
Management and Personnel Office

INTRODUCTION

The year 2005 witnessed a major organisational change within the Management and Personnel Office by means of the setting up of a new department, the Department of Resourcing (Public Sector). In addition, the former Department of Resourcing was re-designated Department of Resourcing (Public Service). This change was effected in view of the additional responsibilities devolved upon the Management and Personnel Office for the implementation of a policy of re-deployment throughout the core Public Service and the wider Public Sector to ensure the optimum use of human resources. This development was a direct result of a policy decision of Government and is central to the restructuring process necessary to ensure a more efficient and effective Public Service and Public Sector.

This report gives an overview of the progress registered and outlines the functions and activities carried out during 2005 by the departments that make up the Management and Personnel Office, namely the:

- Department of Policy and Planning
- Department of Employee Relations
- Department of Resourcing, Public Service
- Department of Resourcing, Public Sector.

DEPARTMENT OF POLICY AND PLANNING

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

- participation in negotiations between Government and the Unions representing Public Service Employees, and the preparatory work leading to the signing of the new Collective Agreement for the Public Service for the years 2005-2010;
- 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 implementation of 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 Management and Personnel Office (MPO), the Union Haddiema Maghqudin (UHM) and the Health Division signed an addendum to the Classification and Grading Agreement of the Pharmacist Class on 25 February 2005. The Addendum specifies the details of new arrangements for progression in the grade of Pharmacist and the filling of vacancies in the grade of Senior Pharmacist.

MPO, the Medical Association of Malta (MAM) and the Health Division signed an amendment to the Addendum to the Classification and Regrading of the Medical Class on 31 May 2005. The Addendum specifies details of the new arrangements for entry into the grade of Registrar in the fields of Anaesthesia, Pathology and Psychiatry.

The grading structure of the Legal Class was changed with the re-creation of the grade of Deputy Attorney General on Salary Scale 3. The three grades of Director, Public Prosecutions, Legislation and Treaties, and Legal Advice Services within the Legal Class structure were suppressed.

An addendum to the Agreement on the Classification and Regrading of the Facilitator and Kindergarten Grades was signed on 16 November 2005.

Discussions of a sectoral nature were held on the following classes:

- Ex-postal Grades employees returning from Maltapost;
- Customs Class;
- Nursing and Midwifery Grades;
- Printing Grades;
- General Service Grades at Customs performing releasing duties;
- Probation Services Class;
- Kindergarten and Facilitators.

The Director Policy & Planning was actively involved in the preparation and drafting of the new Collective Agreement for the Public Service for the years 2005 to 2010. This agreement was signed on 26 October by the Government and the Unions representing employees in the Public Service.

PERFORMANCE MANAGEMENT PROGRAMME

In January, the Department of Policy and Planning initiated its annual PMP compliance audits for the year 2005. Audits covered various units and departments in all ministries.

The first quality audit for the Teaching Grades was finalised during 2005. This audit was the first conducted vis-à-vis the Performance Management Programme for these grades since the introduction of the programme in 2001. Though the Operations Directorate within the Education Division runs the Programme on a day-to-day basis, this Department still conducts quality audits. A list of teachers was randomly selected and each one had the PMP checked for its content. This audit highlighted the fact that the Programme is being taken very seriously by both supervisors and teachers in most cases, though minor problems still persist.

PMP documents submitted by the Resourcing Department were also regularly reviewed for their quality content. Documents assessed during 2005 were in respect of 270 General Service employees in line for promotion and progression to higher grades and scales. Not less than 62 supervisors were informed of weaknesses found in the PMP documents they were responsible for, and improvements were solicited. This represented a total of 22.9% out of the total PMPs reviewed by the Department, which is an improvement on last year's 36.8%.

FORA FOR DIRECTORS (CORPORATE SERVICES)/DIRECTORS (FINANCE & ADMINISTRATION) AND HR MANAGERS

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

- Setting up a Work Plan for the Year
- Accrual Accounting

- Conditions of Service of Officers Serving Abroad
- Issues relating to the Management and Personnel Office
- VoIP in the Public Service
- Public Administration Functions of the Department of Resourcing (Public Sector) and Recruitment/Redeployment Procedures
- Retrolux
- Contracting Procedures in the Public Service
- Implementation of the Provisions in the Collective Agreement for employees in the Public Service, 2005–2010.

12 fora for HR Managers were organised during 2005. Topics covered were as follows:

- HR Processes
- Sessions 2 and 3 - Disciplinary Procedures
- Problems related to progressions of officers in Departmental Grades
- Sexual Harassment at the Workplace
- Training Function in the Public Service
- Computation of Salaries
- Fringe Benefits
- How the Public Service in Germany is dealing with Data Protection issues in the Human Resource Management Field
- Provisions of the new Collective Agreement for the Public Service (Sessions 10 and 11)
- On-Line Recruitment Portal for the Public Service.

HUMAN RESOURCE INFORMATION MANAGEMENT SYSTEM (HRIMS)

An exercise was conducted with MITTS Ltd to update the data transfer routine for HRIMS. HRIMS data is not in real time, and everyday changes performed on the system by MPO and line departments are copied on the HRIMS servers. This routine is used to determine what data line departments are permitted to view. These data transfers had not been modified for quite some time, and needed to be updated due to the various changes in ministerial portfolios. After the necessary UAT (User Acceptance Testing), the data transfer routine was successfully uploaded on the HRIMS server.

A Gap Analysis (GA) evaluation team was set up in August to evaluate the Dakar HR system against Government's HR and Payroll requirements. The team consisted of representatives from MITTS Ltd, Treasury and MPO. The evaluation team met Dakar representatives, where several presentations of the application were given. The evaluation team also carried an implementation assessment of the Dakar HR system in use at St Luke's Hospital. The final GAP analysis report was finalised and presented to the Evaluation Committee during October.

Following the recent signing of the new Collective Agreement for Public Service employees, vacation leave will be calculated in hours instead of days from 1 January 2006 onwards. This necessitated major changes to the Vacation Leave module of HRIMS. After several meetings with the HRIMS Project Manager, line departments and MPO, the necessary changes and the new screen layouts will be modified by MITTS Ltd, and the module is to be operational by the end of January 2006.

THE MPO WEBSITE

Analysis of website statistics carried out for 2005 show that *mpo.gov.mt* was visited by around 8,070 persons, 4,035 of which were unique visitors, 2,199 were first time, while 1,836 were repeat visitors. The largest percentage of visitors use the MITTS Ltd network, which means that the website is being used mainly by public officers, but a smaller number came from private ISPs.

127 MPO circulars were published on the site's Internal Calls page during this year.

HUMAN RESOURCES

On 31 January, Director Policy and Planning accompanied Permanent Secretary, OPM in the special meeting for Directors General of Public Administration in connection with the Lisbon Strategy held in Luxembourg. The Director also participated in the Human Resources Management Group held in Luxembourg on 22 February, on 18/19 April, and between 12 and 13 September 2005. He also participated in the same working group on 26 October, but this time the meeting was held in London. On 18 April, he also participated in a meeting of the National Contact Points.

EU MATTERS

During the year, 131 applications for recruitment with the EU Commission, EU Institutions or EU agencies were issued as a Press Release and published in the Government Gazette. The Notices were also posted on the MPO website and on the Intranet. These calls referred to a total of 370 posts or positions. In the meantime, various queries from the general public on EU recruitment were handled during the same period.

The number of Technical Attachés in Brussels representing line ministries in various core institutions is currently 17. The Ministry of Finance has yet to appoint a selection board to fill the post of Technical Attaché (Finance, Tax, Budget) and to issue a call to select a Technical Attaché (Trade). There are currently four Seconded National Experts (SNEs) attached to EU Institutions or Agencies. The one with DG Agriculture had his secondment extended by a further year up to end December 2006. This SNE started his secondment on 1 January 2004. Another SNE is serving with DG Translation up to 4 May 2007. A third SNE is serving with DG ECFIN from the Ministry of Finance, and proceeded to Brussels on 1 November 2005. The fourth SNE is in Warsaw with FRONTEX with effect from 28 December 2005. FRONTEX is an agency of the EU for the management of operational co-operation at the external borders of the member states of the European Union.

OTHER MATTERS/ACTIVITIES

A set of corporate HR related forms commonly used in HR Branches were brought in conformity with the Data Protection law and put on the Intranet under the subheading *Forms and HR Corporate Data Protection Compliant Forms*. These forms are appendices to the two documents dealing with retention policies for standard HR Related Forms, and the Corporate HR Procedures, which have since been finalised and distributed to HR Managers.

This Department was involved in discussions on a new Recruitment Portal for the Public Service. This project is an initiative of the Department of Resourcing (Public Service), in conjunction with the Ministry for Investment, Industry and Information Technology. The Portal is intended to handle electronically the complete recruitment process from application to the printing of the letter of appointment. The general public and Public Service employees will have the facility of applying online for any call for applications and MPO circulars, and viewing the status of their application from a PC with an Internet connection. The Recruitment Portal is intended to go live during the third quarter of 2006.

EMPLOYMENT STATISTICS

Appendices A to D show:

- A Recruitment in the Public Service 1995 – 2005;
- A Relationship between Gender and Salary Scales in the Public Service as on December 2005;
- B Average age by Grade and Sex in the General Service Class as on December 2005;
- B Pie Chart showing comparison between causes of terminations from the Public Service during 2005;
- C Public Service workforce as on end of December 2004 and end of December 2005;
- D PMP compliance by Ministry for General Service Grades during 2005.

DEPARTMENT OF EMPLOYEE RELATIONS

The prime objective of the Employee Relations Department (ERD) 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.

2005 COLLECTIVE AGREEMENT

The Employee Relations Department has introduced the following measures, which were stipulated in the 2005 Collective Agreement for public officers:

- public officers may now avail themselves of one year parental leave without pay for every child under six years of age. They may choose to utilise three, six or nine months instead of twelve months unpaid leave. Public officers are also allowed an additional total of five years unpaid leave instead of the previous three years to take care of their children under six years of age. If the five years are not taken at one go, the remaining period may be utilised for the care of another child/children;
- public officers may now avail themselves of reduced hours until the child reaches twelve years of age;
- vacation leave should be computed in hours but taken in days/attendances. New guidelines were also issued about how the accumulation of leave and vacation leave of shift workers should be calculated; and
- public officers must accumulate a total equivalent to the average of 15 days sick leave for every year of their service in order to be eligible for pre-retirement leave. Public officers are now entitled to avail themselves of unutilised sick leave on full pay as pre-retirement leave on the basis of one day's pre-retirement leave for every four days unutilised sick leave on full pay, immediately preceding retirement from the Public Service on reaching the age limit.

GENDER EQUALITY

Consonant with one of the objectives of the Public Service, namely the promotion of gender friendly policies, a document was launched entitled *Guidelines on what constitutes sexual harassment and on the procedures to be adopted in such cases*. The aim of this document is for the Public Service to convey the message that the prevention of sexual harassment is part of good management and that all public officers, clients and persons working with the Public Service are to be treated with respect and dignity. This document includes the following sections (i) a statement on the attitude of Public Service towards sexual harassment; (ii) the aims of the Guidelines; (iii) a definition of what constitutes sexual harassment; (iv) the applicability of the Guidelines; (iv) information on where the victims and their Heads of Department may obtain advice and assistance in cases of sexual harassment; and (v) the procedures to be followed when dealing with sexual harassment both in an informal or a formal way.

NON-GOVERNMENTAL ORGANISATIONS (NGOS)

In order to continue to extend support to NGOs, a revision was carried out of Government's policy regarding the release of public officers to work with these organisations. The purpose of this revision was to (i) set out a clearer definition of eligible NGOs; (ii) link the grant of leave to the achievement of specific outcomes or deliverables; (iii) involve line ministries; and (iv) define eligibility and selection criteria and terms of release.

The new policy parameters provide, amongst other things, that for NGOs to be eligible, they must be established exclusively to fulfil a social or charitable purpose, as defined in the Trusts and Trustees Act. The NGOs must submit a brief proposal on the work to be undertaken and the outcomes to be attained by the officer during his assignment. Priority will be given to those NGOs providing a service that is either complementary to a service provided by Government or the service is not being provided by Government. Leave under this scheme is approved by MPO in consultation with the Ministry for the Family and Social Solidarity as the ministry responsible for NGOs and the Permanent Secretary of the line ministry

responsible for the NGOs' area of activity, and also the Permanent Secretary who will be releasing the public officer for work with the NGO. This revised policy on NGOs has been set in motion and 14 requests received from NGOs are being evaluated.

POLITICAL ACTIVITIES

Following the enactment of the Members of Parliament (Public Employment) Act, public officers who are below Scale 5, and not members of a disciplined force may, when elected as Members of Parliament, retain their public service post. These officers will have the option to: resign their appointment; or remain on unpaid leave on grounds of public policy; or return to their duties from electoral leave.

Public officers who are also Members of Parliament are free to indulge in political activities but they are still required to observe the norms stipulated in the Public Service Management Code regarding personal and professional behaviour.

In 2005 four public officers, who had resigned their public service post when they were elected as Members of Parliament, have opted to resume their duties in terms of the new policy mentioned above.

DISCIPLINE

An audit of the application of the Disciplinary Regulations during 2004 was carried out on the basis of the half-yearly returns on discipline submitted by line departments. A comparative analysis was carried out of the disciplinary cases initiated in line departments in 2004, and those cases initiated in the previous years of operation of the Disciplinary Regulations, and a report was drawn up which, apart from giving a statistical digest of disciplinary cases, also identifies trends and proposes a number of activities to be implemented to consolidate the delegation of disciplinary authority.

The ERD also continued to give support to line departments in the management of disciplinary cases by:

- issuing directives and advice to line departments on the interpretation, management and processing of disciplinary cases;
- organising a Seminar for HR managers and officers responsible for the processing of disciplinary cases, during which, presentations were made on (i) the report on discipline for 2004; (ii) the guidelines on what constitutes sexual harassment and the procedures to be adopted in such cases; (iii) implications of the Data Protection Act on disciplinary files and documents; and (iv) the proposed amendments to the Disciplinary Regulations; and
- holding a number of briefing sessions for senior and middle managers on the concepts and procedures of the Disciplinary Regulations.

RECRUITMENT OPPORTUNITIES WITH EU INSTITUTIONS AND AGENCIES

In order to encourage employees to take full advantage of the recruitment opportunities available with EU institutions and agencies, it was decided that persons working in the public sector be given a number of special rights similar to those which public officers already enjoy, in order to facilitate their taking up of an assignment opportunity abroad. Persons working in the public sector selected to work with an EU Institution may now (i) avail themselves of one year special unpaid leave, which will be reckoned for the purpose of promotion; (ii) enjoy the right to return to their previous grade; and (iii) have their social security rights safeguarded.

DISABLED PUBLIC OFFICERS

Following a complaint lodged by the *Kummissjoni Nazzjonali Persuni b'Dizabilita' (KNPD)*, the Employee Relations Department, in collaboration with the same KNPD and the Management Efficiency

Unit, carried out an exercise regarding disabled employees on light duties. From this exercise, it resulted that this category of public officers are all receiving their increments and progressions.

ALLOWANCES

The ERD, in collaboration with the Ministry of Finance, carried out a review of the daily allowance paid to former drivers with impressed trucks who have now been assimilated as labourers but had opted to provide the regular service of their vehicle. This allowance was reviewed due to the increase in the cost of fuel. The new rate was included in a circular issued by the Ministry of Finance, which also announced several other new rates that emerge owing to the cost of living increases.

OCCUPATIONAL HEALTH AND SAFETY (OHS)

In order to promote, safeguard and raise awareness on OHS in government departments, the Employee Relations Department took the following initiatives:

- informed Heads of Department about the various training courses that are organised by the OHS Authority and encouraged them to nominate suitable officers to attend these courses; and
- encouraged Heads of Department to participate in the 4th edition of the OHS Good Practice Awards.

DEVOLUTION OF POWERS

In line with its aim to devolve the management of certain conditions of service, the ERD delegated the authority to the respective Heads of Department to approve unpaid leave to (i) accompany spouse on government-sponsored courses or assignments; and (ii) to undertake missionary/voluntary service abroad.

SURVEYS

In order to plan new policies and also furnish information on different aspects of HR Management, surveys were carried out to determine:

- the number of days of sick leave availed of in the Public Service in 2004;
- the number of public officers on light duties;
- the remuneration payable by public entities to the deployed public officers who are substantively in Salary Scale 10, and the role that these deployed public officers have within their respective entity;
- the number of public officers who are serving on boards and committees and the remuneration that they are receiving;
- the number of public officers who are on a definite contract and the number of those who would be eligible to qualify for a qualifications allowance if the current policy regarding the granting of this allowance is made applicable to them;
- the number of disabled persons registered with the *Kummissjoni Nazzjonali Persuni b'Dizabilità* who are employed with the Public Service and with independent statutory bodies and government-controlled entities; and
- the number of officers who were adversely affected by the policy that officers who take up an appointment from a different career stream have their salary reduced if they exceed the maximum of the entry scale of the new grade.

OTHER MEASURES

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

- granted five weeks paid adoption leave to male public officers in those cases when this leave may not be taken by the mother. This leave will commence from the date the adopted child passes into the custody of the adoptive parents;

- granted permission to public officers to be able to avail themselves of one type of unpaid leave after another type up to a maximum of eight years unpaid leave, irrespective of whether this unpaid leave has been taken at a stretch or broken up with periods of resumption of duties; and
- allowed public officers in teaching grades, who were granted unpaid leave to work with an EU institution, to resume their duties immediately after their contract with the institution expires.

STATISTICS

Cases handled by Employee Relations Dept	
Conditions of Service	1,205
Discipline & Staff Welfare	614
Treasury Pensions	101
Total	1,920

Disciplinary cases initiated under the 1999 Disciplinary Regulations by line departments	
Description of Punishments	No
Regulation 18 Admonishment	137
Regulation 19 Summary Warning	707
Regulation 20 Minor	231
Regulation 20 Serious	109
Total	1,184

Cases of conditions of service considered	
Type of Cases	No
Unpaid Leave	235
Duty Leave	49
Cultural Leave	34
Medical Boards	305
Political Activities	24
Re-instatements/Re-employment	33
Union Activities	233
Deputising allowance	21
Qualification Allowance	39
Boards and Committees	25
Release of officers to NGOs	61
Gender Issues	44
Release of officers to work with EU institutions	102
Total	1,205

DEPARTMENT OF RESOURCING (PUBLIC SERVICE)

Initiatives undertaken by the Department of Resourcing Public Service include fostering, across the Public Service, a culture-web for re-structuring in lieu of taking recourse to external recruitment, thereby minimising to essentials the toll on additional recurrent expenditure. At the same time, eligibility parameters of *ad hoc* created contractual positions to address specific issues of Public Administration were revisited. Efforts were also intensified towards the realisation of a digitalised selection process, complemented with the launch of a Public Service Careers Portal, for the benefit of the public in the course of applying for public service posts/positions.

RATIONALISATION OF HUMAN RESOURCES

The Department of Resourcing (Public Service) was actively involved in high-level discussions with representatives from OPM and the Ministry of Finance aimed at rationalising human resources within budgets allocated to line ministries and departments. Directives were issued on 9 February 2005 to Permanent Secretaries advising that requests for recruitment and promotions will be cleared by MPO and Finance subject to a November 2004 headcount and giving every opportunity to line departments to create synergy out of available manpower.

ONLINE SELECTION PROCESS AND PUBLIC SERVICE CAREERS PORTAL

Preparations intensified for the launch of a Public Service Careers Portal enabling the public to apply for public service posts and to view public sector vacancies from the comfort of their own home. Discussions are in hand with pertinent stakeholders towards the realisation of this innovation at the first available opportunity.

REVISION OF CONTRACTUAL TERMS AND CONDITIONS OF EXPATRIATE MEDICAL OFFICERS

Intensive discussions were initiated with Health, Finance and Social Security to (i) revise the terms and conditions of expatriate medical officers (Senior Registrars and Consultants) thereby bringing them in line, as far as possible, with PSMC provisions and (ii) resolve the long standing issue of NI arrear payments pre-November 2004 in conformity with pertinent legislation and Government's obligation as employer.

THE EFFECT OF EU DIRECTIVE 1999/70/EC ON FIXED-TERM CONTRACTS

This Department participated in a committee, chaired by Director (Industrial and Employment Relations), set up to report on how the implementation of Directive 1999/70/EC will affect existing schemes of fixed-term contracts throughout the core Public Service and the wider Public Sector. The report, outlining possible implications which will condition the phenomenon of creating *ad hoc* contractual positions of a definite nature to address particular and changing exigencies in the Public Service, has been submitted to higher authority.

ISSUE OF POST-1ST MAY 2004 PUBLIC CALLS FOR APPLICATIONS

In 2004, following Malta's entry in the EU, the eligibility clause in public calls for applications was extended to citizens of EU member states. In line with EU regulations/policies, and the local Immigration Act and subsidiary legislation, further fine-tuning of the part of the clause concerning citizenship was carried out. Provided that a post/position does not entail the exercise of public authority or security of the state, eligibility is now open to (i) citizens of Malta; (ii) citizens from other EU member states; (iii) citizens of countries to which the EU provisions on free movement of persons apply; and (iv) the spouse and children, even if they are third country nationals, of any person mentioned at (i), (ii) and (iii), provided they are eligible to work in Malta under current legislation.

Ability to communicate in Malta's official languages, Maltese and English, as held by the Constitution, is determined on a case-by-case basis insofar as reasonably justifiable.

ICT POSITIONS FRAMEWORK

A *Framework for ICT Positions* defining job descriptions, eligibility requisites and remuneration packages was concluded with the former CIMU on this Department's initiative. However, the matter was put temporarily on hold pending the conclusion of a review of ICT operations across Government.

ABSORPTION OF CASUAL WELFARE OFFICERS AND CASUAL WARD CLERICAL ASSISTANTS BY SELECTION

In order to vindicate Government's commitment in acknowledging creditable service given by casual employees in the Public Service, service-wide calls were issued enabling experienced Welfare Officers and Casual Ward Clerical Assistants to be absorbed within the Public Service.

UPDATING OF THE PUBLIC SERVICE MANAGEMENT CODE (PSMC) AND OTHER GUIDELINES

The Public Service Management Code provisions on recruitment and promotions, the Panel Members' Course Handbook and the Panel Members' Guidelines were constantly updated to reflect new directives and developments within the Public Service.

AVOIDANCE OF TIES IN SELECTION PROCESSES

In pursuit of Government's commitment to streamline the selection process within the Public Service, an arrangement is in place with a view to minimising the submission of frivolous petitions and to avoid

stalling selection processes unnecessarily. Ties amongst candidates in selection processes should be avoided and resorted to only in exceptional circumstances and fraction of marks are not allowed, with Selection Boards seeking the PSC's consensus to extend the maximum mark as necessary.

EXTENSION OF SERVICE OF NURSES BEYOND RETIREMENT AGE

It has been established that Nurses are not to be retained till age 65 since it is now considered that the Health Sector is not suffering from a shortage of nurses any longer.

EXTENDING THE ORIGINAL OBJECTIVES OF THE CASUAL SUBSTITUTES SCHEME

On the initiative of this Department and in order to strengthen the decentralisation concept and enhance the measure of flexibility incepted through the Casual-Substitutes scheme, an Instrument of Delegation has been approved. The Instrument empowers Permanent Secretaries to engage, or retain, Casual Substitutes on a twenty-hour-a-week time-table during the non-attendance period of replaced public officers. During the summer half-days period, the engagement of Casual Substitutes replacing officers on a reduced time-table will be suspended. These provisions will come into effect following the issue of an appropriate circular.

NEW POLICY REGULATING PAYMENTS TO OFFICERS ON DEFINITE CONTRACTS

An OPM Circular was issued announcing a policy whereby Treasury is authorised to continue effecting payments to officers on a definite contract basis for a grace period of two months beyond the expiration of contracts.

AGREEMENT IN CONNECTION WITH OFFICERS WHO SERVE FOR A PERIOD OF SIX YEARS AS HEADS OF PRIVATE SECRETARIAT

In consultation with, and on the approval of, the Public Service Commission, an arrangement was reached enabling public officers below the substantive grade of Officer in Grade 4 who, post-8th September 1998, serve for a total period of six years as Heads of Private Secretariats and/or on performance agreements in Headship positions to be recommended to the substantive grade of Officer in Grade 4.

ONGOING SELECTION EXERCISE FOR SENIOR PRINCIPALS

A Memorandum was prepared for the consideration of the Prime Minister, proposing the holding of a fresh selection exercise to fill a number of posts in the grade of Senior Principal. In September, following the Prime Minister's approval, an MPO Circular was issued advertising a call for applications which attracted 216 applications - 201 from Malta and 15 from Gozo.

The selection process is proceeding smoothly and a letter-circular, issued under the signature of Principal Permanent Secretary, invited Permanent Secretaries to submit a business case study for each identified vacancy or requirement in the grade of Senior Principal.

WAITING LIST OF PRINCIPALS

The validity period of the 2003 Principal examination was extended by one year, up to 21 December 2005. By the new validity date, all the successful candidates still on the waiting list were called for appointment. 25 candidates accepted and were deployed according to priority requests set up by MPO.

POLICY OFFICERS FOR THE PUBLIC SERVICE

Following the approval of the Public Service Commission to extend the validity period of the selection exercise for the engagement of Policy Officers up to 7 January 2006, all the successful candidates still on the waiting list were called for appointment by the end of December 2005. Eight candidates accepted and

were deployed in ministries on a three-year term. Other candidates will take up the position in 2006 in accordance with their request.

SENIOR MESSENGER EXAMINATIONS

In the 2004 competitive and qualifying examinations for the filling of posts of Senior Messenger, 11 candidates were successful in both examinations. The 11 officers took up their appointment and were deployed according to identified priority vacancies set up by MPO.

COMPETITIVE EXAMINATION FOR OFFICERS IN CHARGE MINOR STAFF

Prime Ministerial approval was sought for the holding of a competitive examination during 2006, open to Senior Messengers, to fill a number of vacant posts in the grade of Officer in Charge Minor Staff in terms of the Classification Agreement of the Messengerial Class.

As the Examinations Department will run the initial written component of the examination, a draft call for applications was forwarded to Director (Examinations) for the consideration of the Board of Local Examinations and for onward transmission to the Public Service Commission.

CHOGM

In collaboration with the Chairman, CHOGM Task Force, an OPM call for applications was issued inviting eligible officers in the Public Service and the wider Public Sector to fulfil various duties during the CHOGM event held in Malta in November 2005. Approval was sought for the temporary placement of selected officers/public sector employees to be assigned with Chairman, CHOGM Task Force.

DEPLOYMENT OF PUBLIC OFFICERS WITH PUBLIC ENTITIES

During the year, 13 public officers were detailed with public entities in terms of pertinent legislation whereas 106 officers had their detailing order revoked as a result of demand-driven requests, termination of set projects or through officers' own application.

Details of public officers who, on 31 December 2005, were deployed, attached or detailed with public entities are indicated hereunder:

Public Entities and Parastatal Organisations	Various	129
Water Services Corporation	Detailed	1,104
Malta Transport Authority	Detailed	77
Occupational Health and Safety Authority	Detailed	7
Malta Environment and Planning Authority	Detailed	103
Malta Maritime Authority	Detailed	23
Malta Resources Authority	Detailed	5
Malta Standards Authority	Detailed	4
Malta Statistics Authority	Detailed	77
Lotteries and Gaming Authority	Detailed	5
Superintendence Cultural Heritage	Detailed	10
Malta Communications Authority	Detailed	11
Heritage Malta	Detailed	203
Kunsill Malti għall-Ispirt	Detailed	38
Malta Council for Culture and the Arts	Detailed	34
Kummissjoni Nazzjonali Persuni b'Dizabilita`	Detailed	5
Nat. Comm. for Prom. of Equality between Men & Women	Detailed	4
Maltco Lotteries	Deployed	1
MATS Ltd (includes ex-AFM personnel)	Attached	165
Foundation for Medical Services	Deployed	24
MCAST	Deployed	95
WasteServ	Deployed	17

St John Co-Cathedral Foundation	Deployed	3
Barriera Tax Warehouses Ltd	Deployed	3
Total		2,147

ONGOING ANCILLARY ACTIVITIES

Data on ongoing ancillary activities is tabulated hereunder:

Category 'A' appointments	
Position	No
Principal Permanent Secretary	1
Permanent Secretary	4
Permanent Secretary - designate	2
Director General	5
Director	35
In an acting capacity	13
Assistant Director	57

General Service appointments	
Grade	No
Principal	72
Assistant Principal	96
Executive Officer	11
Senior Clerk	586
Clerk	2
Senior Messenger	11

Calls for applications issued for Department, Technical & Industrial Grades	
Type of advert	No
Government Gazette	103
Service-wide MPO Circular	52
Department Circular	15

Recommendations to PSC in respect of Departmental/Technical/Industrial Grades	
Local personnel	226
Expatriate personnel	45

Movement of Staff within same Ministry approved by respective Permanent Secretary	
General Service Grades	58
Departmental Grades	2
Technical Grades	8
Industrial Grades	22

Pension Files processed by the Department	
Departmental, Technical & Industrial Grades	494
General Service Grades	119

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)	7
Principal (Scale 9 to 8) (Scale 10 to 9)	27 147
Assistant Principal (Scale 11 to 10)	28
Executive Officer (Scale 14 to 13)	23
Clerk (Scale 16 to 15)	59
Officer in Charge Minor Staff (Scale 13 to 12)	2
Senior Messenger (Scale 15 to 14)	1
Messenger (Scale 18 to 17)	13

Engagement of Consultants/Advisers on contract	
New Contracts	45
Renewals	104
Terminations	26

Movement of staff to & from Private Secretariats	
General Service Grades	25
Departmental Grades	12
Technical Grades	1
Industrial Grades	2

Departmental, Technical & Industrial Grades appointments	
Position	No
Following public calls for application	986
Following selection from service-wide calls	284
Following selection from departmental calls	59
After years of service in the grade	146
On assimilation	246
Renewal of contracts (Correctional Officers)	107
Other	41

Movement of Staff approved by MPO	
General Service Grades	88
Departmental Grades	15
Technical Grades	13
Industrial Grades	30

DEPARTMENT OF RESOURCING (PUBLIC SECTOR)

By virtue of OPM Circular 14/2005 of 25 April 2005, a Recruitment and Redeployment Advisory Group (RRAG) was set up in the Office of the Prime Minister to ensure the effective and productive utilisation of existing human resources, both in the core Public Service and within the wider Public Sector.

To implement the policies established by the RRAG, the MPO was modified to include a new Directorate, that for Resourcing in the Public Sector. The directorate, together with the Financial Management and Monitoring Unit (FMMU) of the Ministry of Finance, represent the operating arm of the RRAG.

THE DIRECTORATE

From its beginnings, with the appointment of the first Director and deployment of one member of staff, a drive for the development of capacity building at this Directorate was implemented as the workload increased by the day. By end of the year, the staff complement, including the Director, rose to four. In August, the original Director was appointed Designate Permanent Secretary for Gozo Affairs and the current Director was appointed in his stead.

The Director (Resourcing - Public Sector) and a staff member take an active part in the proceedings of the RRAG as Member and Secretary respectively. Eight meetings of the RRAG were held between May and December, during which recruitment and redeployment procedures and policies were formulated.

In the early days of the Directorate, meetings were held with the Employment and Training Corporation in order to establish a *modus operandi* on the pending requests at their end and on future applications.

The Directorate held various meetings with the General Workers Union (GWU) during which various complaints from Industrial Projects and Services Ltd (IPSL) workers were discussed. Conditions of service of these employees were also reviewed, sometimes on an individual basis, and all cases have been resolved.

The Director, together with other MPO Directors, actively participated in the drafting of a report on the effect of the Fixed Term Directive of the European Union, which will be presented by the Director of Industrial and Employment Relations.

Together with the Department of Resourcing – Public Service, the Directorate is taking part in talks with Alert Communications Ltd. in the development of a recruitment portal which, however, only affects the Directorate's procedures marginally.

RECRUITMENT

In collaboration with, and with the assistance of the Directorate of Resourcing - Public Service, a specimen call for application was formulated in the initial formation of the Directorate in order to standardise all requests for vacant posts in the public sector and to be advertised throughout the public service and the public sector.

Since the main scope of the redeployment exercise is not only to curtail government expenditure but also to maximise the output of the workforce at the disposal of the public entities, a 'Vacancy Form' was drawn up in conjunction with the FMMU. Through this form, which has to be drawn up by the Chairman/CEO of the entity and endorsed by the Permanent Secretary of the Ministry concerned, the entity presents its business case and justification for the position being requested to be filled or created.

The good working relationship with the FMMU of the Ministry of Finance was developed into an excellent one, and liaison between this Office and the Unit has helped in no small way to enable calls for redeployment to be issued in a speedy way as well as to prioritise other requests where necessary.

Since the establishment of this Directorate in late April, 255 requests were received from 57 different government-funded entities. Of these requests, 72 cases were translated into MPO circulars, 65 given the fast track for recruitment through the ETC and 23 were withdrawn at the request of the entity. Following the issue of MPO circulars, on 26 occasions the Directorate was informed that relative circulars had proved to be futile as either candidates interviewed were found to be unsuitable for the position or else the call elicited no response. In such cases, approval was granted by the Directorate for the entities concerned to

commence recruitment procedures with the ETC. An unduly large number of requests received in late December 2005 had to be carried forward for processing in 2006.

The Directorate is also involved in the engagement of expatriates with entities. Arrangements had been made with the Director of Citizenship and Expatriates and the Employment & Training Corporation on the best method to issue the approval for the work permits for these foreigners. A fast track was established for requests such as those received from the Malta Shipyards Ltd for the engagement on temporary basis of foreign skilled labour so as to enable this entity to fulfil its contractual obligations.

Work practice was also developed to issue approval for requests for recruitment of personnel on short definite contracts or on a replacement basis, as in the case of casual substitutes.

REDEPLOYMENT

On the strength of an agreement signed on 4 November 2003 between Government and the GWU, shipyards in Malta were restructured. As a result, the Malta Drydocks Corporation and the Malta Shipbuilding Company Limited ceased to exist and the Malta Shipyards Ltd came into operation. The employees involved were separated into two groups, part taken over by the new Malta Shipyards and the remaining surplus absorbed into IPSL for redeployment into the public service and public sector.

The first task of this Directorate was to take over the responsibility of the IPSL workforce, and towards this goal, detailed discussions were held with MIMCOL officials on the procedures adopted regarding wages, salaries and conditions of work of this workforce. These surplus employees, who were later accompanied by a small number of employees from other liquidated public companies, were redeployed across government departments (256 as at end of December 2005) and other public funded organisations (214 as at end of December 2005). The local councils and the Ministry of Education, Youth and Employment have the highest number of IPSL workers assigned with them, at 143 and 94 respectively. The IPSL vote, which in 2005 was located under the Ministry for Investment, Industry and Information Technology, will come under the responsibility of the Office of the Prime Minister as from January 2006.

As at end 2005, the total number of IPSL workers redeployed amounted to 470, comprising 208 ex-Malta Drydocks, 252 ex-Malta Shipbuilding, two ex-LIMSUK, one ex-Medigrain, six ex-Malta Win, and two from the Malta Tourism Authority.

Throughout this period, this Office continued with its endeavours to meet the complaints, requests for transfers and other queries from IPSL staff and other workers redeployed within government departments, local councils and the public sector entities.

A member of the Directorate attended a meeting with the Director (Local Government) and with representatives of the Local Councils Association (LCA) during which the redistribution of the IPSL workers with local councils was discussed to conform to the MIIT – LCA agreement on e-Government.

This Directorate is also involved in the process of redeployment of other employees from government entities, these having been declared surplus following restructuring. These consist of 27 employees from PBS, 14 from ex-Medigrain and 41 from ex-MDC/IPSE/METCO. During 2006, more ‘surplus’ employees are envisaged to join the surplus list.

This Directorate was involved on a number of occasions with the transfers of ex-MDC staff and in the majority of cases successfully managed to convince host entities to take over these staff on their books for good. This process is still ongoing.

A number of the Malta Tourism Authority’s staff, in the administrative and industrial levels, was placed on the redeployment list and within days this Directorate managed to redeploy these within the public service and the wider public sector.

Upon the insistence of this Office, the Budget Office of the Ministry of Finance made arrangements for ex-MDC, IPSE and METCO staff assigned with public sector entities to be paid out of the entities' funds. The Directorate also discussed with the Budget Office the possibility of a similar arrangement for IPSL workers assigned with government departments.

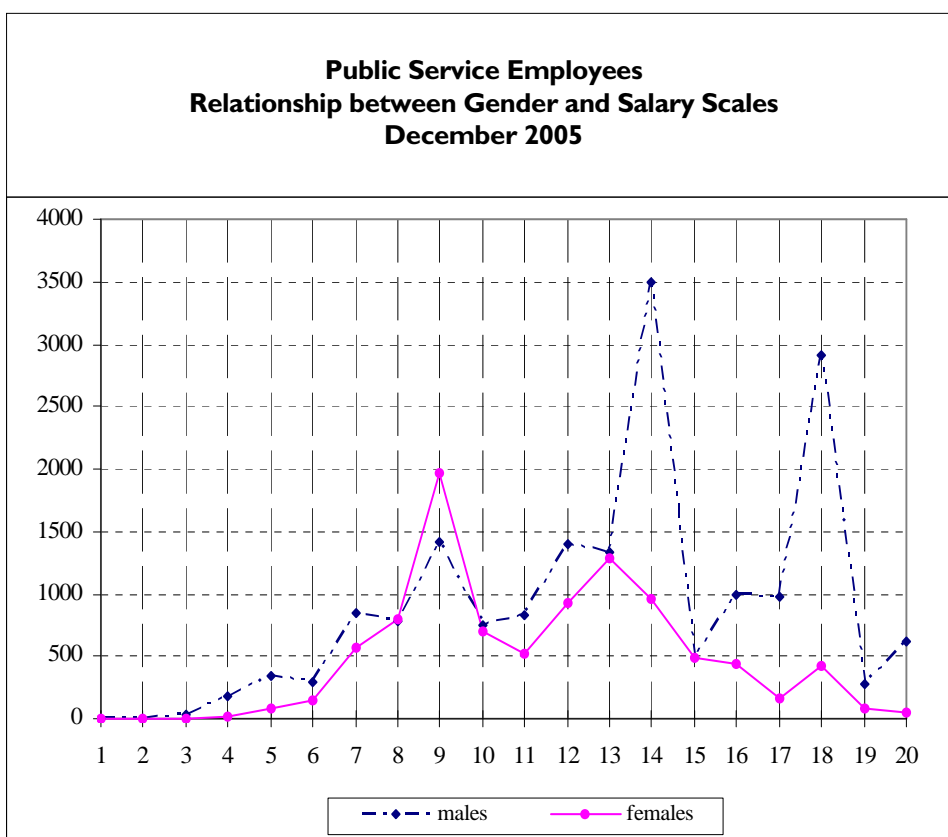
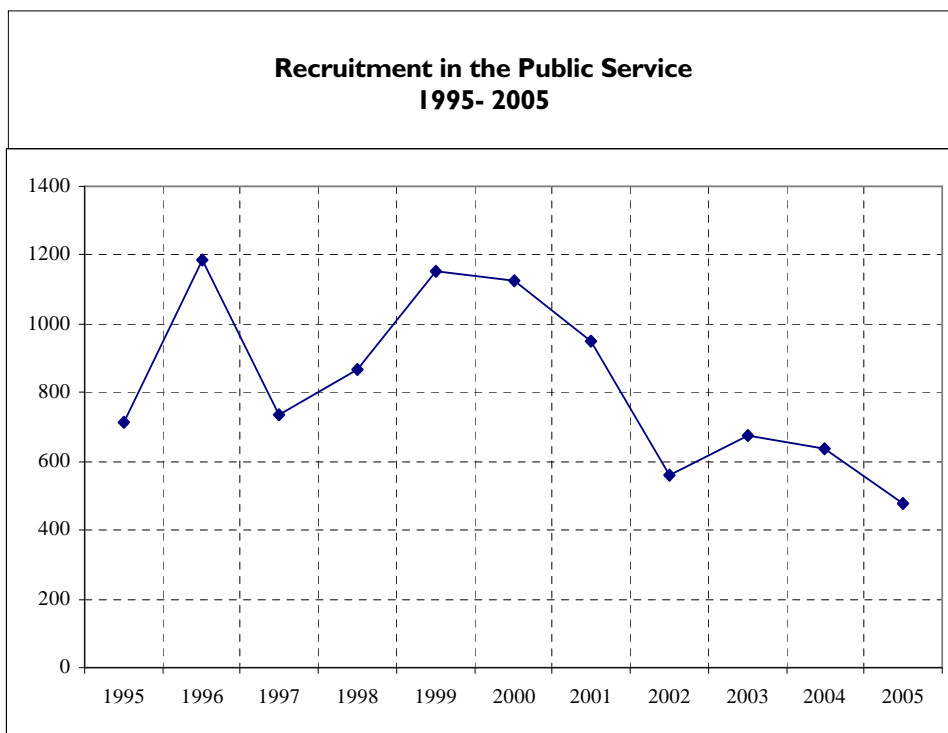
YEAR 2006

Now that procedures have been to a large extent established, the main objectives for 2006 will be to revisit the various policy decisions taken earlier when the Directorate was still in its infancy and which can now be viewed with more experience and hindsight. It is also envisaged that the surplus workforce will increase significantly following the restructuring of government bodies. Moreover, the planned decentralisation into public entities of the educational and medical sectors, which together represent a large share of the present Public Service, will result in a shift of load on the Directorate that will have to be addressed.

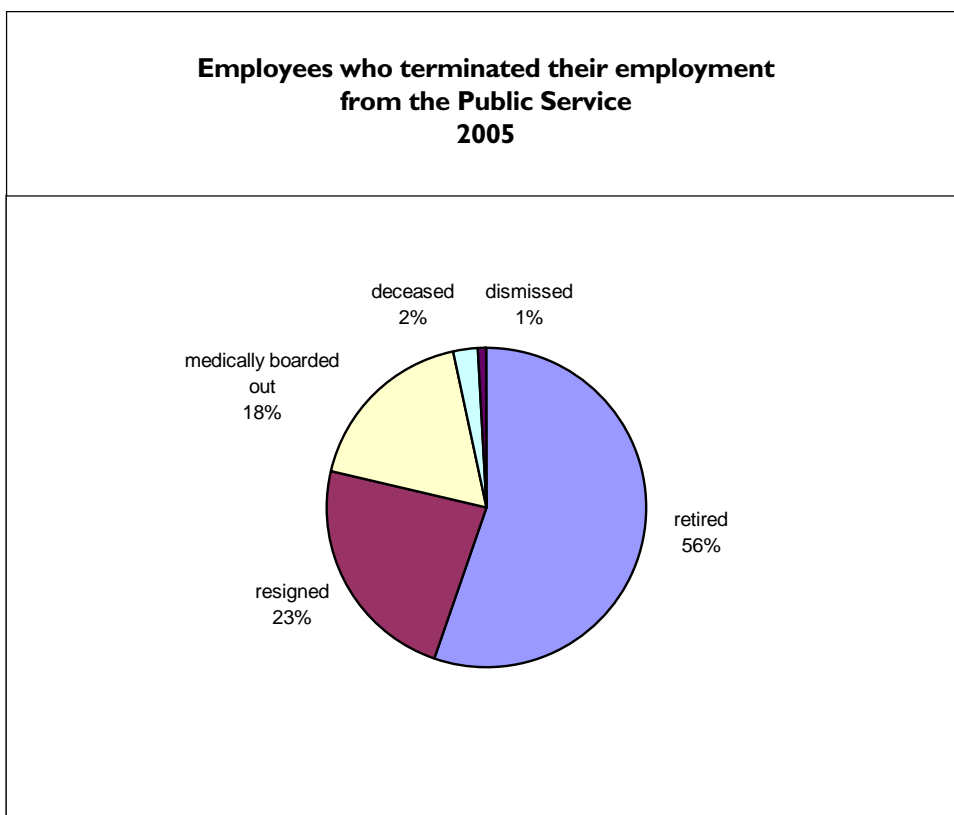
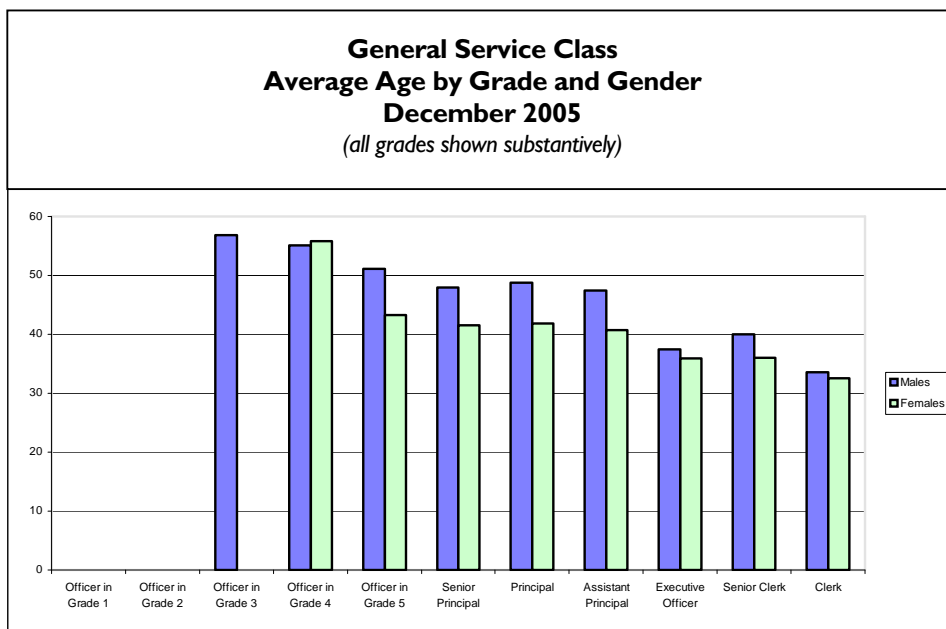
JOSEPH W IZZO

Acting Director General, MPO

APPENDIX A



APPENDIX B



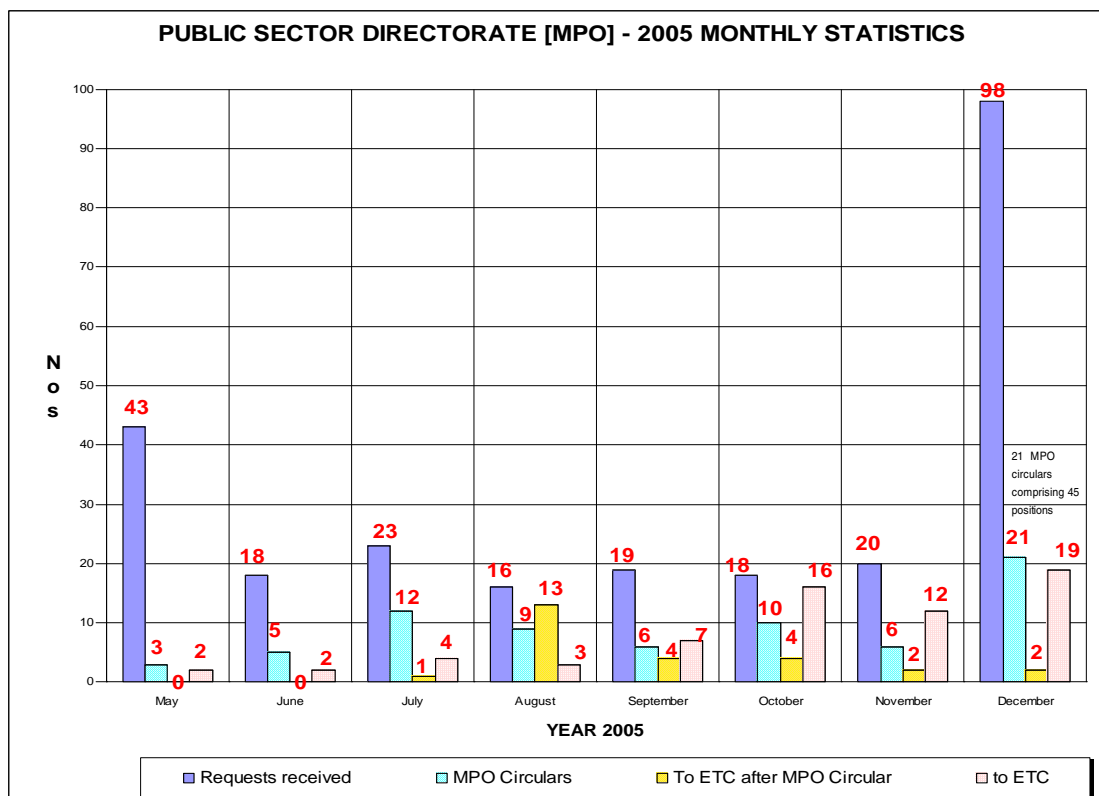
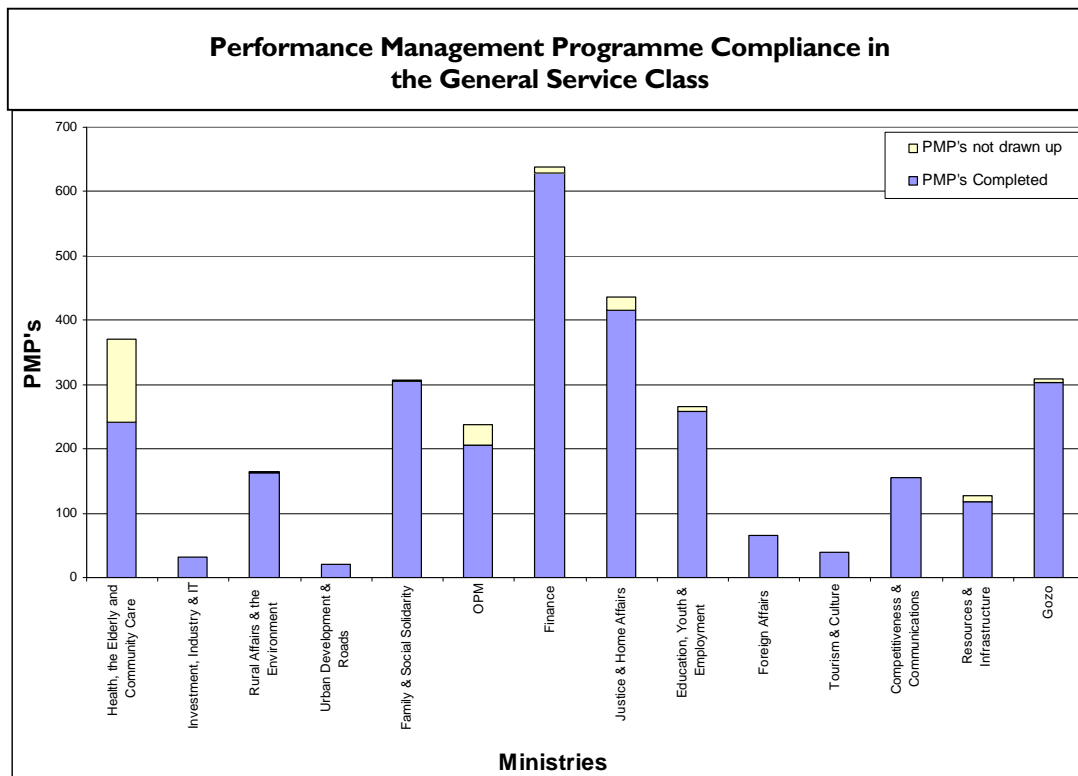
APPENDIX C

Government Workforce
December 2004/2005

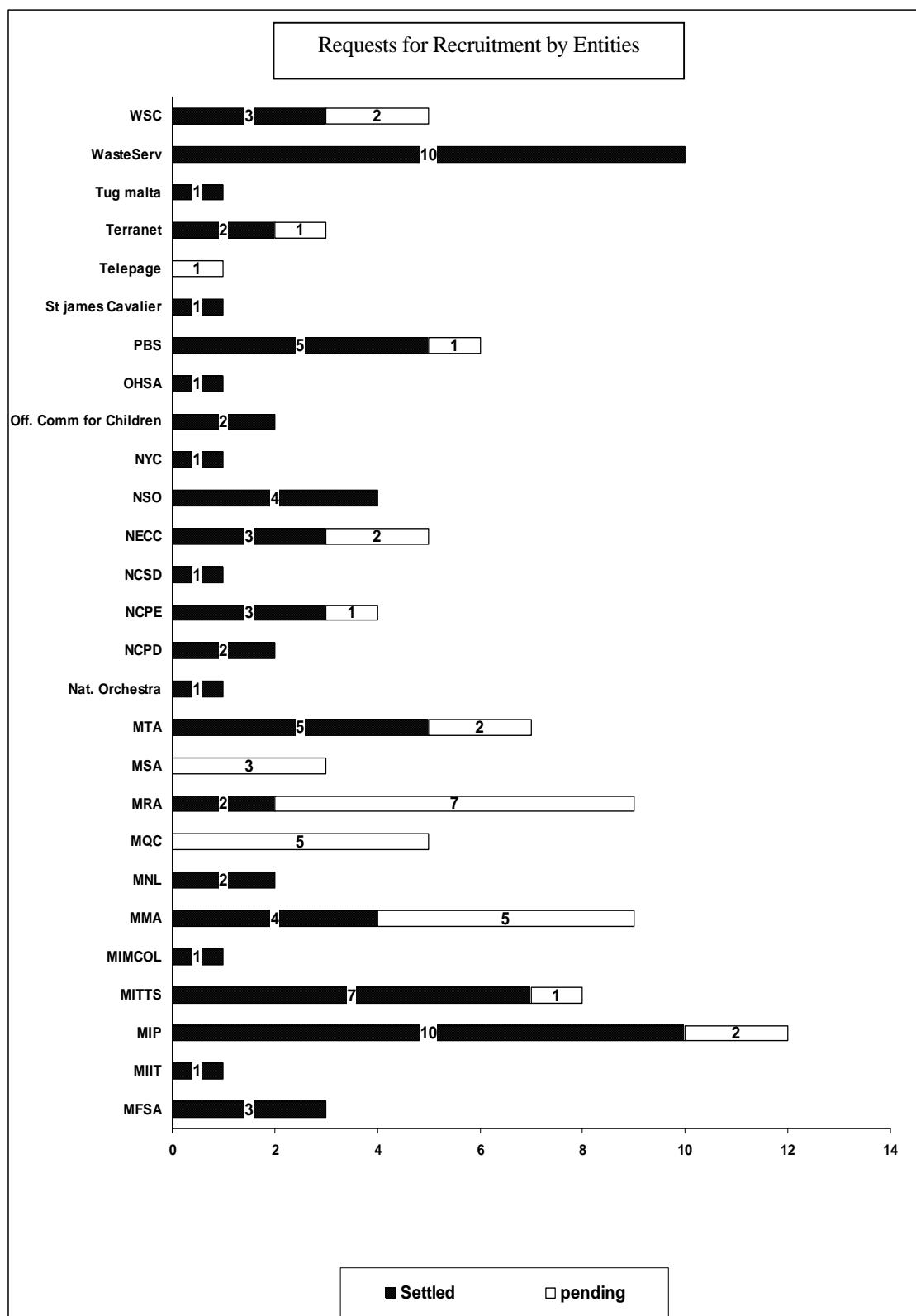
Category	Dec 2004	Dec 2005
Full-time Employees in Government Departments		
Administrative & Clerical	3,755	3,637
Messengerial	331	292
Police Force	1,786	1,799
Technical	2,283	2,218
Professional (Other than Medical)	435	428
Nursing/Paramedical	4,005	3,924
Medical	680	776
Educational	5,393	5,291
Other Departmental Grades	1,958	1,955
Industrial	<u>5,704</u>	<u>5,429</u>
	26,330	25,749
Armed Forces (Uniformed)		
Regular	1,620	1,588
Reserve	46	49
Volunteer	<u>55</u>	<u>33</u>
	1,721	1,670
Temporary Employees		
Part-Time	331	329
Casual	855	1,036
On contract (Local and Foreign)	<u>685</u>	<u>727</u>
	1,871	2,092
Public Officers with Authorities/Parastatal Organisations		2,098
		*1,899
GRAND TOTAL	<u>32,020</u>	<u>31,410</u>

* total as at November 2005

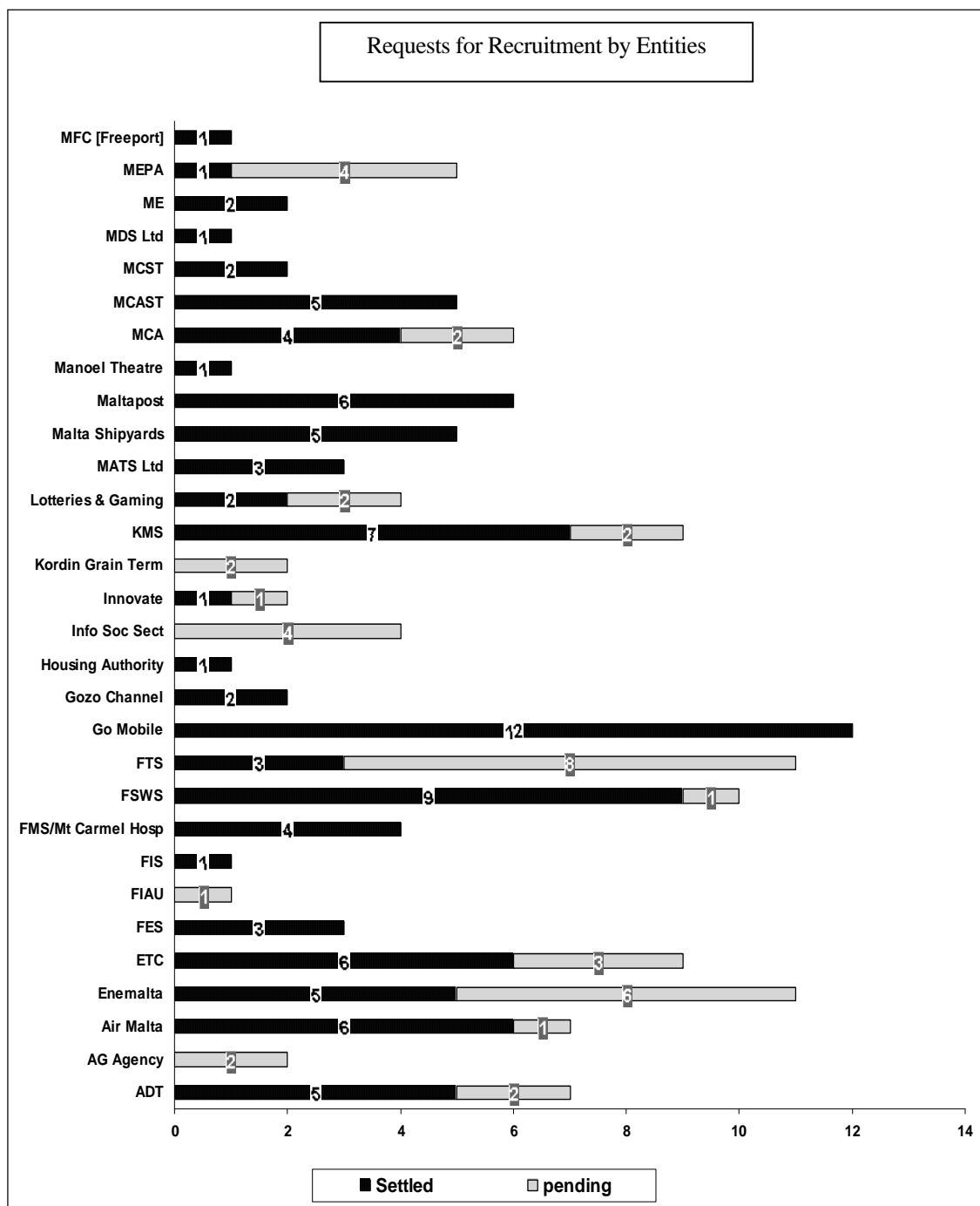
APPENDIX D



APPENDIX E (i)



APPENDIX E (ii)



Staff Development Organisation

In 2005 a total of 4,286 government employees, consisting of 2,234 women and 2,052 men, participated in the extensive range of programmes organised by the Staff Development Organisation.

EUROPEAN INSTITUTE OF PUBLIC ADMINISTRATION

A membership agreement was signed between Malta represented by Dr Godwin Grima, Principal Permanent Secretary, and the European Institute of Public Administration (EIPA) in Maastricht (NL) represented by Mr Gérard Druesne, Director General.

This agreement supersedes the co-operation agreement that had been entered into prior to accession. Director, SDO is to be Malta's representative on the EIPA Board of Governors. The signing of the agreement took place on 5 December 2005 in Newcastle, UK during the 45th Meeting of Directors General responsible for Public Administration in the EU. Director, SDO was also present for the event.

COMMONWEALTH HEADS OF GOVERNMENT MEETING 25 – 27 NOVEMBER 2005

On 25 – 27 November 2005 the Government of Malta hosted the Commonwealth Heads of Government Meeting in Malta. Prior to the CHOGM event, a series of training programmes were organised. The SDO was entrusted with the organisation of this training on behalf of the CHOGM Task Force. 26 programmes were held for over 240 persons. Each person was asked to attend various modules according to the tasks assigned to him/her, which resulted in over 800 participations. Training programmes covered information on Malta, the Commonwealth, various skills relative to tasks assigned, and briefings on the CHOGM event itself, besides site visits to venues, MIA etc. Furthermore, SDO acted as Human Resources co-ordinator between the Task Force and staff performing duties connected with this event.

MALTA STUDY VISIT FOR EU COMMISSION STAFF

A group of specialist speakers from the public and private sectors recently got together to deliver a week-long programme to give an in-depth idea of Malta to a group of EU Commission officials from various Directorates General. This second study visit was devised and co-ordinated by the SDO to facilitate these officials' understanding of the islands of Malta and Gozo, their people and culture, the political, economic and administrative set-ups, cultural and linguistic heritage, industry and traditional craft and so on, all set against the backdrop of Malta's chequered history and challenging future. The programme was a mix of presentations and on-site visits that left a very positive impression on the group, as witnessed by the feedback given by the Commission's Principal Administrator (Directorate A – Staff and Career) in the DG, Personnel and Administration, who described the visit as "very successful" with "excellent organisation" and a "high level of...lecturers".

BILATERAL AGREEMENT TO FACILITATE THE EXCHANGE OF MALTESE AND UK CIVIL SERVANTS

Following an initiative by SDO, the Principal Permanent Secretary and the Director, Talent, Corporate Development Group in the UK Cabinet Office, Mr John Barker signed, on 2 August 2005 a bilateral agreement that facilitates the exchange of Maltese and UK civil servants between their respective administrations.

This scheme is intended as a short but rather intensive learning and development opportunity for public officers from both countries and one which gives them exposure to different work cultures and ethics.

The SDO has been entrusted to co-ordinate this programme. The first such exchange is proposed to take place in 2006.

STRUCTURAL TRAINEESHIPS

Three places were made available for people from within the Maltese Administration to follow a five-month Structural Traineeship with a Directorate General of their preference within the EU Commission. SDO co-ordinated the selection and funded this traineeship for three officers from the Office of the Prime Minister, the Ministry of Education, Youth and Employment and the Ministry for Resources and Infrastructure.

QUALITY SERVICE CHARTER CONFERENCE

On 3 February 2005 the SDO organised a half-day Conference entitled *Raising the Standard*. The Principal Permanent Secretary and the Permanent Secretary, OPM attended this Conference. The targeted audience were public sector officials who are responsible for a Quality Service Charter Unit. The objectives were to present the participants with theoretical and practical considerations regarding charter assessment, implementation and maintenance stages of Quality Service Charters. The main speakers engaged the 18 participants in a challenging discussion and presented them with examples from hands-on experience.

SDO'S ASSISTANCE TO THE DEPARTMENT OF FAMILY WELFARE

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

The programme continued during 2005. The first module was *Teambuilding*. A three-level evaluation was also carried out including 'learning' and 'transfer' to the job. The transfer stage was carried out during the practical sessions. This was a 'first' in evaluation procedures for SDO and was utilised as a form of pilot.

TRAINING PROGRAMME FOR SENIOR CLERKS

During the first quarter of the year a programme was organised, targeted at those clerks who had been promoted to Senior Clerks. The objective of this programme was to prepare these Senior Clerks for the higher responsibilities in their new role. 36 officers benefited from this training.

FOOD HANDLING AND HYGIENE COURSE (GOZO)

The SDO organised a course in Gozo on *Food Handling and Hygiene* targeted at staff responsible for catering at the Gozo General Hospital. The aim of this training programme was to help these employees gain a sound knowledge of principles of food hygiene. All the 16 participants passed the tests administered during this course and were issued with an officially recognised certificate in their field of work.

STRATEGIC PROJECT MANAGEMENT TRAINING PROGRAMME

The Commonwealth Secretariat, through the Ministry of Foreign Affairs, sponsored a week-long training programme in *Strategic Project Management* targeted at senior public officials, which was held between 23 and 27 May 2005. The course was facilitated by Dr Gary Tagalie of the University of the West Indies. All expenses involved in the running of this programme were borne by the Commonwealth Secretariat through

its Governance and Institutional Development Directorate. The programme was attended by 16 public officers from all ministries.

POLICY DEVELOPMENT

The Management Efficiency Unit organises monthly meetings for Directors, Policy Development within the various ministries. For the session held on 9 May 2005 it was decided to hold a meeting between Directors, Policy Development within ministries and Policy Co-ordinators within ministry secretariats. SDO was asked to facilitate this meeting mainly by designing an exercise to introduce and help in the communication process and group dynamics between the different participants. 18 officials participated.

IT COURSES FOR OPERATIONAL SUPPORT WORKERS

SDO organised, on behalf of the Management and Personnel Office, a number of specific training courses, including IT courses, for prospective Operational Support Workers who had been successful in a public examination. Another refresher IT course was held for officers already in the grade of Operational Support Workers.

The first module concerned IT courses which were in the main held on SDO premises and were facilitated by staff from the SDO itself. 70 Support Workers were trained in various IT applications.

BASIC COURSE FOR EX-MALTAPOST EMPLOYEES

The first module of this course was held during the last quarter of 2004. Module 2, which was held during the first quarter of 2005, included training in *Registry Services*, *Writing Skills* and *Customer Care*. In all 48 participants benefited from these training programmes.

OVERSEAS TRAINING

Training Programmes funded by the Irish Department of Foreign Affairs

For the fourth year running, the Irish Department of Foreign Affairs, through the Irish Institute of Public Administration, offered the 10 new EU member states 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.

Participation at Seminars organised by EIPA

During the year, two public officials participated in a seminar organised by EIPA titled *How can Member States effectively influence the EU decision-making process: a practical guide to preparing a winning strategy*, and *International e-public Procurement*, respectively.

Scholarships offered by the UK Government

The British High Commission, through the Ministry of Foreign Affairs, has given suitable public officers the opportunity to apply for a three-month Chevening Fellowship tenable at a British University during 2006. These fellowships cover subjects such as *Participation of Women*, *Economic Governance and Reform*, *Government Relations with NGOs and Civil Society*, *Public Sector Reform* and *Democracy the Rule of Law and Security*. This information was passed on to the relative ministries with a view to encourage staff to apply.

Scholarships offered by the French Government

Two scholarships were offered by the French Authorities to participate in short courses at the École Nationale d'Administration in Paris, France. Following a call for applications and a selection process, two public officers were accepted by the French Embassy and they participated in these short courses during the months of October – November 2005.

The Hubert Humphrey Fellowship

The US Embassy yearly promotes the Hubert Humphrey Fellowship which is open to all public officers who have the necessary requirements. A call for applications was issued by SDO.

SPONSORSHIPS FOR MASTERS DEGREES

Following the issue of OPM Circular 32/05 calling for interested public officers deserving to read for a Masters Degree to apply for sponsorship, eight public officers were chosen, four in Business Administration and four in Training and Human Resources Management.

SPECIFIC FRENCH LANGUAGE TRAINING FOR EU-RELATED MEETINGS

Meetings were held between Director SDO, Mme Anne-Louise Debeusscher, Conseillère de Coopération et d'Action Culturelle at the French Embassy and Director of Alliance Française, and Mme Catherine Wallisky, First Counsellor, French Embassy. Discussions included the possibility of adopting a more focused approach to French language training. The Embassy, through the Alliance Française, was willing to customise programmes to meet direct training needs, including those possibly arising out of new commitments and practices following EU membership.

It had been pointed out by some Directors, EU Affairs and others involved in attending EU-related meetings on a regular basis, that while English is used in plenary sessions, French is very widely spoken among participants from the various member states, particularly during the informal gatherings where much of the discussions take place. Maltese delegates who lacked this fluency felt that an adequate training programme could tackle this shortcoming effectively.

Eventually a new training programme *French for EU related meetings* was launched. This programme was held twice a week in two-hour sessions.

MANAGEMENT DEVELOPMENT

The primary objective of the training programmes on *Personal Development for Middle Management* was to provide public officers in middle management grades with an opportunity to improve their personal competencies and knowledge in dealing with their staff and senior management. The emphasis was on personal development, providing the skills that would enable them to be effective in their work, and which would contribute to their own development. Eight programmes were held and 118 participants benefited.

The objective of the programme on *Leadership in Diversity* was to understand the changes being proposed in the White Paper on the Public Service Act and to prepare delegates for the main issues of Diversity, Autonomy, Accountability, Performance Management and Leadership in a changing environment. 51 participants benefited from the five programmes organised.

During the course *Emotional Intelligence for Senior Managers* participants were provided with tools and techniques that would develop their emotional intelligence using the Daniel Goleman concept. Six programmes were held and 46 participants benefited.

The objective of the programme *Time Management for Senior Staff* was to help top management organise their day as efficiently as possible in order to maximise the utilisation of the resources at their disposal. It aimed at making senior managers operate more efficiently and effectively, while managing stress. It also covered extensively the concept and practice of delegation. 59 participants benefited from the five programmes held.

The programme *Management through People* was meant to address the essential leadership, supervisory and personal development skills required by new as well as experienced public officers in middle management grades and to equip them with the right tools to excel in this challenging position. The training methodology adopted was informal and highly interactive, thus encouraging participative class discussion. Two programmes were held and 25 participants benefited.

Other programmes ran by this section concerned *Work-Life Balance* and *Understanding and Working with Change*.

CONTINUOUS DEVELOPMENT

During 2005, the Continuous Development section launched various training programmes.

The objectives of the programme on *Teambuilding* were to enable public officials who have the responsibility to manage or supervise other officials gain more knowledge on the concepts and principles of Team Building, be more effective within a group or team, and enhance a quality management environment within their organisation. Five programmes were held from which 100 employees benefited.

The course on *Communication Skills* was designed specifically for clerical and supervisory grades. It was divided into four modules for easier assimilation of the information by participants, as well as possible evaluation at the learning and transfer stages which took place during subsequent modules.

The aims of this programme were to help participants improve their telephone techniques, questioning and listening skills, team communication skills and how to handle difficult people, use of body language and voice, communication skills in letter writing and e-mail writing. A total of 171 employees benefited from this programme.

During the month of November, a special half-day basic programme on *Communication Skills* was held in Gozo in which 20 employees attended.

Another new training programme was *Using Emotional Intelligence at Work – A Basic Course*. The aims of the first module were to help participants assess their emotional intelligence, gain a basic knowledge of this new concept, and learn various skills such as anger control, controlling negative thoughts, and handling difficult situations. The course was highly participative and similar to the communication skills course, utilised the modular system of programme design thus aiding assimilation of information and subsequent evaluation. Although emotional intelligence was tackled briefly in some management courses offered by SDO in the past, this was the first time that a course on this subject was designed aimed at clerical and lower supervisory grades. 67 participants attended this module.

The objectives of the second and third modules were to help participants improve their empathic inquiry, learn to express how they feel and how to develop trust and to improve various aspects of tension resolution such as conflict management and helping difficult customers. 57 and 51 participants respectively attended these two modules.

After the success enjoyed by the programme *Pre-Retirement*, this programme was again organised during 2005. Further sessions were held on topics which were of particular interest and which were identified by participants to be followed up by further training. One such course concerned *Pension and Benefits*. 23 and 16 participants attended these two programmes respectively.

A course on *Data Protection* was designed covering data protection regulations and practices. 105 participants benefited from this course.

The *Presentation Skills* programme was intended for those government employees who are required to speak in public or give training, even occasionally. During this programme participants were made aware of the art of confidence and competence in delivering presentations through theoretical and practical exercises. 46 participants benefited from this programme.

The course *Working in a Team* kicked off in September 2005. The objectives of this two half-day programme were that participants should be more aware of what is needed for effective teamwork; be able to solve problems and conflicts better; develop self-acceptance to be able to trust others better; and enhance their communication skills. This programme was held for employees coming from the Social Work Department, at Mount Carmel Hospital. 14 employees participated.

The course titled *Secretarial Skills and Personal Assistant Skills* was designed to cater for secretaries and personal assistants. It was an in-depth three half-day course which provided good office management skills. 65 participants attended.

20 participants benefited from the half-day programme on *Office Management Skills* which gave an overview of the skills required to run an office in an efficient manner.

Two programmes on *Registry Services* were held, one for Education Officers and the other one for employees working at the Ministry for Justice and Home Affairs. A total of 42 participants benefited from this course.

DEPARTMENTAL AND FINANCE TRAINING

Holding Effective Meetings helped participants understand the importance of meetings, consider the costs and benefits, and explore the range and types of meetings. The programme covered the establishing of guidelines, planning, conducting and evaluating the meeting, preparing meeting documents, effective contributions as well as roles and responsibilities. 49 participants attended.

The objectives of the course on *Effective Time Management* were that participants should have learnt how to plan their day's work more effectively by prioritising tasks; plan and schedule meetings; identify strategies to manage better their workload through effective pro-active communication and effective delegation; and balance work and life priorities. In all 54 participants attended.

Another programme launched during this quarter was *Government Finance Procurement*. The aim of this course was to impart to participants knowledge about the provisions of the General Financial Regulations and Procurement Regulations and what they entail in practice. Two programmes were held, one in Gozo followed by another course in Malta. A total of 66 employees participated.

A course on *Being Assertive* was launched. The programme was redesigned and improved over the one held in 2004. The objectives of this course were to help participants communicate assertively; get their ideas across in an effective manner particularly when dealing with clients; and create win-win situations. A total of 69 officials participated.

The aims of the course *Towards Enhanced Customer Relations* were to enable participants to communicate an attitude of 'quality service' and to provide the skills necessary to create the right impression and show customers that they really matter. Five programmes were held and 72 participants attended this one-day programme.

The objective of the programme *Dealing with Difficult Customers* was to address the essential skills required by front-line personnel who are involved in customer interface, both in person and over the phone. Three half-day programmes were held and 45 participants attended.

EU TRAINING

For the second year running, during February 2005 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 most important developmental objectives of this workshop were to expose participants to the complexity of decision-making at Working Group level; to demonstrate the process of coalition building; to see in practice the meeting of an EU Council Working Group; and to familiarise participants with the formal and informal EU negotiation techniques and procedures. 29 public officers benefited from this programme. This workshop was fully funded by the Irish Department of Foreign Affairs.

For the past years, the SDO has been exploring the possibility of assistance from various foreign entities as regards the design and delivery of post-accession training for public officers. Among the feedback received was a proposal from the Ministry of Community Policies, Rome.

Eventually, this initiative materialised in April 2005 when the SDO in collaboration with the National Centre of European Documentation and Information, Italy organised four training programmes titled *Public Procurement, Gender Equality, Structural Funds and Agricultural Policy and Rural Development*. Each programme was delivered by Italian speakers, experts in their field. Each of them was extremely proficient in their own area of expertise. 139 public officers benefited from these training programmes. These four activities were financed by the Italian Department of Community Policies Presidency of the Council of Ministers.

During the year, the SDO held the following ongoing EU related, training programmes: How the EU Operates – (3 courses); EU Institutions – (2 courses); A Constitution for Europe – (2 courses); The Role of an EU Member State in Decision-Making – (2 courses); Employment and Social Policy of the EU – (2 courses). The total number of participants who benefited from these programmes was 259.

In July, 2005 the SDO supported the Ministry for Justice and Home Affairs to co-ordinate a seminar on the *General Principles of EU Law and the Role of the National Judge*. This programme followed a series of seminars on the Preliminary Ruling Procedure in the new Member States, organised by TAIEX during 2004. 18 members of the Maltese Judiciary participated in this programme.

LANGUAGE TRAINING

In September, OPM Circular 36/05 was issued providing an opportunity for public officers to upgrade the linguistic skills that are required at their place of work in the German, French and Spanish Languages. There are 31 new entrants following first year namely five in German, twenty-two in Spanish and four in French. 10 other public officers are continuing their studies in various levels.

IT TRAINING

Since the last quarter of 2004, the IT section has been utilising two training rooms at SDO, one of which is equipped with XP software. The other lab is being used for training on applications that run on Windows 98. As a result, the number of IT courses being offered this year has almost doubled. Staff at the IT section re-wrote many of the course notes to upgrade to XP version.

The IT section at the SDO was requested to assist the AFM in organising a series of IT programmes for two groups of AFM clerks for the purpose of trade testing in the grade of Clerk Group B Class III according to the AFM Trade Regulations 1976. The courses and final examination were held on SDO premises. Each course was based on current SDO syllabus and was delivered by lecturers provided by the

SDO while the AFM Board set the examination papers. 81 AFM clerks attended the above-mentioned courses.

The IT section (SDO) was asked by the Chief Information Management Officer (CIMO) to deliver a comprehensive course on *MS Excel XP* covering the most relevant topics of MS Excel to two groups of CIMU employees. After agreeing on the salient points to be focused upon, two courses were held at CIMU premises. A certificate of attendance was given to the 18 participants.

Discussions were held between SDO and the Tax Compliance Unit to organise an *ad hoc MS Excel* training programme aimed specifically for the exigencies of TCU staff. A number of topics were identified which are not normally covered by SDO Excel courses. Furthermore the data used during the course as a basis for working exercises was the actual TCU data. Since it was decided that a specialised tutor should be engaged to deliver this training, a call for proposals was issued. The best offer regarding cost and expertise was chosen and eventually two programmes were delivered to 27 TCU employees.

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. 117 Gozitan employees attended this year's programmes. The courses were held at the Computer Laboratory, Centre for Further Studies, Victoria and were facilitated by Gozitan lecturers.

TRAINING MANAGEMENT SYSTEM

Following the installation by MITTS Ltd of a new software system for the SDO in 2004, the functional changes required by the SDO to the TMS were all dealt with during 2005. It is planned that by the beginning of 2006 MITTS Ltd would have installed the 'live' version of the TMS for SDO.

UPDATING OF SDO WEBSITE

The SDO website has been updated to include the changes of responsibilities assigned to staff changes. New features in the website included are an Events Calendar on a two-month basis, a link to the Charter Support Unit since SDO has been assigned the responsibility of this Unit, and a new Contact Us webpage.

ACQUISITION OF NEW TRAINING EQUIPMENT

Four videos and four training packs were acquired from Video Arts and Fenman Ltd respectively. The videos deal with *Office Management Skills* and *Teambuilding* while the packs cover *Emotional Intelligence, Communication Skills, Teambuilding and Mentoring*.

SDO TRAINING ACTIVITIES 2006

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