
Management and Personnel Office

INTRODUCTION

During 2006 the Management and Personnel Office continued to build upon the changes undertaken in the previous year. Redeployment across the Public Service and wider Public Sector continued to ensure the optimum use of human resources. Furthermore, other initiatives related to the overall function of human resources were taken up.

The following report for 2006 provides a detailed picture of the progress registered by the Management and Personnel Office and at the same time outlines the functions and activities carried out by the four directorates constituting the MPO, which are:

- 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 functions of the Department of Policy and Planning for the year under review included the following:

- offering support to line departments using the Human Resource Information Management System (HRIMS) until a new HR system is in place;
- continuing with the implementation of the Performance Management Programme (PMP) to improve employee performance against approved output and pre-determined quality standards, and exploring new means of enhancing the Programme;
- preparatory work connected with the testing and implementation of the Public Service Recruitment Portal;
- 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.
- action to inform public officers and the general public about recruitment opportunities within the EU institutions and agencies.

CLASSIFICATION & RE-GRADING

An Addendum to the Agreement on the Classification, Regrading and Assimilation of the Customs Class was signed on 5 April 2006. This Addendum specifies the method of examination for the selection of Senior Customs Assistants to fill vacancies in the grade of Customs Officer on a once-only basis.

PERFORMANCE MANAGEMENT PROGRAMME

In January the Department of Policy and Planning initiated its annual PMP compliance audits for the year 2006. Audits covered various units and departments in all ministries.

A PMP quality audit for General Service Grades within the Ministry for Investment, Industry and Information Technology (MIIT) was carried out in 2006. Despite the fact that in general the documents were well drawn up, there was excessive use of higher ratings. A report was prepared for the HR Manager to highlight this and other minor inaccuracies found during this audit.

PMP documents submitted by the Resourcing Department were also regularly reviewed for their quality content. Documents assessed during 2006 were in respect of 520 General Service employees in line for promotion and progression to higher grades and scales. Not less than 166 supervisors were informed of weaknesses found in the PMP documents they were responsible for, and improvements were solicited. This represented a total of 31.3% out of the total PMPs reviewed by the Department, which unfortunately means that there was an increase in erroneous PMPs over last year's 22.9%.

During the latter part of the year, this Office held discussions with HR Managers (through the Human Resource Managers' Forum) in order to improve the Performance Management Programme. The suggested improvements are being incorporated into a revised document which should be more user-friendly and curb certain abuses that have crept in over time. Concurrently a new PMP compliance audit system involving the HR Managers is being put in place.

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. Five fora were organised discussing topics of common interest. The topics discussed are listed hereunder:

- The new guidelines and procedures regarding cases of sexual harassment in the Public Service
- Performance Planning for 2006
- Amendments to the current Disciplinary Regulations
- UK-Malta Bilateral Exchange Scheme
- Remuneration payable to employees on contract.

Ten fora for HR Managers were organised during 2006. Topics covered were as follows:

- Topics related to the new Collective Agreement
- Treasury Pensions
- Amendments to the current Disciplinary Regulations
- UK-Malta Bilateral Exchange Scheme
- Injury on duty
- Functions of the new Recruitment Portal for the Public Service
- Improving the Performance Management Programme – Session 1
- Improving the Performance Management Programme – Session 2
- Changes in ETC Procedures
- Training on the new Recruitment Portal for the Public Service.

HUMAN RESOURCE INFORMATION MANAGEMENT SYSTEM (HRIMS)

Following the signing of the Collective Agreement for Public Service employees for the years 2005 – 2010, vacation leave started to be calculated in hours instead of days. This necessitated major changes to the Vacation Leave module of HRIMS. After User Acceptance Testing (UAT) at MITTS, the module was rolled out to all HRIMS users in the various ministries. A report was also made available by this

Department to all sites using HRIMS, showing sick leave details and totals. This report enables line departments using the system to reply to any queries raised by MPO for better sick leave management.

A comprehensive exercise is being undertaken by this Department to key-in the grade history of all public service employees into HRIMS. This is being done so that in the near future all employee record cards resident at MPO will be replaced by computerised records in HRIMS.

The system was installed on the PCs of nine new users at the Personnel Section of the Law Courts at their own request. The system had been installed there earlier, but was little used. HRIMS will now help Law Courts consolidate their absence records and their reporting capabilities.

Several high-level meetings were held to establish the way forward for the new HR/Payroll system for the Public Service. The main topic in these meetings was whether to go for an open tender for the purchase of the new system or for a single negotiated approach. So far, no decision has been made.

THE MPO WEBSITE

Analyses of website statistics carried out for 2006 indicate that mpo.gov.mt was viewed 37,165 times, of which 15,316 were unique visitors, 8,783 persons were first-time visitors, while 13,066 were repeat visitors. 74% of users were local, 12% were surfers from Belgium; 13% were from the US and 1% from Hungary. The most popular pages appear to be (according to the largest number of pageloads) as follows:

www.mpo.gov.mt/

www.mpo.gov.mt/employeerelations.html

www.mpo.gov.mt/resourcing.html

www.mpo.gov.mt/policyandplanning.html

Visit length statistics show that 7.5% of visits lasted five minutes to an hour, while 14.8% of visits lasted more than one hour. The remaining percentage of surfers spent less than five minutes on the website.

80 MPO circulars were published on the site's Internal Calls page during this year, while 596 calls for vacancies in EU agencies were posted on the page for EU Calls for Applications.

HUMAN RESOURCES

Director, Policy and Planning participated in HR Working Group meetings which were held in Vienna on 6 and 7 February 2006 and Brussels on 21 April 2006. The final report with the Working Group's conclusions was presented to the Directors General during their meeting in May 2006.

EU MATTERS

During the year, 155 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 596 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 19. The Ministry for Justice and Home Affairs are in the process of selecting a Technical Attaché (Schengen and Asylum Affairs) while the Ministry of Finance have already selected a Technical Attaché (Customs) who is due to start in February 2007.

There are currently nine Seconded National Experts (SNEs) attached to EU institutions or agencies. Five of these SNEs are with DG Translation. The one with DG Agriculture who started his secondment as from 1 January 2004 has had his secondment extended for a further period up to end December 2007. Another

SNE serving with DG ECFIN from the Ministry of Finance as from 1 November 2005 is still in place. The SNE serving in Warsaw with FRONTEX with effect from 28 December 2005 is still in place. FRONTEX is an agency of the EU for the management of operational co-operation at the external borders of member states of the European Union.

OTHER MATTERS/ACTIVITIES

Director, Policy and Planning, was appointed on a committee set up by the Principal Permanent Secretary to assess the implications of applying the provisions emanating from the Employment and Industrial Relations Act to the Public Service.

This Department was actively involved in discussions on the new Recruitment Portal for the Public Service. This project is an initiative of the Department of Resourcing, in conjunction with the MIIIT. The Portal is intended to handle electronically the complete recruitment process from the person's application for a post 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 necessary text, both in Maltese and English, was passed on to the contractor and inserted into the various pages of the Portal. The system was then intensively tested both by MITTS personnel and by this Department. HR Managers were briefed and given training during their monthly fora to make them more aware of the system's functionalities. Intensive hands-on training will follow before the Portal goes live and is launched to the general public.

Mr Simon Sammut, Director, Policy and Planning, was appointed Director General (Veterinary Affairs and Fisheries) in the Ministry for Rural Affairs and the Environment with effect from 8 June 2006.

EMPLOYMENT STATISTICS

Appendices A to D show:

- A Recruitment in the Public Service 1996 – 2006;
Distribution of Public Service employees by Category and Gender as on 31 December 2006;
- B Average age by Grade and Gender in the General Service Class as on 31 December 2006;
Causes of termination of employment from the Public Service during 2006;
- C Public Service workforce as at end December 2005 and end December 2006;
- D PMP compliance by Ministry for General Service Grades during 2006.

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 regard to employee relations. In line with this objective, the Employee Relations Department proposed and implemented the following initiatives.

PUBLIC SERVICE MANAGEMENT CODE (PSMC)

The 6th edition of the Public Service Management Code was published both in paper and electronic format. This edition incorporated all the regulations and policies in the sphere of employee relations and resourcing. Consonant with Government's environmental priorities, the paper edition of the PSMC was published on recycled paper and in loose form to facilitate updating and to economise on paper.

GENDER EQUALITY AND INCLUSIVITY

In order to promote gender equality and inclusivity, a brochure was published on the family-friendly measures in the Public Service. This brochure also indicated that, according to the 2007 budget speech, these measures are applicable to employees in the public sector. The brochure, which was co-financed by the EU under the European Social Funds 2004-2006, was distributed to all employees in the public service and public sector.

A report was drawn up by the Employee Relations Department on the family-friendly measures availed of by public officers. This report was based on a service-wide survey which the Department had carried out to establish the number of public officers who, on 1 December 2005, were availing themselves of responsibility leave, parental leave, career break and reduced hours. From the findings of this survey, it emerged that officers are making more use of the family-friendly measures and that even male officers are making use of these measures, although to a much lower extent than females. The findings also showed that the aim of retaining experienced employees in employment is being facilitated by these measures.

Another report was drawn up for the National Commission for the Promotion of Equality between Men and Women about the progress made on certain initiatives by the Public Service to further promote gender mainstreaming and family-friendly measures. This report tackled various issues amongst which, (i) flexible hours; (ii) advancement opportunities for persons on reduced hours; (iii) replacement of staff on reduced hours; (iv) means to encourage use of parental leave by fathers; (v) elimination of discrimination between public service and non-public service employees; (vi) gender mainstreaming and equality committees; and (viii) monitoring of gender considerations in PMPs of senior public service employees.

An OPM Circular was issued drawing the attention of Heads of Department that, in line with Government's policy, all official government forms should be standardised for both men and women and that, when discriminatory wording is essential because of some legal requirement, an explanatory note should be added.

SEXUAL HARASSMENT

The Employee Relations Department published a document entitled *The Public Service: Guidelines on what constitutes sexual harassment and the procedures to be followed in such cases*. Through this document, the Public Service intends to convey the message that it strives to promote a dignified working environment and a harmonious relationship amongst all public officers, irrespective of their gender. This document also shows that the Public Service does not tolerate any form of sexual harassment and that these cases are regarded as serious disciplinary cases leading to dismissal over and above any criminal action which may be applicable.

The procedures outlined in this document are intended to serve as guidelines for both Heads of Department and public officers on how sexual harassment cases should be tackled in a fair, consistent and expeditious manner while ensuring standards of good practice, natural justice and utmost confidentiality.

DISCIPLINE

The 1999 Disciplinary Regulations were amended by means of a Legal Notice. A new concept which these amendments introduced is that an officer against whom an alleged serious offence is committed may lodge a formal complaint to his Head of Department within six months from the date when the alleged offence is committed. The Head of Department should then conduct a preliminary investigation within a given time frame before taking any disciplinary action. The Schedule of Offences and Penalties was also amended to include as serious offences, the offences 'sexual harassment', 'misuse of electronic equipment' and 'victimisation of witness or an officer/person lodging a report'. A number of rulings given by the PSC on the interpretation of certain provisions of the Disciplinary Regulations were also included in the legal notice.

An audit on the application of the Disciplinary Regulations by line departments during 2005 was carried out on the basis of the half-yearly returns on discipline submitted by line departments. The results were collated in a report entitled *Survey and report on disciplinary cases in the Public Service for the year 2005*. This report, apart from giving a statistical digest of disciplinary cases, identifies trends and also compares the 2005 figures with the 2004 figures.

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; and
- organised a seminar for HR Managers and disciplinary officers during which presentations were made on (i) the findings of the report for 2005 on discipline; (ii) the data protection procedures and retention policy as regards discipline files and documents; (iii) the Employee Assistance Programme; (iv) the new measures to improve the supervision of the industrial workforce; and (v) the manual on the management of disciplinary cases.
- regularly monitored the application of the Disciplinary Regulations in line departments and the necessary corrective action was taken whenever necessary.

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

The policy on the release of public officers to work with NGOs was re-launched by means of a notice in the Government Gazette which invited interested NGOs to request the release of public officers, including the renewal of the release of public officers already working with them. To be eligible, NGOs must be established exclusively to fulfil a social or charitable purpose as defined by the Trusts and Trustees Act. The notice required that the applications submitted by NGOs should include a statement setting out the scope of the organisation, a copy of its statute and a proposal detailing a clear project to which the requested officer would be assigned. NGOs were also required to define the benefits originating from the project and the target deadlines for its completion.

Following the publication of the notice, a number of NGOs have requested the release of public officers to work with them. These applications were examined according to established criteria. Twelve public officers were released for one year on paid leave to 11 different NGOs while five other officers were released for one year on unpaid leave on grounds of public policy to three different NGOs.

PENSION RIGHTS

In conjunction with the Ministry of Finance, the relevant amendments to the Pensions Ordinance were issued in order to sanction by law the policies that the award of a Treasury pension is always subject to creditable performance and that an officer holding a Headship Position should, at least, serve for 12 months in such a position immediately before retirement to be considered as having performed creditably.

RECRUITMENT OPPORTUNITIES WITH EU INSTITUTIONS AND AGENCIES

New terms and conditions were issued upon which special unpaid leave may be granted to officers who are selected for employment with an EU institution. This type of leave may now be granted either on grounds of public policy or otherwise, however in both instances it is subject to the exigencies of the service.

Officers who had been previously granted special unpaid leave on grounds of public policy to work in the linguistic field with EU institutions have been exempted from the provisions of the new norms and conditions, on a personal basis. When the current term of unpaid leave of these officers expires, they will be eligible for a further period of unpaid leave not on grounds of public policy, not to exceed a total of three years unpaid leave in all.

BETTER REGULATION UNIT (BRU)

In order to extend support to the Better Regulation Unit, it was approved that a public officer be released for a period of two years on paid leave, to work with the General Retailers and Traders Union (GRTU). This officer will be the contact person between the GRTU and BRU.

SURVEYS

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

- the number of days of sick leave availed of in the Public Service in 2005;
- the number of public officers who on 1 December 2005 were availing themselves of responsibility leave, parental leave, career break and reduced hours.

OTHER MEASURES

During the period under review the following measures were introduced:

- public officers who are due to retire or resign from the Public Service will have their vacation leave entitlement calculated on a *pro-rata* basis for the service given during that particular calendar year;
- when pre-retirement leave falls early in the year making it impossible to utilise vacation leave, such leave may be pre-dated by the number of days equivalent to the *pro-rata* vacation leave entitlement, calculated by a mathematical formula based on the date of retirement;
- new parameters for the calculation of the entitlement of the pre-retirement leave of non-pensionable public officers who, prior to 1 January 1999, were entitled to only 15 days sick leave on full pay every calendar year. For periods of service before 1 January 1999, the qualification requirement will now be computed as 50% of their total sick leave entitlement on full pay whereas for periods after 1 January 1999, the requirement of an average of 15 days of unutilised sick leave will continue to apply;
- when public officers who have permission to perform private work are transferred, promoted or progress to a higher grade they are required to make a fresh request for permission to perform private work;
- public officers who are assigned duties as Heads of government-appointed authorities and entities are substantively appointed as officers in Grade 4 after they serve for 6 years in the executive position. On the eventual termination of their appointment with the authority or entity, the officers who had a substantive appointment on Scale 5 or below, will on returning to the Public Service, be assigned a management position with the grade that they hold. Those officers who do not hold a general service grade, will be given the opportunity to remain in their departmental grade; and
- extended the policy for work on reduced hours with the option to work on a 25-hour time-table, besides the already operative 20 or 30-hour option.

STATISTICS

Cases handled by Employee Relations Dept	
Conditions of Service	1,525
Discipline & Staff Welfare	518
Treasury Pensions	127
Total	2,170

Disciplinary cases initiated under the 1999 Disciplinary Regulations by line departments	
Description of Punishments	No
Regulation 18 Admonishment	140
Regulation 19 Summary Warning	309
Regulation 20 Minor	130
Regulation 20 Serious	122
Total	701

Cases of conditions of service considered	
Type of Cases	No
Unpaid Leave	350
New/Review of Allowances	40
Cultural Leave	32
Medical Boards	252
Re-instatements/Re-employment	10
Union Activities	302
Deputising allowance	47
Qualification Allowance	49
Boards and Committees	17
Release of officers to NGOs	37
Gender Issues	76
Release of officers to work with EU institutions	58
Others	255
Total	1,525

DEPARTMENT OF RESOURCING (PUBLIC SERVICE)

INTRODUCTION

During 2006, various initiatives were undertaken by the Department of Resourcing (Public Service) in enhancing the competence of the Public Service to deal with specific issues of public administration as well as addressing proactively the challenges ahead: the rigorous Senior Principals selection exercise was held to strengthen the middle-management across-the-board complemented with an examination for promotion to the Officer-in-charge Minor Staff grade; and contractual positions of a definite nature were created and filled (i) to facilitate the management of EU Funds (PPCD, IAID, EUPU, Contracts Division, EU Affairs/ Programme Implementation/Policy Development Directorates within line ministries) and (ii) to constitute *loci* of responsibility for the performance of specific tasks within vital sectors (Health Division to cope with the opening of a state-of-the-art hospital and REFCOM to deal with increased applications from persons seeking asylum).

Other important projects undertaken in the period under review include the redeployment of Gozitan-domiciled officers to the Ministry for Gozo on back-office duties; introduction of arrangements for Domestic Staff at the President's Office by way of entitlement to an appropriate equivalent grade in the Public Service; and a solution was found to the lingering problem of the payment of arrear NI contributions on behalf of expatriate medical specialists still required at the Health Division.

The systems analysis for the creation of a Public Sector Recruitment Portal was intensified to facilitate front-end inception by February 2007. The Portal will provide the public with the service of online application for public service posts/positions and of viewing public sector vacancies from the comfort of one's home.

SECTORAL ANALYSIS – PROGRAMMES AND INITIATIVES

Rationalisation of Human Resources

The Department of Resourcing (Public Service), in conjunction with the Ministry of Finance, continued to promote and implement the rationalisation and cost-effective utilisation of human resources with regard to recruitment in ministries/departments in line with standing OPM/Finance directives.

Online Selection Process and Public Service Careers Portal

During the first half of the year, this Department spearheaded a number of meetings with other departments/units within MPO during which a systems analysis submitted by the company contracted to design the recruitment portal was evaluated. This report was the result of a series of intensive meetings with the contractor during which the recruitment processes were explained in detail in order to ensure that the various selection processes are faithfully represented in the upcoming portal. The first phase of the project, which will enable interested persons to apply for calls for applications in the Public Service, as well as view calls for the wider public sector online, is now nearing launch.

Recruitment relating to EU Fund Management and other National Issues

The Department of Resourcing (Public Service) facilitated the creation of various positions relating to EU Funds Management. Examples include the creation of the positions of EU Fund Managers in the Public Service, Senior Managers (Monitoring Authority) at the Planning and Priorities Co-ordination Division, Procurement Managers in the Contracts Division and Payment Co-ordination Officers at the Treasury. In the former case, the issue of the call and receipt of applications were centrally operated by the Department. It was also decided that centrally-operated public calls for applications be issued for the engagement of EU Fund Officers and EU Fund Support Officers.

This Department also facilitated the creation of positions and vacancies related to other matters of national importance such as irregular immigration, through the positions of Case Officer and Case Worker at Refcom and the engagement of Casual Detention Officers from amongst retired soldiers and police, and the migration of services between St Luke's and Mater Dei Hospitals.

Comparability of Qualifications

With a view to hastening selection processes, a new provision started to be included in relevant calls for applications, whereby it now became the responsibility of applicants in possession of qualifications awarded by foreign universities and tertiary education institutions to furnish the selection board with written proof from the Malta Qualifications Recognition Information Centre (MQRIC), or the designated authority in case of warrants, that their qualification is mutually recognised.

Revision of Contractual Terms and Conditions of Expatriate Medical Officers

Following extensive discussions involving this Office, the Ministry of Finance, the Ministry of Health, Elderly and Community Care (MHEC) and the Ministry for Family and Social Solidarity (MFSS), issues relating to the regularisation of National Insurance contributions and pension entitlements vis-à-vis expatriate medical specialists employed with the Health Division pre-November 2004 have been settled. Furthermore, agreement between MPO and MHEC was also reached in order to align the relevant contracts as much as possible with the specimen agreements featuring in Appendix XXIV of Chapter 1 of the PSMC. Consultations continue amongst all three stakeholders with a view to reaching consensus with the expatriate specialists themselves.

The Effects of EU Directives on Employment in the Public Service and wider Public Sector

This Department participated in a committee chaired by Director (Industrial and Employment Relations) to examine the effects of various EU directives on employment in the Public Service and wider Public Sector.

In the meanwhile, this Department continued to participate in, and provide data for, discussions on the application of Directive 1999/70/EC for the Public Service.

Staff in Ministers/Parliamentary Secretaries' Private Secretariats

Arrangements were formalised entitling Private Secretariat personnel recruited from outside the core Public Service and wider Public Sector to 14 weeks maternity leave.

Monte di Pietà Grades

Following submissions by the Ministry of Finance, this Department recommended that paragraph 1.2.2 of the pertinent Classification Agreement on the Monte di Pietà grades be amended to enable the relevant Department to sponsor Trainee Consuls to follow local courses depending on availability and without lowering standards.

Deputy Director at the Civil Protection Department

Following approval by the Principal Permanent Secretary, this Department verified a request by MJHA for the issue of a public call for the filling of the vacancy in the newly-created grade of Deputy Director.

Clarifying Distinction between Contracts for Service and Contracts of Employment

OPM Circular No 20/2006 was issued to clarify the above-captioned distinction and to issue instructions that henceforth contracts for service are to be entered into by line ministries at the discretion of the Permanent Secretary concerned without reference to OPM but within standing financial directives, and contracts of employment are only entered into following OPM approval.

Employment of Officers within the Careworking Stream at MFSS with FSWS

This Department has participated actively with the stakeholders involved – MFSS, Foundation for Social Welfare Services (FSWS) and the Union Haddiema Magħqudin – with a view to finding a practical way of deploying *en bloc* the said officers from the Adult Training Centres to the FSWS within approved parameters.

Questionnaire on the Bologna Process

A questionnaire originating from the EU on the Bologna process was compiled in consultation with Director, MQRIC.

Contract of Domestic Staff at the President's Office

The pro-forma specimen contract of Domestic Staff at the President's Office was amended, on the approval of the Public Service Commission (PSC), to include a proviso entitling staff to an appropriate equivalent grade on completion of four years satisfactory service.

Reporting Requirements – Attainment of Progressions by Incumbents in Position

MPO Circular No 140/06 was issued on 2 August 2006 instructing DCSs to use the reporting requirements, as stipulated in Section 1.3.11 of the PSMC, in the case of General Service Officers whenever officers occupying contractual positions become entitled to the attainment of progressions on the basis of creditable performance within the currency of the contract.

PSMC Update

Amendments and approved policies were prepared for insertion in a revised edition of the PSMC (e.g. policies regulating seniority lists of Gozitan employees working in Malta; pregnant Gozitan officers to be temporarily transferred to Gozo).

Technical Attachés at the PREU

A letter-circular to DCSs on the career advancement of Technical Attachés at the PREU was issued. The terms and conditions included in calls for application for these positions were also reviewed in conjunction with the Permanent Representation to the EU.

Officers Holding a Substantive Grade Selected for a Part-time Position within the Service

It has been held that public officers holding a substantive grade who are selected to fill positions on a part-time basis during normal office hours are allowed to retain their substantive appointment concurrently with their new part-time position. This norm is in tune with current policy concerning public officers holding a substantive grade who, at the same time, occupy a full-time contractual position.

Proposals in respect of Officers Selected to fill Assistant Director Positions

Following further in-depth consultations, change proposals for existing incumbents and future appointees were fine-tuned and a fresh policy redrafted for the consideration of the PSC. The advice of the Attorney General has been sought on whether the current substantive grade of Officer in grade 5 should be held in case of abandonment of present incumbents devoid of five years in the position of Assistant Director. Attorney General's advice is awaited.

Policy Regarding Top Management Positions Performing Duties in Government-appointed Authorities and Entities

A policy was originated whereby public officers, assigned to executive positions in the top management of government-appointed authorities and entities, be substantively appointed Officer in Grade 4 after having served for six years in the executive position. The implementation of this policy has already affected three public officers assigned duties in the public sector.

Selection Exercise for Senior Principals

The selection process started on 9 January 2006 with 202 candidates sitting for Part I (Discussion and Written Component) and 200 for Part II (Individual Interview), and ended on 24 March. The 93 successful candidates were appointed to the grade of Senior Principal in three batches. The first 50 were appointed on 21 June 2006, the next 25 on 23 August and the last batch of 18 were appointed on 21 December. Eighteen applicants appealed to the Prime Minister and their petitions were forwarded to the PSC who directed that, in all cases, there were no reasons for a change of results. The appointees were deployed according to their qualifications and expertise.

Competitive Examination for Officers-in-Charge Minor Staff

Following the PSC's approval for the issue of the call for applications, 26 Senior Messengers applied to sit for the examination held on 21 and 22 June 2006. In Part I of the examination, 20 applicants were successful to proceed to Part II. The Interviewing Board held two sessions on 18 and 19 September. The final result, published on 5 October 2006, shows that 11 applicants were successful. The PSC's recommendation for the appointment of all the 11 successful officers has been forwarded to the Prime Minister for his approval.

Appointment of Operational Support Workers

Following SDO certification of competence achieved in the course specifically tailor-made for successful candidates successful in the Interview, the Prime Minister, on the recommendation of the PSC, approved

that eight employees be appointed Operational Support Worker with effect from 21 December 2006. The appointees were deployed according to priority requests.

Back-office Work in Gozo

The first identified project in connection with the Gozo Back Office was DOI's 153 when, following a one-month training experience, four Gozitan Clerks serving in Malta were permanently transferred to Gozo. Thirty Gozitan Principals and Clerks have been identified for training on four projects namely, MHEC Salaries, Treasury (Pensions), Treasury (Salaries) and DSS (Energy Benefit Scheme). The officers will be transferred permanently to Gozo as soon as it is certified that they are competent in their new duties.

Glossary of Resourcing Terms

A glossary of widely-used terms in a Resourcing context was compiled, with related significance, for use by Directors of Corporate Services and HR Managers in line departments.

Deployment of Public Officers with Public Entities

During the year, 22 public officers were detailed with public entities whereas 80 officers had their detailing order revoked as a result of demand-driven requests or through officers' selection for posts in the Public Service. The following table shows the number of public officers who, on 31 December 2006, were deployed, attached or detailed with public entities.

Public Entities and Parastatal Organisations	Various	95
Water Services Corporation	Detailed	999
Malta Transport Authority	Detailed	70
Occupational Health and Safety Authority	Detailed	6
Malta Environment and Planning Authority	Detailed	101
Malta Maritime Authority	Detailed	22
Malta Resources Authority	Detailed	5
Malta Standards Authority	Detailed	4
Malta Statistics Authority	Detailed	71
Lotteries and Gaming Authority	Detailed	5
Superintendence Cultural Heritage	Detailed	10
Malta Communications Authority	Detailed	9
Heritage Malta	Detailed	183
Kunsill Malti għall-Isport	Detailed	38
Malta Council for Culture and the Arts	Detailed	31
National Commission Persons with Disability	Detailed	5
National Commission for the Promotion of Equality for Men & Women	Detailed	4
Medicines Authority	Detailed	14
National Archives for Malta	Detailed	1
Maltco Lotteries	Deployed	1
MATS Ltd (includes ex-AFM personnel)	Attached	160
Foundation for Medical Services	Deployed	10
MCAST	Deployed	90
WasteServ	Deployed	14
St John Co-Cathedral Foundation	Deployed	3
Barriera Tax Warehouses Ltd	Deployed	3
Foundation for Tomorrow's Schools	Deployed	1
Total		1,955

ONGOING ANCILLARY ACTIVITIES

Data on ongoing ancillary activities is shown on the following table:

Category 'A' Appointments	
Position	No
Principal Permanent Secretary	-
Permanent Secretary	6
Permanent Secretary - designate	2
Director General	12
Director	36
Others	2
In an acting capacity	16
Assistant Director	40

General Service Appointments	
Grade	No
Senior Principal	93
Principal	12
Assistant Principal	54
Executive Officer	5
Senior Clerk	200
Clerk	-

Calls for applications issued for Department, Technical & Industrial Grades	
Type of advert	No
Government Gazette	149
Service-wide MPO Circular	74
Department Circular	12

Recommendations to PSC in respect of Departmental/Technical/Industrial Grades	
Local personnel	306
Expatriate personnel	39

Movement of Staff within same Ministry approved by respective Permanent Secretary	
General Service Grades	50
Departmental Grades	2
Technical Grades	9
Industrial Grades	13

Pension Files processed by the Department	
Departmental, Tech & Industrial Grades	402
General Service Grades	104

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)	4
Principal (Scale 8 to 7)	15
(Scale 9 to 8)	25
(Scale 10 to 9)	118
Assistant Principal (Scale 11 to 10)	1
Executive Officer (Scale 14 to 13)	30
Clerk (Scale 16 to 15)	129

Engagement of Consultants/Advisers on contract	
New Contracts	24
Renewals	101
Terminations	32

Movement of Staff to & from Private Secretariats	
General Service Grades	16
Departmental Grades	4
Technical Grades	-
Industrial Grades	1

Departmental, Technical & Industrial Grades Appointments	
Position	No
Following public calls for application	507
Following selection from service-wide calls	251
Following selection from departmental calls	83
After a number of years service in the grade	78
On assimilation	1
Renewal of contracts	75
Other	52

Movement of Staff approved by MPO	
General Service Grades	71
Departmental Grades	14
Technical Grades	14
Industrial Grades	26

DEPARTMENT OF RESOURCING (PUBLIC SECTOR)

The main objective of this Directorate for 2006 was the consolidation of the various policies and procedures adopted since the establishment of the Directorate by virtue of MPO Circular No 14/2005.

These policies and procedures were viewed with more experience and hindsight as the past year can be considered to have served as a learning curve for all concerned. However these are still being discussed at RRAG level.

The amendment to the Employment and Training Services Act, Article 15, approved by the House of Representatives, strengthened OPM's power as far as redeployment is concerned.

The Director (Resourcing - Public Sector) and a staff member continued to take an active part in the proceedings of the Recruitment and Redeployment Advisory Group (RRAG) as Member and Secretary respectively. Five meetings of the RRAG were held between January and December, during which recruitment and redeployment procedures and policies were formulated.

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 was presented by the Director of Industrial and Employment Relations.

RECRUITMENT

The Directorate continued to cement its good working relationship with the Financial Management and Monitoring Unit of the Ministry of Finance. The excellent liaison between this Directorate 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.

During the year in question, the Directorate received 255 requests from 49 different government-funded entities. Of these requests, 79 cases were translated into MPO circulars, whilst 222 were given the fast track for recruitment through the Employment and Training Corporation (ETC). Following the issue of MPO circulars, on 80 occasions the Directorate was informed that relative circulars had proved to be futile as either candidates interviewed were found to be not suitable 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.

The Directorate continued also to be involved in the engagement of expatriates with entities. Arrangements had been made with the Director of Citizenship and Expatriates and the ETC on the best method to issue the approval for 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.

The Directorate was called on countless times by the ETC to approve the extension of the statutory validity periods of work permits issued to entities that had expired. Approvals for requests for recruitment of personnel on short definite contracts or on a replacement basis, as in the case of casual substitutes, were also given on several occasions after careful consideration.

At the start of 2006 the Public Sector totalled just over 14,000 employees. By the end of August, according to the latest figures at hand at this Directorate, the figure was reduced to 12,541, partly due to the privatisation of Maltacom and its subsidiaries in May.

REDEPLOYMENT

This Directorate was also involved in the process of redeployment of employees from government entities, these having been declared surplus following restructuring.

The redeployment of surplus Water Services Corporation Gozo employees to Gozitan local councils was finalised. On the other hand the redeployment of surplus Malta-based WSC staff was in hand by year's end, this being effected only on a demand-driven basis. The public officials who voluntarily requested to revert back to public service duties were distributed in government departments to replace IPSL workers who were assigned there. The IPSL staff that was affected was in turn redeployed with other entities that had requested staff to man new positions, such as Environment Wardens with MEPA.

Various requests by entities and departments were received throughout the year for any surplus staff on the IPSL books, but such requests could not always be met as the demand was far higher than the supply.

During the year the Directorate concluded the smooth transfer of a number of ex- Foundation for Medical Services' staff to the Medicines Authority after the latter had attained legal status.

IPSL

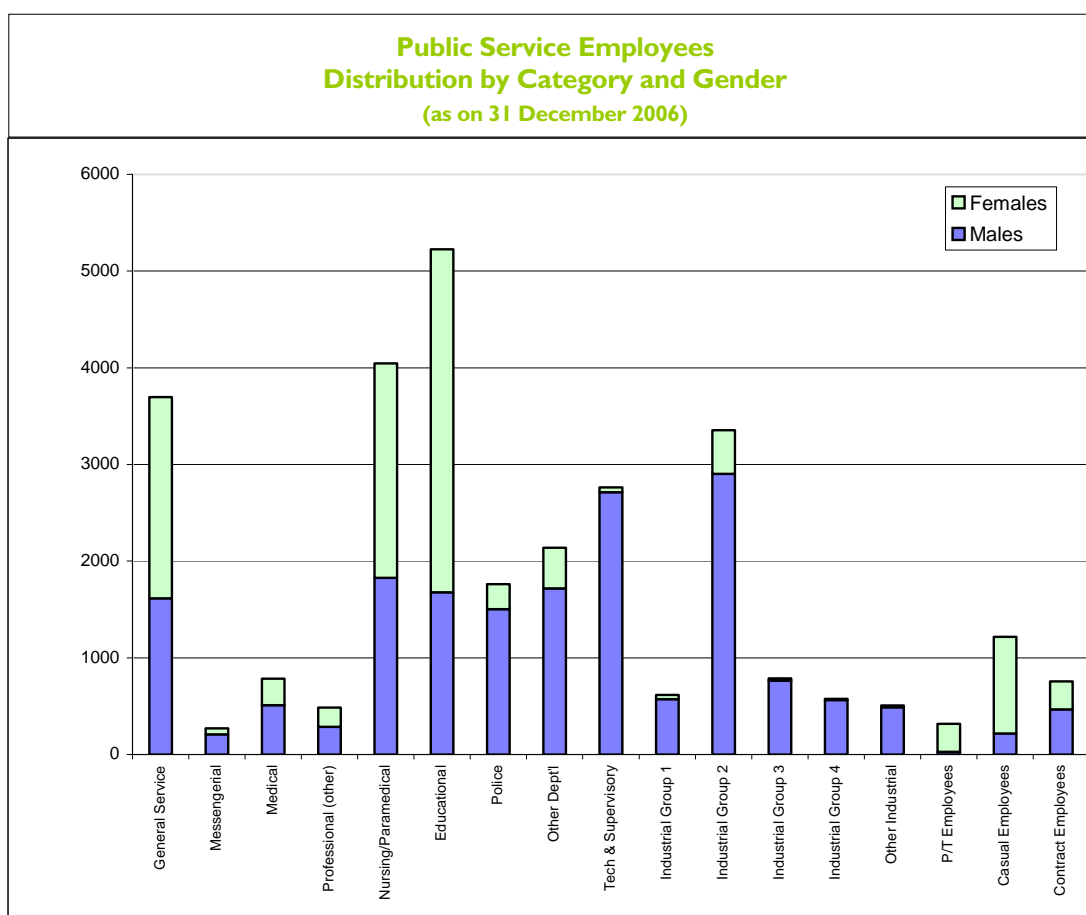
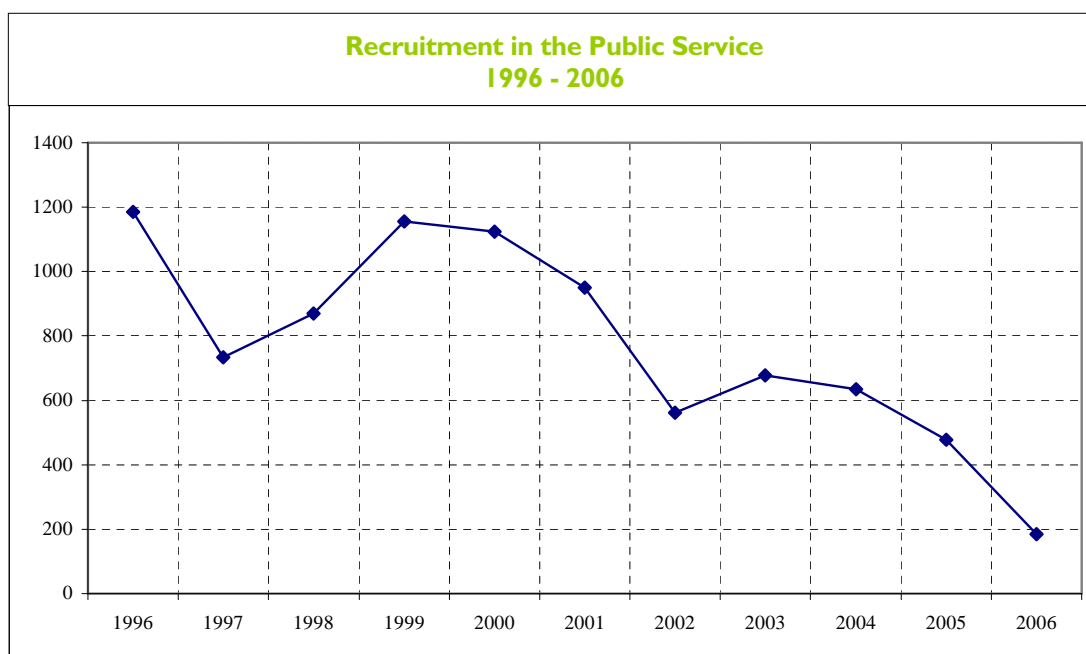
As from the start of the year, the IPSL vote which in 2005 was located under the Ministry for Investments, Industry and Information Technology came under the responsibility of the Office of the Prime Minister. The Directorate conducted the preparatory paperwork with the Malta Financial Services Authority for the necessary changes in the Articles of Association of the IPSL company to formalise changes to the Board of Directors, while in May a Chief Executive Officer was appointed. The new Board members are the Chief Executive Officer, who acts as Chairman, the Director Resourcing Public Sector, the Director Resourcing Public Service, and the Head of the Collective Bargaining Unit.

The IPSL workforce by the end of the year under review totalled 506 employees, made up of ex-employees of the following: Malta Drydocks (205), Malta Shipbuilding (249), MDC (30), Malta Win (6), Metco (3), Sea Malta (3), Limsuk (2), IPSE (2), WSC (2), Medigrain (1), MTA (1), MCST (1), MCC (1). All IPSL staff was redeployed within various departments and public entities as well as in local councils.

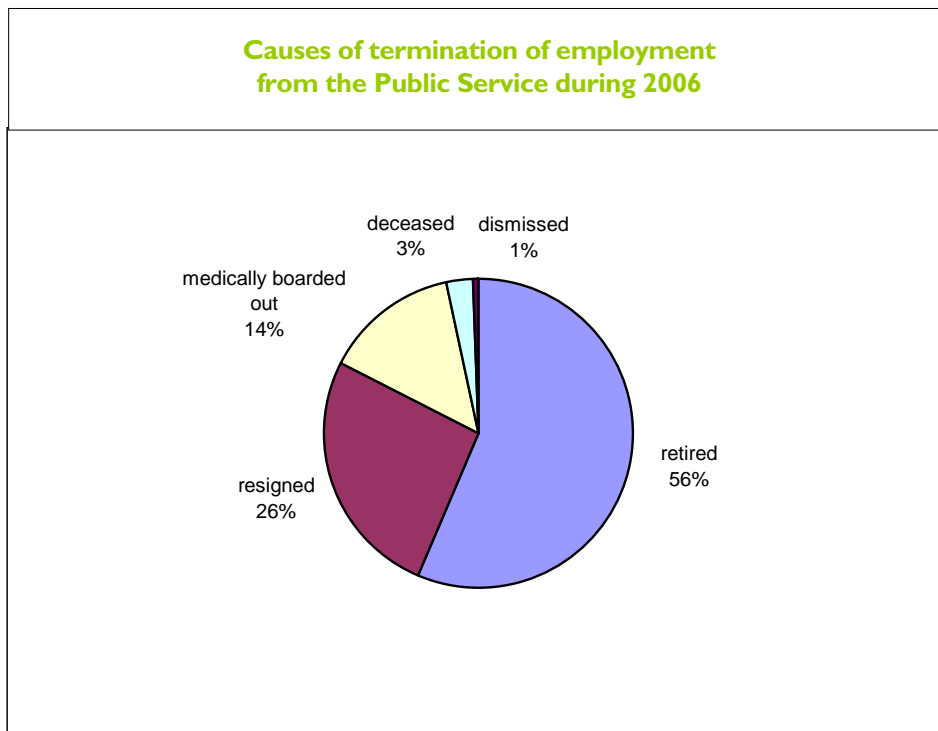
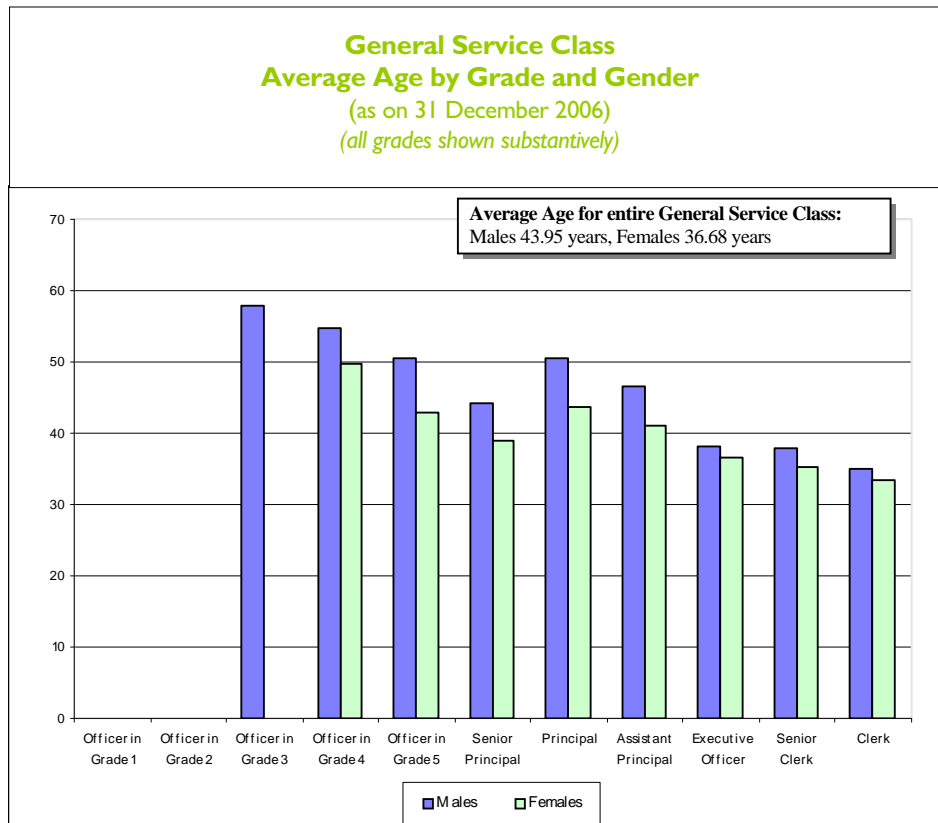
Before this Directorate handed over the day-to-day management affairs of the IPSL to the new CEO in May, a verification process was undertaken to confirm the placing of the IPSL workers and their assigned duties. The new Board also found it necessary to review the granting of extended sick leave to IPSL employees who reported genuine cases of hospitalisation or long recovery periods.

ANTHONY J VELLA
Acting Director General, MPO

APPENDIX A



APPENDIX B



APPENDIX C

Government Workforce
December 2005/2006

Category	Dec 2005	Dec 2006
Full-time Employees in Government Departments		
Administrative & Clerical	3,637	3,529
Messengerial	293	261
Police Force	1,799	1,759
Technical	2,221	2,155
Professional (Other than Medical)	428	446
Nursing/Paramedical	3,924	4,045
Medical	776	775
Educational	5,291	5,222
Other Departmental Grades	1,955	1,886
Industrial	<u>5,434</u>	<u>5,145</u>
	25,758	25,223
Armed Forces (Uniformed)		
Regular	1,588	1,587
Reserve	49	54
Volunteer	<u>33</u>	<u>38</u>
	1,670	1,679
Temporary Employees		
Part-Time	329	317
Casual	1,038	1,217
On contract (Local and Foreign)	<u>733</u>	<u>757</u>
	2,100	2,291
Public Officers with Authorities/Parastatal Organisations		
	1,890	*1,778
GRAND TOTAL	<u>31,418</u>	<u>30,971</u>

* total as at November 2006

APPENDIX D

