Management; Implementing Business Systems; Business Continuity and Disaster Recovery; Health and Safety; Local Legislation in IT; Data Protection; Cyber Crime; The Malta IT Standards; The Government ISSP and other Entities; Business Continuity Management; ICT Governance; The Role of the Information Security Officer; and Responding to Incidents.

Accrual Accounting System in the Public Service

During the year, 200 public officers completed the course on *Accrual Accounting System* which had started in April 2002, and, following an assessment, were duly awarded a certificate according to the grade obtained.

The 'A' Level Accounting Training course is underway according to schedule. About 19 public officers working in accounts sections, from the first group of participants who had started their training in October, 2001 are attending.

HR Forum

The HR Forum for the month of February was dedicated to training and development. The Area Co-ordinators responsible for Management Development and Continuous Development addressed the HR Managers. This meeting offered an opportunity for SDO to establish a closer link with HR Managers, to familiarise HR managers more with the SDO as an organisation as well as to promote the training function (including training evaluation), introduce the *SDO Prospectus 2004*, and introduce the concept of a new training programme for HR managers.

Foundation Course for Principals

In April 2004, the SDO concluded the training programme *Foundation Course for Principals*. The last module dealt with *Interpersonal Effectiveness*.

After participating in the foundation course, a group of Principals identified a *Basic Accounting Practices* course as part of their 'further training needs'. To address this need, the SDO designed a short but focused programme. At the end of this five half-day course, participants were expected to have a working knowledge of accountancy in their day-to-day tasks. Twelve participants benefited from this programme.

Seminars on Disciplinary Procedures

The Ministry for Rural Affairs and the Environment requested SDO's assistance to carry out half-day seminars on Disciplinary Procedures. After assessing the training needs with the Director Corporate Services (MRAE), these seminars were organised in conjunction with the Employee Relations Department, Management & Personnel Office. Five seminars were held during which 180 employees participated.

Submission of Requests from the European Economic Area Fund and Transition Funds

In April 2004, the SDO had submitted two proposals for funding under the European Economic Area (EEA) financial mechanism. Further instructions were given by the Planning and Priorities Co-ordination Directorate to resubmit this request under the Transition Facility programming procedure, since the Joint Committee for EEA-Norway Financial Mechanisms in Brussels had not yet been set up. The two proposals were therefore resubmitted as instructed.

Assistance to the Department of Family Welfare

The Department for Family Welfare within the Ministry for the Family and Social Solidarity is in the process of changing its function from that of a service provider to that of regulator of social welfare services. The SDO is providing its support in this conversion process by designing and delivering appropriate training modules among other things.

Induction Course for MEU Consultants

During December an induction course was held for newly-appointed MEU Consultants. The aim of this programme was to introduce participants to the Malta Public Service and its different responsibilities and to get a better understanding of its values and ethos as MEU's client. By the end of this programme participants should have acquired a range of skills and the information and knowledge required to obtain a better perspective of the environment in which they shall exercise their new responsibilities in providing consultancy services to the Public Service. Ten participants attended this three half-day programme.

Basic Course for Ex-Maltapost employees

During November, 2004 a programme titled *Basic Course for Ex-Maltapost Employees* was launched. The programme was developed specifically for ex-Maltapost employees who were given their appointment as clerks within the Public Service. The first module aimed to provide participants with an overview of the Maltese Public Service and its different responsibilities including the various procedures and functions which form part of the organisation, and to help them enhance their IT skills - 88 participants attended this programme.

Overseas Training

The French Government offered scholarships to three public officers who successfully attended programmes at the *École Nationale d'Administration*. The courses chosen were *The Diplomacy Profession, Europe and Globalisation* and *The Economic Role of the State*.

Throughout the year eleven government officials benefited from open activities organised by the European Institute of Public Administration, Maastricht.

For the third year running the Irish Department of Foreign Affairs, through the Irish Institute of Public Administration, offered the EU acceding countries four EU-related training programmes in the areas of: *Structural Funds and Cohesion Funds; EU Competition Policy; Agriculture and the Environment; and Strategic Management*. Nine Maltese officers participated in these training courses.

Sponsorships for Masters Degrees

Following the issue of MPO Circular 57/04 calling for interested public officers deserving to read for a Masters Degree to apply for sponsorship, thirteen public officers were chosen, five in *Business Administration*, four in *Training and Human Resources Management* and four in *Public Policy*.

Sponsorships for Diplomas at the University of Malta

This year three separate OPM circulars were issued for suitably-qualified public officers to apply for sponsorship to read for a diploma at the University of Malta. All those public officers who were accepted by the University of Malta and who satisfied the requirements as laid down in the respective OPM circulars, were given release to attend lectures during the academic year commencing October 2004. Ten officers are reading for a *Diploma in Functional Arabic*, 19 for a *Diploma in Social Studies (Gender and Development)* and another 31 for a *Diploma in Public Administration*.

During December a small event was organised by SDO at St James Cavalier where the Principal Permanent Secretary personally congratulated those public officers who had successfully completed the DPA during the period 2002/2004.

Management Development Programmes

During 2004 nine programmes on *Supervisory Management* were held; 112 participants benefited from this course, while 69 officers participated in six programmes on *Interpersonal Effectiveness*.

During the last quarter of the year a new programme on *Strategic Management* was launched. The objectives of this course were to enable participants to recognise the importance of strategic management as part of their managerial role and to understand the importance of strategic planning, monitoring, and evaluating in their respective ministry. One programme was held in Malta and another one in Gozo. In all, 26 participants benefited from this course.

Sixty-nine government employees participated in four courses on *Writing Skills (English)*.

Language Training

The SDO organises language training in three different languages in collaboration with the Alliance Francaise, the German-Maltese Circle and the Círculo Cultural Hispano-Maltés. Twenty-two public officers are studying the French language, 24 are attending German, whilst 30 others are participating in Spanish classes.

Departmental and Finance Training

In 2004, this section organised four courses on *Customer Care in Action* with 73 attendees and four programmes on *Being Assertive* with 49 participants.

During the year another programme featuring in this year's prospectus was launched. This ten half-day programme on *Understanding Financial Accounting* was targeted at public officers involved in the accounts sections. It is designed to provide participants with a working knowledge of accountancy and help them understand how the introduction of accrual accounting will affect the Public Service. Two programmes were organised in which 30 public officers participated.

Continuous Development

A new programme titled *Orientation and Empowerment Course for Public Officers resuming duty from Long Leave* was aimed at public officers who have returned to work after a relatively long period of time.

The objective of this half-day programme was to help these public officers to reintegrate into the workplace. In order to encourage effective participation and better communication two courses were held with only eight and eleven participants respectively.

The programme on *Pre-retirement* was targeted at those employees who are nearing retirement age. The aims of this four half-day course were to help participants plan retirement, look forward positively to it and manage changes in their new lifestyle. Two programmes were held during which 30 officers attended.

Another new programme was *Presentation Skills* targeted at both experienced and inexperienced officials who are required to speak in public or deliver training sessions. The main objectives of this course were to help these public officers discover the skills of an effective speaker, plan, design and develop the material to carry out the delivery and acquire or enhance their presentation skills. Three courses were held and 34 officers participated.

The objectives of the programme on *Team Building* were to enable public officials who have the responsibility to manage or supervise other officials to gain more knowledge on the concepts and principles of team building, help them to be more effective within a group or team, and enable them to enhance a quality management environment within their organisation. Six three half-day courses were held with a total of 167 participants. One course was held in Gozo.

Three programmes on *Working in a Team* were held. The aim of this course was to build team spirit among participants to be able to work together as a team. For this reason, groups included officials with a supervisory role and their subordinates. Seventeen employees participated in this programme. The number of participants in each course was kept low to enable better individual attention by the facilitator and encourage participation.

A briefing session was held for sixty Panel Members on Public Service Commission Selection Boards. This was followed by a session on *Interviewing Skills* which was attended by 49 officials.

The SDO organised an induction course for newly-appointed clerks. The objectives for this course were to provide participants with an overview of the Public Service, and of their role and responsibilities as clerks, and to give these new recruits some basic skills to help them carry out their duties. One hundred and forty-four clerks benefited from this foundation course.

A programme on *Performance Management* was developed specifically for these newly-appointed clerks. The aim of this programme was to help participants appreciate the concepts, benefits and the planning process behind the Performance Management Programme - 62 clerks attended these sessions. Another 79 government employees coming from various departments participated in four programmes on Performance Management.

A new programme kicked off during the last quarter of the year aimed at Clerks who, after ten years in the grade, will be promoted to Senior Clerks during 2005. This two half-day programme is intended to enable these new Senior Clerks acquire basic skills which would prepare them to shoulder higher responsibilities in their new role. One hundred and thirty-two clerks participated in this training programme. A one-day programme is to be held in Gozo for those clerks who are Gozo based.

This section also organised:

- two programmes on *Office Management Skills* in Malta and another session in Gozo (53 participants);
- two one-half day programmes on *Registry Services* (29 participants);
- four sessions on *Registry Services* (in collaboration with the Education Division) targeted at Assistant Directors and Education Officers (61 officers).

Four programmes on *Occupational Health and Safety* were held with 62 participants coming from various departments/ministries.

Another programme was *Health and Safety Risk Assessment*. This was the first course of its nature delivered by the Institute of Health and Safety. The course was held twice with a total of 24 participants. Upon completion of this course participants were able to carry out a risk assessment of their workplace, across the full range of health and safety concerns, thus contributing towards a safer working environment.

EU Training

During 2004 the SDO held three courses of the basic programme on *How the European Union Operates* with a total of 83 participants.

Advanced courses in the following areas were held: *EU Treaties, EU Institutions, Regional Policy and the Environment, Agriculture and Fisheries, and Common Foreign and Security Policy*, attended by 174 government employees benefited from these programmes.

A programme on *Navigating the EU Portal* was attended by eight officials working in the Ministry for Tourism and Culture.

In May, a programme on *An Overview of the European Union Cohesion Policy* targeted at employees working in government departments in Gozo was organised in Gozo. The programme was facilitated by Mr Nicolino Paragona, Project Leader, Twinning Light Malta-Italy who, at the time, was temporarily attached to the PPCD. Forty government employees benefited from this programme.

The SDO, in collaboration with the Planning and Priorities Co-ordination Directorate, organised a workshop on *The Practice of Monitoring and Evaluation of EU Projects*. This three-day workshop was designed and facilitated by EMS, Brussels. It was intended for persons who will play a managerial or operational role in monitoring EU funded projects and those officials having a co-ordinating role in their organisations with respect to evaluation issues. This activity was co-funded by the EU Commission.

During March, the SDO in collaboration with the Institute of Public Administration, Ireland organised a two-day workshop on *Negotiating the Brussels Maze*. The targeted audience were public officers who are or will be directly involved in co-ordinating policy and managing relations with EU institutions in particular those who are or will be attending EU Committees and Council working groups. The workshop was fully funded by the Irish Department of Foreign Affairs.

In August, the Planning and Priorities Co-ordination Division concluded the Twinning-Light Malta-Italy Project on *Assistance on the Preparation for Structural and Cohesion funds*. Since it was deemed important that this training should be cascaded to all parties concerned in the various ministries/departments, the support of the SDO was sought to help the PPCD in the design and organisation of this training course. The information communicated during these four two-hour sessions was vital for the success of all EU projects. It was aimed at the main stakeholders of implementation, namely Project Leaders, EU Affairs Directors and Fund Managers. Four programmes were organised in Malta and one course was held in Gozo - 141 officials participated in this training programme.

The SDO, in collaboration with the Ministry for Justice and Home Affairs, co-ordinated two seminars on The Preliminary Ruling Procedure and The Infringement Procedure Act 226 EC Treaty. The first seminar was aimed at the judiciary of national courts whilst the second seminar was targeted at government senior officials including lawyers, coming from various ministries. Both workshops were designed by the TAIEX Unit of the EU Commission and were organised in all new Member States. Sixteen and twenty-four participants respectively benefited from these training programmes which were fully funded by the EU Commission.

During the last quarter of 2004 the Department of Contracts concluded a Twinning Light Contract with Italy on Assistance in the Implementation on the new Public Contracts Regulations 2003. The support of the SDO was sought to help in the design and organisation of a training programme to be delivered to all

parties concerned in the various departments/ministries. The purpose of this intensive training programme was to ensure proper application of the Public Procurement Directives according to European Directives. This training was organised by the Italian Ministry of Economy and Finance, the Department of EU Policies in partnership with the Public Works Authority, Rome. The 134 participants who completed this training course were presented with a certificate of attendance.

IT Training

During the year the IT section at the SDO organised 132 courses on various IT subjects and this training was delivered to 1,197 employees.

The SDO managed to obtain five PCs through EU Funds and a further three computers were bought from OPM funds. In this way, the SDO IT Section was in a position to set up a temporary new IT training room at SDO equipped with Windows XP. New course notes were prepared to supplement the MS Windows XP software. Training in the new IT Lab started in September 2004.

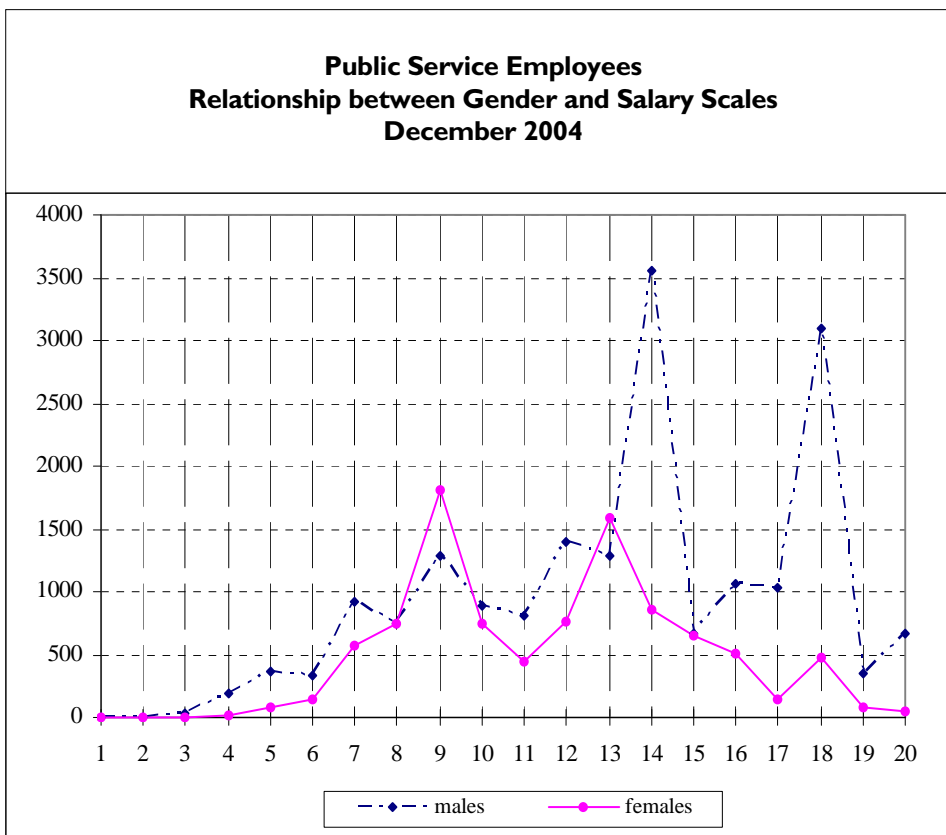
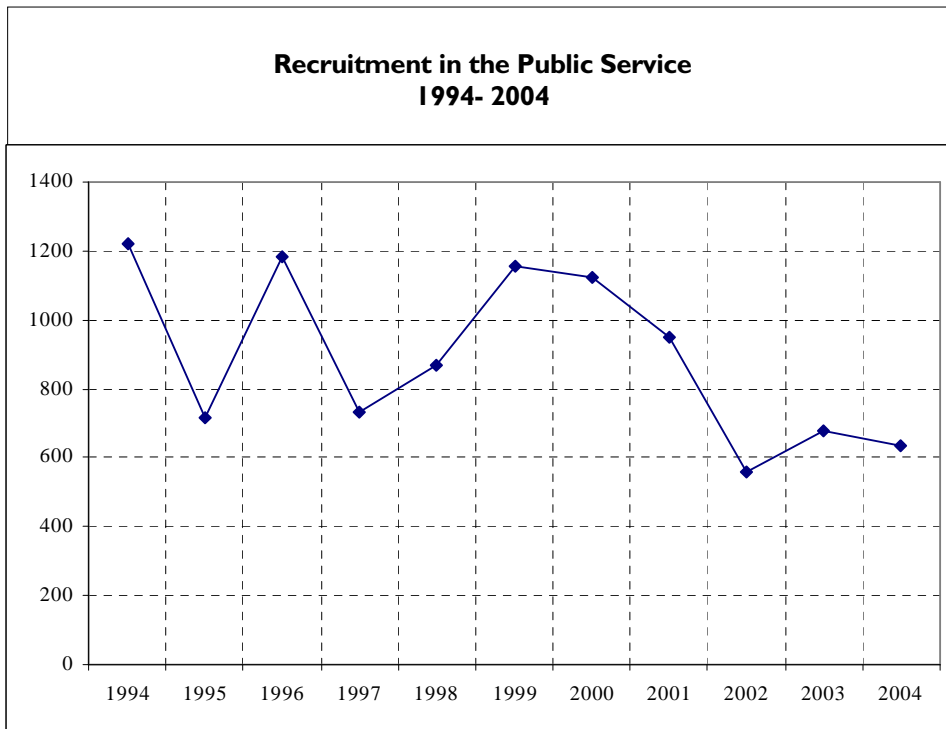
During the summer months the IT Section ran a maintenance programme on the hardware and software of computers in its training room. All the Pentium IIs in Training Room B at the SDO were formatted and re-installed with software needed for the SDO's IT training programmes.

As has been customary for these last years, during the summer months, the IT Section, in collaboration with the Ministry for Gozo, organised a number of IT courses in Gozo - 120 Gozitan employees attended this year's programmes. All the courses were held at the Computer Laboratory, Centre for Further Studies, Victoria and were facilitated by Gozitan lecturers.

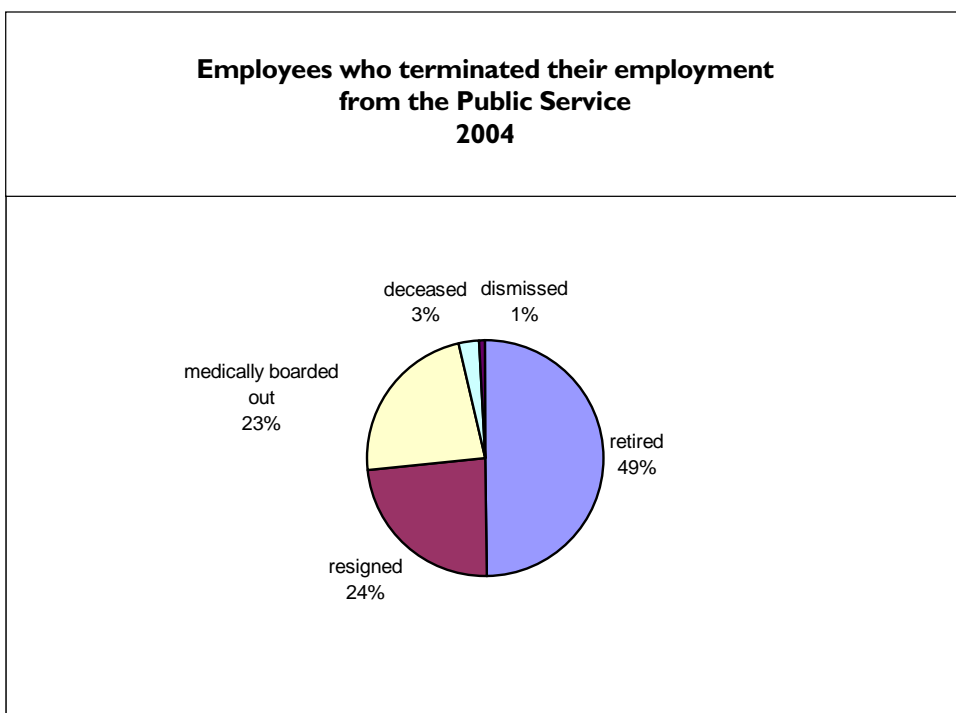
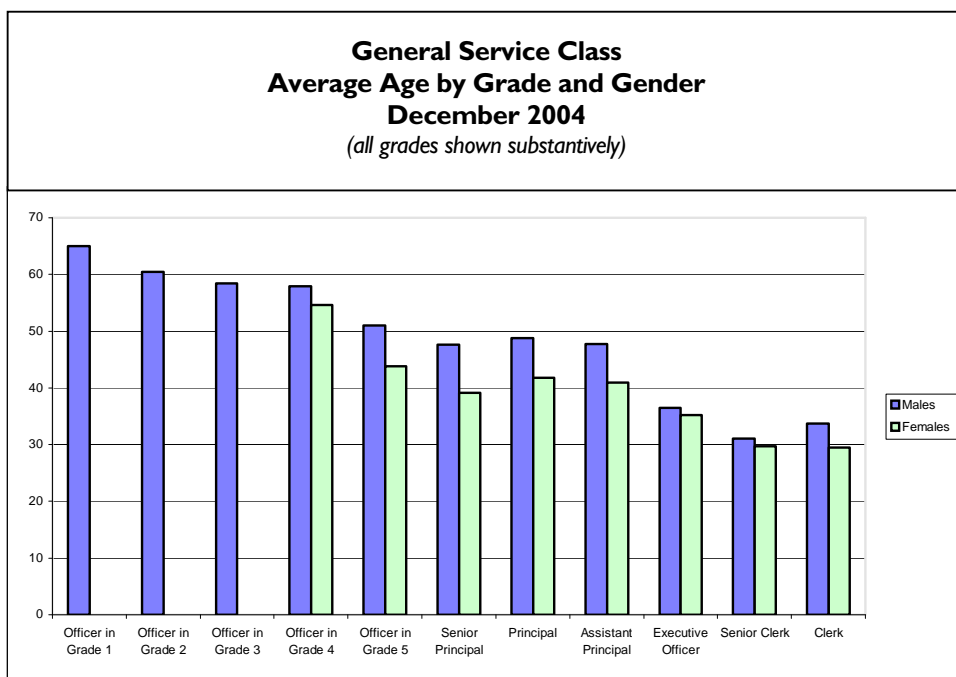
JOSEPH W IZZO

Acting Director General, MPO

APPENDIX A



APPENDIX B



APPENDIX C

Government Workforce
December 2003 / 2004

Category	Dec 2003	Dec 2004
Full-time Employees in Government Departments		
Administrative & Clerical	3,593	3,755
Messengerial	365	331
Police Force	1,857	1,786
Technical	2,548	2,283
Professional (Other than Medical)	426	435
Nursing/Paramedical	3,950	4,005
Medical	715	680
Educational	5,330	5,393
Other Departmental Grades	1,918	1,958
Industrial	<u>6,359</u>	<u>5,704</u>
	27,061	26,330
Armed Forces (Uniformed)		
Regular	1,684	1,620
Reserve	53	46
Volunteer	<u>38</u>	<u>55</u>
	1,775	1,721
Temporary Employees		
Part-Time	418	331
Casual	1,105	855
On contract (Local and Foreign)	<u>635</u>	<u>685</u>
	2,158	1,871
Public Officers with Authorities/Parastatal Organisations		
	1,542	2,098
GRAND TOTAL	<u>32,536</u>	<u>32,020</u>

APPENDIX D(i)

TOTAL NUMBER OF PARTICIPANTS PER COURSE BY MONTH – 2004

	COURSE TITLE	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Trainee Days	M	F	Total
I	Interpersonal effectiveness					15	13	16		11	6	8		276	37	32	69
	Strategic Management										12	14		66	14	12	26
	Supervisory Management			14	35		17	17	14		9	6		336	78	34	112
	Writing Skills English			11						10	20	28		103.5	24	45	69
	Sub Total	-	-	25	35	15	30	33	14	21	47	56	-	781.5	153	123	276
II	French 1 st Year													66	2		2
	French 2 nd Year										1			33		1	1
	French 2 nd Year Advanced										1			33		1	1
	French 3 rd Year										2			66	1	1	2
	French 4 th Year										3			99	3		3
	French 5 th Year										3			99		3	3
	French 6 th Year										1			33	1		1
	French Advanced Conversation										4			132	1	3	4
	French Conversation										3			99		3	3
	French Diplôme dans la Langue Française										1			33		1	1
	French Diplôme Des Hautes Etudes										1			33		1	1
	German Grundstufe I										1			33	1		1
	German Grundstufe IC										5			165	3	2	5
	German Grundstufe II										6			198	3	3	6
	German Mittelstufe										2			66	1	1	2
	German Zertificat Deutsch										5			165	2	3	5
	German ZMP										1			33	1		1
	German ZOP Final										4			132	1	3	4
	Spanish 1 st Year										25			825	8	17	25
	Spanish 2 nd Year										4			132		4	4
	Spanish Conversation										1			33		1	1
	Sub Total	-	-	-	-	-	-	-	-	-	76	-	-	2,508	28	48	76
III	Basic Course for Ex-Maltapost Employees											88		44	74	14	88
	Evaluation of Mentorship Programme			13										26	9	4	13
	Foundation Course for Clerks						17	47	29		33		18	288	44	100	144
	Foundation Programme for Principals Interpersonal Effectiveness		11		13									96	14	10	24
	Foundation Programme for Principals Supervisory Management	16												48	10	6	16
	Health and Safety Risk Assessment					12				12				36	17	7	24
	Induction Course for MEU Consultants												10	15	4	6	10
	National Conference on the Proposed Public Service Act	367												332	299	68	367
	Occupational Health and Safety				19					43				62	35	27	62
	Office Management Skills					15				19		19		26.5	18	35	53
	Orientation and Empowerment									19				9.5	1	18	19
	Performance Management Programme											33	46	39.5	26	53	79
	PMP for Clerks					62								31	19	43	62
	Pre-Retirement Programme										30			60	18	12	30
	Presentation Skills										20	14		51	18	16	34
	Registry Procedures			49						12				30.5	47	14	61
	Registry Services					16				13				21	9	20	29
	Team Building					41	45				18	40	23	241.5	94	73	167
	The Role of Panel Members on PSC Selection Boards			60										60	39	21	60
	The Role of Panel Members on PSC Selection Boards – Interviewing Skills					21	28							49	28	21	49
	Training Programme for Senior Clerks									18	55	59		132	52	80	132
	Working in a Team											17		17	15	2	17
	Sub Total	383	11	122	32	167	90	47	29	136	156	270	97	1,715.5	890	650	1,540

APPENDIX D(ii)

	COURSE TITLE	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Trainee Days	M	F	Total
IV	Being Assertive						17				15	17		24.5	24	25	49
	Customer Care in Action					20	18	15			20			136.5	21	52	73
	Disciplinary Procedures	134	46											90	147	33	180
	Role of Principals from an Accounting Perspective				12									60	8	4	12
	Understanding Financial Accounting						17			13				150	17	13	30
	Sub Total	134	46	-	12	20	52	15	-	13	35	17	-	461	217	127	344
V	Advanced Courses in EU Studies – Agriculture and Fisheries				16									16	8	8	16
	Advanced Courses in EU Studies – Common Foreign and Security Policy							26						26	14	12	26
	Advanced Courses in EU Studies - EU Treaties		17	16				29						62	28	34	62
	Advanced Courses in EU Studies – Institutions		17							36				53	29	24	53
	Advanced Courses in EU Studies – Regional Policy and the Environment			17										17	5	12	17
	An Overview of the EU Cohesion Policy					40								20	23	17	40
	How the European Union Works					17	48				18			83	37	46	83
	Infringement Procedure Art 226 EC Treaty										24			24	8	16	24
	Navigating the EU Portal					8								4	3	5	8
	Negotiating the Brussels Maze			24										48	12	12	24
	Preliminary Ruling Procedure									16				32	14	2	16
	Public Procurement											134		402	103	31	134
	The Practice of Monitoring and Evaluation of EU Projects		33											66	23	10	33
	Training Programme on Structural Funds								85	56				129.5	95	46	141
	Sub Total	-	67	57	16	65	48	55	85	108	42	134	-	982.5	402	275	677
VI	Basic Concepts of IT						17				10	7		34	16	18	34
	e-Mail	20			17	41	28		9	10	15	9		74	69	80	149
	HTML/Frontpage 2000			5		7					10	10	9	82	29	12	41
	Introduction to the Internet				10	19		7	26		9			35.5	33	38	71
	Introduction to the Intranet					8		8				6		11	9	13	22
	MS Access Advanced				8		7					4	7	39	18	8	26
	MS Access Introduction		9	10	11	28		16		6	12	12		257	62	42	104
	MS Excel		9	9	18	38	13	30		15		17		372.5	83	66	149
	MS Excel as a Database			9	11	8	18	13		5	9	5	6	89.5	33	51	84
	MS Excel Functions					7				7	10	7	7	38	23	15	38
	MS Powerpoint 97		9	11	10	8	11	3	14	6		34		159	58	48	106
	MS Publisher				9							8		34	2	15	17
	MS Windows 98		21		19	12	8	20			8	9		188.5	60	37	97
	MS Windows XP					9	9		6	6	7			74	18	19	37
	MS Windows XP Upgrade					20		11						15.5	17	14	31
	MS Word Advanced			10		9	12	9	11			6		85.5	23	34	57
	MS Word Introduction		12	13	20	13	10		14		7	11		150	62	38	100
	PC Maintenance		8			16					10			54	23	11	34
	Sub Total	20	68	67	133	220	147	126	74	55	114	122	51	1,793	638	559	1,197
	MONTHLY TOTALS	537	192	271	228	487	367	276	202	333	470	599	148	8,241.5	2,328	1,782	4,110

I Management Development
IV Departmental and Finance

II Language Training
V EU Training

III Continuous Development
VI Information Technology