Office of the Prime Minister

Annual Report 2014
Office of the Permanent Secretary
Strategy & Implementation

INTRODUCTION

The Office of the Permanent Secretary (Strategy and Implementation), launched in April 2014, is tasked with representing the strategic arm of the Office of the Principal Permanent Secretary. This includes championing the Public Service Renewal Programme. This programme consists of various initiatives, based on the following six main pillars, through which the government is set to take the Public Service to a new level:

- Leadership;
- Human Resource management;
- Financial management;
- Policy Capacity;
- Information Management and Systems; and
- Excellence in Service Delivery.

This first year saw the Office partnering with MEU for the creation of an Implementation and Governance Framework for the Public Service Renewal Programme to set an overall direction for the players involved. Besides, the Office was particularly engaged in two of the aforementioned areas, namely Human Resources Management and Excellence in Service Delivery. The Office also spearheaded initiatives towards enhancing the Leadership quality in the Public Service.

The HR and Skills Development Strategy, prepared and led by the Public Administration HR Office during 2013, was approved and sent to the European Commission in the first quarter of 2014, in fulfilment of part of the requirements of ex-Ante Conditionality number 11. The role of the Office of the Permanent Secretary (Strategy and Implementation) during this year was to develop an Implementation plan and setup designed to turn plan into action. The Implementation plan and setup were presented to the HR and Skills Development Steering Committee, chaired by the Principal Permanent Secretary, during which it was proposed to the Committee to approve:

- A bottom up approach to the formulation of action plans;
- A three-tier implementation setup consisting of Working Groups, an Expert Group and the Steering Committee;
- Terms of Reference of the Steering Committee and the Expert Group.

The implementation plan and setup were approved by the Steering Committee on the day it was presented. Following endorsement of the way forward, the Office:

- Designed and recommended the way forward for the creation of action plans by the deadline as established in the HR & Skills Development Strategy;
- Created a template on which action plans were based;
- Briefed External Experts on the HR & Skills Development Strategy;
- Organised a day event at CDRT for the Project Leader of the Workforce Development Key Result Area to present the proposed way forward for CDRT’s projects to the Expert Group;
- Organised a two day event for the Project Leaders of all the other HR and Skills Development Strategy projects to present their proposed way forward to the Expert Group;
- Coordinated feedback from the Expert Group for the finalisation of Action Plans by Project Leaders;
- Coordinated the finalisation of Action Plans.

A programme that is championing change cannot be one that fails to adapt to new thinking and ideas. On the opposite, it embraces a culture of innovation and initiative. Initiative is expected not only from the top management structure, but from each and every Public Officer. In line with this philosophy, and with the objective to improve the leadership quality in the Public Service, the Office of the Permanent Secretary (Strategy and Implementation) launched the IDEA initiative, enabling employees to channel ideas directly to OPM through an electronic facility. The response from Public Officers was very encouraging. In fact, up to December 2014, about 200 ideas were received. These ideas were initially analysed and then discussed with the relevant Permanent Secretaries so that those with added value are set to be implemented by the respective Ministry.

In order to follow its commitment towards improving Service Delivery, the Office of the Permanent Secretary (Strategy and Implementation), liaised with the Office of the Prime Minister, the Commissioner for Laws, the Justice Unit and all Permanent Secretaries, and further to a subsequent extensive exercise to evaluate which laws could be repealed or consolidated, a Repeals Day was held on the 27th October 2014. On this day the Prime Minister declared that 36 principal Acts of the Laws of Malta and 116 legal notices were revoked. Furthermore, 9 laws were consolidated in other laws.

One other measure addressed to enhance Service Delivery is the one stop shop project. The One Stop Shop will reduce hassle and burdens for citizens by providing access to a wide range of public services in a much more convenient manner than today. In addition, the service will allow for more timely (through stipulated delivery timelines) and quality delivery of public services as well as contributing to the ongoing client orientation culture change within the Administration.

The One Stop Shop service will primarily but not exclusively target citizens, vulnerable groups and the digital divide cohort. The aim is to facilitate access to the approximately 1,600 Government services currently in use to the maximum, with a particular emphasis on the 84 most requested ones which constitute 80% of annual demand. The One Stop Shop will provide multi-channel access to these services via face-to-face service within a limited number of branded regional-based key localities, a modest call centre, and the Internet. Once in place, this service and structure can be leveraged as a platform for further improvement in public service delivery.

Various plans, studies and actions related to the preparation for the introduction of the service were completed. This included, amongst others, the codification of most of the Service Catalogue of the Maltese Public Administration. A funding request for the Budget 2015 has been made to the MFIN and granted.

Furthermore, the Office of the Permanent Secretary (Strategy & Implementation) was also heavily involved in better regulation EU affairs matters, amongst others, providing support and input into evaluations such as the ABRplus follow-up, draft European Council
Conclusions on Smart Regulation, National Reform Programme, EU’s public consultation on Impact Assessment Guidelines, Stakeholder Consultation, and attending Competitiveness & Growth Working Party meetings. Furthermore, inputs into Government’s simplification programme and the completion of planning and budgets related to Ex-Ante Conditionality requirements for EU funding 2014-2020 were also completed.

Simplification of processes is a pledge which Government has committed itself to, so much so that all simplification measures taken during 2014 were highlighted in a publication launched in January 2015. In this light, the Office of the Permanent Secretary (Strategy and Implementation), assisted the office of the PPS in the drafting of the publication ‘Miżuri ta’ Simplifikazzjoni 2014’, which outlines simplification measures taken by each Ministry and Parliamentary Secretary aiming at reducing bureaucracy within Government and its Departments. A total of 142 measures were adopted in 2014, equivalent to 70%. The rest are in the process of being implemented. The publication brought to light the number of people affected by these measures. Some measures affected the entire population whilst others were more restrictive to internal procedures.

The Office of the Permanent Secretary (Strategy and Implementation) also provided its assistance in the launching of the very first publication entitled ‘It-Twettiq tal-Baġit 2014’, spearheaded by the Office of the PPS. The publication outlines measures undertaken by each Ministry and Parliamentary Secretariat, their progress throughout the year and their final outcome. 80% of the Budget measures were successfully implemented whilst 20% were in the process of being implemented. This publication is a concrete example of transparency and accountability within Government. It will be issued annually with the presentation of each Budget of the Maltese Government.
The Centre for Development, Research and Training (CDRT) carries out two main activities. As the central training organisation for the Public Service, it provides training to public officers. CDRT also carries out research on issues relating to the organisation and management of the Public Service.

During 2014, CDRT delivered training to more than 8000 participants across some 500 courses, some of which are accredited with the National Commission for Higher Education. CDRT also awarded sponsorships to a good number of officers for academic programmes of study, short courses abroad, and international conferences and seminars.

All this is being delivered in line with a competency framework for the Public Administration which helps line managers and employees identify the appropriate training for personal development and career progression. With regard to the latter, CDRT this year launched a new programme for public officers aspiring for senior manager positions, including incumbents. This programme provides core training in areas inherent to Public Service management. Induction courses were also delivered to various grades and a new comprehensive course for new recruits from outside Public Administration was drawn up to be delivered during 2015.

During 2014, CDRT strengthened and deepened its strategic partnership with the University. CDRT became part of the University of Malta campus, providing office facilities for the University’s Institute of Public Administration and Management, and hosting lectures in the Diploma in Public Administration and the Higher Diploma in Public Accounting and Finance, both of which are delivered by the Institute.

During 2014, CDRT embarked in earnest on a programme of research on the basis of a research plan which was approved by the Principal Permanent Secretary. CDRT presented two research papers dealing with the selection process for staff in general service grades and the career progression of staff who obtained CDRT academic sponsorships. CDRT embarked on other research initiatives dealing with the reform of constitutional provisions on public administration; mechanisms to improve service delivery standards; and the effectiveness of performance agreements as a mechanism of accountability for results.

Training and Development Directorate

Management Development

Management workshops, a new management ‘Toolkit’, a senior management conference, new Prospectus leaflets, an executive leadership programme and a mentors and change agents programme were all part of this year’s management development plan.

Several management workshops were held featuring short sessions by a number of University of Malta lecturers. A management course for aspiring and incumbent senior managers was also developed and rolled out. A senior management conference attended by around 200 senior managers from public administration and addressed by the Prime Minister and the Principal Permanent Secretary served as a launching ground for the new Public
Service Renewal strategy. CDRT’s course catalogue has been divided into smaller publications to target specific grades and career paths and thus further help public officers with their continuous professional development. An executive leadership programme was recently launched with 34 senior managers already enrolled. Some 50 senior managers were also trained as mentors and change agents as part of the Public Service Renewal strategy.

A series of short taster sessions for Permanent Secretaries, Directors General and Directors were also held during the first half of the year on topics such as motivation, leadership, performance, emotional intelligence, innovation, and living in an intercultural society.

**Diploma in Public Management**

2014 saw the first intake of students reading for the CDRT Diploma in Public Management finish their studies. In all, 56 students reading for the Diploma in Public Management successfully completed their studies. The long essays were supervised and corrected by tutors identified by the students themselves or assigned by CDRT and by a second marker. The second markers were identified in collaboration with the University of Malta.

**Strategic Conference for Senior Managers: Tiġdid tas-Servizz Pubbliku: Servizz Ahjar għan-Nies**

Around 200 Permanent Secretaries, Directors General and Directors attended this conference held on 5 March 2014. The conference was addressed by the Prime Minister and the Principal Permanent Secretary. A number of workshops were also held where participants had the opportunity to discuss topics such as: Leadership, Human Resource Management, Financial Management, Policy Capacity – from Design to Implementation, Excellence in Service Delivery, Information Management and Systems and Implementation and Implementation Strategy.

During the workshops, which were facilitated by officials from the Management Efficiency Unit, around 54 senior managers, who could take up the roles of mentors and change agents within their Department/Ministry, were identified. During September and October these officers were offered training on Managing Change and Mentoring. The training was held at the University of Malta campus in Msida and Valletta as part of the ongoing collaboration between the University of Malta and CDRT.

**Ad hoc training**

A number of requests from different Departments are received throughout the year to organise ad hoc training for their staff members particularly for teambuilding sessions. Meetings are held with officials from the respective Department in order to identify the training required and customise existing programmes according to their requirements.

A series of eleven teambuilding sessions for staff members at Sir Paul Boffa Hospital were held by the end of July 2014. The objective of this training was to serve as preparation for staff in view of the move to the new oncology hospital later on this year. Two Managing with Leadership courses for officers who hold a management/leadership role at Sir Paul Boffa Hospital were held in September and October. The participants also had the opportunity to attend a follow-up session in December.

A teambuilding session was also held for the EU Affairs Directorate at the Ministry for the Economy, Investment and Small Business. Their aim was to enhance interpersonal development. The participants considered this session fruitful. Other teambuilding sessions
were also held for District Managers and Regional Coordinators in the Social Security Department as well as senior managers in the Ministry for Health.

Another teambuilding session was held for staff at the Primary Health Care Directorate as well as two courses on Managing with Leadership which were targeted toward officers from this Directorate who hold a management role. Most of the officers who attended are officers who come from a clinical background and have not received training in management and leadership. The objective is to help these officers who are now in a management position to be more effective in their role. These officers also had the opportunity to attend a follow-up session to discuss the implementation of the training at their workplace.

Other ad hoc courses include a Managing with Leadership course for senior officers from the Malta Communications Authority, a workshop on building effective teams was held for officers holding a management position at the Roads Directorate of Transport Malta, a short course on Emotional Intelligence for teachers and learning support assistants at the St Gorg Preca College, and a Train the Trainer course held for Consultants in collaboration with the Postgraduate Medical Training Centre, Mater Dei Hospital.

Executive Leadership programme

An intensive training programme on leadership was launched in 2014 for Directors General and Directors. This programme is spread over five modules and five follow-up sessions. Participants are also offered three coaching sessions of one hour each.

Public Management Toolkit

The Public Management Toolkit is a modular training programme for officers in or aspiring to headship positions and its aim is to enhance the quality of leadership and management in the Public Service. It is made up of the following modules:

- Managing with Leadership;
- Government Legislation, Policy, and the Presidency 2017;
- Public Administration HR Management;
- Government Finance;
- Interpersonal Skills;
- Strategic Change Management.

Management Development Short Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>No. of Courses</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management – Gozo (Dec 2013/Jan 2014)</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Conflict Resolution for Middle Managers</td>
<td>3</td>
<td>52</td>
</tr>
<tr>
<td>Conflict Resolution for Senior &amp; Middle Managers</td>
<td>3</td>
<td>57</td>
</tr>
<tr>
<td>Creating High Performance Teams</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>ESF – Effective People Management - Team Building</td>
<td>3</td>
<td>83</td>
</tr>
<tr>
<td>ESF – Strategic Thinking for Middle Managers</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>ESF – Coaching Sessions – Leadership</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>----</td>
<td></td>
</tr>
<tr>
<td>Interpersonal and Communication Skills (Transport Malta)</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Konferenza dwar it-Tigdid fis-Servizz Publiku 2014</td>
<td>203</td>
<td></td>
</tr>
<tr>
<td>Leadership Workshop: Measuring Team Performance</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Leadership Workshop: Performance &amp; Motivation: The Difference and the Link</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Leadership Workshop: The Art of Creative Leadership</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>Leadership Workshop: Work and Well Being</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Leadership Workshop: Achieving Success through Self Motivation</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Leadership Workshop: Communicating with Emotional Intelligence to manage Leadership</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Leadership Workshop: Leading and Innovating: More than meets the eye ?</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>Leadership Workshop: Living in an Intercultural Society</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Leadership Workshop: Strategies for Motivating Staff</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Team Building - Sir Paul Boffa Hospital</td>
<td>218</td>
<td></td>
</tr>
<tr>
<td>Teambuilding – Primary Health Care</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>Teambuilding – MEIB</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Teambuilding – Ministry for Health</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Teambuilding – MFSS</td>
<td>23</td>
<td></td>
</tr>
</tbody>
</table>

**The Meaning of Quality in Public Administration:**

| Module 1 | 48 |
| Module 2 | 18 |
| Module 3 | 20 |
| Module 4 | 19 |
| Training Needs Analysis | 26 |
| Managing with Leadership | 117 |
| Managing with Leadership (Malta Communications Authority) | 6 |
| Managing with Leadership Follow up | 82 |
| Soft Skills for Success: The Brain Exchange Roundtable | 16 |
| Critical Thinking | 52 |
| Train the Trainer | 14 |
| Train the Trainer – MDH Postgraduate Medical Training Centre | 12 |
| Building Effective Teams | 44 |
| Emotional Intelligence for Senior Managers | 28 |
| Emotional Intelligence for Middle Managers | 43 |
Policy and Government

Policy and Government training provide the knowledge and skill sets to assist those who work in the policy arena by covering competencies such as policy design and evaluation, as well as policy making and change management. The area also caters for Government legislation and processes as well as EU-related training, organising short courses, seminars and fora on the various aspects of the EU as well as Malta’s role within the EU, particularly in view of the upcoming Presidency of the EU Commission.

<table>
<thead>
<tr>
<th>Prospectus Courses</th>
<th>No of courses</th>
<th>No of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Briefing and Correspondence</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Ethics (All Grades)</td>
<td>5</td>
<td>104</td>
</tr>
<tr>
<td>Freedom of Information Act</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td>Public Administration Act</td>
<td>1</td>
<td>29</td>
</tr>
<tr>
<td>Managing Change in the Public Administration (Scales 1 - 10)</td>
<td>2</td>
<td>41</td>
</tr>
<tr>
<td>Overseas Development Assistance (All Grades)</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>Overview of the Key Legislative and Administrative Issues Affecting the Public Service (Scales 1 - 10)</td>
<td>3</td>
<td>62</td>
</tr>
</tbody>
</table>
Throughout the year several meetings were held with various HR/training executives who showed interest in CDRT training and in particular, Continuous Development training or specialist training targeted specifically at a number of employees in particular sectors. One particular example was customised training for front office staff working in Primary Health Centres which was coordinated with the Primary Health Care department.

An important first for Continuous Development training was that for the first time an accredited Award in Customer Service was offered with more than 60 participants attending in its first year. In particular the Social Policy Information Centre within the Ministry for the Family and Social Solidarity showed interest in these programmes.

A total of 1,548 participants attended CD training.
Corporate Services Training

Corporate Services training mostly involves budgeting and finance training, data analysis, and auditing.

Corporate Services Training Q1 Report: January – March 2014

<table>
<thead>
<tr>
<th>Course/Training Programme</th>
<th>No of Courses</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDRT–ESF 4.100: Interpreting and Using Evidence</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>CDRT–ESF.4.100: An Introductory Approach to Data Analysis</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>CDRT-ESF4.100: Introduction to Statistical Analysis using SPSS</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>CDRT-ESF4.100 : Market Research and Analysis for Public Procurement</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>Principles of Taxation</td>
<td>1</td>
<td>28</td>
</tr>
<tr>
<td>Departmental Accounting System (DAS)</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Travel Regulations and Procedures in the Public Service</td>
<td>1</td>
<td>37</td>
</tr>
</tbody>
</table>
### Corporate Services Training Q2 Provisional Report: April – June 2014

<table>
<thead>
<tr>
<th>Course/Training Programme</th>
<th>No. of Courses</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDRT–ESF 4.100: Aspects of Internal and External Audits</td>
<td>2</td>
<td>39</td>
</tr>
<tr>
<td>CDRT–ESF.4.100: Accounting Practices within the Public Administration</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td>CDRT-ESF4.100: Basic Accounting Principles</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>CDRT-ESF4.100 : Market Research and Analysis for Public Procurement</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>CDRT-ESF 4.100: Principles of Financial Management</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>CDRT-ESF 4.100: International Trends and Best Practices in Internal Audits in Public Administrations</td>
<td>1</td>
<td>50</td>
</tr>
<tr>
<td>Introduction to Green Public Procurement</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>Procurement by Contracting Authorities (Gozo)</td>
<td>1</td>
<td>34</td>
</tr>
<tr>
<td>Payroll Procedures &amp; Dakar EPS Web Module (1 Gozo)</td>
<td>2</td>
<td>48</td>
</tr>
<tr>
<td>Departmental Accounting System (DAS)</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>Inventory Management and Control for Public Officers</td>
<td>1</td>
<td>30</td>
</tr>
</tbody>
</table>

### Corporate Services Training Q3 Report: July – September 2014

<table>
<thead>
<tr>
<th>Course/Training Programme</th>
<th>No. of Courses</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDRT–ESF 4.100: Principles of Financial Management</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td>CDRT–ESF.4.100: Accounting Practices within the Public Administration</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>CDRT-ESF4.100: Basic Accounting Principles</td>
<td>2</td>
<td>31</td>
</tr>
<tr>
<td>PSMC: Conditions of Service</td>
<td>2</td>
<td>37</td>
</tr>
<tr>
<td>Payroll Procedures &amp; Dakar EPS Web Module (1 Gozo)</td>
<td>1</td>
<td>18</td>
</tr>
</tbody>
</table>

### Corporate Services Training Q4 Provisional Report: October – December 2014

<table>
<thead>
<tr>
<th>Course/Training Programme</th>
<th>No. of courses</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDRT–ESF.4.100: Accounting Practices within the Public Administration</td>
<td>1</td>
<td>27</td>
</tr>
</tbody>
</table>
ICT Training

ICT courses totalled 284 with 2842 participants. Some 9 courses were organised in Gozo together with a number of courses requested specifically by a number of entities including the Freedom of Information Unit and MSDC, among others. In collaboration with the Contracts Department CDRT organised and delivered 43 E-Procurement sessions which were held for prospective economic operators who were able to familiarise themselves hands-on with the new electronic procurement procedures. In total 311 participants attended.

<table>
<thead>
<tr>
<th>No. of Courses</th>
<th>Course Name</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Basic ICT - An Introduction</td>
<td>21</td>
</tr>
<tr>
<td>2</td>
<td>Basic ICT – Email</td>
<td>21</td>
</tr>
<tr>
<td>4</td>
<td>Basic ICT – Excel</td>
<td>59</td>
</tr>
<tr>
<td>2</td>
<td>Basic ICT – Internet</td>
<td>21</td>
</tr>
<tr>
<td>4</td>
<td>Basic ICT – Word</td>
<td>59</td>
</tr>
<tr>
<td>1</td>
<td>CARS - Computerised Accounting Records System</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Concepts of Information Technology (IT)</td>
<td>33</td>
</tr>
<tr>
<td>1</td>
<td>Customer Care IT System for Customer Care Coordinators</td>
<td>4</td>
</tr>
<tr>
<td>44</td>
<td>E Tenders</td>
<td>311</td>
</tr>
<tr>
<td>1</td>
<td>Electoral Manifesto</td>
<td>17</td>
</tr>
<tr>
<td>27</td>
<td>Electronic Public Procurement System (ePPS)</td>
<td>263</td>
</tr>
<tr>
<td>21</td>
<td>Email (MS Outlook)</td>
<td>200</td>
</tr>
<tr>
<td>2</td>
<td>ESF - ECDL Base Computer Essentials</td>
<td>31</td>
</tr>
<tr>
<td>2</td>
<td>ESF - ECDL Base Online Essentials</td>
<td>31</td>
</tr>
<tr>
<td>1</td>
<td>ESF - Desktop Publishing</td>
<td>14</td>
</tr>
<tr>
<td>1</td>
<td>ESF-ECDL Advanced Module 3: Word Processing</td>
<td>16</td>
</tr>
<tr>
<td>1</td>
<td>ESF-ECDL Advanced Module 4: Spreadsheets</td>
<td>14</td>
</tr>
<tr>
<td>1</td>
<td>ESF-ECDL Advanced Module 5: Database</td>
<td>14</td>
</tr>
<tr>
<td>1</td>
<td>ESF-ECDL Advanced Module 6: Presentation</td>
<td>13</td>
</tr>
<tr>
<td>2</td>
<td>ESF-ECDL Module 4: Spreadsheets</td>
<td>30</td>
</tr>
<tr>
<td>2</td>
<td>ESF-ECDL Module 3: Word Processing</td>
<td>31</td>
</tr>
<tr>
<td>1</td>
<td>ESF-MS Project</td>
<td>13</td>
</tr>
<tr>
<td>1</td>
<td>European Development Finance</td>
<td>8</td>
</tr>
<tr>
<td>5</td>
<td>Excel as a Database</td>
<td>44</td>
</tr>
<tr>
<td>1</td>
<td>Excel Charts</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Excel Formulas</td>
<td>43</td>
</tr>
<tr>
<td>5</td>
<td>Excel Formulas Follow up</td>
<td>43</td>
</tr>
</tbody>
</table>
### TRAINING EVALUATION

As in previous years CDRT is implementing stage 3 of the Kirkpatrick’s evaluation model.

At the end of each training programme participants are asked to fill in an evaluation sheet regarding the organisation and content of the programme (stage 1 of the Kirkpatrick model). Also, all trainers are requested to submit a brief report highlighting the participants’ involvement and concerns identified during the course.

At the learning (stage 2) level participants are assessed on their knowledge acquired during the course. Assessments vary ranging from multiple choice questions to assignments and group work mostly involving case studies.

This evaluation is followed by a questionnaire which is sent to participants and their line managers 4-6 weeks after the end of a programme. In implementing the third stage, that of transfer of learning to the job, each section selects a random representative sample of employees who attended their courses and a questionnaire is sent to them and their line managers.

3rd Level Evaluation Forms were mailed to participants who had attended the previous three months’ training and to their respective line managers. However, a lesser response was noted this year when compared to previous years and when this evaluation was introduced. This is being explored further.
IN-HOUSE TRAINERS

A call for in-house trainers which was uploaded on the CDRT website continued to attract a number of public officers. Officers who are deemed eligible are asked to attend a train the trainer course after which, if successful, they will be able to deliver training at CDRT.

At present there are some 50 in-house trainers in various fields including ICT, Management, Finance and Procurement, Registry Services and others.

ESF 4.100

ESF 4.100 Building Core Skills in the Public Service is a capacity-building project, co-funded by the European Social Fund of which 85% are financed through EU Funds and 15% from National funds.

Many Government and Public employees attend regular training through CDRT identified through a Training Needs Assessment which was carried out at the start of the project and held across the Public Service. This enabled a structured training strategy to be designed and implemented. ESF 4.100 aims to address different needs through various training initiatives and components such as e-learning and coaching. This project also offers Public employees sponsorships to participate in international conferences and seminars, as well as follow academic courses.

The targets for ESF 4.100 include the implementation of a new Training Management Software, training of 8,000 public employees, 300 sponsorships for academic courses and another 100 sponsorships for international seminars and conferences.

By the end of 2014 over 8,000 public employees were trained. Over 350 public employees attended and participated in approximately 140 international events.

Academic sponsorships were issued and awarded as presented in the table below:

<table>
<thead>
<tr>
<th>Call</th>
<th>Masters</th>
<th>Bachelors</th>
<th>Diploma</th>
<th>Certificates</th>
<th>Short Courses</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call 1</td>
<td>38</td>
<td>17</td>
<td>63</td>
<td>4</td>
<td>0</td>
<td>122</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>10</td>
<td>47</td>
<td>3</td>
<td>0</td>
<td>84</td>
</tr>
<tr>
<td>Call 2</td>
<td>82</td>
<td>15</td>
<td>50</td>
<td>15</td>
<td>0</td>
<td>162</td>
</tr>
<tr>
<td></td>
<td>41</td>
<td>3</td>
<td>31</td>
<td>6</td>
<td>0</td>
<td>81</td>
</tr>
<tr>
<td>Call 3</td>
<td>104</td>
<td>15</td>
<td>62</td>
<td>32</td>
<td>0</td>
<td>213</td>
</tr>
<tr>
<td></td>
<td>52</td>
<td>3</td>
<td>39</td>
<td>20</td>
<td>0</td>
<td>114</td>
</tr>
<tr>
<td>Call 4</td>
<td>53</td>
<td>13</td>
<td>37</td>
<td>3</td>
<td>0</td>
<td>106</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>9</td>
<td>21</td>
<td>0</td>
<td>0</td>
<td>49</td>
</tr>
<tr>
<td>Call 5</td>
<td>0</td>
<td>0</td>
<td>54</td>
<td>3</td>
<td>14</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>35</td>
<td>0</td>
<td>0</td>
<td>35</td>
</tr>
</tbody>
</table>

Call 5 was issued recently and due to project end-time restrictions it was open only for diplomas, certificates and short courses.

With courses, programmes and sponsorships reaching out across Public Administration, this project compliments efforts being made towards improving the role and abilities of public administration.
OTHER TRAINING

Induction Courses

A number of induction courses were held throughout the year for newly appointed officers including clerks, executive officers, principals and senior principals. This training covered topics such as Public Service Management Code, disciplinary procedures, record management, procurement, accounting, economics, policy, ethics, equality and performance appraisal, leadership skills, HR, government policies and core government legislation.

LANGUAGES

Language Sponsorships

Twenty students were sponsored to follow courses in German, French or Spanish languages during the scholastic year 2013 – 2014. A fresh call for such courses has also been issued attracting 16 new applicants who are following training in one of the three languages during the scholastic year 2014 – 2015.

Maltese Language to Foreign Health Employees

36 foreign Health employees attended a 100hrs course spread over six months, which started in July 2014 and will end in January 2015. In January 2015 the participants will sit for an oral and written test. 9 junior foreign doctors are also attending a 100hrs course spread over six months, which also started in July 2014 and will end in January 2015. This training is being organised in conjunction with the Malta Postgraduate Medical Training Centre at Mater Dei Hospital and the Malta Foundation Programme.

Open courses in the Maltese Language:

<table>
<thead>
<tr>
<th>Taħriġ fil-Lingwa Maltija</th>
<th>5</th>
<th>88</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taħriġ fil-Lingwa Maltija (Junior Foreign Doctors)</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Taħriġ fil-Lingwa Maltija (Foreign Health Employees)</td>
<td>1</td>
<td>36</td>
</tr>
</tbody>
</table>
HIGHER AND FURTHER EDUCATION

University Campus

CDRT strengthened and deepened its strategic partnership with the University of Malta. CDRT has now become a University of Malta campus, providing office facilities for the University’s Institute of Public Administration and Management, and hosting lectures in the Diploma in Public Administration and the Higher Diploma in Public Accounting and Finance. Both of these courses are delivered by the Institute.

Further Education Awards

A number of Awards are being drawn up to be submitted to NCFHE for accreditation. Thus, short courses will now be accredited and applicants can build a portfolio of accredited courses which can eventually even add up to a certificate.

ACADEMIC PROGRAMMES

Diploma in Public Procurement and Supply

In 2014, a new Diploma in Public Procurement and Supply was launched for the first time in collaboration with the Department of Contracts and the Ministry for Finance. Following a selection process some 23 employees working within procurement environments were sponsored to read this Diploma at MCAST.

Diploma in Public Administration

During 2014, 16 public officers started their Diploma in Public Administration with lectures taking place both at the University campus and CDRT.

Higher Diploma in Accounting and Finance

31 participants are resuming their studies for this course which is held at the University of Malta. This course would further enable them to assume new responsibilities and roles once they completed their studies successfully.

International Programmes

Familiarisation Visit

An Information Programme for European Commission officials was held between 10 and 12 November 2014. The programme included sessions on the administrative set-up, Maltese language composition, history and an official language of the EU, economic and financial policy, the challenges of double insularity for Gozo, the challenges for Malta in relation to EU-financed projects, Malta in the EU, migration, sustainable development, Citizenship Programme and creativity and innovation. Visits to St John’s Co-Cathedral, House of Representatives and the European Commission Representation in Malta were also organised. All participants also had the opportunity to meet with their local counterparts during meetings organised individually for each participant.

Malta Commonwealth Third Country Programme

The Malta Commonwealth Third Country Training Programme on ‘Enhancing Performance in Public Administration’ was held between 9 and 17 June 2014. This programme is organised in collaboration with the Ministry for Foreign Affairs and the Commonwealth
Secretariat. Seventeen participants from Commonwealth third countries attended this programme.

**Internships**

Three interns from Hungary spent a 3 month internship period in Malta between the end of August and November 2014. One of the interns was assigned to the Centre for Development, Research and Training (Training and Development), one with the Department of Information and the other one with the SEWCU, Ministry for Energy and Health. CDRT was responsible for allocating the respective host Departments, assisting the interns and following up their performance with the respective host department. All interns have received favourable reviews, which were forwarded to their Administration.

**Sponsorships**

**European Institute of Public Administration (EIPA)**

Between May and December 2014, around 31 invitations were received and processed from EIPA. CDRT has sponsored a number of participants for various EIPA programmes from its EU-funded project (ESF 4.100).

**Singapore**

6 employees have attended training in Singapore in the following areas:

- Sustainable Water Resources Management;
- Good Governance in an increasingly complex world;
- Effective trade negotiation techniques and strategies;
- Investment and Trade Facilitation;
- Public Service Innovation;
- Public Private Partnership in Development of Infrastructure Project.

**Erasmus EU secondments**

A fresh call for applications was issued and some 40 employees showed interest. A selection process was carried out and the first officers will be sent on their short traineeship during 2015.
Centre for Development, Research and Training

Corporate Projects Directorate

The Corporate Projects Directorate facilitates the implementation of corporate projects in the fields of human resources management and human resources development, through the provision of assistance to line ministries/directorates in identifying external funding opportunities for the implementation of such projects, and providing the necessary support throughout the different phases of projects. Within a research context, the Directorate is mandated to carry out studies on public administration-related issues aimed at informing and supporting the Public Service renewal process.

During the past months the Directorate focused on strengthening its resources through the recruitment of a Research Analyst to enable the Directorate to assume its functions more effectively and efficiently.

CORPORATE PROJECTS

The current year the Directorate was responsible for the successful closure of the ESF 4.98 project 'Strengthening IMUs and Related Functions through Specialist Training Programmes.' With a budget of €1.2 million this initiative, aimed at enhancing the ICT competencies and skills of employees deployed ministry Information Management Units and those in Government departments working with specialised information systems, the project provided a total of 1102 participants with specialist ICT training to enable them to better meet Government's business needs.

The Directorate continued to support a number of government organisations through the provision of technical assistance in the implementation of EU co-financed projects, namely:

- the Ministry for European Affairs and the Implementation of the Electoral Manifesto;
- the Employment and Training Corporation; and
- the Kunsill Malti għall-Ispall.

The Directorate also participated in a number of meetings and other initiatives organised by the Managing Authority for Structural Funds related to the introduction of simplified cost options in the 2014-2020 programming period and conducted a number of training sessions for new project leaders.

The Directorate was actively involved in the internal consultation process in view of the formulation of the HR and Skills Development Strategy for the public administration in preparation for the 2014-2020 programming period and in identifying potential projects under Thematic Objective 11.

RESEARCH

During 2014 CDRT drew up a research plan setting out the general area of focus of CDRT research and outlined a number of research initiatives to be taken in the short to medium term. This plan was approved by the Principal Permanent Secretary.
CDRT also presented two research papers. The first paper proposed measures to streamline the selection process for staff in general service grades, while the second was a survey of the career progression and job mobility of staff who obtained CDRT academic sponsorships.

After the presentation of the research paper on the general service, the Director General responsible for CDRT was appointed to a working group, together with senior officials from the Public Administration HR Office, to study alternative mechanisms for the recruitment of Clerks, Executive Officers and Principals in the Public Service with a view to streamlining the selection process for these three general service grades. The work of this group has reached an advanced stage.

Other research initiatives conducted by CDRT during the current year regarded the reform of constitutional provisions dealing with public administration; mechanisms to improve service delivery standards; and the effectiveness of performance agreements as a mechanism of accountability for results. This work was being undertaken by the Director General responsible for CDRT and by the Corporate Projects Directorate.

The Directorate was also responsible for co-ordinating the CDRT Research Scheme. This scheme offers the administration an opportunity to foster research from amongst public employees on relevant. Five public employees contributed 1,179 hrs towards the research work conducted by the Directorate during the current year.
Management Efficiency Unit

Introduction

During 2014, the MEU intensified the provision of professional support to the Public Administration to ensure delivery of the Government’s programme of works, through informed and researched-based advice to the Office of the Prime Minister and the respective line Ministries. The MEU prioritised on concluding the tasks at hand and realised the importance of planning ahead in the long term to be able to meet the policy direction of Government and reduce bureaucracy to the benefit of the citizens and businesses. Its central involvement in liaison with the top tiers of the Public Administration, as well as its guidance to Ministries and the respective Public Service Departments and Public Sector Entities, have contributed in various ways towards institutional effectiveness and efficiency.

MEU consultancy project assignments undertaken generally included one or more elements of the following: policy development, strategic planning, operational reviews, general management, project management, human resources management, financial management, change management, organisational design, management audits, pre-IT business analysis, joined-up Government initiatives, feasibility studies, and implementation action planning.

Highlights 2014

The MEU is currently in the process of augmenting its available consultancy services and professional competencies to gear up for the three year plans ahead. During the latter half of 2014, after careful consideration of the available professional and technical competencies and the nature of the consultancy services provided, the MEU, which had been previously divided into small cluster consultancy teams assigned to deal with specific Ministries, has been amalgamated into a matrix structure organisation which is more adapt to deal with the various ministry requirements in a dynamic manner, whilst still fostering a high degree of tailored cooperation with senior staff of the Ministries.

A new internal modus operandi was established in order to standardise consultancy assignment procedures and improve progress reporting mechanisms. Opportunities were given to staff to participate in relevant seminars and training events, both locally and abroad.

During 2014, the MEU increased its scope of undertakings and dedicated its efforts towards:

- introducing the next phase of public administration reform;
- assisting public administration to prepare for the new EU funding programme 2014-2020;
- upgrading and enhancing service delivery to citizens and championing new better regulation and simplification measures;
- promoting and mentoring various entities to introduce quality management tools such as the Common Assessment Framework, Quality Service Charters and Best Practice Benchmarking leading to the continuous improvement in public organisations;
- sustaining a management advisory focus in a number of areas, with particular emphasis towards processes, structures and capacity issues;
- during the second half of 2014, the MEU managed the improvement of government’s web portal ‘servizz.gov.mt’ so as to improve its accessibility to citizens and businesses and to improve the efficiency in communication with central government, local councils and public entities. Apart from improvements in the categories of suggestions, complaints and requests for information, a new category for reporting
excessive bureaucracy has been introduced with the aim of improving the quality of services offered;
- developing a strategic partnership with the CDRT by informing CDRT of any new training needs in Line Ministries resulting from the MEU’s recommendations, and for CDRT to assist the MEU in its research assignments to be in line with public policy.

Management Advisory Assignments

During 2014, the MEU was involved in numerous consultancy assignments. Some of these involvements, which are either completed or in progress of being concluded, relate to:

- A Situation Analysis of the Ministry for Gozo;
- A review of the support services division of the permanent secretary’s office within MTI;
- Proposal for the Integrated Elderly and community Care Services in Gozo;
- Review of the Operation of the Electoral Office;
- Reform of the Government Property Division;
- Co-ordination of Greening the Economy;
- Review of the Student Refund Mechanisms;
- Review of the Top Structures at MSDEC;
- Review of the PPCD including HR Processes and Capacity Building;
- Job and Skills Matching Analysis – Consolidated Report for MCCA;
- Capacity Building review for St James Cavalier Centre for Restoration Foundation;
- Introduction of Electronic Payment Facility (eFees) for the Civil Courts of Malta and Gozo;
- A Strategic Review of Business First;
- A Review of the Local Councils;
- Providing assistance in the drafting of Various Directives.

Outlook for 2015

Apart from concluding the operations in hand, the agenda for the MEU shall be primarily governed by the three year (2015-2017) plans which are currently being drawn up in partnership with the various Ministries as an integral part of the Public Service Renewal programme. These plans are intended to lead to simplified, shorter and streamlined user friendly processes, and to assess the associated resource and structural requirements within the various entities. This necessitates the drawing up of a holistic, streamlined and comprehensive inter-ministerial programme of works, and 2015 promises to be the cornerstone which will enable the Ministries to prioritise and implement the proposals being drawn up in partnership with the MEU.

The plans shall revolve around excellence in service delivery and the reviewing of the supply chain of the various inter-ministerial processes, with a particular focus on positive tangible results and reduced bureaucracy to the citizens and businesses.

The MEU shall also be assisting other entities to monitor the progress of the implementation of the action plans of the various reform aspects by the Ministries.

In its advisory function, the MEU will continue to strive to further strengthen both the internal framework structure and the leadership and management framework of Government whether in strategic planning, policy development, rules and regulations, projects and operations, or corporate support.
The role of the Directorate General (Support Services) within the Office of the Prime Minister is that of providing support and advice to the Principal Permanent Secretary. The Directorate assists the Principal Permanent Secretary by carrying out administrative functions as defined by the Public Service Management Code and other Government Regulations and as delegated to the Director General (Support Services).

The main responsibilities included:

- Taking the key role in the drafting of the Ministry’s Annual financial estimates. The process included the evaluation of financing the Ministry’s Programmes and Initiatives, conducting meetings with Heads of Departments, Directorates, Units and Entities and submitting a consolidated financial request for the Office of the Prime Minister Vote. Also discussed and assisted the Heads of Votes under the Ministry in the drafting of the respective financial submission;
- Effected an ongoing role in the Ministry’s Human Resources Capacity Building after discussing and consulting with the Departments. Directorates, Units and Entities within the Ministry;
- The issue of calls for applications for the filling of Assistant Director vacancies in the Ministry;
- Providing advice and direction to Heads in the preparation of operational plans to support the Ministry in effectively carrying out the policy directives;
- Together with the Civil Protection Department drew up a Plan which ultimately led to the holding of an Evacuation Drill at the Auberge de Castille;
- Administered the holding of Energy Audits within the Ministry as required by Legislation;
- Consolidating the related Ministry’s Parliamentary Questions;
- Ensuring that information requested by the Ministry of Finance, Treasury and other Ministries is collected, consolidated in one Ministry return and submitted as necessary;
- Discussed with the Ministry for European Affairs and Implementation of the Electoral Manifesto possible EU funding for Projects;
- Chairing the Ministry Departmental Contracts Committee;
- Providing support and advice to the Directorates and Units directly under the responsibility of the Directorate General (Support Services) namely the:
  - Finance and Administration Division;
  - Department of Information;
  - Policy Development and Programme Implementation Directorate;
  - Government Printing Press;
  - Information Management Unit.
Finance and Administration Directorate

INTRODUCTION

During 2014, the Finance and Administration Directorate continued to provide continuous support to secretariats, departments, divisions and entities under the portfolio of the Office of the Prime Minister.

The support services provided by the Finance and Administration Directorate were mainly in the fields of finance, office management, human resources and procurement and consequently the Directorate is therefore subdivided into the following four Branches:

- Finance and Administration;
- Human Resources;
- Office Management;
- Operations.

FINANCE AND ADMINISTRATION

The Finance Branch was responsible for the administration of funds provided under the Revenue, Recurrent and Capital Votes of the Office of the Prime Minister. The indicated allocations included funds provided to the Prime Minister’s Secretariat, the Parliamentary Secretary’s Office for Planning and Simplification of Administrative Processes, the Parliamentary Secretary’s Office for Justice, the Principal Permanent Secretary’s Office, the Cabinet Office, the Office of the Permanent Secretary Strategy and Implementation, the Public Administration Human Resources Office, the Centre for Development, Research and Training and the Internal Audit and Investigations Department.

The Branch provided financial support services to all the above departments and cost centres whilst ensuring that allocated funds were administered in an effective and responsible manner and that all prevailing procurement regulations were adhered to.

During 2014, the Finance Branch raised a number of commitments in relation to the procurement of goods and services required by various departments. In total 11,884 transactions were processed through the Departmental Accounting System (DAS). The Branch was also responsible for the issue of overseas travel advances for officials travelling abroad on official duties. A total of 262 advances were issued in 2014.

The Branch also carried out the required verifications through the DAS and other records to draft replies to 74 Parliamentary Questions during 2014 which included draft replies raised for other Ministries which previously formed part of the OPM portfolio.

The Branch also worked closely with the Information Management Unit on financial and contractual issues relating to commitments of ICT projects of the whole Ministry. A number of other tasks were carried out by the Finance Branch during 2014 which included the following:

- submitting the Revised Reports regarding Revenue, Recurrent and Capital Votes on a monthly basis to Budget Office;
- raising of Accrual Accounting templates on a quarterly basis and sending them to the Treasury;
submitting to the NSO, quarterly returns in respect of statistics relating to international payments;
raising claims for reimbursement of costs incurred in respect of overseas travel carried out by OPM officials when attending Council and Commission meetings;
submitting financial returns required from time to time by the Ministry of Finance and the Treasury;
monitoring and raising of a VAT defaulters list to the VAT Department, indicating details of suppliers who failed to forward a fiscal VAT receipt in respect of payments made by OPM;
recording of newly-acquired moveable and immovable assets and informing departments to update the respective asset inventory records;
raising of structural funds purchase orders on the DAS and keeping records for verification purposes of payments made on every EU funded project falling under OPM;
processing claims for reimbursement of salaries of officials whose emoluments were eligible for refund from technical assistance.

**Human Resources Branch**

The Human Resources Branch within the Finance and Administration Directorate serves as an important reference point and provider of data/information on HR issues for the whole Ministry and its line departments, divisions and entities. Throughout the period under review, the HR Branch strived to provide the required support services in HR management whilst ensuring conformity with the pertinent policies and procedures.

Following a change in Ministerial Portfolios in March 2014, the Ministry for Justice, Culture and Local Government (MJCL) was established and the HR Branch within OPM extended its support services and advice to this Ministry, including administration of the MJCL payroll under the OPM Recurrent Vote and drafting of contracts of new engagements at MJCL.

The remit of the HR Branch is extensive and services rendered during the period under review included amongst others the following:

- drafting and publication of a number of calls for applications for posts and positions including the uploading of the calls on the Public Sector Recruitment Portal, the receipt of applications, the setting-up of selection boards and assessment criteria after obtaining the necessary capacity building/budgetary approvals;
- drafting of contracts of employment and their renewal/termination;
- dealing with progressions, promotions and other entitlements;
- point of referral to HR issues arising from various departments/entities/directorates within OPM;
- ensuring the timely submission of returns, compiling/updating records & staff list and implementation of Performance Management Programmes;
- managing the family-friendly measures programme and other requests as per PSMC provisions;
- monitoring and verifying attendances and leave records;
- the day-to-day administration of the OPM payroll, including salary adjustments and projections;
- contributing to the drafting of the OPM annual budgetary estimates and business plans with particular focus on personal emoluments.
Towards the end of the year, the HR Branch also made plans for the setting-up of an internal unit in relation to the introduction of Directive 8 on decision-making standards relating to HR entitlements and services offered by the public service to its employees. The newly set-up Employee Relations Office was communicated across the Ministry and information was disseminated to all public officers at OPM regarding the procedure to be followed in connection with this Directive.

**OFFICE MANAGEMENT BRANCH**

The main responsibilities of the Office Management Branch are to provide the support in the maintenance and upkeep of premises within the Office of the Prime Minister, assuring transport facilities and assisting in activities held at Auberge de Castille, Villa Francia and Girgenti Palace. In addition, the Branch provides guidance and direction regarding renewal of service agreements and the procurement of maintenance items and other consumables as required.

Service agreements were renewed when and as required. When possible, the Branch sought that any extension of agreements would be finalised without any additional costs.

Office Management Branch also provided support during the issue of tenders and seeking of quotations for the procurement of various office items including furniture. Procurement was carried out in accordance with the prevailing guidelines of the Green Public Procurement regulations.

Office Management industrial staff carried out maintenance and upkeep at Auberge de Castille and other premises falling under the OPM remit. Routine maintenance of existing offices was also carried out when and as required.

The Branch administers a fleet of 56 cars. Continuous support as regards to services, repairs and collisions was provided throughout the year. Transport and messenger services were offered through the Green Travel Pools at Valletta and Sta Venera. Management of the main Reception area at Auberge de Castille was also carried out by the Branch including its refurbishment carried out early in 2014.

The Office Management Branch continued to provide support and assistance during a number of activities and events, such as press conferences, state dinners and exhibitions, held at OPM during 2014. The Branch also took an active part in the organisation and management of the Notte Bianca event.

**OPERATIONS BRANCH**

The Operations Branch is mainly responsible for tendering procedures, the coordination of the process of the drafting of Parliamentary Questions and the administration of the OPM Registry. Other work carried out by the Branch includes matters relating to Occupational Health and Safety.

The services provided included the drafting of tenders and calls for quotations, the issue of these tenders and quotations and their subsequent adjudication. During 2014, the Directorate issued 5 Expressions of Interest, 7 Calls for Quotations and 4 Tenders/Request for Participation.

During 2014, the Departmental Contracts Committee held 31 sittings during which a number of issues were considered such as approval of clarification to tenderers, cancellation of tenders and fresh tenders. During the year, the Departmental Contracts Committee
evaluated reports and recommendations for 27 tenders submitted by 7 different Contracting Authorities.

The Registry continues to be a core function within the Directorate and continued to provide services to all the Secretariats and various Departments at OPM. During 2014, the Registry processed the following files and correspondence through the DOCREG system as follows:

Letters registered on DOCREG system 4,010
New OPM files 647
New PAHRO files 567
New Personal Files 1,373
New PACBU Files 270
New SES Files 14
New LGD Files 1
New Parliamentary Questions Files 463
Distribution of OPM/PAHRO Circulars 46
Files Archived 1579

Parliamentary Questions take priority over other work and have to be drafted by a specific date. During the year, the PQ Unit dealt with 463 PQs addressed to the Prime Minister, 86 of which were directly related to this Directorate. In most cases, these PQs were submitted on time.

Following the fire risk assessment held at Auberge de Castille in 2013, this Directorate upgraded Fire Exit and Emergency Signs in all areas as guided by the Emergency Response and Rescue Corps. A number of fire extinguishers were also put in place, over and above the previous complement, to further improve cover at Auberge de Castille in cases of emergency. The Directorate also set-up information sessions between the Civil Protection Department, First Aiders and Fire Evacuation officers and all the Departments, Divisions and Units at the Office of the Prime Minister. These information sessions were followed by a General Fire Drill which was carried out in September 2014 under the supervision of the Civil Protection Department.
In 2014, the Policy Development and Programme Implementation Directorate (PDPI) was responsible for policy development for the dossiers which fall under the remit of OPM, including EU Affairs as well as the Line Ministry function in relation to EU co-financed projects falling under the remit of OPM during the 2007-2013 programming period.

**POLICY DEVELOPMENT**

Under this area of responsibility the Directorate coordinated with the main entities under the remit of OPM which are directly responsible for areas that are currently undergoing policy reforms and which are of high priority for OPM. The Directorate monitored policy reforms particularly those policies related to EU commitments and which are required to conform to targets held at both EU and National level, to ensure that policy action and discussions at high political level are reflected at a National and European level.

The Directorate also co-ordinated new and on-going policies, such as the exercise on the reduction and simplification of Laws and Administration Processes (repeals), and supported the responsible entities on policy work in relation to the simplification of administrative processes and the reduction of bureaucracy.

The Directorate also coordinate consultation processes and the provision of feedback during policy development and ensured that any required public consultation on such policies was being done. The Directorate was responsible for the online public consultation of laws webpage on the OPM website, which was also directly linked to the MSDC website as the Ministry responsible for the exercise. The Directorate liaised with all departments/entities falling under the remit of OPM on matters related to the documentation required for uploading on the Online Public Consultation website as well as any updating or new documentation (white/green papers) under public consultations.

The Directorate participated in public consultations and provided feedback for the Framework for the Education Strategy for Malta 2014-2024, wage setting in Government, the Public consultation on the Europe 2020 Strategy and the public consultation process on the 2014-2020 operational programmes to be financed by the structural funds and the cohesion fund, amongst others.

The Directorate also acts as OPM’s Focal Point for Sustainable Development and the One-Stop-Shop Project.

**EU AFFAIRS**

This area of responsibility includes the coordination of all EU related processes and procedures for all the dossiers within the portfolio of OPM. Responsibilities include the monitoring of draft EU legislation to be adopted and transposed into Maltese law and drawing up of positions related to EU legislation in line with Government policy.

During 2014, the Directorate coordinated the transposition of two EU Directives into Maltese law and the processes for the publishing of a number of Legal Notices to amend national law to be in line with EU Regulations, and coordinated the Ministry’s response on infringements. By end 2014, OPM had no outstanding Directives to be transposed.

The Directorate also continued to ensure that a response is provided to any requests for policy decisions required by EU Institutions through the Permanent Representation of Malta to the EU, including the provision of appropriate instructions and briefings for Malta’s
effective participation in meetings of the Council of Ministers, the Committee of Permanent Representatives, Council Working Parties as well as other Committees of other EU institutions.

The role of the Directorate also includes the circulation of information to key stakeholders and to facilitate a flow of information between the Permanent Representation of Malta to the EU and the entities which fall under the remit of the Office of the Prime Minister. The Directorate provides support to the OPM’s line departments in areas relating to the European Union and also contributes to positions on EU proposals within the remit of other Ministries.

The Directorate also continued to coordinate EU related processes in relation to the area of Justice which was under the responsibility of OPM until end of March 2014.

**Participation in Meetings**

The Directorate also monitored Malta’s effective participation in EU related meetings and ensured that there was a consistent participation in all priority Council Working Parties and Commission Working Groups by the relevant Government Experts.

The Director regularly represented OPM in the meetings of the Inter-Ministerial Committee for EU Affairs, presented the required explanatory Memoranda on OPM dossiers and provided feedback in relation other Explanatory Memoranda for which OPM is a participating Ministry.

The Explanatory Memoranda were cleared by the Inter-Ministerial Committee for EU Affairs and subsequently approved by Cabinet of Ministers before being transmitted to the Standing Committee on Foreign and European Union Affairs of the House of Representatives for its consideration. The Director represented OPM as the Focal Point for Sustainable Development and as the Focal Point for the National Environment Policy (NEP). The Director is also a member of the Sustainable Development Network and an observer on the group of the Guardian for Future Generations.

**PROGRAMME IMPLEMENTATION**

A major part of the Directorate’s responsibilities is the Line Ministry function in relation to EU co-financed projects falling under the remit of OPM for the 2007-2013 programming period. As one of its Line Ministry functions in relation to 2007-2013 EU projects, the Directorate provided ongoing support to project leaders implementing projects in departments/entities falling within the remit of the Office of the Prime Minister. Assistance is provided from the pre-application stage to project closure stage. Furthermore, PDPI ensured the timely implementation by monitoring projects vis-à-vis their respective Grant Agreements/Addenda.

**Coordination of 2007-2013 Cohesion Funds**

Research was constantly carried out for new calls, funding programmes, information sessions and conferences. The Directorate ensured that timely information on issues related to EU funding was disseminated to OPM departments and entities.

The Directorate was also involved in the vetting and endorsement of project proposals of ESF4.241; *Training in Security Driving for AFM Personnel* and MT02/07: *Malta Water Conservation Awareness Centre*. Continuous SFD support was given to project leaders throughout the year in caption.

At the beginning of 2014, PDPI was consequently responsible for the overall monitoring of five (5) European Regional Development Fund (ERDF), ten (10) European Social Fund
(ESF) projects and Three (3) European Agricultural Fund for Rural Development (EAFRD) projects.

### Operational Programme I Cohesion Policy 2007-2013

#### European Regional Development Fund (ERDF)

| ERDF 32* | Heritage Malta | Archaeological Heritage Conservation Project: Embellishment and conservation of Ġgantija and Tarxien Temples, both inscribed on the UNESCO World Heritage List, as well as St Paul's Catacombs which are on the Tentative List for future inscription as a World Heritage Site. Total budget: €9,163,521 (* As from February 2014 the Line Ministry function of this project has been transferred to the Ministry for Tourism) |
| ERDF 33* | Malta Tourism Authority | Tourism Zone Upgrade with landscaped urban spaces and other facilities: Provides landscaped urban space with seating and sea views in three tourism zones; Qawra, Pembroke and St Paul's Bay. Additional facilities include public aquarium (including marine visitor attraction, ancillary facilities such as restaurants, souvenir outlets and parking spaces), a diving institute and car parking facilities in the Qawra and a cycle track and Garigue Heritage Park in Pembroke. Total budget: €14,547,546 (* As from February 2014 the Line Ministry function of this project has been transferred to the Ministry for Tourism) |
| ERDF 135* | Tourism & Sustainable Development Unit | Grant Scheme for Sustainable Tourism Projects by Enterprise: Provides financial aid towards Malta's tourism sector. Total budget: €10,000,000 (* As from February 2014 the Line Ministry function of this project has been transferred to the Ministry for Tourism) |
| ERDF 245* | Heritage Malta | Fort St Angelo Heritage Experience: Restoration of the Historic Fabric of Fort St Angelo. Total Budget: €13,390,000. (*As from February 2014 the Line Ministry function of this project has been transferred to the Ministry for Tourism) |

### Operational Programme II Cohesion Policy 2007-2013

#### European Social Fund (ESF)

| ESF 2.11 | Malta Tourism Authority | Developing Leaders for Change and Innovation in Tourism: Designed to up-skill and certify owners, managers and supervisors as well as job-seekers and unemployed persons in the tourism sector. Total budget: €4,120,396 |
| ESF 2.78 | Malta Tourism Authority | Retaining and Attracting People within Tourism through Diversity Management: This research project is aimed at
| ESF 4.97 | Employee Relations Directorate, Public Admin HR Office | **Employee Support Programme (ESP) for Public Employees:** A workplace-focused programme which aims to assist in the identification and resolution of problems preventing public employees from rendering peak performance. This project offers information, consultation, assessment and short-term counselling to public officers experiencing psycho-social/disability problems with the aim of achieving a more productive and efficient workforce throughout the whole Public Administration, and a better work-life balance of public employees. Total budget: € 509,508 |
| ESF 4.100 | Centre for Development, Research and Training | **Developing Core Skills in the Public Service:** Strengthening the institutional and administrative capacity of the Public Service by identifying the needs of public officers as regards skills and competencies and addressing those needs via training. Total budget: € 3,136,278 |
| ESF 4.159 | Management Efficiency Unit | **Developing Quality Management in the Public Administration through CAF:** Developing Skills and competences of public officers in the application of the Common Assessment Framework and central competencies within MEU to lead CAF implementation in the Public Administration. Total Budget: € 325,354 |
| ESF 4.163* | Malta Competition and Consumer Affairs Authority | **Training of Consumer and Competition Officials and Awareness Campaign:** Strengthening the administrative capacity of the public sector by identifying the needs of the public officers through a study relating to codes of conduct and an awareness campaign to inform people about the new authority and legislation. Total Budget: € 534,024 (*As from February 2014 the Line Ministry function of this project has been transferred to the Ministry for Social Dialogue, Consumer Affairs and Civil Liberties). |
| ESF 4.180* | Data Protection Unit | **Enhancing Data Protection Compliance in the Public Service:** This project will enhance competencies in the Public Service by providing Data Protection Officers with theoretical specialised training to be followed by practical sessions under the guidance of experts, leading to certification which varies from participation to a recognised qualification by the Information and Data Protection Commissioner. Total Budget: € 328,176 (*As from February 2014 the Line Ministry function of this project has been transferred to the Ministry for Social Dialogue, Consumer Affairs and Civil Liberties). |
| ESF 4.182* | Malta Competition and Consumer Affairs Authority - | **Strengthening the office for Competition for Better Functioning Markets:** The Project is intended to train economists and lawyers working at the Office for Competition (OC). The training will focus on economic principles and the econometric tools used in investigating antitrust cases, in |
controlling mergers and in conducting inquiries and on legal substantive and procedural issues in relation thereto. Total Budget: € 117,447

(*The Project which was to be transferred to the Ministry for Social Dialogue, Consumer Affairs and Civil Liberties was withdrawn).

### European Agricultural Fund for Rural Development 2007-2014

<table>
<thead>
<tr>
<th>Project Code</th>
<th>Ministry/Authority</th>
<th>Description</th>
<th>Budget</th>
</tr>
</thead>
</table>
| EAFRD 8/313* | Malta Tourism Authority                  | **Malta Goes Rural**: Creation of a number of rural walks in Malta. Total Budget: €1,888,000

(* As from 2014 the Line Ministry function of this project has been transferred to the Ministry for Tourism.)

<table>
<thead>
<tr>
<th>Project Code</th>
<th>Ministry/Authority</th>
<th>Description</th>
<th>Budget</th>
</tr>
</thead>
</table>

(* As from May 2014 the Line Ministry function of this project has been transferred to the Ministry for Tourism.)

<table>
<thead>
<tr>
<th>Project Code</th>
<th>Ministry/Authority</th>
<th>Description</th>
<th>Budget</th>
</tr>
</thead>
</table>
| EAFRD 12/323 | Malta Environment and Planning Authority | **Natura 2000 Management Planning for Malta and Gozo**: The establishment of Management Plans for Natura 2000 sites in the Maltese Islands. Total Budget: €3,465,000

### European Economic Area and Norwegian Financial Mechanism (EEA/Norway)

<table>
<thead>
<tr>
<th>Project Code</th>
<th>Ministry/Authority</th>
<th>Description</th>
<th>Budget</th>
</tr>
</thead>
</table>
| MT02/3*      | Heritage Malta                           | A new Environmental Management System for the Hal Saflieni Hypogaeum. Total Budget: €1,220,700

(* As from 2014 the Line Ministry function of this project has been transferred to the Ministry for Tourism.)

In February 2014, Heritage Malta, Malta Tourism Authority and Local Council projects were eventually handed over to the Ministry for Tourism (MOT) except for two projects. ESF2.78 and ESF2.11 were due to close by March 2014 and were thus retained by this Office.

PDPI also exercised the Line Ministry function vis-à-vis Non-Governmental Organisations (NGOs) and Local Councils projects. This function mainly consisted in vetting and processing of payments (Invoice Status Certificates - ISCs) through the Structural Funds Database.

However, during Quarter 1 of the year under review, NGOs Projects were transferred to the Ministry for Social Dialogue, Consumer Affairs and Civil Liberties (MSDC). The Line Ministry function of two NGOs Projects, which were to be concluded shortly, namely; ESF 3.66 and ESF 4.86 were retained by this Directorate.

Moreover, continuous liaison vis-à-vis project proposals, procedures and the Structural Funds Database was maintained with a number of horizontal stakeholders, namely; the Treasury, Managing Authority, Department of Contracts, various NGOs and local councils, as well as, Ministries involved with the handing over of the projects.

PDPI held three (3) Ministerial Projects Steering Committee (MPSC) meetings, to monitor projects within OPM’s remit, for which OPM functioned as Line Ministry during 2014. The Directorate was represented in three Monitoring Committee meetings: two meetings related to Operational Programme I (OPI) 2007-2013 and another meeting for Operational Programme II (OPII) 2007-2014. The Directorate also attended the meeting related to the Thematic Evaluation reports on both OPs, wherein all stakeholders were to provide their
recommendations and comments in connection with the draft operational programme 2014-2020.

The Directorate participated in the launch of the Draft Operational Programme I and II (2014-2020) and attended an information session on EU Funds (European Structural and Investment Fund).

OPERATIONAL

Annual Reports of Entities falling under the remit of OPM

During the first quarter of 2014, the Directorate undertook the task of compiling the Annual report submitted by OPM government departments for their activities during the previous year.

Data Protection

During February 2014, the Director attended the Data Protection Launch Seminar as part of ESF4.180 – Enhancing Data Protection Compliance in the Public Service. A Data Protection Officer was appointed to attend the specialised training for Data Protection Officers within the Malta Public Service. The training led to a certification at MQF level 5. Another officer attended the Data Protection Closing Ceremony. Two audit reports were eventually compiled and forwarded to the Data Protection Unit within MSDC as required. The notification and annual fee was also paid to the Data Protection Commissioner as stipulated under the Data Protection Act.

Freedom of Information (FOI)

A new Freedom of Information Officer (FOIO) was appointed following the transfer of the previous officer. The officer attended the required training, namely; an FOI Awareness session and FOI IT System training session, both organised by the Freedom of Information Co-ordination Unit.

Activities carried out in connection with this role included:

- compilation of PDPI’s Freedom of Information (FOI) datasheet and information about the documents at held in the Directorate in line with Article 17;
- checking of FOI portal and FOI e-mail folder on a daily basis for requests for information;
- No FOI requests were received during 2014.

Customer Care Function

Throughout 2014, the Directorate handled the Customer Care issues falling under the remit of the Office of the Prime Minister received through the customer care website, servizz.gov for any complaints/requests received both from the local general public and through Local Councils. During the year, twenty-four (24) customer care requests were received through the OPM customer care website, mainly about issues concerning MEPA. All were dealt with expeditiously or referred to the relevant Ministry/Department for appropriate action.
Department of Information

MEDIA MONITORING AND ARCHIVING UNIT

TV news bulletins reports and newspaper monitoring are being compiled and distributed on a daily basis.

MEDIA RELATIONS

A total of 3,028 press releases were issued on behalf of the Government and uploaded onto the gov.mt portal.

572 press cards were issued to local media and 143 temporary media passes to foreign media.

Assistance was provided to local media during the Presidential oath of office, the European Parliamentary elections, celebrations related to the 50th Anniversary of Independence (HRH The Duke of Cambridge’s visit to Malta), and the Budget.

SOCIAL MEDIA

The DOI Facebook profile started the year with approximately 15,000 likes and ended with over 34,000 likes, an increase of over 19,000 likes. The page has been constantly updated with useful information, interesting photos and continuous communication with the department’s followers. This page was also the main platform for the department’s monthly photo competition.

A Photography Competition was organised by the Department of Information. It was spread on 10 months, from February to November 2014, with a different theme each month. Over 11,000 photos were received throughout the whole competition.

Results for the Members for the European Parliament elections were tweeted in real time. Facebook posts were also automatically tweeted. Twitter followers now number over 3000.

GOV.MT AND INTRANET

The gov.mt portal was updated daily with press releases, press photos, the Government Gazette and other government information. New “Life events” were compiled and added to the portal.

Publication of circulars, events, and news were uploaded on the Public Service Intranet on a daily basis. Also, the Government Intranet Information dissemination email was circulated among the Public Officers on a daily basis.

YOUR EUROPE – CONTENT SYNDICATION

As an active member of the Your Europe Board, Malta, represented by the Department of Information, continued to provide the necessary national information to be published on this portal. In 2014, Malta participated in the pilot project whereby content on specific pages on the national portal (gov.mt) was syndicated.
**PHOTOGRAPHY SECTION**

The Photography Section covered 2807 events, during which this section took photographs and then edited and filed these accordingly. These events included 19 local and overseas official visits by Maltese and foreign dignitaries. Additionally, this section provided stock images for ministries and departments as required. It also provided identity photos for various departments and “works in progress” images for various government projects.

The department invested in the latest equipment for all photographers to be able to deliver the best quality of photographs possible, especially in view of upcoming events. This included new camera bodies, lenses and lightweight laptops to increase flexibility.

**VIDEO LIBRARY**

The main news bulletin of three television stations namely PBS, One and NET are recorded daily and stored digitally. The Video Library provided audio recorded material for the Electoral Office for the Members for the European Parliament’s Elections.

**PHOTO ARCHIVES**

The Photo Archives assists Ministries, Government Departments and the general public with requests for printed and digital images of Government activities.

During 2014, Malta celebrated a number of historical anniversaries, thus photos of these special occasions were digitised and made available to the public.

The processing of cleaning and scanning of archived photographic negatives in the DOI library is an ongoing process.

**PUBLICATIONS UNIT**

During 2014, 172 editions of Government Gazette were published, as well as 43 Acts, 45 Bills, 485 Legal Notices and 4 Bye-Laws as supplements to Government Gazette. All of the above mentioned Government Gazette issues were published online on the gov.mt website as PDF files and also in HTML format (English version). The department also compiled and published the index of the Government Gazette.

The Publications Unit designed the publication of the booklet/programme of the Investiture ceremony for Republic day and also the Speech by The President of Malta for the same occasion.

**PRESS REGISTRY**

During 2014, the number of new registrations at the Press Registry was 3, while the number of amendments to registrations was 21. There were 29 press replies, sent to different editors on behalf of various ministries. The number of certificates issued in connection with editorship confirmation to be presented in libel cases in Court was 14.

**OTHER INITIATIVES**

During 2014, the Department of Information refurbished its Reception area, offering an updated and improved Information Service together with the Sales Office.

The department hosted one Hungarian Intern for a period of three months, under the Hungarian Internship Programme. During the internship, the Hungarian intern assisted in the
Duke of Cambridge’s visit to Malta. The intern, also, helped maintain and manage the Public Service Intranet and gov.mt portal.

The department guided and assisted university students from the communications course to produce video productions about Valletta. Two students from the same course also performed work placements at the media monitoring section. A university student undertaking the course of archivist also worked at the photo archives and video section to gain experience.

The Department participated in various international fora, including the Club of Venice and the European Forum of Official Gazettes.

The Department of Information collaborated with MITA in all aspects of the development of the gov.mt app. This app, once launched, shall be the focal, centralised point of reference for all government services and a continuation of the gov.mt website.

Market research, including surveys and focus groups, was carried out by the Department of Information in order to assist in the decision-making process.
Government Printing Press

During 2014, the Government printing press continued to provide an efficient printing service to Ministries, Government departments and other agencies. All demands were met even though there were various instances where the press was given very short lead time.

**Printing of Government Gazette and Supplements**

<table>
<thead>
<tr>
<th></th>
<th>Issues</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Gazette</td>
<td>172</td>
<td>14146</td>
</tr>
<tr>
<td>Legal Notices</td>
<td>485</td>
<td>5260</td>
</tr>
<tr>
<td>Acts</td>
<td>43</td>
<td>920</td>
</tr>
<tr>
<td>Bills</td>
<td>47</td>
<td>1280</td>
</tr>
<tr>
<td>Bye Laws</td>
<td>3</td>
<td>16</td>
</tr>
</tbody>
</table>

The Government Gazette is our main publication that is issued twice weekly on Tuesday and Friday. An extraordinary edition was needed from time to time and the Gazette was printed according to exigencies.

Other jobs that were printed during 2014 include:

1) General Electoral Registry in April and October for Local Council and European Parliament elections;
2) Ballot papers and other related material for the European Parliament election that was held in May 2014;
3) Annual reports of various Departments including Auditor General, House of Representative, Ombudsman and Parliament;
4) Budget publications – Financial estimates, Budget speech, Economic Survey, Budget measures and Pre-Budget document;
5) NSO statistical publications and questionnaires;
6) Education department books for primary and secondary schools;
7) Magazine titled “Ilsien in-Nisa” in aid of “L-Istrina”.

**European Parliament Election**

The Election was held in May 2014 and the Government press was responsible for printing all requirements connected to this election. At an early stage, printing of the stationery requested by the Electoral office and the Counting hall was concluded. It consisted of counting documents, sealing forms, voting documents, lists of persons entitled to vote and ballot papers. An extraordinary Government Gazette was published with respect to voting documents accounts and had a voluminous amount of pages. The results were published in an extraordinary edition of the Government Gazette.

**Budget 2014**

Another publication connected with the Government Printing Press was the printing of the Budget. It consisted of five different books that were the Financial Estimates, Economic Survey, Budget Measures, Budget speech (English version) and Diskors tal-Baġit (Maltese version). Two of these books are printed on a very tight schedule, where we received the artwork and published on the same day.
ADMINISTRATION

Health and safety was given top priority and we organized the first aid boxes with all necessary contents. Two teams of employees will be attending for Fire-fighting and First-aid courses. During the first quarter of 2015, both teams will have finished these courses. To avoid the occurrence of back injuries and enhance efficiency in the printing department, a pile-turner machine was installed. Two Reverse Osmosis (RO) drinking fountains were also installed to provide and encourage fresh water for drinking.

The environment and house-keeping was given its due attention by introducing a floor-washing machine to avoid subcontracting costs for this job. Environment was given the same attention and improvement works were conducted on the canteen and the entrance corridor. Work was started on a designated smoking area for smokers, while preparing for educational campaign on negative health effects of smoking. The use of recycled paper and ecological paper, waste separation and waste collection for recycling are among the environmental-friendly measures taken by the Government Printing Press. Aluminum printing plates are sold by tender for recycling, serving both the purpose of recycling as well as a source of revenue for the Press.

Ongoing stock-taking exercises of existing paper in store are performed to avoid unnecessary expenditure on idle and slow moving stocks.

For better security, all the entrances and exits were secured by installing electronic locks. Investment was also made on the CCTV equipment to provide better tracking of the Government Printing Press.

General maintenance was conducted on the premises and the equipment, which included the sub-station, generator, water-pump, fire extinguishers, inside-lighting and air conditioners.

During 2014, the Press successfully continued to reduce arrears of revenue due to GPP by other Government departments and entities.

New Machinery Installed

Heidelberg Platen A3 size: for large runs of foil printing enabling this new operation in GPP to serve the Government departments needs that before could not be catered for internally.

Foil cutting machine: to cut to the required size the foil that is needed for the Platen machine and minimize waste.

Pile Turner: for better efficiency in printing as well as caring for the well-being of employees.

Four new Apple computers: installed in the pre-press department to be compatible with the future investment of “Computer to Plate” technology in the Government Press.

List of Tenders awarded in 2014

<table>
<thead>
<tr>
<th>Reg. No.</th>
<th>Description</th>
<th>Advert no:</th>
<th>Supplier</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPP282/13</td>
<td>White Offset Paper 120gsm</td>
<td>5/13</td>
<td>Fortuna Ent. Ltd.</td>
</tr>
<tr>
<td>GPP283/13</td>
<td>Coloured Bristol Brd. 250gsm</td>
<td>6/13</td>
<td>Kasco Ltd.</td>
</tr>
<tr>
<td>GPP285/14</td>
<td>Collection of Waste from GPP</td>
<td>2/14</td>
<td>Waste Collection Ltd.</td>
</tr>
<tr>
<td>GPP322/14</td>
<td>White Recycled Paper 80gsm</td>
<td>4/14</td>
<td>Kasco Ltd.</td>
</tr>
</tbody>
</table>
## Production Report by Category (01/01/2014 – 31/12/2014)

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Jobs delivered</th>
<th>Amount in €</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-Gate leaflet</td>
<td>25</td>
<td>10,202.69c</td>
</tr>
<tr>
<td>4 Page leaflet</td>
<td>70</td>
<td>26,509.74c</td>
</tr>
<tr>
<td>8 Page leaflet</td>
<td>29</td>
<td>20,130.27c</td>
</tr>
<tr>
<td>Books</td>
<td>64</td>
<td>79,519.26c</td>
</tr>
<tr>
<td>Booklet</td>
<td>94</td>
<td>78,057.89c</td>
</tr>
<tr>
<td>Citations</td>
<td>5</td>
<td>261.96c</td>
</tr>
<tr>
<td>Complimentary Cards</td>
<td>7</td>
<td>473.57c</td>
</tr>
<tr>
<td>Complimentary Slips</td>
<td>17</td>
<td>1,441.51c</td>
</tr>
<tr>
<td>Credentials</td>
<td>28</td>
<td>590.00c</td>
</tr>
<tr>
<td>Envelopes</td>
<td>39</td>
<td>6,456.11c</td>
</tr>
<tr>
<td>File Covers</td>
<td>136</td>
<td>38,519.93c</td>
</tr>
<tr>
<td>File Jackets</td>
<td>21</td>
<td>9,724.06c</td>
</tr>
<tr>
<td>Forms</td>
<td>650</td>
<td>216,617.08c</td>
</tr>
<tr>
<td>Hot Foil only</td>
<td>2</td>
<td>267.01c</td>
</tr>
<tr>
<td>Invitations</td>
<td>105</td>
<td>5,826.07c</td>
</tr>
<tr>
<td>Letter heads</td>
<td>50</td>
<td>11,604.67c</td>
</tr>
<tr>
<td>Magazine</td>
<td>1</td>
<td>886.75c</td>
</tr>
<tr>
<td>Multiple sets</td>
<td>67</td>
<td>49,287.75c</td>
</tr>
<tr>
<td>Proclamations</td>
<td>13</td>
<td>843.48c</td>
</tr>
<tr>
<td>V/Cards 2-sided</td>
<td>105</td>
<td>9,186.38c</td>
</tr>
<tr>
<td>Visiting Cards</td>
<td>102</td>
<td>8,861.76c</td>
</tr>
<tr>
<td>Bagging w/o Addressing</td>
<td>7</td>
<td>318.43c</td>
</tr>
<tr>
<td>Bagging with Addressing</td>
<td>1</td>
<td>45.49c</td>
</tr>
<tr>
<td>Binding of Newspapers</td>
<td>1</td>
<td>93.65c</td>
</tr>
<tr>
<td>Blank Paper</td>
<td>69</td>
<td>9,295.21c</td>
</tr>
<tr>
<td>Cutting / Trimming</td>
<td>4</td>
<td>1,031.11c</td>
</tr>
<tr>
<td>Digital Print</td>
<td>10</td>
<td>291.60c</td>
</tr>
<tr>
<td>Folding only</td>
<td>4</td>
<td>851.82c</td>
</tr>
<tr>
<td>Selling of A4 boxes</td>
<td>1</td>
<td>79.65c</td>
</tr>
<tr>
<td>Type-setting only</td>
<td>1</td>
<td>17.70c</td>
</tr>
<tr>
<td>O.P. – Act</td>
<td>23</td>
<td>52,810.21c</td>
</tr>
<tr>
<td>O.P. – Bill</td>
<td>34</td>
<td>85,263.34c</td>
</tr>
<tr>
<td>O.P. – Government Gazette</td>
<td>178</td>
<td>779,942.30c</td>
</tr>
<tr>
<td>O.P. – LCBL</td>
<td>1</td>
<td>619.75c</td>
</tr>
<tr>
<td>O.P. – Legal Notice</td>
<td>96</td>
<td>240,990.64c</td>
</tr>
<tr>
<td>O.P. – Extra Publications</td>
<td>31</td>
<td>566.37c</td>
</tr>
<tr>
<td>Stock Attendance Sheets</td>
<td>2</td>
<td>150.00c</td>
</tr>
<tr>
<td>Stock – Bin Cards</td>
<td>6</td>
<td>504.00c</td>
</tr>
<tr>
<td>Stock – Christmas Cards</td>
<td>3</td>
<td>287.81c</td>
</tr>
<tr>
<td>Stock - Fuel Books</td>
<td>1</td>
<td>100.01c</td>
</tr>
<tr>
<td>Stock – GA9 Trans Pay Voucher</td>
<td>1</td>
<td>63.00c</td>
</tr>
<tr>
<td>Stock – General Receipt Books</td>
<td>30</td>
<td>3,192.00c</td>
</tr>
<tr>
<td>Stock – GP71</td>
<td>1</td>
<td>16.00c</td>
</tr>
<tr>
<td>Item Description</td>
<td>Quantity</td>
<td>Amount</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------</td>
<td>---------</td>
</tr>
<tr>
<td>Stock – Minute Sheets</td>
<td>28</td>
<td>4,736.00c</td>
</tr>
<tr>
<td>Stock – Personal File Cover</td>
<td>11</td>
<td>684.98c</td>
</tr>
<tr>
<td>Stock – Ruled Paper</td>
<td>7</td>
<td>2,642.00c</td>
</tr>
<tr>
<td>Stock – Vac &amp; Sick Leave Cards</td>
<td>8</td>
<td>336.00c</td>
</tr>
<tr>
<td>Stock – Wall Calendar</td>
<td>26</td>
<td>6,274.29c</td>
</tr>
<tr>
<td>Visit – Concert</td>
<td>1</td>
<td>276.32c</td>
</tr>
<tr>
<td>Visit – Menus</td>
<td>1</td>
<td>50.11c</td>
</tr>
<tr>
<td>Visit – Programme</td>
<td>4</td>
<td>1,171.07c</td>
</tr>
<tr>
<td>Visit – Speech</td>
<td>8</td>
<td>1,734.60c</td>
</tr>
<tr>
<td>Visit – Table Plan</td>
<td>2</td>
<td>95.09c</td>
</tr>
</tbody>
</table>

Jobs listed above were ordered by 108 different Ministries, Department, Organizations and other entities.
Information Management Unit

Overview

In 2014, the Information Management Unit (IMU) went through a radical change with a new CIO taking over in January and a subsequent reshuffle of the staff. 3 ICT Officers and 1 ICT Support Officer were replaced with 4 ICT Officers. As part of an approved capacity building exercise triggered by the previous CIO at OPM, an Executive Officer was added to the compliment. An ICT Officer who was appointed at CDRT also started to report to the CIO. 1 ICT Officer at House of Representatives and 1 ICT Officer at Electoral take strategic and policy directions from the IMU however they report directly to their respective heads.

Till end of January the CIO at OPM was handing over the duties to the newly promoted CIO at MSDEC (one of OPM CIO 2 previous roles). Till end of March the CIO at OPM was concurrently performing the role of CIO at MTI (the other of his 2 previous roles) until a new CIO was actually appointed. Following the second hand over exercise CIO at OPM was able to focus totally on OPM.

The IMU had to relocate to temporary premises for 8 months (February to September) due to structural works taking place in adjacent Ombudsman building. The Unit had to adapt and operate from 2 confined offices until the safety requirements in the base office at St. Paul's street were reestablished. Actually this was not ideal for a new team settling down in a new Ministry but there was no other option. During this transitional period IMU staff took the opportunity to take stock and reorganize the documents, physical files and the equipment store at the base office.

Following a Cabinet reshuffle round about March, the ICT responsibilities for the Office of the President and the Parliamentary Secretariat for Justice moved under the responsibility of the IMU at Ministry for Family and Social Solidarity and the IMU at the Ministry for Justice, Culture and Local Government respectively. In 2014 the Office of the President was allocated a dedicated ICT budget. Since the ICT budget for justice was part of the OPM ICT budget, the IMU at OPM held the role of funding agent for the Justice sector till end of 2014.

The aim of the IMU is to support and advice about all ICT requirements, services and projects which fall under the responsibility of OPM. The extremely dynamic and demanding nature of this Ministry calls for rapid and timely interventions, flexible modus of operandi and a sense of self initiative to be more proactive rather than reactive. The internal operations of the Unit could be subdivided in 3 categories: horizontal responsibilities, vertical responsibilities and governance.

Horizontal Responsibilities

The day to day operational aspect of the IMU constitutes mainly dealing with user service requests and ICT support which ranges from hardware, software, applications, networks, access control and cctv. Support is delivered using priority levels.

During last year the IMU alone logged over 1,500 service requests through MITA’s request fulfillment system – the eRFS system. The IMU delegates eRFS logging authority to various users across the Ministry who also log requests for services on behalf of users in their respective Department however the approval authority is strictly kept at IMU’s discretion. In total, using governance principles, the IMU approved over 2,700 service requests in 2014.

The MITA Exemptions portal is the tool used to register service requests which deviate from the established standards. During 2014, IMU opened 3 new exemptions, extended 3 open
exemptions and closed 22 open exemptions. When users request installation of software which is in Line of Business (justified to support their business requirements) but not listed in the MITA list of standard software, the IMU evaluates the software to ensure this pose no security threats and instruct users to fill a SIRA form each time a request for a new software product is received.

The IMU were engaged in various network implementation projects ranging from reorganization through refurbishment, new LANs and LAN extension such as the Castille Conference Centre, the Prime Minister secretariat offices, the Parliamentary Secretary offices, the new Public Service Commission offices, PAHRO, etc. In various instances IMU had to carry out physical network maintenance and reorganisation of cables. We are also responsible for the management of all 3rd party wireless connections. In 2014 we started an extensive task to update the network documentation of all OPM buildings. The Castille building network documentation has been completed.

For ICT related items which cost less than €6,000 (exclusive of VAT) the IMU has delegated authority from DFA to issue Request for Quotes. The IMU advice about specifications, carries out the adjudication process, coordinates the delivery of the items and updates the inventory. ICT Officers are included in Departmental Tenders’ Adjudication Boards when the service or item being tendered for has an ICT nature.

Since IMU manages a Capital Vote, the IMU is also responsible to carry out a basic financial accounting function. Working hand in hand with the Accounts Department the IMU triggers the issuance of LPOs for services, IT equipment and maintenance contracts, keep track of all invoices and respective approvals and keep an internal ledger to periodically reconcile with DAS and budget.

In mid-2014, IMU contacted all the respective OPM Departments to elicit the ICT budget requirements for 2015. The information collated was translated and compiled in the standard budget request form and submitted to MITA. Various meetings and discussions were held before the budget for 2015 was allocated in November 2014.

The IMU is fully responsible for the upkeep and maintenance of the Data Centre in Castille. During 2014 the IMU took a detailed stock of all the services operating in the Data Centre, updated the Data Centre inventory and transferred servers which no longer fell under the responsibility of OPM. There is still 1 virtual machine left to be transferred. The IMU is also responsible for the maintenance of all OPM servers which are hosted at the Data Centre and in MITA’s segregated hosted environment.

The access control system used at OPM is still being used by PPCD which now falls under MEAIM and DLG which now falls under MJCL. The IMU is responsible for issuing and deactivating access cards, liaising with supplier when required and issuing routine and ad hoc reports.

The IMU is responsible to manage and maintain all OPM websites. Content management users are trained by IMU ICT Officers to upload data on Sharepoint websites. The IMU is also fully responsible for the Government Intranet based on an open source platform and is the account manager for restricted Intranet forums. In 2014, as part of the Sharepoint intra facing pilot project, IMU triggered the process to migrate the Intranet to a Sharepoint environment, a project which will be concluded in 2015.

Various ICT Officers at the IMU have been allocated specific roles in addition to their responsibilities within the IMU, namely freedom of information, data protection, green public procurement and inventory. One of the Officers has also been appointed as the contact point for the Cortesey and Extranet systems used for communication with the EU Commission.
The IMU continually strives to document and improve its internal processes through establishing new and revisiting existing standard operation procedures.

During the school summer holidays IMU took on board 3 students from the Student Placement Program. The students were trained to support IMU operations and were involved in numerous projects with the intention to give them valuable working experience.

**Vertical Responsibilities**

In 2014, the IMU in collaboration with MITA and outsourced suppliers concluded the Windows 8 Migration project. OPM now has one standard operating system platform.

Moreover, following MITA’s migration to Exchange 2010, IMU coordinated the upgrade of each user’s mailbox to Outlook 2007. The project was completed successfully with very minimal hitches.

4 new Sharepoint websites were launched – PAHRO, CDRT, PSC and IAID. These departments previously had third party managed websites. Users within each Department were trained by IMU staff to use the Sharepoint content management system.

A holistic exercise to audit all OPM user accounts’ details and access to shared folders was carried out. The exercise led to new concepts namely creation of a folder owner for each folder, creation of new department specific shares rather than one share for all OPM folders and the migration to a Distributed File System (DFS) environment. The IMU also carried out a Ministry wide audit exercise on access to generic emails.

The IMU carried out a lengthy exploratory exercise to understand the history of the LEMIS system used at the Government Property Division and establish a way forward towards the full implementation of the remaining system development stages. The recommendations have been forwarded to respective DG.

Towards the end of the year PS Strategy and Implementation requested an IT system for the new Directive 8 issued by the PPS in October. The type of system required had to be a case management system. Notwithstanding the short timeframes we had considering the deadline for rolling out the system was end of December, IMU took the challenge to explore a Microsoft public cloud based solution based on CRM Dynamics, a product we had no experience about. We procured a one month free trial for CRM Online and in the space of 1 month we managed to deliver a software-as-a-service solution which met the Directive 8 business requirements. We procured the required licenses and commenced a training program in late December. This was the first time a Government Ministry had invested in a public cloud solution.

The SQL server of the Management Information System used at the Government Printing Press was upgraded from 2005 to 2012. IMU coordinated the upgrade project together with system supplier.

A Board of Survey process to write off unused equipment in various OPM departments kicked off towards mid-2014. The completion of the process is expected towards the beginning of 2015.

The IMU was deeply involved in the planning of the ICT equipment migration to the new Parliament building. We participated in various stakeholder meetings, carried out numerous site visits and together with HOR ICT Officer drafted a migration plan to ensure smooth transition.
Governance

In 2014, the IMU has endeavored to build licenses, software and contracts libraries. The intention is to have full control and maintain these 3 important areas using a license inventory to maximize the use of available licenses and transfer licenses accordingly (particularly Microsoft licenses), keeping an index of physical software media, respective product keys and where each software is installed and keeping tabs with all maintenance and support agreements in soft and hard versions.

The IMU also keeps track of and pays for all tablets’ Data Plans and internet keys contracts’ fees. In 2014, the IMU was also responsible for keeping track of and payment for all home internet connections which were eligible for a reimbursement, however an agreement was reached with DFA to transfer this responsibility to Accounts department as from 2015.

Due to the ever increasing need for mobility and portable devices, the number of third party wireless connections at OPM has drastically increased in 2014. Following an intensive exercise to take a full inventory of each connection and respective access points, IMU has now tested the bandwidth of each and every connection and triggered a process with service providers to rectify a number of issues encountered during the testing phase.

During 2014, the IMU carried out an audit exercise within the Castille building to check the ccvt system and its components. A detailed inventory was compiled and a report with recommendations was submitted to DFA. The same exercise was carried out on the access control system. Together with data centre services namely the ccau and the generator, the ccvt and the access control systems are services which have shared responsibilities between IMU and DFA. A roles and responsibilities document was compiled and presented to DG Support Services and DFA for endorsement.

One of the main responsibilities of the IMU is to keep an updated inventory of all ICT related items. During 2014, the IMU carried out an extensive exercise to compile an updated inventory with fields compatible with the Fixed Asset Registry Lists and the Room Inventory Lists. An asset control software has been evaluated and procured and the roll out of this software is planned for 2015.

The IMU regularly audits user accounts, access to services, applications, folders and generic emails using quarterly reports from MITA and using tools such as SCCM and Active Directory. In 2014, IMU carried out an audit on the PQ system accounts and in accordance with MITA has taken over the system accounts management role.
Introduction

The Critical Infrastructure Protection (CIP) Directorate is a recent addition to the structure of the Cabinet Office within the Office of the Prime Minister.

Since its inception in September 2014, the Directorate focused on establishing the necessary organisational structures both at the national and European levels. This was considered essential to ensure that the short, medium and long term objectives can be constructively accomplished. Appropriate organisational structures will also enable the CIP Directorate to have the flexibility and efficiency to effectively support Critical Infrastructure (CI) owners/operators and the National Emergency Services (NES) in building the appropriate resiliency towards protecting vital societal functions and potential emergency events.

On the local level, action has been taken to ensure that the basic requirements and needs of the principal CI stakeholders and of the emergency organisations in Malta are appropriately incorporated within the new CIP setup.

Figure one (1) below is a graphical representation of the CIP Directorate organisation chart. Established within the Cabinet Office, in the OPM, the CIP Directorate vertically manages the Malta CIP Unit, and coordinates the Emergency Services and the Government Contingency Centre. On a horizontal level the directorate coordinates the various Sectoral and expert forums made up of the respective Security/Emergency Liaison Officers (SLO and ELO) representing the designated Critical Infrastructures (CI) and the National Emergency Services (NES) in Malta.
Following the designation of the CI sectors and sub-sectors in Malta and the identification of a working CIP methodology, steps have been taken to ensure that sectoral and emergency management forums (see 4.3), made up of nominated CI’s Points-of-Contact (PoC’s) and Security/Emergency Liaison Officers (SLO’s & ELO’s) in line with related legislation (see 4.8), function effectively. Figure two (2) depicts the *information flow and relationship approach* setup being adopted by the CIP Directorate.

Sectoral forums and nominated SLO’s and ELO’s are an essential addition to the CIP Directorate. These are considered as fundamental for the establishment of a suitable communication and information sharing environment for the appropriate functionality of the CIP programme for Malta.

On the European level, discussions with the DG Home Crisis Management and Terrorism Unit, with responsibilities for CIP matters, harmonized the process for Malta to engage in an effective European CIP programme. In partnership with DG Home it is planned to organise workshops in Malta (see 4.9) to train designated SLO’s and ELO’s on CIP related issues, risk assessment and management and the development of OSP’s (Operator Security plans). In addition, the idea of CIP knowledge sharing between experienced SLO’s on the continent and local SLO/ELO’s through Commission sponsored workshops in Malta is being explored.

On the CI Cyber threat landscape, during 2014, the CIP Directorate, in collaboration with ENISA, the European Network and Information Security Agency, hosted two workshops on Cyber incident handling. Highly experienced trainers from ENISA delivered workshops to some forty (40) IT (Information Technology) security experts from the government as well as from private organisations involved in Critical Information Infrastructure Protection (CIIP). Plans are in place to repeat similar workshop during 2015 and beyond as may be beneficial for Malta.

The following pages provide the background, objectives and the actions and initiatives undertaken by the CIP Directorate throughout 2014.
Background

The protection of critical infrastructures and the effective administration of the emergency services are topics that are increasingly relevant in today’s society. The dependency of our society and the citizens upon these services steadily grows. Disruptions in the functioning of critical infrastructures and the emergency services would have a significant impact upon the economy, on vital societal functions, health, safety, security, economic or social well-being of people, ecology, the functioning of the government administration as well as on the finances of the country in general. Considering that these infrastructures and emergency services are increasingly becoming interconnected, their protection goes beyond the responsibility of individual entities, sectors, and at times even beyond nations.

As a result, in April 2007 the European Council adopted conclusions on the European Programme for Critical Infrastructure Protection (EPCIP) in which it reiterated that it was the ultimate responsibility of the European Member States to manage arrangements for the protection of critical infrastructures within their national borders. This was followed by the enactment of the EU directive 114/2008/EC in 2008 and its transposition into Maltese legislation L.N. 434 in 2011. Hence, the establishment of the Malta CIP Unit (Article 3(1) of LN 434 of 2011) and eventually the setting up of the CIP Directorate with extended responsibility incorporating the coordination of the emergency services and the Government Contingency Centre.

The functioning of a CIP and an Emergency Management coordination programme entails the effective participation of the relevant stakeholders. Following the setup of the CIP Directorate, action was taken to consolidate what has been successfully accomplished together with the adoption of a working methodology based on a systematic approach founded on reliable information and informed sources.

The last quarter of 2014 marked the beginning of the setting up of a CIP programme for Malta.

CIP Directorate Objectives

The objectives, incorporating the powers and duties stipulated by law together with the added roles and coordinating responsibilities assigned to the CIP Directorate, are listed below.

The directorate is, *inter alia*, responsible for:

1) establishing the criteria for the identification and designation of CIs;
2) identifying critical assets and maintaining a national inventory for CIs;
3) ensuring that a risk assessment is carried out by all owners or operators of CIs;
4) ensuring that each owner or operator of a CI draws up and maintains an Operator Security Plan;
5) coordinating a national critical infrastructure plan;
6) instigating simulated runs of sectoral emergency plans;
7) collaborating with the European Union and international partners on CIP;
8) building partnerships with operators of CIs for information-sharing;
9) acting as the European critical infrastructure protection contact point (“ECIP contact point”) in Malta, and coordinating European critical infrastructure protection issues within Malta, with other Member States, with the European Commission and other international partners;
10) identifying potential European Critical Infrastructures in Malta;
11) performing such related and consequential duties relevant to emergency and contingency planning and coordination on a national level.
Initiatives (2014)

The initiatives carried out by the CIP Directorate throughout 2014 include:

**CI & EM Structure**

Following the coming into force of the EU Directive 114/2008/EC in 2008 ‘on the identification and designation of European critical infrastructures and the assessment of the need to improve their protection’, and the issue of L.N. 434 of 2011 on ‘CI’s and ECI’s – Identification, Designation and Protection’, to provide for the setting up of a CIP framework, the initiative to setup the necessary organizational and management structures and the required information flow and relationship approach in terms of CIP was taken in hand in 2014.

A graphical representation of the established organizational and communication arrangements is portrayed in Figures one (1) and two (2) under Section one (1) of this report.

**Designation of CI and NES Sectors/entities**

Nine (9) critical infrastructure sectors incorporating fifteen ministries (the latter grouped under Public Administration), four (4) emergency management stakeholders, and thirty-four (34) critical infrastructures (public and private entities) have been identified. New CI and EM entities will be added as may be required.

**Sectoral and Emergency management forums**

Sectoral forums within each of the nine designated CI sectors and the emergency services have been established. The objective of these forums is that of conducting an evaluation of the current state-of-affairs (stock take) within the respective sectors/CI-entities and within the emergency services, acknowledging and consolidating the best that had been achieved to-date. Eventually, these forums will be conducting a forward planning exercise aimed at establishing the way forward taking cognizance of the local conditions within a European and Global context.

The principal function of these forums will be to assess and coordinate risk and contingency (continuity) management issues within the respective sector/entity. In the first instance these forums will be required to list their respective entity’s assets, objectives, products, services, and related major projects, identifying related vulnerabilities, hazards, threats and interdependencies. Subsequently, the forums will be required to identify, prioritize and document potential major risks and the respective treatment and OSP’s (contingency/security plans) with a view to exercise the plans and provide the necessary assurance in readiness to potential disruption/emergency events. The above data, gathered by the sectoral and emergency forums, will be key to the National Risk Assessment (NRA) exercise scheduled to be taken in hand during 2015.

**Meetings with local stakeholders**

Twenty-four (24) formal briefing meetings, i.e. twelve (12) with the Permanent Secretaries at the various Ministries, ten (10) with a number of critical infrastructure entities, one (1) with MITA and one (1) with the NES forum, have been organised. Stakeholders meetings focused on communicating the purpose and benefits of establishing the CIP Directorate as well as on the legal obligations imposed on CI owners and/or operators to identify their critical assets, ensuring that a risk assessment is carried out and their obligations to draw up and maintain OSP’s. These meetings served also to inform the CI and NES owners/operators about the
supporting and guiding role of the CIP Directorate in their endeavours to achieve their CIP related obligation as stipulated by EU and local legislation.

**Meetings with the Commission**

Meetings with the DG Home Affairs, i.e. the EU body responsible for CIP related issues, are ongoing. During 2014, the initial meetings focused primarily on informing the EU about the new setup of the CIP Directorate in Malta and the activities being undertaken to comply with the obligations emanating from the EU Directive 114/2008/EC.

A number of other meetings focused on the potential Commission support to the CIP Directorate and the designated CI and EM owners and operators in Malta by providing access to available best practices and methodologies, opportunities of training and the exchange of information and expertise on new technical developments, related to CIP.

**Meetings abroad**

During 2014, representatives of the CIP Directorate, participated and actively contributed to eighteen (18) CIP (Critical Infrastructure Protection), CP (Civil Protection), RA (Risk Assessment) and Security (terrorism) related meetings at EU fora.

**Meetings (Bilateral)**

The CIP Directorate was involved in a number of bilateral meetings. Said meetings focused on mutual cooperation between organisations operating within the respective countries.

**SLO (also referred to as ELO)**

CIP legislation stipulates that designated Critical Infrastructure entities appoint SLO’s (also referred to as ELO’s) as the point of contact (interface) for security related issues between the owner or operator of the CI and the appointed national authority. The specific objective of the SLO is: ‘to facilitate cooperation and communication with the relevant national critical infrastructure protection authorities’. For the purpose of the SLO’s role any reference to a European Critical Infrastructure (ECI) is equally applicable to all designated Critical Infrastructures (CI) located within the territory of Malta.

By the end of December 2014 some forty (40) SLO’s and ELO’s representing designated CI’s and the NES have been nominated. SLO’s and ELO’s, represent their respective entities within sectoral and emergency forums (see 4.3).

In order to assist local CI and NES entities identify suitable and effective SLO/ELO’s the CIP Directorate formulated an SLO/ELO profile. The profile is available on the Malta CIP website at: http://maltacip.gov.mt/init?l=1

**Training Workshops**

During 2014, the CIP Directorate, in collaboration with ENISA, the European Network and Information Security Agency, hosted two workshops on “Cyber incident handling” in Malta. Highly experienced trainers from ENISA delivered workshops to some forty (40) IT (Information Technology) security experts from the government as well as from private organisations involved in Critical Information Infrastructure Protection (CIIP).

The principal aim of the workshops was to inform local IT security experts on the latest cyber threats and on the handling of cyber incidents. The workshops successfully met their
objectives. It is envisaged that similar workshops will be organised on an annual or more frequent basis.

In the meantime, similar discussions have been initiated with the Crisis Management and Terrorism Unit within the DG Home Affairs in Brussels. The objective of these discussions focused on exploring avenues to organise similar CIP related workshops in Malta during 2015. These workshops will be focusing on CIP issues, risk assessment and management, contingency planning, OSP, scenario planning and exercising and knowledge transfer of experienced SLO’s on the continent with their peers in Malta.

**Position briefings and Consultations**

Throughout 2014, the CIP Directorate provided on-going support to the Director Policy Development, Programme Implementation and EU Affairs at OPM, discussing and contributing towards technical matters concerning decisions on Malta’s position discussed at Council level.

**National Risk Assessment (NRA) exercise**

The fulfillment of Ex ante conditionality 5.1 on Risk Prevention and Risk Management requires the existence of a national or regional risk assessment/s for disaster management taking into account climate change adaptation. This is considered as necessary in order to secure funds for Malta under the different Fund Programmes (ERDF, CF, EAFRD).

The purpose of the NRA is to identify the vulnerabilities, threats and risks at a national level, incorporating single-risk and multi-risk scenarios, human impacts, economic and environmental impacts and political/social impacts within designated critical infrastructures and other relevant sectors.

During 2014, the CIP Directorate acted as the focal point in the preparation of the necessary documentation and methodology involved in conducting the NRA exercise. This involved substantial research leading to the publication of a call for the submission of proposals for the drafting of the NRA for Malta. The evaluation process of the offers has been concluded and the NRA exercise will be taken in hand in the very near future. It is to be noted that the CIP Sectoral and emergency forums (referred to at 4.3) will be key to the NRA exercise.

**Exercising**

Exercising OSP’s, sectoral emergency plans and scenarios is key to CIP. During 2014 the CIP Directorate instigated the process for CI’s and the NES to initiate preparation for conducting risk assessments, the drawing up of OSP’s and the eventual identification and documentation of potential national security and emergency scenarios. This process will be implemented in parallel with the NRA exercise. Exercising will eventually be taken in hand following the NRA exercise.

In the meantime, the newly established Emergency Management Forum initiated the process to identify, prioritise and eventually exercise potential emergency events that could impact the country on a national level. The CIP Directorate is assessing and evaluating the methodology adopted in the exercising process, providing the necessary guidance and advice with a view to improve the exercising procedures.

**CIIIP & CSIRT**

During 2014, the CSIRT arm within the CIP Directorate received over 2.6 million security alerts of various criticalities from third party international sources with whom, CSIRT Malta
has Non Disclosure Agreements (NDA’s). Some 645,400 alerts have been processed. About 20,500 alerts affecting some 200 Maltese organisations have been resolved.

**Malta CIP Branding, Mission Statement, Logo and Website**

The aims and objectives of the Mission Statement, logo and website launched during 2014 include the branding of the CIP Directorate, the promotion of CIP activity in Malta and serve as an information tool and information sharing portal to local and foreign CIP stakeholders collaborating online with the CIP Directorate. The mission statement, “To strengthen and secure the functioning and resilience of Malta’s Critical Infrastructure and National Emergency Services” and the website are reviewed on a regular basis to remain in line with the ever-changing CIP and emergency threat landscape. The Malta CIP website is available at https://opm.gov.mt/en/Pages/MCIP.aspx or at http://maltacip.gov.mt/home?id=1.

**Information sharing platform (CIWIN)**

The purpose of CIWIN, a ‘Critical Infrastructure Warning Information Network’ system, is aimed at assisting Member States and the European Commission to exchange information on shared threats, vulnerabilities and appropriate measures and strategies to mitigate risk in support of Critical Infrastructure Protection (CIP). Towards the end of 2014, the CIP Directorate introduced CIWIN, to the local SLO community as an information sharing and communication platform at local level.

CIWIN is a secure web based communication platform offering the tools for sharing and exchanging knowledge and information amongst selected stakeholders assigned roles related to CIP. CIWIN is being used by the CIP Directorate to facilitate local CIP related planning and operational activities. It provides a dedicated secure environment that is managed and moderated by the CIP Directorate.
INTRODUCTION

The Government Property Department (GPD) is responsible for the management of Government’s immovable estate. The mission of the GPD is to promote and maintain the highest and best use of Government’s immovable estate and to ensure an equitable process for the acquisition of property that may be required for public purpose. The GPD incorporates the Land Directorate, Finance and Administration Directorate, the Estate Management Directorate, and the Joint Office all of which fall under the full responsibility of the Director General.

Whereas each of the four directorates has precise objectives to achieve within a specific remit, the GPD acts as the coordinator of all operations whilst ensuring smooth management through the provision of the necessary financial and administrative support.

Major Projects

The operations of the GPD are instrumental to the carrying out of major projects identified by Government. This is mainly due to the fact that GPD provides ongoing support to other Government Departments/Entities to achieve the project’s objectives. The support service provided includes, information on government property, eviction of squatters, termination of leases, acquisition of private property, provision of alternative accommodation, drawing up of property drawings, drafting of deeds and presenting parliamentary resolutions.

The major projects in which GPD was heavily involved during 2014 includes:

- The continuation of the evaluation of the proposals received on the International Call for Expression of Interest issued for Land Reclamation purposes;
- The continuation of the evaluation of the proposals received on the issue of Expression of Interests on 4 Government owned vacant properties which have a high potential to be restored and developed for commercial use;
- The ongoing process to transfer residential blocks to Housing Authority according to Cabinet’s direction;
- The ongoing process to release properties which had been expropriated in the past and is no longer required for a public purpose, to release it back to its former owners;
- Settlement of claims for past expropriations;
- Transfer of Assets to Enemalta plc.

GPD Tender Committee

One of GPD’s main functions is the disposal of government property which generally is made through a call for tenders. The functions of the GPD Tender Committee is to ensure an equitable tendering process in the disposal of government property, make recommendations to the Minister for the disposal of property and adjudicate tenders for the subsequent Disposal of property. During 2014, the GPD Tender Committee met on 8 different occasions.
and 90 tenders were discussed. 82 tenders were approved, 4 were referred for direction of the Parliamentary secretary whereas 4 tenders were refused.

**GPD Disposal Committee**

The GPD Disposal Committee is an in house committee made up of three senior officials of the Government Property Department to decide solely on which properties should be disposed of through a call for tenders and under which terms. During 2014, the Disposal committee met 20 times and a total of 125 cases were discussed and referred for tendering process.

**Information Technology**

At the beginning of 2010, GPD entered into an agreement with LOQUS for the provision of a new, comprehensive IT system to operate the Land Estate Management Information System (LEMIS). The first six months of 2011 were quite challenging. Management had to take decisions of whether the new IT system will address the requirements of the Department and ascertain that the system will support all relevant GPD business procedures efficiently and effectively with accurate functionality and data. The exercise also served to enable GPD staff members to become familiar with LEMIS operation and output. To actually confirm the successful migration to Manhattan, there was an extended period of parallel run testing to verify that the new system produces the same results as the old system and verify that it can handle the production load of the Department.

The first of the 6 Lemis module was implemented in early 2012 and targeted the rent collection system functionality. The whole changeover to the new automated revenue system was completed and is being continuously maintained and updated.

The migration of the Joint Office data base to a more upgraded version of the LEMIS data base was concluded in 2013. The newer version of the LEMIS namely the LEMIS V2 was more user friendly with Management deciding to adopt the LEMIS V2 system to function its business processes. Apart from the migration of the Joint Office data base even the data base previously adopted by GPD was migrated to the new LEMIS V2. The system went live as on 1st October 2013. Work also continued on the implementation of the second module of the LEMIS system. The functionality of the second module consists that of enhancing the Geographic Information System currently in use to form an integral part of the new advanced system. Moreover, the scanning and tagging of all property forms pertaining to properties administered by Joint Office was concluded. This exercise forms part of the digitisation process of over 130,000 files that have to be scanned.

During 2014, the implementation of the GIS module continued whereas a new module pertaining to Payables was partly implemented. Through the functionalities of the Payables Module, in September 2014, payments in relation to ex-gratia compensation to owners, have been issued for the first time through this system. Moreover, as from 1st January 2014, invoices pertaining to properties administered by Joint office have for the first time been issued in an automated manner through the Lemis system.

**Schemes**

The GPD continued to work on the processing of applications received for various Schemes which were launched in previous years in particular to the Agricultural Land Scheme were farmers where being recognised under the conditions of the Scheme and also on the scheme which was based on Government’s announcement in the 2002 Budget Speech,
whereby Government properties, held on temporary emphyteusis or lease, and which are either resident-occupied or used as a summer residence may be redeemed.

In October 2014, the Ghada Caravan Scheme was launched whereby Government offered a 5 year lease that can be renewed for a further period of 5 years to tenants or occupiers of caravan sites at Ghadira, subject that the annual rent for each caravan site is increased to €500 per annum.

Proposals are underway to develop new schemes targeting government-owned garages within Housing estates and a Scheme to regularise properties at Tal-Kortin area in St Paul’s Bay. A new Scheme targeting shops in Valletta to replace the previous scheme launched in December 2012 is also being prepared.

**Conclusion**

The Government Property Department’s role is to ensure that Government property is optimally utilised.

The major challenges for next year include proposed reorganisation in the set up of the Government Property Department, the reduction of pending arrears especially those relating to commercial premises, the generation of more revenue from commercial property, the digitising of files and scanning of all documents, continue with the implementation of the LEMIS Project including the implementation of the remaining modules.
Government Property Department
Finance and Administration Directorate

Introduction

The Finance and Administration Directorate is responsible for all the financial and administrative work of the Government Property Department and also provide support services to the other 3 Directorates falling under the Department's umbrella namely the Estate Management, Land and the Joint Office (JO).

LEMIS Project

The implementation of the Land and Management Information System (LEMIS) continued throughout 2014. A significant step forward in the LEMIS project was made after the migration of the JO Data base and the Lands Database onto one system was carried out in October 2013. This migration enabled that as from 1st January 2014, invoices pertaining to properties administered by the Joint Office were issued systematically for the first time since the inception of the Joint Office in 1992.

The digitisation of over 130,000 files also forms part of the LEMIS project. Scanning of actual files has not commenced as yet but throughout 2014, most of the incoming correspondence was scanned and uploaded in the LEMIS System. Much of the scanning work is being carried out by staff at the Registry Section and GPD’s Gozo Branch.

Another important module in the LEMIS project is the Payables Module. In 2014 the Payables module was partly implemented in the LEMIS system and in September 2014, payments for ex-gratia compensation to owners were made through the LEMIS system for the first time. Other functionalities for the payable module are being implemented gradually.

The enhancing of the Geographic Information System (GIS) has not as yet been fully implemented in view of problems encountered in the implementation of this module. However, functionalities forming part of this system such as drawing up of property drawings are already being used by all technical staff.

The LEMIS Project entails also an ongoing in house training programme on the functionality of the system. Continuous training is provided to all end-users and will continue until the implementation of all modules is finalised.

Revenue Collection

During 2014, not less than 86,354 rent invoices were issued to the tune of €50,909,783.72 to ensure timely recovery of rent dues. A total of 33,029 receipts were issued from the GPD Cash Offices in Malta and Gozo. (This total does not include receipt amounts issued for online payments nor receipts issued at the 68 Local Councils Offices).

Special efforts to recoup rents arrears were made either by mailing reminders or through legal procedures; judicial letters and termination warnings. A total of 175 payment agreements were entered with defaulters to settle arrears due in 2014. Rent arrears notices are also being delivered personally by GPD’s Enforcement Officers in an attempt to settle outstanding dues. During the summer months of 2014, an exercise targeting outstanding arrears on encroachment permits for the placing of tables and chairs was made with the
result that an increase of 31.1% was registered on income derived from encroachment permits.

In order to increase the net revenue an exercise was undertaken to review existing residential leases of circa 2700 residential properties which had their rent lower than the established minimum rent set out in Act X of 2009 of the Rent Law. The rents of these properties were revised. Rent in respect of commercial properties was updated according to index of inflation whereas an ongoing process is being taken on commercial properties which leases have expired where a new estimated rental value is being established in accordance to existing policies, and leases extended accordingly.

The Għadira Caravan Scheme which was launched in October 2014 and closed on the 28th November 2014, was another initiative that saw an increase in revenue whereby Government offered a 5 year lease that can be renewed for a further period of 5 years to tenants or occupiers of caravan sites at Għadira, subject that the annual rent for each caravan site is increased to €500 per annum. A total of 237 applications were received and by end of December 2014, a total of 31 Lease Agreements were finalised.

In 2014, the total amount of income generated from leases was €28,786,577. Whereas revenue generated from sale of land amounted to €12,112,279. The total revenue income for 2014 amounted to €41,235,538 registering an increase of 25% over the total revenue income generated in 2013.

**Human Resources**

During 2014, the Finance and Administration Directorate continued with the capacity building exercise to address the Departments’ human resources requirements and to identify existing and future vacancies.

Throughout 2014, the positions of 3 headship positions were filled to replace 3 incumbents, who retired or took up other posts. A new post of Assistant Director Operations in the Finance & Administration Directorate was created and filled, whereas the post of 3 vacant Assistant Director’s posts were filled. An Executive Officer and 1 Principal, joined the GPD after being transferred from other departments due to their new appointment. The GPD staff complement for 2014 amounted to 145 employees

Family friendly measures continued to be facilitated with the ultimate goal of achieving staff’s optimum work life balance while increasing output. During 2014, 21 employees worked on telework. These telework arrangements permitted some employees working on reduced hours, to revert back working on full time basis thus increasing the work output. Teleworking is being monitored by the respective Head of Sections and is authorised according to the exigencies of the Department. Moreover, equal opportunities are given to all employees to apply for family friendly measures without any discrimination. In fact in 2014, GPD had 5 male employees working on reduced hours, 1 male employee on telework and another male employee availed himself of parental leave, whilst 8 female employees worked on reduced hours, two female employees availed themselves of unpaid leave and two from maternity leave, whereas 20 others were on telework.

**Training initiatives**

Officers are encouraged to attend training courses organised by CDRT which are in line with their current duties. These courses are frequently attended to by staff in all grades.

In house training is given periodically to GPD employees on the use of the new LEMIS computer system. Other training on GPD’s policies and procedures is also given.
During 2014, the GPD continued offering the service of its training room to the CDRT as another training venue to conduct courses to public service employees.

**Parliamentary Questions**
The number of Parliamentary Questions replied by GPD in 2014 amounted to 134.

**Notte Bianca**
The Finance and Administration Directorate was instrumental to organise the Notte Bianca activities held at the Auberge de Baviere. The wartime shelter was again opened during the Notte Bianca event and saw hundreds of people visiting the Auberge de Baviere to see this war time attraction. Other activities were also organised at the Auberge during the 2014 Notte Bianca which included a 1960’s remake of a classroom since the Auberge also served as a secondary school for a period of time. With the assistance of the Commerce Department, an artisan market was also held in the common areas whereas an art exhibition and music events were also organised during this night.

**Conclusion**
The Finance and Administration Directorate strives to ensure that the Government Property Department and the directorates falling under its responsibility give an efficient and effective service delivery to the clients who requests the services of the department. For this purpose, the Finance and Administration Section has embarked on an ongoing process to ensure that all sections are properly staffed by personnel to overcome the heavy workload in all sections by means of deployment of staff and also through new recruitments; carry out a business process reengineering to the workflow processes; ensures that sections are equipped with adequate equipment and a better workplace environment; promote more family friendly measures for the benefit of both the Department and employees and continue with the training needs analysis for all personnel. The challenges for next year would be to reduce the amount of pending arrears especially those relating to commercial premises, increase revenue generation from commercial properties, continue with the implementation of the remaining modules of the LEMIS project, continue with the digitising of files and scanning of all documents and assist in the reorganisation set up of the GPD.
INTRODUCTION

The Land Directorate’s role within the Government Property Department is the legal aspect of government property management. This means that after the Estate Management Directorate or Joint Office has decided on the best possible use for a particular property, the issue is taken over by the Land Directorate for the actual disposal of the property under the procedures permitted in the Disposal of Government Land Act.

In general terms, the formal disposal of government property requires either the issue of a call for tenders or else an ad hoc Parliamentary Resolution. It is the Land Directorate’s task to prepare tender documents, publish them and award the disposal. Likewise ad hoc Parliamentary Resolutions are prepared by the Directorate. Subsequent to the disposal of a property through lease agreements/contracts, the Land Directorate is then responsible for the follow-up and enforcement of any conditions imposed on the transferee. These include the payment of rent and the proper maintenance of the property but may also contain other special conditions such as the development of structural improvements within specified time limits.

The Land Directorate is also responsible for the acquisition of private property for a public purpose under the Land Acquisition (Public Purpose) Ordinance. The expropriation of private property is a primary task of the Land Directorate, one which enables government to carry out major infrastructure works and other projects of benefit to the Maltese society.

The Land Directorate is organisationally split up into three sections, namely the Enforcement Section, the Contracts Section and the Legal Section; between them these cater for the wide ranging roles entrusted to the Department. The Enforcement Section is responsible for all enforcement measures required to better manage government property, whilst the Contracts Section is responsible for the formal requirements of leasing or selling/purchasing property and finalising related contracts. The Legal Section is entrusted with giving expert advice/research and representation in court proceedings.

Enforcement

The enforcement of contractual conditions is essential if property management is to be given any significance. Within this aspect the very small number of Enforcement Officers carries out site checks to ensure that conditions of emphyteusis, leases and permits are being honoured. Non-compliance is met by counter measures to ensure that defaulters are brought back on track. These measures include formal warnings, the issuing of prohibitory injunctions and also eviction proceedings. In this regard Chapter 228 of the Laws of Malta - Land (Compulsory Eviction) Act – gives the Commissioner of Land extensive powers to evict persons who occupy government property without title. This power is used with caution but the Land Directorate is committed to ensure that government property is not abused of.
Contracts Section

The role of this Section is the formalisation of any disposal or acquisition of property.

As already indicated, the Disposal of Government Land Act stipulates that government property can generally be disposed of either through tenders or through a Special Resolution of the House of Representatives. The publication of tenders necessitates continuous liaison with the Estate Management Directorate and the Joint Office to ensure that the appropriate conditions are set out in the tender. Transparency is ensured by opening all tender documents in public.

Government has for decades made use of the provisions of the Land Acquisition (Public Purpose) Ordinance (LAO) to enable it to take over private property without having finalised acquisition proceedings. The lack of property ownership information in Malta makes the whole acquisition process cumbersome and time consuming. It is one thing declaring a property to be required for a public purpose under the aegis of the LAO, but a completely different matter to actually enter into a deed of transfer. The whole process formerly involved the identification of owners (perhaps the most difficult part of the whole process), their root of title, the issue of a notice to treat to offer a specific price for the property, litigation in front of the Land Arbitration Board, agreement on the compensation due and the final settlement through the publication of an acquisition contract. Upon publication of the contract government must pay interest based at 5% per annum on the average price from date of taking over of the property up to the date of publication of contract. Due to delay in establishing the root of title, the price of property inclusive of interest of past expropriations has through the years resulted in outstanding exorbitant acquisition debts.

Since 1994, the Directorate has limited the growth of the acquisition debt by requiring government departments that originate the need for the acquisition, to provide up front the full estimated value of the effected property. This ensures the payment on demand for any acquired property.

In an attempt to extinguish the accumulation of the acquisition debts due for expropriated property prior to 1994, during the last nine years additional funds have been provided and between 2007 and 2014 over €80,000,000 have been paid for expropriated property.

In 2002, Government amended the Land Acquisition (Public Purpose) Ordinance in order to minimise the problem and once and for all stop the financial haemorrhage. Under these amendments the value is part of the President’s Declaration and Government becomes the owner immediately when the President’s Declaration is published in the Government Gazette. Within a period of fifteen days the Department deposits the value in an interest bearing account at a Bank. It would then be up to the owners to prove title to the property. When the owners prove their title, the Directorate concludes the contract and pays the money deposited together with the accrued interest. At the same time the owners may still proceed to the Land Arbitration Board to contest the price.

In accordance with the provisions of these amendments, the Directorate can also (a) process past outstanding acquisitions in the manner set out above thereby stopping the accumulative interest, (b) purchase property acquired under the title of possession and use by capitalising the yearly rent at 1 % and (c) purchase property acquired under title of public tenure by capitalising the yearly ground rent at 1.4%.
These amendments which came into force in March 2003 will not only minimise the expropriation debt but will enable government to draw up the long outstanding H.O.S. plots contracts and dispose of residences within Housing Estates constructed on land still under acquisition. Under these amendments a total of 118 bank accounts have been opened in 2014. The total sum deposited amounts to €3,701,293.

Again in 2006, Government amended the Land Acquisition (Public Purpose) Ordinance in order to minimise the problem of funds further; whereby in cases of past outstanding expropriations without a notice to treat, a formula to assess the interests on the average of the valuation of the land, at the time the property was declared required or taken over and the value of the land at the time of making payment, was introduced. Furthermore, in virtue of this amendment, the 1st January 2005 was established as the maximum date of the valuation in cases of past outstanding expropriations where no notice to treat was ever served.

In terms of Act XXI of 2009, which came into force on the 1st December 2009, the Land Acquisition (Public Purpose) Ordinance was amended further to: establish a method of valuation for the expropriation of historical property, allow the owner/s to contest the public purpose, qualify further the role of the architects and appointment of architects sitting on the Land Arbitration Board as experts, make court appointed architects’ reports accessible and to the parties who may wish to make questions to members of the Land Arbitration Board and allow persons to appeal on both points of law and facts before the Court of Appeal.

2014 Highlights

During 2014, the Land Directorate continued in its efforts to maximise the use and return on government property. The major efforts include:

Tenders, Leases and Sales

During 2014, the Land Department advertised a total of 126 tenders for the lease/sale of government property. A total of 285 lease agreements were concluded in terms of the Agricultural Scheme. 110 encroachment permits were issued. These included permits for Mobile Kiosks and permits for the placing of tables in public areas, one time permits and permits for structural alterations.

The Land Directorate also completed the sale of government land/property, including ex Church Property resulting in revenue for 2014 of €12,112,279.

Acquisition

In 2014, the Directorate finalised a number of acquisition deeds paying a total of €8.5 million to owners of expropriated property. Twenty six (26) new President’s Declarations for the expropriation of land mainly for Road formation have been issued. Ninety two President’s Declarations of past outstanding acquisitions in order to compensate the owners in accordance with the amendments made to the Land Acquisition (Public Purpose) Ordinance (Chapter 88 of the Laws of Malta) have also been issued.

Releases

In 2014, a total of 8,444 square meters of land in various localities formerly acquired in virtue of the Land Acquisition (Public Purpose) Ordinance (Chapter 88) has been released back to the private owners.
**Abuse of government property/Evictions/Inspections**

Notwithstanding that the Enforcement Section numbers four persons in all, in 2014, the Directorate can boast that through the determination and efficiency of its officers, enforcement action has been carried out on a daily basis and the Directorate has successfully managed, within its limited resources, to free public and government land from illegal encroachments.

The Land Directorate served thirty nine (39) evictions (out of which twenty seven (27) were executed). It also effected 1482 inspections. This besides attending to numerous court summons on issues pertaining to the Department. In fact, the enforcement section attended to sixty-one (61) court sittings to testify at the Law Courts, both in Malta and in Gozo.

**Legal Section**
The Legal Section of the Land Directorate pursued the following legal action:

<table>
<thead>
<tr>
<th>Jan – Dec 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Official Letters in accordance to Article 466 – Chap. 12</strong></td>
</tr>
<tr>
<td><strong>Official Letters re Termination of Agricultural leases – Chap. 199</strong></td>
</tr>
<tr>
<td><strong>Official Letters re Acquisition of Private Property - Chap 88</strong></td>
</tr>
<tr>
<td><strong>Other Official letters</strong></td>
</tr>
<tr>
<td><strong>Applications (First Hall/Court of Magistrates/ Appeals)</strong></td>
</tr>
<tr>
<td><strong>Replies (First Hall/Court of Magistrates/ Appeals)</strong></td>
</tr>
<tr>
<td><strong>Injunctions</strong></td>
</tr>
<tr>
<td><strong>LAB Replies – Chap 88</strong></td>
</tr>
<tr>
<td><strong>Replies to Prohibitory Injunctions</strong></td>
</tr>
<tr>
<td><strong>Garnishee Orders</strong></td>
</tr>
<tr>
<td><strong>Counter-Warrant</strong></td>
</tr>
<tr>
<td><strong>General Notes (First Hall/Second Hall/Appeals)</strong></td>
</tr>
<tr>
<td><strong>Note of Submissions (LAB /Others)</strong></td>
</tr>
<tr>
<td><strong>Notes of “ esekuzzjonijiet” - LAB</strong></td>
</tr>
<tr>
<td><strong>Protests</strong></td>
</tr>
<tr>
<td><strong>Counter-Protest</strong></td>
</tr>
<tr>
<td><strong>New cases presented by the Department</strong></td>
</tr>
<tr>
<td><strong>Schedule of Deposits</strong></td>
</tr>
<tr>
<td><strong>New Cases presented against the Department</strong></td>
</tr>
</tbody>
</table>
Conclusion

The Land Directorate’s role in ensuring that the use of government property is appropriately controlled is considered to be of utmost importance. This will help in inducing a rationalisation culture that appreciates the true potential value of government property and its possible uses. The other major task, which the directorate is tackling seriously, is the acquisition debt problem and the capitalization of the possession and use/public tenure compensation. The directorate shall this year continue with its commitment to conclude past contracts of acquisition for the complete acquisition of areas especially within Housing Estates in order to enable Home Ownership Scheme beneficiaries to conclude the purchase the land on which their residences are built and to proceed with the relative compensation to owners of past expropriations.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Cases (Contestations Official letters Art. 466 – Chap 12)</td>
<td>3</td>
</tr>
<tr>
<td>Replies to new cases</td>
<td>11</td>
</tr>
<tr>
<td>Pending Cases (First Hall/Court of Magistrates/Appeals)</td>
<td>140</td>
</tr>
<tr>
<td>Pending LAB Cases</td>
<td>112</td>
</tr>
<tr>
<td>Pending LAB Cases Appeals</td>
<td>54</td>
</tr>
<tr>
<td>Pending Constitutional Cases</td>
<td>33</td>
</tr>
<tr>
<td>Cases Concluded (Decision)</td>
<td>12</td>
</tr>
</tbody>
</table>
Government Property Department
Estate Management Directorate

Departmental Overview
The EMD’s mission is to help the Government Property Department shape and deliver Government’s immovable property agenda by providing quality property-related advice and services. EMD helps the Government achieve its policy objectives by contributing to three key outcomes:

- Improved and more efficient property operations;
- Sustaining Government finances;
- Sustaining Government projects and initiatives.

Property Operations

Property Records

The update and maintenance of government property records is a fundamental task carried out by the EMD. This comprises of several property datasets including a textual database of Government-owned property, deed packets as well as a number of map-sets. These records are an important information source for such government projects as the Maritime Hub project, the Grand Harbour project, City Gate project, housing, roads, etc.

Properties occupied by Government Departments/Entities

In order to consolidate the property terrier, properties occupied by government departments/entities are being investigated and verified, this exercise is being carried out to confirm occupation, type of use, extent and actual occupier. During 2014, EMD continued the task of verification and consolidation of properties occupied by Health, KMS, and Ministry for Gozo, whilst initiating records of property held by Education.

Property Information Requests

As part of its role in maintaining the property terrier, the EMD provides property related information to a varied list of clients that ranges from private individuals and companies to government ministries, departments, agencies and authorities. Information is typically required in connection with the possible disposal of such property and in relation to government projects and initiatives. During 2014, the EMD handled over 7,400 such requests/reports. In addition, the EMD carried out 1,322 property inspections, apart from giving assistance to the Land Department in 10 court cases, and gave evidence in Court on 25 occasions. 125 property status reports were also drawn up.

Property Plans

The preparation of property plans and drawings is an essential element in the management of government immovable property and the maintenance of a property terrier. The EMD utilises a custom-developed GIS-based property Drawing System for the preparation of all property drawings. This system also interfaces with specific off-the-shelf computer aided design software to facilitate layout drawings. During 2014, the EMD put up a total of 1,567 property drawings in connection with leases, sales and permits over government-owned property. In addition, 5,690
copies of plans were provided by the GPD in relation to such matters as Parliamentary Resolutions, land registrations, tenders etc.

**Protection of Government Title to Property**

Under the provisions of the Land Registration Act, the Department investigated and resolved 350 cases of cautions & corrections raised against it by private parties. To further secure Government’s title to its real estate, the EMD also undertakes the laborious process of registering Government’s title via ad hoc applications to the Land Registry. During 2014 EMD registered a total land area of 37488 square metres with the Land Registry.

**Sustaining Government Finances**

**Tender Proposals**

Tender proposals are prepared for the eventual issue of tenders for the disposal of Government property. During this process, EMD analyses and submit proposals for the issuing of tenders, taking into account factors such as demand, location, type of use, property ownership, etc. During 2013, EMD prepared and referred to the Tender Committee 151 tender proposals. In addition 379 property Valuations were carried out.

**Sustaining Government Projects and Initiatives**

**Property Expropriation Assistance for Infrastructural Projects**

The EMD also handles requests made by government departments for the expropriation of private property for public purposes, mainly in connection with infrastructural projects. The EMD collects all relevant technical data, takes corrective measures as appropriate, liaisons with the sponsoring department and prepares the necessary plans for the expropriation. The EMD also provides technical assistance to the Land Directorate in acquisition cases taken in front of the Land Arbitration Board.

**Special Projects**

During 2014, the EMD continued to play an active role in special projects sponsored by Central Government including the Maritime Hub project, the Valletta Market Project, The four expressions of interest relating to the Marfa Palace, Tal Bizbejja site, Strickland Palace and the ex Isolation Hospital at Mtarfa, White Rocks Project and the new Tables and Chairs Policy. EMD’s involvement relates to the identification of land boundaries, status and burdens, participation in the preparation of disposal conditions, preparation of plans and in some cases provision of final documentation.

**Facilitation of the Home Ownership Scheme**

As in previous years the EMD continued to sustain Government’s efforts to promote home ownership by authorising the transfer of properties to the Housing Authority for eventual sale to tenants, 139 legal notices were issued in order to transfer 1249 units within various localities.

**Agricultural Land Scheme**

This scheme was a corporate initiative that enabled cultivators of government owned agricultural land to register for the possibility of acquiring a new title to the land even where occupation was irregular. During 2014, the EMD processed and approved for leasing 481 applications, of which 365 lease agreements were signed.
Support Services

The EMD also provides support services by providing property related information to such government bodies as the Planning Authority, Works Division, Local Government Department, Land Registry, MIMCOL, MIP, Malta Transport Authority, Malta Maritime Authority and Housing Authority. During 2014, EMD were instrumental in assisting the Privatisation Unit on various occasions.

Conclusion

The Estate Management Directorate provides ongoing technical assistance to the other directorates falling under the remit of the Government Property Department. It also provides technical support to all other departments/entities requesting assistance on government property issues. EMD strives to promote the best possible use of government immovable assets whilst maintaining an inventory of all government-owned property. The challenges that EMD will be targeting next year will be the fine tuning of the geographical information system module which forms part of the LEMIS project together with the implementation of necessary requirements to be able to meet the requirements with regard to the EU directive on energy efficiency for the government-owned properties being used by Government Departments as administrative offices. Moreover, EMD will be continuing all the necessary work involving the transfer of residential properties to the Housing Authority.
INTRODUCTION

The roles of the Joint Office are:

- Managing and administering the immovable estate transferred to Government by the Ecclesiastical Authorities in terms of the Ecclesiastical Entities (Properties) Act, Cap. 358;
- Validating and verifying the data being transferred to it by the Ecclesiastical Entities. The scope is to determine the exact value of all the properties transferred so that the necessary adjustments are made to the original amount of €65,378,523 (Lm 28,067,000) which the Government issued in Bonds in terms of the 1991 Agreement with the Ecclesiastical Authorities;
- To register at the Land Registry all the properties which it administers, as well as those retained by the Ecclesiastical Entities.

PROPERTY ADMINISTRATION AND ALIENATIONS

The number of contracts signed at the Joint Office during 2014 was as follows:

As per 2002 & 2012 Initiatives and original contract clause

( Including Perpetual Emphyteusis not part of Schemes)  567
As per Tenders/Exchange/Direct Disposal  3
Other Deeds (Correctory; Cancellation of Hypotechs; Conversions etc)  46

Scheme 2012 Land Dept property processed by JO
(including Perpetual Emphyteusis not part of scheme)  22

Total  638

The Department also received requests for the recognition of emphyteutae and tenants in their respective properties. In 2014, the Department processed 1170 of these requests.

2002 & 2012 INITIATIVES

The 2002 Scheme was a result of Government’s announcement in the 2002 Budget Speech, that the Government was putting on the market all the properties being administered by the Joint Office and which are either resident-occupied or used as a summer residence. By 29 January 2009, when it was decided that the scheme be suspended and no new applications be accepted so that the Department would have time to process and conclude the existing applications within the short term and thereafter issue another Scheme (not necessarily with the same conditions), the Joint Office had received about 5,500 applications for the redemption of ground rent and for the purchase of leased premises.

With a view to hastening the process, the Joint Office farms out to architects in private practice, the valuation of certain properties and to notaries in private practice the publication of deeds of redemption or sale.
A similar scheme to the one announced in 2002 was launched on the 21st February 2012 and on closing date, the 5th October 2012, a total of 1,380 applications were received, 80 of which from Gozo.

AGRICULTURE LEASES SCHEME

The Joint Office liaises with the Estate Management Directorate for processing applications received by February 2001 in terms of a scheme whereby persons occupying government-owned land for agricultural purposes without title were given the opportunity to regularise their position.

RECONCILIATION, VERIFICATION AND REGISTRATION

Transfer of Information on Properties

During 2014, the transfer of information from the Church Administrative Offices to the Joint Office regarding properties transferred to the Government by the Church continued at a steady pace. Up to the end of the year, about 25,100 forms concerning properties, listed in Annex 8 of the Church/State Agreement, were forwarded to the Joint Office by the Ecclesiastical Entities.

It is to be noted, however, that a large number of correction sheets have to be raised or confirmed regarding this information, which corrections have to be approved by the Control Committee in terms of Section 4 (2) of the Agreement. These corrections entail additions of properties inadvertently left out of the Annexes to the Agreement, deletion of others that were erroneously included, and correction to the capitalised amounts of properties.

In 2014, the Control Committee approved 215 of the above mentioned corrections. The Committee also signed 242 property forms, thus confirming the final amount due to the Ecclesiastical Entities in respect of the properties concerned.

The Joint Office continued to reconcile the values of properties previously owned by the 111 different Ecclesiastical Entities. One of these Entities is the Diocese of Gozo that has now been split into 29 sub-entities. During the year, reconciliation continued on a number of these Entities, and work is in hand on 6 different Entities. Two (2) Entities were reconciled, thus by the end of the year the Joint Office has reconciled a total of 68 Entities and 4 Gozo sub-Entities. During 2014, in terms of properties, a total of 457 properties were reconciled.

Registration of Properties

The Department continued with the registration of property with the Land Registry in terms of Cap 358. During 2014, the Joint Office registered 602 new properties. The related work entailed the drawing up of relative plans. Besides these new registrations, 206 other plans were referred to the Land Registry in respect of corrections to previous registrations. This brought the total number of properties registered as of 31 December 2014 to 15,532.

The following table shows the number of properties which were registered during the past years:

<table>
<thead>
<tr>
<th>Properties registered</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>542</td>
<td>555</td>
<td>609</td>
<td>693</td>
<td>805</td>
<td>602</td>
</tr>
</tbody>
</table>
Revenue Collection

Besides the collection of rent of leased properties, the Department identified properties available for disposal in terms of the Disposal of Government Land Act. The following table shows the comparative figures of revenue collected during the past years:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent</td>
<td>€1,066,711</td>
<td>€1,371,097</td>
<td>€1,487,662</td>
<td>€1,422,891</td>
<td>€1,582,749</td>
<td>€1,574,915</td>
</tr>
<tr>
<td>Sales</td>
<td>€2,310,012</td>
<td>€5,188,321</td>
<td>€2,460,530</td>
<td>€3,256,555</td>
<td>€3,149,622</td>
<td>€3,799,793</td>
</tr>
<tr>
<td>Total</td>
<td>€3,376,723</td>
<td>€6,559,418</td>
<td>€3,948,192</td>
<td>€4,679,446</td>
<td>€4,732,371</td>
<td>€5,374,708</td>
</tr>
</tbody>
</table>

The Control Committee

The Control Committee is a body set up in terms of Article 17 of the 1991 Agreement between the Holy See and the Government of Malta. Two members of the Committee are nominated by the Holy See and two members are nominated by the Government of Malta. Chairmanship of meetings is by rotation. The present members representing the Government of Malta were nominated in January 2002. During 2014, this Committee met ten (10) times.

The functions of the Control Committee are promoting and monitoring the correct and timely application of the provisions of the above-mentioned Agreement with particular reference to the approval of corrections to the Annexes; and the alienation of property and in particular to bonds that have to be issued to the Foundation for Church Schools.

By Legal Notice No: 263/2014 the sum of €1,135,000 in Government Stock was issued to the Ecclesiastical Entities in respect of property alienated in the previous year.

CONCLUSION

The Government Property Department’s role in ensuring that the use of government property is appropriately controlled is considered to be of utmost importance. This will help in inducing a rationalisation culture that appreciates the true potential value of government property and its possible uses.
Public Administration HR Office

Mission Statement

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

The Organisation

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

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

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

One of the main highlights of 2014 was the identification of twenty (20) initiatives which have, in turn, been translated into HR projects. These projects are not only aimed at addressing the requirements emanating from the Human Resources and Skills Development Strategic Policy Framework and the Public Service Review Exercise, but are specifically targeted at generating a renewed way of managing the most important resource in the Public Administration - the Employees. These projects touch upon important core areas namely, investment in PAHRO’s regulatory capabilities, investment in line ministries’ operational capabilities, sustainment of organisational capacity, delegation of operational functions, policy and process simplification and evaluation, knowledge management, as well as the use of analytical tools for capacity planning, policy and performance evaluation. Once completed, these projects will pave the way for the creation of other related initiatives – aimed at further aligning the Public Administration’s Human Resource Management practices and policies with Government’s overall strategic direction. Apart from addressing current HR policy gaps, the projects are expected to shed light on new requirements for inclusion in subsequent strategic programmes. This proactive approach is essential for the creation of a culture of continuous improvement and strategic thinking.
On the EU dimension, the Director General, PACBU officials, and two (2) PAHRO Directors actively participated and represented the Public Administration in the European Union Public Administration Network (EUPAN). Malta’s participation in the EUPAN network does not only ensure that Malta’s national position in the HR field is adequately represented but that the Maltese Public Administration is kept abreast on the developments occurring on the European platform.

**Gender Mainstreaming**

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

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

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

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

- **Sustain Work life Balance (HRM 9):** This project tackles three main areas: (i) a set of initiatives how to fine-tune the policy on telework; (ii) the introduction of a job sharing and compressed week policy, and; (iii) the need for line Ministries to draw up an internal policy for FFMs;

- **Continue Gender Mainstreaming Policies (HRM 10):** A set of initiatives aimed at maintaining a gender mainstreaming perspective so as to assess the implications for women and men of any planned action, legislation, policy or programme in any area and at all levels;

- **Introducing the Common Assessment Framework (CAF) in Central and Line Ministry HR Functions (HRM 17):** This project envisages the evaluation of introducing the CAF principles within PAHRO and across HR Units in line ministries;

- **Carry out Compliance Audits of HRM Policies (HRM 18) & Regularly carry out Evaluation of HRM Policies (HRM 33):** This project is targeted towards the sustained operation of evaluating HRM Policies, including conducting compliance audits, on an ongoing basis. This involves the establishment of an evaluation strategy for PAHRO that would also include compliance auditing;

- **Identification of targets for Simplification (HRM 19):** This project builds upon the key result area of Operations Management. The strategic objective is to reduce the administrative burden through the simplification of HR processes. For the purpose of this project, focus was specifically on: (i) simplifying and streamlining existing HR procedures through the creation/improvement of SOPs/forms etc; (ii) identifying HR processes that can be grouped under one integrated system with a view to reduce duplication of effort; (iii) strengthening the IT infrastructure to align HR processes for the effective attainment of targets, and; (iv) simplifying, through effective delegation, HR processes while at the same time ensuring compliance with directives and guidelines.

**Employee Support Programme (ESP)**

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

The Employee Support Programme is designed to deal, on a short-term basis, with a broad range of difficulties, such as work-related stress, mental health and emotional stress, marital and family concerns, bereavement and terminal illness, addictive behaviour and disability issues. The support is provided by six partner organisations, namely, the Foundation for Social Welfare Services (FSWS), the Malta Hospice Movement, the National Commission for Persons with Disability (NCPD), OASI Foundation, Richmond Foundation, and Cana Movement.
Following the situation-needs analysis, which was concluded in 2012, a number of training sessions, addressing all levels of employees, were delivered. These training sessions were aimed at increasing awareness on an array of psycho-social and disability issues. During the year under review, a total of 22 awareness sessions were delivered by the Partner Organisations, reaching a total of 325 public employees. These sessions were aimed at equipping employees at all levels, to better address psycho-social and disability issues, both at the workplace and in their private lives, thus encouraging a culture of well-being and employee support across the Public Administration.

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

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

Other wellbeing and employee support initiatives and activities:

i) World Mental Health Day Outreach: World Mental Health Day is observed on the 10th October every year. Its main objective is raising awareness on mental health issues around the world and mobilizing efforts in support of mental health. On World Mental Health Day 2014, the ESP Unit organised an outreach event across Ministries with the aim of raising awareness on mental health in general and on the ESP services in particular. The event involved staff from the ESP Unit visiting the different departments/offices. During this event, promotional material bearing the ESP contact details was distributed so as to serve as a reminder of the service;

ii) Healthy Workplaces Campaign - Good Practice Awards 2014-2015: The Employee Support Programme within the Public Administration HR Office has been awarded the Good Practice Award 2014 by the Occupational Health and Safety Authority. In this regard, the ESP shall now be competing at EU-level in the European Agency for Safety and Health at Work Good Practice Awards: Healthy Workplaces Campaign 2014-2015;

iii) Bereavement Support Groups: During the year under review, the ESP Unit organised the first Bereavement Support Group for public employees who have experienced the loss of a loved one. The aim of Bereavement Support Groups is to provide support as well as hope and comfort. A total of 6 employees participated in the first Bereavement Support Group, which involved 6 sessions over a period of 12 weeks. Owing to the success of this new activity, Bereavement Support Groups are planned for 2015;

iv) Training to Health & safety representatives: In 2014, in line with the ‘Healthy Workplaces’ Campaign organised by the EU-OSHA focusing on Managing Stress and Mental Health at Work, the ESP Unit organised training for health and safety representatives across line Ministries. This training was delivered with the aim of raising awareness related to the psychosocial aspect of health and safety;

v) Training and awareness sessions following completion of ESF project components: Following the completion of the training component of the EU-funded project ESF 4.97 – Employee Support Programme for Public Employees, and in line with the sustainability of
the ESP, the ESP Unit delivered a total of 64 awareness sessions during the second half of 2014. The departments/entities receiving training were the Armed Forces of Malta, MCAST, Foundation for Social Welfare Services (FSWS), Police Officers – Scene of Crime Officers, Transport Malta, St. Vincent de Paul Residence, Renal Unit Mater Dei Hospital and the Victoria Gozo College.

Employee Wellbeing Policy

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

PSMC Simplification Exercise

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

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

Discipline

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

- issuing of directives, advice and instructions to line Departments on the interpretation, management and processing of various types of disciplinary cases;
- the monitoring of the processing of disciplinary cases carried out by Heads of Department under delegated authority. This was done through the periodic reports containing information about the disciplinary measures taken within their areas of jurisdiction. Corrective action was taken by the Directorate, whenever necessary;
- consultation with the PSC and other stakeholders on the interpretation of a number of provisions of the Disciplinary Regulations; and
- cascading of information on the provisions of the Disciplinary Regulations to various categories of officers in line Departments.

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

(i) PPS to take disciplinary action against Officers in salary scale 2;

(ii) PPS and Permanent Secretaries to take disciplinary action against officers under their responsibility who are assigned to a non-Government body;

(iii) Officers in salary scale 4 or higher to take disciplinary action against officers under their responsibility;

(iv) Directors (Corporate Services) to take disciplinary action against officers within their Ministry;

(v) Officers in salary scale 4 or higher who are responsible for HR Management in line Ministries/Departments to take disciplinary action against officers within the area of jurisdiction of their Permanent Secretary/in their Department;

(vi) Director, Local Councils to take disciplinary action against officers assigned to Local Councils;

(vii) CEOs of public entities to take disciplinary action against officers deployed/detailed with their entity;

(viii) Nine (9) different senior officials at the MEH/MFSS to take disciplinary action against officers under their responsibility;

(ix) Commanders of the Detention Centres to take disciplinary action against officers under their responsibility; and

(x) HR Manager ELC to take disciplinary action over public officers assigned to ELC.

**HR Compliance and Service Quality Audit (Phase II)**

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

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

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

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

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

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

Permanent Employment with Public Entities

The Directorate carried out an exercise to identify the pensionable public officers who are detailed/deployed with public entities and who reached pensionable age by the end of 2014. The identified serving officers were offered the opportunity to take up permanent employment with their respective entities so as to benefit from the provisions of article 8B of the Pensions Ordinance. These officers who accepted to take up the offer were given permanent employment with their respective entities and they benefitted from a treasury pension based on the analogous Public Service grade.

The Directorate was involved in 6 different Classification Boards which were set up to establish the analogous Public Service grade of a number of public officers who took up permanent employment with the Water Services Corporation (2 Boards), Transport Malta, MCAST, State Colleges and Heritage Malta.

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

Qualification Allowance

The policy regarding the payment of qualification allowances was fine-tuned to extend eligibility in instances where officers opt to continue with their studies to obtain a higher qualification. In this regard, if the educational institute confirms that they have successfully completed the relevant course and that they would have been awarded a qualification if they had not continued the higher studies, the officers may be awarded the qualification allowance for the ‘lower’ qualification.
The functions of the Human Resources Management Systems Directorate for the year under review included the following:

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

The Government Payroll

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

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

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

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

The Dakar Absences Management System (AMS) is a new component which was added to the present Dakar Payroll Suite during 2013. The AMS, which is web enabled, is designed to capture in the Dakar System all absences data availed of by public service employees, such as vacation leave, sick leave, parental leave, study leave, etc, and complements the present Employee Payments Screen (EPS) in use in line departments. It also includes a set of reports and a calendar showing all absences taken by a particular person, on a yearly or monthly basis and in a graphical layout. Around 450 users were trained on the proper use of AMS and the system went live during January 2014. All absences data is now being captured in real time.

Skills Profiling

Updates to the skills profiling database is an ongoing process and the section concerned issues, on a quarterly basis, details of officers whose skills profiles do not feature in the department’s database, and requests the assistance of Directors responsible for Corporate Services within line Ministries to contact the listed officers to ensure compliance. During 2014 around 10,000 emails were received from public service employees who either obtained a new qualification or wanted to create their skills/qualification profile. Several requests for skills data were also entertained during the year. This data will eventually be imported into one of the new HR modules which the Directorate will be procuring.

Performance Management Programme (PMP)

The Directorate continued to monitor the implementation of the Performance Management Programme (PMP) across line Ministries and departments.

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

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

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

Fora organised by the Directorate

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

**Sick Leave Utilisation Survey**

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

**Expert Group on the Sick Leave**

In response to the requirements of the NRP (2013), an Expert Group was set up in the first quarter of 2013, with the primary objective of drawing up a report and recommend measures to reduce sick leave in the public sector. This Expert Group was composed of representatives from the Ministry for Finance, the Director, Employee Relationship Management, the Director, HR Management Systems, and another Officer from the Office of the Director General, PAHRO. The Expert Group drafted and completed the required report, which was submitted to the Permanent Secretary, Ministry for Finance.

**Data Protection (DP) and FOI**

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

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

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

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

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

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

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

Appendices

Appendices I to VIII show:

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

age in years

General Service Class
Average Age by Grade and Gender
as on 31st December 2014
(all grades shown substantively)
## Public Officers
including Public Officers seconded/detailed to authorities/public entities
December 2013/2014

<table>
<thead>
<tr>
<th>Category</th>
<th>Dec 2013</th>
<th>Dec 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full-Time Public Officers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative &amp; Clerical</td>
<td>3843</td>
<td>3641</td>
</tr>
<tr>
<td>Messengerial</td>
<td>166</td>
<td>153</td>
</tr>
<tr>
<td>Police Force</td>
<td>1938</td>
<td>1916</td>
</tr>
<tr>
<td>Technical</td>
<td>1854</td>
<td>1825</td>
</tr>
<tr>
<td>Professional (Other than Medical)</td>
<td>524</td>
<td>593</td>
</tr>
<tr>
<td>Nursing/Paramedical</td>
<td>5075</td>
<td>5251</td>
</tr>
<tr>
<td>Medical</td>
<td>810</td>
<td>862</td>
</tr>
<tr>
<td>Educational</td>
<td>5641</td>
<td>5927</td>
</tr>
<tr>
<td>Other Departmental Grades</td>
<td>3015</td>
<td>3137</td>
</tr>
<tr>
<td>Industrial</td>
<td>3137</td>
<td>26003</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>2932</td>
</tr>
<tr>
<td><strong>GRAND TOTALS</strong></td>
<td>29408</td>
<td>30348</td>
</tr>
</tbody>
</table>

| **Temporary Public Officers**                 |          |          |
| Part-Time                                    | 98       | 45       |
| Temporary                                    | 126      | 130      |
| On definite contract - local & expatriates   | 1824     | 2404     |
| Trainees                                     | 2        | 0        |
| **Total**                                    | 2050     | 2579     |

<table>
<thead>
<tr>
<th><strong>Public Officers with Authorities/Public Entities</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1355</td>
<td>1532</td>
</tr>
</tbody>
</table>

| **GRAND TOTALS**                                  | 29408    | 30348    |
Employees who terminated their employment from the Public Service
January - December 2014

dismissed 0.3%
deceased 2.7%
medically boarded out 4.4%
resigned 20.0%
terminated 19.3%
retired 53.3%
Performance Management Programme
PMP Compliance of Employees in the General Service Class - 2014
Resourcing Directorate

Sectoral Analysis – Programmes and Initiatives

Delegation of Public Service Recruitment

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

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

Delegation of Public Sector Recruitment

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

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

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

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

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

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

**Notice of Termination of Definite Employment – Public Officers**

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

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

**Increasing Mobility within the Public Administration**

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

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

**Policy Reviews**

1. As another measure towards flexibility and the promotion of mobility, the policy which allowed a public officer to hold concurrent appointments in a substantive grade and a definite contractual position only if the salary of the grade does not exceed that of the position, was amended. The reviewed policy now makes it possible for a public officer holding a substantive grade/indefinite status to apply for a definite contractual position which is pegged to a salary scale which is at the same level or even lower than that of his/her substantive grade/indefinite status. Moreover, a public officer who, whilst holding a definite contractual position, is appointed to a substantive grade, irrespective
of whether the substantive grade is at a higher, at the same or at a lower level, has the option of either (i) relinquishing the definite contractual position and taking up the duties of the substantive grade or else of (ii) continuing his/her assignment in terms of the definite contractual position and being notionally appointed to the substantive grade.

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

Secondment

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

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

Redeployment

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

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

Deployment of Public Officers with Entities

During 2014, two hundred and eight (208) public officers were detailed and sixteen (16) public officers were deployed with Public Entities, whereas forty-one (41) public officers had their detailing order/deployment revoked as a result of demand driven requests or through officers’ selection for posts in the Public Service by virtue of their inherent rights as public officers.

The total of public officers who, on 31st December, 2014, were deployed or detailed with Public Entities amounted to one thousand, seven hundred and seventy-six (1,776), as shown in the tables hereunder:
<table>
<thead>
<tr>
<th>Public Entity</th>
<th>Number of Detailed Public Officers</th>
<th>Public Entity</th>
<th>Number of Deployed Public Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aġenzija Żgħażagħ</td>
<td>5</td>
<td>Barriera Tax Warehouses Ltd</td>
<td>3</td>
</tr>
<tr>
<td>Authority for Transport in Malta</td>
<td>91</td>
<td>Employment and Training Corporation (ETC)</td>
<td>6</td>
</tr>
<tr>
<td>Directorate of Educational Services</td>
<td>-</td>
<td>Fondazzjonij Centru għall-Kreattività (Kavallieri ta' San Gakbu)</td>
<td>1</td>
</tr>
<tr>
<td>Directorate for Quality &amp; Standards in Education</td>
<td>-</td>
<td>Foundation for Educational Services</td>
<td>2</td>
</tr>
<tr>
<td>Enemalta Corporation</td>
<td>1</td>
<td>Foundation for Medical Services</td>
<td>19</td>
</tr>
<tr>
<td>EU Programmes Agency (EUPA)</td>
<td>2</td>
<td>Foundation for Social Welfare Services</td>
<td>67</td>
</tr>
<tr>
<td>Heritage Malta</td>
<td>120</td>
<td>Foundation for Tomorrow's Schools</td>
<td>1</td>
</tr>
<tr>
<td>Housing Authority</td>
<td>9</td>
<td>Grand Harbour Regeneration Corporation</td>
<td>2</td>
</tr>
<tr>
<td>Identity Malta Agency</td>
<td>170</td>
<td>IPSL</td>
<td>-</td>
</tr>
<tr>
<td>Kunsill Malti għall-Isport</td>
<td>36</td>
<td>Local Councils</td>
<td>80</td>
</tr>
<tr>
<td>Lotteries and Gaming Authority</td>
<td>3</td>
<td>Local Councils Association</td>
<td>2</td>
</tr>
<tr>
<td>Malta Communications Authority</td>
<td>11</td>
<td>Malta Council for Science and Technology</td>
<td>1</td>
</tr>
<tr>
<td>Malta Competition &amp; Consumer Affairs Authority</td>
<td>66</td>
<td>Malta Enterprise</td>
<td>2</td>
</tr>
<tr>
<td>Malta Council for Culture and the Arts</td>
<td>20</td>
<td>Malta Information Technology Agency</td>
<td>2</td>
</tr>
<tr>
<td>Malta Environment &amp; Planning Authority (MEPA)</td>
<td>98</td>
<td>Malta Investment Mngt Co Ltd (MIMCOL)</td>
<td>1</td>
</tr>
<tr>
<td>Malta Libraries</td>
<td>70</td>
<td>Malta Tourism Authority</td>
<td>3</td>
</tr>
<tr>
<td>Malta Resources Authority</td>
<td>2</td>
<td>Maltco Lotteries</td>
<td>1</td>
</tr>
<tr>
<td>Malta Statistics Authority</td>
<td>59</td>
<td>Management Efficiency Unit</td>
<td>6</td>
</tr>
<tr>
<td>MCAST</td>
<td>9</td>
<td>Manoel Theatre</td>
<td>1</td>
</tr>
<tr>
<td>Medicines Authority</td>
<td>11</td>
<td>MCAST</td>
<td>43</td>
</tr>
<tr>
<td>National Archives</td>
<td>11</td>
<td>MEUSAC</td>
<td>5</td>
</tr>
<tr>
<td>National Commission for the Promotion of Equality</td>
<td>1</td>
<td>MEUSAC/MCESD (Gozo Regional Office)</td>
<td>2</td>
</tr>
<tr>
<td>National Commission Persons with Disability</td>
<td>6</td>
<td>Office of the Commissioner for Voluntary Organisations</td>
<td>1</td>
</tr>
</tbody>
</table>
Ongoing Ancillary Activities

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

<table>
<thead>
<tr>
<th>Category ‘A’ Appointments</th>
<th>Position</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Director</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td>In an Acting Capacity</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Assistant Commissioner of Police</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Service Appointments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade</td>
</tr>
<tr>
<td>Senior Principal</td>
</tr>
<tr>
<td>Principal</td>
</tr>
<tr>
<td>Assistant Principal</td>
</tr>
<tr>
<td>Executive Officer</td>
</tr>
<tr>
<td>Clerks</td>
</tr>
<tr>
<td>Senior Messenger</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Re-employment</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-employment</td>
<td>21</td>
</tr>
<tr>
<td>Re-instatement</td>
<td>8</td>
</tr>
</tbody>
</table>

General Service promotions to a higher grade in terms of the relevant provisions of the Addendum and the 1993 Classification Agreements, subject to satisfactory performance

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Assistant Principal to Principal</td>
<td>3</td>
</tr>
<tr>
<td>From EO to Assistant Principal</td>
<td>15</td>
</tr>
<tr>
<td>From Clerk to EO</td>
<td>0</td>
</tr>
<tr>
<td>From Clerk to Senior Clerk</td>
<td>68</td>
</tr>
</tbody>
</table>

General Service progressions to a higher salary scale within the same grade subject to satisfactory performance

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Scale 7 to Scale 6</td>
<td>83</td>
</tr>
<tr>
<td>From Scale 8 to Scale 7</td>
<td>0</td>
</tr>
<tr>
<td>From Scale 9 to Scale 8</td>
<td>50</td>
</tr>
<tr>
<td>From Scale 10 to Scale 9</td>
<td>5</td>
</tr>
<tr>
<td>From Scale 11 to Scale 10</td>
<td>63</td>
</tr>
<tr>
<td>From Scale 14 to Scale 13</td>
<td>10</td>
</tr>
<tr>
<td>From Scale 16 to Scale 15</td>
<td>6</td>
</tr>
<tr>
<td>From Scale 17 to Scale 16</td>
<td>0</td>
</tr>
<tr>
<td>From Scale 18 to Scale 17</td>
<td>0</td>
</tr>
<tr>
<td>From Scale 15 to Scale 14</td>
<td>35</td>
</tr>
</tbody>
</table>

Office i/c Minor Staff
### Movement of staff approved by PAHRO

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service Grades</td>
<td>236</td>
</tr>
<tr>
<td>Departmental Grades</td>
<td>94</td>
</tr>
<tr>
<td>Technical Grades</td>
<td>42</td>
</tr>
<tr>
<td>Industrial Grades</td>
<td>71</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
</tr>
</tbody>
</table>

### Movement of staff within the same Ministry approved by the respective Permanent Secretary

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service Grades</td>
<td>24</td>
</tr>
<tr>
<td>Departmental Grades</td>
<td>0</td>
</tr>
<tr>
<td>Technical Grades</td>
<td>1</td>
</tr>
<tr>
<td>Industrial Grades</td>
<td>7</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
</tr>
</tbody>
</table>

### Movement of public officers to and from Private Secretariats

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service Grades</td>
<td>16</td>
</tr>
<tr>
<td>Departmental Grades</td>
<td>9</td>
</tr>
<tr>
<td>Technical Grades</td>
<td>1</td>
</tr>
<tr>
<td>Industrial Grades</td>
<td>6</td>
</tr>
<tr>
<td>Others</td>
<td>4</td>
</tr>
</tbody>
</table>

### Other Movement of Staff

<table>
<thead>
<tr>
<th>Type of Movement</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reversion to former grade in terms of para 1.1.7.2 of the PSMC</td>
<td>1</td>
</tr>
</tbody>
</table>

### Calls for Applications – Departmental, Technical and Industrial Grades and Contractual Positions

<table>
<thead>
<tr>
<th>Type of advert</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Gazette</td>
<td>194</td>
</tr>
<tr>
<td>Service-wide (PAHRO Circulars)</td>
<td>182</td>
</tr>
<tr>
<td>Departmental Circulars</td>
<td>4</td>
</tr>
<tr>
<td>Expressions of Interest</td>
<td>26</td>
</tr>
</tbody>
</table>

### Recommendations to the Public Service Commission in respect of Departmental, Technical and Industrial Grades and Contractual Positions

<table>
<thead>
<tr>
<th>Type of advert</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Personnel</td>
<td>140</td>
</tr>
<tr>
<td>Expatriate Personnel</td>
<td>35</td>
</tr>
</tbody>
</table>

### Pension Files processed by the Department

<table>
<thead>
<tr>
<th>Type of advert</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental, Technical and Industrial Grades</td>
<td>223</td>
</tr>
<tr>
<td>General Service Grades (Directors/Assistant Directors/Officers in Grade 5 and above)</td>
<td>14</td>
</tr>
</tbody>
</table>

### Others (recommendations)

<table>
<thead>
<tr>
<th>Type of Movement</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assimilations</td>
<td>25 recommendations involving 654 officers</td>
</tr>
<tr>
<td>Re-designations</td>
<td>7 recommendations involving 9 officers</td>
</tr>
<tr>
<td>Renewals of contract</td>
<td>51 recommendations involving 205 officers</td>
</tr>
</tbody>
</table>

### Appointments in Departmental, Technical and Industrial Grades and Contractual Positions

<table>
<thead>
<tr>
<th>Method</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Following public calls for applications</td>
<td>2765</td>
</tr>
<tr>
<td>Following selection from service-wide calls</td>
<td>877</td>
</tr>
<tr>
<td>Following selection from departmental calls</td>
<td>103</td>
</tr>
<tr>
<td>After a number of years service in the grade (promotions)</td>
<td>109</td>
</tr>
<tr>
<td>Through direct recommendations</td>
<td>20</td>
</tr>
</tbody>
</table>
The Public Administration Collective Bargaining Unit

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

The Public Sector

During 2014 and January-February 2015, PACBU was involved in a number of discussions with Public Entities and Unions, which discussions revolved mainly around the revision of particular Collective Agreements. PACBU, together with the management of the respective Public Entity, concluded negotiations on these documents, which documents were also signed:

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

The Public Service

During 2014 and January-February 2015, PACBU was also involved in a number of discussions with line Ministries and Unions, which discussions revolved mainly around the revisions of particular Sectoral Agreements. PACBU, together with the management of the respective line Ministries, concluded negotiations on these documents, which documents were also signed:

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

During 2014 and January-February 2015, PACBU was approached on a daily basis by
Government Departments, Public Entities, Authorities and Agencies for advice on issues
relating to their respective collective/sectoral agreements, their implementation, and
industrial relations in general.

Discussions on the below issues are currently proceeding:

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

It is envisaged that during the upcoming year, discussions about the Collective Agreements,
pertaining to the below list of Public Entities and which shall expire either in 2015 or in 2016,
shall commence:

(i) Foundation for Education Services;
(ii) Malta Enterprise;
(iii) Malta Stock Exchange;
(iv) ARMS (GWU);
(v) Transport Malta (UHM);
(vi) Water Services Corporation – Professional Grades;
(vii) Malta Stock Exchange;
(viii) Gozo Channel;
(ix) National Archives;
(x) Occupational Health & Safety Authority (OHSA);
Following Directive 7 concerning the Delegation of Authority to recruit in the Public Sector entities, PACBU shall continue to offer its support and advice as regards the revision of the holistic salary structure of various entities. This is an ongoing exercise.

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